



Army G-2X Support to Army Readiness and Modernization Priorities

by Lieutenant Colonel Marcus O’Neal

The National Defense Strategy emphasizes the reemergence of long-term, strategic revisionist powers—China and Russia—resulting in the Army’s focus on improving readiness, force projection, and overmatch in multi-domain operations (MDO) against these peer adversaries in competition and large-scale combat operations.¹ To meet joint force requirements and maintain global land force dominance, the Army is pursuing six modernization priorities:

- ◆ Long range precision fires.
- ◆ Next generation combat vehicles.
- ◆ Future vertical lift.
- ◆ Network.
- ◆ Air and missile defense.
- ◆ Soldier lethality.

The Army’s modernization strategy requires a transition from the Industrial Age to a technology-enabled Information Age.² The Army G-2’s vision of multi-domain intelligence illuminates the path forward for Army intelligence enterprise innovation and modernization to fight and win through speed, precision, and accuracy of the intelligence process. Army counterintelligence (CI), human intelligence (HUMINT), foreign disclosure, and security are critical multi-domain intelligence capabilities. The Headquarters, Department of the Army G-2X³ and the CI, HUMINT, foreign disclosure, and security professionals across the Army will ensure the successful execution of missions to collect intel-

ligence and protect essential friendly information and assets, understand changes in the operating environments, strengthen partnerships, and mitigate threats.

Accomplishment of the G-2X, foreign disclosure, and security mission sets will enable force projection and provide decision advantage to policy makers and commanders to take action ahead of the adversaries’ decision cycles. The Army G-2X formulates policy, plans, and programs resources; conducts oversight; and represents functional requirements in Headquarters, Department of the Army, Department of Defense, and the intelligence community. The Army G-2X supports Army readiness and modernization by increasing capability and capacity across CI, HUMINT, and security formations to support multi-domain intelligence and operations in both competition and conflict.

Army G-2X is reforming Army CI and re-focusing Army HUMINT, foreign disclosure, and security to support modernization priorities and to protect critical technologies while countering insider threats. The Director, Army G-2X, with the support of three senior advisors for CI, HUMINT, and security, is implementing a strategy to realign the CI, HUMINT, and security community to meet Secretary of the Army’s readiness and modernization priorities through multi-domain intelligence to ensure dominance in MDO. The Army G-2’s number one priority in multi-domain intelligence is CI reform. Other Army G-2X primary efforts include achieving HUMINT readiness through adaptation and establishing intelligence security as an intelligence discipline.

Army G-2 Priority Effort: Counterintelligence Reform

Army CI is reforming to counter the foreign intelligence entities of peer rivals—Russia and China—and regional threats, including Iran and North Korea. The Army CI enterprise is postured for a post-Cold War and War on Terrorism environment that prioritized the security of Army tactical and operational forces against terrorism and force protection threats. The Army’s modernization priorities, Army Campaign Plan 2019, and The Army Intelligence Plan address aggressive and technologically empowered China and Russia as the dominant future threats. The Army must deliver uncompromised major defense acquisition programs and other enabling capabilities to the future force. The uncompromised delivery of these future strategic capabilities requires a unified and technologically superior Army CI force executing centrally managed and globally synchronized CI activities that deny foreign intelligence entity abilities to operate in the land and cyberspace domains against Army modernization priorities.

Currently, the Army CI enterprise’s force posture is optimized to address CI threats of the late 20th century or counterterrorism threats, not current foreign intelligence entity threats. To meet this challenge, the Army must reform the CI enterprise to leverage all available forces to actively counter current and emerging CI threats, while sustaining validated CI requirements for combatant commanders. Achieving this goal will require adjustments of Army CI available resources to focus on current and emerging threats, and improve force skills and authorities. The Army G-2X is leading comprehensive initiatives to update Army CI doctrine, organization, training, materiel, leadership and education, personnel, facilities, and policy (DOTMLPF-P). This initiative includes input from relevant stakeholders and subject matter experts to apply a wide range of experience and viewpoints to CI reform.

Achieving Human Intelligence Readiness through Adaptation

Building readiness and supporting MDO requires a restructuring and refocus of Army HUMINT to increase operations during competition phases and better prepare the operational environment to ensure

dominance over our adversaries. In the multi-domain battlespace against peer and near-peer adversaries, whoever has the ability to sense, understand, decide, and act faster than their opponent will enjoy decisive advantage. Army HUMINT must increase capabilities and capacity as well as accelerate tempo to meet the demands of MDO. The challenges of HUMINT operations in a global and competitive environment with the constant threat of peer conflict differ from the operational experiences Army HUMINT collectors have acquired from a decade plus of counterinsurgency operations occurring largely in Iraq and Afghanistan.

