Federal Supply Service

Authorized Federal Supply Schedule Price List

On-line access to contract ordering information, terms and conditions, up-to-date pricing, and the option to create an electronic delivery order are available through GSA Advantage®, a menu-driven database system. The INTERNET address GSA Advantage® is: GSAAdvantage.gov.

Multiple Award Schedule

Federal Supply Group: Professional Services

FSC Class:

Contract Number: GS-02F-0087Y

For more information on ordering from Federal Supply Schedules go to the GSA Schedules page at GSA.gov.

Contract Period: March 5, 2012 – March 4, 2027

Vickers & Nolan Enterprises (VNE)
50 Tech Parkway, Suite 103, Stafford, VA 22556
(540) 288-8606 phone
(540) 288-8608 fax
www.vneonline.com

Business size: Other than Small Business

Pricelist current through Modification # PS-A839, effective December 21, 2021.

Prices Shown Herein are Net (discount deducted)
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CUSTOMER INFORMATION

1a. Table of awarded special item number(s) with appropriate cross-reference to item descriptions and awarded price(s).

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1b. Identification of the lowest priced model number and lowest unit price for that model for each special item number awarded in the contract. This price is the Government price based on a unit of one, exclusive of any quantity/dollar volume, prompt payment, or any other concession affecting price. Those contracts that have unit prices based on the geographic location of the customer, should show the range of the lowest price, and cite the areas to which the prices apply. See page 6 of this Pricelist.

1c. If the Contractor is proposing hourly rates, a description of all corresponding commercial job titles, experience, functional responsibility and education for those types of employees or subcontractors who will perform services shall be provided. If hourly rates are not applicable, indicate “Not applicable” for this item. See page 11 of this Pricelist.

2. Maximum order. $1,000,000.00
3. Minimum order. $100.00
4. Geographic coverage (delivery area). Domestic (48 contiguous states, the District of Columbia, Alaska, Hawaii and Puerto Rico)
5. Point(s) of production (city, county, and State or foreign country). Stafford, Virginia and Charleston, South Carolina.
6. Discount from list prices or statement of net price. Government Net Prices (discounts already deducted.)
7. Quantity discounts. None.
8. Prompt payment terms. Information for Ordering Offices: Prompt payment terms cannot be negotiated out of the contractual agreement in exchange for other concessions. Net 30 days.
10a. Time of delivery. (Contractor insert number of days.) Per individual Task Order.
10b. Expedited Delivery. Items available for expedited delivery are noted in this price list. Per individual Task Order.
10c. Overnight and 2-day delivery. **Per individual Task Order.**

10d. Urgent Requirements. **Per individual Task Order.**

11. F.O.B. point(s). **Destination**

12a. Ordering address(es).

**Vickers & Nolan Enterprises, LLC**  
50 Tech Parkway, Suite 103  
Stafford, VA 22556  
Attn: Delilah M. Roberts

12b. Ordering procedures: For supplies and services, the ordering procedures, information on  
Blanket Purchase Agreements (BPA’s) are found in Federal Acquisition Regulation (FAR)  
8.405-3.

13. Payment address(es).

**Vickers & Nolan Enterprises, LLC**  
50 Tech Parkway, Suite 103  
Stafford, VA 22556  
Attention: Finance

14. Warranty provision. **None.**

15. Export packing charges, if applicable. **Not Applicable.**

16. Terms and conditions of rental, maintenance, and repair (if applicable). **Not Applicable.**

17. Terms and conditions of installation (if applicable). **Not Applicable.**

18a. Terms and conditions of repair parts indicating date of parts price lists and any discounts  
from list prices (if applicable). **Not Applicable.**

18b. Terms and conditions for any other services (if applicable). **Not Applicable.**

19. List of service and distribution points (if applicable). **Not Applicable.**

20. List of participating dealers (if applicable). **Not Applicable.**

21. Preventive maintenance (if applicable). **Not Applicable.**

22a. Special attributes such as environmental attributes (e.g., recycled content, energy efficiency,  
and/or reduced pollutants). **Not Applicable.**

22b. If applicable, indicate that Section 508 compliance information is available on Electronic and  
Information Technology (EIT) supplies and services and show where full details can be  
found (e.g. contractor’s website or other location.) The EIT standards can be found at:  
[www.Section508.gov/](http://www.Section508.gov/). **If applicable at the individual order level, Section 508  
compliance information is available on Electronic and Information Technology (EIT)  
supplies and services at the following:** [https://www.vneonline.com/accessibility/](https://www.vneonline.com/accessibility/).

23. Data Universal Number System (DUNS) number. **145073487**
24. Notification regarding registration in System for Award Management (SAM) database. **VNE is registered and has an active profile in SAM.**
COMPANY SUMMARY

Since establishment in 2004, VNE has provided cleared, experienced, and dedicated system architects, software engineers, Intelligence Subject Matter Experts (SME), trainers, testers, logisticians, and program managers as consultants to projects and programs. VNE provides program management, systems engineering, Research and Development (R&D), cybersecurity, configuration management (CM), logistics support, software engineering and development, hardware and software integration, and Program of Record (PoR) support to the Department of Defense (DOD) as well as several Federal agencies to include stakeholders from the Intelligence Community (IC).

VNE has over 16 years of experience providing program management, systems analysis and design, requirements analysis and management, software and hardware engineering, integration, testing, technical support, CM and delivery of new technology and enhancements in support of C5ISR systems and their associated Network Enterprises and Architectures.

VNE provides engineering and R&D for the design, development, test, and integration of hardware and software prototypes and advanced development equipment models for fixed and portable DOD tactical intelligence efforts. VNE provides cybersecurity support for C5ISR systems.

VNE provides logistics, provisioning and training support for the fielding and sustainment of C5ISR systems.

VNE’s training professionals have years of operational intelligence experience at the strategic, national, and tactical levels. Our SME’s holistic approach to training contributes to the development and delivery of intelligence-related curricula that is customized to meet the specific needs of our clients. VNE endeavors to consistently build curricula and facilitate learning that is not only based on doctrine and industry best practices, but also incorporates the most current operational tactics, techniques, and procedures (TTP). The success of our training is based on our distinctive ability to infuse creative, critical thinking into the knowledge and skills of an array of military disciplines. As an engineering services company, VNE’s comprehensive understanding of concept of operations (CONOPs) and available intelligence-related technologies ensures that our training is always current and relevant.

Our personnel have the technical and management expertise necessary to support intelligence community agencies and the United States Government through the GSA Federal Supply Schedule.

VNE is excited to offer our customers access to our training development services and training courses through the GSA.
## Contractor Facility Labor Pricing

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Note: Labor rate escalation is fixed at 3.0 percent per year pursuant to clause I-FSS-969(b)(1), Economic Price Adjustment—FSS Multiple Award Schedule (Oct 2014).
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FSS Pricelist

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Note: Labor rate escalation is fixed at 3.0 percent per year pursuant to clause I-FSS-969(b)(1), Economic Price Adjustment—FSS Multiple Award Schedule (Oct 2014).
## Course Catalog Pricing

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Notes:

1. Additional Participants may be supported for an additional fee of $100/student for Student Materials. If more than 20 students will be in attendance, VNE may recommend the addition of a second instructor at an appropriate hourly rate.
2. Each student will receive a Student Guide for use during the instruction and to keep for note taking purposes.
3. Pricing does not include tailoring of courses to meet Customers’ specific needs, which may be provided as a service at an hourly rate, upon request.
4. Pricing does not include travel expenses at the Customer’s location, which is an expense in accordance with the Joint Travel Regulations.
5. Labor rate escalation is fixed at 3.0 percent per year pursuant to clause I-FSS-969(b)(1), Economic Price Adjustment—FSS Multiple Award Schedule (Oct 2014).
# LABOR CATEGORY DESCRIPTIONS

