

APPENDIX E

TACTICAL STANDING OPERATING PROCEDURE**E-1. General**

This appendix provides a sampler TSOP format for a medical company. The information on the clinical aspects of the treatment and evacuation elements can be included in the TSOP or prepared separately as a clinical standing operating procedure (CSOP) (Appendix N). This sample TSOP should not be considered as all-inclusive. However, this information and the unit's mission training plan (MTP) are good starting points for developing the TSOP. It may be supplemented with information and procedures required for operating within a particular command.

E-2. Purpose of the Tactical Standing Operating Procedure

The TSOP prescribes policy, guidance, and procedures for the routine tactical operations of a specific unit. It should cover broad areas of unit operations but be sufficiently detailed to provide newly assigned personnel the guidance required for them to assume their new positions. A TSOP may be modified by TSOPs and OPLANs/OPORDs of higher headquarters. It applies to a specific unit and all subordinate units assigned and attached. Should a TSOP not conform to the TSOP of the higher headquarters, the higher headquarters' TSOP governs. The TSOP should be periodically reviewed and updated as required.

E-3. Format for the Tactical Standing Operating Procedure

a. There is not a standard format for all TSOPs; however, it is recommended that the unit's TSOP follow the format used by its higher headquarters. The TSOP can be divided into sections (functional areas or major operational areas). The TSOP can contain one or more annexes, each of which may have one or more appendixes. The appendixes may each have one or more tabs. Appendixes can be used to provide detailed information on major subdivisions of the annex, and tabs can be used to provide additional information (such as report formats or area layouts) addressed in the appendix.

b. Regardless of the format used, the TSOP should follow a logical sequence in the presentation of material. As a minimum, it should discuss the—

- Chain of command.
- Major functions and staff sections of the unit.
- Operational requirements.
- Required reports.
- Necessary coordination with higher and subordinate elements for mission accomplishment.

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- Programs (such as command information, PVNTMED measures, and CSC).
- Other relevant topics.

c. Pagination of the TSOP can be accomplished by starting with page 1 and numbering the remaining pages sequentially. If the TSOP is subdivided into sections, annexes, appendixes, and tabs, a numbering system that clearly identifies the location of the page within the document can be used. Annexes are identified by letters and are listed alphabetically. Appendixes are identified by numbers and arranged sequentially within a particular annex. Tabs are identified by a letter and are listed alphabetically within a specific appendix. After numbering the initial sections using the standard numbering system (sequentially starting with page 1 through to the end of the sections), then beginning with the annexes and their subdivisions, they are numbered as the letter of the annex, the number of the appendix, the letter of the tab, and the page number. For example, page 4 of Annex D is written as "D-4"; page 2 of Appendix 3 to Annex D is written as "D-3-2"; page 5 of Tab A to Appendix 3 of Annex D is written as "D-3-A-5". This system of numbering makes the pages readily identifiable as to their place within the document.

d. In addition to using a numbering system to identify specific pages within the TSOP, descriptive headings should be used on all pages to identify subordinate elements of the TSOP.

(1) The first page of the TSOP should be prepared on the unit's letterhead. The remaining pages of the major sections should include the unit identification in the upper right hand corner of the page (for example: "__Medical Company").

(2) A sample heading for an annex is: "ANNEX C (Administration and Personnel) to __Medical Company."

(3) A sample heading for an appendix is: "APPENDIX 2 (Personnel Management) to ANNEX C (Administration and Personnel) to __Medical Company."

(4) A sample heading for a tab is: "TAB A (Award Recommendations) to APPENDIX 2 (Personnel Management) to ANNEX C (Administration and Personnel) to __Medical Company."

e. As the TSOP is developed, there may be an overlap of material from one annex to another. This is due in part to similar functions that are common to two or more unit elements. Where overlaps occur, the material presented should not be contradictory. All discrepancies will be resolved prior to the authentication and publication of the TSOP.

