

# Training and Evaluation Outline Report

**Status: Approved**

**17 Nov 2023**

**Effective Date: 18 Feb 2025**

**Task Number:** 71-DIV-3300

**Task Title:** Conduct the Targeting Process

**Distribution Restriction:** Approved for public release; distribution is unlimited.

**Destruction Notice:** None

**Foreign Disclosure: FD1** - This training product has been reviewed by the training developers in coordination with the Fort Leavenworth, KS, foreign disclosure officer. This training product can be used to instruct international military students from all approved countries without restrictions.

## Supporting Reference(s):

Step Number	Reference ID	Reference Name	Required	Primary	Source Information
	(DO NOT USE, SUPERSEDED) FM 1-04	Legal Support to the Operational Army	Yes	No	
	(DO NOT USE, SUPERSEDED) JP 3-60	Joint Targeting	Yes	No	
	ADP 3-0	Operations	Yes	No	
	FM 3-0	OPERATIONS	Yes	No	
	FM 3-57	Civil Affairs Operations <a href="http://armypubs.army.mil/doctrine/DR_pubs/dr_a/pdf/fm3_57.pdf">http://armypubs.army.mil/doctrine/DR_pubs/dr_a/pdf/fm3_57.pdf</a>	Yes	No	
	FM 3-60	Army Targeting	Yes	Yes	
	FM 5-0, C1	Planning and Orders Production	Yes	No	
	JP 2-0	JOINT INTELLIGENCE	Yes	No	
	UNIT SOP	Unit / Unit's Standard Operating Procedure SOP	Yes	No	

**Conditions:** The unit receives an order from higher headquarters (HHQ) or the commander derives a mission requiring the unit to conduct the targeting process. The commander issues guidance on conducting the targeting process in a dynamic and complex operational environment (OE) throughout operations to shape, prevent, and prevail in large scale combat operations (LSCO), consolidate gains and achieve mission objectives. Hybrid threats contest the unit's objectives in all five domains (land, maritime, air, space, and cyberspace), all three dimensions (human, physical, and information), and the electromagnetic spectrum (EMS). Additionally, the threat maintains the ability to sustain all nine forms of contact (direct; indirect; non-hostile; obstacle; chemical, biological, radiological, and nuclear (CBRN); aerial; visual; electromagnetic; and influence) with the unit. All eight operational variables (political, military, economic, social, information, infrastructure, physical environment, and time [PMESII-PT]) are present and dynamic. The order from HHQ includes all applicable overlays and/or graphics, area of operations (AO) boundaries, control measures, and criteria for subsequent tactical actions. All necessary personnel and equipment on the unit's modified table of organization and equipment (MTO&E) are available. The unit is task-organized with necessary units and reinforced with assets from higher to accomplish assigned tasks. The command has communications with subordinate units, adjacent units, and HHQ. The commander has organized the four components of the command and control (C2) system to support decision making, facilitate communication, and conduct operations.

Note 1: The conditions statement for this task reflects the training conditions required for the evaluated unit to receive a trained (T) rating. However, a unit can only receive a T rating if the task is executed under these conditions during an external evaluation.

Note 2: Conduct the task using Secret//Releasable (S//REL) classified mission partner network (MPN) to enable command and control, decision making, and shared understanding with mission partners (collaboration and the display and sharing of relevant information), which realistically portrays a mission partner environment (MPE). The Army will likely conduct operations on an MPN, within an MPE in a combined theater. Produce orders and other staff products on the MPN using secret internet protocol router (SIPR) NOFORN (not releasable to foreign nationals) by exception only.

Note 3: The unit may execute some iterations of this task with a multinational component to the force. Exercise planners should coordinate for a multinational partner to participate in the exercise as a component of the multinational task force or should resource training support to role play and replicate a multinational force in simulation. When the unit is executing this task in a scenario without a multinational component, evaluators should rate steps in this task that only apply to multinational operations scenarios as N/A.

Environment: Some iterations of this task should be performed with degraded command and control (C2) networks, degraded conditions in the electromagnetic spectrum, and/or with a degraded, denied, and disrupted space operations environment (D3SOE). This task should not be trained in MOPP 4.

**Standards:** The unit conducts the targeting process to provide an effective method for matching friendly force capabilities against enemy targets in order to achieve the commander's desired effects to achieve the commander's objectives. The unit conducts the targeting process in accordance with (IAW) FM 3-60, the Army Ethic, MPE information sharing restrictions, established timelines, commander's intent, orders from higher headquarters, and standard operating procedures (SOP).

