



# Personnel Recovery (PR) Program Self-Assessment Guide

**That others may live...  
...to return with honor.**

**18 September 2014**

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**DEPARTMENT OF DEFENSE**  
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**Subj: Personnel Recovery (PR) Program Self-Assessment Guide**

**Purpose.** Describe the process used to prepare for, conduct, report, and utilize data gained from PR Program assessments.

**Method.** The assessment process begins by developing an understanding of the supporting unit's missions, responsibilities, plans, and environment. The process continues with observing, mentoring, and assisting commands on site or virtually. The process ends with a formal Assessment Report to the organizational leadership containing the team's findings and recommendations. This guide may be used to conduct self-assessments of unit PR programs, either as a prelude to JPRA visits or as stand-alone activities.

**Endstate.** Commanders and staffs are better prepared to meet the challenges of PR.

**Note.** This is a working support product created by JPRA to assist any organization or team conducting a PR self-assessment or staff assistance visit (SAV). Personnel using the product are encouraged to provide feedback to [PRETC@JPRA.mil](mailto:PRETC@JPRA.mil) so that JPRA can continue to improve the product for the PR Community of Interest.

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## Section II Self-Assessment Procedures

The Self-Assessment Guide is a vehicle used to assist a unit conduct a self-assessment of its Command PR program. Likewise, the Self-Assessment Guide may be used as a tool when a JPRA team conducts an assessment of a unit's PR posture and capabilities, as well as provides feedback that can be used to improve processes or address identified performance gaps or shortfalls. From start to finish, assessments are demanding and challenging. Depending on the size of the unit and type of requirements levied by the unit commander, assessments can last from two days to a week. The assessment must balance resources to meet on-going mission commitments against the need for a thorough analysis.

Assessments conducted by JPRA personnel can vary in scope and complexity, and can be viewed by their rough alignment with the four areas of the Department of Defense (DOD) PR System; Preparation, Planning, Execution, and Adaptation. Assessments may focus on any or all of the four PR functions. Likewise, assessments conducted by JPRA teams may be stand-alone efforts or may be conducted in conjunction with other JPRA efforts, e.g. PR-295 (Joint PR Planning for Commanders and Staffs).

### **Administrative notes:**

1. This guide **DOES NOT** provide any authority for JPRA members to conduct inspections; assessments are unit requested activities.
2. This guide contains unclassified and classified portions.
  - a. Classified portions may be accessed at the JPRA SIPR portal at: <https://public.jptra.smil.mil/SitePages/Home.aspx>
  - b. Unclassified portions may be accessed at the JPRA NIPR portal at: TBD

### **JPRA SAV Focus Areas**

1. Preparation. Assessments assist units in the establishment or improvement of their PR program, PR education and training, PR Standard Operating Procedures (SOP), or internal PR procedures. Assessments are usually conducted on site, but if circumstances dictate; this form of assistance may be provided to units remotely. An example would be a CCMD doing a self-assessment or the Chairman of the Joint Staff (CJCS) J3 requesting JPRA to conduct an assessment of an Out-of-Continental United States (OCONUS) unit's PR posture and program and where the deployment of a SAV team was not feasible.
2. Planning. JPRA members may assist a unit in PR planning processes or document reviews such as an Operation Plan (OPLAN). Planning assessments often involve assisting the supported unit by refining or writing PR plans (PR appendix and associated TABs), as well as identifying operational PR capabilities. Likewise, JPRA members may assist or be part of a PR working group supporting an on-going PR event. JPRA members may observe, or in some cases, facilitate unit PR Operational Planning Teams (OPT). Similarly, JPRA members may be asked to assist in PR Mission Analysis (MA).

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3. Execution. JPRA members observe a PR unit's completion of the five PR execution tasks, followed by an analysis of the unit's assigned tasks. Execution SAVs can be all-encompassing or they may involve observing small portions of the PR Execution tasks, such as reintegration operations.
4. Adaptation. JPRA members assist units in developing, collecting, or analyzing Joint Lesson's Learned data, or in some cases, simply conduct oral history Interviews. On some occasions, JPRA may be asked to review this data via the Joint Lessons Learned Information System (JLLIS), while on other occasions; JPRA may make visits to the supported unit's headquarters to actively collect data.

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## Common Tasks

### Pre-Deployment

- 1) Read the entire contents of this pre-deployment mission analysis (Assessment Methodology) before contacting the JPRA Agency Representative (Rep) or the unit point of contact (POC). This will allow you to gain a better understanding of the entire process.
- 2) Review the unit's support request. Ensure the request is feasible and can be conducted in the time allotted. Scoping the support requested will shape the team's pre-deployment preparation, personnel selection, and on-site schedule.
- 3) Gain Direct Liaison Authority (DIRLAUTH). If DIRLAUTH is NOT specifically stated in the message request DIRLAUTH between the supported unit and JPRA. Use the JPRA Agency Rep (when applicable) to facilitate and gain DIRLAUTH. Be clear on the scope of DIRLAUTH, i.e., the support begins with the initial phone call to the supported command.
- 4) Collect the supported unit's POC data.
  - a) Rank and Name (first and last).
  - b) Defense Switch Network (DSN) / Commercial Phone Numbers.
  - c) Classified and Unclassified e-mail addresses.
  - d) Security POC with names, e-mail, phone contact, Joint Personnel Adjudication System – Security Management Office [JPAS SMO] codes.
  - e) Mailing address for classified and unclassified packages.
- 5) Contact the unit POC.
  - a) Discuss the supported unit's support requirement.
  - b) Discuss any limitations and requirements (time, space, personnel, or equipment).
  - c) Develop a common sense of the expectations and get them captured in writing, e.g., e-mail, memorandum for the record (MFR).
  - d) If the supported unit's expectations shifted from what you originally received, immediately notify the JPRA leadership, to include the JPRA Agency Rep.
  - e) Coordinate for an arrival meeting (discussed in ON SITE section).
  - f) Ensure this meeting is placed on the unit's internal planning calendar. Without the proper advanced warning, you may not get the unit's senior leadership participation.
- 6) Contact the JPRA Representative (JPRA Agency Rep). The JPRA Agency Rep will likely be a key part of the team supporting the unit. The JPRA Agency Rep can assist you in scoping the requirement, assist in execution, briefing, interfacing with the command's leadership, and should also be part of any pre- or post-briefings to the JPRA Director. The JPRA Agency Rep may have insight and knowledge of that command's issues, missions, and taskings. Use them. That is why they are there!

