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MASTER OF MILITARY STUDIES

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Marine Corps Intelligence Training and Readiness Information  
Management Systems: A Concept for Change

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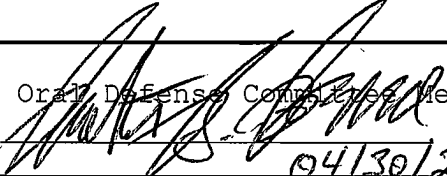
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## EXECUTIVE SUMMARY

**TITLE:** Marine Corps Intelligence Training and Readiness Information Management Systems: A Concept for Change

**AUTHOR:** Major Scott Michael Reed, United States Marine Corps

**Thesis:** Marine Corps intelligence training and readiness reporting and the information management process meant to facilitate them are inadequate and should be replaced with a system that enables rather than inhibits training, readiness, and integration with the rest of the United States Intelligence Community (IC).

**Discussion:** Since implementing the 1994 Intelligence Plan, Marine Corps intelligence has made great strides and is no longer in the state that it was in the 1990s when multiple studies identified organizational structure, force structure, equipment deficiencies, and career progression as the primary culprits of a broken but critical capability. Achievements of the 1994 Intelligence Plan are presented as an example of previous paradigm shifts within the Marine Corps intelligence and problems with the current training and readiness information management system are presented as justification for a new paradigm shift. A framework for the functions of a new system that would align Marine Corps intelligence with the directives of the Director of National Intelligence and the greater intelligence community is presented.

**Conclusion:** Introspection, foresight, and consistent progress have greatly improved the Marine Corps Intelligence Community since 1994. The changes to how the Marine Corps manages information related to the training and readiness of intelligence analysts identified in this paper should be studied further, debated, and enacted as soon as possible so that the Corps is postured to align with, collaborate, and leverage the national intelligence community.

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## **Preface**

As a career intelligence officer who has led intelligence analysts at a squadron, an intelligence battalion, at the National Security Agency, and who will be returning to the FMF shortly, I have a deep interest in the Marine Corps Intelligence Community, its management, and its future. In developing this study, I drew on experiences in a PIONEER UAV Squadron, MEF Intelligence Collections and Dissemination shop, the National Security Operations Center, and command time with an OIF Cryptologic Support Team, an Imagery Platoon, a Production and Analysis Company, and a Cryptologic Support Company.

I have also attended the following courses of instruction:  
PIONEER UAV Mission Commander Course  
US Navy Intelligence Officer Basic Course  
MAGTF Intelligence Officer Course  
USMC Weapons and Tactics Instructor Course  
US Army Imagery Officer Course  
DIA Intelligence Collection Manager Course

Throughout the course of the research and drafting of this study, I relied heavily on Colonel Eric Walters, Lieutenant Colonel Larry Jenkins, Major William Wilburn, Major Tony Barrett, and Captain Chris Mercer for counsel, sanity checks, and as sounding boards for ideas. Each was incredibly helpful and I may never be able to work my way out of the debt that I have accumulated and owe to them. Thanks, gentlemen.

Thanks to Ms. Karin Dolan, Major Rusty Dunn, and Major Ben Patrick at HQMC Intel Department. Thank you also to the rest of the dedicated professionals at HQMC Intel Department, TECOM, and MCIS who continue to find innovative and engaging ways to train our enlisted and officer intelligence analysts. This study would not have been possible without your assistance. Keep fighting the good fight and I hope I have done more good here than harm.

Finally to Dr. Bruce... Thanks for putting up with the many "drafts" as I whittled this down to one relatively manageable topic. I have greatly appreciated your patience and support. Good luck in your future dealings with Bilu Kazoo.

## INTRODUCTION

The last serious overhaul of the way Marine Corps intelligence is structured, trained, and employed grew out of shortfalls identified during and after Operations Desert Shield and Desert Storm.<sup>1</sup>

Intelligence as practiced by the Marine Corps during Operation Desert Storm was badly broken. The result of multiple studies and a serious reform initiative was the development and implementation of the 1994 Intelligence Plan through ALMAR 100/95 (included here as annex B), which addressed most of the identified problems and set a course for future success.<sup>2</sup> Though many of the root problems of the intelligence community were rectified, the information management processes used to direct training development, mentoring, and education as well as readiness reporting that feeds useful metrics to help manage the workforce have remained virtually unchanged and have become more of a burden than an asset.<sup>3</sup> Marine Corps intelligence training and readiness reporting and the information management process meant to facilitate them are inadequate and should be replaced with a system that enables rather than inhibits training, readiness, and supports interoperability with the rest of the National Intelligence Community (IC) of the United States.

Shortfalls in career progression and professionalization of the intelligence workforce, leveraging external intelligence resources, and effective management of unique expertise are among the most pervasive problems within the Marine Corps Intelligence Community.<sup>4</sup> These shortfalls reduce the fidelity of the readiness picture

developed at HQMC Intelligence Department and leave open the possibility that units could fail to properly prepare one of their key combat enablers, deploying with intelligence Marines who are ill-equipped to perform their critical support role in combat. This worst case scenario has not happened on a significant scale due to the personality, experience, foresight, and determination of unit intelligence staffs and commanding officers.

The increasing relevance and power of intelligence to drive operations in the long war, the momentum of the current U.S. Government climate of transformation, and direction to reduce friction/increase transparency across historic service and community boundaries demand that this issue be comprehensively examined. Specific guidance on the subject from the Director of National Intelligence (DNI), the Secretary of Defense (SECDEF), the Commandant of the Marine Corps (CMC), and the Director of Marine Corps Intelligence (DIRINT) align well and will guide the examination of the current information management system. Potential solutions will be discussed last as several of the identified problems can be addressed with the same solution.

## CHAPTER 1: RATIONALE FOR ACTION

### **DNI Guidance.**

For the first time in the history of the national IC, there is a DNI and specific guidance on community competencies and standards that will enable true collaboration from the most tactical element to the national level intelligence leadership.<sup>5</sup> In his vision for a globally networked and integrated intelligence enterprise, the DNI stressed that analytic organizations must "make a dramatic shift from traditional emphasis on self-reliance toward more collaborative operations" that will allow the IC to "perform routinely at levels unachievable in the past."<sup>6</sup> To that end, the DNI has developed community competencies, established data formatting/reporting and dissemination standards, and is developing an Intelligence Community Capabilities Catalog (IC3) to provide horizontal and vertical transparency of individual and collective expertise across the IC.<sup>7</sup>

### **SECDEF Guidance.**

SECDEF guidance to the Department of Defense (DoD) for training and education has mandated that the services create and implement programs in a way that is interoperable/ compatible with the interagency community and improves integrated operations.<sup>8</sup> The DoD Training and Transformation (T2) Program is replete with prescriptions to enable "integration of combatant command, service, and government agency training components," to build "partner capacity with interagency partners," and coupling military, civilian, and contractor

skills "with greater accessibility to people so that the right forces are always available at the right time". The Marine Corps has taken these directives on board, at least in part, and is moving forward as a training community to re-emphasize standardization of training and measurable indicators of unit readiness compatible with DoD standards and requirements. In doing so, the imperative within the DoD guidance and, indeed in the way the Marine Corps has been operating since 9/11, to look beyond the service and department to ensure interoperability with other government organizations that share similar functions seem to have been interpreted narrowly. Efforts to train to National IC requirements are not driving Marine Corps analyst training beyond the basics required for Marines with orders to joint or interagency billets.<sup>9</sup> In the operations and training of intelligence analysts, the services should plan for more robust compatibility with the other members of the National IC.

#### **CMC Guidance.**

The CMC disseminated his guidance in a series of documents beginning in 2008 with the Marine Corps Vision & Strategy 2025 and culminating in the approval of the evolving Marine Corps Service Campaign Plan (MCSCP) in December of 2009.<sup>10</sup> He made numerous references to the need to integrate Marine Corps efforts with those of the joint services and the interagency. The CMC has required that this integration happen across the spectrum of "our training, education, campaign planning and operations" and that the Marine Corps "develop a plan for tracking Marines with joint, interagency, and

combined training and education experience".<sup>11</sup> The implication of this guidance is that the Marine Corps should look to align to the greatest degree practicable with joint and interagency lexicons, training, education, and information technology in order to reduce friction, miscommunication, and the time spent learning how to effectively negotiate the joint and interagency environments as crises are developing. This is especially true for the Marine Corps Intelligence Community as information technology and a culture of sharing increasingly reveal opportunities to coordinate and leverage Tactical Exploitation of National Capabilities (TENCAP).

#### **DIRINT Guidance.**

The DIRINT is currently staffing the Marine Corps Intelligence Surveillance and Reconnaissance Enterprise (MCISR-E) Roadmap, which is a draft appendix to the MCSCP.<sup>12</sup> This draft document contains the Marine Corps Intelligence Community's plan for building, operating, and sustaining the MCISR-E to fulfill the guidance disseminated by the CMC in Marine Corps Vision & Strategy 2025 and the MCSCP.

The MCISR-E Roadmap has three primary elements in its foundation: "professionalizing the intelligence workforce, institutionalizing predictive analysis and improving the process."<sup>13</sup> The guidance stresses the need for a significant paradigm shift in how the community thinks about acquisition and to make the best use of Commercial off the Shelf (COTS) solutions whenever and wherever possible as a "best practice".<sup>14</sup> It tasks Headquarters Marine Corps Intelligence Department with optimizing "the Marine Corps'

relationships with the DoD and larger Intelligence Community in order to ensure the Service enterprise is fully integrated with the National Intelligence Enterprise. It must also take the lead in building collaborative relationships and productive partnerships in order to fully leverage the resources and capabilities of the Intelligence Community to support the enterprise."<sup>15</sup> These statements imply a need to take advantage of workable solutions that are already available and which enable the greatest reduction of friction in service intelligence operations and leveraging the National IC and the interagency.

**Summary.**

This chapter presented a rationale for action derived from the nested guidance for transforming the intelligence community disseminated by the DNI, SECDEF, CMC, and DIRINT. Guidance from each level has focused on the need to improve interoperability and to seek out efficiencies of process. The remainder of this thesis will address the current state of the problems addressed in the DIRINT's guidance, additional considerations, and potential solutions.

## CHAPTER 2: PROBLEMS AND THE MCISR-E ROADMAP

Guidance from the Chain of Command, especially the DIRINT, is clear: 1) Transform intelligence training and readiness to meet the requirements of the DoD and CMC with greater efficiency and a focus on career progression and professionalization of the workforce, 2) Ensure that the Marine Corps Intelligence Community is proficient at leveraging external resources (specifically joint and interagency), 3) Incorporate unique expertise (cyber, linguistic, and cultural skills) into training, tracking mechanisms, and manpower management. To do these things well implies the need to develop a more effective information management solution that increases the accuracy, accessibility and transparency of relevant information dealing with training, education, professional and academic competencies, as well as other areas of expertise within the Marine Corps Intelligence Community. The remainder of this chapter will discuss the information management problems that spawned the guidance contained in the MCISR-E Roadmap draft, some of the tasks that are implied in that guidance, and additional considerations for developing a solution.

### **Career Progression, Professionalization.**

**PROBLEM:** Current manuals and orders pertaining to training and readiness are not tied to achievement of any type of certification, the absence of which would preclude performance of an intelligence analyst's duties, and they do not mandate individual training records be kept above the unit level.<sup>16</sup> These manuals and the Military

Occupational Specialty (MOS) Roadmaps provide maximum flexibility, however, they contain little specific direction and no imperative to make standard plans for individual career progression. Development beyond unit and pre-deployment training is most often left to the initiative of the individual and the mercy of the unit training schedule. This training frequently trumps pre-planned and expensive elective education because the two are not adequately de-conflicted.<sup>17</sup> The effects of these conflicts do little to promote initiative, establish a command climate where education is valued, or contribute to the competency of the analyst community within the Marine Corps.

If individual career progression plans like the one in appendix A are developed, there is no repository by which to make them accessible beyond the individual and supervisor, and no transparency that would allow senior community mentors or upper echelon planners to use those plans to help forecast training requirements and shape the competency of the analytic force over time. Locally produced career progression documents and individual training records are generally destroyed when a Marine executes a Permanent Change of Station (PCS) or Permanent Change of Assignment (PCA) and are rarely passed along to the gaining unit.

Many, if not most, of the junior 0231 Marines and a majority of the SNCO population within the 0231, 0241, and 0261 communities do not approach the level of proficiency that could reasonably be called that of a "master analyst".<sup>18</sup> For that matter, neither do most intelligence officers, including the author. Over the years, though the manpower

situation in the intelligence community has improved, units in the FMF have been extremely short handed. Senior Marines and officers have been stretched beyond what could reasonably be required of people expected to be experts at analysis as well as personnel managers. In garrison environments, with career progression and counseling that stressed command opportunities over analysis billets, the analytic skill of many officers and SNCOs had atrophied.<sup>19</sup> The crucible of combat has afforded many analysts a renewed appreciation for analytic rigor and has driven a rise in competency. In order to sustain this progress, training and education need to build on these combat experiences and provide the analyst community with advanced tools/schemas/problem solving techniques and an information management system that facilitates planning and tracking analyst progression.