E-4. Sample Tactical Standing Operating Procedure (Sections)

The information contained in this paragraph can be supplemented. It is not intended to be an all-inclusive listing. Different commands will have unique requirements that need to be included.

- a. The first section of the TSOP identifies the unit that developed it.

(1) *Scope.* This document establishes and prescribes procedures to be followed by the designated unit and its assigned, attached, or OPCON units/elements.

(2) *Purpose.* This document provides policy and guidance for routine tactical operations of this unit and its assigned, attached, or OPCON units.

(3) *Applicability.* Except when modified by TSOPs and OPLANs/OPORDs of higher headquarters, this document applies to this unit and to all assigned, attached, or OPCON elements/units for combat operations. In cases of nonconformity, the document of the higher headquarters governs.

(4) *References.* This paragraph can include any pertinent regulations, policy letters, higher headquarters' TSOP, or other appropriate documents.

(5) *General information.* This paragraph discusses the required state of readiness of the unit; primary, secondary, and contingency missions; procedures for operating within another command's AO; and procedures for resolution of conflicts with governing regulations, policies, and procedures.

b. The second section of the TSOP discusses the unit's organization.

(1) *Organization.* This unit is organized and equipped in accordance with the applicable MTOE.

(2) *Task organization.* Task organization is contingent on the mission and is approved by the headquarters ordering deployment.

(3) *Organizational charts.* Contained in Annex A.

c. The third section of the TSOP discusses the unit functions.

(1) *Company headquarters.* The unit provides Echelons I and II medical care to supported units and area support medical care to those units operating in the AO without organic CHS resources. The company headquarters supervises movements, internal arrangements, area layout, physical security, and operation of the unit.

(2) *Ground and air ambulances (to include attached, assigned, or OPCON of corps evacuation elements).* These provide medical evacuation of patients; emergency movement of whole blood, biological, and medical supplies; transportation of medical personnel and equipment; and serve as messengers in medical channels.

(3) *Staff responsibilities.* This paragraph lists the unit's key personnel and their duties as prescribed in FM 101-5 and FM 8-10 and any command-directed duties.

d. The fourth section of the TSOP pertains to staff operations and is subdivided into annexes.

E-5. Sample Tactical Standing Operating Procedure (Annexes)

Annexes are used to provide detailed information on a particular function or area of responsibility. The commander determines the level of detail required for the TSOP. Depending upon the complexity of the material to be presented, the annex may be further subdivided into appendixes and tabs. If the annex contains broad guidance or does not provide formats for required reports, paragraphs may be used and the annex need not be further subdivided. However, as the material presented becomes more complex, prescribes formats, or contains graphic material, the annex will require additional subdivision. This paragraph discusses the subdivision of the annex by appendixes. It does not contain examples of subdividing into tabs the information presented in the appendixes. Applicable references, such as ARs, FMs, and technical manuals (TMs), should be provided in each annex. The number of annexes and their subdivisions presented below are not to be considered as an all-inclusive listing. Different commands will have unique requirements, therefore, supplementation of the information presented is permitted.

a. *Annex A. (Organizational Charts).*

b. *Annex B. (Command Post).*

(1) *General.* The company may operate a CP depending on the mission and tactical situation. Personnel staffing of the CP is tailored to plan, coordinate, and provide C² of assigned, attached, and OPCON elements. The area location for the CP is selected by the commander; he also designates who will staff it. Staffing usually consists of the commander and/or executive officer, first sergeant, communications personnel, and NBC NCO, if assigned.

(2) *Camouflage.* This appendix discusses what camouflage procedures are required to include—

- Type and amount of required camouflage materials (such as nets and shrubs).
- Display of the Geneva Conventions distinctive emblem on facilities, vehicles, and aircraft on the ground (STANAG 2931).
- Other pertinent policies, guidance, or procedures.