To be competitive against peer and near-peer adversaries, Army HUMINT must adapt to rapidly enable the intelligence warfighting function to support commanders during all phases of joint, multi-domain, high intensity conflict and during competition short of armed conflict. Army HUMINT must rapidly provide the information and intelligence required to enable commanders to clearly understand the adversary and the operating environment and to inform their decision-making processes. Adapting to MDO drives an increased emphasis on HUMINT collection as a deep sensor intelligence, surveillance, and reconnaissance platform for immediate support to fires, maneuver, and force protection; early warning across the range of military operations; and in advance of direct conflict. To be successful, the Army must better man, organize, train, equip, develop, and most importantly, use its HUMINT Soldiers to rapidly provide HUMINT capabilities that increase the lethality and survivability of U.S. forces.



A platoon leader briefs adjustments to the planned field interrogations at the objective rally point during a training exercise in Cache Valley National Forest, August 11, 2019.

U.S. Army photo by CPT Benjamin West

HUMINT must increase the pace of operations and emphasize the development of capabilities in advance of conflict to uniquely provide intelligence in a degraded, intermittent, and limited bandwidth environment when other sensors are degraded or compromised. Source identification, acquisition, and communication must occur during the competition phase and in advance of need to support commanders' requirements now and in combat. To fulfill the mission of setting the theater, shaping, and deterring while in a competitive environment and in advance of conflict, Army HUMINT collectors must be actively involved in identifying, engaging, and collecting from HUMINT sources to prepare the operating environment. They must maintain HUMINT readiness before the conflict phase upon which HUMINT will rely to provide coverage in deep areas targeting enemy forces and capabilities in support of corps, division, and brigade echelons. This will require a partnership between national agencies, foreign counterparts, Service-level assets, theater intelligence brigades, and regionally aligned forces. HUMINT operations collecting on the deep fires areas are preparatory intelligence activities that contribute to setting the theater with the necessary activities to establish and maintain conditions to seize the initiative and retain freedom of action for the specific theater.

Additionally, the Information Age provides opportunities to increase the speed of reporting to answer intelligence requirements and support key decision points. Intelligence consumers require structured-data HUMINT reporting that directly feeds mission command systems and feeds the enemy common operational picture at the speed of mission. The production of intelligence information reports through a national publication system for "pull" by commanders and analysts fails to support timely situational awareness and battlefield visualization required by maneuver operations. A bridging approach to reporting via a mechanism that is more enduring than a SALUTE Report, is more responsive than an intelligence information report, and feeds mission command systems and the digital common operational picture is necessary. Systems must feature one-time data entry and enable tipping and cueing of collection and direct support to fires and maneuver operations to produce HUMINT reporting that is relevant to commanders' needs. Furthermore, Army HUMINT must seek opportunities to

use material solutions and employ automation and artificial intelligence to support source identification, targeting, and HUMINT collection and operations management. These processes must be continuous and reviewable in real time and use big data and social media to exploit opportunities at the speed of conflict.

Establish Intelligence Security as an Intelligence Discipline

The security of programs, personnel, technology, information, and facilities is critical as the Army shifts its focus to the modernization of warfighting capabilities to fight and win against peer and near-peer adversaries. Threats to Army capabilities and decisive advantage are active now and rapidly increasing. Foreign threats, especially China and Russia, pose a direct threat to United States Government and industry systems. Army intelligence security professionals support the National Security Strategy, National Defense Strategy, Army Strategy, and modernization priorities. Army G-2X is re-shaping intelligence security execution to meet the recent and rapidly emerging need to confront national security threats at the organizational level. This reshaping to meet the mission command approach will play out in three main phases: rebal-

ance, consolidation, and realignment. Intelligence security professionals are the front line of defense against adversaries currently operating against the Army. They are proactively denying access to information, personnel, or facilities, based on known or reported threat indicators and are often the first to identify and report information related to CI threats. Empowering subordinate leaders with the required resources will help ensure effective reform and improved security posture across the Army.