The Objective Task Evaluation Criteria Matrix (below) is the Army's standard evaluation criteria used by commanders to objectively assess their unit's collective task training conducted during collective training events. Task assessment is determined by the environment, percentages of leaders and Soldiers present at training, task performance, and external task evaluation. For example, in order to receive a fully trained (T) rating, a unit must perform this task incorporating the identified training environment; with 75% of unit leaders and 80% of Soldiers present for training; attaining 80% on performance measures, 100% on critical performance measures, and 85% on leader performance measures; and with an external evaluation. Failure to meet any one of these criteria will result in a lower than (T).

Note: Leader is defined as the commander; deputy commander(s); chief of staff (COS); command teams of subordinate commands; command sergeant major (CSM); G-1; G-2; G-3; G-4; G-5; G-6; G-9; cyber electromagnetic warfare officer (CEWO); information operations officer; chemical, biological, radiological, nuclear, explosives (CBRNE) officer; engineer; knowledge management officer (KMO); aviation officer; chief of fires; fire support coordinator (FSCOORD); deputy fire support coordinator (DFSCOORD); chief of protection; air liaison officer (ALO); space operations officer; psychological operations officer; air and missile defense officer; operations research and systems analysis officer (ORSA); and any other leaders on the unit's modified table of organization and equipment (MTO&E) that the commander deems essential to conducting the targeting process.

**Live Fire:** No

# Objective Task Evaluation Criteria Matrix:

Plan and Prepare			Execute						Evaluate		
Operational Environment			Training Environment (LV/C)	% Leaders present at training/authorized	% Present at training/authorized	External evaluation	Performance measures	Critical performance measures	Leader performance measures	Evaluator's observed task proficiency rating	Commander's assessment
BDE & Above											
Dynamic and Complex (All OE Variables and Hybrid Threat)		Night	Live / Constructive.	>=75%	>=80%	Yes	>=80% GO	All	>=85% GO	T	T
Dynamic and Complex (All OE Variables and Single Threat)		Day		60-74%	60-79%	No	65-79% GO	>All	75-84% GO	P	P
Dynamic and Complex (<All OE Variables and Single Threat)				<=59%	<=59%		<65% GO		<=74% GO	U	U

**Remarks:** For questions, concerns, or comments, please contact: [usarmy.leavenworth.tradoc.list.mission-command-coe-dot-ted@army.mil](mailto:usarmy.leavenworth.tradoc.list.mission-command-coe-dot-ted@army.mil).

**Notes:** None

**Safety Risk:** Low

## Task Statements

**Cue:** The unit receives an order from higher headquarters (HHQ) or the commander derives a mission requiring the unit to conduct the targeting process.

## **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.

## Performance Steps and Measures

**NOTE:** Assess task proficiency using the task evaluation criteria matrix.

**NOTE:** Asterisks (\*) indicate leader steps; plus signs (+) indicate critical steps.

## STEP/MEASURE

+\* 1. The commander fulfills command responsibilities for conducting the targeting process.

\* a. Drives the operations process through the activities of understand, visualize, describe, direct, lead, and assess in accordance with establish timelines, the higher commander's intent, orders from higher headquarters, and standard operating procedures.

+\* b. Provides commander's guidance and intent (for conducting the targeting process), ensuring the staff understands:

- The support needed by the subordinate echelons and shaping efforts required to enable their operational success.
- The division and corps schemes of maneuver, time, and assets available.
- The planning horizons associated with requests for support and target nominations for external capabilities.

\* c. Issues targeting guidance, which includes:

- Targeting priorities.
- Operational objectives.
- High-payoff targets (HPTs).
- Desired effects.
- Target selection standards (TSS).
- Authorized actions against targets.
- Any delegated responsibilities for target validation and approval. The desired endstate.
- The use of lethal and nonlethal capabilities to produce desired effects by fires.
- Any restrictions on fires such as a no-strike list (NSL) and a restricted target list (RTL).

1-04, FM 3-57, JP 3-57, JP 2-0, and JP 3-60 for additional information on legal considerations and targeting restrictions.

Note: The commander issues targeting guidance in support of the concept of operations. The commander's concept of operations and mission statement contribute to the commander's intent, are structured to facilitate shared understanding, and provide focus for the targeting team. Commanders are the final approval authority on targeting activities and acceptable levels of risk. Commanders can delegate or withhold targeting authorities and approvals.