(3) *Message distribution.* This appendix establishes procedures for the handling of messages (both classified and unclassified); provides procedures for picking up and delivering messages; and establishes procedures for preparing outgoing messages.

c. *Annex C. (Administration and Personnel).* This annex outlines procedures relating to administrative and personnel matters and associated activities.

(1) *Personnel accountability.*

● *Personnel Daily Summary (PDS).* This appendix provides the procedures for preparing and submitting a PDS report. The instructions may include requirements for encrypting the

report prior to transmission, and specific guidance on time of submission, corrections, or other administrative details.

- *Casualty Feeder Report.* This report is submitted on DA Form 1156. Instructions on the completion of the form and submission requirements are included.

- *Witness statements on individuals.* This statement needs to be completed only when the recovery of a body is not possible or cannot be identified. It should be submitted to the battalion S1 within 24 hours of the incident. The procedure should contain information on obtaining the form, instructions for completing it, and other relevant information.

(2) *Personnel management.*

- *Replacements.* Individual replacements will not be readily available during the initial phases of operations. The battalion S1 automatically initiates replacement requests for personnel who are reported on the PDS report as WIA, MIA, or killed in action (KIA).

- *Personnel actions.* All personnel actions are channeled through the battalion S1. The company executive officer and first sergeant are the company points of contact. Actions are handled expeditiously and meet suspense dates (tactical situation permitting).

- *Efficiency reports.* This paragraph provides pertinent information on the completion and submission of these reports.

- *Award recommendations.* This paragraph delineates the responsibilities for and guidance concerning the submission of recommendations for awards and for scheduling and conducting award ceremonies.

- *Promotions.* This paragraph discusses the procedures for submitting recommendations for promotion and conducting promotion ceremonies.

- *Correspondence.* All correspondence addressed to higher headquarters is submitted through the battalion S1. Requirements for submission, preparation, and approval are also provided.

- *Personnel records.* This paragraph discusses requirements for coordination for this support and the procedures for having correspondence included in the official military personnel files of assigned and attached personnel.

(3) *Personnel services.* Personnel services are those activities pertaining to soldiers as individuals. Unless prohibited by the tactical situation, the services listed below are normally available to all assigned and attached elements.

- *Sporting activities and morale and welfare activities.*

- *American Red Cross.*
- *Finance.* Finance units provide individual and organizational support on an area basis. Individual support includes casual payments, check cashing, currency conversion, and pay inquiries. Organizational support covers contracting support and commercial vendor operations and reimbursement of imprest fund cashiers and Class A Agents. Before deployment, units will have officer appointments prepared and be trained for Class A Agent duties.
- *Legal services.* Information and guidance on administrative boards, courts-martial authority and jurisdiction, legal assistance, and general services should be provided.
- *Religious activities.* Religious activities include UMTs, services available from different faiths, schedule of services, and hospital visitations.
- *Postal services.* This includes hours of operation and services available.
- *Post exchange services.* This includes hours of operation and availability.
- *Distribution.* Pick up and delivery schedules and any command-specific issues and procedures are provided.

(4) *Mortuary affairs.* Commanders at all levels are responsible for the recovery, identification, and evacuation of US dead. This appendix discusses the responsibilities and procedures for unit-level MA activities for assigned and attached personnel.

- *Responsibilities.* This paragraph discusses unit responsibilities.
- *Disposition.* Guidance on procedures, graves registration (GRREG) collection points, transportation requirements, and the handling of remains are provided.
- *Hasty burials.* Requirements for conducting hasty burials, marking the graves, and reporting the location of the grave sites are included.
- *Personal effects.* Guidance on the accounting for personal effects and requirements should a hasty burial be required.
- *Disposition of civilian and EPW remains.* The local civilian government is responsible for burial of the remains of their citizens. The burial of the remains of EPW should be accomplished in separate cemeteries from US, allied, and coalition personnel. If this is not possible, separate sections of the same cemetery should be used.
- *Contaminated remains.* This paragraph discusses the handling and disposition requirements (including protective clothing), procedures, and marking and reporting of contaminated burial sites.

