

OFFICE OF DEFENSE NUCLEAR SECURITY



EMETL FIELD MANUAL

VERSION 3.0

NATIONAL NUCLEAR SECURITY ADMINISTRATION
ENTERPRISE MISSION ESSENTIAL TASK LIST –BASED PROTECTIVE FORCE
TRAINING AND OPERATIONAL READINESS PROGRAM

DEVELOPED BY THE EMETL WORKING GROUP, OCTOBER 2014

PROTECTIVE FORCE MISSION: Protective Forces perform routine and emergency duties on NNSA facilities to protect critical national security assets, DOE property, classified matter, and employees and visitors from theft, sabotage, terrorism, or other malevolent acts.

This National Nuclear Security Administration (NNSA) Enterprise Mission Essential Task List (EMETL) Field Manual (FM) will serve as the primary resource for training, evaluating, and assessing Collective, Leader, and Individual tasks. This manual is based on NNSA Supplemental Directive 473.3, *Enterprise Mission Essential Task List - based Protective Force Training Program*. In order of presentation, this manual:

- Lists each Collective, Leader, and Individual task;
- Provides a descriptive narrative for each task;
- Ascribes the conditions associated with each task;
- Establishes the standard to which the accomplishment of each task is measured; and,
- Offers further considerations and guidance in the form of *what, who, where, when, why, and how* with regard to task performance.

The information provided in this FM is not exhaustive, but should be sufficient for the vast majority of training and testing needs; however, source references are provided should further details be necessary. Instructors, leaders, testers, evaluators, and managers will use this product to ensure training, assessment, and testing activities are consistently applied across each shift and/or training group. Each site has the responsibility to ensure their respective Site-Specific Supporting Tasks (SSST) are integrated into this process. Sites are permitted to insert site specific performance steps or information into EMETL tasks provided no information is deleted.

This FM is the primary curriculum resource for all EMETL planning and training activities; however, it may be supplemented with additional, but credible, curricula as deemed reasonable, necessary, and appropriate. Consolidation of all EMETL/SSST curricula in the FM also supports NNSA's goal to reduce the amount of time and effort applied toward creating, reviewing, and updating lesson plans each year.

In this FM, *Protective Forces* are defined as individuals, leaders, supervisors, and CAS/SAS Operators charged with the protection of NNSA facilities, critical assets, and personnel.

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Section 1: Mission Essential Task Assessment and Evaluation Guide

This section 1) provides an overview of Tasks, Conditions, and Standards as they relate to Collective, Leader, and Individual tasks and 2) provides guidance on the philosophy and methodology used in the assessment and evaluation of Enterprise Mission Essential Tasks and Site-Specific Supporting Tasks.

Process Overview: *Task Evaluation* and *Task Assessment* are the processes used to measure performance proficiency (knowledge, skills, and abilities) and to guide the training program in determining and adjusting training content and priority. Task Evaluation is essentially the “testing” of task performance. Task Assessment is a qualitative judgment—part of an ongoing, working process—to determine the *current demonstrated level of proficiency* as well as what specific, follow-on training is essential to reinforce and/or build upon current levels of demonstrated proficiency. All tasks (Collective, Leader, and Individual) are assessed and evaluated based upon task-specific conditions and standards.

❖ Mission Essential Task List (METL) Tasks, Conditions, and Standards:

- **Task Identification:** Each of the EMETs and all subordinate supporting tasks were identified using a systematic process. Tasks are clearly defined, observable and measurable actions described by action verbs. A task usually has a specific beginning and end state, and may support - or be supported by - other tasks. A task should explicitly state what person, element, or organizational entity is responsible for task performance. By limiting Mission Essential Tasks (METs) to essential tasks *only*, the focus remains where it should: on those tasks that are *absolutely necessary* to ensure accomplishment of the tactical mission.
- **Conditions:** Conditions are used in the METL development process to express environmental variables that affect task performance. Conditions are applied to specific tasks and not overall missions because conditions may affect tasks differently within the overall context of a mission. If the condition does not affect how to train, organize, or equip to effectively perform a task, then it is not relevant and should not be used.
- **Standards:** Standards identify necessary performance criteria consistent with the concept of operations for the mission under a specified set of conditions. A standard consists of one or more performance measures (derived from references, directives, etc.) and defines the minimum acceptable level of performance required to validate capability and proficiency. All regular/contingency mission performance objectives must be considered when identifying and setting requisite performance standards, to include the assessment/grading/scoring criterion used (where applicable) to accurately and honestly capture and report results. The integrity of this data is absolutely imperative when informing the integrated, programmatic processes used to support an ongoing, systematic approach to continued improvement.

- ❖ The different levels of evaluations and assessments are:
 - EMET Evaluations/Assessments: EMET evaluations/assessments are used to determine the status and predicted effectiveness of the Protective Force (PF) in response to an adversary action. The Training manager and PF manager conduct EMET evaluations/assessments in order to assign a training priority to supporting tasks in each Enterprise METL (EMETL) category. The evaluations/assessments should be conducted by a thorough review of Collective, Leader, and Individual Task assessments/evaluations, along with after-action reviews derived from exercise activities and Limited Scope Performance Tests (LSPTs) conducted by PF, Training, and Performance Testing (PT) personnel. EMET review should be conducted annually to coincide with assignment of training priority during the annual training plan process.
 - Collective Task Evaluations/Assessments: Collective tasks directly support the accomplishment of the EMETs. Collective task assessments/evaluations are used to determine the proficiency of a team. Collective tasks are trained, assessed, and evaluated by PF Leaders and Instructors. Collective task assessments/evaluations feed directly into the EMETL evaluation matrix for determining overall Protective Force proficiency and for determining and establishing training priorities.
 - Leader Task Evaluations/Assessments: Leader tasks directly support the accomplishment of Collective tasks. Leader task assessments/evaluations are used to determine the proficiency of small unit leaders. Leader tasks are trained, assessed, and evaluated by PF shift Leaders and Instructors. Additionally, Leader task assessments/evaluations identify those leaders in need of remedial training, which ultimately supports the overall EMETL training effort.
 - Individual Task Evaluations/Assessments: Like Leader tasks, Individual tasks directly support the accomplishment of Collective tasks. These tasks are trained, assessed, and evaluated by Leaders and Instructors, as appropriate. Individual task assessments/evaluations assist in identifying those officers in need of remedial training as well as focusing the overall training effort in support of MET accomplishment.
- ❖ Task *evaluation* is done primarily by PF Leaders, Instructors, and PT personnel. Task evaluation is a formal process that is accomplished by measuring the observed performance against the task standard—including any specific measure and criterion. Task evaluation relies upon an objective measure of a performed task and will culminate in the assigning of a “Go/No-go” for the evaluated task. Sites will develop their testing/evaluation program according to local needs discerned by all involved stakeholders (PF, PT, Training, Vulnerability Assessment, and the site office). The results of all evaluations should be shared among the stakeholders and be used in the ongoing training needs analysis process.
- ❖ Task *assessment* is a qualitative judgment accomplished by SMEs (PF Leaders, PT personnel, and Instructors) formally and informally measuring performance against the

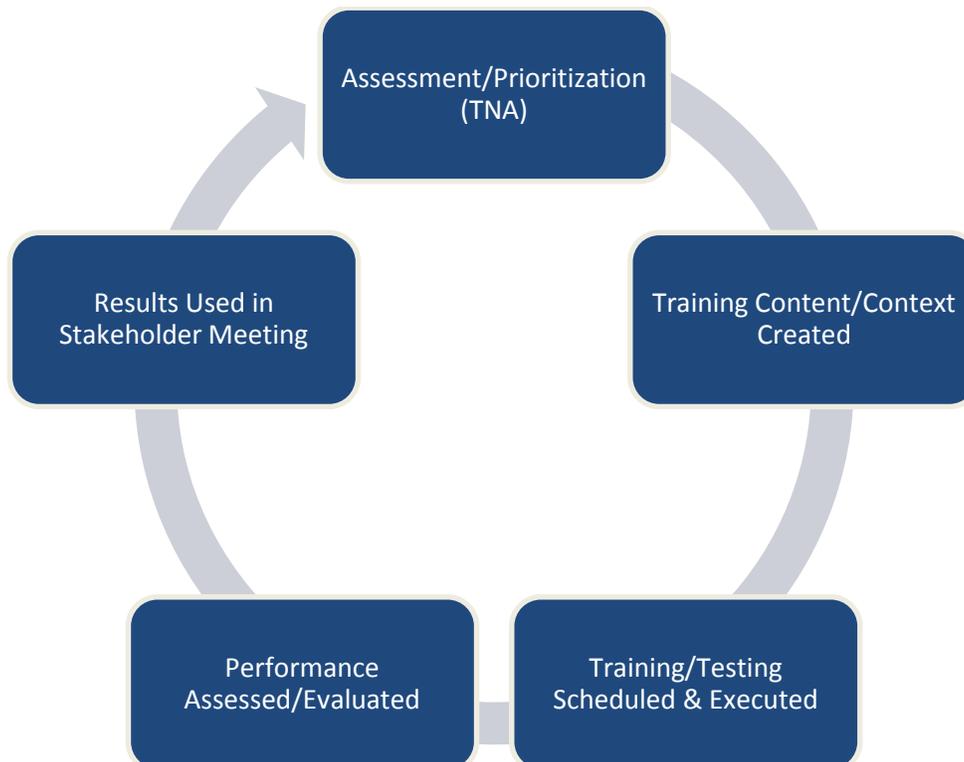
task standard — including any specific measure and criterion (all tasks) and performance steps (leader and individual tasks). It is crucial that task assessments are completely honest and unvarnished to provide a valid and reliable set of results. Task assessment should take place whenever possible - even after an evaluation.

- Task assessment relies upon the expertise of the subject matter expert (SME) conducting the assessment and culminates in assigning a specific value (“T,” “P,” or “U”) for the assessed task.
 - **Trained (T)** means the unit has demonstrated proficiency in accomplishing the task to standard.
 - **Practice (P)** means the unit has demonstrated performance capable of completing the task but has some difficulty or has failed to perform some performance step(s) to standard and requires additional practice. This does NOT imply the unit cannot accomplish the mission.
 - **Untrained (U)** means the unit has not demonstrated proficiency to standard. This could be a reflection of substandard performance, or it could be that the unit has never been trained on the given task.
- “T/P/U” is used to identify overall proficiency in the conduct of a task, and does not necessarily directly reflect the results of “Go/No-go” ratings — e.g., a team can be assigned a rating of “Go” for a task and still receive a “P” assessment. High value, perishable skills/tasks must continually be trained, even though a unit has shown an acceptable level of proficiency.
- Narrative after-action statements should be provided for all tasks assessed as “P” or “U.” This is a critical component of the Training Needs Analysis (TNA) process for determining needs and priorities with regard to future training of the same task.

Section 2: Training/Testing Execution Cycle

The training/testing cycle is a continuous loop that follows the Systematic Approach to Training (SAT) process (Analysis, Design, Development, Implementation, Evaluation):

1. A thorough TNA is conducted and training priority is assigned. (Analysis)
2. Context and conditions are added via scenario creation as training time approaches. NNSA EMETL Field Manual is used as guiding curriculum. (Design & Development)
3. Training/testing is conducted. (Implementation)
4. Evaluation and Assessment results are documented, including amplifying narrative. (Evaluation)
5. Results are given to Training and Operations for retraining/remedial, reporting, etc., before being fed back into the TNA in #1 above.



Section 3: DOE Tactical Doctrine

REFERENCES:

- *DOE NTC PFT-460 Tactical Leadership.*
- *DOE O 470.4B, Admin. Chg 1, Safeguards and Security Program, February 15, 2013.*
- *10 CFR 851, Worker Safety and Health Program, 2006.*
- *DOE O 473.3, Protection Program Operations, June 2011.*

A. Introduction.

1. As a tactical leader, you must have a basic knowledge of DOE's tactical doctrine in order to effectively deploy protective force personnel and weapons. Establishing departmental doctrine governing the defense of sensitive national security assets is necessary to ensure the uniform application of effective security measures throughout the complex.
2. To protect nuclear weapons and components, special nuclear material (SNM), or targets subject to radiological or toxicological sabotage, the approach is to develop higher standards for individual training, with aggressive small-unit tactics to be employed within the bounds of a well-defined and constructed area of defense. The area is supported by fixed strong points, obstacles/barriers, advanced detection and assessment capabilities, coordinated fire planning, updated weapons systems, and armored vehicles.

B. Purpose of PF.

1. Within DOE, armed protective forces (PFs) exist to deter and to defeat terrorist or other adversarial actions that could have major national security consequences; primarily, unauthorized access to:
 - a. Nuclear weapons and components.
 - b. Special nuclear material.
 - c. Targets subject to chemical, biological, or radiological sabotage or that contain a unique capability that must be protected.
2. Given the limited availability of armed PFs, they shall not be used to:
 - a. Perform routine, repetitive tasks that are not related directly to target protection.
 - b. Perform access control functions that can be better accomplished through automation.
 - c. Act as administrative escorts for construction projects or service personnel (unless required for protection of assets).
 - d. Staff posts that offer convenience to management and/or employees.
3. Concept of Tactical Doctrine.
 - a. In general, at Category I special nuclear material (SNM) or radiological/toxicological sabotage target facilities within the DOE, defensive plans will involve an area defense with fixed strong points, or fighting positions, that encompass a target and lie within a concentric arrangement of intrusion detection systems (IDS) and barriers designed to do the following:
 - 1) Detect.
 - 2) Delay.
 - 3) Engage the adversary as far from the target as possible.
 - b. An armed protective force (PF) consisting of highly trained, motivated, and skilled tactical units/teams will be positioned on, or in proximity to, each target.
 - c. Early detection will permit interdiction by fixed and/or mobile response teams using fire and maneuver techniques to deny further access to adversaries and/or to channel them into attrition areas covered by interlocking bands of fire from hardened fighting positions.

C. Defensive Planning Principles.

1. Prepare the Defensive Area.

- a. Prepare a barrier plan to:
 - 1) Minimize the number of access points and/or avenues of approach.
 - 2) Channel the adversary into attrition areas by use of barriers and preplanned, interlocking bands of fire.
 - 3) Control the high ground, either by physical presence or by weapons fire.
 - b. Prepare a defensive fire plan to ensure that:
 - 1) Clear fields of fire and observation across the battlefield are maintained.
 - 2) Defensive positions are mutually supporting.
 - 3) High volumes of fire can be brought onto key terrain features, obstacles, and along expected routes of approach.
 - 4) The volume of fire brought upon an adversary increases as a target area is approached.
2. Integrate all aspects of the defensive plan.
- a. Employ multiple layers of detection.
 - b. Employ multiple layers of delay (e.g., barriers/obstacles).
 - c. Integrate technology, such as remotely operated weapon systems (ROWS), active denial systems, and advanced detection and observation systems with response force tactics.
 - d. Ensure that barriers are covered by weapons fire.
 - e. Ensure that the entire defensive perimeter is covered by interlocking fields of fire from mutually supporting positions.
 - f. Where feasible, control the configuration of the battlefield by eliminating anything that could provide potential adversary cover and/or concealment.
 - g. Ensure that likely avenues of approach are defended with sufficient force to compel decisive engagements with the adversary.
 - h. Protect defenders by employing hardened fighting positions situated for mutual support.
 - i. Establish supplementary defensive positions.
 - j. Prepare to maneuver forces to attack and to defeat an adversary whose progress is delayed by engagement with defensive fire.
3. Make the Adversary Fight to the Target.
- a. Adversary detection and engagement must occur as far from the target as possible.
 - b. Plan for the assessment of remote alarms to identify the number of adversaries, thereby helping to differentiate between diversionary attacks and the main force. If protective forces are used for assessment:
 - 1) Plan for staged withdrawal of forces dispatched to assess remote alarms to prepared supplementary defensive positions.
 - 2) Plan for overwatch of assessment forces with long-range weapons from within the defensive perimeter.
 - c. Coordinate barrier and fire control planning to ensure that the adversary will be subjected to high volumes of fire in exposed positions prior to entry into the defensive perimeter.
 - d. Ensure adequate standoff for vehicle-borne improvised explosive devices (VBIEDs).
 - e. Limit the ability of airborne improvised explosive devices to impact key defensive positions and primary target buildings.
4. Make the Target Location Deadly.
- a. Use technology to distract, interrupt, disable, or neutralize anyone who has obtained unauthorized access to target locations.
 - b. Include considerations for re-entry and recapture of target locations in all barrier and response plans.
5. Manage the Site Population.
- a. Limit the number of personnel, vehicles, and equipment in the target areas at all times.
 - b. Develop formal site-specific procedures for the disposition of workers in the event of an attack.

- 1) If the tactical conditions permit, workers may be evacuated to safe areas from prospective target locations and likely avenues of approach.
- 2) Sheltering in place may be the best option. Workers should be provided with specific instructions, such as to remain off the phone unless they possess information about the event, to lie on the floor, and, if PF enter their location, to keep their hands and security badges visible.

D. Response Force Characteristics.

1. Tactical application.

- a. The protective force (PF) is deployed in a strategic posture composed of both fixed and mobile posts to interrupt, interdict, deny, and neutralize an adversary force attack.
- b. The PF is armed and equipped with state of the art weaponry, tactical equipment, vehicles, and communication systems.
- c. The PF is adept at implementing approved security incident response plans under adverse emergency conditions.
- d. The PF consists primarily of defensive personnel (SPO-Is) in well-prepared positions with a relatively small number of offensively qualified personnel (SPO-IIIs) who could maneuver against the adversary if required.
- e. A dedicated reentry/recapture capability in the form of more highly trained and qualified personnel (SPO-IIIs) supported by SPO-IIs is available in the event that denial of access was ineffective.
- f. If desired, a defensive plan may be executable by a PF consisting only of SPO-Is and SPO-IIIs, comprising defensive and offensive capabilities respectively. In that case, the SPO-IIIs' element missions include those normally assigned to SPO-IIs.

2. Response Force Characteristics.

- a. Survivability.
- b. Mobility.
- c. Lethality.
- d. Flexibility.
- e. Speed.
- f. Unpredictability.
- g. Mutual Support.
- h. Reliable communications.

E. Element Missions and Capabilities.

1. A site PF response force is composed of small units/teams of no fewer than two SPOs, deployed in configurations that provide tactical advantages for both defensive and offensive operations. In the event that facility PF deployment consists of single-person patrol units or posts, plans must require consolidation into small unit tactical teams with a designated leader during the response.
2. Special Response Team (SRT).
 - a. Mission—The SRT executes recapture operations and conducts or supports pursuit and recovery operations as well as interruption, interdiction, neutralization, containment, and denial strategies.
 - b. Capabilities—SPO III qualified personnel are deployed as one or more dedicated teams with specialized weapons and equipment, operating from mobile tactical vehicles, as ground assault forces, or a combination of both.
3. Security Police Officer-II.
 - a. Mission—Executes interruption, interdiction, neutralization, containment, and denial strategies and supports recapture, fresh pursuit, and recovery operations.
 - b. Capabilities—SPO II personnel operate in small units with specialized weapons and equipment from mobile patrols/tactical vehicles and fixed posts.
4. Security Police Officer-I.

- a. Mission—Supports and/or executes interruption, interdiction, neutralization, containment, and denial strategies.
 - b. Capabilities—SPO I personnel operate from mobile patrols and fixed posts to perform routine S&S related functions. They are also capable of performing specialized active defense functions such as staffing defensive fighting positions. They may also deploy in armored vehicles, employing the capabilities of the vehicle with the planned expectation of remaining with it, operating ROWS, and performing central alarm station (CAS) duties.
- F. Deployment Considerations.
1. A layered, or zone, defensive strategy is implemented that maximizes the PF's ability to detect, engage, and neutralize adversary forces as they move toward a target location.
 2. Fixed, reinforced fighting positions or bunkers are utilized to enhance survivability, deny access to targets, provide overlapping fields of fire for mutual support, and to control avenues of approach.
 3. Protection strategies are designed to reduce predictability of the response.
 4. Small units/teams of no fewer than two SPO II and/or SPO III personnel are deployed in configurations that provide tactical advantages for both defensive and offensive operations. If members of a team are deployed as one-person units, all plans must allow for a reconsolidation during the response.
 5. Personnel who will occupy fixed fighting positions, those who will perform as the flexible maneuver elements, and those who will, if required, conduct recapture/recovery operations are identified.
 6. Each PF member is issued at least one primary weapon along with a secondary firearm, such as a handgun, used principally for close quarters engagement or to transition to in the event of a stoppage of the primary weapon.
 7. PF weapons systems capabilities support tactical operations in both day and night conditions.
 8. The PF employs direct-fire weapons to engage and to neutralize adversary forces out to the maximum effective range of the weapon.
 9. As prescribed by the facility or site security plan, the PF employs indirect-fire or explosive projectile weapons to deny access to target locations and to suppress and to neutralize adversary forces occupying positions of cover and/or concealment.
 10. PF members are knowledgeable of adversary attack methods identified in the Graded Security Protection (GSP) policy and critical pathways documented in site-specific vulnerability assessment reports.
 11. A secure tactical command post is identified to ensure that command, control, and communications links are maintained and that backup systems are available.
 12. Command and control is structured down to the lowest unit/team level. Operational control of forces includes organizing and employing of forces, designating combat objectives, assigning individual and unit tasks, and issuing orders and directions necessary for mission accomplishment.
 13. Accurate adversary and battle information is relayed to command/control centers as it occurs.
 14. A system for Identification, Friend or Foe (IFF) is employed to minimize incidents of casualties from "friendly fire."
- G. Denial Strategy Implementation.
1. Early warning system technologies are emplaced to detect and to assess adversary movement as far as possible from target locations.
 2. Highly mobile tactical vehicles (armored and/or unarmored) mounted with light and/or heavy weapon systems are deployed to support combat operations, conduct reconnaissance operations, control avenues of approach, maneuver to suppress and destroy hostile threats, and to provide mutual support for other tactical vehicles.
 3. A commander is designated for each tactical armored vehicle.
 4. Potential target access points are covered by suppressive fire weapons.

5. PF members utilize positions of cover and maximize the element of surprise to the extent possible.
 6. The PF initiates a decisive engagement with adversary forces as far as possible outside the target location.
 7. Once an adversary has been identified and engaged, PF elements never lose contact.
 8. Adversaries are engaged while they negotiate obstacles (i.e., fences, barriers, etc.), deploy from vehicles (both airborne and ground based), and cross open ground.
 9. PF teams, using suppressive fire weapons, maneuver in force against adversaries occupying covered positions.
 10. The PF has plans in place to transition quickly from defensive to offensive operations.
- H. Recapture Operations.
1. The site PF is staffed and deployed in sufficient strength to ensure the protection of sensitive assets. The dedicated SRT is established with additional resources sufficient to ensure that recapture capabilities continue to exist in the event that the denial strategy fails.
 2. SRT training is focused on site-specific targets and ensures that SRTs are adequately prepared to conduct recapture operations within identified target locations.
 3. SRTs possess the site-specific tactics, tools, and techniques necessary to gain entry, neutralize the adversary threat, control the situation, and secure national security assets.
 4. If hostages are involved and a Category I SNM or radiological/toxicological sabotage target asset is at risk, regaining control of the asset is the primary consideration.
 5. SRTs are supported by other PF elements to the maximum extent possible as they move toward the target objective.
 6. PF members provide overwatch for the assault team(s) movement, cover avenues of approach, and provide support by fire to the recapture team as they breach/enter the target location.
 7. All PF personnel are capable of providing direct support to the recapture mission by supplementing the main assault force, controlling the target area, and suppressing enemy defensive positions.
- I. Pursuit and Recovery Operations.
1. PF members are trained and equipped to conduct fresh pursuit and recovery operations on and off DOE property.
 2. Fresh pursuit and recovery operations are coordinated with responding Federal, State, and local law enforcement agencies according to approved agreements.
 3. PF members use vehicle immobilization techniques and/or other means of applying deadly force to terminate the pursuit.
 4. PF members maintain control of sensitive assets until relieved by cognizant Federal authorities.
- J. Weapons of Mass Destruction.
1. All PF personnel are trained and equipped to operate within an environment where Weapons of Mass Destruction (WMD) have been employed; i.e., chemical, biological, or radiological weaponry. PF training programs include tactical deployment in WMD personal protective equipment.
 2. PF members are able to transition to WMD fighting procedures rapidly enough so as to not weaken the overall combat posture.
 3. Individual tactical equipment is compatible with WMD personal protective equipment.

Section 4: Enterprise Mission Essential Tasks (EMETs)

All Collective tasks are derived from the following six METs. Individual, Leader, and Site-Specific Supporting Tasks are derived from the Collective tasks.

DETER	PURPOSE: To dissuade potential targeting of and threats to site operations.
	CONDITION: Threat activity planning is assumed to be occurring in and around the Protective Force's area of operations.
	STANDARD: Discourage and interrupt threat planning through active and passive means using human and technological assets in accordance with established local protection strategies and directives.
	SUPPORTING COLLECTIVE TASKS: E-COLLECT-01 PREPARE FOR OPERATIONS E-COLLECT-02 CONDUCT ACCESS CONTROL E-COLLECT-03 CONDUCT PATROL OPERATIONS E-COLLECT-04 CONDUCT SURVEILLANCE/RECONNAISSANCE E-COLLECT-05 CONDUCT SEARCH OPERATIONS E-COLLECT-06 MAINTAIN COMMUNICATIONS
DETECT	PURPOSE: To identify potential threats as early as possible in order to maximize the Protective Force's ability to assess, interrupt, interdict, and neutralize the threat.
	CONDITION: Threat activity is assumed to be occurring in and around the Protective Force's area of operations.
	STANDARD: Identify, locate, and assess the threat through active and passive means using human and technological assets in accordance with established local protection strategies and directives.
	SUPPORTING COLLECTIVE TASKS: E-COLLECT-01 PREPARE FOR OPERATIONS E-COLLECT-02 CONDUCT ACCESS CONTROL E-COLLECT-03 CONDUCT PATROL OPERATIONS E-COLLECT-04 CONDUCT SURVEILLANCE/RECONNAISSANCE E-COLLECT-05 CONDUCT SEARCH OPERATIONS E-COLLECT-06 MAINTAIN COMMUNICATIONS
DENY	PURPOSE: To prevent hostile forces from penetrating site security areas and from gaining access to protected assets.
	CONDITION: Adversary forces are conducting offensive operations against the Protected Area.
	STANDARD: Engage, interdict, and neutralize threat through active and passive means using human and technological assets in accordance with established local protection strategies and directives.
	SUPPORTING COLLECTIVE TASKS: E-COLLECT-06 MAINTAIN COMMUNICATIONS E-COLLECT-07 RESPOND TO ACTIVE SHOOTER/DIRECT THREAT E-COLLECT-08 RESPOND TO CONTACT E-COLLECT-09 CONDUCT ATTACK E-COLLECT-10 ESTABLISH CONTAINMENT E-COLLECT-11 CONDUCT TEAM MOVEMENT E-COLLECT-12 CONTROL KEY TERRAIN E-COLLECT-13 CONSOLIDATE & REORGANIZE E-COLLECT-14 CONDUCT CQB/TACTICAL ENTRY OPERATIONS E-COLLECT-15 CONDUCT PURSUIT OPERATIONS

RECAPTURE*	PURPOSE: To regain control and security of critical assets from adversary forces within critical timelines.
	CONDITION: An attack has been initiated against the protected area. Efforts to deny access have failed; the adversary has gained access to critical assets at or in the vicinity of the attack site.
	STANDARD: Repossess and secure asset on site through active means using human and technological assets in accordance with site response plans.
	SUPPORTING COLLECTIVE TASKS: E-COLLECT-06 MAINTAIN COMMUNICATIONS E-COLLECT-09 CONDUCT ATTACK E-COLLECT-10 ESTABLISH CONTAINMENT E-COLLECT-11 CONDUCT TEAM MOVEMENT E-COLLECT-12 CONTROL KEY TERRAIN E-COLLECT-13 CONSOLIDATE & REORGANIZE E-COLLECT-14 CONDUCT CQB/TACTICAL ENTRY OPERATIONS E-COLLECT-15 CONDUCT PURSUIT OPERATIONS
RECOVER*	PURPOSE: To pursue fleeing adversary and regain control and security of critical assets within critical timelines.
	CONDITION: An attack has been initiated against the Protected Area. Efforts to deny access have failed; the adversary has left the site in possession of critical assets.
	STANDARD: Repossess and secure asset off site through active and passive means using human and technological assets while in contact with threat, in accordance with site response plans.
	SUPPORTING COLLECTIVE TASKS: E-COLLECT-06 MAINTAIN COMMUNICATIONS E-COLLECT-09 CONDUCT ATTACK E-COLLECT-10 ESTABLISH CONTAINMENT E-COLLECT-11 CONDUCT TEAM MOVEMENT E-COLLECT-12 CONTROL KEY TERRAIN E-COLLECT-13 CONSOLIDATE & REORGANIZE E-COLLECT-14 CONDUCT CQB/TACTICAL ENTRY OPERATIONS E-COLLECT-15 CONDUCT PURSUIT OPERATIONS
RECONSTITUTE	PURPOSE: To return site security functions and operations to acceptable levels following emergency situations which have taxed resources and jeopardized operational effectiveness.
	CONDITION: Protective Force has dealt with an emergency situation that stretched resources and resulted in forces being deployed per site response plans.
	STANDARD: Ensure continuity of protection and restore normal operations following an emergency situation.
	SUPPORTING COLLECTIVE TASKS: E-COLLECT-02 CONDUCT ACCESS CONTROL E-COLLECT-03 CONDUCT PATROL OPERATIONS E-COLLECT-04 CONDUCT SURVEILLANCE/RECONNAISSANCE E-COLLECT-05 CONDUCT SEARCH OPERATIONS E-COLLECT-06 MAINTAIN COMMUNICATIONS E-COLLECT-10 ESTABLISH CONTAINMENT E-COLLECT-11 CONDUCT TEAM MOVEMENT E-COLLECT-12 CONTROL KEY TERRAIN E-COLLECT-13 CONSOLIDATE & REORGANIZE
*Non-CAT I/II sites may not be responsible for the Recapture and Recover METs.	

Section 5: Collective Tasks

NNSA’s EMETL is similar to the military versions in some respects, but is different in many others. Collective tasks are team tasks used to support the METs. *Training and testing should focus keenly on Collective tasks.* Specific context for Collective task training should be developed shortly before the event to allow for the most current specific needs to be addressed in training. Instructors and leaders can fit any mission-related scenario into the event, and it will be supported by the METL. Training context should be captured in the documentation. It is important to use the “N/A” box when designing training scenarios to avoid the implication that all tasks were trained in a given training iteration.

Collective tasks may be associated with multiple EMETs and may therefore be considered high-payoff tasks. Each Collective task is comprised of and supported by Leader and Individual tasks. The supporting Leader and Individual tasks listed in the following pages are not necessarily exhaustive or all-inclusive for each Collective task. Sites can determine, based upon their respective analyses and the context of the training iteration, if additional supporting Leader and Individual tasks should be added to a given Collective task.

E-COLLECT-01 PREPARE FOR OPERATIONS

EMET(s) Supported: DETECT/DETER

- DESCRIPTION:** Train and prepare to assume duties during routine operations. Inspect operational equipment (weapons, night vision devices, vehicles, radios, etc.) for serviceability and proper function, relay operational information, and conduct administrative tasks as needed. Perform training in accordance with EMETL, SSST, and Required Supporting Training (RST) requirements as directed to improve protective posture.
- CONDITION:** Under prevailing conditions, given directives and equipment.
- STANDARD:** In accordance with the site security plans and operational objectives, task, load and equip 100% of a fully trained Protective Force shift to conduct operations.
- WHAT:** Prepare all personnel, weapons, and equipment for duty. This includes preventive maintenance, checks, and services of equipment such as weapons, vehicles, optics, post equipment, and other devices necessary for duty. Individuals, leaders, and units must be trained to execute response plans and be prepared for contingency operations.
- WHO:** All PF members and support personnel are required to support this Collective task (logistics, finance, management, leaders, etc.).
- WHERE:** This is conducted off post, on post, at training facilities, and other locations as needed.
- WHEN:** These operations are normally conducted prior to assuming operational posts but may be performed on duty.
- WHY:** The PF must be ready at all times to execute routine duties as well as response plans- including the ability to conduct sustained operations. Readiness of equipment, proper and adequate training, and all necessary information facilitate the PF's ability to operate as required.
- HOW:** The first step in preparedness includes equipping the PF with serviceable equipment, then training the organization on its use in support of security operations. Leaders must ensure subordinates conduct maintenance and operability checks of all weapons and equipment to ensure readiness. Guard Mount/Muster, directives, and pass-on information are methods used to ensure vital operational information is provided to all PF members in a timely fashion.

SUPPORTING LEADER TASKS		N/A
E-LEAD-01	PROVIDE COMMAND AND CONTROL DURING NORMAL OPERATIONS	
E-LEAD-03	CONDUCT INSPECTIONS	
E-LEAD-04	CONDUCT OPERATIONAL BRIEFING	
E-LEAD-05	CONDUCT TRAINING	
E-LEAD-06	SUPERVISE OPERATIONAL EQUIPMENT ISSUANCE	
E-LEAD-07	CONDUCT SHIFT CHANGE	
E-LEAD-17	ANALYZE MISSION	
E-LEAD-21	PLAN ATTACK/MISSION	
SUPPORTING INDIVIDUAL TASKS		N/A
E-IND-01	PREPARE FOR INSPECTION	
E-IND-02	ATTEND OPERATIONAL BRIEFINGS	
E-IND-03	PERFORM SHIFT CHANGE	
E-IND-11	CONDUCT COMMUNICATION EQUIPMENT CHECKS	
E-IND-28	MAINTAIN RIFLE	
E-IND-30	MAINTAIN HANDGUN	
E-IND-32	MAINTAIN ADVANCED WEAPONS SYSTEM	
E-IND-33	EXERCISE LEGAL AUTHORITY	

E-COLLECT-02 CONDUCT ACCESS CONTROL

EMET(s) Supported: DETECT/DETER/RECONSTITUTE

- DESCRIPTION:** Control ingress and egress of the facility at various layers of security (defense in depth) to ensure prohibited articles and unauthorized personnel are not introduced to secure areas. Prevent unauthorized removal of government and sensitive property.
- CONDITION:** Under prevailing conditions, given a fully equipped and trained shift, squad or team.
- STANDARD:** In accordance with the site security plans and operational objectives, assess a threat identified through access control measures during ingress and/or egress of personnel and/or vehicles.
- WHAT:** Access control is part of a layered security plan for facilities and areas that fall within the assigned mission of the PF. This includes controlling ingress/egress of personnel and material. Automated systems also play a role in access control to various degrees, depending upon the site.
- WHO:** Access control is conducted by PF personnel—including Security Officers (SOs), Security Police Officers (SPOs), and alarm station operators—and other security disciplines (Physical Protection, Personnel Security).
- WHERE:** Access control is conducted at the various security areas of the site (entry control points, posts, portals, etc.)
- WHEN:** Access control is a continuous process and is based upon operational schedules and mission requirements.
- WHY:** The national security of the United States requires a robust control of protected areas and assets, in order to prevent the loss of sensitive property and the intrusion of unauthorized, and potentially hostile, personnel. Access control procedures allow protective forces to concentrate vital resources in those areas that have been identified as priority as part of a layered defense-in-depth.
- HOW:** A PF conducts access control of facilities and areas by verifying authorization. This may be accomplished through various methods to include visual badge checks/inspections, electronic badge checks, unlocking areas and facilities, operating alarms, and combinations thereof. At some locations PFs also verify equipment and material does not leave certain areas depending on instructions. Leaders ensure subordinates execute access control in accordance with orders and directives.

SUPPORTING LEADER TASKS		N/A
E-LEAD-01	PROVIDE COMMAND AND CONTROL DURING NORMAL OPERATIONS	
SUPPORTING INDIVIDUAL TASKS		N/A
E-IND-04	CONTROL ENTRY/EXIT OF FACILITY	
E-IND-09	PERFORM PERSONNEL SEARCH	
E-IND-10	PERFORM VEHICLE SEARCH	
E-IND-33	EXERCISE LEGAL AUTHORITY	
E-IND-35	PERFORM CAS/SAS DUTIES	

E-COLLECT-03 CONDUCT PATROL OPERATIONS

EMET(s) Supported: DETECT/DETER/RECONSTITUTE

- DESCRIPTION:** Routinely traverse an assigned area in order to detect any abnormal activity, during normal and emergency conditions. Communicate routine and specific information relative to assigned area or status of alarm to enhance command and control.
- CONDITION:** Under prevailing conditions, given an equipped and trained shift, squad or team.
- STANDARD:** In accordance with site operational and security plans, conduct Protective Force operations utilizing dismounted movement and/or mounted movement techniques and tactics.
- WHAT:** Patrolling requires PF personnel to occupy an area of operation, detect and respond to abnormal activity, relay information about routine and response operations, and respond to alarms.
- WHO:** Patrol operations are typically conducted by SPOs but may be executed by SOs. It may be conducted mounted or dismounted, in a group or alone.
- WHERE:** This operation occurs inside site boundaries, both inside and outside security areas, and inside buildings. Some alarms are located offsite with a required response as well.
- WHEN:** This is a continuous operation but the frequency and size of operating areas may change depending on intelligence reports and the developing situation. Patrols are also performed any time an alarm requires a response to include loss of alarm coverage.
- WHY:** The main purpose of patrolling is to secure the site and enhance command and control. Patrolling also serves as a deterrent to adversary actions.
- HOW:** PF personnel remain in their area of operation during the required time. During that time the PF is encouraged to displace on a regular basis without creating a pattern. In the course of their duties, should abnormal activity arise, the PF will query the activity and relay pertinent information. The leader and plan also dictate response requirements and times for each alarm. Prompt reaction and communication are necessary to keep the leader informed and maintain security during alarm response.

SUPPORTING LEADER TASKS		N/A
E-LEAD-01	PROVIDE COMMAND AND CONTROL DURING NORMAL OPERATIONS	
E-LEAD-02	PROVIDE COMMAND AND CONTROL DURING RESPONSE OPERATIONS	
E-LEAD-08	DIRECT SURVEILLANCE/RECONNAISSANCE OPERATIONS	
E-LEAD-09	PROVIDE SITUATION REPORT (SITREP)	
E-LEAD-13	VERIFY SECURITY STATUS OF CRITICAL ASSETS	
E-LEAD-16	DIRECT ADVERSARY/UNKNOWN PERSONNEL HANDLING	
E-LEAD-18	DIRECT RESPONSE FORCES	
E-LEAD-27	DIRECT PRESERVATION OF INCIDENT SCENE	
SUPPORTING INDIVIDUAL TASKS		N/A
E-IND-05	CONDUCT PATROL	
E-IND-06	CONDUCT SURVEILLANCE/RECONNAISSANCE	



E-IND-12	MAINTAIN TACTICAL COMMUNICATIONS DISCIPLINE	
E-IND-13	COMMUNICATE TACTICAL INFORMATION	
E-IND-20	SECURE CRITICAL ASSET	
E-IND-22	CONTROL ADVERSARY/UNKNOWN PERSONNEL	
E-IND-25	RESPOND TO ALARM	
E-IND-33	EXERCISE LEGAL AUTHORITY	
E-IND-34	EMPLOY INTERMEDIATE FORCE	
E-IND-35	PERFORM CAS/SAS DUTIES	
E-IND-36	PRESERVE INCIDENT SCENE	

E-COLLECT-04 CONDUCT SURVEILLANCE/RECONNAISSANCE

EMET(s) Supported: DETECT/DETER/RECONSTITUTE

- DESCRIPTION:** Observe activities in order to identify abnormal or potential adversary operations. Communicate specific information to improve protective posture.
- CONDITION:** Under prevailing conditions, given a fully equipped and trained shift, squad or team:
- STANDARD:** In accordance with the site security plans and operational objectives, identify and locate threat(s) through the employment of effective observation, information collection and reporting skills.
- WHAT:** An operation conducted to gather intelligence about adversary or potential adversary activities and actions. The information collected is then relayed to the leader for dissemination to the remainder of the PF. This may also be considered counter-surveillance/counter-reconnaissance.
- WHO:** Surveillance/reconnaissance operations are typically conducted by SPOs but may be executed by SOs. They may be conducted mounted or dismounted, in a group or alone. Law Enforcement Agencies (LEA) may also, depending on their level of training, participate in these operations in an attempt to discover potential adversary activities within the local communities and surrounding areas. Canine teams may also conduct reconnaissance operations.
- WHERE:** This operation occurs both inside and site boundaries, inside and outside security areas, and inside buildings.
- WHEN:** This is a continuous operation but the frequency may change depending on intelligence reports, the developing situation, and perceived need.
- WHY:** Surveillance/Reconnaissance provides early detection, warning, and intelligence about potential adversary activities and allows the PF to mass their forces in preparation for an attack. This not only will improve survivability for PF members but also greatly enhances the probability of success should adversary actions occur.
- HOW:** PFs successfully conduct surveillance/reconnaissance operations by monitoring all activities within their respective area of operation. This may be accomplished covertly or overtly, however, security must always be maintained. Communication with leader and adjacent units is paramount in order to prevent fratricide. Information, once gathered, should be relayed to the leader for dissemination to appropriate personnel.

SUPPORTING LEADER TASKS		N/A
E-LEAD-08	DIRECT SURVEILLANCE / RECONNAISSANCE OPERATIONS	
SUPPORTING INDIVIDUAL TASKS		N/A
E-IND-06	CONDUCT SURVEILLANCE / RECONNAISSANCE	
E-IND-13	COMMUNICATE TACTICAL INFORMATION	
E-IND-35	PERFORM CAS/SAS DUTIES	

E-COLLECT-05 CONDUCT SEARCH OPERATIONS

EMETS SUPPORTED: DETECT/DETER/RECONSTITUTE

DESCRIPTION: Locate specific objects or personnel in various locations during routine and response operations in order to detect and deter any prohibited articles or associated threat(s).

CONDITION: Under prevailing conditions, given a fully equipped and trained shift, squad or team.

STANDARD: In accordance with the site security plans and operational objectives, conduct search of assigned area and locate item or individual.

WHAT: Inspection(s) conducted to find prohibited articles, weapons, explosives, specific items or personnel.

WHO: Search operations are typically conducted by SPOs but may be executed by SOs. Canine teams may also conduct search operations.

WHERE: This operation occurs inside site boundaries, inside and outside security areas, inside vehicles, on persons, and inside buildings.

WHEN: This is a continuous operation but the frequency may change depending on intelligence reports, the developing situation, and operational need.

WHY: Search operations mitigate threats by preventing the introduction of prohibited items into a controlled area/site. Conducting routine and random searches are an effective means of deterrence.

HOW: PFs conduct search operations by manning portals and posts and seeking prohibited articles and personnel. Additionally, mounted and dismounted patrols actively search their areas of operations as a part of their regular duties.

SUPPORTING LEADER TASKS		N/A
E-LEAD-01	PROVIDE COMMAND AND CONTROL DURING NORMAL OPERATIONS	
E-LEAD-02	PROVIDE COMMAND AND CONTROL DURING RESPONSE OPERATIONS	
SUPPORTING INDIVIDUAL TASKS		N/A
E-IND-07	PERFORM BUILDING SEARCH	
E-IND-08	PERFORM AREA SEARCH	
E-IND-09	PERFORM PERSONNEL SEARCH	
E-IND-10	PERFORM VEHICLE SEARCH	
E-IND-33	EXERCISE LEGAL AUTHORITY	
E-IND-35	PERFORM CAS/SAS DUTIES	

E-COLLECT-06 MAINTAIN COMMUNICATIONS

EMET(s) Supported: DETECT/DETER/DENY/RECOVER/RECAPTURE/RECONSTITUTE

- DESCRIPTION:** Communicate routine and specific information through various means (primary, alternate, contingency, and emergency) relative to assigned area or status of alarm to enhance command and control.
- CONDITION:** Under prevailing conditions, given an equipped and trained shift, squad or team.
- STANDARD:** In accordance with the site security plans and operational objectives, communicate through the use of light, hand and arm signals, radio, telephone, and/or other means.
- WHAT:** PF personnel utilize a variety of methods to maintain communications with higher, lower, and adjacent elements in order to relay information of tactical or operational value.
- WHO:** All members of the protective force, shift supervisors, Central Alarm Station supervisors and operators, local law enforcement agencies and other support organizations (e.g., Emergency Management).
- WHERE:** Communications are maintained on site and off site, within the Protective Force’s area of responsibility.
- WHEN:** This is a continuous operation but extremely important during response operations.
- WHY:** The flow of information allows each individual, leader, and team to make decisions based on the best, most up-to-date information available in order to accomplish the mission. This is critical in order to avoid fratricide, maintain situational awareness and operational posture.
- HOW:** Protective Forces maintain communications through the use of Primary, Alternate, Contingency, and Emergency (PACE) methods. Radios are normally primary since all PF members have radios and they ensure maximum information dissemination. The Central Alarm Station (CAS) is a vital part of the communication mission, and acts as the primary relaying body. Alternate, contingency, and emergency methods of communication vary by site and can include the use of any and all communications equipment. Any method is acceptable in an emergency; however, it is important to use the appropriate tool to ensure proper dissemination of critical information. .

SUPPORTING LEADER TASKS		N/A
E-LEAD-09	PROVIDE SITUATION REPORT (SITREP)	
SUPPORTING INDIVIDUAL TASKS		N/A
E-IND-11	CONDUCT COMMUNICATIONS EQUIPMENT CHECKS	
E-IND-12	MAINTAIN TACTICAL COMMUNICATIONS DISCIPLINE	
E-IND-13	COMMUNICATE TACTICAL INFORMATION	
E-IND-35	PERFORM CAS/SAS DUTIES	

E-COLLECT-07 RESPOND TO ACTIVE SHOOTER/DIRECT THREAT

EMET(s) Supported: DENY

- DESCRIPTION:** Immediately locate, contain, close with, and neutralize the threat in order to protect material, facilities, and personnel.
- CONDITION:** Under prevailing conditions, provided a scenario, orders and reference materials.
- STANDARD:** In accordance with site security plans, operational directives and current tactics, techniques, and procedures (TTPs), neutralize active aggressor threat(s).
- WHAT:** An emergency response operation conducted to neutralize an active threat in a known location. An active shooter is defined as a person(s) actively applying deadly force against personnel. A direct threat can be defined as a person(s) not necessarily actively engaging in deadly force, but posing a dire and significant threat to personnel. Direct threat can include barricaded suspect(s).
- WHO:** Protective Force members supported by leadership and central alarm stations with information from cameras, alarms, and other systems. LEA can also be involved in this operation.
- WHERE:** Anywhere on site.
- WHEN:** In response to a suspected or confirmed active shooter or direct threat situation.
- WHY:** Response to an active shooter is to prevent any further loss of life or injury. Response to a direct threat is to prevent the adversary from becoming active. The longer the adversary is allowed to operate unhindered the higher the risk of additional damage. The ultimate purpose is to stop the adversary from continuing on their course of action.
- HOW:** Response must use extreme speed, security, and violence of action with all tools available yet limiting collateral damage as much as possible. Time is extremely critical and responding forces will bypass victims during an active shooter response in order to rapidly engage and neutralize the threat. During a direct threat response, the situation must develop to determine effective protective force response in order to mitigate potential loss of life or collateral damage.

SUPPORTING LEADER TASKS		N/A
E-LEAD-02	PROVIDE COMMAND AND CONTROL DURING RESPONSE OPERATIONS	
E-LEAD-09	PROVIDE SITUATIONAL REPORT (SITREP)	
E-LEAD-10	DIRECT DEPLOYMENT OF KEY WEAPONS SYSTEMS	
E-LEAD-11	MANAGE COMBAT RESOURCES	
E-LEAD-13	VERIFY SECURITY STATUS OF CRITICAL ASSETS	
E-LEAD-14	MAINTAIN PERIMETER SECURITY	
E-LEAD-15	COORDINATE EMERGENCY SERVICES	
E-LEAD-16	DIRECT ADVERSARY/UNKNOWN PERSONNEL HANDLING	
E-LEAD-17	ANALYZE MISSION	
E-LEAD-18	DIRECT RESONSE FORCES	
E-LEAD-19	PERFORM INCIDENT COMMAND	
E-LEAD-20	TRANSFER TACTICAL COMMAND	
E-LEAD-21	PLAN ATTACK/MISSION	
E-LEAD-22	PERFORM TROOP LEADING PROCEDURES	
E-LEAD-23	LEAD CQB/TACTICAL ENTRY OPERATIONS	
E-LEAD-25	COORDINATE WITH LEA	
E-LEAD-26	IMPLEMENT COMPENSATORY MEASURES	
SUPPORTING INDIVIDUAL TASKS		N/A
E-IND-12	MAINTAIN TACTICAL COMMUNICATIONS DISCIPLINE	
E-IND-13	COMMUNICATE TACTICAL INFORMATION	
E-IND-14	CROSS DANGER AREA	
E-IND-15	IDENTIFY FRIEND OR FOE	
E-IND-16	PERFORM TACTICAL MOVEMENT	
E-IND-18	PERFORM FIRE CONTROL MEASURES	
E-IND-19	NEUTRALIZE THREAT	
E-IND-20	SECURE CRITICAL ASSET	
E-IND-21	REACT TO CONTACT	
E-IND-22	CONTROL ADVERSARY/UNKNOWN PERSONNEL	
E-IND-23	PERFORM CQB/TACTICAL ENTRY	
E-IND-27	EMPLOY RIFLE	
E-IND-29	EMPLOY HANDGUN	
E-IND-31	EMPLOY ADVANCED WEAPONS SYSTEM	
E-IND-33	EXERCISE LEGAL AUTHORITY	
E-IND-35	PERFORM CAS/SAS DUTIES	

E-COLLECT-08 RESPOND TO CONTACT

EMET(s) Supported: DENY

DESCRIPTION: Conduct immediate actions and maintain communications during initial contact with an adversary in order to prepare for combat operations.

CONDITION: Under prevailing conditions, given an equipped and trained shift, squad or team.

STANDARD: In accordance with site response plans, operational directives, and current TTPs, conduct appropriate immediate actions.

WHAT: An operation in which the Protective Force responds to direct or indirect fire from an adversarial force.

WHO: All protective force members, leaders, CAS supervisors and operators. Other personnel in the area of contact will also be affected.

WHERE: Respond to contact may occur on site or at any location in the Protective Force area of responsibility.

WHEN: During an overt adversary attack, that can occur at any time of day or night.

WHY: Immediate and proper response to attack will increase survivability of protective force members and allow for follow-on actions/operations to neutralize the adversarial threat.

HOW: Response must be conducted with great decisiveness, speed, security, and violence of action. Communications and prompt task execution by all personnel is vital.

SUPPORTING LEADER TASKS		N/A
E-LEAD-02	PROVIDE COMMAND AND CONTROL DURING RESPONSE OPERATIONS	
E-LEAD-09	PROVIDE SITUATION REPORT (SITREP)	
E-LEAD-10	DIRECT DEPLOYMENT OF KEY WEAPONS SYSTEMS	
E-LEAD-11	MANAGE COMBAT RESOURCES	
E-LEAD-17	ANALYZE MISSION	
E-LEAD-18	DIRECT RESPONSE FORCES	
E-LEAD-19	PERFORM INCIDENT COMMAND	
E-LEAD-20	TRANSFER TACTICAL COMMAND	
E-LEAD-21	PLAN ATTACK/MISSION	
E-LEAD-22	PERFORM TROOP LEADING PROCEDURES	
E-LEAD-23	LEAD CQB/TACTICAL ENTRY OPERATIONS	
SUPPORTING INDIVIDUAL TASKS		N/A
E-IND-12	MAINTAIN TACTICAL COMMUNICATIONS DISCIPLINE	
E-IND-13	COMMUNICATE TACTICAL INFORMATION	
E-IND-14	CROSS DANGER AREA	
E-IND-15	IDENTITY FRIEND OR FOE	
E-IND-16	PERFORM TACTICAL MOVEMENT	
E-IND-18	PERFORM FIRE CONTROL MEASURES	
E-IND-19	NEUTRALIZE THREAT	
E-IND-21	REACT TO CONTACT	
E-IND-23	PERFORM CQB/TACTICAL ENTRY	
E-IND-25	RESPOND TO ALARM	
E-IND-26	HANDLE WOUNDED PERSONNEL	
E-IND-27	EMPLOY RIFLE	
E-IND-29	EMPLOY HANDGUN	
E-IND-31	EMPLOY ADVANCED WEAPON SYSTEM	
E-IND-33	EXERCISE LEGAL AUTHORITY	
E-IND-34	EMPLOY INTERMEDIATE FORCE	
E-IND-35	PERFORM CAS/SAS DUTIES	

E-COLLECT-09 CONDUCT ATTACK

EMET(s) Supported: DENY/RECAPTURE/RECOVER

- DESCRIPTION:** Deliberately close with and neutralize the threat utilizing all available resources in order to protect material, facilities, and personnel.
- CONDITION:** Under prevailing conditions, given an equipped and trained shift, squad or team.
- STANDARD:** In accordance with site response plans, operational directives, and current TTPs, neutralize the threat(s).
- WHAT:** An attack is an offensive operation wherein the Protective Force (PF) moves decisively to initiate and maintain contact with the adversary. The attack may be “adversary oriented”—with the goal being direct contact and neutralization of adversary—or “terrain oriented”—with the goal of retaking key terrain (MAA, VTR/Closed Area, etc.).
- WHO:** An attack is executed by SPOs and Leaders, working in harmony with any other required support personnel (e.g., LEAs). This is typically a Tactical Response Force, but can also be a small contingency force directed against a specific emerging threat (e.g., Active Shooter).
- WHERE:** An attack can be executed onsite or offsite, depending upon the tactical problem.
- WHEN:** Leaders use the developing tactical situation and circumstances to determine proper time and location of the attack.
- WHY:** Defensive considerations have failed/do not apply and offensive action is the sole remaining option for the PF to stop adversary actions. It is vital for the leader to take caution against developing an exaggerated sense of urgency that is not supported by the tactical circumstances (“Tactical Patience”).
- HOW:** Current TTPs are used by leaders and SPOs in a coordinated effort to use speed, surprise, and violence of action to rapidly overwhelm and neutralize the adversary. The leader must take decisive control of the situation and execute Troop Leading Procedures—including providing orders (WARNO, FRAGO, etc.) and supervising execution. Leaders should select appropriate movement techniques and formations—being mindful that they can change as the unit moves closer to the objective. Leaders must be sure to use good tactical discipline in passing through friendly lines/areas and obstacles, in order to prevent fratricide. The unit will strive to achieve and maintain fire superiority at all times, and will use all tools and techniques available to move through obstacles (tactical entry). The leader should use rally points and other control measures (including cameras/alarm coverage) and must execute consolidation/reorganization of the unit after the attack to ensure preparedness for follow-on operations.

SUPPORTING LEADER TASKS		N/A
E-LEAD-02	PROVIDE COMMAND AND CONTROL DURING RESPONSE OPERATIONS	
E-LEAD-09	PROVIDE SITUATION REPORT (SITREP)	
E-LEAD-10	DIRECT DEPLOYMENT OF KEY WEAPONS SYSTEMS	
E-LEAD-11	MANAGE COMBAT RESOURCES	
E-LEAD-17	ANALYZE MISSION	
E-LEAD-18	DIRECT RESPONSE FORCES	
E-LEAD-21	PLAN ATTACK/MISSION	
E-LEAD-22	PERFORM TROOP LEADING PROCEDURES	
E-LEAD-23	LEAD CQB/TACTICAL ENTRY OPERATIONS	
SUPPORTING INDIVIDUAL TASKS		N/A
E-IND-12	MAINTAIN TACTICAL COMMUNICATIONS DISCIPLINE	
E-IND-13	COMMUNICATE TACTICAL INFORMATION	
E-IND-14	CROSS DANGER AREA	
E-IND-15	IDENTIFY FRIEND OR FOE	
E-IND-16	PERFORM TACTICAL MOVEMENT	
E-IND-17	CONTROL KEY TERRAIN	
E-IND-18	PERFORM FIRE CONTROL MEASURES	
E-IND-19	NEUTRALIZE THREAT	
E-IND-21	REACT TO CONTACT	
E-IND-23	PERFORM CQB/TACTICAL ENTRY	
E-IND-27	EMPLOY RIFLE	
E-IND-29	EMPLOY HANDGUN	
E-IND-31	EMPLOY ADVANCED WEAPONS SYSTEM	
E-IND-34	EMPLOY INTERMEDIATE FORCE	
E-IND-35	PERFORM CAS/SAS DUTIES	

E-COLLECT-10 ESTABLISH CONTAINMENT

EMET(s) Supported: DENY/RECAPTURE/RECOVER/RECONSTITUTE

DESCRIPTION: Isolate adversaries and prevent ingress / egress from various locations (areas, buildings, vehicles, etc.) in order to support and enable follow-on operations.

CONDITION: Under prevailing conditions, given an equipped and trained shift, squad or team.

STANDARD: In accordance with site response plans, operational directives, and current TTPs, establish perimeter(s) to control the objective(s).

WHAT: Containment is a tactic employed to deny entry by unauthorized personnel or prevent an adversary force from leaving a specific location.

WHO: Containment is executed by protective force personnel utilizing supporting physical security systems, cameras, alarms, barriers and other devices.

WHERE: This may be executed in a room, building, vehicle, or exterior location.

WHEN: Containment is executed when a) the adversary is located within an area where he is not reasonably expected to inflict significant harm to personnel or damage to critical assets or b) as part of a larger operation in which a perimeter is necessary to control access/egress or provide security for an assaulting force.

WHY: To prevent an adversary from improving their tactical situation without unduly increasing the opportunity for the loss of life or serious bodily harm. Additionally, containment supports assault operations by providing a secure perimeter and overwatch positions for secondary responders, EMS, and other support agencies. Containment creates a secure area that mitigates fratricide, assists the tactical commander with command and control, and facilitates fire control measures.

HOW: Surrounding the adversary location with protective force personnel, obstacles, or a combination of both. Ideally, containment includes 360° security, control of avenues of approach, interlocking fields of fire and other mutually supporting positions. PF responders deploy around the designated area, identifying covered and conceals positions from which to stage or respond.

SUPPORTING LEADER TASKS		N/A
E-LEAD-02	PROVIDE COMMAND AND CONTROL DURING RESPONSE OPERATIONS	
E-LEAD-09	PROVIDE SITUATION REPORT (SITREP)	
E-LEAD-10	DIRECT DEPLOYMENT OF KEY WEAPONS SYSTEMS	
E-LEAD-14	MAINTAIN PERIMETER SECURITY	
E-LEAD-17	ANALYZE MISSION	
E-LEAD-18	DIRECT RESPONSE FORCES	
E-LEAD-20	TRANSFER TACTICAL COMMAND	
E-LEAD-25	COORDINATE WITH LEA	
SUPPORTING INDIVIDUAL TASKS		N/A
E-IND-12	MAINTAIN TACTICAL COMMUNICATIONS DISCIPLINE	
E-IND-13	COMMUNICATE TACTICAL INFORMATION	
E-IND-14	CROSS DANGER AREA	
E-IND-15	IDENTIFY FRIEND OR FOE	
E-IND-16	PERFORM TACTICAL MOVEMENT	
E-IND-17	CONTROL KEY TERRAIN	
E-IND-18	PERFORM FIRE CONTROL MEASURES	
E-IND-19	NEUTRALIZE THREAT	
E-IND-20	SECURE CRITICAL ASSET	
E-IND-25	RESPOND TO ALARM	
E-IND-27	EMPLOY RIFLE	
E-IND-29	EMPLOY HANDGUN	
E-IND-31	EMPLOY ADVANCED WEAPON SYSTEMS	
E-IND-34	EMPLOY INTERMEDIATE FORCE	
E-IND-35	PERFORM CAS/SAS DUTIES	

E-COLLECT-11 CONDUCT TEAM MOVEMENT

EMET(s) Supported: DENY/RECAPTURE/RECOVER/RECONSTITUTE

- DESCRIPTION:** Perform organized movement from one point to another while maintaining team control and security in order to improve tactical situation and accomplish the mission.
- CONDITION:** Under prevailing conditions, given an equipped and trained shift, squad or team.
- STANDARD:** In accordance with current TTPs, conduct team movement.
- WHAT:** Move as a unit from one point to another in a controlled fashion while balancing speed with security based on the situation. Team movement includes a variety of interior and exterior formations.
- WHO:** Protective force personnel with support from LEA and/or EMS as needed and CAS or other access control personnel for ingress/egress.
- WHERE:** At any location on-site or off-site within the PF area of responsibility.
- WHEN:** During response activities.
- WHY:** In order to increase survivability, improve the tactical situation, minimize exposure to threats, and ultimately accomplish the mission.
- HOW:** Protective force personnel move in a manner that balances speed and security based on the situation. Interior and exterior movement formations and techniques must be selected based situation, terrain, obstacles, and likelihood of contact. These techniques apply whether mounted or dismounted.

SUPPORTING LEADER TASKS		N/A
E-LEAD-02	PROVIDE COMMAND AND CONTROL DURING RESPONSE OPERATIONS	
E-LEAD-17	ANALYZE MISSION	
E-LEAD-21	PLAN ATTACK/MISSION	
E-LEAD-22	PERFORM TROOP LEADING PROCEDURES	
SUPPORTING INDIVIDUAL TASKS		N/A
E-IND-12	MAINTAIN TACTICAL COMMUNICATIONS DISCIPLINE	
E-IND-13	COMMUNICATE TACTICAL INFORMATION	
E-IND-14	CROSS DANGER AREA	
E-IND-16	PERFORM TACTICAL MOVEMENT	
E-IND-35	PERFORM CAS/SAS DUTIES	

E-COLLECT-12 CONTROL KEY TERRAIN

EMET(s) Supported: DENY/RECAPTURE/RECOVER/RECONSTITUTE

DESCRIPTION: Occupy an area providing a marked tactical advantage against attacks and counterattacks to support and enable follow-on operations.

CONDITION: Under prevailing conditions, given an equipped and trained shift, squad or team.

STANDARD: In accordance with site security plans, operational directives and current TTPs, control key terrain.

WHAT: Key terrain is any area, the control of which affords a marked advantage to either combatant. To control this terrain increases the protective force probability of success.

WHO: Protective force personnel.

WHERE: Any locations within the PF area of responsibility.

WHEN: During tactical operations when forces are available to control key terrain and the situation dictates this need. Key terrain can be identified during terrain analysis in advance or during the course of any given operation.

WHY: To gain a marked advantage over the adversary and to deny that same marked advantage to the adversary.

HOW: Either by physical occupation of the terrain or over-watch and cover with direct or indirect fire weapons.

SUPPORTING LEADER TASKS		N/A
E-LEAD-02	PROVIDE COMMAND AND CONTROL DURING RESPONSE OPERATIONS	
E-LEAD-09	PROVIDE SITUATION REPORT (SITREP)	
E-LEAD-10	DIRECT DEPLOYMENT OF KEY WEAPONS SYSTEMS	
E-LEAD-14	MAINTAIN PERIMETER SECURITY	
E-LEAD-17	ANALYZE MISSION	
E-LEAD-18	DIRECT RESPONSE FORCES	
SUPPORTING INDIVIDUAL TASKS		N/A
E-IND-12	MAINTAIN TACTICAL COMMUNICATIONS DISCIPLINE	
E-IND-13	COMMUNICATE TACTICAL INFORMATION	
E-IND-15	IDENTIFY FRIEND OR FOE	
E-IND-16	PERFORM TACTICAL MOVEMENT	
E-IND-17	CONTROL KEY TERRAIN	
E-IND-18	PERFORM FIRE CONTROL MEASURES	
E-IND-19	NEUTRALIZE THREAT	
E-IND-35	PERFORM CAS/SAS DUTIES	

E-COLLECT-13 CONSOLIDATE & REORGANIZE

EMET(s) Supported: DENY/RECAPTURE/RECOVER/RECONSTITUTE

DESCRIPTION: Maintain communications, organize, and position resources (key weapons, ammunition, equipment, leaders, and personnel) to prepare for follow-on operations and reestablish protective posture.

CONDITION: Under prevailing conditions, following or during a response.

STANDARD: In accordance with the site security plans, operational directives and current TTPs, , reestablish security, communication, and accountability.

WHAT: Recover after tactical actions. Reestablish security and communications with all protective force elements, reestablish the chain of command, reposition key weapons, and cross-level personnel and resources to critical locations.

WHO: All protective force members.

WHERE: At any location within the protective force area of operations.

WHEN: Immediately following contact with the adversary, at the conclusion of tactical operations, or any time the integrity of the team has been compromised.

WHY: In order to prepare for follow-on operations and additional attacks.

HOW: The physical redirection of personnel and reallocation of logistical resources through communication; subordinate leaders must physically check the operational status of all PF personnel.

SUPPORTING LEADER TASKS		N/A
E-LEAD-10	DIRECT DEPLOYMENT OF KEY WEAPONS SYSTEMS	
E-LEAD-11	MANAGE COMBAT RESOURCES	
E-LEAD-12	DIRECT REINFORCEMENTS	
E-LEAD-13	VERIFY SECURITY STATUS OF CRITICAL ASSETS	
E-LEAD-14	MAINTAIN PERIMETER SECURITY	
E-LEAD-15	COORDINATE EMERGENCY SERVICES	
E-LEAD-16	DIRECT ADVERSARY/UNKNOWN PERSONNEL HANDLING	
E-LEAD-25	COORDINATE WITH LEA	
E-LEAD-26	IMPLEMENT COMPENSATORY MEASURES	
E-LEAD-27	DIRECT PRESERVATION OF INCIDENT SCENE	
SUPPORTING INDIVIDUAL TASKS		N/A
E-IND-12	MAINTAIN TACTICAL COMMUNICATIONS DISCIPLINE	
E-IND-13	COMMUNICATE TACTICAL INFORMATION	
E-IND-15	IDENTIFY FRIEND OR FOE	
E-IND-20	SECURE CRITICAL ASSET	
E-IND-22	CONTROL ADVERSARY/UNKNOWN PERSONNEL	
E-IND-26	HANDLE WOUNDED PERSONNEL	
E-IND-35	PERFORM CAS/SAS DUTIES	
E-IND-36	PRESERVE INCIDENT SCENE	

E-COLLECT-14 CONDUCT CQB/TACTICAL ENTRY OPERATIONS

EMET(s) Supported: DENY/RECAPTURE/RECOVER

- DESCRIPTION:** Execute close quarters battle and move through an obstacle while maintaining control and security in order to improve tactical situation and accomplish the mission.
- CONDITION:** Under prevailing conditions, during a response, given an equipped and trained shift, squad or team.
- STANDARD:** In accordance with site security plans, operational directives, and current TTPs, enter and clear a structure.
- WHAT:** Conduct proper movement and room entry techniques to include traversing/moving through and reducing obstacles (walls, doors, fences, etc.).
- WHO:** Protective force personnel trained in the use of close quarters battle and breaching tools.
- WHERE:** On site at any location.
- WHEN:** The tactical situation requires close quarters battle and dictates rapid movement to an objective and other routes are not feasible based on METT-TC.
- WHY:** In order to accomplish the mission and get through obstacles to the objective.
- HOW:** Using tactics, techniques, and procedures for close quarters battle to include breaching and reducing obstacles.

SUPPORTING LEADER TASKS		N/A
E-LEAD-09	PROVIDE SITUATION REPORT (SITREP)	
E-LEAD-10	DIRECT DEPLOYMENT OF KEY WEAPONS SYSTEMS	
E-LEAD-11	MANAGE COMBAT RESOURCES	
E-LEAD-13	VERIFY SECURITY STATUS OF CRITICAL ASSETS	
E-LEAD-16	DIRECT ADVERSARY/UNKNOWN PERSONNEL HANDLING	
E-LEAD-23	LEAD CQB/TACTICAL ENTRY OPERATIONS	
SUPPORTING INDIVIDUAL TASKS		N/A
E-IND-12	MAINTAIN TACTICAL COMMUNICATIONS DISCIPLINE	
E-IND-13	COMMUNICATE TACTICAL INFORMATION	
E-IND-14	CROSS DANGER AREA	
E-IND-15	IDENTIFY FRIEND OR FOE	
E-IND-16	PERFORM TACTICAL MOVEMENT	
E-IND-18	PERFORM FIRE CONTROL MEASURES	
E-IND-19	NEUTRALIZE THREAT	
E-IND-23	PERFORM CQB/TACTICAL ENTRY	
E-IND-27	EMPLOY RIFLE	
E-IND-29	EMPLOY HANDGUN	
E-IND-31	EMPLOY ADVANCED WEAPONS SYSTEM	
E-IND-35	PERFORM CAS/SAS DUTIES	

E-COLLECT-15 CONDUCT PURSUIT OPERATIONS

EMET(s) Supported: DENY/RECAPTURE/RECOVER

- DESCRIPTION:** Pursue misdemeanants and felons (as outlined in 10 CFR 1047) with available internal and external assets (protective force, local law enforcement) while maintaining communications in order to facilitate apprehension, recapture/recovery of critical assets, and neutralization of threats.
- CONDITION:** Under prevailing conditions, given an equipped and trained shift, squad or team.
- STANDARD:** In accordance with site security plans, operational directives, and current TTPs, pursue fleeing suspect to apprehend and/or regain control of critical asset(s).
- WHAT:** Pursue fleeing suspect (in accordance with 10 CFR 1047) to apprehend and/or regain control of critical asset(s).
- WHO:** All protective force members, local law enforcement, MC&A personnel (to determine what was missing-be prepared).
- WHERE:** On-site and off-site.
- WHEN:** Critical asset is removed from the site and the loss of such material would result in grave consequences. An officer may engage in the fresh pursuit of a suspected misdemeanant across jurisdictional lines only if the alleged misdemeanor was committed, or is being committed, in his or her presence. Officers may engage in the fresh pursuit of a suspected felon across jurisdictional lines if: (a) The alleged felony is being committed, or was committed, in the presence of a CPF officer; and (b) Any officer has reasonable grounds to believe that the person pursued is committing, or has committed, the alleged felony.
- WHY:** It is DOE policy to prevent the escape and to effect the arrest of fleeing suspected criminals in a safe and expeditious manner to prevent further criminal acts and/or regain control of critical asset(s).
- HOW:** Pursue fleeing suspects with local law enforcement agencies.

SUPPORTING LEADER TASKS		N/A
E-LEAD-16	DIRECT ADVERSARY/UNKNOWN PERSONNEL HANDLING	
E-LEAD-24	DIRECT PURSUIT OPERATIONS	
E-LEAD-25	COORDINATE WITH LEA	
SUPPORTING INDIVIDUAL TASKS		N/A
E-IND-12	MAINTAIN TACTICAL COMMUNICATIONS DISCIPLINE	
E-IND-13	COMMUNICATE TACTICAL INFORMATION	
E-IND-20	SECURE CRITICAL ASSET	
E-IND-22	CONTROL ADVERSARY/UNKNOWN PERSONNEL	
E-IND-24	PERFORM PURSUIT OPERATIONS	
E-IND-33	EXERCISE LEGAL AUTHORITY	
E-IND-35	PERFORM CAS/SAS DUTIES	

Section 6: Leader Tasks

The performance of the tactical leaders is vital to the success of the PF mission. One of the key components of the entire NNSA training reform initiative is the greatly increased focus and effort in the area of leader training and development, which is one of the main drivers of the success enjoyed by the U.S. military. NNSA has now established leader training as an absolutely critical piece of the overall training mission. The twenty-seven Leader tasks have been developed to maximize the value of training time for tactical leaders. Much of the content of the Leader task curriculum herein has been taken from U.S. military manuals. It is not always required that *all* individual performance steps be conducted in order to accomplish the overall task (“N/A” column to be used as appropriate).

E-LEAD-01 PROVIDE COMMAND AND CONTROL DURING NORMAL OPERATIONS

DESCRIPTION: After receiving briefing from off-going leader, take charge of all assigned aspects of PF operations.				
CONDITION: Under prevailing conditions during routine operations provided trained and equipped personnel.				
STANDARD: In accordance with site orders and operational directives take charge of Protective Force personnel.				
	PERFORMANCE STEPS	Go	No-Go	N/A
1	Conducted face-to-face operational briefing with off-going leader			
2	Gained and/or maintained situational understanding, using information gathered from all available sources			
3	Maintained communications with higher, subordinate, and adjacent units			
4	Determined the requirements			
5	Issued clear and concise instructions to sub-elements			

REFERENCES:

- DOE NTC PFT-215 , Basic Security Police Officer Training
- DOE NTC PFT-460, Tactical Leadership
- ARTEP 71-2 MTP – MTP for Tank/Mechanized Infantry Battalion Task Force 27 November 2001
- ARTEP 7-10 MTP – MTP for Infantry Rifle Company 1 June 2002
- FM 3-21.8 The Infantry Rifle Platoon and Squad, March 2007
 - Chapter 5-Command, Control and Troop-Leading Procedures

PERFORMANCE STEPS:

1	Conducted face-to-face operational briefing with off-going leader
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The on-coming Protective Force (PF) shift leader must be adequately briefed. This briefing must be conducted by the current shift leader, and take place face-to-face if possible. The briefing should cover the following:

- A. History (what has happened).
- B. Priorities and objectives.
- C. Current operations plan being used.
- D. Resource assignments.
- E. Resources ordered/needed.
- F. Facilities.
- G. Status of communications.
- H. Any constraints.
- I. Delegation of authority limitations.
- J. Incident potential.
- K. Concerns and other issues.

2	Gained and/or maintained situational understanding, using information gathered from all available sources
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- A. The PF leader prepares for the mission analysis immediately on receipt of a mission by gathering the tools needed to conduct mission analysis. These include:
1. Both own and higher headquarters' site orders and operational directives or plans, with graphics.
 2. Maps of the area of operations.
 3. Any existing personnel SITREPS.
- Since the PF site environment is a known constant, PF supervisors should develop and store a generic list of requirements for particular types of missions to help them prepare for the mission analysis process during an actual incident.
- B. To gain situational understanding, the leader should make an estimate of the situation to use as the basis for a tentative plan. The estimate utilizes the military decision making process (MDMP). It consists of the following steps:
1. Receipt of mission. Receive the mission and issue the initial guidance and WARNO.
 2. Detailed mission analysis. State commander's intent; approve commander's critical information requirements (CCIR). Issue a follow on WARNO as necessary to update information.
 3. Course of action development. Develop independent COAs.
 4. Analysis of each course of action. Wargame or table top each COA and record results.
 5. Comparison of each course of action. Compare COA results and make recommendations for action.
 6. Course of action approval. Refine commander's intent and specify types of rehearsals. Issue subsequent WARNO as necessary to update information.
 7. Decision. The decision represents the plan or order; issue the approved OPORD.
- C. Situational Understanding.
1. The PF leader works to develop and maintain situational understanding (SU) of the incident. First, the PF leader attempts to know what is happening in the present in terms of PF forces, adversary, neutral, and terrain situations. Second, the PF leader must know the end state that represents mission accomplishment. Third, the PF leader determines the critical actions and events that must occur to move the unit from the present to the end state.
 2. Incidents are managed by aiming towards specific objectives. Objectives are ranked by priority; are as specific as possible; must be attainable; and given a working time frame. Objectives are accomplished by first outlining strategies (general plans of action), then determining appropriate tactics (how the strategy will be executed) for the chosen strategy. Finally, the PF leader must be able to assess the risk throughout.
 3. In assessing the incident, leaders integrate information received from human and technological collectors. This information is used to comprehend the situation rapidly, make effective decisions, and assess the preparation for and execution of incident operations.
 4. Before a PF leader can visualize an operation, they must form a clear understanding of the situation, organized in terms of METT-TC.
 5. The loss of situational understanding usually occurs over a period of time and will leave a trail of clues. Be alert for the following clues that will warn of lost or diminished situational awareness:
 - a. Confusion or gut feeling.
 - b. No one watching or looking for hazards.
 - c. Use of improper procedures.
 - d. Departure from regulations.
 - e. Failure to meet planned targets.
 - f. Unresolved discrepancies.
 - g. Ambiguity.
 - h. Fixation or preoccupation.
- D. The leader must maintain situational understanding through effective communications and complete the following actions:



1. Continuously evaluate/update the estimate and refine the plan accordingly.
2. Recognize and make others aware when the PF unit deviates from mission goal(s).
3. Monitor the performance of other PF members.
4. Provide information in advance of need.
5. Identify potential or existing problems (i.e. equipment-related or operational) and make necessary changes as needed.
6. Demonstrate awareness of task performance requirements to complete the mission goal(s).
7. Communicate a course of action to follow as needed.
8. Demonstrate ongoing awareness of mission status.
9. Continually assess and reassess the situation in relation to the mission goal(s).
10. Clarify expectations of all PF members to eliminate doubt.

3

Maintained communications with higher, subordinate, and adjacent units

All methods of communication (communication plan) should be established in the Protective Force Site Orders, Operational Directives and Plans. Effective command and control (C²) is a never-ending process. The leader must develop techniques and procedures that create an expeditious flow of information through the C² process. These techniques and procedures should be an essential focal point in the communication plan. Effective techniques should create a simple, timely, brief, and clear projection of information.

The leader should:

- A. Ensure communication security (radio, phone or other signals) to limit adversary intelligence collection efforts.
- B. Establish levels of command to gain and maintain communications with the necessary personnel. The traditional communications responsibilities are:
 1. Subordinate to senior.
A subordinate unit is responsible for establishing and maintaining communications with a senior unit. An attached unit of any size is considered subordinate to the command to which it is attached.
 2. Supporting to supported.
A supporting unit is responsible for establishing and maintaining communications with the supported unit.
 3. Reinforcing to reinforced.
A reinforcing unit is responsible for establishing and maintaining communications with the reinforced unit.
 4. Lateral Communications.
Responsibility for establishing lateral communications between adjacent units may be fixed by the next higher leader or orders, operational directives and plans. If responsibility is not fixed by orders, the leader of the unit on the left is responsible for establishing communications with the unit on the right. The leader of a unit positioned behind another unit establishes communications with the forward unit.
 5. Institute restoration procedures (when needed).
Regardless of the responsibility, all units must take prompt action to restore lost communications.
 6. Institute operations security (OPSEC).
All measures taken to deny the adversary information about the PF and operations are called OPSEC. The OPSEC concept includes all security measures that allow units to achieve and maintain surprise. OPSEC consists of physical security, information security, signal security, deception, and counter surveillance. The PF normally chooses to employ multiple techniques to counter a threat.
- C. Utilize many different communication methods (messengers, visual signals, sound, light, radio and phone).

