

CHAPTER 12

TACTICAL STANDING OPERATING PROCEDURE

12-1. General

This chapter provides a sample tactical standing operating procedure (TSOP) for a medical evacuation battalion. It should not be considered as all-inclusive. It may be supplemented with the information and procedures required for operating within a specific command or special operation.

12-2. Purpose of the Tactical Standing Operating Procedure

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

12-3. Format for the Tactical Standing Operating Procedure

a. There is not a standard format for all TSOPs; however, it is recommended that a unit TSOP follow the format used by its higher headquarters. The TSOP can be divided into sections (specific functional areas or major operational areas) and further subdivided into annexes. An annex can be further subdivided into appendixes and then into 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 follows a logical sequence in the presentation of material. 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, programs (such as command information, PVNTMED measures, and combat stress control) and 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 letter and are listed alphabetically. Appendixes are identified by numbers and arranged sequentially within a specific 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), number 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 as a whole.

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 the 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: "XXX Medical Evacuation Battalion").

(2) A sample heading for an Annex is: "ANNEX B (Command Post) to XXX Medical Evacuation Battalion."

(3) A sample heading for an Appendix to Annex B is: "APPENDIX 3 (Command Post

Security) to ANNEX B (Command Post) to XXX Medical Evacuation Battalion.”

(4) A sample heading for a Tab to Appendix 3 to Annex B is: “TAB A (Tactical Operations Center [TOC] Security) to APPENDIX 3 (Command Post Security) to ANNEX B (Command Post) to XXX Medical Evacuation Battalion.”

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 staff sections. Where overlaps occur, the material presented should not be contradictory. All discrepancies will be resolved prior to the authentication and publication of the TSOP. The TSOP is authenticated by the unit commander.

12-4. 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 specific unit/headquarters that developed it.

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

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

(3) *Applicability.* Except when modified by policy guidance, TSOP, or OPLANs/OPORDs of the higher headquarters, this document applies to this unit and to all units assigned, attached, or under OPCON for combat operations. These orders, however, do not replace judgment and common sense. In cases of nonconformity, the document of the higher headquarters governs. Each subordinate element will prepare a unit TSOP, conforming to the guidance herein.

(4) *References.* This paragraph can include any pertinent regulations, policy letters, higher headquarters TSOP, or any 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 specific organization.

(1) *Organization.* This paragraph furnishes specific information concerning the authority for establishing the unit, such as applicable MTOE or other staffing documentation.

(2) *Succession of command.* The guidance for determining the succession of command is discussed.

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

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

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

(1) *Battalion headquarters.* This paragraph discusses the command and control of the assigned, attached, and OPCON units.

(2) *Headquarters detachment.* This paragraph discusses the functions of the headquarters detachment element, such as supervising movements, internal arrangements, area layout, physical security, and operation of the headquarters and staff.

(3) *Attached, assigned, and OPCON units.* This paragraph discusses the missions and functions of these units, such as providing medical evacuation of patients, emergency movement of whole blood, biological, and medical supplies, and transportation of medical personnel and equipment.

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

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

12-5. 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 specificity 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. The annex should not require further subdivision. However, as the material presented becomes more complex, prescribes formats, or contains graphic materials, the annex may require additional subdivision. This paragraph discusses the subdivision of the annex by appendixes. It does not contain examples of subdividing the information presented in the appendixes into tabs. Applicable references such as Army regulations, field manuals, and technical manuals 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 battalion may operate main and/or forward CPs depending on the mission and tactical situation. Characteristics of the CPs include—

- **Main CP.** Normally located in the corps rear area. Personnel staffing is tailored to provide planning, coordinating, and command and control of assigned/attached/OPCON units. The area location for the main CP is selected by the battalion S3; the exact site is designated by the

commander in coordination with the executive officer and battalion S3. The executive officer designates work areas within the main CP. The commander, HHD, serves as the headquarters commandant. His duties include coordinating for and obtaining construction, maintenance, and logistical services and support for the CP.

- **Forward CP.** Normally established in the objective area or at an intermediate staging base (ISB). The ISB is the forward designated staging base at which final preparation for assault operations are controlled and is generally a safe area for support operations. The forward CP is tailored to extend the commander's span of control and to better assess the situation on the ground and coordinate the arrival and subsequent activities of HSS organizations within the AO.

