

Training and Evaluation Outline Report

Task Number: 71-9-3270

Task Title: Synchronize Operational Firepower (Division Echelon and Above [Operational])

Supporting Reference(s):

Step Number	Reference ID	Reference Name	Required	Primary
	ADP 3-0	Unified Land Operations	No	No
	FM 5-0	THE OPERATIONS PROCESS	Yes	No
	FM 6-0	MISSION COMMAND	Yes	No
	JOINT PUB 3-0	Joint Operations	Yes	No
	JOINT PUB 3-60	Joint Targeting	Yes	Yes

Condition: The command is conducting or preparing to conduct operations as a Joint Task Force, Joint Force Land Component Command, Army Forces, or Army Service Component Command headquarters. The command's headquarters may or may not have integrated Joint staff augmentation, liaisons, unit, and individual attachments. 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 synchronizing operational firepower. The command is prepared to interface with joint, interagency, governmental authorities, nongovernmental organization, and multinational forces. The command has established communications with subordinate and adjacent units, and higher headquarters. The mission command networks, information systems, and facilities and equipment are operational and processing information in accordance with Standing Operating Procedures. Some iterations of this task should be performed in MOPP.

Standard: The staff synchronizes operational firepower to optimize the application of limited resources, achieve synergy, avoid fratricide, and ensure maximum effectiveness against the threat at the decisive time and place. The staff conducts operational firepower planning continuously and concurrently with the development of the scheme of maneuver, and synchronized with all joint force operations. The staff establishes a joint targeting and coordination board and establishes liaison between all joint force commands to facilitate coordination of operational firepower.

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 Equipment: None

Safety Level: Low

Task Statements

Cue: None

DANGER

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

WARNING

Composite 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

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

Remarks: While Army doctrine has changed to mission command over command and control (C2 - which is now a component of mission command), and changed from using ISR (Intelligence, Reconnaissance and Surveillance) to information collection (comprised of reconnaissance and surveillance, security operations, and intelligence operations), joint doctrine still retains the primacy of C2 over mission command as well as the use of ISR. Commanders and staffs of Army headquarters serving as a joint task force, joint force land component command, Army forces, or Army service component command headquarters should refer to applicable joint or multinational doctrine for the exercise and use of C2 and ISR.

Note: Task content last updated: 7 March 2012

Notes: None

TASK STEPS

1. The staff, led by the intelligence cell, develops intelligence to support synchronization of operational firepower.

a. Develop accurate and timely intelligence at the strategic and operational levels on the threat's centers of gravity, their capabilities and estimated intentions in support of the combatant commander's area of responsibility and the supported joint force commander's joint operations area.

b. Verify the commander's priority intelligence requirements to support targeting are fully integrated into the intelligence collection plan.

c. Provide intelligence support to develop joint targeting options and priorities.

d. Use information collection systems to ensure an integrated intelligence preparation of the operational environment and a complete targeting effort.

e. Verify quick access to decision-makers for dynamic re-tasking of technical intelligence and surveillance and reconnaissance resources.

2. The staff, led by the plans cell, plans operational firepower.

a. Shape the area of operation by synchronizing firepower to assist maneuver forces and establish how maneuver forces will exploit the use of firepower.

b. Distribute firepower coordinating measures to ensure measures are available electronically via data link if possible.

c. Develop the roles, functions and agenda of the Joint Targeting Coordination Board (JTCB).

d. Verify the operational situation and commander's strategy dictate the target selection process.

e. Focus firepower planning on the commander's objectives.

f. Verify firepower resource planning considers component capabilities and the forces necessary to achieve the desired effects.

g. Conduct centralized planning and decentralized execution.

h. Verify unit firepower is synchronized through the expression of the following characteristics:

(1) Supports forces in contact.

(2) Supports the concept of operations.