(5) *Public information.* This appendix contains procedures for obtaining approval on the public release of information.

(6) *Maintenance of law, order, and discipline.* This appendix provides applicable regulations, policy, and command guidance on topics such as serious incident reports, notifications, and submission formats, straggler control, confinement of military prisoners, and EPW.

(7) *Enemy prisoners of war.* This appendix discusses the responsibilities of EPW surrendered to the medical unit. (These procedures DO NOT pertain to EPW patients captured by other units. Medical personnel DO NOT guard, search, or interrogate EPW while in CHS channels; guards are provided by non medical personnel designated by the tactical commander for these duties.) Until EPW personnel can be evacuated to an EPW collection point, medical personnel should remember and enforce the soldier basic skills: segregate, safeguard, silence, secure, and speed. (The speed portion of evacuating EPW to designated collection points is of paramount importance to medical units.)

NOTE

The treatment of EPW is governed by international and US law and the provisions of the Geneva Conventions. Personnel should be aware of these requirements and have ready access to the applicable regulations and policy guidance.

d. Annex D. (Intelligence and Security). This annex pertains to intelligence requirements and procedures and OPSEC considerations.

(1) *Intelligence.* Intelligence requirements are submitted to the battalion S2. These requirements include the essential elements of information (EEI), commander's critical intelligence requirements (CCIR), medical threat, and other intelligence information/products.

(2) *Counterintelligence.* This appendix discusses camouflage, COMSEC, signals and countersigns, SOI, and document security.

(3) *Weather.*

(4) *Captured personnel, equipment, supplies, and documents.* This appendix provides guidance on the procedures required for disposition of these personnel, equipment, supplies, and documents. The Geneva Conventions have a specific bearing on this area.

(5) *Security.* Security issues, such as weapons security, checkpoints, SOI, required reports, and escape and evasion training requirements, are included.

e. Annex E. (Operations). This annex establishes procedures for company operations on issues such as readiness levels, threat levels, warning levels, camouflage, security, and area damage control.

(1) *Operational situation report.* Report requirements for format, preparation, and submission are discussed.

(2) *Operations security.* This appendix provides guidance and procedures for secure planning and conduct of combat operations.

(3) *Operations security countermeasures.* This appendix discusses camouflage, light discipline, and physical, information, and signal security.

(4) *Communications-electronics.* This appendix establishes communications policies, procedures, and responsibilities for the installation, operation, and maintenance of C-E equipment.

- Concept of operations.
- Radio communications.
- Command and control.
- Radio teletypewriter communications.
- Message/communications center service.
- Message handling.
- Wire communications.
- Switchboard operations.
- Communications security and operations.
- Intelligence security.
- Meaconing, intrusion, jamming, and interference (MIJI) reporting and C-E countermeasures.
- Security violations.
- Daily shift inventory.
- Physical security.
- Security areas.
- Inventory of classified materials.

- Safety.
- Power units.

(5) *Rear battle responsibilities.* This appendix discusses rear battle responsibilities, task organization, and CHS support for reaction/response forces.

(6) *Unit location update.* This appendix provides timely information on the location of main and forward CPs, MSR, and POL points.

f. Annex F. (Unit Layout). This annex discusses the establishment and breakdown of the unit area. As this is a medical company, a smooth and even flow of patients through the treatment areas is necessary.

(1) *Site selection.* This appendix provides information on considerations for site selection, such as amount of terrain required, drainage, and coordination requirements.

(2) *Establishment of treatment areas.* This can be graphically displayed.

(3) *Establishment of area for the handling of contaminated patients.* This can be graphically displayed.

(4) *Establishment of administrative areas and motor pool.* This can be graphically displayed.

g. Annex G. (Nuclear, Biological, and Chemical Defense). This annex prescribes the policy, guidance, and procedures for NBC defensive measures.

