

Report Date: 14 May 2012

**Summary Report for Individual Task
150-718-7647
Conduct Social Network Analysis
Status: Approved**

DISTRIBUTION RESTRICTION: Approved for public release; distribution is unlimited.

DESTRUCTION NOTICE: None

Condition: The command has received an operations plan, or warning, operations or fragmentary order from higher headquarters and is exercising mission command. The commander has issued guidance on conducting Social Network Analysis. The command has established communications with subordinate and adjacent units, and higher headquarters. The mission command system is operational and processing information in accordance with standard operating procedures. This task can be performed in hours of daylight or limited visibility in various environment conditions. The unit has received guidance on the rules of engagement. Some iterations of this task should be performed in MOPP.

Standard: The intelligence officer in coordination with specified staff officers, develop situational understanding by analyzing the relationships of the operational and mission variables. Utilize analytical tools to define the effects of the operational environment and evaluate the threat. Develop the insurgent social network to, evaluate impacts on the operational environment, facilitate decision making, and development of plans and orders.

Note: Task steps and performance measures may not apply to every staff, unit or echelon. Prior to evaluation, coordination should be made between evaluator and the evaluated staffs or units' higher headquarters to determine the performance measures that may not be evaluated.

Special Condition: None

Special Standards: None

Special Equipment:

Safety Level: Low

MOPP: Sometimes

Task Statements

Cue: None

DANGER

Leaders have an inherent responsibility to conduct Risk Management to ensure the safety of all Soldiers and promote mission accomplishment.

WARNING

Risk Management is the Army's primary decision-making process to identify hazards, reduce risk, and prevent both accidental and tactical loss. All soldiers have the responsibility to learn and understand the risks associated with this task.

CAUTION

Identifying hazards and controlling risks across the full spectrum of Army functions, operations, and activities is the responsibility of all Soldiers.

Remarks: Task Content Updated 16 April 2012

Notes: The term "staff officer" refers to any individual member of a staff section (Officer, Warrant Officer, or Noncommissioned Officer) that is responsible for conducting the task action or generating the product required by the task in the absence of the principal staff officer.

Performance Steps

1. Describe the effects of the operational environment by analyzing the terrain, weather, and civil considerations.

Note: The operational environment is three dimensional. Multistory buildings and underground lines of communications, such as tunnels and sewers, can be very important. Insurgents also use complex natural terrain to their advantage as well. Mountains, caves, jungles, forests, swamps, and other complex terrain are potential bases of operations for insurgents.

a. Describe the terrain effects.

(1) Conduct a terrain analysis to determine how the terrain effect impact:

(a) Movement of friendly and threat personnel.

(b) Civilian populated areas.

(c) Local populace.

(2) Review urban and suburban land navigation techniques, and how the local populace determines locations:

(a) Accurate maps.

(b) Overhead imagery.

(c) Tourist maps; to facilitate understanding of the names the local populace use to describe places.

(3) Military aspects of terrain during counterinsurgency.

(a) Observations and field of fire:

1 Ambush points; friendly and threat.

2 How the insurgents utilize:

a Surveillance.

b Spies.

c Infiltrators.

d Locations within line of sight on counterinsurgent positions.

(b) Avenues of approach:

1 Possible threat entry points:

a Sewers.

b Rooftops.

c Roads.

d Sidewalks.

2 Infiltration by posing as:

a Contractors.

b Military personnel.

c Host-nation natives.

d Government officials.

3 Smuggling routes along boarder region to move people and material in and out of the country.

4 How insurgents influence public opinion.

(c) Key terrain:

1 Important structures.

2 Economically and politically important areas.

3 Areas of religious or culture significance.

4 Lines of communication and access control points.

(d) Obstacles:

1 Anything that hinders insurgent freedom of operation or counterinsurgent operations.

2 Use of places protected under rules of engagement.

3 Translators.

4 Ability to communicate with local populace.

5 Culture.

6 Politics.

(e) Cover and concealment or any means that insurgents use to hide themselves and activities including:

1 Disguises.

2 False identification badges.

3 Hiding supplies underground or in buildings.

b. Analyze the geospatial intelligence to describe, assess, visually depict physical features, and geographically referenced activities in the area of operation and interest.