**MCISR-E ROADMAP GUIDANCE:** To address these shortfalls, the DIRINT has directed the initiation of an intelligence training and certification plan to professionalize the analytic workforce and establishment of a career development plan that will guide the development of analysts from apprentice to master.<sup>20</sup> He has also required the establishment of a community mentoring program to facilitate transfer of knowledge and career advice from senior to junior analysts.<sup>21</sup>

**ADDITIONAL CONSIDERATIONS:** These initiatives may be enabled by improved information management systems and should feed into and off of the same set of data, storing and pulling from a central repository. The data should also be accessible by a Marine's chain of

command as well as planners at HQMC Intelligence Department, MCIS, and M&RA. In order for the planning documents and tools to have the type of validity that would inform these additional stakeholders, they will need to be adjusted during routine counseling sessions within the chain of command and reviewed or tweaked by the Marine in consultation with his or her community mentor. Reliable, regularly updated metrics that depict the current state of unit and individual readiness and planned individual professionalization efforts might clear some of the fog that currently obscures the manpower picture.

**Leverage External Resources.**

**PROBLEM.** Marines in general are proficient at making the most of their surroundings and working relationships to acquire the support they need. Though enablers at most of the national intelligence community member agencies have vastly improved the ability of intelligence Marines to access national-level analysts and data, the Corps must do better in order to offset the inexperience of junior analysts and to stay ahead of the enemy in the information age.<sup>22</sup>

Another shortfall in the Marine Corps concept to leverage external resources is the lack of mandated training that a Marine must attend or have previously attended prior to manning a joint or interagency intelligence billet. Between security clearance delays and training days lost to agency familiarization courses, weeks and sometimes months that could be spent in skill development or working in a National IC mission are wasted. This inefficiency has been tolerated in the past because each of the IC members had different

requirements for familiarization and access. Since the establishment of the Office of the Director of National Intelligence (ODNI) and standardization of security management procedures across the community, there is no longer a legitimate excuse for a Marine arriving without having already accomplished the proper training.

**MCISR-E ROADMAP GUIDANCE:** The DIRINT has recognized this and emphasized that "information brokerage skills, particularly leveraging resources outside the Marine Corps, DoD, and even the National IC and coalition partners, will be key" to success.<sup>23</sup> To that end, the DIRINT has tasked the community with ensuring that all Marines operating with interagency and multinational forces are trained in and comply with DNI, DOD, interagency and Marine Corps information and intelligence sharing policy and procedures.

The implied tasks in these directives are to reduce the barriers to, and the friction encountered in: 1) identifying relevant Subject Matter Experts (SME) from across the spectrum of IC partners, and 2) brokering the exchange of timely intelligence to support MAGTF missions.

**ADDITIONAL CONSIDERATIONS:** In keeping with the DIRINT's directive to make the best use of COTS solutions whenever and wherever possible as a "best practice," the Marine Corps Intelligence Community should look to the National IC to determine what methods are employed at that level to accomplish these tasks.<sup>24</sup> Additional impetus for seeking out their process is that Marine Corps SME personnel/analysts, whether employed in National IC or service billets, should also be

discoverable to the National IC via the IC's systems in order to facilitate their leveraging of the vast expertise being gained by Marine analysts in Iraq and Afghanistan.

The tools and skills that fall under information brokerage will be required by all analysts, not just those serving in the National IC. All Marines must be familiar with and tracked in whatever automated system is decided upon to interact with the National IC for these purposes.

#### **Unique Expertise.**

**PROBLEM:** Current manuals and orders pertaining to training and readiness were not designed to track special skills outside of normal MOS tasks, nor to make them discoverable to manpower management personnel.<sup>25</sup> The result has been assignment of individuals by their primary MOS and grade to units or duty stations where those unique lessons and experiences atrophy or become obsolete. If the skill was not taught in a formal school setting where a certificate was produced and run in a unit diary, it may not be recorded anywhere in a Marine's Service Record Book (SRB). The constant entry level training of new Marines to fill these unique needs is draining on the training budget and on the morale of the individuals who work hard to develop proficiency only to see it diminish as the result of less than optimal manpower management decisions.

**MCISR-E ROADMAP GUIDANCE:** To address these deficiencies and to ensure that the Marine Corps Intelligence Community is making the most efficient use of training dollars, the DIRINT has mandated that the

workforce include individuals with regional, language, and cultural expertise who remain globally capable of meeting challenges presented throughout the world's conflicts. Implied in that direction is the task of properly tracking and managing individuals with these skills over the course of their careers to ensure they maintain proficiency at an acceptable level. The DIRINT has further tasked the community with assisting the Deputy Commandant for Manpower & Reserve Affairs (M&RA) in developing the means to track Regional, Culture, and Language Familiarization (RCLF) Program assignments for both officers and enlisted Marines.

**ADDITIONAL CONSIDERATIONS:** Marine Corps elements whose communities of interest rely on support from entities outside of the Marine Corps and are directed to report readiness in a format different than that prescribed in the Ground Training and Readiness Program have developed separate methods of tracking and reporting readiness. The aviation community, for example, has pressed forward with a management system modeled after an existing naval program which better suits aviators' needs (Marine Sierra Hotel Aviation Readiness Program (MSHARP)).<sup>26</sup> With the growing authority of the ODNI and that office's mandate to standardize how the nation manages intelligence efforts, the Marine Corps Intelligence Community should re-examine how analysts interact with higher/adjacent IC members and whether processes specific to the needs of the Marine Intelligence Community would be preferable to adopting those developed for all USMC ground functions. In keeping with CMC direction to "develop a plan for

tracking Marines with joint, interagency, and combined training and education experience," the Marine Corps should consider interoperability/automation between the ODNI systems mandated for those tasks throughout the civilian IC workforce.<sup>27</sup> Using and/or interacting with those systems for recording and reporting readiness, training, education, and certifications earned while serving in National IC billets would capture the best granularity of those experiences. The reverse applies to this topic as well. The unique expertise of Marine Intelligence SMEs who have yet to serve outside of the Marine Corps should be discoverable by the National IC via their processes.

#### **Summary.**

Problems dealing with career progression, professionalizing the workforce, leveraging external resources, and tracking unique skills of the Marine Corps Intelligence Community workforce have been recognized and the DIRINT has provided guidance on his vision of how to solve them. Several additional considerations and the benefit of incorporating more robust capability into the information management system to automate tasks currently requiring human intervention were presented. Intelligence Department, TECOM, and M&RA must now devise the detailed solutions that align with that guidance. Before deciding on a course of action for a future intelligence training and readiness information management system, the Marine Corps must examine current DNI initiatives to determine if suitable solutions already exist.

### CHAPTER 3: CURRENT INITIATIVES AND POTENTIAL SOLUTIONS

There are current IC-wide initiatives that should be closely examined for their potential use or modification as solutions to the Marine Corps Intelligence Community's information management problems related to training and readiness tracking.<sup>28</sup> Chief among current initiatives are those that establish standard personnel policies for the IC civilian workforce. While these do not address all the Marine Corps Intelligence Community's needs, their use, combined with some additional functionality, would provide viable options for a comprehensive solution.

#### **IC-wide Personnel Policies.**

ICD 610 is the backbone of the DNI personnel policy and the driving factor in the recommendations that will be made at the end of this chapter. This directive establishes the IC-wide policy for identifying, defining, validating, using, cataloging, and disseminating IC-wide, departmental, independent agency, and component-specific competencies. ICD 610 also provides a uniform competency nomenclature that includes standard labels and definitions for describing IC workforce capabilities. It disseminates an initial directory of IC competencies and requires that qualification, training, career development, and other standards for managing IC civilian personnel be derived from these competencies and nomenclature.<sup>29</sup>

ICD 652 lays out the basic occupational structure for IC civilian employees and positions, and the general metrics used to organize,

describe, and manage the civilian IC workforce.<sup>30</sup> ICDs 651 and 656 describe the performance management system, very similar to the Marine Corps Performance Evaluation System (PES) Manual, and establishes counseling guidelines for the IC civilian workforce and the Senior Civilian Officers respectively.<sup>31</sup>

The utility of these directives and the processes they direct is that they apply to and are enforced across all member agencies of the IC, establishing a common standard that facilitates communication, collaboration, and analyst exchange. The main tool used to manage the information needs inherent in the IC personnel competencies system is the IC Capabilities Catalog (IC3).<sup>32</sup>

Currently being developed and implemented by Booz Allen Hamilton, the IC3 is a subset of the IC Human Capital Repository (ICHCR) and provides data points on the "as is" state of expertise across the IC, identifies shortfalls and overages of expertise to aid manpower management decisions, and provides a resource that intelligence professionals can use to collaborate.<sup>33</sup> It incorporates functionality of the Analytic Resource Catalog (ARC) and the Analyst Yellow Pages to build a capabilities catalog for analysts, collectors, science and technology professionals, acquisition specialists, and other professionals in the IC.<sup>34</sup> An example of a portion of the IC3 interface can be found in annex D. This tool has the potential to revolutionize competency, proficiency, expertise monitoring, and SME identification by taking transparency to unprecedented levels.

### **Suggested Additional Functionality.**

Any workable solution to the information management system used to facilitate training and education management and readiness tracking should include functionality for centrally maintained digital training records and career planning/counseling documents to support career progression and professionalization, interoperability with the National IC while leveraging external funding to the greatest extent possible, and retain the feedback loop of the current ESAG/OAG conferences.

**DIGITAL RECORDS, TRANSPARENCY.** Records of individual and unit training must be accessible via a standard web browser interface similar to/or a version of the ODNI IC3 system. The program should also pull data from legacy personnel file repositories such as the digital Official Military Personnel File (OMPF) and various other Marine Corps data warehouses. This system must be flexible enough to account for off-duty educational experiences and proficiency gained in performance of a mission over time when verified by the chain of command.<sup>35</sup> Documented training must follow a Marine throughout PCS moves and temporary duty with other services/units/Intelligence Community members. The IC3 solution appears to have this flexibility inherent in it and may be adjusted or a USMC module added to it that will meet these requirements.

A flexible planning, or career mapping, module that facilitates career progression counseling and path selection must be included if the Marine Corps is to maximize the opportunity that this overhaul

represents. Such a module/tool will have the dual benefit of helping the individual leader and Marine work through a professionalization scheme and provide manpower and schools planners with forecasted metrics to gauge the volume of training seats and funds that will be needed, for what grade/rank, where, and when.<sup>36</sup> This would also provide the DIRINT with a tool to better focus his development message in the communication plan with the FMF.<sup>37</sup> Elements of the current MOS roadmaps should be incorporated in this module but career planning must be emphasized and transparent across echelons (certificate/CAC enabled permissions by billet).<sup>38</sup> This should not be used to sew people into a path they develop early in a career. The goal is not to hold analysts rigidly to one path over another, but rather to ensure progress in a positive direction that is planned in advance vice sprung at the last minute. This should be an evolutionary model of their future that they update over time, perhaps prior to and during individual counseling sessions or FITREP counseling. This module would also present metrics that could be used as a Measure of Effectiveness (MOE) for the effects of DIRINT strategic communications and guidance to the workforce.<sup>39</sup>

In addition to these typical metrics of proficiency, functionality should be incorporated to demonstrate an individual analyst's competency and the quality of his/her work. This could be accomplished by linking to a "portfolio" or predetermined Library of National Intelligence (LNI) pull of tagged reporting or products that an analyst has authored or contributed to.<sup>40</sup>

Many leaders in the Marine Corps may resist efforts to make the organization more transparent in the fear that better definition at higher levels of command will lead to micromanaging and initiative/prerogative taken away from the subordinate unit leadership.<sup>41</sup> This fear is born of experience with the phenomenon and should be addressed in intent documents from the DIRINT before detailed discussions are undertaken to overcome resistance to this barrier to reporting. Through the commitment of the DIRINT, in orders and directives, as well as through restrictions on user permissions based on billet and CAC certificates, commanders could be educated in the utility of this transparency and the mechanisms put in place to prevent abuse.

**INTEROPERABILITY AND FUNDING.** Current DoD guidance, the Marine Corps Vision and Strategy 2025, and the MCISR-E draft explicitly direct a cultural shift toward collaboration efforts similar to those mandated for the National IC by the DNI. It should be anticipated that any solution the Marine Corps implements will eventually be required to interface with the DNI IC3 system to facilitate collaboration across the intelligence community by making contact information, competencies, and expertise discoverable to the community and vice versa.

Joint or national intelligence funding must be leveraged to the greatest extent possible in order to limit impact on USMC Intelligence budget. This can be done by nesting USMC requirements in the current DNI and DoD initiatives like the IC3 program and the Intelligence Community Competencies laid out by the ODNI.

## **Recommendations.**

**KEEP THE FEEDBACK LOOPS.** The key to maintaining the relevance of the system is being responsive and adaptable to the changing requirements and realities of the operating environment. Updates must be effected rapidly (input from the field to updated tracking and reporting capacity in the system in 30 days or less) to address lessons identified over the course of exercises and combat operations.

The Executive Steering Advisory Group (ESAG) and Operational Advisory Group (OAG) are key elements that help to keep the community adaptable, provide a voice to the operating forces, and a forum to exchange best practices and lessons learned. These meetings must continue to provide the forum for direct dialog between operating force leadership and HQMC Intelligence Department for facilitating understanding of current issues and future initiatives.

