

**PLATOON PSO STX**  
**TASKS – CONDITIONS - STANDARDS**  
**COMBINED MANEUVER TRAINING CENTER**

As of 8 Sep 2000

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**TASK:** Protect the Force

Reference: FM 7-20, FM 7-98, FM 100-5, FM 100-20, TRADOC Peace Operations TTP Draft

**CONDITIONS:** The unit is participating in Stability Operations where all parties in conflict have consented to the imposition of a Stability Operations force. However, faction elements which have separated from government control are operating in the AOR. These factions have military and paramilitary organizations capable of employing all implements of war including high-performance aircraft and chemical weapons. The unit has guidance from the Rules of Engagement (ROE) and the Status of Forces Agreement (SOFA) which specify limitations and constraints. Additionally, the Force HQ has issued a theater-wide SOP which defines some aspects of force protection.

**STANDARDS:**

1. Unit conducts risk assessment to manage risks.
2. Unit defines threats, determines attack probability and develops effective countermeasures.
3. Unit develops, disseminates, and updates force protection policy.
4. Unit leader recognizes force protection as the most important element of the Stability Operations mission.

**SUBTASKS AND STANDARDS:**

1. Unit implements a force protection policy that balances:
  - a. Attack probability.
  - b. Cost of adequate protection.
2. Unit concentrations, compounds, sites and facilities are evaluated. Evaluations should include:
  - a. Protection against vehicle-delivered explosives.
  - b. Protection against exterior attack.
  - c. Protection from stand-off weapons attack.
  - d. Protection from covert entry or insider compromise attack.
  - e. Electronic and acoustical eavesdropping denial.
  - f. Visual surveillance denial.
  - g. Prevention of mail or supply truck delivered explosives.
3. Unit implements plans to react to belligerent demands to search vehicles.

4. Unit OPSEC measures (active and passive) are consistent with higher HQ policy.
5. Unit establishes and sustains a situational awareness program, e.g., mine awareness, regional political and military and contingency force protective posture (TOR, SOFA, ROE).
6. Unit establishes and enforces requirements for local security.
7. Unit prepares counteraction plan for sniper threats.
8. Unit ensures that guards are prepared to perform their duties. All guard posts have special instructions for that particular post. May include special ROE instructions.
9. Unit develops and enforces safety guidelines. Includes high-risk countermeasures.
  - a. Weapons handling and clearing procedures.
  - b. Use of stoves, fuels, combustibles in troop areas.
  - c. Driving.
  - d. Weather extremes.
10. Considers weapon effects and fratricide reduction measures in base defense planning.
11. Provides adequate field hygiene and sanitation resources.

## **TASK:** Risk Management

**CONDITIONS:** Risk is the chance of injury or death for individuals and damage to or loss of vehicles and equipment. Risks, and/or the potential for risks, are always present in every combat and training situation the company team faces. Risk management must take place at all levels of the chain of command during each phase of every operation; it is an integral part of all tactical planning. The company team commander, his subordinate leaders, and all soldiers must know how to use risk management, coupled with fratricide reduction measures, to ensure that the mission is executed in the safest possible environment within mission constraints.

The primary objective of risk management is to help units protect their combat power through accident prevention, enabling them to win the battle quickly and decisively, with minimum losses. This appendix outlines the five-step process leaders can use to identify hazards and implement a plan to address each identified hazard.

## **STANDARDS:**

### **STEP 1 - IDENTIFY HAZARDS**

A hazard is a source of danger. It is any existing or potential condition that could entail injury, illness, or death of personnel; damage to or loss of equipment and property; or some other sort of mission degradation. Tactical and training operations pose many types of hazards.

The company team's leaders must identify the hazards associated with all aspects and phases of the team's mission, paying particular attention to the factors of METT-TC.

Risk management must never be an afterthought; leaders must begin the process during their troop-leading procedures and continue it throughout the operation.

Figure C-1 lists possible sources of risk that the team might face during a typical tactical operation. It is organized according to the factors of METT-TC.

## **SOURCES OF BATTLEFIELD RISK**

### **MISSION**

- Duration of the operation.
- Complexity and clarity of the plan. (Is the plan well developed and easily understood?)
- Proximity and number of maneuvering units.

### **ENEMY**

- Knowledge of the enemy situation.
- Enemy capabilities.
- Availability of time and resources to conduct reconnaissance.

### **TROOPS**

- Equipment status.

- Experience the units conducting the operation have working together.
- Danger areas associated with company team's weapon systems.
- Soldier/leader proficiency.
- Soldier/leader rest situation.
- Degree of acclimatization to environment.
- Impact of new crewmembers.
- Impact of new leaders.

### **TIME AVAILABLE**

- Time available for troop-leading procedures and rehearsals by subordinates.
- Time available for PCCs/PCIs.

### **CIVILIAN CONSIDERATIONS**

- Applicable ROE and/or ROI.
- Potential stability and/or support operations involving contact with civilians (such as NEOs, refugee or disaster assistance, or counterterrorism).
- Potential for media contact/inquiries.

### **STEP 2 - ASSESS HAZARDS TO DETERMINE RISKS**

Hazard assessment is the process of determining the direct impact of each hazard on an operation (in the form of hazardous incidents). Use these steps:

- Determine which hazards can be eliminated or avoided.
- Assess each hazard that cannot be eliminated or avoided to determine the probability that the hazard can occur. This is done using the five degrees of probability: frequent, likely, occasional, seldom, and unlikely. Refer to [Table C-1](#) for a summary of the degrees of probability.
- Assess the severity of hazards that cannot be eliminated or avoided. Severity, defined as the result or outcome of a hazardous incident, is expressed by the degree of injury or illness (including death), loss of or damage to equipment or property, environmental damage, or other mission-impairing factor (such as unfavorable publicity or loss of combat power). Hazard assessment uses four degrees of severity: catastrophic, critical, marginal, or negligible. [Table C-2](#) provides a summary of the degrees of severity for hazards.

Taking into account both the probability and severity of a hazard, determine the associated risk level (extremely high, high, moderate, and low). The standard risk assessment matrix shown in [Table C-3](#) uses the probability/severity correlation to assign a level of risk. [Table C-4](#) summarizes the four risk levels. (**NOTE:** The risk level descriptions in Table C-4 include alphanumeric designators for the probability/severity correlation. For example, a hazard that is frequent and catastrophic is designated as IA; a hazard at the other end of the risk spectrum, designated IVE, would be unlikely to occur and be of negligible severity.)

**Table C-1. Degrees of hazard probability (likelihood that a hazard will affect a tactical operation).**

<b>Degree of probability</b> (with frequency criteria) <b>Affected personnel/item</b>	<b>FREQUENT (A)</b> Occurs continuously or very often	<b>LIKELY (B)</b> Occurs several times	<b>OCCASIONAL (C)</b> Occurs sporadically	<b>SELDOM (D)</b> Remote possibility; could occur at some time	<b>UNLIKELY (E)</b> Almost certain not to occur (although not impossible)
<b>Individual item</b>	Occurs very often in service life; expected to occur several times over duration of specific operation	Occurs several times in service life; expected to occur during specific operation	Occurs at some time in service life; as likely as not to occur during specific operation	Occurs in service life, but only remotely possible; not expected to occur during specific operation	Occurrence not impossible, but can be assumed almost never to occur in service life; can be assumed not to occur during specific operation
<b>Fleet or inventory of items</b>	Occurs continuously in service life of during specific operation	Occurs at a high rate, but intermittently (at regular intervals, often, or generally)	Occurs several times in service life	Occurs as isolated incident; possible to occur at some time in service life, but rarely; usually does not occur	Occurs very rarely (almost never or improbable); incidents may occur in service life
<b>Individual soldier</b>	Occurs very often in career; expected to occur several times during specific operation; always occurs	Occurs several times in career; expected to occur during specific operation	Occurs at some time in career; may occur during specific operation, but not often	Occurs as isolated incident in career; remotely possible, but not expected to occur during specific operation	Occurrence not impossible, but can be assumed almost never to occur during specific operation
<b>All soldiers exposed</b>	Occurs continuously during specific operation	Occurs at a high rate, but intermittently	Occurs sporadically (irregularly, sparsely, or sometimes)	Occurs rarely (as isolated incident) within exposed element or population	Occurs very rarely, although not impossible

**Table C-2. Degrees of hazard severity.**

Degree of severity Affected unit/ personnel/item	<b>CATASTROPHIC (I)</b>	<b>CRITICAL (II)</b>	<b>MARGINAL (III)</b>	<b>NEGLIGIBLE (IV)</b>
<b>Unit</b>	Total or near-total loss of mission capability; mission failure	Significantly/severely degraded mission capability and/or unit readiness	Degraded mission capability and/or unit readiness	Little or no adverse impact on mission capability
<b>Personnel</b>	Death or permanent total disability; unacceptable casualties	Permanent partial disability; temporary total disability (duration exceeds 3 months)	Lost-day injuries or illness (duration does not exceed 3 months)	First aid or other minor medical treatment required
<b>Equipment/ property</b>	Loss of major or mission-critical systems/equipment; major property (facility) damage; severe environmental damage	Extensive (major) damage to systems/equipment; significant damage to property and environment	Minor damage to systems/equipment, property, and environment	Slight damage to systems/equipment, but they remain functional/serviceable; little or no environmental damage
<b>Collateral damage</b>	Unacceptable collateral damage	Significant collateral damage	Minor collateral damage	Little or no collateral damage

**Table C-3. Risk assessment matrix for hazards.**

Degree of probability Degree of severity	<b>Frequent (A)</b>	<b>Likely (B)</b>	<b>Occasional (C)</b>	<b>Seldom (D)</b>	<b>Unlikely (E)</b>
<b>Catastrophic (I)</b>	E	E	H	H	M
<b>Critical (II)</b>	E	H	H	M	L
<b>Marginal (III)</b>	H	M	M	L	L
<b>Negligible (IV)</b>	M	L	L	L	L
<b>Legend for levels of risk:</b> <b>E - extremely high risk H - high risk M - moderate risk L - low risk</b> <b>NOTE: Refer to Table C-4 for a description of the four levels of risk.</b>					

**Table C-4. Levels of risk.**

<b>Level of risk Type of effects</b>	<b>Extreme High (E)</b>	<b>High (H)</b>	<b>Moderate (M)</b>	<b>Low (L)</b>
<b>Mission capability</b>	Mission failure if hazardous incidents occur during operation	Significantly degraded mission capability (in terms of not completing mission to standard or not accomplishing all parts of mission) if hazards occur during operation	Degraded mission capability (in terms of not completing mission to standard) if hazards occur during operation	Little or no impact on mission capability
<b>Personnel/property loss</b>	Frequent or likely probability of catastrophic loss (IA or IB); frequent probability of critical loss (IIA)	Occasional to seldom probability of catastrophic loss (IC or ID); likely to occasional probability of critical loss (IIB or IIC); frequent probability of marginal loss (IIIA)	Unlikely probability of catastrophic loss (IE); probability of critical loss is seldom (IID); likely or occasional probability of marginal loss (IIIB or IIIC); frequent probability of negligible loss (IVA)	Unlikely probability of critical loss (IIE); probability of marginal loss is no more than seldom (IIID or IIIE)

**STEP 3 - DEVELOP CONTROLS AND MAKE RISK DECISIONS**

**Developing controls**

After assessing each hazard, develop one or more controls that will either eliminate the hazard or reduce the risk (probability and/or severity) of potential hazardous incidents. A list of example controls is included in the discussion of implementing controls ([step 4](#)).

