



Introduction

The inherent tension between the Army's overdue focus on modernization and a tactical commander's need to maintain deployment discipline is particularly acute for those units charged with continuous forward-deployed operations. As the Department of the Army G-2 staff and the U.S. Army Intelligence and Security Command (INSCOM) work to integrate the intelligence warfighting functions within the Regionally Aligned Readiness and Modernization Model (ReARMM), units with continuous forward-deployed missions must address the challenge of modernizing, operating, and training while preserving the health of their force. The basis of ReARMM is a unit life cycle that applies to all units of the Total Army, conforming principally to three windows—modernization, training, and mission.¹ Charged with responding to the immediate needs of the global combatant commands and “setting the theater” in an age of prolonged strategic competition, INSCOM's military intelligence (MI) brigades-theater must be at the forefront of modernization efforts.

307th Military Intelligence Battalion

The 307th Military Intelligence Battalion (MI BN) is INSCOM's forward collection battalion aligned with U.S. Africa Command requirements. It remains a continuously employed unit focused on multidisciplined intelligence collection across the austere, complex, and diverse continent of Africa.

In February 2020, the 307th MI BN (Forward Collection) implemented a nondoctrinal operational readiness model based on the special operations forces community's Joint Operations Readiness and Training System (JORTS) in order to balance lengthy training pipelines with rotational deployment readiness and short-notice intelligence missions. The former 307th MI BN (Forward Collection) commander described the ongoing unit “experiment” in an article titled “Special Operations Forces' Structured Readiness Model Makes Conventional Military Intelligence Unit More Effective.”² JORTS has been highly successful in providing much-needed predictability to Soldiers and their families, increasing operations capacity and

effectiveness, and maturing the unit into a partner-of-choice throughout the African continent; however, an evolution of JORTS was necessary to better meet modernization imperatives and adapt to changing conditions on the ground.

This article describes transformations that the 307th MI BN (Forward Collection) has made to its already revolutionary readiness system to better enable intelligence modernization in accordance with the ReARMM concept. The result of this effort is an intelligence-based Command Deployment Discipline Program (CDDP), known as I-CDDP, that may serve as an efficient, effective, and exportable enterprise solution.