(1) *Responsibilities.*

(2) *Nuclear, biological, and chemical reporting requirements and procedures.*

- Contamination avoidance.
- Protection. Protection pertains to those measures each soldier must take before, during, and after an NBC attack to survive and continue the mission.
- Decontamination. This discusses equipment requirements, procedures, types of decontamination (such as hasty), and patient decontamination.
- Mission-oriented protective posture. This appendix provides guidance on garments required for the different MOPP levels and identification procedures for personnel in MOPP.
- Operational exposure guidance (OEG). This appendix contains guidance that establishes the permissible radiation exposure level for the operation. It discusses determining what

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constitutes a radiologic hazard and prescribes acceptable limits of potential casualty-producing doses of radiation.

- Masking and unmasking procedures.
- Radiological monitoring and survey operations.

h. Annex H. (Logistics). This annex establishes logistics procedures for the company.

(1) *General supply and services.* A discussion of the applicability, responsibilities, policy, classes of supply, requisition and delivery procedures, hours of operation, and other supply relevant topics and available services (such as laundry and bath) can be addressed in this appendix.

(2) *Health service logistics support.* The health service logistics concept of operations, requisition and distribution procedures, accountability, and reports are provided in this appendix.

(3) *Food service.* This appendix discusses responsibilities, hours of operation, Class I supplies, sanitation requirements, layout of field kitchen, fuel storage, maintenance, safety precautions, and administration (such as headcounts, meals, ready to eat [MRE], and inspections). (If the field feeding function is consolidated at battalion level, this appendix would detail support and coordination requirements for the field feeding operation.)

(4) *Transportation and movement requirements.* This appendix may cover the following areas: applicability; responsibilities; policies on speed, vehicle markings, transporting flammable materials, transporting ammunition and weapons, and so on; convoy procedures; safety; and accident reporting.

(5) *Fire prevention and protection.* This appendix provides guidance on—

- Use of the tent stove and flammable materials.
- Use of cigarettes, matches, and lighters.
- Operation or use of electrical wiring and appliances.
- Safety of tents and occupants.
- Spacing of tents, stoves, and ranges.
- Installation of British thermal units (BTU) heaters.
- Availability of fire-fighting equipment.

(6) *Field hygiene and sanitation.* This appendix provides uniform guidance and procedures for the performance of functions related to field hygiene and sanitation. It includes the following topics:

- Communicable disease control.
- Field sanitation team.
- Field water supply, water containers and cans, and water purification bags and procedures.
- Food sanitation.
- Latrines.
- Liquid waste, garbage, and rubbish disposal.

(7) *Conventional ammunition down and upload procedures.* This appendix delineates responsibilities and provides guidance and procedures for the requisition, storage, and distribution of ammunition and weapons, reporting requirements, and safety. It also includes procedures for securing patients' weapons and organizational equipment while patients are being held or evacuated.

(8) *Petroleum, oils, and lubricants accounting.*

(9) *Maintenance.* This appendix includes information on the maintenance requirements of the company and the location and hours of operation of maintenance units and collection points. Maintenance for medical equipment, vehicles, and communications and other categories of equipment are discussed.

i. Annex I. (Safety). This annex establishes minimum essential safety guidance for the unit. It includes—

- Accident reporting.
- Safety measures.
- Emergency procedures.
- Vehicle safety.
- Ground guide procedures.
- Fire prevention and protection.
- Climate and survival training.

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- Animal and arthropod hazards.
- Personal protective measures.
- Hearing conservation program.
- Threat of carbon monoxide poisoning.

j. *Annex J. (Civil-Military Operations).* This annex discusses participation in CMO. Medical elements are often involved in CMO, humanitarian assistance, and disaster relief operations. The activities which may be covered include—

- Providing DS for medical evacuation.
- Providing guidance on developing a medical infrastructure in a HN.
- Providing training to HN personnel.

k. *Annex K. (Clearing Station Clinical Activities).* Refer to the CSOP (Appendix N.)