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| This document focuses on the concept of **Joint Targeting**, detailing its functions, processes, and legal considerations. The information has been restructured into three complexity levels (elementary, intermediate, and advanced), with corresponding glossaries and reading comprehension exercises provided for each level. Each reading level includes an embedded audio file accessible by double-clicking the "AUDIO" flag to listen while reading. | |
| **Source** | **NATO Communications and Information Agency. (2021).** *Allied joint doctrine for joint targeting (AJP-3.9, Version 1.0)*. <https://assets.publishing.service.gov.uk/media/618e7da28fa8f5037ffaa03f/AJP-3.9_EDB_V1_E.pdf> |



**Source**: *theforge.defence.gov.au*

Elementary level

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| ***JOINT TARGETING***  Joint targeting is a way to break a big plan into smaller actions to help the Commander’s team. It means picking important **targets**, like places, people, or things, and deciding what to do about them. These actions help reach the **Commander’s goals** and connect small tasks to bigger results.  At the high level, joint targeting checks how smaller teams are working and helps keep the plan **on track**. It also gives skills and tools to support these actions. At the middle level, it decides what actions are needed to reach the Commander’s goals.  Many teams work together in joint targeting. This includes people from different groups, such as the military and **non-military organisations**. Joint targeting is flexible and can be used in many types of operations.  It must always follow rules like **laws** that protect **civilians** and make sure any damage is fair compared to the **military advantage**. | |
| ***Glossary*** | **Civilians -** Non-military people who are protected by laws during conflicts**.**  **Commander’s Goals -** These are the main things the leader wants to achieve in a military operation.  **Military Advantage -** The benefit gained from taking action in a military operation, which must be balanced against any harm caused.  **Non-Military Organisations -** Groups that are not part of the military but may still work with the military, like humanitarian organisations.  **On track -** To be doing the right thing.  **Laws -** Guidelines that ensure fairness in military actions and protect civilians during conflict.  **Targets -** Important places, people, or things chosen to focus on during an operation. |
| ***Practice***  *Fill in each blank with one appropriate word from the text.* | **Fill in the Blanks:**  1) Joint targeting helps teams reach the \_\_\_\_\_\_\_\_\_\_ set by the Commander.  2) It is important to check how smaller \_\_\_\_\_\_\_\_\_\_ are working to meet the plan.  3) Joint targeting helps pick important \_\_\_\_\_\_\_\_\_\_, like places or people.  4) At the high level, joint targeting helps make sure the plan stays \_\_\_\_\_\_\_\_\_\_.  5) Joint targeting works with many different \_\_\_\_\_\_\_\_\_\_, both military and non-military. |

Intermediate level

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| ***JOINT TARGETING***  Joint **targeting** is the process of turning the operational campaign plan into specific tactical actions that support the Commander **Joint Task Force** (JTF). It involves selecting and prioritising targets, such as facilities, individuals, equipment, organisations, or virtual entities (**FIVE-O**), and matching appropriate responses to them. The goal is to create desired effects aligned with the commander’s objectives and connect tactical efforts to strategic goals.  Strategic-level targeting **oversees** how the operational and tactical levels are working together. It also involves building and maintaining targeting capabilities through the **Joint Effects Function** led by **SHAPE** Joint Effects Branch (JTE). At the **operational level**, targeting focuses on determining what actions are needed to achieve specific objectives.  This process requires input from different parts of the joint force, including staff, commands, and even non-military organisations. It is adaptable to various operations across the spectrum of competition.  Joint targeting must **comply** with international laws, such as the **International Humanitarian Law** (IHL) and the **Law of Armed Conflict** (LOAC). It also ensures that risks to civilians or **collateral damage** are **proportionate** to the military advantages expected. | |
| ***Glossary*** | **Collateral Damage -** Unintended damage or casualties caused during a military operation.  **Joint Task Force (JTF) -** A temporary military organisation formed from different service branches to accomplish a specific mission.  **(To) Comply -** To obey a rule, an order, etc.; to meet particular standards.  **FIVE-O -** An acronym for types of targets: Facilities, Individuals, Equipment, Organisations, or Virtual Entities.  **International Humanitarian Law (IHL) -** A set of rules that aim to limit the effects of armed conflict for humanitarian reasons.  **Joint Effects Function -** The coordinated effort to integrate and apply various military and non-military effects to achieve objectives.  **Law of Armed Conflict (LOAC) -** A set of rules that regulate how wars are fought to protect civilians and limit harm.  **Operational Level -** The level of warfare that links tactical actions to strategic objectives.  **(To) Oversee** **-** To watch somebody/something and make sure that a job or an activity is done correctly.  **Proportionate -** Increasing or decreasing in size, amount or degree according to changes in something else.  **SHAPE (Supreme Headquarters Allied Powers Europe) -** NATO's strategic-level military headquarters responsible for directing operations.  **Targeting -** The process of selecting and prioritising targets and determining the appropriate response to achieve desired effects. |
| ***Practice***  *Provide a short answer for each question.*  *Decide if the following statements are True [T] or False [F].* | **Short Answer:**  1) What role does the SHAPE Joint Effects Branch (JTE) play in joint targeting?  2) Why is it important to prioritise targets during joint targeting?  3) Why must joint targeting comply with International Humanitarian Law (IHL) and the Law of Armed Conflict (LOAC)?  **True and False:**  1) Joint targeting is only used at the operational level.  2) Non-military organisations can participate in joint targeting. |