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- a) Send the JPRA Agency Rep a copy of the tasking document(s).
  - b) Confirm the support request with the JPRA Agency Rep.
  - c) Courtesy copy the JPRA Agency Rep on all assessment related communications.
- 7) Develop your security plan. Consider the following:
- a) Clearances and access
    - i) What clearances / accesses are required, and does your team possess them?
    - ii) Will required accesses be granted before you arrive or will you be read-on locally?
  - b) Classified information storage and management
    - i) Will your team require classified storage space?
    - ii) What hours will this storage space be accessible?
    - iii) Will you have the combination to the storage or will someone meet you at the storage site / location?
    - iv) Will daily work require transporting classified materials from one building to another?
    - v) If you will be carrying classified aboard their base, will you require local training / authorization?
  - c) Transporting classified information to and from assessment location
    - i) Secret Internet Protocol Router (SIPR) / Joint Worldwide Intelligence Communications System (JWICS) JPRA Portal?
    - ii) Courier/Mail/FedEx? (ensure proper POC/address)
    - iii) Hand-carry?
      - (1) If a government civilian or military, consider annotating “carrying classified” in your orders.
      - (2) Check with airports or other enroute hold-over areas; do these sites have secured holding facilities. You may need to coordinate for their use.
  - d) Special permission or threat briefings required for the assessment location?
- 8) Check with the PRETC Program Development (PD) Branch for any collection requirements, e.g. PRETC Adaptation Issue Resolution (PAIR). For example, does JPRA need a current copy of that unit’s PR battle drill, PR regulation, or PR SOP? Once you know the information that is sought, make a plan to collect that document / item. Gain a sense of the supported unit’s cultural norms, sensitivities, and business practices (the JPRA Agency Rep may be helpful).
- 9) Schedule an arrival meeting. This meeting should be conducted very soon after the team’s arrival and should include:
- a) Information from the supported unit.
    - i) A confirmation of the JPRA team schedule.

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- ii) A confirmation of the location to be used for the assessment.
- iii) A confirmation of the POC data.
- b) A briefing from your team to the supported unit.
  - i) A review of the purpose and methodology for the assessment.
  - ii) Team billeting and contact data.
- 10) Seek out copies of past After-Action Reviews (AAR) or trip reports from this unit or area.
- 11) Compile a list of ALL staff members to be contacted once on site, e.g. Commander, Chief of Staff (CoS), JPRC Director, Operations Officer.
- 12) Confirm the trip's dates and finalize the team's travel planning.
- 13) Construct a Plan of Action and Milestones (POA & M). Include a schedule for activities at the supported unit's location.
- 14) Antiterrorism / Force Protection (AT / FP).
  - a) Threat to JPRA Team. A required part of your preparation is gaining an understanding of the threat faced by your team. Contact JPRA Security. Communicate the travel dates, location, and travelling members. Security will then research and conduct the necessary threat briefings. For more detail, see item 13, below.
  - b) PR threat. Familiarize yourself with the threat's impact on PR as seen through AT / FP / Core Vulnerability Assessment Management Program (CVAMP). Determine AT / FP status and collect a copy of last JSIVA (Joint Service Integrated Vulnerability Assessment). For more information on vulnerability assessments, see DODI 3020.45, *Defense Critical Infrastructure Program (DCIP) Management*, available at: <http://www.dtic.mil/whs/directives/corres/pdf/302045p.pdf>.
  - c) Also see Vulnerability Assessment, Sixth Edition, available at: [http://iac.dtic.mil/csiac/download/vulnerability\\_assessment.pdf](http://iac.dtic.mil/csiac/download/vulnerability_assessment.pdf).
  - d) Contact **Defense Reduction Threat Agency (DTRA)** JSIVA and coordinate to receive a briefing from them prior to going to visit the command in question. Although the information they might be able to share is limited, DTRA JSIVA may provide information critical to your assessment.

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## Common Tasks

### On-Site

- 1) Upon return, account for all Team personnel, classified documents, team baggage and equipment. Confirm team billeting data, to include room numbers and POC information.
- 2) Report the status and billeting information to the JPRA J-3 Operations Support Center (OSC) and your directorate's leadership.
- 3) Conduct an initial unit / team meeting and confirm the date / time for the in-brief / arrival meeting with the staff.
- 4) Secure any classified or sensitive items, materials, or equipment, and collect team members' billeting information.
- 5) Conduct the arrival meeting with the staff.
  - a) Confirm the daily agenda.
  - b) Confirm the expectations and due-outs.
  - c) Confirm all POC / lodging contact data.
- 6) Following the arrival meeting, modify the schedule, priorities as required. Include any changes in your scope or tasks in your daily JPRA Situation Report (SITREP).
- 7) Each morning review the day's scheduled events. Discuss any potential areas of concern or potential conflict.
- 8) Each evening:
  - a) Review that day's activities. Record progress made as well as any areas of concern.
  - b) Review the following day's tasks. All members of the team should be passing that day's activities, meetings, and issues to the team lead so they can be recorded in SITREPs, as well as in the trip After Action Review (AAR).
- 9) If possible, have one or two daily sit-downs with the unit POC (morning and evening). Review progress made, as well as any actual or foreseen issues.
- 10) Send daily Situation Reports (SITREP) to the JPRA Operations Support Center (OSC) and your directorate's leadership.
- 11) Start writing the AAR early.