- D. Make the required reports on the situation to the next higher level of command in a timely manner. The five-paragraph order format should be used.

4	Determined the requirements
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The leader should:

- A. Consult all appropriate written plans, orders, procedures and checklists covering PF routine, emergency and administrative duties (Fed, DOE, SSPs, protection strategies, and operational directives).
- B. Conduct planning for essential functions/operational requirements:
 - 1. Establish immediate priorities (specified and implied tasks).
 - 2. Review and authorize the implementation of a plan for operational schedules.
 - 3. Ensure shift meetings are scheduled.
 - 4. Identify hazardous situations associated with shift activities.
 - 5. Ensure higher headquarters and adjacent elements are informed of shift status and issues.
 - 6. Determine communication requirements.
 - 7. Identify resource requirements (LEAs, FTEs, man-hours, equipment).
 - 8. Determine threats and plan for them.
 - 9. Determine Courses of Action (COAs). Each COA considered must meet the criteria of:
 - a. Suitability-It must accomplish the mission and must comply with higher's guidance.
 - b. Feasibility-The PF must have the capability to accomplish the mission in terms of time, space & resources.
 - c. Acceptability-The tactical/operational advantage gained by executing the COA must justify the cost in resources.
 - d. Distinguishability-Each COA must differ significantly from each other. Significant differences may result from use of reserves, task organizations, day or night operations, or a different scheme of maneuver.
 - e. Completeness-It must be a complete mission statement (who, what, when, where, and why).
- C. Check facility security.
- D. Coordinate equipment checks.
- E. Reorganize as needed, maintaining PF integrity when possible.
- F. Finalize the plan.

5	Issued clear and concise instructions to sub-elements
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Orders are an excellent means to convey clear and concise information regarding an operation. They capture the leader's visualization, intent, and decisions for the operation. They focus on the end state of an operation -- what the leader expects to achieve. Subordinate leaders must know how to interpret these orders, extract relevant information, and communicate their plans to implement actions to support the operation. The order format used guides the gathering and arranging of information in preparation for a particular operation. The OPOD format should be used, but should address only those elements that have changed. The leader should make instructions brief, simple, clear, and specific.

- A. Characteristics of a good order are:
 - 1. Clarity.
 - 2. Completeness.
 - 3. Brevity.
- B. Types of orders are:
 - 1. Warning order (WARNO).

Warning orders give advance notice of operations that are to come. This provides time to prepare. The order should be brief but describe the situation, allocate forces and resources, establish command relationships, provide other initial planning guidance (including a tentative timeline), and initiate subordinate PF mission planning.

2. Operation order (OPORD).

Often abbreviated as OPORD, is an executable plan that directs a PF to conduct an operation. An operations order will describe the situation facing the PF, the mission, and what activities will have to be conducted to achieve the mission goals.

3. Fragmentary order (FRAGO).

An abbreviated form of an operation order (verbal, written or digital) usually issued on a day-to-day basis that eliminates the need for restating information contained in a basic operation order. It may be issued in sections. It is issued after an operation order to change or modify that order or to execute a branch or sequel to that order.

C. Five-Paragraph Format.

A leader can use the five-paragraph format for all orders issued. The leader issues the order with all the information available at the time. The leader provides updates as often as necessary. The entire five-paragraph format does not have to be used, only what is needed for the situation. The leader should never wait for information to fill a format before giving instructions.

1. Situation:

- a. Protective Force Information.
- b. Mission and concept of day's operations.
- c. Location and planned actions of PF units.
- d. Attachment: Anyone not normally a part of the PF that is attached for the mission.
Detachment: Anyone normally part of the PF that is not part of the operation for some reason.

2. Mission:

This is a clear, concise statement of the PF's task(s) to be accomplished and the purpose for doing it (who, what, when, where, and why). The mission is always stated twice in full. When giving WHEN, it's best to give an actual clock hard time.

3. Execution:

If the mission paragraph contains the "who, what when, where and why" of an operation, the execution paragraph provides the "how".

- a. Intent. A stated vision that defines the purpose of an operation and the projected end state. It affords the subordinates the ability to accomplish the mission in the absence of additional guidance, orders, or communication.
- b. Concept of the Operation. This paragraph addresses, in detail, the mechanics of the operation. The main effort must be designated. All subordinate PF units with their tasks, related to the main effort, are identified also. Actions on the objective should comprise most of the paragraph.
- c. Tasks to Maneuver PF Units. Cover special teams in this area. Go over the names of the people on the team and task and purpose for each team.
- d. Tasks to Support PF Units. Describes how support PF units will be employed
 - (1) Coordinating Instructions. This paragraph lists the details of coordination and control applicable to two or more PF units/sub-units. Items that might be addressed include:
 - a) Assignments.
 - b) Actions to be taken.
 - c) Routes (primary/alternate).
 - d) Reorganization and consolidation instructions (other than PF SOPs).
 - e) Visual/sound signals.
 - f) MOPP levels.
 - g) Officer safety and operational exposure guidance.

- h) Time schedules (rehearsals, back briefs, inspections, and movement). Give who must be there, when, where, and what.
 - i) Priority Intelligence Requirements (PIR).
 - j) Debriefing requirements.
 - k) Reports.
 - l) Rules of Engagement (ROE).
4. Administration/Service Support:
This paragraph supplies the critical logistical information required to sustain the PF during the operation.
- (1) PF orders and plans in effect for sustainment of operations.
 - (2) Current and proposed resupply/cache points.
 - (3) Damaged equipment.
 - (4) Special instructions for medical personnel (triage requirements, medevac procedures).
 - (5) Transportation.
 - (6) Services (laundry, showers, etc.).
 - (7) Maintenance (weapons, equipment, vehicles). Priority of work and the plan to maintain equipment.
 - (8) Medical Evacuation: Method of evacuating personnel, (to include priorities).
 - (9) Personnel: Method of handling adversary and unknown personnel and designation of collection point.
 - (10) Special equipment. What does the PF have that is special equipment to accomplish the operation?
 - (11) Captured equipment.
5. Command & Signal:
This paragraph states where command and control elements are located during the operation.
- (1) Command.
 - a) Location of the higher PF leader.
 - b) Location of key personnel during all phases of the operation.
 - c) Succession of Command (give this down to the last person by name).
 - d) Adjustments to the PF operational plan.
 - (2) Signal.
 - a) Frequencies, call signs.
 - b) Method of communication by priority.
 - c) Pyrotechnics and signals, to include arm and hand signals (go over all important signals).
 - d) Code words.
 - e) Challenge and password.
 - f) Number combination.
 - g) Recognition signals (near/far, day/night).
 - h) Special instructions.

E-LEAD-02 PROVIDE COMMAND AND CONTROL DURING RESPONSE OPERATIONS

DESCRIPTION: Assume command, continuously evaluate the situation while keeping management informed and continue the response until properly relieved to meet mission requirements.				
CONDITION: Under prevailing conditions during response operations, provided trained and equipped personnel.				
STANDARD: In accordance with site orders and operational directives, take charge of Protective Force personnel to implement site security response plans and emergency procedures.				
	PERFORMANCE STEPS	Go	No-Go	N/A
1	Informed higher of assumption of command; received mission and orders/instructions			
2	Identified the focus of the mission			
3	Determined the requirements			
4	Gained and/or maintained situational understanding using information that is gathered from, intelligence summaries, maps, situation reports (SITREPs), and/or other available information sources			
5	Maintained communications with higher, subordinate and adjacent units			
6	Established chain of command; ensured subordinates are aware of changes			
7	Issued orders and instructions including ROE to sub-elements			
8	Assessed PF ability to continue the mission			
9	Informed higher of assessment			
10	Maintained situational awareness of security and perimeter, personnel and equipment status, threats and liabilities, and operational posture			
11	Prioritized allocation of resources based on mission analysis			
12	Initiated or continued mission/Initiated Troop Leading Procedures			
13	Transfer Tactical Command			

REFERENCES:

- DOE NTC PFT-215, *Basic Security Police Officer Training*
- DOE NTC PFT-460, *Tactical Leadership*
- ARTEP 71-2 MTP – *MTP for Tank/Mechanized Infantry Battalion Task Force 27 November 2001*
- ARTEP 7-10 MTP – *MTP for Infantry Rifle Company 1 June 2002*
- FM 3-21.8 *The Infantry Rifle Platoon and Squad, March 2007*
 - Chapter 5-Command, Control and Troop-Leading Procedures
- *National Incident Management System*
 - IS-100.b-(ICS 100) *Introduction to Incident Command System*
 - IS-100.LEb *Introduction to the Incident Command System for Law Enforcement*
- FM 3-21.8 *The Infantry Rifle Platoon and Squad, March 2007*
 - Chapter 5-Command, Control and Troop-Leading Procedures
- STP 21-24 *Soldiers Manual of Common Tasks, Warrior Leader Skills Level 2,3, and 4, October 2006*

- 071-326-5502-Issue a Fragmentary Order, 3-75
- 071-326-5503-Issue a Warning Order, 3-77
- 071-430-0028-Consolidate a Unit, 3-127
- 071-430-0029-Reorganize a Unit, 3-129

PERFORMANCE STEPS:

1	Informed higher of assumption of command; received mission and orders/instructions
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- A. Upon assumption of the command of the PF unit as required, the leader should notify the next highest level of command and subordinates of assumption of command, location, and communication criterion and ensure that tactical reports are forwarded to the tactical operations center (TOC).
- B. PF leaders are responsible for effectively using resources and for employing, organizing, and directing the PF during different types of operations. Effective command allows subordinate leaders to exercise their initiative, take risks, and seize opportunities during the operation.
- C. The leader must:
1. Establish type of Command.
 - a. Single command - Most incidents involve a single incident commander. In these incidents, a single person commands the incident response and is the decision-making final authority.
 - b. Unified command - A unified command involves two or more individuals sharing the authority normally held by a single incident commander. Unified command is used on larger incidents usually when multiple agencies are involved. A unified command typically includes a command representative from major involved agencies and one from that group to act as the spokesman, though not designated as an incident commander. A Unified command acts as a single entity.
 - c. Area command - During multiple-incident situations, an area command may be established to provide for Incident Commanders at separate locations. Generally, an area commander will be assigned - a single person - and the area command will operate as a logistical and administrative support. Area commands usually do not include an operations function.
 2. Establish control.

Use the minimal amount of control required to synchronize the operation, while still allowing decentralized decision-making.
 3. Initiate coordination.

Adjacent unit coordination is accomplished from left to right and from front to rear. Adjacent unit coordination is done face to face when possible. Most of this information is known during normal operations, however, changes may occur in protective posture post-incident. The following information is exchanged by adjacent units:

 - a. Unit identification.
 - b. Mission.
 - c. Unit locations.
 - d. Common terminology, frequencies and call signs.
 - e. Security plans.
 - f. Fire support plans.
 - g. Obstacle plans.
 - h. CP and PF unit locations.
 - i. Challenge and passwords.
 - j. Sector sketches and or scheme of maneuver.
 - k. Routes.
 - l. Rules of engagement and fire control measures.

4. Receive the mission.
This may come in a warning order (WARNO), an operation order (OPORD), or a fragmentary order (FRAGO). The leader must immediately analyze the mission using the factors of METT-TC.

2	Identified the focus of the mission
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The leader should:

- A. Formulate a mission method or tentative plan. (The PF leader should follow the six steps in the military decision-making process (MDMP): mission analysis, situation analysis, course of action development, analysis of possible courses of action, comparison of each course of action, and the tentative plan. This serves as a guideline to fill in as the mission continues.)
- B. Immediately begin to analyze the mission using the factors of METT-TC (MISSION, ENEMEY, TERRAIN, TROOPS, TIME-AVAILABLE, and CIVILIANS):
 1. MISSION - Identify the mission.
 - a. Identify specific, implied, tasks, purpose and disposition.
 2. ENEMEY (ADVERSARY) - Determine what is known.
 - a. What is the most probable course of action?
 - b. What is the most deadly course of action?
 3. TERRAIN - Identify how terrain, weather, and time of day affect the operation.
 4. TROOPS - Identify what PF units are available.
 5. TIME AVAILABLE - Determine how much time is available.
 - a. The leader should use no more than one third of the available time for conducting his planning and for issuing his operation order. The remaining two thirds is for subordinates to plan and prepare for the operation. Leaders should also consider other factors such as available daylight and travel time.
 - b. In the offense, the leader has one third of the time from his receipt of the mission to the Protective Force (PF) unit's Line of Departure (LD) time. In the defense, he has one third of the time from mission receipt to the time the unit must be prepared to defend.
 - c. In scheduling preparation activities, the leader should work backwards from the Line of Departure or defend time. This is reverse planning. He must allow enough time for the completion of each task.
 6. CIVILIANS – What considerations should be given for civilians in the operational area? What will site workers and the general population do during response operations?
- C. Outline all mission events. This is the warning order. It gives subordinate leaders time to consider the mission and to finish all preparations. It doesn't have to follow any specific guideline or format. The warning order includes the situation, mission, general instructions, and specific instructions.

3	Determined the requirements
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The leader should:

- A. Verify knowledge of all appropriate written plans, orders, procedures and checklists covering PF routine, emergency and administrative duties (Federal, DOE, SSPs, protection strategies, and operational directives).
- B. Conduct planning for essential functions/operational requirements.
 1. Establish immediate priorities (specified and implied tasks).
 2. Review and authorize the implementation of a plan for the shifts operational period schedule.
 3. Ensure shift meetings are scheduled.

4. Identify hazardous situations associated with shift activities.
5. Ensure higher, lower, and the site are informed of shift status and issues.
6. Plan meetings.
7. Determine communication requirements.
8. Identify resource requirements (LEAs, FTEs, man-hours, equipment).
9. Determine threats and plan for them.
10. Determine COAs. Each COA considered must meet the criteria of:
 - a. Suitability-It must accomplish the mission and must comply with higher's guidance.
 - b. Feasibility-The PF must have the capability to accomplish the mission in terms of time, space, and resources.
 - c. Acceptability-The tactical/operational advantage gained by executing the COA must justify the cost in resources, especially casualties.
 - d. Distinguishability-Each COA must differ significantly from each other. Significant differences may result from use of reserves, task organizations, day or night operations, or a different scheme of maneuver.
 - e. Completeness-It must be a complete mission statement (who, what, when, where, and why).
- C. Check facility security.
- D. Coordinate equipment checks.
- E. Reorganize as needed, maintaining PF integrity when possible.
- F. Finalize plan.

4	Gained and/or maintained situational understanding using information that is gathered from, intelligence summaries, maps, situation reports (SITREPs), and/or other available information sources
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- A. Immediately on receipt of a mission, the leader prepares for the mission analysis by gathering the tools needed. These include:
 1. Site orders, operational directives or plans, with graphics.
 2. Maps of the area of operations.
 3. Both own and higher headquarters' site SOPs, operational directives and security plans.
 4. Any existing personnel SITREPS.

Since the PF site environment is a known constant, PF supervisors should develop and store a generic list of requirements for particular types of missions to help them prepare for the mission analysis process during an actual incident.
- B. To gain situational understanding, the leader must make an estimate of the situation to use as the basis for his tentative plan. The estimate is the military decision making process. It consists of the following steps:
 1. Receipt of mission. Receive the mission and issue the initial guidance and WARNO.
 2. Detailed mission analysis. State commander's intent; approve commander's critical information requirements (CCIR). Issue a follow on WARNO as necessary to update information.
 3. Course of action development. Develop independent COAs.
 4. Analysis of each course of action. Wargame or table top each COA and record results.
 5. Comparison of each course of action. Compare COA results and make recommendations for action.
 6. Course of action approval. Refine commander's intent and specify types of rehearsals. Issue subsequent WARNO as necessary to update information.
 7. Decision. The decision represents the plan or order; issue the approved OPORD.
- C. Situational Understanding.
 1. The PF leader should work to develop and maintain situational understanding (SU) of the incident. First, the PF leader attempts to know what is happening in the present in terms of PF forces,

adversary, neutral, and terrain situations. Second, the PF leader must know the end state that represents mission accomplishment. Third, the PF leader determines the critical actions and events that must occur to move his unit from the present to the end state.

2. Incidents are managed by aiming towards specific objectives. Objectives are ranked by priority; are as specific as possible; must be attainable; and given a working time-frame. Objectives are accomplished by first outlining strategies (general plans of action), then determining appropriate tactics (how the strategy will be executed) for the chosen strategy. Finally, the PF leader must be able to assess the risk throughout.
 3. In assessing the incident, leaders should integrate information received from human and technological collectors. This information is used to comprehend the situation rapidly, make effective decisions, and assess the preparation for and execution of incident operations.
 4. Before a PF leader can visualize an operation, they must form a clear understanding of the situation, organized in terms of METT-TC.
 5. The loss of situational understanding usually occurs over a period of time and will leave a trail of clues. Be alert for the following clues that will warn of lost or diminished situational awareness:
 - a. Confusion or gut feeling.
 - b. No one watching or looking for hazards.
 - c. Use of improper procedures.
 - d. Departure from regulations.
 - e. Failure to meet planned targets.
 - f. Unresolved discrepancies.
 - g. Ambiguity.
 - h. Fixation or preoccupation.
- D. The leader must maintain situational understanding through effective communications and completing the following actions:
1. Continuously evaluate/update the estimate and refine the plan accordingly.
 2. Recognize and made others aware when the PF unit deviates from mission goal(s).
 3. Monitor the performance of other PF members.
 4. Provide information in advance of need.
 5. Identify potential or existing problems (i.e. equipment-related or operational) and made necessary changes as needed.
 6. Demonstrate awareness of task performance requirements to complete the mission goal(s).
 7. Communicate a course of action to follow as needed.
 8. Demonstrate ongoing awareness of mission status.
 9. Continually assess and reassess the situation in relation to the mission goal(s).
 10. Clarify expectations of all PF members to eliminate doubt.

5

Maintained communications with higher, subordinate and adjacent units

All methods of communication (communication plan) should be established in the Protective Force Site Orders, Operational Directives and Plans. Effective command and control (C²) is a never-ending process. The leader must develop techniques and procedures that create an expeditious flow of information through the C² process. These techniques and procedures should be an essential focal point in the communication plan. Effective techniques should create a simple, timely, brief, and clear projection of information.

The leader should:

- A. Ensure communication security (radio, phone or other signals) to limit adversary intelligence collection efforts.

- B. Establish levels of command to gain and maintain communications with the necessary personnel. The traditional communications responsibilities are:
1. Subordinate to senior.
A subordinate unit is responsible for establishing and maintaining communications with a senior unit. An attached unit of any size is considered subordinate to the command to which it is attached.
 2. Supporting to supported.
A supporting unit is responsible for establishing and maintaining communications with the supported unit.
 3. Reinforcing to reinforced.
A reinforcing unit is responsible for establishing and maintaining communications with the reinforced unit.
 4. Lateral Communications.
Responsibility for establishing lateral communications between adjacent units may be fixed by the next higher leader or orders, operational directives and plans. If responsibility is not fixed by orders, the leader of the unit on the left is responsible for establishing communications with the unit on the right. The leader of a unit positioned behind another unit establishes communications with the forward unit.
 5. Institute restoration procedures (when needed).
Regardless of the responsibility, all units must take prompt action to restore lost communications.
 6. Institute operations security (OPSEC).
All measures taken to deny the adversary information about the PF and operations are called OPSEC. The OPSEC concept includes all security measures that allow units to achieve and maintain surprise. OPSEC consists of physical security, information security, signal security, deception, and counter surveillance. The PF normally chooses to employ multiple techniques to counter a threat.
- C. Utilize many different communication methods (messengers, visual signals, sound, light, radio and phone).
- D. Make the required reports on the situation to the next higher level of command in a timely manner. The five-paragraph order format should be used.

6	Established chain of command; ensured subordinates are aware of changes
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- A. The PF chain of command or hierarchy should be established long before any incident happens. It should be a part of the established directives governing the unit. The leader can/should modify the existing directives as needed, based upon situational needs.
1. **Each PF unit participating in the operation should report to only one leader.** This helps to increase accountability and eliminate PF units receiving conflicting information or orders from different leaders. This concept prevents freelancing, improves the flow of information, helps with the coordination of operational efforts, and enhances operational safety. This concept is fundamental to the Incident Command System (ICS) chain of command structure.
 - a. To limit the number of responsibilities and resources being managed by any individual, the limit for a single leader's span of control is between three and seven individuals, with five being ideal. In other words, one leader should have no more than seven people working under them at any given time.
 - b. If more than 7 resources are being managed by an individual, then they are being overloaded and the command structure needs to be expanded. If fewer than three, then the position's authority can probably be absorbed by the next highest rung in the chain of command.
 2. The amount of personnel actually assigned to assist the on-scene PF Leader in the command structure will depend upon the complexity of the situation and upon the availability of personnel. A minor incident that can be resolved quickly may require only the presence of the on scene PF leader. A more

complex incident may require that a complete staff should be kept on a 24-hour basis. A general rule is that the command personnel should be kept to as small a group as possible.

3. The command structure should be organized in such a way as to expand and contract as needed by the incident scope, resources and hazards. Command is established in a top-down fashion, with the most important and authoritative positions established first. For example, Incident Command is established by the first arriving unit.

7	Issued orders and instructions including ROE to sub-elements
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The leader must:

- A. Issue the order with all the information available at the time.
- B. Make instructions brief, simple, clear, and specific.
- C. Can use the five-paragraph format for all orders issued but the entire five-paragraph format does not have to be used. Use only what is needed for the situation. The leader should never wait for information to fill a format before giving instructions.

Types of orders that can be given are:

1. Warning order (WARNO).
Warning orders give advance notice of operations that are to come. This provides time to prepare. The order should be brief but describe the situation, allocate forces and resources, establish command relationships, provide other initial planning guidance, and initiate subordinate PF mission planning.
2. Operation order (OPORD).
Often abbreviated as OPORD, is an executable plan that directs a PF to conduct an operation. An operations order will describe the situation facing the PF, the mission, and what activities will have to be conducted to achieve the mission goals.
3. Fragmentary order (FRAGO).
An abbreviated form of an operation order (verbal, written or digital) usually issued on a day-to-day basis that eliminates the need for restating information contained in a basic operation order. It may be issued in sections. It is issued after an operation order to change or modify that order or to execute a branch or sequel to that order.

8	Assessed PF's ability to continue the mission
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The leader should:

- A. Assess Tactical and Non-Tactical Elements.
 1. Request a SITREP from the PF units.
 2. Report their status and request any resources that are required.
 3. Direct the distribution of resources.
 4. Direct the PF units to begin performing readiness, maintenance, and functions checks on all assigned weapons and equipment.
 5. Direct the evacuation of casualties and handle all unknown personnel in accordance with the five Ss (Search, Segregate, Silence, Safeguard, and Speed to the rear).
 6. Request repairs to facilities as required.
 7. Perform a mission analysis and report to higher command.

9	Informed higher of assessment
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- A. As soon as the leader completes an assessment, a report to the next higher level of command should be made.

The following report formats can be used.

1. Situation Report (SITREP) given in accordance with OPORD-Used to keep the PF updated and advised on the critical situation.
2. Spot Report (SPOTREP)-used to identify adversary activity. A spot report is a report containing information for which speed of transmission is essential. A spot report does not have a prescribed format, but use of the SALT/SALUTE (Size, Activity, Location, Time/Size, Activity, Location, Uniform, Time, Equipment) format will ensure reporting of essential information.
3. Ammunition, Casualty, Equipment (ACE) Report-normally give ACE reports after contact with the adversary.
4. Sensitive item-status reported by PF leaders up the chain of command.
5. After Action Review (AAR).

10**Maintained situational awareness of security and perimeter, personnel and equipment status, threats and liabilities, and operational posture**

The operational environment is a composite of the conditions, circumstances, and influences that affect the employment of a PF and effect the decisions of the leader. In the everyday language, the operational environment is all the variables that affect the operation. It is essential for leaders to educate themselves on how to analyze and be able to visualize the variables within their operational environment.

- A. The leader must maintain situational awareness through effective communications and completion of the following actions.
1. Recognize and make others aware when the PF unit deviates from mission goal(s).
 2. Monitor the performance of other PF members.
 3. Provide information in advance of need.
 4. Identify potential or existing problems (i.e. equipment-related or operational) and make necessary changes as needed.
 5. Demonstrate awareness of task performance requirements to complete the mission goal(s).
 6. Communicate a course of action to follow as needed.
 7. Demonstrate ongoing awareness of mission status.
 8. Continually assess and reassess the situation in relation to the mission goal(s).
 9. Clarify expectations of all PF members to eliminate doubt.

11**Prioritized allocation of resources based on mission analysis**

The leader should:

- A. Develop a course of action (COA) that identifies how resources would be allocated to execute the what, when, where, how, and why of the mission. Resources can include many things such as time, personnel, vehicles, and ammunition and support elements.
- B. Analyze relative-force ratios to determine the number of PF forces needed to complete the mission (i.e. contain the facility, conduct an assessment, support by fire, conduct a breach, or assault the objective). However, units are not identified, and task organization is not done at this point. The leader does not assign missions to PF units but gains an appreciation for the amount of forces required to accomplish the mission. If the amount of forces available exceeds the amount required, the leader uses the excess to weight the main effort or place them in reserve.
- C. Develop a scheme of maneuver. The scheme of maneuver is a narrative description of how the PF will accomplish the mission. The scheme of maneuver needs to address the mission elements (normal



operations, covering force/security force, close operations, rear operations, and reserve). The tactical response is contained in the Security Incident Response Plan (SIRP) at facilities possessing Category II or greater quantities of SNM. This document describes the required actions by a protective force based on a variety of situations. This document is the base plan for the protective force and should be understood and internalized by every PF leader. However, based on the developing situation, the leader MUST direct forces in a manner to ultimately accomplish the mission.

- D. Complete the COA by preparing a statement and sketch. The statement and sketch explain what, when, where, how and why as they relate to the operation. The statement explains the course of action from the beginning of the operation to mission completion. The sketch contains the minimum control measures to explain the scheme of maneuver.
- E. Repeat the procedure until the leader develops several COAs specific for the incident.

12**Initiated or continued mission/initiated Troop Leading Procedures (TLPs).**

The leader should:

- A. Start the necessary actions to begin the mission while still in the planning process. The PF units can move to an assigned staging position. This is where the unit leaders prepare the officers, weapons, and equipment for the coming mission. It is an excellent time to review mission order, conduct maintenance on weapons/equipment, and gather any additional equipment they are going to need for the upcoming mission. This step may occur at any time during mission planning.
- B. Complete the plan based on the information and any changes in the situation. The leader should review the mission, as received from higher, to ensure the plan meets the requirements of the mission and stays within the framework of the higher commander's intent. After the plan is finished, the leader must create an operations order that outlines the mission and instructs the PF on actions to be taken. The subordinate leaders and officers should understand the five Ws of the mission (who, what, where, when and why). They should understand how they fit into the mission and its success.
- C. Issue orders (WARNO and five paragraph OPORD).
 - 1. Leaders must ensure that subordinates understand the mission, the intent, the concept of the operation, and their assigned tasks. Leaders may require subordinates to repeat all or part of the order or demonstrate on the model or sketch, their understanding of the operation.
 - 2. Subordinate leaders should also quiz their officers to ensure that all officers understand the mission.
- D. Supervise the implementation of the plan.

Before the mission officially starts, the leader must make sure all personnel understand the mission and ensure they are fully equipped and ready to fight. During the mission, the leader must periodically check in with the field leaders to make sure things are going well, and must issue any new orders when necessary.
- E. Troop-Leading Procedures.

Troop leading procedures are a series of simple steps to help in the analysis of a mission and the planning and execution of an operation. There are several variants, but all troop-leading procedures have the same objective and contain the same information. The troop-leading procedures are listed in E-LEAD 22 PERFORM TROOP LEADING PROCEDURES.

 - Receive the mission
 - Issue a warning order (WARNO)
 - Make a tentative plan
 - Start necessary movement
 - Reconnoiter
 - Complete the plan
 - Issue the complete order (OPORD or FRAGO)
 - Supervise



13	Transfer tactical command
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Provide equipment and personnel status to on-coming leader. The leader should provide information regarding personnel and equipment. This report should contain information on existing patrol changes (addition, deletion, and disposition), critical system elements status, consideration of mission essential equipment, and changes to physical security systems such as fences or buildings, and required compensatory measures.

E-LEAD-03 CONDUCT INSPECTIONS

DESCRIPTION: Verify operational readiness of all Protective Force personnel and equipment.				
CONDITION: Under prevailing conditions, provided trained and equipped personnel.				
STANDARD: In accordance with Protective Force operational directives, inspect personnel, equipment, and facilities; identify all discrepancies and direct corrective action as necessary.				
	PERFORMANCE STEPS	Go	No-Go	N/A
1	Demonstrated knowledge of appearance and uniform standards, appropriate regulations and SOPs			
2	Ensured subordinates reported fit for duty			
3	Demonstrated knowledge of how to inspect issued equipment; checked for serviceability and maintenance			
4	Conducted individual/assigned posts inspections (Administrative compliance/requirements, equipment/vehicles/firearms, and training compliance)			
5	Identified and documented any deficiencies			
6	Provided instructions to correct deficiencies			

REFERENCES:

- DOE NTC TRF-100D, Introduction to Protective Force

PERFORMANCE STEPS:

1	Demonstrated knowledge of appearance and uniform standards, appropriate regulations and SOPs
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The leader should:

- Exhibit the correct appearance and uniform for existing policy requirements.
- Reference the approved policy or procedure to determine current requirements for appearance or uniform standards.
- Use and reference the most current component list, technical manual, and other related publications during the inventory/inspection.

2	Ensured subordinates reported fit for duty
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The leader should ensure each subordinate:

- Display Physical/Mental alertness.
- Report medication usage.
- Exhibit a neat and well-groomed appearance.
- Exhibit the ability to maintain good personal hygiene to avoid distracting or offending co-workers or site/plant personnel.
- Exhibit correct duty uniform, equipment, and credentials.

3	Demonstrated knowledge of how to inspect issued equipment; checked for serviceability and
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	maintenance
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The leader should:

- A. Conduct a review of previous inspection records.
- B. Utilize an approved equipment checklist.
- C. Identify and reference the technical safety data sheets, manufacturers' safety and operation manuals as needed.
- D. Exhibit an in depth knowledge of weapon operation.
 1. Demonstrated safe handling of weapons and munitions.
 2. Checked accountability, serial numbers and listed differences.
 3. Demonstrated ability to conduct function checks on all weapons.
- E. Verify all tools, personnel, and other resources are available for preventative maintenance checks and services (PMCS).
- F. Observe PMCS and compare the process to appropriate order, directive or technical manual.
 1. Check all vehicles for cleanliness and serviceability.
 2. Verify all assigned ammunition, weapons, keys, radios, and other support equipment is inspected, accounted for, and differences listed.
- G. Enforce SOPs and correct technical or administrative deficiencies.

4	Conducted individual/assigned posts inspections (Administrative compliance/requirements, equipment/vehicles/firearms, and training compliance)
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The leader should:

- A. Conduct a review of previous inspection records.
- B. Reference an approved inspection guideline before conducting the inspection.
- C. Use an approved checklist to clarify inspection responsibilities, inspection activities, and provide a report of inspection activities.
- D. Conduct individual inspections.
 1. Verify fitness for duty.
 2. Check grooming.
 3. Check uniform and credentials.
- E. Conduct post inspections.
 1. Check for cleanliness.
 2. Check assigned equipment for serviceability.
 3. Check operation of facility.
- F. Enforce SOPs.

5	Identified and documented any deficiencies
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Inspection records are important for several reasons. Past inspection records show what has been identified. They also identify the inspection team's area of concentration and the areas that were not inspected. The inspection report draws attention to possible hazards but does not simply repeat or copy previous inspections. Leaders must use inspection reports to determine whether previous recommendations were implemented.

If any damage is found or equipment is discovered missing, the leader should:

- A. Immediately document the issue on the site-designated log.
- B. Submit a report noting the observed condition and recommended corrective action.



- C. State exactly what has been detected and accurately identify its location.
- D. Report damaged items to armorer or maintenance personnel.
- E. Inform management of the problems in a concise, factual way. Management should be able to understand and evaluate the problems, assign priorities, and quickly reach decisions.

6

Provided instructions to correct deficiencies

The leader should:

- A. Review the information obtained from regular inspections to identify immediate corrective action needs.
- B. Implement the required immediate action(s) or compensatory measure(s).
- C. Identify trends and obtain timely feedback.
- D. Issue or reassign equipment as needed.
- E. Advise PF management of the progress of the recommendation(s) or corrective action(s).

E-LEAD-04 CONDUCT OPERATIONAL BRIEFING

DESCRIPTION: Provide personnel with required information to conduct Protective Force operations.				
CONDITION: Under prevailing conditions, provided trained and equipped personnel.				
STANDARD: In accordance with operational directives/procedures, provide briefing, receive feedback and answer all questions.				
	PERFORMANCE STEPS	Go	No-Go	N/A
1	Reported to shift as directed and prepared for briefing in proper uniform with proper equipment			
2	Coordinated with off-going shift leader			
3	Demonstrated knowledge of shift schedules, report times, muster times, and report locations			
4	Provided clear and concise information and instructions			
5	Ensured all questions were adequately answered			
6	Completed briefing within the allotted time			

REFERENCES:

- DOE NTC PFT-460, *Tactical Leadership*
- DOE NTC TRF-100D, *Introduction to Protective Force*

PERFORMANCE STEPS:

1	Reported to shift as directed and prepared for briefing in proper uniform with proper equipment
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The leader should:

- Be knowledgeable of the approved appearance or uniform requirements for the activity or operation.
- Exhibit the appearance and uniform that was required for the existing activity or operation.

2	Coordinated with off-going shift leader
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The on-coming Protective Force (PF) shift leader must be adequately briefed. This briefing must be conducted by the current shift leader and take place face-to-face if possible. The briefing should cover the following:

- History (what has happened).
- Priorities and objectives.
- Current operational plan being used.
- Resource assignments.
- Resources ordered/needed.
- Facilities.
- Status of communications.
- Any constraints.
- Delegation of authority limitations.
- Incident potential.
- Concerns and other issues.



3	Demonstrated knowledge of shift schedules, report times, muster times, and report locations
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- A. The leader should be able to obtain or possess a valid shift roster.
- B. The leader should be knowledge of staffing requirements, schedules, and resources.

4	Provided clear and concise information and instructions
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The leader should:

- A. Demonstrate exceptional knowledge of the subject matter.
- B. Demonstrate presentation skills and methods of delivery appropriate for the activity or operation.
- C. Provide a well-organized, clear, and concise briefing consisting of the particular conditions of the activity or operation.
 - 1. Briefing should:
 - a. Define and communicate analysis of the situation, action plans, and expectations.
 - b. Ensure tasks are assigned.
 - c. Brief specific areas to the required level of detail.
 - d. Promote inquiry, advocacy, and feedback.
 - e. Ensure full understanding by all PF units on sequence of actions.
 - f. Communicate purpose for each PF unit.
 - g. Cover potential contingencies.
 - h. Summarize all key points of activity or operation.

5	Ensured all questions were adequately answered
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- A. The leader should:
 - 1. Establish the ground rules for how and when questions can be asked.
 - 2. Not argue or debate with questioner unless there is no other option. The purpose of a briefing is not to win an argument, but rather to share information and instill a sense of confidence that things are under control.
 - 3. Allow each person to get the full question out.
 - 4. Acknowledge the question and the questioner.
 - 5. Make sure the questioner understands the response.

6	Completed briefing within the allotted time
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- A. The leader should not exceed the allotted time schedule.

E-LEAD-05 CONDUCT TRAINING

DESCRIPTION: Conduct effective training to ensure personnel are capable of properly completing assigned tasks.				
CONDITION: Under prevailing conditions, provided training course materials and information, a training site, training support equipment and students.				
STANDARD: Ensure the training tasks are performed to standard.				
	PERFORMANCE STEPS	Go	No-Go	N/A
1	Demonstrated knowledge of current training documents and publications			
2	Identified all tasks and supporting tasks to be trained (individual, leader, and collective)			
3	Identified trainees			
4	Selected resources and proper training aid (TAs)			
5	Developed a training plan			
6	Conducted training in accordance with training plan (identified deficiencies and conducted remedial training as required)			
7	Conducted an after action review			
8	Documented training results (attendance roster, results, recommendations)			

REFERENCES:

- FM 7.0 Training the Force, October 2002
- DOE NTC MIT-111, Basic Instructor Training
- DOE NTC PFT-460, Tactical Leadership

PERFORMANCE STEPS:

1	Demonstrated knowledge of current training documents and publications
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Trainers must:

- Demonstrate the knowledge of training material locations and properly retrieve and identify the necessary forms to be used.
- Know their material, their training objectives, and their plan of presentation. They must understand all the concepts and know all the details. They can answer questions thoroughly and at a level that trainees understand. If a question cannot be answered, they know exactly where to go to get that answer and they do so as soon as possible.
- Have prepared their material before the class starts. If information is not already compiled, the trainer must prepare the content.
- Be familiar with any materials used for reference and make sure packets are thorough and include input from others related to the training.
- Verify required equipment is in place and operational.
- Verify that supplies and supporting materials are available in the right quantities.



2	Identified all tasks and supporting tasks to be trained (Individual, Leader, and Collective)
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Trainers must:

- A. Review the individual, leader, and collective tasks to be performed during the execution of training. Determine which tasks may require initial or refresher training.
- B. With the correct task sheets in hand, select for training only those performance steps which the Protective Force (PF) cannot perform without further training.
- C. Make a determination of how much training will be required to insure the PF units can meet the standards of the training objective(s).

3	Identified trainee(s)
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Trainers must:

- A. Determine the level of PF officer to be trained based upon task.
- B. Determine the number of PF officers to be trained based upon the availability of resources.

4	Selected resources and proper training aids
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- A. Resources include time, training aids, devices, equipment, facilities, and number of assistant trainers.
- B. Field training resources the trainers use must:
 1. Be realistic in order to add to the effectiveness of the training evolution.
 2. Be inspected for safety and functionality before use in training.
 3. Be necessary and applicable to actual conditions (value added).
- C. Classroom/administrative resources the trainers use should:
 1. Be relevant to the condition and standard for the task to be taught.
 2. Be sufficient to facilitate training to standard.
 3. Look professional by using quality paper and a good printer or high-quality copier. If the budget allows, use full-color handouts.
 4. Have plenty of white space on handouts by keeping information simple, straightforward, and uncluttered. Give participants room to make notes.
 5. Have large type that is easy to read. Don't mix typefaces.
 6. Have bullets and borders to organize information and make points easy to follow.
 7. Have headings for important issues and titles.
 8. Have graphics whenever possible to illustrate important points.
 9. Use different color papers for handouts on different topics.
 10. Be numbered for easy reference when going over them with participants.

5	Developed a training plan
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- A. The training plan must identify:
 1. Trainees.
 2. The mission and tasks for training (tasks, condition, and standard for the Protective Force (PF) individual skills, leader skills, weapon systems proficiency or collective skills).
 3. The site selection.
 4. The scenario.

5. The desired results of the training (outcomes).
 6. Resources needed.
 7. Training hazards, risks and all safety requirements for the tasks to be conducted:
 - a. Check for appropriate qualifications for instructors.
 - b. Designate safety officers/controllers to assist in the planning and execution of training.
 - c. Ensure all special or preliminary training was completed prior to engaging in medium or high-risk training.
 - d. Conduct risk assessment.
 - e. Establish/enforce appropriate uniform and equipment requirements and prohibitions.
 - f. Announce the location and responsibilities of safety personnel.
 - g. Announce the location/use of safety equipment/materials.
 - h. Know the type of medical support, evacuation plans, and medical facility to be used if evacuation is needed. Post emergency radio frequencies/call-signs and telephone numbers.
 - i. Conduct safety briefing(s) for all participants as needed, ensuring that participants are informed of all dangers inherent in the training event, and of the safety requirements and procedures for mitigating these dangers.
 - j. Establish reporting procedures for unsafe acts/conditions and accidents.
 - k. Integrate sensitive items (weapons, night vision equipment, radios, etc.) into training and incorporate appropriate operational and security safeguards.
 - l. Investigate all hazard reports and make a report on all findings.
 8. How the training reinforces and sustains proficiency in individual, leader, and collective skills.
 9. The time frame for achieving the training.
 10. The appropriate training method for the tasks involved.
 11. The delivery modes to be employed (lecture, demonstration, etc.).
 12. The details (who, what, when, how and how much) of the time allocation.
 13. The responsible party for the delivery and/or assessment of each component of training.
 14. The assessment details and arrangements.
 15. Any other specific requirements to be met in accordance with the particular training in question.
 16. Requirements and procedures for addressing deficiencies- including plans for remedial training.
- B. The training plan can be altered as necessary. A plan functions best as a living document, responding to the changing needs of both the Protective Force and training members in order to achieve the desired outcome.

6

Conducted training in accordance with training plan (identified deficiencies and conducted remedial training as required)

The trainer should:

- A. State the purpose of the training, explain and demonstrate the training to be accomplished.
- B. Ensure the individuals, leaders, and teams practice the training until they achieve the desired proficiency.
- C. Ensure the individual leaders and teams are tested to verify achievement of the appropriate performance standard.
- D. Identify individual and collective deficiencies on the appropriate forms.
- E. Deliver additional/remedial training to correct noted deficiencies.

7

Conducted an after action review (AAR)

Learning occurs best during a properly executed AAR. The trainer must structure the AAR in a fashion that involves all trainees. The trainer should ask open-ended questions that require trainees to justify their actions

during the training evolution. This approach facilitates critical thinking and helps the trainee better understand their role in the tactical evolution. The focus of an AAR should be aimed to answer the following questions:

- A. What was supposed to happen?
- B. What actually happened?
- C. Why were their differences?
- D. What worked?
- E. What didn't, and why?
- F. What might we do differently, and how?

8	Documented training results
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Following the training evolution, the trainer should complete a task assessment.

- A. Task assessment relies upon the expertise of the subject matter expert (SME) conducting the assessment and culminates in assigning a specific value (“T,” “P,” or “U”) for the assessed task.

Trained (T) means the unit has demonstrated proficiency in accomplishing the task to standard.

Practice (P) means the unit has demonstrated performance capable of completing the task but has some difficulty or has failed to perform some performance step(s) to standard, and requires additional practice. This does NOT imply the unit cannot accomplish the mission.

Untrained (U) means the unit has not demonstrated an ability to achieve proficiency to standard. This could be a reflection of substandard performance, or it could be that the unit has never been trained on the given task.

“T/P/U” is used to identify overall proficiency in the conduct of a task, and does not necessarily directly reflect the results of “Go/No-go” ratings — e.g., a team can be assigned a rating of “Go” for a task and still receive a “P” assessment. High value, perishable skills/tasks must continually be trained, even though a unit has shown an acceptable level of proficiency.

- B. Condition: Ensure the environment will meet the required conditions in which the unit is to perform the task.
- C. Task Standard: The unit, leader, or individuals training status will be determined using performance observation measurements (where applicable) and individual judgment.
- D. Task Steps and Performance Measures: The trainer will ensure that each task step is accomplished correctly. The trainer will note if the unit, leader, or individual fails to correctly perform one of these task steps to standard..
- E. GO/NO-GO Column: The individual officer or leader's performance of the task steps will be annotated on the correct paperwork. The leader will place an “X” in each performance measure to be evaluated in the appropriate column. A major portion of the performance measures must be a GO for the task step to be successfully performed.
- F. N/A Column: The trainer will check each performance step and put an “X” in the N/A column for those steps not required in the current training scenario context.

E-LEAD-06 SUPERVISE OPERATIONAL EQUIPMENT ISSUANCE

DESCRIPTION: Issue and account for Protective Force equipment in accordance with procedures.				
CONDITION: Under prevailing conditions, provided equipment and personnel reporting for duty.				
STANDARD: In accordance with site policies and operational directives, issue assigned equipment to Protective Force personnel.				
	PERFORMANCE STEPS	Go	No-Go	N/A
1	Accounted for all equipment issued			
2	Demonstrated working knowledge of all equipment issued			
3	Identified and located support documents for issued equipment			
4	Ensured formal acknowledgement of receipt for subordinate prior to departure			

REFERENCES:

- DOE NTC PFT-460, *Tactical Leadership*

PERFORMANCE STEPS:

1	Accounted for all equipment issued
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A. The leader should:

1. Use the appropriate orders, plans, directives, forms and checklists to determine equipment needed for the activity or operation.
2. Use the appropriate forms and checklists to:
 - a. Log equipment issued;
 - b. Log to whom equipment was issued;
 - c. Log the condition of equipment;
3. Used the appropriate form to request replacement equipment.

2	Demonstrated working knowledge of all equipment issued
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- A. The leader should utilize the correct manuals, guides and safety documents, and conduct an operational readiness check of all equipment issued. The purpose of this inspection is to ensure the equipment will function properly. Check to ensure batteries, if used, are serviceable.
- B. If equipment is not operational the leader should make the proper notification and replace the equipment if possible.

3	Identified and located support documents for issued equipment
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The leader should be able to reference all forms, checklists, manuals, guides and safety documents for equipment issued. It is critical for the leader to have a working knowledge of the equipment assigned to the unit. This provides the leader with firsthand knowledge of the capabilities available during routine and response operations. It also provides individuals with a resource for questions concerning equipment.



4	Ensured formal acknowledgement of receipt for subordinate prior to departure
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The leader should ensure all required forms or checklists were filled out and signatures were recorded. This step provides assurance that one individual is ultimately responsible for a piece of equipment through a formal process.



E-LEAD-07 CONDUCT SHIFT CHANGE

DESCRIPTION: Ensure exchange of all required information and equipment prior to assuming or relinquishing command.				
CONDITION: Under prevailing conditions, provided trained and equipped on-coming and off-going shifts.				
STANDARD: In accordance with site policies and operational directives, replace off-going shift with on-coming shift.				
	PERFORMANCE STEPS	Go	No-Go	N/A
1	Conducted face-to-face operational shift briefing with off-going leader			
2	Exchanged site duty equipment (as required)			
3	Supervised receipt of off-going shift equipment			
4	Conducted face-to-face operational shift briefing with on-coming leader			

REFERENCES:

- DOE P 470.1 Integrated Safeguards and Security Management (ISSM) Policy
- DOE Order 473.3, Protection Program Operations

PERFORMANCE STEPS:

1	Conducted face-to-face operational shift briefing with off-going leader
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The on-coming Protective Force (PF) shift leader must be adequately briefed. This briefing must be given by the current shift leader and take place face-to-face if possible. The briefing must cover the following:

- History (what has happened);
- Priorities and objectives;
- Current operations plan being used;
- Resource assignments;
- Resources ordered/needed;
- Facilities;
- Status of communications;
- Any constraints;
- Delegation of authority limitations;
- Incident potential;
- And concerns and other issues.

2	Exchanged site duty equipment (as required)
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- The leader should:
 - Ensure the appropriate orders, plans, directives, forms and checklists to determine equipment needed for activity or operation are referenced.
 - Ensure an operational readiness check is conducted of all equipment.
 - Ensure the appropriate forms and checklists are used to:



- a. Log equipment returned;
- b. Log who returned equipment; and
- c. Log the condition of equipment.
4. Ensure the appropriate form is used when requesting replacement equipment (if needed).
5. Conduct an inventory and annotate any discrepancies on the proper form.
6. Brief required personnel if discrepancies are present.
7. Ensure all required forms or checklists are completed and signatures are present.

3	Supervised receipt of off-going shift equipment
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- A. The leader should:
1. Ensure an operational readiness check is conducted on all equipment.
 2. Ensure the appropriate forms and checklists are used to:
 - a. Log equipment returned;
 - b. Log who returned equipment; and
 - c. Log the condition of equipment.
 3. Ensure the appropriate form for requesting replacement equipment is used (if needed).
 4. Conduct an inventory and annotate any inventory discrepancies on the proper form.
 5. Brief required personnel if discrepancies are present.
 6. Ensure all required forms or checklists are completed and signatures are present.

4	Conducted face-to-face operational shift briefing with on-coming leader
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This briefing must be conducted by the current shift leader and take place face-to-face if possible with the on-coming leader or his designee. The briefing must cover the following:

- A. History (what has happened);
- B. Priorities and objectives;
- C. Current operations plan being used;
- D. Resource assignments;
- E. Resources ordered/needed;
- F. Facilities;
- G. Status of communications;
- H. Any constraints;
- I. Delegation of authority limitations;
- J. Incident potential;
- K. Status of PF staffing for the on-coming shift;
- L. And concerns and other issues.

E-LEAD-08 DIRECT SURVEILLANCE/RECONNAISSANCE OPERATIONS

DESCRIPTION: Direct operations to identify, locate and report threats.				
CONDITION: Under prevailing conditions, provided trained and equipped personnel.				
STANDARD: In accordance with site operational and security plans and TTPs, direct a Protective Force contingent in the identification, location, and reporting of a threat.				
	PERFORMANCE STEPS	Go	No-Go	N/A
1	Established a surveillance plan based on the mission and adversary situation			
2	Conducted pre-surveillance equipment checks, brief, and rehearsal			
3	Ensured dissemination of tactical information to incident command			
4	Conducted a post surveillance AAR			

REFERENCES:

- DOE NTC PFT-215, *Basic Security Police Officer Training*
- US Army FM 7-93 *Long-Range Surveillance Unit Operations, October 1995*
- STP 21-24 *Soldier's Manual of Common Tasks, Level 2,3, and 4, October 2006*
 - 071-326-5805-*Conduct a Route Reconnaissance Mission, 3-236*
 - 301-348-1050-*Report Information of Potential Intelligence Value, 3-577*
 - 301-371-1000-*Report Intelligence Information, 3-580*

PERFORMANCE STEPS:

1	Established a surveillance plan based on the mission and the adversary situation
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- A. Surveillance is the systematic observation of airspace, surface, or subsurface areas, places, persons, or things, by visual, aural, electronic, photographic, or other means.
- B. Reconnaissance is a mission undertaken to obtain by visual observation or other detection methods, information about the activities and resources of an adversary or potential adversary.
- C. The leader should develop an overall surveillance/reconnaissance operational plan with the following considerations:
 1. Intelligence.
All surveillance/reconnaissance operations must be based on the best information of the actual conditions within the objective area.
 2. Deceptive measures.
The success of surveillance/reconnaissance operations is determined, to a large extent, on deceptive measures and on undetected infiltration and exfiltration.
 3. Use the smallest unit possible to accomplish the mission.
This decreases the possibility of detection. Though only a small element reconnoiters, the parent unit must be large enough to provide security or support if the operation is detected or an adversary force engages the element.
 4. Remain undetected.
The unit uses stealth, camouflage, concealment, and sound and light discipline. These techniques allow the unit to take advantage of periods of limited visibility to avoid contact and to get near, or on, the objective.

5. Use surveillance, target acquisition, and night observation (STANO) devices.
The unit makes use of STANO devices to help it move and gain information. Based on intelligence reports, consideration must be given to the adversary's detection devices. When the adversary may have detection devices, passive devices should be used to decrease the probability of adversary detection.
6. Rehearse.
After intelligence has been analyzed, the plan developed, special items of equipment procured and issued, and the unit briefed, the unit rehearses the plan. This rehearsal is a key factor that enhances the probability of the success of the operation. Rehearsals are as detailed as time allows and include dry runs and briefings with repetition and questioning as needed to ensure understanding of the plan. Contingency plans are also rehearsed. To ensure that the contingency plans are understood, the reconnaissance members must repeat them.
7. Minimize audio and electronic communications.
Constraints on communication depend on adversary detection abilities and on how time sensitive the information obtained from the adversary is. There may be instances where the importance of the information requires an immediate report. The unit's existence could be threatened. Often, a one-time radio contact during the mission is necessary.

2	Conducted pre-surveillance equipment checks, briefs, and rehearsals
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The leader should:

- A. Issue the order with all the information he has available at the time.
- B. Make instructions brief, simple, clear, and specific.
- C. Use the five-paragraph format for all orders issued. Additionally, the leader should provide updates as often as necessary. The entire five-paragraph format does not have to be used, use only what is needed based on the situation. The leader should never wait for information to fill a format before giving instructions.
- D. Assign subordinate missions. Regardless of the types of surveillance/reconnaissance, units are normally assigned one of the three subordinate missions: Command and control, reconnaissance of the objective, or security of the force.
 1. Command and control.
The leader of the unit conducting the operation normally requires a small command group to assist in communicating with higher, subordinate, and supporting elements, and to coordinate and control supporting elements and resources for the operation. For small operations, this group may consist of only the leader. For larger operations, the leader may require intelligence and logistics support elements, with adequate communication personnel for sustained 24-hour operations. The command group is always kept as small as possible.
 2. Reconnaissance of the objective.
The element with the reconnaissance mission approaches the target using stealth and concealment. All plans and applicable contingencies are conducted with the major effort made toward obtaining the information required while remaining undetected. Passive STANO devices will be used to observe activities at the objective. Information received about the target may be transmitted back to the appropriate higher by electronic means as it is observed. Or, the reconnaissance personnel may withdraw from the target and disseminate information by other means. The reconnaissance site should be sterilized before withdrawal. Withdrawal from the area must be as skillful, patient, and precise as was the movement into it.
 3. Security of the force.



The element(s) with this mission must provide the leader and unit sufficient warning of the location and movement of adversary forces to permit the parent force to take evasive action or, when this is not possible, to provide covering fires that permit withdrawal of the reconnaissance element. Only if warnings are timely and information is accurate does the commander have the time and space to react. It is also the only way that, if the reconnaissance element is detected, the leader can arrange to give it sufficient over watching suppressive fires or time to evade and withdraw safely.

4. Inspect and supervise.

Thorough inspections and supervision of personnel and equipment before the operation reduce the probabilities of compromise or failure.

- a. The planning phase of the operation includes at least one inspection of all members of the unit, to include their equipment.
- b. Only essential equipment, identified by the leader as required for mission accomplishment, is carried.
- c. Special equipment must be closely inspected and safeguarded to ensure it functions during the mission. Extra personnel and equipment assigned to the unit must also be carefully inspected and monitored prior to and during the operation.
- d. Any shortcomings found in personnel or equipment must be corrected before the operation begins.

3	Ensured dissemination of tactical information to incident command
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The leader should:

A. Identify the activity.

Determine whether the observed activity is friendly or adversary. If unable to make a determination, the unit should report the activity as unknown.

B. Record information and provide to higher in a spot report (SPOTREP).

1. A SPOTREP is a report containing information for which speed of transmission is essential. It does not have a prescribed format, but use of the SALT/SALUTE (Size, Activity, Location, Unit, Time, Equipment) format ensures reporting of essential information.
2. Use the SALUTE format to ensure essential information is reported. If unable to make determination, report activity as unknown.
 - a. **S** Size. Reported the number of personnel, vehicles, aircraft, or size of an object. Made an estimate if necessary.
 - b. **A** Activity. Reported detailed account of actions, i.e., direction of movement, actions, , type of attack, NBC activity, etc.
 - c. **L** Location. Reported where the activity was seen. Included grid coordinates or known reference points including the distance and direction from the known point.
 - d. **U** Unit. Reported the adversary's unit. If the unit is unknown, reported any distinctive features, such as uniforms, patches or colored tabs, headgear, vehicle identification markings, etc.
 - e. **T** Time. Reported the time and date the activity was observed, not the time you report it.
 - f. **E** Equipment. Reported all equipment associated with the activity, such as weapons, vehicles, tools. If unable to identify the equipment, provided as much detail as possible so identification can be made by higher.
 - g. Remarks. Included any information not included in the SALUTE format.

An abbreviated version of the SALUTE format is the SALT format. This is commonly used when the adversary is an asymmetrical force with no distinguishing uniform or special equipment (e.g., a group of adversaries dressed as civilians with automatic rifles).

3. Provide the report to appropriate authority / chain of command using available communications method.

4	Conducted a post surveillance AAR
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- A. An After Action Review (AAR) is a professional discussion of an event, focused on performance standards, that enables the PF unit to discover for themselves What happened, Why it happened and How to sustain strengths and improve on weaknesses. It is a tool leaders and units can use to get maximum benefit from every mission or task.
- B. There are basically two types of AARs—formal and informal. Formal AARs require more detailed planning, preparation, and resources. They are normally scheduled and conducted as a part of external and internal evaluations. Informal AARs require less planning and preparation than formal AARs and are often on-the-spot reviews of officer and collective training performance.
 1. Formal.
 - a. Formal AARs are normally conducted to gain maximum benefit of a training event or an operation.
 - b. The AAR facilitator (evaluator or controller) provides a mission and task overview and leads a discussion of events and activities that focuses on the objectives.
 - c. The discussion should also examine the weapons systems and doctrine used by the adversary during the exercise.
 - d. At the close, the AAR leader summarizes comments from the observers, covering strengths and weaknesses discussed during the AAR and what the overall unit needs to do to fix the weaknesses.
 2. Informal.
 - a. Informal AARs are usually conducted when resources are not available to conduct a formal review. They are often held for officers and leaders prior to a higher-level AAR. Informal AARs are extremely important since they involve all officers and leaders in the participating unit. The formal AARs for the training event or operation depend on these thorough, informal reviews. These are sometimes referred to as a “hot wash”.
 - b. Informal AARs are conducted similar to formal AARs and may be done for large or small units. They may be scheduled, or leaders may do on-the-spot reviews during the training or operation. Discussion comments could be recorded to use in follow-on AARs or to apply immediately the lessons learned as the training or operation is repeated.
- C. How to conduct the AAR:
 1. The leader prepares the AAR.
 - a. Take notes during operation.
 - b. Organize resources.
 - c. Write the AAR outline.
 2. The leader should conduct the AAR:
 - a. Begin the AAR.
 - b. Discuss strengths and weaknesses.
 - c. Decide what to do differently.
 - d. Summarize the AAR.

E-LEAD-09 PROVIDE SITUATION REPORT (SITREP)

DESCRIPTION: Provide accurate and timely information to keep required personnel apprised of current situation.				
CONDITION: Under prevailing conditions, provided information on incident.				
STANDARD: In accordance with site operational and security plans, provide report on situation.				
	PERFORMANCE STEPS	Go	No-Go	N/A
1	Submitted report at time intervals as required			
2	Report contained pertinent information			

REFERENCES:

- DOE NTC PFT-460, *Tactical Leadership*
- FM 3-21.8 *The Infantry Rifle Platoon and Squad, March 2007*
 - Chapter 5-Command, Control and Troop-Leading Procedures

PERFORMANCE STEPS:

1	Submitted report at time intervals as required
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- A. A situation report (SITREP) should be given by the leader in accordance with the OPORD. It is used to keep the leader's higher and lower staff updated and advised on the reporting leader's critical situation. The report:
1. Is composed in logical order.
 2. Is complete (contains all the information and instructions necessary to coordinate and execute the operation/mission).
 3. Clear and concise vocabulary is used to describe events, avoiding adjectives and adverbs (What was happening).
 4. Avoid unnecessary details.
 5. Does not infringe on the initiative of subordinate leaders by prescribing details of the execution.
 6. Is timely.
 7. Regular progress reports follow the initial situation report.

2	Report contained pertinent information
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- A. The situation report should include:
1. Date, Time Group (DTG).
 2. Unit (Unit making report).
 3. Present Location (Present location of the reported unit).
 4. Activity (Brief description of reported unit's current activity).
 5. Equipment (Evaluation of unit's equipment situation/status).
 6. Situation overview (A brief overall assessment of the situation to include circumstances or conditions which increase or materially detract from the capability and readiness of PF units assigned).
 7. Operations (A brief description and results of operations carried out during the period of the report; summary of plans for operations including objectives; deviations or variations from previously reported intentions/plans).



8. Intelligence/reconnaissance (Brief overview of the situation, including operations, order of operation, capabilities, and threat changes; reference: any significant spot intelligence reports or intelligence reports submitted previously).
9. Logistics (Significant deficiencies affecting support for planned operations; problem areas beyond the leader's capability to overcome or alleviate in a timely manner).
10. Communications/Connectivity (Significant outages, traffic volume, incompatibilities, and quantitative equipment deficiencies; an assessment of the mission impact caused by communications outages and degradations should be provided).
11. Personnel (Factors affecting readiness of PF; mobilization status; casualties).

E-LEAD-10 DIRECT DEPLOYMENT OF KEY WEAPONS SYSTEMS

DESCRIPTION: Direct employment of key weapons systems to maximize effectiveness and eliminate threat.				
CONDITION: Under prevailing conditions, provided trained and equipped personnel.				
STANDARD: In accordance with site security plans, operational directives, and current TTPs, coordinate the deployment of weapons systems.				
	PERFORMANCE STEPS	Go	No-Go	N/A
1	Designated weapon(s) to be fired by type, position, and element			
2	Identified type and limit of ammunition			
3	Indicated weapon orientation and ranges			
4	Identified target(s) and target(s) location; for multiple targets indicated priority			
5	Directed engagement techniques			

REFERENCES:

- DOE NTC PFT-460, *Tactical Leadership*
- DOE NTC TRF-100, *Tactical Response Force I*
- FM 3-21.8 *The Infantry Rifle Platoon and Squad, March 2007*
 - Chapter 2-*Employing Fires*
 - Appendix C

PERFORMANCE STEPS:

1	Designated weapon(s) to be fired by type, position, and element
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Fire planning starts as soon as the leader receives the mission. Once begun, fire planning continues throughout the operation.

The leader:

- A. Must demonstrate knowledge of the characteristics, capabilities and limitations of the weapons and associated ammunition; the effects of the terrain; and the tactics used by the adversary to maximize their killing and suppressive fires while minimizing the risk to friendly forces.
- B. Should formulate a basic fire plan based upon the mission to be accomplished, typically identified by the SIRP. The fire plan should include the sector sketch for the area and symbols denoting weapons needed, position assignment, sectors of fire and principal direction of fire (PDF) for automatic rifles or weapons. A sector sketch should include:
 1. Key terrain within the unit sector.
 2. Each unit's fighting position with primary and secondary sectors of fire.
 3. Key weapons positions and their primary sector of fire, secondary sector of fire, and any fire control measures.
 4. All post and patrol locations.
 5. All dead space within the sector.
 6. Any obstacles.
 7. Any target reference points (TRPs) or final protective fires (FPFs) within the sector.

- C. Members of the Protective Force should occupy an assigned position that allows them to cover the assigned sector by fire. Positions should be prepared as single-or two-man fighting positions and should be mutually supporting.

2	Identified type and limit of ammunition
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Based upon the mission analysis, the leader should:

- A. Determine adversary or armored threats and ammunition amount and type needed to neutralize the threat. This information should be disseminated to the PF to ensure the right weapon is used against the right target.
- B. Determine weapons-ready posture.
1. Weapons-ready posture affects the types and quantities of ammunition carried.
 2. Weapons-ready posture is the selected ammunition and indexed range for individual and crew-served weapons. (For example, an M203 grenadier whose most likely engagement is to cover dead space at 200 meters from his position might load HEDP and set 200 meters on his quadrant sight.)

3	Indicated weapon orientation and ranges
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The leader should:

- A. Use situational up-dates and/or his estimate of the situation to determine weapons-ready posture. This information is then used to specify the ammunition and range for the engagement. Range selection is dependent on the anticipated engagement range. Terrain, visibility, weather, and light conditions affect range selection.
- B. Identify control measures (phase lines, checkpoints, limits of advance, and TRPs).
- C. Assign sectors of fire to be covered by observation and fire, starting at the weapon system and extending to its maximum effective range. Sectors of fire must overlap with adjacent element's sectors of fire. Plans must be made to cover dead space within and between sectors to maintain coverage.
1. The primary sector of fire is the main area on which the leader wishes the weapon system to concentrate its firepower, usually overlooking a main engagement area. The primary sector of fire is covered by the primary and alternate fighting positions.
 2. The secondary sector of fire is assigned to engage a secondary avenue of approach or cover another sector, if it is required. The secondary sector of fire is covered by the supplementary fighting position.

4	Identified target(s) and target(s) location; for multiple targets indicated priority
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The leader should:

- A. Determine which target types provide the greatest payoff or present the greatest threat to the force. He then establishes a unit engagement priority.
- B. Refine these priorities within the unit.
1. Employ the best weapons for the target.
Establish engagement priorities for specific friendly systems to increase the effectiveness with which the unit employs its weapons.
 2. Distribute the unit's fires.
Establish different priorities for similar friendly systems to prevent overkill and achieve effective distribution of fires.

5	Directed engagement techniques
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The PF leader should use threat-based fire control measures to focus and control fires by directing the PF units to engage a specific adversary element rather than to fire on a point or area. Threat-based fire control measures may be difficult to employ against an asymmetric threat. The following describes the TTP associated with this type of control measure.

The leader should:

- A. Establish triggers. A trigger is a specific set of conditions that dictates initiation of fires. Often referred to as engagement criteria, a trigger specifies the circumstances in which subordinate elements are to engage. They can be physical points on the ground, a laser or a lazed spot, or a friendly or adversary action or event. For example, the trigger for a unit to initiate engagement could be three or more adversary passing or crossing a given point or line. This line can be any natural or manmade linear feature, such as a road, ridgeline, or stream. It may also be a line perpendicular to the unit's orientation, delineated by one or more reference points.
- B. Establish and manage fire patterns. Fire patterns are a threat-based measure designed to distribute the fires of a unit simultaneously among multiple, similar targets. Leaders designate and adjust fire patterns based on terrain and the anticipated adversary formation. The basic fire patterns are frontal fire, cross fire, and depth fire.
 1. Frontal Fire.
The leader may initiate frontal fire when targets are arrayed in front of a unit in a lateral configuration. Weapon systems engage targets to their respective fronts. For example, the left flank weapon engages the left-most target; the right flank weapon engages the right-most target. As they destroy adversary targets, weapons shift fires toward the center of the adversary formation and from near-to-far.
 2. Cross Fire.
The leader initiates cross fire when targets are arrayed laterally across a unit's front in a manner that permits diagonal fires at the adversary's flank or when obstructions prevent unit weapons from firing frontally. Right flank weapons engage the left-most targets; left flank weapons engage the right-most targets. Firing diagonally across an engagement area provides more flank shots, thus increasing the chance of kills. It also reduces the possibility that friendly elements will be detected if the adversary continues to move forward. As they destroy adversary targets, weapons shift fires toward the center of the adversary formation.
 3. Depth Fire.
The leader may initiate depth fire when targets are dispersed in depth, perpendicular to the unit. Center weapons engage the closest targets; flank weapons engage deeper targets. As they destroy targets, weapons shift fires toward the center of the adversary formation.
- C. Establish and manage weapons control status. The three levels of weapons control status outline the conditions, based on target identification criteria, under which friendly elements may engage. The leader sets and adjusts the weapons control status based on friendly and adversary disposition and the clarity of the situation. In general, the higher the probability of fratricide, the more restrictive the weapons control status. The three levels, in descending order of restriction, are:
 1. **WEAPONS HOLD**--Engage only if engaged or ordered to engage.
 2. **WEAPONS TIGHT**--Engage only targets that are positively identified as adversary.
 3. **WEAPONS FREE**--Engage any targets that are not positively identified as friendly.As an example, the leader may establish the weapons control status as WEAPONS HOLD when friendly forces are conducting a passage of lines. By maintaining an awareness of his own elements and adjacent friendly forces, however, he may be able to lower the weapons control status. In such a case, the leader may be able to set a WEAPONS FREE status when he knows there are no friendly elements in the vicinity of

the engagement. This permits his elements to engage targets at extended ranges even though it is difficult to distinguish targets accurately under battlefield conditions. The leader also may establish a different weapons control status for his elements based on concept of operations updates. Weapons control status is extremely important for forces using combat identification systems. Establishing the weapons control status as WEAPONS FREE permits leaders to engage an unknown target when they fail to get a friendly response.

- D. Establish and manage rules of engagement (ROE) criterion. ROE specify the circumstances and limitations under which PF forces may engage a target. They include definitions of adversaries and unknown personnel and their prescribed treatment. Factors influencing ROE are related to the specific DOE site and type of mission. ROE should always recognize a PF units' right of self-defense; at the same time, they clearly define circumstances in which a SPO may fire.
- E. Establish and manage engagement techniques. Engagement techniques are effects-oriented fire distribution measures. The most common engagement techniques are:
 - 1. Point Fire.
Point fire entails concentrating the effects of a PF unit's fire against a specific, identified target such as a vehicle, machine gun, or sniper position. When leaders direct point fire, all the unit's weapons engage the target, firing until they destroy it or until the required time of suppression expires. Employing converging fires from dispersed positions makes point fire more effective because the target is engaged from multiple directions. The unit may initiate an engagement using point fire against the most dangerous threat, and then revert to area fire against other, less threatening point targets.
 - 2. Area Fire.
Area fire involves distributing the effects of a PF unit's fire over an area in which adversary positions are numerous or are not obvious. If the area is large, leaders assign sectors of fire to subordinate elements using a terrain-based distribution method such as the quadrant technique. Typically, the primary purpose of area fire is suppression; however, sustaining effective suppression requires judicious control of the rate of fire.
 - 3. Volley Fire.
Units employ volley fire to mass the effects of their fires rapidly or to gain fire superiority. For example, a PF unit may initiate a support-by-fire operation with volley fire then revert to alternating or sequential fire to maintain suppression. Volley fire also is employed to negate the low probability of hit and kill of certain antiarmor weapons. As an example, a unit may employ volley fire with its AT4s to ensure rapid destruction of an adversary that is engaging a friendly position.
 - 4. Alternating Fire.
In alternating fire, multiple units continuously engage the same point or area targets one at a time. For example, a unit may alternate the fires of a pair of machine guns or a vehicle section between vehicles. Alternating fire permits the unit to maintain suppression for a longer duration than does volley fire. It also forces the adversary to acquire and engage alternating points of fire.
 - 5. Observed Fire.
Observed fire allows for mutual observation and assistance while protecting the location of the observing unit and conserving ammunition. The leader may employ observed fire between different PF units. He may direct one unit to observe while another unit engages the adversary. The PF force may use observed fire when it is in protected defensive positions with engagement ranges of more than 800 meters. For example, the leader may direct the mounted element to engage the adversary while the dismounted units and weapons observe the effects of the fires. The observing units prepare to engage the adversary on order in case the mounted element fails to effectively engage the adversary, has malfunctions, or runs low on ammunition.
 - 6. Sequential Fire.



In sequential fire, the subordinate elements of a unit engage the same point or area target one after another in an arranged sequence. Sequential fire also can help prevent the waste of ammunition, as when units wait to see the effects of the first volley fire before firing another. Additionally, sequential fire permits units that have already fired to pass on information they have learned from the engagement. For example, a unit who missed an adversary with weapon fires could pass range and lead information to the next unit preparing to engage the adversary.

7. Time of Suppression.

Time of suppression is the period, specified by the leader, during which an adversary position or force must be suppressed. Suppression time is typically dependent on the time it will take a supported element to maneuver. Normally, a unit suppresses an adversary position using the sustained rate of fire of its automatic weapons. In planning for sustained suppression, leaders must consider several factors:

- a. The estimated time of suppression.
- b. The size of the area being suppressed.
- c. The type of adversary force to be suppressed.
- d. The range to the target.
- e. The rates of fire.
- f. The available ammunition quantities.

F. Supervise continuously.

1. Conduct brief backs with subordinate leaders to ensure they are knowledgeable of the plan.

E-LEAD-11 MANAGE COMBAT RESOURCES

DESCRIPTION: Effectively allocate resources to sustain Protective Force operations.				
CONDITION: Under prevailing conditions during or after an adversary assault; given ammunition, fuel, or other combat resources, and given a loss of resources at one or more locations.				
STANDARD: In accordance with site security plans, operational directives, and current TTPs, accurately distribute ammunition, personnel, fuel, or other equipment throughout the Protective Force.				
	PERFORMANCE STEPS	Go	No-Go	N/A
1	Upon receipt of subordinate SITREPS, conducted personnel accountability, verified equipment status			
2	Ensured local security			
3	Repositioned key weapons			
4	Redirected personnel as required			
5	Directed redistribution of ammunition and equipment			
6	Submitted Ammunition/Casualties/Equipment (ACE) report			
7	Continued mission			

REFERENCES:

- DOE NTC PFT-460, *Tactical Leadership*
- US Army SH 21-76, *Ranger Handbook*, July 2006

PERFORMANCE STEPS:

1	Upon receipt of subordinate SITREPS, conducted personnel accountability, verified equipment status
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The leader should:

- A. Receive reports from subordinate elements on:
 1. Ammunition used and amount required for resupply to either continue the mission or prepare for follow on operations.
 2. Personnel status, disposition, and casualties to determine security needs.
 3. Equipment damaged or needed for current or follow on operations. This includes but is not limited to:
 - a. Weapons.
 - b. Vehicles.
 - c. Night vision devices.
 - d. Radios.

2	Ensured local security
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The leader should:

- A. Request intelligence update to determine security needs.
- B. Identify PF units to secure critical facilities or obstacles.
- C. Ensure 360° security in the local area.

- D. Push security out from the immediate area; ensure that positions are mutually supporting and within small-arms range of each other.
- E. If possible, establish observation posts (OP) along avenues of approach to provide early warning of adversary action. OPs must have adequate cover and be within small arms range of the perimeter units.
- F. Brief all PF units included in the local security on the tactical situation and the defensive plans.

3	Repositioned key weapons
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The leader should:

- A. Ensure all crew-served and indirect-fire weapons are manned and positioned on likely avenues of approach or key terrain.
- B. Reposition fighting and weapons positions. If a unit has just repelled an attack, the adversary may have found some of the positions. Those weapons that have been compromised should be repositioned.
- C. Reassign sectors of fire to ensure all gaps caused by the attack or the evacuation of casualties are covered and that firing positions remain mutually supporting.
- D. Confirm or reassign target priority by position; update weapon-ready posture as necessary; update or verify sector sketches and PDF.

4	Redirected personnel as required
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The leader should:

- A. Analyze the number of PF units required for the continuation or completion of the mission based upon the order/situation and incoming SITREPs and ACE reports.
 - 1. Determine the type and number of units to be moved.
 - a. Fixed, foot, or vehicle.
 - b. Dead or wounded.
 - c. Displaced civilians.
 - d. Unknown personnel.
 - e. Adversary.
 - 2. Identify the type and location for PF units to be moved.
 - a. Fixed post or position, foot patrol, or vehicle patrol.
 - b. Identify safety factors related to move (contamination areas, unsafe locations, etc.).
 - c. Identify logistical support needed, if possible.
 - 3. Determine the time available and the time necessary for the mission.
 - 4. Determine the required resources to complete the redistribution of resources.
 - 5. Provide a warning order.
 - 6. Coordinate the movement of resources through higher headquarters.

5	Directed redistribution of ammunition and equipment
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The leader should:

- A. Ensure the subordinate leaders redistribute or resupply ammunition, weapons, and equipment.
- B. Conduct a quick inventory and submit a supply request to higher if necessary.

6	Submitted Ammunition/Casualty/Equipment (ACE) report
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The leader should:

- A. Issue an ACE report to higher, to include:
 - 1. A - Ammunition, how much ammunition does each unit have per person (after redistribution)?
 - 2. C - Casualties, how many casualties did the unit incur?
 - 3. E - Equipment, how much special equipment does the unit have remaining or need, and what is its status?

7	Continued mission
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The leader should:

- A. Designate and shift the main effort of the mission as the situation changes. The main effort is the activity, unit, or area that the leader determines to be the most important task at that time.
- B. Weigh the main effort with resources and priorities and shift it as circumstances and intent demand. The main effort and the decisive point of the operation are not always identical.
- C. Anticipate shifts of the main effort throughout the operation and include the shifts in the plan.

E-LEAD-12 DIRECT REINFORCEMENTS

DESCRIPTION: Ensure reinforcements are prepared to respond as needed.				
CONDITION: Under prevailing conditions, provided trained and equipped personnel.				
STANDARD: In accordance with site security plans, operational directives, and current TTPs, direct Protective Force personnel to reinforce areas as required.				
	PERFORMANCE STEPS	Go	No-Go	N/A
1	Issued fragmentary order to all elements			
2	Confirmed unit mission/tasks/course of action with reinforcing elements			
3	Provided tactical/intelligence updates to reinforcing elements			
4	Provided liaison/guide to reinforcing elements (as required)			
5	Confirmed exchange of frequencies, call signs, and codes			
6	Confirmed visual signals and alternatives are exchanged (as required)			
7	Directed and synchronized actions of subordinate elements			
8	Reported status to higher when ready to resume mission			
9	Continued mission			

REFERENCES:

- DOE NTC PFT-460, *Tactical Leadership*
- ARTEP 7-10 MTP – *MTP for Infantry Rifle Company, 1 June 2002*
- FM 3-21.8 *The Infantry Rifle Platoon and Squad, March 2007*
 - Chapter 5-Command, Control, and Troop-Leading Procedures

PERFORMANCE STEPS:

1	Issued fragmentary order to all elements
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The leader should:

- A. Issue an order in the standard 5-paragraph order format. This can be oral or written and address **only the parts of the operation order (OPORD) that have changed**. This order is given to all on duty personnel and reinforcement/call-in forces.
 1. Situation.
 - a. Adversary forces
 - 1) Situation (adversary, weather and terrain).
 - 2) Capabilities.
 - 3) Probable course of action.
 - b. Friendly forces.
 - 1) Mission of next higher unit.
 - 2) Mission of adjacent units (left, right, front, and rear).
 - 3) Mission and location of supporting units.
 - 4) Attachments and detachments.
 2. Mission.
 - a. Who, what, when, why and where (location).