**OPTION #1.** Taking advantage of the work that has already been done and fully integrating with IC3 as the main tool used for tracking unique expertise and Marine Corps Intelligence training and readiness data/metrics would likely be the most cost effective solution. Constructing annexes within the IC Competencies and specific modules within IC3 would instantly make the Marine Corps DNI compliant without the burden of having to re-work external contracted software solutions to interact with IC3 when it is upgraded or receives a patch. The details of translating IC3 outputs to Marine Corps Future T&R Reporting Systems would still need to be worked out, but this type of conversion is already being conducted for the aviation community to

ensure that their readiness is tracked efficiently. For similar reasons, the Marine Corps Intelligence community should work toward this type of solution to improve/ensure interoperability with the National IC as their evolving chain of concern/accountability.

**OPTION #2.** If it is not currently feasible to fully interact with the DNI systems via IC3, Marine Corps or tactical intelligence specific skills, courses, and requirements should still be derived from or nested within ODNI categories, capabilities, competencies being developed and implemented by DNI. This would make the new system forward compliant and reduce the machinations required to line the two systems up later. The future system should be an information management one stop shop; an interactive database with a web-enabled interface that addresses the shortfalls and suggested requirements identified in this study.

## CHAPTER 4: CONCLUSIONS

Current and planned information management processes used to direct training, education, mentoring, and readiness reporting throughout the Marine Corps ground community are insufficient for the needs of an intelligence workforce. Leaders in the Marine Corps Intelligence Community are getting the job done and their Marines trained despite the current system. The time has come to augment and facilitate those training and readiness efforts with a viable and well supported system of information management that ties in with the plans laid by the Director of National Intelligence.

The Marine Corps Intelligence Community should act to ensure that new processes capitalize on the capacities/processes of the larger IC. These processes must also provide meaningful metrics for interacting with the ground community system in order to justify resources while providing better intelligence community specific tools to facilitate career progression counseling, manpower management, training management, SME identification/leveraging, and transparent tracking of analyst capabilities.

Capitalizing on the opportunity to rework the current system, and to enable interoperability with the national IC, the Marine Corps should use the programs, standards, and information management solutions being developed by the ODNI for the National IC. At a minimum, the DNI model should be used as a framework upon which to nest the future MCISR-E management system.

INDIA COMPANY MARINE CRYPTIC LOGIC SUPPORT BN ROADMAP

APPENDIX A

	MOS TRAINING	TAD LEADERSHIP BILLETS	PFT	CFT	RIFLE	FWE	MCI	MCMAP	READING LIST	
1ST YEAR	2621 - COMPLETED HSID JQR	FIRE TEAM LEADER					MCI 3420F PERSONAL FINANCIAL MANAGEMENT	GRAY BELT SUSTAINMENT	FIRST TO FIGHT MCDP 1 WARFIGHTING A MESSAGE TO GARCIA RIFLEMAN DODD THE SOLDIERS LOAD THE UGLY AMERICAN ENDERS GAME	
	2651 - COMPLETE HX JQR - BASIC NETWORKING		1ST CLASS W/ GOAL OF 280+	1ST CLASS (SCORING ON 1 JUL 09)	REQUAL IF NOT EXPERT	TUITION ASSISTANCE 101 BRIEF	MCI 0210C TERRORISM AWARENESS			
	267X - DLPT 2/2 - ATTEND REFRESHER - COMPLETE HSID JQR						MCI 0033 FUNDAMENTALS OF USMC LEADERSHIP			
2ND YEAR	2621 - BDNA - 451 - GEOCELL - DEPLOY	SQUAD LEADER SAFETY NCO BARRACKS NCO TRAINING NCO VOTING NCO					MCI 8010 SERGEANTS DISTANCE EDUCATION PROGRAM	EARN GREEN BELT	FIRST TO FIGHT MCWP 6-11 LEADING MARINES BATTLE LEADERSHIP FLAGS OF OUR FATHERS GATES OF FIRE IMPERIAL GRUNTS SMALL UNIT LEADERS GUIDE TO COUNTERINSURGENCY	
	2651 - BDNA - WEB DEVELOPER - DEPLOY	EDUCATION NCO MCI NCO PUBLIC AFFAIRS NCO WEB DEVELOPER	1ST CLASS W/ GOAL OF 285+	1ST CLASS (SCORING ON 1 JUL 09)	REQUAL IF NOT EXPERT	ATTEND CPL'S COURSE	MCI 8011 BASIC GRAMMAR MCI 8012 LEADERSHIP MCI 8013 MILITARY STUDIES MCI 8014 WARFIGHTING MCI 8015 WARFIGHTING TACTICS MCI 8016 WARFIGHTING TECHNIQUES MCI 8017 WEAPONS			
	267X - DLPT 2+/2+ - ATTEND REFRESHER - MCEEP - GEOCELL - DEPLOY									
3RD YEAR	2621 - ANALYSIS AND REPORTING	PLATOON SERGEANT EQUAL OPPORTUNITY MEDICAL/DENTAL NCO MCMAP INSTRUCTOR COLORS SERGEANT					MCI 0354 DESERT OPERATIONS	EARN BROWN BELT	FIRST TO FIGHT MCDP 1-3 TACTICS THE ART OF WAR TIP OF THE SPEAR ATTACKS! WITH THE OLD BREED THE VILLAGE	
	2651 - IDNA		1ST CLASS W/ GOAL OF 300	1ST CLASS (SCORING 1 JUL 09)	ATTEND COACH'S COURSE	ATTEND SGT'S COURSE	MCI 2568 AN/CYZ-10 DTD MCI 2525 COMMUNICATIONS SECURITY MCI 2538 SINGGARS RADIO MCI 2526 ELECTRONIC WARFARE MCI 0332 RECONNAISSANCE MARINE			
	267X - DLPT 3/3 - ATTEND INTERMEDIATE - ANALYSIS AND REPORTING						ENROLL IN MCI 8100 SNCO NON-RES			

**APPENDIX B**  
**ALMAR 100/95**

Date signed: 03/24/95 ALMAR Number: 100/95

R 240040Z MAR 95 ZYB  
FM CMC WASHINGTON DC//C4I/M-RA//  
TO ALMAR  
BT

\*\*\*THIS IS A 3 PART MSG COLLATED BY MDS\*\*\*

UNCLAS //N03800//

ALMAR 100/95

MSGID/GENADMIN//

SUBJ/PROGRAM TO IMPROVE MARINE CORPS INTELLIGENCE//

REF/A/GENADMIN/CMC/301200ZSEP94//

AMPN/REF A IS ALMAR 301-94, RESTRICTED OFFICER PROGRAM STUDY (ROPS)//  
RMKS/1. PURPOSE. IN RECOGNITION OF THE INCREASINGLY CRUCIAL  
ROLE INTELLIGENCE PLAYS ON THE MODERN BATTLEFIELD, THE SENIOR  
LEADERSHIP OF THE MARINE CORPS HAS MADE A COMMITMENT TO PROVIDE  
THE RESOURCES NECESSARY TO SIGNIFICANTLY ENHANCE MARINE CORPS  
INTELLIGENCE CAPABILITIES. THIS ALMAR OUTLINES THE PROGRAM THAT  
WAS APPROVED BY THE ASSISTANT COMMANDANT OF THE MARINE CORPS ON  
2 MARCH 1994. CHANGES TO TABLES OF ORGANIZATION, PROGRAMMING OF  
TRAINING, AND BUDGETING ACTIONS WHICH BEGAN IMPLEMENTATION ON 1  
OCT 94 HAVE BEEN COMPLETED.

2. BACKGROUND. POST DESERT STORM ANALYSES, CONDUCTED BY  
ELEMENTS BOTH INTERNAL AND EXTERNAL TO THE MARINE CORPS,  
IDENTIFIED THE FOLLOWING SIX FUNDAMENTAL DEFICIENCIES:

- INADEQUATE DOCTRINAL FOUNDATION
- NO DEFINED CAREER PROGRESSION FOR INTELLIGENCE OFFICERS
- INSUFFICIENT TACTICAL INTELLIGENCE SUPPORT
- INSUFFICIENT JOINT MANNING
- INSUFFICIENT LANGUAGE CAPABILITY
- INADEQUATE IMAGERY CAPABILITY

THE FOLLOWING PARAGRAPHS ADDRESS SOLUTIONS CURRENTLY BEING  
IMPLEMENTED TO OVERCOME THESE DEFICIENCIES.

3. DOCTRINAL FOUNDATION

A. A FUNCTIONAL CONCEPT FOR INTELLIGENCE HAS BEEN DEVELOPED  
WHICH WILL DRIVE THE MARINE CORPS COMBAT DEVELOPMENT PROCESS  
(CDP) AND PROVIDE A BASIS FOR DOCTRINE DEVELOPMENT.

B. MISSION. PROVIDE COMMANDERS, AT EVERY LEVEL, WITH  
TAILORED, TIMELY, MINIMUM ESSENTIAL INTELLIGENCE, AND ENSURE  
THAT THIS INTELLIGENCE IS INTEGRATED INTO THE OPERATIONAL  
PLANNING PROCESS.

C. PRINCIPLES. THESE PRINCIPLES ARE ESSENTIAL IN ENSURING  
EFFECTIVE INTELLIGENCE SUPPORT TO OPERATIONS. THEY FORM THE  
FOUNDATION UPON WHICH THE PROGRAM HAS BEEN BUILT.

- (1) THE FOCUS IS TACTICAL INTELLIGENCE.
- (2) THE INTELLIGENCE FOCUS MUST BE DOWNWARD.
- (3) INTELLIGENCE DRIVES OPERATIONS.

(4) THE INTELLIGENCE EFFORT MUST BE DIRECTED AND MANAGED BY A MULTI-DISCIPLINE TRAINED AND EXPERIENCED INTELLIGENCE OFFICER.

(5) INTELLIGENCE STAFFS USE INTELLIGENCE - INTELLIGENCE ORGANIZATIONS PRODUCE INTELLIGENCE.

(6) THE INTELLIGENCE PRODUCT MUST BE TIMELY AND TAILORED TO BOTH THE UNIT AND ITS MISSION.

(7) THE LAST STEP IN THE INTELLIGENCE CYCLE IS UTILIZATION - NOT DISSEMINATION.

4. NO DEFINED CAREER PROGRESSION FOR INTELLIGENCE OFFICERS

A. UNDER THIS PROGRAM, THE INTELLIGENCE OFFICER OCCUPATIONAL FIELD HAS UNDERGONE EXTENSIVE CHANGE. THE LACK OF INTEGRATION BETWEEN SEPARATE OFFICER MOS'S (0202, 0210, 2602) WITHIN THE MARINE CORPS INTELLIGENCE COMMUNITY HAS RESULTED IN THE LACK OF MULTI-DISCIPLINE INTELLIGENCE MANAGERS AT THE SENIOR LEVEL. ADDITIONALLY, THE ABSENCE OF A PROPERLY SHAPED OFFICER OCCFLD STRUCTURE HAS RESULTED IN OVER-RELIANCE ON LATERAL MOVES AT THE CAPT LEVEL AND PRODUCED CHRONIC PERSONNEL SHORTAGES AT THE MAJ THROUGH COL LEVEL.

B. THE NEW PROGRAM HAS SIGNIFICANTLY REDUCED THE REQUIREMENT FOR LATERAL MOVES. T/O RATIONALIZATION, INCREASED OFFICER STRUCTURE, AND GRADE SHAPING HAVE PRODUCED A GREATER REQUIREMENT FOR LIEUTENANTS TO BE ACCESSED DIRECTLY FROM TBS INTO ONE OF FOUR NEW ENTRY-LEVEL TRAINING TRACKS. THE FOUR ENTRY-LEVEL MOS'S SERVE AS FEEDERS FOR MOS 0202 - MAGTF INTELLIGENCE OFFICER. THE NEW INTELLIGENCE MOS'S ARE AS FOLLOWS:

(1) 0203 - GROUND INTELLIGENCE OFFICER. OFFICERS ASSIGNED THIS MOS WILL ATTEND THE INFANTRY OFFICER COURSE (10 WEEKS) AT QUANTICO FOLLOWED BY THE 19 WEEK MILITARY INTELLIGENCE OFFICER BASIC COURSE (MIOBC) AT THE U.S. ARMY INTELLIGENCE CENTER, FT HUACHUCA, AZ. 2NDLT 0203 BILLETS ARE LOCATED WITHIN EACH INFANTRY BATTALION (SCOUT/SNIPER PLATOON COMMANDER) AND REGIMENTAL AND DIVISION RECONNAISSANCE PLATOONS (PLATOON COMMANDERS).

(2) 0204 - HUMAN INTELLIGENCE OFFICER. 0204 OFFICERS WILL ATTEND THE HUMAN INTELLIGENCE OFFICER COURSE BEING DEVELOPED AT THE NAVY/MARINE CORPS INTELLIGENCE TRAINING CENTER (NMITC), DAMNECK, VA. 2NDLT 0204 BILLETS ARE ALL LOCATED WITHIN THE HUMAN INTELLIGENCE COMPANIES BEING FORMED AT EACH MEF.

