

**PEER REVIEW  
COORDINATING DRAFT**

**TASK ANALYSIS  
FOR**

**PROCESS INFORMATION  
(CRITICAL COMBAT FUNCTION 3)**

**AS ACCOMPLISHED BY A BATTALION TASK FORCE**

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**Task Analysis for Process Information  
as Accomplished by a Battalion Task  
Force. Critical Combat Function 3 (CCF 3)**

**Kent Harrison**

**BDM Federal, Inc.**

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13. ABSTRACT (Maximum 200 words)  
The purpose of CCF 3 is to convert acquired and collected information into intelligence that can be used by the TF and TF commander to influence the battle and assure mission accomplishment.  
The outcomes include:

- 1) Timely and relevant intelligence.
- 2) Updated and doctrinally correct TF operational and intelligence products:
  - a) Commanders Decision Support Template (DST).
  - b) TF enemy situation/event template.
  - c) Intelligence Summary (updated enemy situation).
  - d) Updated Overlays on critical C2 maps.
  - e) Priority Intelligence Requirements (PIR) and Intelligence Requirements (IR).
  - f) Reconnaissance and Surveillance Plan.
- 3) Outdated, irrelevant information culled out during the processing process.

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PROCESS INFORMATION

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## PREFACE

This task analysis of **Process Information, Critical Combat Function 3** (CCF 3), is an intermediate product of the process of developing a training strategy for the CCF. This CCF is grouped under the Intelligence Battlefield Operating System (BOS). It deals with information relevant to intelligence processing systems. This analysis reflects tasks, products, principal participants, and processes in sequence and relationship necessary for the heavy battalion task force processing of intelligence information once it has been collected and acquired as a result of CCF 2, Collect Information.

**CRITICAL COMBAT FUNCTIONS:** *The integration of related players and tasks that represent a source of combat power. The synchronization of critical combat functions provides maneuver commanders at any echelon with a definable outcome that materially affects the battle.*

The battle phases PLAN, PREPARE, and EXECUTE relate to the entire battalion task force (TF) battle vice phasing for this particular CCF.

This CCF reflects those critical tasks performed by the TF leadership, the TF S2 and TF S2 Section to efficiently and effectively process all of the intelligence information collected throughout the battle phases and prepare the resultant intelligence for timely dissemination.

Although intelligence information must often be disseminated without much processing so as to provide timely intelligence information to units in contact, this CCF focuses on the TF S2's responsibility to effectively process and analyze available information so as to ensure accuracy and relevance as well as timeliness. This CCF addresses the processing and analysis tasks which occur once intelligence information is collected (output from CCF 2) prior to its dissemination (Input to CCF 4).

This CCF 3 is an integral part of the Intelligence Battlefield Operation System (BOS) and is inexorably linked with the other CCF of the Intelligence BOS; CCF 1, Conduct Intelligence Planning; CCF 2, Collect Information; and CCF 4, Disseminate Intelligence. Planning tasks for this CCF are conducted in CCF 1, Conduct Intelligence Planning.

CCF 3 (Process Information) recognizes that the CCF of the Intelligence BOS are ongoing during all the battle phases. It addresses the ways and means of the conversion of information into intelligence to be used by the TF commander, the TF staff, and the TF.

**INDEX OF  
CRITICAL COMBAT FUNCTIONS**  
Grouped By Battlefield Operating System (BOS)

<b>INTELLIGENCE</b>	(1)	Conduct Intelligence Planning
	(2)	Collect Information
	(3)	Process Information
	(4)	Disseminate Intelligence
<b>MANEUVER</b>	(5)	Conduct Tactical Movement
	(6)	Engage Enemy with Direct Fire and Maneuver
<b>AIR DEFENSE</b>	(16)	Take Active Air Defense Measures
	(17)	Take Passive Air Defense Measures
<b>FIRE SUPPORT</b>	(7)	Employ Mortars
	(8)	Employ Field Artillery
	(9)	Employ Close Air Support
	(10)	Conduct Electronic Collection and Jamming
	(11)	Conduct Battlefield PsyOps
	(12)	Employ Chemical Weapons
	(13)	Conduct Counter Target Acquisition Operations
<b>MOBILITY AND SURVIVABILITY</b>	(14)	Employ Naval Gunfire
	(15)	Coordinate, Synchronize and Integrate Fire Support
	(21)	Overcome Obstacles
	(22)	Enhance Movement
	(23)	Provide Countermobility
	(24)	Enhance Physical Protection
	(25)	Provide Operations Security
(26)	Conduct Deception Operations	
<b>COMMAND AND CONTROL</b>	(27)	Provide Decontamination
	(18)	Plan for Combat Operations
	(19)	Direct and Lead Unit During Preparation for the Battle
<b>COMBAT SERVICE SUPPORT</b>	(20)	Direct and Lead Units in Execution of Battle
	(28)	Provide Transport Services
	(29)	Conduct Supply Operations
	(30)	Provide Personnel Services
	(31)	Maintain Weapons Systems and Equipment
	(32)	Provide Health Services
	(33)	Treat and Evacuate Battlefield Casualties
	(34)	Conduct Enemy Prisoners of War (EPW) Operations
	(35)	Conduct Law and Order Operations
	(36)	Conduct Civil Affairs Operations
	(37)	Provide Sustainment Engineering
(38)	Evacuate Non-combatants from Area of Operations	
(39)	Provide Field Services	

## STRUCTURE OF CRITICAL COMBAT FUNCTIONS RELEVANT TO BATTALION TASK FORCE OPERATIONS

**CRITICAL COMBAT FUNCTION:** *The integration of related players and tasks that represent a source of combat power. The synchronization of critical combat functions provides maneuver commanders at any echelon with a definable outcome that materially affects the battle.*

- I. **Intelligence BOS** — The ways and means of acquiring, analyzing and using knowledge of the enemy, weather and terrain required by a commander in planning, preparing and conducting combat operations. These CCF are continuous throughout the planning, preparation and execution phases of the battle.
  1. **CCF (1) Conduct Intelligence Planning** — The development and coordination of information relative to the enemy, weather and terrain prior to and during the development of the unit OPORD; the planning to collect information from battlefield sources and to acquire intelligence from other headquarters. Focus of this CCF is the Intelligence Preparation of the Battlefield (IPB). This CCF addresses:
    - a. Reconnaissance and Surveillance plan.
    - b. Integrated threat templates (doctrinal; event; input to DST).
    - c. Terrain and Weather analysis.
  2. **CCF (2) Collect Information** — Obtaining information in any manner from TF elements and from sources outside the TF (e.g., higher headquarters; adjacent units); this CCF includes the tasks associated with managing the processes and activities necessary to collect battlefield information which may eventually be used to provide intelligence relative to the enemy, terrain and weather. This CCF addresses:
    - a. Information collected as a result of R & S plan.
    - b. Continuous information collection and acquisition from all sources.
  3. **CCF (3) Process Information** — The conversion of information into intelligence through collation, evaluation, analysis, integration and interpretation in a continual process. This CCF addresses:
    - a. Evaluation of threat information.
    - b. Evaluation of physical environment information.
    - c. Integration of intelligence information.
    - d. Development of enemy intentions.
    - e. Development of targeting information.
    - f. Preparation of intelligence reports.
    - g. Update of situational template.
    - h. Provision of battlefield area reports.
  4. **CCF (4) Disseminate Intelligence** — Transmission of information by any means (verbal, written, electronic etc.), from one person or place to another to provide timely dissemination of critical intelligence to all appropriate members of the combined arms team. This CCF addresses:

- a. The sending of processed intelligence in a timely manner to those on the combined arms team who can by its receipt, take appropriate actions to accomplish the mission. This includes intelligence on the enemy, terrain and weather.
- b. The sending of raw intelligence directly from those responsible for reconnaissance and surveillance to the commander should that raw intelligence be time sensitive (and not be subject to receipt and processing by intelligence analysts).
- c. Dissemination of battlefield reports.

II. **Maneuver BOS** — The employment of direct fire weapons, platforms and systems through movement and fire and maneuver to achieve a position of advantage in respect to enemy ground forces, in order to accomplish the mission. The direct fire weapons are: tank guns; BFV 25mm; anti-tank guns and rockets; attack helicopter guns and rockets; small arms; crew served weapons; directed energy weapons systems.

1. **CCF (5) Conduct Tactical Movement** — Position direct fire weapons systems relative to the enemy to secure or retain positional advantage making full use of terrain and formations. Tactical movement occurs when contact with the enemy is likely or imminent but direct fire engagement has not yet occurred. Units supporting maneuver units are included. This CCF addresses:

- a. Subordinate element OPORD preparation and dissemination.
- b. Preparation for movement.
- c. Movement, mounted and dismounted; on and off road.
- d. Closure of movement — tactical assembly area; tactical positions.
- e. Navigation.
- f. Force protection.
- g. Air movement.

2. **CCF (6) Engage Enemy with Direct Fire and Maneuver** — Entering into ground combat with the enemy using direct fire and/or close combat in order to destroy the enemy or cause him to withdraw. This CCF relates only to those direct fire weapons systems associated with the Maneuver BOS. This CCF is initiated with the OPORD at the completion of the planning phase of the battle and includes all tasks associated with subordinate echelon planning, preparation and execution of the battle. This CCF addresses:

- a. Subordinate element OPORD preparation and dissemination.
- b. Preparation of engagement areas.
- c. Rehearsals of battle plans.
- d. Pre-combat prepare to fire checks.
- e. Target acquisition.
- f. Fire control and distribution.
- g. Fratricide.
- h. Conduct close combat.
- i. Integration of direct fire with maneuver.
- j. Control of terrain.
- k. Prestocked ammunition.
- l. Resupply during operations.
- m. Maintenance during operations.
- n. Consolidation and reorganization.

III. **Fire Support BOS** — The collective, coordinated, and synchronized use of target acquisition data, indirect fire weapons, armed aircraft (less attack helicopters) and other

lethal and non-lethal means against ground targets in support of maneuver force operations and to achieve the commanders intent and scheme of maneuver. The Fire Support BOS addresses these weapons: mortars; field artillery; close air support; electronic measures; naval gunfire.

1. **CCF (7) Employ Mortars** — Employment of mortars by the maneuver unit to place fires on the enemy or terrain to support the commander's concept and intent. This CCF initiates with the receipt of an OPORD by the maneuver commander and address those tasks required during the preparation and execution phases of the battle. This CCF addresses:
  - a. Subordinate element OPORD preparation and dissemination.
  - b. Prepare to fire checks.
    - i. Rehearsals.
  - c. Pre-combat checks.
  - d. Development of order to fire.
  - e. Tactical movement.
  - f. FDC operations.
  - g. Target engagements with illumination, smoke, HE.
  - h. Sustainment operations.
  
2. **CCF (8) Employ Field Artillery** — The ways and means employed by the maneuver unit to cause indirect artillery fires to be placed on the enemy or terrain to support the commander's concept and intent. This CCF initiates upon receipt of an OPORD by the maneuver commander and includes tasks performed during the preparation and execution phases of the battle. The Fire Support Coordination tasks necessary to integrate the field artillery and the maneuver units are the primary focus. This CCF does not address those field artillery tasks associated directly with those actions taken by the batteries of the artillery battalion in the conduct of their support mission such as FDC operations, gun operations, etc. This CCF addresses:
  - a. Fire Support — Maneuver unit rehearsals.
  - b. FSE operations during the preparation and execution phase of the battle.
  - c. FSO and FIST operations in coordination with their maneuver commander.
  - d. Positioning and movement within the maneuver unit sector or zone.
  - e. Indirect fire missions in support of maneuver commander's concept and intent.
  - f. Sustainment operations.
  - g. Indirect fire planning as battlefield METT-T change.
  
3. **CCF (9) Employ Close Air Support** — Planning for, requesting and employing armed aircraft (less attack helicopters) in coordination with other fire support (lethal and non-lethal) against ground targets in support of the maneuver force commander's concept and intent. This CCF addresses:
  - a. Air-ground attack requests.
  - b. Air space coordination and management.
  - c. Air Liaison Officer, Forward Air Controller; other Army Fire Support Coordination Officer; USN/USMC Bde Team Commander, SALT-O and FCT-O tasks that enable air to ground attacks.
  
4. **CCF (10) Conduct Electronic Collection and Jamming** — Actions taken to deny the enemy effective command, control and communications of his own tactical force in support of maneuver commander's concept and intent. This CCS includes jamming, deception, and collection.