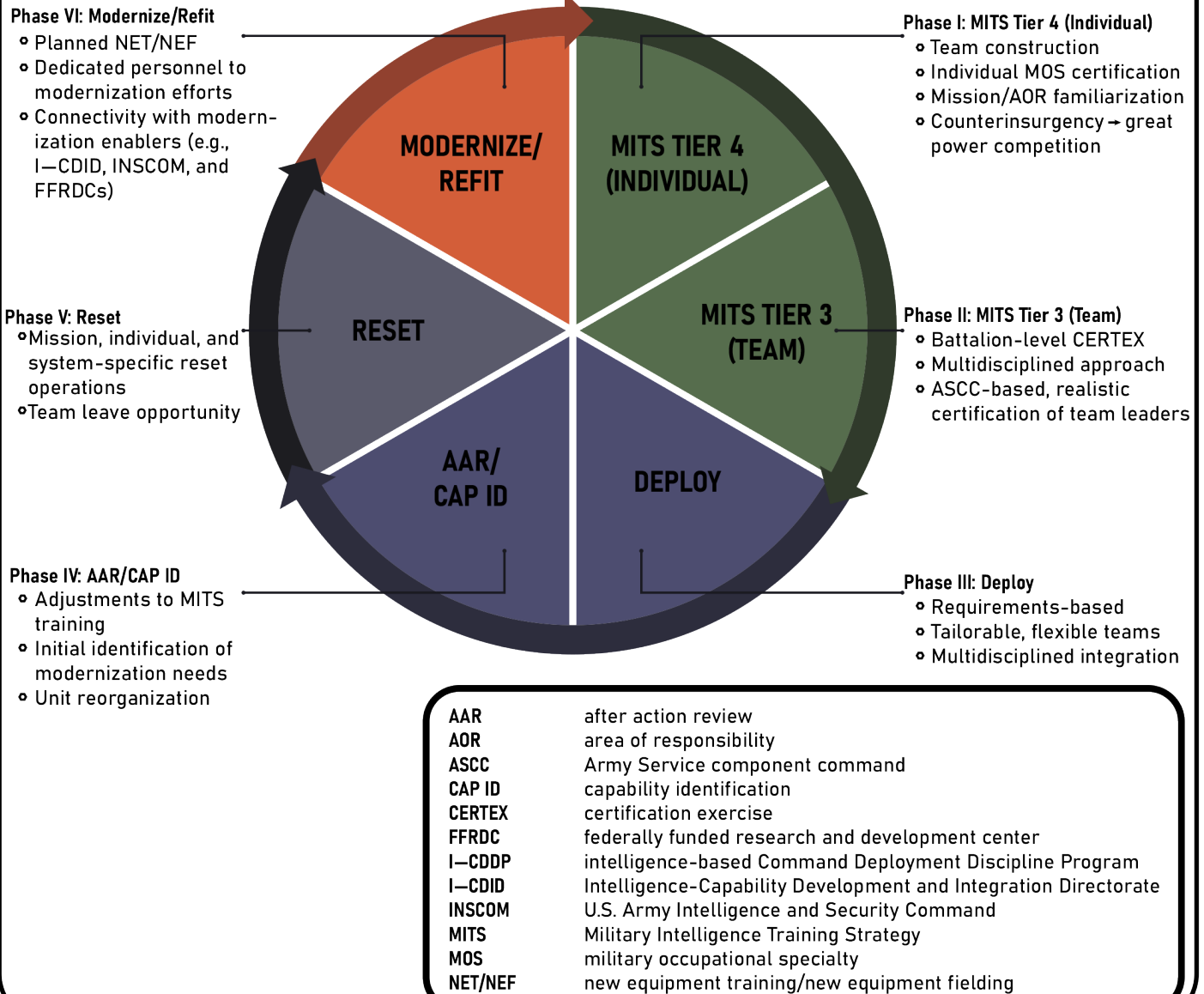
307th MI BN's I-CDDP Model

AR 525-93, *Army Deployment and Redeployment*, the U.S. Army's policy on deployment and redeployment operations, outlines the CDDP as a mechanism for commanders at all levels intended to maintain the unit's deployment posture, evaluate and drive deployment readiness, and meet directed mission requirements.³ Although designed for U.S. Army Forces Command units, the CDDP serves as a doctrinal foundation from which other models (such as the nondoctrinal “JORTS”) can be altered to fit the needs of strategic-level, continuously employed conventional units.

The following paragraphs describe how the 307th MI BN's I-CDDP model, shown on the next page, encapsulates the Military Intelligence Training Strategy (MITS), builds on the successful elements of JORTS, and enables modernization in line with ReARMM.

Phase I (MITS Tier 4). Phase I is the company-led, company-monitored training designed to both develop individual military occupational specialty (MOS)-specific tasks and integrate sustained warrior tasks and battle drill focus. During this phase, company commanders retain the flexibility to realign talent across deployable teams. This window also gives predictable time to send Soldiers to advanced MOS training, effectively building technical capacity within the battalion. This training window integrates the Army Service component command (ASCC) mission and requirements specific to the area of responsibility to prepare these teams for deployment.

307th MI BN I—CDDP Model (Team-Based Cycle)



Phase II (MITS Tier 3). For this phase, the battalion-led certification exercises are conducted three times a year to maintain the rigorous standards for deploying teams. The battalion S-3 plans and resources these events, which certify all deploying teams and force multi-intelligence discipline certification. Once the battalion commander certifies signals intelligence (SIGINT), human intelligence (HUMINT), and counterintelligence (CI) teams during a certification exercise, company-level leadership cannot reorganize teams for 6 months without O5-level approval. This avoids “breaking track” and minimizes risks to the mission and the force. After certification of the teams, the company-level leadership can deploy these teams for up to 180 days without further training or certification. This will help account for the spectrum of longer traditional deployments to no-notice emerging requirements, which are routine for INSCOM’s MI battalions globally.

Phase III (Deploy). During phase III, fully certified teams deploy in support of ASCC requirements but can reorganize to fill multifunctional team requirements, as needed. This maintains the flexibility required for forward collection battalion support. Clarity on advanced capability requirements from supported commands allows the unit to build a bench of technical talent through time. The model gives the flexibility to increase advanced training.

Phase IV (After Action Review/Capability Identification). The goal of the new model was to produce increased capacity and capability in support of the battalion’s operational and ASCC headquarters while creating time and space for lessons learned to become the foundation for ground-up modernization. For this phase, post-mission debriefs include a formal after action review with both mission command and technical oversight leadership simultaneously. The process

identifies needed adjustments to MITS Tiers 4 and 3 training standards, advanced MOS training requirements, or equipment modernization needs to increase collection specific to the area of responsibility.