(3) 0206 - SIGNALS INTELLIGENCE/GROUND ELECTRONIC WARFARE OFFICER. UNRESTRICTED OFFICERS IN THIS MOS (CURRENTLY 2602'S) ATTEND THE 18 WEEK BASIC COMMUNICATIONS OFFICER COURSE (BCOC), QUANTICO, VA AND THE 15 WEEK CRYPTOLOGIC DIVISION OFFICERS COURSE (CDOC), NAVAL TECHNICAL TRAINING CENTER, CORRY STATION, PENSACOLA, FL. THIS HEADQUARTERS IS CURRENTLY REVIEWING THE 0206 TRAINING PIPELINE IN ORDER TO ELIMINATE REDUNDANT INSTRUCTION AND ADD MARINE SIGINT/EW UNIQUE TRAINING REQUIRED TO SATISFY REVISED 0206 INDIVIDUAL TRAINING STANDARDS. 2NDLT 0206 BILLETS ARE LOCATED WITHIN EACH RADIO BATTALION (PLATOON COMMANDERS).

(4) 0207 - AVIATION INTELLIGENCE OFFICER. OFFICERS ASSIGNED THIS MOS WILL ATTEND THE 19 WEEK NAVAL INTELLIGENCE OFFICER BASIC COURSE (NIOBC) AT THE NAVY-MARINE INTELLIGENCE TRAINING CENTER (NMITC). 2NDLT 0207 BILLETS ARE LOCATED WITHIN THE MARINE AIRCRAFT WINGS (COLLECTION AND DISSEMINATION OFFICERS).

C. ONCE SELECTED FOR CAPTAIN AND AUGMENTED (BEGINNING IN FY96 ALL OFFICERS WILL RECEIVE A RESERVE COMMISSION) IT IS INTENDED THAT ALL OFFICERS FROM THESE ENTRY-LEVEL TRACKS WILL BE AWARDED MOS 0202, MAGTF INTELLIGENCE OFFICER AFTER COMPLETION OF A MAGTF INTELLIGENCE OFFICER COURSE. THIS COURSE IS CURRENTLY UNDER DEVELOPMENT. DETAILS ON THE COURSE WILL BE ANNOUNCED AT A LATER DATE VIA ALMAR. NEWLY DESIGNATED MAGTF INTELLIGENCE OFFICERS (MOS 0202) WILL RETAIN THEIR ENTRY-LEVEL MOS AS AN ADDITIONAL MOS AND CAN EXPECT TO DO TOURS IN ANY OF THE FOUR INTELLIGENCE DISCIPLINES (AVIATION, GROUND, HUMINT, SIGINT) THROUGHOUT THE REMAINDER OF THEIR CAREER.

D. AS PART OF THIS RESTRUCTURE OF THE INTELLIGENCE OFFICER COMMUNITY, ALL 0205 AND 0260 WARRANT OFFICER BILLETS ARE BEING DELETED, CONVERTED TO UNRESTRICTED OFFICER BILLETS, OR CONVERTED TO SNCO BILLETS. THIS TRANSITION WILL BE COMPLETED FY97.

E. MOS 0210, CURRENTLY A WARRANT OFFICER AND LIMITED DUTY OFFICER MOS, WILL BECOME A CATEGORY III (WARRANT OFFICER) MOS. SINCE THERE ARE CURRENTLY INSUFFICIENT UNRESTRICTED OFFICERS WITH THE TRAINING AND EXPERIENCE NECESSARY TO FILL CURRENT FIELD GRADE 0210 BILLETS, THIS TRANSITION WILL TAKE PLACE OVER THE NEXT 10 - 12 YEARS.

F. LATERAL MOVES AND CAREER BROADENING TOURS

(1) LATERAL MOVES. REQUESTS FOR LATERAL MOVES FROM OFFICERS NOT CURRENTLY OR PREVIOUSLY PARTICIPATING IN CAREER BROADENING TOURS IN THE INTELLIGENCE FIELD WILL NOT BE CONSIDERED UNTIL FY96. OFFICERS WHO ARE CURRENTLY SERVING OR HAVE COMPLETED A CAREER BROADENING TOUR IN INTELLIGENCE CAN REQUEST A LATERAL MOVE INTO THE INTELLIGENCE FIELD.

(2) CAREER BROADENING TOURS. REVIEW THE SEMIANNUAL MCBUL 1210 FOR CAREER BROADENING TOUR INFORMATION.

5. INSUFFICIENT TACTICAL INTEL SUPPORT. UNDER THIS PROGRAM, THE MARINE CORPS WILL ENHANCE TACTICAL INTELLIGENCE SUPPORT BY INCREASING S-2/G-2 STAFFS, ESTABLISHING AT EACH MEF A HUMAN INTELLIGENCE COMPANY, AND CREATING DIRECT SUPPORT TEAMS AT EACH MSC.

A. UNITS SUBORDINATE TO DIVISION/WING ARE INADEQUATELY STAFFED TO PROCESS AND INTEGRATE INTO THE OPERATIONAL PLANNING PROCESS INTELLIGENCE PRODUCTS RECEIVED FROM THE MAGTF ALL SOURCE FUSION CENTER (MAFC). IN ORDER TO CORRECT THIS, THE NUMBER OF INTELLIGENCE PERSONNEL ASSIGNED TO REGIMENTS, AIRCRAFT GROUPS AND INFANTRY BATTALIONS HAS BEEN INCREASED.

B. DIRECT SUPPORT TEAMS (DST'S) WILL BE ORGANIC TO EACH OF THE MSC'S AND ALSO LOCATED AT THE MEF. THE TEAMS WILL SERVE AS A CONDUIT BETWEEN SUPPORTED UNITS AND THE MAGTF ALL-SOURCE

FUSION CENTER (MAFC). THE DST WILL TAILOR THE MAFC INTELLIGENCE PRODUCTS SPECIFICALLY FOR THE MISSION OF THE UNIT BEING SUPPORTED.

C. AT EACH MEF, A HUMINT COMPANY WILL BE FORMED BY CONSOLIDATING EXISTING COUNTER-INTELLIGENCE TEAMS AND INTERROGATION PLATOONS.

6. INSUFFICIENT JOINT MANNING. ALL JOINT AND EXTERNAL BILLETS FOR MARINE INTELLIGENCE OFFICERS ARE BEING REVIEWED. ADDITIONALLY, THE PROGRAM PROVIDES ADDITIONAL STRUCTURE TO SUPPORT VALIDATED EXTERNAL REQUIREMENTS THAT WERE NOT BEING MANNED DUE TO MANPOWER SHORTAGES IN THE INTELLIGENCE COMMUNITY.

7. INSUFFICIENT LANGUAGE CAPABILITY

A. SEVERAL INITIATIVES ARE UNDERWAY TO ENSURE MARINES, WHOSE MOS REQUIRES LANGUAGE PROFICIENCY (0251, 267X), ARE PROPERLY USED. IMPROVING THE PERFORMANCE OF MARINE LINGUISTS REQUIRES A COORDINATED APPROACH TO LINGUIST DEVELOPMENT AND RETENTION, AN EMPHASIS ON GLOBAL LANGUAGE SKILLS, AND COMMAND LANGUAGE PROGRAMS. ONGOING INITIATIVES INCLUDE TRAINING THROUGH THE IN-COUNTRY LANGUAGE PROFICIENCY TRAINING PROGRAM AND THE CRYPTOLOGIC ADVANCED STUDIES PROGRAM, INCREASED ASSIGNMENTS TO INTERMEDIATE LANGUAGE TRAINING, AND A RESTRUCTURING OF COMMAND LANGUAGE PROGRAMS TO STREAMLINE SUPPORT TO UNITS ASSIGNED MILITARY LINGUISTS.

B. AMOS 8611, INTERPRETER. TO ENSURE THAT 0251 AND 267X LINGUISTS ARE USED IN THEIR PRIMARY ROLE WHILE AT THE SAME TIME MEETING MARINE CORPS COMMANDERS' NEEDS FOR INTERPRETERS AND TRANSLATORS, MARINES OUTSIDE THE INTELLIGENCE OCCUPATIONAL FIELD WHO POSSESS LANGUAGE SKILLS ARE BEING IDENTIFIED AND TESTED. THE OBJECTIVE OF THIS PROGRAM IS TO IDENTIFY AND EVALUATE NATIVE SPEAKERS OF LOW DENSITY LANGUAGES; I.E., LANGUAGES OTHER THAN FRENCH, GERMAN, AND SPANISH. THESE MARINES WOULD BE AWARDED THE ADDITIONAL MOS 8611, INTERPRETER. THE DIRINT IS ALSO SEEKING AUTHORITY TO PAY FOREIGN LANGUAGE PROFICIENCY PAY (FLPP) TO NON-INTEL MARINES (AMOS 8611) PROFICIENT IN LANGUAGES CRITICAL TO THE DEPARTMENT OF DEFENSE. TESTING REQUIREMENTS AND PROFICIENCY PAY ARE THE SAME AS FOR MARINES IN INTELLIGENCE SPECIALTIES.

C. RESERVES. THESE INITIATIVES APPLY TO THE TOTAL FORCE IN ORDER TO TAKE ADVANTAGE OF EXISTING CAPABILITIES IN THE RESERVE FORCE. THE MARINE CORPS IS SUPPORTING AN INITIATIVE TO INCREASE FLPP FOR QUALIFIED RESERVISTS.

8. INADEQUATE IMAGERY CAPABILITY. MARINE CORPS IMAGERY COLLECTION, PROCESSING, DISSEMINATION, AND UTILIZATION WILL BE ADDRESSED BY THIS HEADQUARTERS IN A SEPARATE MESSAGE WITHIN THE NEXT TWO MONTHS. THE MESSAGE WILL INCLUDE RECENT IMAGERY-RELATED POLICY DECISIONS, THE LATEST INFORMATION ON CURRENT AND NEW COLLECTION PLATFORMS, JOINT SERVICE IMAGERY PROCESSING SYSTEM (JSIPS), THE MARINE CORPS IMAGERY SUPPORT UNIT, PLANNED DISSEMINATION ARCHITECTURE, AND IMAGERY RELATED TENCAP INITIATIVES INCLUDING THE S-BAND IMAGERY ALTERNATIVE

DISSEMINATION PROGRAM (CHARIOT).

9. IMPLEMENTATION SCHEDULE

A. IMPLEMENTATION OF THE STRUCTURE CHANGES WAS APPROVED BY THE FORCE STRUCTURE WORKING GROUP (FSWG) ON 25 MAY 94. INITIAL STRUCTURE CHANGES BEGAN 1 OCT 94. DUE TO THE SIGNIFICANT AMOUNT OF CHANGES REQUIRED, FULL IMPLEMENTATION WILL NOT BE COMPLETED UNTIL FY99. THE MANNING LEVEL OF THIS INCREASED STRUCTURE WILL BE COMMENSURATE WITH THE OVERALL MANNING LEVEL OF THE FLEET MARINE FORCE. THE ACTUAL STAFFING OF THIS INCREASED STRUCTURE WILL BE ACCOMPLISHED AS THE MARINE CORPS ASSESSES AND TRAINS THE REQUIRED NUMBER OF PERSONNEL.

B. THE FOLLOWING UNITS WILL STAND UP AS INDICATED:

(1) DIRECT SUPPORT TEAMS

I MEF 10 TEAMS FY96

II MEF 10 TEAMS FY97

III MEF 07 TEAMS FY98

(2) HUMINT COMPANIES

I MEF FY97

II MEF FY98

III MEF FY99

C. COURSES COMPRISING THE ENTRY LEVEL TRAINING TRACKS FOR MOS 0203 (GROUND), 0204 (HUMINT), AND 0207 (AVIATION) WILL COMMENCE DURING FY95. 0203 AND 0207 LIEUTENANTS ARE ALREADY ATTENDING THEIR RESPECTIVE COURSES AND THE FIRST HUMINT OFFICER COURSE WILL COMMENCE IN AUG 95. IT IS ANTICIPATED THAT ANY REVISIONS NECESSARY FOR THE 0206 (SIGINT) ENTRY-LEVEL TRAINING PIPELINE WILL BE MADE DURING FY96. UNTIL THEN, 0206 LIEUTENANTS WILL CONTINUE TO ATTEND THE BASIC COMMUNICATIONS OFFICER COURSE (BCOC) AND THE CRYPTOLOGIC DIVISION OFFICER COURSE (CDOC).

D. DURING 2ND QTR OF CY95, OFFICERS IN THE RANK OF CAPTAIN AND ABOVE CURRENTLY ASSIGNED PMOS 2602 WILL BE ASSIGNED THE PMOS 0202 AND THE AMOS 0206. LIEUTENANTS CURRENTLY ASSIGNED PMOS 2602 WILL BE ASSIGNED THE PMOS OF 0206. THE PMOS FOR 2602 WO'S WILL NOT CHANGE; MOS 2602 WILL BECOME A CATEGORY III (WARRANT OFFICER) MOS.

E. LIMITED DUTY OFFICERS CURRENTLY ASSIGNED PMOS 0210 WILL RETAIN THIS MOS AS THEIR PMOS UNTIL THEY LEAVE THE MARINE CORPS. THE PMOS FOR 0210 WO'S WILL NOT CHANGE.

F. ALL LIEUTENANT BILLETS WILL BE DESIGNATED WITH BMOS OF 0203, 0204, 0206, OR 0207. ALL CAPTAIN AND ABOVE BILLETS WILL BE DESIGNATED WITH BMOS 0202 WITH THE EXCEPTION OF THOSE BILLETS INVOLVING HUMINT OR SIGINT/EW DUTIES THAT REQUIRE TRAINING BEYOND THAT GAINED IN THE MAGTF INTELLIGENCE OFFICER COURSE. THESE BILLETS WILL BE DESIGNATED WITH BMOS 0204 AND 0206 RESPECTIVELY.