(3) Sustains firepower support operations.

i. Plan air and surface operations within a framework of synchronization with surface and maneuver elements to provide a synergistic effect.

j. Plan guidance for immediate targets on procedures for the coordination, deconfliction, and synchronization among components.

k. Conduct coordination as early as possible in the planning sequence.

l. Verify personnel know and understand the rules of engagement.

m. Include planned targets in the air tasking order (96 hour) cycle.

3. The staff, led by the G6 section, establishes the mission command system.

a. Develop unity of effort to enhance effective coordination of operational firepower synchronization.

b. Verify a dedicated liaison organization (battlefield coordination detachment and ground liaison officers) is in place.

c. Verify information sharing in near real time, uses a common language and apply across the various parts of the mission command system.

d. Authorize direct liaison and coordination authority.

e. Improve integration between Service and national components through direct communications to liaison elements.

f. Consider implementing focused procedures enabling the phases of the targeting cycle to be performed simultaneously rather than sequentially.

g. Employ permissive measures to authorize attack of targets without requiring ground commander coordination.

h. Define specific areas of the operational environment to enable commanders to coordinate firepower.

i. Synchronize maneuver and firepower to ensure maximum effectiveness against the threat.

j. Verify components establish timely network and communications channels to direct appropriate force to engage each target.

k. Identify specific network and communications data links between component mission command elements of the force.

l. Delegate authority to plan and engage immediate targets to the mission command node that has the best information or situational awareness to execute the operational firepower mission and direct necessary communications.

4. The staff, led by the fires cell, integrates operational firepower.

a. Encourage synergism among joint force components through integration, synchronization, and coordination.

b. Integrate firepower through planning and the assimilation of forces, capabilities, and systems to allow their use in a cohesive operation.

c. Synchronize firepower with other joint force operations in order to optimize the effect of limited resources, achieve synergy and avoid fratricide.

d. Aid synchronization of firepower by using a synchronization matrix which visually portrays critical actions that must be accomplished by various elements of the joint force.

e. Synchronize operational firepower operations to place the appropriate means of attack on the correct target at the right time.

f. Coordinate the application of operational firepower through the exchange of liaison officers and cooperation between combatant commands and component staffs.

5. The staff, led by the fires cell, executes operational firepower.

- a. Synchronize the use of firepower to protect and ensure freedom of maneuver of friendly forces.
 - b. Synchronize the use of firepower to bring maximum effect on a point of threat weakness.
 - c. Employ appropriate weapons to engage targets.
 - d. Choose weapons systems based on:
 - (1) Effectiveness against different target types.
 - (2) Responsiveness.
 - (3) Range.
 - (4) Accuracy.
 - (5) Vulnerability.
 - (6) Associated risks of employment.
 - e. Use a JTCB to accomplish targeting oversight functions.
 - f. Prioritize and attack high payoff targets.
 - g. Destroy the threat force's material and warfighting capabilities.
 - h. Apply sustained, persistent pressure on targets.
 - i. Allow for the engagement of immediate targets once they are identified.
 - j. Prevent the threat force from effectively employing its operational fires and reserves through the execution and assessment of joint fires.
6. The staff, led by the plans cell, develops plans to prevent fratricide.
- a. Identify firepower errors to include:
 - (1) Misidentifying targets.
 - (2) Inaccurate location.
 - (3) Computational errors.
 - (4) Weapon errors.
 - (5) Communications errors.
 - (6) Mechanical malfunction.
 - (7) Synchronization/integration errors during planning and execution.

b. Conduct procedural protection of friendly units from friendly fires with technical control, primarily at the weapon; and fire support coordination, primarily at the command center.

c. Develop coordination plans to identify potential fratricide situations and coordination measures necessary to positively manage and control the attack of targets.