\* d. Directs the formation, composition, and responsibilities of a targeting board.

\* e. Chairs the targeting board or appoints a delegated authority.

Note: The commander may delegate control of the unit's targeting process to include targeting battle rhythm events, to a deputy commander, chief of staff, executive officer, assistant chief of staff, operations (G-3) or fire support coordinator (FSCOORD). This delegate is responsible for supervising the unit's targeting process and ensuring integration with higher and subordinate HQ.

\* f. Provides the targeting board guidance and priorities for shaping deep, close, and rear area operations.

\* g. Ensures the integration of the targeting effort throughout the operation process.

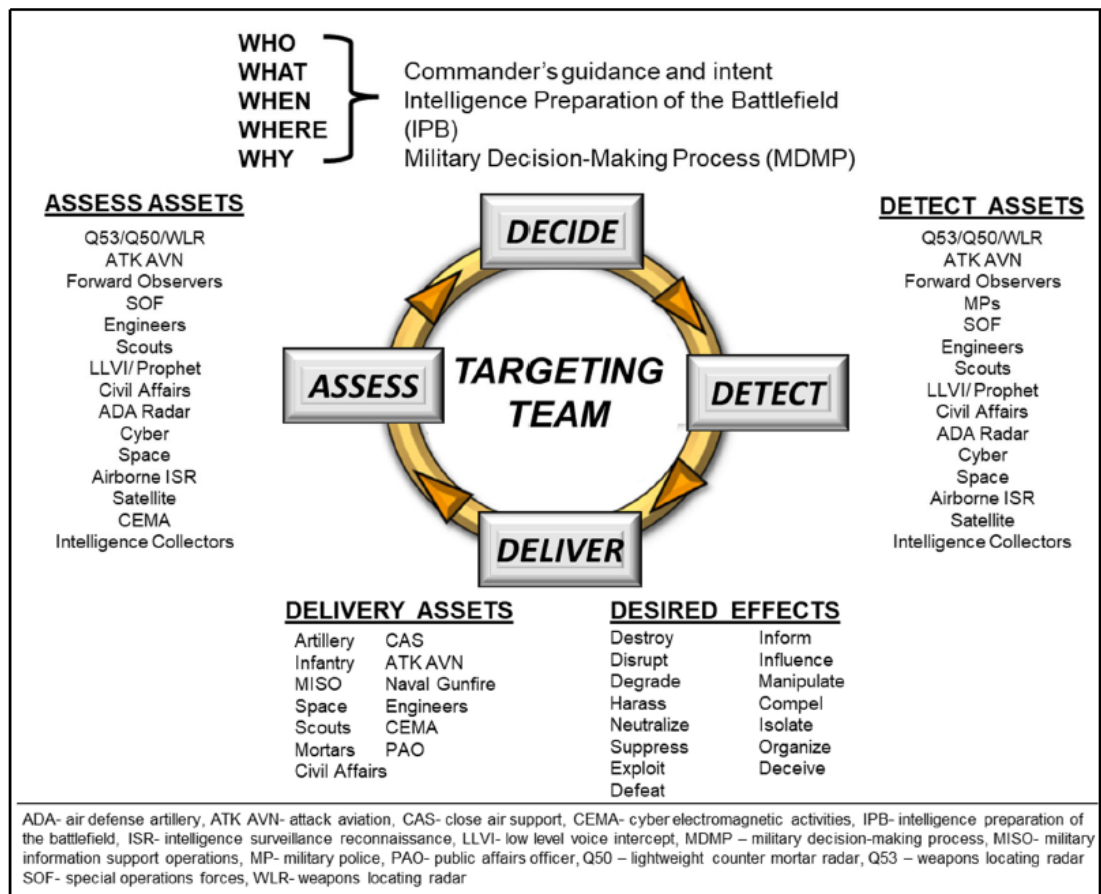
\* h. Approves the following:

- High-payoff target list (HPTL).
- TSS.
- Targeting synchronization matrix (TSM).
- Attack guidance matrix (AGM).
- The collection plan.

\* 2. The commander directs the staff to conduct the targeting process using the decide, detect, deliver, assess (D3A) methodology. D3A consists of four functions:

- Deciding what, when, where, and how to employ capabilities against targets.
- Detecting targets.
- Delivering appropriate capabilities to create desired effects (conducting the operation).
- Assessing the effects of engagement(s).