**Making risk decisions**

A key element in the process of making a risk decision is determining whether accepting the risk is justified or, conversely, is unnecessary. The commander must compare and balance the risk against mission expectations. He alone decides if the controls are sufficient and acceptable and whether to accept the resulting residual risk. If he determines the risk is unnecessary, he directs the development of additional controls or alternative controls; as another option, he can modify or reject the selected COA for the operation. Leaders can use the risk assessment matrix (see [Table C-3](#)) in conjunction with the commander's guidance on risk decisions. The matrix can be useful in determining and

communicating risk decision authority. When the matrix is used as a guide for risk decision authority, however, it should be tailored to specific mission requirements. For example, the decision authority to accept high residual risk resulting from a hazard assessed as having catastrophic severity and a frequency of seldom may be retained at the highest authority level. On the other hand, the same level of accident risk (high) may be delegated to a lower level when the potential loss is less extensive or less likely.

## **STEP 4 - IMPLEMENT CONTROLS**

Controls are the procedures and considerations the unit uses to deal with an identified hazard. Implementing controls is the most important part of the risk management process; this is the chain of command's contribution to the safety of the unit. Leaders of the company team integrate specific controls into OPLANs, OPORDs, SOPs, and rehearsals. They then ensure that all crewmembers are briefed on and understand the controls.

If the leaders have conducted a thoughtful risk assessment, the controls will be easy to implement, enforce, and follow. Examples of risk management controls include the following:

- Thoroughly brief all aspects of the mission, including related hazards and controls.
- Conduct thorough PCCs and PCIs.
- Allow adequate time for rehearsals at all levels.
- Drink plenty of water, eat well, and get as much sleep as possible (at least 4 hours in any 24-hour period).
- Use buddy teams.
- Enforce speed limits, use of seat belts, and driver safety.
- Establish recognizable visual signals and markers to distinguish maneuvering units.
- Enforce the use of ground guides in assembly areas and on dangerous terrain.
- Establish marked and protected sleeping areas in assembly areas.
- Limit single-vehicle movement.
- Establish SOPs for the integration of new personnel.

## STEP 5 - SUPERVISE AND EVALUATE

<b>Supervision</b>	<p>During mission execution, it is imperative that leaders ensure risk management controls are properly understood and executed. Leaders must continuously evaluate the unit's effectiveness in managing risks to gain insight into areas that need improvement.</p> <p>Leadership and unit discipline are the keys to ensuring that effective risk management controls are implemented. All leaders are responsible for supervising mission rehearsals and execution to ensure standards and controls are enforced. In particular, NCOs must enforce established safety policies as well as controls developed for a specific operation or task. Techniques include spot checks, inspections, SITREPs, confirmation briefs, and buddy checks.</p>
<b>Evaluation</b>	<p>During the mission, leaders must continuously monitor risk management controls, both to determine whether they are effective and to modify them as necessary. Leaders must also anticipate, identify, and assess new hazards. They ensure that imminent danger issues are addressed on the spot and that ongoing planning and execution reflect changes in hazard conditions.</p> <p>Whenever possible, the risk management process should also include an after-action review to assess the unit's performance in identifying risks and preventing hazardous situations. Leaders should then incorporate lessons learned from the process into unit SOPs and plans for future missions.</p>

**TASK:** Conduct Pre-combat Checks

**Reference:** 2d BCT PLT SOP, FM 7-8, FM 21-18, FM 21-75

**CONDITIONS:** Given the order to conduct a patrol, personnel or equipment to be inspected, a specified amount of time, an inspection site, a unit standing Operating procedure (SOP) detailing a soldier's combat load (mission essential equipment) and writing materials.

**STANDARDS:** Within the time specified, inspect personnel, equipment, and mission knowledge and note deficiencies for immediate corrective action.

## **Training and Evaluation Guide**

### **Evaluation Preparation**

Setup: Provide the soldiers with one member from his or her squad, section, or platoon that is prepared for combat. Provide one major table of organization and equipment (TO&E) item that the soldier is responsible for (weapon, vehicle, generator, etc.).

Brief Soldier: Tell the soldier that he or she has received a mission to conduct a combat mission and that he or she must conduct a pre combat check on personnel and equipment that he or she is responsible for. Inform him or her that he or she must check to see if personnel and equipment meet unit standards, if not, he or she is to report any deficiencies Tell the soldier he or she must complete the checks in ten minutes or less.

### **Performance Measures**

#### 1. Inspect personnel.

a. Check to ensure the soldier is wearing his identification tags and is carrying his identification card and mandated TFF cards.

b. Check to ensure the soldier is wearing the appropriate equipment items to provide him maximum protection (i.e. Flack Vest, Kevlar, LBE/LBV). Check equipment for general appearance, fit, and serviceability.

c. Check to ensure the soldier is wearing or carrying the appropriate clothing items to provide him maximum protection from the elements. (i.e. Gortex jacket and pants, polypro, watch cap, boots, etc). Check uniform and equipment for general appearance, fit, and serviceability.

d. Check to ensure the soldier has hydrated sufficiently and has eaten all meals scheduled. Fatigue and fear are two combat factors that can burn up a soldier's stored energy.

e. Check the soldier's feet for blisters, sores or evidence of rashes. A combat soldier's effectiveness is greatly diminished when his feet render him immobile. Ensure the soldier has performed the necessary foot care needed to preserve healthy feet.

## 2. Inspect Individual Equipment.

a. Before inspection, study the applicable technical manuals (TM). Pay particular attention to the section on preventive maintenance checks and services and the basic issue items list.

b. LBE/LBV. Check items for accountability according to the SOP. Check the clips and buckles for serviceability. Check items to ensure they are securely attached to the field suspenders and belt. Check all items for serviceability, and note any item that is missing.

c. Water and Nutrition. Check to make sure the canteens are filled to capacity with potable water. Make sure the soldier has the quantity of MRE's required to be carried.

d. Weapon and Ammunition. Check to make sure the soldier has his assigned weapon and his basic load of ammunition. Check the weapon for cleanliness and ensure that it is functional.

3. Check for mission knowledge. To make maximum use of time, questions regarding mission knowledge may be asked concurrently with the inspections of personnel and equipment.

a. Check to make sure the soldier knows the unit's mission (task & purpose). As a minimum, check for *who, what, where, when & why*. Check to make sure the soldier is prepared to accomplish any specific tasks assigned to him.

b. Check the soldier knowledge on unit battle drills (i.e. roll-over drills, Actions on Contact, take down of an illegal CP, mine strike, search vehicle/personnel, disarm a suspect, etc).

c. Check to make sure soldier knows the concept of operation, to include control measures.

d. Immediately correct any evidence of lack of knowledge.

## 4. Inspect Patrol Equipment

a. Radio Checks with the TF TOC and every vehicle. Have MEDEVAC freq set and posted.

b. Check dispatches to ensure that they are up to date and that the Q/C is current. Ensure all vehicles have their assigned BII. One vehicle in the patrol must have a tow bar for self-recovery.

c. Conduct a functions check on the patrol's crew served weapon/s (minimum of two per patrol), and ensure the patrol understands the proper weapons posture, per TFF Force Protection Status and ROE to include ammo.

d. Ensure all vehicles have one 5 gal fuel can, two 5 gal water cans, and a case of MREs.

e. Ensure the patrol has a qualified Combat Lifesaver or medic and that each vehicle has a fully stocked Combat lifesaver bag.

f. Every vehicle must have a map with the current TF graphics.

- g. Patrol leader must have a roster with all of the soldiers on the patrol that also lists all of the sensitive items on the patrol and submit to TOC with patrol request.
- h. The patrol must have at least one interpreter.
- i. Rehearse unit battle drills.

**TASK:** Provide Command and Control

Reference: FM 7-20, FM 7-98, FM 100-5, FM 100-20, FM 101-5

**CONDITIONS:** The unit is participating in multi-national (combined) Stability Operations. The unit has several observation posts within its area of operations. Distance between observation posts precludes daily contact between the unit leader and his subordinates. The unit has received a mission directive from its higher HQ. Its efforts have been synchronized with coalition partners, NGOs/PVOs, and governmental agencies.

**STANDARDS:**

1. The unit plan of action accomplishes specified tasks, meets the immediate intent and protects the force.
2. Plans and orders are disseminated in time to allow subordinates to prepare and execute their assigned tasks at the specified time and within the framework of the ROE.
3. Continuous communication and reporting throughout the area of operations is established and maintained to provide timely and accurate information.

**SUBTASKS AND STANDARDS:**

1. The unit issues an initial warning order to subordinate or affected units.
2. Leader analyzes the mission and issues initial guidance to start planning.
  - a. Guidance restates the mission, identifies specified and implied tasks, and defines the mission intent and support to the Stability Operations intent.
  - b. Guidance includes information requirements and specific liaison tasks.
  - c. Guidance identifies specific actions which require higher HQ approval.

**TASK:** Conduct Mounted Tactical Road March and Patrols

Reference: FM 7-8, FM 7-10, FM 7-98, FM 21-75, TRADOC Peace Operations TTP Draft, USAIS Peace Enforcement White Paper

**CONDITIONS:** The unit is tasked to conduct patrols either mounted or dismounted in Stability Operations. Tasks are determined from a higher HQ reconnaissance and surveillance plan (R&S), or from the commander's determination of information needs and mission analysis. The terms of reference (TOR), Rules of Engagement (ROE), and the status of forces agreement (SOFA) prescribe limitations on patrol activities. Patrols are planned by the higher HQ and may be directed to accomplish one or more of the following tasks: confirm or supervise a cease fire; gain information; cover gaps between OPs and checkpoints; show a Stability Operations force presence; reassure isolated communities; establish mobile checkpoints; inspect existing or vacated positions of former belligerents; observe from isolated or unoccupied OPs; liaison and/or coordination between adjacent but isolated positions; protect and/or escort formerly belligerent elements or local population through trouble spots; interposition between hostile parties during periods of tension; search for and recovery of remains. Patrol may be a cyclic or one time requirement. Local populace and former belligerents may or may not be cooperative. Patrolling unit is based in a secure site (base camp, observation post or checkpoint). The patrol activity is coordinated as required for legitimizing authority with adjacent units and host nation representatives.