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## Common Tasks

### Post-Deployment

- 1) Confirm safe arrival and accountability of all team personnel, classified material, team gear, and personal baggage to the JPRA J-3 OSC and PRETC chain of command. Ensure all classified equipment and documents are properly secured.
- 2) Complete writing your AAR. Informally staff the DRAFT AAR with other Assessment / Support Team personnel for accuracy and completeness.
- 3) Submit final AARs as well as the Assessment report; suggest changes for this Assessment Guide as applicable.
- 4) Depending on the sensitivity or visibility of the trip, you may be asked to prepare a back-briefing.
- 5) Following the staffing of the trip AAR, coordinate any require follow-on analysis or training needs assessments.

### Recommended SAV Resources.

- 1) Current (US ONLY) PR Reference Computer Disc (CD)
- 2) A PR Reference Handbook
- 3) A printed copy of the below joint publications
  - a. JP 3-50 (PR)
  - b. JP 3-0 (Joint Ops)
  - c. JP 3-30 (C2 for Jt Air Ops)
  - d. JP 5-0 (Jt Op Plng)

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## Preparation Assessment

The following items are unique to a Preparation Assessment, and may be requirements above and beyond the assessment checklist.

### Pre-deployment:

- 1) Determine the scope of the support request. Will the support be conducted for a Combatant Command (CCMD), a component, or other element within an area of responsibility (AOR)? Is the unit's primary PR mission strategic, operational, or tactical in nature? Who will retain a copy of any Personnel Recovery Summary Report (PRSR) when the JPRA team departs?
- 2) Consolidate and refine the assessment requirements. The unit POC, as well as the JPRA Agency Rep, will likely assist in the drafting of these requirements. What does the unit require? Do they need help in their educational courses or materials, desire help in establishing or refining their PR educational requirements? Is this a newly established PR program within their command?
- 3) Research the unit that the assessment is supporting. Consolidate / access the necessary training documents, e.g. service / organizational checklists.
  - a) Although many of these documents may already be in JPRA's possession, you may need to obtain access to the unit's PR policy guidance, checklists, and PR aids / references to either fill gaps or obtain the latest version. At a minimum, ensure that you have the latest versions of all applicable documents. Check with the JPRA Agency Rep for accesses and additional resources. User access / passwords may be required. For Assessment linked to exercises, contact the PRETC Exercise Lead Planner for that event.
  - b) Bookmark all accessed websites. If multiple URLs are used, consider establishing a new "Favorites" folder for this event.
  - c) Develop a folder on a local shared drive. Download the unit's planning documents and retain. This will be your working copy.
  - d) Develop a folder on JPRA's SIPR Portal. Appropriately label (w/ classification). Before you deploy, copy required working files from your established SIPR folder to the newer SIPR portal location. This will allow you access to these documents once deployed. Ensure you go into your "Favorites" files (accessed by Windows Explorer) and copy your "Favorite" links for this event. This will save you the trouble of having to re-establish all your favorites once at the supported unit's location.
  - e) TIP: JPRA personnel often email documents to themselves for use on the road.
- 4) Consolidate the all references and checklists. If the unit is establishing a PR program, consider the level of supported unit, (e.g., is the unit a larger JTF where the JPRC checklist may be appropriate). If the program will support a tactical unit, perhaps a PRCC checklist would be most helpful. Likewise, an Army unit with a Personnel Recovery Coordination Cell (PRCC) or Personnel Recovery Officer (PRO) may be require both joint references and Army issuances (see Annex A). If the PR program being established is in a geographic combatant command (GCC), then the GCC's PR Regulations will also be required. Moreover, in European Command (EUCOM) or

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International Security Augmentation Force (ISAF), then North Atlantic Treaty Organization (NATO) or ISAF references may be required.

- 5) Review the assessment needs and ensure you have personnel with the right experiences / background / clearances on the team. If the supported unit is Army special operations forces (SOF), consider prior Army SOF personnel for the JPRA team. Likewise, consider the level of the unit, (e.g., if the supported unit is a Joint Personnel Recovery Center (JPRC), check to see if anyone on the JPRA team has previous JPRC or PRCC experience).
- 6) If a PR SOP is being developed, get a few sample PR SOPs from units with a similar mission. If the task is to refine their PR training or education requirements, gather the following:
  - a) Old training requirements messages from this unit.
  - b) JPRA course catalogs. Be prepared to discuss the contents, intended training audience and length of the different courses.
  - c) Coordinate with the JPRA J-3 / PRETC Ops Div / Personnel Recovery Academy (PRA) and get a feel for the established PR training requirements for the next six-eight months.
  - d) Start getting a feel for potential time-frames the customers may request training. When making this initial training assessment, consider mobile training team (MTT), in-resident, computer based training (CBT), and other training venues. Moreover, understand that the identified gaps may not require classroom or instructor-led training. In some cases tabletop exercises, or other training methodologies may be used.
- 7) Maintain notes on needed improvements and submit them along with your trip AAR (Assessment sample seen in Annex O, Appendix 12). This Guide will be changed to better facilitate the assessment process.
- 8) Send a prioritized list of what will get done at site to the supported unit's POC with a CC to the JPRA Agency Rep for situational awareness.
- 9) Assemble back-brief slides for the PRETC and JPRA leadership as required.

On-Site: See common assessment checklist.

Post Deployment: See common assessment checklist.

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## Planning Assessment

The following items are unique to a Planning Assessment, and may be requirements above and beyond the common assessment checklist.