[illegible]



Decide, detect, deliver, and assess methodology and assets

FM 3-60, figure 2-3

a. The decide function begins the targeting cycle and is applied throughout the operations process (plan, prepare, execute, assess).

(1) The targeting working group (TWG), led by the FSCOORD, conducts the decide function of targeting:

- Identifying targets that will prevent the enemy commander from achieving their intent.
- Developing initial high-value targets (HVTs).
- Identifying targeting priorities.
- Planning joint air and ground fires with the joint air-ground integration center (JAGIC).
- Developing targeting products in support of course of action (COA) development and wargame.

(2) The targeting team and appropriate staff officers prepare their respective running estimates.

(3) The TWG provides the overall focus and sets priorities and criteria for information collection and engagement planning.

(4) Targeting priorities must be addressed for each phase or critical event of an operation.

(5) The targeting team works in concert to draft targeting guidance and priorities for the commander.

(6) The commander (or designated representative) leads the targeting board and approves the targeting products developed by the TWG in support of the operation.

(7) Once approved, the decisions made are reflected in the following foundational products:

- HPTL.
- TSS.
- AGM.
- Intelligence collection synchronization matrix (ICSM).
- TSM.


[illegible]

- (1) The first portion of the detect function is positive identification. This is confirming the threat entity acquired in collection is in fact an HPT.

(2) When an HPT is detected, the information is quickly disseminated to the designated targeting officer, located in the intelligence cell for necessary action. These actions include:

- (3) Target information is forwarded to the intelligence analysts of the G-2 (usually located in the analysis and control element (ACE) for developing situational awareness (SA), situational understanding, and target refinement.

(5) Once an HPT is identified, it is passed from G-2 to operations.

- Reporting agency.
- Sensor type.
- Report Date Time Group.
- Acquisition Date Time Group.
- Target Description.
- Posture.
- Activity.
- Size of the target.
- Target location.
- Target location error (TLE).
- Dwell time.

c. Deliver is the third function in the Army targeting methodology and occurs during the execution portion of the operations process.

(2) The decision to engage targets of opportunity follows the engagement guidance and is based on a number of factors such as the:

- (3) If the decision is made to engage immediately, the target is processed further.

(5) If the decision is to defer the engagement, continue tracking, determine decision point(s) for engagement, and modify collection tasking as appropriate.

Note: The plan for target engagement is typically developed via the TWG and presented for approval in the targeting board. Target engagement requires several decisions and actions. These considerations fall into two categories: tactical and technical.

- d. Assess is the final function and involves providing a "combat assessment" or determination of the overall effectiveness composed of three elements:

- Note: See FM 3-60, paragraphs 2-67 through 2-85 for more details on conducting these assessments.

(1) The commander, supported by the targeting staff, assesses the effectiveness of targeting and directs adjustments to ensure that operations remain aligned with their intent.

(2) The G-3, in coordination with the fires cell and the targeting WG, conducts munitions effectiveness assessment.

(3) The targeting cell/WG recommends reengagement of the target to meet the commander's intent if required.

+ 3. The staff, led by the COS, conduct the targeting process.

+ a. The staff judge advocate (SJA) provides legal advice and support to the targeting team during all phases of operations.

(1) Participates in targeting battle rhythm events.

(2) In conjunction with the G-3 and chief of fires/FSCoord, ensures the following are disseminated and followed throughout all staff sections and subordinate commands:

- The law of armed conflict.
- Operational rules of engagement (ROE).
- General restrictions.
- Precautions in attack
- Separation of military activities.
- Special protections.
- National sovereignty.
- Environmental considerations
- The commander's targeting authorities

(3) Liaises with higher HQ to attain authorities currently not delegable.

b. The G-2 provides intelligence support to targeting, current and future operations, and plans.

(1) Identifies, monitors, and assesses threats as they adapt and change over time to determine their ability to affect mission accomplishment.

(2) Helps the commander coordinate, integrate, and supervise the execution of information collection.

(3) Supports targeting tasks or activities, by refining higher HQ threat(s)/declared hostile force(s) systems and conducting component analysis.

(4) Identifies threat forces combat power to include functions, composition and disposition of enemy units two levels down with further refinement as the situation requires or as directed by the commander.

(5) Supervises development of the threat event template depicting capabilities, capacity, and requirements tied to enemy decision points and differences in enemy courses of action.

(6) Provides information on the current enemy situation, estimates of current enemy capabilities by function, and conducts target value analysis (TVA), high-value target (HVT) identification, and the development of HPTs.