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<th>MIN YRS EXP</th>
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<th>SKILLS</th>
<th>EXPERIENCE/DEGREE SPECIFICS</th>
<th>FUNCTIONAL RESPONSIBILITIES</th>
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| Information/Cyber Security Analyst I | BS         | 1           | Applicable Training and Certs | Functional familiarity and experience IA field’s standards, regulations, concepts, practices, and procedures | Related Degree | Applies knowledge of a variety of the Information Technology (IT) field’s standards, regulations, concepts, practices, and procedures to ensure the secure integration and operation of the Computing Environment (CE).
|                       |            |             |           |        |                            | May provide instruction and mentorship to students on specific topics related to prior experience. |
| Information/Cyber Security Analyst II | BS         | 4           | Applicable Training and Certs | Functional familiarity and experience IA field’s standards, regulations, concepts, practices, and procedures | Related Degree | Applies knowledge of a variety of the Information Technology (IT) field’s standards, regulations, concepts, practices, and procedures to ensure the secure integration and operation of Computing Environment (CE) and Network Environment (NE).
|                       |            |             |           |        |                            | May provide instruction and mentorship to students on specific topics related to prior experience. |
| Information/Cyber Security Analyst III | BS         | 10          | Applicable Training and Certs | In-depth familiarity and experience IA field’s standards, regulations, concepts, practices, and procedures | Related Degree | Applies knowledge of a variety of the Information Technology (IT) field’s standards, regulations, concepts, practices, and procedures to ensure the secure integration and operation of the Computer Environment (CE), Network Environment (NE), and enclave environment.
|                       |            |             |           |        |                            | May provide instruction and mentorship to students on specific topics related to prior experience. |
| Software Developer I | BS         | 0           |           | Functional familiarity with software tools and methods | Related Degree | Knowledge of standard concepts, practices, and procedures of software development. Functional familiarity and experience with legacy and current industry standard software methods and tools.
<p>|                       |            |             |           |        |                            | May provide instruction and mentorship to students on specific topics related to prior experience. |</p>
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<td>Advanced skill and ability with legacy and current industry standard software methods and tools.</td>
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<td>SME able to provide expert guidance on software development with an extensive experience set that includes legacy and current industry standard software methods and tools.</td>
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<td>SKILLS</td>
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<tr>
<td>Software Engineer III</td>
<td>BS</td>
<td>10</td>
<td></td>
<td>In-depth familiarity and experience with software tools, methods, and architectures</td>
<td>Related Degree</td>
</tr>
<tr>
<td>Curriculum Developer I</td>
<td>AS/AA</td>
<td>1</td>
<td>CPLP</td>
<td>Strong organizational, interpersonal, written and verbal communication. Expertise in MS Office, Adobe Professional, and PowerPoint</td>
<td>Related Degree, military experience preferred.</td>
</tr>
<tr>
<td>Curriculum Developer II</td>
<td>BA/BS</td>
<td>3</td>
<td>CPLP</td>
<td>Strong organizational, interpersonal, written and verbal communication. Expertise in MS Office, Adobe Professional, and PowerPoint</td>
<td>Related Degree, military experience preferred.</td>
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<tr>
<td>LABOR CATEGORY</td>
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<tr>
<td>Curriculum Developer III</td>
<td>MA/MS</td>
<td>6</td>
<td>CPLP</td>
<td>Strong organizational, interpersonal, written and verbal communication. Expertise in MS Office, Adobe Professional, and PowerPoint</td>
<td>Related Degree, military experience preferred.</td>
</tr>
<tr>
<td>Documentation Specialist I</td>
<td>AS/AA</td>
<td>1</td>
<td></td>
<td>MS Office, PowerPoint, Adobe Professional. Organizational, interpersonal, written and verbal communication. Acute attention to detail. Experience preparing Technical Documentation for Defense Intelligence needs required.</td>
<td>Related Degree; military program experience preferred.</td>
</tr>
<tr>
<td>LABOR CATEGORY</td>
<td>DEGREE REQ</td>
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<td>CERTs REQ</td>
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<tr>
<td>Documentation Specialist II</td>
<td>BA/BS</td>
<td>3</td>
<td></td>
<td>MS Office, PowerPoint, Adobe Professional. Organizational, interpersonal, written and verbal communication. Acute attention to detail. Experience preparing Technical Documentation for Defense Intelligence needs required.</td>
<td>Related Degree; military program experience preferred.</td>
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<tr>
<td>Documentation Specialist III</td>
<td>BA/BS</td>
<td>6</td>
<td></td>
<td>MS Office, PowerPoint, Adobe Professional. Organizational, interpersonal, written and verbal communication. Acute attention to detail. Experience preparing Technical Documentation for Defense Intelligence needs required.</td>
<td>Related Degree; military program experience preferred.</td>
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<tr>
<td>Graphics Artist I</td>
<td>BA</td>
<td>3</td>
<td></td>
<td>Must possess problem solving skills, organization, interpersonal, written, and verbal communication. Expertise in MS Office, PowerPoint and Adobe Professional.</td>
<td>Related Degree</td>
</tr>
<tr>
<td>Graphics Artist II</td>
<td>BA</td>
<td>5</td>
<td></td>
<td>Must possess problem solving skills, organization, interpersonal, written, and verbal communication. Expertise in MS Office, PowerPoint and Adobe Professional.</td>
<td>Related Degree</td>
</tr>
<tr>
<td>Graphics Artist III</td>
<td>BA</td>
<td>8</td>
<td></td>
<td>Must possess problem solving skills, organization, interpersonal, written, and verbal communication. Expertise in MS Office, PowerPoint and Adobe Professional.</td>
<td>Related Degree</td>
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<tr>
<td>Instructional Designer I</td>
<td>BS</td>
<td>3</td>
<td>CPLP, PMP preferred</td>
<td>Organizational, interpersonal, written, and verbal communication skills</td>
<td>Related Degree; military program experience preferred</td>
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<tr>
<td>LABOR CATEGORY</td>
<td>DEGREE REQ</td>
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<td>CPLP, PMP preferred</td>
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<td>Related Degree; military program experience preferred.</td>
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<tr>
<td>Instructional Designer III</td>
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<td>CPLP, PMP preferred</td>
<td>Organizational, interpersonal, written, and verbal communication skills</td>
<td>Related Degree; military program experience preferred.</td>
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<td>LABOR CATEGORY</td>
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<tr>
<td>Intelligence Analyst I</td>
<td>AS/AA</td>
<td>4</td>
<td></td>
<td>Experience operating a variety of databases, advanced writing skills, and experience at handling competing priorities.</td>
<td>Related degree or equivalent of years of analytical and writing experience in intelligence; Prior military experience or DoD equivalent preferred.</td>
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<tr>
<td>Intelligence Analyst II</td>
<td>BA/BS</td>
<td>7</td>
<td></td>
<td>Experience operating a variety of databases, advanced writing skills, and experience at handling competing priorities.</td>
<td>Related degree or equivalent of years of analytical and writing experience in intelligence; Prior military experience or DoD equivalent preferred.</td>
</tr>
<tr>
<td>Intelligence Analyst III</td>
<td>MA</td>
<td>10</td>
<td></td>
<td>Experience operating a variety of databases, advanced writing skills, and experience at handling competing priorities.</td>
<td>Related Degree; Prior military experience or DoD equivalent preferred.</td>
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<td>Problem solving skills, organization, interpersonal, written, and verbal communication.</td>
<td>Related Degree</td>
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<td>Multimedia Developer II</td>
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<td>Problem solving skills, organization, interpersonal, written, and verbal communication.</td>
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<td>Multimedia Developer III</td>
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<td>Problem solving skills, organization, interpersonal, written, and verbal communication.</td>
<td>Related Degree</td>
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<td>Program Analyst I</td>
<td>AA/AS</td>
<td>0</td>
<td>DAWIA Level 1 Preferred</td>
<td>MS Office MS Project MS Visio DoD 5000 Acquisition Documentation Requirements</td>
<td>Related Degree</td>
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<tr>
<td>Program Analyst II</td>
<td>BA/BS</td>
<td>4</td>
<td>DAU Level I cert in PM or Acquisition</td>
<td>Must have experience planning and coordinating project schedules, budgets and administrative tasks.</td>
<td>Related Degree</td>
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<tr>
<td>Program Analyst III</td>
<td>BA/BS</td>
<td>8</td>
<td>DAU Level II cert in PM or Acquisition</td>
<td>Must have experience planning and coordinating project schedules, budgets and administrative tasks.</td>
<td>Related Degree</td>
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<td>CERTs REQ</td>
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<td>Program Manager I</td>
<td>BS</td>
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<td>Related Degree</td>
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<td>Program Manager II</td>
<td>BS</td>
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<td>Program Manager III</td>
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<td>LABOR CATEGORY</td>
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<td>MIN YRS EXP</td>
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<tr>
<td>SME I</td>
<td>AS</td>
<td>6</td>
<td>MS Office</td>
<td>Related Degree; military experience preferred.</td>
<td>Provide SME support in a military intelligence field demonstrating increasing levels of responsibility; lead analysis and training efforts on highly complex problems or mission specific operational problems. Direct technical teams on operational and/or developmental projects throughout system life cycle (development of requirements to final delivery) using the Integrated AT&amp;L Life Cycle Management Framework. Provide instruction and mentorship to students on specific topics related to prior experience.</td>
</tr>
<tr>
<td>SME II</td>
<td>BS</td>
<td>8</td>
<td>MS Office</td>
<td>Related Degree; military experience preferred.</td>
<td>Provide SME support in a military intelligence field demonstrating increasing levels of responsibility; lead analysis and training efforts on highly complex problems or mission specific operational problems. Direct technical teams on operational and/or developmental projects throughout system life cycle (development of requirements to final delivery) using the Integrated AT&amp;L Life Cycle Management Framework. Provide instruction and mentorship to students on specific topics related to prior experience.</td>
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<tr>
<td>SME IV</td>
<td>BS</td>
<td>15</td>
<td>MS Office</td>
<td>Related Degree; military experience preferred.</td>
<td>Provide SME support in a military intelligence field demonstrating increasing levels of responsibility; lead analysis and training efforts on highly complex problems or mission specific operational problems. Direct technical teams on operational and/or developmental projects throughout system life cycle (development of requirements to final delivery) using the Integrated AT&amp;L Life Cycle Management Framework. Provide instruction and mentorship to students on specific topics related to prior experience.</td>
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<tr>
<td>SME V</td>
<td>BS</td>
<td>20</td>
<td>MS Office</td>
<td>Related Degree; military experience preferred.</td>
<td>Provide SME support in a military intelligence field demonstrating increasing levels of responsibility; lead analysis and training efforts on highly complex problems or mission specific operational problems. Direct technical teams on operational and/or developmental projects throughout system life cycle (development of requirements to final delivery) using the Integrated AT&amp;L Life Cycle Management Framework. Provide instruction and mentorship to students on specific topics related to prior experience.</td>
</tr>
</tbody>
</table>
Consistent with industry wide practice, it is Vickers & Nolan company policy, henceforth, that personnel shall be evaluated in a holistic manner taking two factors into consideration: (1) formal education, certifications and training; and (2) workplace experience. Consistent with practices customary in the field of consulting related to PSS type work, Vickers & Nolan evaluates all personnel on a case-by-case basis to ensure that each employee meets or exceeds the minimum requirements of the specific labor categories. Experience may also satisfy the formal educational requirement, and education may also satisfy the experience requirement in accordance with this approach.

