

Running Head: OPERATIONAL INTELLIGENCE

Operational Intelligence the Human Factor

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Abstract

The role of Human Intelligence is essential to the war on terrorism and to our nation's security. Humans are the key to the success of our military. Information is crucial on the battlefield to help commanders make decisions that will have an effect on every Soldier's life. Advances in technology have come a long way. Without the men and women out in the field gathering and analyzing information, the advantage could go to the enemy. We must never forget what has made this country great, its people and their willingness to put themselves in harm's way protect our freedom.

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Operational Intelligence the Human Factor

Operational intelligence refers to the collecting of information, analysis of that information, and the distribution of information that is relevant to the national security strategy. During the early eighteenth century, our military leaders understood the importance of operational intelligence but lacked the technological advances to effectively gather, process, and distribute the information that they were receiving. During the Revolutionary War George Washington gathered intelligence in the form of covert actions, counterintelligence and even espionage using a committee that would secretly exchange letters with citizens in Europe and Britain that were sympathetic to the American cause. Most of the information collected through espionage proved to be inaccurate and the information received through actions on the battlefield was often received too late to serve any useful purpose. However, George Washington acknowledged the importance in the intelligence gathering process and found fragments of information that proved to be useful and that developed trends in operational techniques. George Washington, having seen the significance of accurate intelligence knew that it would shape the war and established the Secret Service Fund, which would receive 12 percent of the federal budget.

George Washington established the first intelligence unit in 1776 commanded by Thomas Knowlton that later became known as the “Knowlton Rangers”. The unit was responsible for gathering information through reconnaissance missions that were considered too dangerous for conventional forces. Knowlton’s Rangers proved to be an invaluable source for gathering reliable and providing current information that could be processed and used on the battlefield. The Army’s intelligence seal of today bears the date 1776 in honor of Knowlton’s Rangers. Other intelligence outfits were forming and providing valuable information that would influence

the outcome of the war. One of those groups known as the “mechanics” which meant skilled laborers and artisans, gathered information on British troop movements and even destroyed and stole equipment belonging to the British. Their patriotic acts were not overlooked and the American people often referred to them as the Liberty Boys. The most legendary member of the Liberty Boys was Paul Revere who served as a courier for the group and later became famous for the infamous “midnight run”.

In the early nineteenth century during the Mexican War, what little intelligent information that was gathered often came from tactical reconnaissance. The Civil War however did utilize spies but with no impairing effect on the either side proved to be unpretentious. Union forces were the first to employ the use of aerial reconnaissance by means of balloons in 1861 but the technological break-through proved to be brief due to funding issues. Many Union Soldiers and senior leaders felt that using the balloons because of their explosive hydrogen was reckless and foolishly putting their military men in harm’s way. President Lincoln and other military leaders had the foresight to see the usefulness of aerial intelligence gathering on the battlefields by providing accurate and timely information on the enemy’s location. However important the president considered the program to be he could not continue to fund it and it met its demise in 1863. Unknown by the Union forces the Confederate leaders considered the balloons a huge frustration and a very effective discouraging tactic when it came to troop movement ultimately causing delays in their tactical strategy.

The Bureau of Military Intelligence was established in 1863 to provide an accurate depiction of the Confederates movements, troop strength, and equipment. Headed by Major General Joe Hooker commander of the Army of the Potomac and more commonly known as

“Fighting Joe” among his colleges was renowned for his ability to quickly gather and disseminate accurate intelligence information. In regards to his promotion to this position, Hooker told Lincoln “the country at war would best be served by a dictator” (Wikipedia, Army of the Potomac, ¶ 1). Lincoln’s reply was,

I have heard, in such way as to believe it, of your recently saying that both the Army and the Government needed a Dictator. Of course it was not for this, but in spite of it, that I have given you the Command. Only those generals who gain success can set up dictators. What I now ask of you is military success, and I will risk the dictatorship (Wikipedia, Army of the Potomac, ¶ 2).