7. The staff, led by the Fires Cell, assesses operational firepower and synchronization.

a. Coordinate combat assessment efforts by the joint force.

b. Coordinate battle damage assessment (BDA) and munitions effectiveness assessment (MEA) at all levels of command.

c. Define predetermined measures of effectiveness to assess firepower operations.

d. Verify the understanding of target development and its relationship to the joint force commander's objectives and overall guidance to allow for effective assessment of firepower synchronization.

e. Verify the assessment addresses the effectiveness of firepower operations for tasked missions.

f. Conduct target reconnaissance to assess the effectiveness of firepower, that permit timely re-targeting, and facilitate intelligence about threat actions in response to the use of firepower.

g. Conduct BDA, MEA, and re-attack recommendations.

(Asterisks indicates a leader performance step.)

PERFORMANCE MEASURES	GO	NO-GO	N/A
1. The staff, led by the intelligence cell, developed intelligence to support synchronization of operational firepower.			
a. Developed accurate and timely intelligence at the strategic and operational levels on the threat's centers of gravity, their capabilities and estimated intentions in support of the combatant commander's area of responsibility and the supported joint force commander's joint operations area.			
b. Verified the commander's priority intelligence requirements to support targeting were fully integrated into the intelligence collection plan.			
c. Provided intelligence support to develop joint targeting options and priorities.			
d. Used information collection systems to ensure an integrated intelligence preparation of the operational environment and a complete targeting effort.			
e. Verified quick access to decision-makers for dynamic re-tasking of technical intelligence and surveillance and reconnaissance resources.			
2. The staff, led by the plans cell, planned operational firepower.			
a. Shaped the area of operation by synchronizing firepower to assist maneuver forces and established how maneuver would exploit the use of firepower.			
b. Distributed firepower coordinated measures to ensure measures were available electronically via data link if possible.			
c. Developed the roles, functions and agenda of the Joint Targeting Coordination Board (JTCB).			
d. Verified the operational situation and commander's strategy dictated the target selection process.			
e. Focused firepower planning on the commander's objectives.			
f. Verified firepower resource planning considered component capabilities and the forces necessary to achieve the desired effects.			
g. Conducted centralized planning and decentralized execution.			
h. Verified unit firepower was synchronized through the expression of the following characteristics:			
(1) Supported forces in contact.			
(2) Supported the concept of operations.			
(3) Sustained firepower support operations.			
i. Planned air and surface operations within a framework of synchronization with surface and maneuver elements that provided a synergistic effect.			
j. Planned guidance for immediate targets on procedures for the coordination, deconfliction, and synchronization among components.			
k. Conducted coordination as early as possible in the planning sequence.			
l. Verified personnel knew and understood the rules of engagement.			
m. Submitted planned targets into the air tasking order (96 hour) cycle.			
3. The unit, led by the G6 section, established the mission command system.			
a. Developed unity of effort to enhance effective coordination of operational firepower synchronization.			
b. Verified a dedicated liaison organization (battlefield coordination detachment and ground liaison officers) were in place.			
c. Verified shared information was received in near real time, used a common language and applied across the various parts of the mission command system.			
d. Authorized direct liaison and coordination authority.			
e. Improved integration between Service and national components through direct communications to liaison elements.			
f. Considered implementing focused procedures that enabled the phases of the targeting cycle to be performed simultaneously rather than sequentially.			
g. Employed permissive measures to authorize attack of targets without requiring ground commander coordination.			
h. Defined specific areas of the operational environment to enable commanders to coordinate firepower.			
i. Synchronized maneuver and firepower to ensure maximum effectiveness against the threat.			

