



The Targeting Process (Part 3)

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1. Preface:

This third article regarding the targeting process, discusses further on the preparation & execution required of a targeting meeting. We need to be able to focus our attention on the vital preparation for the targeting meeting and the effectiveness that the process requires in terms of command emphasis and the complete integration of all battlefield operating systems.

2. Preparation Of Targeting Meeting:

The targeting meeting is the critical event in the targeting process.

It focuses and synchronizes the unit's combat power and resources towards finding, attacking and assessing high payoff targets. The meeting:

- Verifies and updates the HPTL (High Priority Target List)
- Verifies, updates and re tasks available collection assets for each HPT
- Allocates delivery systems to engage each target
- Confirms the assets tasked to verify the effects on target after it has been attacked.

Attendance. To be effective, the following personnel should attend the targeting meeting:

- Battalion level: XO (Chair), S-3, S-2, FSO. Focus is 12-24 hrs out.
- Brigade level: FS Coord, targeting officer, direct support field artillery battalion S-2, ALO, A/D O, ENG, S-4, S-3 (Chair), S-3 AIR, S-3AVN, PSYOPS, Civil Affairs, Cbn, Legal. It address operations 24-36 hours out.

Key to the conduct of the targeting meeting is preparation. Each representative must arrive at the meeting prepared to discuss available assets and the capabilities and limitations of his particular Battlefield Operating System. This means participants must conduct detailed analysis prior to coordination, they must arrive, prepared and bring relevant conceptual and physical products as described below:

The S-3

- Changes to the commander's intent
- Changes to the task organisation.
- Requirements from higher headquarters (including recent FRAGOs and taskings).
- Current combat power.
- Current situation of subordinate units.
- Planned operations.
- Assets available.

The S-2

- Current situational and event templates.
- Prepares an overview of the current enemy situation.
- Current high value targets with locations.
- The commander's priority intelligence requirements.
- Named areas of interest.
- Overview of the reconnaissance and surveillance plan.
- Predictive analysis (Most importantly, the S-2 prepares a predictive analysis of future enemy courses of action based on continuous IPB. Tailor the products to the designated time period to be discussed at the meeting.)

The FSO

- Provides the current high payoff target list.
- Prepares the proposed high payoff target list for the designated period. Grid coordinates previously coordinated with the S-2.
- Fire support assets available.



ON EXERCISES AND DOCTRINE

Other staff sections: The specific situation dictates the extent of remaining staff members' participation. They must be prepared to discuss in detail their own available assets and their capabilities, the integration of their assets into the targeting process and the capabilities and limitations of enemy assets within their BOS. The following tools should be available to facilitate the conduct of the targeting meeting:

- Target Synchronisation Matrix.
- List of Potential Detection Assets.
- List of Potential Delivery Assets.

The **Target Synchronization Matrix** visually lists specific targets and their locations for each category. The matrix serves as a checklist to ensure that:

- Each target is covered by a Named Area of Interest (NAI).
- Specific detect, deliver, and assess assets have been designated for each target.
- Detailed attack guidance is provided for each target.

The completed target synchronization matrix becomes the basis for updating the R&S plan and issuing a FRAGO at the conclusion of the meeting. It also facilitates the distribution of the results of the target meeting. A list of all potential assets available to the unit is helpful. It lists the assets available for detection and delivery

purposes. Staff members must be prepared to discuss the potential contribution of particular assets within their BOS.



3. The Targeting Meeting

The XO (BN Level) or the S-3 (Bde Level) is responsible for keeping the meeting focused. He opens the targeting meeting by conducting a roll call, followed by a brief explanation of the purpose. He describes the agenda and specifies the time period to be addressed. He is the arbitrator for disagreements which arise while filling out the Target Synchronization Matrix. Maximum staff participation is absolutely essential. Staff members must share their expertise and knowledge of the

capabilities and limitations of both friendly and enemy systems. They must consider providing redundant means to detect, deliver and assess targets.

1. The S-2 provides an intelligence update:
 - a. Briefs the current enemy situation.
 - b. Reviews the current collection or R&S plans.
 - c. Provides a battle damage assessment of targets previously engaged since the last targeting meeting and the impact on the enemy course of action.
 - d. Provides an analysis of the enemy's most probable courses of actions and locations for the next 24-36 hours using the event template and a list of HVTs.
 - e. Briefs changes to the commander's PIR for review by the battle staff.