With the amount of information being gathered abroad and in the absence of an agency to collect and analyze the information the first U.S. intelligence agencies were stood up. The first was the office of Naval Intelligence (ONI) in 1882 and then the Army’s Military Intelligence Division (MID) in 1885. Though both agencies were lightly manned, they were tasked with gathering information that might be relevant in a time of war. Eventually the importance of the intelligence information that they were gathering became apparent and the need for a more robust and better-trained staff quickly followed.

With the technological advances of the twentieth century also came a new era of collecting and processing operational intelligence. When the U.S. entered the First World War in 1917 it realized that its intelligence organization needed restructured to cope with the technological advances in the communication platforms currently in use. Intelligence gathering now had to contend with a wireless communications system that could rapidly pass real time information. Unfortunately, for the intelligence community these messages were often encrypted

and provided little to no valuable information until the message could be deciphered. This created a need for code breakers and the U.S. stood up a code and cipher unit commanded by Lt Herbert Yardley, which became the first U.S. signal intelligence (SIGINT) organization. Yardley was tasked with the development and training of signal individuals in the decryption of enemy codes that became known as the eight section of military intelligence (MI-8). The MI-8 was the foundation for an organization known as the Cipher Bureau commonly referred to as the Black Chamber that became the first peacetime cryptanalytic organization. The state department and the U.S. Army funded the organization under the premise that the company made commercial codes for U.S. businesses. The company was actually charged with breaking the codes of different foreign nations and was quite successful in their endeavors. This eventually led to the creation of the Central Intelligence Division (CID) and proved to be the forerunner for the creation of the Federal Bureau of Investigation (FBI).

Often the attack on Pearl Harbor is referred to as an intelligence failure. U.S. intelligence agencies were not communicating with each other ultimately creating an illogical analysis of the Japanese military capability and objective. After the attack the U.S., inherently notice a flaw in the information dissemination process and took immediate actions to resolve it. Prior to the attack William Donovan was appointed Coordinator of Information (COI) by President Roosevelt. Donovan's job was to act as a central collection agency, gathering and analyzing intelligence information that applied to national security. Donovan's efforts for a peaceful alliance with the existing intelligence agencies came with stiff resistance particularly from the military. The intelligence agencies arrogance and noncompliance to share information formed the catalyst that led to the intelligence failure associated with Pearl Harbor. Though the

government may not have been able to stop the attack, had the intelligence agencies collaborated they would have had a better idea of the Japanese's intent.

In the mid twentieth century, President Truman found it difficult to decipher the conflicting intelligence reports and created the Central Intelligence Group under the care of the Director of Central Intelligence (DCI). The DCI was charged with improving the coordination between dissimilar groups. However, not having an institutional base the DCI found this objective almost impossible to complete. In 1947, the National Security Act became law establishing a National Security Council (NSC) charged with the coordination of military and civilian strategy, assigned the DCI to the NSC, and assigned the CIA to the DCI to manage intelligence. The military insisted that each branch of service sustain its own intelligence agency and to accommodate this, the Defense Intelligence Agency stood up.

The modern intelligence community has an imposing composition of operational intelligence tools that effectively collect, analyze, and disseminate information on today's battlefield. The technological advances of today's intelligence gathering result in a more accurate, reliable, time efficient, and robust range of information that has not been possible in previous conflicts. Some common intelligence gathering practices that were available in the eighteenth century and are commonly used today consist of human intelligence (HUMINT) such as newspaper articles, espionage, reconnaissance, and interrogation. With the technological advances of today, the government has the ability to view the internet, do phone tapes, intercept wireless transmission, and provide imagery via live video feed from unmanned aerial vehicles (UAV) and satellites. This streamed-lined information processing can help eliminate casualties and provides an enhanced strategic picture to the combatant commanders by providing an in-depth and current look at the battlefield.