3. Execution

Intent – Defines the purpose of the operation and the relationship of the forces.

- a. Concept of the Operation – Explain, in general terms, how the PF as a whole will accomplish the mission. Identify the most important task for the PF and any other essential tasks. Designate the decisive point, form of maneuver, and any other significant factors.
 - b. Maneuver – Address all elements that are a change from normal operations. Designate the main effort, that is, who will accomplish the most important task. All other tasks must relate to the main effort. Give mission statements for each subordinate element. Be sure to address passage of friendly lines and the integration of reinforcements.
 - c. Fire Support Plan.
 - 1) The priority of fires and when priority shifts within the unit.
 - 2) The location description and target designation of preplanned targets that support the scheme of maneuver.
 - 3) The location of firing units (if not already covered in friendly forces subparagraph).
 - 4) Permissive and restrictive control measures on the use of fires.
 - 5) Allocation of targets (in the offense - priority targets in the defense - final protective fires).
 - d. Coordinating Instructions.
 - 1) Order of movement and planned formations during movement.
 - 2) Consolidation reorganization counterattack plan.
 - 3) Movement into the defense (used for deliberate occupation of the defense only).
 - 4) Location/grids for tactical and fire control measures--these control measures should also be depicted on the terrain model/operational graphic. Examples include checkpoints, phase lines, release points, unit positions, etc. When briefing tactical control measures point out the location on your terrain model and then give coordinates.
 - 5) Target precedence--assigned to specific units/weapon systems to provide guidance on what targets to engage when multiple targets are presented.
 - 6) Security plan--the plan to provide early warning/protection to the unit to prevent surprise upon adversary contact.
 - 7) Engagement and disengagement criteria and instructions.
 - 8) Priority of work (used for defensive operations).
 - 9) Reporting requirements.
 - 10) Rules of engagement (if applicable).
 - 11) PPE level.
 - 12) Planning and execution time lines.
- ### 4. Service, support and administration.
- a. Logistics.
 - 1) Initial issue and resupply plan (weapons, ammunition, equipment, rations, water, batteries).
 - 2) Any other logistical concerns.
 - a) Displaced or captured material.
 - b) Transportation.
 - c) Medical evacuation plan for wounded.
 - d) Displaced civilians.
 - e) Unknown personnel handling.
 - f) Adversary prisoners handling procedures and evacuation plan.
- ### 5. Command and Signal.
- a. Location of the higher command (key leaders).
 - b. Your location before, during, and after the incident.
 - c. Chain of command and succession of command.
 - d. Signals for actions on adversary contact.

- 1) Hasty ambush.
 - 2) Immediate assault.
 - 3) Counter ambush.
 - 4) Break contact.
 - 5) Reaction to indirect fire.
 - 6) Reaction to aerial attack.
 - 7) Reaction to booby traps and mines.
 - 8) Reaction to illumination.
- e. Signal.
- 1) Communication plan to include primary and alternate call signs/frequencies should be specified as well as time of change.
 - 2) Visual signals required to coordinate the concept of operations (examples include signals to commence, shift, and cease the support by fire; signal for displacement of the support by fire force; signals to commence and cease the FPF; signal to break contact).
 - 3) Challenge/password (primary & alternate)/running password and time of change.
 - 4) Friend or foe markings.
 - 5) Brevity codes and code words.

2	Confirmed unit mission/tasks/course of action with reinforcing elements
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- A. The leader should make contact with the reinforcing elements to confirm receipt of FRAGO. A good practice is to have the reinforcing element back brief the changes to verify understanding.
- B. Answer all questions.
- C. Disseminate corrections to all units as needed.

3	Provided tactical/intelligence updates to reinforcing elements
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- A. The leader should disseminate intelligence or new information as necessary. Normally, there is a time lag between the time an incident presents itself and the time the information becomes available to an element that can react to it.
- B. Ensure all PF elements receive an update on the current tactical situation and intelligence reports as information becomes available.

4	Provided liaison/guide to reinforcing elements (as required)
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Once the leader understands when, where, and how the unit is to move, he/she must coordinate:

- A. The specifics of the movement with the other units.
- B. Time requirements. The type of mission being conducted is critical in determining time requirements. The leader must advise the higher headquarters on how much time is needed to conduct movement and also on how much time is required to perform the mission. This is important, especially when conducting reconnaissance operations.
- C. Once the leader advises the higher headquarters of the time requirements, enough time is allocated for movement or transportation assets are used to move the unit.
- D. The leader briefs all units involved on the movement plan. This prevents potential problems if the plan is changed. The leader provides:
 1. Number, types of units involved.

2. Unit identification methods.
3. Signal and communications information.
4. Code words, challenge, and passwords.
5. Time and location of passage point (departure and return).
6. Terrain details.
7. Obstacles and lanes.
8. Known or suspected adversary locations or activity.
9. Possible danger areas.
10. Fire plan, patrols operating forward of the position.
11. Contingency plan for adversary contact.
12. Casualty/vehicle evacuation assistance.
13. Ensured mutually supporting positions, fires, and signals.
14. Additional support that can be furnished.

5	Confirmed exchange of frequencies, call signs, and codes
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- A. The leader verifies that frequencies, call signs, and codes are the same.
- B. Most likely these will be the same as in normal operations, however, if adversary forces compromise such information, dissemination to PF elements is necessary.
- C. This is critical should a radio become compromised or if alternate communications are in effect.

6	Confirmed visual signals and alternatives are exchanged (as required)
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- A. The leader verifies that visual signals and alternatives are the same.
- B. Most likely these will be the same as in normal operations, however, if adversary forces compromise such information, dissemination to PF elements is necessary.
- C. This is critical to prevent fratricide.

7	Directed and synchronized actions of subordinate elements
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- A. In the offense, the leader must coordinate:
 1. Lateral distance between all attacking elements.
 2. Movement routes, to ensure that mutual support by fire or maneuver can be maintained between the lead elements.
 3. Visual signals such as arm-and-hand signals and pyrotechnics.
 4. Radio call signs.
- B. In the defense, the leader must coordinate to ensure that there are no gaps, and that fires interlock and are mutually supporting. Information coordinated includes:
 1. Location of positions (primary, alternate, and supplementary).
 2. Dead space between units.
 3. Locations of posts and patrols different from normal operations.
 4. Compensatory measures in effect.
 5. Camera/alarm coverage changes.
 6. Signals.
 7. Any patrols and ambushes (size, type, time of departure and return, and routes).
 8. Locations and types of obstacles.



- 9. Operational boundaries.
- 10. Control measures.

8	Reported status to higher when ready to resume mission
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- A. The leader should provide a SITREP of activity or operation once reinforcements are positioned so that follow on operations may begin.

9	Continued mission
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The leader should:

- A. Designate and shift the main effort of the mission as the situation changes. The main effort is the activity, unit, or area that the leader determines constitutes the most important task at that time.
- B. Weigh the main effort with resources and priorities and shift it as circumstances and intent demand. The main effort and the decisive point of the operation are not always identical.
- C. Anticipate shifts of the main effort throughout the operation and include the shifts in the plan.

E-LEAD-13 VERIFY SECURITY STATUS OF CRITICAL ASSETS

DESCRIPTION: Verify and communicate security status of critical assets and surrounding areas.				
CONDITION: Under prevailing conditions, provided trained and equipped personnel.				
STANDARD: In accordance with site security plans, operational directives, and current TTPs, verify security status of critical asset(s).				
	PERFORMANCE STEPS	Go	No-Go	N/A
1	Verified condition of holding area			
2	Determined the existence of any security concerns within proximity of asset(s)			
3	Submitted clear concise report			

REFERENCES:

- STP 21-24 Soldier's Manual of Common Tasks, Level 2,3, and 4, October 2006
 - Subject Area 3: Chemical, Biological, Radiological and Nuclear, 3-01 to 3-147
- FM 3-21.8 The Infantry Rifle Platoon and Squad, March 2007
 - Chapter 5-Command, Control and Troop-Leading Procedures

PERFORMANCE STEPS:

1	Verified condition of holding area
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The leader should:

- A. Conduct an area reconnaissance and obtain information about the specific location and the immediate area.
 1. Material Access Area.
 2. Vault type rooms
 3. Vaults.
 4. Cages.
 5. Transport vehicles.
- B. Identify concerns/damage.
 1. Structural/building.
 2. SPO posts and fighting positions.
 3. Electronic equipment (communication, alarms, CAS, SAS, etc.).
 4. Physical Protection, detection and assessment systems (barriers, alarms, cameras).
 5. Access control systems (automated badge readers, biometric units).
- C. Create a concept sketch or take photographs of area.
- D. Confirm asset inventory if barriers have been defeated.
 1. Conduct inspection of interior holding area, repositories, and safes looking for signs of damage, disturbance, breaching, etc.
 2. Verify known asset quantities against inventory reports. In most cases this will require facility SME participation.
 3. It is imperative to verify this information quickly and accurately in order to conduct follow-on operations.



2	Determined the existence of any security concerns within proximity of asset(s)
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The leader should:

- A. Identify security concerns.
 - 1. Physical Protection systems.
 - 2. Adversary Composition.
 - a. Type of unit, weapons, or abilities.
 - 3. Adversary Disposition.
 - a. How they are arrayed on the terrain, offensively or defensively.
 - 4. Recent activities.
 - a. Recent and significant activities that may indicate the adversary's intentions.
 - 5. Reinforcement (PF and adversary).
 - a. Possible location of reserves, routes for counterattack forces.
 - 6. Possible COA.
 - a. An estimate of how the adversary will defend or attack the location.
 - 7. Weaknesses (PF and adversary).
 - a. Doctrinal weaknesses, and or possible tactical weaknesses.
 - 8. Asset Security.
 - a. Determine available personnel and material resources to secure assets, as needed.
 - b. Secure perimeter at asset location.

3	Submitted clear concise report
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The leader should:

- A. Issue the status report with all the information available at the time.
- B. The report should be brief, simple, clear, and specific.
- C. Provide updates as often as necessary.

E-LEAD-14 MAINTAIN PERIMETER SECURITY

DESCRIPTION: Reallocate assets to maintain perimeter security.				
CONDITION: Under prevailing conditions, during or after adversary attack, provided trained and equipped personnel.				
STANDARD: In accordance with site security plans, operational directives and current TTPs, request situation report, replace personnel and reestablish local security.				
	PERFORMANCE STEPS	Go	No-Go	N/A
1	Established/reestablished communications			
2	Identified/confirmed avenues of approach			
3	Assessed adversary capabilities			
4	Positioned/repositioned security elements			
5	Determined/confirmed location of key weapon systems			
6	Coordinated/supervised actions of subordinates			
7	Continued mission			

REFERENCES:

- DOE NTC PFT-215, *Basic Security Police Officer Training*
- DOE NTC PFT-460, *Tactical Leadership*
- ARTEP 7-10 MTP - *MTP for Infantry Rifle Company, 1 June 2002*
- FM 3-21.8 *The Infantry Rifle Platoon and Squad, March 2007*
 - Chapter 5-Command, Control and Troop-Leading Procedure

PERFORMANCE STEPS:

1	Established/reestablished communications
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The leader should:

- Establish/reestablish the chain of command; fill all key positions and ensure the new chain of command list is disseminated to every member of the PF.
- Establish/reestablish communications to higher headquarters and throughout the Protective Force.
 - Send a SITREP (at least mission accomplishment status).
 - Identify and request resupply of ammunition and equipment.
- Check communications with elements in the affected area.
- Change identification/friend or foe (IFF) signals. The adversary may have compromised previous signals.

2	Identified/confirmed avenues of approach
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To be an avenue of approach, a route must be wide enough for the deployment of the size of the force that will be using it. Typically sites employ obstacles that channelize adversary forces into engagement areas.

The leader should:

- Analyze avenues of approach from the adversary perspective on the following terrain considerations:
 - Observation and fire.



Determine if the avenue of approach provides favorable observation and fire for the adversary force moving on it.

2. Concealment and cover.

Determine if the avenue of approach provides cover and concealment from PF personnel. Both can conflict with observation and fire.

3. Obstacles.

Determine if the avenue of approach avoids obstacles that are perpendicular to the direction of advance and, when practical, that takes advantage of those that are parallel to the direction of advance.

4. Determine use of key terrain.

Will the adversary move to a position that provides a marked advantage? Move to occupy or control key terrain as it is identified.

B. Determine additional requirements and considerations.

In addition to information normally required for all operations concerning adversary location, disposition, strength, friendly situation, and general nature of the terrain, etc., urban warfare requires information specifically related to the adversary in the offense. The following are some examples:

1. Type and construction of buildings to be attacked.
2. Building layout if known (general or detailed).
3. Location and type of obstacles leading to and within objective buildings.
4. Location and layout of underground structures near the small unit's objective area.
5. Location of any civilians in the objective area.

3	Assessed adversary capabilities
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A. The leader should create and execute the plan based on an analysis of the factors of METT-TC. Essential parts of this are the analyses of the terrain and the adversary force. These analyses aid in visualizing how the adversary will attack or defend a particular piece of terrain. A defending adversary's defensive position or an attacking adversary's support position is normally driven by terrain. Typically, there are limited points on a piece of terrain that provide both good fields of fire and adequate cover for a defender. Similarly, an attacking adversary will have only a limited selection of avenues of approach that provide adequate cover and concealment. The leader's understanding of the effects of a specific piece of terrain on maneuver will assist in identifying probable adversary locations and likely avenues of approach both before and during the fight. The leader may use any or all of the following products or techniques in developing and updating the analysis:

1. A Situation Report (SITREP) provided by higher or subordinate units.
2. A contact report on adversary locations and activities.
3. Reconnaissance.

B. Information concerning the adversary force and capabilities are listed in the current version of the Graded Security Protection (GSP) policy. This is a classified document based on intelligence information.

4	Positioned/repositioned security elements
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A. Once the PF leader is assigned a sector of fire and a building or buildings to defend, the leader then assigns PF force sectors of fire. Automatic weapons such as rifles or machine guns are employed at ground level to achieve optimum grazing fire. The leader should also consider direct and indirect fire coverage of obstacles and key terrain when reestablishing security. The PF should rehearse contingencies for moving within and

around buildings, and must maintain proper security focus throughout preparation of the defense. At a minimum, leaders must consider the following factors prior to establishing a defense.

1. Establish 360° security.
2. Position weapons/units (sectors of fire).
 - a. Cover. Select a position or building providing protection from direct and indirect fires. Reinforced concrete or brick buildings are preferred. Avoid wooden buildings. Improve positions with available material or rubble and provide overhead cover if possible.
 - b. Defensive positions should have at least two covered and concealed routes that permit resupply, medical evacuation, reinforcement, or withdrawal from the building.
 - c. Concealment. As a passive security measure, camouflage defensive positions within available means. All individual firing positions should be camouflaged and concealed. It is also important to establish firing positions back and away from windows and doors when firing to avoid adversary detection. Dusty areas can be covered with blankets or wetted down with water to keep dust from rising when weapons are fired. Windows should be covered with material to prevent adversary observation.
 - d. Assign overlapping fields of fire. To prevent isolation, positions should be mutually supporting and capable of firing in all directions.
 - e. Dispersion. Mutually supporting positions should be close enough to support one another but far enough apart to prevent decisive engagement from the same adversary element.
 - f. Observation. Depending on the type of urban terrain defended, observation is usually restricted by the building/structure patterns and proximity to the defended unit. Camera coverage from multiple sources will assist in observation but requires a clear radio net for immediate enunciation of adversary activities.
 - g. Occupies or covers key terrain that provides a marked advantage to either force.
 - h. Logistics. If a unit expects to defend for an extended period of time, food, water, ammunition and medical supplies should be stockpiled at primary, alternate, and supplementary positions.
3. Position other assets.
4. Designate final protective lines (FPLs) and final protective fires (FPFs).
5. Prepare range cards and sector sketches.
6. Improve/prepare fighting positions.
7. Check/reposition obstacles and ensure obstacles are covered by fire.
8. Mark TRPs and direct fire-control measures.
9. Establish sleep and rest plan.
10. Adjust positions and control measures as required.
11. Continue to improve positions.

5	Determined/confirmed location of key weapon systems
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The leader should:

- A. Take into consideration the effects of the specific weapons under their direct control and those they may bring to bear in the urban setting. This will vary and will be influenced by availability, logistics, effectiveness, and suitability as they apply to the current situation faced by that leader.
- B. Conduct planning to maximize the effectiveness of all weapon systems. The leader must specifically determine the role of all weapons systems to support tactical operations. During offensive operations the leader's decision on how to employ these weapons will be based on the following four tactical classifications of fire:
 1. Close support fires.
Fires delivered against adversary objectives directly opposing the advance of the attacking units.

2. Long range fires.
Fires delivered against targets in the rear of adversary forward positions. Terrain permitting, long range fires are often assigned to machine guns when they can no longer provide close supporting fire to the attack.
 3. Flank protection fires.
When the location or advance of a unit creates an open or exposed flank, the PF units are employed to protect it.
 4. Fires in support of consolidation.
Adversary counterattack should be expected following seizure of an objective. Machine guns should be used to protect the unit's consolidation and reorganization. Employment of the guns on the objective should be preplanned and rapidly executed, and many of the machine guns will have to be displaced from Support by Fire (SBF) positions. The key weapons will provide immediate automatic firepower forward in support of consolidation. After the seizure of an adversary position or when the machine guns can no longer provide fire support from their positions, it will be necessary to move them to a new location. This movement is referred to as a "displacement." It is essential that this displacement be as rapid as possible in order to continue the mission of fire support or protection. Displacement methods are:
 - a. Echelon.
When echelon or "leap frogging" is employed, one or two guns remain in position while the other(s) displace. This method ensures that fire support or protection to the assaulting elements is uninterrupted. When the PF unit displaces by echelon, the unit leader displaces with the first element(s) to select new firing positions and to assign targets.
 - b. Unit.
Upon seizure of an objective, the PF units may no longer have a mission from their old positions. Since it is extremely important to have the units on the objective to cover reorganization, they may then displace as a unit.
- C. Organize the units in the perimeter. The leader formulates a fire plan to cover the entire sector assigned with the heaviest possible volume of fire. The fire plan includes the following:
1. Sectors of fire.
 - a. Each member in the unit should cover their respective sector of fire. Terrain features may be used to show the limits.
 - b. Established fire control measures:
 - 1) Terrain-Based
 - a) Target Reference Point (TRP).
A TRP is a recognizable point on the ground that can be used to orient friendly forces and to focus and control friendly direct and indirect fires. SPOs should use TRPs for target acquisition and range determination. Leaders should designate TRPs to orient fires to a particular point, define sectors of fire and observation, and define the limits of an engagement area at the beginning of each shift. A TRP can also designate the center of a sector or an area where the leader plans to distribute or converge with fires. In addition, when TRPs are designated as indirect fire targets, they can be used in calling for and adjusting indirect fires. Leaders designate TRPs at probable adversary locations and along likely avenues of approach. These points can be natural or man-made. A TRP can be an established site such as a hill or a building, or a feature designated as an impromptu TRP such as a burning vehicle or smoke. Units also can construct markers to serve as TRPs. TRPs include the following features and objects:
 - 1) Prominent hill mass.
 - 2) Distinctive building.
 - 3) Observable adversary position.

- 4) Destroyed vehicle.
- 5) Ground-burst illumination.
- 6) Smoke.
- 7) Laser point.
- b) Engagement Area (EA).

An area along an adversary avenue of approach where the intent is to contain and destroy an adversary force with massed forces and weapons available.
- c) Sector of Fire
 - 1) Identify right and left limit.
 - TRPs.
 - Azimuth.
 - Clock direction.
 - Terrain-based quadrants.
 - Friendly-based quadrants.
 - 2) Identify the depth of a sector (usually the maximum range of the weapon system unless constrained by intervening terrain or by the leader).
 - 3) Identify primary and a secondary sector of fire.

The primary sector is the first priority; SPOs are responsible for engaging and defeating the adversary here first. Then if necessary shift fire to the secondary sector on order, when there are no targets in the primary sector, or when the leader needs to cover the movement of another friendly unit. This secondary sector of fire can correspond to another friendly unit's primary sector of fire to obtain overlapping fires and mutual support.
 - 4) Follow leader direction for overlapping a sector and dividing a sector.
 - 5) Search the Sector.

Searching is the act of carefully watching the assigned sector. Individual and unit observation plans are inherent in all operations. Individual SPOs scan their sectors by conducting a hasty scan followed by a detailed scan.
- d) Maximum Engagement Line (MEL).

The MEL designates the maximum effective range of a weapon and the SPO's line-of-sight limitations due to the terrain in given sector of fire.
- e) Final Protective Line (FPL)
 - 1) Fix direction and elevation.
 - 2) Employ a small shift for searching to prevent the adversary from crawling under the FPL. A small shift will also compensate for irregularities in the terrain or the sinking of the tripod legs into soft soil during firing.
- f) Principle Direction of Fire (PDF)
 - 1) A PDF is generally assigned when the terrain does not lend itself to a Final Protective Line (FPL). A PDF is a direction of fire that is assigned priority to cover an area that has good fields of fire or has a likely dismounted avenue of approach. It also provides mutual support to the adjacent unit. Machine guns are sighted using a PDF if an FPL has not been assigned. If a PDF is assigned and other targets are not being engaged, machine guns remain on the PDF. The main difference between a PDF and an FPL is that the PDF is a sector, while the FPL is a fixed line.
 - 2) Means of designating a direction of fire include:
 - Closest TRP.
 - Clock direction.
 - Cardinal direction and or magnetic azimuth.
 - Tracer on target.



- Infrared laser pointer.
- g) Restrictive Firing Line.
A line established between converging friendly surface forces that prohibits fires or their effects across that line.
- 2) Threat-Based
 - a) Fire Patterns.
 - b) Engagement Priorities.
 - c) Weapons Ready Posture.
 - d) Weapons Control Status.
 - e) Trigger.
- 2. Location of individual fighting positions.
 - a. Each member of the unit is assigned a position that allows the unit to cover, by fire, the assigned sector. Positions may be prepared as single- or double-fighting positions; however, double positions are preferred.
- 3. Unit and individual PDF.
- 4. Key terrain features.

6	Coordinated/supervised actions of subordinates
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The leader should:

- A. Effectively use control measures for direct fire, indirect fire, and tactical movement.
- B. Control the movement of his unit and its rate and distribution of fire (including call for and adjust fire).
- C. Direct fire and movement with units and available supporting weapons.
- D. Communicate and relay timely and accurate spot reports (SPOTREPs) and status reports.

7	Continued mission
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The leader should:

- A. Complete the plan based on the information and any changes in the situation. The leader should review the mission, as received from higher to ensure the plan meets the requirements of the mission and stays within the framework of the higher's intent. After the plan is finished, the leader must create an operations order that outlines the mission and instructs the PF on actions to be taken. The subordinate leaders and officers should understand the five Ws of the mission (who, what, where, when and why). They should understand how they fit into the mission and its success.
- B. Issue orders (5 paragraph operations order).
 - 1. Leaders must ensure that subordinates understand the mission, the intent, the concept of the operation, and their assigned tasks. Leaders may require subordinates to repeat all or part of the order or demonstrate on the model or sketch, their understanding of the operation.
 - 2. Subordinate leaders should also quiz their officers to ensure that all officers understand the mission.
- C. Supervise the implementation of the plan.
Before the mission officially starts, the leader must verify understanding of the mission and the PF is fully equipped and ready to fight. During the mission, the leader must periodically check in with the field leaders to make sure things are going well and must issue any new orders when necessary.

E-LEAD-15 COORDINATE EMERGENCY SERVICES

DESCRIPTION: Request and deploy emergency services.				
CONDITION: During an emergency, provided trained and equipped personnel.				
STANDARD: In accordance with site security plans, operational directives, and current TTPs, coordinate response efforts with emergency services.				
	PERFORMANCE STEPS	Go	No-Go	N/A
1	Identified resources required for emergency response			
2	Initiated actions to control emergency scene			
3	Made notifications to higher, adjacent, and subordinate elements			
4	Coordinated with external agencies (LEA, Fire, Medical, Federal)			
5	Facilitated responder arrival on scene			
6	Coordinated responder actions on scene as appropriate			
7	Coordinated resumption to normal operations following emergency			
8	Reported status			

REFERENCES:

- *National Incident Management System*
 - *IS-100.b-(ICS 100) Introduction to Incident Command System*
 - *IS-100.LEb Introduction to the Incident Command System for Law Enforcement*
 - *IS-706 NIMS Intrastate Mutual Aid- An Introduction*
- *DOE NTC PFT-215, Basic Security Police Officer Training*
- *DOE NTC PFT-460, Tactical Leadership*
- *FM 3-21.8 The Infantry Rifle Platoon and Squad, March 2007*
 - *Chapter 5-Command, Control and Troop-Leading Procedures*
- *STP 21-24 Soldier's Manual of Common Leader Skills, Level 2,3, and 4, October 2006*
 - *081-831-0101-Request Medical Evacuation*
 - *081-831-1058-Supervise Casualty Treatment and Evacuation*
 - *071-326-5502-Issue a Fragmentary Order, 3-75*

PERFORMANCE STEPS:

1	Identified resources required for emergency response
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The leader should analyze the incident to determine the following:

- A. The level of support that can be given or is needed.
 1. Establish a three-tiered priority list to know the impact of losing a given asset. The three levels of criticality commonly used are:
 - a. Mission Critical - Indicates a catastrophic breakdown in response ability that could result in major loss of life, property, and system trust breakdown. This situation requires an immediate effort to target restoration.
 - b. Important - Indicates a severe decrease in the ability to respond to emergency needs. There could be excessive loss of life or property associated with this type of outage. Only critical responses could be met.

- c. Minor - Indicates that full capabilities could be apparent to the public with modifications to the systems and its architecture or software.
- B. Type of incident.
1. View the whole scene and look for any dangerous situation that may exist. Is there a fire, physical evidence of improvised explosive devices, suspicious packages present, chemical spills, odors in the air, or radiological hazards or alarms sounding?
 2. Identify hazards if they are present.
 - a. Check for signs and indicators of:
 - 1) Biological.
 - 2) Nuclear.
 - 3) Incendiary.
 - 4) Chemical.
 - 5) Explosive hazards.
 - b. Determine the need for Personnel Protective Equipment (PPE).
 3. Evaluate the scene for security concerns, ongoing criminal activity, and possible secondary devices.
- C. Extent of injuries.
1. Determine the types of injuries to the personnel within the affected area.
 2. Report injuries. Particularly, mass casualties with life threatening injuries, which require immediate medical assistance.
 3. Consider victims to be unknown personnel and treat them accordingly.
- D. Extent of damage.
1. View damage in the affected area.
 2. Determine how many buildings or structures are affected.
 3. Determine wind direction.
 4. Assess the condition of the roadways and surrounding areas.
 5. Record incident evidence (radiological accident, explosion, toxic gas release, workplace violence resulting in bodily harm and trauma, fumes or smoke in the air, fires, etc.).
 6. Power status/backup power.
- E. Determine required assistance.
1. Additional security requirements.
 - a. Vital communications.
 - b. Key facilities.
 - c. Supplies.
 - d. Civilians.
 2. If necessary and feasible, use facility management and staff to assist with evacuations.
 3. Identify types of emergency personnel needed on-scene (i.e. fire department, hazardous material team, radiological team, medical personnel, etc.).

2	Initiated actions to control emergency scene
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The first leader on the scene should:

- A. Assume command and establish an appropriately located Incident Command Post (ICP).
 1. Short-term.
 2. Long-term.
 3. Mobile.
- B. Activate backup systems to compensate for failed systems and ensure that the backups are operational.
- C. Conduct incident planning.
 1. Develop the mission, objectives, strategies, and command structure for the incident.

2. Establish immediate priorities.
 3. Approve and authorize the implementation of an Incident Action Plan (IAP) for each operational period. An IAP is the equivalent of Emergency Management’s Operational Plan.
 4. Ensure that adequate safety measures are in place.
 5. Coordinate activity for all PF command staff.
 6. Develop an effective operational period schedule.
 7. Ensure that all appropriate plans, checklists, and forms are completed and available to incident personnel.
- D. Use the four C's (Clear, Cordon, Control and Communicate).
1. Evacuate the area and established an entry and exit point to control all personnel moving into or out of the area. Account for personnel after the evacuation, including non-employees (suppliers and customers). Identify the names and last known locations of anyone not accounted for.
 2. Establish procedures for further evacuation in case the incident expands. This may consist of sending employees home by normal means or providing them with transportation to an offsite location.
 3. Initiate cordon operations. (Established inner and outer perimeter).
 - a. Isolate the incident area and take immediate steps to contain the incident to the smallest area possible; allowing only required emergency and security personnel to enter.
 - b. Establish and maintain communications.
 - c. Maintain surveillance of the incident area.
 4. Establish a handling area to interview potential witnesses to the event.
 5. Identify and separate potential witnesses.
- E. Determine whether human life is at immediate risk.
- F. Ensure that planning meetings are scheduled as required.
- G. Approve requests for additional resources or for the release of resources.
- H. Approve the use of volunteers and auxiliary personnel.
- I. Request emergency medical services to render first aid to incident personnel. They may also work in cooperation with public health to provide more in-depth, onsite medical care in the form of site and field hospitals or to transport people to local medical facilities.
- J. If materials such as SNM or weapons components, etc. are contained within the area, all personnel exiting the area must be taken to a handling area and searched with appropriate detection equipment prior to release. This is for their safety as well as accountability of material/components.
- K. Avoid impeding the investigation.
1. When possible, leave things as found.
 2. If something must be moved, its original orientation, condition, and anything else notable about its position and natural state should be recorded. If possible, photograph the object before you move it.

3	Made notifications to higher, adjacent, and subordinate elements
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The leader should:

- A. Determine from higher whether there are any limits on information release.
- B. Request SITREP from adjacent and subordinate units.
- C. Provide SITREP to higher of incident status.
- D. Provide FRAGO to adjacent and subordinate elements as needed.
- E. Notify medical facility of potential large number of incoming patients.
- F. Update personnel with current information.

4	Coordinated with external agencies (LEA, Fire, Medical, and Federal)
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The leader should:

- A. Establish communication with supporting and subordinate units.
- B. Contact and assemble emergency staff members for SITREP.
- C. Work closely with the other ICs in the unified command. Provide support to fire, rescue and other agencies as needed.
- D. Initiate traffic control for access and egress to the incident area.

5	Facilitated responder arrival on scene
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The leader should:

- A. As emergency personnel arrive on-scene, assist with entrance into the staging area and affected incident area.
- B. Advise responding agencies (LEA, FBI, etc.) of the situation as they arrive on-scene. This includes an update of the situation and information (SITREP) collected from observation, radio communications, orders from higher, and data from emergency personnel.
- C. Direct the control and isolation of casualties. NOTE: Never transport contaminated casualties. All potentially contaminated victims should be decontaminated prior to being transported at the designated decontamination site.
- D. Establish and mark staging area for responders.
- E. Institute badging/access authorization procedures for responding personnel.

6	Coordinated responder actions on scene
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- A. Multiagency coordination is a process that allows all levels of government and all disciplines to work together more efficiently and effectively. Multiagency coordination occurs across the different disciplines involved in incident management, across jurisdictional lines, or across levels of government. Multiagency coordination can and does occur on a regular basis whenever personnel from different agencies interact in such activities as preparedness, prevention, response, recovery, and mitigation.
- B. The leader should ensure coordination with the incident commander in order to:
 - 1. Clarify roles and contributions.
 - 2. Cultivate positive team climate.
 - 3. Establish a strategy for knowledge management.
 - 4. Conduct situational planning and rehearsal.
 - 5. Apply appropriate decision-making methods.
 - 6. Ensure statements and directives are clear, timely, relevant, complete, and verified.
 - 7. Manage and prioritize information flow.
 - 8. Maintain situation awareness.
 - 9. Prioritize actions and distribute workload.
 - 10. Manage unexpected events.
 - 11. Ensure team member's actions are cross-monitored.
 - 12. Conduct a teamwork-focused after action review.
- C. The leader should provide periodic information updates through the command post.

7	Coordinated resumption to normal operations post emergency
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Activate the Continuity of Operations (COOP) or site emergency response plan, which includes procedures for conducting impact assessments, making repairs or restoration, establishing alternate solutions and performing post-incident analysis.

The leader should:

- A. Contact and gather emergency staff to review impact assessments to complete repairs and restoration of communications systems.
- B. Complete a communications system assessment to determine the operational status of communications systems, e.g. radios, telephones, or data networks, and the incoming, outgoing, and internal email system.
- C. Perform a communications line assessment to determine the operational status of telecommunications lines connecting your business to the outside world.
- D. Conduct an IT system assessment to determine the operational status of key computer systems for continuity of operations.
- E. Complete all repairs and a post-incident analysis and utilize a lessons learned approach to emergencies.
- F. Schedule post-incident follow-up meetings and drills to address any outstanding emergency preparedness, response and recovery issues within 60 days of the incident.
- G. Consider holding a debriefing session with employees or visitors with disabilities or special needs to determine how well emergency procedures worked for them and what, if anything, can be improved.
- H. Remember that failing to plan is planning to fail.

8	Reported status
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- A. The leader should issue a situation report (SITREP) in the standard format.
 1. Date, Time, Group (DTG).
 2. Unit (Unit making report).
 3. Present Location (Present location of the reported unit).
 4. Activity (Brief description of reported unit's current activity).
 5. Effective (Leader's evaluation of the reported unit's effectiveness).
 6. Own situation disposition/status (A summary updating changes to or not previously reported adversary and support force locations; significant mission readiness degradation on units; current assignments; proposed assignments; changes in PF designations; organization or operational control ; and projected requirements for additional PF or support units).
 7. Situation overview (A brief overall assessment of the situation to include circumstances or conditions which increase or materially detract from the capability and readiness of PF units assigned).
 8. Operations (A brief description and results of operations carried out during the period of the report; summary of plans for operations including objectives; deviations or variations from previously reported intentions/plans).
 9. Intelligence/reconnaissance (Brief overview of the situation, including operations, order of operation, capabilities, and threat changes; reference: any significant spot intelligence reports (SPOTREPs) or intelligence reports (submitted previously)).
 10. Logistics (Significant deficiencies affecting support for planned operations; problem areas beyond the leader's capability to overcome or alleviate in a timely manner).
 11. Communications/Connectivity (Significant outages, traffic volume, incompatibilities, and quantitative equipment deficiencies; an assessment of the mission impact caused by communications outages and degradations should be provided).
 12. Personnel (Factors affecting readiness of PF; mobilization status; casualties aggregated by service and impact of all casualties sustained).

E-LEAD-16 DIRECT ADVERSARY/UNKNOWN PERSONNEL HANDLING

DESCRIPTION: Ensure proper treatment and disposition of captured adversary(s)/unknown personnel.				
CONDITION: Under prevailing conditions, provided trained and equipped personnel.				
STANDARD: In accordance with site security plans, operational directives, and current TTPs, assume responsibility for handling of adversary/unknown personnel.				
	PERFORMANCE STEPS	Go	No-Go	N/A
1	Designated/established a detention site			
2	Notified higher of personnel in custody			
3	Maintained segregation of personnel while in custody			
4	Restricted information flow to personnel while in custody			
5	Restricted communications between personnel while in custody			
6	Provided medical attention to personnel in custody			
7	Evacuated personnel			

REFERENCES:

- DOE NTC PFT-215, Basic Security Police Officer Training
- US Army Soldiers Manual of Common Tasks, Warrior Skills Level 1, June 2009
 - 171-300-0011 Employ progressive level of force when confronting civilians
 - 091-376-5148 Search an individual
 - 191-377-4254 Search a Detainee
 - 191-377-4256 Guard Detainees
- US Army Soldier's Manual of Common Tasks, Warrior Skills Level 2,3 and 4 October 2006
 - 191-377-4250 Supervise the Processing of Detainees at the Point of Capture
 - 191-377-4252 Supervise the Escort of Detainees
- ARTEP 7-10 MTP - MTP for Infantry Rifle Company, 1 June 2002

PERFORMANCE STEPS:

1	Designated/established a detention site
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The leader should:

- A. Analyze mission requirements.
- B. Provide command and control to operate, administer, and secure the area.
- C. Provide a warning order to the unit.
- D. Establish security to provide force protection (outer perimeter, segregation areas).
- E. Establish segregation areas.
 1. ID and search equipment and personnel to include tagging, assignment of identification, fingerprinting, photographing, weighing, interviewing.
 2. Segregate - separate adversaries/unknown personnel by types.
 3. Safeguard- do not cause undue harm and do not allow them to cause harm to themselves.
- F. Assign units to:
 1. Secure the personnel that have not been searched.
 2. Secure the personnel that have been searched.
 3. Escort personnel to and from the search team and segregation areas.

4. Assign a search officer to conduct the search; an officer to provide security for the officer conducting the search, and an interpreter, if needed and available.
5. Ensure each search team only processes one detainee at a time.

2	Notified higher of personnel in custody
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- A. Adversaries are known combatants, through commission or omission, against the protective force.
- B. Unknown personnel are those individuals whose identity or access authorization cannot be verified and it is unknown if they are friendly.
- C. The leader should update higher headquarters on the situation.
 1. Date, time, and location of capture.
 2. Total number of personnel and their categories (if known).
 3. Any confiscated items of intelligence value.
 4. Any acts or allegations of inhumane treatment.

3	Maintained segregation of personnel while in custody
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- A. The leader should establish segregation areas.
 1. Segregate personnel at the point of capture based on mission necessity.
 2. Base initial segregation on information surrounding the capture events.
 3. Segregate adversaries to the greatest extent possible as more detailed information is known and resources and conditions allow.
 4. Segregate uncooperative personnel to minimize their effect on others if they remain uncooperative.
 5. Ensure that all search teams have detainee field processing equipment (for example, disposable restraints, protective gloves, permanent markers and booking materials.)
 6. Ensure that officers initially confiscate all items from personnel (some items will be returned immediately following the search).
 7. Ensure that officers maintain silence among personnel. All officers should be alert for detainee leaders trying to give orders and for any attempts to plan an escape.

4	Restricted information flow to personnel while in custody
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The leader should direct PF units not to speak to personnel unless providing orders and/or instructions. Use an interpreter if available. Answer necessary questions, but do not answer personal questions or questions that may compromise or hinder the mission.

5	Restricted communications between personnel while in custody
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- A. The leader should ensure that personnel remain silent.
 1. Stop unauthorized communication with other personnel using language (using an interpreter) and/or signals if a detainee attempts it.
 2. Report the individuals if they continue and further segregate or muffle them as appropriate, according to unit SOPs and higher instructions.



6	Provided medical attention to personnel in custody
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The leader should:

- A. Ensure adequate personnel, materials, and facilities for routine and emergency care is available.
- B. Designate hospitals for casualties requiring hospital treatment.
- C. Check the personnel periodically to ensure they are not harmed.

7	Evacuated personnel
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Based on the situation, the leader should:

- A. Coordinate the date, time, and location of custody transfer if another unit will transport the personnel.
 - 1. Plan the mission.
 - a. Identify safety factors.
 - b. Identify logistical support, if possible.
 - c. Determine the required resources to complete the evacuation.
 - 1) Personnel.
 - 2) Movement type.
 - 3) Vehicles.
 - 4) Water.
 - 5) Food.
 - 6) Medical.
 - d. Perform a route reconnaissance.
 - 1) Map reconnaissance.
 - 2) Actual reconnaissance (mission/time dependent).
 - 2. Brief the officers and rehearsed the mission.
 - 3. Prepare the adversaries for movement or transport.
 - 4. Supervise and monitor the execution of the mission.
 - 5. Coordinate with the unit assuming custody of the personnel upon arrival at the designated location.
 - 6. Notify higher headquarters of the total number of personnel transferred.
- B. Request additional resources as needed.
- C. Provide a warning order for evacuation.

E-LEAD-17 ANALYZE MISSION

DESCRIPTION: Receive mission and analyze tasks and all associated data to determine requirements.				
CONDITION: Under prevailing conditions, provided trained and equipped personnel.				
STANDARD: Utilizing METT-TC, determine the mission criterion through analysis of the tasks, develop and submit mission assessment.				
	PERFORMANCE STEPS	Go	No-Go	N/A
1	Received mission			
2	Determined adversary most probable and most dangerous course of action			
3	Analyzed terrain and weather			
4	Determined available Protective Force			
5	Determined time available			
6	Identified civil considerations			
7	Identified specified and implied tasks			
8	Determined critical facts and assumptions			
9	Identified essential task list			
10	Restated mission			

REFERENCES:

- DOE NTC PFT-460, *Tactical Leadership*
- FM 101-5 *Operational Terms and Graphics, Chapter 5: The Military Decision-Making Process*
- FM 3-21.8 *The Infantry Rifle Platoon and Squad, March 2007*
 - Chapter 5- Section III *Troop Leading Procedures, Receive the Mission 5-21*
- FM 3-21.1 *The Infantry Rifle Company, July 2006*
 - Section III *Make a Tentative Plan, METT-TC 2-34*

PERFORMANCE STEPS:

1	Received mission
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- A. The leader must consider the mission from higher.
 1. The leader may receive the mission in a warning order (WARNO), an operation order (OPORD), or a fragmentary order (FRAGO).
 2. The leader immediately begins to analyze it using the factors of METT-TC, but must not become involved in a detailed a METT-TC analysis.
 3. The leader then analyzes in regards to higher’s intent two command levels up, and derives the essential tasks the PF unit must perform in order to accomplish the mission.
- B. The leader then analyzes in regards to higher’s intent two command levels up, and derives the essential tasks the PF unit must perform in order to accomplish the mission.
- C. The leader should use no more than one third of the available time for planning and for issuing an operation order. The remaining two thirds is for subordinates to plan and prepare for the operation. Leaders should also consider other factors such as available daylight and travel time to and from orders and rehearsals. In the offense, the leader has one third of the time from his receipt of the mission to the

unit's movement time. In the defense, the leader has one third of the time from mission receipt to the time the PF unit must be prepared to defend.

- D. In scheduling preparation activities, the leader should work backwards from the departure or defend time. This is reverse planning. Enough time must be available for the completion of each task.
- E. Much of the planning for Protective Force operations is completed well in advance with an ongoing and ever-changing mission analysis.

2	Determined adversary probable and most dangerous course of action
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- A. Will the adversary:
 - a. Defend?
 - b. Withdraw?
 - c. Reinforce?
 - d. Attack?
 - e. Delay?
 - f. Disrupt?
- B. Determine what the adversary will most likely do based on current PF configurations and physical obstacles. This relates mostly to avenues of approach but may also include the use of:
 - a. Snipers.
 - b. Diversions.
 - c. Vehicles.
 - d. Tool kits.
- C. Determine the most dangerous course of action the adversary could undertake and be prepared to interdict and prevent success.

3	Analyzed terrain and weather
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The leader should consider the effect of terrain and weather on forces using the OCOKA guidelines below:

- D. Observation and fields of fire.
The leader considers ground that allows observation throughout the area of operation.
- E. Cover and concealment.
The leader should direct the Protective Force to occupy positions that afford cover from direct and indirect fires, if possible, and that provide concealment from adversary observation.
- F. Obstacles.
The leader considers the effect of restrictive terrain on his ability to complete his mission. Additionally, consideration must be given to man-made obstacles that protect the force and channelize the adversary into engagement areas and kill zones. If the leader decides to emplace obstacles, they must be covered by fire.
- G. Key and decisive terrain.
Key terrain is any locality or area that affords a marked advantage to the controlling unit. The leader considers key terrain in the selection of objectives, support positions, routes to the emergency, and on the positioning of PF unit in the defense.
- H. Avenues of approach.
An avenue of approach is an air or ground route of a responding force to the emergency. In the offense, the leader identifies the avenue of approach that affords the greatest protection.
- I. Weather.
In considering the effects of weather, the leader is most interested in visibility and trafficability.

The leader looks for terrain that will protect the PF units from any effect of the emergency.

4	Determined available Protective Force
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The leader must consider the strength of subordinate PF units, the characteristics of his weapon systems, and the capabilities of attached elements as he assigns tasks to subordinate PF units.

5	Determined time available
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The leader should refine his allocation of time based on the tentative plan and any changes to the situation.

6	Identified civil considerations
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- A. The leader should manage civil considerations.
1. Civil considerations relate to civilian populations (site employees, visitors and off-site populations).
 2. PF leaders must establish a staging area outside of the affected area and assign a PF force element for protection and security. The staging area must be;
 - a. Upwind from the crisis area.
 - b. Large enough to accommodate all evacuees.
 - c. Able to be secured.
 - d. Able to be out of public sight.

7	Identified specified and implied tasks
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Specified tasks are those elements clearly directed in the mission order. They tell the PF leader exactly what higher wants the unit to do and may also include a timeline. Implied tasks are those tasks that the leader discerns must happen in order to accomplish the specified task. For example, if the mission is link up with unit X and attack objective A, the specified task is to conduct link up operations and then to plan and execute an attack at a specific area. The implied tasks are movement to the link up point, establishment of communications, joint attack planning, equipment load out and weapons draw, and consolidation on the objective once the attack has been successfully executed.

- A. The leader should conduct planning for operations.
1. Identify essential functions/operational requirements.
 2. Identify resource requirements (LEAs, FTEs, man-hours, equipment).
 3. Determine threats and plan for response.
 4. Check facility security.
 5. Coordinate equipment checks.
 6. Reorganize as needed, maintaining PF integrity when possible.

8	Determined critical facts and assumptions
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The leader should differentiate facts and assumptions. The plan should be built around the facts with assumptions used as planning factors.



9	Identified essential task list
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The tasks essential to the success of a particular operation are considered essential. The leader should begin with the mission statement, determine which mission essential task applies, and then review the collective, leader, and individual tasks based on the current conditions. This will identify tasks that must be accomplished for success, sometimes referred to as critical tasks.

10	Restated mission
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The leader should:

- A. Use standard terminology.
- B. Use the five-paragraph order format.
 - 1. Situation Paragraph.
 - a. Adversary forces: Provide available information on disposition, composition, strength, capabilities, and most probable course of action.
 - b. Friendly forces: Give available information concerning the missions of the next higher and adjacent units.
 - c. Attachments and detachments: Give information concerning any units that have been attached or detached.
 - 2. Mission Paragraph. The mission paragraph should contain a clear, concise statement of the task to be accomplished and the purpose for doing it.
 - 3. Execution Paragraph. Provide information about the operation, if available.
 - 4. Service Support Paragraph. Provide all known instructions and arrangements supporting the operation.
 - 5. Command and Signal Paragraph. Designate the succession of command if it differs from the unit SOP.

E-LEAD-18 DIRECT RESPONSE FORCES

DESCRIPTION: Receive mission, issue orders, and supervise response operations.				
CONDITION: Under prevailing conditions during an emergency, provided trained and equipped personnel.				
STANDARD: In accordance with site security plans, operational directives, and current TTPs, deliver operational order and maneuver forces.				
	PERFORMANCE STEPS	Go	No-Go	N/A
1	Received mission			
2	Issued WARNING order (WARNO)			
3	Planned response activities in accordance with METT-TC and TLP			
4	Issued orders to element members			
5	Conducted pre-combat inspections			
6	Established/checked communications			
7	Arrayed team positions			
8	Occupied position that facilitates effective command and control (C ²)			
9	Initiated movement			
10	Established local security - post operation			
11	Supervised actions of responders			
12	Reported status			

REFERENCES:

- DOE NTC PFT-460, *Tactical Leadership*
- FM 3-21.8 *The Infantry Rifle Platoon and Squad, March 2007*
 - Chapter 4-Section I: Risk Management and Fratricide Avoidance
 - Chapter 5-Command, Control and Troop Leading Procedures
 - Chapter 7-Offensive Operations
- FM 3-21.1 *The Infantry Rifle Company, July 2006*
 - Section III Make a Tentative Plan, METT-TC 2-34

PERFORMANCE STEPS:

1	Received mission
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- A. The leader should consider the mission from higher headquarters.
 1. The leader may receive the mission in a warning order (WARNO), an operation order (OPORD), or a fragmentary order (FRAGO).
 2. The leader immediately begins to analyze it using the factors of METT-TC, but must not become involved in a detailed a METT-TC analysis.
 3. The leader then analyzes in regards to higher’s intent two command levels higher, and derives the essential tasks the PF unit must perform in order to accomplish the mission.
- B. The leader should use no more than one third of the available time for planning and for issuing an operation order. The remaining two thirds is for subordinates to plan and prepare for the operation.

Leaders should also consider other factors such as available daylight and travel time to and from orders and rehearsals. In the offense, the leader has one third of the time from his receipt of the mission to the unit's movement time. In the defense, the leader has one third of the time from mission receipt to the time the PF unit must be prepared to defend.

- C. In scheduling preparation activities, the leader should work backwards from the departure or defend time. Enough time must be available for the completion of each task.
- D. Much of the planning for Protective Force operations is completed well in advance with an ongoing and ever-changing mission analysis.

2	Issued WARNING order (WARNO)
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- A. The PF leader should issue a warning order following the receipt of the mission. The warning order mobilizes the response force, disseminates information to the response force, initiates the gathering of intelligence, continues the analysis of the target area on a priority basis, initiates basic operations plan development, and prepares the unit for movement.
- B. The warning order contains enough information to begin preparation as soon as possible. PF SOPs should prescribe who will attend all warning orders and the actions they must take upon receipt: for example, drawing ammunition, preparing vehicles, and checking communications equipment.
- C. The warning order has no specific format. One technique is to use the five-paragraph OPOD format. The leader issues the warning order with all the information available at the time. The leader provides updates as often as necessary and never waits for information to fill a format.
- D. If available, the following information may be included in a warning order.
 - 1. Mission or nature of the operation (task and purpose at a minimum.)
 - 2. Operation participants
 - 3. Time of the operation.
 - 4. Time and place for issuance of the operation order.

3	Planned response activities in accordance with METT-TC and TLP
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- A. The leader should immediately begin to analyze the mission using the factors of METT-TC:
 - 1. Identify the mission.
 - a. Identify specific and implied tasks, purpose and disposition.
 - 2. Determine what is known.
 - a. Identify constraints and risks.
 - 3. Identify terrain and weather effects on the operation.
 - 4. Identify PF units available.
 - 5. Determine time available.
- B. The PF leader should outline all of the mission events. This is the warning order. It gives his subordinate leaders time to consider the mission and to finish all preparations. It doesn't have to follow any specific guideline or format. The warning order includes his direct orders, the ammunition, rations, water and supplies necessary.

4	Issued orders to element members
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- A. The leader should issue the order with all the information available at the time.
- B. The leader should make the instructions brief, simple, clear, and specific.



- C. A leader can use the five-paragraph format for all orders issued. Updates can be provided as often as necessary. The entire five-paragraph format does not have to be used. Use what is needed for the situation. The leader should never wait for information to fill a format before giving instructions.
1. Operation order (OPORD).
Often abbreviated as OPORD, is an executable plan that directs a PF to conduct an operation. An operations order will describe the situation facing the PF, the mission, and what activities will have to be conducted to achieve the mission goals.
 2. Fragmentary order (FRAGO).
An abbreviated form of an operation order (verbal, written or digital) usually issued on a day-to-day basis that eliminates the need for restating information contained in a basic operation order. It may be issued in sections. It is issued after an operation order to change or modify that order or to execute a branch or sequel to that order.

5	Conducted pre-combat inspections
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- A. The leader should conduct initial inspections shortly after issue of warning order (WARNO). Inspection include:
1. Weapons and ammunition.
 2. Uniforms and equipment.
 3. Mission-essential equipment.
 4. Understanding of the mission and of their specific responsibilities.
 5. Communications.
 6. Rations and water.
 7. Camouflage.
 8. Deficiencies.
- B. Direct subordinate leaders to perform spot checks throughout the preparation phase.

6	Established/checked communications
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Ensure communications are established within the unit. The PF leader should:

- A. Establish or reference the existing communication plan. (All methods of communication [communication plan] should be established in the Protective Force Site Orders, Operational Directives and Plans. Effective command and control (C²) is a never-ending process). The leader must develop techniques and procedures that create an expeditious flow of information through the C² process. These techniques and procedures should be an essential focal point in the communication plan. Effective techniques should create a simple, timely, brief, and clear projection of information.
- B. Ensure communication security (radio, phone or other signals) by limiting and impairing adversary intelligence collection efforts.
- C. Establish levels of command to gain and maintain communications with the necessary personnel. The traditional communications responsibilities are:
1. Subordinate to senior.
A subordinate unit is responsible for establishing and maintaining communications with a senior unit. An attached unit of any size is considered subordinate to the command to which it is attached.
 2. Supporting unit to supported unit.
A supporting unit is responsible for establishing and maintaining communications with the supported unit.
 3. Reinforcing unit to reinforced unit.

A reinforcing unit is responsible for establishing and maintaining communications with the reinforced unit.

4. Lateral Communications.

Responsibility for establishing (lateral) communications between adjacent units may be fixed by the next higher leader or orders, operational directives and plans. If responsibility is not fixed by orders, the leader of the unit on the left is responsible for establishing communications with the unit on the right. The leader of a unit positioned behind another unit establishes communications with the forward unit

5. Restoration.

Regardless of the responsibility, all units must take prompt action to restore lost communications.

D. Conduct communication checks on all assigned equipment.

1. Operations security (OPSEC).

All measures taken to deny the adversary information about the PF and operations are called OPSEC. The OPSEC concept includes all security measures that allow units to achieve and maintain surprise. OPSEC consists of physical security, information security, signal security, deception, and counter surveillance. The PF normally chooses to employ multiple techniques to counter a threat.

E. Report on the situation to the next higher level of command.

7	Arrayed team positions
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The leader should:

A. Designate PF unit positions.

1. Ensure each position has cover, concealment, and good fields of fire.
2. Position weapons so fires overlap, mutually support one another, and can be integrated to place heavy surprise fire on the adversary. Ensure no gaps are between units.
3. Consider the number of PF forces available, then position each one so he can support the elements right and left. When the unit's key weapons have been positioned, the personnel in the unit are positioned to protect those weapons from a dismounted assault.
4. Ensure that all adversary approaches into area are adequately covered by weapons fire.
5. Ensure that each fighting position has frontal cover from adversary fire and that all positions are mutually supporting.
6. Coordinate for security patrols (if applicable).
7. Exchange information on observation post (OP) locations and unit signals.
8. Coordinate for local counterattacks.

8	Occupied position that facilitates effective command and control (C²)
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The leader should:

- A. Select a position to best observe and direct PF activities.
- B. Use weapons only when necessary for protection, to direct fire, or to influence the action at a critical point.
- C. Maintain contact with PF force and subordinate leaders from whatever position is selected.
- D. Use covered routes to move to the PF positions.

9	Initiated movement
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The leader should:

- A. Initiate link up and move to initial position.
- B. Designate containment positions and the units responsible for establishing and maintaining them.
- C. Coordinate with adjacent units and others as required.

10	Established local security – post operation
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A 360-degree area of security must be maintained at all times as with any operation. In an urban environment the dimension of height must be considered due to the numerous multilevel buildings. This added dimension provides the adversary with more area in which to hide from and engage friendly forces.

- A. The leader should:
1. Determine the number of protective force personnel available to conduct security to include augmented personnel. Used METT-TC and the area size and layout.
 2. Identify personnel to secure critical facilities.
 3. Designate primary and alternate positions and the sector of fire for each PF unit.
 - a. Do they provide--
 - 1) Observation of the primary sector of fire?
 - 2) Cover and concealment?
 - 3) Maximum use of natural and artificial obstacles?
 - 4) Control of the key terrain in the sector?
 - 5) Coverage of the avenues of approach into the sector?
 - 6) Cover and concealment of withdrawal?

11	Supervised actions of responders
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The leader should:

- A. Organize the PF into the command, reconnaissance, and security elements needed to accomplish the mission.
- B. Initiate and control PF unit movement toward the start point.

12	Reported status
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- A. Timely progress reports (SITREP) must be submitted to the higher leader. The report includes:
1. Date, Time, Group (DTG).
 2. Unit (Unit making report).
 3. Present Location (Present location of the reported unit).
 4. Activity (Brief description of reported unit's current activity).
 5. Effective (Leader's evaluation of the reported unit's effectiveness).
 6. Own situation disposition/status (A summary updating changes to or not previously reported adversary and support force locations; significant mission readiness degradation on units; current assignments; proposed assignments; changes in PF designations; organization or operational control ; and projected requirements for additional PF or support units).
 7. Situation overview (A brief overall assessment of the situation to include circumstances or conditions which increase or materially detract from the capability and readiness of PF units assigned).



8. Operations (A brief description and results of operations carried out during the period of the report; summary of plans for operations including objectives; deviations or variations from previously reported intentions/plans).
9. Intelligence/reconnaissance (Brief overview of the situation, including operations, order of operation, capabilities, and threat changes; reference: any significant spot intelligence reports {SPOTREP} or intelligence reports submitted previously).
10. Logistics (Significant deficiencies affecting support for planned operations; problem areas beyond the leader's capability to overcome or alleviate in a timely manner).
11. Communications/Connectivity (Significant outages, traffic volume, incompatibilities, and quantitative equipment deficiencies; an assessment of the mission impact caused by communications outages and degradations should be provided).
12. Personnel (Factors affecting readiness of PF; mobilization status; casualties aggregated by service and impact of all casualties sustained).

E-LEAD-19 PERFORM INCIDENT COMMAND

DESCRIPTION: Assume command, maintain communication, and direct/coordinate personnel and resources.				
CONDITION: Under prevailing conditions during an emergency, provided trained and equipped personnel.				
STANDARD: In accordance with National Incident Command System model, direct resources necessary to support crisis resolution.				
	PERFORMANCE STEPS	Go	No-Go	N/A
1	Established authority			
2	Established communications; clear frequencies			
3	Ensured scene safety: identified targets, kill zones, danger areas			
4	Established command post			
5	Determined objectives and strategies			
6	Established inner perimeter			
7	Established outer perimeter			
8	Established staging areas			
9	Identified resources			

REFERENCES:

- *National Incident Management System*
 - *IS-100.b-(ICS 100) Introduction to Incident Command System*
 - *IS-100.LEb Introduction to the Incident Command System for Law Enforcement*
 - *IS-706 NIMS Intrastate Mutual Aid-An Introduction*
- *DOE NTC PFT-215, Basic Security Police Officer Training*
- *DOE NTC PFT-460, Tactical Leadership*

PERFORMANCE STEPS

1	Established authority
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- A. The first PF unit on the scene should assume Incident Command and remain in charge until command is passed on to another individual. Only one person can be called the Incident Commander. Everyone has one leader so that there is a clear chain of command.
1. Chain of Command.
 - a. Chain of command refers to the orderly line of authority within the ranks of the incident management organization.
 2. Unity of Command.
 - a. Unity of command means that all individuals have a designated leader to whom they report at the scene of the incident. The Incident Commander will normally be chosen from the jurisdiction or agency that has the greatest involvement in the event/incident, although this association is not essential. These principles clarify reporting relationships and eliminate the confusion caused by multiple, conflicting directives. Incident managers at all levels must be able to direct the actions of all personnel under their supervision.

- B. Announce that he or she is in command. This announcement should be made in such a way that it is clear to all personnel on the scene, dispatch, and personnel responding that command has been established.
 - 1. Determine the strategy to be used (either offensive or defensive).
 - 2. Establish tactical priorities:
 - a. Contain the area.
 - 3. Make tactical assignments as necessary.
 - 4. Manage communications.
 - 5. Establish an effective incident organization.
 - 6. Provide for an orderly transfer of command to subsequent arriving leaders, if appropriate.
- C. Assess the situation:
 - 1. Type of incident.
 - a. View the whole scene and look for any dangerous situation that may exist. Is there a fire, physical evidence of improvised explosive devices, suspicious packages present, chemical spills, odors in the air, or radiological hazards or alarms sounding?
 - b. Identify hazards if they are present. Evaluate the scene for security concerns ongoing criminal activity and possible secondary devices.
 - 2. Extent of injuries.
 - a. Determine the types of injuries to the personnel within the affected area.
 - b. Report these injuries. Primarily are there mass casualties with life threatening injuries, which require immediate medical assistance?
 - c. Remove endangered occupants and treat the injured.
 - d. Provide for the safety, accountability, and welfare of personnel.
 - e. Consider victims to be possible terrorists.
 - 3. Extent of damage.
 - a. What type of damage is visible in the affected area?
 - b. Is there evidence of an explosion, fumes or smoke in the air, fires, etc.? Make note of everything seen.
 - 4. Incident location.
 - a. Give the exact location of the incident.
 - b. Determine how many buildings or structures are affected.
 - c. Conduct an initial assessment of the condition of the roadways and surrounding areas, this may affect the ability of emergency personnel to reach the scene.
 - 5. Require assistance.
 - a. Is additional security required?
 - b. What types of emergency personnel are needed on-scene (i.e. fire department, hazardous material team, radiological team, medical personnel, etc.).

2	Established communications: clear frequencies
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- A. Establish communication plan to include:
 - 1. Primary and alternate call signs/frequencies should be specified as well as time of change
 - 2. Visual signals required to coordinate the concept of operations (examples include signals to commence shift and cease the support by fire signal for displacement of the support by fire force signals to commence and cease the FPF signal to break contact).
 - 3. Challenge/Password (primary & alternate)/running password and time of change).
 - 4. Brevity codes and code words.
- B. The leader must develop techniques and procedures that create an expeditious flow of information through the C² process. These techniques and procedures should be an essential focal point in the

communication plan. Effective techniques should create a simple, timely, brief, and clear projection of information.

- C. Limit and impair intelligence collection efforts to secure communication.
- D. Establish levels of command to gain and maintain communications with the necessary personnel. The traditional communications responsibilities are:
 - 1. Subordinate to senior.
A subordinate unit is responsible for establishing and maintaining communications with a senior unit. An attached unit of any size is considered subordinate to the command to which it is attached.
 - 2. Supporting to supported.
A supporting unit is responsible for establishing and maintaining communications with the supported unit.
 - 3. Reinforcing to reinforced.
A reinforcing unit is responsible for establishing and maintaining communications with the reinforced unit.
 - 4. Lateral Communications.
Responsibility for establishing (lateral) communications between adjacent units may be fixed by the next higher leader or orders, operational directives and plans. If responsibility is not fixed by orders, the leader of the unit on the left is responsible for establishing communications with the unit on the right. The leader of a unit positioned behind another unit establishes communications with the forward unit.
 - 5. Restoration.
Regardless of the responsibility, all units must take prompt action to restore lost communications.
 - 6. Operations security.
All measures taken to deny the adversary information about the PF and operations are called OPSEC. The OPSEC concept includes all security measures that allow units to achieve and maintain surprise. OPSEC consists of physical security, information security, signal security, deception, and counter-surveillance. The PF normally chooses to employ multiple techniques to counter a threat.
- E. Many different communication methods may be used (messengers, visual signals, sound, light, radio and phone).
- F. Reports on the situation to the next higher level of command must be made. The five-paragraph order format should be used.

3	Ensured scene safety: identify targets, kill zones, danger areas
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Upon arrival at the scene, the first leader should:

- A. Assess and/or establish physical boundaries.
 - 1. Designate an officer to establish a security perimeter around an incident site that would aid crowd control efforts.
 - 2. Designate staging areas.
 - 3. Contact the local transportation department in order to request barricades and other perimeter control barriers.
 - 4. If safe, employees may be asked to help block or secure the area until appropriate personnel arrive.
- B. Use personal protective safety devices (physical, biohazard safety).
- C. Arrange for evacuation of civilians (if present and possible).
- D. Establish/follow clearance/authorization procedures to enter scene.
- E. Establish personnel lists, witness lists, and documentation of times of arrival and departure of personnel.
- F. While exercising scene safety and security, protect the integrity of the scene and evidence to the extent possible from contamination or loss by people, animals, and elements.

1. Determine custodian(s) of evidence.
2. Determine what agencies are responsible for collection of specific types of evidence.
3. Determine evidence collection priority for fragile/fleeting evidence.

4	Established command post
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According to the National Incident Management System (NIMS), and the Incident Command System (ICS), the Incident Command Post (ICP) is one of five pre-designated temporary facilities and signifies the physical location of the tactical-level, on-scene incident command and management organization. It typically comprises the Incident Commander and immediate staff and may include other designated incident management officials and responders from Federal, State and local agencies, as well as private-sector, nongovernmental, and volunteer organizations.

Typically, the ICP is located at or in the immediate vicinity of the incident site and is the focus for the conduct of direct, on-scene control of tactical operations. Incident planning is also conducted at the ICP; an incident communications center also would normally be established at this location. The ICP may be collocated with the incident base, if the communications requirements can be met. The ICP may perform local Emergency Operations Center-like functions in the context of smaller jurisdictions or less complex incident scenarios. It is commonly marked with a green emergency light, to be distinguished from a distance.

- A. The initial Incident Commander (IC) may choose to establish a stationary or mobile command post, dependent on incident needs.
1. General guidelines.
 - a. Position away from the general noise and confusion associated with the incident.
 - b. Position outside of the present and potential hazard zone.
 - c. If not tactical, the ICP should be positioned within view of the incident.
 - d. If tactical, should be positioned behind cover and a view of the incident may not be possible.
 - e. Must have the ability to provide security as necessary.
 2. Stationary.
 - a. The location of the Incident Command Post should be chosen based on:
 - 1) Access by responders.
 - 2) Safety from the incident site.
 - 3) Access to needed elements such as phone lines and lighting.
 - 4) Access to a primary and secondary exit.
 - 5) Identified personnel to secure the ICP.
 3. Mobile
 - a. If the first arriving PF unit is a leader, and the situation requires immediate action that depends on the leader's direct participation and close supervision, he or she may choose to function in a "mobile command" mode. In this mode of operation, the leader maintains command by use of a portable radio while continuing the direct supervision of the PF response including entry into the building.
 - b. The IC should announce clearly over the radio that he or she is in mobile command.
 - c. Should a situation occur where a later arriving PF unit or leader cannot locate or communicate with the initial IC who is functioning in a mobile command mode, they will announce that they are assuming command and initiate whatever actions are necessary.

5	Determined objectives and strategies
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- A. The leader should develop an estimate of the situation to use as the basis for a tentative plan (provided enough time exists). The estimate is the military decision making process. It consists of five steps:
 1. Receipt of mission. Receive the mission and issue the initial guidance and WARNO.
 2. Detailed mission analysis. State commander's intent, approve commander's critical information requirements (CCIR). Issue a follow on WARNO as necessary to update information.
 3. Course of action development. Develop independent COAs.
 4. Analysis of each course of action. Wargame or table top each COA and record results.
 5. Comparison of each course of action. Compare COA results and make recommendations for action.
 6. Course of action approval. Refine commander's intent and specify types of rehearsals. Issue subsequent WARNO as necessary to update information.
 7. Decision. The decision represents the plan or order; issue the approved OPORD.
- B. The decision represents the tentative plan. The leader updates the estimate continuously and refines the plan accordingly.
- C. The leader uses this plan as the start point for coordination, reconnaissance, task organization (if required), and movement instructions.
- D. The leader works through this problem solving sequence in as much detail as time available allows. As the basis of the estimate, the leader considered the factors of METT-TC.
- E. Treat the area as a HAZMAT/crime scene.

6	Established inner perimeter
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- A. The leader's primary goal of the inner perimeter in almost every incident is to contain the affected area to the smallest possible perimeter.
 1. The inner perimeter will have different functions depending on the type of the incident. A single PF unit arriving at the scene can only take limited steps toward containment so they should take the most advantageous position available upon arrival.
 2. The leader looks at the scene as a rectangle and may direct responding units to take up positions on diagonally opposing corners (provide 360° containment) of the rectangle. Each PF unit should be able to observe and/or provide effective weapons fire on two sides of the rectangle if needed.
 3. The size and shape of the inner perimeter will be determined by the physical characteristics of area and type of incident. Certain types of incidents may make it unsafe to be downwind, downhill or near a potential hazard. So, an entire side or sides of the affected area may not have immediate containment.
 - a. There are also circumstances, such as single facility office buildings, where the outer perimeter is the building's outer walls and the internal perimeters are asset areas within the building. Each inner layer may have higher levels of security to protect highly sensitive assets. An example of such an arrangement would be to provide building level access control at the exterior perimeter and more restrictive access within the building. Access control to those areas will require greater protective measures.
- B. If not a tactical response, the leader should assume command of the inner perimeter until the appropriate Incident Commander or first responder arrives.
- C. The leader should coordinate efforts with the site/building personnel assigned to that area. Priorities should be to:
 1. Listen to the CAS annunciation and determine the access requirements for the area. Check radio volume and squelch noise. Avoid loud talking.
 2. Check wind direction. (If needed for type of safety response such as bomb threat, gas leak etc.).
 3. Check for the presence of hazardous materials/type.
 4. Determine what safety equipment (if any) is needed for the response.

5. Determine response procedures/tactics for units. Are there suspects? If so, how many, location and are they armed. (Radios off for bomb threat, standoff distance etc.).
 6. Establish a safe approach and staging area for other responders. A safe approach and positioning by the initial emergency responders is critical to how the overall incident will be managed. Emergencies that start bad because of poor positioning sometimes stay bad. Assign units to expedite support organizations through areas or provide traffic control into the area.
 7. Make appropriate notifications according to the division or site plan.
 8. Coordinate any additional PF response or assistance with the CAS.
 9. Brief site supervision upon arrival.
- D. The leader should follow the general rules to establishing the inner perimeter in tactical situation. These include:
1. Assume a containment position that is capable of sustaining weapons fire if engaged.
 2. Maintain observation of alarmed area and weapons discipline. (Tunnel vision vs. 360°).
 3. Position PF units so the entire area of interest can be safely observed and that effective weapons fire can be provided on the entire area.
 4. Cover all possible routes of escape to further isolate the adversary.
 5. Maintain surveillance of the adversary, if possible.
 6. Limit perimeter forces from conducting other duties.
 7. Establish a hostage handling/holding area for suspects, prisoners, or unknown personnel.
 8. Ensure all personnel entering/leaving the inner perimeter area are directed to a staging area to be identified, interviewed, and searched.

7

Established outer perimeter

- A. The leader should establish an outer perimeter with additional PF units or Law Enforcement agencies and its primary goal is access control. During a containment operation, at least one outer perimeter should be established. As a minimum, the outer perimeter should include roadblocks of all roads out of the contained area. An outer perimeter does the following:
1. Further isolates the area of operations.
 2. Prevents unauthorized persons from entering the area.
- B. Select and announce safe evacuation routes.
- C. Evacuate any innocent personnel located within the outer perimeter as soon as possible.
- D. All personnel wishing to exit or enter are to be identified and reported to the Incident Command. No one will be permitted to enter or exit any of the containment perimeters, unless negotiated through and approved by the Incident Command. Personnel that cannot be identified should be detained in accordance with policy until positive identification is made.

8

Established staging areas

The leader should:

- A. Establish a staging area layout.
- B. Identify security needs and resources.
- C. Determine any support needs for equipment, feeding, sanitation, and security.
- D. Establish check-in function as appropriate.
- E. Establish positions on perimeter for identification, search and traffic control.
- F. Request maintenance service for equipment at staging area as appropriate.
- G. Respond to requests for resource assignment.



- H. Obtain and issue receipts for equipment and other supplies distributed and received at staging area.
- I. Determine required resource levels.
- J. Advise the higher command when reserve levels reach minimums.
- K. Maintain and provide status to higher command.
- L. Maintain staging area in orderly condition.
- M. Demobilize staging area in accordance with the Incident Demobilization Plan.
- N. Maintain Unit/Activity Log.

9	Identified resources
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- A. A course of action (COA) should be developed that identifies how resources would be allocated to execute the what, when, where, how, and why of the mission. Resources can include many things such as time, personnel, vehicles, ammunition and support elements.
 - 1. Logistics (Significant deficiencies affecting support for planned operations; problem areas beyond the leader's capability to overcome or alleviate in a timely manner, transportation).
 - 2. Communications/Connectivity (Significant outages, traffic volume, incompatibilities, and quantitative equipment deficiencies; an assessment of the mission impact caused by communications outages and degradations should be provided).
 - 3. Personnel (Relative-force ratios were analyzed to determine the number of PF forces needed to complete the mission [i.e. contain the facility, conduct and assessment, support by fire, conduct a breach, or assault the objective]. However, units are not identified, and task organization is not done at this point. The leader does not assign missions to PF units but gains an appreciation for the amount of forces required to accomplish the mission. If the amount of forces available exceeds the amount required, the leader uses the excess to weight the main effort or place them in reserve).
- B. The leader should consider the strength of subordinate PF units, the characteristics of weapon systems, and the capabilities of attached elements as tasks are assigned to subordinate PF units.

E-LEAD-20 TRANSFER TACTICAL COMMAND

DESCRIPTION: Provide required information, including mission orders and requirements, to on-coming leader and notify all appropriate personnel of command transfer.				
CONDITION: Under prevailing conditions, provided trained and equipped personnel.				
STANDARD: In accordance with site security plans, operational directives, and current TTPs, transfer command to appropriate personnel.				
	PERFORMANCE STEPS	Go	No-Go	N/A
1	Received orders/instructions			
2	Provided information that is gathered from intelligence summaries, maps, situation reports (SITREPs), and/or other available information sources to on-coming leader			
3	Ensured subordinates are informed of changes and command status			
4	Provided equipment and personnel status to on-coming leader			
5	Provided list of requirements and required resources			
6	Informed higher, subordinate, and adjacent elements of transfer of tactical command			

REFERENCES:

- DOE NTC PFT-460, *Tactical Leadership*
- ARTEP 71-2 MTP – MTP for Tank /Mechanized Infantry Battalion Task Force, 27 November 2001
- ARTEP 7-10 MTP - MTP for Infantry Rifle Company, 1 June 2002
- FM 3-21.8 *The Infantry Rifle Platoon and Squad*, March 2007
 - Chapter 5-Command, Control and Troop-Leading Procedures

PERFORMANCE STEPS:

1	Received orders/instructions
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- A. This step begins with the receipt of an initial warning order (WARNO), operational order (OPORD) regarding the mission/operation or it may result from a change in the overall situation.
- B. Upon receipt of the mission, the leader should initiate the planning and preparation process to prepare an initial WARNO as quickly as possible. At this stage, the mission analysis should focus on determining the unit's mission and the amount of available time.

2	Provided information that is gathered from intelligence summaries, maps, situation reports (SITREPs), and/or other available information sources to on-coming leader
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- A. The arriving Protective Force (PF) leader will communicate with the officer being relieved by radio or preferably face-to-face on arrival.
- B. The briefing must cover the following:
 1. Mission statement from higher.
 2. Mission and intent of immediate leader.
 3. Incident history (what has happened).
 4. Priorities and objectives.



5. Current plan.
6. Resource assignments.
7. Incident organization.
8. Resources ordered/needed.
9. Facilities established.
10. Status of communications.
11. Any constraints or limitations.
12. Incident potential.
13. Delegation of Authority.

3	Ensured subordinates are informed of changes and command status
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The leader must disseminate changes and command status to ensure continuity of operations. Without this information the PF will become disjointed with conflicting guidance.

4	Provided equipment and personnel status to on-coming leader
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The leader should provide information regarding personnel and equipment. This report should contain information on existing patrol changes (addition, deletion, and disposition), critical system elements status, consideration of mission essential equipment, and changes to physical security systems such as fences or buildings, and required compensatory measures.

5	Provided list of requirements and required resources
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The leader should:

- A. Review a tentative list of tasks that must be executed to accomplish the mission (specified, implied, and essential).
- B. The relationship between specified and implied tasks and available resources must be considered. A determination must be made if enough resources are available to perform all specified and implied tasks. If there are shortages, the leader should identify additional resources needed for mission success.

6	Informed higher, subordinate, and adjacent of transfer of tactical command when in effect
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- A. The arriving PF leader will automatically assume command and will communicate with the leader/officer being relieved by radio or preferably face-to-face on arrival.
- B. The leader should communicate the effective time and date of the transfer to all personnel who need to know, both at the incident and elsewhere.

E-LEAD-21 PLAN ATTACK/MISSION

DESCRIPTION: After mission receipt and analysis, develop plan that includes details on required actions, security, equipment, and control measures.				
CONDITION: Under prevailing conditions, provided trained and equipped personnel.				
STANDARD: In accordance with site security plans, operational directives, and current TTPs and situational analysis, develop tactical plan.				
	PERFORMANCE STEPS	Go	No-Go	N/A
1	Received mission			
2	Developed course of action and scheme of maneuver			
3	Planned for 360° security			
4	Determined movement techniques			
5	Determined movement formations			
6	Developed control measures			
7	Planned for actions on the objective			
8	Determined requirements for and requested additional forces and/or special equipment			
9	Developed plan			
10	Completed the plan			

REFERENCES:

- FM 3-21.8 *The Infantry Rifle Platoon and Squad, March 2007*
 - Chapter 5-Command, Control and Troop-Leading Procedures
- DOE NTC PFT-460, *Tactical Leadership*
- FM 3-21.8 *The Infantry Rifle Platoon and Squad, March 2007*
 - Chapter 5 (5-25 to 5-44), Section III, Troop Leading Procedures
- FM 3-21.10 *The Infantry Rifle Company, July 2006*
 - Section III Make a Tentative Plan, METT-TC 2-34

PERFORMANCE STEPS:

1	Received mission
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The leader should:

- A. Receive the mission in a warning order, an operation order (OPORD), or a fragmentary order (FRAGO). The leaders must immediately begin to analyze it using the factors of METT-TC:
 1. What is the MISSION?
 2. What is known about the ADVERSARY (ENEMY)?
 3. How will TERRAIN and weather affect the operation?
 4. What TROOPS are available?
 5. How much TIME is available?
 6. How are CIVILIANS affected?
- B. Start attack/mission planning. The leader should use no more than one third of the available time for planning and for issuing the operation order. The remaining two thirds is for subordinates to plan and

prepare for the operation. Leaders should also consider other factors such as available daylight and travel time to and from orders and rehearsals. In the offense, the leader has one third of the time from the receipt of the mission to the unit's departure time. In the defense, the leader has one third of the time from mission receipt to the time the unit must be prepared to defend.