### Pre-deployment:

- 1) Execute the Common assessment checklist for required tasks.
- 2) The following tasks may also be in a planning support request:
  - a) Review documents.
    - i) PR SOPs.
    - ii) Planning Products.
    - iii) Regulations.
    - iv) PR related Concept Plans (CONPLAN).
  - b) Participate in a PR Mission Analysis.
    - i) In conjunction with an Operational Planning Team (OPT).
    - ii) As a “stand-alone.”
  - c) Assist with command in PR training.
    - i) Conduct a table-top exercise.
    - ii) Conduct a command post exercise (CPX).
  - d) Prepare for an exercise or contingency, deployment, or activity.
  - e) Assist the unit to stand-up a PR cell.
  - f) Assist the unit with an identified PR shortfall or gap.
- 3) Additional discussions for the supported unit POC.
  - a) Determine the specified, implied, and essential tasks.
  - b) Start formulating a supporting schedule (if a training event, a training schedule will be required).
  - c) For the training schedule, you must have a clear understanding of the supported units requirements.
  - d) Ask for copies of any required references / orders / plans pertinent to PR.
  - e) If a training event, request a training (PRETC Mission Support Division requires this information). At a minimum, obtain number of personnel to be trained so you can start thinking about facility requirements.
- 4) Consider the following:

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- a) Who or what is the assessment supporting? Most often, the SAV will focus on the J-35 but, in some cases, the assessment could be facilitating, assisting, or joining a PR focused OPT.
- b) Will the assessment be conducted for a GCC, component, or other element within an AOR?
- c) Is the primary PR mission strategic, operational, or tactical in nature?
- d) Planning assessments can range from assistance in refinement of a PR plan, drafting an initial PR plan (PR Appendix / TABs), or Planning assessments can involve the testing of existing PR plans.
- e) If drafting an initial PR plan (Appendix / associated TABs), consider the following:
  - i) Gain access to the unit's existing operation plan (OPLAN). Passwords / accesses may be required.
  - ii) Once a site is accessed, ensure you bookmark the sites. If multiple uniform resource locator (URL) are used, consider establishing a new "Favorites" folder for this event.
  - iii) Develop a folder on a local shared drive. Download the unit's planning documents and retain. This will be your working copy.
  - iv) Develop a folder on JPRA's SIPR Portal. Appropriately mark (w/ classification). Before you deploy, copy the required working files from your established SIPR folder. This will allow you access to these documents once deployed. Ensure you go into your "Favorites" files (accessed by Windows Explorer) and copy your "Favorites" links for this event. This will save you the trouble of having to re-establish all your favorites once on site.
  - v) For those documents small enough, and determined to be required on site, email yourself (or a trusted agent) the files for later use.
  - vi) At a minimum, you'll require access to the following Annexes. JPRA personnel should have a detailed understanding of Annexes A, B, C, H, J, K, P and V; other annexes may be skim read.
    - (1) Annex A--Task Organization
    - (2) Annex B--Intelligence
    - (3) Annex C--Operations (includes PR Appendix and any associated TABs)
    - (4) Annex D--Logistics
    - (5) Annex E--Personnel
    - (6) Annex F--Public Affairs (PA)
    - (7) Annex H--Meteorological and Oceanographic Operations (METOC)
    - (8) Annex J --Command Relationships
    - (9) Annex K--Command, Control, Communications, and Computer (C4) Systems
    - (10) Annex L--Environmental Considerations
    - (11) Annex N-- Space Operations

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- (12) Annex P--Host-Nation Support (HNS)
  - (13) Annex Q--Medical Services
  - (14) Annex R--Reports
  - (15) Annex V--Interagency Coordination
  - (16) Annex W- Operational Contract Support (OCS)
  - (17) Annex X--Execution Checklist
  - (18) Annex Y- Commanders' Communication Strategy
  - vii) Access the Joint Strategic Capabilities Plan (JSCP), Guidance for Employment of the Force (GEF), and any Theater Engagement Plans relevant to this plan / contingency.
  - viii) Access CJCS / Combatant Commander (CCDR) guidance.
  - ix) Start reading the plan; gaining a feel for the PR environment. Understand the commander's intent; speak in broad terms, as well as any guidance received for Personnel Recovery.
- f) If refining an existing PR plan (Appendix / associated TABs), consider the following:
- i) Develop a folder on JPRA's SIPR Portal. Appropriately mark w/ classification. This will be used for storing the document you download from the unit's operations folders. Likewise, if you lose connectivity to this unit's URL, having these ahead of time will save you grief.
  - ii) Having these documents in one location (with appropriate sub-folders) allows you to burn a CD for transport to the site, if necessary.
  - iii) Make a copy of these shared files on the JPRA SIPR Portal. This will allow you access to these documents once deployed.
  - iv) At a minimum, you'll require access to the all available annexes to the planning product. SAV personnel should have a detailed understanding of Annexes A,B,C,H,J,K,P and V; other annexes may be skim read. See 3)e)vi (above) for a list of Annexes and their headings.
  - v) Gain an understanding of the commander's guidance on what is to be changed or modified.
  - vi) Is a Branch or Sequel being developed? If so, obtain access to that plan (with aforementioned focus areas).
- g) When reviewing PR plans, use the below as a general guide for content.
- i) Situation: Does the appendix refer to the basic plan and include info that could affect PR?
    - (1) Enemy forces
      - (a) Enemy
      - (b) Indigenous populace
      - (c) Terrain
      - (d) Environmental factors