The U.S. Intelligence Community Agencies: U.S. government agencies in the Intelligence Community (IC), which is comprised by many organizations, have taken center stage in the war against terrorism. After the terrorist attacks of 9/11, protection against terrorism and intelligence gathering on activities directed against the U.S. became a much higher priority of our national interest. The U.S. Intelligence Community implemented many changes after the 2004 Intelligence Reform and Terrorism Prevention Act. One of the changes was the establishment of the Director of National Intelligence as the top manager of the community. This was a great step toward reform since the 9/11 Commission identified lack of intelligence sharing among agencies as a key reason for our inability to prevent the horrible attacks in New York.

The main functions of the U.S. Intelligence Community are counter-intelligence within both the borders and abroad, offensive intelligence operations, and covert intelligence. The same functions apply to the U.S. military intelligence agencies. The President manages all intelligence-gathering agencies with oversight from Congress Intelligence Committees. Our nation's capital serves as the headquarters for most intelligence agencies. Human Intelligence (HUMINT) is at the core of all the agencies' functions. Information obtained, even with the use of sound, needs full analysis to be effective. This requires professionals that can determine through critical reasoning, knowledge of the treat, and experience what intentions the enemy has to harm our nation.

The Central Intelligence Agency (CIA) is an intelligence agency that has the capabilities to operate globally in support of U.S. national security interests with the use of every tool available to the intelligence community. The Director of the Central Intelligence Agency is the chief of the Central Intelligence Agency and reports to the Director of National Intelligence. The

2004 Intelligence Reform and Terrorism Prevention Act appointed the Director of National Intelligence to assume some of the roles of the DCI. Its sources of intelligence aid the President and policymakers in Congress during decision-making influencing military, economic, and political decisions abroad. Covert operations are a major source of human intelligence gathering technique used by the CIA. This type of operation keeps the role of the United States on influencing and protecting our interests from becoming public. The National Security Agency (NSA) protects U.S. government information systems and analyses foreign electronic signals to produce intelligence information. It has sites throughout the world to meet objectives set by the Director of National Intelligence with coordination with the President's Foreign Intelligence Advisory Board. The Information Assurance mission defends information infrastructures vital to U.S. national interests. It safeguards government information with state of the art communication and data processing systems. Furthermore, it represents one of the most important foreign language analysis and research of our government. The Department of Defense (DoD) is responsible for providing the military forces needed to prevent war and defend the security of the United States. The Army, Navy, Air Force, and Marine Corps represent the major units of DoD. Under the Commander-in-Chief, the Secretary of Defense exercises authority, direction, and control over the department. DoD includes the Office of the Secretary of Defense, the Chairman of the Joint Chiefs of Staff, three Military Departments, nine Unified Combatant Commands, the DoD Inspector General, fifteen Defense Agencies, and seven DoD Field Activities. The intelligence organizations of the four military services include the United States Special Operations Command (SOCOM), the Army's Office of the Deputy Chief of Staff for Intelligence (ODCSINT), and Intelligence and Security Command (INSCOM). The Navy has to its disposal the Office of Naval Intelligence and the Naval Security Group Command.

Another armed forces agency is The Marine Corps Intelligence Activity (MCIA) and the Air Force Intelligence, Surveillance, and Reconnaissance (ISR). The Air Force Technical Applications Center is the sole Department of Defense agency operating and maintaining a global network of nuclear event detection sensors. The Air Combat Command operates reconnaissance, fighter, battle-management, bomber, and electronic-combat aircraft. It also provides command and control, intelligence, and communications systems while conducting global information operations. The United States Coast Guard is a maritime service within the Homeland Security Department. It protects the public, the environment, and the U.S. as the other services do in their own military way. The Coast Guard also protects the U.S. economic and security interests in any maritime region. That might include international waters, as it is the case in today's war on terrorism. One of the most famous agencies in our nation is The Federal Bureau of Investigation (FBI). The FBI is the investigative arm of the U.S. Department of Justice. It protects against terrorist and foreign intelligence threats. The Bureau focuses on protecting the U.S. against weapons of mass destruction and espionage. It also enforces laws and assists with criminal justice services at federal, state, municipal, and international level. The FBI integrates investigative and intelligence gathering actions against national security threats by providing timely information to the intelligence and law enforcement communities. It also develops systems that implement applicable laws and all the guidance provided by the Attorney General and the Director of National Intelligence. A more contemporary agency now puts most of the intelligence gathering efforts together for the U.S. This is The Department of Homeland Security (DHS). The DHS is at the forefront of the nation's security. Its mission is to prevent terrorist attacks and protect against threats to the U.S. The DHS uses the Office of Intelligence (OIA) to interact with the rest of the Intelligence Community and uses all its sources to identify

