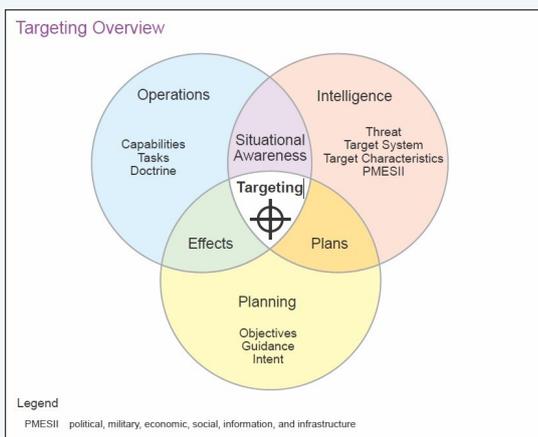


## AN EXAMINATION OF THE ALLIED COMMAND OPERATIONS TARGETING ACTION PLAN

Report Published on 23 August 2013

### PROJECT OVERVIEW



Overview of Joint Targeting as described in US doctrine (from US Joint Publication JP-60).

The Allied Command Operation (ACO) Targeting Action Plan (ATAP) was published early in 2012 to resolve a variety of joint targeting lessons identified during Operation UNIFIED PROTECTOR (OUP). However, after the ATAP was published, progress on implementing the ATAP recommended solutions stalled.

SHAPE J2, owner of the ATAP, looking for ways to expedite implementation of the plan, requested a study that would advise on possible improvements.

Accordingly, the JALLC was tasked by the NATO Supreme Allied Commander Transformation, at the behest of SHAPE, to examine the ATAP's content, staffing and management to determine if the plan was complete and achievable, and designed and managed effectively.

Based on this examination, JALLC provided first a point paper summarizing the issues and, subsequently, a report with detailed recommendations on ways to resume progress on resolving the shortfalls in NATO's joint targeting capability.

### MAIN FINDINGS AND RECOMMENDATIONS

#### JOINT TARGETING CAPABILITY DEVELOPMENT ENVIRONMENT

NATO is reviewing its joint targeting capability end state goal (joint targeting level of ambition) in order to establish a common understanding of NATO's joint targeting expectations and responsibilities. This defined end state should provide the basis for refinement of NATO's joint targeting capability requirements. The refined requirements will be incorporated into the NATO Defence Planning Process, which aims to identify and resolve NATO's critical capability shortfalls.

#### KEY ELEMENTS OF AN ACTION PLAN

The ATAP should more clearly specify action bodies, milestones, end states, measures of performance, and measures of effectiveness in order to streamline its internal management.

#### LEVEL OF ENDORSEMENT OF THE ATAP

Implementing recommendations in the ATAP requires action from entities external to ACO, but SACEUR cannot task those external entities. A revised ATAP should be endorsed at a higher level of NATO to assign tasking and achieve accountability for task completion.



Submarines, like the German U32 pictured here, with their stealthy ISR capabilities make an important contribution to Joint Targeting (© Presse- und Informationszentrum Marine / Björn Wilke)





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## PROJECT EXECUTION

The JALLC researched and analysed NATO lessons relevant to joint targeting from Operation ALLIED FORCE, ISAF and OUP, and conducted interviews with members of the NATO targeting community and leadership at SHAPE and NATO HQ. The JALLC team attended the April 2013 Joint Targeting System (FAST) Working Group and NATO School Oberammergau Targeting Course.

The JALLC examined:

- the ATAP and targeting lessons identified from previous NATO operations to ensure that all appropriate lessons are covered in the ATAP.
- the ATAP's achievability by identifying possible friction points (such as NATO/National consensus, political sensitivity, co-ordination issues, unclear requirements, absence of defined LOA, etc.) that could be complicating the implementation of the ATAP's recommendations.
- the ATAP's design and management processes to determine possible reasons that its implementation had stalled.



The JALLC Targeting Team discusses the proposed outline for their report prior to submitting it to JALLC's Lessons Learned Analysis Support branch for project assurance review.

Initial Findings were reported in a point paper early in the project. A detailed final report presents the analysis and detailed conclusions and recommendations for the customer and NATO joint targeting stakeholders.

PROJECT FACTSHEET

## PROJECT TEAM

### COMMANDER ANTHONY SMITH, UNITED STATES NAVY

CDR Smith has been a pilot in the US Navy since 1998. He has flown combat missions in Operation IRAQI FREEDOM, Operation ENDURING FREEDOM and ISAF, and served as Assistant Air Operations Officer with Carrier Strike Group THREE. He was assigned to JALLC in 2011 as a military analyst.

### LT. COLONEL FILIPE VIEIRA, PORTUGUESE ARMY

LTC Vieira is an infantry officer, serving in the Portuguese Army since 1987. He has held multiple command and staff positions including serving in the Infantry School, Lisbon's Military Headquarters, the Mechanized Brigade/1st Mech Battalion, Army Operational Command and the Office of the Chief of Defence. He has served on multiple missions in Europe and Africa with both the UN and NATO. He joined the JALLC as a military analyst in 2011.

### MAJOR LARRY HAMERS, NETHERLANDS ARMY

MAJ Hamers has served in the Royal Netherlands Army since 1988. As an infantry officer, he has deployed on various UN and NATO Operations. He served in NATO's Joint Force Command Lisbon before being posted to the JALLC as a military analyst in 2012.

### MR ART SOSA, CIVILIAN ANALYST-

Mr Sosa is a former US Army Officer with thirty years of experience holding command at all attained ranks. He graduated from the U.S. Army Senior Service College/War College, Command and General Staff College. He holds a Master's Degree in Education and has served with the JALLC since 2007, contributing to numerous JALLC reports.



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