- C. Work backwards from the line of departure (LD) or defend time in scheduling preparation activities. The leader must allow enough time for the completion of each task.
- D. Issued WARNO.
 - 1. The mission or nature of the operation.
 - 2. Who is participating in the operation?
 - 3. Time of the operation.
 - 4. Time and place for issuance of the operation order.

2	Developed course of action and scheme of maneuver
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- A. Qualities of courses of action (COAs).
Each COA considered must meet the criteria of—
 - 1. Suitability.
It must accomplish the mission and comply with the commander's guidance. However, the commander may modify the guidance at any time. When the guidance changes, the staff records and coordinates the new guidance and reevaluates each COA to ensure it complies with the change.
 - 2. Feasibility.
The unit must have the capability to accomplish the mission in terms of available time, space, and resources.
 - 3. Acceptability.
The tactical or operational advantage gained by executing the COA must justify the cost in resources, especially casualties. This assessment is largely subjective.
 - 4. Distinguishability.
Each COA must differ *significantly* from any others. Significant differences may result from use of reserves, different task organizations, day or night operations, or a different scheme of maneuver. This criterion is also largely subjective.
 - 5. Completeness.
It must be a complete mission statement. A good COA positions the force for future operations and provides flexibility to meet unforeseen events during execution. It also provides the maximum latitude for initiative by subordinates. The order from higher headquarters normally provides the what, when, and why for the force as a whole. The who in the COA does not specify the designation of units; it arrays units by type (for example, mobile patrols or Special Response Team). Designation of specific units comes later. During COA development, the commander and staff continue the risk management process.
- B. Guidelines and Steps to Develop COAs.
There are normally six steps in COA development:
 - 1. Analyze relative combat power.
 - 2. Generate options.
 - 3. Array initial forces.
 - 4. Develop the scheme of maneuver.
 - 5. Assign headquarters.
 - 6. Prepare COA statements and sketches.

3	Planned for 360° security
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A 360° area of security must be maintained at all times as with any operation. In an urban environment the dimension of height must be considered due to the numerous multilevel buildings. This added dimension provides the adversary with more area in which to hide from and engage friendly forces.

A. The leader should:

1. Determine the number of protective force personnel available to conduct security to include augmented personnel. Use METT-TC and the area size and layout.
2. Identify personnel to secure critical facilities.
3. Designate primary and alternate positions and the sector of fire for each PF unit.
 - a. Do they provide--
 - 1) Overlapping fields of fire with other sectors.
 - 2) Observation of the primary sector of fire?
 - 3) Engagement techniques and fire commands.
 - 4) Cover and concealment?
 - 5) Maximum use of natural and artificial obstacles?
 - 6) Control of the key terrain in the sector?
 - 7) Coverage of the avenues of approach into the sector?
 - 8) Cover and concealment of withdrawal?

4	Determined movement techniques
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A movement technique is the manner a unit uses to traverse terrain. There are three movement techniques: traveling, traveling overwatch, and bounding overwatch. The selection of a movement technique is based on the likelihood of enemy contact and the need for speed. Factors to consider for each technique are control, dispersion, speed, and security. Movement techniques are not fixed formations. They refer to the distances between officers, teams, and squads that vary based on mission, enemy, terrain, visibility, and any other factor that affects control. Officers must be able to see their team leader. The team leader must be able to see his officers. Leaders control movement with arm-and-hand signals. They use radios only when needed. Any of the three movement techniques (traveling, traveling overwatch, bounding overwatch) can be used with any formation.

Movement Techniques	When normally used	Characteristics			
		Control	Dispersion	Speed	Security
Traveling	Contact not likely	More	Less	Fastest	Least
Traveling Overwatch	Contact possible	Less	More	Slower	More
Bounding Overwatch	Contact expected	Most	Most	Slowest	Most

- A. Traveling.
Traveling is used when contact with the enemy is not likely and speed is needed.
- B. Traveling overwatch.
Traveling overwatch is used when contact is possible. Attached weapons move near the leader and under his control so he can employ them quickly.
- C. Bounding overwatch.
Bounding overwatch is used when contact is expected, when the leader feels the adversary is near (movement, noise, alarms, camera coverage, etc.), or when a large open danger area must be crossed.

1. The lead element overwatches first. Personnel scan for adversary positions. The leader usually stays with the overwatch team. The trail element bounds and signals the leader when the team completes its bound and is prepared to overwatch the movement of the other team.
2. Both teams must know if successive or alternate bounds will be used. The overwatching leader must know the route and destination of the bounding team. The bounding team must know the destination and route, possible adversary locations, and actions to take upon arrival. The leader must also know where the overwatching team will be. The cover and concealment on the bounding team's route dictates how its members move.
3. Teams can bound successively or alternately. Successive bounds are easier to control; alternate bounds can be faster.

5	Determined movement formations
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Formations are arrangements of elements and officers in relation to each other. Squads use formations for control flexibility and security. Leaders choose formations based on their analysis of the factors of METT-TC. Leaders are up front in formations. This allows the fire team leader to lead by example, "Follow me and do as I do." All SPOs in the team must be able to see their leader.

Movement Formation	When normally used	Characteristics			
		Control	Flexibility	Fire capabilities / restrictions	Security
Fire Team Wedge	Basic Fire Team Formation	Easy	Good	Allows immediate fires in all directions	Good
Fire Team File	Close Terrain, Dense Vegetation, Limited visibility conditions	Easiest	Less flexible than the wedge	Allows immediate fires to the flanks. Mask most fires to the rear.	Least

- A. Wedge. The wedge is the basic formation for the fire team. The interval between personnel in the wedge formation is normally 10 meters. The wedge expands and contracts depending on the terrain. When rough terrain, poor visibility, or other factors make control of the wedge difficult, fire teams modify the wedge. The normal interval is reduced so that all team members can still see their leader. The sides of the wedge can contract to the point where the wedge resembles a single file. When moving in less rugged terrain, where control is easier, personnel expand or resume their original positions.
- File. When the terrain precludes use of the wedge, fire teams use the file formation.

6	Developed control measures
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- A. The leader should develop measures that allow for decentralized execution of the plan. The minimum control measures should include:
1. Areas of operation.
An area of operation should define the location in which the subordinate units will conduct their phase of the operation.
 2. Engagement area (EA) – An area along an adversary avenue of approach where the intent is to contain and destroy an adversary force with massed forces and weapons available.

3. Phase lines. A graphic control measure used to control movements or phases of an operation, also called a “decision point.”
4. Target reference points (TRPs).
Recognizable points on the ground (natural or manmade) to use as reference points when identifying sectors of fire or targets, or to control supporting fires.
5. Objectives.
6. Checkpoints.
7. Contact points.
A contact point is a place on the ground where two or more units must make physical contact.
8. Waypoints (GPS).

7	Planned for actions on the objective
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- A. The PF leader should:
1. Designate sectors of fire.
 2. Designate positions of key weapons.
 3. Designate PF units to take up hasty defensive positions.
 4. Develop an initial fire support plan against an adversary counterattack.
 5. Designate an observation post (OP) to warn of adversary activity.
 6. Reestablish the chain of command.
 7. Direct redistribution and resupply of resources.
 8. Redistribute critical equipment (for example, radios, NBC, NVDs).
 9. Designate treatment for casualties and evacuation of wounded.
 10. Designate adversary, unknown personnel, and civilian collection points.

8	Determined requirements for and requested additional forces and/or special equipment
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The PF leader should:

- A. Be knowledgeable of all appropriate written plans, orders, procedures and checklists covering PF routine, emergency, and administrative duties (Federal, DOE, SSPs, protection strategies, and operational directives).
- B. Conduct planning for essential functions/operational requirements.
 1. Establish immediate priorities (specified and implied tasks).
 2. Review and authorize the implementation of a plan for the shift’s operational schedule.
 3. Ensure shift meetings are scheduled.
 4. Identify hazardous situations associated mission activities.
 5. Ensure (higher, lower and site) informed of shift status and issues.
 6. Plan meetings.
 7. Determine communication requirements.
 8. Identify resource requirements (LEAs, FTEs, man-hours, equipment).
 9. Determine threats and plan for them.
 10. Determine COAs. (see step 2, above).
- C. Check facility security.
- D. Coordinate equipment checks.
- E. Reorganize as needed, maintaining PF integrity when possible.

9	Developed plan
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- A. The leader should develop an estimate of the situation to use as the basis for a tentative plan. The estimate uses the military decision making process (MDMP) and results in a completed plan or order that is ready to be disseminated. It consists of the following steps:
1. Receipt of mission. Receive the mission and issue the initial guidance and WARNO.
 2. Detailed mission analysis. State commander's intent; approve commander's critical information requirements (CCIR). Issue a follow on WARNO as necessary to update information.
 3. Course of action development. Develop independent COAs.
 4. Analysis of each course of action. Wargame or table top each COA and record results.
 5. Comparison of each course of action. Compare COA results and make recommendations for action.
 6. Course of action approval. Refine commander's intent and specify types of rehearsals. Issue subsequent WARNO as necessary to update information.
 7. Decision. The decision represents the plan or order; issue the approved OPORD.
The leader updates the estimate continuously and refines the plan accordingly. The leader uses this plan as the start point for coordination, reconnaissance, task organization (if required), and movement instructions. The leader works through this problem solving sequence in as much detail as time available allows. As the basis of the estimate, the leader considers the factors of METT-TC.
 - a. Changes or updates in the adversary situation.
 - b. Best use of terrain for routes and rally points.
 - c. Light and weather data.
 - d. Changes in friendly situation.
 - e. The attachment of units with special skills or equipment (engineers, sniper teams, dog teams or SRT).
 - f. Use and location of landing or pickup zones.
 - g. Departure and reentry of friendly lines.
 - h. Fire support on the objective and along the planned routes.
 - i. Rehearsal area and times.
 - j. Special equipment and ammunition requirements.
 - k. Transportation support, including transportation to and from the rehearsal site.
 - l. Signal plan-call signs, frequencies, code words, pyrotechnics, and challenge and password.

10	Completed the plan
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- A. The leader should complete the plan based on the reconnaissance and any changes in the situation. The leader should review the mission, as received from the commander, to ensure that the plan meets the requirements of the mission and stays within the framework of the commander's intent.
1. Essential and supporting tasks.
 2. Key travel and execution times.
 3. Primary and alternate routes.
 4. Signals.
 5. Challenge and password forward of friendly line.
 6. Location of leaders.
 7. Actions on adversary contact.
- B. Issue OPORD.

E-LEAD-22 PERFORM TROOP LEADING PROCEDURES

DESCRIPTION: After receipt of mission: issue orders, make plans, conduct reconnaissance, and supervise.				
CONDITION: Under prevailing conditions, provided trained and equipped personnel.				
STANDARD: In accordance with site security plans, operational directives, and current TTPs, complete troop leading procedures.				
	PERFORMANCE STEPS	Go	No-Go	N/A
1	Received order or mission			
2	Issued Warning Order; providing task and purpose along with general and specific information			
3	Made preliminary plan			
4	Initiated movement			
5	Conducted reconnaissance			
6	Completed plan based on reconnaissance			
7	Issued plan/orders			
8	Supervised through rehearsals and inspections			
9	Executed plan			

REFERENCES:

- DOE NTC PFT-215, *Basic Security Police Officer Training*
- DOE NTC PFT-460, *Tactical Leadership*
- ARTEP 7-10 MTP – *MTP for Infantry Rifle Company, 1 June 2002*
- FM 3-21.8 *The Infantry Rifle Platoon and Squad, March 2007*
 - Chapter 1, Section VI-Tactical Decision making, Troop Leading Procedures 1-29

PERFORMANCE STEPS:

1	Received order or mission
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The leader should:

- A. Receive the mission in a warning order, an operation order (OPORD), or a fragmentary order (FRAGO). The leaders must immediately begin to analyze it using the factors of METT-TC:
 1. What is the MISSION?
 2. What is known about the ENEMY (Adversary)?
 3. How will TERRAIN and weather affect the operation?
 4. What TROOPS are available?
 5. How much TIME is available?
 6. How are CIVILIANS affected?
- B. Start attack/mission planning. The leader should use no more than one third of the available time for planning and for issuing the operation order. The remaining two thirds is for subordinates to plan and prepare for the operation. Leaders should also consider other factors such as available daylight and travel time to and from orders and rehearsals. In the offense, the leader has one third of the time from the receipt of the mission to the unit's departure time. In the defense, the leader has one third of the time from mission receipt to the time the unit must be prepared to defend.

- C. Work backwards from the line of departure (LD) or defend time in scheduling preparation activities. This is reverse planning. The leader must allow enough time for the completion of each task.

2	Issued Warning Order; providing task and purpose along with general and specific information
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- A. The leader provides initial instructions in a warning order.
- B. The warning order contains enough information to begin preparation as soon as possible. PF SOPs should prescribe who will attend all warning orders and the actions they must take upon receipt.
- C. The warning order has no specific format. One technique is to use the five-paragraph OPORD format. The leader issues the warning order with all the information available at the time. Updates are provided as often as necessary. The leader never waits for information to fill a format.
- D. If available, the following information may be included in a warning order:
1. The mission or nature of the operation.
 2. Who is participating in the operation?
 3. Time of the operation.
 4. Time and place for issuance of the operation order.

3	Made preliminary plan
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Once he has issued the initial WARNO, the leader continues to develop a tentative plan. Making a tentative plan follows the basic decision making method of visualize, describe, direct, and the standard planning process. This step combines steps 2 through 6 of the military decision making process: mission analysis, COA development, COA analysis, COA comparison, and COA selection. At the squad or team level, these steps are often performed mentally. The leader may include their principal subordinates—especially during COA development, analysis, and comparison.

To frame the tentative plan, leaders perform mission analysis. This mission analysis follows the METT-TC format, continuing the initial assessment performed in TLP step 1.

The leader updates and continuously refines the plan. The leader uses this plan as the start point for coordination, reconnaissance, task organization (if required), and movement instructions. The leader works through this problem solving sequence in as much detail as time available allows. As the basis of the estimate, the leader considers the factors of METT-TC.

4	Initiated movement
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The PF unit may need to begin movement while the leader is still planning or forward reconnoitering. This is where the subordinate leaders prepare personnel, weapons and equipment for the coming mission. This step could occur at any time during the troop-leading procedure.

5	Conducted reconnaissance
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- A. The leader must consider the risk inherent in conducting reconnaissance. At fixed sites, this must be conducted anytime there is a change to the operational mission, structure of the protective force, or change to the security incident response plan (SIRP).

- B. If time allows, the leader should conduct a personal reconnaissance to verify the terrain analysis, adjust the plan, confirm the usability of routes, and time any critical movements.
- C. When time does not allow a personal reconnaissance, the leader must make a map reconnaissance, or send subordinate leaders to conduct the recon.

6	Completed plan based on reconnaissance
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- A. The leader should complete the plan based on the reconnaissance and any changes in the situation.
- B. The leader should review the mission, as received from the commander, to ensure the plan meets the requirements of the mission and stays within the framework of the commander's intent.

7	Issued plan/orders
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PF leader should issue operations orders.

- A. To aid subordinates in understanding the concept for the mission, leaders should issue the order within sight of the objective or on the defensive terrain. When this is not possible, they should use a terrain model, map or sketch.
- B. Leaders must ensure that subordinates understand the mission, the commander's intent, the concept of the operation, and their assigned tasks. Leaders may require subordinates to repeat all or part of the order or demonstrate on the model or sketch, their understanding of the operation. They should also quiz their subordinates to ensure they understand the mission.

8	Supervised through rehearsals and inspections
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The leader should supervise the unit's preparation for the operation by conducting rehearsals and inspections.

A. Rehearsals.

The leader uses rehearsals to—

1. Practice essential tasks (improve performance).
2. Reveal weaknesses or problems in the plan.
3. Coordinate the actions of subordinate elements.
4. Improve the units' understanding of the concept of the operation (foster confidence in officers).
 - a. Rehearsals include the practice of having the leaders brief their planned actions in execution sequence to the PF leader.
 - b. The leader should conduct rehearsals on terrain that resembles the actual ground, and in similar light conditions.
 - c. The PF unit may begin rehearsals of battle drills and other SOP items before the receipt of the operation order. Once the order has been issued, it can rehearse mission specific tasks.
 - d. Some important tasks to rehearse include--
 - 1) Actions on the objective.
 - 2) Assault techniques.
 - 3) Actions at the assault position.
 - 4) Breaching obstacles.
 - 5) Using special weapons or demolitions.
 - 6) Actions on unexpected adversary contact.

B. Inspections.



The leader should conduct initial inspections shortly after receipt of the warning order. The PF leader should conduct spot checks throughout the unit's preparation for the operation. The PF leader makes a final inspection. They should inspect--

1. Weapons and ammunition.
2. Rules of engagement/Fratricide prevention.
3. Uniforms and equipment.
4. Mission-essential equipment.
5. Units understanding of the mission and their specific responsibilities.
6. Communications.
7. Rations and water.
8. Camouflage.
9. Deficiencies noted during earlier inspections.

9	Executed plan
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The leader must be prepared for adversary action at any time. This level of alertness must be spread throughout the entire protective force. PF members must remain alert and listen to alarms and reports that may predict an attack or breach.

Upon execution of the plan, the leader must be flexible and adaptive to focus on fighting the fight and not fighting the plan.

E-LEAD-23 LEAD CQB/TACTICAL ENTRY OPERATIONS

DESCRIPTION: After receipt of mission: issue orders, make plans, inspect and rehearse, and supervise the execution of close quarters battle and movement through an obstacle.				
CONDITION: Under prevailing conditions during a response, provided trained and equipped personnel.				
STANDARD: In accordance with site security plans, operational directives, and current TTPs, lead Protective Force personnel in close quarters battle and tactical entry operations.				
	PERFORMANCE STEPS	Go	No-Go	N/A
1	Received mission			
2	Issued WARNING order			
3	Planned entry in accordance with METT-TC and Troop Leading Procedures (TLPs)			
4	Issued orders			
5	Conducted pre-combat inspections and rehearsal (as appropriate)			
6	Initiated movement			
7	Executed assault in accordance with plan			
8	Controlled movement			

REFERENCES:

- DOE NTC PFT-215, *Basic Police Officer Training*
- DOE NTC PFT-460, *Tactical Leadership*
- FM 3-21.8 *The Infantry Rifle Platoon and Squad, March 2007*
 - Chapter 5-Command, Control and Troop-Leading Procedures

PERFORMANCE STEPS:

1	Received mission
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The leader should:

- A. Consider the mission as given by higher.
 1. The leader may receive the mission in a warning order (WARNO), an operation order (OPORD), or a fragmentary order (FRAGO).
 2. The leader immediately begins to analyze it using the factors of METT-TC, but must not become involved in a detailed a METT-TC analysis.
 3. The leader analyzes it in light of higher’s intent and derives the essential tasks the PF unit must perform in order to accomplish the mission.
- B. Start attack/mission planning. The leader should use no more than one third of the available time for planning and for issuing the operation order. The remaining two thirds is for subordinates to plan and prepare for the operation. Leaders should also consider other factors such as available daylight and travel time to and from orders and rehearsals. In the offense, the leader has one third of the time from the receipt of the mission to the unit's departure time. In the defense, the leader has one third of the time from mission receipt to the time the unit must be prepared to defend.
- C. Work backwards from the line of departure (LD) or defend time in scheduling preparation activities. The leader must allow enough time for the completion of each task.

2	Issued WARNING order
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- A. The leader provides initial instructions in a warning order.
- B. The warning order contains enough information to begin preparation as soon as possible. PF SOPs should prescribe who will attend all warning orders and the actions they must take upon receipt.
- C. The warning order has no specific format. One technique is to use the five-paragraph OPORD format. The leader issues the warning order with all the information available at the time. Updates are provided as often as necessary. The leader never waits for information to fill a format.
- D. If available, the following information may be included in a warning order:
 - 1. The mission or nature of the operation.
 - 2. Who is participating in the operation?
 - 3. Time of the operation.
 - 4. Time and place for issuance of the operation order.

3	Planned entry in accordance with METT-TC and Troop Leading Procedures (TLPs)
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The leader should:

- A. Immediately begin to analyze the mission using the factors of METT-TC:
 - 1. Identify the mission.
 - 2. Identify specific, implied, tasks, purpose and disposition.
 - a. Select appropriate location, tools, and techniques.
 - b. Determine actions on the objective.
 - c. Identify specific personnel responsibilities.
 - 3. Determine what is known about the area of operation (AO).
 - 4. Identify how terrain and weather affect the operation. Some considerations are:
 - a. Determine tactical challenges.
 - b. Identify constraints, risks.
 - c. Where are the mounted and dismounted avenues of approach and mobility corridors?
 - d. What are the number, types, and strength of buildings?
 - e. What and where are the barriers that help or hinder the unit's movement?
 - f. Which buildings present hazards to assault or support elements?
 - g. Where are the building locations for support-by-fire positions (ability to withstand backlist or overpressure, ability to support vehicle weight)?
 - h. Locations of kill zones (parking lots, streets, rooftops, wide boulevards) in the AO.
 - i. Which buildings, rooftops, intersections, or other surrounding terrain provides observation and fields of fire?
 - j. What is the number of apertures for each building in the objective area, building composition, and likely weapons needed to suppress and breach?
 - k. What are the current conditions of the objective area?
 - l. Where is a location for a reserve?
 - m. Where are the counterattack routes?
 - n. Where are the urban terrain features on which to place control measures?
 - o. What are the locations for local medical treatment facilities?
 - p. What are the effects on smoke and obscuration?
 - q. Where are locations for resupply operations?
 - r. Where are utilities and fuel sources?
 - s. Where are phone systems and other potential communication systems?

- t. What are the effects of weather on men and equipment (visibility, temperature, precipitation, humidity, survivability, and mobility)?
 - u. Where are the locations of noncombatants and what is their disposition to friendly and adversary forces (hostile, friendly, neutral)?
5. Identify what PF units are available.
 6. Determine how much time is available.
 7. Select tactics, techniques and procedures (TTP) for mission.
 8. Select weapons/ammo to use.
 9. Select and assigned over-watch positions.
 10. Select composition of the entry team and assigned equipment/duties.

4	Issued orders
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The leader should:

- A. Issue the order with all the information available at that time.
- B. Make instructions brief, simple, clear, and specific.
- C. Use the five-paragraph format for all orders issued. The leader should provide updates as often as necessary. The entire five-paragraph format does not have to be used. Use what is needed for the situation. The leader should never wait for information to fill a format before giving instructions.

Types of orders that can be given are:

1. Operation order (OPORD).
Often abbreviated as OPORD, is an executable plan that directs a PF to conduct an operation. An operations order will describe the situation facing the PF, the mission, and what activities will have to be conducted to achieve the mission goals.
2. Fragmentary order (FRAGO).
An abbreviated form of an operation order (verbal, written or digital) usually issued on a day-to-day basis that eliminates the need for restating information contained in a basic operation order. It may be issued in sections. It is issued after an operation order to change or modify that order or to execute a branch or sequel to that order.

5	Conducted pre-combat inspections and rehearsal (as appropriate)
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The leader should:

- A. Conduct initial inspections shortly after issue of warning order (WARNO). Inspections include:
 1. Weapons and ammunition.
 2. Uniforms and equipment.
 3. Mission-essential equipment.
 4. Understanding of the mission and of their specific responsibilities.
 5. Communications.
 6. Camouflage.
 7. Deficiencies.
- B. Direct subordinate leaders to perform spot checks throughout the preparation phase.
- C. Continually assess the mission and environment to determine effects on operations; make changes as needed.

6	Initiated movement
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- A. The leader should:
1. Issue the order to the unit.
 2. Load and form the team.
 3. Brief unit within sight of the objective or utilizing a map or sketch.
 4. Conduct last head count.
 5. Direct unit to conduct equipment check.
 6. Answer and ask questions of the unit to ensure their understanding of the mission and assignments.
 7. Request compromise authority.
 8. Ensure the base of fire unit is in position and can provide overwatch or suppressive fires.
 9. Determine what formation/technique to use.
 10. Establish 360° security during movement.
 11. Request permission to move to the LCC.
 - a. Ideally, the LCC position is a location where the team is near the crisis/target site but not so close that movement and minimal sound would compromise the team's presence. It also offers the team cover and concealment, hence the name. Certain specific tasks must be performed in the LCC by the leader and the team members. It is the leader's responsibility to ensure that all these LCC tasks are performed.
 - b. At the LCC, the leader will do the following:
 - 1) Ensure that the team is positioned in the LCC in a way that gives 360° security.
 - 2) Ensure that all personal equipment, weapons, ammunition, and specialty equipment are present, operational, and secured.
 - 3) Direct the team members to conduct a self-check on personal equipment, weapons, ammunition, and specialty equipment to ensure that it is present, operational, and secured. Ensure that equipment that needs to be turned on or reconfigured is turned on or reconfigured.
 - 4) Ensure that all weapons are loaded and on safe.
 - 5) Ensure that the team is in the proper stack.
 - 6) Conduct a visual reconnaissance, if possible.
 - 7) Direct the team to conduct an internal communication check, if required.
 - 8) Make a communication check with the OTC and get an intelligence update from the PRFOT, if available.
 - 9) When everything is ready, call the OTC and request (a) permission to depart the LCC and (b) for compromise authority.
 12. Direct or lead the unit(s) to the assault position once the order to depart the LCC and compromise authority has been given. Compromise authority is authority for the team leader to initiate the assault if the team gets compromised between departing the LCC and getting the command to execute the deliberate assault.
- B. The movement from the LCC to the assault position can be one of the most dangerous times for the assault on it. The element is vulnerable. The possibility of compromise is high.
- C. To increase the team's safety and likelihood of mission success, consider these key points:
1. Route.
 - a. What route offers the best chance of avoiding compromise?
 - b. What cover and concealment exists along the route?
 2. Movement.
 - a. What formation should be used?
 - b. What movement technique should be used for the move?
 - c. Can the team provide itself with 360° security during the move?

3. PRFOT.
 - a. Can they cover the team with fire during the movement?
 - b. Can they provide the team with intelligence and guidance during movement?
 - c. Have they switched over to the assault frequency?
4. Diversion.
 - a. Is a diversion necessary during the move?
 - b. What diversion would be the best?
5. Reaction to compromise.
 - a. Initiate the assault?
 - b. Stand and fight?
 - c. Withdraw?

7	Executed assault in accordance with plan
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- A. The leader should:
1. Initiate diversion if needed.
 2. Initiate entry.
 - a. Ensured the entire team enters the building/room as quickly and smoothly as possible and clears the area immediately.
 - b. Assault objective.
 - 1) Liberate hostages, either human or material.
 - 2) Regain control of a specific location.
 - 3) Regain control of an entire building, structure, facility, or site.
 - c. Considerations.
 - 1) Specific locations of interest.
 - 2) Single assault team or multiple sub-teams.
 - 3) Entry points.
 - 4) Breaching tools.
 - 5) Assault flow route
 - 6) Phase lines.
 - 7) Limits of advance.
 - 8) Control measures.
 - 9) Coordination requirements.
 - 10) Routes of egress.
 - 11) Support requirements.

8	Controlled movement
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- A. The leader must coordinate a systematic and methodical approach to ensure a complete room-by-room search and clearance of the building.
- B. When hostile fire is encountered, the SRT's survival depends on its ability to make quick decisions, use initiative, properly apply combat skills, and rapidly exploit opportunity. Independently moving team members are vulnerable to adversary fire, offer no mutual support, and present additional hazards to

the rest of the team. In contrast, when team members move together with mutual support and coordination, using good cover and concealment, the team becomes a cohesive fighting unit.

- C. Three major considerations in conducting dismounted operations are as follows:
1. Control - A more complex response requires a greater degree of control and coordination. Control is of less concern when the situation and corresponding actions are less complex. Control should be decentralized in order to cope with the uncertainty, disorder, and fluidity of combat. Special response team (SRT) members must make timely decisions based on their own initiative and an understanding of the mission.
 2. Security - Generally speaking, the more secure a movement technique is, the slower it is. The exception to this is a smaller combat element maneuvering on or away from a larger, less flexible force. In this case, speed can serve as a means of security.
 3. Speed - An SRT has critical timelines that drive the need for a timely response. A completely secure approach that provides maximum protection for the response force may be too slow to effectively engage or contain an adversary. In contrast, a rapid response may unnecessarily expose the response force to adversary fire.
- D. The basic principles of dismounted movement have come from lessons learned on the battlefield, where the ultimate goal is mission accomplishment while ensuring the best chance of survival. These principles are as follows:
1. Never move alone – The most basic combat element consists of two team members, or a “buddy team.” Remember that in combat, “two is one; one is none.”
 2. Use covered in concealed routes-avoid open areas. Have a preplanned route and move from cover to cover.
 3. Maintain dispersion (separation) – Avoid so close together that you can be brought under fire from the same adversary position.
 4. Provide mutual support – Be in position to support other friendly elements and protect them from exposure to adversary fire.

E-LEAD-24 DIRECT PURSUIT OPERATIONS

DESCRIPTION: Direct the pursuit of misdemeanants and felons with available internal and external assets while maintaining communications in order to facilitate apprehension, recapture/recovery of critical assets, and neutralization of threats.				
CONDITION: Under prevailing conditions during a response, provided trained and equipped personnel.				
STANDARD: In accordance with site security plans, operational directives, and current TTPs, direct pursuit of fleeing suspect to apprehend and/or regain control of critical asset(s).				
	PERFORMANCE STEPS	Go	No-Go	N/A
1	Assumed command from origination through conclusion			
2	Ensured the pursuit complied with approved policy			
3	Ensured aerial assistance was requested			
4	Ensured that effected public safety agencies were notified			
5	Directed officers to discontinue the pursuit			
6	Directed disablement of the fleeing vehicle			

REFERENCES:

- *TITLE 10—Energy, CHAPTER X--DEPARTMENT OF ENERGY (GENERAL PROVISIONS), SUBCHAPTER I--SALES REGULATION, 10 CFR Part 1047—Limited Arrest Authority and Use of Force by Protective Force Officers*
- *U.S. Department of Energy. (2011). Protective Program Operations (DOE O 473.3). Washington, DC: Office of Health, Safety and Security, Annex 1 Guidelines for Legal Authority/Fresh Pursuit and Rules of Engagement*
- *Atomic Energy Act of 1954 (as amended), section 161k (42 USC 2201.k)*
- *Department of Defense Authorization Act of 1987, Section 3134*
- *DOE NTC PFT-215, Basic Security Police Officer Training*

PERFORMANCE STEPS:

1	Assumed command from origination through conclusion
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The leader should:

- A. Notify dispatch of assumption of command.
- B. Determine under what circumstances to initiate a pursuit. Articulate the reasons (10 CFR 1047) for which a pursuit is authorized, and identify the issues that should be considered in reaching the decision to pursue. Pursuits are authorized when a critical asset is removed from the site and the loss of such material would result in grave consequences. An officer may engage in the fresh pursuit of a suspected misdemeanant across jurisdictional lines only if the alleged misdemeanor was committed, or is being committed, in his or her presence. Officers may engage in the fresh pursuit of a suspected felon across jurisdictional lines if: (a) The alleged felony is being committed, or was committed, in the presence of a CPF officer; and (b) Any officer has reasonable grounds to believe that the person pursued is committing, or has committed, the alleged felony.
- C. Conduct evaluation of risk.
 1. Factors to be considered:
 - a. Disposition of critical assets.
 - b. Public safety.
 - c. Nature of offense and apparent circumstances.

- d. Officer safety.
 - e. Vehicle Code requirements.
 - f. Passenger in officer's vehicle (e.g., citizen, witness, prisoner).
 - g. Pedestrian and vehicular traffic patterns and volume.
 - h. Other persons in or on pursued vehicle (e.g., passengers, co-offenders, hostages).
 - i. Location of the pursuit (e.g., school zone, playground, residential, downtown, jurisdiction).
 - j. Time of day.
 - k. Speed of fleeing suspect.
 - l. Weather and visibility.
 - m. Road conditions.
 - n. Identity of offender (if known)/offender can be located at a later time.
 - o. Capabilities of law enforcement vehicle(s).
 - p. Ability of officer(s) driving.
 - q. Availability of additional resources.
 - r. Whether supervisory approval is required.
 - s. Officer's/supervisor's familiarity with the area of the pursuit.
 - t. Quality of radio communications (e.g., out of range, garbled, none).
- D. Initiate notification procedures.
- E. Initiate control/coordination procedures.
- F. Determine number of involved PF units permitted.
- Such units may include the primary and secondary responders, the supervisor, and other agency authorized units. Public safety should be the foremost consideration when determining the number of units permitted. Research has shown that the more units actively participating in a pursuit increases the likelihood of a collision.
1. Factors to Consider:
- a. Type of units (marked/unmarked, motorcycles, canine, etc.) authorized to participate in a pursuit.
 - b. Types of units confined to limited roles.
 - c. Tactics and techniques authorized for units approved to "trail" or parallel a pursuit (e.g., traffic control in advance of the pursuit).
 - d. Number of suspects in fleeing vehicle.
 - e. Number of officers per unit/vehicle.
 - f. Nature of violation/suspected offense.
 - g. Characteristics of the location/area.
 - h. Availability of air support.
 - i. Availability of assisting agencies/jurisdictions.
 - j. Traffic conditions.
- G. Determine the driving tactics and the circumstances under which the tactics may be appropriate.
- 1. Spacing (distance between vehicles).
 - 2. Intersection analysis/management.
 - 3. Caravanning (number of units in line).
 - 4. Passing.
 - 5. Paralleling.
 - 6. Trailing.
 - 7. Use of emergency equipment.
- H. Issue operation order and instructions with all the information available at that time.
- I. Ensure instructions are brief, simple, clear, and specific.
- J. Conduct a post pursuit analysis, review and follow-up and issue report.

2	Ensured the pursuit complied with approved policy
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The leader should:

- A. Determine supervisory control and management requirements of the pursuit.
 - 1. PF force involvement in pursuit.
 - 2. PF force roles and responsibilities in pursuit if it continues into another agency's jurisdiction.
 - 3. PF roles and responsibilities of units and coordination, management, and control at the termination of an inter-jurisdictional pursuit.
 - 4. PF roles and responsibilities in arrest and apprehension.
 - 5. PF roles and responsibilities in control of material.
 - 6. PF roles and responsibilities in notification procedures.

3	Ensured aerial assistance was requested.
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The leader should:

- A. Request aerial assistance.
- B. Determine the role of air support, where available.
 - 1. Air support can include coordinating the activities of resources on the ground, reporting on the progress of a pursuit, and providing police officers and supervisors with information to evaluate whether or not to continue the pursuit.
 - 2. Aircraft can provide valuable assistance to the units and supervisor(s) involved in a pursuit.
- C. Factors to consider for aerial assistance.
 - 1. Communications.
 - 2. Intersection/traffic analysis.
 - 3. Illumination (use of spotlight).
 - 4. Surveillance tactics.
 - 5. Weather.
 - 6. Number of air units.
 - 7. Aircraft safety.

4	Ensured that effected public safety agencies were notified
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The leader should:

- A. Direct the notification of any agencies that could be involved.
- B. Communicate directly with the agencies involved.
- C. Establish effective coordination, management, and control of inter-jurisdictional pursuits on DOE property.

5	Directed officers to discontinue the pursuit
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The leader should:

- A. Determine when to terminate or discontinue a pursuit.
 - 1. Factors to be considered include, but are not limited to, all of the following:
 - a. Ongoing evaluation of risk to the public or pursuing units.
 - b. The protection of the public, given the known or reasonably suspected offense and apparent need for immediate capture against the risks to the public and police officers.



- c. Vehicular or pedestrian traffic safety and volume.
 - d. Weather conditions.
 - e. Traffic conditions.
 - f. Speeds.
 - g. Availability of air support.
 - h. Procedures when an offender is identified and may be apprehended at a later time or when the location of the pursuit vehicle is no longer known.
- B. Issue order to discontinue pursuit.

6	Directed disablement of the fleeing vehicle
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The leader should:

- A. Determine authorized pursuit intervention tactics.
 - 1. Pursuit intervention tactics include, but are not limited to:
 - a. Blocking.
 - b. Ramming.
 - c. Boxing.
 - d. Roadblock.
 - e. Use of weapons on tires, radiator, and engine block or in self-defense.

E-LEAD-25 COORDINATE WITH LEA

DESCRIPTION: Coordinate and integrate available LEA assets into response.				
CONDITION: Under prevailing conditions, provided trained and equipped personnel.				
STANDARD: In accordance with site security plans, operational directives, and MOUs/MOAs, coordinate response efforts with LEA.				
	PERFORMANCE STEPS	Go	No-Go	N/A
1	Provided situation brief to LEA element(s)			
2	Verified jurisdictional responsibilities and limitations with LEA			
3	Provided tactical/intelligence updates to LEA			
4	Provided liaison/guide to LEA			
5	Confirmed exchange of frequencies, call signs, and codes			
6	Issued orders/instructions to LEA element(s)			
7	Maintained contact with LEA			
8	Informed LEA element(s) of current situation			
9	Released LEA element(s)			

REFERENCES:

- *National Incident Management System*
-IS-100.b-(ICS 100) *Introduction to Incident Command System*
-IS-100.LEb *Introduction to the Incident Command System for Law Enforcement*
- *DOE NTC PFT-215, Basic Security Police Officer Training*

PERFORMANCE STEPS:

1	Provided situation brief to LEA element(s)
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- A. As local law enforcement agencies (LEA, FBI, etc.) arrive on-scene, the leader should advise them of the situation by providing information collected from observation, radio communications, orders from higher, and data from emergency personnel. This briefing must be conducted by the current PF leader and take place face-to-face if possible. The briefing must cover the following:
1. Date, Time, Group (DTG).
 2. Unit (Unit making report).
 3. Present Location (Present location of the reported unit).
 4. Activity (Brief description of reported unit's current activity).
 5. Effectiveness (Leader's evaluation of the reported unit's effectiveness).
 6. Protective Force disposition/status (A summary updating changes to support force locations; significant mission readiness degradation on units; current assignments; proposed assignments; changes in PF designations; organization or operational control; and projected requirements for additional PF or support units).
 7. Situation overview (A brief overall assessment of the situation to include circumstances or conditions which increase or materially detract from the capability and readiness of PF units assigned).
 8. Operations (A brief description and results of operations carried out during the period of the report; summary of plans for operations including objectives; deviations or variations from previously reported intentions/plans).

9. Intelligence/reconnaissance (Brief overview of the situation, including operations, order of operation, capabilities, and threat changes; reference: any significant intelligence reports or submitted previously).
10. Logistics (Significant deficiencies affecting support for planned operations; problem areas beyond the leader's capability to overcome or alleviate in a timely manner; a summary of the current logistics plan: resupply triggers, routes, and available resources).
11. Communications/Connectivity (Significant outages, traffic volume, incompatibilities, and quantitative equipment deficiencies; an assessment of the mission impact caused by communications outages and degradations should be provided; provide communications plan frequencies and channels in use; provide LEA with communications capability if interoperability cannot be achieved).
12. Personnel (Current numbers of PF involved in the incident and length of involvement; factors affecting readiness of PF; mobilization status; casualties aggregated by service and impact of all casualties sustained).

2	Verified jurisdictional responsibilities and limitations with LEA
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The leader should:

- A. Establish an appropriate organization and responsibilities chart to link the operational and support units of the various organizations to maintain communications and situational awareness.
 1. Any outside units must clearly understand their jurisdictional or agency limitations. Any legal, political, jurisdictional, or safety restrictions must be identified and made known to all.
 2. They must be authorized to perform specific activities and actions on behalf of the jurisdiction or agency they represent. These actions could include:
 - a. Ordering of additional resources in support of the mission;
 - b. Loaning or sharing the resources of other jurisdictions; and
 - c. Agreeing to cost-sharing arrangements with participating agencies.
- B. Review common responsibilities to be shared.
- C. Clarify roles and contributions.
- D. Establish a strategy for roles of incident management.
- E. Communicate directly with the agencies involved.
- F. Establish effective coordination, management, and control of incident.
- G. Insure that all changes in resource locations and status conditions are promptly reported to the appropriate functional unit.

3	Provided tactical/intelligence updates to LEA
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The leader should:

- A. Report special information collection activities (for example, weather, environmental, and toxic substances) as necessary.
- B. Compile and report event status information.
- C. Assemble information on alternative strategies.
- D. Provide periodic predictions on event/incident potential.
- E. Manage and prioritize information flow.

4	Provided liaison/guide to LEA
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The leader should:

- A. Initiate mandatory check-in procedure.
- B. Initiate traffic control for access and egress to the incident area and resource staging areas.
- C. Advise LEA as they arrive on scene of the situation by providing them with the information (SITREP) collected from observation, radio communications, orders from higher, and data from emergency personnel.
- D. Maintain a list of assisting and cooperating agencies and agency representatives.
- E. Become a contact point for agency representatives.
- F. Assist in establishing and coordinating interagency contacts.
- G. Keep agencies supporting the event aware of event/incident status.
- H. Monitor event operations to identify current or potential inter-organizational problems.
- I. Participate in planning meetings, provide current resource status, including limitations and capability of assisting agency resources.
- J. Determine the unit's communication and personnel needs.
- K. Provide technical information as required.
- L. Determine the amount and types of equipment available.
- M. Maintain records on all equipment issued.
- N. Recover equipment from relieved or released units.
- O. Maintain a unit log.
- P. Work closely with the other ICs in the unified command. Provide support to fire, rescue, and other agencies as needed.

5	Confirmed exchange of frequencies, call signs, and codes
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The leader should:

- A. Establish communication with supporting and subordinate units.
- B. Prepare and implement the incident communications plan, if appropriate.
 1. Ensure that an incident communication and message system is established.
 2. Assign frequencies or establish a message relay system.
 3. Set up telephone and public address systems.
 4. Establish appropriate communications distribution/maintenance locations.
 5. Ensure that an equipment accountability system is established.
 6. Ensure that radio equipment is distributed, per radio plan, giving special attention to battery resupply and/or recharging.

6	Issued orders/instructions to LEA element(s)
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The leader should:

- A. Issue orders or instructions with all the information he has available at the time.
- B. Make instructions brief, simple, clear, and specific.
- C. Use the five-paragraph format for all orders issued. Provide updates as often as necessary. The entire five-paragraph format does not have to be used. Use what is needed for the situation. The leader should never wait for information to fill a format before giving instructions.
Types of orders that can be given are: WARNO, OPORD, and FRAGO (see previous TGs).

7	Maintained contact with LEA
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- A. The leader should:
1. Coordinate activity for all incident staff.
 2. Provide input on the use of agency resources unless resource technical specialists are assigned from the agency.
 3. Ensure the well being of agency personnel assigned to the incident.
 4. Report to LEA units on a prearranged schedule.
 5. Establish a contact and coordination point for interagency contacts.
 6. Maintain a list of assisting and cooperating agencies and representatives.
 7. Keep agencies supporting the incident aware of incident status.
 8. Monitor incident operations to identify current or potential inter-organizational problems.
 9. Participate in planning meetings, provide current resource status, including limitations and capability of assisting agency resources.
 10. Maintain agency log.

8	Informed LEA element(s) of current situation
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The leader must update LEA elements of changes to the situation. The better the communication flow between LEA and the Protective Force, the better the entire organization will be able to swiftly end the scenario.

9	Released LEA element(s)
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The leader should:

- A. Ensure all agency personnel and equipment are properly accounted for and released prior to departure.
- B. Conduct a mission and teamwork focused after action review.

E-LEAD-26 IMPLEMENT COMPENSATORY MEASURES

DESCRIPTION: Determine and implement requirements to maintain/restore security posture.				
CONDITION: Under prevailing conditions, during a response, provided trained and equipped personnel.				
STANDARD: In accordance with site security plans, operational directives, and current TTPs, ensure compensatory measures are implemented.				
	PERFORMANCE STEPS	Go	No-Go	N/A
1	Determined compensatory measures for incident			
2	Submitted SITREP to higher; ensured all notifications were made			
3	Conducted situational briefing to key members			
4	Provided command and control to subordinate elements			
5	Ensured orders, policies and procedures were executed			
6	Coordinated with external agencies (LEA, Fire, Medical, Federal)			
7	Discontinued or changed compensatory measures			
8	Ensured that all compensatory measures were properly documented			

REFERENCES:

- DOE NTC PFT-460, *Tactical Leadership*

PERFORMANCE STEPS:

1	Determined compensatory measures for incident
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The leader should:

- Utilize responses from the current compensatory measures document and requirements.
- Issue a warning order to subordinate leaders. Include location of the defense, any special equipment required, and the earliest time for movement.
- Make a tentative plan based on an estimate of the situation and an analysis of METT-TC.
- Confirm or adjust PF unit positions and sectors of fire.
- Revise the plan as necessary based on an assessment of METT-TC.

2	Submitted SITREP to higher; ensure all notifications were made
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- The leader should submit a situation report that includes:
 - Date, Time, Group (DTG).
 - Unit (Unit making report).
 - Present Location (Present location of the reported unit).
 - Activity (Brief description of reported unit's current activity).
 - Effectiveness (Leader's evaluation of the reported unit's effectiveness).
 - Protective Force situation disposition/status.
 - Situation overview (A brief overall assessment of the situation to include circumstances or conditions which increase or materially detract from the capability and readiness of PF units assigned).

8. Operations (A brief description and results of operations carried out during the period of the report; summary of plans for operations including objectives; deviations or variations from previously reported intentions/plans).
9. Intelligence/reconnaissance (Brief overview of the situation, including operations, order of operation, capabilities, and threat changes; reference: any significant intelligence reports).
10. Logistics (Significant deficiencies affecting support for planned operations; problem areas beyond the leader's capability to overcome or alleviate in a timely manner).
11. Communications/Connectivity (Significant outages, traffic volume, incompatibilities, and quantitative equipment deficiencies; an assessment of the mission impact caused by communications outages and degradations should be provided).
12. Personnel (Factors affecting readiness of PF; mobilization status; casualties aggregated by service and impact of all casualties sustained).

3	Conducted situational briefing to key members
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The leader should submit a situation report that includes the items listed above and any other information that will affect key members. If this is the initial situation brief, include as much pertinent detail as is available at the time. Otherwise, conduct an update brief as new information becomes available. The leader briefs all key members on the situation, mission, and actions to ensure common situational understanding but does not belabor details. Give key members the opportunity to ask questions.

4	Provided command and control to subordinate elements
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The leader should:

- A. Issue an operation order to subordinate leaders.
- B. Use the standard OPORD format to communicate the plan. The plan must include:
 1. The mission.
 2. Each units sector of defense and its position (left/right/center) in the area defensive plan.
 3. The deployment of key weapons and obstacles.
 4. The use of fire support.
 5. Fire control measures, if different from unit tactical standing operating procedure (SOP).
 6. Priority of work.
 7. Type of positions to be prepared.
 8. Security plan (passwords) observation post (OP).
 9. Medical evacuation/treatment of wounded plan.
 10. Time the units must be ready to defend.
 11. Location of command post (CP).
 12. Other pertinent information such as resupply, waste disposal, environmental hazards.
- C. Conduct brief backs with subordinate leaders to ensure they are knowledgeable of the defense plan.
- D. Ensure that leaders supervise, inspect, rehearse, and make required coordination.
- E. Ensure the subordinate leaders coordinate for any special equipment, ammunition, and other supplies to support the mission.

5	Ensured orders, policies and procedures were executed
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The leader should:

- A. Utilize existing orders policies and procedures to conduct mission planning, intent and decisions.
- B. Extract relevant information, and communicate plans to implement actions to support mission accomplishment.
- C. Clarify individual and team roles and contributions.
- D. Establish a strategy for knowledge management.
- E. Conduct situational planning and rehearsal.
- F. Apply appropriate decision-making methods.
- G. Ensure statements and directives are clear, timely, relevant, complete, and verified.
- H. Manage and prioritized information flow.
- I. Maintain situation awareness.
- J. Prioritize actions and distribute workload.
- K. Manage unexpected events.
- L. Brief subordinate leaders.

6	Coordinated with external agencies (LEA, Fire, Medical, and Federal)
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The leader should:

- A. Coordinate activity for all incident staff.
- B. Provide input on the use of agency resources unless resource technical specialists are assigned from the agency.
- C. Ensure the well being of agency personnel assigned to the incident.
- D. Report to LEA units on a prearranged schedule.
- E. Establish a contact and coordination point for interagency contacts.
- F. Maintain a list of assisting and cooperating agencies and representatives.
- G. Keep agencies supporting the incident aware of incident status.
- H. Monitor incident operations to identify current or potential inter organizational problems.
- I. Participate in planning meetings, providing current resource status, including limitations and capability of assisting agency resources.
- J. Maintain agency log.

7	Discontinued or changed compensatory measures
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The leader should:

- A. As repairs to critical components are made, compensatory measures may be downgraded, however, prior to the reduction of any compensatory measure, performance and validation testing must be performed on repaired/replaced components. Once established, compensatory measures can only be discontinued upon full review and functionality of primary components and approval from higher.

8	Ensured that all compensatory measures were properly documented
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The leader should:

- A. Submit written report on incident. The report contains:
 - 1. Facts, rather than opinions or judgments.
 - 2. Accurate information.
 - 3. Was complete (who, what, when, where, why, how and action taken).
 - 4. Used language that conveys exactly what occurred.



5. Clearly identify compensatory measures that were initiated, what component was being compensated for, current status, and degradation or discontinuation criteria.

E-LEAD-27 DIRECT PRESERVATION OF INCIDENT SCENE

DESCRIPTION: Establish and maintain process for the preservation of an incident scene.				
CONDITION: Under prevailing conditions, during a response, provided trained and equipped personnel.				
STANDARD: In accordance with site security plans, operational directives, and current TTPs, direct control of incident scene.				
	PERFORMANCE STEPS	Go	No-Go	N/A
1	Obtained debrief from initial responder			
2	Established perimeter around scene			
3	Coordinated response by other organizations			

REFERENCES:

- DOE NTC TRF-100D, *Introduction to Protective Force*
- *Crime Scene Investigation: A Reference for Law Enforcement Training*, June 2004, U.S. Department of Justice Office of Justice Programs National Institute of Justice, *California Criminal Evidence Guide: A Handbook for the Criminal Justice Student* [Raymond M. Hill]
- *Cox's Criminal Evidence Handbook*, 2011-2012 Edition By: Harold J. Cox, Gregory Lafontaine, Vincenzo Rondinelli

PERFORMANCE STEPS:

1	Obtained debrief from initial responder
---	---

- Request report from the first responder(s) regarding observations/activities.
- Review assessment of the scene to determine the type of documentation needed.

2	Established perimeter around scene
---	------------------------------------

- Ensure a complete perimeter is established around the scene to protect the integrity of the scene.
- Evaluate and establish a path of entry/exit to the scene to be utilized by authorized personnel.
- Determine the number/size of scene(s) and prioritize.
- Establish a secure area within close proximity to the scene(s) for the purpose of consultation and equipment staging.
- If multiple scenes exist, establish and maintain communication with personnel at those locations.
- Ensure continued scene integrity (e.g., document entry/exit of authorized personnel; prevent unauthorized access to the scene).
- Ensure that witnesses to the incident are identified and separated (e.g., obtain valid ID).

3	Coordinated response by other organizations
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- Determine and request additional investigative resources as required:
 - Inspector General representatives.
 - FBI.
 - EMS.
 - MC&A personnel.



5. LEA.

Section 7: Individual Tasks

Vital to the PF mission's success is task execution/performance at the individual level . The following thirty-six Individual tasks were developed to maximize training time value with respect to training objectives defined for the larger force. Much of the curriculum in this FM was taken from National Training Center lesson plans and from U.S. military manuals. It is not always required that *all* individual performance steps be conducted in order to accomplish the overall task ("N/A" column to be used as appropriate).

E-IND-01 PREPARE FOR INSPECTION

DESCRIPTION: Ensure readiness for duty by preparing uniform, weapons, and equipment.				
CONDITION: As a member of a Protective Force preparing for daily duties.				
STANDARD: In accordance with site security plans, operational directives, and current TTPs, prepare uniform, weapons, and equipment for duty.				
	PERFORMANCE STEPS	Go	No-Go	N/A
1	Demonstrated knowledge of appearance, uniform standards and appropriate regulations			
2	Demonstrated knowledge of equipment issued: checked for serviceability and maintenance standards			
3	Inspected weapons for operability and condition			
4	Inspected ammo, magazines and carriers			
5	Inspected credentials			
6	Identified and reported any deficiencies			

REFERENCES:

- DOE NTC TRF-100D, *Introduction to Protective Force*
- DOE NTC PFT-215, *Basic Security Police Officer Training*

PERFORMANCE STEPS:

1	Demonstrated knowledge of appearance, uniform standards and appropriate regulations
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- A. State requirements for maintaining physical/mental alertness.
- B. State requirements for reporting medication usage.
- C. State and exhibit required grooming standards.
- D. State and exhibit uniform requirements.
- E. State requirements for reporting any damaged or non-fitting articles to supervision.

2	Demonstrated knowledge of equipment issued: checked for serviceability and maintenance standards
----------	---

- A. Inspect belt and equipment for serviceability:
 1. Holster.
 2. Handcuffs and pouch.
 3. Flashlight and pouch.
 4. Magazine pouch.
 5. Protective mask/carrier.
 - a. Filter change-out requirement. Whether or not you use the designated industrial filter for protection against hazardous chemicals or biological agents, consider exchanging your filter immediately if any of the following occur:
 - 1) You smell or taste anything strange.
 - 2) Your breathing becomes difficult from wearing the mask.

- 3) You have come into contact with an actual agent.
 - 4) You begin to feel dizzy or sick while wearing the mask.
 - 5) Your face, nose, mouth, or eyes become irritated while you are wearing the mask.
 - 6) There is evidence of major external damage to the filter.
 - 7) The filter becomes visibly wet or has been immersed in water.
 - 8) Change your filter during the established change out schedule established by the manufacturer. All protective masks should be inspected before and after each use/shift change. If a protective mask has been found to be in serviceable, report this to your leader.
6. Night Vision Devices.
 7. Additional equipment.

3	Inspected weapons for operability and condition
----------	--

- A. Inspect weapons:
 1. Aerosol agent.
 2. Baton.
 3. Handgun (illuminating devices)
 4. Rifle (optics, illuminating devices, etc.).
 5. Advanced Weapon Systems (optics, illuminating devices, etc.).

4	Inspected ammo, magazines and carriers
----------	---

- A. Inspect magazine assembly.
- B. Inspect ammunition.
- C. Inspect carriers/pouches.

5	Inspected credentials
----------	------------------------------

- A. Ensure the DOE/Site security badge is in good condition.
- B. Ensure the DOE 161k authorization card is in good condition.

6	Identified and reported any deficiencies
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- A. Immediately report deficiencies to PF supervision.
- B. Complete all required documentation.

E-IND-02 ATTEND OPERATIONAL BRIEFINGS

DESCRIPTION: Obtain the information necessary for understanding current operational conditions.				
CONDITION: As a member of a Protective Force preparing for daily duties.				
STANDARD: In accordance with site security plans and operational directives, attend operational briefings; track and retain operational information.				
	PERFORMANCE STEPS	Go	No-Go	N/A
1	Received pass-on information			
2	Reported fit for duty			
3	Requested more specific information or clarification			

REFERENCES:

- DOE NTC TRF-100D, Introduction to Protective Force

PERFORMANCE STEPS:

1	Received pass-on information
---	------------------------------

- Receive pertinent information.
- Review posted operational and administrative information.
- Exchange information from the off-going SPO.

2	Reported fit for duty
---	-----------------------

- Display physical/mental alertness.
- Report medication usage.
- Exhibit a neat and well-groomed appearance.
- Exhibit the ability to maintain good personal hygiene to avoid distracting or offending co-workers or site/plant personnel.
- Exhibit correct duty uniform, equipment, and credentials.

3	Requested more specific information or clarification
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- Contact leader for specific information or clarification.

E-IND-03 PERFORM SHIFT CHANGE

DESCRIPTION: Relieve an operational post, exchanging information and equipment to ensure operational continuity.				
CONDITION: As a member of a Protective Force relieving or being relieved of an operational position.				
STANDARD: In accordance with site security plans, operational directives, and current TTPs, transmit, receive operational information (pass-on) and inspect work location.				
	PERFORMANCE STEPS	Go	No-Go	N/A
1	Reported fit for duty			
2	Drew required weapons and equipment			
3	Inspected weapons and equipment			
4	Reported to roll call			
5	Received shift information			
6	Received duty assignment			
7	Reported to duty assignment location in appropriate time			
8	Received/gave pass-on information			
9	Inspected assignment location			
10	Prepared assignment location for shift change			
11	Turned in weapons and equipment			

REFERENCES:

- DOE NTC TRF-100D, Introduction to Protective Force

PERFORMANCE STEPS:

1	Reported fit for duty
---	-----------------------

- Display Physical/Mental alertness.
- Report medication usage.
- Exhibit a neat and well-groomed appearance.
- Exhibit the ability to maintain good personal hygiene to avoid distracting or offending co-workers or site/plant personnel.
- Exhibit correct duty uniform, equipment, and credentials.

2	Drew required weapons and equipment
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- Obtain handgun and ammunition.
- Obtain rifle and ammunition.
- Obtain auxiliary weapon and ammunition.
- Obtain keys and/or access cards.

- E. Obtain additional equipment required for assignment.
- F. Account for all assigned equipment.

3	Inspected weapons and equipment
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- A. Inspect belt and equipment for serviceability:
 - 1. Holster.
 - 2. Handcuffs/restraint's, pouch.
 - 3. Flashlight, pouch.
 - 4. Magazine pouch.
 - 5. Protective mask/carrier.
 - 6. Night Vision Devices.
 - 7. Additional equipment.
- B. Inspect weapons:
 - 1. Aerosol projector.
 - 2. Baton.
 - 3. Handgun (illuminating devices).
 - 4. Rifle (optics, illuminating devices, etc.).
 - 5. Advanced Weapon Systems (optics, illuminating devices, etc.).
- C. Inspected ammo, magazines and carriers:
 - 1. Magazine assembly.
 - 2. Ammunition.
 - 3. Carriers/pouches.
- D. Inspected credentials:
 - 1. Ensure the DOE/Site security badge is in good condition.
 - 2. Ensure the DOE 161k authorization card is in good condition.

4	Reported to roll call
----------	------------------------------

- A. Display Physical/Mental alertness.
- B. Report medication usage.
- C. Exhibit a neat and well-groomed appearance.
- D. Exhibit the ability to maintain good personal hygiene to avoid distracting or offending co-workers or site/plant personnel.
- E. Exhibit correct duty uniform, equipment, and credentials.

5	Received shift information
----------	-----------------------------------

- A. Receive pertinent information.
- B. Review posted operational and administrative information.
- C. Exchange information from the off-going SPO.
- D. Contact supervisor for specific information or clarification.

6	Received duty assignment
----------	---------------------------------



- A. Obtain operational information.
- B. Review duty specific information.

7	Reported to duty assignment location in appropriate time
----------	---

- A. Inform dispatch or supervisor of arrival at assigned location.

8	Received/gave pass-on information
----------	--

- A. Receive pertinent information.
- B. Review posted operational and administrative information.
- C. Exchange information from the off-going SPO.

9	Inspected assignment location
----------	--------------------------------------

- A. Inspect test post/vehicle equipment.
- B. Check post/vehicle for damage, cleanliness and serviceability.
- C. Report deficiencies to supervisor.

10	Prepared assignment location for shift change
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- A. Prepare/organize for next shift.
- B. Check/inventory equipment.
- C. Report deficiencies to supervisor.

11	Turned in weapons and equipment
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- A. Turn in handgun and ammunition.
- B. Turn in rifle and ammunition.
- C. Turn in auxiliary weapon and ammunition.
- D. Turn in keys and/or access cards.
- E. Turn in additional equipment required for assignment.

E-IND-04 CONTROL ENTRY/EXIT OF FACILITY

DESCRIPTION: Control access through the entry point to control unauthorized access.				
CONDITION: As a member of a Protective Force manning a pedestrian or traffic Entry/Exit Control Point (ECP).				
STANDARD: In accordance with site security plans and operational directives, control access through the Entry Control Point.				
	PERFORMANCE STEPS	Go	No-Go	N/A
1	Opened post			
2	Performed visual check of the vehicle as it approached			
3	Stopped the vehicle using hand and arm signals			
4	Determined if the vehicle and occupants were authorized access			
5	Conducted a vehicle inspection			
6	Granted or denied the vehicle or occupants access to the facility			
7	Performed a visual check of the person approaching on foot			
8	Stopped the person			
9	Verified access authorization			
10	Granted or denied the person access to the installation			
11	Interviewed the person			
12	Confiscated badges/passes that have been tampered with, are damaged or are expired			
13	Verified escort requirements			
14	Conducted a hand-carried item inspection			
15	Took appropriate actions in the event of a security violation			
16	Secured Post			

REFERENCES:

- DOE NTC TRF-100D, *Introduction to Protective Force*

PERFORMANCE STEPS:

1	Opened post
---	-------------

- Obtain information brief from off-going officer.
- Inform dispatch of location and post is open.
- Review post-specific information.
- Secure weapon(s) (if required).
- Inspect post equipment.
- Check post and materials for damage, cleanliness, and serviceability.

G. Report deficiencies to supervisor.

2	Performed visual check of the vehicle as it approached
----------	---

- A. Visually check vehicle for suspicious indicators:
 - 1. License plate(s) (state of origin/expired).
 - 2. Occupants (number/suspicious activity).
 - 3. Weapons.
 - 4. Cargo/contents.

3	Stopped the vehicle using hand and arm signals
----------	---

- A. Assume balanced stance.
- B. Obtain a position to ensure personal safety and high visibility.
- C. Direct the vehicle to stop by extending arm.

4	Determined if the vehicle and occupants were authorized access
----------	---

- A. Determine if unidentified persons can produce authorized DOE credentials.
- B. Determine if the vehicle meets post/installation access criterion (type, size, cargo).
- C. Follow post/installation policies for exceptions.

5	Conducted a vehicle inspection
----------	---------------------------------------

- A. State legal guidelines for conducting vehicle inspections.
 - 1. Administrative search.
 - 2. Probable cause (frisk).
 - 3. Warrantless workplace.
 - 4. DOE Orders and Directives (entering security areas).
- B. Inform driver that his vehicle must be inspected.
- C. Direct vehicle to the inspection area.
- D. Issue instructions to occupant(s) in preparation for inspection.
- E. Employ officer survival techniques.
- F. Conduct required inspection:
 - 1. Exterior.
 - 2. Engine compartment.
 - 3. Cargo compartments.
 - 4. Interior.
 - 5. Hand-carried items.
- G. Take required actions when search reveals prohibited/controlled item(s).
- H. Follow through until final disposition of vehicle and occupants.

6	Granted or denied the vehicle or occupants access to the installation
----------	--

- A. Grant access if all access requirements are met.
- B. Deny access if all personnel access requirements have not been met.
- C. Record/report required information.

7	Performed a visual check of the person approaching on foot
----------	---

- A. Assume position of advantage.
- B. Visibly check the person for:
 - 1. Position/contents of hands.
 - 2. Threat indicators.
 - 3. Unusual/suspicious behavior.
 - 4. Weapons.
 - 5. Accompanying individuals.
 - 6. Badge.

8	Stopped the person
----------	---------------------------

- A. State criteria for conducting stop (legal/policy).
- B. Conduct a consensual encounter, investigative detention or arrest.

9	Verified access authorization
----------	--------------------------------------

- A. Physically inspect badge.
- B. Verify identity of person:
 - 1. Compare face to badge photo, or
 - 2. Verify name and face with authorized form of identification.
- C. Verify badge clearance level was consistent with security requirements for area to be entered.
- D. Verify authorized access during special circumstances (building access only, system outages, etc.).

10	Granted or denied the person access to the facility
-----------	--

- A. Grant access to area after all access requirements are met.
- B. Deny access if all access requirements have not been met.
- C. Record/report required information.

11	Interviewed the person
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- A. State the purpose of interview to interviewee.
- B. Request permission to conduct interview.
- C. Employ officer survival techniques.
- D. Demonstrate professional conduct during interview.
- E. Demonstrate appropriate interview techniques.

- F. State legal guidelines once reasonable suspicion or probable cause is established or for voluntary confessions.

12	Confiscated badges/passes that have been tampered with, are damaged or are expired
-----------	---

- A. Confiscate badge.
- B. Deny access.
- C. Detain badge holder.
- D. Notify supervisor.
- E. Record/report required information.

13	Verified escort requirements
-----------	-------------------------------------

- A. Identify escort's credentials.
- B. Identify person(s) to be escorted.
- C. Verify area access authorization.

14	Conducted a hand-carried item inspection
-----------	---

- A. State guidelines for conducting hand-carried inspections.
 - 1. Administrative search.
 - 2. Probable cause (frisk).
 - 3. Warrantless workplace.
 - 4. DOE Orders and Directives (entering security areas).
- B. Conduct required inspection.
- C. Employ officer survival techniques.
- D. Take required actions when inspection reveals prohibited/controlled item(s).
- E. Follow through until final disposition of inspection.

15	Took appropriate actions in the event of a security violation
-----------	--

- A. Identify security violation(s).
- B. Identify person(s) involved/responsible.
- C. Detain person(s) involved/responsible.
- D. Control scene/items.
- E. Notify supervisor.
- F. Record/report required information.
- G. Follow through until final disposition of violation.

16	Secured Post
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- A. Verify closure time.
- B. Shut down required equipment.



- C. Remove weapon (if required).
- D. Secure doors, gates, turnstiles and barriers.
- E. Report any deficiencies to supervisor.

E-IND-05 CONDUCT PATROL

DESCRIPTION: Maintain security by routinely traversing an assigned area in order to detect any abnormal activity.				
CONDITION: As a member of a Protective Force, given a mounted or dismounted area of responsibility.				
STANDARD: In accordance with site security plans, operational directives, and current TTPs, conduct patrol operations in the area of responsibility and report information.				
	PERFORMANCE STEPS	Go	No-Go	N/A
1	Conducted foot patrol assignments			
2	Conducted mobile patrol assignments			
3	Interacted with personnel			
4	Reported all pertinent information and suspicious activities			
5	Maintained situational awareness during patrol			

REFERENCES:

- DOE NTC PFT-215, *Basic Security Police Officer Training*
- STP 21-1-SMCT *Soldier's Manual of Common Tasks: Warrior Skills Level 1, June 2009*
 - 071-331-0001 *Perform as a Member of a Patrol*

PERFORMANCE STEPS:

1	Conducted foot patrol assignments
----------	--

- A. State current patrol requirements.
- B. Prepare for assignment.
 1. Inspect required weapons and equipment.
 2. Plan patrol route.
- C. Perform building/area inspections.
- D. Utilize patrol tactics.
 1. Maintain continuous and active observation.
 2. Avoid predictable routes.
 3. Identify suspicious activities.
 4. Use cover and concealment.
 5. Avoid lighted areas during hours of darkness.
 6. Use individual movement techniques.
- E. Communicate, as required.
- F. Respond to assigned tasks, requests and directions.

2	Conducted mobile patrol assignments
----------	--

- A. State current patrol requirements.

- B. Prepare for assignment.
 - 1. Inspect required weapons, equipment and vehicle.
 - 2. Plan patrol route.
- C. Perform building/area inspections.
- D. Utilize patrol tactics.
 - 1. Maintain continuous and active observation.
 - 2. Avoid predictable routes.
 - 3. Position vehicle for rapid response.
 - 4. Identify suspicious activities.
 - 5. Use cover and concealment.
 - 6. Avoid lighted areas during hours of darkness.
 - 7. Use spotlights appropriately.
- E. Communicate, as required.
- F. Respond to assigned tasks, requests and directions.
- G. Demonstrate safe vehicle operations.

3	Interacted with personnel
----------	----------------------------------

- A. Assume position of advantage.
- B. Visibly check the person on approach for:
 - 1. Position/contents of hands.
 - 2. Threat indicators.
 - 3. Unusual/suspicious behavior.
 - 4. Weapons.
 - 5. Accompanying individuals.
 - 6. Badge.
- C. Stop the person.
- D. Verify access authorization.

4	Reported all pertinent information and suspicious activities
----------	---

- A. Communicate routine patrol information.
- B. Communicate situational report.
- C. Report adversary/suspicious person(s) information, using the SALUTE format.
 - 1. Size.
 - 2. Activity.
 - 3. Location.
 - 4. Unit.
 - 5. Time.
 - 6. Equipment.
- D. Communicate an ACE report.
 - 1. Ammunition.
 - 2. Causality.
 - 3. Equipment status.



5	Maintained situational awareness during patrol
----------	---

- A. Maintain surveillance (condition yellow) and responded to suspicious activities, events, objects, and persons.
- B. Make timely, relevant and accurate assessments.
- C. Maintain mental awareness.
 - 1. Recognition.
 - 2. Preparation.
 - 3. Levels of awareness:
 - a. White: unaware.
 - b. Yellow: relaxed alert.
 - c. Orange: specific alert.
 - d. Red: reaction is mandatory.
 - e. Black: overwhelmed by threat.
- D. Make sound tactical decisions.

E-IND-06 CONDUCT SURVEILLANCE/RECONNAISSANCE

DESCRIPTION: Observe activities in order to identify abnormal situations or potential surveillance/reconnaissance operations.				
CONDITION: As a member of a Protective Force during Post or Patrol Operations.				
STANDARD: In accordance with site security plans, operational directives, and current TTPs, conduct activities to identify and locate threat(s) and provide a report.				
	PERFORMANCE STEPS	Go	No-Go	N/A
1	Conducted surveillance/reconnaissance			
2	Applied counter-surveillance techniques			
3	Utilized proper methods of stealth, camouflage, and concealment techniques along with noise and light discipline to avoid detection			
4	Used appropriate observation techniques			
5	Avoided detection			
6	Reported all pertinent information			

REFERENCES:

- *US Army FM 7-93 Long-Range Surveillance Unit Operations, October 1995*
- *US Army Soldier's Manual of Common Tasks, Warrior Skills Level 1, June 2009*
 - *301-348-1050 Report Information of Potential Intelligence Value*
 - *301-371-1000 Report Intelligence Information*
- *DOE NTC PFT-215, Basic Security Police Officer Training*

PERFORMANCE STEPS:

1	Conduct surveillance/reconnaissance
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- A. *Surveillance* is the systematic observation of airspace, surface or subsurface areas, places, persons, or things, by visual, auditory, electronic, photographic, or other means.
- B. *Reconnaissance* is a mission undertaken to obtain, by visual observation or other detection methods, information about the activities and resources of an adversary or potential adversary.
- C. Receive mission briefing.
- D. Request intelligence.
- E. State plans (primary and contingency).
- F. Conduct equipment inspections.
- G. Move to assigned area.
- H. Maintain continuous and active observation.
- I. Remain undetected.
- J. Avoid confrontations.
- K. Report all pertinent information/suspicious activities (SALUTE).
 1. Size.
 2. Activity.
 3. Location.

4. Unit.
5. Time.
6. Equipment.
7. Terrain.

2	Applied counter-surveillance techniques
----------	--

- A. Identify threats.
 1. Conventional threats.
 2. Terrorist threats.
- B. Develop situational awareness of surroundings and activities of persons.
 1. Identify surreptitious or “discreet” surveillance on foot or in vehicle.
 - a. Look for TEDD.
 - 1) TEDD- (repeated observation of an individual over) time, (in different) environments, (over various) distances and (with suspicious) demeanor.
- C. Apply counter-surveillance techniques when being followed.
 1. Make sudden stops and turns.
 2. Take confusing, lengthy route.
 3. Confront suspect.
 - a. Conduct consensual encounter.
 - b. Photograph or videotape suspect or vehicle.

3	Utilize proper methods of stealth, camouflage, and concealment techniques along with noise and light discipline to avoid detection
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- A. Utilize covert observation techniques:
 1. Cover.
 2. Concealment.
 3. Camouflage.
 4. Positioning.
 5. Noise and light discipline.

4	Used appropriate observation techniques
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- A. Utilize general principles for observation for day or night operation.
 1. Remain stationary in the prone position (on belly).
 2. Remain concealed.
 3. Occupy the highest ground that permitted the greatest viewing distance.
 4. Used stable position for viewing.
 5. Look for the "4 S's and M". The "memory reminder" acronym stands for Shape, Silhouette, Shadow, Surface and Movement.
 6. Utilize sensory techniques (sight, hearing, touch, and smell).
 7. Properly utilize observation equipment.
 8. Properly utilize remote sensors (REMS). (Newer items added to the reconnaissance, intelligence, surveillance, and target acquisition (RISTA) family of equipment).
 9. Properly utilize electronic warning devices i.e. camera coverage and alarm enunciation.

10. In daylight, use a visual search technique to search terrain.
 - a. Make a quick, overall search of the entire sector for obvious targets and unnatural colors, outlines, or movements. Look first at the area just in front of the position, and then quickly scan the entire area out to the maximum range of area under observation. If the sector is wide, divide it and search each subsector as in “b” below.
 - b. Observe overlapping, 50-meterwide strips, alternating from left to right and right to left, until the entire sector is searched. When a suspicious spot is discovered, search it well.
 - c. Estimate range to object.
11. At night, use any of three night observation techniques to search terrain.
 - a. Dark Adaptation Technique.
Let eyes become adjusted to the darkness by staying either in a dark area for about 30 minutes, or in a red-lighted area for about 20 minutes followed by about 10 minutes in a dark area. The red-lighted method may save time by providing time to get orders, check equipment, or do some other job before moving into darkness.
 - b. Off-Center Vision Technique.
Focus attention on an object but look slightly away from it.
 - c. Scanning Technique.
 - 1) Focus attention on an object, but do not look directly at it.
 - 2) Move eyes in short, abrupt, and irregular movements around the object, pausing a few seconds after each move.
 - 3) Estimate range to object.

5	Avoid detection
----------	------------------------

- A. Do not alert the adversary to location in the objective area.
 1. Utilize routes that prevent detection by the adversary.
 2. Use camouflage, discipline, and stealth to help avoid detection.
 3. Avoid routes covered by adversary reconnaissance and surveillance.
 4. Reduce communications and radio traffic.
 5. See objective area and not be seen.
 6. Reduce movement in the objective area.
 7. Move no closer to the objective area than necessary.
 8. Use the prescribed timeline for the actual reconnaissance/surveillance.
 9. Exploit the technical advantages of equipment, such as NODs, to gain information.
- B. Follow supervisor’s orders concerning adversary contact.
 - a. Preserve tactical integrity.
 - b. Follow engagement criteria.
- C. If chance contact with the adversary is made, the officer will follow the established engagement criteria.

6	Report all pertinent information
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- A. Report in SALUTE format identifying:
 1. Size.
 2. Activity.
 3. Location.
 4. Unit.
 5. Time.



6. Equipment.

E-IND-07 PERFORM BUILDING SEARCH

DESCRIPTION: Locate specified object or person in buildings when indications of adverse activities are present in order to detect any associated threat.				
CONDITION: As a member of a Protective Force, given a building and indications of adverse activity.				
STANDARD: In accordance with site security plans, operational directives, and current TTPs, conduct a search of the area of interest.				
	PERFORMANCE STEPS	Go	No-Go	N/A
1	Established overwatch/supporting fire positions			
2	Secured the near and far side of the point of penetration			
3	Maintained overwatch/supporting fire positions during entry			
4	Moved to the last covered and concealed position near the entry point			
5	Performed building entry			
6	Secured interior position from which further progress may be made			
7	Performed covert room entry techniques			
8	Performed overt room entry techniques			
9	Performed covert interior movement techniques			
10	Performed overt interior movement techniques			
11	Performed covert room search techniques			
12	Performed overt room search techniques			
13	Reported status and situation			
14	Controlled personnel/suspects			
15	Continued mission			

REFERENCES:

- DOE NTC PFT-215, Basic Security Police Officer Training
SRT
- DOE NTC TRF-200, Tactical Response Force II
- FM 3-21.8 (FM 7-8) The Infantry Rifle and Platoon and Squad, March 2007
 - Chapter 3 Tactical Movement, Section VI Urban Areas
 - Isolate the Building, 7-180 to 7-183
 - Entering the Building, 7-185-7-191

PERFORMANCE STEPS:

1	Established over-watch/supporting fire positions
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A. Reconnoiter the over-watch position.

- B. Establish local security.
- C. Assume the over-watch position.
- D. Utilize noise and light discipline.
- E. Communicate with team.
 - 1. Use hand and arm signals.
 - 2. Use radio.
 - 3. Use secondary means of communication.
- F. Use the terrain to provide cover and concealment.
- G. Establish support by fire position in advance.
 - 1. Utilize proper target engagement techniques.
- H. Establish and maintain view of moving SPO(s).

2

Secured the near and far side of the point of penetration

- A. Assume a hasty fighting position using available cover and concealment.
- B. Inspect and clear immediate area.
 - 1. Hasty search.
 - 2. Detailed search.
- C. Establish a sector of fire.

3

Maintained over-watch/supporting fire positions during entry

- A. Provide over-watch during search.
- B. Maintain view of bounding SPO(s).

4

Moved to the last covered and concealed position near the entry point

- A. Select movement technique. (Select the formation type based on the likelihood of adversary contact).
 - 1. Traveling (contact unlikely).
 - 2. Traveling over-watch (contact possible).
 - 3. Bounding over-watch (contact expected).
- B. Exploit all natural cover and concealment.
- C. Move along the same general line of other SPOs.
- D. Remain dispersed.

5

Performed building entry

- A. Select a point to enter a building prior to moving.
- B. Enter the building.
 - 1. Manual.
 - 2. Covert.
 - 3. Overt.
 - 4. Forced.
 - a. Mechanical breaching.