(2) *Battalion tactical operations center.*

- **Definition.** The TOC is the command element of the battalion containing communications and personnel required to command, control, and coordinate HSS operations. The TOC is located within a secure, controlled area whether at a main CP or forward CP.

- **Purpose.** The purpose of the TOC is to provide the commander, in a secure environment, current evaluated information and recommendations concerning HSS operations.

- **Responsibilities.** The battalion commander has overall supervision and control over the TOC. The battalion executive officer operates the TOC and has primary staff responsibility in the absence of the commander.

- **Operations.** The TOC will operate on a 24-hour basis. It is principally staffed by each primary staff section furnishing necessary manpower as required. Secure and nonsecure telephone communications connect the TOC to other staff sections within the CP area. Access to the TOC is strictly controlled by means of an access roster, and if available, security badges. Only essential personnel and authorized visitors are allowed to enter. Each staff section will maintain an SOP on the organization and operation of its element. All elements within the TOC will, when

appropriate, maintain a current situational map of their specific operations. Discussion and portrayal of tactical plans outside of the security area is prohibited.

- Composition of the TOC. This is a listing of those personnel comprising the TOC. It normally includes the commander, executive officer, command sergeant major, principal staff members, and other specific staff members such as the S3 (air) or the battalion aviation maintenance officer.

- Tactical operations center configuration. This is a schematic representation of the physical layout of the TOC.

(3) *Responsibilities for the main CP services.* The HHD commander's main mission is to support the headquarters, medical evacuation battalion. He has the personnel and resources assigned to facilitate this mission. He plans and coordinates for providing shower, laundry, transportation, maintenance, and other required services. He is also responsible for: establishing and maintaining security; supplying fuel and other POL products; establishing the support area for the main CP (orderly room, supply room, motor pool, billets, and dining facilities); providing and operating generators to meet electrical requirements.

(4) *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 OP); and other pertinent policies, guidance, or procedures.

(5) *Message center.* This establishes procedures for the handling of classified messages; provides delivery and service of IMMEDIATE and FLASH messages to the appropriate staff section; establishes procedures for preparing outgoing messages; and establishes a delivery service to the servicing message center for transmission of 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 provides the procedures for filling out and submitting a daily personnel status report. The instructions may include requirements for encrypting the report prior to transmission, specific guidance on time of submission, corrections, or other administrative requirements.

- 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. These statements are completed only when the recovery of a body is not possible or cannot be identified. It is submitted to the S1 within 24 hours of the incident.

(2) *Personnel management.*

- Replacements. Individual replacements will not be readily available during the initial phases of operations. The S1 will automatically initiate replacement requests for personnel who are reported on the PDS report as wounded in action, missing in action, or killed in action.

- Personnel actions. All personnel actions will be channeled through the S1. Company executive officers and first sergeants will be the company points of contact. Actions will be 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 submitting recommendations for awards and for scheduling and conducting award ceremonies.

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

- **Correspondence.** All correspondence addressed to higher headquarters will be submitted through the 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 records of personnel assigned and attached.

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

- **Sporting activities and morale and welfare activities.**

- **American Red Cross.**

- **Finance.** This service includes disbursements and currency control, payday activities, currency conversion, check cashing, and the appointment of Class A agents.

- **Legal services.** Information and specific guidance on administrative boards, courts-martial authority and jurisdiction, legal assistance, and general services should be provided.

- **Religious activities.** Religious activities include chaplain support, 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/procedures are provided.

(4) **Graves registration.** Commanders at all levels are responsible for the recovery, identification, and evacuation of US dead. This section discusses the responsibilities and procedures for unit-level graves registration (GRREG) activities for assigned and attached personnel.

- **Responsibilities.** This paragraph discusses both unit and battalion requirements.

- **Disposition.** Specific guidance on procedures, GRREG collection points, transportation requirements, and the handling of remains are provided.

- **Hasty burials.** Specific requirements for conducting hasty burials, marking, and reporting of grave sites is included.

- **Personal effects.** Guidance on accounting for personal effects and requirements for burial should a hasty burial be required is contained in this paragraph.

