

FIELD MANUAL
No. 6-20-10
MARINE CORPS REFERENCE PUBLICATION
No. 3-1.6.14

HEADQUARTERS
DEPARTMENT OF THE ARMY
UNITED STATES MARINE CORPS
Washington, DC, 8 May 1996

Tactics, Techniques, and Procedures for
THE TARGETING PROCESS

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*This publication supersedes FM 6-20-10, 29 March 1990.

PCN: 144 000004 00

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FOREWARD

This publication may be used by the US Army and US Marine Corps forces during training, exercises, and contingency operations.

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PREFACE

Targeting is part of the tactical decision-making process used to focus the battlefield operating systems (BOSs) to achieve the commander's intent. The methodology used to translate the commander's intent into a plan is **decide, detect, deliver, and assess**. The functions associated with this methodology help the commander to decide what to attack with his fire support system, how to acquire those targets, and when those targets are found, how to attack them in a way that disrupts, delays, or limits the enemy's ability to achieve his objectives.

Targeting is a command responsibility that requires participation of key members of both the coordinating and special staffs. The commander establishes the environment that determines the quality of the targeting effort, and targeting often determines the commander's success or failure.

The targeting process is challenging. Locating, identifying, classifying, tracking, and attacking targets and assessing battle damage with limited sensor assets and attack systems is difficult. It becomes even more difficult with deep, fast-moving targets. At division and higher echelons, more decision makers and acquisition, surveillance, and attack systems are involved, making the process more complex. This is particularly true when joint and combined assets are included. Competition for assets is intense. Many intelligence systems are capable of situation development, target acquisition (TA), and battle damage assessment (BDA) but may not be able to do them at the same time. Detailed guidance, thorough planning, and disciplined execution prevent unnecessary redundancy and make the most of available combat power.

Successful targeting requires that commanders and their staffs possess--

- An understanding of the functions associated with the targeting process.
- The knowledge of the capabilities and limitations of organic and supporting TA and attack systems.
- The ability to synchronize BOS horizontally within their own command posts and vertically with higher and lower echelons.

Operation Desert Storm confirmed that the decide, detect, deliver, and assess methodology works. The success of the targeting effort is evident in the incredible destruction wrought by the fire support system and the relatively few American and allied casualties. This same methodology has also been effective during operations other than war as in Somalia and Haiti.

The focus of this publication is on the targeting process from task force to corps level. The process is described without tying it to specific hardware that will eventually become dated. Targeting methodology is not new or revolutionary. It consists of time-tested techniques organized in a systematic framework. Emerging joint targeting doctrinal concepts and other Services' targeting considerations are also presented.

This publication is fully compatible with Army warfighting doctrine and is consistent with current joint and combined arms doctrine. It assumes the user has a fundamental understanding of the principles of fire support set forth in field manual (FMs) 100-5 and FM 6-20, of intelligence and electronic warfare (IEW) operations set forth in FM 34-1, and of intelligence preparation of the battlefield set forth in FM 34-130.

During its development, FM 6-20-10 has undergone several draft revisions. Numerous individuals, units, and US Army Training and Doctrine Command (TRADOC) schools have helped make it an authoritative and comprehensive targeting reference. Those listed below contributed significantly and provided comprehensive rewrites of the developed draft. The effort and professionalism of these soldiers, warrant officers, and officers resulted in this final product. It reflects the consensus of the field on targeting tactics, techniques, and procedures. The following units contributed significantly to the development of this field manual:

- * 101st Airborne Division (AASLT), Fort Campbell, Kentucky.
- * 82d Airborne Division, Fort Bragg, North Carolina.

FM 6-20-10/MCRP 3-1.6.14

- * 10th Mountain Division (Light), Fort Drum, New York.
- * 4th Infantry Division, Fort Carson, Colorado.
- * 24th Infantry Division, Fort Stewart, Georgia.
- * 25th Infantry Division, Schoefield Barracks, Hawaii.
- * V Corps Artillery, Heidelberg, Germany.
- * XVIII Airborne Corps, Fort Bragg, North Carolina.
- * U.S. Army Intelligence Center and School, Fort Huachuca.
- * U.S. Army Air Defense Artillery School, Fort Bliss, Texas.
- * U.S. Army Infantry School, Fort Benning, Georgia.
- * U.S. Army Command and General Staff College, Fort Leavenworth, Kansas.
- * Marine Corps Combat Development Command, Quantico, Virginia.
- * Air Combat Command, Langley, Virginia.
- * Air, Land, and Sea Application Center, Langley, Virginia.