Note: A HPT is a target whose loss to the enemy will significantly contribute to the success of the friendly course of action (JP 3-60). A HVT is a target the enemy commander requires for the successful completion of the mission (JP 3-60).

(7) Provides assessments of enemy activity, syncing with the air tasking order (ATO) cycle to better project likely enemy locations for collection and targeting.

(8) Sends a knowledgeable representative to all targeting battle rhythm events.

c. The staff weather officer (SWO) supports the targeting process.

(1) Briefs the terrestrial and extra-terrestrial weather forecast to include: light, weather data, and space weather anomaly(s) for the next 96 hours.

(2) Describes the effects and impacts to friendly and enemy forces and sensors.

d. The intelligence-targeting officer integrates intelligence support to targeting and maintains the target database.

(1) Applies the criteria for timeliness and accuracy from the TSS, and reports HPTs to the field artillery intelligence officer (FAIO).

(2) Participates in the TWG and ensures the G-2 and analytic elements possess the most current HPT, TSS and AGM.

(3) Coordinates with the collection manager to ensure adequate intelligence collection to support targeting to include recommendations for any named area of interest (NAI) and target area of interest (TAI).

(4) Coordinates with the analytic element for targeting intelligence support to organizational fires.

(5) Conducts and maintains battle damage assessments (BDA), providing re-attack recommendations to the identified decision authority.

(6) Participates in targeting battle rhythm events.

e. The collection manager supports the targeting process through integration and synchronization of organic collection resources and the development of priority intelligence requirements (PIRs) and targeting intelligence requirements for organic, adjacent, coalition, mission partner environment, theater/joint, and national assets.

(1) Supports targeting by providing understanding of all available collection assets and coordinating for any additional assets required.

(2) Incorporates targeting intelligence requirements, balanced against PIRs and other information requirements into the collection management plan.

(3) Prioritizes collection assets in support of the commander's objectives and assists in the development of NAIs and TAs.

(4) Ensures collection times are synchronized with the TSM to support operations.

(5) Participates in targeting battle rhythm events.



+ f. The G-3 ensures warfighting functions are integrated and synchronized across the planning horizons in current operations, future operations, and planning cells.

(1) Authenticates all plans and orders per commander's guidance.

(2) Supervises tasks in support of targeting by publishing the commander's daily guidance, which includes objectives and targeting guidance.

(3) Ensures adherence to ROE during operations in coordination with the SJA and other staff sections/agencies as required.

(4) Disseminates targeting objectives, effects, TAI, and targeting tasks to subordinate commands.

(5) Chairs the target coordination board when necessary.

g. The assistant chief of staff plans, supports the targeting process.

(1) In conjunction with the G-3, prepares Annex A (Task Organization), Annex C (Operations), and Annex M (Assessment) to the operation order (OPORD) or operation plan (OPLAN).

(2) Supervises the execution of targeting tasks by developing operational endstates in support of the commander's intent to include objectives in the long-range planning horizon.

(3) Provides projected changes in task organization, joint apportioned resources, and command and support relationships.

(4) Provides updates on branches or sequels to the current plan and changes to the commander's intent or endstate.

(5) Ensures incorporation of targeting effects into the operations assessment plan (enabled by the operations research and system analysis (ORSA)).

(6) Provides operations assessments and commander's guidance to targeting battle rhythm events.

(7) Recommends targeting tasks and effects to support the commander's decision points.

(8) Participates in targeting battle rhythm events as required.

h. The future operations officer is responsible for planning operations in the mid-range planning horizon.

(1) Supervises performance of targeting tasks by providing adjustments including positioning or maneuvering of forces in depth that facilitate continuation of the current operation.

(2) Provides friendly schemes of maneuver for mid-range planning horizons.

(3) Provides updates or changes to task organization, commander's guidance, current objectives, task and purpose, or graphic control measures.

(4) Provides the commander's decision points (DPs).

(5) Participates in targeting battle rhythm events.

i. Participates in targeting battle rhythm events when able.

j. The current operations officer supports the targeting process.

(1) Integrates the approved TSM into the unit's current operations synchronization matrix.

(2) Performs targeting tasks or activities by executing and assessing the approved targeting tasks per the commander's execution guidance.

(3) Conducts tasking/retasking of assets to support engagement of dynamic targets and time sensitive targets (TSTs).

k. The FSCOORD is the senior field artillery commander for the theater, corps, division, and brigade combat team who is the maneuver commander's primary advisor to plan, coordinate, and integrate field artillery and fire support in the execution of assigned tasks.