For example: Employee X has 14 Years’ experience and an Associates Degree. Using the Experience and Education substitutions Employee X would satisfy the experience and education requirements for the labor category of Intelligence Analyst III.

<table>
<thead>
<tr>
<th>Experience Substitutions:</th>
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<tbody>
<tr>
<td>2 Years Professional Experience</td>
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<td>4 Years Professional Experience</td>
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<td>6 Years Professional Experience</td>
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<td>10 Years Professional Experience</td>
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<table>
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<th>Education Substitutions:</th>
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<tbody>
<tr>
<td>Ph.D.</td>
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<tr>
<td>Master’s Degree</td>
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<tr>
<td>Bachelor’s Degree</td>
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<tr>
<td>Associate’s Degree</td>
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Service Contract Labor Standards: The Service Contract Labor Standards (SCLS), formerly known as the Service Contract Act (SCA), is applicable to this contract as it applies to the entire Multiple Award Schedule (MAS) and all services provided. While no specific labor categories have been identified as being subject to SCLS/SCA due to exemptions for professional employees (FAR 22.1101, 22.1102 and 29 CRF 541.300), this contract still maintains the provisions and protections for SCLS/SCA eligible labor categories. If and/or when the contractor adds SCLS/SCA labor categories to the contract through the modification process, the contractor must inform the Contracting Officer and establish a SCLS/SCA matrix identifying the GSA labor category titles, the occupational code, SCLS/SCA labor category titles and the applicable WD number. Failure to do so may result in cancellation of the contract.
Critical Thinking Skills

DESCRIPTION (3 days)

This Training Plan describes the disciplines of analysis and thinking with which Marine Corps Intelligence Officers and Analysts must deal on a regular basis. This curriculum includes treatises on Scientific Methodology, Cognitive Bases, Processes of the Human Brain, Critical Thinking Elements, Traits, and Standards, as well as Reasoning and Evaluation of Thought. Finally, the course addresses the dangers of Groupthink and how to improve Decision Making. These topics lay the foundation for sound intelligence gathering and reporting today, but are also important for virtually every discipline, military or civilian. Experience has demonstrated that the tasks and challenges faced by Soldiers and Marines deployed with tactical units are much different than those faced by those working at higher levels with different levels of planning responsibilities. It is in this context that critical thinking proves to be particularly beneficial, given the stresses and urgency associated with global deployment. The military services have recognized the value of critical thinking in the military decision making and planning processes such as Intelligence Preparation of the Battlespace (IPB). This course is designed for specific Areas of Operation, whether that is ground-based or afloat.

This course is intended for Intelligence Officers, Senior Non-Commissioned Officers (NCOs), Intelligence Analysts, and others who are involved in tactical military intelligence analysis and military planning. This course is intended for Marines working at the tactical level with the purpose of improving support to the Marine command structure, as well as Joint Intelligence Operations Centers (JIOC) and other joint operations. However, we believe that it will also prove helpful to anyone working in the military planning and operations fields. This seminar can be used as a precursor to other analysis courses or as standalone training course for appropriate personnel.

Students will receive a Student Guide containing the material that will be used during the course. This guide includes several handouts. These handouts will be supplemented by class discussions and activities. Several videos will be used to reinforce the concepts presented.

PREREQUISITES
(Previous instruction, experience, etc.)

None

RESOURCE REQUIREMENTS
(Facility, network, user accounts, etc.)

- White Board w/ Markers
- Projector
- Instructor Computer with MS Office Suite (Both Unclassified and Classified networks are acceptable, neither is specifically required)
- Video Support for MPEG4, DVD, and VHS media
- Describe the value of critical thinking.
- Analyze the relationship between reasoning and critical thought.
- Analyze the barriers that adversely affect thought.
- Analyze the relationship between scientific methodologies and critical thinking.
- Identify the various learning styles.
- Compare right brain attributes with those of the left brain.
- Apply logical concepts in building arguments.
- Analyze the effects of culture on thought and analysis.
- Apply critical thinking skills to intelligence analysis.
- Analyze how other types of cognition serve as bases for intelligence analysis.
OUTLINE

1. Introduction
   1.1. Definition of critical thinking
   1.2. Bloom’s Taxonomy
   1.3. Behavioral Influences
2. Understanding the Tools of Critical Thinking
   2.1. The Elements
   2.2. The Standards
   2.3. The Traits
3. Barriers to Thinking Critically
   3.1. Psychological Impediments
   3.2. Logical Fallacies
   3.3. Perceptions
   3.4. Mindsets
   3.5. Biases
4. Scientific Methodologies
   4.1. Traditional Intelligence Cycle
   4.2. OODA Loop
   4.3. Target-centric Analysis
   4.4. Network vs. Network Analysis
   4.5. SWOT Analysis
   4.6. PDCA Loop
   4.7. FFFEAD (F3EAD) Analysis Cycle
5. Learning Styles
   5.1. Perception Continuum (Plane)
   5.2. Processing Continuum (Plane)
   5.3. Generational
   5.4. Ascertaining Your Learning Style
6. Right Brain vs. Left Brain
   6.1. Right Brain Attributes
   6.2. Left Brain Attributes
   6.3. Linear vs. Holistic Processing
   6.4. Sequential vs. Random Processing
   6.5. Symbolic vs. Concrete Processing
6.6. Logical vs. Intuitive Processing
6.7. Verbal vs. Nonverbal Processing
6.8. Reality-Based vs. Fantasy-Oriented Processing
7. Logical Concepts and Arguments
   7.1. Argument Mapping
   7.2. Logic Mapping
   7.3. Scenario Mapping
8. Cultural Awareness
   8.1. Ethnic Intelligence (ETHINT) and Cultural Intelligence (CULINT)
   8.2. Coalition Partnership Cultures
   8.3. Understanding the Terrorist
   8.4. Process of Ideological Development
   8.5. Groupthink
9. Critical Thinking Skills for Intelligence Analysis
   9.1. Intelligence Analysis and Critical Thinking
   9.2. Cognitive Traps
   9.3. Cognitive Challenges
   9.4. Analysis of Competing Hypotheses (ACH)
   9.5. Analysis and Thinking
   9.6. Memory
   9.7. Judgment
   9.8. Information and Collection
   9.9. Intelligence Analysis Hierarchy
   9.10. Waterfall Methodology
   9.11. Wicked Methodology
10. Cognitive Bases of Intelligence Analysis
   10.1. Conceptual Models
   10.2. Analytic Skills
   10.3. The Tasks of Intelligence Analysis
   10.4. The Concept of Threat
All Source Tactical Analysis- Basic

DESCRIPTION (1 week)

This course examines the elements and traits of critical thinking, the components of reasoning and arguments, as well as the use of these disciplines in the art of multi-discipline Intelligence analysis. The military services have recognized the value of critical thinking in the Marine Corps Planning Process (MCP) and the Intelligence Preparation of the Battlespace (IPB). This curriculum addresses joint warfare operations and scenarios, provides an in-depth look at intelligence collection, analysis, and targeting, combines the disciplines of critical thinking, military doctrine, analytic philosophies and techniques, and adversarial tactics. It also includes refresher level treatises on technology, collection, and analysis.

This course will prove beneficial to Officers and Analysts working at the tactical level, aiding him/her to better support their command structure, as well as Joint Intelligence Operations Centers (JIOC) and other joint operations. However, it will also prove helpful to anyone working in the Intelligence Analysis field. Experience has demonstrated that the tasks and challenges faced by military analysts deployed with tactical units are much different than those faced by analysts working at higher levels with different levels of intelligence analysis and reporting. This course can be used as a precursor to All Source Collection Management, or as standalone instruction for appropriate personnel.

During this course, the lecture will be supplemented by guided group discussions and activities. Activities include exercises related to structured analysis, the evaluation of cultural empathy, and other relevant tactical scenarios to the Analyst. Several videos are also utilized to reinforce the many applications of analysis models and thinking critically when evaluating intelligence. Finally, the Students will receive a Student Guide containing the material that will be used during the course, as well as all reference material used in the development of the instruction.

PREREQUISITES

(Previous instruction, experience, etc.)

Military personnel that have completed basic requirements for their designated intelligence occupational fields and are currently involved in tactical military intelligence analysis.

RESOURCE REQUIREMENTS

(Facility, network, user accounts, etc.)