- b. Ballistic breaching.
- c. Explosive breaching.
- C. Use the buddy system to enter building.
- D. Utilize diversionary device.
- E. Clear the entry point.

6	Secured interior position from which further progress may be made
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- A. Assume a hasty fighting position using available cover and concealment.
- B. Inspect and clear immediate area.
- C. Establish a sector of fire.

7	Performed covert room entry techniques
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- A. Utilize slow and deliberate movement.
- B. Use pieing technique.
 - 1. Don't telegraph movement.
 - 2. Avoid flagging.
 - 3. Maintain distance and stay off the wall.
 - 4. Clear one section at a time.
- C. Utilize mirrors to clear area.
 - 1. Mirror should precede body part.
 - 2. Look low first, then high, the all around.
 - 3. Search to limitations of mirror.
 - 4. Maintain noise discipline.
- D. Utilize five rules of room clearing.
 - 1. Through the door.
 - 2. Clear the near corner.
 - 3. Run the wall.
 - 4. Clear to center.
 - 5. Communicate.
- E. Demonstrate proper entry skills. □

8	Performed overt room entry techniques
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- A. Prepare for assault.
- B. Utilize mechanical entry tools.
- C. Utilize proper dynamic entry skills.
- D. Utilize assault fundamentals.
 - 1. Maintain 360° security.
 - 2. Don't hesitate or change direction once committed.
 - 3. Don't over-penetrate in a room.
 - 4. Don't cross or pass a danger area.
 - 5. When your primary weapon fails, transition.
 - 6. Reposition threats to your front.

7. Stay on your feet.
 8. Never clear more than two rooms deep.
 9. When momentum is lost, stay out of the hallway.
 10. Rear security.
 11. Accomplish the mission.
 12. Be prepared for the unexpected.
- E. Communicate with team.

9	Performed covert interior movement techniques
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- A. Utilize slow and deliberate movement.
- B. Use mirrors to clear immediate area before stepping out.
- C. Use pieing technique.
- D. Utilize noise and light discipline.
- E. Remain dispersed.
- F. Utilize doorstops and nylon webbing.
- G. Utilize stairwell clearing techniques.
 1. Clear from top down if possible.
 2. Search to limitations of mirror.
 3. Pie landings with cover on outside and inside.
 4. Clear one landing at time.
 5. Establish cover on each landing.
- H. Communicate with team.

10	Performed overt interior movement techniques
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- A. Utilize direct threat team formations.
 1. Avoid grouping.
 2. Utilize formation(s) based on METT-TC that balances speed and security.
- B. Utilize direct threat team movement.
- C. Utilize hallway clearing/movement techniques.
- D. Take action at the objective in direct threat.
- E. Move to link-up points.

11	Performed covert room search techniques
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- A. Maintain security in hallway.
- B. Set up on door.
- C. Utilize slow and deliberate movement.
- D. Use mirrors to clear immediate area before stepping out.
- E. Use pieing technique.
- F. Utilize noise and light discipline.
- G. Remain dispersed.
- H. Point man identifies next danger area.
- I. Maintain security.

J. Communicate with team.

12	Performed overt room search techniques
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- A. Maintain security in hallway.
- B. Set up on door.
- C. Demonstrate dynamic entry.
- D. Demonstrate the five rules of room clearing.
 - 1. Through the door.
 - 2. Clear the near corner.
 - 3. Run the wall.
 - 4. Clear to center.
 - 5. Communicate.
- E. Clear danger areas.
- F. Maintain security.

13	Reported status and situation
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- A. Communicate with other team members.
- B. Provide report to leader.
 - 1. Situation report (SITREP).
 - a. Location.
 - b. Status of team.
 - c. Status and number of unknown personnel.
 - d. Status and number of adversaries.
 - e. Requests for information or support.
 - f. Pending actions.

14	Controlled personnel/suspects
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- A. Verify access authorization for individuals.
- B. Direct individuals to safe area, if necessary.
- C. Control movement.
- D. Maintain visual contact.
- E. Perform 5S for unknown personnel (search, silence, segregate, secure, and speed to the rear).

15	Continued mission
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- A. Link up with team members.
- B. Utilize tactical withdrawal techniques.
- C. Communicate anticipated actions to team leader.
- D. Move to next target area.

E-IND-08 PERFORM AREA SEARCH

DESCRIPTION: Search an area of interest for a specified object or person when indications of adverse activity are present, in order to detect any associated threat.				
CONDITION: As a member of a Protective Force, given an area and indications of adverse activity.				
STANDARD: In accordance with site security plans, operational directives, and current TTPs, conduct a search of the area of interest.				
	PERFORMANCE STEPS	Go	No-Go	N/A
1	Responded to area			
2	Assumed containment position			
3	Assembled and prepared equipment			
4	Moved as a member of an assessment team			
5	Moved over, through, or around obstacles			
6	Searched assigned area			
7	Reported status and situation			
8	Controlled personnel/suspects			
9	Continued mission			

REFERENCES:

- DOE NTC PFT-215, *Basic Security Police Officer Training*
- DOE NTC TRF-100, *Tactical Response Force I SRT*
- DOE NTC TRF-200, *Tactical Response Force IIFM 3-21.8 (FM 7-8) The Infantry Rifle and Platoon and Squad, March 2007*
 - Clear 7-151
 - General Terrain Considerations 7-152-7-154
 - Restrictive Terrain Considerations 7-155-7-161

PERFORMANCE STEPS:

1	Responded to area
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- A. Listen to dispatch and determine if you can meet the access requirements for the area.
- B. Check radio volume and squelch noise.
- C. Avoid loud talking.
- D. Get the wind direction. (If needed for type of safety response such as bomb threat, gas leak etc.).
- E. Determine the presence of hazardous materials/type. Determine what safety equipment (if any) is needed for the response. Do you have it?
- F. Determine response procedures for you and other units. (Radios off for bomb threat, standoff distance etc.).
- G. Plan response.
 1. Use covered and concealed route.
 2. Maintain separation.

- H. Dismounted.
 1. Use cover and concealment when moving,
 2. Survey area before moving through or around.
 3. If moving as a part of a team use hand and arm signals.
 4. Maintain visual contact with your team member but don't bunch up.
 5. Provide overwatch.
 6. Maintain 360° security.
- I. Mounted.
 1. Drive defensively (look everywhere).
 2. Use cover and concealment when moving.
 3. Survey area before moving through or around.
 4. Maintain 360° security.
 5. If you have to dismount, park vehicle at a distance from response area.

2	Assumed containment position
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- A. Assume a containment position that is capable of sustaining weapons fire if engaged.
- B. Establish and maintain communications.
- C. Maintain observation of alarmed area and weapons discipline. (Tunnel vision vs. 360°).
- D. Coordinate with adjacent units and others as required.
 1. Coordinate for security patrols (if applicable).
 2. Establish responsibility for overlapping adversary avenues of approach between adjacent units.
 3. Ensure no gaps are between elements.
 4. Exchange information on location and unit signals.
 5. Coordinate for local counterattacks.
 6. Complete and forward a copy of the sector sketch to leader.
- E. Ensure you can safely observe and provide effective weapons fire on the entire area of interest.
- F. Cover all possible routes of escape to further isolate the adversary.
- G. Maintain surveillance of the adversary, if possible.
- H. Stay focused on mission. Do not perform any other duties.

3	Assembled and prepared equipment
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- A. Determine mission needs.
- B. Check uniform (noise and reflections).
- C. Check equipment (What do I have?):
 1. Holster.
 2. Handcuffs/restraint's, pouch.
 3. Flashlight, pouch.
 4. Magazine pouch.
 5. Protective mask/carrier.
 6. Night Vision Devices.
 7. Additional equipment.
- D. Determine weapons ready posture.
- E. Check weapons:
 1. Aerosol projector.
 2. Baton.

3. Handgun (illuminating devices).
 4. Rifle (optics, illuminating devices, etc.).
 5. Advanced Weapon Systems (optics, illuminating devices, etc.).
- F. Inspected ammo, magazines and carriers:
1. Magazine assembly.
 2. Ammunition.
 3. Carriers/pouches.

4	Moved as a member of an assessment team
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- A. Conduct team movement.
1. Only one SPO/team moves at a time.
 2. Move in a short bound from one covered position to another.
 3. The other SPO/teams provide overwatch—observation and immediate fire support, if needed.
 4. If a team, the entire team moves in a continuous series of short bounds.
 - a. The 1st SPO.
Moves while the other elements overwatch likely adversary locations.
 - b. 2nd SPO.
Bounds forward while 1st and 3rd overwatch.
 - c. 3rd SPO.
Catches up to other SPOs. 1st and 2nd SPOs become overwatch.
 - 1) SPOs stay close enough to observe each other.
 - 2) Using alternate bounds, one SPO leapfrogs past another.
 - 3) Using successive bounds, the SPOs catch up to one another in the same order of movement.

5	Moved over, through, or around obstacles
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- A. Move over wall or fence.
1. Utilize One-Man Assist (Knee/Shoulder).
 2. Utilize One-Man Assist (hands cupped).
 3. Utilize Two-Man Assist.
 3. Utilize School Boy Drop.
 4. Utilize Spider Drop/Crawl.
- B. Cross rooftop.
- C. Breach obstacle.
1. Mechanical.
 2. Ballistic.
 3. Explosive.

6	Searched assigned area
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- A. Examine likely areas of concealment.
- B. Search ground level terrain.
- C. Search waist to head high.
- D. Search above head height.



7	Reported status and situation
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- A. Communicate with other team members.
- B. Provide report to leader.
 - 1. Situation report (SITREP).
 - a. Location.
 - b. Status of team.
 - c. Status and number of unknown personnel.
 - d. Status and number of adversaries.
 - e. Requests for information or support.
 - f. Pending actions.

8	Controlled personnel/suspects
----------	--------------------------------------

- A. Verify access authorization for individuals.
- B. Direct individuals to safe area, if necessary.
- C. Control movement.
- D. Maintain visual contact.
- E. Perform 5S for unknown personnel (search, silence, segregate, secure, and speed to the rear).

9	Continued mission
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- A. Link up with team members.
- B. Utilize tactical withdrawal techniques.
- C. Communicate anticipated actions to team leader.
- D. Move to next target area.

E-IND-09 PERFORM PERSONNEL SEARCH

DESCRIPTION: Search an individual for purposes of officer safety and site security.				
CONDITION: As a member of a Protective Force, given routine or suspicious conditions and an individual or individuals under the control of the Protective Force.				
STANDARD: In accordance with site security plans, operational directives, and current TTPs, conduct a personnel search.				
	PERFORMANCE STEPS	Go	No-Go	N/A
1	Demonstrated knowledge of search and seizure legal requirements			
2	Requested and waited for back-up			
3	Determined type of search to be performed			
4	Positioned subject for search			
5	Handcuffed the subject			
6	Conducted appropriate search			
7	Conducted search of deceased subject			
8	Performed back-up officer duties			

REFERENCES:

- DOE NTC TRF-100D, *Introduction to Protective Force*
- DOE NTC PFT-215, *Basic Security Police Officer Training*
- US Army Soldier's Manual of Common Tasks, *Warrior Skills Level 1, June 2009*
 - 091-376-5148 *Search an Individual*
 - 191-377-4254 *Search a Detainee*

PERFORMANCE STEPS:

1	Demonstrated knowledge of search and seizure legal requirements
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- A. Identify the procedures used for administrative inspections at different locations.
- B. Define the term "probable cause."
 1. *Black's Law Dictionary*: "an apparent state of facts found to exist upon reasonable inquiry which would induce a reasonably intelligent and prudent man to believe, in a criminal case, that the accused person had committed the crime charged."
 2. "Probable cause for an arrest exists where, at the moment, the facts and circumstances within the knowledge of the arresting officer and of which he has reasonably trustworthy information would warrant a reasonable and prudent man in believing that a particular person has committed or is committing a crime."
- C. Identify the elements of temporary detention.
 1. Rational suspicion by an SPO that some extraordinary activity is or has taken place.
 2. Some indication must exist to connect the person to be detained with the suspicious activity.
 3. Some indication must exist that the suspicious activity is related to a specific offense.
- D. Identify the difference between frisk and search.



1. A frisk is a mere pat down of the outer clothing. A search, in contrast, is a thorough, detailed, check and examination of the minute details of a person's clothing, including the pockets and their contents, and the contents of anything he has in his possession. A search may include a complete strip search, including the cavities and orifices of the body.
 2. **Note:** A body-cavity search requires a warrant and must be completed by a licensed physician.
- E. Identify the two circumstances that would permit a frisk.
1. Anytime an SPO encounters a person or persons and can document the reasons that the SPO feared for his or her safety.
 2. Whenever an SPO has reason to believe a person possesses, on or about his or her person, a weapon or object that could be used to cause injury or death to others.
- F. Identify the various circumstances permitting a lawful search.
1. Consent.
 2. Probable cause.

2	Requested and waited for back-up
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- A. Made request to dispatch.
- B. Communicate with other SPOs.
- C. Wait for arrival of backup.

3	Determined type of search to be performed
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- A. Administrative.
- B. Warrantless workplace.
- C. Consent.
- D. Probable cause.
- E. Inventory.

4	Positioned subject for search
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- A. Positioned cooperative detainee.
 1. Cursory.
 2. Standing.
 3. Kneeling.
 4. Prone.
- B. Positioned uncooperative detainee.
 1. Prone.

5	Handcuffed the subject
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- A. The primary objective is to secure the subject by handcuffing. Possible techniques are:
 1. Quick-cuff technique.
 2. Standing handcuffing procedures.
 3. Kneeling handcuffing procedures.



4. Prone handcuffing procedures.
5. Handcuffing procedures using flexcuffs.
6. Handcuffing procedures using hinged handcuffs.
7. Unhandcuffing procedures for a cooperative subject.
8. Handcuffing procedures for an uncooperative subject.
9. Unhandcuffing procedures for an uncooperative subject.

6	Conducted appropriate search
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- A. The primary objective is to search the subject. Possible techniques are:
- B. Controlled Cursory Search - A controlled cursory search can be utilized when searching an individual where a substantial amount of control is desired but a more invasive search is not justified. To perform a controlled cursory search, do the following:
1. Communicate and provide direction to the subject whom you are going to search.
 2. Give clear and concise instructions.
 3. Instruct the subject to turn and face away from you. While the subject is in the process of turning away from you, visually scan the person for anything that may be unusual.
 4. Instruct the subject to place both his hands behind him, palms facing each other, interlacing his fingers near the small of his back.
 5. Instruct the subject to separate his feet and point his toes slightly outward.
 6. Approach the subject from relative position 2½ and grab, at a minimum, two fingers of one hand or grab the fingers of the subject, pulling his hands away from his lower back. Reach in between the subject's hand and lower back with your other hand grabbing both the subject's hands and rotate the hands up and over, pulling the subject down and slightly off balance.
 7. Block the subject's outside foot with your inside foot by placing it alongside his outside foot.
 8. Pull the subject slightly down and to the side, placing his weight on the heels of his feet.
 9. Conduct a systematic quadrant search of one half of the subject with your free hand. (Usually start at the small of the back where you had the subject place his hands.)
 10. Conduct a search of the subject's other side.
 11. Staying behind the subject, transfer your grip from one hand to the other or step to the subject's opposite side, but do not do both at the same time.
 12. Follow steps F through I to complete the search of the subject.
- Note:** Be aware of your firearm and where it is in relation to the subject while conducting the search.
- C. Standing search procedures.

Now that the subject is handcuffed, conduct a thorough, systematic quadrant search. Keep in mind that the search can be conducted where you are or the subject can be escorted to a more secure area (for example, close to your unit or where cover is available). To perform a search on a handcuffed subject in the standing position, do the following:

1. Control the subject by holding and pulling his hands away from the lower back/waist line and grabbing the subject's entire hand. With your other hand, place a c-clamp grip on the elbow of the subject.
2. Conduct the search from relative position 2½, blocking the subject's outside foot with your inner foot.
3. Beginning at the subject's lower back, search the entire back region, including his neck, head, groin, and length of his legs.
4. Pull the subject slightly down and to the side, placing his weight on the heels of his feet. Manipulation of the subject's wrist can assist with positioning and controlling the subject.
5. Conduct a systematic quadrant search of half of the subject with your free hand. (Usually start at the small of the back where you had the subject place his hands.)
6. Conduct a search of the subject's other side.
7. Staying behind the subject, transfer your grip from one hand to the other or step to the subject's opposite side, but do not do both at the same time.

Note: Remain aware of your handgun in relation to where the subject is and keep a balanced stance.

D. Kneeling search procedures.

Now that the subject is handcuffed, conduct a thorough, systematic quadrant search. Keep in mind that the search can be conducted where you are or the subject can be escorted to a more secure area (for example, close to your unit or where cover is available). To perform a search on a handcuffed subject in the standing position, do the following:

1. Control the subject by holding and pulling his hands away from the lower back/waist line and grabbing the subject's entire hand. With your other hand, place a c-clamp grip on the elbow of the subject.
2. Conduct the search from relative position 2½, blocking the subject's outside foot with your inner foot.
3. Beginning at the subject's lower back, search the entire back region, including his neck, head, groin, and length of his legs.
4. Pull the subject slightly down and to the side, placing his weight on the heels of his feet. Manipulation of the subject's wrist can assist with positioning and controlling the subject.
5. Conduct a systematic quadrant search of half of the subject with your free hand. (Usually start at the small of the back where you had the subject place his hands.)
6. Conduct a search of the subject's other side.
7. Staying behind the subject, transfer your grip from one hand to the other or step to the subject's opposite side, but do not do both at the same

time.

Note: Remain aware of your handgun in relation to where the subject is and keep a balanced stance.

E. Prone search procedures.

The subject is now handcuffed in the prone position and a search of his person needs to be conducted. This can be done in the prone position if the environment allows it to be done safely for the officer. To perform a search on a handcuffed subject in the prone position, do the following:

1. Lower your level and place your knee closest to the subject's head on the ground behind the subject's neck. Your knee closest to the subject's hip should be up with your foot on the ground. Immediately obtain wrist control of the subject's hands by utilizing a thumb-in-web grip. Move his hands away from the lower back and search this area.
2. Grab the subject's arm/elbow furthest away from you and roll him onto his side. His arm should be placed over your knee closest to his hip between the arm and his rib cage. The knee closest to his head should remain behind the neck and should be pushing his head forward and his chin toward his chest.
3. Conduct a systematic quadrant search of this side of the subject from head to toe.
4. Once that side has been properly searched, roll the subject facedown. Return to a standing position and place your hands on the upper portion of the subject's back and apply downward pressure.

Note: Do not place your hands on the subject's head, neck, triceps region, or elbows as you walk around his head to the other side.

5. Position yourself in relation to the subject as you did on the previous side and conduct a systematic quadrant search.

F. Prone to standing

Once the subject has been handcuffed and searched from the prone position, you must assist him back to standing. By using this method, the subject can comfortably return to the standing position without you having to lift the subject and possibly risk injury. To bring the subject to the standing position from the right side, do the following:

1. Once you have lowered your level for prone searching, roll the subject onto his left side. Place your left hand on the back of his neck and your right hand on his elbow.
2. Instruct the subject to sit up on the count of three. Assist the subject to a sitting position, but ensure that the subject does most of the work.

Note: Receive a verbal "OK" from the subject prior to sitting him up.

3. Maintain the grip on the subject's elbow with your right hand; with your left hand, obtain wrist control of the subject's right hand utilizing a thumb-in-web grip.



4. Instruct the subject to bend his right leg inward. Tell the subject to stand on the count of three.

Note: Receive a verbal “OK” from the subject prior to sitting him up.

- G. Rock the subject forward and up and over his right knee to a standing position. Assist the subject to the standing position, but ensure that he will do most of the work.
- H. Property/evidence.

7	Conducted search of deceased subject
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- A. Conduct detailed search.
 1. Clothing.
 2. Hand-carried.
- B. Control property/evidence.

8	Performed back-up officer duties
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- A. Assume interview stance.
- B. Assume relative position for cover officer.
- C. Watch for threats.
- D. React to threats.

E-IND-10 PERFORM VEHICLE SEARCH

DESCRIPTION: Search a vehicle for reasons of officer safety and site security.				
CONDITION: As a member of a Protective Force given routine or suspicious conditions and a known or unknown vehicle.				
STANDARD: In accordance with site security plans, operational directives, and current TTPs, conduct a search of a vehicle.				
	PERFORMANCE STEPS	Go	No-Go	N/A
1	Demonstrated knowledge of search and seizure legal requirements			
2	Set up search area			
3	Performed badge check and notified driver of search requirement.			
4	Directed the driver in to the search area			
5	Directed the driver to turn the engine off and apply the parking brake			
6	Directed the occupant(s) to exit the vehicle			
7	Directed the driver to open all compartments of the vehicle			
8	Searched the exterior of the vehicle			
9	Searched the undercarriage of the vehicle			
10	Searched the engine compartment of the vehicle			
11	Searched the trunk of the vehicle			
12	Searched the interior of the vehicle			
13	Took required action for controlled or prohibited items in the vehicle			
14	Released the driver if no controlled or prohibited items were found in the vehicle			
15	Conducted search of vehicle in a tactical situation			

REFERENCES:

- DOE NTC TRF-100D, *Introduction to Protective Force*
- STP 21-1 *Soldiers Manual of Common Tasks, Level 1, June 2009*
 - 171-300-0011-*Search Vehicles in a Tactical Environment, 3-201*

PERFORMANCE STEPS:

1	Demonstrated knowledge of search and seizure legal requirements
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- A. Department of Energy Order 470.4-2 outlines the departmental requirements for entry and exit inspections (Local DOE offices may impose additional requirements).

1. “...DOE may impose, within its authority, requirements deemed necessary to protect the safety of employees and the public and to minimize threats to life, Special Nuclear Material (SNM), radiological/chemical/biological materials, classified matter, Government property, and/or the environment.”
- B. Department of Energy Order 470.4 states, “Personnel, hand-carried items, delivers/mail, vehicles, and vehicle contents, are subject to random inspections at security areas boundaries except for protected areas and material access areas where inspections must be conducted.”
- C. Define inspection.
 1. (Black’s Law Dictionary) To examine; scrutinize; investigate; look into; check over; or view for the purpose of ascertaining the quality, authenticity or conditions of an item, product, document, residence, business, etc.
- D. Describe the primary purpose of the inspection.
 1. To protect national security interests, it is necessary for SPOs and security officers (SOs) to conduct inspections and searches of vehicles, hand-carried items, containers, and personnel entering and exiting DOE facilities and security areas. The inspections are deterrents to control espionage, sabotage, theft, etc., and add a vital level of security needed to protect DOE facilities against the current threat basis.
- E. Describe the inspection guidelines.
 1. Entry into a DOE facility is voluntary. Individuals who do not wish to submit to administrative inspections of their property may refuse to do so. Their entry will be denied.
 2. When someone is exiting a DOE facility, the administrative inspection procedure is not voluntary. Refusal of an inspection would constitute reasonable suspicion and give the officer authority to investigate further.
 3. The inspection must be conducted for a purpose other than gathering evidence. To indicate this, we have designated limited search areas at sensitive facilities as “administrative search areas,” which include procedures such as cursory or detailed inspections. In order to conduct administrative inspections, however, it must first be determined how these inspections will be conducted.
 4. Inspect every person entering the installation.
This option is generally impractical because of facility size, unless operating in a crisis, for example, bomb threat or terrorist activity.
 5. Inspect individuals, packages or vehicles randomly.
 - a. In order to perform administrative inspections, randomness must first be established. A random method must be established outside of human control, for example; computer generation, electronic random selector, dice throw.
 - b. Once randomness has been established, the security officer must have probable cause to conduct an inspection of an individual who has not been randomly selected. For example, if it has been randomly determined that every fifth individual will be inspected, the security officer must also have probable cause to conduct an inspection of individuals numbering one through four.
 6. Inspection refusal.
 - a. Detain individual and contact supervision. Confiscate the person’s security badge and notify potentially affected posts and patrols of the incident.
 - b. Remember that physical force is a last resort, and the refusal to comply with instructions from an SPO/SO is not a crime. If an arrest is not being made, force should be used only when necessary. If you reasonably believe that the individual poses a threat to others or to site security, then force may be necessary for detention. For additional reference, refer to the legal module lesson plans and site policies.
 - c. If the inspection reveals the presence of prohibited and controlled articles, contact law enforcement and turn the person over to them.

F. Define search.

1. A search is by definition an invasion of *privacy*. Prior to *Katz v. U.S.* (1967), privacy was defined in terms of the trespass doctrine, but since then, a "*reasonable expectation of privacy*" doctrine has prevailed. Only what people themselves deem "private" and what society recognizes as private are protected. The Fourth Amendment does NOT protect against all invasions of privacy; it only forbids unreasonable searches and seizures
2. According to *Black's Law Dictionary*, a search is "an examination of a man's house or other building or premises, or of his person, with a view to the discovery of contraband or illicit or stolen property, or some evidence of guilt to be used in the prosecution of a criminal action for some crime or offense with which he was charged. A prying into hidden places for that which is concealed. It is not a search to observe that which is open to view."

G. Define seizure.

A SEIZURE is by definition the deprivation of liberty, or the enjoyment in exercising dominion or control over a thing, be it property or person. Police can temporarily seize private property for about 14 days (this varies from jurisdiction to jurisdiction), and usually hold it indefinitely if it is material evidence in a criminal case. Temporary seizure or detention of a person is allowed for shorter periods of time, usually 72 hours. Asset forfeiture laws have been recently applied in criminal cases, to show that crime does not pay. While these are technically civil law procedures that exist on both federal and state levels, seized property can be auctioned off for money to fund the criminal justice system, or in some cases, used by the police departments themselves in operations; e.g., as an undercover vehicle. With asset forfeiture, the crime must fall under the R.I.C.O. (Racketeer Influenced Corrupt Organization) Act, or be part of an ongoing criminal enterprise designed to be profitable, such as drug dealing. In most cases, a person who has had their assets seized under forfeiture laws must make a showing of good cause why the property should be returned in civil court within 90 days.

H. Describe the permissibility of an administrative search.

1. The Supreme Court has determined that warrant-less administrative searches that further vital government interests are reasonable, if the public interest is great and the intrusion is minor.
2. Sustained limited searches of persons seeking to enter sensitive facilities recognize an exemption to the general requirement of the Fourth Amendment that searches are proper only if conducted pursuant to a lawful warrant. The search must be limited and no more intrusive than is necessary to protect against the danger to be avoided. (*McMorris vs. Alioto*, 567 F.2d 897, 899 (9th Cir. 1978)). The inspection must be conducted for a purpose other than gathering evidence. To indicate this, we have designated limited search areas at sensitive facilities as administrative searches.
3. To require an officer to obtain a warrant to examine packages of numerous persons entering an installation or to determine probable cause for each person would, as a practical matter, seriously impair the power of the government to protect itself. (*Downing vs. Kunzig*, 454 F.2d 1230, 1232, 1233 (6th Cir. 1972)).
4. Once randomness has been established, the security officer must have probable cause to conduct an inspection of an individual who has not been randomly selected. For example, if it has been randomly determined that every fifth individual will be inspected, the security officer must also have probable cause to conduct an inspection of individuals numbering one through four.

I. Administrative inspections without probable cause are authorized **only** at entry, exit, or internal inspection points. To conduct inspections within the facility, a SPO must have probable cause.

- c. (*Ross vs. U.S.* 456 U.S. 798) If the SPO has a reasonable suspicious belief (probable cause) that a person possesses evidence of a crime or contraband on or about his or her person, including a vehicle the person is occupying, that person or vehicle may be lawfully searched. If the probable cause developed is that the contraband is being carried in a particularly described container, such as a small black suitcase, airline flight bag, or the like, a search warrant must be obtained to open

and examine the contents, once the container is found. The container may be seized and the suspected offender may be detained pending the issuance of the search warrant.

- J. Describe the admissibility of evidence at trial obtained through an illegal search or inspection.
1. In a historic decision, the Supreme Court ruled that all evidence uncovered by public law enforcement agents in violation of the Fourth Amendment would be excluded from consideration. This means that all evidence, no matter how trustworthy or indicative of guilt, will be inadmissible if it is illegally obtained. This landmark case (*Mapp vs. Ohio*, 367 U.S. 634, (1961)) was the most important case contributing to the development of the “exclusionary rule,” which states that illegally seized evidence (and its fruits) are inadmissible in any state or federal proceedings.
- K. Describe the authority to conduct an inventory of property.
Although this is not considered a search, it is a lawful means of protecting the property of a person who is going to be confined.
- Note:** Never use the inventory as a purpose to conduct a search.
1. Inventory everything that the arrested person has in his possession to ensure proper return upon release.
 2. As a general rule, the following apply when inventorying vehicles:
 - a. The arrest of the person in control of the vehicle must be legal.
 - b. It is standard operating procedure to impound the vehicle.
 - c. The inventory is not exploratory.
 - d. The inventory is not a pretext for a search.
 - e. There is any evidence that violates the law (discovered during a lawful inventory) may be lawfully seized.
Note: There is no statutory authority for inventory, however, unless inventories are performed in every instance (without exception). Any evidence that violates the law may be lawfully seized. (*Duncan vs. State* 680 SW 2nd (1984)); (Tyler District).
 - f. A vehicle impounding report, including inventory, should be completed at the time vehicle is being impounded.
- L. Describe exceptions to search and seizure requirements.
1. For many reasons, not necessarily only because of harshness, there have evolved numerous EXCEPTIONS (precedents) to the warrant rule and the exclusionary rule. Often, these precedents are interrelated in actual police practice. These are listed below by their technical names in alphabetical order:
 2. Automobile Search Exception--first established in *Carroll v. U.S.* (1925) as part of Prohibition-era laws allowing roadblocks and checkpoints. Later, amended to allow free and unfettered passage on public highways. Police can generally open luggage and parcels in the passenger compartment; a search of the trunk requires special justification. However, *Chambers v. Moroney* (1970) ruled that an automobile search need not be made immediately. All that is necessary in a probable cause stop is to confiscate the parked vehicle after the driver has been arrested, take it to headquarters, and do a complete inventory on its contents. Any and all evidence found in the vehicle can be legally seized. Inventory and search are technically different, but in practice, both are done at the same time. (See Moving Vehicle/Probable Cause Doctrine and Inventory Search Exception).
 3. Border Search Exception--the basic idea here is that special attention should be paid to a nation’s borders and certain transportation routes. For this reason, immigration points and international airports can search and seize (for as long as 16 hours) on the basis of reasonable suspicion rather than probable cause. Also allowed is “drug courier profiling” of suspicious persons that may be transporting contraband along a commonly used Interstate or airport for drug trafficking. Profiling stops have also been authorized for people who appear to be soliciting prostitutes.
 4. Chimel Rule--briefly, a warrantless search is allowed if incidental (simultaneous) to a lawful arrest, i.e., serving an arrest warrant without a search warrant. Only the area under a suspect’s immediate control

can be searched, and this can be for evidence that has nothing to do with the cause for arrest. Also a "protective sweep search" is appropriate for dwelling areas, such as closets or closed doors for hidden attackers. Comes from *Chimel v. California* (1969), a case where police literally ransacked a house. Also applies to hot pursuit or chase situations where suspect can be taken back to show spot where weapon or drugs were discarded, but this more often involves a public safety exception to the *Miranda rule*. Strip searches (down to the underwear) can ONLY be done when the prisoner is in a secure facility. Vehicles used to transport prisoners MUST be searched prior and after transport in order to prove something was discarded during transport. Cavity searches can be done at booking, but are best left to medical personnel, but some departments allow officers to do them.

5. Consent Search Exception--A person who possesses common authority or has frequent access over the premises; e.g., girlfriend, landlord, etc. can authorize a consent search within limits (NOT the whole house) if their waiver of rights is voluntary (they understand it can be revoked at anytime during the search) and made intelligently (NOT just in acquiescence or mere submission to police authority). Many departments require signing a Miranda-type consent form. Silence, simple nodding of the head, or waving the police in an open door is NOT consent.
6. Crime Scene Search Exception--Police have enormous powers regarding the securing of crime scenes. They can order people to move or not to move about. They can "freeze" suspicious situations. They can commandeer (immediately seize) property, vehicles, or residences for evidence, transport, or temporary headquarters. Force can also be used to prevent contamination of the scene. A restriction at crime scenes and other searches is the elephant in a matchbox doctrine, which requires searchers consider the probable size and shape of the evidence they seek, since large objects cannot be concealed in tiny areas. Ignoring this doctrine usually results in leaving the place a shambles.
7. Emergency Situation Exception--The letter of the law regarding warrants need not be applied strictly in situations with probable cause and no time to secure a warrant; e.g., shots being fired or a person screaming. Applies to searches that must be conducted immediately, and has been extended to include fingernail scrapings, blood samples, and urine tests. A danger to life, or danger of escape should exist, but most often, used in situations where delay would cause destruction or removal of evidence.
8. Good Faith Doctrine--originally emerged as exception to exclusionary rule and is now the most rapidly expanding exception. It was first applied when police executed what they believed to be valid warrants later overturned on technical grounds due to fault of the issuing magistrate in assessing probable cause and nexus (the connection between PC and accused' participation in elements of criminal offense). Based on two cases in 1984, *U.S. v. Leon* and *Massachusetts v. Sheppard*, the doctrine holds that if police are truly unaware they are violating someone's 4th Amendment rights, the evidence can be admitted anyway. Has been extended somewhat to apply in situations where police acting "under color of law" due to existence of a specific state statute; e.g., safety inspections, proceeding with a warrantless search because application of the exclusionary rule in these situations does not coincide with purpose (deterrence) of the exclusionary rule.
9. Inevitable Discovery Doctrine--designed as a built-in loophole to the fruit of the poisonous tree doctrine. Based on *Nix v. Williams* (1984), the doctrine holds that if illegally obtained evidence would in all likelihood eventually have been discovered anyway, it is admissible. For example, if police obtained an illegal confession and cooperation from a suspect in locating where bodies were buried, AND police were conducting their own independent search of an area for bodies but had given up, the help of the suspect in locating the bodies would be a natural extension of proper police methods as if the police had never terminated their search. Although the confession is illegal, the dead bodies are admissible evidence. The reasoning behind inevitable discovery (not to be confused with inadvertent discovery in Plain View Doctrine) is to restore police to the same position they would have been if no police error or misconduct had occurred.

10. Inventory Search Exception--When police take custody of property, proper inventory procedures allow searches to protect the owner's property, protect the department from disputes and claims, protect the police and public from danger (check for bombs, etc.), and to determine the owner's identity. Also called Impoundment Doctrine because anytime police confiscate something that has been abandoned, is blocking traffic, is illegally parked, or has been left without a driver after the driver has been arrested (see Automobile Exception), police are usually required by law or regulation to search the contents while impounding it. *Colorado v. Burtine* (1987) does not give police carte blanche authority to search all impounded objects indiscriminately, only when a specific inventory is justified.
11. Moving Vehicle/Probable Cause Doctrine--an automobile, truck, van, motorhome, boat, airplane or other movable object can be searched IF there is (a) probable cause (b) the vehicle is moving or about to be moved, and (c) a warrant cannot be readily obtained. Every part of the vehicle can be searched, including closed containers in the trunk, although special justification is needed for trunks. Diminished expectations of privacy are assumed to exist with moving vehicles. Probable cause can be easily established via police dogs, which have a sense of smell six million times greater than that of a human.
12. Open Fields Doctrine--only houses, papers, effects and "curtilage" are protected; open fields even if amounting to trespass are NOT. Areas outside the "curtilage" can be searched; e.g., a barn 50 yards away. "Curtilage" may or may not be a fence. It depends on (a) proximity to house (b) whether area is within an enclosure surrounding the home (c) the uses to which the area is put, and (d) any steps taken to protect the area from observation. For example, a garbage or trashcan placed out on the curb is NOT protected; a garbage or trashcan on the porch needs a warrant to be searched. From *Oliver v. U.S.* (1984) and upheld in *U.S. v. Dunn* (1992). Abandoned effects, wastepaper baskets, and public places, including bathroom stalls, are NOT protected.
13. Plain View Doctrine--this refers to police use of their senses: sight, hearing, smell, taste, and touch. Anything detected by these means does NOT have Fourth Amendment protection if officers are lawfully present when they detect something by these means. A number of subdoctrines have developed, such as "*plain feel*", "*plain smell*", and "*plain hearing*", and the current controversy is whether electronic aids for the senses constitute a search or should be part of the Plain View Doctrine. In general, evidence of ANOTHER crime that is immediately observable without a search is seizable. In 1971, the standard was "inadvertent discovery" (not necessarily looking for anything incriminating; e.g., looking inside car to read VIN number or fix fuse and seeing weapon under dashboard or car seat) but due to courts being unable to define "inadvertent discovery", this standard was abolished in *Horton v. California* (1990) and replaced with a three-prong test: (a) officer engaged in lawful activity at the time; (b) the object's incriminating character was immediately apparent and not concealed, and (c) the officer had lawful access to the object and it was discovered accidentally. For example, in a roadside stop, the driver opens a glove box to get their registration or proof of insurance, and the officer views what in his or her experience looks like a container of drugs or a weapon.
14. Private Individual Search Exception--If the police come upon evidence obtained by employees of a private carrier, such as Federal Express, bicycle delivery, rental car or limousine service (to name a few), or private security (hotel detectives, department store security guards, etc.) no warrant is required and the evidence is admissible. Such private individuals are not subject to the same Fourth Amendment provisions as government officials. This exception applies only if the private search for evidence is made without the knowledge or participation of a government agent. This exception applies to residences as well as public places. If, for example, a girlfriend makes a private inspection of her boyfriend's closet, finds stolen guns, and turns them over to police, the evidence is admissible against the boyfriend. Where controversy exists is in the definition of "government officials". Certain quasi-public police departments (i.e., port police, transit police) are allowed to do warrantless searches, and the Court has held that probation officers, although government officials for most purposes, have the right to justify searches under less than probable cause.



15. Stop & Frisk Rule (*Terry v. Ohio*)-- a frisk or patdown of the outer clothing is NOT technically a search, but whenever police restrain a person's freedom to walk away, a seizure has occurred. To frisk, police must have "reasonable suspicion" (not merely a can't-put-into-words hunch) and the frisk must be for weapons only, unless under the plain feel exception. Furtive movements, inappropriate attire, carrying suspicious objects, vague answers to questions, refusal to identify oneself, and appearing to be out of place are all grounds for articulable suspicion. This has been extended to roadside stops, luggage, suspicion of narcotics possession (in many cases, also requiring a trained dog to establish probable cause). Often produces evidence other than weapons that come into "plain view", demonstrating the interrelationships among these precedents.
16. Student Search Exception--The Court has maintained that schools, in order to maintain an atmosphere of learning, must have eased restrictions on search by school officials. The standard is reasonableness under all circumstances, which means that there must be reason to believe a search would turn up evidence, the procedure must be related to the search for evidence (and not for disciplinary purposes), and the search is not intrusive nor discriminatory on the basis of age, sex, or race. Numerous cases upheld, but *New Jersey v. T.L.O.* (1985) is significant.

2	Set up search area
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- A. Determine search location.
- B. Establish search lanes.
- C. Mark search lanes.
- D. Set up table for hand-carry.

3	Performed badge check and notified driver of search requirement
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- A. Identify each occupant by physically taking possession of and looking at their Department of Energy (DOE) or military identification (ID) card, state driver's license, or another form of a state or federal government-issued ID photo, and compared the photo to the person.
- B. Inform the driver that his vehicle must be searched as a condition for entry onto the facility.
- C. Notify supervisor if the photo does not match the person being identified or if the ID has been tampered with.

4	Directed the driver in to the search area
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- A. Give verbal directions to the driver on route into search area and when to stop.
- B. Use hand-and-arm signals to direct the driver into the search area and to stop the vehicle.

5	Directed the driver to turn the engine off and apply the parking brake
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- A. Based on type of vehicle.
 1. Direct the driver to:
 - a. Turn the engine off and surrender the vehicle keys.
 - b. Leave the vehicle in gear or place it in park.
 - c. Apply the parking brake.

6	Directed the occupant(s) to exit the vehicle
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- A. Direct the occupants to move to a designated safe area (about 5 meters from the vehicle and/or out of the flow of traffic) where they can be observed.

7	Directed the driver to open all compartments of the vehicle
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- A. Direct the driver to open all doors, interior compartments, packages/containers, the hood and the trunk, of the vehicle, while maintaining constant observation.

8	Searched the exterior of the vehicle
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- A. Check for explosive residue (explosive swipe).
- B. Perform visual inspection (walk around) of vehicle.
1. Check for general indicators of explosive devices or prohibited items while searching the exterior of the vehicle. Check for the following:
 - a. Visible wires hanging down.
 - b. Anything unusual in factory-built compartments.
 - c. New or shiny bolts and/or screws.
 - d. Unusual scratches, possibly made by screwdrivers, wrenches, or similar tools.
 - e. Signs of tampering, such as broken parts or bent sheet metal.
 - f. Unusually clean or dirty components and areas.
 - g. Wire and tape stored in the vehicle.
 - h. Unusual fingerprints of grease and/or oil in otherwise clean areas.
 - i. Fresh bodywork (fresh fiber glassing, fresh paint, and so forth).
 - j. Fresh wiring and electrical tape.
 - k. New caulking.
 - l. Missing or altered vehicle identification number.
 - m. False compartments that are not part of vehicle design.
- C. Check the exterior front, including:
1. Headlights that are not working.
 2. A modified front grill or false compartment.
 3. No access to the front bumper cavity.
- D. Check the exterior sides, including:
1. Compartments, new welds, taped items, or fresh paint in the front fender wells.
 2. Doors that feel heavy when swung.
 3. Foreign items in the gas tank tube (driver opens the gas tank for inspection).
- E. Check the tires, including:
1. New tires.
 2. Tires with a solid sound.
 3. Strange odor from an air valve.
 4. Unusually clean or dirty lug nuts or hubcaps compared to other wheels.
- F. Check the exterior rear, including:
1. Taillights that are not working.



2. No access to the rear bumper cavity.
- G. Check the tailgate (if applicable), including:
 1. An unusually heavy tailgate.
 2. Fresh paint or body filler.
 3. Inconsistent or non-hollow sounds when tapped.
- H. Check the pickup bed (if applicable), including:
 1. Inconsistent or non-hollow sounds when tapped.
 2. Fresh paint or body filler.
 3. An unusually thick floor.
 4. Unusual welds and/or seams.
 5. Any caulking.
- I. Checked the cargo area (if applicable), including:
 1. Fresh paint or body filler.
 2. Inconsistent or non-hollow sounds when tapped.
 3. An unusually thick floor.
 4. A false ceiling.
 5. Any caulk and/or glue.
 6. Any strange smell.

9	Searched the undercarriage of the vehicle
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- A. Check for explosive residue (explosive swipe).
- B. Use flashlight and mirror to inspect under the vehicle.
 1. Checked for indicators such as:
 - a. New or broken frame welds.
 - b. Items taped or attached to the frame.
 - c. An unusual looking muffler.
 - d. A fresh undercoating.
 - e. Signs of recent installation of components such as a fuel tank, muffler, or other items.

10	Searched the engine compartment of the vehicle
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- A. Check hood for explosive residue (explosive swipe).
- B. Look for a large battery box or extra battery.
- C. Look for odd and/or clean wires.
- D. Look for larger components (air cleaner and fan blade shrouds).
- E. Identify any unusual odor indicating that containers that may contain fuel.
- F. Look for foreign objects in the air filter cavity.
- G. Look for the cold air filter.
- H. Look for freshly painted areas, new welds, shiny bolts, or sheet metal work on firewalls.
- I. Check for a clean engine in a dirty car.
- J. Check the hood to see if it feels heavy when opened and closed. Have the driver open the hood, but move the hood up and down yourself.
- K. Look for a false wall or modified fender compartment.
- L. Identify any clean or wiped areas.

11	Searched the trunk of the vehicle
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- A. Check for explosive residue (explosive swipe).
- B. Check for a new trunk mat and/or carpet.
- C. Check for caulk, glue, or any other strange smells.
- D. Check the trunk lid to see if it feels heavy when opened and closed.
- E. Look for a raised floor.
- F. Identify any strange odors from the spare tire.
- G. Listen for non-hollow or inconsistent sounds in the walls.
- H. Look for an unusual space between the back seat and trunk wall.
- I. Look to see if the spare tire is not flush with the floor.

12	Searched the interior of the vehicle
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- A. Check for explosive residue (explosive swipe).
- B. Search the dash, including:
 - 1. Electrical components. See if the components function or if the light emitting diode (LED) is on when the vehicle power is off.
 - 2. New, damaged, or scratched screws.
 - 3. Plugged air vents.
 - 4. Broken or missing blowers.
 - 5. Looked for a false compartment in the glove box.
- C. Look for unusual lumps or bulges in the front and/or rear seats.
- D. Feel for rigid front and/or rear seats.
- E. Look for a false or modified ceiling.
- F. Look for an unusually thick floor.
- G. Look for stress cracks in the windshield (no stone impact mark), which could indicate a vehicle modification.

13	Took required action for controlled or prohibited items in the vehicle
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- A. Take possession of DOE property.
- B. Take action when controlled or prohibited item is found.
 - 1. Prohibited items.
 - a. Never handle the prohibited item unless ordered to do so by the supervisor.
 - b. Notify the supervisor.
 - c. Secure the driver and all occupants of the vehicle.
 - d. Secure the scene until it is cleared by the supervisor or until properly relieved.
 - e. Release the driver and occupants to the supervisor along with any documentation and identification collected.
 - 2. Explosive devices.
 - a. Never attempt to handle or disarm suspected explosive devices.
 - b. Suspend all radio and cellular phone traffic, 100 meters around the vehicle.
 - c. Secure the driver and all occupants of the vehicle, and notify the supervisor.
 - d. Immediately evacuate the surrounding area.

- e. Secure the scene until it is cleared by explosive ordnance disposal (EOD) personnel or until properly relieved.
 - f. Release the driver and occupants to the supervisor along with any documentation and identification collected.
- C. If found items are not authorized, detain the individual until a supervisor arrives.
The above process may differ depending on whether individuals are entering or exiting the area. If they are entering, your policy may instruct you to deny entry and allow the individual to secure the item and return for entry. Exiting, however, is another issue. These individuals are already in the facility and are therefore accountable for the articles in their possession.
- D. Report discovery of security violations to supervisor.
- E. Prepare a detailed, written report.

14	Released the driver if no controlled or prohibited items were found in the vehicle
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- A. Release the driver and occupants if no prohibited item or explosive device is found.
- B. Give badges, ID cards and all gathered documentation back to the driver.
- C. Return all hand-carry items to the driver.
- D. Ensure driver closes doors, hood, hatches, and trunk.
- E. Help the driver safely enter the flow of traffic (if applicable).

15	Conducted search of vehicle in a tactical situation
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- A. When performing a vehicle search in a tactical situation, follow above search criterion but also:
 - 1. Wear combat protective gear (Kevlar, body armor and protective mask) according to standard operating procedures (SOPs).
 - 2. Maintain awareness of surroundings and be prepared to react to several types of threats - such as: suicide bombers (mounted and dismounted) and snipers.
 - 3. Work as a member of a team and at least one member of the search team must provide overwatch security at all times while others conduct the search.
 - 4. Be alert for dangerous or hazardous articles and be ready to take control of the situation as described earlier.
 - 5. Inspect any packages that appear to be suspicious or are carried by someone who appears to be exhibiting suspicious, erratic, or aberrant behavior.

E-IND-11 CONDUCT COMMUNICATIONS EQUIPMENT CHECKS

DESCRIPTION: Check communications equipment to verify operability.				
CONDITION: As a member of a Protective Force, given an operational communications device(s).				
STANDARD: In accordance with operational directives, and current TTPs, conduct communication equipment operability check.				
	PERFORMANCE STEPS	Go	No-Go	N/A
1	Received communications equipment			
2	Performed inspection of primary communications device			
3	Performed inspection of secondary communications device			
4	Reported damaged equipment			

REFERENCES:

- DOE NTC TRF-100D, Introduction to Protective Force

PERFORMANCE STEPS:

1	Received communications equipment
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- A. Obtain communications equipment (radio, phone, pager) required for assignment.

2	Performed inspection of primary communications device
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- A. Inspect equipment for serviceability:

1. Radio.
 - a. Base station.
 - 1) Control head.
 - 2) Audio (speaker, microphone).
 - 3) Antenna.
 - 4) Power source.
 - 5) Radio transmission signal.
 - b. Mobile radio.
 - 1) Control head.
 - 2) Microphone (speaker, microphone).
 - 3) Antenna.
 - 4) Power source.
 - 5) Radio transmission signal.
 - c. Portable radio.
 - 1) Switches, buttons, knobs and indicators.
 - 2) Antenna.

- 3) Audio (speaker, microphone).
- 4) Battery.
- 5) Transmission/reception signal.

3

Performed inspection of secondary communications device

- A. Inspect device for serviceability:
1. Phone.
 - a. Switches, buttons, knobs and indicators.
 - b. Antenna.
 - c. Audio (speaker, microphone).
 - d. Battery.
 - e. Transmission/reception signal.
 2. Pager.
 - a. Reception signal.
 - b. Switches, buttons, knobs and indicators.
 - c. Battery.

4

Reported damaged equipment

- A. Immediately report deficiencies to PF supervision.
- B. Complete all required documentation.

E-IND-12 MAINTAIN TACTICAL COMMUNICATIONS DISCIPLINE

DESCRIPTION: Exercise communications discipline to expedite and improve communications during a tactical situation.

CONDITION: As a member of a Protective Force, given an operational communications device(s).

STANDARD: In accordance with site security plans, operational directives, and current TTPs, exercise tactical communications discipline.

	PERFORMANCE STEPS	Go	No-Go	N/A
1	Established secure communications			
2	Used call signs, frequencies and authentication procedures			
3	Performed radio discipline			
4	Identified jamming			
5	Responded to jamming			
6	Identified compromise			
7	Responded to compromise			

REFERENCES:

- DOE NTC TRF-100D, Introduction to Protective Force

PERFORMANCE STEPS:

1	Established secure communications
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- Select encrypted mode.
- Transmit in encrypted mode.
- Receive in encrypted mode.

2	Used call signs, frequencies and authentication procedures
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- Select assigned frequency.
- Communicate using assigned call sign.
- Speak in plain language.
- Communicate using authentication procedure.

3	Performed radio discipline
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- Utilize radio earpieces, whisper mikes, etc.
- Adjust external speaker volume to prevent position compromise.
- Use circuit discipline (time on air):
 - Minimize traffic.
 - Make short transmissions.

3. Avoid transmitting sensitive information.
4. Use brevity codes.

4	Identified jamming
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- A. Identify radio is unable to transmit or receive on a given frequency.
 1. Check volume.
 2. Check your frequency.
 3. Be sure that you are within the performance range of your radio equipment and the ground station equipment.
- B. Listen for abnormal radio noise such as:
 1. Stepped or erratically warbling tones.
 2. Random-keyed code.
 3. Pulses.
 4. Music.
 5. Highly distorted speech.
 6. Random noise (hiss).
 7. Recorded sounds.

5	Responded to jamming
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- A. Inspect radio settings (squellch, channel, volume, etc.).
- B. Continue to use radio.
 1. Conduct operation in a normal manner so the adversary will not know that his jamming has been effective.
 2. Do not communicate on an unsecured radio frequency.
- C. Talk through the interference.
- D. Reduce speed of speech (talk slower).
- E. Switch to an alternate frequency, as directed.
- F. Switch to secondary means of communication.

6	Identified compromise
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- A. Recognized suspicious transmissions.
 1. No response to request for authentication of message.
 2. Response to challenge was slow.
 3. Incorrect use of call signs/code words.
 4. SITREP request, when really not needed.
 5. Peculiarities in operating procedures/directions.

7	Responded to compromise
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- A. Challenge the sender of suspicious transmission to authenticate.
- B. Notify leader/dispatch of compromise.
- C. Avoid transmitting sensitive information about security force operations.



1. Never reveal actual locations of individuals.
 2. Never reveal actual names of individuals.
- D. Practice circuit discipline.
1. Minimize traffic.
 2. Make short transmissions.
 3. Turn down volume.
 4. Utilized predetermined codes.
- E. Request suspicious radio to be disabled.
- F. Utilize alternate means of communication.
1. Hand and arm signals.
 2. Intercom/speaker system.
 3. Telephone.
 4. White light or other means of visual communication.

E-IND-13 COMMUNICATE TACTICAL INFORMATION

DESCRIPTION:	Disseminate essential information during a tactical situation by using appropriate methods and controls.
CONDITION:	As a member of a Protective Force, given an operational communications device(s); given observed information of tactical value.
STANDARD:	In accordance with site security plans, operational directives, and current TTPs, disseminate essential information.

	PERFORMANCE STEPS	Go	No-Go	N/A
1	Communicated using phonetic alphabet			
2	Listened to ensure the net was clear and did not interrupt any ongoing communications			
3	Ensured information was clear, concise and of tactical importance			
4	Utilized short transmissions			
5	Avoided transmitting sensitive information			
6	Communicated utilizing alternative methods of communication			
7	Communicated duress			

REFERENCES:

- DOE NTC TRF-100D, *Introduction to Protective Force*
- US Army Soldiers Manual of Common Tasks, *Warrior Skills Level 1, June 2009*
 - 113-571-1022 *Voice Communications*
 - 113-600-2001 *Communicate Via a Tactical Telephone*

PERFORMANCE STEPS:

1	Communicated using phonetic alphabet
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A. Utilize the phonetic alphabet to prevent confusion and errors during voice transmission.

Military		
Letter	Word	Pronunciation
A	ALPHA	<u>AL</u> FAH
B	BRAVO	<u>BRAH</u> VOH
C	CHARLIE	<u>CHAR</u> LEE (or) <u>SHAR</u> LEE
D	DELTA	<u>DELL</u> TAH

E	ECHO	<u>ECK</u> OH
F	FOXTROT	<u>FOKS</u> TROT
G	GOLF	GOLF
H	HOTEL	HOH <u>TELL</u>
I	INDIA	<u>IN</u> DEE AH
J	JULIETT	<u>JEW</u> LEE ETT
K	KILO	<u>KEY</u> LOW
L	LIMA	<u>LEE</u> MAH
M	MIKE	MIKE
N	NOVEMBER	NO <u>VEM</u> BER
O	OSCAR	<u>OSS</u> CAH
P	PAPA	PAH <u>PAH</u>
Q	QUEBEC	KEH <u>BECK</u>
R	ROMEO	<u>ROW</u> ME OH
S	SIERRA	SEE <u>AIR</u> RAH
T	TANGO	<u>TANG</u> GO
U	UNIFORM	<u>YOU</u> NEE FORM (or) <u>OO</u> NEE FORM
V	VICTOR	<u>VIK</u> TAH
W	WHISKEY	<u>WISS</u> KEY
X	XRAY	<u>ECKS</u> RAY
Y	YANKEE	<u>YANG</u> KEY
Z	ZULU	<u>ZOO</u>
Phonetic Numerals		
Numeral	Spoken As	
0	<u>ZE</u> RO	
1	WUN	
2	TOO	

3	TREE
4	<u>FOW</u> ER
5	FIFE
6	SIX
7	<u>SEV</u> EN
8	AIT
9	<u>NIN</u> ER
Law Enforcement	
Letter	Word
A	ADAM
B	BOY
C	CHARLES
D	DAVID
E	EDWARD
F	FRANK
G	GEORGE
H	HENRY
I	IDA
J	JOHN
K	KING
L	LINCOLN
M	MARY
N	NORA
O	OCEAN
P	PAUL
Q	QUEEN
R	ROBERT
S	SAM

T	TOM
U	UNION
V	VICTOR
W	WILLIAM
X	X-RAY
Y	YELLOW
Z	ZULU

2	Listened to ensure the net was clear and did not interrupt any ongoing communications
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- A. Listen before transmitting.
- B. Remain off the net unless transmitting critical information.
 - 1. Kept mind focused on the topic.
 - 2. Allow the speaker to finish before they spoke.
 - 3. Absorb the message before responding.
 - 4. Listen for main ideas.
 - 5. Acknowledge calls and instructions.

3	Ensured information was clear, concise and of tactical importance
----------	--

- A. Transmit facts.
- B. Speak clearly. Don't speak too fast especially if the message needs to be written down.
- C. Pause after logical phrases.
- D. Communicate SPOTREP.
 - 1. S-Size. Report the number of personnel, vehicles, aircraft, or size of an object.
 - 2. A-Activity. Report detailed account of actions, for example, direction of movement, troops digging in, artillery fire, type of attack, NBC activity, etc.
 - 3. L-Location. Report where you saw the activity. Include grid coordinates or reference from a known point including the distance and direction from the known point.
 - 4. U-Unit. Report the enemy's unit. If the unit is unknown, report any distinctive features, such as uniforms, patches or colored tabs, headgear, vehicle identification markings, etc.
 - 5. T-Time. Report the time the activity was observed, not the time you report it. Always report local or Zulu time.
 - 6. E-Equipment. Report all equipment associated with the activity, such as weapons, vehicles, tools. If unable to identify the equipment, provide as much detail as you can so identification can be made by higher headquarters.
 - 7. An abbreviated format is SALT (Size, Activity, Location, Time).
- E. Communicate SITREP.
 - 1. Unit.
 - 2. Present location.
 - 3. Activity (brief description of current activity).

4. Situation disposition/status (significant mission readiness degradation; changes in force; organization or operational control; and projected requirements for additional forces; brief description and results of offensive and defensive operations carried out; summary of plans ; deviations or variations from previously reported intentions/plans; factors affecting readiness of forces/units; mobilization status; daily battle casualties (ex: KIA, WIA, MIA) aggregated by service and impact of all casualties sustained).
5. Intelligence/reconnaissance (threat changes).
6. Logistics (significant deficiencies affecting support for planned operations; problem areas).
7. Communications (significant outages, traffic volume, incompatibilities, and equipment deficiencies; an assessment of the mission impact caused by communications outages and degradations).

4	Utilized short transmissions
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- A. Know what you are going to say before you push the push-to-talk button.
- B. Transmit facts.
- C. Use short words instead of long words and phrases.
- D. Speak clearly, but not too slowly.

5	Avoided transmitting sensitive information
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- A. Utilize predetermined codes for locations to decrease the amount of information revealed to the adversary.
- B. Avoid revealing actual names of individuals.

6	Communicated utilizing alternative methods of communication
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- A. Conduct face-to-face communications.
- B. Utilize hand and arm signals.
- C. Operate Intercom/speaker system.
- D. Operate telephone.
- E. Employ light or other means of visual communication.

7	Communicated duress
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- A. Utilize approved code words, signals (numbers, words), patches, unnatural pauses and speech patterns that have been assigned specific meanings.
 1. Visual.
 2. Written.
 3. Spoken
- B. Utilize duress button on the radio.

E-IND-14 CROSS A DANGER AREA

DESCRIPTION: Cross a danger area using appropriate individual or team movement techniques, in order to improve security and survivability.				
CONDITION: As a member of a Protective Force in a tactical situation; given a danger area in an urban or rural environment.				
STANDARD: In accordance with operational directives, and current TTPs, cross a danger area using proper individual or team movement.				
	PERFORMANCE STEPS	Go	No-Go	N/A
1	Identified linear or open danger area during terrain analysis			
2	Recognized linear or open danger area during patrol or reconnaissance operations			
3	Halted movement			
4	Identified near side and far side rally points			
5	Positioned near side security			
6	Reconnoitered danger area and select crossing point that provides the best cover and concealment			
7	Positioned far side security; far side security reconnoiters: clears far side of danger area and sat far side over- watch			
8	Selected appropriate method of crossing			
9	Crossed the danger area			
10	Recovered security elements			
11	Continued mission			

REFERENCES:

- FM 3-21.8 The Infantry Rifle Platoon and Squad March 2007
- DOE NTC TRF-200, Tactical Response Force II

PERFORMANCE STEPS:

1	Identified linear or open danger area during terrain analysis
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- A. Mark danger area on map or overlay.
1. A danger area is any area on the where a moving element is vulnerable to adversary observation, weapons fire or both. Examples of danger areas are:
 - a. Linear Danger Area - vulnerable to adversary observation or fire predominately from flanks.
 - 1) Examples include streets, roads, trails, and streams.
 - b. Open area danger area - vulnerable to adversary observation or fire from the front and flanks.
 - 1) Examples include parking lots and clearings.

2	Recognized linear or open danger area during patrol or reconnaissance operations
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- A. Confirm danger area.
 - 1. Give hand-and-arm signal for "Danger Area."
 - 2. Halt movement.

3	Halted movement
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- A. Utilize hand and arm signal.
- B. Give verbal command.
- C. Provide local security.
- D. Perform during-operation maintenance.
- E. Take position as guide to direct SPO traffic to danger area.

4	Identified near side and far side rally points
----------	---

- A. Mark rally points on map or overlay.
 - 1. These positions must afford good fields of fire/observation, cover (or at least concealment) and good observation to the flanks so that the security elements can detect and report adversary in time for the element to take action to avoid detection.
- B. Identify rally points to team members.

5	Positioned near side security
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- A. Select communication method(s) to be used.
 - 1. Hand and arm signals.
 - 2. Radio.
 - 3. Secondary means of communication.
- B. Select weapon based upon threat and/or mission.
- C. Move to assigned location.
 - 1. Utilize appropriate formation, individual or team movement techniques, interval and speed.
- D. Provide overwatch of assigned area.
- E. Maintain situational awareness.
- F. Maintain 360° security.
- G. Send SITREP.

7	Reconnoitered danger area and select crossing point that provides the best cover and concealment
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- A. Conduct reconnaissance on the near side to the left and right.
- B. Identify possible left and right nearside security positions.
- C. If the scout(s) have been detected:
 - 1. The flank security opens fire on the adversary.
 - 2. Main body of team takes up an over-watch position and fires on adversary.
 - 3. Scout(s) will break contact with the adversary and rejoin the main team.



- D. Select where to cross. Crossing site should be:
1. A spot where the terrain and vegetation will offer concealment from observation by adversary.
 2. A bend or curve in the road or trail to help to provide concealment from the adversary from at least one direction.
 3. At a low point.
 4. Situated to minimize the distance between the concealment of the vegetation and terrain on both the near and far sides.
 5. The shortest route across the danger between the concealment of the vegetation on both the near and far sides.

8	Positioned far side security; far side security reconnoiters, clear far side of danger area and provided far side over watch
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- A. Nearside security must observe and cover the far-side security team as it crosses the danger area.
- B. The far-side security:
1. Utilizes individual or team tactical techniques to move to assigned position.
 2. Conducts continuous reconnaissance.
 3. Performs a Stop, Look, Listen, and Smell (SLLS) halt prior to establishing the overwatch to ensure the area is secure.
 - a. The overwatch must be far enough on the far side to accept the entire element in its tactical movement formation.
 - b. If the overwatch is too close to the danger area, individual and element dispersion suffers, lowering the security posture.
 - c. The overwatch must have radio communication with the team leader to render a report if contact is made.
- C. After establishing the overwatch, the far-side security needs to move back to the crossing point to signal the element leader. This signal is visual and should be a SOP for the team.
1. Determine signal to be used before the far-side security element crosses the danger area.
 2. For visual signals at night, utilize infrared light source, sequences of flashes of a red-lens flashlight, or even the light of a wristwatch will also suffice.
 3. For signaling in daylight, use hand and arm signals, a "thumbs-up," works fine.
- D. If the far side security makes contact, the near-side team members (which are providing overwatch) can facilitate breaking contact by providing suppressive fires. The far-side security will establish an observation post at the forward edge of the cleared area.

9	Selected appropriate method of crossing
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- A. Method selection includes:
1. Bypassing the area.
 2. Likelihood of detection.
 3. Time available.
 4. Best balance between control and risk.
 5. Determined advantages and disadvantages of different methods.
 6. Utilize required controls.

10	Crossed the danger area
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- A. Receive instructions from leader on where to go.
- B. Ensure that this information is passed to the next SPO to cross.
- C. Utilize individual or team movement techniques:
 - 1. Line (all at once);
 - 2. Wedge;
 - 3. Small Groups; and
 - 4. Individually.
- D. Move quickly and quietly.
- E. Crossing process is repeated until only the nearside security remains on the near side.
- F. To prevent a break in contact on the far side, each SPO must wait on the far side for the following SPO, before moving forward to link up with the team. Using this method, every SPO that crosses will be met by someone who can direct them where to go.
- G. Check in with leader for head count.

11	Recovered security elements
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Once the main team has crossed the danger area:

- A. The near-side security can cross the danger area directly from their positions on the left and right on the near side. This technique saves time in that the elements can visually make contact with each other as they cross the danger area and link up on the far side.
- B. The near-side security elements can link up at the crossing point on the near side and cross at the same spot used by the rest of the element. The advantage to this technique is that the signature (tracks) is controlled, but the disadvantage is the time spent linking up on the near side.

12	Continued Operation
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- A. Assume formation position as directed.
- B. Utilize individual or team tactical movement techniques.

E-IND-15 IDENTIFY FRIEND OR FOE

DESCRIPTION:	Accurately identify team members and adversaries in order to reduce fratricide and increase the likelihood of reducing the threat.
CONDITION:	As a member of a Protective Force, under prevailing conditions, provided training and equipment.
STANDARD:	In accordance with site security plans, operational directives, and current TTPs, accurately identify other Protective Force members and adversaries.

	PERFORMANCE STEPS	Go	No-Go	N/A
1	Employed marking techniques			
2	Ensured positive target identification			
3	Minimized exposure			
4	Maintained situational understanding			

REFERENCES:

- DOE NTC TRF-100D, *Introduction to Protective Force*
- FM 3-21.8 *The Infantry Rifle Platoon and Squad March 2007*
 - *Fratricide Avoidance 4-15 to 4-26*
 - *Prevention 4-27 to 4-34*

PERFORMANCE STEPS:

1	Employed marking techniques
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- A. Establish and use effective communications.
- B. Utilize marking techniques (infrared, thermal, patches etc.).
- C. Ensure the adversary does not have night vision capability before marking progress or location with infrared marking devices.

2	Ensured positive target identification
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- A. Identify the insignia, marking techniques and characteristics of friendly vehicles.
- B. Use challenges and passwords to determine targets.
- C. Obtain target confirmation and permission to fire.

3	Minimized exposure to direct fire
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- A. Break cover only when necessary to engage the adversary with effective fires.
- B. Minimize exposure by constantly using terrain, natural, or man-made.
- C. Engage the adversary from the flank.
- D. If operating as a team, remain dispersed.



- E. Engage adversary from multiple positions.
- F. Utilize limited engagement exposure times.
- G. Take other measures to mitigate the risk of unintended consequences to friendly units such as:
 - 1. Wearing protective equipment (body armor, Kevlar helmet, eye protection, hearing protection).
 - 2. Using armored vehicles.
 - 3. Stay out of the engagement area (EA). If you must operate in the EA, notify the surrounding units of your location and direction of travel.
 - 4. Understand surface danger zone (SDZ) for offensive fire and defensive positions.
 - 5. Understand ricochet area.
- H. Follow direct fire control measures.
 - 1. Direct fire control measures are the means by which a leader or subordinates control a unit's direct fire capabilities. Application of these concepts, procedures and techniques assists the units in acquiring the adversary, focusing fires on him, distributing the effects of the fires, effectively controlling shifting fires, and preventing fratricide.
 - 2. To be effective, the entire unit must have a common understanding of what the fire control measures mean and how to employ them. (Refer to E-IND-18 Perform Fire Control Measures).
- I. Notify friendly units of "Danger Close" when applicable. (Danger close is when offensive or defensive units will be firing in the known direction of other friendly units).

4	Maintained situational understanding
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- A. Generate timely, accurate, and complete reports to on location and tactical situation.
- B. Know position and responsibilities in relation to the fire control plan.
- C. Know location and orientation as well as the location of friendly, adversary, and noncombatants.

E-IND-16 PERFORM TACTICAL MOVEMENT

DESCRIPTION: Effectively move to improve tactical situation.				
CONDITION: As a member of a Protective Force, under prevailing conditions, provided training and equipment.				
STANDARD: In accordance with operational directives, and current TTPs, use the appropriate individual movement technique to move to an identified objective location.				
	PERFORMANCE STEPS	Go	No-Go	N/A
1	Moved in accordance with general rules of movement			
2	Performed observation around corners			
3	Demonstrated silent walk			
4	Demonstrated low crawl			
5	Demonstrated high crawl			
6	Demonstrated rush			
7	Performed traveling as a team member			
8	Performed traveling overwatch as a team member			
9	Performed bounding overwatch as a team member			
10	Performed fire and maneuver as a team member			
11	Performed fire and movement as a team member			
12	Performed assault as a team member			
13	Crossed obstacles (walls, fences, and rooftops)			

REFERENCES:

- DOE NTC PFT-215, *Basic Security Police Officer Training*
- STP 21-1 *Soldiers Manual of Common Tasks, Level 1, June 2009*
 - 071-000-0006 *React to Man-to-Man Contact, 3-153*
 - 071-326-0501 *Move as a Member of a Fire Team, 3-164*
 - 071-326-0502 *Move Under Direct Fire, 3-167*
 - 071-326-0503 *Move Over Obstacles (Except Minefields), 3-172*
 - 071-326-0511 *React to Flares, 3-176*
 - 071-326-0541 *Perform Movement Techniques during an Urban Operation, 3-179*

PERFORMANCE STEPS:

1	Moved in accordance with general rules of movement
---	--

- A. Plan route before moving.
- B. Do not mask cover/supporting fire.
- C. Use all available cover and concealment.
 1. When possible, move into the shadows, which will help conceal your movement.
 2. Ensure background matches uniform.

- D. Make a visual reconnaissance of the next position before moving.
- E. Move with a low silhouette.
- F. Always assume the area is under observation by the adversary.
- G. Avoid target indicators.
- H. Avoid unnecessary movement.
- I. Negotiate obstacles and open areas.
- J. Advance rapidly from position to position.
- K. Maintain situational awareness.
- L. Move parallel to buildings.
- M. Maintain 360° security.
- N. Communicate or initiate suppressive/supporting fire.
- O. If moving as a member of a team:
 - 1. Communicate movement.
 - 2. Maintain adequate separation from other team members at all times.
 - 3. Be ready to cover the movement of other members.

2	Observed around corners
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- A. Do not allow weapon to extend beyond the corner (flagging your weapon).
- B. Do not expose head at a height that the adversary would expect to see it. Only expose head (at ground level) enough to permit observation.
- C. Use ground technique.
 - 1. Utilize when speed is not required.
 - 2. Lie flat on the ground and do not extend his weapon beyond the corner of the building.
 - 3. Wear ballistic helmet.
- D. Use pie technique.
 - 1. Utilize when speed is required.
 - 2. Aim the weapon beyond the corner into the direction of travel (without flagging) and side step around the corner in a circular fashion with the muzzle as the pivot point.

3	Demonstrated silent walk
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- A. Should not bend over because that position is tiring and restricts observation.
- B. Keep head up to improve observation.
- A. Move slow and methodical.
- B. Carry weapon at port arms.
- C. In areas of darkness, use the lead hand to feel in front of the body for obstructions that will impede movement or make noise.
- D. Maintain weight on trailing foot.
- E. Step forward with lead foot (Toe to heel).
- F. Use toes to feel for safe spot to place the foot.
- G. Step high to avoid ground obstacles.
- H. Maintain balance.
- I. Take short steps.
- J. Keep attention focused on objective area.
- K. Periodically perform a Stop, Look, Listen, and Smell (SLLS) halt.

4	Demonstrated low crawl
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- A. Keep body flat on ground.
- B. Utilize correct sling carry.
- C. Push your arms forward and pull your firing side leg forward.
- D. Pull with your arms and push with your leg.
- E. Alternate left or right foot.
- F. Keep speed slow and methodical.
- G. Periodically perform a Stop, Look, Listen, and Smell (SLLS) halt.
- H. Keep attention focused on objective area.

5	Demonstrated high crawl
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- A. Keep body on ground, rest weight on forearms and knees.
- B. Cradle rifle in arms, muzzle clear of ground.
- C. Move right elbow and left knee in unison.
- D. Keep body profile as low as available cover.
- E. Periodically perform a Stop, Look, Listen, and Smell (SLLS) halt.
- F. Keep attention focused on objective area.

6	Demonstrated rush
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- A. Locate next position of cover and concealment.
- B. Draw arms into body, elbows and buttocks low, one leg pulled forward.
- C. Raise body with one sudden movement.
- D. Move fast, in straight line, to next covered position.
- E. Plant feet firmly to stop.
- F. Drop to knees (If carrying a rifle, at the same time slide a hand to the butt of your rifle).
- G. Fall forward, breaking the fall with your support hand or the butt of the rifle.
- H. Allow the forward motion of the rush to be "rolled down" to the ground.
- I. Limit exposure time to 3 to 5 seconds. ("I'm up/I'm seen/I'm down").

7	Performed traveling as a team member
----------	---

- A. State when to use traveling technique.
 - 1. Contact is not expected.
 - 2. Speed is important.
- B. Obey formation command signal from leader.
- C. Move in the most direct route to assume position in formation.
- D. Maintain spacing/separation from other team members (mission, visibility and formation dependent).
- E. Maintain situational awareness.
 - 1. Available cover.
 - 2. Activity in assigned sectors.
 - 3. Other SPO/team member's position and status.
 - 4. SPO/team communications.

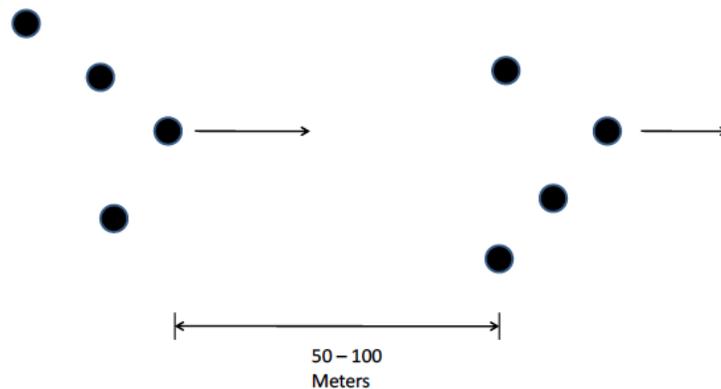


- 5. Do not mask the fire of other team members.
- F. Disperse on command.

8	Performed traveling overwatch as a team member
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- A. State when to use traveling overwatch technique.
 - 1. Contact is possible.
 - 2. Speed is desirable to accomplish the mission.
- B. Obey formation command signal from leader.
- C. Move in the most direct route to assume position in formation.
- D. Provide overwatch on moving SPO/team.
- E. Maintain spacing/separation from other team members.
- F. Maintain visual contact with lead element.
- G. Maintain situational awareness.
 - 1. Available cover.
 - 2. Activity in assigned sectors.
 - 3. Other SPO/team member’s position and status.
 - 4. SPO/team communications.
 - 5. Do not mask the fire of other team members.
- H. Disperse on command.

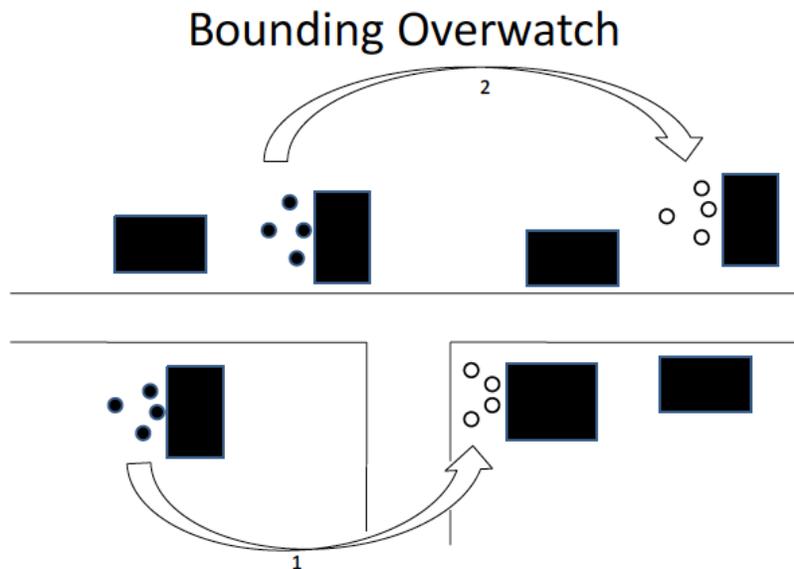
Traveling Overwatch



9	Performed bounding overwatch as a team member
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- A. State when to use bounding overwatch technique.
 - 1. When you expect contact.
 - 2. When you do NOT know where the adversary is located.
 - 3. When you are NOT in a hurry.
- B. Conduct movement.
 - 1. Only one SPO/team moves at a time.
 - 2. Move in a short bound from one covered position to another.
 - 3. The other SPO/teams provide *overwatch*—observation and immediate fire support, if needed.
 - 4. If a team, the entire team moves in a continuous series of short bounds.
 - a. The first SPO/team moves while the other elements overwatch likely adversary locations.

- b. Second SPO/team bounds forward while first and third overwatch.
- c. Third SPO/team catches up. First and second overwatch.
 - 1) Units stay close enough to observe each other. Attached machineguns should overwatch the most dangerous areas.
 - 2) Using alternate bounds, the SPO/team leapfrogs past one another.
 - 3) Using successive bounds, the SPO/team catches up to one another in the same order of movement.