- **Disposition of civilian and EPWs remains.** The local civilian government is responsible for the burial of remains of its citizens. The remains of EPWs should be accomplished in separate cemeteries from US and allied personnel. If this is not possible, separate sections of the same cemetery should be used.

- **Contaminated remains.** This paragraph discusses handling and disposition requirements (to include protective clothing), procedures, and marking and reporting of burial site.

(5) **Public information.** This annex contains procedures for obtaining approval on the public release of information to include the hometown news release program.

(6) **Maintenance of law, order, and discipline.** This appendix should provide applicable regulations, policy, and command guidance on topics such as serious incident reports, notifications, and submission format, straggler control, confinement of military prisoners, and EPWs (also discussed in (7) below).

(7) *Enemy prisoners of war.* This appendix discusses the unit responsibilities of EPWs 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 EPWs while in the HSS system; 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 basic skills: segregate, safeguard, silence, secure, and speed. (The speed portion of evacuating EPWs to designated collection points is of paramount importance to medical units.)

NOTE

The treatment of EPWs 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 operational security considerations.

(1) *Intelligence.* The S2 has the responsibility of collecting information to assist the commander in reaching logical decisions as to the best courses of action to pursue. Essential elements of information (EEI) include, but are not limited to, the location, type, and strength of the air defense threat; location, type, and strength of enemy air defense radars; known or suspected NBC activity; and issues which the commander considers to be EEI. In addition to EEI, the commander's critical intelligence requirements (CCIR) are also considered.

(2) *Intelligence reports.* The S2 is responsible for disseminating all applicable estimates, analyses, periodic intelligence reports, and intelligence summaries generated within the battalion or received from higher headquarters.

Information on submission of reports and suspenses on intelligence products and reports should also be addressed in this appendix.

(3) *Weather data.* As the battalion has air ambulance companies assigned or attached, weather data has significant impact. Additionally, weather conditions can disrupt ground evacuation efforts.

(4) *Reports.* These include information acquired during the routine performance of duty by pilots, ambulance drivers, and medics.

(5) *Counterintelligence.*

- *Camouflage.* When ordered or directed by the tactical commander, all units will initiate and continually strive to improve camouflage operations of positions, vehicles, and equipment. Noise and light discipline is emphasized at all times.

- *Communications security.* These measures will be enforced at all times. The specific requirements and considerations are included.

- *Signs and countersigns.* This paragraph lists the signs and countersigns to be used during hours of darkness. It also includes reporting requirements and procedures if the sign/countersign is lost or compromised.

- *Signal operating instructions.*

- *Document security.* This paragraph discusses the procedures for marking and safeguarding classified material, both work documents and completed documents. (Reporting requirements in the event of compromise are also included.)

(6) *Captured personnel, equipment, supplies, and documents.* This appendix provides specific guidance on the handling of captured personnel, equipment, supplies, and documents. The disposition of captured medical equipment and supplies is governed by the Geneva Conventions and is protected against intentional destruction.

(7) *Security.* This appendix discusses weapons security and checks, aircraft security, SOI

(communications) security, TOC security, Sensitive Item Status Report, and escape and evasion.

e. Annex E. (Operations). This annex establishes procedures for S3 operations within the medical evacuation battalion, and provides a basis for standardization of medical evacuation operations in a tactical environment. It is essential that these procedures be standardized to ensure common understanding, facilitate control and responsiveness, and enhance mission accomplishment. Information on readiness levels, threat levels, warning levels, camouflage, security, area damage control, and operations is also included.

(1) *Operational Situation Report.* Requirements for format, preparation, and submission of this report are discussed in this appendix.

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

- Essential elements of information and classification.

- Responsibilities. The commander is ultimately responsible for denying information to the enemy. The S3 is responsible to the commander for the overall planning and execution of operations. The S2 has the principle staff interest in assuming the required degree of operations security and has the primary staff responsibility for coordinating the efforts of all other staff elements in this regard. The operations security officer is responsible for the preparation of the EEI and providing classification guidance. Additionally, the operations security officer identifies the priorities for operations security analysis, develops operations security countermeasures, and plans and supervises deception operations. The S2 coordinates with the S3 in planning operations security analysis of operations, analyzes EEI and classification guidance received from the S3, provides all threat evaluation, and coordinates the development of deception operations.