- Projector
- Instructor Computer with MS Office Suite
- Video Support for MPEG4, DVD, and VHS media
- White Board w/ Markers
- SIPRNet & INTELINK accesses
- List of all available databases used
- List of available assets for tasking purposes

OBJECTIVES

- Describe intelligence, tradecraft, and the analytic processes.
- Define what tradecraft means and how to use it.
- Demonstrate comprehension of various cultural areas and issues.
- Compare and use the different types of analytic techniques.
- Analyze the orientation between an analyst and other groups, i.e., consumers, decision makers, chain-of-command, etc.
- Define the terminology of analysis.
- Apply analytic methods as appropriate or applicable.
- Describe the value of critical thinking.
- Identify the components of making an argument.
- Explain how the learning process contributes to sound analysis.
- Identify research sources, types of data, how it is processed, and its transition to intelligence.
- Demonstrate an understanding of the intelligence preparation of the battlespace.
- Demonstrate proficiency with various analytic tools and databases.
OUTLINE

1.0 Introduction
   1.1 Intelligence introduction
   1.2 Analysis
   1.3 Intelligence Cycle

2.0 Overview of Multi-Intelligence
   2.1 HUMINT
   2.2 SIGINT
   2.3 IMINT
   2.4 MASINT
   2.5 OSINT

3.0 Analysis and Processing
   3.1 Analyst Tools
   3.2 Researching
   3.3 Applications
   3.4 Writing
   3.5 Intelligence Preparation of the Battlespace
   3.6 Alternate Methods for Analysis
   3.7 Cultural Awareness
SIGINT Tactical Analysis- Basic

DESCRIPTION (1 week)

This course examines the elements and traits of critical thinking, the components of reasoning and arguments, in addition to the application of Signals Intelligence analysis. The military services have recognized the value of critical thinking in the Marine Corps Planning Process (MCPP) and the Intelligence Preparation of the Battlespace (IPB). This curriculum addresses joint warfare operations and scenarios, provides an in-depth look at intelligence collection, analysis, and targeting, combines the disciplines of critical thinking, military doctrine, analytic philosophies and techniques, and adversarial tactics. It also includes refresher level treatises on SIGINT technologies, collection, and analysis.

This course will prove beneficial to Officers and Analysts working at the tactical level, aiding him/her to better support their command structure, as well as Joint Intelligence Operations Centers (JIOC) and other joint operations. However, it will also prove helpful to anyone working in the Signals Intelligence Analysis field. Experience has demonstrated that the tasks and challenges faced by military analysts deployed with tactical units are much different than those faced by analysts working at higher levels with different levels of intelligence analysis and reporting. This course can be used as a precursor to SIGINT Collection Management, or as standalone instruction for appropriate personnel.

During this course, the lecture will be supplemented by guided group discussions and activities. Activities include exercises related to structured analysis, the evaluation of Signals, cultural empathy, and other relevant tactical scenarios to the Analyst. Several videos are also utilized to reinforce the many applications of analysis models and thinking critically when evaluating intelligence. Finally, the Students will receive a Student Guide containing the material that will be used during the course, as well as all reference material used in the development of the instruction.

PREREQUISITES

(Previous instruction, experience, etc.)

Military personnel that have completed basic requirements for their designated SIGINT occupational fields and are currently involved in tactical military intelligence analysis.

RESOURCE REQUIREMENTS

(Facility, network, user accounts, etc.)

· Projector
· Instructor Computer with MS Office Suite
· Video Support for MPEG4, DVD, and VHS media
· White Board w/ Markers
· JWICS or NSANET & INTELINK accesses
· List of all available databases used
· List of available assets for tasking purposes

OBJECTIVES

· Describe intelligence, tradecraft, and the analytic processes.
· Define what tradecraft means and how to use it.
· Demonstrate comprehension of various cultural areas and issues.
· Compare and use the different types of analytic techniques.
· Analyze the orientation between an analyst and other groups, i.e., consumers, decision makers, chain-of-command, etc.
· Define the terminology of analysis.
· Apply analytic methods as appropriate or applicable.
· Describe the value of critical thinking.
· Identify the components of making an argument.
· Explain how the learning process contributes to sound analysis.
· Identify research sources, types of signals data, how it is processed, and its transition to intelligence.
· Demonstrate signals intelligence in preparation of the battlespace.
· Demonstrate proficiency with various SIGINT analytic tools and databases.
OUTLINE

1. Overview
2. Critical Thinking
   3.1. Introduction to Critical Thinking
   3.2. Understanding the Tools of Critical Thinking
   3.3. Barriers to Thinking Critically
   3.4. Applying Critical Thinking Skills to Intelligence Analysis
   3.5. Understanding the Terrorist and Their Culture
3. Technology
   4.1. Evolution of Wireless Networks
   4.2. Non-Cellular Technology and Devices
   4.3. Bringing the Internet to Terrorists, the Mobile Web
   4.4. Information Operations and the Digital Network
4. Overview of Intelligence and Its Sources
5. Collection
   6.1. National Architecture and Sensors
   6.2. Theatre/Tactical Architecture and Sensors
   6.3. Centric Concepts and Architecture
   6.4. Bridging National, Theatre and Tactical for the Future
   6.5. Introduction to Communications Externals
7. Analysis
   7.1. Introduction to Intelligence
   7.2. National Perspectives of Analysis and Reporting
   7.3. Theatre/Tactical Perspectives of Analysis and Reporting
   7.4. Intelligence Preparation of the Battlespace
   7.5. Alternate Methods of Analysis
   7.6. Analytic Transformation
   7.7. Cultural Knowledge in Intelligence Analysis
   7.8. Information and Data Management
   7.9. Discovery, Analysis, and Reporting
All Source Tactical Analysis- Advanced

DESCRIPTION (2 weeks)

This advanced course builds on the skills and behaviors of the basic course. This course examines the advanced fundamentals of tactical analysis. Like the Tactical Analysis Course – Basic, this advanced lesson plan addresses the basics of analysis, but then strives further to encourage the student to reach past learned tendencies. Refresher level SIGINT treatises of technology, collection and analysis are included, but the course aims to go above conventional analytical thought. The student will analyze analytic biases, how to construct and argument as well as how the Intelligence Preparation of the Battlespace and Marine Corps Planning Process can aid in decision-making. It also includes refresher level treatises on SIGINT technologies, collection, and analysis.

This course will prove beneficial to experienced Officers and Analysts working at the tactical level, aiding him/her to better support their command structure, as well as Joint Intelligence Operations Centers (JIOC) and other joint operations. However, it will also prove helpful to anyone working in the Intelligence Analysis field. Experience has demonstrated that the tasks and challenges faced by military analysts deployed with tactical units are much different than those faced by analysts working at higher levels with different levels of intelligence analysis and reporting.

During this course, the lecture will be supplemented by guided group discussions and activities. Activities include exercises related to structured analysis, the evaluation of Signals, cultural empathy, and other relevant tactical scenarios to the Analyst. Several videos are also utilized to reinforce the many applications of analysis models and thinking critically when evaluating intelligence. Finally, the Students will receive a Student Guide containing the material that will be used during the course, as well as all reference material used in the development of the instruction.

PREREQUISITES
(Previous instruction, experience, etc.)

- Must have previously attended the All Source Tactical Analysis – Basic course, or-
- Experienced military personnel that have completed basic requirements for their designated occupational fields and are currently involved in tactical military intelligence analysis.

RESOURCE REQUIREMENTS
(Facility, network, user accounts, etc.)

- Projector
- Instructor Computer with MS Office Suite
- Video Support for MPEG4, DVD, and VHS media
- White Board w/ Markers
- SIPRNet & INTELINK accesses
- List of all available databases used
- List of available assets for tasking purposes

OBJECTIVES

- Describe intelligence, tradecraft, and analytic techniques.
- Describe the strategy of using a combination of analytic techniques.
- Define biases and how they can affect analysis
- Compare biases and mindsets.
- Explain scientific methodologies and their application to analytic methods.
- Demonstrate the ability to construct and defend an argument.
- Examine common logical fallacies.
- Analyze the orientation between an analyst and other groups, i.e., consumers, decision makers, chain-of-command, etc.
- Summarize the learning process that contributes to cognitive bases and sound analysis.
- Explain the concept of threat.
- Compare various research resources, types of data, how it is processed and its transition into intelligence.
- Utilize both the Intelligence Preparation of the Battlespace and the MCPP to aid in the tactical decision-making process.
- Examine cultural awareness and the affect it can have on analysis.
- Demonstrate proficiency with All-Source mapping and collaborative tools, to include national and tactical databases.

**OUTLINE**

1.0 Introduction
2.0 Critical Thinking
   2.1 Review
   2.2 Applying Critical Thinking Skills to Intelligence Analysis
3.0 Review of the Intelligence Cycle
   3.1 Planning and Direction Phase
   3.2 Collection Phase
   3.3 Processing and Exploitation Phase
   3.4 Production Phase
   3.5 Dissemination Phase
   3.6 Utilization Phase
4.0 Analysis
   4.1 Evaluation
   4.2 Intelligence Preparation of the Battlespace
   4.3 Alternate Methods for Analysis
   4.4 Political, Economic, Cultural and Sociological analysis
   4.5 Skills Development (from Pub)
5.0 Evaluating the Threat
   5.1 Identifying Centers of Gravity
   5.2 Critical Vulnerabilities
   5.3 Targeting
   5.4 Threat Capabilities
   5.5 Threat Courses of Action Determination
6.0 Intelligence Production
   6.1 Intelligence Products
7.0 Intelligence Support to Operations
   7.1 Operational Maneuver from the Sea
   7.2 Sustained Operations Ashore
   7.3 MOOTW
   7.4 Joint and Combined Operations
8.0 Analyst Toolkit
   8.1 Research Techniques
   8.2 Applications
   8.3 Writing
   8.4 Mapping Tools
   8.5 Analyst Tools
   8.6 OSINT
   8.7 Intellink
SIGINT Tactical Analysis- Advanced

DESCRIPTION (2 weeks)

This course addresses the knowledge and performance skills with which Marine Corps Intelligence Analysts must apply on a regular basis. The curriculum uses cutting edge analytic techniques and tradecraft prescribed by the Director of National Intelligence (DNI). These techniques are at the forefront of intelligence gathering and reporting today. However, this course is intended for the Marine analyst working at the tactical level. Experience has demonstrated that the tasks and challenges faced by military analysts deployed with tactical units are much different than those faced by analysts working at higher levels with broader scopes of intelligence analysis and reporting. In addition, this course is designed for specific Areas of Operation, whether that is ground-based or afloat.

