

Training and Evaluation Outline Report

Task Number: 71-9-2250

Task Title: Collect Target Information (Division Echelon and Above [Operational])

Supporting Reference(s):

Step Number	Reference ID	Reference Name	Required	Primary
	ADP 3-0	Unified Land Operations	Yes	No
	FM 6-0	MISSION COMMAND: COMMAND AND CONTROL OF ARMY FORCES	Yes	No
	JP 2-0	JOINT INTELLIGENCE	Yes	Yes
	JP 2-01.3	Joint Intelligence Preparation of the Operational Environment	Yes	No
	JP 3-0 CH 1	JOINT OPERATIONS	Yes	No
	JP 3-09	JOINT FIRE SUPPORT	Yes	No

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 target collecting. The command is prepared to interface with joint, interagency, governmental authorities, nongovernmental organizations, and multinational forces. 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. Some iterations of this task should be performed in MOPP.

Standard: The staff collects target information that supports the detection, identification, and location of threat targets in sufficient detail to permit attack by friendly weapons. The staff converts information into actionable and predictive intelligence and makes it available to users to support all phases of the joint targeting cycle.

Note: Task steps and performance measures may not apply to every staff or echelon. Prior to evaluation, coordination should be made between evaluator and the evaluated 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 of 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

Identifying 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. Task content last updated: 21 February 2012

Notes: Task content last updated: 21 February 2011

TASK STEPS

1. The staff incorporates the commander's objectives, guidance, and intent in the targeting collection plan by:
 - a. Confirming targeting analysis meet the commander's objectives.
 - b. Directing the intelligence effort, and intelligence preparation of the battlefield in accordance with the commander's targeting priorities.
 - c. Completing the intelligence collection plan.
 - d. Orienting efforts on targeting from the joint task force perspective.
 - e. Confirming the J-2 and J-3 participate in developing the targeting plan.
 - f. Scheduling a targeting conference.
 - g. Orienting the total intelligence effect on the commander's priorities.
2. The staff conducts target development, validation, nomination, and prioritization by:
 - a. Developing a list of high priority targets.
 - b. Confirming the targeting selection standards (TSS) supports the commander's objectives.
 - c. Developing event templates and attack guidance matrices (AGM).
 - d. Preparing a target synchronization matrix.
 - e. Outlining when and where high pay off targets (HPTs) will be found.
 - f. Differentiating between HPTs and high value targets.
 - g. Integrating targeting objectives - limit, disrupt, delay, divert, and destroy - into the preparation of the target list.
 - h. Integrating information objectives - destroy, degrade, disrupt, deny, deceive, exploit, and influence - into the preparation of the target list.
 - i. Considering targeting effects from the perspective of stability operations, public affairs, and military information support operations.
 - j. Considering targeting effects from the perspective of the law of land warfare and the rules of engagement (ROE).
 - k. Applying TSS.
 - l. Confirming target selection is based upon a comprehensive, systematic examination of potential targets.
3. The staff conducts a capabilities analysis by:
 - a. Selecting the best means of attack against selected targets.
 - b. Confirming attack means support the commander's objectives, guidance and intent.

- c. Confirming appropriate attack means are immediately available to the commander.
4. The staff obtains the commander's decision and makes force assignment by:
- a. Recommending a course of action to the commander.
 - b. Updating the plan with the commander's decisions.
 - c. Confirming additional coordination subsequent to the commander's decision.
 - d. Reflecting total integration of the targeting cycle analysis in the operations plan and operations order prior to assigning forces to satisfy the commander's intent.
5. The staff conducts mission planning and force execution by:
- a. Preparing target spreadsheets.
 - b. Specifying the timing of the attack as:
 - (1) Immediate.
 - (2) Planned.
 - (3) As acquired.
 - c. Confirming the attack system assigned the mission.
 - d. Specifying attack criteria.
 - e. Specifying restrictive or special instructions additions to the ROE.
 - f. Preparing an AGM.
 - g. Integrating the target synchronization matrix with the HPT list, the intelligence collection plan, and the AGM.
 - h. Executing and training the execution of the joint targeting cycle, focusing on procedures for managing target data.
 - i. Obtaining characteristics and locations of potential and actual targets.
 - j. Identifying available attack assets and munitions, and matching to targets as practical.
 - k. Disseminating relevant targeting and attack asset data to mission command nodes and all other applicable units.
 - l. Verifying communications capabilities are available for reliable and timely actions.
 - m. Evaluating targeting performance frequently, and responding as appropriate.
6. The staff conducts combat assessment by:
- a. Confirming battle damage assessment is available to satisfy the commander's intent.

b. Re-attacking targets if effects are not within the parameters listed in the AGM.

c. Verifying munitions effectiveness assessment accurately describes force performance.