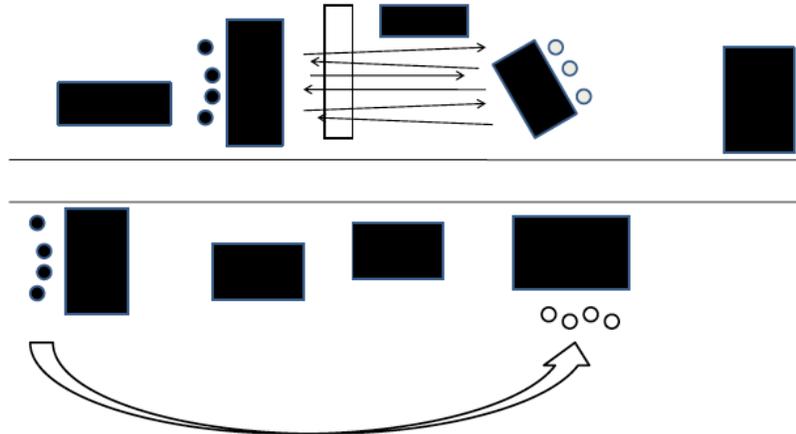


10	Performed fire and maneuver as a team member
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Contact with the adversary has been made.

- A. Fire and move at the same time.
 - 1. Fire element.
 - a. Establish a base of fire from which to engage the adversary.
 - b. Utilize cover and concealment.
 - c. Detect targets in your assigned sector and discriminate between adversary and friendly.
 - d. If multiple targets are present, determine the most immediate threat first, and engage it.
 - e. Switch to the next most immediate threat until you complete the engagement.
 - f. Be prepared to reengage targets that remain standing or that are resisting.
 - g. Engage targets/provide cover fire for team.
 - B. Maneuver element.
 - 1. Select an individual movement route within your team route or axis of advance to close with the adversary or move to better position to fire from.
 - 2. Search the terrain to your front for cover at a slight angle to direction of movement.
 - 3. Select your next position.
 - 4. Communicate the movement to your team.
 - 5. Do not move until the fire element has gained and maintains fire superiority.
 - 6. Utilize the correct individual movement technique.
 - 7. Avoid flagging or leading.
- C. Fire element and maneuver element switch roles as needed to keep moving.

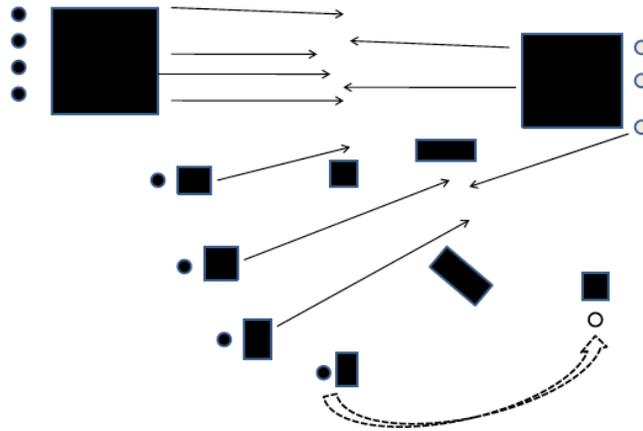
Fire and Maneuver



11	Performed fire and movement as a team member
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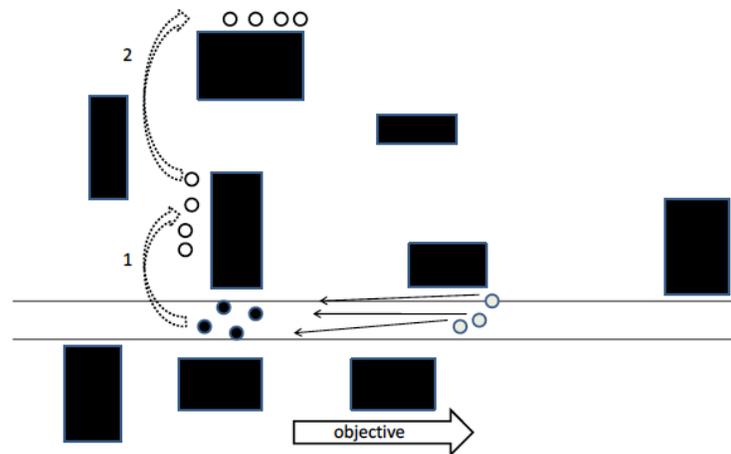
- A. State when to use fire and movement.
 1. When you are in contact.
 - a. When cover is limited.
 - b. When the adversary has engaged the entire unit.
- B. Conduct movement.
 1. Only one SPO/team moves at a time.
 2. Move in a short bound from one covered position to another.
 3. The other SPO/team provides observation and immediate fire support, if needed.
 4. If a team, the entire team moves in a continuous series of short bounds.
 - a. The first SPO/team moves while the other elements overwatch likely adversary locations.
 - b. Second SPO/team bounds forward while first and third overwatch.
 - c. Third SPO/team catches up. First and second overwatch.
 - 1) Units stay close enough to observe each other. Attached machineguns should overwatch the most dangerous areas.
 - 2) Using alternate bounds, elements leapfrog past one another. Using successive bounds, elements catch up to one another in the same order of movement.

Fire and Movement

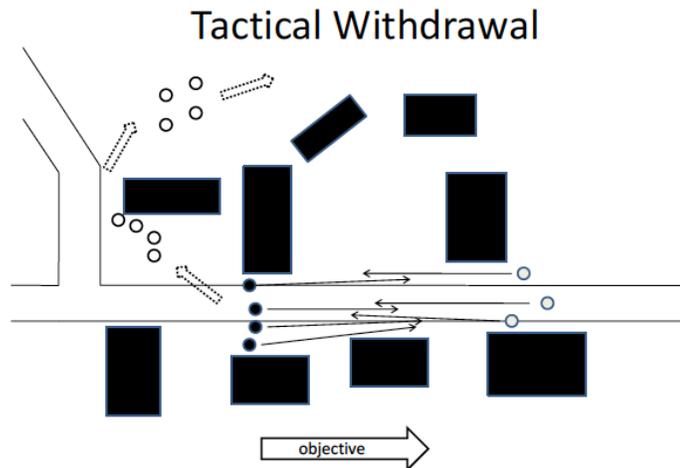


- C. Lateral movement. Lateral movement is simply a fire and maneuver or fire and movement technique used to bypass or flank an adversary. It is used when the primary route of movement has been denied by effective adversary fire. Proper use of lateral movement can provide SRTs with alternatives to assaulting directly into the adversary.

Lateral Movement



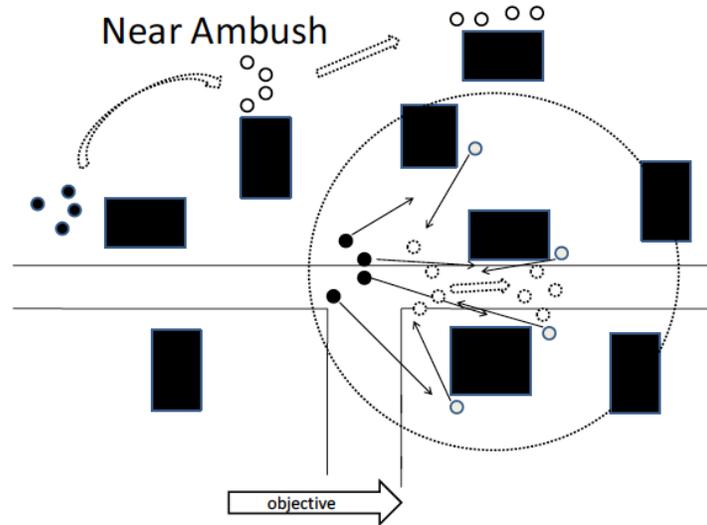
- D. Tactical withdrawal/extractions. Tactical withdrawals/extractions apply the same techniques as fire and maneuver and fire and movement, but are conducted in reverse procedural order. They are commonly used to break contact with an adversary that is controlling an avenue of approach. Common withdrawal techniques include “center peel extractions” or “Australian peels.” These are best used in concert with lateral movement in order to negotiate a change in direction or route.



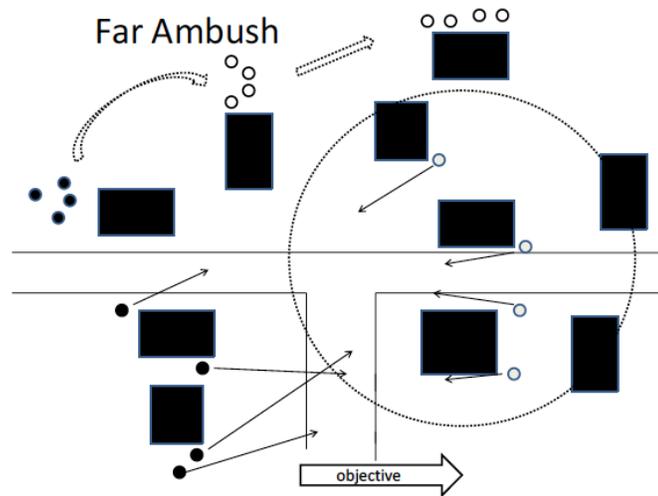
12	Performed assault as a team member
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- A. Practice target identification.
- B. Relay commands from leader.
- C. Mass the effects of fire.
 - 1. Focus fires at critical points, distribute the effects, and shift to new critical points as they appear.
 - 2. Once a formation, vehicle, or position is neutralized, redistribute fire as soon as possible.
- D. Destroy the greatest threat first.
 - 1. Engage targets in direct relation to the danger they present. If two or more targets of equal threat present themselves, then the PF engages the closest target first.
- E. Avoid target overkill.
 - 1. Maintain assigned sectors of fire or quadrants to better distribute direct fire.
 - 2. Engage targets with the appropriate rate of fire.
- F. Employ the best weapon for the target.
 - 1. Use of the appropriate weapon for the target increases the probability of rapid neutralization or suppression and conserves ammunition. Target type, range, and exposure are key factors in determining the weapon that should be employed as well as the desired effects on target.
- G. Minimize exposure.
 - 1. Seek available cover.
 - 2. Attempt to engage the adversary from the flank.
 - 3. Remain dispersed.
 - 4. Fire from multiple positions.
 - 5. Limit engagement times.
- H. Prevent fratricide.
 - 1. Employ marking techniques.
 - 2. Employ authentication techniques.
 - 3. Monitor PF unit locations. Know the precise locations of PF and other elements.
 - 4. Follow leader's fire plan.
 - 5. Maintain situational awareness.
- I. Near ambush. A near ambush is within hand-grenade range (50 meters). In a near ambush, the kill zone is under heavy volumes of close-range fire. There is little time to react, and the longer you remain in the kill zone, the greater the chance of becoming a casualty.

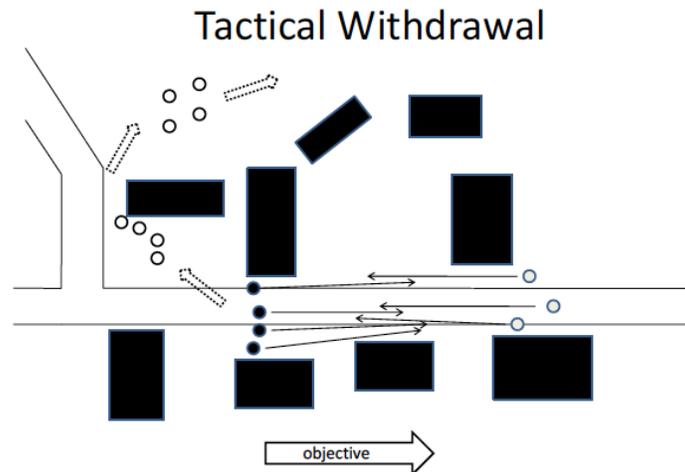
1. Immediate action to a near ambush - Team members within the kill zone immediately assault directly into the adversary position. Team members outside the kill zone immediately maneuver on the adversary position. Positive target identification is paramount!



- J. Far ambush. A far ambush is any ambush that occurs beyond hand-grenade range (50 meters). In a far ambush, the kill zone is also under heavy volumes of fire, but from a greater distance. This increase in distance provides opportunity to seek cover in order to reduce the risk of becoming a casualty.
 1. Immediate action to a far ambush. Team members within the kill zone immediately seek cover and return fire. Team members not in the kill zone immediately maneuver on the adversary position.



- K. Tactical withdrawals/extractions apply the same techniques as fire and maneuver and fire and movement, but are conducted in reverse procedural order. They are commonly used to break contact with an adversary that is controlling an avenue of approach. Common withdrawal techniques include “center peel extractions” or “Australian peels.” These are best used in concert with lateral movement in order to negotiate a change in direction or route.



13 Cross obstacles (walls, fences and rooftops)

- A. Move over wall or fence.
 - 1. Before crossing a wall or fence, look at and beyond it for booby traps, adversary positions, and covered or concealed positions.
 - 2. Move rapidly to the obstacle and roll quickly over it, keeping the lowest silhouette possible.
 - 3. Move rapidly to the nearest cover or concealment while maintaining a low silhouette, with your weapon at the ready position.
 - 4. Utilize One-Man Assist (Knee/Shoulder)
 - a. Lifter's back is kept straight against barrier.
 - b. Lifter's knees are kept bent and head turned toward opposite shoulder to be stepped on.
 - c. Climber places one foot on lifter's upper thigh.
 - d. Climber places both hands on lifter's shoulders.
 - e. Climber pushes into a standing position and grasps edge of barrier.
 - f. Climber peaks over edge of barrier.
 - g. While maintaining a low profile, the climber pulls himself onto roof.
 - 5. Utilize One-Man Assist (hands cupped).
 - a. Lifter's back is kept straight against barrier.
 - b. Lifter's knees are kept bent, hands cupped together between legs.
 - c. Climber places one foot into lifter's cupped hands.
 - d. Climber places both hands on lifter's shoulders.
 - e. Climber pushes into a standing position and grasps edge of barrier.
 - f. Climber peaks over edge of barrier and signals clear.
 - g. Keeping back straight against wall, lifter stands up.
 - h. While maintaining a low profile, the climber pulls himself onto roof.
 - 6. Utilize Two-Man Assist.
 - a. Two lifters face each other.
 - b. Both lifters hold lifting object at both ends.
 - c. Climber places one foot on lifting object.
 - d. Climber places both hands on lifter's outer shoulders.
 - e. Climber pushes into a standing position and grasps edge of barrier.
 - f. Climber peaks over edge of barrier.

- B. Move over rooftop.
1. While maintaining a low profile, the climber pulls himself onto roof.
 2. Use sling assist as a member of a team.
 - a. Two lifters tie loops in both ends of nylon webbing.
 - b. Both lifters go to edge of roof, backs together.
 - c. Both lifters place loops in webbing over wrists and hands.
 - d. Webbing lowered to team member on ground.
 - e. Team member on ground places loops in webbing over wrists and hands.
 - f. Third team member on roof grabs belts of lifters.
 - g. Team member on ground places one foot on wall.
 - h. Team member on ground signals to be lifted.
 - i. Both lifters walk backward and pull team member up.
 - j. Third team member on roof guides lifters back.
 - k. Team member walks up wall.
 - l. Team member climbs onto roof.
 3. Utilize School Boy Drop.
 - a. While maintaining a low profile, observe over edge to ensure area is safe to drop into and clear of any threats.
 - b. Rotate lower half of body over edge of barrier.
 - c. Keep upper body flat on top of barrier.
 - d. Push up and clear tactical gear from edge.
 - e. Slowly lower body by extending arms to full length.
 - f. Look down and push off wall with toes.
 - g. Drop to ground with knees bent and feet spread.
 4. Utilize Spider Drop/Crawl.
 - a. While maintaining a low profile, observe over edge to ensure area is safe to drop into and clear of any threats.
 - b. Lie face down along edge of barrier.
 - c. Lower the lead arm down wall, palm flat, and leg over edge of barrier.
 - d. Keep trailing hand/arm pressed against barrier for support and to slow descent.
 - e. Slowly lowers body over edge of barrier.
 - f. Rotate hand to grip edge and hook edge with toes of trailing foot.
 - g. Use lead hand and foot for control and balance during descent.
 - h. Fully extend arm and leg.
 - i. Release trailing foot and swing down.
 - j. When vertical to object, release trailing hand and drop to ground with knees bent and feet spread.
 5. Cross rooftop.
 - a. Make a visual reconnaissance of the area and of the route to the next position.
 - b. Move rapidly across the rooftop.
 - c. Maintain a low silhouette.
 - d. Stay in shadows.

E-IND-17 CONTROL KEY TERRAIN

DESCRIPTION: Occupy or cover an area that provides a marked tactical advantage to improve tactical situation.				
CONDITION: As a member of a Protective Force, under prevailing conditions, provided training and equipment.				
STANDARD: In accordance with site security plans, operational directives, and current TTPs, accurately identify and control key terrain.				
	PERFORMANCE STEPS	Go	No-Go	N/A
1	Analyze terrain (OCOKA)			
2	Selected defensive position			
3	Selected alternate and supplementary defensive positions			
4	Established field of fire			
5	Shifted direct fire to refocus or redistribute effects			
6	Destroyed the greatest threat first			
7	Identified maximum engagement line			
8	Identified restrictive fire line			
9	Identified final protective line			
10	Prevented fratricide			

REFERENCES:

- DOE NTC PFT-402, *Advanced Weapons Systems Operational Considerations*
- DOE NTC TRF-100, *Tactical Response Force I*
- US Army Soldier's Manual of Common Tasks, *Warrior Leader Skills Level 3, October 2006*
 - 071-331-0820 *Analyze Terrain*
- FM 3-21.8 *The Infantry Rifle Platoon and Squad, March 2007*
 - Appendix C-Fire Planning
 - Fratricide Avoidance 4-15 to 4-26
 - Prevention 4-27 to 4-34
 - Chapter 8 *Defensive Operations*
 - Section I-Characteristics of the Defense

PERFORMANCE STEPS:

1	Analyze terrain (OCOKA)
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- A. Analyze terrain and locate:
1. Observation and fields of fire.
 2. Cover and concealment.
 3. Obstacles.
 4. Key Terrain.
 5. Avenues of approach.

2	Selected defensive position
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- A. Determine type of position (hasty or prepared) needed based upon:
 - 1. Mission.
 - 2. Survivability.
 - 3. Terrain.
- B. Utilize the following considerations when selecting a defensive position:
 - 1. Fields of view and fire.
 - 2. Cover/concealment.
 - 3. Barriers.
 - 4. Covered routes.
 - 5. Fire hazard.
 - 6. Ease of communicating.
 - 7. Time.
- C. Avoid selecting area or building that is an obvious defensive position.
- D. Follow leader's directions after initial selection of a position.

3	Selected alternate and supplementary defensive positions
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- A. Identify additional permanent or hasty positions that can be utilized.
- B. Select routes to each position.

4	Established fields of fire
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- A. Review a field expedient range card/sector sketch. To create a range card/sector sketch:
 - 1. Sketch should cover the entire assigned sector if possible.
 - 2. Make the sketch as large as possible.
 - 3. When depicting large natural objects (forests, hills, and so forth) or man-made objects (buildings, bridges, and so forth), draw the outline of the object and label it appropriately).
 - 4. Sketch objects in the sector and denote range to the object.
 - a. Firing position.
 - 1) Designate firing position by a black dot in the center of the sketch.
 - b. Maximum engagement line (MEL).

The MEL designates the maximum effective range of a weapon and the SPO's line-of-sight limitations due to the terrain in given sector of fire.
 - c. Left and right limits of fire.

Left and right limits are imaginary lines from the SPO's firing position to a designated point on the ground.

 - 1) Use terrain features when possible to designate left and right limits. Other recognizable objects such as a building or other man-made structure can be used. The area between the left and right limits depicts the SPO's sector of fire or area of responsibility.
 - 2) Lines are drawn from the designated firing position to the MEL.
 - 3) Number the left limit as No. 1, number the right limit No. 2, and place a circle around each number. Record the direction and distance of each limit.
 - d. Avenues of approach.

- 1) Avenues of approach are areas where a target is most likely to appear or most likely to travel. This area can be a natural line of drift or a road. Tracked and wheeled vehicles may or may not use the same avenues of approach. Starting from the left and working to the right, number the areas where targets are likely to appear. Start with the number three since the numbers one and two have already been used to mark the left and right limits.
- 2) Place a circle around each number.
- 3) Continue until all identified avenues of approach have an assigned number.
- 4) Record the direction and distance to each avenue of approach in the data section.
- e. Target reference points (TRPs).
 - 1) Select prominent terrain features and or easily recognizable man-made objects (for example, road intersections, buildings, bridges, and so forth) to use as TRPs). TRPs are used to locate targets and adjust direct or indirect fires. Normally, the sector has at least one TRP in a sector, but no more than three.
 - 2) Number each TRP and place a circle around each number starting with the next available number after avenue of approach numbers.
- f. Dead Space.

Dead space is an area inside a SPO's sector of fire and inside the range of his weapon system where he can neither observe nor place direct fire. Any area in which a SPO does not have line of sight is considered dead space). Buildings, trees, hills, or other terrain features can cause dead space.

 - 1) Shade dead space areas using diagonal lines to indicate significant dead space in the sector. These areas can then be identified as areas for indirect fire weapons.

5	Shifted direct fire to refocus or redistribute effects
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- A. Shift fires when dictated (fire and adjust fire).
 1. Frontal Fire.
 - a. Leaders may initiate frontal fire when targets are arrayed in front of the SPO in a lateral configuration. Weapon systems engage targets to their respective fronts. For example, the left flank weapon engages the left-most target; the right flank weapon engages the right-most target.
 - b. As the unit destroys targets, weapons shift fires toward the center of the adversary formation and from near-to-far.
 2. Cross Fire.
 - a. Leaders initiate cross fire when targets are arrayed laterally across the SPO's front in a manner that permits diagonal fires at the adversary's flank or when obstructions prevent the unit's weapon systems from firing frontally.
 - b. Right flank weapons engage the left-most targets; left flank weapons engage the right-most targets. Firing diagonally across an engagement area provides more flank shots, thus increasing the chance of kills; it also reduces the possibility that friendly elements will be detected if the adversary continues to move forward.
 - c. As the SPO destroys targets, he should shift fires toward the center of the adversary formation.
 3. Depth Fire.

Leaders initiate depth fire when targets are dispersed in depth, perpendicular to the unit. Center weapons engage the closest targets; flank weapons engage deeper targets. As the unit destroys targets, weapons shift fires toward the center of the adversary formation.
- B. Relay all commands and signals from the Leader.

6	Destroyed the greatest threat first
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- A. Engage targets in direct relation to the danger they present.

7	Identified maximum engagement line
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- A. Determine maximum effective range for the weapon system or unit being used.
- B. Determine farthest limit of effective fire for the weapon system or unit being used. Consider:
 - 1. Slope.
 - 2. Vegetation.
 - 3. Structures.
 - 4. Other features that provide cover and concealment that may prevent the weapon from engaging out to the maximum effective range.

8	Identified restrictive fire line
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- A. Identify fire line between converging friendly forces (one or both may be moving) that prohibits fires and effects across the line without coordination with the affected force.

9	Identified final protective line
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- A. Identify the point where an adversary assault is to be checked by the interlocking fires of all available weapon systems.

10	Prevented fratricide
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- A. Follow the weapons control status of WEAPONS TIGHT, which requires positive adversary identification prior to engagement.
- B. Follow methods for identifying friendly dismounted PF units. These techniques include using signals, armbands, medical heat pads, lights, or an IR light source, as well as detonating a smoke grenade of a designated color at the appropriate time.
- C. Ensure that the adversary does not have night vision capability before marking PF units with infrared marking devices.
- D. Only break cover to the extent necessary to engage the adversary effectively. Natural or manmade defilade provides the best cover. Defilade is cover that protects personnel against adversary observation or gunfire, typically in low ground (e.g., ditches).
- E. Constantly seek and utilize effective available cover.
- F. Engage the adversary from the flank.
- G. Remain dispersed.
- H. Fire from multiple positions.
- I. Limit engagement times.
- J. Know the precise locations of PF and other elements.

E-IND-18 PERFORM FIRE CONTROL MEASURES

DESCRIPTION: Use effective fires to neutralize threats and prevent fratricide.				
CONDITION: As a member of a Protective Force, under prevailing conditions, provided training and equipment.				
STANDARD: In accordance with site security plans, operational directives, and current TTPs, control and distribute accurate fires within control measures.				
	PERFORMANCE STEPS	Go	No-Go	N/A
1	Identified considerations for controlling fires			
2	Identified operational boundaries			
3	Identified probable adversary locations and scheme of maneuver			
4	Shifted fires to refocus or redistribute effects			
5	Implemented weapons control status			
6	Relayed fire commands			

REFERENCES:

- DOE NTC PFT-402 Advanced Weapons Systems Operational Considerations
- DOE NTC TRF-100, Tactical Response Force I
- FM 3-21.8 The Infantry Rifle Platoon and Squad, March 2007
 - Chapter 2, Employing Fires
-

PERFORMANCE STEPS:

1	Identified considerations for controlling fires
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- A. Mass the effects of fire.
 1. Gain and maintain fire superiority.
 2. Focus fire at critical points (targets, target reference points (TRPs), and sectors of fire).
 3. Shift to new critical points as they appear.
 4. Distribute the effects.
- B. Destroy the greatest threat first.
 1. Engage targets in direct relation to the danger they present. If two or more targets of equal threat present themselves, the SPO/team should engage the closest target first.
- C. Avoid target overkill.
 1. Follow established weapon system priorities to engage targets and distribute fires. The unit leader may establish that a SPO/team engage the adversary on the objective while the other SPO/team engages an adversary not on the objective.
 2. Controlling -fire to prevent needless ammunition expenditure.
 3. Use direct fire control measure.
- D. Employ the best weapon for the target.

1. Determine the friendly weapon and munitions that should be employed for the desired target effects.
- E. Minimize friendly exposure (protection).
 1. Seek and utilize available cover.
 2. Attempt to engage the adversary from the flank.
 3. Remaining dispersed.
 4. Fire from multiple positions.
 5. Limit engagement exposure time.
- F. Prevent fratricide.
 1. Monitor PF unit locations and know the precise locations of the other SPOs and control fires accordingly. Leaders must know the location of each of their SPOs.
 2. Use approved signals and marking.
 3. Provide supporting fires on adversary targets that are close to assaulting friendly positions or units. A safe integration of fires and maneuver this close demands careful planning, coordination, and knowledge of the supporting weapons. In the defense, the most common close support is the final protective fire (FPF), which is normally placed very close to friendly positions. When utilizing close supporting fires, consider the effect required, accuracy of the delivery system, protection of SPOs, integration of assets, timings and control, and tactical risk from the adversary.
 4. Understand weapon effects, SDZ, minimum safe distances (MSD), risk estimate distances, and the terrain's influence on projectiles. Failure to account for characteristics of weapon systems when considering tactics, techniques, and procedures can result in serious unintended consequences.
- G. Plan for limited visibility conditions.
- H. Follow contingency plan for diminished capabilities.

2	Identified operational boundaries
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- A. Identify target reference point(s) (TRP).
 1. A TRP is a recognizable point on the ground that can be used to orient friendly forces and to focus and control friendly direct and indirect fires. SPOs should use TRPs for target acquisition and range determination. Leaders should designate TRPs to orient fires to a particular point, define sectors of fire and observation, and define the limits of an engagement area at the beginning of each shift. A TRP can also designate the center of a sector or an area where the leader plans to distribute or converge with fires. In addition, when TRPs are designated as indirect fire targets, they can be used in calling for and adjusting indirect fires. Leaders designate TRPs at probable adversary locations and along likely avenues of approach. These points can be natural or man-made. A TRP can be an established site such as a hill or a building, or a feature designated as an impromptu TRP such as a burning vehicle or smoke. Units also can construct markers to serve as TRPs. TRPs include the following features and objects:
 - a. Prominent hill mass.
 - b. Distinctive building.
 - c. Observable adversary position.
 - d. Destroyed vehicle.
 - e. Ground-burst illumination.
 - f. Smoke.
 - g. Laser point.
- B. Identify trigger line.

A trigger line is used to initiate and mass fires into an engagement area (EA) or an objective at a predetermined range for all or like weapon systems. It is located on identifiable terrain—like all phase lines—that crosses an EA, a direction of attack, or an axis of advance. Any leader can designate one trigger

line for all weapon systems or separate trigger lines for each weapon or type of weapon system. The leader will specify your engagement criteria for this specific situation. The criteria may be either time- or event-driven, such as a certain number or certain types of personnel or vehicles to cross the trigger line before initiating engagement. He may reserve to himself the authority to initiate engagement by firing his own weapon or giving the command to fire.

C. Identify sector(s) of fire.

1. Identify right and left limit.

- a. TRPs.
- b. Azimuth.
- c. Clock direction.
- d. Terrain-based quadrants.
- e. Friendly-based quadrants.

2. Identify the depth of a sector (usually the maximum range of the weapon system unless constrained by intervening terrain or by the leader).

3. Identify primary and a secondary sector of fire.

The primary sector is the first priority; SPOs are responsible for engaging and defeating the adversary here first. Then if necessary shift fire to the secondary sector on order, when there are no targets in the primary sector, or when the leader needs to cover the movement of another friendly unit. This secondary sector of fire can correspond to another friendly unit's primary sector of fire to obtain overlapping fires and mutual support.

4. Follow leader direction for overlapping a sector and dividing a sector.

5. Search the Sector.

Searching is the act of carefully watching the assigned sector. Individual and unit observation plans are inherent in all operations. Individual SPOs scan their sectors by conducting a hasty scan followed by a detailed scan.

D. Identify principle direction of fire (PDF).

1. A PDF is generally assigned when the terrain does not lend itself to a Final Protective Line (FPL). A PDF is a direction of fire that is assigned priority to cover an area that has good fields of fire or has a likely dismounted avenue of approach. It also provides mutual support to the adjacent unit. Machine guns are sighted using a PDF if an FPL has not been assigned. If a PDF is assigned and other targets are not being engaged, machine guns remain on the PDF. The main difference between a PDF and an FPL is that the PDF is a sector, while the FPL is a fixed line.

2. Means of designating a direction of fire include:

- a. Closest TRP.
- b. Clock direction.
- c. Cardinal direction and or magnetic azimuth.
- d. Tracer on target.
- e. Infrared laser pointer.

E. Identify final protective line (FPL).

1. Fix direction and elevation.

2. Employ a small shift for searching to prevent the adversary from crawling under the FPL. A small shift will also compensate for irregularities in the terrain or the sinking of the tripod legs into soft soil during firing.

F. Identify priority targets.

1. Prioritize targets based upon leader guidance.

G. Identify dead space.

1. Have another SPO walk the weapon's line of sight and make a pace count of those areas where he encounters dead space.

2. If a SPO is not able to walk the line of fire, observe the flight of tracer ammunition from a position behind and to the flank of the weapon.

3	Identified probable adversary locations and scheme of maneuver
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- A. Identify adversary Locations.
 1. Identify adversary observation areas.
 2. Identify adversary fields of fire.
 3. Identify cover for the adversary.
 4. Identify available concealment for the adversary.
 5. Identify key or decisive terrain for the adversary.
 6. Identify adversary avenues of approach.
- B. Follow Scheme of Maneuver.

A scheme of maneuver includes:

 1. The purpose of the operation.
 2. Identification of critical friendly events and phases of the operation (if phased).
 3. Designation of the main effort, along with its task and purpose.
 4. Designation of supporting efforts, along with their tasks and purposes, linked to how they support the main effort.
 5. Designation of reserve, to include location, composition, task, and purpose.
 6. Reconnaissance and security operations.
 7. An outline of the movements of the force.
 8. Identification of maneuver options that may develop during an operation.
 9. Location of engagement areas or attack objectives and counterattack objectives.
 10. Responsibilities for area of operations (AO).
 11. Concept of fires.
 12. Attack priorities. Prescribed formations or dispositions when necessary.
 13. Priorities for support elements of the operation.
 14. Integration of obstacle effects with maneuver and fires.
 15. Considerations of the effects of adversary weapons of mass destruction (WMD) on the force.

4	Shifted fires to refocus or redistribute effects
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- A. Rapidly and accurately acquire the adversary elements.
- B. Orient on probable adversary locations and on likely adversary avenues of approach to speed target acquisition. The clock direction orientation method, which is prescribed in most military SOPs, is good for achieving all-round security; however, it does not ensure that friendly forces are most effectively oriented to detect the adversary.
- C. Shift direct fires to refocus and redistribute the effects based on evolving friendly and adversary information.
- D. Maintain situational understanding. A variety of situations will dictate shifting of fires, including the following:
 1. Appearance of an adversary posing a greater threat than the one currently being engaged.
 2. Extensive destruction of the adversary being engaged, creating the possibility of target overkill.
 3. Destruction of friendly elements that are engaging the adversary.
 4. Change in the ammunition status of friendly elements that are engaging the adversary.
 5. Maneuver of adversary or friendly forces resulting in terrain masking.



5	Implemented weapons control status
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- A. Identify target identification criteria under which friendly units may engage. The leader sets and adjusts the weapons control status based on friendly and adversary disposition, and the clarity of the situation. In general, the higher the probability of fratricide, the more restrictive the weapons control status. The three levels are:
 - 1. **Weapons Hold.** Engage only if engaged or ordered to engage.
 - 2. **Weapons Tight.** Engage only targets that are positively identified as adversary.
 - 3. **Weapons Free.** Engage any targets that are not positively identified as friendly.
- B. Follow leader's directions.

6	Relayed fire commands
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- A. Utilize correct arm-and-hand signals.
 - 1. This is an effective method when the SPO can see the leader. All SPOs must know the standard arm-and-hand signals. The leader gets the SPO's attention and then points to the target. When the SPO returns the READY signal, the leader commands FIRE.
- B. Utilize correct prearranged signals.
 - 1. These are either visual or sound signals such as casualty-producing devices, pyrotechnics, whistle blasts, or tracers.
 - 2. These signals should be included in SOPs. If the leader wants to shift fire at a certain time, he gives a prearranged signal such as smoke or pyrotechnics.
- C. Utilize oral commands to give directions to individual SPOs.
 - 1. Use maximum cover and concealment to keep from disclosing the position.

E-IND-19 NEUTRALIZE THREAT

DESCRIPTION: Neutralize threats using effective fires to accomplish the mission.				
CONDITION: As a member of a Protective Force, under prevailing conditions, provided training and equipment.				
STANDARD: In accordance with site security plans, operational directives, and current TTPs, accurately identify and neutralize threats in the area of responsibility.				
	PERFORMANCE STEPS	Go	No-Go	N/A
1	Detected target			
2	Engaged targets from appropriate firing position			
3	Utilized appropriate target engagement technique			
4	Continued to scan area of responsibility for additional threats			
5	Secured area			
6	Continued mission			

REFERENCES:

- DOE NTC TRF-200, *Tactical Response Force II*
- DOE NTC PFT-215, *Basic Security Police Officer Training*
- FM 3-21.8 *The Infantry Rifle Platoon and Squad March 2007*
- STP 21-1-SMCT SPO's *Manual of Common Tasks: Warrior Skills Level 1, June 2009*

PERFORMANCE STEPS:

1	Detected target
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- A. Detect target.
 1. Perform day observation techniques.
 2. Perform night observation techniques.
 3. Look and listen for signs of the adversary:
 - a. Sounds.
 - b. Dust or vehicle exhaust.
 - c. Movement.
 - d. Positions.
 - e. Outlines or shadows.
 - f. Shine or glare.
 - g. Contrasting colors.
- B. Estimate range to adversary.

1. Utilize 100-Meter unit-of-measure method (DAYTIME).
 - a. Picture a distance of 100 meters on the ground. For ranges up to 500 meters, count the number of 100-meter lengths between the two points you want to measure.
 - b. Beyond 500 meters, pick a point halfway to the target, count the number of 100-meter lengths to the halfway point, and then double that number to get the range to the target.
 - c. Sloping ground changes the appearance of 100-meter lengths. Ground that slopes upward makes them look longer than 100 meters, and ground that slopes downward makes them look shorter than 100 meters. Thus, the tendency is to underestimate 100-meter lengths on upslopes and overestimate them on downslopes.
 - d. The accuracy of the 100-meter method depends on how much ground is visible. This is most true at long ranges. If a target is at a range of 500 meters or more, and you can only see part of the ground between yourself and the target, it is hard to use this method with accuracy.
2. Utilize appearance of objects (DAYTIME).
 - a. Estimate range by the apparent size and detail of an object.
 - b. Identify object by using characteristic details of objects as they appear at various ranges.
3. Utilize combination of methods.
 - a. Use of the 100-meter unit-of-measure method.
 - b. Estimate distance from the apparent size and detail of the target itself.
 - c. Utilize flash-and-sound method (Best at night).

2	Engaged targets from appropriate firing position
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- A. Follow the four general firearms safety rules:
 1. All weapons are always loaded.
 2. Never point a firearm at anything you are not willing to destroy.
 3. Keep your finger off the trigger until your sights are on target.
 4. Be sure of your target.
- B. Identify target.
- C. Utilize available cover.
- D. Utilize basic marksmanship fundamentals.
- E. Select firing position.
 1. Standing.
 2. Kneeling.
 3. Crouch.
 4. Prone.
 5. Moving.
- F. Avoid flagging.
- G. Did not engage civilians or friendly forces.
- H. Continue to engage until target goes down.

3	Utilized appropriate target engagement technique
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- A. Engaged targets using appropriate trigger-control method.
 1. Standard defensive response (controlled pair).
 2. Failure Drill.
 3. Head shot (hostage holder).
 4. Engage until the target is neutralized.

- B. Automatic fire.
 - 1. Frontal fire.
 - 2. Cross fire.
 - 3. Depth fire.
- C. Moving targets.
 - 1. Tracking technique.
 - 2. Ambush technique.
 - 3. Track-and-hold technique
- D. Concentrate on achieving solid, well-placed hits to the target. You can achieve these by aiming and striking a target in the lethal zone (The lethal zone of the target is center mass between the waist and the chest (torso lethal zone 18"x8") or center mass in the head and neck area (neck/head lethal zone 4"x8").
- E. Engage multiple targets.
 - 1. Identify and engage the greatest threat.
 - 2. Identify and engage the next threat.
 - 3. If there are at least two targets, engage the target that poses the greatest threat first. Consider these factors when evaluating relative threat.
 - a. Weaponry.
 - b. Proximity.
 - c. Posture/intent.
- F. Continue to fire until all targets go down.
- G. Evaluate the situation during and after engagement.

4	Continued to scan area of responsibility for additional threats
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- A. Utilize day observation techniques.
 - 1. Hasty search
 - 2. Strip search.
- B. Utilize night observation techniques.
 - 1. Use anyone of three night observation techniques to search terrain.
 - a. Dark Adaptation Technique.
 - b. Off-Center Vision Technique.
 - c. Scanning Technique.

5	Secured area
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- A. Establish hasty defense.

A hasty defense is temporary in nature and may either be a 180° or a 360° defense. This is the type of defense you would assume as part of an immediate action drill in patrolling.

 - 1. Select fighting positions.
 - 2. Establish security.
 - 3. Establish field of fire.
 - 4. Position key weapons systems.
 - 5. Construct obstacles.
 - 6. Camouflage.
- B. Perform dead checks.
- C. Secure/Evacuate non-combatants.
- D. Prepare for extended engagement.



6

Continued Mission

- A. Link up with team members.
- B. Communicate anticipated actions to team leader.
- C. Move to next target area.
- D. Perform assigned tasks.

E-IND-20 SECURE CRITICAL ASSET

DESCRIPTION: Identify and protect critical asset to prevent unauthorized actions.				
CONDITION: As a member of a Protective Force, under prevailing conditions, provided training and equipment.				
STANDARD: In accordance with site security plans, operational directives, and current TTPs, accurately identify critical asset; secure immediate area around critical asset.				
	PERFORMANCE STEPS	Go	No-Go	N/A
1	Identified critical asset			
2	Secured immediate area around critical asset			
3	Reported critical asset status and location			
4	Defended critical asset			

REFERENCES:

- DOE NTC TRF-200, *Tactical Response Force II*
- DOE NTC PFT-215, *Basic Security Police Officer Training*
- STP 21-1-SMCT *Soldier's Manual of Common Tasks: Warrior Skills Level 1, June 2009*
 - 071-326-0501 *Move as a Member of a Fire Team*
 - 071-326-0502 *Move Under Direct fire*
 - 071-326-0541 *Perform Movement Techniques During an Urban Operations, 3-179*
 - 071-326-0557 *Select Hasty Firing positions During an Urban Operation, 3-552*
 - 071-440-0028 *Engage Targets During and Urban Operation, 3-574*

PERFORMANCE STEPS:

1	Identified critical asset
---	---------------------------

- A. Locate item or material.
- B. Review for required identification and markings.
- C. Ensure no parts are missing.

2	Secured immediate area around critical asset
---	--

- A. Conduct team movement.
- B. Take up nearest covered position.
- C. Establish hasty defense.

It is temporary in nature and may either be a 180° or a 360° defense. This is the type of defense you would assume as part of an immediate action drill in patrolling.

 1. Select fighting positions.
 2. Establish security.
 3. Establish field of fire.
 4. Position key weapons systems.



- 5. Construct obstacles.
- 6. Camouflage.
- D. Perform dead checks.
- E. Secure/Evacuate non-combatants.
- F. Prepare for extended engagement.
- G. Safeguard material.
 - 1. Use best method available to preserve the material in its original condition.
 - 2. Protect the item from loss, misuse, or recapture.

3	Reported critical asset status and location
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- A. Make assessment of situation.
- B. Provide Report.
- C. Comply with security regulations when discussing classified information.

4	Defended critical asset
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- A. Identify threats.
- B. Utilize basic marksmanship fundamentals.
- C. Do not engage civilians or friendly forces.
- D. Continue to engage until adversaries are neutralized.

E-IND-21 REACT TO CONTACT

DESCRIPTION: Identify and react to adversary direct or indirect fire to improve survivability and accomplish the mission.				
CONDITION: As a member of a Protective Force, under prevailing conditions, provided training and equipment, during or after an adversary assault.				
STANDARD: In accordance with site security plans, operational directives, and current TTPs, perform immediate actions in response to adversary direct or indirect fires.				
	PERFORMANCE STEPS	Go	No-Go	N/A
1	Identified adversary direct fire			
2	Identified adversary indirect fire			
3	Seek cover			
4	Returned fire			
5	Relayed pertinent information			

REFERENCES:

- DOE NTC TRF-200, *Tactical Response Force II*
- DOE NTC PFT-215, *Basic Security Police Officer Training*
- FM 3-21.8 *The Infantry Rifle Platoon and Squad, March 2007*
 - *Battle Drill 2. React to contact*
- STP 21-1-SMCT *Soldier's Manual of Common Tasks: Warrior Skills Level 1, June 2009*
 - *071-440-0028 Engage Targets During an Urban Operation, 3-574*

PERFORMANCE STEPS:

1	Identified adversary direct fire
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- A. Observe adversary weapons muzzle flashes or angle of contact from incoming fire.
1. Give alert.
 - a. Verbal.
 - b. Radio.
 - c. Hand and arm signals.
 2. Move to best available firing position.
 3. Provide Report.
 - a. Give Direction.
 - b. Description of target.
 - c. Estimate range to adversary.
 - 1) Utilize 100-Meter unit-of-measure method (DAYTIME).
 - a) Picture a distance of 100 meters on the ground. For ranges up to 500 meters, count the number of 100-meter lengths between the two points you want to measure.
 - b) Beyond 500 meters, pick a point halfway to the target, count the number of 100-meter lengths to the halfway point, and then double that number to get the range to the target.

- c) Sloping ground changes the appearance of 100-meter lengths. Ground that slopes upward makes them look longer than 100 meters, and ground that slopes downward makes them look shorter than 100 meters. Thus, the tendency is to underestimate 100-meter lengths on upslopes and overestimate them on downslopes.
- d) The accuracy of the 100-meter method depends on how much ground is visible. This is most true at long ranges. If a target is at a range of 500 meters or more, and you can only see part of the ground between yourself and the target, it is hard to use this method with accuracy.
- 2) Utilize appearance of objects (DAYTIME).
 - a) Estimate range by the apparent size and detail of an object.
 - b) Identify object by using characteristic details of objects as they appear at various ranges.
- 3) Utilize combination of methods.
 - a) Use of the 100-meter unit-of-measure method.
 - b) Estimate distance from the apparent size and detail of the target itself.
 - c) Utilize flash-and-sound method (best at night).

2	Identified adversary indirect fire
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- A. Identify incoming fire.
 - 1. Dismounted.
 - a. Give alert (Announce, "Incoming!").
 - 1) Verbal.
 - 2) Radio.
 - b. Immediately assume the prone position or move to available cover during initial impacts.
 - c. Move rapidly in the direction and distance to the designated rally point.
 - 1) Give Direction.
 - 2) Description of target.
 - 1) Estimate range to adversary.
 - 1) Utilize 100-Meter unit-of-measure method (DAYTIME).
 - 2) Utilize appearance of objects (DAYTIME).
 - 3) Utilize combination of methods.
 - d. Report the contact to higher.
 - 1. Mounted.
 - a. Give alert (Announce, "Incoming!").
 - 1) Verbal.
 - 2) Radio.
 - b. Move vehicle rapidly out of the impact area in the direction of nearest cover.
 - c. Close all hatches if applicable to the vehicle type; gunner stays below turret shields or gets down into vehicle.
 - d. Report the contact to higher.
 - 1) Utilize 100-Meter unit-of-measure method (DAYTIME).
 - 2) Utilize appearance of objects (DAYTIME).
 - 3) Utilize combination of methods.
 - d. Report the contact to higher.

3	Seek cover
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- A. Select positions that offered protection from weapons fire.
- B. Use covered and concealed route.

4	Returned fire
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- A. SPO/vehicle in contact immediately engages the adversary with the most casualty-producing weapon available.
- B. Concentrate on achieving solid, well-placed hits to the target. You can achieve these by aiming and striking a target in the lethal zone (The lethal zone of the target is center mass between the waist and the chest (torso lethal zone 18"x8") or center mass in the head and neck area (neck/head lethal zone 4"x8").
- C. Engage multiple targets.
 - 1. Identify and engage the greatest threat.
 - 2. Identify and engage the next threat.
 - B. If there are at least two targets, engage the target that poses the greatest threat first. Consider these factors when evaluating relative threat.
 - a. Weaponry.
 - b. Proximity.
 - c. Posture/intent.
- D. Continue to fire until all targets go down.
- E. SPO/vehicle not in contact immediately lays down a sustained, well-aimed volume of effective fire to fix or suppress the adversary.
- F. SPO/vehicle in contact immediately assaults the adversary by using fire and movement until adversary is destroyed or forced to withdraw.
- G. Evaluate the situation during and after engagement.
- H. Transmit SITREP to higher.

5	Relayed pertinent information
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- A. Utilized short transmissions.
- B. Avoided transmitting sensitive information.
- C. Communicate SITREP.
 - 1. Unit.
 - 2. Present location.
 - 3. Activity (brief description of current activity).
 - 4. Situation disposition/status (significant mission readiness degradation; changes in force; organization or operational control; and projected requirements for additional forces; brief description and results of offensive and defensive operations carried out; summary of plans; deviations or variations from previously reported intentions/plans; factors affecting readiness of forces/units; mobilization status; daily battle casualties (ex: KIA, WIA, MIA) aggregated by service and impact of all casualties sustained).
 - 5. Intelligence/reconnaissance (threat changes).
 - 6. Logistics (significant deficiencies affecting support for planned operations; problem areas).
 - 7. Communications (significant outages, traffic volume, incompatibilities, and equipment deficiencies; an assessment of the mission impact caused by communications outages and degradations).

6	Maintained contact with adjacent elements
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- A. Generate timely, accurate and complete reports to on location and tactical situation.
- B. Know position and responsibilities in relation to the fire control plan.
- C. Know location and orientation as well as the location of friendly, adversary, and noncombatants.

E-IND-22 CONTROL ADVERSARY/UNKNOWN PERSONNEL

DESCRIPTION: Control adversary(s)/unknown personnel to prevent adverse actions and enhance officer safety.				
CONDITION: As a member of a Protective Force, under prevailing conditions, provided training and equipment.				
STANDARD: In accordance with site security plans, operational directives, and current TTPs, control adversary/unknown personnel.				
	PERFORMANCE STEPS	Go	No-Go	N/A
1	Immediately identified unknowns upon contact			
2	Communicated instructions and information to unknown personnel			
3	Segregated personnel			
4	Treated personnel as potential threats			
5	Secured personnel			
6	Searched an individual			
7	Searched a detainee(s)			
8	Guarded detainee(s)			
9	Communicated the status of all adversary(s)/unknown personnel			

REFERENCES:

- DOE NTC PFT-215, Basic Security Police Officer Training
- US Army Soldier's Manual of Common Tasks, Warrior Skills Level 1, June 2009
 - 171-300-0011 Employ Progressive Level of Force when Confronting Civilians
 - 091-376-5148 Search an individual
 - 191-377-4254 Search a Detainee
 - 191-377-4256 Guard Detainees

PERFORMANCE STEPS:

1	Immediately identified unknowns upon contact
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- A. Challenge unknown personnel.
- B. Identify all personnel before allowing them to enter or exit the restricted area.
 1. Verify the identification card or badge.
 2. Use challenges, passwords, and code words in tactical areas.
 3. If in a group, only advance one person at a time for identification.
- C. Take the appropriate action based on identification of the person.

2	Communicated instructions and information to unknown personnel
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- A. Give commands to control the unknown personnel.
 - 1. Where to go.
 - 2. What to do, what not to do.
 - 3. What to do with hand-carried items.
- B. Practice OPSEC procedures.
- C. Provide safety instructions.
- D. Do not speak to detainees unless providing orders and/or instructions.

3	Segregated personnel
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- A. Obtain the location of the designated collection point.
- B. Segregate personnel based on mission necessity before moving.
 - 1. Base initial segregation on information surrounding the event.
 - 2. Segregate personnel to the greatest extent possible as more detailed information is known and resources and conditions allow.
- C. Segregate wounded personnel from the non-wounded personnel.
- D. Secure weapons and remove weapons on the ground to a safe location in view of the guards. Document the owner of each weapon. SPOs should not cross between a detainee and the overwatch in case the detainee tries to attack. .
- E. Move to collection point.

4	Treated personnel as potential threats
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- A. Follow OPSEC procedures.
- B. Practice officer safety.

5	Secured personnel
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- A. Handcuff personnel.
- B. Ensure that detainees remain segregated.
- C. Safeguard the detainees.
- D. Notify higher headquarters of the capture.

6	Searched an individual
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- A. Restrain the individual.
- B. Search the individual.
 - 1. Perform frisk search.
 - 2. Perform cursory search.
 - 3. Perform detailed search.
- C. Document property/evidence.
- D. Complete the "Chain of Custody" documentation.

7	Searched a detainee(s)
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- A. Upon capture or surrender, direct detainees to:
1. Place their weapons on the ground, raise their hands above their heads, and step back 5 paces.
 2. Raise their shirts, shake clothing loose, and turn 180° in place to allow a visual check for other weapons or explosives.
 - a. In the instance of a suicide bomber, the first responsibility is the safety of fellow bystanders, detainees and SPOs. Attempt to remove all bystanders, detainees, and SPOs from the possible blast zone of a suicide bomber. If that is not feasible, refer to local ROE for direction.
 3. Position overwatch.
 4. Position the detainee.
 5. Restrain the detainee.
 - a. Flexcuffs.
 - b. Handcuffs.
 6. Search the detainee.
 7. Document property/evidence.
 8. Complete the "Chain of Custody" documentation.
 9. Direct the designated SPO/team to move forward to check wounded or dead detainees.
 10. SPO/team member will disarm, restrain, and remove wounded detainees to a separate location and position them under guard.
 - a. Ensure that the SPO/team members search wounded detainees. Approach wounded detainees with caution, with your weapon drawn on the individual, until the detainee's weapon is secured.
 - b. SPO/team member and/or a combat lifesaver to provide medical assistance for wounded detainees under supervision of SPOs.

8	Guarded detainee(s)
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- A. Establish an outer perimeter to provide force protection for SPOs and detainees.
- B. Secure the detainees that have not been searched and the detainees that have been searched.
- C. Escort detainees to and from the search team and segregation areas.
- D. Position yourself to maintain situational understanding of the entire operation. Your attention cannot be focused only on the actions of one searcher because you are also responsible for the safety, security, and actions of SPOs providing force protection security, guarding detainees awaiting search, and guarding detainees that are through the search process.
- E. Safeguard detainees from the moment of capture until they are released or repatriated.
- F. Correct and report any inappropriate treatment immediately.
- G. Respond to escape attempts according to ROE.
- H. Safeguard the detainees.
- I. Respond to escape attempts.

9	Communicated the status of all adversary(s)/unknown personnel
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- A. Update higher on the situation after all the unknown personnel have been processed, to include:
1. Date, time, and location where taken into custody.
 2. Total number of unknowns, their categories.
 3. Any confiscated items of intelligence value.



4. Any acts or allegations of inhumane treatment or abuse.
5. Any unknowns requiring medical assistance.

E-IND-23 PERFORM CQB/TACTICAL ENTRY

DESCRIPTION: Execute close quarters battle and move through an obstacle during offensive operations to accomplish the mission.				
CONDITION: As a member of a Protective Force, under prevailing conditions, provided training and equipment.				
STANDARD: In accordance with site security plans, operational directives, and current TTPs, participate in close quarters battle and operate as a member of an entry team.				
	PERFORMANCE STEPS	Go	No-Go	N/A
1	Received the mission and understood all actions upon approach to the objective			
2	Adhered to the principles of CQB			
3	Employed tactical considerations			
4	Selected proper entry technique			
5	Executed the five rules of room clearing			
6	Executed the fundamentals of room clearing			
7	Executed proper room clearing tactics			
8	Properly negotiated hallways and obstacles			
9	Properly executed all actions as a breacher			
10	Properly negotiated stairways			
11	Continued mission			

REFERENCES:

- DOE NTC TRF-200, *Tactical Response Force II*
- US Army Soldier's Manual of Common Tasks, *Warrior Skills Level 1, June 2009*
 - 071-440-0028 Engage Targets During an Urban Operation

PERFORMANCE STEPS:

1	Received the mission and understood all actions upon approach to the objective
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- Demonstrate awareness of task performance requirements to complete the mission goal(s).
- Communicate a course of action to follow as needed.
- Demonstrate ongoing awareness of mission status.
- Continually assess and reassess the situation in relation to the mission goal(s).

2	Adhered to the principles of CQB
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- Maintain or regain 360° security.
- Maintained or regained CQB principles throughout the conduct of the assault.
 - Speed.

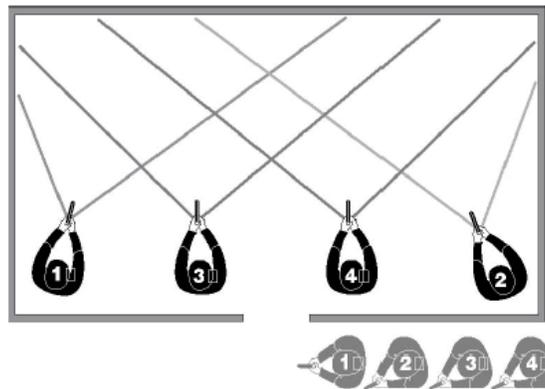
2. Surprise.
3. Violence of action.

3	Employed tactical considerations
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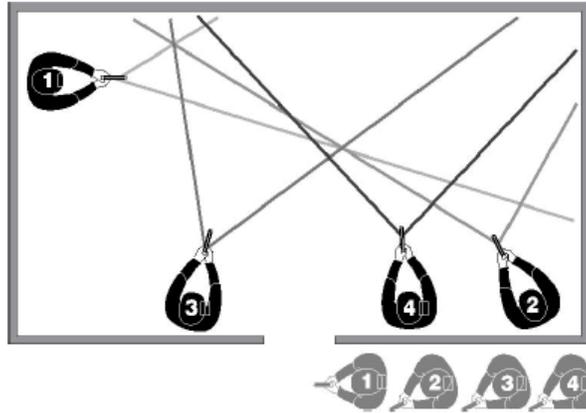
- A. Select proper formation.
 1. Column. The column formation provides maximum fields of fire to the flanks but offers limited firepower to the front and rear. This formation is suitable for movement in dense terrain and periods of low visibility where speed and ease of movement are the primary concerns. Two basic forms of a column formation are as follows:
 - a. File. A file, often referred to as a “ranger file,” is a column of team members in which each member follows the route of the member in front of him.
 - b. Staggered file. The staggered file increases firepower to the front and allows for greater dispersion and depth.
 2. Wedge. The wedge formation is an inverted “V” formation with the apex of the “V” facing the direction of travel. It is used primarily to cross open ground and provides maximum security to the front and flanks.
- B. Maintain situational awareness.
- C. Mass fire not forces.
- D. Limit exposure time.

4	Selected proper entry technique
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- A. Push/go.
- B. Pull/hold.
- C. Stack.
- D. Wall flood.



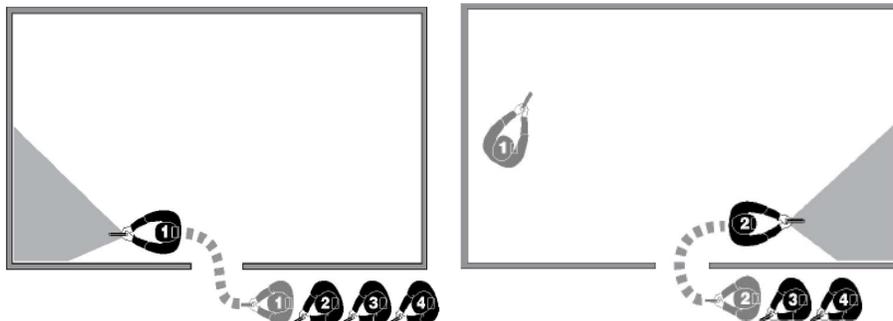
- E. Width and depth.



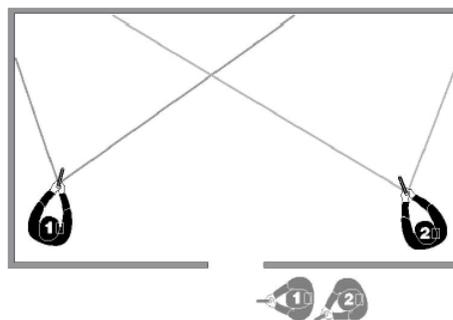
- F. Diversionary device initiated.
- G. Breacher initiated.
- H. Sniper initiated.

5	Executed the five rules of room clearing
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- A. Through the door.
 - 1. Crossover/buttonhook.



- 2. Criss/cross.
- B. Clear near corner.
- C. Run the walls.
- D. Clear to center.



- E. Communicate.

6	Executed the fundamentals of room clearing
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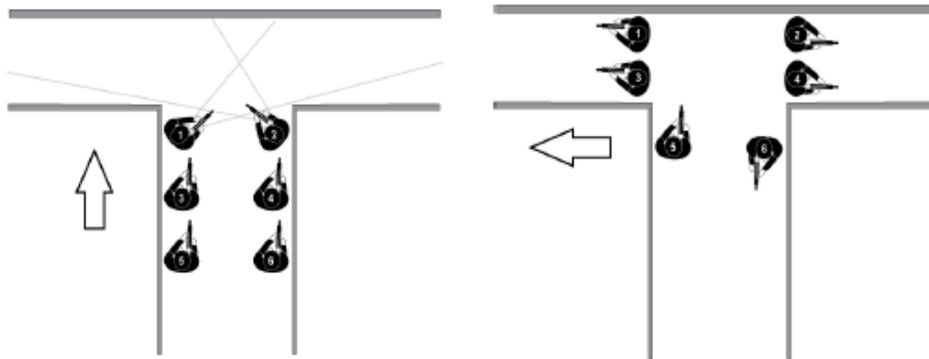
- A. Dominate the room.
- B. Eliminate the threat.
 - 1. Look at the hands.
 - 2. Be alert for threatening actions.
 - 3. Positively identify the target.
- C. Control the situation.
 - 1. Verbally.
 - 2. Through actions.
- D. Clear the dead space.
- E. Search and secure the living.
- F. Search and secure the dead.
- G. Open doors have a priority.
- H. Closed doors.
- I. Consolidate.

7	Executed proper room clearing tactics
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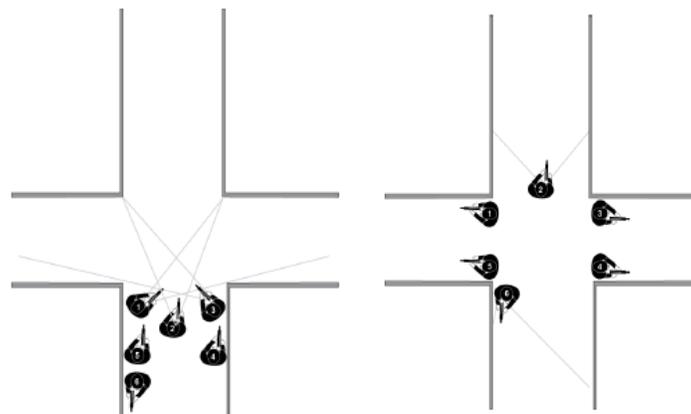
- A. Maintain 360° security.
- B. Prioritize rooms to be cleared.
- C. Do not hesitate or change direction once committed.
- D. Do not over penetrate.
- E. Do not cross or pass a danger area.
- F. When primary weapon fails, transition to secondary.
- G. Reposition threats to front.
- H. Stay erect (on your feet).
- I. Do not clear more than two rooms deep.
- J. If momentum is lost, stay out of the hallway.
- K. Deal with unforeseen situations.
 - 1. Chance contact with adversaries.
 - 2. Casualties.
 - 3. Ammunition expenditure.
 - 4. Equipment failure.
 - 5. Communication failure.
 - 6. Barricaded entry points.
 - 7. Evacuation of the objective.

8	Properly negotiated hallways and obstacles
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- A. Maintain 360° security.
- B. Utilize individual and team tactics.
- C. Clear intersections.
 - 1. T-intersection.



2. X-intersection (four way).



9 Properly executed all actions as a breacher

The breacher must:

- A. Perform operational check of equipment.
- B. Decide where and how to gain entry.
- C. Look at a number of items when choosing the entry point.
- D. Evaluate what will and will not work and why.
- E. Study the target folders of the site (approach route, cover, concealment, fields of fire, access to entry point, etc.). With the target folder, consider all options from the information available and select the primary method for forcing entry.
- F. Plan for the primary and alternate points of entry. For each point of entry, select two methods of breaching.
- G. Rehearse the methods of entry and, if practical, perform live breaches against similar targets to confirm each method.
- H. Consider the following issues when adding forced entry to an assault:
 - 1. Approach route.
 - 2. Cover and concealment at the entry point.
 - 3. Time to gain entry.
 - 4. Size and weight of tool.
 - 5. Noise created.
 - 6. Danger to entry team.

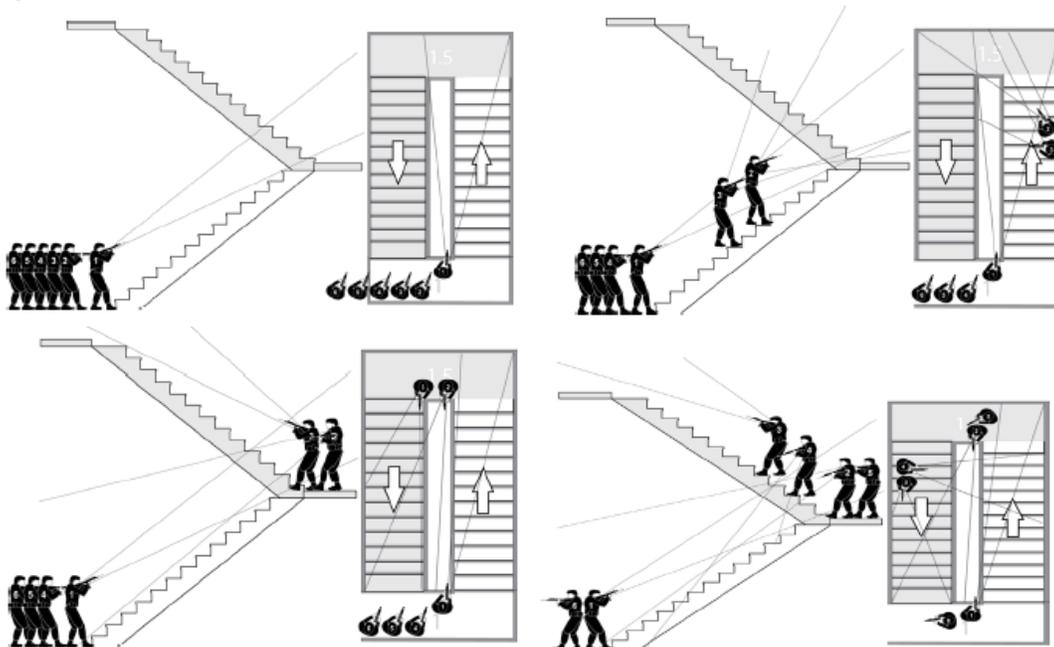
- I. Adhere to the following basic rules:
 1. Always have cover.
 2. Do not compromise safety.
 3. Provide 360-degree coverage.
 4. Do not compromise the mission with the method.
- J. Follow these techniques:
 1. Determine assault team stack according to the requirements of situation. Place the breacher in the middle of the stack to afford quick access to the breach point while not impeding the flow of the assault team.
 2. Move to last covered and concealed (LCC) and conduct a final equipment check.
 3. Move to entry point and do the following:
 - a. Place security.
 - b. Take position.
 - c. Execute entry.
 - d. Be prepared for subsequent entries.
 - e. Look at all possible risks and limitations, and then decide and practice the best methods.
- K. Gain entry. Utilize breaching technique. Basic mechanical tools can be used for entry in a number ways. As a rule, there is no absolute right or wrong way to accomplish a breach—there are only successful and unsuccessful breaches.
 1. Basic mechanical.
 - a. Breaking tools.
 - b. Prying tools.
 - c. Cutting tools.
 2. Advanced mechanical. *Advanced* mechanical breaching deals with mechanical methods of entry that provide their own sources of power or energy (e.g., gas, electricity, or heat).
 - a. Torches.
 - b. Cutting saws.
 3. Ballistic. A 12-gauge shotgun with specific fragmentation ammunition is used to perform ballistic breaching. Although the shotgun is a lethal weapon, it is considered a —tool for breaching purposes.
 - a. Integrated ballistic breaching.
 1. Assaulters line up or stack in the same manner as for a stronghold assault.
 2. Place the breacher in the middle of the stack, so he or she can easily access any doors to be breached without interfering with the assault process.
 3. To integrate ballistic breaching in the assault, the following steps are recommended:
 - a) The team sets up on a closed door, using the standard assault techniques. Once the assaulter checking the door determines that it is locked, he or she calls for a breacher. (Say —Breach up or use hand/arm signals if appropriate).
 - b) The breacher moves forward, announces his or her presence, and shoots the door with one round per locking mechanism.
 - c) The breacher attempts to physically open the door by re-indexing the shotgun and pushing on the door. If it fails to open, he evaluates the situation, fires an additional round, and again attempts to open the door. If the breacher deems it necessary, he can call for the secondary method of entry for the primary breach point or call for the alternate point of entry.
 - d) While the breacher is at the door, and until he has the door open and announces —Open, **no one reaches for the door.**
 - e) When the door is breached, the breacher steps to one side of the door and to the opposite side of the hall from the team. After stepping back from the door, the breacher should

perform a tactical reload. The condition of the shotgun should be hammer down on an empty hull, on —fire.

- f) The breacher either allows the next two or three entry personnel to pass or —if necessary—enters the room as an assaulter. The breacher falls back into the stack and the assault continues.
- g) The assault process continues, using the breacher as required.

10 Properly negotiated stairways if necessary

- A. Controlled speed of ascent or descent.
- B. Utilize team tactics to ascend or descend. When moving up stairwells, use a modified bounding overwatch. The following example describes individual responsibilities of team members ascending the flights of a stairwell.
 1. The #1 assaulter takes a position at the first landing, near the handrail of the stairs, and maintains security upward.
 2. The #2 and #3 assaulters move up the stairwell, outside of the #1 man. Using a “pie” technique, #2 clears the next landing while #3 protects #2 from any threats above.
 3. The #2 assaulter takes a position at the second landing, near the handrail of the stairs, and maintains security upward.
 4. #3 moves around #2 on the outside, ensures that the #4 is present and supporting his movement, and uses a pie technique to clear the next landing and flight of stairs.
 5. #5 and #6 assaulters now move up the stairwell toward #1.
 6. As #6 assaulter passes #1, he announces or signals “last man,” ensuring that #1 is not left behind.
 7. The #1 man rolls outboard, checks the 6 o’clock, and moves up the stairwell, making sure to announce or signal “last man” to the #2 assaulter.





11	Continued mission
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- A. Secure critical facility or recover sensitive item.
- B. Evacuate/turn over situation to a higher authority.

E-IND-24 PERFORM PURSUIT OPERATIONS

DESCRIPTION: Pursue fleeing suspect to apprehend and/or regain control of critical asset(s).				
CONDITION: As a member of a Protective Force, under prevailing conditions, provided training and equipment.				
STANDARD: In accordance with site security plans, operational directives, and current TTPs, conduct pursuit operations.				
	PERFORMANCE STEPS	Go	No-Go	N/A
1	Complied with regulations listed in 10 CFR 1047.6, 1047.7, 1049.6, and 1049.7			
2	Communicated information			
3	Performed pursuit			
4	Engaged person/vehicle with appropriate force option			
5	Performed vehicle stop			
6	Secured critical asset and/or evidence			
7	Made arrest			
8	Coordinated with other LEA			
9	Discontinued pursuit			

REFERENCES:

- U.S. Department of Energy. (2008). Contractor Protective Force (DOE M 470.4-3A). Washington, DC: Office of Health, Safety and Security.
- DOE NTC PFT-215, Basic Security Police Officer Training
- DOE NTC TRF-100, Tactical Response Force I

PERFORMANCE STEPS:

1	Complied with regulations listed in 10 CFR 1047.6, 1047.7, 1049.6, and 1049.7
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- Identify the conditions that must exist for an SPO to implement the fresh pursuit policy.
 - Federal and State laws.
 - Departmental directives, guidelines, and regulations.
 - PF plans, post orders (POs), general orders (GOs), guidelines, and training.
- Weigh the seriousness of the alleged offense and the necessity for immediate apprehension against the risk of injury to him/her, other PF officers, and the public.

2	Communicated information
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- Notify supervisor and CAS of the situation by radio. This will include (but not be limited to) the following information, if available:

1. The number and description of the suspects, including gender, physical description (including clothing), color, and other recognizable physical attributes.
2. The crime or description of events that led to the pursuit.
3. The route of escape.
 - a. Direction.
 - b. Highway, road, street, and cross streets.
 - c. Speed.
4. The method of escape (on foot, by vehicle, or by aircraft).
5. A complete description of the escape vehicle or aircraft.
 - a. Vehicle license plate number, state, model, color and type.
 - b. Aircraft identification numbers, type of aircraft, and color.
 - c. Actions the SPO is currently taking in pursuit of the suspect.
 - d. Number, type, and description of any weapons/firearms, if possible.
- B. Maintain open and appropriate communications and relay as much factual information as possible to the CAS.
- C. Transmit all information regarding other agencies pertaining to the pursuit by the fastest means possible.

3	Performed pursuit
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- A. Consider factors regarding the pursuit.
 1. Type, condition, and capabilities of vehicle.
 2. Emergency equipment.
 3. Physiological and psychological abilities of driver.
 4. Roadway conditions (width and surface).
 5. Weather conditions (rain, fog, ice, snow).
 6. Traffic conditions (heavy, moderate).
 7. Public safety.
- B. Enter into the pursuit with the concurrence of leader.
- C. Operated vehicle in as safe a manner as is practicable.
- D. Participate in pursuit operation until otherwise instructed by the PF dispatcher, respective supervisors in the PF command structure, or the officer in charge of onsite PF operations to discontinue pursuit.
- E. Do not attempt roadblocks without the authorization of the supervisor or appropriate law enforcement officials of the jurisdiction entered.

4	Engaged person/vehicle with appropriate force option
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- A. Identify level of force/rules of engagement to use based on the use of force continuum.
- B. Identify the four elements that must exist in any situation to justify the use of deadly force.
- C. Engage targets from appropriate firing position.
- D. Utilize appropriate target engagement technique.
 1. Fire a standard defensive response.
 2. Fire a failure drill.
 3. Headshot (hostage holder).
 4. Engage multiple targets.
 5. Engage moving targets.
 - a. Tracking technique.
 - b. Ambush technique.

- c. Track-and-hold technique.
- E. Did not engage civilians or friendly forces.

5	Performed vehicle stop
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- A. Safely conduct the required pre-stop procedures.
 - 1. Determine/attain justification.
 - 2. Call for backup.
 - 3. Assess individual capabilities (ammo, weapons, cover and concealment).
 - 4. Assess vehicle occupant's capabilities (ammo, weapons).
 - 5. Determine area to conduct stop (advantageous to SPO).
- B. Give information to dispatch.
- C. Utilize tire-deflating devices.
- D. Utilize roadblock techniques if necessary and authorized.
- E. Position primary patrol vehicle.
- F. Position primary back-up vehicle.
- G. Utilize tactical approach and positioning.
- H. Remove and place the suspect vehicle occupant (s) in a position of advantage.
- I. Conduct interview.

6	Secured critical asset and/or evidence
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- A. Retrieve government property during pursuit, or at the time of apprehension.
- B. Properly secure critical asset.
- C. Establish a chain of custody for property/evidence.

7	Made arrest
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- A. Identify when an SPO may make a misdemeanor arrest.
- B. Identify when an SPO may make a felony arrest.
- C. Handcuff suspect (s).
- D. Search suspect (s).
- E. Mirandize suspect.
- F. Transport suspect(s) to secure area.

8	Coordinated with other LEA
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- A. Keep agencies supporting the incident aware of incident status.
- B. Do not attempt roadblocks without the authorization of the appropriate law enforcement officials of the jurisdiction entered and must not use.

9	Discontinued pursuit
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- A. Discontinue pursuit when hazards and dangers to SPO and the public are high,
- B. Discontinue pursuit when environmental conditions indicate the futility of continued pursuit,
- C. Discontinue pursuit when the offense is a misdemeanor and the identity of the violator is unknown, and
- D. Discontinue pursuit when it is known that the fleeing vehicle is operated by an individual who may not be able to cope with safety factors involved in high-pursuit.
- E. Discontinue pursuit when directed to do so by supervisor.

E-IND-25 RESPOND TO ALARM

DESCRIPTION: Execute actions based on specific alarm to accomplish the mission.				
CONDITION: As a member of a Protective Force, under prevailing conditions, provided training, equipment; and given an alarm.				
STANDARD: In accordance with site security plans, operational directives, and current TTPs, conduct alarm response operations.				
	PERFORMANCE STEPS	Go	No-Go	N/A
1	Performed tactical movement			
2	Established containment position			
3	Performed visual search techniques			
4	Utilize protective mask			
5	Performed building entry			
6	Performed building search			
7	Communicated with personnel			
8	Communicated report (SITREP)			
9	Secured alarm			

REFERENCES:

- DOE NTC TRF-100D, *Introduction to Protective Force*
- DOE NTC PFT-215, *Basic Security Police Officer Training*

PERFORMANCE STEPS:

1	Performed tactical movement
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- Move in accordance with general rules of movement.
- Perform observation around corners.
- Utilize individual movement techniques.
- Utilize team movement techniques.
- Perform assault as a team member.
- Negotiate obstacles (walls, fences and rooftops).

2	Established containment position
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- Occupy position.
 - Determine type of position (hasty or prepared) needed based upon:
 - Mission.
 - Your opportunity for survival.
 - Terrain.
 - Utilize the following considerations when selecting position:

- a. Fields of view and fire.
 - b. Cover/concealment.
 - c. Barriers.
 - d. Covered routes.
 - e. Fire hazard.
 - f. Ease of communicating.
 - g. Time.
3. Avoid selecting area or building that is an obvious defensive position.
 4. Follow leader's directions after initial selection of a position.
 5. Select alternate and supplementary positions.
 6. Establish field of fire.
 7. Practice noise and light discipline.
 8. Avoid detection.
- B. Provide overwatch for assessment.

3	Performed visual search techniques
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- A. Perform visual perimeter check.
- B. Utilize general principles for observation for day or night operation.
1. Occupy the highest ground that permitted the greatest viewing distance.
 2. Use stable position for viewing.
 3. Look for the "4 S's and M". The "memory reminder" acronym stands for Shape, Silhouette, Shadow, Surface and Movement.
 4. Utilize observation equipment.
 5. In daylight, use visual search technique to search terrain.
 - a. Hasty search: Make a quick, overall search of the entire sector for obvious targets and unnatural colors, outlines, or movements. Look first at the area just in front of his position, and then quickly scan the entire area out to the maximum range of area under observation. If the sector is wide, divide it and search each subsector as in "b" below.
 - b. Strip search: Observe overlapping, 50-meterwide strips, alternating from left to right and right to left, until the entire sector is searched. When a suspicious spot is discovered, search it well.
 - c. Estimate range to object.
 6. At night, use any of three night observation techniques to search terrain.
 - a. Dark Adaptation Technique.
 - 1) Let eyes become adjusted to the darkness. Do so by staying either in a dark area for about 30 minutes, or in a red-lighted area for about 20 minutes followed by about 10 minutes in a dark area.
 - 2) The red-lighted method may save time by providing time to get orders, check equipment, or do some other job before moving into darkness.
 - b. Off-Center Vision Technique.
Focus attention on an object but looked slightly away from it.
 - c. Scanning Technique.
 - 1) Focus attention on an object, but did not look directly at it.
 - 2) Move eyes in short, abrupt, and irregular movements around the object, pausing a few seconds after each move.
 - d. Estimate range to object.