This course is intended for tactical military intelligence analysts. It combines the disciplines of structured analytic techniques and methodologies, military doctrine, cultural awareness, adversarial tactics, and a brief history of insurgencies. A combination of these topics might be referred to as “sophisticated analysis”. This course has been customized for a specific Area of Operation (AOO), and is intended only for the use of the U.S. Marine Corps.

Students will receive a Student Guide that contains all of the material that will be used during the course of instruction. These include working aids for analytic techniques, cultural knowledge, and several scenarios. The student guide will be supplemented by class exercises and hands-on analysis in a pseudo-watch standing environment. This course will also provide the students with a look at various devices to help illustrate the technologies that challenge today’s analysts. These include cell phones, terrestrial and satellite, SIM cards, wireless network cards, etc. Several videos will also be used to augment the cultural, collection and analytic topics of the course.

PREREQUISITES

(Previous instruction, experience, etc.)

- Must have previously attended the SIGINT Tactical Analysis – Basic course, or-
- Experienced military personnel that have completed basic requirements for their designated SIGINT occupational fields and are currently involved in tactical military Signals intelligence analysis.

RESOURCE REQUIREMENTS

(Facility, network, user accounts, etc.)

- Projector
- Instructor Computer with MS Office Suite
- Video Support for MPEG4, DVD, and VHS media
- White Board w/ Markers
- JWICS or NSANet & INTELINK accesses
- List of all available databases used
- List of available assets for tasking purposes

OBJECTIVES

- Describe intelligence, tradecraft, and analytic techniques.
- Describe the strategy of using a combination of analytic techniques.
- Define biases and how they can affect analysis
- Compare biases and mindsets.
- Explain scientific methodologies and their application to analytic methods.
- Demonstrate the ability to construct and defend an argument.
- Examine common logical fallacies.
- Analyze the orientation between an analyst and other groups, i.e., consumers, decision makers, chain-of-command, etc.
- Summarize the learning process that contributes to cognitive bases and sound analysis.
- Explain the concept of threat.
- Compare various research resources, types of data, how it is processed and its transition into intelligence.
- Utilize both the SIGINT Intelligence Preparation of the Battlespace and the MCPP to aid in the tactical decision-making process.
- Examine cultural awareness and the affect it can have on analysis.
- Demonstrate proficiency with SIGINT mapping and collaborative tools, to include national and tactical databases.
OUTLINE

1. Introduction
   1.1. What is Intelligence?
   1.2. What is Signals Intelligence?
   1.3. SIGINT Strengths and Weaknesses
   1.4. Tradecraft
   1.5. Intelligence Cycles
   1.6. Critical Thinking and the Analysis Process
   1.7. Questions
   1.8. Taxonomies

2. Analytic Pitfalls
   2.1. Biases
   2.2. Overcoming Biases
   2.3. Mindsets
   2.4. Structured Analysis

3. Cultural Awareness
   3.1. Human Terrain or Ethnographic Analysis
   3.2. Cultural Barriers
   3.3. Understanding the Terrorist
   3.4. Process of ideological development
   3.5. Cultural Knowledge and Analysis

4. Analytic Techniques
   4.1. Diagnostic
   4.2. Contrarian
   4.3. Imaginative thinking
   4.4. Combination strategies

5. Analytic Methodologies
   5.1. Scientific Method of Thinking
   5.2. The OODA Loop
   5.3. The Target-Centric Model

6. Network vs. Network Analysis

7. SWOT Analysis

8. PDCA Loop

9. Target-Oriented Processes

10. Arguments and Logic
   6.1. Argument Mapping
   6.2. Using Logic

11. Analytic Orientation
   7.1. Peer Orientation
   7.2. Consumer Orientation
   7.3. Contextual Orientation

12. Cognitive Bases for Intelligence Analysis
   8.1. Conceptual Models
   8.2. Analytic Skills
   8.3. The Tasks of Intelligence Analysis
   8.4. The Concept of Threat

13. Data and Information Management
   9.1. Research Resources
   9.2. Types of Data
   9.3. Data Processing
   9.4. Data Discovery, Analysis and Reporting

14. Digital Network Intelligence (DNI)

15. Signals Intelligence Preparation of the Battlespace

16. Toolbox for the SIGINT Analyst
   12.1. Mapping Tools
   12.2. Analytic Corroboration Tools
   12.3. Databases
All Source Collection Management- Basic

DESCRIPTION (2 weeks)

This curriculum emphasizes the implementation and value of the full intelligence cycle in the planning and analysis of intelligence. The principles stressed allow the student to grasp the process of establishing requirements, tasking the appropriate sources to meet those requirements and how to properly tie together gathered intelligence from multiple sources in order to benefit combat operations. The curriculum includes refresher and basic level treatises on the Collection Management methodology applicable to the analyst working at an All Source level. These topics are at the forefront of intelligence gathering and reporting today. This course includes a refined curriculum intended for Collection Managers and basic curriculum intended for Intelligence Analysts, both working at the tactical level.

During this course, the lecture will be supplemented by guided group discussions and activities. Activities include exercises related to the development and evaluation of Intelligence requirements, the management of multiple and diverse assets, how to organize a collection plan and other relevant tactical scenarios to the Collection Manager. Several videos are employed to reinforce the different types of analysis of enemy courses of action and their impact on Intelligence Requirements and the collection plan. The Students will receive a Student Guide containing the material that will be used during the course, as well as all reference material used in the development of the instruction. This course can be used as a precursor to the All Source Collection Management- Advanced course, or as standalone instruction for appropriate personnel.

PREREQUISITES

(Previous instruction, experience, etc.)

Military personnel that have completed basic requirements for their designated Intelligence occupational fields and are currently involved in tactical military collection management or analysis.

RESOURCE REQUIREMENTS

(Facility, network, user accounts, etc.)

- Projector
- Instructor Computer with MS Office Suite
- Video Support for MPEG4, DVD, and VHS media
- White Board w/ Markers
- JWICS & SIPRNet Access
- List of all available databases used
- List of available assets for tasking purposes

OBJECTIVES

- Evaluate the fundamentals essential to successful Collection Management.
- Optimize tasking by researching the most appropriate organic assets to task.
- Explain the proper management of SIGINT assets to the Collection Manager
- Demonstrate the capability of taking an IR and turning it into an actionable item.
- Develop and manage Intelligence Requirements as the Collection Manager.
- Demonstrate the ability to properly task assets to fulfill Intelligence Requirements and the Commander’s Critical Information Requirements.
- Analyze the necessity of collection studies to the maintenance of Collection Management.
- Demonstrate the ability to properly manage collection, build and present a collection plan.
OUTLINE

1. Introduction
   1.1. Collection Management Methodology
2. Collection Support
   2.1. Theater Collection
   2.2. Radio Bn
   2.3. VMAQ
   2.4. MEU
   2.5. National Collection
   2.6. NSA
   2.7. NRO
3. Collection Management Fundamentals
   3.1. Phases of CM
   3.2. MAGTF Organic Collection
   3.3. Intelligence Collection Guidelines
4. Supporting the Mission
   4.1. Relationship between Intelligence Functions and Operations
   4.2. CARVER Process
5. Intelligence Planning Considerations
   5.1. Intelligence Collection Planning and Execution Considerations
   5.2. Principle Intelligence Considerations
   5.3. IPB
6. Overview of the MAGTF Intelligence Cycle
7. Planning and Direction Phase
   7.1. Intelligence Requirements
   7.2. Developing Collection Strategy
   7.3. Tasking Collection
8. Collection Phase
   8.1. Execute Collection Plan
   8.2. Initial exploitation
9. Processing and Exploitation Phase
   9.1. Traffic Analysis
   9.2. Cryptanalysis
   9.3. Linguistic Analysis
   9.4. Signals Analysis
   9.5. ELINT Analysis
   9.6. Team SOPs
10. Production Phase
    10.1. Convert Information into Intelligence
    10.2. Coordinate Production and Management
11. Dissemination Phase
    11.1. Provide Intelligence in Timely Manner
    11.2. Priorities, Criteria and Information Flow
    11.3. SIGINT Reporting
12. Utilization Phase
    12.1. Commander’s, G-2, S-2
    12.2. Feedback
    12.3. Situational Awareness
    12.4. Update Collection Plan
    12.5. Identify Requirements Satisfied Requirements
    12.6. Identify Requirements Left Unsatisfied
    12.7. New Requirements
    12.8. Update and Restart Collection Cycle
13. Build and Brief the Collection Plan
    13.1. Tools and Techniques
    13.2. Building a Collection Plan
    13.3. Briefing a Collection Plan
SIGINT Collection Management- Basic

DESCRIPTION (2 weeks)

This Training Plan describes the disciplines applicable to Marine Corps Collection Management. The curriculum includes basic level treatises on SIGINT collection resources and collection management methodology, processes and functions. These topics are at the forefront of intelligence gathering and reporting today. These topics lay the foundation for sound intelligence gathering and reporting today, but are also important for virtually every discipline, military or civilian. Experience has demonstrated that the tasks and challenges faced by Military Analysts deployed with tactical units are much different than those faced by individuals working at higher levels with broader scopes of intelligence collection and reporting. It is in this context that performance based collection management training is particularly beneficial. This course is designed for specific Areas of Operation, whether ground-based or afloat.