threats. It tries to provide timely and actionable intelligence to all levels of intelligence agencies in the U.S. It gathers information from dependable sources with the help of other members of the Intelligence Community to produce precise intelligence.

Today's technologies have enhanced our intelligence capabilities in many ways.

ACOUSINT (Acoustic Intelligence-Underwater) is the collection of acoustical underwater signatures like sonar emissions gathered with the use of very sensitive devices called hydrophones. COMINT (Communication Intelligence) provides collection capability for the interception and decoding of communications traffic. It collects information pertaining to the patterns, codes, and frequencies used for communications. ELINT (Electronics Intelligence) is the gathering of electronic information focused on the target's electronic countermeasures capabilities. This might include electronic deception, jamming, and other electronic signatures. Airborne platforms employ this technology as well as ships and satellites. LASINT (Laser Intelligence) is the gathering of information on the target's laser capability. This may include laser designators that guide weapons into a target by means of illumination with an infrared laser. The Strategic Defense Initiative is an example of this technology as well as anti-laser capabilities like the rejection of laser light to avoid laser designation. Space-borne or airborne reconnaissance and surveillance platforms can obtain LASINT to aid our government in the war against terrorism. Photographic Intelligence (PHOTOINT) is the gathering of intelligence with the use of overhead reconnaissance. High-flying aircraft or satellites normally obtain this type of information. Photographic Intelligence captures distrustful things or analyzes changes noticed between successive photographs. These photos can show differences in temperature of the surface that can enhance the development of plans. Another type of technology is RADINT (Radar Intelligence). This is a specific form of ELINT, which classifies and finds the target's

radar emissions. This is very useful when taking out a target's radar system and disabling their defense against incoming missiles or aircraft. Special aircrafts search for enemy radar signatures by overrunning target airspace or by performing other activities, which cause the target to illuminate in the radar. Signals Intelligence (SIGINT) is the intelligence gathering by interception of signals, whether between people, machines, or a mixture of the two. SIGINT often involves the use of cryptanalysis (obtaining and analyzing encrypted information) as the encryption of sensitive information happens. TELINT (Telemetry Intelligence) is the collection and analysis of telemetry (remote measurement and reporting of information) information about a target's missile or enemy's own aircraft tests. Information obtained sent from the test vehicle can be used to analyze test results and can provide valuable information on the cause of the failure. TELINT provides much information about a target's test vehicles and because of that, encoding telemetry is now necessary. Decoding of TELINT in most instances must happen after the TELINT information goes into the de-crypting agency. This process most likely takes place at the NSA.

Over the past couple of decades, the United States lack of military intelligence has enabled terrorist organizations such as Hezbollah and al-Qaeda to attack us abroad and on American soil. One reason for this was a lack of human intelligence. At the end of the Cold War, American leaders did not believe there was a global threat anymore. They did away with all of our clandestine organizations, operatives, informants, and spies. American leaders believed technology was the way military intelligence would operate in the future. They argued that if you have to rely on information from terrorist and informants who are associated with the very people we are trying to spy on, how can you trust the information they are giving us. American leaders believed there money would be better spent on technology, which we could

use to spy on our enemies instead of paying money to the very people who are attacking us. We will review some examples of terrorist attacks, our lack of human intelligence, and our over reliance on conventional intelligence collection systems.