5. **CCF (11) Conduct Battlefield PsyOps** — Conduct psychological activities as an integral part of combat operations to bring psychological pressure to bear on enemy forces and civilians under enemy control in the battle area, to assist in the achievement of tactical objectives in support of maneuver commander's concept and intent.
  6. **CCF (12) Employ Chemical Weapons** — Employ chemical agents or other means to degrade enemy capabilities in support of maneuver commander's concept and intent.
  7. **CCF (13) Conduct Counter Target Acquisition Operations** — Suppress (e.g. using smoke or dazzling illumination) or degrade enemy direct observation, optics, radar, sensors, electronic DF equipment, and imaging systems in support of maneuver commander's concept and intent.
  8. **CCF (14) Employ Naval Gunfire** — The means and ends to provide naval gunfire in support of the maneuver commander's tactical operation.
  9. **CCF (15) Coordinate, Synchronize and Integrate Fire Support** — Coordination of all fire support means in support of the maneuver commanders concept and intent. This CCF addresses the preparation and execution of tasks necessary to integrate the fire support detailed in the OPORD. The CCF integrates CCF 7-14 in support of maneuver commander's concept and intent.
- IV. **Air Defense BOS** — The means and measures organic or assigned to the maneuver commander which when employed successfully will nullify or reduce the effectiveness of attack by hostile aircraft or missiles after they are airborne.
1. **CCF (16) Take Active Air Defense Measures** — Application of firepower to destroy enemy air targets. This CCF addresses the coordinating tasks which enable the maneuver commander to successfully employ any attached or assigned air defense weapons system as well as the tasks necessary to employ all organic weapons systems against enemy air targets. This CCF addresses:
    - a. Employment of Air Defense Artillery guns and missiles.
    - b. Employment of maneuver unit weapons systems such as small arms, automatic weapons, BFV 25 mm and TOW missiles, tank main gun against enemy air.
    - c. Airspace management.
    - d. Early warning.
    - e. Sustainment.
  2. **CCF (17) Take Passive Air Defense Measures** — The protection of the maneuver force from enemy air by means other than weapons. This CCF will focus on the preparation and execution phases of the battle. This CCF addresses:
    - a. Early warning.
    - b. Dispersion.
    - c. Cover and concealment.
    - d. Air watch.
    - e. Deception.
- V. **Command and Control BOS** — The way and means a maneuver commander exercises authority and direction over organic and assigned combat power in the accomplishment of the mission.

1. **CCF (18) Plan for Combat Operations** — The integration of all members of the combined arms team in the coordinated development of the maneuver unit Operations Order which will guide the activities of the combined arms team in conducting combat operations to accomplish assigned missions. The product/outcome of this CCF is a briefed, understood OPORD. This CCF addresses:
  - a. Receipt and analysis of higher HQ OPORD.
  - b. Issuance of Warning Order.
  - c. Restated mission statement.
  - d. Commander's estimate process/troop leading procedures.
  - e. Commander's guidance.
  - f. Mission analysis (includes course of action development).
  - g. Decision brief to commander.
  - h. Development of a synchronized OPORD.
  - i. Reproduction and distribution of OPORD to all participants.
  - j. Briefing of OPORD; understanding of order by participants.
  - k. FRAGO planning and issue.
  
2. **CCF (19) Direct and Lead Unit during Preparation for the Battle** — The ways and means to prepare combined arms task force for the battle so that the combined arms task force is ready to support the maneuver commander's concept and intent. This CCF addresses:
  - a. Commander's activities.
  - b. Communicating information.
  - c. Briefbacks and backbriefs.
  - d. Rehearsals.
  - e. Management of the means of communicating information.
  - f. Maintaining and updating information and force status.
  - g. Managing information distribution.
  - h. Decisions to act or change ongoing actions.
  - i. Confirming IPB through the reconnaissance effort.
  - j. Determining actions to implement decisions.
  - k. Providing command presence.
  - l. Maintaining unit discipline.
  - m. Synchronizing tactical operations (e.g., execution matrix DST).
  - n. TOC operations (e.g., staff integration and battle tracking).
  - o. Continuity of command.
  - p. Second in command (2IC responsibilities).
  - q. Continuous and sustained operations.
  - r. Communications (e.g., planning, installation and operation of system, management, site selection).
  
3. **CCF (20) Direct and Lead Units in Execution of Battle** — The ways and means to command and control in the combined arms task force execution of the battle plan (engaging the enemy in battle) to accomplish the maneuver commander's concept and intent. This CCF addresses:
  - a. Directing the conduct of the battle.
  - b. Issue orders.
  - c. Command presence.
  - d. Information distribution.
  - e. Decide on need for action or change.
  - f. Maintaining unit discipline.
  - g. Synchronizing tactical operations.

- h. TOC operations (includes CP displacement, security, survivability).
- i. Continuity of command (e.g., C2 redundancy).
- j. Second in command (2IC) responsibilities.
- k. Continuous and sustained operations.
- l. Consolidation and reorganization.

- VI. **Mobility and Survivability BOS** — The ways and means of the force that permit freedom of movement, relative to the enemy, while retaining the task force ability to fulfill its primary mission as well as the measures the force takes to remain viable and functional by protection from the effects of enemy weapons systems and natural occurrences.
1. **CCF (21) Overcome Obstacles** — Enabling the maneuver force to maintain its mobility by removing or clearing/reducing natural and man-made obstacles. This CCF will initiate after receipt of the OPORD and address subordinate echelon planning as well as task force preparation and execution tasks necessary to achieve the maneuver commander's concept and intent. This CCF addresses:
    - a. Breach obstacle. Clearing a path or lane for personnel and equipment through a battlefield obstacle.
    - b. Cross gaps. Passing through or over any battlefield terrain feature, wet or dry, that is too wide to be overcome by organic/self bridging.
  2. **CCF (22) Enhance movement** — Provision of adequate mobility for the maneuver unit in its area of operations. This CCF addresses:
    - a. Construction and repair of combat roads and trails.
    - b. Construction or repair of forward airfields.
    - c. Facilitating movement on routes. (This includes control of road traffic and control of refugees and stragglers.)
    - d. Tracking status of routes.
    - e. Host nation support.
  3. **CCF (23) Provide Countermobility** — Delaying, channeling, or stopping offensive movement by the enemy consistent with the commander's concept and intent by enhancing the effectiveness of friendly direct and indirect weapons systems. This CCF addresses:
    - a. Emplacement of mines and complex obstacles.
    - b. Digging tank ditches.
    - c. Creation of road craters with explosives.
    - d. Terrain enhancement.
  4. **CCF (24) Enhance Physical Protection** — Providing protection of friendly forces on the battlefield by enhancing the physical protection of personnel, equipment and weapons systems, and supplies. This CCF addresses:
    - a. Construction of fighting positions.
    - b. Preparation of protective positions.
    - c. Employment of protective equipment.
  5. **CCF (25) Provide Operations Security** — Denying information to the enemy about friendly capabilities and intentions by identifying, controlling, and protecting indicators associated with planning and conducting military operations. This CCF addresses:

- a. Analysis to determine key assets and threats to them.
  - b. Cover and concealment.
  - c. Camouflage.
  - d. Noise and light discipline.
  - e. Counter reconnaissance.
  - f. Smoke/obscurants.
  - g. Physical security measures.
  - h. Signal security.
  - i. Electronic security.
6. **CCF (26) Conduct Deception Operations** — Taking actions to mask the real objectives of tactical operations in order to delay effective enemy reaction. This CCF addresses:
- a. Physical deception.
  - b. Electronic deception.
7. **CCF (27) Provide Decontamination** — Making any person, object or area safe by absorbing, destroying, neutralizing, making harmless or removing chemical or biological agents, or by removing radioactive material. This CCF addresses:
- a. Decontamination of individual soldiers and equipment.
  - b. Decontamination of weapon systems and supplies.
  - c. Hasty and deliberate decontamination.
- VII. **Combat Service Support BOS** — The support, assistance and service provided to sustain forces, primarily in the area of logistics, personnel services and health services.
1. **CCF (28) Provide Transport Services** — Providing or coordinating for transportation which will assure sustainment support operations in support of the maneuver commander. Upon receipt of an OPORD, this CCF addresses preparation and execution tasks necessary to achieve transportation support of the maneuver force. This CCF addresses:
- a. Movement of cargo, equipment and personnel by surface or air.
  - b. Loading, transloading and unloading material and supplies.
2. **CCF (29) Conduct Supply Operations** — Providing the items necessary to equip, maintain and operate the force during the preparation and execution phases of the battle. This CCF addresses:
- a. Requesting, receiving, procuring, storing, protecting, relocating and issuing supplies to the specific elements of the force.
  - b. Providing munitions to weapons systems.
  - c. Providing fuel and petroleum products to equipment and weapons systems.
  - d. Reporting status.
3. **CCF (30) Provide Personnel Services** — Management and execution of all personnel-related matters to sustain the force. This CCF addresses:
- a. Personnel Administrative Services.
    - 1) Replacement, casualty reporting.
    - 2) Awards and decorations.

- 3) Postal Operations.
  - 4) Promotions, reductions.
  - b. Financial services.
  - c. Unit Ministry team.
  - d. Legal.
  - e. Public Affairs.
  - f. Reporting personnel status.
  - g. Preservation of the force through safety.
  - h. Management of stress.
4. **CCF (31) Maintain Weapons Systems and Equipment** — Preservation and repair of weapons systems and equipment. This CCF includes the provision of repair parts and end items to all members of the combined arms team before, during and after the battle. Included also is doctrinal echeloning of maintenance (organization, DS, GS). This CCF addresses:
- a. Preventative Maintenance.
  - b. Recovery.
  - c. Diagnosis, substitution, exchange, repair and return of equipment and weapons systems to the combined arms force.
  - d. Reporting status.
5. **CCF (32) Provide Health Services** — Performance, provision or arrangement for health services regardless of location, to promote, improve, conserve or restore the mental or physical well-being of individuals or groups. This CCF addresses
- a. Preventive medicine.
  - b. Field sanitation.
6. **CCF (33) Treat and Evacuate Battlefield Casualties** — Application of medical procedures on battlefield casualties beginning with "buddy aid" through trained medical personnel. The CCF includes movement of casualties from the forward edge of the battlefield back to division-level medical facilities. This CCF addresses:
- a. Triage of battlefield casualties.
  - b. Treatment and movement of casualties to rear (medevac).
    - 1) Identification of levels of care and locations.
    - 2) Synchronization and coordination of movement of medical facilities to ensure continuity of care.
    - 3) Establishment and maintenance of communications with redundant means.
    - 4) Rehearsals.
    - 5) Resupply.
  - c. Evacuation:
    - 1) Ground ambulance.
    - 2) Aero medevac.
    - 3) Non-standard evacuation.
  - d. Handling and processing the remains of soldiers who have died of wounds.
  - e. Reporting status.
7. **CCF (34) Conduct Enemy Prisoners of War (EPW) Operations** — The collection, processing, evacuation and safeguarding of enemy prisoners of war. This CCF addresses:
- a. Collecting and evacuating EPW.
  - b. Searching, segregating, safeguarding, silencing, and rapid rearward movement of EPW.

8. **CCF (35) Conduct Law and Order Operations** — Enforcement of laws and regulations and maintenance of units and personnel discipline.
9. **CCF (36) Conduct Civil Affairs Operations** — Conduct of those phases of the activities of a tactical commander which embrace the relationship between the military forces and civil authorities, and the citizens in a friendly or occupied country or area when U.S. military forces are present.
10. **CCF (37) Provide Sustainment Engineering** — The repair and construction of facilities and lines of communication. This CCF addresses:
  - a. Rear area restoration.
  - b. Construction and maintenance of lines of communication (roads, railroads, ports, airfields).
  - c. Construction support:
    - 1) Marshaling, distribution and storage facilities.
    - 2) Pipelines.
    - 3) Fixed facilities.
    - 4) Drill wells.
    - 5) Dismantlement of fortifications.
11. **CCF (38) Evacuate Non-combatants from Area of Operations** — The use of available military and host-nation resources for the evacuation of US forces, dependents, US government civilian employees, and private citizens (US and other). This CCF addresses:
  - a. Medical support.
  - b. Transportation.
  - c. Security.
  - d. Preparation of temporary shelters.
  - e. Operation of clothing exchange facilities.
  - f. Operation of bathing facilities.
  - g. Graves registration.
  - h. Laundry.
  - i. Feeding.
12. **CCF (39) Provide Field Services** — Performance of service logistics functions by and for Army elements in the field. This CCF addresses:
  - a. Clothing exchange.
  - b. Bathing facilities.
  - c. Graves registration.
  - d. Laundry and clothes renovation.
  - e. Bakeries.
  - f. Feeding (rations supply, kitchens).
  - g. Salvage.