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- (e) Adequately describe effects on PR for each factor
- (2) Friendly forces
  - (a) Dedicated/designated recovery forces
  - (b) Component capabilities
  - (c) Multinational capabilities
  - (d) Other government agency (OGA) capabilities
  - (e) HN Capabilities
- (3) Assumptions
- (4) Definitions of PR related terms
- (5) Did the unit draft a PR mission statement?
  - (a) Who / What / When / Where / Why
  - (b) What are the essential tasks?
- ii) Mission - Did the unit conduct a PR Mission Analysis to derive their PR mission statement?  
See TAB 2, Appendix 7 (Mission Analysis) of this guide for more detail.
- iii) Execution -
  - (1) General summary of PR concept of operations that adequately orients the reader to understand the PR concept including key tasks to accomplish and how PR forces will be deployed. COA Reflected Clearly
  - (2) Tasks: Does the plan list all specified and implied tasks with respect to PR:
    - (a) Tasks to subordinates
    - (b) Tasks to the staff
    - (c) Establish a PR architecture
    - (d) Responsibility / authority assigned to the PR architecture
    - (e) List who establishes JPRC, PRCCs, and UARCC
    - (f) Special Ops requirements for nonconventional assisted recovery (NAR) or unconventional assisted recovery (UAR).
    - (g) Intel collection requirements
    - (h) J-2 for theater and National level intelligence and reintegration support
    - (i) J-5 for diplomatic support to search and rescue (SAR)
    - (j) PSYOP support to PR
    - (k) Reintegration tasks
    - (l) Measure of effectiveness / measure of performance (MOE/MOP) governing success
    - (m) Constraints and restraints

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- (3) General guidance and Information management: Did the unit's plan address the flow of information, how requirements are established and how PR info will be disseminated to include the following:
  - (i) Planning requirements generation process
  - (ii) PR info and equip to be provided
  - (iii) PR/SERE refresher training
  - (iv) Identify requirements for evasion aids; isolated personnel guidance (IPG), evasion plan of action (EPAs), isolated personnel report (ISOPREP).
  - (v) Reintegration general guidance (Appendix 5, TAB D)
- iv) Admin and Logistics:
  - (1) Logistical support responsibilities
  - (2) Report content and format
  - (3) Post mission reporting requirements
  - (4) Time, methods and classifications
  - (5) Reintegration tasks
  - (6) Plans for inclusion as appropriate with:
    - (7) Host nation (HN)
    - (8) Other Government Agencies (OGA)
    - (9) Rear detachment/casualty affairs office
    - (10) Theater medical teams
    - (11) Mortuary affairs/J-4
    - (12) Non-governmental Organizations (NGO)
- v) Command and Control:
  - (1) Supported/supporting commanders
  - (2) Command relationships for dedicated/augmenting recovery forces
  - (3) PR command and control (C2) nodes
  - (4) Approval/launch/execute/termination authorities
  - (5) Is the product in proper Adaptive Planning and Execution (APEX) format?
  - (6) Does it meet the commander's intent?
  - (7) Overall Comments
- h) If your task is to assist in the testing of an existing PR plan (Appendix / associated TABs), consider the following:

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- i) At a minimum, you'll require access to the all available annexes to the planning product. SAV personnel should have a detailed understanding of Annexes A,B,C,H,J,K,P and V; other annexes may be skim read. See 3)e)vi (above) for a list of Annexes and their headings.
  - ii) Gain an understanding of the testing criteria:
    - (1) Is the testing tied to an exercise? If so, obtain access to the overall exercise training objectives, as well as the PR training objectives.
    - (2) Regardless, get a feel for the testing criteria. In addition to training objectives, start gathering data on:
      - (a) JPRC/PRCC/UARCC/PR node manning
      - (b) Threat scenario
      - (c) Area / country event is depicted in
      - (d) Is a DTT being established?
      - (e) How will the JPRA team fit into this team?
      - (f) Obtain deployable training team (DTT) contact data and start preparing your team's integration into the larger effort.
      - (g) Will JPRA / PRETC Exercise Branch participation be required / recommended?
      - (h) Will PR events be scripted or established?
      - (i) Will Joint Master Scenario Event List (JMSEL) development / meeting or efforts be required before the main event?
      - (j) Consider requirements of the JPRC / PRCC / UARCC to be evaluated.
      - (k) Consider Joint Training Information Management System (JTIMS) / Joint Readiness Reporting System (DRRS) requirements / processes (consult with the PRETC Exercise Branch).
- 5) Determine if this SAV supports an exercise, training event or other venue where JTIMS and the PRETC Exercise Branch may be involved. If this event supports or is tied to a training / exercise event consider the following:
    - i) Is there a PRETC Exercise Lead assigned?
    - ii) Contact that person to get a feel for the exercise Training Objectives.
    - iii) Determine if you require a JTIMS account.
    - iv) Ensure the JPRA Agency Rep is also aware of the exercise / assessment linkages.
    - v) Consider modification of your AAR. If this AAR will include linkages to exercise training objectives, consult with the PRETC Exercise Branch on how to best include this data.
  - 6) Develop a common set of expectations.
    - a) Talk through the tasks with your POC.

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- b) Discuss any limitations - time, space, personnel, or equipment.
  - c) Develop a common sense of the expectations and captured these in writing (e-mail, Memorandum for Record (MFR)).
  - d) If the supported unit's expectations shifted from what you originally received, immediately notify the JPRA leadership.
- 7) Review the needs of the trip and ensure you have personnel with the right experiences / background / clearances on the team. If the supported unit is Army SOF, consider prior Army SOF personnel for the team. Likewise, consider the level of the unit, e.g., if the supported unit is a JPRC, check to see if anyone on the team has previous JPRC experience.
- 8) Maintain notes on needed improvements and submit them along with your trip AAR (Assessment sample seen in Annex O, Appendix 12). Remember, this guide is a living / breathing document and will be changed to better facilitate the SAV / Assessment process.

On-Site: See common assessment checklist.

Post Deployment: See common assessment checklist.

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## Execution Assessment.

The following items are unique to a Planning SAV, and may be requirements above and beyond the common assessment Checklist.