A bomb explodes in the basement garage of the World Trade Center on February 26, 1993. Six people are killed and over a thousand injured. Military intelligence believes Al-Qaeda terrorist committed the attack. Two years later, 1995, Islamic Sheik Omar Abdel Rahman and nine other Islamist Jihadists are convicted for conspiring to blow up the World Trade Center. In 1998, Ramzi Yousef, who is thought to be the architect behind the bombing, was charged with and convicted for the bombing. The United States military intelligence believe the terrorist group Al-Qaeda was involved. (Berry, Jones, Powers, Savada, and Library of Congress, 1999)

On the morning of June 25, 1996 in Dhahran, Saudi Arabia, a fuel truck loaded with three to five thousand pounds of explosives pulled up to the entrance control point at Khobar Towers military housing complex and was denied access by the guard on duty. The truck then turned around and drove to a parking lot adjacent to the complex. The terrorist abandoned the truck and left in another vehicle. The guard on duty witnessed this, recognized it as a threat, and alerted security. Three to four minutes later the truck exploded, killing nineteen American service members and injuring over four hundred others. Thirteen Saudis and a Lebanese national all suspected members of the terrorist Hezbollah were convicted on charges linking them to the attack in June 21, 2001. (Library of Congress, 2002)

The USS Cole pulled into the Aden harbor in Yemen on October 12, 2000. While waiting to finish a scheduled fueling stop a small boat approached. The crew that was on watch at the time thought the captain of the small boat was confused and was bringing them a mooring line which they had already gotten when they first pulled into the harbor. They attempted to

wave the small boat off, but their efforts failed. When the small boat pulled up alongside the USS Cole, it blew up killing seventeen sailors and wounding thirty-nine other sailors. The United States Military Intelligence believes members of the Qaeda terrorist network conducted the attack, and that Osama bin Laden was the architect behind the attack.(Library of Congress, 2002)

September 11, 2001, nineteen terrorist hijacked four commercial jetliners and conduct a series of coordinated attacks. Two of the hijacked jetliners were flown into the World Trade Center, New York City. The first jetliner crashed into the north tower at 0900; seventeen minutes later the second jetliner hit the south tower. The total number of people killed numbered 2,992. The third jet slammed into the Pentagon at 0910 killing one hundred eighty-nine people. The fourth jet crashed in a field in Shanks Ville, Pa., killing forty-four people. The United States Military Intelligence believes Osama bin Laden and the Islamic al-Qaeda terrorist group are behind the attack. (Library of Congress, 2005)

What ever thought you have on the events leading up to these terrorist attacks, it is reasonable to conclude that our lack of human intelligence played a big role in the military's failure to identify and prevent them. If United States had operatives, informants, or spies imbedded in the terrorist networks, they would have had an early warning. The military would have been able to prevent these attacks from happening. American leaders failed to recognize the most important dimension of any battlefield, the human one. Reliance on technological intelligence such as satellites, intercepting signals and images, rather than human intelligence, which involves interrogations, informants and spies proved to be a weakness the terrorist capitalized on.

On March 20, 2003, our justification for invading Iraq was based on weapons of mass destruction, which threatened world peace. America's technological ability enabled us to produce evidence such as real time video surveillance of Iraqi soldiers. The video showed a pattern of activity designed to conceal movement of material from places where chemical weapons had been stored in the past. We also had photos taken from a satellite of new construction on multipurpose facility previously used for biological and chemical weapons. We intercepted signals such as phone calls, e-mails, and radio transmissions where Iraqi soldiers were being told, make sure it is not there when the inspectors show up. We even tried to justify our invasion based on the history that Saddam Hussein had used chemical weapons on Iran and on his own people. All of this technology and we still could not convince the United Nations to support the war in Iraq

When America invaded Iraq, our intelligence was lacking. The commanders on the ground knew the location of enemy forces, equipment, and their activity but the lack of human intelligence made the opposition commanders a mystery. What was the opposition commander's education, traits, past experiences, and decision-making process? Would they surrender if given a chance? Would the opposition commanders use weapons of mass destruction? This kind of intelligence information cannot be gathered by satellite images, aircraft, and signals intercepts. This type of intelligence can only be gained by having human sources within the enemy's ranks.