## OUTCOMES AND PURPOSE OF CCF 3

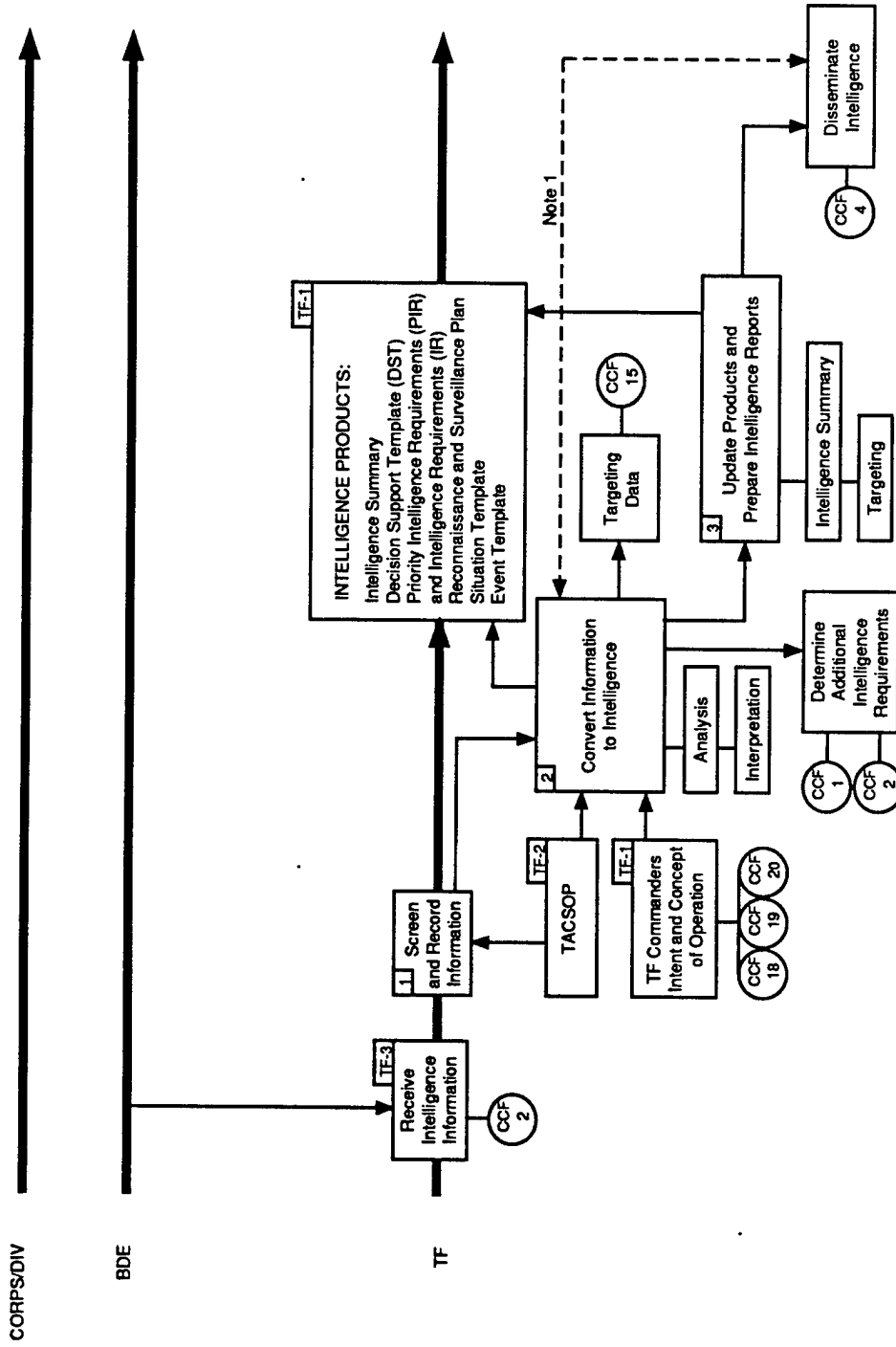
### OUTCOMES

1. Timely and relevant intelligence.
2. Updated and doctrinally correct TF operational and intelligence products:
  - a) Commanders Decision Support Template (DST).
  - b) TF enemy situation/event template.
  - c) Intelligence Summary (updated enemy situation).
  - d) Updated Overlays on critical C2 maps.
  - e) Priority Intelligence Requirements (PIR) and Intelligence Requirements (IR).
  - f) Reconnaissance and Surveillance Plan.
3. Outdated, irrelevant information culled out during the processing process.

### PURPOSE

To convert acquired and collected information into intelligence that can be used by the TF and TF commander to influence the battle and assure mission accomplishment.

**TASK FLOW  
PREPARE/EXECUTE\***



\* The processing of intelligence information is continuous throughout the preparation and execution battle phases.

Note 1: Intelligence information could be disseminated to units in contact without a detailed update of products and preparation of intelligence reports (Task 3).

November 23, 1993

## OTHER CCF WHICH INTERACT WITH CCF 3

<u>CCF #</u>	<u>TITLE</u>	<u>LOGIC</u>
CCF 1	Conduct Intelligence Planning	The processing of information will necessitate updating and revising the recon and surveillance plan.
CCF 2	Collect Information	The quantity and quality of the information provided for CCF 3 processing is critical. Additional information will be identified for collection during the processing.
CCF 4	Disseminate Intelligence	The need for timely, complete and accurate intelligence dissemination drives the processing procedures and timing.
CCF 15	Coordinate, Synchronize and Integrate Fire Support	Timely, accurate intelligence for targeting purposes dictates a close link between CCF 3 and CCF 15.
CCF 18	Plan for Combat Operations	The OPORD concept of operations and the commanders intent provide the context for processing intelligence information.
CCF 19	Direct and Lead Units in Preparation for Battle	Processed intelligence information integrated into rehearsals of the scheme of maneuver
CCF 20	Direct and Lead Units in Execution of Battle	Processed intelligence is utilized by the TF Commander to synchronize and mass combat power against threat vulnerabilities and weaknesses.

**CCF 5  
KEY PARTICIPANTS BY TASK**

<b><u>TASKS</u></b>	<b><u>KEY PARTICIPANTS</u></b>
1. Screen and record information	S2, BICC Tactical Intelligence Officer, Senior Intelligence NCO, S3 Operations Sergeant
2. Convert information to intelligence	S2, Tactical Intelligence Officer, Senior Intelligence NCO, BICC, S2 Section
3. Update Products and Prepare Intelligence Reports	S2, S3, BICC and TI Officer, S2 Section, S3 Operations Sergeant

**KEY INPUTS AND OUTPUTS TO CCF 3  
(WITH CRITICAL INFORMATION)**

**KEY INPUTS**

**TF-1 TF OPORD — INTELLIGENCE ANNEX/PRODUCTS (CCF 18 and CCF 1)**

- a. TF commander's intent.
- b. TF concept of operation.
- c. Updated enemy situation/event template.
- d. Priority intelligence requirements (PIR)
- e. Intelligence requirements (IR).
- f. Commander's critical information requirements (CCIR).
- g. Commander's decision support template (DST).
- h. Reconnaissance and Surveillance Plan.

**TF-2 TF STANDING OPERATING PROCEDURES (TSOP)**

- a. Staff SOP for processing intelligence information.
- b. TF reporting procedures (SALUTE).

**TF-3 COLLECT AND ACQUIRE INTELLIGENCE INFORMATION (CCF 2)**

- a. Intelligence information from TF assets.
- b. Intelligence information acquired from outside TF (brigade, adjacent units).

**KEY OUTPUTS**

1. Satisfaction of PIR, IR and CCIR for which there is sufficient intelligence for the TF Cdr to make decisions.
2. Updated enemy situation/event templates.
3. Updated commander's Decision Support Template (DST).
4. Targeting data and intelligence.
5. Identification of additional PIR, IR, and CCIR.
6. Updated intelligence summary.
7. Modified Reconnaissance and Surveillance Plan.