Advanced level

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| ***JOINT TARGETING***  Joint **targeting** is a critical function aimed at translating the **operational-level** campaign plan into precise **tactical actions** across multiple levels to support the Commander **Joint Task Force’s** (JTF) objectives. This process entails identifying and prioritising targets—categorised as facility, individual, virtual entity, equipment, or organisation (FIVE-O)—and assigning the appropriate responses to achieve the desired operational and strategic effects. It creates a **seamless** link between **tactical-level** engagements and the broader strategic end state via operational objectives.  At the strategic level, targeting emphasises oversight and coordination of operational and **tactical** targeting activities, ensuring coherence with overall objectives. This includes fostering and maintaining targeting capabilities through the **Joint Effects Function** under the SHAPE **Joint Effects Branch** (JTE). Operational-level targeting, by contrast, focuses on defining specific actions required to achieve the commander’s operational aims. The **multidisciplinary** nature of targeting necessitates collaboration across joint force staff elements, **component commands** (CCs), and various non-military organisations. Its flexibility allows it to adapt effectively to diverse operations along the continuum of competition.  Crucially, joint targeting must adhere to the established legal framework with particular attention to the **International Humanitarian Law** (IHL) and the **Law of Armed Conflict** (LOAC). It must rigorously ensure that risks of civilian casualties or collateral damage remain **proportional** to the anticipated military advantage. | |
| ***Glossary*** | **Component Commands (CCs)** – Subdivisions of a larger military force, typically organised by function or branch.  **International Humanitarian Law (IHL)** – A set of international laws that regulate conduct during armed conflict, aiming to protect civilians and limit suffering.  **Joint Task Force (JTF)** – a temporary, mission-specific military organisation composed of forces from multiple branches, created to execute a unified response to a particular operational need or crisis.  **Law of Armed Conflict** **(LOAC)** – A legal framework governing the use of force and protection of those not participating in hostilities.  **Multidisciplinary** – Involving or combining several academic disciplines or areas of expertise.  **Operational-level** – Referring to the level of military planning and execution that bridges strategic and tactical operations.  **Proportional** – Ensuring that the military advantage gained outweighs any potential harm or damage caused.  **Seamless** – Smoothly continuous or without interruption.  **Tactical actions** – Specific military activities undertaken to achieve operational objectives.  **Targeting** – The process of identifying and selecting targets for military action to achieve desired effects. |
| ***Practice***  *Choose the correct option for each sentence.*  *Only one option is correct.* | **Multiple Choice:**  **1) What is the purpose of the strategic level in joint targeting?**  • A) To define specific tactical actions.  • B) To oversee and coordinate operational and tactical activities.  • C) To manage civilian evacuation.  • D) To create new types of targets.  **2) What is meant by "continuum of competition"?**  • A) A legal framework for military action.  • B) The process of prioritising military goals.  • C) The spectrum from peaceful actions to conflict.  • D) A way to classify facilities and equipment.  **3) How does joint targeting ensure coherence between tactical engagements and the strategic end state?**  • A) By focusing exclusively on tactical-level actions to minimise collateral damage.  • B) Through the Joint Effects Function under SHAPE to align targeting with operational objectives.  • C) By prioritising individual targets without considering operational-level aims.  • D) By isolating component commands from non-military organisations to streamline decision-making. |

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| **Answer key** |
| **ELEMENTARY LEVEL**  **Fill in the Blanks:**  1) Joint targeting helps teams reach the **goals** set by the Commander.  2) It is important to check how smaller **teams** are working to meet the plan.  3) Joint targeting helps pick important **targets**, like places or people.  4) At the high level, joint targeting helps make sure the plan stays **on track**.  5) Joint targeting works with many different **groups**, both military and non-military.  **INTERMEDIATE LEVEL**  **A) Short Answer:**  1) What role does the SHAPE Joint Effects Branch (JTE) play in joint targeting?  **“The SHAPE Joint Effects Branch (JTE) helps develop and manage targeting abilities and ensures different levels of operations work together.”**  2) Why is it important to prioritise targets during joint targeting?  **“Prioritising targets is important to focus on what matters most to achieve the mission’s goals.”** 3) Why must joint targeting comply with International Humanitarian Law (IHL) and the Law of Armed Conflict (LOAC)?  **“Because it ensures actions are legal, protects civilians, and keeps collateral damage proportional to military benefits.”**  **B) True and False:**  1) Joint targeting is only used at the operational level. **F** [JT is used at the strategic, operational, and tactical levels.]  2) Non-military organisations can participate in joint targeting. **T**  **ADVANCED LEVEL**  1) What is the purpose of the strategic level in joint targeting?  • **B)** **To oversee and coordinate operational and tactical activities.**  2) What is meant by "continuum of competition"?  • **C) The spectrum from peaceful actions to conflict.**  3) How does joint targeting ensure coherence between tactical engagements and the strategic end state?  • **B)** **Through the Joint Effects Function under SHAPE to align targeting with operational objectives.** |