This course is intended for collection managers and others who are involved in tactical military collection management and planning. This course is intended for Marines working at the tactical level with the purpose of improving support to the Marine command structure. However, we believe that it will also prove helpful to anyone working in the military planning and operations fields. This course can be used as a precursor to the SIGINT Collection Management- Advanced course or as standalone training course for appropriate personnel.

Students received a Student Guide to assist with their learning. This guide includes several handouts. These handouts will be supplemented by class discussions and activities to augment Collection Management methodologies and to illustrate how to build a collection plan successfully.

PREREQUISITES

(Previous instruction, experience, etc.)

Military personnel that have completed basic requirements for their designated SIGINT Intelligence occupational fields and are currently involved in tactical military collection management or analysis.

RESOURCE REQUIREMENTS

(Facility, network, user accounts, etc.)

- Projector
- Instructor Computer with MS Office Suite
- Video Support for MPEG4, DVD, and VHS media
- White Board w/ Markers
- SIPRNET & NSANET Access
- List of all available databases used
- List of available assets for tasking purposes

OBJECTIVES

- Evaluate the fundamentals essential to successful Collection Management.
- Optimize tasking by researching the most appropriate organic assets to task.
- Explain the proper management of SIGINT assets to the Collection Manager
- Demonstrate the capability of taking an IR and turning it into an actionable item.
- Develop and manage Intelligence Requirements as the Collection Manager.
- Demonstrate the ability to properly task assets to fulfill Intelligence Requirements and the Commander’s Critical Information Requirements.
- Analyze the necessity of collection studies to the maintenance of Collection Management.
- Demonstrate the ability to properly manage collection, build and present a collection plan.
OUTLINE

1. Introduction
   1.1. Collection Management Methodology
2. Collection Support
   2.1. Theater Collection
   2.2. Radio Bn
   2.3. VMAQ
   2.4. MEU
   2.5. National Collection
   2.6. NSA
   2.7. NRO
3. Collection Management Fundamentals
   3.1. Phases of CM
   3.2. MAGTF Organic Collection
   3.3. Intelligence Collection Guidelines
4. Supporting the Mission
   4.1. Relationship between Intelligence Functions and Operations
   4.2. CARVER Process
5. Intelligence Planning Considerations
   5.1. Intelligence Collection Planning and Execution Considerations
   5.2. Principle Intelligence Considerations
   5.3. IPB
6. Overview of the MAGTF Intelligence Cycle
7. Planning and Direction Phase
   7.1. Intelligence Requirements
   7.2. Developing Collection Strategy
   7.3. Tasking Collection
8. Collection Phase
   8.1. Execute Collection Plan
   8.2. Initial exploitation
9. Processing and Exploitation Phase
   9.1. Traffic Analysis
   9.2. Cryptanalysis
   9.3. Linguistic Analysis
   9.4. Signals Analysis
   9.5. ELINT Analysis
   9.6. Team SOPs
10. Production Phase
   10.1. Convert Information into Intelligence
   10.2. Coordinate Production and Management
11. Dissemination Phase
   11.1. Provide Intelligence in Timely Manner
   11.2. Priorities, Criteria and Information Flow
   11.3. SIGINT Reporting
12. Utilization Phase
   12.1. Commander’s, G-2, S-2
   12.2. Feedback
   12.3. Situational Awareness
   12.4. Update Collection Plan
   12.5. Identify Requirements Satisfied Requirements
   12.6. Identify Requirements Left Unsatisfied
   12.7. New Requirements
   12.8. Update and Restart Collection Cycle
13. Build and Brief the Collection Plan
   13.1. Tools and Techniques
   13.2. Building a Collection Plan
   13.3. Briefing a Collection Plan
All Source Collection Management- Advanced

DESCRIPTION (1 week)

This advanced course builds on the skills and behaviors of the basic course. This curriculum emphasizes the implementation and value of the intelligence cycle and strives to educate the analyst in depth on the process of analyzing intelligence requirements. The principles stressed in this lecture address collection resource management, the capabilities of sensors and when and where there are to be employed. The curriculum includes refresher and advanced level treatises on Collection Management methodology, processes and functions. This course includes an advanced curriculum intended for Collection Managers and refined curriculum intended for Intelligence Analysts, both working at the tactical level.

During this course, the lecture will be supplemented by guided group discussions and activities. Activities include exercises related to the development and evaluation of Intelligence requirements, the management of assets, how to organize a collection plan and other relevant tactical scenarios to an experienced Collection Manager.

The Students will receive a Student Guide containing the material that will be used during the course, as well as all reference material used in the development of the instruction. This course can be used as a follow on to the All Source Collection Management - Basic course, or as standalone instruction for appropriate personnel experienced intelligence Officers and Analysts, involved in tactical military intelligence collection management or analysis on a SIGINT level.

PREREQUISITES
(Previous instruction, experience, etc.)

- Experienced military personnel that have completed basic requirements for their designated SIGINT Intelligence occupational fields.
- Individuals currently involved in tactical military collection management and analysis.
- Previously attended the SIGINT Collection Management Basic course

RESOURCE REQUIREMENTS
(Facility, network, user accounts, etc.)

- Projector
- Instructor Computer with MS Office Suite
- Video Support for MPEG4, DVD, and VHS media
- White Board w/ Markers
- SIPRNET & NSANET Access
- List of all available databases used
- List of available assets for tasking purposes

OBJECTIVES

- Examine the fundamentals essential to proper Collection Management.
- Analyze Intelligence Requirements and identify the importance of implementing a requirements management system.
- Compare and analyze SIGINT collection assets and resources.
- Demonstrate the ability to properly task assets to fulfill Intelligence Requirements and Commander’s Critical Information Requirements.
- Demonstrate the ability of completing collection studies for the purpose of evaluating targets and maintaining order of collection operations.
- Construct and present a collection plan, considering requirements, resources, assets and a timeline.
OUTLINE

1.1 Overview of Collection Management
   Fundamentals
   1.1.1 Collection Support Elements
      1.1.1.1 SIGINT
      1.1.1.2 IMINT
      1.1.1.3 HUMINT
      1.1.1.4 MASINT
      1.1.1.5 MEU
      1.1.1.6 MAGTF Ground Reconnaissance Assets

1.2 Supporting the Mission
   1.2.1 Intelligence Collection Guidelines
   1.2.2 Commander’s Estimate
      1.2.2.1 Commander’s Intent
      1.2.2.2 Concept of Operations
   1.2.3 Develop the Situation
   1.2.4 Provide I&W
   1.2.5 Support Force Protection
   1.2.6 Support Targeting
   1.2.7 Support Combat Assessment
   1.2.8 CARVER Process
      1.2.8.1 Criticality
      1.2.8.2 Accessibility
      1.2.8.3 Recuperability
      1.2.8.4 Vulnerability
      1.2.8.5 Effect
      1.2.8.6 Recognizability
   1.2.9 Provide Collection to Meet Requirements
   1.2.10 Integrate Collection with Operations
   1.2.11 Redundancy in Collection Plan
   1.2.12 Full Use of All Collection Resources
   1.2.13 IPB
      1.2.13.1 Battlespace Definition
      1.2.13.2 Battlespace Effects
      1.2.13.3 Evaluation of Threat

1.2.13.4 Determine COAs
   1.2.14 CRM
   1.2.15 COM

2 Overview of MAGTF Intelligence Cycle
   2.1 Planning and Direction Phase
      2.1.1 IRs
      2.1.2 PIRs
      2.1.3 CCIRs
      2.1.4 SIR
      2.1.5 SORs
      2.1.6 Tasking Collection
      2.1.7 Guidelines for Requesting Collection
   2.2 The rest of the Intel Cycle
      2.2.1 Collection Phase
      2.2.2 Processing and Exploitation Phase
      2.2.3 Production Phase
      2.2.4 Dissemination Phase
      2.2.5 Utilization Phase
      2.2.6 Update Collection Plan
         2.2.6.1 Identify Requirements Satisfied Requirements
         2.2.6.2 Identify Requirements Left Unsatisfied
         2.2.6.3 New Requirements
         2.2.6.4 Update and Restart Collection Cycle
SIGINT Collection Management- Advanced

DESCRIPTION (1 week)

This advanced course builds on the skills and behaviors of the basic course. This curriculum emphasizes the implementation and value of the intelligence cycle and strives to educate the analyst in depth on the process of analyzing intelligence requirements. The principles stressed in this lecture address collection resource management, the capabilities of sensors and when and where they are to be employed. The curriculum includes refresher and advanced level treatises on Collection Management methodology, processes and functions. These topics are at the forefront of intelligence gathering and reporting today. This course includes a refined curriculum intended for Collection Managers and basic curriculum intended for Intelligence Analysts, both working at the tactical level.

During this course, the lecture will be supplemented by guided group discussions and activities. Activities include exercises related to the development and evaluation of Intelligence requirements, the management of assets, how to organize a collection plan and other relevant tactical scenarios to the Collection Manager.

The Students will receive a Student Guide containing the material that will be used during the course, as well as all reference material used in the development of the instruction. This course can be used as a follow on to the SIGINT Collection Management - Basic course, or as standalone instruction for appropriate personnel. Experienced intelligence Officers and Analysts, involved in tactical military intelligence collection management or analysis on a SIGINT level.

PREREQUISITES

(Previous instruction, experience, etc.)

- Experienced military personnel that have completed basic requirements for their designated SIGINT Intelligence occupational fields.
- Individuals currently involved in tactical military collection management and analysis.
- Previously attended the SIGINT Collection Management Basic course.

RESOURCE REQUIREMENTS

(Facility, network, user accounts, etc.)