**TASK LIST SUMMARY FOR CCF 3**

See Task Analysis of interacting CCFs for detailed analysis of all related planning, preparation and execution tasks. See CCF 18 for analysis of planning process and all planning tasks. References are shown in parenthesis (..) after the task title. Task titles are either taken directly from an MTP task or subtask; or, are derived from portions of subtasks, implied tasks, or requirements in the MTPs, applicable FMs, or other related documents. Titles not taken directly from the MTP are marked with an asterisk (\*).

**PLANNING/  
EXECUTION**

1. **Screen and record information\*** (ARTEP 71-2 MTP, Task 7-1-3906/6; FM 34-80, Chap. 5; FM 34-1, Chap. 3)
2. **Convert information to intelligence\*** (ARTEP 71-2 MTP, Task 7-1-3906/6; FM 34-1, Chap. 3; FM 34-80, Chap. 5)
3. **Update intelligence products and prepare reports\*** (ARTEP 71-2 MTP, Task 7-1-3906/6; FM 34-1, Chap. 3)

## PROCESS INFORMATION DETAILED TASK LIST

See CCF 1 and CCF 18 for detailed analysis of planning process and all planning tasks. Key input/output and products are listed at page 15. References are shown in parenthesis (..) after the task title.

Task titles are either taken directly from an MTP task or subtask; or, are derived from portions of subtasks, implied tasks, or requirements in the MTPs, applicable FMs, or other related documents. Titles not taken directly from the MTP are marked with an asterisk (\*).

1. **Screen and record information\*** (ARTEP 71-2 MTP, Task 7-1-3906/6; FM 34-80, Chap. 5; FM 34-1, Chap. 3)

NOTE: Collected and acquired intelligence information coming into the TF S2 for processing will be of two basic types:

- Raw intelligence information.
- Previously processed (i.e., net intelligence from Brigade S2 which has already gone through brigade information processing).

This task addresses the need to screen raw information and record both screened raw information and new processed intelligence.

- a. The S2, S2 Intelligence NCO or the Tactical Intelligence Officer must participate in the initial screening of incoming reports.
- b. The intelligence data base must be used to assist in the screening and recording information.
- c. The intelligence data base elements are:
  - 1) OB data.
  - 2) Weather.
  - 3) Technical data.
  - 4) Terrain.
  - 5) SITMAP and overlay.
  - 6) Intelligence summary.
  - 7) Intelligence journal.
  - 8) IPB products (situation template and decision support template) PIR/IR.
  - 9) Coordinates register.
- d. The S2 must make a determination, based on the tactical situation and the time constraints present, as to the processing time and procedures to be used for the evaluation and interpretation of the reported information. A balance must be maintained between the need to disseminate intelligence rapidly in a timely manner and the requirement to evaluate and interpret information in depth. (The screening task, performed by the S2 leadership, may be the only processing that occurs at certain times in the battle.)

NOTE: Incoming reports are received in message form or verbally. The S2 must develop a disciplined section SOP to properly transcribe, log and file all reports.

e. Incoming intelligence information must be screened for the purposes of:

- 1) Deleting or discarding outdated information.
- 2) Special handling and processing of time sensitive or critical intelligence information.
- 3) Evaluate reporting as to timeliness, format, reliability and responsiveness to requested information.
- 4) Clarifying redundant and/or conflicting reports.

NOTE: This task is also listed in Task 5 of CCF 2, Collect Information. Time constraints will dictate when this task is done. However to assist the S2 to focus on current and critical information this task must be done either at the end of CCF 2 (Collect Information) or at the beginning of the CCF 3, Process Information.

f. Logging and filing incoming messages and reports allows S2 personnel to refer to reported data in order to:

- 1) Compare with other data.
- 2) Adjust collection efforts.
- 3) Evaluate responsiveness of tasked collection agencies to produce required information in a timely manner.

g. Screened information and intelligence is evaluated to determine if the information is:

- 1) Pertinent in regard to the threat or to the characteristics of the battlefield.
- 2) Needed immediately.
- 3) Of future value.
- 4) Of no apparent value.
- 5) Of value to higher, lower or adjacent units.

h. Pertinent and valuable information is then handled by:

- 1) Fusing with other information in the TF S2 intelligence data base.
- 2) Forwarding to appropriate higher lower or adjacent units.
- 3) Filing for future use.
- 4) Discarding.
- 5) Disseminating to TF elements needing it immediately.

2. **Convert Information to Intelligence\*** (ARTEP 71-2 MTP, Task 7-1-3906/6; FM 34-1, Chap. 3; FM 34-80, Chap. 5)

a. Process incoming intelligence information and new intelligence by:

- 1) Fusing new with available data.
- 2) Analyzing information/intelligence to determine.
  - a) If PIR/IR/CCIR have been partially or fully satisfied.
  - b) Need for additional PIR/IR.
  - c) Need to modify existing PIR/IR.
- 3) Analyzing information/intelligence for the purpose of verifying the threat situation template and determining a need to update the SITTEMP.

- 4) Reviewing the event analysis matrixes.
  - 5) Considering impact on NAI and TAI.
  - 6) Reviewing threat order of battle to determine if revisions to the OB are necessary.
  - 7) Determining if the intel SITMAP and overlays requires updating.
  - 8) Conducting target development. Target development involves:
    - a) Map tracking.
    - b) Situation map evaluation.
    - c) Pattern analysis.
    - d) Feedback from and interaction with fire support personnel to determine targeting feasibility and requirements.
  - 9) Analyze information and new intelligence as it impacts the DST.
    - a) Analyze information to see if it correlates with indicators in the event analysis matrixes.
    - b) Post usable information on S2s DST and analyze the threat use of each movement corridor (MC).
    - c) Determine if events support threat use of MCs.
    - d) Identify indicators of threat probably courses of action.
    - e) Consider the impact of events on NAI and TAI and DP.
  - 10) Use current collection (R&S) plan to determine if it must be updated based on new information/intelligence.
    - a) Need to cancel collection taskings.
    - 2) Need to delete, add or modify PIR/IR.
    - 3) Need to delete, add or modify NAI.
    - 4) Need to adjust or modify collection assets dispositions and/or request support from higher or adjacent units.
    - 5) Other revisions.
- b. Formulate conclusions.
- 1) Determine most current threat locations, strengths, capabilities, vulnerabilities.
  - 2) Determine threat probably course(s) of action.
  - 3) Prepare an estimate of threat intentions.
  - 4) Develop targeting data required for timely attack.
  - 5) Determine which PIR/IR are satisfied and will be dropped.
  - 6) Determine new and revised PIR/IR.
  - 7) Select new NAI, TAI.
  - 8) Determine new threat OB.
3. **Update intelligence products and prepare reports\*** (ARTEP 71-2 MTP, Task 7-1-3906/6; FM 34-1, Chap. 3)
- a. Update reconnaissance and surveillance (collection) plan.
- 1) Cancel intelligence requirements taskings.
  - 2) Provide revised PIR/IR.
  - 3) Include new PIR/IR.
  - 4) Direct new collection taskings and instructions.
  - 5) Indicate revised NAI and mobility corridors.