4	Utilize protective mask
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A. Donning, Clearing, and Checking Protective Mask.**1. Before donning the mask.**

Conduct a fit-test to ensure that the protective mask is the proper size. Also perform a serviceability inspection and, if necessary, insert optical inserts. The following pre-donning procedures will prepare the mask for actual wear:

- a. Loosen all buckles on the head harness.
- b. Place the chin in the chin-cup and pull head harness over the head.
- c. Hold mask firmly against the chin with one hand.
- d. Center the head harness in the back of the head with the other hand and hold the harness in place.
- e. Remove the hand from the chin position and tighten the side buckles first, followed by the top buckles. Alternate hands as necessary.
- f. Remove the hand from the harness, and then using both hands simultaneously pull the bottom straps taut.
- g. The mask should not fit so tightly that it exerts pressure on the flesh around the eyes.
- h. The nose cup should not press painfully on the nose, and the edge of the mask should not cut into the throat.
- i. The edge of the mask should not touch the ears.
- j. If gaps are noted around the face piece, carefully readjust the head harness.

2. Emergency mask donning procedures.

The following mask-donning procedures will be completed in an emergency. Coming from the mask carrier, you have 14 seconds to don, clear, and perform a function check of the mask.

- a. Stop breathing and, if tactically possible, close your eyes.
 - b. Remove the mask from its carrier.
 - c. Don the mask by inserting your chin into the mask first and pulling head harness over your head.
 - d. Adjust the bottom straps.
 - e. Clear the mask by placing the palm of the hand over the outlet valve/secondary speech diaphragm (on the front of the mask) and exhaling.
- 3. Check the seal of the mask by placing the palm of the hand over the opening of the filter canister and inhaling. The mask should collapse onto your face.**
- 4. When working with a team during a tactical response, some team members must maintain security while others mask. As team members complete the masking procedure, they must take over security so other team members may mask. This will take more than the 14 seconds described previously, but security must be maintained or the team could be neutralized leading to mission failure.**

D. Doffing/Removing the Protective Mask in a Contaminated Environment.**1. Six recommended actions.**

Depending on the emergency and the tactical/training situation, observe the following conditions and recommended actions for removal of the protective mask. These situations are not all-inclusive.

- a. Don't break the seal of the mask. If you are in a contaminated environment, breaking the seal might magnify the current emergency and cause even greater problems.
- b. Use an extreme sense of personal discipline. During a crisis, remain calm to protect yourself and others around you.
- c. Request assistance by notifying another responder. The other responder may be able to help.
- d. Control your weapon. That means put it on safe, lay it down, or point it in a safe direction.
- e. Leave the contaminated area. This means get out of the contamination and get to the decontamination site as quickly as possible.

- f. Get to a safe location. This is a place where the contamination should be at a lower concentration level.
2. Breaking the mask seal in a contaminated area.
If you have attempted to perform all of the above steps and you are still in the contaminated area, it is now time for you to make a decision. Don't break the seal of the mask unless you know that the following are true.
 - a. You cannot take care of the situation without breaking the seal of the mask.
 - b. You have a means of agent detection available.
 - c. You are cognizant enough to know if you are feeling the signs and symptoms of agent exposure without having to be told.
 - d. You are sure that the area you're in presents a negligible risk of exposing you to more contamination.
 - e. You know that anyone who assists you can tell if you are showing agent contamination signs and symptoms.
 - f. You know that anyone assisting you can perform or administer first aid to you.
 - g. You know that there is a means of immediate personal decontamination available.
 - h. Everything else has failed.

5	Performed building entry
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- A. Perform perimeter check.
- B. Select a point to enter a building.
- C. Notify dispatch of entry.
- D. Disarm alarm system.
- E. Select method of entry.
 1. Manual.
 2. Covert.
 3. Overt.
 - a. Mechanical breaching.
 - b. Ballistic breaching.
 - c. Explosive breaching.
- F. Use the buddy system to enter building.
- G. Utilize diversionary device.
- H. Clear the entry point.

6	Performed building search
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- A. Notify dispatch of entry.
- B. Perform interior check.
 1. Perform covert search.
 - a. Maintain security in hallway.
 - b. Set up on door.
 - c. Utilize slow and deliberate movement.
 - d. Use mirrors to clear immediate area before stepping out.
 - e. Use pieing technique.
 - f. Utilize noise and light discipline.
 - g. Remain dispersed.

- h. Point man identifies next danger area.
- i. Maintain security.
- j. Communicate with team.
- 2. Perform overt search.
 - a. Maintain security in hallway.
 - b. Set up on door.
 - c. Perform dynamic entry.
 - d. Execute the five rules of room clearing.
 - e. Clear danger areas.
 - f. Maintain security.
 - g. Communicate.

7	Communicated with personnel
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- A. Establish secure communications.
- B. Use call signs, phonetic alphabet frequencies, and authentication procedures.
- C. Perform radio discipline.
- D. Listen to ensure the net is clear. Do not interrupt any ongoing communications.
- E. Ensure information is clear, concise, and of tactical importance.
- F. Utilize short transmissions.
- G. Avoid transmitting sensitive information.
- H. Communicate duress.
- I. Identify jamming.
- J. Respond to jamming.
- K. Identify compromise.
- L. Respond to compromise.

8	Communicated report (SITREP)
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- A. The situation report includes:
 - 1. Date, Time Group (DTG).
 - 2. Unit (Unit making report).
 - 3. Present Location (Present location of the reported unit).
 - 4. Activity (Brief description of reported unit's current activity).
 - 5. Effective (Leader's evaluation of the reported unit's effectiveness).
 - 6. Own situation disposition/status (A summary updating changes to or not previously reported adversary and support force locations; significant mission readiness degradation on units; current assignments; proposed assignments; changes in PF designations; organization or operational control; and projected requirements for additional PF or support units).
 - 7. Situation overview (A brief overall assessment of the situation to include circumstances or conditions which increase or materially detract from the capability and readiness of PF units assigned).
 - 8. Operations (A brief description and results of operations carried out during the period of the report; summary of plans for operations including objectives; deviations or variations from previously reported intentions/plans).
 - 9. Intelligence/reconnaissance (Brief overview of the situation, including operations, order of operation, capabilities, and threat changes; reference: any significant spot intelligence reports or intelligence reports submitted previously).



10. Logistics (Significant deficiencies affecting support for planned operations; problem areas beyond the leader's capability to overcome or alleviate in a timely manner).
11. Communications/Connectivity (Significant outages, traffic volume, incompatibilities, and quantitative equipment deficiencies; an assessment of the mission impact caused by communications outages and degradations should be provided).
12. Personnel (Factors affecting readiness of PF; mobilization status; casualties aggregated by service and impact of all casualties sustained).

9	Secured alarm
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- A. Secure room/building.
- B. Request alarm system reset.
- C. Notify dispatch.
- D. Write report.

E-IND-26 HANDLE WOUNDED PERSONNEL

DESCRIPTION: Respond to wounded personnel, including self, to save lives.				
CONDITION: As a member of a Protective Force, under prevailing conditions, provided training and equipment.				
STANDARD: In accordance with site security plans, operational directives, and current TTPs, relocate wounded personnel to an area of cover or casualty collection point; and conduct first aid measures.				
	PERFORMANCE STEPS	Go	No-Go	N/A
1	Performed tactical field care			
2	Performed casualty evacuation (CASEVAC)			
3	Controlled bleeding			
4	Treated a penetrating chest wound			
5	Managed a casualty's airway			
6	Applied dressings/bandages/tourniquets			
7	Prepared a litter or improvised litter			
8	Monitored the casualty's condition after care			

REFERENCES:

- DOE NTC PFT-215, Basic Security Police Officer Training
- Soldiers Manual of Common Tasks Level 1, Oct. 2006
 - 081-831-1001 Evaluate a Casualty (Tactical Combat Casualty Care)
 - 081-831-1003 Perform First Aid to Clear an Object Stuck in the Throat of a Conscious Casualty
 - 081-831-1005 Perform First Aid to Prevent or Control Shock
 - 081-831-1007 Perform First Aid for Burn
 - 081-831-1008 Perform First Aid for Heat Injuries
 - 081-831-1023 Perform First Aid to Restore Breathing and / or Pulse
 - 081-831-1025 Perform First Aid for an Open Abdominal Wound
 - 081-831-1026 Perform First Aid for an Open Chest Wound
 - 081-831-1032 Perform First Aid for a Bleeding and / or Severed Extremity
 - 081-831-1033 Perform First Aid for an Open Head Wound
 - 081-831-1034 Perform First Aid for a Suspected Fracture
 - 081-831-1044 Perform First Aid for Nerve Agent Injury
 - 081-831-1045 Perform First Aid for Cold Injuries
 - 081-831-1046 Transport a Casualty
 - 081-831-1053 Practice Individual Preventive Medicine Countermeasures

PERFORMANCE STEPS:

1	Performed tactical field care
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A. Determine the best route of access to the casualty and the best route of egress.

1. Survey the area for small arms fire.
 2. Detect area for fire or explosive devices.
 3. Determine threat for chemical or biological agents if possible.
 4. Survey buildings for structural stability.
- B. Return/suppress adversary fire and take cover before providing medical treatment.
- C. Keep the casualty from sustaining additional wounds.
- D. Reassure the casualty.
- E. Assess casualty.
1. Check for responsiveness.
 2. Position the casualty and open the airway.
 3. Assess for breathing and chest injuries.
 4. Identify and control bleeding.
 5. Check for shock.
 6. Check for fractures and immobilize neck or back injuries, if found.
 7. Check for burns.
 8. Check for a head injury.
 9. Sought medical aid.
 10. Perform all necessary steps in sequence.
 11. Identify all wounds and/or conditions.
- D. If possible, send an Officer to find a trained EMT or medic.
- E. Check and treat for shock.

2	Performed casualty evacuation (CASEVAC)
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- A. After any needed immediate life-saving aid has been administered, move the casualty to an area where additional aid can be given.
- B. Determine the relative threat of the tactical situation versus the risk to the casualty.
1. Can you remove casualty to a place of relative safety without becoming a casualty yourself?
 2. Is the casualty safer where he is?
 3. If possible, seek assistance from your leader.
- C. Tactically transport the casualty, his weapon, and mission essential equipment to cover.
1. Fireman's carry. Drape the casualty over your shoulders.
 2. Neck strap drag. Drag the casualty by using the drag strap on the body armor or the collar of the uniform.
 3. Cradle-drop drag. Grasp the casualty under the arms.
 4. Use litter or stretcher.
- D. If needed, request MEDEVAC and/or evacuate the casualty via non-medical vehicle (CASEVAC).
- E. Communicate the medical situation to leader.
- F. Mark casualty (record what treatment you have provided on paper, or write directly on the casualty if necessary).

3	Controlled bleeding
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- A. Check extent of bleeding.
 - B. Expose wound.
 - C. Check for entry and exit wounds.
 - D. Open, apply and secure field dressing.
- E-IND-26 HANDLE WOUNDED PERSONNEL

- E. Check circulation.
- F. Apply manual pressure.
- G. Elevate the injured limb.
- H. Apply a pressure dressing (if needed).
- I. Apply digital pressure (if needed).
- J. Determine if a tourniquet is required.
- K. Apply a tourniquet.
- L. Mark the casualty.
- M. Observe casualty.

4	Treated a penetrating chest wound
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- A. Check for chest wound (entry and exit).
- B. Expose chest wound.
- C. Check for entrance and exit wounds.
- D. Apply airtight material over wound(s).
- E. Dress the wound(s).
- F. Position casualty.
 - 1. Identify Tension Pneumothorax (punctured lung). This can be identified by labored breathing, pain on inhalation, or, in later stages, an obvious distension of the chest on the injured side, etc.
- G. Observe casualty.

5	Managed a casualty's airway
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- A. Unconscious casualty without airway obstruction:
 - 1. Chin lift or jaw thrust maneuver.
 - 2. Nasopharyngeal airway.
 - 3. Place casualty in the recovery position.
- B. Casualty with airway obstruction or impending airway obstruction:
 - 1. Chin lift or jaw thrust maneuver.
 - 2. Nasopharyngeal airway.
 - 3. Allow casualty to assume any position that best protects the airway, to include sitting up.
 - 4. Place unconscious casualty in the recovery position.

6	Applied dressings/bandages/tourniquets
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- A. Expose the wound.
 - 1. Check for entrance and exit wounds.
- B. Apply dressing.
 - 1. Field.
 - 2. Pressure.
- C. Secure dressing.
- D. Determine if tourniquet is required.
- E. Apply tourniquet.
 - 1. Do not use on wound to the head, neck or trunk (chest or abdominal area).



- F. Check circulation.
- G. Elevate injured limb.

7	Prepared a litter or improvised litter
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- A. Prepare litter (if needed).
 - 1. SKED.
 - 2. TALON collapsible litter.
 - 3. Improvised.
 - a. Blanket and two poles.
 - b. Shirts or jackets and two poles.
- B. Place and secure casualty on litter.
- C. Transport casualty.

8	Monitored the casualty's condition after care
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- A. Communicate with the casualty if possible.
 - 1. Encourage; reassure.
 - 2. Explain care.
- B. Administer additional care until the EMT or medic arrives or until you are told to resume your duties. Now that you are in a safe area, you can render care that you could not administer while under fire. Note: you may be asked to assist the EMT and/or medic if several Officers require treatment.
- C. Reassure the casualty. Show confidence in your actions.
- D. Check for responsiveness.
- E. Check for breathing, if necessary.
- F. Check for bleeding.
- G. Check and treat for shock.
- H. Prevent chilling or overheating.
- I. If you have administered the needed care and an EMT or medic has not arrived, initiate a field medical card (if available) for the casualty. If there is no field medical card, attempt to record what treatment you have provided on paper, or write directly on the casualty if necessary.

E-IND-27 EMPLOY RIFLE

DESCRIPTION: Effectively employ the rifle to accomplish the mission.				
CONDITION: As a member of a Protective Force, under prevailing conditions, provided training, equipment.				
STANDARD: In accordance with site security plans, operational directives, and current TTPs, operate rifle and accurately engage targets.				
	PERFORMANCE STEPS	Go	No-Go	N/A
1	Followed the four general firearms safety rules			
2	Unloaded rifle			
3	Loaded rifle			
4	Performed rifle ready and carry positions			
5	Reloaded rifle			
6	Cleared malfunctions			
7	Engaged targets with rifle			

REFERENCES:

- DOE NTC PFT-215, *Basic Security Police Officer Training*
- DOE NTC TRF-200, *Tactical Response Force*
- STP 21-1 *Soldier's Manual of Common Tasks, Level 1, June 2009*
– 071-440-0028-Engage Targets During an Urban Operation, 3-574

PERFORMANCE STEPS:

1	Followed the four general firearms safety rules
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- All weapons are always loaded.
- Never point a firearm at anything you are not willing to destroy.
- Keep your finger off the trigger until your sights are on target.
- Be sure of your target.

2	Unloaded rifle
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- Point the rifle muzzle in a safe direction.
- Place the selector lever on SAFE.
- Remove the magazine from the rifle.
- Lock the bolt to the rear.
- Return and lock the charging handle in the forward position.
- Visually and physically check the chamber for ammunition.



- G. Remove any ammunition from the receiver and chamber.
- H. Press the upper portion of the bolt catch, allowing the bolt to go forward on the empty chamber.

3	Loaded rifle
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- A. Insert a loaded magazine into the magazine well of the rifle.
- B. Pull down on the magazine to ensure it is fully seated and locked in place.
- C. Chamber a round by (this is for a full load only):
 - 1. Pressing the bolt catch to send the bolt forward, seating a round or,
 - 2. With the non-firing hand grasp the charging handle, pull it completely rearward, and release to seat a round.
- D. Perform a chamber check by:
 - 1. Slightly pulling the charging handle to the rear to observe a round in the chamber.
 - 2. Removing the magazine to check the top round has been stripped and now the top round is on the opposite side of the magazine.
- E. Press the forward assist to ensure the bolt is fully seated.
- F. Obtain a cheek-to-stock-weld and a sight picture in a safe direction (normally at the ground) to verify optics are in place and functioning properly (either electronic or iron).

Note: Half load – Magazine inserted with an empty chamber or on an orange plug. Full load – magazine inserted with a live round in the chamber.

4	Performed rifle ready and carry positions
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- A. Demonstrate the following ready positions:
 - 1. Low ready position.
 - 2. High ready position.
- B. Demonstrate the following carry position:
 - 1. Tactical sling carry.

5	Performed rifle manipulations
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- A. Perform a tactical reload.
 - 1. High/low method.
 - 2. “V” method.
 - 3. “L” method.
 - 4. “J” method.
- B. Perform a speed reload.

6	Cleared malfunctions
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- A. Demonstrate clearing the following rifle malfunctions:
 - 1. Condition one malfunction: failure to fire.
 - a. Causes.
 - 1) Failing to seat the magazine.
 - 2) Failing to load the chamber.

- 3) Improperly installed or broken firing pin.
 - 4) Faulty or dirty magazine.
 - 5) Defective ammunition.
 - b. Indicator – When the trigger is pressed, the hammer falls (click) but the rifle does not fire.
 - c. Clearance.
 - 1) Tap.
 - 2) Rack/Roll.
 - 3) Assess: Fire, if necessary.
2. Condition two malfunction: failure to eject (stovepipe).
 - a. Causes.
 - 1) Faulty ejector assembly.
 - 2) Ejection port partially or completely blocked.
 - b. Indicator.
 - 1) The trigger may feel normal or you may get a light hammer strike.
 - 2) A case is partially ejected.
 - c. Clearance.
 - 1) Tap.
 - 2) Rack/Roll.
 - 3) Assess: Fire, if necessary.
 3. Condition three malfunction: failure to extract.
 - a. Causes.
 - 1) Failure to extract (broken extractor, dirty chamber, case separation).
 - 2) Double feed.
 - b. Indicator.
 - 1) Slack in the trigger.
 - 2) A cartridge or case remains in the chamber or is partially extracted.
 - 3) Open breach with fired or live cartridge trapped/jammed in front of the bolt.
 - c. Clearance
 - 1) Look.
 - 2) Lock.
 - 3) Strip.
 - 4) Work.
 - 5) Tap.
 - 6) Rack.
 - 7) Assess: Fire, if necessary.
 4. Condition four malfunction: out of battery.
 - a. Causes.
 - 1) Dirty weapon (bolt or chamber).
 - 2) Insufficient or improper lubrication.
 - 3) Faulty recoil spring.
 - b. Indicator – The trigger may feel normal, and you might get a hard hammer strike, but the rifle does not fire.
 - c. Clearance.
 - 1) Tap.
 - 2) Rack/Roll.
 - 3) Assess: Fire, if necessary.
 5. Squib load:
 - a. Indicators – Popping sound when fired, may feel noticeable difference in recoil.

- b. Causes – This usually occurs when the cartridge case has insufficient or no powder charge or when the cartridge is otherwise improperly assembled.
- c. Clearance – STOP FIRING IMMEDIATELY.
 - 1) Take the rifle to an armorer if on the range.
 - 2) Transition during a fight.

7	Engaged targets with rifle
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- A. Identify the target(s).
- B. Employ the elements of marksmanship.
 - 1. Aim.
 - a. Sight alignment (front and rear sight).
 - b. Sight picture.
 - 2. Hold.
 - 3. Press.
 - 4. Follow-through.
- C. Choose firing position.
 - 1. Supported.
 - 2. Unsupported.
 - 3. Take position to cover assigned engagement area.
- D. Align sights on target.
 - 1. Obtain sight alignment.
 - 2. Obtain a sight picture.
 - 3. Use correct trigger manipulation.
 - a. Pull straight to the rear and release.
 - b. Fire the weapon at the rate of fire appropriate for the target (sustained, rapid, or cyclic).
 - 4. Use correct fire engagement technique based on target types.
 - a. Demonstrate a standard defensive response.
 - b. Demonstrate a failure drill.
 - c. Deliver fixed fire against a point target when only one aiming point is necessary to cover the target with fire.
- E. Demonstrate a standard defensive response – Two presses to the available center of mass
- F. Demonstrate a failure drill – When the standard defensive response fails to stop an adversary’s attack, a shot directed to the head may be required to neutralize the threat. Two presses to the available center of mass followed by one press to the head
- G. Demonstrate Multiple Target Engagement
 - 1. Determine greatest threat.
 - a. Weaponry.
 - b. Proximity.
 - c. Posture/intent.
 - 2. Multiple adversary techniques.
 - a. Two adversaries– Standard defensive response to each, assess, follow with head shot to each if necessary.
 - b. Three or more adversaries– One shot each, assess, and follow with head shot if necessary
- H. Follow established fire control measures.
 - 1. Identify and cover assigned sector of fire.
 - a. Identify reference points and target reference points.



- b. Identify right and left limits.
 - c. Identify dead space.
 - d. Identify maximum engagement line.
2. Determine engagement priorities. For example, the larger caliber weapons engage vehicles first while individual rifles should be directed toward dismounted adversaries.

E-IND-28 MAINTAIN RIFLE

DESCRIPTION: Conduct cleaning and preventative maintenance on the rifle to enhance operability.				
CONDITION: As a member of a Protective Force, under prevailing conditions, provided training, equipment.				
STANDARD: In accordance with site security plans, operational directives, and current TTPs, perform routine and emergency maintenance on rifle.				
	PERFORMANCE STEPS	Go	No-Go	N/A
1	Unloaded rifle			
2	Disassembled rifle			
3	Cleaned rifle, magazines, and ammunition			
4	Inspected rifle and components for defects			
5	Correctly lubricated rifle and magazines			
6	Assembled rifle in correct sequence			
7	Performed a function check			

REFERENCES:

- DOE NTC PFT-215, Basic Security Police Officer
- STP 21-1-SMCT *Soldier's Manual of Common Tasks: Warrior Skills Level 1*, June 2009
 - 071-311-2025 Maintain an M16 Series Rifle, 3-311
 - 071-311-2026 Perform a Function Check on an M16-Series Rifle, 3-332
 - 071-311-2027 Load an M16-Series Rifle, 3-335
 - 071-311-2028 Unload an M16-Series Rifle

PERFORMANCE STEPS:

1	Unloaded rifle
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- A. Point the rifle muzzle in a safe direction.
- B. Place the selector lever on SAFE.
- C. Remove the magazine from the rifle.
- D. Lock the bolt to the rear.
- E. Return and lock the charging handle in the forward position.
- F. Visually and physically check the chamber for ammunition.
- G. Remove any ammunition from the receiver and chamber.
- H. Press the upper portion of the bolt catch, allowing the bolt to go forward on the empty chamber.
- I. Pull the trigger to release the pressure on the firing pin spring.

2	Disassembled rifle
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- A. Verified the rifle was unloaded.
Disconnect the sling from the sling swivels at both ends of the rifle.



Remove the handguards only if you can see dirt or corrosion through the vent holes. WARNING: Avoid bending or denting the gas tube while removing the handguards.
Push the takedown pin as far as it will go and pivot the upper receiver from the lower receiver.
Push the receiver pivot pin.
Separate the upper and lower receivers.
Pull the charging handle out about 3 inches and remove the bolt carrier.
Remove the charging handle by pulling down and to the rear.
Remove the firing pin retaining pin.
Put the bolt assembly in the locked position by pushing in the bolt.
Remove the bolt cam pin by turning it one-quarter turn and lifting it out.
Pull the bolt assembly from the carrier.
Remove the extractor pin by pushing it out with the firing pin (use care not to damage the firing pin).
Lift out the extractor and spring taking care so that the spring does not separate from the extractor. NOTE: Press the top of the extractor to check spring function.
Release the buffer by pressing the buffer and depressing the retainer.
Remove the buffer and action spring separating the buffer from the spring.

3	Cleaned rifle, magazines and ammunition
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A. Rifle.

1. Clean the upper and lower receiver groups using cleaning solution to remove powder fouling in the upper receiver.
2. Clean the bolt carrier group and the following parts:
 - a. The outer and inner surfaces of the bolt carrier.
 - b. The carrier key.
 - c. The firing pin recess and firing pin.
 - d. The firing pin hole with a pipe cleaner.
 - e. The carbon deposits and dirt from the locking lugs.
 - f. The areas behind the bolt ring and under the lip of the extractor.
3. Clean the following rifle parts lightly lubricating with lubricant.
 - a. Lugs in the barrel extension, bore, and chamber.
 - b. Bolt carrier.
 - c. Slide cam pin area.
 - d. Piston rings.
 - e. Outside the bolt body.
 - f. Inside the bolt carrier key.
 - g. Firing pin and firing pin recess.
 - h. Outside surface of the protruding gas tube with a worn bore brush.
 - i. Buffer.
 - j. Action spring.
 - k. Inner surfaces of the lower receiver extension.
 - l. Inside the lower receiver.
 - m. All other components.

B. Magazine.

1. Disassemble the magazine without removing the follower from the spring.
 - a. Release the base catch.
 - b. Remove the spring and follower.
2. Clean the magazine.

- a. Wipe the dirt from the tube, spring, and follower.
- b. Lubricate the spring lightly.
3. Assemble the magazine.
 - a. Jiggle the spring and follower together to install them in the magazine.
 - b. Slide the base under all four tabs; making sure that the print is on the outside.
- C. Ammunition.
 1. Clean the ammunition using a clean, dry cloth to wipe away any dirt or foreign matter.

4	Inspected rifle and components for defects
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- A. Identify defective or missing components.
- B. Report deficiencies to the armorer.
- C. WARNING: Do not interchange bolts between rifles.

5	Correctly lubricated rifle and magazines
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- A. Lubricate weapon and magazines according to lubrication instructions. Make sure you remove any excessive oil from the bore before firing. Use only approved product to lubricate the rifle.

6	Assembled rifle in correct sequence
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- A. Insert the spring and buffer.
- B. Insert the extractor and spring.
- C. Push the extractor pin in.
- D. Slide the bolt into the carrier until the bolt cam pin hole in both the bolt carrier and the bolt are aligned.
- E. Replace the bolt cam pin by putting it in the carrier, turning it one-quarter turn.
- F. Drop in the firing pin to seat it.
- G. Put the firing pin retaining pin in the bolt carrier to seat it.
- H. Pull the bolt back.
- I. Place the charging handle by engaging it, then pushing the charging handle part of the way in.
- J. Slide the bolt carrier into the upper receiver.
- K. Push the charging handle and bolt carrier together in the upper receiver.
- L. Join the upper and lower receiver.
- M. Engage the receiver pivot pin.
- N. CAUTION: The selector lever must be on SAFE before closing the upper receiver. Close the upper and lower receiver groups, seating the takedown pin and ensuring the selector switch is on SAFE.
- O. Put the handguards in place.
- P. Reconnect the sling to the sling swivels at both ends of the rifle.

7	Performed a function check
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- A. Ensure that the weapon is safe and the function check is accomplished with the muzzle pointed in a safe direction.



- B. Checking safe. With the weapon charged attempt to pull the trigger while on safe. The hammer should not fall.
- C. Checking semi. While holding the trigger, rotate the selector lever from safe to semi, and release the trigger. You should hear a metallic click. Charge the rifle, pull the trigger, and the hammer should fall. Continue to hold the trigger if the rifle is equipped with burst/auto.
- D. Checking burst/auto. While holding the trigger, rotate the selector lever from semi to burst/auto:
 - 1. Auto – Release the trigger and you should hear a metallic click. Charge the rifle, pull the trigger, charge the rifle again, release the trigger, and you should not hear anything.
 - 2. Burst – Release the trigger and you should hear a metallic click. Charge the rifle, pull the trigger, charge the rifle three times, release the trigger, and you should not hear anything.
- E. Charge the rifle and rotate the selector lever to safe.

E-IND-29 EMPLOY HANDGUN

DESCRIPTION: Effectively employ the handgun to accomplish the mission.				
CONDITION: As a member of a Protective Force, under prevailing conditions, provided training, equipment.				
STANDARD: In accordance with site security plans, operational directives, and current TTPs, operate handgun and accurately engage targets.				
	PERFORMANCE STEPS	Go	No-Go	N/A
1	Followed the four general firearms safety rules			
2	Unloaded handgun			
3	Loaded handgun			
4	Performed handgun manipulations			
5	Cleared malfunctions			
6	Engaged targets with handgun			

REFERENCES:

- DOE NTC PFT-215, *Basic Security Police Officer Training*
- STP 21-1 *Soldier's Manual of Common Tasks, Level 1, June 2009*
– 071-440-0028-Engage Targets During an Urban Operation, 3-574 SRT
- DOE NTC TRF-200, *Tactical Response Force II*

PERFORMANCE STEPS:

1	Followed the four general firearms safety rules
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- All weapons are always loaded.
- Never point a firearm at anything you are not willing to destroy.
- Keep your finger off the trigger until your sights are on target.
- Be sure of your target.

2	Unloaded handgun
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- Point the muzzle in a safe direction.
- Place the weapon on safe.
- Remove the magazine.
- Lock the slide to the rear by simultaneously pushing up on the slide catch and pulling the slide to the rear. Do not allow the slide to travel forward. Remember the primary objective is to unload the chamber. If the slide doesn't lock to the rear while clearing the chamber, continue clearing the chamber then lock the slide to the rear.

- E. Visually inspect the chamber. In low-light conditions, insert a finger into the ejection port and physically ensure that the chamber is empty.

3	Loaded handgun
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- A. Insert a loaded magazine into the magazine well.
- B. With the support hand draw the slide completely to the rear and release, allowing the slide to return into battery under spring tension (do not ride the slide forward).
- C. Conduct a chamber check.
- D. Conduct a tactical reload.
- E. Perform a chamber check.
- F. Perform:
 - 1. An administrative load.

4	Performed handgun manipulations
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- A. Demonstrate:
 - 1. A tactical reload
 - 2. A speed reload

5	Cleared malfunctions
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- A. Demonstrate clearing the following semiautomatic handgun malfunctions:
 - 1. Condition one malfunction: failure to fire.
 - a. Causes
 - 1) Failing to seat the magazine.
 - 2) Failing to properly load the handgun.
 - 3) Defective ammunition.
 - b. Indicator – A normal operating trigger, an audible click, and no discharge of the handgun.
 - c. Clearance.
 - 1) Identify.
 - 2) Tap.
 - 3) Rack.
 - 4) Roll.
 - 5) Assess: Fire, if necessary.
 - 2. Condition two malfunction: failure to eject (stovepipe).
 - a. Causes.
 - 1) Faulty ejector.
 - 2) Dirty handgun.
 - 3) Faulty recoil spring.
 - 4) Poor grip.
 - b. Indicator – Unusual operating trigger with slide out of battery. Brass may be partially ejected from the ejection port and the handgun does not fire.
 - c. Clearance.
 - 1) Sweep.
 - 2) Assess: Fire, if necessary.

3. Condition three malfunction: failure to extract.
 - a. Causes.
 - 1) Faulty extractor.
 - 2) Dirty handgun.
 - 3) Ruptured or separated case.
 - 4) Faulty magazine.
 - b. Indicator – An unusual operating trigger with the slide out of battery, a round feeding into the chamber with a cartridge case already in it, and no discharge of the handgun.
 - c. Clearance.
 - 1) Look.
 - 2) Lock.
 - 3) Strip.
 - 4) Work.
 - 5) Tap.
 - 6) Rack.
 - 7) Assess: Fire, if necessary.
4. Condition four malfunction: out of battery.
 - a. Causes.
 - 1) Dirty handgun.
 - 2) Improper lubrication.
 - 3) Faulty recoil spring.
 - b. Indicator – An unusual operating trigger with the slide out of battery and no discharge of the handgun.
 - c. Clearance.
 - 1) Tap.
 - 2) Rack.
 - 3) Roll.
 - 4) Assess.
 - 5) Or, look and close.
5. Squib load:
 - a. Indicators – Popping sound when fired, may feel noticeable difference in recoil.
 - b. Causes – This usually occurs when the cartridge case has insufficient or no powder charge or when the cartridge is otherwise improperly assembled.
 - c. Clearance – STOP FIRING IMMEDIATELY.
 - 1) Take the handgun to an armorer if on the range.
 - 2) Transition to another weapon if in a fight.

6

Engaged targets with handgun

- A. Identify the target(s).
- B. Employ the elements of marksmanship.
 1. Aim.
 - a. Sight alignment (front and rear sight).
 - b. Sight picture.
 2. Hold.
 3. Press.
 4. Follow-through.
- C. Choose firing position.

1. Supported.
 2. Unsupported.
- D. Demonstrate a standard defensive response – Two presses to the available center of mass.
- E. Demonstrate a failure drill – When the standard defensive response fails to stop an adversary’s attack, a shot directed to the head may be required to neutralize the threat. Two presses to the available center of mass followed by one press to the head.
- F. Demonstrate Multiple Target Engagement.
1. Determine greatest threat.
 - a. Weaponry.
 - b. Proximity.
 - c. Posture/intent.
 2. Multiple adversary techniques.
 - a. Two adversaries – Standard defensive response to each, assess, follow with head shot to each if necessary.
 - b. Three or more adversaries – One shot each, assess, follow with head shot if necessary.
- G. Follow established fire control measures.
1. Identify and cover assigned sector of fire.
 - a. Identify reference points and target reference points.
 - b. Identify right and left limits.
 - c. Identify dead space.
 - d. Identify maximum engagement line.
 2. Take position to cover assigned engagement area.
 3. Determine engagement priorities. For example, the larger caliber weapons engage vehicles first while individual handguns should be directed toward dismounted adversaries.

E-IND-30 MAINTAIN HANDGUN

DESCRIPTION: Conduct cleaning and preventative maintenance on the handgun to enhance operability.				
CONDITION: As a member of a Protective Force, under prevailing conditions, provided training and equipment.				
STANDARD: In accordance with site security plans, operational directives, and current TTPs, perform routine and emergency maintenance on handgun.				
	PERFORMANCE STEPS	Go	No-Go	N/A
1	Unloaded handgun			
2	Disassembled handgun and magazines without damaging any parts			
3	Cleaned handgun and magazines			
4	Inspected handgun components for defects			
5	Correctly lubricated handgun and magazines			
6	Assembled handgun in correct sequence			
7	Performed a function check			

REFERENCES:

DOE NTC PFT-215, Basic Security Police Officer Training

PERFORMANCE STEPS:

1	Unloaded handgun
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- A. Point the handgun in a safe direction (usually at the target or skyward).
- B. If applicable, place the safety lever in the SAFE position.
- C. Remove the magazine from the pistol.
- D. Retract the slide fully to remove the chambered cartridge.
- E. Lock the slide to the rear using the slide stop.
- F. Visually inspect the chamber to make sure it is empty.
- G. Release the slide.
- H. Ensure the safety lever is in the SAFE position.

2	Disassembled handgun and magazines without damaging any parts
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- A. Put the weapon on a clean cloth.
- B. Demonstrate disassembling a pistol.
- C. Demonstrate disassembling a magazine.

3	Cleaned handgun and magazines
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- A. Demonstrate cleaning a handgun.
 - 1. Clean the barrel from the breech end.
 - 2. Clean the slide.
 - 3. Clean the receiver.
- B. Demonstrate cleaning a magazine.

4	Inspected handgun components for defects
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- A. Inspect the pistol and magazine for dirt, corrosion or visible damage.
 - 1. Sights.
 - 2. Trigger.
 - 3. Trigger safety.
 - 4. Slide stop lever.
 - 5. Magazine catch.
 - 6. Extractor.
 - 7. Slide assembly.
 - 8. Barrel assembly.
 - 9. Recoil spring and recoil spring guide.
 - 10. Receiver assembly.
 - 11. Magazine assembly
 - 12. Ammunition.

5	Correctly lubricated handgun and magazines
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- A. Lubricate weapon and magazines according to lubrication instructions. Make sure you remove any excessive oil from the bore before firing.
 - 1. Handgun.
 - 2. Magazine.
- B. Use only approved solution to lubricate the pistol and magazine.

6	Assembled handgun in correct sequence
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The pistol is assembled by reversing the disassembly procedure. Care should be taken that the recoil spring assembly be placed in position with the large end to the rear.

7	Performed a function check
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- A. With the slide in battery, check the trigger safety by pressing the sides of the trigger only; the trigger should not operate.
- B. Check the trigger function by pressing and holding the trigger to the rear. Firing pin movement should occur.
- C. Cycle the action and release the trigger. The trigger should move to its forward position.
- D. Insert and release each unloaded magazine to check the function of the magazine release and slide stop lever.

E-IND-31 EMPLOY ADVANCED WEAPONS SYSTEM

DESCRIPTION: Effectively employ advanced weapons to accomplish the mission.
CONDITION: As a member of a Protective Force, under prevailing conditions, provided training and equipment.
STANDARD: In accordance with site security plans, operational directives, and current TTPs, operate advanced weapons system and accurately engage targets.

	PERFORMANCE STEPS	Go	No-Go	N/A
1	Unloaded weapon			
2	Loaded weapon			
3	Performed weapon manipulations			
4	Cleared malfunctions			
5	Performed a function check on weapon			
6	Engaged targets with weapon			

REFERENCES:

- DOE NTC PFT-215, *Basic Security Police Officer Training*
- FM-22.68 *Crew Served Machine Guns 5.56-mm and 7.62-mm, July 2006*
- STP 21-1 *Soldier's Manual of Common Tasks, Level 1, June 2009*
 - 071-440-0028-Engage Targets During an Urban Operation, 3-574

PERFORMANCE STEPS:

1	Unloaded weapon
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- A. M249, M240, MK48 and MK46.
1. Pull the cocking handle to the rear and lock the bolt to the rear.
 2. Manually returns the cocking handle to its forward position.
 3. Place the safety on SAFE "S".
 4. Belt Fed: Raise the cover and feed tray assembly together (ensure chamber is clear) let the feed tray drop onto the receiver and remove any ammunition or links from the feed tray.
 5. Magazine (M249 only): Push magazine release tab and pull magazine from magazine well.
 6. Perform the five-point safety check (M249 only). Four point safety check for MK46/48.
 - a. Check the feed pawl assembly under the cover.
 - b. Check the feed tray.
 - c. Lift the feed tray and inspects the chamber.
 - d. Check the space between the face of the bolt and chamber to include the space under the bolt and operating rod assembly.
 - e. Insert two fingers inside the magazine well and clear any brass or links.
- B. M203.

NOTE: If weapon has been fired and only a shell casing is in the chamber, disregard step 3 and the requirement for slow movement in step 4.

1. Place safety in the ON position.
2. Depress barrel latch.
3. Place one hand under the barrel assembly forward of the trigger guard.
4. Slowly slide the barrel assembly forward (round will eject).
5. Secure the round.

2	Loaded weapon
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A. M249, M240, MK46 and MK48

1. Half Load:
 - a. Place the safety on “F”.
 - b. With the palm facing up, pull the cocking handle to the rear.
 - c. Raise the cover assembly and ensure the feed tray, receiver assembly, and chamber is clear.
 - d. Pull the cocking handle to the rear and maintain rearward pressure, pull the trigger and ease the bolt assembly forward on an empty chamber.
 - e. Place the first round of the belt or lead link belt in the feed tray groove, double link leading, and open side of links down, (“Brass to the grass”).
 - f. Ensure that the first round remains against the round stop and close the cover assembly.
2. Full Load:
 - a. Place the safety on “F.”
 - b. With the palm facing up, pull the cocking handle to the rear.
 - c. When the bolt is engaged and held by the sear, return the cocking handle forward to its locked position.
 - d. Place the safety on “S.”
 - e. Raise the cover assembly and ensure the feed tray, receiver assembly, and chamber is clear.
 - f. Place the first round of the belt or lead link belt in the feed tray groove, double link leading, and open side of links down, (“Brass to the grass”).
 - g. Ensure that the first round remains against the round stop and close the cover assembly.

B. M203.

WARNING: Never fire pyrotechnic ammunition made for the AN-M8 pyrotechnic pistol in the M203 grenade launcher. Make sure you have the right ammunition. Never load aircraft ammunition M384 (HE) or M385 (practice). Doing so could result in serious injury.

1. Keep muzzle down range and clear of all troops.
2. Ensure the safety is in SAFE ("S") position until ready to fire.
3. Depress barrel latch.
4. Slide barrel assembly forward (extraction and charging automatically take place during this step).
5. Before loading, make sure the bore and chamber are clean and dry.
6. Insert the ammunition into the chamber.
7. Slide the barrel closed until it locks and clicks.

4	Cleared malfunctions
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A. M249, M240, MK46 and MK48.

1. Immediate Actions.

- a. Within 10 seconds clear a M249 or MK46/48. (P.O.P.P.).
 - b. Pull and lock the cocking handle to the rear.
 - c. Observe the ejection port to see if a round case, belt link, or round is ejected.
 - d. Push the charging handle forward to the locked position.
 - e. Press the trigger while aiming on the target.
 - f. If the weapon still does not fire, take remedial action.
2. Remedial Action (cold gun).
 - a. Grasp the cocking handle with the right hand, palm up; pull the cocking handle to the rear, locking the bolt.
 - b. Move the safety to SAFE and return the cocking handle.
 - c. Place the weapon on the ground or away from your face.
 - d. Open the feed cover and perform the safety check.
 - e. Break off three to five links of ammunition, reload and continue to fire.
 - f. If the weapon does not fire, clear the weapon and inspect it and the ammunition.
 3. Remedial Action, Hot Gun. (200 rounds or more within 2 minutes).
 - a. Move the safety to SAFE “S” if able.
 - b. Wait 5 seconds (during training, lets the weapon cool for 15 minutes).
 - c. Weapon on FIRE “F” and pull the cocking handle to the rear, locking the bolt.
 - d. Return the cocking handle and place the safety to SAFE “S”.
 - e. Place the weapon on the ground or away from your face and open the cover.
 - f. Perform the five-point safety check for brass, links, or ammunition.
 - g. If nothing is found, reload and continue to fire.
 - h. Weapon does not fire, clear the weapon and inspect it and the ammunition.
 4. Remedial Action (runaway gun).
 - a. Control the muzzle and keep the direction of fire towards the EA.
 - b. Determine need to continue firing (combat situation) and attempt to control rate of fire and target engagement but using the cocking handle to interrupt the operation of weapon.
 - c. If there is no need to continue firing, control the muzzle and twist the ammunition belt. NOTE: This may induce a malfunction.
- B. M203.
- For all malfunctions, keep the M203 pointed downrange or at the target, and keep everyone clear of its muzzle. If the stoppage occurs during training, shout 'Misfire' and clear the area.
1. Failure to cock.
 - a. Unload.
 - b. Notify instructor/armorer.
 2. Failure to lock.
 - a. Unload.
 - b. Notify instructor/armorer.
 3. Failure to fire.
 - a. Check safety.
 - b. Check to see if round is in the tube.
 - c. Check for faulty ammunition/reload.
 - d. Check cleanliness (water or excess lubricant).
 - e. Check firing pin well opening.
 - f. Check firing pin spring.
 4. Failure to extract.
 - a. Check extractor on spring or spring pin.
 - b. Check round. If faulty remove bad round and load another.
 5. Failure to eject.

- a. Unload.
- b. Notify instructor/armorer.
6. Failure to chamber.
 - a. Remove round and load another.
7. Safety fails to stay in position.
 - a. Unload.
 - b. Notify instructor/armorer.
8. Hangfire/Misfire.

Because a stoppage may have been caused by a hangfire, the following precautions must be observed until the round has been removed from the weapon and the cause of the failure determined:

 - a. Wait 30 seconds from the time of the failure before opening the barrel assembly to perform the unloading procedure.
 - b. After removing the round from the receiver, determine whether the round or the firing mechanism is defective. Examine the primer to see if it is dented. If the primer *is* dented, separate the round from other ammunition until it can be disposed of properly. However, if the primer is not dented, the firing mechanism is at fault. Once the cause of the failure to fire has been corrected, the round may be reloaded and fired.

5	Performed a function check on weapon
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- A. M249, MK46 and MK48. Weapon family.

Before performing a task on any weapon, always check to ensure that the weapon is clear.

 1. Place safety lever to the "F" position.
 2. Lock the bolt to the rear position by pulling the cocking handle to the rear.
 3. Push charging handle to the forward position until it locks in the forward position.
 4. Place safety lever to the "S" position.
 5. Depress the trigger; the bolt should not fall.
 - a. If the bolt falls, notify supervisor. The machine gun is inoperative.
 - b. If the bolt does not fall, continue to the next step.
 6. Place safety lever to the "F" position.
 7. Pull and hold the cocking handle to the rear.
 8. While holding the cocking handle to the rear, depress the trigger, and ease the bolt to the forward and locked position.
- B. M203.
 1. Move the safety to the FIRE position.
 2. Depress the barrel latch and slide the tube forward, cocking the weapon.
 3. Move the safety to the SAFE position, and press the trigger; the weapon should not fire.
 4. Place the safety in the FIRE position, and press trigger; the weapon should fire.
 5. Depress the barrel latch and slide the tube forward, cocking the weapon.
 6. Move the safety to the SAFE position.

6	Engaged targets with weapon
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- A. Assume a suitable firing position. Based on the situation, assume the position that allows you to observe and engage targets yet minimize your exposure to enemy fire.
 1. Bipod firing. Prone supported position and bipod-supported fighting position are the best positions for delivering effective fire on targets. Assume these positions when possible.

2. Shoulder firing position. Use this position to engage specific targets during movement when you can assume no other position or the situation dictates its use, such as the final stages of an assault.
 3. Underarm firing position. Use this position when closing with the enemy, when a heavy volume of fire in the target area is required, and when rapid movement is necessary.
 4. Hip firing position. Use this position when a heavy volume of fire in the target area is required and rapid movement is not necessary.
- B. Identify targets in your designated sector of fire.
- C. Align the sights on the target.
1. Obtain sight alignment by centering the front sight blade in the aperture of the rear sight with the top of the front sight blade even with the top of the rear sight slide.
 2. Obtain a sight picture by centering the target over the front sight blade so that it appears to rest on top of the front sight blade and on top of the rear sight slide.
- D. Load and engage targets using correct firing techniques.
1. Use correct trigger manipulation.
 2. Use correct fire engagement technique based on target types.
 - a. Deliver fixed fire against a point target when only one aiming point is necessary to cover the target with fire.
 - b. Use traversing fire to distribute fire on wide targets by successive changes in direction.
 - c. Use searching fire to distribute fire on deep targets by successive changes in elevation.
 - d. Use traversing and searching fire to distribute fire on wide and deep targets by successive changes in direction and elevation. Make adjustments in the same manner as described for traversing fire and searching fire.
 - e. Use swinging traverse fire (tripod-mounted gun only) to deliver fire against targets too wide to cover with the traversing hand wheel or against fast moving targets. Loosen the traversing slide lock lever and make changes in direction by moving the muzzle left or right. Make changes in elevation by turning the elevating hand wheel.
 - f. Use free gun fire (tripod- or vehicle-mounted gun only) against targets requiring rapid major changes in direction and elevation. To deliver this type of fire, remove the T&E mechanism from the receiver to allow the gun to be moved in any direction.
 3. Use correct application of fire to engage specific types of targets (for single gun engagement).
 - a. Point target.
Engage point targets with fixed fire.
 - b. Area target.
Initially aim at the midpoint of the target area. Traverse and search to either flank, then back to the opposite flank.
 - c. Linear target.
Initially aim at the midpoint of the target. Traverse fire to one flank and then to the other to cover the entire target.
 - d. Linear target with depth.
Initially aim at the midpoint of the target unless another portion of the target is more critical or presents a greater threat. Traverse and search to the flank closest to your position, then back to the other to cover the entire target.
 - e. Deep target.
Initially aim at the midpoint of the target unless another portion of the target is more critical or presents a greater threat. Search down to one aiming point in front of the near end and back up to one aiming point beyond the far end.
 - f. Moving target.
To hit a moving target, estimate the speed of the target and the lead required to fire and hit it. Fire, then track the target as it moves. Adjust the lead by observing tracers and the strike of the



bullets.

4. Adjust fire to place effective fire on the target. Based on time, range, and amount of adjustment, use one of the following methods:
 - a. Sight correction method. When the initial burst is not correctly placed, adjust elevation and windage as required. This method is time-consuming.
 - b. Adjusted aiming point method. Use the adjusted aiming point method to quickly adjust fires without making a sight adjustment. If the initial burst misses the target, rapidly select a new aiming point the same distance from the target as the center of impact of the initial burst but in the opposite direction.

E-IND-32 MAINTAIN ADVANCED WEAPONS SYSTEM

DESCRIPTION: Conduct cleaning and preventative maintenance on advanced weapons to enhance operability.				
CONDITION: As a member of a Protective Force, under prevailing conditions, provided training and equipment:				
STANDARD: In accordance with site security plans, operational directives, and current TTPs, perform routine and emergency maintenance on advanced weapons system.				
	PERFORMANCE STEPS	Go	No-Go	N/A
1	Unloaded weapon			
2	Disassembled weapon			
3	Cleaned weapon			
4	Inspected weapon for defects			
5	Correctly lubricated weapon			
6	Assembled weapon in correct sequence			
7	Performed a function check			

REFERENCES:

- DOE NTC PFT-402, *Advanced Weapons System Instructor Certification*
- DOE NTC PFT-215, *Basic Security Police Officer Training*
- FM-22.68 *Crew Served Machine Guns 5.56-mm and 7.62-mm, July 2006*
- *US Army Soldier's Manual of Common Tasks, Warrior Skills Level 1, June 2009*
 - 071-025-0002 *Perform a Function check on an M240B Machine Gun, 3-349*
 - 071-025-0003 *Load an M240B Machine Gun, 3-350*
 - 071-025-0004 *Unload an M240B Machine Gun, 3-351*
 - 071-025-4025 *Maintain an M249 Machine Gun, 3-365*
 - 071-025-4026 *Perform a Function Check on an M249 Machine Gun, 3-384*
 - 071-025-4027 *Load an M249 Machine Gun, 3-385*
 - 071-025-4028 *Unload an M249 Machine Gun, 3-388*
 - 071-025-4029 *Correct Malfunctions of an M249 Machine Gun, 3-389*
 - 071-025-2125 *Maintain an M203 Grenade Launcher, 3-409*
 - 071-311-2126 *Perform a Function Check on an M203 Grenade Launcher, 3-414*
 - 071-311-2127 *Load an M203 Grenade Launcher, 3-415*
 - 071-311-2128 *Unload an M203 Grenade Launcher, 3-416*
 - 071-311-2129 *Correct Malfunctions of an M203 Grenade Launcher, 3-416*

PERFORMANCE STEPS:

1	Unloaded weapon
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- A. M249, M240, MK46, and MK48.
1. Pull the cocking handle to the rear and lock the bolt to the rear.
 2. Manually return the cocking handle to its forward position.
 3. Place the safety on SAFE “S”.
 4. Belt Fed: Raise the cover and feed tray assembly together (ensure chamber is clear) let the feed tray drop onto the receiver and remove any ammunition or links from the feed tray.
 5. Magazine: Push magazine release tab and pull magazine from magazine well.
 6. Perform the five-point safety check (M249 only). Four point safety check for M240 and MK46/48.
 - a. Check the feed pawl assembly under the cover.
 - b. Check the feed tray.
 - c. Lift the feed tray and inspects the chamber.
 - d. Check the space between the face of the bolt and chamber to include the space under the bolt and operating rod assembly.
 - e. Insert two fingers inside the magazine well and clear any brass or links.
- B. M203.
- NOTE: If weapon has been fired and only a shell casing is in the chamber, disregard step 3 and the requirement for slow movement in step 4.
1. Place safety in the ON position.
 2. Depress barrel latch.
 3. Place one hand under the barrel assembly forward of the trigger guard.
 4. Slowly slide the barrel assembly forward (round will eject).
 5. Inspect the breach to ensure the round is not present.
 6. Secure the round.
 7. Place the safety on fire.

2	Disassembled weapon
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- A. M249, M240, MK46, and MK48.
1. Remove the Operating Rod Group.
 - a. Ensure the bolt is forward on an empty chamber.
 - b. Pull the upper retaining pin at the rear of the receiver to the left.
 - c. Allow the buttstock to pivot downward and place it on a surface to support the weapon for disassembly.
 - d. To release the operating rod assembly from the positioning grooves inside the receiver, hold the weapon with one hand on the buttstock assembly.
 - e. Use the thumb of the other hand to push in and upward on the rear of the operating rod assembly.
 - f. Pull the operating rod and spring from the receiver group and separate the parts.
 - g. Hold the buttstock assembly with your left hand to stabilize the weapon. With your right hand, pull the cocking handle to the rear to lock the bolt.
 - h. Return the cocking handle to the forward position.
 - i. Place a finger on the face of the bolt and push until your finger makes contact with the bridge at the end of the receiver. This leaves the piston, slide, and bolt assemblies exposed.
 - j. Hold the slide assembly while pulling the moving parts out the rear of the receiver. This leaves the piston, slide, and bolt assemblies exposed.

- k. To separate the operating rod group, hold the piston assembly in one hand, place your other.
 - l. Remove the firing pin spring from the firing pin, but be careful not to break the spring. If the spring sticks, rotate it clockwise to free it. The weapon will function without the spring, but this weakens the firing pin action.
 - m. To separate the slide assembly from the piston, press the retaining pin at the rear of the slide assembly to the left and lift the slide assembly.
2. Remove the barrel group.

Barrels should not be interchanged with those from other machine guns unless the headspace has been certified for that weapon by armory personnel.

 - a. To remove the barrel from the receiver, close the cover and feed mechanism assembly.
 - b. Depress the barrel-locking lever with your left hand, then lift the carrying handle using your right hand and push the barrel forward.
 - c. To remove the heat shield, place the barrel with the muzzle end on a hard, flat surface, with the heat shield facing away from your body.
 - d. Place the index fingers of each hand inside the chamber. Use your thumbs to push up on the top clip.
 - e. Raise the feed cover.
 - f. To remove the gas regulator and collar, rotate the gas collar pin out of the notch. (The newest style barrel has an internal gas system, which cannot be disassembled.)
 - g. Place the tip of the scraper with the concave side facing the pin of the collar inside the notch. (Be careful not to use too much pressure, so as not to break the tip of the scraper.)
 - h. Rotate the collar counterclockwise over the concave portion of the tip, which is on the scraper, and past the notch until the collar slides off.
 - i. To remove the gas regulator, separate it from the gas block.
 3. Remove the handguard group.
 - a. Push the handguard retaining pin to the left using a pin punch or the spring guide rod; then pull the handguard down. The handguard retaining pin is a captured pin and cannot be removed completely.
 4. Remove the buttstock and buffer assembly group.
 - a. To remove the buttstock and buffer assembly, use a pin punch or the spring guide rod to push the lowermost retaining pin on the rear of the receiver to the left. It is a captured pin; it is not removable.
 - b. Remove the buttstock and shoulder assembly by pulling them rearward, while supporting the trigger mechanism.
 5. Remove the trigger mechanism group.
 - a. After the release of the support, the trigger mechanism will automatically be removed because the lowermost retaining pin holds it on.
 6. Remove the gas cylinder group.
 - a. To remove the gas cylinder from the receiver, grasp the gas cylinder at the top of the bipod legs, turn it to the left or right to release the locking spring, and then pull it away from receiver.
 7. Remove the bipod group.
 - a. Once the gas cylinder group is removed, remove the bipod group by pulling it away from the receiver.
 8. Remove the receiver group.

Once the bipod group is removed, the part remaining is the receiver group, and disassembly is complete.

B. M203.

1. Loosen the mounting screw and remove the quadrant sight assembly from the carrying handle of the M16-series rifle.
2. Remove the barrel assembly and handguard assembly, in either order.
 - a. Barrel assembly first.
Push the barrel latch and move the barrel forward until it hits the barrel stop. On the left side of the handguard, insert a cleaning rod into the fourth hole back from the muzzle, depress the barrel stop, and slide the barrel forward and off.
 - b. Handguard assembly first.
Pull back on the M16's slip ring and remove the handguard by pulling it up and back. Push the barrel latch and move the barrel forward until it hits the barrel stop. Use a cleaning rod to depress the barrel stop, and slide the barrel forward and off.

3	Cleaned weapon
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- A. M249, M240, MK46, and MK48 weapon family.
 1. Clean the bore using a bore brush with a cleaning rod.
 2. Do not reverse direction of the bore brush while it is in the bore.
 3. Clean the chamber using a chamber brush attached to a cleaning rod.
 4. Clean the receiver using a receiver brush.
 5. Clean the gas regulator plug with special tools (cleaning reamers and combination regulator scraper).
 - a. Remove all carbon dust. Do not use cleaner on the collar, gas block, or body.
 - b. Clean each gas inlet hole of the gas regulator plug.
 - c. Insert the small reamer into each hole and twist back and forth to remove the carbon (apply hand pressure only).
 - d. Clean the central hole of the gas plug by inserting the scraper tool down to the bottom of the hole and twisting firmly.
 - e. Clean the two grooves by inserting the scraper tool into the grooves and applying pressure.
 6. Clean the bolt and operating rod.
 - a. Clean the piston head cavity by inserting the combination tool into the piston bottom of the operating rod.
 - b. Squeeze handles firmly and twist the tool to remove carbon.
 - c. Insert the screwdriver end of the tool into the piston to remove carbon residue on the bottom.
 - d. Clean the bolt and operating rod with rag and cleaning solution.
- B. M203.
 1. Bore.
Attach a clean, dry rag to the thong, and thoroughly moisten the rag with approved lubricant. Pull the rag through the bore several times. Attach the bore brush to the thong, pull it through the bore several times, and follow this with more rags moistened with approved lubricant. Pull dry rags through the bore, and inspect each rag as it is removed. The bore is clean when a clean dry rag is removed.
 2. Breech Insert.
Clean the face of the breech insert with a patch and approved lubricant. Remove this approved lubricant with dry rags.
 3. Other Parts.
Use a brush and dry rags to clean all the other parts and surfaces.
 4. Safety Mechanism.
Clean the safety mechanism properly with approved lubricant.

4	Inspected weapon for defects
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- A. M249, M240 MK46, and MK48 weapon family.
1. Inspect all of the components for broken or missing parts.
 2. Inspect parts for cracks, dents, burrs excessive wear, rust, or corrosion.
 3. Inspect external surfaces for adequate finish.
 4. Any broken or missing parts should be repaired or replaced.
- B. M203.
- Inspection begins with the weapon already disassembled into its major groups or assemblies. Parts with shiny surfaces are serviceable.
1. All parts.
Check for wear and damage, including burrs, scratches, and nicks.
 2. Handguard.
Check for cracks, dents, or distortion that prevents its firm attachment to the rifle.
 3. Leaf sight assembly.
Check for bent or damaged parts, rust or corrosion, and legibility of markings.
 4. Barrel.
Check for cracks or dents.
 5. Round and retainers.
Check for breakage, bends, chips, or missing parts.

5	Correctly lubricated weapon
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- A. M249, M240 MK46, and MK48.
- After they have been cleaned and wiped dry, a thin coat of approved lubricants applied by rubbing with a cloth. This lubricates and preserves the exposed metal parts during all normal temperature ranges.
- Lubricate the following parts:
1. Operating rod assembly.
 2. Bolt.
 3. Receiver inner walls.
 4. Cover assembly (springs, and feed pawls).
 5. Trigger housing (inside only).
- B. M203.
1. Bore.
Pull a rag lightly moistened with approved lubricant through the bore to leave a light coat of lubricant inside the barrel.
 2. Breech Insert.
Lubricate the breech with a light coat of approved lubricant.
 3. Other Parts.
Apply a light coat of approved lubricant to the outside of the launcher.
 4. Safety Mechanism.
Lubricate it with approved lubricant.
 5. Special Lubrication Requirements.
Lubricate the grenade launcher only with approved lubricant and IAW the following environmental guidelines:
 - a. Extreme heat.
Lubricate with approved lubricant, grade 2.

- b. Damp or salty air.
Clean the weapon and apply approved lubricant, grade 2, frequently.
- c. Sandy or dusty air.
Clean the weapon and apply approved lubricant, grade 2, frequently. Remove excess approved lubricant with a rag after each application.
- d. Temperatures below freezing.
When the weapon is brought in from a cold area to a warm area, keep it wrapped in a parka or blanket, and allow it to gradually reach room temperature. If condensation forms on the weapon, dry and lubricate it at room temperature with approved lubricant, grade 2, before returning it to cold weather. Otherwise, ice will form inside the mechanism.

6

Assembled weapon in correct sequence

- A. M249, M240, MK46, and MK48.
 - 1. Replace the receiver group and bipod group.
 - a. Place the bipod group on the receiver group with the bipod legs open and pointed downward.
 - 2. Replace the gas cylinder group.
 - a. Push the gas cylinder through the bipod yoke into the receiver.
 - b. Push the cylinder to the rear while countering the pressure of the locking spring and guiding the end of the cylinder into the receiver with the other hand applying downward pressure.
 - c. Position the recess in the cylinder near the spring.
 - d. Turn the cylinder until the spring clicks into the recess at the rear of the gas cylinder.
 - 3. Replace the trigger mechanism group.
 - a. Align the trigger mechanism with the slot on the bottom of the receiver. Hold the trigger mechanism in position to accomplish the next step.
 - 4. Replace the buttstock and buffer assembly group.
 - a. Align the lower hole in the buttstock and buffer assembly with the rear hole in the trigger mechanism; then push the lower retaining pin to the right.
 - 5. Replace the handguard group.
 - a. To replace the handguard, place it on the receiver from the bottom and push it to the rear until it stops.
 - b. Using the guide rod, push the handguard retaining pin to the right, which will lock the handguard into position.
 - c. Push the handguard down to make sure it is locked.
 - 6. Replace the barrel group.
 - a. Insert the gas regulator into the gas block and align the notch on the gas regulator with the notch of the gas block.
 - b. With the gas regulator already installed and supported on a firm surface, place the gas regulator collar onto the protruding end of the body and align the spring with the stud.
 - c. Push the gas regulator collar downward firmly and rotate it until it slips into place. Then, press it in and rotate it to lock it in place.
 - d. Depress the barrel locking lever to the rear with your left hand, while holding the carrying handle with your right hand.
 - e. Pull the barrel rearward and push downward; align the gas regulator with the gas cylinder and lock it by releasing the barrel locking lever.
 - f. Check the barrel to ensure it is locked into the receiver by pulling or lifting on the carrying handle.
 - g. Replace the heat shield by placing the hook end of the heat shield under the front sight post and press down until the clamps lock on the barrel.

7. Replace the operating rod group.
 - a. Hold the piston in one hand with the face of the piston facing outward and the sear notches downward.
 - b. With the other hand, place the slide assembly onto the rear of the piston with the firing pin toward the front of the piston. (Check the slide assembly retaining pin to make sure it is out.)
 - c. Push the slide assembly retaining pin to the right. This locks together the piston assembly and the slide assembly.
 - d. Put the firing pin spring on the firing pin of the slide assembly.
 - e. Place the bolt on the slide assembly, aligning the driving lug of the bolt with the slot of the slide assembly.
 - f. Apply pressure to the face of the bolt to compress the firing pin spring. Then, rotate the bolt to hook the driving lug into the slide assembly.
 - g. Open the cover assembly on the receiver.
 - h. Insert the face of the piston into the receiver, aligning the bolt lugs onto the receiver rails.
 - i. Pull the trigger and push the moving parts forward until the bolt is seated into the chamber.
 - j. Place the operating rod tip into the operating rod spring. Then, insert the free end of the operating rod and spring into the rear of the piston.
 - b. Depress the rear of the operating rod assembly until the two lugs on the buffer are positioned in the receiver grooves.
 - c. Pivot the buttstock upward into position and push the upper retaining pin to the right, locking the buttstock to the receiver.

B. M203.

1. Install the barrel by pressing the barrel stop and sliding the barrel into the receiver.
2. Lock the barrel by moving it rearward until it closes with a click.
3. Install the handguard, and secure it with the slip ring.
4. Install the quadrant sight assembly.

7	Performed a function check
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A. M249, M240, MK46, and MK48 weapon family.

1. Grasp the cocking handle with the right hand, palm up, and pull the bolt to the rear, locking it in place.
2. While continuing to hold the resistance on the cocking handle, use the left hand to move the safety to the “S” position.
3. Push the cocking handle forward into the forward lock position.
4. Pull the trigger; the weapon should not fire.
5. Grasp the cocking handle with the right hand, palm up, and pull and hold it to the rear.
6. Move the safety to the “F” position.
7. While continuing to hold resistance on the cocking handle, use the left hand to pull the trigger and ease the bolt forward to prevent it from slamming into the chamber area and damaging the face of the bolt.
8. If the weapon fails the function check, check for missing parts or repeat the reassembly procedures. Before disassembling the weapon, make sure it is positioned where the guide rod and spring cannot cause bodily harm if the bolt is locked to the rear. The cover and feed mechanism assembly can be closed with the bolt in either the forward or the rearward position.

B. M203.

1. Perform a function check in the correct order to ensure that the grenade launcher has been assembled correctly.



2. Check the proper operation of the sear. Cock the launcher and pull the trigger. The firing pin should release with a metallic click. Hold the trigger to the rear, and cock the launcher again. Release the trigger, then pull. The firing pin should again release.
3. Check the safety in both the SAFE and FIRE positions by pulling the trigger. The launcher must be cocked before the safety can be placed in the SAFE position.
4. Check the leaf sight assembly windage adjustment screw for proper operation. Move the elevation adjustment screw only if the weapon has been zeroed.
5. Move the barrel forward and back, to be sure both the stop and barrel latch function.

E-IND-33 EXERCISE LEGAL AUTHORITY

DESCRIPTION: Display ability to employ legal authority properly to accomplish the mission and minimize liability.				
CONDITION: As a member of a Protective Force, under prevailing conditions, provided training, and equipment.				
STANDARD: In accordance with site security plans, operational directives, and current TTPs, demonstrate knowledge of legal authority.				
	PERFORMANCE STEPS	Go	No-Go	N/A
1	Performed an administrative search			
2	Performed a warrantless workplace search			
3	Identified three types of SPO/citizen encounters			
4	Performed a consensual encounter			
5	Performed an investigative stop or detention			
6	Made an arrest			
7	Utilized handcuffs			
8	Gave Miranda warning			
9	Conducted search			
10	Transported subject			
11	Exercised the use of force			
12	Exercised deadly force			
13	Filed report			

REFERENCES:

- DOE NTC TRF-100D, *Introduction to Protective Force*
- 10 CFR 1047: *Limited Arrest Authority and Use of Force by Protective Force Officers.*
- *Atomic Energy Act of 1954 as amended 161 K*
- U.S. Department of Energy. (2008). *Contractor Protective Force (DOE M 470.4-3A).* Washington, DC: Office of Health, Safety and Security.
- Homeland Security, Federal Law Enforcement Training Center: *Arrest Techniques/Defensive Tactics Course*

PERFORMANCE STEPS:

1	Performed an administrative search
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A. Identify constitutional amendments that pertain to PF performance in the field.

1. First amendment.

This protection prohibits the making of any law respecting an establishment of religion, impeding the free exercise of religion, abridging the freedom of speech, infringing on the freedom of the press, interfering with the right to peaceably assemble or prohibiting the petitioning for a governmental redress of grievances.

- a. The First Amendment guarantees the right to peaceably assemble in front of any Department of Energy (DOE) facility.
- b. It also guarantees individuals the right to make speeches against the facility that you are guarding. Citizens of this country can speak out on any subject.
2. Fourth amendment.
 - a. This protection gives citizens two basic protections: protection against unreasonable arrests and protection against unreasonable searches.
3. Fifth amendment.
 - a. This protection gives citizens the right of freedom from being compelled to answer questions from any authority if their answer might incriminate them in a criminal proceeding. This protection begins when a SPO has probable cause to suspect a person of committing a crime.
4. Fourteenth amendment.
 - a. This protection gives the citizens equal protection of the laws. A SPO cannot treat one person differently than another because of that person’s race, sex, wealth, or position. Due process begins in the initial investigation sequence.
- B. Define the exclusionary rule.
 1. The exclusionary rule is a legal principle in the United States, under constitutional law, which holds that evidence collected or analyzed in violation of the defendant's constitutional rights is sometimes inadmissible for a criminal prosecution in a court of law. This may be considered an example of a prophylactic rule formulated by the judiciary in order to protect a constitutional right. However, in some circumstances at least, the exclusionary rule may also be considered to follow directly from the constitutional language, such as the Fifth Amendment's command that no person "shall be compelled in any criminal case to be a witness against himself" and that no person "shall be deprived of life, liberty or property without due process of law".
 2. "The exclusionary rule is grounded in the Fourth Amendment and it is intended to protect citizens from illegal searches and seizures." The exclusionary rule is also designed to provide a remedy and disincentive, which is short of criminal prosecution in response to prosecutors and police who illegally gather evidence in violation of the Fifth Amendment in the Bill of Rights compelled to self-incrimination. The exclusionary rule also applies to violations of the Sixth Amendment, which guarantees the right to counsel.
- C. Identify Vital Government interests.
 1. A search may be conducted if the search is limited and conducted for vital government interest. Warrantless, administrative searches that further vital governmental interests are reasonable, if the public interest is great and the intrusion is minor.

2	Performed a warrantless workplace search
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- A. Conduct a workplace search pursuant to administrative search findings.
 1. Examine workplace premises (including a vehicle) to look for evidence of criminal activity. It is unconstitutional under the 4th and 14th Amendments for SPOs to conduct a search without a search warrant or without facts which give the SPO "probable cause" to believe evidence of a specific crime is on the premises and there is not enough time to obtain a search warrant (known as exigent circumstances, *see below*).
 2. This rationale may also be applied to Government vehicles. Unlike a personal vehicle, security force SPOs may search a government vehicle at any time unless that vehicle has been assigned to a specific person for their “exclusive use.” Most government vehicles are shared and therefore an individual

using a shared vehicle would have no reasonable expectation of privacy (see *Schowengerdt v. General Dynamics Corp.* 823 F.2d 1328 (1983)).

- B. Conduct a workplace search pursuant to administrative search and exigent circumstances.
1. Exigent Circumstances means those circumstances that would cause a reasonable person to believe that entry or search was necessary to prevent physical harm to the SPOs or other persons, the destruction of relevant evidence, the escape of a suspect, or some other consequence improperly frustrating legitimate law enforcement efforts. (*U.S. v. Brooks* 367 F.3d 1128 (2004)).

3	Identified three types of SPO/citizen encounters
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- A. Consensual.
1. Consensual encounters do not require reasonable suspicion or probable cause as long as a reasonable person would feel free to leave or decline to speak with the SPO. Remember, your uniform may make a reasonable person feel their presence is required and not consensual. *United States v. Douglass, No. 05-2608, 2006 U.S. App. LEXIS 27400 (7th Cir. 2006).*
 2. When conducting consensual encounters, SPOs should attempt to abide by the following:
 - a. Do not block the person's path, either with your person or vehicle;
 - b. Speak in normal tone of voice rather than giving authoritative commands;
 - c. Request, rather than demand, to speak with the citizen;
 - d. Avoid pointing guns at the person (unless necessary to protect yourself, in which case the encounter will probably not be deemed consensual from the point the weapon is drawn); and
 - e. Avoid intimidating movements or gestures.
- B. Investigative detention or stop.
1. The courts have determined that SPOs need no justification to stop someone on a public street and ask questions, and individuals are completely entitled to refuse to answer any such questions and go about their business. However, the Fourth Amendment prohibits SPOs from detaining pedestrians and conducting any kind of search of their clothing without first possessing a reasonable and articulable suspicion that the pedestrians are engaged in criminal activity. A SPO may not even compel a person to produce identification without first meeting this standard. (At a DOE Site the SPO can verify a person's clearance authorization at any time). Similarly, a SPO may not stop motorists without first having a reasonable and articulable suspicion that the driver has violated a traffic law. If a SPO has satisfied this standard in stopping a motorist, the SPO may conduct a search of the vehicle's interior, including the glove compartment, but not the trunk, unless the SPO has probable cause to believe that it contains contraband or the instruments for criminal activity.
 2. Investigatory stops or detentions must be limited and temporary, lasting no longer than necessary to carry out the purpose of the stop or detention. An investigatory stop that lasts too long turns into a de facto arrest that must comply with the warrant requirements of the Fourth Amendment. But no bright line exists for determining when an investigatory stop becomes a de facto arrest, as courts are reluctant to hamstring the flexibility and discretion of SPOs by placing artificial time limitations on the fluid and dynamic nature of their investigations. Rather, the test is whether the detention is temporary and whether the SPO acted with reasonable dispatch to quickly confirm or dispel the suspicions that initially induced the investigative detention.
 3. An investigative stop or detention occurs when a SPO lacks probable cause to arrest but nonetheless possesses a reasonable suspicion: that is, the SPO is able to point to specific, articulable facts that, taken together with rational inferences from those facts, reasonably warrant the detention. The articulable facts used by the SPO must create some reasonable suspicion that some activity out of the ordinary is occurring, or has occurred, some suggestion to connect the detainee with the unusual activity, and some indication the unusual activity is related to criminal activity. During an investigative

detention, a SPO may employ the force necessary to affect the reasonable goals of the detention: investigation, maintenance of the status quo, and SPO safety. A SPO may conduct a limited pat-down search of the outer clothing for weapons during an investigative detention if the SPO fears for his safety or that of others.

C. Arrest.

1. An arrest, on the other hand, is a greater restraint upon a person's freedom to leave or move. If the degree of incapacitation appears more than necessary to simply safeguard the SPOs and assure the suspect's presence during a period of investigation, this suggests the detention is an arrest. Further, in the absence of a reasonable safety concern or need to maintain the status quo, a SPO's use of force to secure a suspect is typically held to constitute an arrest. **NOTE:** Security Officers (SOs) do **not** have any arrest authority in DOE.
2. An arrest must be based upon a “reasonable grounds to believe” that the suspect had committed or was committing the offense.
 - a. The differences between an Investigative Stop or Detention and an Arrest are the degrees of intrusion involved and the different legal justifications for each. The standard for distinguishing between the two is not always clear because the distinction rests on a fact-specific inquiry rather than clearly delineated criteria.
3. An arrest constitutes a seizure under the Fourth Amendment to the U.S. Constitution, and thus the procedures by which a person is arrested must comply with the protections guaranteed by the Fourth Amendment or the arrest will be invalidated and any evidence seized during the arrest or confessions made after the arrest will typically be suppressed. *Mapp v Ohio, 367 U.S. 643, 661 (1961).*
4. An arrest may occur (1) by the touching or putting hands on the arrestee; (2) by any act that indicates an intention to take the arrestee into custody and that subjects the arrestee to the actual control and will of the person making the arrest; or (3) by the consent of the person to be arrested. There is no arrest where there is no restraint, and the restraint must be under real or pretended legal authority. However, the detention of a person need not be accompanied by formal words of arrest or performing booking procedures to constitute an arrest.
5. The test used to determine whether an arrest took place in a particular case is objective, and it turns on whether a reasonable person under these circumstances would believe he or she was restrained or free to go. A reasonable person is one who is not guilty of criminal conduct, overly apprehensive, or insensitive to the seriousness of the circumstances. Reasonableness is not determined in light of a defendant's subjective knowledge or fears. The subjective intent of the SPO is also normally irrelevant to a court's determination whether an arrest occurred, unless the SPO makes that intent known.

4	Performed a consensual encounter
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In a consensual encounter outside a DOE facility, the individual remains free to disregard the police officer and to walk away. Only when an individual is no longer free to leave does an investigatory stop begin. On a DOE facility a SPO may stop and question any person in regards to site access and require them to provide a site badge or identification.

- A. Identify elements required for consensual encounter.
 1. Suspicion.
 - a. Not needed to start a consensual encounter.
 2. Probable cause.
 - a. Not needed to start a consensual encounter.
- B. Define consensual encounter requirements.
 1. Subject must feel free to leave at any time.
 2. Must have subject’s voluntary consent to remain at the scene.

3. Must have subject's voluntary consent to answer questions.
 4. May request identification or any other documents. If the subject surrenders them, they must be returned immediately or at the request of the subject.
- C. Identify actions that can be taken.
1. May interview (if subject volunteers); no statutory warning is required.
 2. May not command the person to remain for a reasonable length of time.

5	Performed an investigative stop or detention
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- A. Identify elements required for temporary detention.
1. Suspicion.
 - a. Rational suspicion by a SPO that some extraordinary activity is or has taken place.
 2. Probable cause.
 - a. Some indication must exist to connect the person to be detained with the suspicious activity.
 - b. Some indication must exist that the suspicious activity is related to a specific offense.
- B. Define "Scope of Detention" requirements.
1. The SPO activities must be generally confined to those that are reasonably necessary for the investigation.
- C. Identify actions that can be taken.
1. May conduct an investigation to determine what, if anything is occurring.
 2. May interview; no statutory warning is required.
 3. May frisk, if the situation calls for it (for example, if you fear that the subject may have a weapon). You must be able to articulate this concern for your safety.
 4. Once an individual is detained, you may require him to identify himself (Site badge or identification).
 5. May command the person to remain for a reasonable length of time that can be satisfactorily justified, while you are actively involved in the investigation at hand. In most circumstances, physical detention (such as holding or handcuffs) will not be used. You may take the person with you to check out a possible crime scene.
 6. Convert a detention into a contact (Miranda not required).
 - a. Voluntary consent to remain at the scene.
 - b. Voluntary consent to answer questions.
 - c. Return identification or any other documents.
 - d. Release detainee from restraint devices or constructive control.

6	Made an arrest
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- A. Identify key documents that give the SPO the authority to make arrests.
1. Atomic Energy Act of 1954 (42 USC 2201.k).
 - a. Authorizes those employees of its contractors and subcontractors (at any tier) engaged in the protection of property under the jurisdiction of the United States located at facilities owned by or contracted to the United States or being transported to or from such facilities as it deems necessary in the interests of the common defense and security to carry firearms while in the discharge of their official duties.
 - b. A person authorized to carry firearms under this subsection may, while in the performance of, and in connection with, official duties, make arrests without warrant for any offense against the United States committed in that person's presence or for any felony cognizable under the laws of the

United States if that person has reasonable grounds to believe that the individual to be arrested has committed or is committing such felony.