(1) Geospatial intelligence.

(a) Imagery.

(b) Imagery intelligence.

(c) Geospatial intelligence.

(2) Geospatial tools.

(a) Terrain databases.

(b) Special terrain studies and products prepared by United States or host-nation agencies, special maps, charts, and geodetic studies.

(c) Current photography.

(d) Real-time terrain reconnaissance.

(e) Terrain factor matrices.

(3) Imagery.

(a) Aerial photograph.

(b) Satellite imagery.

c. Describe civil considerations of the counterinsurgency environment incorporating:

(1) Areas.

(a) Areas defined by political boundaries.

1 Districts or neighborhoods within a city.

2 Municipalities within a region.

3 Provinces within a country.

(b) Areas of high economic value.

1 Industrial centers.

2 Farming regions.

3 Mines.

(c) Centers of government and politics.

(d) Culturally important areas.

(e) Social, ethnic, tribal, religious, criminal, or other important enclaves.

(f) Trade routes and smuggling routes.

(g) Possible sites for the temporary settlement of dislocated civilians or other functions.

(2) Structures.

(a) Determine how location, function, and capabilities of a structure that support and impact operations.

(b) Determine how using a structure for military purposes will affect the local populace.

(c) Identify important structures within an area of operation or interest:

1 Government centers.

2 Headquarters and bases for security forces.

3 Police stations, courthouses, and jails.

4 Communications and media infrastructure.

5 Roads and bridges.

6 Ports of entry; airports and seaports.

7 Dams.

8 Electrical power stations and substations.

9 Refineries and other sources of fuel.

10 Sources of potable water.

11 Sewage systems.

12 Clinics and hospital.

13 Schools and universities.

14 Places of religious worship.

(3) Capabilities.

Note: Commanders and staffs analyze capabilities from different perspectives but generally put priority on understanding the capability of the host-nation government to support the mission. The most essential capabilities are those required to save, sustain, or enhance life, in that order.

(a) Public administration effectiveness of:

1 Bureaucracy.

2 Courts.

3 Other parts of the Host-Nation government.

(b) Public safety provided by.

1 Security forces.

2 Military.

3 Police.

4 Intelligence agencies.

(c) Emergency safety.

1 Fire departments.

2 Ambulance services.

(d) Public health.

1 Clinics.

2 Hospitals.

(e) Food.

(f) Water.

(g) Sanitation.

(4) Organizations.

(a) Nonmilitary groups or institutions within the area of operation or interest:

1 Religious organizations.

2 Political parties.

3 Patriotic or service organizations.

4 Labor unions.

5 Criminal organizations.

6 Community organizations.

(b) Nonmilitary groups or institutions outside the area of operation or interest:

1 Multinational corporations.

2 Intergovernmental organizations.

3 Nongovernmental organizations.

(c) Obtain situational understanding by determining how the activities of different organizations affect military operations and vice versa.

(d) Influence leaders of various organizations through persuasion, to possess specialized capabilities that they might be willing to share.

(5) People.

Note: In-depth knowledge and understanding of the national, regional, and local cultures, norms, moralities, and taboos are needed to understand the operational environment and reactions of the insurgents and populace.

(a) Develop population support overlays to detect sectors of the populace that are:

1 Pro-government.

2 Anti-government.

3 Pro-insurgent.

4 Anti-insurgent, uncommitted, and neutral.

(b) Develop religion, race, and ethnic overlays to display current ethnic and religious makeup, and religious, racial, or ethnic-specific areas and zones of separation in the area of operation and interest.

(c) Develop perception assessment matrices to:

1 Determine how insurgents perceive counterinsurgent, themselves, their environment, nature and reasons for conflict, and their success criteria.

2 Collect demographic analysis and cultural intelligence.

3 Understanding a population's history that predict expectations and reactions.

4 Collect human intelligence that provide information on perceptions.

5 Determine reactions and key activities that can be observed to determine whether people act based on real or perceived conditions.

6 Editorial and opinion pieces of relevant newspapers can be monitored for changes in tone or opinion shifts that can steer, or may be reacting to the opinions of a population group.