j. Verified components established timely network and communications channels to direct appropriate force to engage each target.			
k. Identified specific network and communications data links between component mission command elements of the force.			
l. Delegated authority to plan and engage immediate targets to the mission command node that has the best information or situational awareness to execute the operational firepower mission and direct necessary communications.			
4. The unit, led by the fires cell, integrated operational firepower.			
a. Encouraged synergism among joint force components through integration, synchronization, and coordination.			
b. Integrated firepower through planning and the assimilation of forces, capabilities and systems that allowed their use in a cohesive operation.			
c. Synchronized firepower with other joint force operations in order to optimize the effect of limited resources, achieve synergy and avoid fratricide.			
d. Aided synchronization of firepower by using a synchronization matrix which visually portrayed critical actions that were accomplished by various elements of the joint force.			
e. Synchronized operational firepower operations to place the appropriate means of attack on the correct target at the right time.			
f. Coordinated the application of operational firepower through the exchange of liaison officers and cooperation between combatant commands and component staffs.			
5. The unit, led by the fires cell, executed operational firepower.			
a. Synchronized the use of firepower to protect and ensure freedom of maneuver of friendly forces.			
b. Synchronized the use of firepower to bring maximum effect on a point of threat weakness.			
c. Employed appropriate weapons to engage targets.			
d. Chose weapons systems based on:			
(1) Effectiveness against different target types.			
(2) Responsiveness.			
(3) Range.			
(4) Accuracy.			
(5) Vulnerability.			
(6) Associated risks of employment.			
e. Used JTCB to accomplish targeting oversight functions.			
f. Prioritized and attacked high payoff targets.			
g. Destroyed the threat force's material and warfighting capabilities.			
h. Applied sustained, persistent pressure on targets.			
i. Allowed for the engagement of immediate targets once they were identified.			
j. Prevented the threat from effectively employing its operational fires and reserves through the execution and assessment of joint fires.			
6. The staff, led by the plans cell, developed plans to prevent fratricide.			
a. Identified firepower errors including:			
(1) Misidentifying targets.			
(2) Inaccurate location.			
(3) Computational errors.			
(4) Weapon errors.			
(5) Communications errors.			
(6) Mechanical malfunction.			
(7) Synchronization/integration errors during planning and execution.			
b. Conducted procedural protection of friendly units from friendly fires with technical control, primarily at the weapon; and fire support coordination, primarily at the command center.			

Step Number	Task Number	Title	Proponent	Status
	71-9-2250	Collect Target Information (Division Echelon and Above [Operational])	71 - Combined Arms (Collective)	Approved
	71-9-2424	Provide Target Information for the Joint Operational Area (Division Echelon and Above [Operational])	71 - Combined Arms (Collective)	Approved
	71-9-3100	Conduct Joint Force Targeting (Division Echelon and Above [Operational])	71 - Combined Arms (Collective)	Approved
	71-9-5300	Prepare Plans (Division Echelon and Above [Operational])	71 - Combined Arms (Collective)	Approved
	71-9-5310	Conduct Operational Mission Analysis (Division Echelon and Above [Operational])	71 - Combined Arms (Collective)	Approved
	71-9-5320	Issue Planning Guidance (Division Echelon and Above [Operational])	71 - Combined Arms (Collective)	Approved
	71-9-5330	Determine Operational End State (Division Echelon and Above [Operational])	71 - Combined Arms (Collective)	Approved
	71-9-5430	Provide Rules of Engagement (Division Echelon and Above [Operational])	71 - Combined Arms (Collective)	Approved

Supporting Individual Task(s):

Step Number	Task Number	Title	Proponent	Status
	150-718-5111	Participate in the Military Decision Making Process	150 - Combined Arms (Individual)	Approved
	150-718-5112	Participate in Mission Analysis	150 - Combined Arms (Individual)	Approved
	150-718-5114	Participate in Course of Action Development	150 - Combined Arms (Individual)	Approved
	150-718-5116	Participate in Course of Action Comparison	150 - Combined Arms (Individual)	Approved
	150-718-5130	Assess The Current Situation (Battalion - Corps)	150 - Combined Arms (Individual)	Approved
	150-718-5144	Prepare a Running Estimate	150 - Combined Arms (Individual)	Approved

Supporting Drill Task(s): None

TADSS

Step ID	TADSS ID	Title	Product Type	Quantity
No TADSS specified				

Equipment (LIN)

Step ID	LIN	Nomenclature	Qty
No equipment specified			

Material Items (NSN)

Step ID	NSN	LIN	Title	Qty
No equipment 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 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. .