- c. An employee of a contractor or subcontractor authorized to carry firearms under this subsection may make such arrests only when the individual to be arrested is within, or in direct flight from, the area of such offense. A person granted authority to make arrests by this subsection may exercise that authority only in the enforcement of (1) laws regarding the property of the United States in the custody of the Department of Energy, the Nuclear Regulatory Commission, or a contractor of the Department of Energy or Nuclear Regulatory Commission, or (2) any provision of this Act that may subject an offender to a fine, imprisonment, or both. The arrest authority conferred by this subsection is in addition to any arrest authority under other laws.

2. 10 CFR 1047.4.

- a. *Misdemeanor Arrest.* A protective force officer is authorized to make an arrest for any misdemeanor listed in paragraph (a)(1)(ii) or (a)(2)(ii) of this section if the offense is committed in the presence of the protective force officer.
- b. *Felony Arrests.* A protective force officer is authorized to make an arrest for any felony listed in paragraph (a)(1)(i) or (a)(2)(i) of this section if the offense is committed in the presence of the protective force officer or if he or she has reasonable grounds to believe that the individual to be arrested has committed or is committing the felony.”

B. Define terms associated with “arrest authority.”

1. In the presence of the criminal act must have taken place in the physical presence or (under the observation of) the SPO. Knowledge of the existence of a criminal violation obtained in any other way (for example, information from other persons) is not sufficient to permit an arrest under this part of the Act.
2. Reasonable grounds to believe—at the moment of arrest, either the facts and circumstances within the knowledge of the SPO were reasonably trustworthy information, or were sufficient to cause a prudent person to believe that the suspect had committed or was committing the offense.
3. Special circumstances—In those locations that are within the “special maritime and territorial jurisdiction of the United States,” as defined in 18 U.S. Constitution 7, the *Assimilative Crimes Act* (Title 18 USC 13) adopts the law of the state for any crime under state law not specifically prohibited by federal statute and provides for federal enforcement of that state law.

C. Define criterion for “De Facto Arrest.”

To prevent abuse of an individual’s rights, the courts require two things of SPOs who detain suspects:

1. Diligence: The SPOs must be diligent in carrying out their investigative duties during the detention.
2. Scope of the Detention: The SPOs must generally confine their activities to those that are reasonably necessary for the investigation.
3. If both requirements are met, the detention is deemed to be lawful. If not, then the detention can be determined to be a De Facto Arrest.
 - a. A detention however does not become a De Facto Arrest merely because someone (Courts/defense attorney) figures out that it could have been performed quicker or in a less intrusive manner. Instead, a De Facto Arrest results only if SPOs were negligent in failing to recognize that the scope of the detention and/or due diligence of the investigation has been violated. If the legal standard of Probable Cause exists, regardless of whether the SPO has reached that conclusion or not, then the detention becomes a lawful Arrest and will be treated as such by the courts.
 - b. If the due diligence or/and the scope of Investigative Detention has been violated and Probable Cause does not exist then the detention should be terminated.

D. Utilize officer presence.

The mere presence of an officer on the scene can sometimes defuse a volatile situation and prevent an assault. Command presence, which includes the officer’s appearance, mannerisms, tone of voice, posture,

gestures, facial expressions, and eye contact, should convey a sense of authority, tempered with compassion. Like actors, officers need to change their nonverbal and symbolic communication for varying situations. In some situations, officers must be a compassionate and caring friend to a victim while other situations may require the stoic enforcement of an unpopular law. Remember it is human nature to make judgments about how someone looks and everything else being equal, a subject is more likely to challenge an officer who looks inattentive and weak.

E. Request Backup.

Before any action should be taken, call for backup. Backup can always be canceled but if the incident escalates you may not have the time to request it. State:

1. Direction of travel/Location.
2. Number of subjects.
3. Situation and condition.

F. Conduct Threat Assessment of area and subject(s).

Threat assessment is the act of becoming aware of a situation directly through the senses, including hearing and seeing, thereby making a reasonable determination about the risks involved.

1. Assess scene.

When arriving on scene, or sometimes prior to arriving on scene, the officer should start the threat assessment process. When the officer physically arrives on scene, they can assess some of the physical characteristics that can be used to their advantage such as cover and concealment. There is an inherent danger associated with any part of the law enforcement profession. Whether a police officer is in a metropolitan area or a SPO in a rural environment, wearing a badge and a gun will put him/her in dangerous situations.

2. Assess subject.

Any subject potentially can be assaultive and use deadly force. However, approaching every subject in a high-risk mode (e.g., guns drawn) would be unreasonable. There can be many articulable facts that support threat assessment. Some of the facts used in this judgment decision are listed below; it is not a comprehensive list:

- a. Visible awareness - visible weapons/unusual bulges/unusual nervousness/hands in view.
- b. Physical actions.
- c. Subject statements and/or spontaneous utterances.
- d. Suspicion level - Some or Mere/Reasonable/Probable Cause.
- e. Time of day.
- f. Area.
- g. Number of officers/subjects.
- h. Size & ability of officers/subjects.
- i. Prior history/Criminal History.
- j. Officer's experiences.
- k. Age - Officer vs. Subject.
- l. Frailness of subject.
- m. Physical/mental disability of subject.
- n. NCIC Information.
- o. BOLO Information.

3. Some of the facts above can be aggravating or mitigating. For example, if the subject is elderly his age could be a mitigating factor reducing the perceived threat level. Remember, no matter what age a subject is, guns are the great equalizers. In 1997 at Calexico, California, a seventy- four year-old man was taken to be searched after a Customs Canine Enforcement Officer's dog alerted on his vehicle for narcotics. In the search room the elderly man shot two officers. One of the injured officers returned fire and stopped the attack. His shots killed the subject.

- a. In addition to the prior list, there are also a number of articulable verbal and nonverbal signals that indicate an assault is probable or even imminent. Assessing behavior and preventing a physical assault should be accomplished whenever possible. It is critical for an officer to recognize and assess aggressive verbal and physical actions of a person. Recognizing verbal and nonverbal aggressive behavior signals will aid the officer in preventing and de-escalating situations. Also, it prepares the officer mentally and physically to take immediate counter actions should a physical assault occur.
- b. Before physical action by an aggressor occurs, that individual usually begins to threaten to attack, in an attempt to intimidate the opponent, through a process sometimes called posturing, ritualized combat, or affective aggression. These “pre-assault indicators” are listed below. This is not an all-inclusive list:
 - 1) Verbal aggression - yelling, swearing, etc.
 - 2) A change in posture - stands taller, sets head and shoulders, moves away/moves closer, points, forms fist and/or loads the arm.
 - 3) Face becomes red, lips separate to show teeth, breathing becomes faster, and perspiration appears on the skin.
 - 4) Individual ignores others, looks away or stares through people.
 - 5) Creates a false sense of security by becoming very cooperative or acting incapacitated.
 - 6) Aggression redirected to something/someone else, such as breaking pencils, kicking chairs, yelling at bystanders.
 - 7) Individual's stance changes - blades body, lowers center of gravity, shifts weight.
 - 8) Lips become tight as breathing, though still rapid, deepens. The face loses its flush to become pale.
 - 9) Hands tighten, open or closed, arms and shoulders will shift.
 - 10) Individual may bob or rock while shifting eyes to possible targets.
 - 11) Individual may stop all motion in defiance.
 - 12) Head will come down, chin tucked, eyebrows tightened and dropped.

E. Stop the subject's movements.

Too many officers try to handcuff someone without first gaining control, which usually results in officer injuries.

1. Communicate.

The goals of verbal communication for the law enforcement officer are to direct, to control, and to gather information. Officers should make every effort to de-escalate situations by voice commands and by asking for cooperation. The words used and the tone of voice must convey the message the officer wants to send. Eliminate barriers to communication. When giving directions to the subject, keep them simple.

a. Declare to the subject your authority “Security Police Officer” and your intentions.

b. Low Threat Assistance/Interview Situations.

When dealing with compliant subjects and passive resisters, verbal commands and requests for assistance are often adequate to accomplish the desired behavior.

- 1) Always calibrate the intensity of voice to the context of the situation. Ask them their name: personalize the interaction.
- 2) Give them options, and point out why they would want to cooperate. With victims, provide psychological first aid.
- 3) Paraphrase their responses and meaning.

c. High Threat/Assaultive Situations.

- 1) Be firm, authoritative.
- 2) Tell them specifically what they must do.
- 3) Do not use threatening or fighting words or profanity.



- 4) Continue to give commands while employing other use of force options.
- 5) When working with a partner, do not give conflicting commands.
- d. Emotionally Disturbed Persons/Abnormal Behavior.
 - 1) Abnormal Behavior can be caused by a variety of conditions, including diminished mental or emotional capacity, drug and alcohol influences, and numerous medical conditions. While generally not dangerous, many people displaying abnormal behavior are highly unpredictable.
 - 2) They are easily frightened and often do not understand simple commands. Techniques for handling abnormal behavior include using extreme caution, assessing the cause of the behavior, calling for assistance, speaking slowly and softly, removing distractions, explaining actions in advance, and using physical contact as a last resort.
2. Listen.
 - a. Listening is a critical part of the officer's job. Almost all aspects of law enforcement involve active listening. Hearing is not the same as listening. Listen for the intended meaning of the words used. Listen for feelings and emotions involved. Listen for the nonverbal sounds that indicate understanding. Listen for verbal clues that could indicate an attack. Words and actions should match. Listen for communications/signals between subjects. Listen for tone of voice and volume. A change in tone or volume could indicate a change in intent. Listen for clues of compliance or surrender. Listen to other officers on the scene: send the same message.
 - b. During high stress situations, people often experience auditory exclusion, where the ability to hear is diminished or distorted. For that reason, during most high threat situations (rapid raids, subject with a weapon) officers should speak loud, clear, and concise using short repetitive commands. Officers should identify themselves as the police to keep it simple and clear. Over accentuate the word "POLICE" so that it will not be confused with the word "PLEASE", which may happen when it is said rapidly under stress. In extreme situations such as an assault be sure to yell commands loud enough to warn innocent bystander and to get backup.
- F. Place the subject in a position of disadvantage (*refer to E-IND-34*)
- G. Refrain from unnecessary conversation with the subject, and be sure that all necessary conversation is conducted in a respectful, but firm, manner.

7	Utilized handcuffs
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- A. Define use restrictions for temporary detention.
 1. Handcuffing a suspect after a temporary detention (Terry Stop) is generally considered an arrest unless exceptional circumstances exist. *Bradley v. State*, 494 So.2d 750 (Ala. Cr. App., 1985), affirmed 494 So. 2d 772 (Ala. 1986). The test for arrest is whether or not a reasonable person, in the suspect's position, would have understood that he was under arrest *Berkemer v. McCarty*, 468 U.S. 420, 442, 104 S. Ct. 3138, 3151 (1984).
 2. This is particularly so when the officer testifies that the suspect was not under arrest but that he was handcuffed, with no reason given for the handcuffing. *Lamar v. State*, 578 So. 2d 1382 (Ala. Cr. App., 1991). This will be ruled an arrest every time.
 3. This does not mean, however, that an arrest takes place every time an officer handcuffs a suspect he has placed under temporary detention.
- B. Define exceptional circumstances (Not all inclusive).
 1. Voluntary.

The suspect voluntarily accompanied the officer to the police station and was placed in handcuffs because of departmental policy, *Darden v. State*, 571 So. 2d 1272 (Ala. Cr. App., 1990). This was a close call and the court made it clear that departmental policy should not be used as an excuse - there generally must be more.



2. Disobedience of order.
Handcuffing after the suspect had disobeyed an order to raise his hands and had made furtive gestures, U.S. v. Taylor, 716 F. 2d 701 (9th Cir., 1983).
 3. Multiple suspects.
Handcuffing of two men suspected of armed bank robbery where a third man was suspected to be in the vicinity and the suspects appeared extremely nervous, U.S. v. Bautista, 684 F. 2d 1286 (9th Cir., 1982).
 4. After suspects flight.
Handcuffing in light of the suspect's flight and the violent nature of the suspected crime: rape, State v. Friederick, 663 P. 2d 122 (1983).
 5. Must give aid.
Handcuffing where the officer could reasonably anticipate he might have to go to the aid of his fellow officers, U.S. v. Crittendon, 883 F. 2d 326 (4th Cir., 1989).
- C. Handcuff Subject (*refer to E-IND-34*).
- Handcuff everyone, no matter what the suspect's size, gender, or shape. Handcuff everyone behind his or her back. Handcuffing someone in front gives the suspect too much mobility, allowing her too much freedom of movement, giving her the opportunity of being able to reach a concealed firearm or other weapon. When handcuffing someone behind her back, be sure to place the backs of her hands together. This will prevent some of the more flexible suspects from being able to slip the handcuffs from around their backs under their legs. Handcuffed suspects are responsible for stealing more than 100 police vehicles each year.

8	Gave Miranda warning
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- A. Treat the suspect in a humane manner. While security police officers occasionally must use force to arrest a subject, the force used must be necessary and appropriate under the circumstances. When force is not necessary to accomplish the arrest, it cannot be used or it will be considered excessive force or an abuse of power.
- B. State criterion for Miranda warning.
 1. It doesn't matter whether an interrogation occurs in a jail, at the scene of a crime, on a busy downtown street, or the middle of an open field: If a person is in custody (deprived of his or her freedom of action in any significant way), the officer must give a Miranda warning if they want to question the suspect and use the suspect's answers as evidence at trial.
 2. If a person is not in custody, however, no Miranda warning is required and anything the person says can be used at trial if the person is later charged with a crime. This exception most often comes up when someone is stopped on the street for questioning about a recent crime or the person blurts out a confession before the officer has an opportunity to deliver the warning.
 3. Responding to questions before an arrest.
 - a. Does a person have to respond to questions if he or she hasn't been arrested? Generally, no. An officer generally cannot arrest a person simply for failure to respond to questions.
 - b. The Fifth Amendment to the U.S. Constitution guarantees the "right of silence." This means that unless an officer has "probable cause" to make an arrest or a "reasonable suspicion" to conduct a "Terry Stop," a person approached by the officer has the legal right to refuse to answer questions or to be searched. Indeed, a person who has reason to believe that he or she is a potential suspect should politely decline to answer questions, at least until after consulting an attorney.
 4. Consequences of failure to provide Miranda Warning.
 - a. Without a Miranda warning, nothing a person says in response to a custodial questioning can be used as evidence against the person at his or her trial. In addition, under the "fruit of the



- poisonous tree" rule, if the SPO finds evidence as a result of an interrogation that violates the Miranda rule, that evidence is also inadmissible at trial.
- b. For example, if a suspect tells the SPO information relating to a crime and it turns out that the suspect provided this information in response to improper questioning, the SPO will not be able to use the information as evidence -- *unless* the SPO can prove that they could have obtained the same information without the suspect's statements.
5. Information must be voluntary.
 - a. Information that is voluntarily disclosed (after the person has been properly warned) is generally admissible at trial. The key word is "voluntary." An SPO is not allowed to use physical force or psychological coercion to get a suspect to talk to them. In addition, any evidence that the SPO obtains as the result of a coerced statement is equally inadmissible.
 6. Inform the suspect of his rights (If questions relating to the crime will be asked).
 - a. Read the suspect his "Miranda rights." The rights that a person under arrest or in police custody has have come to be known as "Miranda rights" after the Supreme Court case that required law enforcement officers to verbally inform a suspect of his rights. Those rights include:
 - 1) You have the right to remain silent.
 - 2) If you do say anything, what you say can be used against you in a court of law.
 - 3) You have the right to consult with a lawyer and have that lawyer present during any questioning.
 - 4) If you cannot afford a lawyer, one will be appointed for you if you so desire.
 - 5) You can decide at any time to exercise these rights and not answer any questions or make any statements. (This part of the warning is usually omitted from the TV or movie screenplay.)
 - b. Respect the suspect's right to remain silent. A security police officer cannot force or coerce a suspect into talking if he has invoked his right to remain silent.
 - c. Additionally, even if a suspect initially waives her right to have counsel present, all questioning must immediately stop if he invokes his right and asks for an attorney at a later point in time.

9	Conducted search
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- A. Ask the subject if he is carrying any contraband such as weapons, drugs or drug paraphernalia. If the subject admits to having any such items, retrieve those items through the appropriate pat-down or vehicle/premises search.
- B. Place in a position of disadvantage.
- C. Secure weapon(s).
- D. Put on gloves.
- E. Ask about sharp objects.
- F. Conduct search of the subject for any weapons or illegal objects if you believe the subject is carrying anything that could put you in danger.
- G. Secure items.

10	Transported subject
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- A. Keep the subject in front of you when walking.
- B. Take the subject to the rear door of the vehicle.
- C. Open the door.
- D. Place the subject in vehicle.
 - 1) Noncaged or shielded vehicle.

If you have a vehicle that has no shield separating the front from the back, one officer should ride in the back with the person being transported. The person being transported should be placed in the rear on the right, behind the “passenger” side. The partner officer should ride in the rear directly behind the driving officer. Avoid transporting more prisoners than you have officers to watch. The driver cannot watch prisoners while he is driving.

2) Caged or shielded vehicle.

If your vehicle has a cage or Plexiglas shield separating the front from the back, then you should place the prisoner/detainee in the back behind the shield. Make sure that the person is seat-belted. If two SPOs are available one officer can drive while the other officer can monitor the person.

E. Close the car door.

F. Before you begin your transport, radio your location, number of people being transported, and your beginning mileage to your communications center. At the end of the transport, give the communications center your ending mileage. After the prisoners have been removed from your vehicle, thoroughly search your vehicle for any contraband that might have been left there. Report any contraband to supervisors.

G. Turn the subject over to the supervisor or local law enforcement.

11	Exercised the use of force
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A. Use of physical force.

1. When a SPO has the right to make an arrest under 10 CFR 1047, he may use only that physical force which is reasonable and necessary to apprehend and arrest the offender; to prevent the escape of the offender; or to defend the officer or a third person from what he believes to be the use or threat of imminent use of physical force by the offender. Note: an offender's verbal abuse alone cannot ever be the basis for use of physical force.

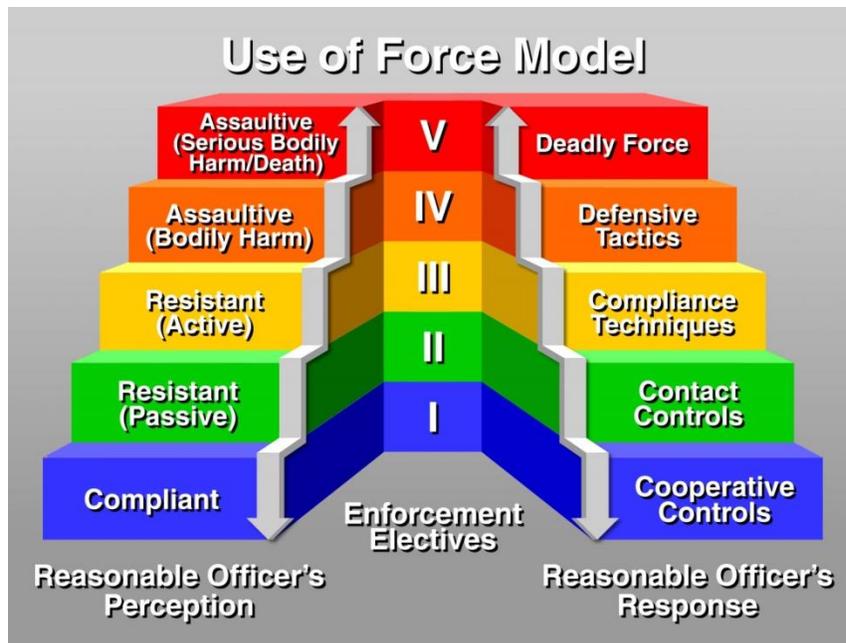
B. Define the term “reasonable force.”

1. Reasonable force.

- a. In making a justifiable arrest, a SPO may use only the physical force that is reasonable and necessary to apprehend and arrest the offender, to prevent the escape of the offender, or to defend the SPO or a third person from what the SPO believes to be the use or threat of imminent physical force by the offender. An offender's verbal abuse, alone, cannot be the basis, under any circumstances, for a SPO to use physical force.
- b. Force should never be used indiscriminately, either in anticipation of or against verbal threats of violence or resistance.
- c. Reasonable force can be defined as “only that force necessary to overcome an opposing force.” Supreme Court decisions, including *Graham vs. Connor*, have held that the SPO's decisions about use of force must be judged from the “perspective of the reasonable SPO” within circumstances that are “tense, uncertain, and rapidly evolving.”
- d. Fourth Amendment’s objective reasonableness test.
 - 1) The application of this test requires an analysis of the totality of the circumstances to determine if the seizure is reasonable. The test considers these factors:
 - a) The severity of the crime at issue.
 - b) Whether the suspect poses an immediate threat to the safety of law enforcement SPOs or others.
 - c) Whether the suspect is actively resisting arrest or attempting to evade arrest by flight.
- e. The reasonableness of a SPO’s use of force must be judged from the perspective of a reasonable SPO on scene, rather than with the 20/20 vision of hindsight.



- f. The calculus of reasonableness must embody allowance for the fact that police SPOs are often forced to make split-second judgments about the amount of force that is necessary in a particular situation, in circumstances that are tense, uncertain and rapidly evolving.
- 2. SPOs should not comply with unlawful orders from supervisors to use force.
- C. Define the term “excessive force.”
 - 1. A primary consideration in the unnecessary or unreasonable use of force is the potential for violating individual constitutional rights (Title 42, USC 1983). The use of force in excess of that necessary to overcome resistance is not only wrong, but also can result in administrative, civil, or criminal action against protective force personnel. Force might involve the use of a firearm, the body (including improper application of control/restraint holds), or any nonlethal weapon.
 - 2. Excessive force can be defined as “force that is more than the minimum required to accomplish the task” or “the application of unlawful force.”
- D. Identify rules of engagement guidelines.
 - 1. The determination of site-specific ROE must consider the type of materials being protected, site geography, building construction, protective force strength and capability, adversarial task times, adversarial characteristics as describes in the current DOE O 470.3B, *Graded Security Protection (GSP) Policy* and consequences of asset loss.
- E. Identify levels of reasonable SPO's perception and response.



12	Exercise deadly force
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The definition of deadly force is the force that a reasonable person would consider likely to cause death or serious bodily harm. Its use is justified only under conditions of extreme necessity, when all lesser means have failed or cannot reasonably be employed.

- A. Use of deadly force.
 - SPOs are authorized to use deadly force only when at least one of the following circumstances or needs exists:
 - 1. Self-defense - When deadly force reasonably appears to be necessary to protect an SPO who reasonably believes himself to be in imminent danger of death or serious bodily harm.

2. Defense of others - When deadly force reasonably appears to be necessary to prevent the commission of a serious offense against a person in circumstances presenting an imminent danger of death or serious bodily harm.
 3. Theft, sabotage, or unauthorized control of nuclear weapons or explosive devices - When deadly force reasonably appears to be necessary to prevent the theft, sabotage, or unauthorized control of a nuclear weapon or nuclear explosive device.
 4. Theft, sabotage, or unauthorized control of category ii or greater quantities of SNM - When deadly force reasonably appears to be necessary to prevent the theft, sabotage, or unauthorized control of SNM from an area of a fixed site or from a shipment in which category ii or greater quantities are known or reasonably believed to be present.
- B. Apprehensions/prevention of escape.
- C. For commission of offenses of a nature specified in subpart 1047.7 (a)(1)-1047.7(a)(4) (listed above). Escape by use of a weapon or explosive, or by otherwise indicating endangerment to human life or serious bodily harm if not apprehended immediately.
- D. This situation demands additional firearms considerations:
1. If feasible, a warning or an order to halt must be given before a shot is fired.
 2. Warning shots are prohibited.
- C. DOE policy versus state law.
- “DOE’s protective force is not properly limited by state laws on the use of deadly force in performing its official federal duties.”
- The laws of some states prohibit the use of deadly force merely to protect property in the absence of other circumstances involving an immediate threat to human life. The department of justice disagrees that there are inherent inconsistencies between them and doe policy. Because of its possible use as a radiological contaminant or in an explosive device, special nuclear material differs quantitatively from ordinary property. Its theft, sabotage, or unauthorized control is, therefore, synonymous to a “dangerous felony” that justifies the use of deadly force, according to the department of justice.
- It is critical; therefore, that we understand what is needed to justify the use of deadly force.
- D. Four elements must be present for you to justify the use of deadly force in any situation. These elements are as follows:
1. Ability - Does the individual/suspect possess the ability to kill you or to cause you great bodily harm? You must establish the individual/suspect’s capacity to kill you or a third party, or to cause you or a third party great bodily harm. (Usually, this element is not as hard to establish as a few of the remaining elements, for reasons that we will discuss later.)
For example, the fact that the individual/suspect has a knife raised above his head can establish ability. Clearly, the individual/suspect has the capacity (in this case physical ability) to seriously harm you or kill you.
 2. Opportunity - Does the individual/suspect have the opportunity to kill you or to cause you serious bodily harm?
Again, this element is somewhat easier to prove than the other elements. One reason for the ease in establishing this element is that, generally, the individual/suspect is within your presence or within the presence of a third party. In short, if you are there, he has the opportunity. Take the previous example. The person is close enough to stab you or a third party who is in your presence. Clearly, the opportunity to accomplish this deadly act is established by everyone’s presence.
 3. Imminent Jeopardy - Has the individual/suspect placed you in imminent danger? In other words, were you or the third party in fear for your life?
Another way to review this area is by examining the definition of “imminent danger.”
Black’s law dictionary defines imminent danger in relation to homicide in self-defense:
“...this term means immediate danger, such as must be instantly met, such as cannot be guarded against by calling for the assistance of others or the protection of the law. Or, as otherwise defined,



such an appearance of threatened and impending injury as would put a reasonable and prudent man to his instant defense.”

Note: Based on the significant threat to national security and local community, 10 CFR1047(a) limits the use of deadly force to protection of the following:

- a. Nuclear weapons or nuclear explosive devices. When deadly force reasonably appears to be necessary to prevent the theft, sabotage, or unauthorized control of a nuclear weapon or nuclear explosive device.
- b. Special nuclear material. When deadly force reasonably appears to be necessary to prevent the theft, sabotage, or unauthorized control of special nuclear material from an area of a fixed site or from a shipment where category ii or greater quantities are known or reasonably believed to be present.

- c. What is a “reasonable and prudent person”?

The dictionary defines a prudent person as “someone wise in handling practical matters and careful about one's own conduct,” and a reasonable person as someone who has the “ability to use rational thought, to think logically, and the facility to reason.”

Thus, we can say that a reasonable and prudent person will handle a situation for which he or she is trained in a practical and careful manner, using rational thought and logic.

This element is more difficult to establish clearly than are the previous elements, because you must decide if your life or if someone else's life is in great danger or about to be seriously injured.

Many times, a jury will be forced to consider whether you or a third person was actually placed in imminent jeopardy.

4. Preclusion - Have you reasonably exhausted all avenues available to you at that time and place, other than deadly force? In other words, did you use the least amount of force necessary to stop the individual/suspect's actions at that time and at that place? Your answer should be yes; otherwise, you might have used excessive force.

Again, this element is more difficult to establish than elements a and b, because it is a judgment call at your end. How much is “enough” force? How much farther could you retreat? You must make this decision in a split second. The hope is that through ongoing, professional training, you will make the best and most reasonable decision possible, under a set of stressful circumstances.

13	Filed report
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1. Fill out a report that details the arrest.

There are seven essentials to a complete report: who, what, when, where, how, why, and action taken.

E-IND-34 EMPLOY INTERMEDIATE FORCE

DESCRIPTION: Use appropriate intermediate force techniques to defend self and others and to control subject.				
CONDITION: As a member of a Protective Force, under prevailing conditions, provided training and equipment.				
STANDARD: In accordance with site security plans, operational directives, and current TTPs, employ intermediate force techniques to control the subject.				
	PERFORMANCE STEPS	Go	No-Go	N/A
1	Assessed situation			
2	Made required notifications			
3	Isolated subject(s)			
4	Employed necessary force			
5	Established and maintained control of the situation			

REFERENCES:

- DOE NTC PFT-215, Basic Security Police Officer Training
- DOE NTC TRF-100D, Introduction to Protective Force

PERFORMANCE STEPS:

1	Assessed situation
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The officer should use the information below to assess the situation and gain situational awareness in order to improve officer survivability.

A. Intermediate Force Control Concepts.

1. The intermediate force concepts taught here enable you to utilize various arrest and control techniques when dealing with uncooperative subjects. Most problems grow from the use of force against combative, unarmed violators of the law.
2. Control is the purpose of using any level of force. You achieve control any time the subject complies with your verbal directions or the subject is stabilized and restrained so that he can no longer resist. The more control you have, the less chance for unnecessary injury to yourself, the public, or the subject, and less chance for escapes from custody and possible civil litigation.
3. The following are principles that should be employed when attempting to control uncooperative subjects.

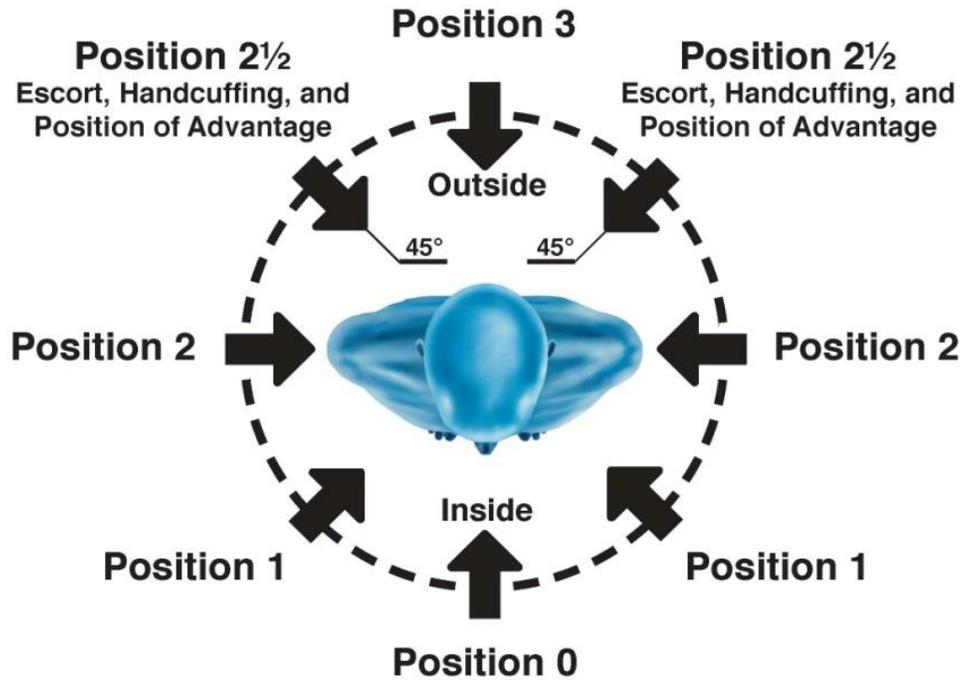
- a. Distances - You should maintain a reactionary gap of two arm's lengths from the subject.
- b. Awareness - This is awareness of the surroundings (for example, conditions of the environment and the subject).
- c. Observing the subject - When observing the subject, pay attention to the following six elements:
 - 1) Hands - Where are the hands and what do they hold?
 - 2) Weapons - What weapons are obvious and not so obvious?
 - 3) Friends and accomplices - Who is there who might help the subject?
 - 4) Footing - What kind of footing, traction, and balance are available to you and the subject?
 - 5) Cover and concealment - What sources of cover and concealment are available?
 - 6) Possible escape routes - Are there any escape routes for both you and the subject?
4. Three common characteristics of officer deaths.
 - a. Failure to practice a plan (plan your work, work your plan).
 - b. Failure to use proper tactics.
 - c. Failure to anticipate danger.
5. Mental and Physical Conditioning.
 - a. You must be mentally aware of the following:
 - 1) Physical condition/abilities.
 - 2) Threat assessment observation.
 - 3) Emotions.
 - b. Color Code of Awareness.
 - 1) White: unaware.
 - 2) Yellow: relaxed alert.
 - 3) Orange: specific alert.
 - 4) Red: reaction is mandatory.
 - 5) Black: overwhelmed by threat.

2	Made required notifications
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Relay pertinent information to adjacent units and higher in order to improve force situational awareness, request support/backup, and/or request further instructions.

3	Isolated subject(s)
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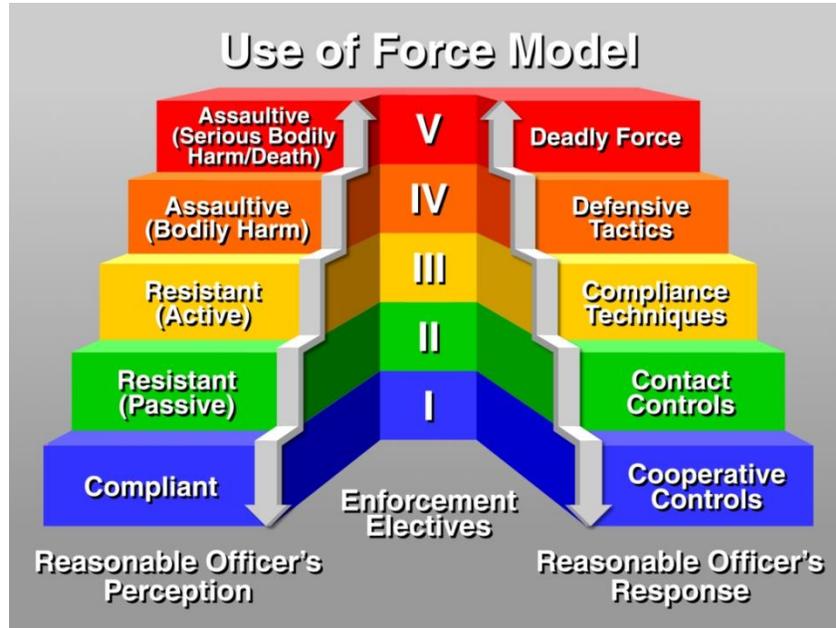
- A. Obtain the position of advantage.
- B. Obtain the interview stance.
 1. Reactionary Gap.
 - a. A reactionary gap is the minimum distance needed for a security police officer (SPO) to perceive and react to a spontaneous attack or assaultive behavior.
 2. Relative Positioning.



C. Perform the duties of a cover officer.

4	Employed necessary force
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- A. Escalation/De-Escalation of Force.
 - 1. Physical force should be used only to control an individual.
 - 2. Your actions must be in response to the subject's actions.
- B. Use of Force Deployment - The purpose of using any level of force in the performance of your duties is to gain control. In DOE, you can use force for the following:
 - 1. To effect an arrest.
 - 2. To prevent escapes.
 - 3. To overcome resistance.
 - 4. To prevent theft of certain types of nuclear materials.
- C. Use of Force Model.
- D. Seven Components of Power.
 - 1. Balance.
 - 2. Endurance.
 - 3. Flexibility.
 - 4. Focus.
 - 5. Speed.
 - 6. Strength.
 - 7. Simplicity.



- E. Falls.
 1. Forward Fall.
 2. Side Fall.
 3. Rear Fall.
 4. Modified Rear Fall.
- F. Striking Areas.

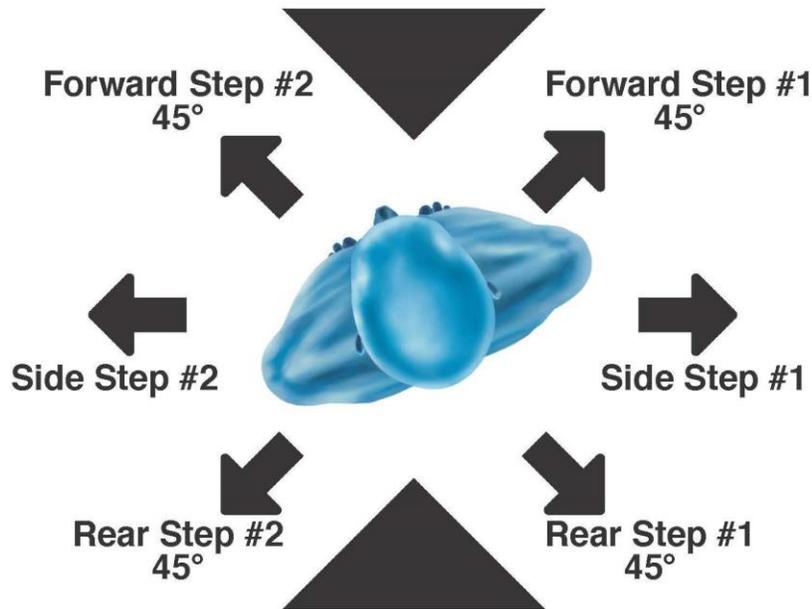


- G. Elbow Strikes.
 - 1. Vertical elbow strike.
 - 2. Horizontal elbow strike.
- H. Inside Control.
- I. Knee Strikes.
 - 1. Single knee strike.
 - 2. Alternating knee strike.
- J. Kicking Techniques.
 - 1. Standing angle kick.
 - 2. Angle kick from the ground.
 - 3. Forward heel kick from the ground.
- K. Empty Hand Blocking.
 - 1. When using the open-hand block, keep in mind the following principles that are the basis for the logic of this technique:
 - a. Counter all attacks as if the attacker was using a bladed weapon. This is not to advocate using empty hands against a bladed attack; it does advocate maintaining a position with the hands and body to minimize the chance of being stabbed or slashed.
 - b. Attack the aggression, not the aggressor. Our goal is not to punish the aggressor, but to handle the aggressive act (for example, a punch or kick) and effectively control the subject.
 - c. Avoid meeting force with force. Through movement, avoid direct frontal collision with the subject's power. Use the counter angles of triangular movement.
 - 2. Stay relaxed. As much as possible, relax your major muscle groups. This allows for quicker movement ability and lessens fatigue of the muscles.
- L. Outside Block.
- M. Inside Block.
- N. Weapon Takeaways. Statistics show that during disarming, the weapon will discharge about 50 percent of the time. Mentally prepare yourself for this happening. If the assailant has your handgun, or one of his own, and you decide to attempt to take the weapon from him, keep the following principles in mind:
 - 1. Get out of the line of the threat (gun).
 - 2. Stop the track of the gun.
 - 3. Control the gun.
 - 4. Strip the gun.
- O. Straight Baton.
 - 1. Drawing the Baton.
 - a. Cross-hand draw.
 - b. Same-side draw.
 - 2. Extending the Baton.
 - 3. Baton Carry Positions.
 - a. On-guard carry.
 - b. Cradle carry.
 - c. Low-profile carry.
 - 4. Baton Strikes.
 - a. Forward cutting strike.
 - b. Backhand cutting strike.
 - c. Fan strike.
 - 5. Baton Retention.
 - a. The subject grabs the end of the baton with one hand.
 - b. The subject grabs the end of the baton with two hands.
 - c. The subject grabs the baton with one hand in the middle and one hand on the end.

- d. The subject grabs the baton with both hands in the middle.
- 6. Baton Strategy Against Multiple Assailants.
 - a. Multiple adversaries standing close together.
 - b. Multiple adversaries standing far apart.

5	Established and maintained control of the situation
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A. Movement.

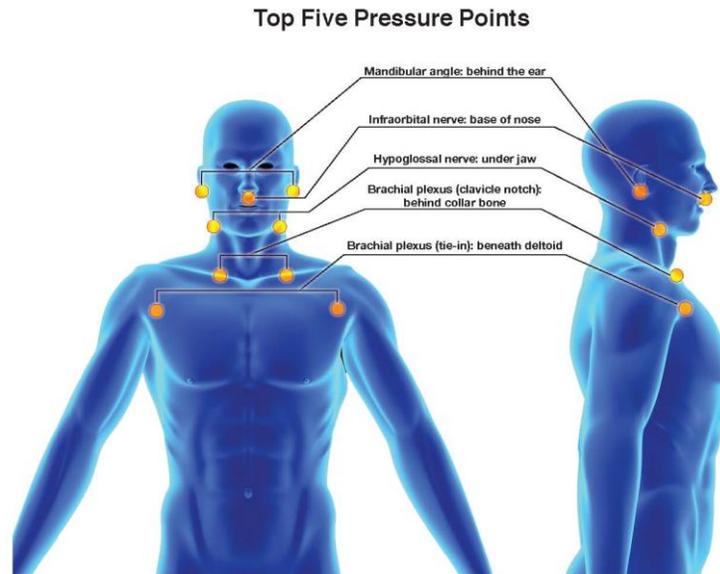


- 1. Forward step.
 - a. Forward step left.
 - b. Forward step right.
- 2. Rear step.
 - a. Rear step right.
 - b. Rear step left.
- 3. Side step.
 - a. Side step left.
 - b. Side step right.
- B. Pressure Control Locks.
 - 1. Twist Lock.
 - 2. Front Wrist Lock.
 - 3. Rear Two-Finger Lock.
- C. Takedowns and Stabilizations.
 - 1. Takedowns.
 - a. Arm Bar Takedown: Badge Grabs.
 - 1) Palm down (right hand).
 - 2) Palm up (left hand).

- 3) Stabilize the subject face up and transition him to facedown stabilization to handcuffing.
- b. Arm Bar Takedown: Chokes.
 - 1) Extended two-hand front choke.
 - 2) Extended two-hand rear choke.
 - 3) Rear choke takedown (arm wrapped around neck in balance).
 - 4) Rear choke takedown (arm wrapped around neck off balance).
- c. Arm Bar Takedown: Wrist Grabs.
 - 1) Cross-hand wrist grab (right-to-right or left-to-left).
 - 2) Same-side wrist grab (left to right or right to left).
 - 3) Two-hand wrist grab.
- d. Arm Bar Takedown: Head Locks.
 - 1) Side headlock.
 - 2) Full nelson.
- e. Rear Sit-Out: Bear Hugs.
 - 1) Front bear hug (arms free).
 - 2) Front bear hug (arms pinned).
 - 3) Rear bear hug (arms free).
 - 4) Rear bear hug (arms pinned).
2. Stabilizations.
 - a. Facedown stabilization.
 - b. Face up stabilization.
 - c. Face up to facedown stabilization.
 - d. Rhode Island Red: face up to facedown stabilization.
3. Handcuffing.
 - a. Handcuff Preparation.
 - b. Loading/carrying.
 - c. Holding.
 - d. Verbalizing.
 - e. Standing.
 - f. Kneeling.
 - g. Prone.
4. Search after handcuffed.
5. Cooperative and Uncooperative Subjects.
6. Unhandcuffing.
- D. Weapon Retention.
 1. Methods of Securing in Holster. There are two ways to secure your handgun in your holster. One is the same-side secure, in which you secure your weapon with your holster-side hand. The other way is the cross-side secure, in which you reach across and secure with your opposite hand.
 - a. Frontal Assault: Weapon in Holster.
 - b. Extended arm cross-hand grab (right-hand to right-side).
 - c. Extended arm same-side grab (left-hand to right-side).
 - d. Subject's arm bent same side (left to right).
 2. Rear Assault: Weapon in Holster.
 3. Frontal Assault: Weapon Out.
 - a. Front grab.
 - 1) Cross side.
 - 2) Same side.
 - b. Grab around barrel from underneath.
 - c. Grab around barrel from top.

- 1) Same-side (left to right).
- 2) Cross-side (right to right).
- d. Shove the subject away and create separation (a minimum of three steps) and check the status of the weapon (for example, tap, rack, and assess).
4. Long Gun (Rifle) Retention Techniques.
 - a. The following are four possible situations from which we will work:
 - 1) The subject grabs the end of the rifle with one hand.
 - 2) The subject grabs the end of the rifle with two hands.
 - 3) The subject grabs the end of the rifle with one hand and the middle of the rifle with the other.
 - 4) The subject grabs the rifle with both hands in the middle of the rifle.
- E. OC Aerosol Projectors.
 1. Oleoresin Capsicum Properties - Oleoresin capsicum (OC) is an inflammatory agent with no distinguishable odor. It attacks the mucus membranes and any skin surfaces it comes in contact with and may cause swelling, redness, and intense burning. It will also cause substantial amounts of mucus flow from the nasal passages.
 2. Deployment.
 - a. Target areas - After you have drawn the aerosol projector, it must be deployed at the target area. The aggressor will, in most circumstances, be moving. The primary target areas are the eyes, nose, and mouth. Because the chemical in this agent is heavy and tends to fall when deployed, the best point of aim is the forehead.
 - b. Release of the agent.
 - c. Methods of delivery - There are four recognized methods/techniques for delivering the agent toward the desired target.
 - 1) Criss-cross - When deploying the chemical agent at the aggressor, "crisscross," or make a large "X" across the target area.
 - 2) Serpentine - Make a large "S" shape across the target area.
 - 3) Circle - Make large circles, or "zeros," across the target area.
 - 4) Side to side - Use a sweeping motion back and forth across the target area, similar to the motion used to spray paint.
 3. Other Considerations.
 - a. Distance.
 - b. Wind direction.
 - c. Cross contamination.
 - d. Emotional/physical conditions.
 - e. Missing target.
 - f. Physical barriers.
 - g. Re-holster.
 - h. Handcuffing.
 - i. Noncompliance after agent deployment.
 4. Physical Control.
 - a. Verbal commands before deployment.
 - b. Containing the subject after deployment.
 5. First Aid.
 - a. Decontamination/first aid.
 - b. Additional medical concerns.
- F. Demonstrator Control.
 1. Verbalizing.
 2. Multiple Demonstrator Removal Procedures.
 - a. Officers.

- b. Technique.
- c. Self-control.
- 3. Pressure-Sensitive Areas.



- 4. Pressure Application Techniques.
 - a. Touch pressure.
 - b. Quick penetration.
 - c. Striking technique.
- G. Controlled Cursory Search.

E-IND-35 PERFORM CAS/SAS DUTIES

DESCRIPTION: Operate, monitor, and respond to alarm station systems in support of Protective Force operations.				
CONDITION: As a CAS/SAS Operator, under prevailing conditions, provided training and operational CAS/SAS systems.				
STANDARD: In accordance with site security plans, operational directives, and current TTPs, perform CAS/SAS duties.				
	PERFORMANCE STEPS	Go	No-Go	N/A
1	Received systems and operational status briefing			
2	Conducted system functional inspections			
3	Communicated changing operational capabilities to leadership			
4	Responded to system alarms/notifications			
5	Communicated situational information to field elements			
6	Performed primary, secondary, and tertiary communications			
7	Performed system area/building access and secure requirements			

REFERENCES: Training/testing for this task will be developed/defined by site-specific TTPs. All sites must develop content for the below seven performance steps, at a minimum, and may add additional steps as necessary.

PERFORMANCE STEPS:

1	Received systems and operational status briefing
2	Conducted system functional inspections
3	Communicated changing operational capabilities to leadership



4	Responded to system alarms/notifications
5	Communicated situational information to field elements
6	Performed primary, secondary, and tertiary communications
7	Performed system area/building access and secure requirements

E-IND-36 PRESERVE INCIDENT SCENE

DESCRIPTION: Respond to incident scene and establish control methods for personnel and physical evidence.				
CONDITION: As a member of a Protective Force, under prevailing conditions, provided training and equipment.				
STANDARD: In accordance with site security plans, operational directives, and current TTPs, respond to and establish control of incident scene and preserve physical evidence.				
	PERFORMANCE STEPS	Go	No-Go	N/A
1	Assumed responsibility of scene			
2	Responded with caution to incident scene			
3	Secured the scene			
4	Provided and/or controlled emergency care			
5	Secured and/or controlled persons at the scene			
6	Established control of incident scene			
7	Conducted debrief			
8	Transferred control of incident scene			
9	Documented actions and observations			

REFERENCES:

- DOE NTC TRF-100D, *Introduction to Protective Force 100D*
- *Crime Scene Investigation: A Reference for Law Enforcement Training*, June 2004, U.S. Department of Justice Office of Justice Programs National Institute of Justice, *California Criminal Evidence Guide: A Handbook for the Criminal Justice Student* [Raymond M. Hill]
- *Cox's Criminal Evidence Handbook*, 2011-2012 Edition By: Harold J. Cox, Gregory Lafontaine, Vincenzo Rondinelli

PERFORMANCE STEPS:

1	Assumed responsibility of scene
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An SPO being first to arrive on a crime scene has many responsibilities. The SPOs first concern should be the safety and welfare of all involved. After this is achieved the most important factor is securing the crime scene. The vast majority of mishandled investigations are attributable to the negligence of the first responding officer/officers in securing the scene.

2	Responded with caution to incident scene
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- A. Demonstrate situational awareness.
 - 1. Approach the scene in a manner designed to reduce risk of harm to officer(s) while maximizing the safety of victims, witnesses, and others in the area.
 - 2. Survey the scene for dangerous persons and control the situation. Be aware of any persons or vehicles leaving the incident scene.
 - 3. Cautiously approach the scene, scan the entire area to thoroughly.
 - 4. Make initial assessment/observations (look, listen, smell) to assess the scene and ensure officer safety before proceeding.
 - 5. Note any possible secondary incident scenes.
 - 6. Be aware of any unknown persons and vehicles in the vicinity that may be related to the crime.
 - 7. Remain alert and attentive. Assume the crime is ongoing until determined to be otherwise.
- B. Treat the location as a crime scene until assessed and determined to be otherwise.
- C. Notify supervisory personnel and call for assistance/backup.

3	Secured the scene
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- A. The crime scene can be secured by the following methods, which are quite common:
 - 1. Ropes, scene tape, signs.
 - 2. Autos and barricades.
 - 3. Assisting SPOs.

4	Provided and/or controlled emergency care
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- A. After controlling any dangerous situations or unknown persons, assess the incident scene victim(s) for signs of life and medical needs and provide immediate medical attention.
- B. Call for medical personnel.
- C. Guide medical personnel to the victim to minimize contamination/alteration of the incident scene.
- D. Point out potential physical evidence to medical personnel, instruct them to minimize contact with such evidence (e.g., ensure that medical personnel preserve all clothing and personal effects without cutting through bullet holes, knife tears), and document movement of persons or items by medical personnel.
- E. Instruct medical personnel not to “clean up” the scene and to avoid removal or alteration of items originating from the scene.
- F. If medical personnel arrived first, obtain the name, unit, and telephone number of attending personnel, and the name and location of the medical facility where the victim is to be taken.
- G. If there is a chance the victim may die, attempt to obtain “dying declaration.”
- H. Document any statements/comments made by victims, suspects, or witnesses at the scene.

5	Secured and/or controlled persons at the scene
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- A. Control all individuals at the scene—prevent individuals from altering/destroying physical evidence by restricting movement, location, and activity while ensuring and maintaining safety at the scene.

- B. Identify all individuals at the scene, such as:
1. PF/law enforcement.
 2. Suspects: Secure and separate.
 3. Witnesses: Secure and separate.
 4. Bystanders: Determine whether witness, if so treat as above, if not, remove from the scene.
 5. Victims/family/friends: Control while showing compassion.
 6. Medical and other assisting personnel.

Exclude unauthorized and nonessential personnel from the scene (e.g., PF supervisors, PF officers, law enforcement personnel not working the case, politicians, media).

6	Established control of incident scene
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- A. Establish boundaries of the scene(s), starting at the focal point and extending outward to include:
1. Where the crime occurred.
 2. Potential points and paths of exit and entry of suspects and witnesses.
 3. Places where the victim/evidence may have been moved (be aware of trace and impression evidence while assessing the scene).
- B. Set up physical barriers (e.g., ropes, cones, incident scene barrier tape, available vehicles, personnel, other equipment) or use existing boundaries (e.g., doors, walls, gates).
- C. Document the entry/exit of all people entering and leaving the scene, once boundaries have been established.
- D. Control the flow of personnel and animals entering and leaving the scene to maintain integrity of the scene.
- E. Effect measures to preserve/protect evidence that may be lost or compromised (e.g., protect from the elements (rain, snow, wind) and from footsteps, tire tracks, sprinklers).
- F. Document the original location of the victim or objects that you observe being moved.
- G. Consider search and seizure issues to determine the necessity of obtaining consent to search and/or obtaining a search warrant.
- H. Prevent personnel from smoking, chewing tobacco, using the telephone or bathroom, eating or drinking, moving any items including weapons (unless necessary for the safety and well-being of persons at the scene), adjusting the thermostat or opening windows or doors (maintain scene as found), touching anything unnecessarily (note and document any items moved), repositioning moved items, littering, or spitting within the established boundaries of the scene.

7	Conducted debrief
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Briefing the officer/supervisor taking charge assists in controlling the incident scene and helps establish further investigative responsibilities. The initial responding officer(s) at the scene shall:

- A. Provide a detailed incident scene briefing to the officer/supervisor taking charge.
- B. Assist in controlling the scene.
- C. Turn over responsibility for the documentation of entry/exit.
- D. Remain at the scene until relieved of duty.



8	Transferred control of incident scene
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- A. Turn over responsibility for the documentation of entry/exit.
- B. Assist in controlling the scene.
- C. Remain at the scene until relieved of duty.

9	Documented actions and observations
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The initial responding officer(s) should document:

- A. Observations of the incident scene, including the location of persons and items within the **incident** scene and the appearance and condition of the scene upon arrival.
- B. Conditions upon arrival (e.g., lights on/off; shades up/down, open/closed; doors, windows, open/closed; smells; ice, liquids; movable furniture; weather; temperature; and personal items.)
- C. Personal information from witnesses, victims, suspects, and any statements or comments made.
- D. Own actions and actions of others.

ACRONYM LIST

AAR	After action review
ACE	Ammunition, casualties, and equipment
ACL	Adversary capabilities list
AO	Area of operation
AOR	Area of responsibility
ARC	American Red Cross
ARTEP	Army training and evaluation plan
BP	Be prepared
C2	Command and control
CAS	Central alarm station
CASEVAC	Casualty evacuation
CBRNE	Chemical, biological, radiological, nuclear, and explosive
CBW	Chemical, biological warfare
CCP	Casualty collection point
COA	Course of action
COOP	Continuity of operation
CP	Command post
CQB	Close quarters battle
CSA	Cognizant security authority
DNS	Defense Nuclear Security
DOE	Department of Energy
DTG	Date time group
EA	Engagement area
ECP	Entry control point
EM	Emergency Management
EMETL	Enterprise mission essential task list
EMS	Emergency medical service
EMT	Emergency medical technician
FBI	Federal Bureau of Investigation
FM	Field manual
FPF	Final protective fire
FPL	Final protective line
FRAGO	Fragmentation order
FTE	Full-time equivalency
GO	General order
GPS	Global positioning system
GSP	Graded security protection
HAZMAT	Hazardous material
HEDP	High explosive dual purpose
IAP	Incident Action Plan
IAW	In accordance with
IC	Incident commander
ICP	Incident command post
ICS	Incident command system
IFF	Identification, friend or foe
IOT	In order to

IR	Infrared
ISMS	Integrate safety management system
ISSM	Integrated safeguard and security management
KIA	Killed in action
LCC	Last covered and concealed
LD	Line of departure
LEA	Law enforcement agency
LLEA	Local law enforcement agency
LOA	Limit of advance
MAA	Material access area
MC&A	Material control and accountability
MDMP	Military decision making process
MEDEVAC	Medical evacuation
MEL	Maximum engagement line
METL	Mission essential task list
METT-TC	Mission, enemy, terrain, troops, time-available, civilians
MIA	Missing in action
MOPP	Mission oriented protective posture
MSD	Minimum safe distance
MTP	Mission training plan
NAI	Named area of interest
NAP	NNSA Policy
NBC	Nuclear, biological, chemical
NIMS	National, incident management system
NNSA	National Nuclear Security Administration
NOD	Night optical device
NTC	National Training Center
NVD	Night vision devices
NVG	Night vision goggle
OCOKA	Observation fields of fire, cover and concealment, obstacles, key terrain, avenues of approach
OO	On order
OP	Observation post
OPORD	Operation order
OPSEC	Operational security
ORP	Objective rally point
P	Needs practice
PACE	Primary, alternate, contingency, emergency
PCC	Pre-combat checks
PCI	Pre-combat inspection
PDF	Principle direction of fire
PF	Protective force
PIR	Primary intelligence requirement
PMCS	Preventive maintenance checks and services
PO	Post order
POPP	Pull, observe, push, press
PPE	Personal protective equipment

PT	Performance testing
ROE	Rules of engagement
RP	Release point
RST	Required supporting training
SALT	Size, activity, location, time
SALUTE	Size, activity, location, unit/uniform, time, equipment
SAS	Secondary alarm station
SAT	Systematic approach to training
SBF	Support by fire
SDZ	Surface danger zone
SIRP	Security incident response plan
SITREP	Situation report
SLLS	Stop, look, listen, smell
SME	Subject matter expert
SNM	Special nuclear material
SO	Security officer
SOP	Standard operating procedure
SPO	Security police officer
SPOTREP	Spot report
SRT	Special response team
SSP	Site security plan
SSSP	Site safeguards and security plan
SSST	Site-specific supporting tasks
STANO	Surveillance, target acquisition and night observation
SU	Situation understanding
T	Trained
TA	Training aid
TEDD	Time, environments, distances, demeanor
TLP	Troop leading procedure
TNA	Training needs analysis
TO	Task organization
TOC	Tactical operation center
TRF	Tactical response force
TRP	Target reference point
TTP	Tactics, techniques, and procedures
U	Untrained
UP	Unknown personnel
WARNO	Warning order
WIA	Wounded in action
WMD	Weapons of mass destruction

NNSA EMETL SUPPLEMENTAL DIRECTIVE 473.3

**Enterprise Mission Essential Task List-based
Protective Force Training Program**

**NATIONAL NUCLEAR SECURITY ADMINISTRATION
Office of Defense Nuclear Security**



SUPPLEMENTAL DIRECTIVE

NNSA SD 473.3

Approved: 9-10-14

**ENTERPRISE MISSION ESSENTIAL
TASK LIST-BASED PROTECTIVE FORCE
TRAINING PROGRAM**



**NATIONAL NUCLEAR SECURITY ADMINISTRATION
Office of Defense Nuclear Security**

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Mission Essential Task List-based Protective Force Training Program

1. **PURPOSE.** To establish the roles, responsibilities, and programmatic elements and processes required to ensure a standardized approach toward implementing, managing, executing and effectively sustaining the Mission Essential Task List (METL) –based Protective Force (PF) training program (hereafter referred to as “METL program”) within the Nuclear Security Enterprise (NSE) in accordance with applicable U.S. Department of Energy (DOE) and National Nuclear Security Administration (NNSA) policies, Federal regulations, and applicable provisions. This SD supplements DOE Order 473.3, Protection Program Operations, and is consistent with applicable DOE Directives and e-Gov initiatives.
2. **CANCELLATION.** None
3. **APPLICABILITY.**
 - a. **NNSA Applicability.** This Supplemental Directive applies only to sites with a Protective Force and NNSA Elements with oversight for a Protective Force.
 - b. **NNSA Contractors.** Except for the equivalencies/exemptions in paragraph 3.c., the Contractor Requirements Document (CRD – Attachment 1) sets forth requirements of this Supplemental Directive that will apply to contracts that include the CRD. The CRD must be included in contracts that have Protective Force organizations and support the following NSE PF Mission Statement: “Protective Forces perform routine and emergency duties at NNSA facilities to protect critical national security assets, DOE property, classified matter, and employees and visitors from theft, sabotage, terrorism, or other malevolent acts.”
 - c. **Equivalency.** In accordance with the responsibilities and authorities assigned by Executive Order 12344, codified at 50 USC sections 2406 and 2511 and to ensure consistency through the joint Navy/DOE Naval Nuclear Propulsion Program, the Deputy Administrator for Naval Reactors (Director) will implement and oversee requirements and practices pertaining to this Directive for activities under the Director’s cognizance, as deemed appropriate.
4. **BACKGROUND.** Pursuant to the review of multiple external audit reports spanning the last two decades in which PF training program deficiencies were addressed, the Office of Defense Nuclear Security (NA-70) worked closely with DOE’s National Training Center (NTC) and PF training subject-matter-experts from all DOE and NNSA sites to initiate a comprehensive analysis of the program’s construct and effectiveness. The consortium’s objective was to define a desired end-state for a “corporately-developed” configuration that would optimally support the NSE’s ability to improve the focus, effectiveness, and efficiency of the PF sustainment-training program. Exhaustive analyses revealed that clear, nuclear security-focused training objectives and performance expectation parameters common to all NNSA PF mission areas had not been sufficiently established to assist PF training managers in defining sustainment training content, appropriate annual training hours, or methods of instructional delivery. Overall, the analysis showed

PF training programs to be decentralized and with little apparent continuity in program planning, management, and execution between the eight sites. The METL-based program is the result of a collaborative effort to reform PF sustainment training and was intelligently designed to enable the following:

- a. Enhanced corporate understanding of reasonable, necessary, and appropriate training deliverables and resources required to support sustainment of individual and unit Protective Force mission readiness across the NSE.
- b. Significantly enhanced safeguards and security stakeholder integration through the use of “common language” and performance criteria.
- c. Cooperatively developed, comprehensive core curriculum that affords Protective Force members the opportunity to sustain and improve on mission-essential knowledge, skills, and abilities.
- d. Systematic approach to sustainment training consistency across the NSE.
- e. Periodic review and continuous improvement process for the NSE’s training program.
- f. Development and implementation of METL-based handbooks/field manuals as a reference for planning, conducting, assessing, and evaluating training in Individual, Leader, and Collective tasks.
- g. Establishment of a highly defensible, equitable, and systematic approach toward annual NSE-wide Protective Force training program resource requirements that will withstand scrutiny upon budgetary planning, approval, and execution processes and pay dividends in performance/mission success.

5. PROGRAM ELEMENTS OVERVIEW.

- a. Mission Essential Task List (METL): A list of tasks required for mission accomplishment. The METL serves as the direct linkage between mission accomplishment and training. It is a mission-down analysis of requirements that is performance-focused and serves as a common operating language. As a METL analysis must be based on a valid and complete set of job tasks with identified levels of skills and knowledge needed to competently perform the tasks associated with assigned duties, it is synonymous with the term “Job Analysis” as defined and referred to in federal law and DOE policy.
- b. Enterprise Mission Essential Task List (EMETL): The EMETL is a list of Collective, Leader, and Individual tasks common to all Protective Forces within the NSE (“Recapture” and “Recovery” EMETs are not applicable at sites not possessing Category II or greater quantities of Special Nuclear Material or other specifically designated, national security critical assets). This list serves as the foundation for the complete mission essential task list.

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- c. Site Specific Supporting Tasks (SSST): Each site must identify site-specific tasks not included within the EMETL but directly tied to one of the Collective tasks (mission) or Mission Essential Task (MET). Typically these tasks are associated with specialized equipment or procedures unique to that site. Sites are required to identify conditions, standards, performance steps, references, and a narrative explanation for each SSST for inclusion in their Field Manual, which is described later in this document. Sites may also include site specific performance steps within current EMETL tasks.
 - d. Required Supporting Training (RST): In addition to security mission-specific tasks are federal, state, local, and site training requirements that must be satisfied (e.g. human relations, safety requirements, equal opportunity training, and general employee training). Also included within the RST are traditional “job analyses” for protective force instructors and armorers, as well as any other identified training items that are important/required but not tied directly to Collective task accomplishment.
 - e. Stakeholder organizations: These are the organizations that have a vested interest in how the Protective Force performs its mission. They are generally identified as Protective Force Operations, Protective Force Training, Protective Force Performance Assurance/Testing, Risk/Vulnerability Assessment, and the Field Office. It is imperative these organizations collaborate on identifying, planning, and conducting performance assessments that are designed to achieve a common objective: improving mission performance. To this end, stakeholders are required to meet on a recurring basis to discuss METL Assessment results, provide comments and feedback on recent training/operations, and collaboratively determine future actions.
 - f. Field Manual: This document is a compilation of Collective, Leader, and Individual tasks with conditions, standards, performance steps, references, and supporting narrative descriptions. The information was aggregated from existing NTC/DOE and U.S. military doctrine. This manual serves as the common operating language among stakeholder organizations and must be used by each. However, it does NOT dictate how each task is to be specifically performed: if a site has a different tactic, technique, or procedure based upon site-specific methods required for effectively accomplishing a given task, then the site should use that approach and document it accordingly in the SSST. The Field Manual is a comprehensive guide to facilitate the development and execution of mission-related training, assessment, and evaluation activities. It is reasonable that restrictions in time, personnel, and resources will limit the quantity of tasks that can be trained in a given year; therefore, there is no requirement - written or implied - that PF organizations either conduct or be assessed upon the totality of tasks or performance steps within the manual.
6. MISSION ESSENTIAL TASKS: All Collective tasks are derived from the following six METs. Individual, Leader, and Site-Specific Supporting Tasks are derived from the Collective tasks.

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- a. DETER - Discourage and interrupt progress of threat through active and passive means using human and technological assets
- b. DETECT - Identify, locate, and assess threat through active and passive means using human and technological assets and programmatic processes
- c. DENY - Engage, interdict, and neutralize threat through active means using human and technological assets
- d. RECAPTURE* - Repossess and secure asset on site through active means using human and technological assets
- e. RECOVER* - Repossess and secure asset off site through active means using human and technological assets while in contact with threat
- f. RECONSTITUTE - Ensure continuity of protection and restore normal operations following an emergency situation

* Recapture and Recover METs are not applicable to non-Category I sites

7. RESPONSIBILITIES:

- a. Office of Defense Nuclear Security (NA-70):
 - (1) In collaboration with METL program subject matter experts, define and promulgate METL program policy requirements in support of PF mission objectives/expectations.
 - (2) Conduct formal assessments of METL program management and field execution/ performance with respect to established policy requirements.
 - (3) Provide field assistance in support of METL program implementation, execution, and evaluation in accordance with this Supplemental Directive.
 - (4) As necessary, provide METL program training and professional guidance on METL program oversight methodologies to Field Office oversight officials.
 - (5) Create and maintain Quarterly METL Assessment Report formats.
 - (6) Compile and analyze results of Quarterly METL Assessment Reports.
 - (7) Identify site-specific METL program management and execution issues and NSE-wide METL program trends requiring focused support/assistance.

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- b. Field Office Manager and Assistant Managers for Safeguards and Security (AMSS):
- (1) Ensure the METL program is executed in accordance with this Supplemental Directive.
 - (2) Review and approve the PF Annual Training Plan (ATP).
 - (3) Observe on- and off-post METL program training and performance testing in accordance with established Performance Assurance policies and local oversight activity requirements.
 - (4) Review documented Quarterly METL Assessment results.
 - (5) Attend Quarterly METL Assessment meetings (Field Office representation by AMSS-appointed designee is acceptable).
8. CONTACT. Office of Defense Nuclear Security at 202-586-5736.

BY ORDER OF THE ADMINISTRATOR:



Frank G. Klotz
Administrator

Attachments

1. Contractor Requirement Document
2. METL Description

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Attachment 1
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ATTACHMENT 1: CONTRACTOR REQUIREMENT DOCUMENT
NNSA SD 473.3, ENTERPRISE MISSION ESSENTIAL TASK LIST-BASED PROTECTIVE FORCE TRAINING PROGRAM

Regardless of the performer of the work, the contractor is responsible for complying with the requirements of this CRD. The contractor is responsible for flowing down the requirements of this CRD to subcontractors at any tier to the extent necessary to ensure the contractor's compliance with the requirements.

1. RESPONSIBILITIES:

a. Protective Force Managers:

- (1) Ensure the METL program is conducted in accordance with the METL process description in Attachment 2 of this Supplemental Directive.
- (2) Ensure integrity is maintained regarding METL-based performance assessments.
- (3) Through the use of locally-developed and/or headquarters-provided data collection templates, report METL program status to the AMSS and higher headquarters, as required.
- (4) Ensure subordinate leaders strive for continuous improvement in the performance of applicable METs.
- (5) Approve the Training Needs Analysis (TNA) based on METL Assessment results collaboratively agreed upon by all requisite stakeholders.
- (6) Participate in quarterly stakeholder integration meetings held to establish site's overall METL assessment results.

b. Protective Force Training Managers:

- (1) Carry out the METL program in accordance with Attachment 2 of this Supplemental Directive.
- (2) Conduct and document factually accurate/honest assessments of METL performance.
- (3) Ensure Protective Force Instructors conduct training based on the METL.
- (4) Develop the TNA based upon METL Assessments.
- (5) Participate in quarterly stakeholder integration meetings held to establish site's overall METL assessment results.

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- c. Protective Force Performance Testing Managers:
 - (1) Conduct METL Evaluation/Assessments as required.
 - (2) Provide METL Evaluation/Assessment results to managers of the Protective Force, PF Training Department, and Vulnerability Assessment entity.
 - (3) Conduct METL Assessments after each force-on-force exercise.
 - (4) Participate in quarterly stakeholder integration meetings held to establish site's overall METL assessment results.

- d. Vulnerability Assessment Managers:
 - (1) Observe/participate in performance testing/performance assessment activities to validate performance of tactics, techniques, and procedures are aligned with current protection strategy assumptions.
 - (2) Review and, where applicable, integrate METL Assessment results into the vulnerability assessment process to augment ongoing efforts to identify and correct weaknesses in PF performance (e.g. probability of neutralization).
 - (3) Participate in quarterly stakeholder integration meetings held to establish site's overall METL assessment results.

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Attachment 2
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ATTACHMENT 2: METL DESCRIPTION

1. PROCESS OVERVIEW: Task Evaluations and Task Assessments are processes used to measure performance proficiency (knowledge, skills, and abilities) and to guide the training program in determining and adjusting training content and priority. Task Evaluation is essentially the “testing” of task performance. Task Assessment is a qualitative judgment—part of an ongoing, working process—to determine the current demonstrated level of proficiency as well as what specific, follow-on training is essential to reinforce and/or build upon current levels of demonstrated proficiency. All tasks are assessed and evaluated based upon task-specific conditions and standards.

The EMETL program uses the Instructional Systems Design model for analysis, design, development, implementation, and evaluation as stated within each site’s Annual Training Plan (ATP). Since the METL at each site is assessed quarterly, it is crucial that each ATP contain the appropriate amount of flexibility to address emerging and changing needs throughout the training year. It is also not necessary to train or test every METL task each year. Training managers will determine task prioritization by considering the needs identified by stakeholders during quarterly assessments, training needs analyses, and available resources.

a. METL Tasks, Conditions, and Standards:

- (1) **Task Identification**: Each of the METs and all subordinate supporting tasks were identified using a systematic process. Tasks are clearly defined, observable and measurable actions described by action verbs. A task usually has a specific beginning and end state, and may support - or be supported by - other tasks. A task should explicitly state what person, element, or organizational entity is responsible for task performance. By limiting METs to essential tasks only, the focus remains where it should: on those tasks that are absolutely necessary to ensure accomplishment of the tactical mission.
- (2) **Conditions**: Conditions are used in the METL development process to express varying circumstances that affect task performance. Conditions are applied to specific tasks and not overall missions because conditions may affect tasks differently within the overall context of a mission. If the condition does not affect how to train, organize, or equip to effectively perform a task, then it is not relevant and should not be used. It is important to take into account and document changing conditions and training context when conducting assessments, since the same task could be performed quite differently when conditions change.
- (3) **Standards**: Standards identify necessary performance criteria consistent with the concept of operations for the mission under a specified set of conditions. A standard consists of one or more performance measures (derived from references, directives, etc.) and defines the minimum acceptable level of performance required to validate capability and

proficiency. All regular/contingency mission performance objectives must be considered when identifying and setting requisite performance standards, to include the assessment/grading/scoring criterion used (where applicable) to accurately and honestly capture and report results. The integrity of this data is absolutely imperative to improving the integrated, programmatic processes used to support an ongoing, systematic approach to continued improvement. The standards statements contained in the EMETL refer to site directives and techniques, tactics, and procedures (TTPs); so sites must ensure all personnel involved in assessment/evaluation are familiar with the relevant site doctrine.

b. Levels of evaluation and assessment:

- (1) MET Evaluations/Assessments: MET evaluations/assessments are used to determine the status and predicted effectiveness of the Protective Force (PF) in response to an adversary action. The Training manager and PF manager conduct MET evaluations/assessments in order to assign a training priority to supporting tasks in each EMETL category. The evaluations/assessments should be conducted by a thorough review of Collective, Leader, and Individual Task assessments/evaluations, along with after-action reviews derived from exercise activities and Limited Scope Performance Tests (LSPTs) conducted by PF, Training, and Performance Testing (PT) personnel. MET review should be conducted quarterly to ultimately support the assignment of training priority during the annual training plan development process.
- (2) Collective Task Evaluations/Assessments: Collective tasks directly support the accomplishment of the METs. Collective task assessments/evaluations are used to determine the proficiency of a team. Collective tasks are trained, assessed, and evaluated by PF Leaders and Instructors. Collective task assessments/evaluations feed directly into the METL evaluation matrix for determining overall Protective Force proficiency and for determining and establishing training priorities.
- (3) Leader Task Evaluations/Assessments: Leader tasks directly support the accomplishment of Collective tasks. Leader task assessments/evaluations are used to determine the proficiency of small unit leaders. Leader tasks are trained, assessed, and evaluated by PF shift Leaders and Instructors. Additionally, Leader task assessments/evaluations identify those leaders in need of remedial training, which ultimately supports the overall METL training effort.
- (4) Individual Task Evaluations/Assessments: Like Leader tasks, Individual tasks directly support the accomplishment of Collective tasks. These tasks are trained, assessed, and evaluated by Leaders and Instructors, as appropriate. Individual task assessments/evaluations assist in identifying

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those officers in need of remedial training as well as focusing the overall training effort in support of MET accomplishment.

- (5) SSST Evaluations/Assessments: SSSTs also directly support the accomplishment of Enterprise Mission Essential Tasks and/or Collective Tasks. They are trained, assessed, and evaluated by Leaders and Instructors, as appropriate. SSST assessments/evaluations assist in identifying training needs and focusing the overall training effort in support of mission accomplishment.
- c. Task Evaluation - Primarily PF Leaders, Instructors, and PT personnel conduct task evaluations. Task evaluation is a formal process that is accomplished by measuring the observed performance against the task standard—including any specific measure and criterion. Task evaluation relies upon an objective measure of a performed task and will culminate in the assigning of a “Go/No-go” for the evaluated Collective task. Sites will develop their testing/evaluation program according to local needs discerned by all involved stakeholders (PF, PT, Training, Vulnerability Assessment, and the Field Office). The results of all evaluations should be shared among the stakeholders and be used in the ongoing training needs analysis process.
 - d. Task Assessment - Task assessment is a qualitative judgment by the Protective Force Manager and Training Manager that is accomplished by subject matter experts (SMEs) (e.g. PF Leaders, PT personnel, VA personnel and Instructors) formally and informally measuring performance against the task standard — including any specific measure and criterion (all tasks) and performance steps (leader and individual tasks). It is crucial that task assessments are completely honest and unvarnished to provide a valid and reliable set of results. Task assessment should take place whenever possible - even after an evaluation, and should take into account context/conditions.
 - (1) Task assessment relies upon the expertise of the SME conducting the assessment and culminates in assigning a specific value (“T,” “P,” or “U”) for the assessed task.
 - (a) Trained (T) means the unit has demonstrated proficiency in accomplishing the task to standard.
 - (b) Practice (P) means the unit has demonstrated performance capable of completing the task but has some difficulty or has failed to perform some performance step(s) to standard and requires additional practice. This does NOT imply the unit cannot accomplish the mission.
 - (c) Untrained (U) means the unit has not demonstrated an ability to achieve proficiency to standard. This could be a reflection of

substandard performance, or it could be that the individual or unit has never been trained on the given task.

- (2) “T/P/U” is used to identify overall proficiency in the conduct of a task, and does not necessarily directly reflect the results of “Go/No-go” ratings — e.g., a team can be assigned a rating of “Go” for a task and still receive a “P” assessment. High value, perishable skills/tasks must continually be trained, even though a unit has shown an acceptable level of proficiency.
- (3) Narrative after-action statements should be provided for all tasks assessed as “P” or “U.” This is a critical component of the Training Needs Analysis (TNA) process for determining needs and priorities with regard to future training of the same task. The statements need not be lengthy, but should include context/conditions and should point to which area/performance step(s) kept the rating from being a “T.”
- (4) Training Program Task Prioritization: This is the training needs analysis (TNA). Upon completion of an assessment of tasks (T, P, or U) training managers must then prioritize the training program based upon performance-based connections to mission accomplishment and available resources, such as time, personnel, equipment, supplies, and funding.
Prioritize training BASED ON ASSESSMENT:
 - (a) Priority 1 = “Will train.” These tasks are usually trained by professional trainers to ensure quality and consistent training across the entire protective force. This is also the mandatory training necessary to meet order requirements and for Protective Force members to maintain certifications.
 - (b) Priority 2 = “May train.” These tasks are usually trained by on-duty leaders in the field, as resources permit. Ideally, every applicable task should be trained and/or reviewed with subordinates, although it is not mandatory. The method of delivery is based on the resources available and operational requirements.
 - (c) Priority 3 = “May train or evaluate.” These tasks are normally tasks that are assessed as “trained” and therefore should be performance tested. The testing may occur during regularly scheduled performance tests. However, every effort should be made by the performance testing department to evaluate all priority 3 tasks. Some priority 3 tasks may not be tested or evaluated at all based on available resources and needs.
 - (d) It is important to state that the METL is not prioritized; however, the training program is prioritized and allows the training staff to follow the Systematic Approach to Training for design,

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development, implementation, and evaluation of curricula and training.

2. TRAINING / TESTING EXECUTION CYCLE: The training/testing cycle is a continuous loop that follows the Systematic Approach to Training (SAT) process (Analysis, Design, Development, Implementation, Evaluation):
 - a. A thorough TNA is conducted and training priority is assigned. (Analysis)
 - b. Context and conditions are added via scenario creation as training time approaches. NNSA EMETL Field Manual is used as guiding curriculum. (Design & Development)
 - c. Training/testing is conducted. (Implementation)
 - d. Evaluation and Assessment results are documented, including amplifying narrative. (Evaluation)
 - e. Results are given to Training and Operations for remedial training, reporting, etc., before being fed back into the TNA in #1 above.
 - f. Results are shared and discussed during recurring stakeholder meetings.