7 Determine if counterinsurgent exhibit western or American values that the populace does not appreciate.

8 Determine if embedded American beliefs are preventing the unit from understanding host-nation population or its multinational partners.

9 Confirm that the perception of the intelligence and command staff is factual.

10 Determine if the populace believes in what the unit is doing.

11 Determine if part of the populace's (or a subgroup's) perception is detrimental to the unit.

(6) Events.

- (a) National and religious holidays.
- (b) Agriculture, livestock, and market cycles.
- (c) Elections.
- (d) Civil disturbances.
- (e) Celebrations.
- (f) Disasters:
 - _1_ Natural.
 - _2_ Manmade.
 - _3_ Technological sources.

2. The intelligence officer uses analytical tools to identify threat vulnerabilities by analyzing insurgent organizations, capabilities, and tactics.

a. Conduct a social network analysis to understand the organizational dynamics of an insurgency and how to attack or exploit it.

Note: Social network analysis allows analysts to assess the network's design, how its member may or may not act autonomously, where the leadership resides or how it is distributed among members, and how hierarchical dynamics may mix or not mix with network dynamics. Supports a commander's requirement to describe, estimate, and predict the dynamic structure of an insurgent organization. It also provides commanders a useful tool to gauge their operations' effectiveness, while allowing analysts to assess the insurgency's adaptation to the operational environment and friendly operations.

(1) Develop a social network graph to depict connections between individuals:

- (a) Actors/nodes.
- (b) Links.
- (c) Dyad.

(2) Develop social networks measures to analyze and describe networks.

- (a) Organizational-level analysis.
 - _1_ Network density.
 - _2_ Monitor threat capabilities.
 - _3_ Monitor the effects of recent operations.
 - _4_ Develop tactics to further fragment the insurgency.

(b) Individual-level analysis.

1 Degree centrality.

2 Betweenness centrality.

b. Create a historical time line to outline significant dates with relevant information within the area of operation and influence.

(1) Population movements.

(2) Political shifts.

(3) Brief historical record of the population or area.

(4) Highlight activities of certain population centers.

(5) Predict how key population centers might react to certain circumstances.

(6) Key national holidays, historic events, and significant cultural and political events.

c. Conduct pattern analysis to evaluate the threat and determine threat courses of action.

(1) Pattern analysis plot sheet.

(a) Focus on time and dates of each serious incident that occurs within the area of operation and influence.

(b) Distinguish patterns in activities associated with particular days, dates, or times.

(2) Coordinates register.

(a) Illustrate cumulative events that have occurred within the area of operation and influence.

(b) Include notes or graphics from incidents that have occurred.

(3) Link diagrams.

(a) Graphically depict relationships between people, events, locations, or other factors deemed significant in any given situation.

(b) Include notes or graphics from incidents that have occurred.

(4) Time-event charts.

(a) Chronological records of individual or group activities.

(b) Analyze larger scale patterns such as activities and relationships.

(Asterisks indicates a leader performance step.)

Evaluation Preparation: Brief the Soldier: Tell the Soldier what is expected of him by reviewing the task standards. Stress to the Soldier the importance of observing all cautions and warnings to avoid injury to personnel and, if applicable,

damage to equipment.

PERFORMANCE MEASURES	GO	NO-GO	N/A
1. Described the effects of the operational environment by analyzing the terrain, weather, and civil considerations.			
a. Described the terrain effects.			
(1) Conducted a terrain analysis to determine how the terrain effect impact:			
(a) Movement of friendly and threat personnel.			
(b) Civilian populated areas.			
(c) Local populace.			
(2) Reviewed urban and suburban land navigation techniques, and how the local populace determines locations:			
(a) Accurate maps.			
(b) Overhead imagery.			
(c) Tourist maps; to facilitate understanding of the names the local populace use to describe places.			
(3) Military aspects of terrain during counterinsurgency.			
(a) Observations and field of fire:			
1 Ambush points; friendly and threat.			
2 How the insurgents utilize:			
a Surveillance.			
b Spies.			
c Infiltrators.			
d Locations within line of sight on counterinsurgent positions.			
(b) Avenues of approach:			
1 Possible threat entry points:			
a Sewers.			
b Rooftops.			
c Roads.			
d Sidewalks.			
2 Infiltration by posing as:			
a Contractors.			
b Military personnel.			
c Host-nation natives.			
d Government officials.			
3 Smuggled routes along boarder region to move people and material in and out of the country.			
4 How insurgents influence public opinion.			
(c) Key terrain:			
1 Important structures.			
2 Economically and politically important areas.			
3 Areas of religious or culture significance.			
4 Lines of communication and access control points.			
(d) Obstacles:			
1 Anything that hinders insurgent freedom of operation or counterinsurgent operations.			
2 Use of places protected under rules of engagement.			
3 Translators.			
4 Ability to communicate with local populace.			
5 Culture.			
6 Politics.			
(e) Cover and concealment or any means that insurgents use to hide themselves and activities including:			
1 Disguises.			
2 False identification badges.			