G. THE CONVERSION OF 0210 LIMITED DUTY OFFICER BILLETS TO UNRESTRICTED OFFICER BILLETS WILL BE PHASED IN AS FOLLOWS:

(1) 0210 WO'S WILL NOT BE SELECTED FOR APPOINTMENT TO LDO AFTER FY97, AS TWO YEARS LATER UNRESTRICTED 0204 1STLT'S WILL BE FLOWING INTO THE ZONE FOR PROMOTION TO CAPTAIN.

(2) BASED UPON UNRESTRICTED OFFICER PROMOTION RATES, THERE WILL CONTINUE TO BE 0210 LDO MAJ AND LTCOL STRUCTURE THROUGH FY02 AND FY05 RESPECTIVELY. LDO CAPT'S WILL BE CONSIDERED FOR PROMOTION TO MAJ, BASED ON INVENTORY VACANCIES, UNTIL FY02. LDO MAJ'S WILL BE CONSIDERED FOR PROMOTION TO LTCOL, BASED ON INVENTORY VACANCIES, UNTIL FY05.

(3) ONCE LDO PROMOTIONS FROM CAPT TO MAJ CEASE IN FY02, CAPT LDO'S NOT SELECTED FOR PROMOTION WILL BE GIVEN THE SAME OPTIONS UNDER ROPS (CONTAINED IN THE REFERENCE) AS OTHER LDO'S IN UNSTRUCTURED MOS'S. ONCE LDO PROMOTIONS FROM MAJ TO LTCOL CEASE IN FY05, MAJ LDO'S NOT SELECTED FOR PROMOTION WILL BE GIVEN THE SAME OPTIONS.

(4) THE ABOVE TIME FRAMES WILL BE MODIFIED AS APPROPRIATE AS THE IMPLEMENTATION OF THE INTEL PROGRAM PROGRESSES.

H. WARRANT OFFICERS CURRENTLY POSSESSING 0205 OR 0260 AS A PMOS ARE NOW CONSIDERED TO BE IN UNSTRUCTURED MOS'S AND ARE SUBJECT TO THE CONTINUATION POLICY ANNOUNCED IN THE REFERENCE.

10. AS FURTHER DETAILS OF IMPLEMENTATION ARE COMPLETED, ADDITIONAL INFORMATION WILL BE PUBLISHED VIA ALMAR.

11. THIS ALMAR IS APPLICABLE TO THE MARINE CORPS RESERVE.//

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## APPENDIX C

### SELECTED INTELLIGENCE MOS DESIGNATORS AND DESCRIPTIONS

**MOS 0231, Intelligence Specialist (MSgt to Pvt) PMOS:** Intelligence specialists are familiar with all phases and facets of intelligence operations. Typical duties of intelligence specialists involve the collection, recording, analysis, processing, and dissemination of information/ intelligence. The intelligence specialist, depending on his/her rank, may supervise intelligence sections of commands up to and including MEF. A percentage of 0231s will undergo foreign language training. Qualified Marines may fill billets that require foreign language skills to conduct interpretation/translation activities and to exploit foreign language documents and recordings. DOD has stated a career goal for professional linguists of achieving Interagency Language Roundtable General Professional Proficiency (level-3) in those modalities (listening, reading, and/or speaking) required to perform his or her primary function. Linguists are encouraged to take advantage of language training events in order to achieve this goal. This MOS will be assigned and voided only by the CMC (MM).

**MOS 0241, Imagery Analysis Specialist (MSgt to Sgt) PMOS:** MOS 0241, Imagery Analysis Specialists are accessed by lateral move from any MOS. They process and analyze imagery gathered by various sensor platforms to derive intelligence. They use photogrammetric skills to assist the commander in accurate target acquisition and perform reconnaissance mission planning for multi-mission, multi-source imagery reconnaissance. Intelligence derived by the imagery analyst is used in updating military intelligence databases at national, theater, and organic level. Imagery analysis products include Battle Damage Assessment (BD), Order of Battle (OOB), Lines of Communication (LOC) surveys, Helicopter Landing Zone (HLZ), coastal landing beaches, Expeditionary Airfields, Non-Combatant Evacuation Operation (NEO) studies and target identification.

**MOS 0261, Geographic Intelligence Specialist (MSgt to Pvt) PMOS:** MOS 0261, Geographic intelligence specialist is an entry level primary MOS. Geographic intelligence specialists collect, analyze, and process geophysical data. They perform precision ground control survey operations to provide the positional data required for various weapons delivery and C3 systems, construct and revise military maps and Charts, conduct geodetic, topographic, and hydrographic survey operations, and analyze terrain and hydrography as a functional aspect of military intelligence. Equipment utilized includes survey and mapping instrumentation such as the theodolites, electronic and satellite positioning equipment, and microcomputer based mapping equipment.

**MOS 0291, Intelligence Chief (MGySgt) PMOS:** Intelligence chiefs assist and advise the AC/S, G-2 concerning the operation of the intelligence section. Their responsibilities are to ensure efficient operation of

the intelligence section by supervising, instructing, and assisting section personnel in the performance of their duties. This MOS will be assigned and voided only by the authority of the CMC (MM).

**MOS 0202, Marine Air/Ground Task Force (MAGTF) Intelligence Officer**

**(I) (LtCol to 1stLt) PMOS:** Intelligence officers function as advisors to commanders and staffs on all intelligence functions and operations. They are subject matter experts on all intelligence disciplines and their application across the spectrum of military operations. They formulate plans, policies, and procedures pertaining to intelligence operations at all levels of the Operating Forces, Supporting Establishment and Joint Commands. MAGTF Intelligence Officers can also fill billets as Battalion Commanders and Company Commanders in Intelligence Battalions, Radio Battalions, and Reconnaissance Battalions and in different capacities within the Marine Corps Special Operations Command. As commanders or officers in charge (OIC), they are responsible for the discipline, welfare, and effective employment of their unit's Marines. To fulfill these responsibilities, they collect, analyze, and evaluate information and finished intelligence; estimate the operational situation; and formulate, coordinate, execute approved intelligence actions, operations, and activities. Additionally, they are responsible for their unit's communications capabilities, logistics, and maintenance.

**MOS 0203, Ground Intelligence Officer (I) (Capt to 2ndLt) PMOS:**

Ground intelligence officers serve as staff officers and commanders in the operating forces and are responsible for analyzing intelligence and planning, deployment and tactical employment of ground surveillance and reconnaissance units. They are also responsible for the discipline and welfare of their unit's Marines. Ground intelligence officers analyze and evaluate intelligence; estimate the operational situation; and formulate, coordinate, execute approved intelligence actions, operations, and activities to include offensive and defensive actions, reconnaissance, and fire support. They command and/or lead ground units in tactical information gathering operations and activities in support of identified collection requirements. Additionally, they are responsible for manning, training, equipping, sustaining, and maintaining their unit. Through the intelligence officer, they support the overall intelligence effort of the command.

**MOS 0204, Counterintelligence (CI)/Human Source Intelligence (HUMINT)**

**Officer (I) (Capt to 2ndLt) PMOS:** CI/HUMINT officers serve in both counterintelligence and billets. They command and/or lead CI/HUMINT units in tactical information gathering operations and activities in support of identified collection requirements. CI/HUMINT officers command, plan, and direct the employment and execution of CI/HUMINT units and approved operations and activities. CI/HUMINT officers advise commanders and staffs on information collection efforts and

CI/HUMINT operations and activities. Though the intelligence officer, they support the overall intelligence effort of the overall intelligence effort of the command. Duties include serving as CI/HUMINT platoon commander, CI/HUMINT company executive officer, CI/HUMINT company commander and as a staff officer on Intelligence Battalion, Division, and MEF staffs.

**MOS 0205, Senior All-Source Intelligence Analysis Officer (III) (CW05 to WO) PMOS:** Senior all-source intelligence analysis officers advise and assist in planning and implementing aspects of intelligence cycle to include planning, all-source analysis, production, and dissemination of operational and tactical intelligence. They perform, supervise, and coordinate weather, terrain, threat, cultural, infrastructure, economic, geopolitical, and targeting analysis. Senior all-source intelligence analysis officers serve in the Marine Corps Intelligence Battalions, Marine Corps Intelligence Activity, Marine Corps Intelligence Schools, the Marine Forces Commands, and HQMC.

**MOS 0206, Signals Intelligence/Ground Electronic Warfare Officer (I) (Capt to 2ndLt) PMOS:** Signals intelligence/ground electronic warfare (SIGINT/EW) officers command and/or lead SIGINT/EW units in tactical information gathering operations and activities in support of identified collection requirements. SIGINT/EW officers advise commanders and staffs on the employment of SIGINT and EW assets in support of information gathering and information operations and activities. Through the intelligence officer, they also support the overall intelligence effort of the command.

**MOS 0207, Air Intelligence Officer (I) (Capt to 2ndLt) PMOS:** Air intelligence officers serve as the intelligence functional experts at all command levels of the Marine Air Wing (MAW). They develop and execute intelligence plans, policies, and procedures that facilitate operations across the six functions of Marine aviation. They are the advisors to commanders, staffs, and pilots on intelligence activities, operations, and actions as well as the provider of intelligence products to support mission planning and execution. They also support the overall intelligence effort of the parent command or intelligence authority. Billets normally include targeting officer, collections officer, dissemination officer, S-2 officer of a fixed-wing or rotary wing squadron, and intelligence officer at an intelligence battalion.

**MOS 0277, Weapons and Tactics Instructor-Intelligence Officer NMOS (0203, 0204, 0206, or 0207):** Weapons and tactics and instructor-intelligence officers train personnel in the tactical employment of threat weapon systems in support of MAGTF operations. This MOS will be assigned as an FMOS only to qualified intelligence personnel.

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## IC Competencies and the IC Capabilities Catalog (IC3)

*Establishing the Foundation  
for Strengthening Human Capital*

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**Slides adjusted to remove references to the  
acquisition community.**

**Modified from a brief found at:**

[http://www.dia.mil/AE\\_conf09/Workshop%20presentations/ODNI Intelligence and Acquisition Workshop Initiatives.ppt](http://www.dia.mil/AE_conf09/Workshop%20presentations/ODNI%20Intelligence%20and%20Acquisition%20Workshop%20Initiatives.ppt)



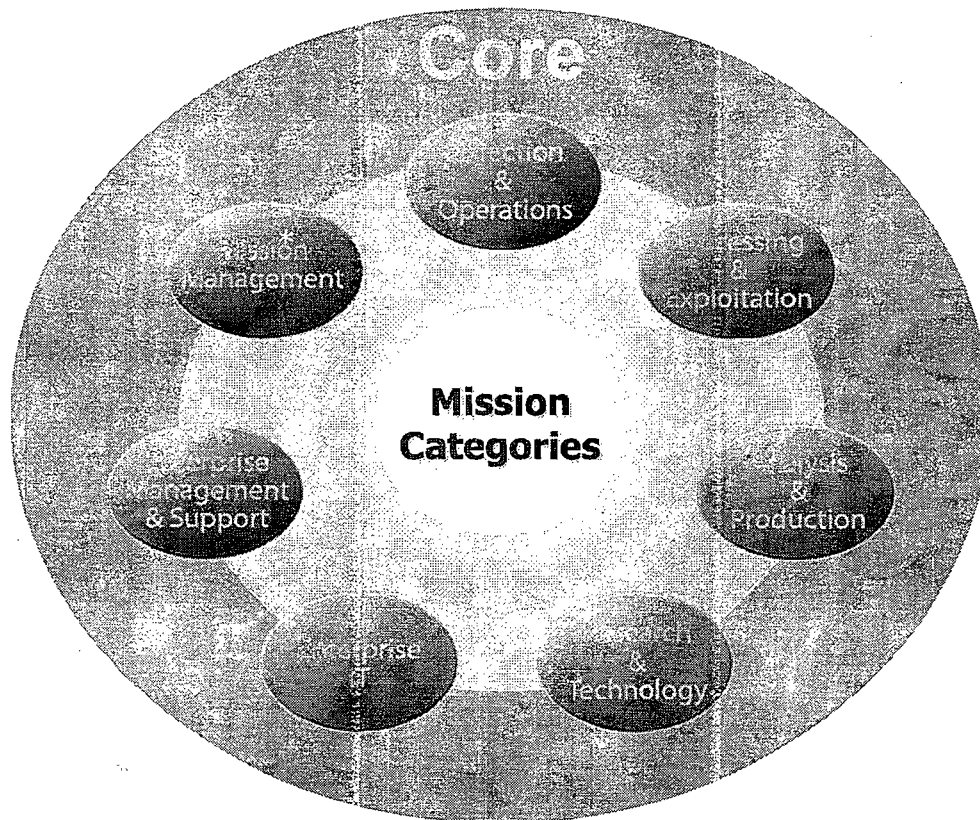
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## Agenda

- IC Competency Directories and ICD 610
- IC Competency Taxonomy
- Competency Subdirectories and Their Benefits
- Intelligence Community Capabilities Catalog (IC3)