Phase V (Reset). In this phase, company command teams can “break track” and reconstruct their teams for future operational employment, professional development, and planned windows for permanent changes of station or expiration terms of service. Reset operations look diametrically different between all forward collection battalion-deploying collection teams and depend on the length of deployments and the needs of individual Soldiers. This is also a deliberate leave opportunity window for Soldiers on consistent rotation.

Phase VI (Modernize/Refit). Coming out of phase V (Reset), the redeploying team is aligned to the modernization needs identified in phase IV (After Action Review/Capability Identification). This direct alignment of personnel ensures the small forward collection battalion staff generates the right information to move modernization initiatives in the right direction. The time spent in this phase will depend on the complexity of the desired modernization goal. When warranted, teams conduct DOTMLPF-P analysis to develop white papers, ensuring higher headquarters staffs have the technical understanding to move the effort forward without distracting collectors, who are already moving back into phase 1 (MITS Tier 4). The identification of potential partnerships occurs during this phase, with INSCOM, Army Futures Command Intelligence-Capability Development and Integration Directorate, and/or federally funded research and development centers. Major system upgrades for SIGINT take months, while resetting HUMINT or CI training may only take a week for the next deployment rotation.

The Revised Model for Home-Station Operations

The culture in the unit must drive modernization and innovation cycles, as identified by the most recently deployed team members. This culture will find better business practices across collection disciplines after every iteration. As business executive Jim Whitehurst wrote, “If employees feel that they are listened to and appreciated—this is, when they are engaged—great things can result.”⁵ Advanced training for intelligence collectors requires deliberate planning and

predictable mission timelines. To work effectively, the culture requires a commitment from the team members and faith in the chain of command.

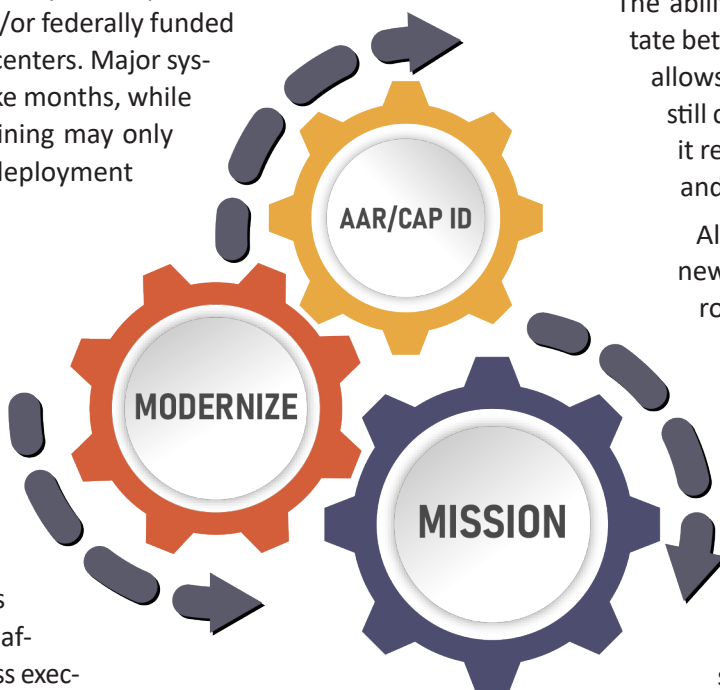
Separate from deploying teams, the battalion modified the I-CDDP model to address home-station operations, which are a normal occurrence in INSCOM’s forward collection battalions—as are the distractors that make it difficult to protect those vital missions on a daily basis. Traditionally, home-station intelligence Soldiers are not fenced from garrison and/or unit-level tasks. Although both MOS-specific and Soldier training must continue, the unit has shifted its view of these operationally engaged teams to enable sustained missions. Because of the nature of home-station intelligence missions, teams must execute their mission, conduct mission after action reviews, identify capability gaps, and modernize continuously. This takes a deliberate effort not to allow the daily grind of operations to distract from everything but mission execution.

For the 307th MI BN (Forward Collection), “fenced” teams include the—

- ◆ CI field office.
- ◆ CI/HUMINT operational management teams.
- ◆ Foreign Military Intelligence Collection Activities—aligned HUMINT collection teams.
- ◆ SIGINT analytics reachback.
- ◆ Niche capabilities like technical surveillance counter-measures and cyber-CI.

The ability for these teams to quickly rotate between the adapted I-CDDP phases allows consistent modernization while still completing their core mission, but it requires direct command oversight and focus.