3 Hiding supplies underground or in buildings.			
b. Analyzed the geospatial intelligence to describe, assess, visually depict physical features, and geographically referenced activities in the area of operation and interest.			
(1) Geospatial intelligence.			
(a) Imagery.			
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(2) Geospatial tools.			
(a) Terrain databases.			
(b) Special terrain studies and products prepared by United States or host-nation agencies, special maps, charts, and geodetic studies.			
(c) Current photography.			
(d) Real-time terrain reconnaissance.			
(e) Terrain factor matrices.			
(3) Imagery.			
(a) Aerial photograph.			
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c. Described civil considerations of the counterinsurgency environment incorporating:			
(1) Areas.			
(a) Areas defined by political boundaries.			
1 Districts or neighborhoods within a city.			
2 Municipalities within a region.			
3 Provinces within a country.			
(b) Areas of high economic value.			
1 Industrial centers.			
2 Farming regions.			
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(e) Social, ethnic, tribal, religious, criminal, or other important enclaves.			
(f) Trade routes and smuggling routes.			
(g) Possible sites for the temporary settlement of dislocated civilians or other functions.			
(2) Structures.			
(a) Determined how location, function, and capabilities that support and impact operations.			
(b) Determined how using a structure for military purposes will affect the local populace.			
(c) Identified important structures within an area of operation or interest:			
1 Government centers.			
2 Headquarters and bases for security forces.			
3 Police stations, courthouses, and jails.			
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8 Electrical power stations and substations.			
9 Refineries and other sources of fuel.			
10 Sources of potable water.			
11 Sewage systems.			

__12__ Clinics and hospital.			
__13__ Schools and universities.			
__14__ Places of religious worship.			
(3) Capabilities.			
(a) Public administration effectiveness of:			
__1__ Bureaucracy.			
__2__ Courts.			
__3__ Other parts of the Host-Nation government.			
(b) Public safety provided by.			
__1__ Security forces.			
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(c) Emergency safety.			
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(a) Nonmilitary groups or institutions within the area of operation or interest:			
__1__ Religious organizations.			
__2__ Political parties.			
__3__ Patriotic or service organizations.			
__4__ Labor unions.			
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__6__ Community organizations.			
(b) Nonmilitary groups or institutions outside the area of operation or interest:			
__1__ Multinational corporations.			
__2__ Intergovernmental organizations.			
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(c) Obtained situational understanding by determining how the activities of different organizations affect military operations and vice versa.			
(d) Influenced leaders of various organizations through persuasion, to possess specialized capabilities that they might be willing to share.			
(5) People.			
(a) Developed population support overlays to detect sectors of the populace that are:			
__1__ Pro-government.			
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(b) Developed religion, race, and ethnic overlays to display current ethnic and religious makeup, and religious, racial, or ethnic-specific areas and zones of separation in the area of operation and interest.			
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1 Determined how insurgents perceive counterinsurgent, themselves, their environment, nature and reasons for conflict, and their success criteria.			
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7 Determined if counterinsurgents exhibit western or American values that the populace does not appreciate.			
8 Determined if embedded American beliefs were preventing the unit from understanding host-nation population or its multinational partners.			
9 Confirmed that the perception of the intelligence and command staff was factual.			
10 Determined if the populace believed in what the unit was doing.			
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(6) Events.			
(a) National and religious holidays.			
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3 Technological sources.			
2. The intelligence officer used analytical tools to identify threat vulnerabilities by analyzing insurgent organizations, capabilities, and tactics.			
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(1) Developed a social network graph to depict connections between individuals:			
(a) Actors/nodes.			
(b) Links.			
(c) Dyad.			
(2) Developed social network measures to analyze and described networks.			
(a) Organizational-level analysis.			
1 Network density.			
2 Monitored threat capabilities.			
3 Monitored the effects of recent operations.			
4 Developed tactics to further fragment the insurgency.			
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(6) Key national holidays, historic events, and significant cultural and political events.			
c. Conducted pattern analysis to evaluate the threat and determine threat courses of action.			
(1) Patterned analysis plot sheet.			
(a) Focused on time and dates of each serious incident that occurred within the area of operation and influence.			
(b) Distinguished patterns in activities associated with particular days, dates, or times.			
(2) Coordinated register.			
(a) Illustrated cumulative events that have occurred within the area of operation and influence.			
(b) Included notes or graphics from incidents that have occurred.			
(3) Linked diagrams.			
(a) Graphically depicted relationships between people, events, locations, or other factors deemed significant in any given situation.			
(b) Included notes or graphics from incidents that have occurred.			
(4) Time-event charts.			
(a) Chronological records of individual or group activities.			
(b) Analyzed larger scale patterns of such as activities and relationships.			