# IC Competency Directories



\*Reserved for possible future development

- CHCO, in partnership with the Intel Community, developed IC Competency Directories, published in ICD 610, organized by mission/budget categories (as defined in ICD 652)
- Directories will serve as a "library" of competencies
- Competencies provide common labels and definitions used to better integrate human capital and training efforts across the IC



# ICD 610 and Annexes

- (U) Annex A: IC Competency Taxonomy
- (U) Annex B: Core Competencies for Non-Supervisory IC Employees at GS-15 & Below
- (U) Annex C: Core Competencies for Supervisory/Managerial IC Employees at GS-15 & Below
- (U) Annex D: Core Competencies for Senior Officers
- (U) Annexes E - S: Mission- and Occupation-Specific Competency Directories
  - E: Collection and Operations
  - F: Processing and Exploitation
  - G: Analysis and Production
  - H: Research and Technology
  - I: Enterprise Information Technology (Mission and Enterprise)
  - J: **Acquisition**
  - K: Administration
  - L: Communications and Media Services
  - M: Facilities and Logistics
  - N: Financial Management
  - O: Health Services and Environmental Safety
  - P: Human Capital
  - Q: Legal and Compliance
  - R: Security
  - S: Mission Management\*

\*For possible future development



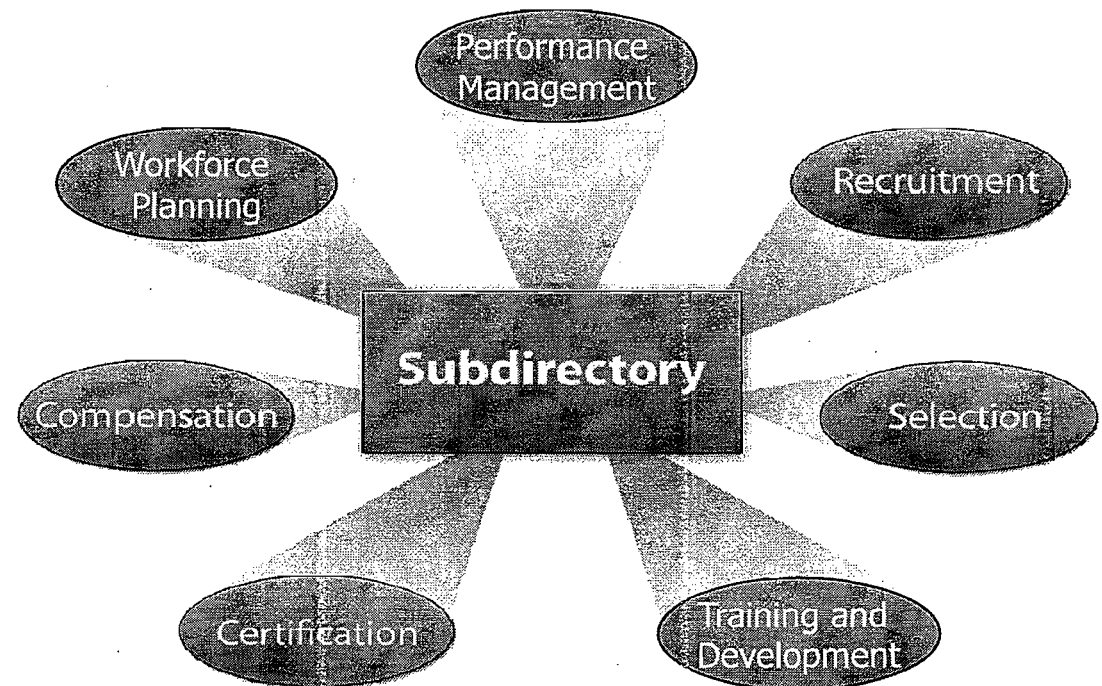
# IC Competency Taxonomy

<b>Core</b>	
<p>Competencies that apply universally to all IC employees regardless of agency or element, mission category, occupational group, or work category. Clusters of competencies provide the foundation for the performance elements as established for non-supervisory, supervisory, and managerial IC employees at GS-15 and below in ICD 651 and for senior civilian officers in ICD 656.</p>	
<b>Technical Expertise</b>	<b>Professional Tradecraft</b>
	<p>Competencies required for employees in one or more occupations within a particular mission category (e.g., Collection and Operations).</p>
	<b>Subject-Matter Expertise</b>
	<p>Competencies required for employees in one or more occupations within a mission category, depending on a particular specialty or assignment. These competencies include substantive knowledge areas, such as intelligence topics and target countries, certifications, and intelligence source disciplines (e.g., GEOINT, HUMINT, and SIGINT).</p>



# Competency Subdirectories and their Benefits

- Efforts currently include: Systems Engineering, Contracting, Cyber, Open Source, Law Enforcement, EEO/D, CP, CT, and CI
- Subdirectories provide a foundation for building Human Capital (HC) tools specific to each profession
  - ❑ Establishes a common language to describe capabilities required to perform the work and to catalog the capabilities in the Intelligence Community Capabilities Catalog (IC3)
  - ❑ Serves as the basis for setting standards (qualification, training, performance, and promotion)
  - ❑ Provides data to inform training & development





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## Intelligence Community Capabilities Catalog (IC3)

- Lays the framework for capturing the “as is” state of expertise and enables gap analysis
  - Analyzing the data
    - Results in human capital interventions to close gaps, e.g., hiring
    - Determines strengths for continued focus/investment
  - Tracking progress and effectiveness of actions over time
- Collects data in a user-friendly format
- Provides a mechanism to help intelligence professionals to collaborate



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# IC3 Occupation Screen

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## IC Capabilities Catalog (IC3)

<p><b>Get Answers</b></p> <p>Find assistance</p> <p>Using the profile tool</p> <p>View your profile</p> <p>Collaborate</p> <p>View reports</p> <p>Send us feedback</p> <p>Administration</p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <th style="width: 25%;">Demographics</th> <th style="width: 25%;">Occupation</th> <th style="width: 25%;">Competencies</th> <th style="width: 25%;">Skills</th> <th style="width: 25%;">Credentials</th> <th style="width: 25%;">Additional Capabilities</th> <th style="width: 25%;">Review</th> </tr> <tr> <td colspan="7" style="text-align: center;"> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <th style="width: 25%;">Occupation</th> <th style="width: 25%;">Specialties</th> <th style="width: 25%;">Co-Occupation</th> <th style="width: 25%;">Co-Specialties</th> </tr> </table> </td> </tr> <tr> <td colspan="7"> <p><b>Currently, my primary occupation is...</b>            (Roll over each occupation to see a description.)</p> <table style="width: 100%;"> <tr> <td><input type="radio"/> Acquisition</td> <td><input type="radio"/> Human Capital</td> </tr> <tr> <td><input type="radio"/> Administration</td> <td><input type="radio"/> Information Technology (Enterprise)</td> </tr> <tr> <td><input checked="" type="radio"/> Analysis and Production</td> <td><input type="radio"/> Information Technology (Mission)</td> </tr> <tr> <td><input type="radio"/> Collection and Operations</td> <td><input type="radio"/> Legal and Compliance</td> </tr> <tr> <td><input type="radio"/> Communications and Media Services</td> <td><input type="radio"/> Processing and Exploitation</td> </tr> <tr> <td><input type="radio"/> Facilities and Logistics</td> <td><input type="radio"/> Research and Technology</td> </tr> <tr> <td><input type="radio"/> Financial Management</td> <td><input type="radio"/> Security</td> </tr> <tr> <td><input type="radio"/> Health Services and Environmental Safety</td> <td></td> </tr> </table> </td> </tr> <tr> <td colspan="4" style="text-align: center;"><a href="#">&lt; Previous</a></td> <td colspan="3" style="text-align: right;"><a href="#">Continue &gt;</a></td> </tr> </table>	Demographics	Occupation	Competencies	Skills	Credentials	Additional Capabilities	Review	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <th style="width: 25%;">Occupation</th> <th style="width: 25%;">Specialties</th> <th style="width: 25%;">Co-Occupation</th> <th style="width: 25%;">Co-Specialties</th> </tr> </table>							Occupation	Specialties	Co-Occupation	Co-Specialties	<p><b>Currently, my primary occupation is...</b>            (Roll over each occupation to see a description.)</p> <table style="width: 100%;"> <tr> <td><input type="radio"/> Acquisition</td> <td><input type="radio"/> Human Capital</td> </tr> <tr> <td><input type="radio"/> Administration</td> <td><input type="radio"/> Information Technology (Enterprise)</td> </tr> <tr> <td><input checked="" type="radio"/> Analysis and Production</td> <td><input type="radio"/> Information Technology (Mission)</td> </tr> <tr> <td><input type="radio"/> Collection and Operations</td> <td><input type="radio"/> Legal and Compliance</td> </tr> <tr> <td><input type="radio"/> Communications and Media Services</td> <td><input type="radio"/> Processing and Exploitation</td> </tr> <tr> <td><input type="radio"/> Facilities and Logistics</td> <td><input type="radio"/> Research and Technology</td> </tr> <tr> <td><input type="radio"/> Financial Management</td> <td><input type="radio"/> Security</td> </tr> <tr> <td><input type="radio"/> Health Services and Environmental Safety</td> <td></td> </tr> </table>							<input type="radio"/> Acquisition	<input type="radio"/> Human Capital	<input type="radio"/> Administration	<input type="radio"/> Information Technology (Enterprise)	<input checked="" type="radio"/> Analysis and Production	<input type="radio"/> Information Technology (Mission)	<input type="radio"/> Collection and Operations	<input type="radio"/> Legal and Compliance	<input type="radio"/> Communications and Media Services	<input type="radio"/> Processing and Exploitation	<input type="radio"/> Facilities and Logistics	<input type="radio"/> Research and Technology	<input type="radio"/> Financial Management	<input type="radio"/> Security	<input type="radio"/> Health Services and Environmental Safety		<a href="#">&lt; Previous</a>				<a href="#">Continue &gt;</a>		
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# IC3 Occupational Specialties Screen

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## IC Capabilities Catalog (IC3)

<p><b>Get Answers</b></p> <p><b>Find assistance</b></p> <p><b>Using the profile tool</b></p> <p><b>View your profile</b></p> <p><b>Collaborate</b></p> <p><b>View reports</b></p> <p><b>Send us feedback</b></p> <p><b>Administration</b></p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: center;">Demographics</td> <td style="text-align: center;"><b>Occupation</b></td> <td style="text-align: center;">Competencies</td> <td style="text-align: center;">Skills</td> <td style="text-align: center;">Credentials</td> <td style="text-align: center;">Additional Capabilities</td> <td style="text-align: center;">Review</td> </tr> <tr> <td style="text-align: center;">Occupation</td> <td style="text-align: center;"><b>Specialties</b></td> <td style="text-align: center;">Co-Occupation</td> <td style="text-align: center;">Co-Specialties</td> <td colspan="3"></td> </tr> </table> <p><b>Currently, my specialties for this occupation are...</b> (check all that apply)  <small>(Roll over each specialty to see a description.)</small></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> All-Source Intelligence</li> <li><input type="checkbox"/> GEOINT (includes IMINT)</li> <li><input type="checkbox"/> HUMINT (DOMEX)</li> <li><input type="checkbox"/> MASINT</li> <li><input checked="" type="checkbox"/> Open Source Intelligence</li> <li><input type="checkbox"/> SIGINT (includes FISINT, ELINT, COMINT, ELSUR)</li> <li><input type="checkbox"/> Counterintelligence</li> <li><input type="checkbox"/> Counterproliferation</li> <li><input type="checkbox"/> Counterterrorism</li> <li><input checked="" type="checkbox"/> Intelligence Topics/Targets</li> </ul> <p style="text-align: center;"> <input style="margin-right: 200px;" type="button" value=" &lt; Previous "/> <input style="margin-left: 200px;" type="button" value=" Continue &gt; "/> </p>	Demographics	<b>Occupation</b>	Competencies	Skills	Credentials	Additional Capabilities	Review	Occupation	<b>Specialties</b>	Co-Occupation	Co-Specialties			
Demographics	<b>Occupation</b>	Competencies	Skills	Credentials	Additional Capabilities	Review									
Occupation	<b>Specialties</b>	Co-Occupation	Co-Specialties												

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# IC3 Competency Proficiency Screen

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## IC Capabilities Catalog (IC3)

**Get Answers**

Find assistance

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Administration

[Demonstrates](#) | [Occupation](#) | [Competency](#) | [Skills](#) | [Credentials](#) | [Additional capabilities](#) | [Review](#)

[Professional Tradecraft](#) | [Tools/Methods](#) | [Topics/Targets](#)

The competencies I have, as required by my position, are... (check all that apply)  
(Pick one level of tradecraft from 2 specialties to see a description.)

Tradecraft	Highest Proficiency				Years Exp at Proficiency
	Basic	Full Prof	Advanced	Expert	
Collection Systems and Operations	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="text"/>
Customer Operations and Requirements	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="text"/>
Investigating	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="text"/>
Policy and Directives	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="text"/>
Processing and Exploitation	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="text"/>
Tools and Methods	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="text"/>
Collection Systems Capabilities	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="text"/>
Information Gathering	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="text"/>
Collection Processing Capabilities	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="text"/>
Collection Resource Management	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="text"/>
Collection Operations	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="text"/>
Information/Knowledge Management	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="text"/>
Platforms/Operating Systems	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="text"/>
Data/Information Processing	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="text"/>
Classification and Information Management	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="text"/>
Information Assurance/Cyber Security	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="text"/>
Operational Security	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="text"/>

\* All fields are required.