- Projector
- Instructor Computer with MS Office Suite
- Video Support for MPEG4, DVD, and VHS media
- White Board w/ Markers
- All-Source- SIPRNET & JWICS Access
- SIPRNET & NSANET Access
- List of all available databases used
- List of available assets for tasking purposes

OBJECTIVES

- Examine the fundamentals essential to proper Collection Management.
- Analyze Intelligence Requirements and identify the importance of implementing a requirements management system.
- Compare and analyze SIGINT collection assets and resources.
- Demonstrate the ability to properly task assets to fulfill Intelligence Requirements and Commander’s Critical Information Requirements.
- Demonstrate the ability of completing collection studies for the purpose of evaluating targets and maintaining order of collection operations.
- Construct and present a collection plan, considering requirements, resources, assets and a timeline.
OUTLINE

1. Introduction & Review of Collection Management Fundamentals
   1.1. Purpose of CM
   1.2. Principles
   1.3. Commander’s Estimate
   1.4. Dynamics of Insurgency
   1.5. SIGINT IPB
   1.6. Intelligence Cycle
   1.7. All Source vs. SIGINT CM
2. SIGINT Assets (UNCLASSIFIED level in Course Materials)
   2.1. USMC Organic Assets
   2.2. Adjacent Units
   2.3. National Tasking
   2.4. Theater Assets Available for Tasking
   2.5. Request for Information (RFI)
3. Intelligence Requirements
   3.1. IRs & PIRs
   3.2. Indicators
   3.3. SIRs
   3.4. SOR sets
   3.5. Analyzing and Developing Requirements
4. Tasking Assets
   4.1. Justification for Tasking
   4.2. Request Tasking
   4.3. Formats/Documentation
5. Collection Studies
   5.1. Purpose of Collection Studies
   5.2. Collection Matrices, monthly/weekly/daily
   5.3. Evaluation of locations
   5.4. Evaluation of Targets
6. Constructing a Collection Plan
   6.1. Defining the Mission
   6.2. Identify IRs, PIRs, CCIRs
   6.3. Specify Collection Location, Time, Assets utilized
   6.4. Stipulate Reporting and Dissemination Priorities
   6.5. Brief the plan
Analytic Thinking and Presentation

DESCRIPTION (1 week)

The Analytic Thinking & Presentation (ATP) course is a uniquely designed curriculum intended to provide operational environment-specific intelligence analysis and production training in a classroom environment. Training will cover Analytical Methods, Analytical Tools, and Production of Intelligence Products. These topics are at the forefront of intelligence gathering and reporting today. However, this course is intended for the Marine analyst working at the tactical level. Experience has demonstrated that the tasks and challenges faced by military analysts deployed with tactical units are much different than those faced by analysts working at higher levels with broader scopes of intelligence analysis and reporting. In addition, this course is designed for specific Areas of Operation, whether that is ground-based or afloat.

This course will prove beneficial to Officers and Analysts working at the tactical level, aiding him/her to better support their command structure, as well as Joint Intelligence Operations Centers (JIOC) and other joint operations. Experience has demonstrated that the tasks and challenges faced by military analysts deployed with tactical units are much different than those faced by analysts working at higher levels with different levels of intelligence analysis and reporting.

During this course, the lecture will be supplemented by guided group discussions and activities. Activities include exercises related to structured analysis, the production of an intelligence product, and other relevant tactical scenarios to the Analyst. Several videos are also utilized to reinforce the many applications of analysis models and thinking critically when evaluating intelligence. Finally, the Students will receive a Student Guide containing the material that will be used during the course, as well as all reference material used in the development of the instruction.

PREREQUISITES

(Previous instruction, experience, etc.)

- None

RESOURCE REQUIREMENTS

(Facility, network, user accounts, etc.)

- Projector
- Instructor Computer with MS Office Suite
- Video Support for MPEG4, DVD, and VHS media
- White Board w/ Markers
- SIPRNet & INTELINK accesses
- List of all available databases used
- List of available assets for tasking purposes
- Describe intelligence, tradecraft, and analytic techniques.
- Describe the strategy of using a combination of analytic techniques.
- Define biases and how they can affect analysis
- Compare biases and mindsets.
- Explain scientific methodologies and their application to analytic methods.
- Demonstrate the ability to construct and defend an argument.
- Examine common logical fallacies.
- Analyze the orientation between an analyst and other groups, i.e., consumers, decision makers, chain-of-command, etc.
- Summarize the learning process that contributes to cognitive bases and sound analysis.
- Explain the concept of threat.
- Compare various research resources, types of data, how it is processed and its transition into intelligence.
- Utilize both the Intelligence Preparation of the Battlespace and the MCPP to aid in the tactical decision-making process.
- Examine cultural awareness and the affect it can have on analysis.
- Demonstrate proficiency with All-Source mapping and collaborative tools, to include national and tactical databases.
OUTLINE

1.0 Introduction to Intelligence Analysis
   1.1 What is Intelligence?
   1.2 What is Intelligence Analysis?
   1.3 Intelligence Reporting
   1.4 Intelligence Preparation of the Battlespace (IPB) Overview

2.0 Collection Management and Requirements
   2.1 Defining Requirements
   2.2 Developing Intelligence Requirements
   2.3 The Analyst’s Contribution to the Collection Effort

3.0 Introduction to Critical Thinking
   3.1 How the Brain Works
   3.2 Definition of Critical Thinking
   3.3 Questioning
   3.4 Reasoning
   3.5 Critical Thinking and Intelligence Analysis
   3.6 Common Analytic Traps
   3.7 Common Analytic Challenges
   3.8 Overcoming Analytic Mindsets
   3.9 Think for Yourself

4.0 Critical Thinking Barriers
   4.1 Psychological Barriers
   4.2 Logical Barriers

5.0 Logic and Arguments
   5.1 Using Logic
   5.2 Logical Fallacies
   5.3 Argument Mapping

6.0 Research Basics

6.1 Overview
6.2 OSINT Tools and Databases
6.3 SIPRNET Tools & Databases
6.4 Performing Queries
6.5 Natural Language Searching
6.6 Natural Word Searching
6.7 Boolean Logic
6.8 How to Validate Information

7.0 Structured Analysis
   7.1 What is Structured Analysis?
   7.2 Taxonomies
   7.3 Methodologies
   7.4 Social Network Analysis (SNA)
   7.5 Pattern/Trend Analysis
   7.6 Cultural Analysis

8.0 Produce an Intelligence Product
   8.1 Overview
   8.2 Planning a Report
   8.3 Organizing a Report
   8.4 Developing a Report
   8.5 Finalizing a Report

9.0 Perform an Intelligence Brief
   9.1 Overview
   9.2 Plan a Brief
   9.3 Organize a Brief
   9.4 Develop a Brief
   9.5 Rehearse a Brief
   9.6 Deliver a Brief
Intelligence Analysis

**DESCRIPTION (2 weeks)**

The Intelligence Analysis (IA) course is a uniquely designed curriculum intended to provide operational environment-specific intelligence analysis and production training in a classroom environment. This curriculum addresses the disciplines with which Marine Corps Intelligence Analysts must deal on a regular basis. This course incorporates real world information and scenarios. This course is not a regurgitation of 1000 level Training and Readiness (T&R) tasks taught at formal entry level training. It is more advanced in nature focusing on analysis. The analytical portion of the course is the meat of the course and all other portions provide the students with the tools and knowledge necessary to support analysis. Students will be asked to prepare a written intelligence product and present an intelligence brief. Writing has always been a shortfall among intelligence analysts; therefore, a substantial amount of time and effort is placed on intelligence writing and instruction on how to clearly organize information to support the assessment being made. The intelligence products created by the students are evaluated to verify the students achieved the objectives of the course.

This course will prove beneficial to Officers and Analysts working at the tactical level, aiding him/her to better support their command structure. Experience has demonstrated that the tasks and challenges faced by military analysts deployed with tactical units are much different than those faced by analysts working at higher levels with different levels of intelligence analysis and reporting.

During this course, the lecture will be supplemented by guided group discussions and activities. Activities include exercises related to structured analysis, the production of an intelligence product, and other relevant tactical scenarios to the Analyst. Several videos are also utilized to reinforce the many applications of analysis models and thinking critically when evaluating intelligence. Finally, the Students will receive a Student Guide containing the material that will be used during the course, as well as all reference material used in the development of the instruction.

**PREREQUISITES**

(Previous instruction, experience, etc.)

- None

**RESOURCE REQUIREMENTS**

(Facility, network, user accounts, etc.)

- Projector
- Instructor Computer with MS Office Suite
- Video Support for MPEG4, DVD, and VHS media
- White Board w/ Markers
- SIPRNet & INTELLINK accesses
- List of all available databases used
- List of available assets for tasking purposes
- Describe intelligence, tradecraft, and analytic techniques.
- Describe the strategy of using a combination of analytic techniques.
- Define biases and how they can affect analysis
- Compare biases and mindsets.
- Explain scientific methodologies and their application to analytic methods.
- Demonstrate the ability to construct and defend an argument.
- Examine common logical fallacies.
- Analyze the orientation between an analyst and other groups, i.e., consumers, decision makers, chain-of-command, etc.
- Summarize the learning process that contributes to cognitive bases and sound analysis.
- Explain the concept of threat.
- Compare various research resources, types of data, how it is processed and its transition into intelligence.
- Utilize both the Intelligence Preparation of the Battlespace and the MCPP to aid in the tactical decision-making process.
- Examine cultural awareness and the affect it can have on analysis.
Demonstrate proficiency with All-Source mapping and collaborative tools, to include national and tactical databases.