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Professionalizing the Security Workforce to Meet Army Priorities

At the close of 2018, the Army G-2 issued implementation guidance for a professional certification requirement for our security employees. This readiness imperative will cultivate Army Civilians who provide commanders with the intelligence support they require to plan, fight, and win decisively across all domains. Investments in training, education, and professional progression must focus on current and future

Maximize Human Potential

The Army builds and sustains multi-domain formations through the selection, training, and education of the leaders, Soldiers, and teams in them. Employing multi-domain capabilities requires the Army to attract, retain, and employ leaders and Soldiers who collectively possess a significant breadth and depth of technical and professional expertise. The Army must exercise careful talent management to make the most of these high-quality personnel and integrate them into trusted teams of professionals who are able to thrive in ambiguity and chaos. Improving the resilience of leaders and Soldiers—the Army's most valuable capability—requires training, educating, equipping, and supporting them to execute Multi-Domain Operations in all of its intensity, rigor, and complexity.

—TRADOC Pamphlet 525-3-1⁴

mission needs, enhance tradecraft, and address competencies with the intent to close existing gaps. This comprehensive talent management effort will develop and sustain the skillsets our workforce requires to provide intelligence support to commands with increased speed, precision, and accuracy. The Army will continue to leverage smart and bold institutional reform to its security workforce, refine processes and modernize systems to address the increasing threats, and ensure protection against threat actors who are pilfering our information and compromising the Army's capabilities today. The Army security workforce is the first line of defense against relentless adversaries daily threatening the Army's current and future capabilities.

Way Ahead

Moving forward, Army intelligence, specifically the G-2X enterprise, must build upon and evolve hard-won lessons from the counterinsurgency fight to ensure victory in a large-scale ground combat operations environment contested by a global peer or near-peer adversary. To achieve this, the Army needs a fully capable, tailorable, scalable, adaptable, doctrinally sound, well-trained, well-equipped, professional CI, HUMINT, and security force to mitigate insider threats and risk to force projection. This force will also provide warning intelligence, along with situational understanding to commanders, in order to enhance the lethality and survivability of U.S. forces. As part of this, CI and HUMINT organizations and operations will be tailorable and flexible, manned, and equipped with modular, scalable, interoperable, and deployable teams and systems capable of deploying in the first lift in concert with the Army tenet of "fight tonight."

The primary differences from the counterinsurgency fight and great power competition concerning peer or near-peer conflict include increased emphasis on threat gray-zone activities. This involves increased espionage activities in the competition phase and a need to prepare for transition to fast-paced missions involving screenings of refugees or displaced persons. It also includes a large number of interrogations for enemy combatants on a continuously evolving battlefield, in addition to the missions of debriefings and source operations that will be expected during the conflict

phase. CI forces must enable the Army's modernization by being "left of theft" and protecting our supply chains to deliver uncompromised capabilities to the future force as well as defend our critical infrastructure to support force projection efforts. HUMINT operations must be aggressive, persistent, enduring, and continuous in nature with the requirements tailored and adjusted to meet commanders' and decision makers' operational needs. Army HUMINT must identify and develop sources now, in advance of need, to set the theater during competition short of armed conflict, provide warning intelligence of adversary intentions and actions, and increase lethality during large-scale ground combat operations. Army HUMINT operations must have the capability to penetrate deep networks within complex operating environments where adversaries have increased capabilities to detect and counter our efforts.

Furthermore, Army HUMINT must be prepared to operate within multiple domains and employ materiel modernization to leverage artificial intelligence/fusion capabilities to reduce cognitive burden on analysts. The Army G-2X enterprise must adapt to meet the readiness demands of great power competition by ensuring our CI, HUMINT, and security personnel are prepared to deploy, fight, and win across the spectrum of conflict. Through modernization, the Army G-2X enterprise must be able to build an agile CI, HUMINT, and security force that fully embraces the Information Age, including leveraging technology to reduce cognitive burdens on the force and deliver intelligence at the speed of mission. 

Endnotes

1. Office of the Secretary of Defense, *Summary of the 2018 National Defense Strategy of The United States of America*, n.d., 2, <https://dod.defense.gov/Portals/1/Documents/pubs/2018-National-Defense-Strategy-Summary.pdf>.
2. Department of the Army, *2019 Army Modernization Strategy: Investing in the Future*, n.d., 3, https://www.army.mil/e2/downloads/rv7/2019_army_modernization_strategy_final.pdf.
3. The G-2X is the U.S. Army counterintelligence and human intelligence staff element.
4. Department of the Army, Training and Doctrine Command (TRADOC) Pamphlet 525-3-1, *The U.S. Army in Multi-Domain Operations 2028* (Fort Eustis, VA: TRADOC, 6 December 2018), x.

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