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APPENDIX D

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# IC3 Tools and Methods Screen

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## IC Capabilities Catalog (IC3)

Get Answers

Find assistance

Using the profile tool

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Administration

Demographics Occupation Competencies Skills Credentials Additional Capabilities Review

Professional Tradecraft Tools/Methods Topics/Targets

I use the following tools and/or methods (check all that apply):  
(Roll over each tool/method to see a description.)

- Analysis of Competing Hypotheses
- Argument Mapping
- Collaboration Tools
- Devil's Advocacy
- Display Tools
- INT Specific Tools and Methods
- Link Analysis
- Open Source Tools and Methods
- Research Tools and Methods
- Statistical Models
- Timelines

\* All fields are required.

< Previous

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# IC3 Country Screen

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## IC Capabilities Catalog (IC3)

**Get Answers**  
Find assistance  
Using the profile tool  
View your profile  
Collaborate  
View reports  
Send us feedback  
Administration

Demographics Occupation Competencies Skills Credentials Additional Capabilities Review

Countries/Regions Languages

**I have knowledge of/expertise in the following:**

Country   \*  
 Region

**I have the following knowledge of/expertise in this country/region... (check all that apply)**  
(Roll over each specialty to see a description.)

- Cultural
- Economic
- Geographic
- Military/Security
- Political
- Scientific/Technical
- Sociological

**I have skills with languages used in this country/region...**  
(Enter the number that applies.)

Languages

**I have visited or spent time in this country/region...**

Yes  No

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# IC3 Cultural Expertise Screen

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## IC Capabilities Catalog (IC3)

Get Answers

Find assistance

Using the profile tool

View your profile

Collaborate

View reports

Send us feedback

Administration

Demographics
Occupation
Competencies
Skills
Credentials
Additional Capabilities
Review

Countries/Regions
Languages

**My competency profile for Afghanistan includes:**  
(Roll over each proficiency header to see a description.)

	Pre-Novice	Novice	Associate	Professional	Senior Professional	Expert
Cultural	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Economic	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Geographic	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Military/Security	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Political	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Scientific/Technical	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sociological	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

\* All fields are required.

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# IC3 Language Screen

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## IC Capabilities Catalog (IC3)

Demographics
Occupation
Competencies
Skills
Credentials
Additional Capabilities
Review

Countries/Regions
Languages

I have skills in the following language used in **Afghanistan**

Language:

Dialect:

I have the following skills/expertise:

Skill	Proficiency	Rating Method	Test Year	Test Score
Speaking	<input type="text" value="General Professional Proficiency Plus"/>	<input type="text" value="Self-Rated"/>	<input type="text"/>	<input type="text"/>
Reading	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Writing	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Listening	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Translating	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Interpreting	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

\* All fields are required.

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# IC3 Education Screen

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## IC Capabilities Catalog (IC3)

Demographics Occupation Competencies Skills **Credentials** Additional Capabilities Review

Education Certifications Licenses

My academic profile includes...  
(Enter the number of each that applies.)

<input type="checkbox"/>	Certificate (not professional certification)
<input type="checkbox"/>	Associates
1	Bachelors
1	Masters
<input type="checkbox"/>	Doctorate
<input type="checkbox"/>	Post Doctorate
<input type="checkbox"/>	Professional (medical, law, dental, etc.)
<input type="checkbox"/>	Residency

< Previous

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# IC3 Degree Screen

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## IC Capabilities Catalog (IC3)

Demographics Occupation Competencies Skills **Credentials** Additional Capabilities Review

Education Certifications Licenses

I received my **bachelors** degree in...  
(First select a category which will filter the field-of-study list.)

Category

Field of Study

From...  
(Select on of the letters to filter the school list to only schools who's names begin what that letter.)

**A B C D E F G H I J K L M N O P Q R S T U V W X Y Z**

In...  
Year

\* All fields are required.

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# IC3 Certifications and Licenses Screens

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## IC Capabilities Catalog (IC3)

Get Answers  
Find assistance  
Using the profile tool  
View your profile  
Collaborate  
View reports  
Send us feedback  
Administration

Demographics Occupation Competencies Skills Credentials Additional Capabilities Review

Education Certifications Licenses

**My professional profile includes...**  
(Enter the number of each that applies.)

Certifications  
 Licenses

< Previous Continue >

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Using the profile tool  
View your profile  
Collaborate  
View reports  
Send us feedback  
Administration

**My certification is...**

Category  
Information Technology Certifications

Certification  
Microsoft Certified Application Developer (MCAD)

**I was certified by...**  
Microsoft Corporation

**I received my certification in...**  
Year  
2003

< Previous Add Another Continue >

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APPENDIX D

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# IC3 Historical Expertise Screen

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## IC Capabilities Catalog (IC3)

Demographics    Occupation    Competencies    Skills    Certifications    Technical Capabilities    Reviews

Get Answers

Find assistance

Using the profile tool

View your profile

Collaborate

View reports

Send us feedback

Administration

Capabilities

I have past experience in the following specialties (check all that apply):  
(Roll over each specialty to see a description.)

Acquisition

- Auditing
- Business Cost Estimating and Financial Management
- Community Budget Process
- Contracting/Procurement
- Customer Requirements Generation/ Management
- Facilities Engineering
- Federal Acquisition Process
- Federal/Commercial Business Practices
- Industrial/Contract and/or Property Management
- Information Technology
- Intelligence Disciplines (INTs)
- Life Cycle Logistics
- Policy and Directives
- Production Quality and Manufacturing
- Program Management
- Systems Engineering
- Test and Evaluation

Administration

- Administrative Support
- Customer Service

APPENDIX D

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# IC3 Summary Screen

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## IC Capabilities Catalog (IC3)

**Get Answers**

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Unique Employee ID: X99X99X99  
 Collaboration Information: Opted not to participate in collaboration.

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**Affiliations**

**Home**

Agency: Central Intelligence Agency (CIA)  
 Directorate: Directorate of Intelligence  
 Office: Crime and Narcotics Center  
 Employee Type: Civilian Government Employee  
 Work Category: Professional  
 Work Level: GS-13

**Rotation/Detail**

Agency: Federal Bureau of Investigation (FBI)  
 Division: Counterintelligence Division  
 Section: Counterintelligence Analysis Section  
 Employee Type: Civilian Government Employee  
 Work Category: Supervisor/Manager  
 Work Level: GS-14

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**Occupations**

**Primary**

Occupation: Analysis and Production  
 Specialties:
 

- Open Source Intelligence
- Intelligence Topics and Targets

**Competencies**

Competency	Highest Proficiency	Years Exp at Proficiency
Collection Systems and Operations	Full Performance	2
Customer Operations and Requirements	Advanced	2
Investigating	Basic	4
Policy and Directives	Full Performance	3

APPENDIX D

UNCLASSIFIED

**APPENDIX E**  
**GAINS OF THE 1994 INTELLIGENCE PLAN**

The changes required of the Marine Corps Intelligence Community to enable more efficient use of resources and shared knowledge through improved training and readiness information management systems and processes would not have been possible without the advances in manpower, infrastructure, equipment and training that grew out from implementation of the 1994 Intelligence Plan. Understanding the vast gains that were made through this endeavor clearly shows that the Corps has the capacity for radical shifts in thought and process, and it establishes the baseline from which the Marine Corps must now adjust to keep pace with, and benefit from, the changing character of the National Intelligence Community.

Since implementing the 1994 Intelligence Plan, Marine Corps intelligence has made great strides and is no longer in the state that it was in the 1990s when multiple studies identified organizational structure, force structure, equipment deficiencies, and career progression as the primary culprits of a broken but critical capability.

**Organizational structure.** Growing out of the need for more consistent training and readiness over time and the short comings of the Surveillance, Reconnaissance and Intelligence Groups (SRIG), the Marine Corps created Intelligence Battalions (under the command of a 0202 Lieutenant Colonel) at each of the three Marine Expeditionary Forces (MEF). Based on the existing Radio Battalion model, this

organization has allowed for better advocacy and oversight of training and standards for the majority of the MEF's intelligence assets. A fourth Intelligence Battalion is being established to provide support to the Marine Special Operations Command (MARSOC).

Intelligence structure at the major subordinate commands (MSC) was also bolstered by the intelligence plan. They were provided more robust intelligence manning (regimental intelligence staffs grew from 2 officers and 4 enlisted to 4 officers and 8 enlisted) and have received further additions over the years to boost their organic analysis capability.<sup>1</sup>

**Force structure.** There were several force structure "large muscle movements" that grew out of ALMAR 100/95 that included realignment of officer specialties, increases in enlisted manpower, re-working of recruiting goals/accession processes to support career progression, and establishing a separate intelligence department at HQMC to advocate for additional forces.<sup>2</sup> The overall strength of the intelligence field in 1994 was 478 officers and 2,642 enlisted Marines and as of XX February, 2010 there are XXX officers and XX,XXX enlisted Marines on active duty.<sup>3</sup>

**Equipment.** Equipment capabilities and communication architecture were also re-emphasized under the 1994 Intelligence Plan. Under the plan, systems have been measurably improved and have consistently received the attention they need (often more than they need) to remain robust. The Corps has remained near the leading edge of developments in computer hardware and software to aid in collection of information and analysis to form intelligence. The Marine Corps Systems Command

Intelligence Programs and Equipment Fact Book, provides details on the current programs of record that were developed as a result of the plan.<sup>4</sup>

**Career progression.** Throughout the intelligence community, efforts to improve number and quality of professional development opportunities have improved morale, reduced the gap between intelligence Marines and their counterparts across the Corps, and helped to provide for a more professional and competent force.<sup>5</sup>

**Summary.** These advances in organizational structure, force structure, equipment deficiencies, and career progression modernized the intelligence force the Marine Corps grew after Operation Desert Storm and took to war at the dawn of the 21<sup>st</sup> Century. They form the baseline from which it must now be examined and adjusted in order to keep pace with the speed and volume of intelligence operations being faced today and into the future.

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<sup>1</sup> Michael H. Decker, "Intelligence Plan Implementation 1994-2008" (unpublished essay attached to farewell e-mail upon transfer from Deputy Director of USMC Intelligence to Office of the Under Secretary of Defense for Intelligence Oversight, May 2009).

<sup>2</sup> Decker, "Intelligence Plan Implementation 1994-2008."

<sup>3</sup> Decker, "Intelligence Plan Implementation 1994-2008."

<sup>4</sup> Get the citation with link for this info sheet.

<sup>5</sup> Michael H. Decker, "Assessing the Intelligence Effort," *Marine Corps Gazette* 75, no 9 (September 1991): 23. This excerpt provides a window into the dire manpower situation that faced intelligence Marines in the 1990s: "1st MAFC returned from DESERT STORM with 7 of its 12 authorized officers and is losing five officers this summer with only one officer inbound. It is obvious that this organization will be lucky to keep its head above water, let alone develop area expertise." Most intelligence billets are filled well

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beyond this level of manning, though deployed units will continue to experience high levels of turnover upon their return due to Marines and officers whose Permanent Change of Station (PCS) was delayed to keep them through the end of the deployment."

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<sup>1</sup> Van Riper, Paul K., "Observations During Operation Desert Storm," *Marine Corps Gazette* 75, no. 6 (June 1991): 55-61.

<sup>2</sup> Commandant of the Marine Corps, *Program to Improve Marine Corps Intelligence*, ALMAR 100/95, 24 March 1995, [http://www.fas.org/irp/doddir/usmc/almar\\_100-95.htm](http://www.fas.org/irp/doddir/usmc/almar_100-95.htm) (accessed 21 March 2010). This program was widely known as the 1994 Intelligence Plan.

<sup>3</sup> Michael Decker, "Intelligence Plan Implementation 1994-2008" (unpublished essay attached to farewell e-mail upon transfer from Deputy Director of USMC Intelligence to Office of the Under Secretary of Defense for Intelligence Oversight, May 2009).

<sup>4</sup> These will be discussed in detail throughout this thesis and have been mentioned in most of the directives for transformation of training systems.

<sup>5</sup> Office of the Director of National Intelligence, "About the ODNI," [http://www.dni.gov/faq\\_about.htm](http://www.dni.gov/faq_about.htm) (accessed 5 March 2010).

<sup>6</sup> Director of National Intelligence, *Vision 2015: A Globally Networked and Integrated Intelligence Enterprise*, July 2008, 13, [http://www.dni.gov/Vision\\_2015.pdf](http://www.dni.gov/Vision_2015.pdf) (accessed 6 March, 2010).

