



ISR IN THE AIR OPERATIONS CENTER

Last Updated: 29 Jan 2015

The intelligence, surveillance, and reconnaissance division (ISRD) is responsible for effectively orienting the commander, Air Force forces (COMAFFOR) to current and emerging enemy capabilities, threats, courses of action (COAs), centers of gravity (COGs), global integrated ISR operations management and targeting intelligence support. The ISRD accomplishes this task by integrating the global integrated ISR and air tasking order (ATO) processes. The ISRD provides intelligence crucial to the air mobility, strategy, combat plans, and combat operations divisions planning and executing operations. This intelligence helps achieve the commander's objectives as well as provides the means by which the effects of the operations are measured. The ISRD has primary responsibility to support the planning, tasking, and execution of theater air, space, and cyberspace global integrated ISR operations. The ISRD serves as the senior intelligence element of the theater air control system (TACS), and integrates global integrated ISR platforms and capabilities (internal and external to the AOC) in support of the joint force. Additionally, the ISRD ensures that global integrated ISR within its responsibility is optimally managed to operate within the context of a complex national and joint intelligence architecture.

The ISRD chief is the SIO for the AOC and reports to the AOC director. The ISRD Chief works in close coordination with other division chiefs and senior AOC staff to determine the best utilization of ISR personnel throughout the AOC to support AOC processes and requirements. The ISRD chief works closely with the COMAFFOR A2 to ensure the ISRD and A2 staffs are working together effectively. The ISRD Chief ensures that the ISR Division:

- ✦ Provides analyses of the enemy and a common threat picture to the JFACC, staff planners, AOC divisions and other Air Force elements in theater.
- ✦ Provides combat ISR support assessment activities for air component operations planning and execution in conjunction with the strategy, combat plans, and combat operations divisions.
- ✦ Directs and manages the air component's global integrated ISR operations, to include reachback, distributed, and federated operations.
- ✦ Provides direct targeting support to the ATO cycle in response to COMAFFOR guidance.

- ✦ Provides all-source intelligence support to other AOC divisions to enhance the execution of their core processes.

ISR AND PCPAD

The ISR is key in all elements of the PCPAD process. Two central functions of the ISR within the PCPAD process are ISR operations management and analysis.

ISR OPERATIONS MANAGEMENT

The ISR's ISR operations management function is key to the success of global integrated ISR operations. Its responsibilities span all aspects of global integrated ISR operations, including RFIs and collection requirements management, global integrated ISR mission tasking, planning, and execution, and global integrated ISR and operational assessment activities. The ISR operations process should be initiated in Strategy Division to ensure that ISR operations are closely aligned with JFACC goals and objectives and Strategy Division personnel understand ISR capabilities and limitations. Collection managers in ISR will consolidate air component ISR requirements based on [priority intelligence requirements](#) (PIRs), RFIs, targeting requirements, and other customer inputs. The process for developing and validating ISR collection requirements is essentially the same during peacetime, crisis, and war—only the nature of the requirements and the timeliness in which they should be satisfied varies. It is the Air Force's position that the AOC, specifically the ISR, is the best location for COM of airborne global integrated ISR operations to be handled within the OA.

ISR ISR operations managers/CMs will attend Joint Collection Working Groups/management boards (JCWG/MB) to advocate for air component collection priorities. The JFC J2 will adjudicate competing component requirements through the JCMB process and produce the joint integrated prioritized collection list (JIPCL). A portion of the JIPCL is then assigned to the COMAFFOR for airborne collection. Based on the ISR operations strategy, and J2's JIPCL assignments, ISR operations personnel in ISR will create a draft RSTA Annex that will be adjusted and completed by ISR Operations Planners during the master air attack plan (MAAP) process in the Combat Plans Division.

Within the AOC, the ISR global integrated ISR operations in conjunction with the Strategy and Combat Plans Divisions, while the Senior Intelligence Duty Officer (SIDO) team within the Combat Operations Division executes the ISR operations in concert with other key Air Force, joint, other government agencies, and coalition partners. Collection managers coordinate with operations planners to determine if service components' organic assets are capable of satisfying a specific requirement. If organic assets are available, then the appropriate unit will be tasked by the proper authority who exercises OPCON or TACON over that particular collection asset. Most importantly, CMs should seek to maximize the use of existing collections; this requires full access to national databases.

The ISR collection managers also work closely with targeteers and the Strategy Division to provide global integrated ISR tactical assessment activities for air, space, cyberspace and information operations planning and execution. ISR CMs and PED

managers are responsible to provide feedback to the JFC J2 on the theater requirements management process.