**STANDARDS:**

1. The patrol plan includes, at a minimum, safe routes, recognition signals, reinforcement plan, and extraction plan. The plan addresses, as required, LNOs, interpreters, and local guides.
2. The patrol does not deviate from the patrol plan. The plan includes security measures such as safe routes, LNOs/interpreters, local guides, recognition signals and reinforcement plan.
3. The patrol answers 90% of the PIR/IR tasked as well as gathering and reporting incidental information about terrain, obstacles, and local population.
4. The patrol complies with standards of TOR, SOFA, and ROE.
5. Security is maintained throughout the operation.
6. Unit forwards information gathered to next higher HQ in a timely manner.

## **SUBTASKS AND STANDARDS:**

1. Unit leader plans for the conduct of patrols.
  - a. Considers security measures.
    - (1) Route planning, safe routes, mine fields.
    - (2) Use of Liaison Officers (LNO), local guides, interpreters.
    - (3) Specified off-limits areas (religious areas, free-fire areas, etc.)
    - (4) Patrol restrictions (patrol requirements or special procedures for patrols at night).
    - (5) Overt recognition methods (flag or guidon, placard, lights, vests).
  - b. Communication requirements and equipment capability.
  - c. Equipment requirements to accomplish task(s).
  - d. Tactical movement and use of formations.
  - e. Casualty evacuation (CASEVAC) procedures.
  - f. Ability to be reinforced or extracted.
2. Unit leader briefs patrol plan.
  - a. All patrol members attend briefing.
  - b. Leader reviews ROE provisions on the use of force.
  - c. Leader uses modified patrol order format. Order covers as a minimum:
    - (1) General situation. Include known locations of faction elements and minefields. State presence and missions of other patrols. Weather forecast.
    - (2) Mission (primary and alternate).
    - (3) Route. All members memorize route legs, distance and azimuth.
    - (4) Timing. Departure, return, contact times, etc.
    - (5) Radio procedures (code words, frequencies, reporting frequency and interval, emergency procedures).
    - (6) Coordination requirements and measures with other units and patrols.
    - (7) CASEVAC procedures.
    - (8) Debriefing requirements.
    - (9) Equipment required.
    - (10) Schedule for precombat checks, inspections, and rehearsals.
3. Unit conducts rehearsals. In priority by time available, rehearses the tasks below as a minimum:
  - a. Use of force provisions of ROE.
  - b. CASEVAC.
  - c. Contact with belligerents.
  - d. Action in a minefield.

- e. Action in an ambush.
- f. React to indirect fire.
- g. Action at halts.

**NOTE: The above tasks should be included in the unit SOP and trained to a high standard, thereby reducing the amount of time needed to conduct rehearsals.**

4. Unit patrol commences mission.

- a. Draws (and counts by round) ammunition authorized for mission.
- b. Follow the patrol plan and route without deviation.
- c. Patrol maintains radio contact, using code words and reporting at interval specified in the patrol plan.
- d. Patrol collects information to answer PIR and IR.
- e. Patrol collects incidental information:
  - (1) Conditions of roads and trails.
  - (2) Conditions of terrain.
  - (3) Detection of or suspected mine fields.
  - (4) Changes in faction element positions or dispositions.
  - (5) Attitudes and activities of local populace.

5. The patrol is halted by faction element.

- a. Patrol stops, leader establishes identity of the patrol.
- b. Immediate and continuous radio contact established with higher HQ.
- c. Leader negotiates with faction leader. RTO relays results of negotiations to higher HQ.
- d. Unit maintains security of its weapons, ID papers, communications equipment, maps and logs. If necessary, unit takes all actions necessary to break contact.
- e. If a hostile force becomes overwhelming and capture or detention is imminent, patrol members sterilize maps, destroy notes, sketches and logs. Maintains radio contact as long as possible before dumping frequencies and zeroing secure fills.

6. Patrol detects or intercepts unidentified person(s) violating the border, buffer zone or other off-limits area.

- a. Leader reports observation to higher HQ.
- b. Patrol directed to observe and/or track.
- c. Leader reports all directional changes to higher HQ, especially if deviating from patrol area.
- d. Leader requests permission before attempt to apprehend and detain personnel.

7. Patrol returns to operations base.

- a. Weapons cleared prior to re-entry into compound.
- b. Ammunition turned into supply point. Accounted for by round.
- c. Patrol orally debriefed by commander or S2.
- d. All personnel complete written patrol report.
- e. Witness statements taken if weapons were used during conduct of patrol.

**TASK:** Illegal Checkpoint

Reference: 2<sup>nd</sup> BCT PLT PSO SOP

**CONDITIONS:**

You may encounter a non-KFOR checkpoint as you are conducting your assigned mission (convoy, presence patrol, weapon storage site inspection, etc). KFOR has a responsibility to report and take action against illegal activity.

**STANDARDS:**

1. Send Report 1 (Spot report) to higher and request guidance. Keep a smart guy on the radio whose sole mission is to accurately and constantly update higher on your current situation
2. Remain on-site and in contact with the checkpoint prepared to raise your force protection posture if required.
3. Execute the following actions when ordered:
  - a. Call higher.
  - b. Do the following:
    - (1) Get a smart guy on the radio whose sole mission is to accurately and constantly update higher on your current situation
    - (2) Tell the checkpoint what you are doing and why
    - (3) Confiscate their ID cards and weapons and if they cooperate let them drive their own vehicle and escort them to the basecamp.
    - (4) If they refuse to cooperate, isolate the area so other civilians can't get in and dominate the situation by bringing in overwhelming combat power (crew served weapons and tanks and Brads if available).
    - (5) Report your status to higher.
    - (6) Demand their ID cards and weapons again and tell them you intend to get them to comply with force if necessary.
    - (7) If they still won't cooperate then disarm them using the least amount of force necessary in accordance with the ROE.
    - (8) Escort them to the nearest KFOR basecamp.
    - (9) If at any time a crowd develops that threatens your patrol report to higher and conduct Task-Conditions-Standards for Crowd Control.
    - (10) At all times the patrol leader has the right to order the patrol to lock and load weapons and use the minimum force necessary within the ROE.

**TASK:** React to a Minestrike While Mounted

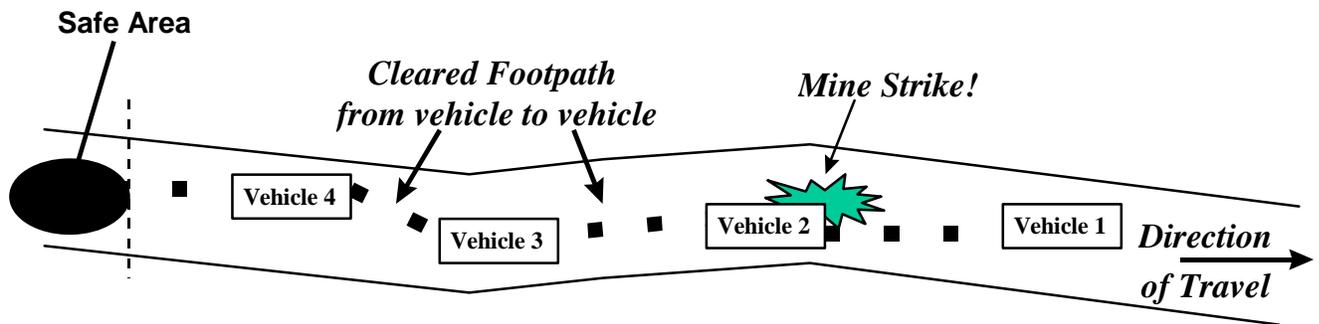
Reference: OJG Soldier Smart Book

**CONDITIONS:**

The platoon is operating in a MOUT environment, separately or as part of the company. Vehicle #2 in a 4-vehicle convoy strikes a mine. Vehicle #1 believed to be in a minefield. Extent (start or end) of minefield is unknown. There are casualties and/or deaths in Vehicle #2. US forces are operating under restrictive ROE. The company is provided with the ROE. Civilians, government organizations, and the international press are present on the battlefield.

**STANDARDS:**

**TASK STEPS AND PERFORMANCE MEASURES**



1. Convoy HALTS, all personnel remain mounted, no vehicles move.
2. Senior person assesses situation, determines casualties based on reports from all vehicles.
3. Senior person accounts for all sensitive items. Send a SITREP to higher HQ.
4. Establish 360-degree security from vehicles.
5. Senior Engineer (if available), or senior person designates a sweep team to clear a footpath to the affected vehicle using non-metallic probes and/or mine detectors. Mark left and right limits of footpath using non-metallic materials (spray paint, chem lights, HEMMS poles, wooden stakes, engineer tape held down with rocks, etc.) every 3 meters.
6. At same time, the last vehicle in the convoy clears a footpath to the road and establishes radio comms with higher HQ. Distance to clear to rear is designated by senior person or rear vehicle commander.
7. Sweep team clears footpath to injured personnel and begins first aid

8. Mark any mines found with engineer tape or any non-metallic material. Do not put the marking object closer than 12 inches from the suspected mine. DO NOT PROBE to find the mine.
9. Clear an extraction lane from vehicle to vehicle – extending from vehicle #1 passed the last vehicle to the designated Safe Area or limits of minefield.
10. Extract and account for all personnel and sensitive items.
11. Mark, record and report the minefield to higher headquarters.

**TASK:** Handle Remains - Perform Mortuary Affairs Operations

Reference: STP 21-1-SMCT (TASK – 101-515-1900) [Modified]  
FM 10-63 Handling of Deceased Personnel in Theaters of Operations

**CONDITIONS:** In a tactical situation, given the following items and information:

1. An entrenching tool.
2. Shrouding material.
3. Separate containers for loose personal effects.
4. Writing paper and a pen or pencil.
5. The grid location of the remains.
6. A map and a protractor.
7. A transport vehicle.
8. Communications equipment.

You must recover and evacuate remains.

Note: In case of nuclear, biological, or chemical (NBC) contamination, contact higher headquarters for instructions. The task will not be performed in an NBC environment without specific instructions from higher headquarters.

**STANDARDS:**

When directed, search, recover and evacuate or bury deceased personnel. You must determine the presence of explosives or booby traps. You must not remove personal effects found on their remains. You must shroud the remains and treat the remains with respect and reverence at all times.

**TRAINING AND EVALUATION**

Training Information Outline:

NOTE: Unit/Individual will perform steps 1 and 2 or 3.

1. Receive the mission.
  - a. Receive from your supervisor the search area and expected number of remains.
  - b. Determine from your supervisor if the remains are to be evacuated.
2. Move to the search area.
3. Upon discovering deceased personal, report the findings to higher and if directed, perform steps 4-7.