<sup>7</sup> Director of National Intelligence, *Competency Directories for the Intelligence Community Workforce*, ICD 610, 1 September 2008, [http://www.dni.gov/electronic reading room/ICD 610.pdf](http://www.dni.gov/electronic_reading_room/ICD_610.pdf) (accessed 13 March 2010), Director of National Intelligence, *Analytic Standards*, ICD 203, 21 June 2007, [http://www.dni.gov/electronic reading room/ICD 203.pdf](http://www.dni.gov/electronic_reading_room/ICD_203.pdf) (accessed 13 March 2010). Director of National Intelligence, *Discovery and Dissemination or Retrieval of Information within the Intelligence Community*, ICD 501, 21 January 2009, [http://www.dni.gov/electronic reading room/ICD 501.pdf](http://www.dni.gov/electronic_reading_room/ICD_501.pdf) (accessed 13 March 2010), and Director of National Intelligence, *Intelligence Community Standards*, ICD 101, 16 January 2009, [http://www.dni.gov/electronic reading room/ICD 101.pdf](http://www.dni.gov/electronic_reading_room/ICD_101.pdf) (accessed 13 March 2010). The Intelligence Community Capabilities Catalog (IC3) is mentioned in several of the listed ICDs but an unclassified treatment of the tool has not been located.

<sup>8</sup> Under Secretary of Defense for Personnel and Readiness, *Strategic Plan for Transforming DoD Training*, 8 May 2006, 1, <http://www.t2net.org/downloads/FinalTrainingTransformationStrategic2006.pdf> (accessed 13 March 2010). For this Strategic Plan, integrated operations are unified policy, planning, or execution actions of the U.S. interagency community, to advance U.S. Government goals and objectives. Integrated operations are inclusive of joint and service operations, and involve the Department of Defense and elements of the interagency community, which may include Federal agencies, State and local governments, foreign governments singularly or in alliances or coalitions, international and nongovernmental organizations, and private sector companies and individuals.

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<sup>9</sup> Director of Marine Corps Intelligence, Marine Corps Intelligence Surveillance and Reconnaissance Enterprise Roadmap (DRAFT), 10 March 2010, 22.

<sup>10</sup> William Beydler, and Edward Novack, "The Marine Corps Service Campaign Plan: Charting the Corps' Course for the Future," *Marine Corps Gazette* (February 2010), <http://www.mca-marines.org/gazette/feb10-charting-the-corps-course-for-the-future.asp> (accessed 17 March 2010). The second document was the Marine Corps Vision & Strategy 2025 Implementation Planning Guidance, released in 2008.

<sup>11</sup> Commandant of the Marine Corps, *Marine Corps Vision & Strategy 2025: Implementation Planning Guidance*, 2008, 16, [http://www.marines.mil/unit/hqmc/cmc/Documents/VisionandStrategy2025\\_0901.pdf](http://www.marines.mil/unit/hqmc/cmc/Documents/VisionandStrategy2025_0901.pdf) (accessed 10 March 2010), and *Vision & Strategy*, 16.

<sup>12</sup> MCISR-E Roadmap, and Commandant of the Marine Corps, *Marine Corps Service Campaign Plan*, MCSCP, 9 December 2009, <https://ehqmc.usmc.mil/org/ppp/PL/PLN/Sevice%20Campaign%20Plan/default.aspx>

<sup>13</sup> MCISR-E Roadmap, 7.

<sup>14</sup> MCISR-E Roadmap, 3. The author has interpreted this admonition as an implied task to seek out programs/systems, not just in civilian commercial circles but across the national IC as well. Many of the tasks and direction throughout the MCISR-E Roadmap draft are being actively pursued by the National IC and the solutions they are developing and implementing are the most compatible with the Marine Corps Intelligence Community's needs.

<sup>15</sup> MCISR-E Roadmap, 9.

<sup>16</sup> Commandant of the Marine Corps, *Marine Corps Ground Training and Readiness (T&R) Program*, MCO P3500.72A, 18 April 2005, 53, <http://www.marines.mil/news/publications/Documents/MCO%20P3500.72A.pdf> (accessed 5 March 2010). This MCO describes automated, centrally managed training records as a future initiative in Chapter 6. Current initiatives within the Unit Training Management branch of TECOM are working to address this issue with a service-wide solution for the electronic training jacket.

<sup>17</sup> Clearly the priority of these two tasks will not change. With increased awareness of individual plans and goals, selection of personnel to attend mandatory training events and decisions on whether to flex additional options for accomplishing them will be better informed.

<sup>18</sup> Author's experiences over 10 years in various intelligence billets as well as those of the following Marine officers interviewed via telephone, e-mail and face to face interviews: Colonel Eric M. Walters, Lieutenant Colonel Larry Jenkins, Major William Wilburn, Major Gilbert "Tony" Barrett. Annex C contains excerpts from the MOS Manual with descriptions of the various specialties mentioned here.

<sup>19</sup> Author's experiences over 10 years in various intelligence billets as well as responses of the following Marine officers interviewed via telephone,

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e-mail and face to face interviews: Colonel Eric M. Walters, Lieutenant Colonel Larry Jenkins, Major William Wilburn, Major Gilbert "Tony" Barrett, Major Ryan Prince.

<sup>20</sup> MCISR-E Roadmap, 22. Ryan Prince, Major, USMC, conversation with author, 17 March 2010. Major Prince and his co-workers informed the author that a service-wide solution to the problem of local training jackets is being aggressively pursued within their organization.

<sup>21</sup> MCISR-E Roadmap, 19. To further improve the performance of the force and ensure cohesion and the continuity of experience, the DIRINT will establish a community mentoring program. Experienced community mentors will be appointed by the DIRINT in the Senior Enlisted and Field Grade ranks to provide individual career advice and professional mentoring to junior SNCOs and Officer of the enterprise. Marines will be given the opportunity to choose appropriate mentors from the program and those appointed mentors will be provided necessary support from the Occupational Field Sponsors and other elements of the Supporting Establishment. This program is not designed to replace Monitors or Occupational Field Monitor functions but rather to ensure individual professional growth.

<sup>22</sup> MCISR-E Roadmap, Tab A, 3-4.

<sup>23</sup> MCISR-E Roadmap, Tab A, 1.

<sup>24</sup> MCISR-E Roadmap, 3. The author has interpreted this admonition as an implied task to seek out programs/systems, not just in civilian commercial circles but across the national IC as well. Many of the tasks and direction throughout the MCISR-E Roadmap draft are being actively pursued by the National IC and the solutions they are developing and implementing are the most compatible with the Marine Corps Intelligence Community's needs.

<sup>25</sup> Some skills are accounted for by the assignment of an additional MOS but these are rarely taken into consideration when a Marine is due to rotate to a new duty station. Other skills such as self taught or off duty language proficiency, cultural awareness, and experience interacting with foreign military members is lost to the manpower managers. Often a requirement for a unique skill or expertise will result in a service-wide data call to identify Marines that may have the required skills.

<sup>26</sup> Commandant of the Marine Corps, *Marine Corps Aviation Training System (ATS)*, NAVMC DIR 3701.6, 11 June 2008. The Marine Corps Sierra-Hotel Aviation Readiness Program (M-SHARP) is the next step on the roadmap for converging USMC aviation training and readiness reporting with the US Navy's SHARP system and replaced legacy systems SARA and ATRIMS during calendar year 2007. It is a web-based application for scheduling, training management, operational risk management, and reporting of training readiness.

<sup>27</sup> Vision & Strategy, 16.

<sup>28</sup> The Intelligence Reform and Terrorism Prevention Act of 2004 (IRTPA) authorized the DNI to set personnel policies for the National IC in consultation with the heads of IC agencies and elements. The 600-series of

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Intelligence Community Directives (ICD) are the documents that establish those personnel policies for the IC and govern how they are to be executed. ICD's 610, 651, 652, and 656 are the core documents and must be interpreted together, in much the same way as the Marine Corps' Ground T&R Program, Unit Training Management order, and the MOS-specific T&R Manuals, in order to get the complete picture of how the system is set up, managed and tracked.

<sup>29</sup> ICD 610, 1.

<sup>30</sup> Director of National Intelligence, *Occupational Structure for the Intelligence Community Civilian Workforce*, ICD 652, 28 April 2008 [http://www.dni.gov/electronic reading room/ICD 652.pdf](http://www.dni.gov/electronic%20reading%20room/ICD%20652.pdf) (accessed 5 March 2010).

<sup>31</sup> Director of National Intelligence, *Performance Management System Requirements for the Intelligence Community Civilian Workforce*, ICD 651, 21 November 2008, [http://www.dni.gov/electronic reading room/ICD 651.pdf](http://www.dni.gov/electronic%20reading%20room/ICD%20651.pdf) (accessed 15 March 2010). Director of National Intelligence, *Performance Management System Requirements for the Intelligence Community Senior Civilian Officers*, ICD 656, 28 April 2008, [http://www.dni.gov/electronic reading room/ICD 656.pdf](http://www.dni.gov/electronic%20reading%20room/ICD%20656.pdf) (accessed 12 March 2010).

<sup>32</sup> An example of the IC3 system available as Annex D.

<sup>33</sup> This information was taken from the .ppt attached here as Annex D.

<sup>34</sup> Director of National Intelligence, *Analytic Transformation: Unleashing the Potential of a Community of Analysts*, 1 September 2008, 16, [http://odni.gov/content/AT Digital%2020080923.pdf](http://odni.gov/content/AT%20Digital%2020080923.pdf) (accessed 12 March 2010). Prior to the formation of the ODNI, there was no common, integrated repository that captured the number of analysts in the Community and their years of experience, where they worked, and what issues they worked. In addition, there was no easy way for analysts to find their counterparts. With the ARC, the ODNI has been able to map how analytic resources are arrayed across the Community. Such information is critical for managing the analytic community as an integrated enterprise. In addition, an outgrowth of the ARC, the Analyst Yellow Pages, is proving to be a significant collaboration and communication resource for analysts.

<sup>35</sup> This should go beyond the current T&R Manuals and roadmaps. It should have functions that allow skills learned via OJT/combat application, via training as well as on and off-duty education, areas of focus/time spent on a particular problem/AO/threat set. Currently, there is now single system capable of specifying this type of knowledge/experience. The information can be gleaned from deduction after pulling data from multiple deployment tracking/perstempo/etc databases or by interviewing the individual if you know the right questions to ask. In the new system, this type of data on individual expertise should be discoverable as part of or in a manner similar to the IC3. Making the Marine Corps solution feed the IC3 provides the added benefit of being discoverable by any member of the IC as well.

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<sup>36</sup> This could also feed into a conceptual systems model of USMC Intel training along the lines of the work done at the USAF Academy with the CadetSim (developed by Jason Bartolomei - [jason.bartolomei@mit.edu](mailto:jason.bartolomei@mit.edu) - to assist in curriculum planning at the USAF Academy) model of Cadet life and training goals, time available, and many other variables to allow faculty to better plan and execute an academic training plan.

<sup>37</sup> With a window into how leaders and their Marines are thinking about the future and their own long term career progression, the DIRINT would be able glean an impression of morale and motivation of the troops, the officers, and civilian employees. The HQMC message or emphasis for training or professional development could also be tailored to address indicators of long range deficiencies in one area or another in order to influence more Marines to take a particular career path over another, thereby balancing the force using less directive and more proactive measures.

<sup>38</sup> MOS Roadmaps are available to CAC ID Card holders at: <https://www.intranet.tecom.usmc.mil/hq/divisions/G3/Pages/MOS%20Roadmaps.aspx> (accessed 21 March 2010). Where the current MOS Roadmaps suggest possibilities, the new program should direct leaders to assist their Marines in planning their future and putting it in the system vice just thinking about the possibilities. Supervisors or training reps should also have the ability to enter collective training events into these models so that unit and MOS-specific mandatory training events figure into these long range plans as well. The more detail these models are capable of providing, the better and more useful they will be. Marines won't be required to plan down to the week by week activity, but this should be part of the system and an option available to them and to planners. This would assist force structure/manpower managers/budgeting and training programmers to forecast future competency/training shortfalls and, when compared with actual training/proficiency achieved, to assess progress of the overall community toward goals over time. (accessible training records and tentative career mapping should provide structure/manpower/budget planners with better metrics upon which to base their projections, target support, and fight for a larger share of the budget when required).

<sup>39</sup> Career plans used to add fidelity to the picture of the future skills/goals of the workforce would potentially shape the DIRINT's message to the operating forces and changes to those plans during the next counseling cycle could be used as a tool to assess the effectiveness of his message at herding some of the workforce toward potential analytic or expertise shortfalls.

<sup>40</sup> Director of National Intelligence, *Analytic Transformation: Unleashing the Potential of a Community of Analysts*, 1 September 2008, 7, [http://odni.gov/content/AT\\_Digital%2020080923.pdf](http://odni.gov/content/AT_Digital%2020080923.pdf) (accessed 13 March 2010). Mentioned in this brochure are some of the details of the "Library of National Intelligence" (LNI) as well as several other analyst collaboration initiatives and the IC3. The LNI is an authoritative Intelligence Community (IC) repository for all disseminated intelligence products, regardless of classification. One of its key features is a card catalog containing summary information for each report - classified at the lowest possible level to enable analysts to discover nearly anything that has been published by the IC

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regardless of document classification. Analysts will be able to request these documents in accordance with individual access levels and security guidelines. Services provided by LNI also will include the ability to track trends in Community output on key intelligence topics, statistics showing the most used or cited intelligence reports, and services that enable other Community portals and applications to link to appropriate intelligence in the LNI.

<sup>41</sup> Author's experiences over 10 years in various intelligence billets as well as responses of the following Marine officers interviewed via telephone, e-mail and face to face interviews: Colonel Eric M. Walters, Lieutenant Colonel Larry Jenkins, Major William Wilburn, Major Gilbert "Tony" Barrett, Major Ryan Prince.