The U.S. Army Field Artillery School (USAFAS) owes them and many others a great debt of gratitude for the professionalism they displayed in their contributions to this important manual.

The proponent of this publication is HQ TRADOC. Send comments and recommendations on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to:

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Unless this publication states otherwise, masculine nouns and pronouns do not refer exclusively to men.

CHAPTER 1

PRINCIPLES AND PHILOSOPHY

According to Joint Publication (Pub) 1-02, a target is a geographical area, complex, or installation planned for capture or destruction by military forces. Targets also include the wide array of mobile and stationary forces, equipment, capabilities, and functions that an enemy commander can use to conduct operations. Targeting is the process of selecting targets and matching the appropriate response to them on the basis of operational requirements and capabilities. The emphasis of targeting is on identifying resources (targets) the enemy can least afford to lose or that provide him with the greatest advantage, then further identifying the subset of those targets which must be acquired and attacked to achieve friendly success. Denying these resources to the enemy makes him vulnerable to friendly battle plans. These resources constitute critical enemy vulnerabilities. Successful targeting enables the commander to synchronize intelligence, maneuver, fire support systems, and special operations forces by attacking the right target with the best system and munitions at the right time.

Targeting is a complex and multidisciplined effort that requires coordinated interaction among many groups. These groups working together are referred to as the targeting team and include, but are not limited to, the fire support, intelligence, operations, and plans cells. Representatives from these cells are essential to a comprehensive targeting process. Other members of the staff may help them in the planning and execution phases of targeting. Close coordination among all cells is crucial for a successful targeting effort. Sensors and collection capabilities under the control of external agencies must be closely coordinated for efficient and quick reporting of fleeting or dangerous targets. Also, the vulnerabilities of different types of targets must be attacked by the appropriate means and munitions.

This manual describes the targeting process used by United States (US) Army units operating as part of a joint force. It is descriptive and not prescriptive in nature and has applicability in any theater of operation. It offers considerations for commanders and staffs in meeting the targeting challenge, yet it is flexible enough to adapt to the most dynamic situation.

DOCTRINAL BASIS

The Army will not operate alone in the uncertain, ambiguous security environment described in Joint Pub 3-0 and FM 100-5. Operations involving Army forces will always be joint. The overarching operational concept is that joint force commanders (JFCS) synchronize the action of air, land, sea space, and special operations forces (SOFs) to achieve strategic and operational objectives through integrated, joint campaigns and major operations. JFCS seek to win decisively and quickly and with minimum casualties and minimal collateral damage. Application of lethal and nonlethal fires is essential in defeating the enemy's ability and will to fight. JFCS use a variety of means to divert, limit, disrupt, delay, damage, or destroy the enemy's air, surface, and subsurface military potential throughout the depth of the battlefield. The specific criteria of the above terms must be established by the commander and well understood by targeting team members. Conflicts will be dominated by high-technology equipment and weapons and fought over extended distances by highly integrated, joint and combined task forces (TFs). The characteristics of the future battlefield will challenge the joint force and service component commanders' ability to efficiently and effectively employ limited

numbers of sophisticated acquisition and attack systems against a diverse target array.

TARGETING OBJECTIVES

The objectives of targeting must be articulated simply yet authoritatively. The objectives must be easily understood across the combined and joint environment of future operations. Targeting objectives must focus assets on enemy capabilities that could interfere with the achievement of friendly objectives. Originally, targeting objectives were expressed in terms of the fire support mission area analysis (FSMAA) responses of limit, disrupt, and delay. These terms are still appropriate. Interdiction objectives also express targeting objectives such as destroy, divert, disrupt, and delay. Interdiction objective definitions currently exist in Joint Pub 1-02 and Joint Pub 3-03. The figure on the next page paraphrases the definition, and offers a comparison between the two publications. Terms such as *limit, disrupt, delay, divert, destroy, and damage* are used to describe the effects of attack on enemy capabilities. They should not be confused with the terms *harass, suppress, neutralize, or destroy* (discussed in Chapter 2). These terms are used as attack criteria to determine the degree of damage or duration of effects on a specific target.