- 6) Determine needs and requirements to be requested from higher and/or adjacent units.
- b. Update threat situation template.
  - 1) Based on new intelligence, indicate new known threat locations.
  - 2) Revise as necessary templated locations based on new known threat positions.
  - 3) Revise threat unit designations based on new intelligence if appropriate.
  - 4) Revise time phase lines (TPL) based on new intelligence if appropriate.
- c. Post situation maps and overlays with threat information:
  - 1) Unit identifications.
  - 2) Unit locations with time of information.
  - 3) Boundaries (probable).
  - 4) Location of major weapons systems.
  - 5) CPs.
  - 6) Logistics complexes.
  - 7) LZs and DZs (potential).
  - 8) Aircraft staging areas (potential).
  - 9) Contaminated areas (known or potential).
  - 10) Minefields and obstacles.
  - 11) NBC delivery systems.
- d. Develop Coordinates Register (as required for critical activities, events, locations).

Note: The Coordinates Register provides a means of noting intelligence associated with specific areas.
- e. In coordination with the S3, update the DST:
  - 1) Mobility corridors.
  - 2) NAI and TAI.
  - 3) Decision points.
  - 4) Event analysis matrixes.
- f. Prepare an intelligence summary (as required based on SOP and need).
- g. Update TF S2 intelligence data base.
  - 1) New enemy order of battle.
  - 2) All pertinent information included in a-f above.

**CALL LESSONS LEARNED RELEVANT TO CCF 3  
(EXTRACTS FROM LESSONS LEARNED BULLETINS)**

**1. NTC Commander's Memorandum — November 1985**

The IPB done properly drives tactical planning.

The IPB must be done by the commander and his entire staff.

The IPB drives reconnaissance and surveillance planning and execution.

Key NAI and TAI must be monitored by dedicated and redundant assets.

The DST and the PIR must be clear and understood so as to drive accurate and timely reporting and information processing.

IPB is a continuous process; templates must be updated and disseminated throughout the battle.

All possible collection assets must be exploited; requests to higher, organic assets, forward and adjacent units, air assets, FACs are examples.

**2. Lessons Learned Bulletin — January 1986**

The TF scouts must use stealth to find the enemy, determine how he is disposed and maintain contact.

Determiners of success for the S2 is his ability to conduct an effective terrain analysis, interpret enemy formations and intentions, develop sound situational templates, develop a comprehensive R&S plan.

The S2 must conduct a terrain recon if at all possible.

The collection plan should be developed very early in the planning process and continue throughout the battle.

All available assets should be used for intelligence collection.

Reconnaissance should be continuous and contact with the enemy constant.

**3. Lessons Learned Bulletin — July 1986**

The TF must consider the battlefield requirement to handle enemy prisoners of war (EPW), detainees, and captured enemy documents.

**4. Lessons Learned Bulletin — September 1986**

In attack, PIR should include mobility and concealment along axes/routes, enemy dispositions and strength.

Use the Battlefield Information Control Center (BICC) to look forward in time for battle intelligence.

The BICC has a major role in the collection plan and processing information and interfaces with other headquarters' S2 for intelligence.

The Arty DS Bn S2 and the supported maneuver unit S2 must coordinate to ensure intelligence products match.

The FSO uses the FS execution matrix to capture the intelligence and to tie fires to the enemy.

By developing a rear area IPB, the maneuver commander can plan for fires and other asset employment based on enemy.

**5. Lessons Learned Bulletin — February 1987**

Doctrine covering development of the IPB for offensive operations is sound and found in FM 34-80, Chap. 4.

The alternate TF TOC must have all current intelligence products.

The S2 must deduce the impact of his IPB product information on the operations of the TF elements and brief that impact to the subordinate elements (i.e., how will weather affect smoke operations, when can units expect enemy artillery).

**6. Lessons Learned Bulletin — July 1987**

Unit personnel must know enemy vehicle identification, tactics, dispositions and strength.

Use all collection assets available, query higher headquarters for information; be proactive seeking intelligence.

Drill spot reporting in SALUTE format.

Develop and update situation template and ensure key personnel are provided the current intelligence information.

Designate an O&I net for the intelligence reporting and updates.

Ensure the Co/Tm commanders have the latest intelligence before engaging enemy.

Reconnaissance must be detailed and provide specific enemy locations, strength and activities.

Develop a DST with decision points when engaging moving enemy formations.

The FSO and mortar platoon leader must be aware of the most current intelligence.

7. **Lessons Learned Bulletin — April 1987**

The screening of EPW is required as early as possible, particularly in the situation of large numbers of EPW.

8. **Lessons Learned Bulletin — November 1986**

Establish NAIs and TAIs on potential enemy PZs/LZs in unit area of operations.

IPB is a continuous, integrated and comprehensive analysis of the effects of enemy capabilities, terrain, and weather on operations over time.

The IPB should extend throughout a unit's entire area of interest.

9. **Lessons Learned Bulletin — May 1988**

Include enemy mine fields as NAI.

When attacking prepared enemy positions, ensure all available intelligence is disseminated.

For deception to be successful, enemy intelligence gathering capabilities must be understood, what information the enemy might accept must be determined, what information the enemy needs to confirm and the latitude the enemy commander has to modify ongoing operations must be ascertained.

10. **Lessons Learned Bulletin — Fall 1988**

IPB works and is essential for success on the battlefield.

The Situation template must be confirmed by recon.

The S2 should update and disseminate the situation template just prior to the battle.

All key leaders and staff must realize the IPB process is continuous.

Effective recon is the reporting enemy positions and obstacles in sufficient detail to confirm the situation template.

Use redundant and retransmission communications to maintain communications with the reconnaissance assets.

The DS FA Arty Bn S2 should be in close coordination with the maneuver unit S2.

11. **Lessons Learned Bulletin — October 1989**

The staff NCOs must be an integral players in the battle staff.

12. **Fire Support for the Maneuver Commander — February 1990**

Intelligence gathered by the maneuver force and fire support sources is invaluable to each other and to the TF commander.

Targeting intelligence must be aggressively sought out, evaluated against the attack criteria and routed to the appropriate FS delivery system for engagement.

13. **Fire Support for the Maneuver Commander — May 1990**

The FSO, DS FA Arty BN S2 and the maneuver unit S2 must be in close coordination to ensure accurate and timely targeting.