4. Search the assigned area for additional deceased personnel.

a. Thoroughly search fighting positions, bunkers, and wrecked vehicles or any place that offers cover and concealment from the enemy.

b. Look for booby-traps or antipersonnel mines which may have been placed on, near, or under the remains. If required, request explosive ordnance disposal (EOD) support.

5. Recover the remains.

a. Leave personal effects found on the remains with the remains.

b. Search the area surrounding the remains for loose personal effects and equipment.

c. Place personal effects found near the remains in a separate container and transport them with the remains.

6. Shroud the remains.

a. Place the remains in a human remains pouch or use a blanket, shelter half, poncho, or poncho liner.

b. Place the remains on a litter or an improvised litter.

c. Place personal effects found near the remains in a separate container and transport them with the remains.

7. Evacuate the remains.

a. Move the remains, feet first, and effects to a central location or marshalling point for transportation.

b. Load and secure the remains in a vehicle or an aircraft for evacuation to a collection point.

**TASK:** Establish Traffic Control Point

Reference: FM 7-10, FM 7-20, FM 7-98, USAIS Peace Enforcement White Paper, TRADOC Peace Operations TTP Draft

**CONDITIONS:** The checkpoint is situated to monitor and control mounted and dismounted traffic. Unit must construct or emplace a checkpoint at a given location which will meet the requirements for either a hasty or deliberate checkpoint using whatever resources are available. Former belligerents will not initially interfere with the establishment of the checkpoint. The unit is tasked to occupy and operate the checkpoint. The checkpoint is situated on a major route which bisects a buffer zone. Higher HQ provides resources to aid in task accomplishment. A linguist is available at the checkpoint location.

**STANDARDS:**

1. Checkpoint is established in location at time specified, can control both pedestrian and vehicular traffic, can transition into an effective roadblock, and cannot be easily bypassed, nor overrun by a speeding vehicle. Checkpoint allows passage of authorized personnel and equipment and denies passage of others.
2. Unit maintains a log of all checkpoint activities and reports all significant events immediately to higher HQ.
3. Unit is able to reinforce or evacuate checkpoint personnel should the situation warrant such actions.
4. The checkpoint is capable of creating an immediate roadblock, demonstrates presence of peace forces, conducts searches for contraband, controls refugee movement, and enforces terms of the peace agreement IAW ROE. It is illuminated, marked, and constructed IAW the Stability Operations Force SOP. Cover is provided for soldiers manning the checkpoint.
5. The unit is prepared for the incremental use of force, including non-lethal means, proportionate to the threat and according to existing ROE.
6. Both unit plans and actions are in compliance with ROE.

## **SUBTASKS AND STANDARDS:**

### **ESTABLISH CHECKPOINT**

#### **HASTY CHECKPOINT**

1. Leader task organizes unit to accomplish assigned task. Task organization includes:
  - a. Security elements.
  - b. Sentries.
  - c. Search teams.
  - d. Reserve.
2. Leader ensures resources available to conduct checkpoint operations:
  - a. Vehicles for transport of personnel and supplies; minimum of two.
  - b. Warning signs to indicate a checkpoint ahead in native language and English.
  - c. Barricade materials.
  - d. Aids to conduct search: mirrors, lights, military working dogs, etc.
3. Leader briefs personnel on requirements and limitations of mission.
4. Unit conducts a rehearsal prior to execution of task. Rehearsal includes:
  - a. Specific limitations on use of lethal force to stop charging vehicle or fleeing pedestrian.
  - b. Specific authority and methods to search vehicles and personnel.
  - c. Methods of stopping vehicle(s) and conducting questioning and/or search.
  - d. Authority and technique for apprehension and detention of civilian personnel.
5. While en route, the element conducts a recon around the area selected for the checkpoint.
  - a. Identify possible routes used for bypass after checkpoint is detected.
  - b. Dominating terrain which may be used by belligerents to influence the checkpoint.
  - c. Absence or presence of: parties in conflict, obstacles (specifically mines), host nation police.
6. On arrival at the site, the element commences work. Checkpoint is functional within 15 minutes.
  - a. Security posted 50-100 meters from the checkpoint in both directions.
  - b. Sentries posted and erect warning signs.
  - c. Vehicles positioned to block traffic to one lane; barricades erected (if used).

- d. Search element prepares special equipment as required.
7. Leader notifies higher HQ when prepared to commence operations.

### DELIBERATE CHECKPOINT

8. Unit leaders organize reconnaissance to determine location for checkpoint or to verify area configuration if site location is directed by higher HQ. Recon tasks include:

- a. Routes leading to and around checkpoint.
- b. Nature of terrain on checkpoint and in vicinity.
- c. Size of area suitable to the scope of checkpoint operations.
- d. Proximity of checkpoint to buffer zone, cease fire line, area of separation, ethnic group or factional boundary, religious sites, or other potential "danger areas."
- e. Availability of electrical power, telephone communications to civilian authority, water, sewage and garbage disposal.
- f. Ability to communicate to higher HQ via radio.

9. Leader task organizes to ensure task accomplished in timely manner.

10. Leader analyzes task and assigns priorities of work.

11. Security element dispatched to secure site prior to arrival of the main body.

12. On arrival, work commences immediately in accordance with designated priorities of work.

- a. Traffic barricades positioned perpendicular to the road to form a chicane or a wire serpentine.
- b. Protective, defensive positions constructed.
- c. Vehicle search area constructed; earthen berm raised to provide protection from car bomb blast.
- d. Pole barricade, sliding gate, or other barrier constructed to physically block roadway.
- e. Protective wire perimeter established or natural obstacles reinforced to force pedestrian traffic to checkpoint, and to protect against dismounted assault.
- f. Other roads and possible bypasses barricaded, blocked, posted with signs or placed under observation.
- g. Containment or isolation area established for segregation of directed detainees.
- h. Personnel search area established. Separate area established for search of females.
- i. Command post and aid station established. Wire communications installed to all positions.
- j. Troop rest area established.
- k. The following multilingual signs posted at all designated areas:

- (1) Warning, prepare to stop (25-50 meters from sentry and barrier).
- (2) UN Checkpoint, prepare to stop, have ID ready, etc. (at barrier).
- (3) Contraband warning sign.
- (4) Stop, follow orders of sentry (at pole barrier).
- (5) Vehicle search area.
- (6) Driver and passengers dismount. Open doors and lids (bonnets/hoods/trunks/boots) (in vehicle search area).
- (7) Personnel search area.
- (8) Aid post.
- (9) Detention/holding area.

m. Pedestrian walkway and checkpoints designated within confines of the checkpoint without interfering with vehicular operations.

13. Rehearsals conducted of vehicular and pedestrian traffic to ensure construction of site will serve purpose.

14. Communications tested to higher HQ. Land line tested.

15. Improvements continuously planned and constructed.

- a. Permanent guard house at roadblock.
- b. Improved construction of command post, aid post, and troop rest area.
- c. Improved latrine facilities.

### **OPERATE A CHECKPOINT**

1. Leader conducts reconnaissance of checkpoint, coordinates to execute a relief in place with the occupying unit, if any.

- a. Assess any additional equipment required.
- b. Determine quality of barriers and protective measures.
- c. Account for number of weapons positions, and any OPs to be manned.
- d. Determine if civil police are available to conduct searches, and measures to search females.
- e. Check quality and quantity of hygiene facilities.

2. Leader briefs personnel and task organizes to accomplish assigned tasks.

3. Leader coordinates for or requests additional assets to accomplish improvements to the checkpoint.

4. Unit executes relief in place if applicable.

- a. Leader or designated representative accept and acknowledge receipt of:

- (1) Fixed facilities and assets.
    - (2) Ammunition stockpiles.
  - b. Outgoing unit personnel brief incoming personnel on specific duties.
  - c. Incoming unit conducts an on-site rehearsal of stop and search procedures under the scrutiny of the outgoing unit.
5. Unit commences checkpoint operation.
- a. Shifts established.
  - b. Shift personnel inspected prior to assuming duties (similar to guard mount):
    - (1) Check proper uniform and equipment.
    - (2) review ROE and checkpoint SOP.
6. Unit executes routine operations.
- a. Vehicle approaches, security reports.
  - b. Barrier sentry moves into position to stop vehicle.
  - c. Barrier sentry allows vehicle to pass forward into checkpoint on signal from checkpoint NCOIC. No more than one vehicle allowed into the checkpoint at one time.
  - d. NCOIC or designated sentinel inquires purpose of vehicle. Examines papers (identification, registration, trip authorization, etc.).
  - e. NCOIC or designated sentinel is covered by security elements. Another guard is looking into the interior of the vehicle for suspicious objects, or attempts to hide contents.
  - f. NCOIC or designated sentinel allows vehicle to pass.
7. Unit conducts a stop and search.
- a. Repeat steps 6.a. to 6.c., above.
  - b. NCOIC or designated sentinel directs vehicle into vehicle search area.
  - c. Search team begins search:
    - (1) Occupants of vehicle (except driver) moved to a personnel search area.
    - (2) Driver directed to provide papers to NCOIC for examination.
    - (3) Driver asked to open all doors, trunk and engine covers, and other compartments as needed.
    - (4) Driver remains nearby to observe search of vehicle, covered by a guard.
    - (5) Searcher (armed with pistol) uses mirrors and flashlight to check vehicle undercarriage first. Searcher (armed with pistol) uses mirrors and flashlight to check vehicle undercarriage first. Searcher looks for new electrical wiring, unusual configurations, strapped-on or taped packages.
    - (6) Searcher examines interior of vehicle.

8. Search of personnel or vehicle identifies contraband or prohibited items.
  - a. Searcher announces discovery.
  - b. NCO informs personnel that they will be detained for questioning and their prohibited items will be confiscated.
  - c. Detained persons moved to detainee holding area until arrival of MP or civil police.
  - d. Vehicle is moved out of search area and checkpoint, but is kept in a place where it can be observed.
  
9. Unit reacts to an attempt to run through the checkpoint.
  - a. Sentry normally cautious on approach of single operator vehicle.
  - b. Shout to halt fails to stop vehicle. Alerts checkpoint personnel of run through attempt.
  - c. Checkpoint security elements take protective positions, prepare to fire warning shots; first into ground in front of vehicle, then into headlights or engine compartment. First three rounds loaded and fired should be tracer.
  - d. If vehicle does not stop or appears able to breach obstacles, leader directs the use of anti-vehicular munitions (M-203 or LAW). Objective is to stop the vehicle without killing the driver. Injury to driver may not be avoided, but protection of checkpoint personnel is critical.
  - e. Leader orders driver or occupants to dismount and move away from vehicle. If driver is injured and unable to comply, leader keeps all personnel in protective positions for at least fifteen minutes in event of a delayed action explosive device.
  - f. Leader and aidman (with security) move to vehicle.
  - g. First aid administered. Leader surveys vehicle.
  - h. Leader reports action to higher HQ.
  - i. Leader prepares witness statements, stands by for investigation team from higher HQ.