(1) Works closely with the chief of staff or executive officer, the G-2 and G-3 to ensure mutual understanding of all aspects of planning, preparation, execution, and assessment of fires in support of operations.

(2) Supervises the execution of targeting tasks or activities by coordinating with respective higher HQs, Joint Air Operations Center, battlefield coordination detachment (BCD), and other unified action partners as needed.

(3) Establishes the targeting process based on the commander's guidance and intent, by ensuring integration and synchronization of targeting battle rhythm events into the unit's battle rhythm vertically and horizontally across commands.

(4) Establishes the TWG and targeting coordination board agenda.

(5) Oversees the development and management (with assistance from the G-2 and SJA) of the HPTL, JTL/RTL and NSL as applicable at echelon.

(6) Oversees the development of the target nominations list for external support and recommend engagement procedures for targets of opportunity.

(7) Chairs the TWG and facilitates the targeting coordination board as delegated.

I. The air liaison officer (ALO) is responsible for advising on air operations.

(1) The senior Air Force officer with each tactical air control party.

(2) Supervises the execution of targeting tasks or activities by advising the targeting team on the employment of air assets.

(3) Facilitates the integration of air capabilities to support target execution efforts.

(4) Ensures digital communications are established with the air component to support targeting.

(5) Participates in targeting battle rhythm events as necessary.

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Task Performance Summary Block										
Training Unit			ITERATION							
			1		2		3		4	
Date of Training per Iteration:										
Day or Night Training:			Day / Night		Day / Night		Day / Night		Day / Night	
			#	%	#	%	#	%	#	%
Total Leaders Authorized		% Leaders Present								
Total Soldiers Authorized		% Soldiers Present								
Total Number of Performance Measures		% Performance Measures 'GO'								
Total Number of Critical Performance Measures		% Critical Performance Measures 'GO'								
Live Fire, Total Number of Critical Performance Measures		% Critical Performance Measures 'GO'								
Total Number of Leader Performance Measures		% Leader Performance Measures 'GO'								
MOPP LEVEL										
Evaluated Rating per Iteration T, P, U										

**Mission(s) supported:** None

**MOPP 4:** Never

**MOPP 4 Statement:** None

**NVG:** Never

**NVG Statement:** None

**Prerequisite Collective Task(s):**

Step Number	Task Number	Title	Proponent	Status
	71-DIV-5200	Conduct Command Post Operations	71 - Mission Command (Collective)	Approved

**Supporting Collective Task(s):**

Step Number	Task Number	Title	Proponent	Status
1.	71-DIV-5011	Communicate Commander's Intent Internally and Externally	71 - Mission Command (Collective)	Approved
3.	71-DIV-3000	Conduct Fire Support	71 - Mission Command (Collective)	Approved
3.	71-DIV-3301	Conduct Dynamic Targeting	71 - Mission Command (Collective)	Approved
4.	71-DIV-5130	Assess the Tactical Situation and Operation	71 - Mission Command (Collective)	Approved

**OPFOR Task(s):** None

**Supporting Individual Task(s):**

Step Number	Task Number	Title	Proponent	Status
	158-LDR-5001	Develop Cohesive Teams Through Mutual Trust	158 - Center for Army Profession and Leadership (Individual)	Approved

**Supporting Drill(s):** None

**Supported AUTL/UJTL Task(s):**

Task ID	Title
OP 3.1	Conduct Targeting

#### TADSS

TADSS ID	Title	Product Type	Quantity
20-101	Joint Land Component Constructive Training Capability - Multi-Resolution Federation - Standard Configuration	DVC	1
71-20	Common Hardware Platform (CHP)	DVC	1

#### Equipment (LIN)

LIN	Nomenclature	Qty
No equipment specified		

#### Materiel Items (NSN)

NSN	LIN	Title	Qty
No materiel items specified			

**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 the current Environmental Considerations manual and the current GTA Environmental-related Risk Assessment card. Refer to GTA 05-08-002 ENVIRONMENTAL-RELATED RISK ASSESSMENT.

**Safety:** In a training environment, leaders must perform a risk assessment in accordance with current Risk Management Doctrine. Leaders will complete the current Deliberate Risk Assessment Worksheet in accordance with the TRADOC Safety Officer 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 current CBRN doctrine. Refer to GTA 05-08-012 INDIVIDUAL SAFETY CARD.