### Pre-deployment:

- 1) Execute the common assessment checklist for required tasks. The following tasks may also be in an Execution assessment request.
- 2) Additional discussion items for the POC
  - a) Start thinking about an MTT schedule. Will one be required or is the situation too fluid?
  - b) Ask for copies of any required references / orders / plans or Battle Drills pertinent to the assessment.
- 3) Obtain information to support the assessment request.
  - a) Obtain access to the unit's existing OPLAN (and corresponding PR Appendix / TABs). Passwords / accesses may be required.
  - b) Once a site is accessed, ensure you bookmark the sites. If multiple URLs are used, consider establishing a new "Favorites" folder for this event.
  - c) Develop a folder on a local shared drive. Download the unit's planning documents and retain. These will be your working copies.
  - d) Develop a folder on JPRA's SIPR Portal. Appropriately mark (w/ classification), and label. Before you deploy, copy (the required) working files from your established SIPR folder. This will allow you access to these documents once deployed. Ensure you go into your "Favorites" files (accessed by Windows Explorer) and copy your Favorite links for this event. This will save you the trouble of having to re-establish all your favorites once on site.
  - e) For those documents small enough, and determined to be required on site, e-mail yourself (or a trusted agent) the files for later use.
- 4) Obtain copies of the following. This will set you up for success in latter portions of this [assessment checklist](#) / preparation.
  - a) Established PR SOPs, PR Regulations
  - b) PR Battle Drills (and associated detailed checklists)
  - c) PR Execution checklists
  - d) Message formats; search and rescue incident report and search and rescue situation Update.
  - e) Copies of theater / joint operating area specific guidance, e.g., ISAF or NATO guidance.
  - f) Commander's PR guidance
  - g) Unit produced Intel Support to Personnel Recovery (ISPR) products
  - h) Recent J-2 threat briefings
  - i) Recent FP briefings
  - j) Joint Operations Center (JOC) SOPs
  - k) Copies of past PR event messages, summaries, or reporting
- 5) Gain an understanding of how the unit desires to be evaluated, e.g., active monitoring, passive monitoring, or active assistance.
- 6) Contact the JPRA Command Representative (JPRA Agency Rep).
  - a) Ensure the JPRA Agency Rep is aware of the tasking received.
  - b) Send the JPRA Agency Rep a copy of the tasking document(s).

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- c) Courtesy copy the Command Rep on all communications dealing with the assessment.
- d) The JPRA Agency Rep will have keen insight and knowledge of that command's issues, missions, and taskings. Use them. That is why they are there!
- 7) Review the requirements of the trip and ensure you have personnel with the right experiences / background / clearances on the team. If the supported unit is Army SOF, consider prior Army SOF personnel for the team. Likewise, consider the level of the unit, e.g., if the supported unit is a JPRC, check to see if anyone on the team has previous JPRC experience. It is critical that you have personnel on the team that are intimately familiar with JOC operations.
- 8) Maintain notes on needed improvements and submit them along with your trip AAR (Assessment sample available in Annex O, Appendix 12). Remember, this Guide is a continually changing document and will be changed to better facilitate the assessment process.
- 9) Send a prioritized list of what will get done at site to the supported unit's POC. Additionally, send a copy to the JPRA Agency Rep for their situational awareness.

On-site: In addition to the common assessment checklist, consider the following:

- 1) If possible, have one or two daily meetings with the unit POC (AM and PM). Review progress made as well as any issues.

Post Deployment: See common assessment checklist.

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## Adaptation Assessment

The following items are unique to a Planning assessment, and may be requirements above and beyond the assessment checklist.

### Pre-deployment:

- 1) Execute the assessment checklist for required tasks. The following tasks may also be in a planning assessment /Support request
- 2) Determine who receives the support. Will the support be conducted for a Combatant Command (CCMD), a component, or other element within an area of responsibility (AOR)? Is their primary PR mission strategic, operational, or tactical in nature?
- 3) Additional consideration for contact list.
  - a) The Commander, Chief of Staff, JPRC Director, and the Operations officer.
  - b) Similarly, start considering a schedule for information gathering.
    - i) Who will be interviewed?
    - ii) When are they available?
    - iii) Location of interview backup interview sites?
- 4) Consolidate the assessment requirements. The units POC, as well as the JPRA Agency Rep will likely assist in the drafting of these requirements. What does the unit require (needs, wants, and desires)?
- 5) Consolidate any AAR, or Lessons Learned reports, summaries, interviews or oral histories done from this theater, conflict or period that pertain to Personnel Recovery. To do this, you may require a PR Joint Lessons Learned Information System (PRJLLIS) account, as well as some familiarity with the Personnel Recovery Joint Lessons Learned Program (PRJLLP). Contact the JPRA (Guidance, Oversight and Lessons Learned) section for detailed guidance and training.
- 6) Review the needs of the trip and ensure you have personnel with the right experiences, background, and training on the team.
- 7) If the trip's purpose is to gather Lessons Learned data, start developing a collection management plan. If you may do Oral History Interviews on the trip, review Annex N, Oral History Interview Procedures.
- 8) Consider the following:
  - a) What are the atmospherics in the command? What are the unit's feelings about JPRA coming in to look through their data? It is likely that the unit has negative feelings about outsiders looking through information which they could view as their "dirty laundry". Will the JPRA team be gaining unfettered access to their data? Are there, or has there already been other data collection teams gathering the same data from this command?
  - b) Coordinate closely with the JPRA Agency Rep in the AOR. They may be able to control expectations about outsiders coming into their command.
  - c) The LL data may reside on several systems, e.g., NIPR, SIPR, JWICS, as well as some of the data may be compartmented such as special category or Focal Point. Therefore, a plan must be

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developed that supports the access to, retrieval, and hand-carrying (or electronically transferring the data) to continental United States. In most cases, you will likely find that too much data exists for electronic transfer, therefore DOD approved hard drives may be required for this transfer.