**TASK:** Establish and Operate an Observation Post

Reference: FM 7-8, FM 7-10, FM 7-20, FM 7-98, FM 17-95, FM 17-98, TRADOC Draft TTP for Peace Operations, USAIS Peace Enforcement White Paper

**CONDITIONS:** Unit must establish and occupy an OP in order to monitor areas of responsibility for a specified time period along an area as assigned by higher HQ or identified in the unit security plan. If the OP is permanent, the unit has engineer support and sufficient building materials to construct the OP. If the OP is temporary, unit must be able to develop it into a permanent OP on order.

**STANDARDS:**

1. OP is established NLT time specified in the order and meets minimum marking requirements for visibility by all forces.
2. OP is able to observe activity within the assigned sector.
3. Occupation and evacuation of OP can be accomplished through covered and concealed routes.
4. OP establishment and activities are in compliance with the TOR, SOFA, and ROE.
5. OP reports all significant activity observed to next higher HQ IAW unit SOP. Unit recognizes the importance of lack of normal activity in the sector, or the presence of abnormal activity and continues reporting to next higher HQ.
6. OP is capable of limited self-sustainment operations (3 days).
7. OP maintains all-around security and survivability, and is constructed IAW the Stability Operations SOP. OP rehearses coordinated extraction and reinforcement plans with higher HQ. It is illuminated, marked, and constructed IAW the Stability Operations Force SOP.

**SUBTASKS AND STANDARDS:**

1. Employ a QRF.
  - a. QRF maintains continuous contact with higher HQ and the element requiring assistance or reinforcement.
  - b. QRF deploys with capability to effectively counter hostile force while reducing risk to itself and the Stability Operations force.
  - c. QRF enters confrontation area in a visible and unprovocative manner, taking no action that can be interpreted as partial to any faction.
  - d. QRF maintains an overwatch/support element that will not become decisively engaged in confrontation.

e. QRF uses force within ROE provisions and only to extent necessary to help Stability Operations force accomplish its mission or evacuate it.

## 2. Plan OP Mission.

a. Unit leader analyzes OP mission to determine manning requirements. Considers the following:

- (1) Continuous or periodic operation.
- (2) Number of areas visible and requiring constant observation.
- (3) Amount and complexity of equipment in operation on the OP.
- (4) Effects of fatigue on observation.
- (5) Extent of need for local security.

b. Unit prepares OP for occupation and operation.

(1) Ensure minimum mission essential equipment is on site.

(a) Map in proper edition and scale.

(b) Compass and protractor.

(c) Optical observation equipment, binoculars, telescope, crew served weapon day sights, etc.

(d) Thermal, image intensifier, or other electronic observation equipment for use during limited visibility.

(e) Electronic target acquisition devices: GSR, PEWS, REMBASS, Q36, etc.

(f) Communications equipment. Land line, FM and HF radios.

(g) Shelter structure and construction equipment.

(h) Power generation equipment for illumination, and commo equipment.

(i) Barrier material.

(j) Early warning pyrotechnics.

(k) Required report formats.

(l) Specific SOP or extract delineating responsibilities.

(m) Food and water.

(2) Prioritize work requirements at OP before or during occupation.

(a) Security and protection executed as highest priority.

(b) Shelter and creature comforts executed as a lower priority.

(c) Improvements are completed as time and materials allow.

c. Unit occupies OP and commences observation duties. Observe, verify and report:

- (1) Movement of military elements of any description.
- (2) Shooting, hostile acts, threats communicated or perpetrated.
- (3) Improvement of defensive positions by belligerents.
- (4) Overflight of aircraft when no fly zone is in effect.
- (5) Any violation of agreements currently in force.

d. OP leader organizes element to rotate duties and accomplish all assigned tasks.

- (1) Designate shift supervisor, observer(s), recorder, and commo.
- (2) Observers do not observe for longer than 30-minute shifts.
- (3) Local security, routine duties (maintenance, cooking, facility improvement, etc.) computed in shift rotation scheme.
- (4) Shift should never exceed four hours.

e. Shift leader supervises shift changeover.

- (1) Read and review OP logbook.
- (2) Outgoing shift leader briefs incoming team on past activities and areas requiring continued observation.
- (3) Verify all equipment is accounted for and functional.
- (4) Radio and telephone checks completed before changeover is completed.
- (5) Ammunition not in sealed containers is accounted for by round.

**TASK:** Assist NGO/PVO/IO

Referenece: JMC Handbook 6.1

**CONDITIONS:** Platoon encounters a Non-Governmental Organization (NGO). NGOs are civilian volunteer organizations that are not directly affiliated or sponsored by a government. These organizations focus primarily on humanitarian aid and assistance. Although their operating methods and short-term objectives may differ from SFOR methods and objectives, their common goal is generally to alleviate human suffering, improve conditions, and assist in the redevelopment effort.

**STANDARDS:**

1. Weapons: Personnel belonging to NGOs, private organizations and governmental charity organizations must have a valid permit to carry weapons. The senior commander on the ground has the authority to confiscate weapons. A receipt must be issued to any individual whose weapon has been confiscated and the weapon kept in the unit weapon storage site.

2. Support and Assistance:

a. KFOR elements will generally not support NGO operations directly, unless the requested assistance involves a bona fide emergency situation in which withholding assistance would cause loss of life or grave danger to the affected population.

b. Coordinate support requests from NGOs through KFOR Civil Affairs.

3. Contact with NGOs:

a. Report all telephonic and or personal contact with NGOs within forty-eight hours after the contact.

b. Report meetings with NGO personnel daily. Fully document meetings with NGOs and forward the minutes in memorandum format to the G5 within twenty-four hours after the meeting.

**TASK:** Control Civilian Movement

Reference: FM 7-98, TRADOC Peace Operations TTP Draft, USAIS Peace Enforcement White Paper

**CONDITIONS:** The unit has established operating bases throughout the area of operations. Site selection has avoided placing bases at or near the locus of road networks, however they are both accessible and visible. The unit must provide for its own security as well as have access to routes adequate for large convoys of humanitarian supplies and internal resupply operations. The road net in the area of operations is sufficiently developed to accommodate both civilian and military traffic.

**STANDARDS:**

1. Civilians are not permitted access to controlled areas without escort.
2. Routine civilian traffic and support of commerce are not unduly hindered by Stability Operations.
3. Routes selected for Stability Operations support operations are clearly marked.
4. Routes are not exclusively reserved for Stability Operations troop movement.
5. Both unit plans and actions are in compliance with ROE.
6. Unit reports changes in the situation and results of operation to higher headquarters in a timely manner.

**SUBTASKS AND STANDARDS:**

1. Anticipate the "magnetic effect" (movement of civilian populace to vicinity of peacekeeper lodgments for security) prior to establishing operating bases in the area of operations.
  - a. Establish security as the first priority task.
  - b. Dispatch LNOs to nearby inhabited areas to encourage them to remain in their areas and wait to be approached by peacekeepers.
2. Establish hasty checkpoints on routes leading from inhabited areas to operations base.
3. Evaluate routes in area of operations.
  - a. Determine best routes to support convoy traffic.

- b. Use temporary checkpoints to assess amount of civilian traffic using routes.
  - c. Select sites for roadblocks and permanent checkpoints needed to eliminate civilian traffic on a specific route for a limited time. Designate alternate routes which will accommodate detoured civilian traffic.
- 4. Designate off limits areas and disseminate locations to local populace.
- 5. Open or improve alternative routes for civilian movement.
  - a. Clear traditional routes blocked by mines or obstacles.
  - b. Repair or improve destroyed roads or bridges within capability of unit. Routes may be nominated for improvement as a civic action project to higher HQ.
- 6. Deny movement on a route to facilitate movement of QRF to critical event.
  - a. Establish checkpoints and roadblocks directed by higher HQ orders to deny access to route planned for QRF movement.
  - b. Establish hasty roadblocks on minor routes adjoining QRF route as directed by higher HQ.

## **TASK:** Conduct Personnel Search

**CONDITION:** The platoon is operating in a MOUT environment, separately or as part of the company. The platoon is ordered to establish a Hasty Check Point. Members of the platoon will conduct personnel searches of suspects as appropriate. The local populace is in the area, and the platoon is not supported by the local police. US forces are operating under restrictive ROE. The platoon is provided with the ROE. Civilians, government organizations, and the international press are present on the battlefield.

1. *OIC/NCOIC* : The critical link to your squad's success. This individual is responsible for all activity of the search team.
2. *Greeter* : The most important position that the leader must resource. This soldier checks for identification, and lets all personnel desiring passage through the checkpoint know that they will be searched.
3. *Searcher* : The soldier who actually performs the search. Because this soldier has the closest contact with the individual being searched, this soldier is in the highest risk position.
4. *Demonstrator* : This soldier has the responsibility for demonstrating exactly what we need the individual being searched to do. As you will probably not be able to speak the language of the searched individual, you must be able to non-verbally communicate what they must do (if an interpreter is not present).
5. *Interpreter* : Assigned for patrols and Base Camp Security. Responsible for translating the directions of the searcher or demonstrator.
6. *Security* : Two soldiers are required for security; one for the greeter and one for the searcher. Their mission is to keep eyes on the individual(s) who are in contact with the greeter and searcher.
7. *Observer* : This soldier has the mission of watching the searcher and demonstrator perform their task. Where the security soldier has a mission to keep eyes on the searched individual, the observer is constantly checking the entire search area as events unfold.

## **STANDARD:**

1. Procedures to follow:
  - a. If contraband is found on an individual, detain and report to higher.
  - b. If an individual refuses search, detain him. Conduct the search. Report to higher.
  - c. No opposite-sex search, no exceptions. If a female is not assigned to aid in conducting searches, a non-contact search must be conducted.
  - d. Search all bags outside the checkpoint close to the UXO pit. Have the individual who brought the bag search the bag, while being observed.
2. Contact Search
  - a. Have individual stand with legs shoulder width apart, arms out parallel to the ground.

- b. Check all outer garments, one at a time.
- c. Check arms using a rubbing motion.
- d. Check back from upper to lower without patting.
- e. Move hands to front, check from collarbone over chest to waistline. When searching females (by another female), use back of hand to sweep through cleavage and under breasts.
- f. Have individual loosen belt, hook fingers inside waistline, and sweep inside of waistline front to back.
- g. Use back of hand to sweep down the zipperline.
- h. Check legs from top of thigh to top of shoe.
- i. Unlace shoe and sweep fingers around top of shoe.