The IPB products of the supported maneuver unit must be used by supporting units.

Artillery assets are a valuable source for intelligence for the maneuver S2.

14. **Winning in the Desert — August 1990**

Know the enemy, the area of operations and weather and terrain when preparing for battle.

15. **Winning in the Desert II — September 1990**

All unit personnel must be involved in intelligence.

16. **Battlefield Logistics — December 1991**

The TF S2 must provide intelligence to those in the combat and field trains.

## LESSONS LEARNED INTEGRATED INTO CCF 3 TASK LIST

### 1. **Screen and record information**

All collection assets must be exploited; requests to higher and adjacent units, organic assets, air assets, EPW are examples.

Reports must be detailed and provide specific enemy information.

The screening of EPW and captured document intelligence information must be done as expeditiously as possible.

The S2 staff NCOs must be an integral players in battle staff operations.

### 2. **Convert Information to Intelligence**

The DST and PIR/IR must be clear so as to facilitate accurate and timely reporting and information processing.

Templates must be updated and then disseminated throughout the battle.

The alternate TF TOC must have all current intelligence and intelligence products.

The TF S2 must determine the impact of collected information and intelligence and interpret for the TF commander.

Use the TF BICC for information processing.

The TF S2 and the Artillery S2 must have close communication and coordination throughout the battle.

A rear area IPB will facilitate fires and asset employment in the TF rear.

The TF S2 section and BICC must know enemy order of battle, tactics and doctrine as well as strengths and dispositions.

Ensure the Co/Tm commanders have the latest current intelligence prior to their engaging the enemy.

When attacking prepared enemy positions, ensure all available intelligence is distributed in a timely manner.

For deception to be successful, enemy intelligence gathering capabilities must be understood, what intelligence the enemy might accept and the latitude of the enemy commander to act upon intelligence he is fed.

The IPB products of the maneuver unit must be used by supporting units.

The TF S2 must provide intelligence to those in the field trains.

Targeting intelligence must be aggressively sought out, quickly evaluated against the attack guidance and routed to the appropriate FS delivery system for engagement.

**3. Update Intelligence products and prepare reports**

The collection plan must be revised constantly throughout the battle.

The TF S2 must consider the intelligence gathered from EPW.

The TF alternate TOC must have updated intelligence products.

**CCF 3  
CRITICAL TASKS AND OTHER LINKAGES**

**TASKS**

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1. Screen and record information

2. Convert information to intelligence

**OTHER LINKAGES**

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S2 Section

- Developed and maintains the TF intelligence data base.

S2 (STP 34-35II-MQS)

- Is able to screen and properly identify intelligence information critical to TF operations.
- Direct Recording and Evaluation of Information (Task 01-3381.41-5001)

BICC Tactical Intelligence Officer (STP 34-35II-MQS)

- Is capable of fusing new intelligence information with other available information.
- Record Intelligence and Combat Information (Task 01-3381.39-4003)

S2 Intelligence Section SGT (STP 34-96B14-SM-TG)

- Has developed an S2 section SOP which outlines handling (logging and filing) intelligence information and has trained the section to perform those tasks.
- Supervise Organization and Maintenance of Order of Battle Information (Task 301-336-2001)

S2 (STP 34-35II-MQS)

- Is able to perform fusing task.
- Can analyze intelligence and provide the TF commander accurate and timely recommendations and input concerning threat intentions and capabilities.
- Conduct All-Source Intelligence Analysis (Task 01-3381.41-4014)
- Prepare Order of Battle Studies (Task 01-3381.41-4015)
- Analyze Intelligence and Combat Information (Task 01-3381.39-4004)

**TASKS**

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3. Update products and prepare intelligence reports.

**OTHER LINKAGES**

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- Direct Analysis and Dissemination of Information (Task 01-3381.41-5002)

S2 Intelligence Section SGT (STP 34-96B14-SM-TG)

- Prioritize Threat Probable Courses of Action (Task 301-336-3250)
- Coordinate Targeting Function (Task 301-336-4100)

S2/BICC (STP 34-35II-MQS)

- Prepare Order of Battle Studies (Task 01-3381.41-4015).
- Produce Finished Intelligence Products From All-Source Information (Task 01-3381.41-5003).

Intelligence Analysts (96B)

- Are proficient in updating existing intelligence products such as the R&S plan and threat templates.
- Are proficient in preparing intelligence reports such as an intelligence summary.

S2 Intelligence Section SGT (STP 34-96B14-SM-TG)

- Is able to maintain the TF S2 section intelligence data base.
- Prepare Draft Orders/Request to Support Collection Effort (Task 301-336-2002)
- Supervise Preparation of Written Analysis of the Battlefield Area (Task 301-336-3100)
- Prepare Intelligence Reports and Summaries (Task 301-336-3105)
- Disseminate Intelligence Reports and Summaries (Task 301-336-3106)
- Supervise Preparation of Intelligence Reports and Summarizes (Task 301-336-4050)

## PROCESS INFORMATION

### REFERENCES

#### FMs

- 34-1 Intelligence and Electronic Warfare Operations (Draft), May 93
- 34-2 Collection Management and Synchronization Planning (Draft), May 93
- 34-3 Intelligence Analysis, Mar 90
- 34-80 Bde/Bn Intelligence and Electronic Warfare Operations, Apr 86
- 34-130 Intelligence Preparation of the Battlefield (Draft), Feb 93
- 71-123 Tactics, Techniques and Procedures for Combined Arms Heavy Forces: Armored and Mechanized Infantry Brigades, Battalion/Task Force, and Company/Team, Sept 92
- 101-5 Command and Control for Commanders and Staff (Draft), July 92

#### ARTEPs

- 7-20-MTP Inf Bn Cmd Group/Staff, Feb 89
- 7-30-MTP MTP for the Infantry Brigade (Comamnd Group/Staff), Feb 89
- 17-57-10-MTP MTP for the Scout Platoon, Dec 88
- 34-245-10-DRILL Drills/procedures for the Intelligence Section, Dec 87
- 71-1-MTP MTP for the Tank and Mechanized Infantry Company Team, Oct 88
- 71-2-MTP MTP for the Tank and Mechanized Infantry Battalion Task Force, Oct 88
- 71-3-MTP MTP for the Heavy Brigade Command Group/Staff, Oct 88

#### STPs

- 34-35II-MQS Military Qualifications Standards II Military Intelligence Branch (35) Company Grade Officers Manual, Sept 91
- 34-96B14-SM-76 Soldiers Manual and Trainers Guide: MOS 96B (Intelligence Analyst), Skill Level 1/2/3/4, Dec 91

**Published Lessons Learned**

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