Although grown from JORTS, the new all-inclusive I-CDDP model has roots in the previous Army Force Generation system. With many similarities, the I-CDDP system has fundamental differences that limit the risks associated with the legacy system. I-CDDP allows for dedicated modernization windows and flexible time windows to allow teams to be in differing phases simultaneously across the companies. This ensures training readiness for team-centric deployments while purposefully incorporating modernization designed to rapidly identify, resource, and drive needed technological improvements within



**307th MI BN I-CDDP Model
(Home-Station Operations,
Adapted Cycle)**

the aligned area of operations. The model, which is predicated on sustaining flexibility and improving junior leader empowerment, provides consistent readiness for deploying intelligence collection teams across the African continent and deliberate protection for home-station operations. Key tenets of the model include—

Operational Requirements. Predictable and forecasted mission requirements are vital to the success of any sustainable model. To forecast, plan, and resource home-station and advanced intelligence training, MI battalions must foundationally start with clear requirements tied to predictable time horizons. A higher headquarters' publication of clear personnel and system requirements ensures MI battalions can accurately plan and resource the MITS training and certification exercise. Certified teams fill unforecasted requirements, as the certification stands for up to 6 months.


Operational Headquarters and ASCC Understanding. The controlling headquarters of INSCOM's battalions must view a forward collection battalion's capabilities in terms of collection teams (e.g., HUMINT collection teams, SIGINT collection teams, and CI teams), or multifunctional teams, instead of looking at collectors as individuals. Conventional units must build talent iteratively through training and operational employment to fight the never-ending cycle of losing technical expertise because of personnel losses. If supported commands only demand the deployment of experienced collectors with advanced training, operational experience cannot be built to support intelligence collection in the future operational environment.

Conditions versus Time-Based. The model is not constrained by time horizons, and it is conditions-based because of the complexity and uniqueness of different intelligence-discipline collections teams. Previous models overly focused on forcing teams to execute phases in rigid timelines, resulting in missed opportunity—ultimately leading to a lack of capability expansion. The battalion-resourced certifications are used as an opportunity in which company command teams can reconstruct teams as needed to allow for employment within the next 6 months.

Mission Command. Empowerment of company command teams is the most important aspect of this new model. Company-level commanders are directly responsible for maintaining and leading collection teams through the I-CDDP phases as the administrative control headquarters. They are responsible for the management of phase changes, training management, and team construction through time. The growth in control at the company commander level in the model increases the balance of individual operational tempo and improves the predictability for small teams. While subordinate leaders manage phases of the model, the battalion enforces a disciplined approach to team leader certification and transitions of personnel between teams.

Strengthening Unit Capabilities and Individual Skills. In the modernization window, new equipment fielding and training and an equipment reset can occur in a transparent manner at echelon to ensure the latest technology integrates effectively within the unit. Advanced training for intelligence collectors requires deliberate planning, predictable missions, and validated ASCC requirements to lock in schools. The I-CDDP model increases opportunities for collectors to attend advanced MOS schooling throughout the process, while protecting the sanctity of the MITS certification process.

Conclusion

After a single iteration of each of these phases with organic HUMINT and CI teams, the 307th MI BN has seen tremendous effects in capability and capacity growth, as well as ground-up modernization efforts. The I-CDDP framework has fixed training deficits, improved the predictability our Soldiers deserve, and, as a byproduct, increased the command climate of the entire unit. With predictability and focused talent management, a new culture of commitment to mission accomplishment will continue to build. This operational-driven model, which focuses on the empowerment and development of our intelligence professionals, could likely work in any continuously employed MI unit across the enterprise. 

Endnotes

1. Michael C. (Mac) McCurry, "Army Aviation Excels in Spite of Pandemic," *Army Aviation* 70, no. 4 & 5 (April/May 2021): 41, <http://www.armyaviationmagazine.com/index.php/archive/not-so-current/1979-army-aviation-excels-in-spite-of-pandemic>.
2. Jesse Chace, "Special Operations Forces' Structured Readiness Model Makes Conventional Military Intelligence Unit More Effective," *Military Intelligence Professional Bulletin* 47, no. 1 (January–March 2021): 35–39.
3. Department of the Army, Army Regulation 525-93, *Army Deployment and Redeployment* (Washington, DC: U.S. Government Publishing Office, 23 October 2019), 21–22.
4. DOTMLPF–P: doctrine, organization, training, materiel, leadership and education, personnel, facilities, and policy.
5. Jim Whitehurst, *The Open Organization: Igniting Passion and Performance* (Boston: Harvard Business Review Press, 2015), 54.

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