### 3. Non-Contact Search (for opposite-sex searches).

- a. Have individual stand with legs shoulder width apart, arms out parallel to the ground.
- b. Have individual tighten clothing arm by arm.
- c. Have individual pull excess clothing around chest tight around chest, then pull clothing forward.
- d. Have individual sweep back of hand through cleavage and under breasts.
- e. Have individual loosen belt and sweep fingers through beltline front to back.
- f. Individual uses back of hand to sweep down zipperline.
- g. Individual searches legs.
- h. Individual loosens shoes and sweeps fingers through top of shoes.

### 4. Wand (metal detecting) Search.

- a. Have individual stand with legs shoulder width apart, arms out parallel to the ground.
- b. Run wand across the back of the individual from one hand to the other.
- c. From the back, run the wand up one leg to the back of the head and then down to the other leg, forming a lower case “n”.
- d. From the front, run the wand up one leg to the back of the head and then down to the other leg, forming a lower case “n”.
- e. Any time the wand senses metal, inspect the area. If it is a pocket, have the individual empty the pocket.

**TASK:** Conduct a Vehicle Search

Reference: Operation Joint Guardian Soldier Smart Book

**CONDITIONS:** You will have probable cause or you will be command directed to search a vehicle, an occupied vehicle, and an improvised mirror device.

**STANDARDS:**

1. Conduct a lawful search.
2. Identify and collect all contraband.
3. Provide proper disposition of the individuals.

**SUBTASKS AND STANDARDS**

1. Impede the flow of traffic in a direction.
2. Protect US and Allied personnel and equipment
3. Check and inspect traffic for contraband such as weapons, munitions, or other contraband.
4. Conduct PCIs:
  - a. Inspect mission essential equipment/ Class I, III, IV, V.
  - b. Inspect auxiliary equipment: hand-held radios, search mirrors, flashlights, overhead lighting.
  - c. Combat lifesaver bags fully stocked.
  - d. Ensure proper freqs are loaded in radio, to include MEDEVAC freq. Comms established with higher unit.
  - e. Conduct functions check on all weapon systems and equipment (i.e. video camera, digital camera).
  - f. Current INTSUM, Light/ Weather data briefed down to lowest rank. Ensure proper weapons posture to include Force Protection Status and ROE are understood.
  - g. Report times (significant event or every thirty minutes) are understood.
  - h. Roster with names of all soldiers on the checkpoint as well as list of all sensitive items submitted to higher unit.
5. Conduct unit level rehearsals:
  - a. OIC/NCOIC: Overwatches the search.
    - (1) Search Team:
      - One searches exterior.

- One searches interior.
- (2) Observer: Provides early warning.
- (3) Security Team: Four positions covering 360 degrees.
- L/F bumper – R/F bumper
  - R/F bumper – R/R fender
  - R/R bumper – L/R bumper
  - L/R fender – L/F fender
- b. Practice on vehicles of different sizes and interior compositions.
- c. Rehearse reacting to uncooperative vehicle owners.
- d. Rehearse reacting to found weapons, munitions, or other contraband.
6. Search Exterior of Vehicle (Require driver to open compartments):
- a. L/F fender well/behind wheel.
  - b. Under/behind front bumper/grill.
  - c. Engine Compartment.
  - d. R/F fender well/behind wheel.
  - e. Under R/S from front – back.
  - f. R/R fender well/behind wheel.
  - g. Under/behind rear bumper.
  - h. Trunk (if any, see 3).
  - i. L/R fender well/behind wheel.
  - j. Under L/S from back – front.
  - k. Top of vehicle.
7. Search Interior of Vehicle (Require driver to remove excess cargo):
- a. Behind and under seats.
  - b. Under the dashboard.
  - c. Glove and tool compartment.
  - d. Battery box.
  - e. Above the sun visor.
  - f. Cab's ceiling/padded roof.
  - g. False floors, check beneath floor mats.
  - h. Door pockets.
  - i. Spare tire well.
8. Cargo Compartments or Vehicle Trunks:
- a. False doors or other potential hiding place areas, e.g., in spare tire well
  - b. Inspect cargo, and all personal baggage or suspicious items. Questions pertaining to search within containers should be brought to the attention of the OIC/NCOIC.
  - c. Use the driver to open everything while you observe.

d. For larger vehicle(s) with multiple axles and dual rear wheels, pay particular attention to areas along length of the axle and between the dual wheels.

**TASK:** Conduct Urban Patrol

**Reference:** FM 7-98, FM 17-98, FM 90-8, TRADOC Peace Operations TTP Draft

**CONDITIONS:** The unit is tasked to recon a specified route through an urban environment or to provide security along the route. The unit is within radio contact with its higher headquarters.

**TASK STANDARDS:**

1. The unit patrols the entire route specified in the time specified.
2. Key terrain and critical points along the route are reconnoitered.
3. Contact is made with local inhabitants along route for goodwill and information.
4. Reports submitted to HQ in a timely manner.
5. Route overlay or detailed sketch prepared for unit operations center or other designated unit representative.
6. Both unit plans and actions are in compliance with ROE.

**SUBTASKS AND STANDARDS**

1. The platoon leader and squad leaders control the platoon's movement.
  - (1) Position themselves where they can control movement.
  - (2) Position key weapons where the leaders can control them.
  - (3) Ensure the platoon members react as their leaders do (that is, when he gets down, they get down) and to their leader's visual signals or oral commands.
  - (4) Assess the terrain for potential danger areas.
  - (5) Use arm-and-hand or flag signals until contact is made.
  - (6) Use visual and audio signals, such as flares, smoke, whistles, or voice commands, once contact is made.
2. Halts in a covered and concealed position outside of the urban area.
  - (1) The platoon seeks cover and concealment and overwatches the urban area.
  - (2) The platoon leader scans the urban area and determines the route through the urban area.
  - (3) The platoon leader designates a movement element and an overwatch element.
3. Moves as two elements: a movement element and an overwatch element. When necessary, these elements or parts of them exchange roles.

- (1) The movement element (one or two squads/teams if terrain is open [for example a wide street]) moves forward, scouts danger areas, and closes with the enemy.
  - (2) The overwatch element (the rest of the platoon and supporting weapons) moves behind the lead element and secures the flank and rear. It also provides fire support.
4. Uses a covered and concealed route whenever possible.
- (1) The platoon moves along underground passages, through or behind buildings, along walls, and over rooftops.
  - (2) The platoon avoids streets, alleys, and other open areas unless necessary.
5. Makes the best use of cover and concealment when moving.
- (1) Personnel move in single file along the side of the street, staying close to the buildings.
  - (2) Personnel move quickly and remain dispersed 3 – 5 meters apart.
  - (3) Each soldier is assigned an area to observe on the opposite side of the street.
  - (4) When moving with two squads abreast, each squad overwatches the buildings across the street, observing the stories above the opposite squad.
6. Crosses the MOUT danger areas, using the greatest cover, concealment, speed, and overwatch.
- (1) Personnel use smoke, rubble, and debris for protection.
  - (2) An element crosses as a dispersed group at the same time – not soldier by soldier.
7. Moves while maintaining security.
- (1) Clears buildings as necessary to continue movement (See T&EO 7-3/4-1110, Clear a Building).
  - (2) Identifies, reports, marks, and bypasses enemy obstacles and mines.
8. Clears the urban area. The platoon leader reports that the platoon is through the urban area.

**TASK:** Cordon & Search a Building

Reference: FM 7-10, FM 7-20, FM 7-98, FM 90-8, FM 90-10-1

**CONDITIONS:** The unit designates a cordon and search element. The search objective of a specified building is to locate contraband, seize prohibited items, or to detain persons suspected of criminal or unlawful actions. The (SOFA), and the Rules of Engagement (ROE), which define those items which the Stability Operations force is authorized to confiscate. Local civil authorities are on site with the Stability Operations element, or are immediately available. The area around the building is isolated. The building may range from a cinder block hut to a modern multi-story structure.

**NOTE:** Great care must be taken in the execution of this task. While Stability Operations forces ostensibly restore law and order as a by-product of their presence, they should not be construed as policemen. In a similar fashion, the unit must remain neutral and impartial and to do so must communicate the rationale for the seizure of prohibited items or detention of persons.

**STANDARDS:**

1. Entry and search techniques are non-violent and conducted in a professional manner.
2. Procedures for search, seizure, and detention are rigorously adhered to.
3. No physical damage to building, or harm to non-combatants.
4. The unit is prepared for the incremental use of force, including non-lethal means, proportionate to the threat and according to existing ROE.
5. Both unit plans and actions are in compliance with ROE.
6. Unit reports changes in the situation and results of operation to higher headquarters in a timely manner.

**SUBTASKS AND STANDARDS:**

1. The isolation element establishes blocking positions that effectively cordoned off the immediate area to prevent personnel and vehicles from entering and/or departing the area during the search operation.
2. The search element attempts to enter the building.
  - a. Leader, with civil authority (or interpreter), and one escort approach building.
  - b. Knock on door and wait for a response from inside.

c. Announce authority to conduct search, request compliance from inhabitants. If no response from inside after two attempts, leader directs search team to establish an entry point.

(1) Element establishes entry point where subsequent entry after departure will be difficult for locals (second story window, trap door in roof, etc.).

(2) Damage caused in gaining entry is minimum necessary to accomplish the task. Use of explosives is considered as last resort and only on authority of unit commander.

d. If building inhabitants are available, leader directs their assembly at a central point, and one person to accompany search team, opening doors etc.

3. Entry team conducts initial room clearance.

a. First man provides security.

b. Second man conducts checks for hidden persons, weapons, booby traps.

c. Entry team does not proceed past first room.

d. Announce room clear to search element leader.

e. Emplace signal device visible to security/support elements to indicate the floor on which search team is working

4. Search team enters through entry point.

a. Announces coming in.

b. Conducts visual survey of floor plan of building, announce search pattern to be used (follow walls to left, enter rooms on left, until whole floor is clear).

c. Determine access to upper or lower floors.

5. Search team conducts floor search.

a. Entry team secures entry point and monitors passage or hallway.

b. Search team moves to next room.

(1) Personnel scan their assigned areas during movement. (Scan area is in three dimensions.)

(2) Point man checks for trip wires.

(3) Point man opens doors and pauses behind wall before entry.

(4) Team enters room using a high man-low man technique with weapon muzzle tracking where they look.

c. Team conducts room search.

(1) Search is in three dimensions. Check for false ceilings, in closets, under furniture, carpets, in wardrobes, etc.

(2) Search should be for specific items, therefore team does not waste time on objects which will not accommodate the dimensions of items searched for. (Search for a person does not require opening drawers in a dresser, search for automatic rifles does not require opening shoe boxes, etc.)