- Hostile intelligence threat. The different sources of intelligence (human intelligence, signal intelligence, and so forth) are discussed.

- Operational security program. This includes physical security, information security, signal security, and deception.

- Document downgrading/declassification and classification authority.

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

(4) *Unit location update.* This appendix provides timely information on location of main and forward CPs, location of subordinate unit CPs, location of helipads, and location of POL points.

(5) *Flight operations.* This appendix provides information concerning Army aviation LZs throughout the corps area; required reports; airdrop information; and mission debriefing.

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

- Responsibilities of the battalion communications-electronics noncommissioned officer in charge (NCOIC).

- Concept of operations.
- Command and control.
- Radio communications.
- Radio teletypewriter communications.
- Message/communications center service.
- Message handling procedures.
- Wire communications.
- Switchboard operations.
- Communications security and operations.

- Intelligence security.
- Meaconing, intrusion, jamming, and interference (MLJI) reporting and electronic communications countermeasures.
- Security violations. This prescribes procedures for reporting any event of action which may have jeopardized the security of communications.
- Destruction of material.
- Daily shift inventory.
- Physical security.
- Transmission security.
- Security areas. This discusses access procedures and rosters, access approval requirements, and prohibited items.
- Inventory of classified materials.
- Communications security officers and custodians. The appointment procedures, orders requirements, and duties of personnel are described.
- Safety. This discusses requirements for grounding, handling, and storing COMSEC equipment.
- Power units.

(7) *Rear battle responsibilities.* This appendix discusses rear battle responsibilities, task organization, and support for reaction forces.

f. Annex F. (Nuclear, Biological, and Chemical Defense). This annex prescribes the policy, guidance, and procedures for NBC defensive operations.

(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, and types of decontamination (such as hasty).

- *Mission-oriented protection posture.* This appendix provides guidance on the garments required for the different MOPP levels and identification procedures for personnel in MOPP.

- *Radiation exposure guide.* Establishes operational exposure guide (OEG). Discussion in this appendix includes, but is not limited to, determining what constitutes a radiologic hazard, prescribing acceptable limits of potential casualty-producing doses of radiation, minimizing exposure, and protecting against electromagnetic pulses.

- *Masking and unmasking procedures.*

- *Radiological monitoring and survey operations.*

g. Annex G. (Logistics). This annex establishes logistics procedures for subordinate units when operating in a field environment,

(1) *Supply and services.* A discussion of 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 section.

(2) *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, required reports, shift schedules, meals ready to eat, and inspections/visits of subordinate unit kitchens.

(3) *Transportation/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.

(4) *Fire prevention and protection.* Guidance on the use of the tent stoves, flammable materials, use of cigarettes, matches, and lighters, electrical wiring and appliances, safety of tents and occupants, spacing of tents, stoves and ranges, installation of BTU heaters, and firefighting equipment are presented in this appendix.

(5) *Field hygiene and sanitation.* This appendix provides uniform guidance and procedures for the performance of functions related to field hygiene and sanitation. It includes policies, communicable disease control, field water supply, water containers and cans, water purification bags, food sanitation, latrines, liquid waste disposal, and garbage and rubbish disposal.

(6) *Conventional ammunition down/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.

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

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

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

h. Annex H. (Safety). This annex establishes minimum essential safety guidance for commanders and units. It includes accident reporting, safety measures, emergency procedures, vehicle safety, ground guide procedures, fire prevention and protection, antennas, climate, survival training, animal and arthropod hazards, personal protective measures, hearing conservation, carbon monoxide poison, helicopter safety, and refueling operations.

i. Annex I. (Civil-Military Operations). This annex discusses participation in civil-military operations (CMO). Medical elements are often involved in CMO, humanitarian assistance, and disaster relief operations. The activities which may be covered include providing direct support for medical evacuation, providing guidance on developing a medical evacuation system in a HN, and providing training to a HN's medical infrastructure.

j. Annex J. (Mass Casualty Situations). This appendix discusses the procedures for providing medical evacuation support to mass casualty situations, to include coordination for nonmedical transportation assets and the augmentation of these assets with medical personnel to provide en route patient care.