- d) Start early to organize large data migrations. Plans must be made for the set-up of the hard-drives and authorities established to move the data onto the hard drive, a plan for the movement of the hard drive (courier, mail, etc.), and then migrating the data off the hard drive and into a storage platform that is accessible by JPRA. Note the JPRA / J6 can advise and support in this endeavor.
  - e) A great deal of data will already be residing on the supported Command's tier in Joint Lesson Learned Information System (JLLIS) or may already be residing on PRJLLIS (JPRA's tier on JLLIS). Ensure members of the team are registered and trained users of PRJLLIS.
  - f) Coordinate with the JPRA / J6 for the purchasing of the required external hard drives. Purchasing the hard drives requires money and advanced notice to get the proper hard drives. It is recommended you travel with brand new, unmarked and un-used hard drives so you can hand-carry unclassified hard drives to the theater and only have to worry about hand-carrying classified hard drives on the return trip.
- 9) Maintain notes on needed improvements and submit them along with your trip AAR (Assessment sample seen in Annex O, Appendix 12). Remember, this guide is a living / breathing document and will be changed to better facilitate the assessment process.
- 10) Send a prioritized list of what will get done on site to the supported unit's POC to the JPRA Agency Rep.
- 11) Assemble back-brief slides for the JPRA leadership.

On-Site: See common assessment checklist.

Post Deployment: See common assessment checklist.

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## Section III (Report / Adaptation).

- 1) All findings, reports, or other formal information must be passed onto the requesting command for review and comments/clarification before being disseminated outside the supported command.
- 2) Although data collected (observations, issues, best practices, recommendations) may have been reported in your daily SITREP to JPRA, some of these issues may not have been included in your AAR. Therefore, consolidate all of your comments, observations, or thoughts for follow-on analysis, some of which may make it to the Personnel Recovery Joint Lessons Learned Information System (PRJLLIS) stage. Items not in your AAR but which may affect PR include DOTMLPF (doctrine, organization, training, materiel, leadership and education, personnel and facilities) issues. Prior to executing your assessment, review PRETC PAIR. If any issues contained in your data fall within the PRETC information requirements, these items should be addressed in your final assessment AAR.
- 3) Once approved, the assessment AAR will be archived in a central repository for JPRA-wide access to accommodate organizational information sharing and collaboration.
- 4) Assigned Lesson Managers (LM). The various JPRA directorates will review data for internal PR issues at a later date. For example, the PRETC Program Development Division will review the data and, where required, conduct further analysis, recommend potential changes to JPRA PR curriculum.
- 5) The JLLP is a four-phase process which includes discovery, validation, integration (with functional resolution processes), and evaluation. JLLP influences joint training and education by providing a path to ensure lessons are injected into joint learning processes, thereby improving their viability and enhancing readiness to meet changing demands. The observations, issues, best practices, recommendations, lessons, and lessons learned of the JLLP influence the Joint Capabilities Integration and Development System (JCIDS) by identifying gaps and shortfalls with the goal of delivering the best military capabilities (in this case, PR).
- 6) Assigned LMs will review all information for entry into JPRA-wide central repository for internal sharing and collaboration, as well as manage any cross-cutting issues or issues that may affect DOTMLPF to the PR Lessons Learned Working Group for further action and processing into the JLLP.

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## **Annex A Services PR OPR Responsibilities**

### References.

1. DODD 3002.01 Ch1 (Personnel Recovery in the DOD) dtd 4 Apr 2013
2. DODD 3115.10 (Intelligence Support to Personnel Recovery) dtd 24 Mar 2006
3. DODD 2310.7 (Personnel Accounting -- Losses Due to Hostile Acts) dtd 10 Nov 2003
4. DODD 1300.7 (Training and Education to Support the Code of Conduct (CoC)) dtd Dec 8, 2000
5. DODD 5122.5 (Assistant Secretary of Defense for Public Affairs (ASD(PA)) dated 27 Sept 2000
6. DODI 1300.21 (Code of Conduct (CoC) Training and Education) dtd 8 Jan 2001
7. DODI 1300.23 (Isolated Personnel Training for DOD Civilian and Contractors) dtd 20 Aug 2003
8. DODI 3020.41 (Operational Contract Support (OCS)) dtd 20 Dec 2011
9. DODI 3002.03 (DOD Personnel Recovery - Reintegration of Recovered Personnel) dtd 15 July 2013
10. CJCSM 3130.03 (Adaptive Planning and Execution (APEX) Planning Formats and Guidance) dtd 18 Oct 2012
11. CJCSM 3150.25E (Joint Lessons Learned Program) dtd 20 Apr 2012
12. CJCSI 3270.01A (PR Within the DOD) dtd 1 July 2003 ,(Secret/NOFORN document)
13. JPRA, Guidance for Department of Defense (DOD) Survival, Evasion, Resistance, and Escape (SERE) Training in Support of the Articles of the Military Code of Conduct (CoC), 11 February 2014 (Limited release)
14. Joint Publication 3-50, Personnel Recovery dtd 20 Dec 2011