- d. Team continues search pattern until floor plan is completed.
6. Team monitors entry and exit points to the floor they have cleared.
7. Two teams enter to search floor above and below simultaneously.
8. Search elements find hidden persons or prohibited items.
  - a. Person(s) are initially addressed by civil authority or interpreter to make an initial identification.
  - b. Person(s) are kept under surveillance (or guard) until civil police, MP, MI, or CA personnel assume responsibility for them.
  - c. Detainee tag or details of circumstances are prepared and turned over with the person(s) to designated detention authority.
  - d. Prohibited items are initially checked for booby traps.
  - e. Weapons are examined by knowledgeable personnel, cleared or otherwise made safe for transportation.
  - f. A tag is attached or documentation of circumstances of discovery are turned over with the item to collection authority. Description, serial numbers or quantity listing should be retained by the finding unit for inclusion in reports. A receipt is made available before hand over of item.
9. Search team encounters a barricade, booby trap, trip wire, or suspected explosives.
  - a. Engineer team or EOD team (preferred) are brought to site.
  - b. Search activity on floors above and below are suspended until demolition device is cleared or deemed safe.
  - c. Search team vacates floor unless needed to provided security.
  - d. Engineer team disables barricade piece by piece, disarms booby trap, or otherwise makes site safe to continue search.
10. Search of building is complete.
  - a. Element leader reports completion to HQ element.
  - b. Building exterior marked to indicate search is complete.
  - c. If building was vacant, search element secures entry points.
  - d. Building exterior is kept under surveillance until search operation is terminated.

**TASK:** Secure Crime Scene

**CONDITIONS:** Given a vehicle equipped with a radio, and a crime scene.

**STANDARDS**

1. Provide or obtain medical assistance for all injured victims.
2. Do all steps necessary to secure the crime scene so that evidence is neither damaged nor destroyed

**SUBTASKS AND STANDARDS**

**NOTE:** Unit should conduct either step 1 or step 2, as appropriate to the situation.

1. Receive radio call to proceed to a crime scene.
  - a. Repeat message to back to higher to confirm location of incident.
  - b. Record the location and the time call was received.
  - c. Proceed to the location by the most direct route.
  - d. Notify higher of arrival at location.
2. Unit discovers a possible crime scene while conducting a patrol or other mission. Report discovery of possible crime scene to higher.
3. Secure crime scene.
  - a. Clearly and distinctly identify yourself as KFOR.
  - b. To protect the victim and evidence, direct unauthorized personnel away from the scene.
  - c. If there are injured people—
    - (1) Designated soldier(s) render first aid while others control the scene.
    - (2) And there is only one soldier, provide security and ask someone to give first aid.
    - (3) And the victim dies, do not destroy evidence by covering the body.

**NOTE: Collect IDs of all persons on the scene and advise them to stay in the area.**

- d. Keep unauthorized people away from the scene. Authorized people include—
  - (1) On-duty KFOR soldiers.
  - (2) Investigators.
  - (3) Medical Personal.
  - (4) Chaplain.

e. Select a route to the victim that avoids known or suspected evidence and advise all personnel to stay on the route as much as possible.

f. Protect the evidence from destruction by rain, snow, or fire.

g. Evaluate the crime scene and call the higher to give them the following information:

- (1) Your identity.
- (2) The location of the crime.
- (3) The condition of the victim(s).
- (4) The need for assistance.
- (5) The type of crime.

h. Identify and separate witnesses and victim and instruct them not to discuss the situation until they can be questioned

i. Record information about the crime in your notebook.

j. Check investigator's identification before allowing him to enter the scene.

k. Give the investigator the following information:

- (1) Your name and unit.
- (2) Your time of arrival at the scene.
- (3) Location of the people and evidence at the time of our arrival on the scene and the condition of the victim.
- (4) Names of the people involved.
- (5) If medical help has been requested.
- (6) If the scene has been changed by the medical personnel.
- (7) The names of the medical personnel and the hospital.

l. Release the crime scene to the investigator.

m. Remain on the scene until you are released.

4. Complete all crime scene entries in a notebook, which should contain the following:

- a. The time you were notified.
- b. Your location at the time of notification.
- c. The time of your arrival at the scene.
- d. The location of the crime.
- e. Weather conditions at the scene, if relevant.
- f. A description of the scene.
- g. The type of crime.

## FEEDBACK

Score the soldier GO if all steps are passed. Score the soldier NO-GO if any steps are failed. If the soldier's scores NO-GO, show what was done wrong and how to do it correctly.

**TASK:** Disarm a Suspect

Reference: FM 19-40, FM 7-98

**CONDITIONS:** The unit is required to detain persons suspected of criminal or unlawful actions, or have captured persons in the act of committing acts which are within the unit's jurisdiction to prevent as peacekeepers. Persons apprehended, detained or captured are clearly in violation of local rules, laws or agreements. They may possess prohibited or controlled items (contraband), have discharged weapons or otherwise violated the security of the Stability Operations force. The unit has available guidance developed from the Term of Reference (TOR), Status of Forces Agreement (SOFA), and the Rules of Engagement (ROE), which define those activities which the Stability Operations force is obligated to prevent. Local civil authorities are not on site with the Stability Operations element, nor are they immediately available.

**STANDARDS:**

1. Capture or apprehension is with minimal force necessary to establish control of the individual(s).
2. Procedures for search, segregation, and security are strictly adhered to.
3. Persons are classified as detainees until evacuation out of the TF control.
4. Detainees are protected from violent acts.
5. Both unit plans and actions are in compliance with ROE.
6. Unit reports changes in the situation and results of operation to higher headquarters in a timely manner.

**SUBTASKS AND STANDARDS:**

1. Unit leaders ensure soldiers understand that persons captured or otherwise detained, even following commission of a violent act against the unit are not handled or treated as EPWs.
2. Captured or detained persons handled with and treated in a firm, humane impartial manner.
3. The five S's are used as a standard for handling and evacuation.
4. Search techniques used are effective and thorough.

a. Frisk search used for quick weapons or evidence check. Use of metal detection wand and/or female searcher used, if available and necessary because of female detainee.

b. Wall search used for more thorough weapons or evidence check prior to transportation.

5. All reasonable attempts made to constantly communicate the intentions and actions which are taking place to the detained person.

6. Detainee tags initiated at the place of apprehension, or capture.

7. Witness statement prepared for higher HQ to coincide with the handover of detainee.

8. Leader considers ethnicity of detainees prior to transport through a contested area of separation.

**TASK:** Arrest/Detain Suspect

**CONDITIONS:** The unit is required to detain persons suspected of criminal or unlawful actions, or have detained persons in the commission of acts which are within the unit's jurisdiction to prevent as peacekeepers. Persons apprehended, or detained may be in violation of local rules, laws or agreements. They may possess prohibited or controlled items (contraband), have discharged weapons or other wise violated the security of the Stability Operations force. Detention may be required to ensure the safety of the person(s). The unit has available guidance developed from the Terms of Reference (TOR), Status of Forces Agreement (SOFA), and the Rules of Engagement (ROE), which define those activities which the Stability Operations force is obligated to prevent. Local civil authorities are not on site with the Stability Operations element, nor are they immediately available.

**NOTE:** Task is in compliance with FM 100-23, Peacekeeping Operations (page 6).

**STANDARDS:**

1. Apprehend with minimal force to establish control of the individual(s).
  - a. Identify yourself.
  - b. Attempt to tell the subject what the offense is and take him under apprehension.
  - c. Search the subject for weapons or evidence.
  - d. Attempt to obtain the subject's identification.
  - e. Place hand irons or flexicuffs on the subject, if necessary.
  - f. Transport to unit holding area or detention facility.
2. Adhere to published procedures for search, segregation, and security.
3. Treat as detainees until evacuation out of the unit's control.
4. Protect detainees from violent acts.
5. The unit is prepared for the incremental use of force, including non-lethal means, proportionate to the threat and according to existing ROE.
6. Both unit plans and actions are in compliance with ROE.
7. Unit reports changes in the situation and results of operation to higher headquarters in a timely manner.

**SUBTASKS AND STANDARDS:**

1. Unit leaders ensure soldiers understand that persons detained are not handled or treated as EPWs.

2. Detained persons are handled with and treated in a firm, humane impartial manner.
3. The five S's are used as standard for handling and evacuation.
4. Search techniques used are effective and thorough.
  - a. Frisk search used to secure weapons or evidence check. (Consider use of metal detector wand and search personnel for women).
  - b. Wall search used for more thorough weapons or evidence check prior to transportation
5. All reasonable attempts made to constantly communicate the intentions and actions which are taking place to the detained person.
6. Detainee tags (DA 3316-R) initiated at the place of apprehension, or detention.
7. Witness statements prepared for submission to higher HQ to coincide with the handover of detained persons.
8. Leader considers ethnicity of detainees prior to transport or movement through a contested area of separation.
9. Unit leader continues to make valid efforts to gain assistance of civil place.
10. Unit leader works quickly to affect turnover to higher HQ dislocated civilian collection point.

**TASK:** Conduct Basecamp Security

Reference: FM 7-8

**CONDITIONS:** The platoon has received a FRAGO with a defend mission or the platoon is isolated from other friendly units and must provide its own security and defense. FRAGO warns the platoon that faction elements which have separated from host nation control may attack the platoon.

**STANDARD:** The platoon establishes a defense following the priorities of work disseminated in the OPORD. The platoon is prepared to defend within 24 hours of occupation of the defensive position.

**SUBTASKS and STANDARDS:**

1. Platoon leader organizes the platoon for defense.
  - a. Search area to ensure it is free of enemy, mines, and booby traps.
  - b. Establish local security.
  - c. Monitor area for NBC contamination if required.
  - d. Assign sectors to subelements using the minimum personnel necessary to ensure the security of the unit area.
  - e. Position M8 alarm to provide NBC warning if required.
2. Squad/team operates an observation post.
  - a. Position OPs to provide early warning of OPFOR attack or activity.
    - (1) Position within range of supporting small arms fire.
    - (2) Provide early warning out to a range that denies OPFOR observation or direct fire.
    - (3) Provide early warning out to a range that denies OPFOR observation or direct fire.
    - (4) Conceal routes to and from OPs.
    - (5) Operate in relief's (a minimum of two personnel are necessary for each relief).
  - b. Emplace expedient early warning devices.
  - c. Establish communications from OPs to unit CP (primary means should be wire, supplemented by messenger and radio).
  - d. Reposition OPs at alternate OP sites when required by changing visibility conditions.
3. Squad/team position weapons.

a. Designate primary, alternate, and supplementary fighting positions for key weapons.

- (1) Position machine guns to allow grazing fire along the most likely dismounted avenues of approach.
- (2) Position anti-armor weapons to cover likely armor avenues of approach.
- (3) Ensure positions are mutually supporting along armor and dismounted infantry avenues of approach.
- (4) Position M203 grenade launcher to cover dead space in terrain outside hand grenade range.
- (5) Prepare range cards for all machinegun and antiarmor weapons positions.
- (6) Improve alternate and supplementary fighting positions as time permits.