(Asterisks indicates a leader performance step.)

PERFORMANCE MEASURES	GO	NO-GO	N/A
1. The staff incorporated the commander's objectives, guidance, and intent in the targeting collection plan:			
a. Confirmed targeting analysis met the commander's objectives.			
b. Directed the intelligence effort, and intelligence preparation of the battlefield in accordance with the commander's targeting priorities.			
c. Completed the intelligence collection plan.			
d. Oriented efforts on targeting from the joint task force perspective.			
e. Confirmed the J-2 and J-3 participated in developing the targeting plan.			
f. Scheduled a targeting conference.			
g. Oriented the total intelligence effect on the commander's priorities.			
2. The staff conducted target development, validation, nomination, and prioritization:			
a. Developed a list of high priority targets.			
b. Confirmed the targeting selection standards (TSS) supported the commander's objectives.			
c. Developed event templates and attack guidance matrices (AGM).			
d. Prepared a target synchronization matrix.			
e. Outlined when and where high pay off targets (HPTs) would be found.			
f. Differentiated between HPTs and high value targets.			
g. Integrated targeting objectives - limit, disrupt, delay, divert, and destroy - into the preparation of the target list.			
h. Integrated information objectives - destroy, degrade, disrupt, deny, deceive, exploit, and influence - in the preparation of the target list.			
i. Considered targeting effects from the perspective of stability operations, public affairs, and military information support operations.			
j. Considered targeting effects from the perspective of the law of land warfare and the rules of engagement (ROE).			
k. Applied TSS.			
l. Confirmed target selection was based on a comprehensive, systematic examination of potential targets.			
3. The staff conducted a capabilities analysis:			
a. Selected the best means of attack against selected targets.			
b. Confirmed attack means supported the commander's objectives, guidance, and intent.			
c. Confirmed appropriate attack means were immediately available to the commander.			
4. The staff obtained the commander's decision and made force assignments:			
a. Recommended a course of action to the commander.			
b. Updated the plan with the commander's decisions.			
c. Confirmed additional coordination subsequent to the commander's decision.			
d. Reflected total integration of the targeting cycle analysis in the operations plan and operations order prior to assigning forces to satisfy the commander's intent.			
5. The staff conducted mission planning and force execution:			
a. Prepared target spreadsheets.			
b. Specified the timing of the attack as:			
(1) Immediate.			
(2) Planned.			
(3) As required.			
c. Confirmed the attack system assigned the mission.			
d. Specified attack criteria.			
e. Specified restrictive or special instructions additions to the ROE.			
f. Prepared an AGM.			
g. Integrated the target synchronization matrix with the HPT list, the intelligence collection plan, and the AGM.			

Supporting Collective Task(s):

Step Number	Task Number	Title	Proponent	Status
	71-9-2100	Direct Operational Intelligence Activities (Division Echelon and Above [Operational])	71 - Combined Arms (Collective)	Approved
	71-9-2110	Determine Operational Priority Information Requirements (Division Echelon and Above [Operational])	71 - Combined Arms (Collective)	Approved
	71-9-2200	Collect Relevant Information (Division Echelon and Above [Operational])	71 - Combined Arms (Collective)	Approved
	71-9-2220	Direct Theater Strategic Surveillance and Reconnaissance (Division Echelon and Above [Operational])	71 - Combined Arms (Collective)	Approved
	71-9-2300	Process Collected Operational Information (Division Echelon and Above [Operational])	71 - Combined Arms (Collective)	Approved
	71-9-2400	Produce Operational Intelligence Products (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
	71-9-5130	Determine Commander's Critical Information Requirements (Division Echelon and Above (Operational))	71 - Combined Arms (Collective)	Approved
	71-9-6110	Manage Operational Aerospace Targets (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
	150-718-5113	Recommend the Commanders Critical Information Requirements	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. .