There are numerous reports that say terrorists are attempting to acquire nuclear, biological, and chemical weapons. According to the Library of Congress, there is an "increasing likelihood that terrorists will use weapons of mass destruction (WMD), particularly against the United States" (Berry et al, 1998, preface ¶ 1). The terrorist goal is to make the cost of peace and democracy so high that America's will stop promoting their way of life around the world and go

home. We know that in the end terrorist will fail, but we also know that as long as the United States is promoting peace and democracy around the world they will keep on trying.

The best way to fight terrorism and prevent another attack is to re-humanize the intelligence agencies. Throughout history clandestine operatives, spies and informants have been our best source for early warning of attacks and detecting those responsible. The use of human intelligence (HUMINT), will enhance our capability to identify terrorist organizations, figure out what they are planning, and prevent their next act of terror. We will also have the ability to attack the terrorist wherever they are hiding.

The current operation intelligence strategy was unveiled when Bush appointed the retired Vice Admiral Mike McConnell as the new manager of national intelligence. Bush called for more flexibility in the use of people with native backgrounds to collect vital information to help the battle on terrorism. McConnell will overhaul security and its policies of the earlier period. He said we need the best and brightest Americans to fight a different enemy and this was considered necessary to confront the terrorization in the future. McConnell will focus on our citizens, information collection, and technology and be accountable to the American people. The old policies hampered rational reform, such as hire first and next generation Americans who hold indigenous language skills and cultural awareness of the enemy. He also will create an environment where the community can continue to build American intelligence to be the most efficient in the world.

The undersecretary also stated that DOD is underway with reforms. He stated that the new watchword is **surprise** in how Department of Defense members think, arrange, organize and operate. These reforms will streamline operations and improve the way we, collect, process and share information. Intelligence is no longer concerned about weather conditions, the landscape

or the enemy location, a week ago. Information has to be real time for all DOD members to get to the battlefield. Each branch of service gathers information differently from each other, so Donald Rumsfeld, the former Secretary of Defense, introduced a new initiative: The Joint Intelligence Operation Center Worldwide. These departments will be operational at Department of Defense's, Defense Intelligence Agency, all unified combatant CMD and at U.S forces Korea. These agencies went into effect this past October, the suspense date that Rumsfeld set. The new initiative planned to bring rapid access to intelligence to be utilized by bringing all sources together and having direct contact with intelligence operations. The advantage to this new concept is that people will interact while working towards the same goals and mission while fighting the war on terrorism.

The army information system relies on different methods of how we collect information. One method we use that has been passed down through the generations is what we call **Salute**. Salute was used during guard duty but was widely used out on the battlefield for real time information on the enemy. We still use this but not as often as before. However, most commanders would rather use this method because it is more reliable. It allows them to get real time on the enemy through one of their own personnel. While technology has improved the way we gather information, unfortunately it takes time to do so, because of the systems that have to analyze the information before it can be disseminated. Technology has made our job easier, but we still need the people to know how to make all the new advancements work on today's battlefield. Without the qualified personnel, technological advancements would not be beneficial to the army and all DOD operations.

The ARSC Communications train our military personnel on how to collect intelligence through lessons learned in Iraq and Afghanistan, for the last two years they have lessons learned

teams, at Fort Huachuca. They have collected data from all current operations, at all levels of operations in Iraq and Afghanistan and have provided the most up to date information on successful and unsuccessful intelligence operations. They collect this information to train all deploying units and brigades. ARSC implemented a program called "Every Soldier is a Sensor," which deals with how to collect intelligence. Non-HUMINT personnel are trained how to collect information in a combat environment from the local population. This training is developed for all soldiers army wide. This training is very important to the operation in Iraq and Afghanistan because it provides the means for every soldier on the battlefield to acquire information on the battlefield that a commander can use to make decisions. The Army Chief of Staff has made this task his number one priority for training our army and DOD personnel. Human beings are more important than hardware. The war on terrorism is a war about people, human action and initiative.