ANALYSIS

Analysts synthesize data, apply critical thinking, and conduct predictive analysis in order to provide accurate joint [intelligence preparation of the operational environment](#) (JIPOE) and/or [intelligence preparation of the battlespace](#) (IPB) intelligence estimates and other products. AF analysts are employed at all echelons and across the Joint/coalition community. For example, they provide advice to the JFC, COMAFFOR, staff planners, AOC divisions and other elements which shape the JOPP. They are also integral to JIOC organizations. Analysts ensure fused threat information from all sources is depicted in common operational pictures (COP) and provide this picture as inputs to the JFC and COMAFFOR planning, intelligence collection, and targeting processes. Additionally, analysts ensure that this information is coordinated with national, joint, component, and theater entities.

Specifically, AF analysts within the unit support cell are responsible for ensuring dissemination of COMAFFOR, component, and joint theater intelligence products (as required) to Air Force and other joint units. Unit support personnel also receive and integrate intelligence reporting in the form of mission reports (MISREPs) from Air Force units. The unit support cell also receives RFIs from air units assigned or attached to the COMAFFOR and coordinates that request with the RFI management cell.

AOC ISR PERSONNEL BEYOND THE ISRD

Air Force ISR personnel are embedded throughout the AOC divisions and staff elements with the sole purpose of integrating global integrated ISR throughout the planning cycle and to support command and control of theater air, space, and cyberspace forces. In general, assigned ISRD personnel provide tailored analytical and targeting products to each element, and manage intelligence requirements supporting global integrated ISR operations.

THE COMBAT OPERATIONS DIVISION (COD)

The COD is responsible for executing “today’s war.” ISR personnel within the Combat Ops Division form the Senior Intelligence Duty Officer (SIDO) Team which is responsible for providing up-to-date intelligence inputs in order to provide maximum situational awareness for the Chief of Combat Operations. SIDO responsibilities include leading a team responsible for current global integrated ISR operations. This team maintains an accurate threat picture, supports dynamic operations (i.e., personnel recovery and prosecution of dynamic targets), and monitors execution of the ATO and RSTA annex governing global integrated ISR operations.

The SIDO Team is also responsible, through close coordination with platform and processing, exploitation and dissemination (PED) liaison officers (LNOs), for dynamic retasking of theater air, space, and cyberspace global integrated ISR assets and requisite PED support for JFC objectives.

THE COMBAT PLANS DIVISION

The Combat Plans Division is responsible for translating operational level guidance into tactical planning through the ATO process. Personnel enable theater air, space, and cyberspace operations by ensuring that global integrated ISR actions are clearly linked to the commander's objectives. ISR analysts provide continually updated JIPOE analysis, and generate RFIs as needed to respond to specific requirements of the ATO planning process. Targeteers work closely with the Combat Plans JAG to validate targets for inclusion in the draft joint integrated prioritized target list (JIPTL) consistent with objectives, guidance, ROE, and in accordance with the Law of Armed Conflict (LOAC).

ISR planners ensure integration of global integrated ISR operations into the ATO process by coordinating ISR asset inclusion in the master air attack plan (MAAP) and the RSTA annex which focuses priorities, weight of effort, and intended goals.

THE STRATEGY DIVISION

The Strategy Division is responsible for the long-term and mid-term operational level planning and operational level planning and assessment of air component operations. Intelligence personnel in the Strategy Division assist in developing the overall air component strategy, JAOP, and air operations directive (AOD). Assigned analysts provide JIPOE products, coordinate with global integrated ISR teams to develop COMAFFOR PIRs, and ensure PIRs are included in the JAOP and AOD. Collection experts provide advice on available ISR assets, capabilities, and develop the ISR strategy as part of the overall air component strategy. Strategy Division targeteers use global integrated ISR products, to include the target system analysis (TSA) products, to continuously update the TSA assessment and coordinate to assist in developing the objectives, tasks, and [measure of effectiveness](#) (MOE) which form the foundation of the combat [assessment](#) process. Likewise, targeteers also provide combat assessment inputs (contributing to battle damage assessment (BDA), munitions effectiveness, and mission assessment), feeding the ATO cycle.

THE AIR MOBILITY DIVISION (AMD)

The [Air Mobility Division](#) (AMD) is responsible for planning and executing intra-theater air mobility operations and integrating inter-theater airlift operations conducted in the theater. Assigned ISR personnel evaluate ISR information for its effect on air mobility planning, execution, and force protection and provide tailored intelligence supporting theater mobility operations.