OUTLINE

1.0 Introduction to Intelligence Analysis (U)
   1.1 What is Intelligence?
   1.2 What is Intelligence Analysis?
   1.3 Intelligence Reporting
   1.4 Intelligence Preparation of the Battlespace (IPB) Overview

2.0 Collection Management and Intelligence Requirements (U)
   2.1 Defining Requirements
   2.2 Developing Intelligence Requirements
   2.3 The Analyst’s Contribution to the Collection Effort

3.0 Intelligence Reporting (U)
   3.1 Intelligence reporting
   3.2 Reporting by Discipline

4.0 Research Methodology (U)
   4.1 Overview
   4.2 OSINT Tools and Databases
   4.3 SIPRNET Tools & Databases
   4.4 Performing Queries
   4.5 Natural Language Searching
   4.6 Natural Word Searching
   4.7 Boolean Logic
   4.8 How to Validate Information

5.0 Analysis Methodology (U)
   5.1 Critical Thinking
   5.2 Analysis Models
   5.3 Pattern/Trend Analysis
   5.4 Link Analysis

6.0 Produce an Intelligence Product (U)
   6.1 Overview
   6.2 Planning a Report
   6.3 Organizing a Report
   6.4 Developing a Report
   6.5 Finalizing a Report

7.0 Perform an Intelligence Brief (U)
   7.1 Overview
   7.2 Plan a Brief
   7.3 Organize a Brief
   7.4 Develop a Brief
   7.5 Rehearse a Brief
   7.6 Deliver a Brief
Electronic Attack

DESCRIPTION (2 weeks)

This curriculum emphasizes the fundamentals of electronic attack mission planning. It combines the disciplines of Radio Frequency (RF) propagation, jamming fundamentals, and military doctrine with current electronic attack assets adversarial tactics. This curriculum explains in detail the process of planning, preparation, execution, and assessment of an electronic attack.

Includes all applicable message types, how and when they are used, as well as the organization, roles and responsibilities of and with an Electronic Warfare unit. This course is intended for Intelligence Analysts and Operators involved in tactical military intelligence operations and electronic warfare.

Students will receive a Student Guide. Several activities and discussion will be used to augment the various topics within the course. Additionally, job aids in the form of excel spreadsheets with various useful algorithms are provided.

PREREQUISITES

(Previous instruction, experience, etc.)

- Novice military personnel that have completed basic requirements for their designated Intelligence occupational fields.
- Individuals currently involved in tactical military operations and electronic warfare.

RESOURCE REQUIREMENTS

(Facility, network, user accounts, etc.)

- Projector
- Instructor Computer with MS Office Suite
- Video Support for MPEG4, DVD, and VHS media
- White Board w/ Markers
- SIPRNET & NSANET Access

OBJECTIVES

- Develop an Electronic Attack (EA) plan that supports the execution and success of the mission.
- Execute EW planning actions as they relate to the planning process.
- Conduct Electronic Support (ES) for Battle Damage Assessment (BDA) of Electronic Attack (EA).
- Identify the friendly and threat information required to develop an EA plan.
- Identify the friendly EA assets available to attack a threat electronic target.
- Identify performance characteristics of organic EA equipment.
- Identify the purpose of the Joint Restricted Frequency List (JRFL).
- Calculate the power, bandwidth, frequency spread, and modulation necessary to execute an electronic attack.
- Identify the purpose and use of a Tactical Report (TACREP) message.
- Identify the purpose and use of Stop Jamming Message (STOPJAM).
OUTLINE

1. Introduction
   1.1. Electronic Warfare Definitions
   1.2. Marine Corps Planning Process
   1.3. Goals & Objectives of EA supporting a larger mission
   1.4. Electronic Attack (EA) Mission Planning
   1.5. EW Elements in the MEF Structure
   1.6. EW Elements in the Division / Marine Expeditionary Unit Structure
   1.7. EW Planning Actions in the Marine Corps Planning Process
2. Mission Analysis & Electronic Attack Tactics, Techniques, and Procedures (TTPs)
   2.1. Mission Analysis Construct
   2.2. Tactics
   2.3. Radio Wave & RF Spectrum
   2.4. Communications Systems
   2.5. Terminology
   2.6. Antennas
   2.7. Propagation
   2.8. Basic Jamming Concepts
3. General EA System Types & USMC EA Systems
   3.1. Jamming Concepts
   3.2. General EA System Types
   3.3. Marine Ground EA Assets
   3.4. Marine Counter RCIED Electronic Warfare (CREW) Assets
   3.5. EA-6B Prowler
   3.6. EA System Comparisons
4. EW Support Structure & Organization / Marine Expeditionary Force (MEF) level Planning
   4.1. MEF-level Structure (diagram)
   4.2. EW Roles Overview & Reporting Lines
   4.3. Operations Staff (G-3/S-3)
   4.4. Intelligence Staff (G-2/S-2) Responsibilities
   4.5. Communications-Electronic Staff (G-6/S-6) Responsibilities
   4.6. Marine Corps Planning Process
   4.7. Mission Analysis Phase MEF-level EW Planning Actions
   4.8. Course of Action Development Phase MEF-level EW Planning Actions
   4.9. COA War-gaming, Comparison, and Decision Phases EW Planning Actions
   4.10. Operations Order Development Phase EW Planning Actions
   4.11. Transition Phase EW Planning Actions
   4.12. Execution / Post Mission EW Actions
5. Radio Battalion & VMAQ level Planning
   5.1. Radio Battalion EW Structure
   5.2. Marine Air Group & EA-6B Squadron EW Structure
   5.3. OCE and EW/EA Team Responsibilities
   5.4. Marine Corps Planning Process (diagram)
   5.5. Mission Analysis Phase EW Planning Actions
   5.6. Course of Action Development Phase EW Planning Actions
   5.7. COA War-gaming, Comparison, and Decision Phases EW Planning Actions
   5.8. Operations Order Development and Transition Phases EW Planning Actions
   5.9. Execution / Post Mission EW Actions
6. EW C3
   6.1. C2 Functions
   6.2. Planning Messages / Documents (diagram of EW Components and flow of messages)
   6.3. Communications during Mission Execution
   6.4. Post Mission Messages

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Intelligence Preparation of the Battlespace (IPB)

DESCRIPTION (3 days)

This curriculum emphasizes the specific function of an analyst to conduct an IPB. This curriculum contains lecture and practical application on how to apply doctrinal processes when conducting Intelligence Preparation of the Battlespace (IPB). This course is intended for Intelligence Officers and Analysts, involved in tactical military intelligence operations and analysis.

Students will receive a Student Guide. Several activities and discussion will be used to augment the various topics within the course.

PREREQUISITES
(Previous instruction, experience, etc.)

- Novice military personnel that have completed basic requirements for their designated Intelligence occupational fields.
- Individuals currently involved in tactical military operations and electronic warfare.

RESOURCE REQUIREMENTS
(Facility, network, user accounts, etc.)

- Projector
- Instructor Computer with MS Office Suite
- Video Support for MPEG4, DVD, and VHS media
- White Board w/ Markers
- SIPRNET & NSANET Access

OBJECTIVES

- Define IPB.
- Explain the IPB process and how it is used to assist with the planning process.
- Demonstrate the ability to utilize mapping overlays to present a graphical representation of your battlefield.
- Utilizing mapping overlays, explain and demonstrate how to bind a mission in time and space utilizing an Area of Operations (AO), Area of Interest (AI), and Area of Influence (AOI).
- Utilizing mapping overlays, explain and demonstrate the environmental effects of terrain and weather on friendly and enemy operations by using a series of overlays to aggregate this information into a Modified Combined Obstacle Overlay (MCOO).
- Utilizing mapping overlays, explain and demonstrate how to use the MCOO with Order of Battle information concerning the enemy to build models predicting enemy composition and disposition within a specified AO.
- Utilizing mapping overlays, explain and demonstrate how to take the information generated by the IPB process to predict what Courses of Action (COA) the enemy is capable of executing and how this is useful for Intelligence Collection.
OUTLINE

1. Introduction
   1.1. What is IPB?
   1.2. Where does IPB fit in?
2. IPB and the MDMP
3. Four Steps of IPB
   3.1. Define the Battlefield Environment
   3.2. Describe the Battlefield’s Effects
   3.3. Evaluate the Threat
   3.4. Determine Threat Courses of Action
4. Scenario

Mentoring

DESCRIPTION

VNE provides mentoring support to the military collector or analyst in their prescribed or preferred setting. The positive effects of mentoring relationships between VNE subject matter experts and active duty intelligence professionals are frequently associated with successful skills enhancement and improved intelligence production.

Conceptually, mentoring can be described as a close, developmental relationship between experienced and less experienced individuals. The mentoring relationship VNE offers is a mentor-protégé approach where the mentor oversees the protégé’s job performance to facilitate his/her professional development. Our mentors are invested in the career progression and development of each protégé and often provide essential functions such as counsel, challenge, and support.

The following principles are applied by VNE during the conduct of mentoring:

- Activate the participant’s prior knowledge or experience.
- Structure and organize knowledge and experience to enhance learning.
- Accommodate multiple learning styles.
- Engage the protégés in frequent interactions with appropriate feedback.
- Engage the protégés in solving real-world problems.

The objective of VNE mentoring support is to provide mentoring to military collectors and analysts in their prescribed or preferred setting. The intended result of this mentoring event is to provide the counsel, challenges, and support necessary to improve the protégés knowledge and skills.