4. Platoon leader prepares platoon fire plan.

- a. Indirect all machine gun and/or anti-armor weapons positions.
- b. Indicate primary direction of fire or final protective line for each machine gun.
- c. M60/SAW positions have interlocking fires across the platoon front, tie in with adjacent units, and cover man-made and natural obstacles.
- d. Show sectors of fire for all weapons, and overlap at not less than 40 meters (within terrain limitations).
- e. Indicate prominent terrain features.
- f. Indicate OP and CP.
- g. Integrate indirect fire targets if available.
- h. Complete data section of fire plan.

5. Squad/team constructs positions.

- a. Place fighting positions to engage targets in designated sector of fire, covering the most dangerous avenue of approach first. The range of weapons and type of weapons determine sector of fire.
- b. Assign all personnel to fighting position.
- c. Physically reconnoiter to the front of each position to become familiar with terrain and to locate dead space.
- d. Emplace Claymore mines if ROE permits.
- e. Clear fields of fire.
- f. Prepare range cards.
- g. Prepare fighting positions.
- h. Prepare overhead cover for fighting positions.
- i. Camouflage position from ground and aerial observation.
- j. Stockpile ammunition, food, and water.
- k. Determine that the individual and crew-served positions cannot be detected from 40 meters in front of position. Improve camouflage as required.
- l. Construct alternate and supplementary fighting positions.
- m. Continue to improve fighting positions.

6. Squad/team establishes communications.

- a. Use wire as primary means of communications if available.
- b. Ensure OPs and subordinate element leaders can communicate with platoon CP.
- c. Establish communications between platoon CP and the unit's higher headquarters.
- d. Plan/provide for alternate means of communication.

7. Squad/team reacts to attack.

- a. Detect/correctly identify enemy before platoon is engaged IAW ROE.
- b. Alert unit personnel and occupy fighting positions in accordance with the unit alert plan.
- c. Immediately report enemy size, activity location, unit (if known), and equipment. SITREPs are rendered as necessary.
- d. OPs return to unit's position by a covered/concealed route before becoming decisively engaged.
- e. Request indirect fire and/or close air support if available and applicable IAW ROE.
- f. Displace unit to a new location in accordance with orders from higher headquarters.
- g. Fire platoon's organic weapons as enemy comes into range or as ordered to do so IAW ROE.
- h. Leaders control distribution and rate of fire to ensure a continuous volume of effective fire is placed on the enemy IAW ROE.
- i. Initiate and lift final protective fires on signal.

8. Platoon reacts to indirect fire.

- a. Immediately alert unit by yelling "Incoming". Additionally alert subordinate elements by other communication means available.
- b. Immediately seek protection under the overhead cover of individual fighting position. Personnel move to fighting position and/or out of the area if in the open.
- c. Move vehicles out of impact area to alternate fighting positions if applicable.
- d. Submit a SHELREP/MORTREP.

9. Platoon reorganizes.

- a. Reestablish the unit chain of command.
- b. Submit a situation report to higher headquarters.
- c. Redistribute ammunition.
- d. Man OPs, key weapons, and positions.
- e. Tread and evacuate casualties as necessary.
- f. Submit casualty reports.
- g. Update personnel roster.

h. Continue mission as soon as tactical situation permits.

**TASK:** Crowd Control

Reference: 2BCT Platoon Peace Support Operations SOP

**CONDITIONS:** You may encounter civilian crowds or demonstrations as you are conducting your assigned mission (convoy, presence patrol, weapon storage site inspection, etc). Indicators of a possible hostile crowd are 20 or more men of military age, gatherings of women and children in advance of a crowd of men, presence of weapons or hostile intent, and advance media promotion.

**STANDARDS:**

1. Call higher when crowd action is developing.
2. Get a smart guy on the radio whose sole mission is to accurately and constantly update higher on your current situation.
3. Using your interpreter, tell the crowd what you are doing and why
4. Isolate the area so other civilians can't get in and dominate the situation by bringing in overwhelming combat power (crew served weapons and tanks and Brads if available).
5. Confiscate unauthorized weapons and tell them you intend to get them to comply with force if necessary.
6. Stop civilian traffic (especially buses filled with young males) as far away as possible and check for weapons. Don't allow passengers to dismount and join the demonstration.
7. Report your status too higher.
8. If they refuse to cooperate use minimum force necessary within the ROE.
9. Photograph or videotape crowd agitators if possible.
10. At all times the patrol leader has the right to order the patrol to lock and load weapons and use the minimum force necessary within the ROE.

**TASK:** Negotiate with Civilians

Reference: FM 7-98, FM 19-15, A-AF CLIC "Strawman" TTP, TRADOC Draft TTP for Peace Operations, USAIS Peace Enforcement White Paper

**CONDITIONS:** The unit is part of a multinational Stability Operations. Although the former belligerent forces have consented to the presence of the Stability Operations force, there are factions within the unit sector that may interfere with Stability Operations. The unit has available guidance developed from the Stability Operations mandate, the terms of reference (TOR), status of forces agreement (SOFA), and the rules of engagement (ROE) which define the desired end state as well as the limits of concession for the unit. Liaison officers of the unit are required to establish rapport with local leaders of factions. The Force Commander has authorized and encourages liaison at the lowest levels. Factions may attempt to deny freedom of movement. The SOFA provides the unit freedom of movement.

**STANDARDS:**

1. Negotiations with either local authorities or faction leaders resolve disputes or problems at the lowest level possible with the agreement of all parties concerned. Unit personnel understand factional divisions and nature of conflict.
2. Unit retains security of personal equipment and/or documents, integrity of vehicles and/or cargo, and right of unrestricted passage and mission execution.
3. Negotiator remains neutral among parties to the conflict to enhance its legitimacy as intermediary between factions. Negotiator does not enter into agreements or make promises that he is not authorized or able to provide.
4. Use of force only as a last resort IAW ROE must be proportional to the immediate threat.
5. Follow-up and preventive actions planned to avoid recurrence of dispute.
6. Requests for assistance, reports of ongoing negotiations, and results are immediately reported to higher HQ. Liaison and negotiation teams maintain continuous communications channels to all parties.
7. Agreements between the negotiator and either local authorities or other factions will not change or violate the ROE, SOFA, or higher HQ orders and guidance.

**TASK:** Use an Interpreter

Reference: ODCSOPS, HQ USAREUR, "How To Communicate Effectively Through Interpreters," Senior Leaders Guide

**CONDITIONS:** The platoon is operating in a MOUT environment, separately or as part of the company. The platoon is ordered to deploy as the QRF to assist another platoon with a large crowd. The local populace is in the area, and the platoon is not supported by the local police. The platoon is provided someone who speaks the native language. US forces are operating under restrictive ROE. The company is provided with the ROE. Civilians, government organizations, and the international press are present on the battlefield. This task should *not* be done in MOPP4.

**STANDARDS:** A designated member of the platoon uses the interpreter effectively, not allowing the interpreter to carry on his/her own conversation, and the crowd is dispersed with no one hurt. The platoon minimizes the inconvenience to the local populace. The platoon complies with the ROE.

**TASK STEPS AND PERFORMANCE MEASURES**

1. Speak in first person.
2. Remain in close proximity when speaking.
3. Carry a notepad to take notes. Make sure the interpreter has a note pad.
4. Ask questions when not sure of a term, phrase, concept, etc.
5. Project clearly. Make sure the interpreter mirrors both your vocal stresses and tone.
6. Do not "get off on tangents." Do not let your interpreter carry on his/her own conversation.
7. Prepare your interpreter on subject matter (provide text when possible)
8. Maintain eye contact with your interlocutor not your interpreter.
9. Don't use acronyms.
10. Don't assume your interlocutor is totally ignorant of English.
11. Conduct an internal AAR with your interpreter after each engagement.

**TASK:** Mediate a Conflict

Reference: FM 19-15, FM 7-98

**CONDITIONS:** The unit is participating in Stability Operations when it is required to assist in the containment of civil disturbance by itself or as part of a larger unit. All soldiers are armed, and are equipped with face shields, bayonets, and loaded magazines carried in ammo pouches. By itself, the disturbance threatens nothing, but the potential for destruction of critical property and the loss of supplies or other Stability Operations assets demands upgraded security measures. The civilians are unarmed, but if agitated may use sticks, rocks, and bottles as weapons. Access to small arms by non-combatants is possible. Local civil authority is insufficient to contain or restrain the civil demonstration or disturbance.

**STANDARDS:**

1. No deliberate provocation of civilians by deployment actions of troops.
2. Peacekeepers are used to protect key installations, and enforce law only as a last resort with specific guidance for the apprehension, detention, and limits on use of force to dissuade criminal activity.
3. Soldiers protect facility(ies) or contain disturbance without resort to use of force.
4. Stability Operations forces resume normal operations and allow local authority to establish control.
5. The unit is prepared for the incremental use of force, including non-lethal means, proportionate to the threat and according to existing ROE.
6. Both unit plans and actions are in compliance with ROE.
7. Unit reports changes in the situation and results of operation to higher headquarters in a timely manner.

**SUBTASKS AND STANDARDS:**

1. Unit is initially tasked to establish passive control and isolate an area.
  - a. Establish a hasty cordon of personnel.
  - b. Erect barriers.

2. The unit leader assesses the situation if tasked to exert control over the civilians.
  - a. What is the intensity level of the disturbance?
  - b. Recent trend in local public opinion.
  - c. Crowd mood, composition, activity, and perceived intent.
  - d. Own capabilities and readiness of forces.
  - e. Immediate and long-term effects if lethal force is required.
  - f. Weather, terrain, and time of day.
3. Commander selects or recommends a course of action.
  - a. Monitor.
  - b. Contain.
  - c. Block.
  - d. Disperse.
4. Unit leaders select and employ control formations to best accomplish task assigned.
5. Soldiers respond with strict discipline to orders to help demonstrate firm resolve.
6. Soldiers resist provocation and deliberate attempts to humiliate them.
7. Leaders consider rotation scheme for soldiers in perimeter, especially those closest to civilians.
8. Soldiers required to review rules for use of lethal force before employment in the perimeter.
  - a. ROE may have been made more restrictive in the situation by higher HQ or the commander.
  - b. Soldiers must be able to react immediately to every threat.
  - c. Soldiers rehearse all physical restraint options used in escalating situation prior to the use of deadly force before assuming duties on the perimeter.
  - d. Leaders ensure that soldiers on the perimeter can hear orders and are kept informed of the situation.
9. Apprehension and detention of civilians is consistent with specific guidance issued for the current operation.