Supporting Reference(s):

Step Number	Reference ID	Reference Name	Required	Primary
	ADP 3-0	Unified Land Operations	Yes	No
	FM 3-13	INFORMATION OPERATIONS: DOCTRINE, TACTICS, TECHNIQUES, AND PROCEDURES	Yes	No
	FM 3-24	COUNTERINSURGENCY	Yes	No
	FM 3-24.2	TACTICS IN COUNTERINSURGENCY	Yes	Yes
	FM 5-0	THE OPERATIONS PROCESS	Yes	No
	FM 6-0	MISSION COMMAND	Yes	No

Environment: Environmental protection is not just the law but the right thing to do. It is a continual process and starts with deliberate planning. Always be alert to ways to protect our environment during training and missions. In doing so, you will contribute to the sustainment of our training resources while protecting people and the environment from harmful effects. Refer to FM 3-34.5 Environmental Considerations and GTA 05-08-002 ENVIRONMENTAL-RELATED RISK ASSESSMENT.

Safety: In a training environment, leaders must perform a risk assessment in accordance with FM 5-19, Composite Risk Management. Leaders will complete a DA Form 7566 COMPOSITE RISK MANAGEMENT WORKSHEET during the planning and completion of each task and sub-task by assessing mission, enemy, terrain and weather, troops and support available-time available and civil considerations, (METT-TC). Note: During MOPP training, leaders must ensure personnel are monitored for potential heat injury. Local policies and procedures must be followed during times of increased heat category in order to avoid heat related injury. Consider the MOPP work/rest cycles and water replacement guidelines IAW FM 3-11.4, NBC Protection, FM 3-11.5, CBRN Decontamination. .

Prerequisite Individual Tasks :

Task Number	Title	Proponent	Status
150-718-5111	Participate in the Military Decision Making Process	150 - Combined Arms (Individual)	Approved

150-718-5130	Assess The Current Situation (Battalion - Corps)	150 - Combined Arms (Individual)	Approved
150-718-5112	Participate in Mission Analysis	150 - Combined Arms (Individual)	Approved

Supporting Individual Tasks :

Task Number	Title	Proponent	Status
150-718-5120	Participate in Receipt of Mission Planning	150 - Combined Arms (Individual)	Approved

Supported Individual Tasks : None

Supported Collective Tasks :

Task Number	Title	Proponent	Status
71-8-5111	Conduct the Military Decision Making Process (Battalion - Corps)	71 - Combined Arms (Collective)	Approved
71-8-5130	Assess Tactical Situation and Operations (Battalion - Corps)	71 - Combined Arms (Collective)	Approved
71-8-2440	Provide Intelligence Support to Counterinsurgency (Battalion - Corps)	71 - Combined Arms (Collective)	Approved
71-8-7647	Conduct Social Network Analysis (Brigade - Corps)	71 - Combined Arms (Collective)	Approved