The US Army military intelligence community states that people are the strength of army intelligence. They are the jewels that make their enterprise work, competent and very dedicated military and civilian employees. They strive to enable and empower people to be always out front. They account for 3 to 4 percent of the military structure that is about 28,000, that includes Guard and Reserve components. They also employed about 3,800 civilians' employees to help fight the war on terrorism and to ensure that the army community is trained and ready to carry out its mission on the battlefield.

The Patriot Act was established eight days after 9-11. These laws allow our intelligence and law community to go after criminals. It allows them to use the same method in going after terrorist as they use to go after drug dealers. The system helps detect active terrorist in our country and abroad. The threat to the US and its people is real and deadly. By enacting this law

we have broken up terrorist cells in Ohio, NY, and VA. The Patriot Act assists the intelligence community by breaking down the legal and bureaucratic system that hindered investigations. These laws help the intelligence to prosecute terrorist supporters in California, Texas, New Jersey, Illinois, Washington and North Carolina. These laws let the average person get involved in the war on terrorism by reporting any thing that is out of the ordinary. An example of the advantage this brings was shown when a cab driver spoiled a terrorist attempt at Fort Dix, New Jersey. People are the best defense because everything a terrorist wants to do to this country must be financed. Terrorists must use some type of communication device. These are some pros of the Patriot Act. America is a lot safer because of the success of these laws. Freedom is no longer free, we must continue to fight at all cost. Our military and intelligence community needs these laws to do their job and protect our nation. People's involvement is the key to this war because without their support we cannot continue to live free.

The Civil Liberties watch group is not happy with the freedom that the intelligence and law enforcement have. They feel that their privacy is being infringed upon. Their concerns are telephone use, internet surveillance, large-scale investigation of US citizens, secret searches, warrantless searches, and imprecise detention of immigrants on unimportant visa violations. These were some of the cons, which were cited by the civil liberties. We do not live in the sixties any more; our world is full of people who want to bring down America. We are now fighting a global war on terrorism. The Patriot Act was established to help our military fight this war on terrorism. These laws will be challenged by people, but what if, we did not have these laws in place. There could be another 9-11 waiting because we did not want to change the way we did business in America. Freedom has a price and our soldiers and civilians have paid the ultimate

sacrifice with their lives. There will always be disadvantages to everything we do. However, the question is, do the disadvantages outweigh the benefits? In this case, the answer is No.

Home Land Security was established to secure our nation from terrorist attacks. Homeland security employs about 180,000 personnel across the United States. Their mission is complex and requires total effort from society for this organization to be successful. Their vision is to protect America and its freedom. Their mission is to bring all Americans together and deter terrorist attacks, respond to threat and hazards to our nation.

Their strategic goals are:

Awareness- Understands and identifies threat

Prevention- Detect and deter

Protection- Defend our people and their freedom

Response- Coordinate the public response to acts of terrorism

Recovery- Repair services and re-establish communities after a terrorist act or national disasters

Service- Serve the public effectively

They understand the most valuable resource that they have are people, because of our value-based system that we have in America.

The activities and programs that the homeland covers are all functions of the United States, from airlines to railways. The DHS were awarded over \$113 million in grant monies to strengthen the coordinate training efforts of homeland security. They invest in people because technology can only be as good as the men and women that utilize it.

Human intelligence and non-human intelligence have been successful throughout the history, of our great county. Without well-trained people and the nation's will, we cannot win the war on terrorism. One team, one fight and we can achieve any.

Conclusion

In conclusion, you can see how human intelligence has played a primary role in accurate and tangible intelligence operations information gathering throughout history. We have talked about its beginning, its agencies and technologies, given examples of human intelligence and technological intelligence, and explained the current operational intelligence strategy. We have shown how it has been successfully utilized in numerous battles and has evolved over time. When combined with modern day technology it has proven to be an effective and insurmountable tool that provides the combative commanders with a real-time analysis of the current situation on today's battlefield.

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