ON EXERCISES AND DOCTRINE

2. The S-3.
 - a. Briefs any particular guidance from the commander and changes to his intent.
 - b. Briefs any requirements from higher headquarters since the last targeting meeting and a review of current operations.
 - c. Informs the staff of the status of available assets.
3. The FSCOORD or FSO:
 - a. Reviews the status of the current target synchronization matrix.
 - b. Provides the new target synchronization matrix with the proposed list of HPTs and locations for the staff's concurrence and refinement.

After changes to the HPTL have been made and locations updated or refined, the XO facilitates a crosswalk to complete the rest of the matrix by identifying a detector, determining an attack means and assigning an asset to assess each HPT.

Step 1. Determine and prioritize detection assets responsible for confirming or denying the location of each suspected target. Post the information to the detect column of the Target Synchronization Matrix. Be specific; state what unit or asset must detect, confirm, or deny the location of each specific target. Clear and concise tasking must be given to the acquisition assets. Mobile HPTs must be detected and tracked to maintain current target location. Assets should be placed in the best position according to estimates of when and where the enemy targets will be located. Consider assigning an NAI to the target and enter the number on the Target Synchronization Matrix.

Step 2. Use the list of available delivery assets to select the delivery means used to attack each target once detected or confirmed. Post this information into the deliver column of the Target Synchronization Matrix. Consider redundant means to attack each target. At this time, the attack guidance is selected. Specify whether to attack the target immediately, as acquired or planned, and the effects to be achieved on the target for each delivery system. The effects can be to destroy, neutralize, suppress or harass the target.

- Destroy - physically renders the target permanently combat ineffective or so damaged that it cannot function unless restored, reconstituted, or rebuilt.
- Neutralize - renders the target ineffective or unusable for a temporary period.
- Suppress - degrades a weapon system's performance below the level needed to fulfill its mission. Lasts only as long as fires continue.
- Harass - designed to disturb the rest of enemy troops, curtail movement and lower enemy morale.

Step 3. Determine and prioritize which assets will assess whether desired effects were achieved on targets after the attack. Enter this information in the assess column of the Target Synchronization Matrix.

4. Products Of The Targeting Process

Targeting meeting products include an updated target synchronization matrix (TSM) and a FRAGO. The FRAGO (Fragmentary Order) contains tasking to subordinate units, updated intelligence collection plan or R&S plan and an updated target list.





ON EXERCISES AND DOCTRINE

The updated TSM specifies:

- What high payoff targets the commander has decided to attack.
- How the target will be detected.
- What lethal or non lethal system will deliver on the target.
- The attack guidance for each target.
- How to assess the damage from the attack.

It may be used to disseminate the results of the targeting meeting.

Taskings to subordinate elements are the most important products resulting from a targeting meeting. The S-3 should prepare and issue a FRAGO to subordinate elements to execute the planned attack and assessment of targets developed in the targeting meeting.

The S-2 reorients his acquisition assets and updates and disseminates the collection or R&S plan. This is included with the FRAGO.

An updated target list is included with the FRAGO.

The S-3 briefs the commander on the results of the targeting meeting. After the results are approved, the products listed above are updated as required to conform to the commander's guidance. Reproduction and distribution must be accomplished quickly to allow subordinate units sufficient time to react, plan, rehearse, and execute. Each staff member should confirm that subordinate elements receive tasking and that they are executed.



Timing of the targeting meeting is critical. It must be effectively integrated into the battle rhythm to ensure that the results of the targeting process focus, rather than disrupt, operations.

A successful technique is to conduct the brigade targeting meeting immediately following the commander's update. This practically ensures that battalion task forces will receive all the requisite products, including the FRAGO by midday. This allows ample time for battalion task forces to incorporate guidance and tasking from brigade into their targeting meeting conducted mid to late afternoon. Battalions can issue orders to their companies, conduct rehearsals, pre-combat checks and execute within the designated time period.

5. CONCLUSION

Integrated, synchronized and focused combat power relies heavily on the targeting process. It must be effectively integrated into the unit's battle rhythm. The members of the targeting team must be familiar with their roles and the roles of other team members. That familiarity can only be acquired through staff training.