**PREPARATION Functional Checklist**

<b>Source</b>	<b>Task</b>	<b>Measurement</b>	<b>Comments</b>
1. CJCSI 3270.01A dtd 1 July 2003, para d(1), page A-6. 2. DODD 2310.7 (Personnel Accounting Due to Hostile Acts) dtd 10 Nov 2003, para 5.9.1, page 8.	<b>Establish</b> and maintain a <b>PR OPR</b> to manage PR OPS, training, doctrine, support, and execution. Notify the Joint Staff, JPRA of the designated office and establish clear, direct, and expeditious lines of communication with JPRA.	OPR Appointment letter.	
CJCSI 3270.01A dtd 1 July 2003, para d(2), page A-6.	Coordinate with JPRA for advice, support, assistance, and <b>specialized training requirements</b> . Work in coordination with JPRA to ensure standardization, effectiveness and integration of PR in the following areas: PR Intelligence, Planning, Security, Training, and Operations.	1. JPRA in receipt of written requirement. 2. OPR in receipt of written requirement.	
CJCSI 3270.01A dtd 1 July 2003, para (g), page A-13.	Submit requests to JPRA for development, testing, and dissemination of <b>PR aids, intelligence, and IPG products</b>	Appropriate sections (and command section) within JPRA have copies of such requests (JPRA J-2, PRA, J-34, J-9).	
DODD 2310.7 (Personnel Accounting Due to Hostile Acts) dtd 10 Nov 2003, para 5.9.1, page 8.	Designate <b>OPR</b> for coordinating all personnel accounting matters and notify the DASD(POW/MPA) of the office designated.	OPR appointment letter.	
DODD 2310.7 (Personnel Accounting Due to Hostile Acts) dtd 10 Nov 2003, para 5.12, page 9.	Identify requirements and provide <b>resources necessary to support the personnel accounting mission</b> , including support from the artifacts section of the Life Sciences Equipment Laboratory.	1. Requirements list. 2. MOU / MOA with the Life Sciences Equipment Laboratory	
DODD 3002.01 Ch 1 (PR in the DOD) dtd 4 Apr 2013, para 16.a, page 12	Develop and implement comprehensive strategies to address personnel recovery requirements for <b>DOD personnel at risk of becoming isolated</b> and being exploited.	1. Measurement plan developed. 2. List of duties, ranks and responsibilities for HRI designations.	
DODD 3002.01 Ch 1 (PR in the DOD) dtd 4 Apr 2013, para 16.b, page 12	Ensure sufficient <b>PR capabilities</b> are developed, programmed, and budgeted to meet the Military Department and USSOCOM personnel recovery requirements.	1. PR capabilities exist that support CCDR requirements. 2. PR forces are funded and trained.	
DODD 3002.01 Ch 1 (PR in the DOD) dtd 4 Apr 2013, para 16.c, page 12.	Ensure <b>funding visibility of PR capabilities</b> is maintained throughout the PPBES process and keep the Chairman of the Joint Chiefs of Staff informed of all actions involving personnel recovery funding changes.	Funding line exists.	
DODD 3002.01 Ch 1 (PR in the DOD) dtd 4 Apr 2013, para 16.d, page 12	Coordinate for resolution by the Joint Staff any <b>unresolved issues regarding PR doctrine</b>	1. Record of issues. 2. Record of issue resolution plans.	

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	or training.	3. Record of resolution completions. 4. JLL / PR LL entries, cases and resolution.	
1. DODD 3002.01 Ch 1 (PR in the DOD) dtd 4 Apr 2013, para 16.e, page 12. 2. DODI 3020.41 (OCS) dtd 20 Dec 2011, para 13.b, page 41.	Manage and support a <b>PR program</b> .	1. List of programs which affect PR. 2. Record of CJCS guidance.	
1. CJCSI 3270.01A dtd 1 July 2003, para (4) (b), page A-13.	<b>Trained and readied PR forces</b> are integrated into all <b>relevant</b> service sponsored training exercises and that exercises encompass the five PR tasks.	1. Records of participation. 2. Records of PR training. 3. PRETC EB reports / AARs. 4. CJCS / JTIMS records.	
CJCSI 3270.01A dtd 1 July 2003, para , page A-14.	Maintain <b>ISOPREP program oversight</b> and evasion plans of action for isolated personnel and coordinate information sharing among appropriate organizations	1. SOP / Desktop Procedures 2. Service Order / Regulation reflecting this requirement. 3. Other written documentation / requirement.	
1. DODD 3002.01 Ch 1 (PR in the DOD) dtd 4 Apr 2013, para 16.f, page 12 2. DODI 1300.21 (Code of Conduct Trng and Ed) dtd 8 Jan 2001, para 4.4.3, page 4 and para 5.2.1, page 4. 3. DODD 1300.7 (Trng and CoC), dtd 8 Dec 2000 4. DODI 1300.23 (Iso Trng for Civs and CTRs), dtd 20 Aug 2003, para 5.3.1, page 4.	Personnel receive <b>PR training commensurate with their level of risk</b> for becoming isolated or exploited. Ensure commanders, staffs, and forces receive training according to their assigned position when managing affairs surrounding a personnel recovery response.	1. Requirement reflected in theater entry requirements. 2. Requirement reflected in Theater PR Regulation. 3. Requirement contained in all RFFs. 4. Reflected in command's HRI / MRI briefings. 5. Requirement captured in orders reporting instructions (military personnel).	
1. DODI 1300.21 (CoC Trng and Ed), dtd 8 Jan 2001, para 5.2.4, page 5. 2. JPRA, Guidance for Department of Defense (DoD) Survival, Evasion, Resistance, and Escape (SERE) Training in Support of the Articles of the Military Code of Conduct (CoC), 11 February 2014. (LIMITED RELEASE)	<b>Use existing Military Service inspection programs to evaluate CoC training programs related to CoC to ensure that they meet the requirements this Instruction establishes. Ensure that the Military Services provide inspection results to DPMO and JPRA within 30 days of the close of each calendar year.</b>	JPRA SERE Guidance followed.	
DODI 2310.6 (NAR) dtd 13 Oct 2000, para 5.4, page 4.	Train personnel, develop and procure equipment, that meets the requirements for <b>NAR</b> identified by the Commanders of the Combatant Commands.	1. List of trained personnel.	
DODI 3002.03 (Reintegration) dtd 15Jul2013, para 6.a.(1), page 8.	Are responsible for Phase III reintegration of...the Service members in their respective Military Department.	1. List of trained personnel. 2. Phase III Reintegration team rehearsals held.	
DODI 3002.03 (Reintegration) dtd 15Jul2013, para 6.a.(2), page 8.	Are responsible for Phase III reintegration of... DOD civilians, CAAF, or other non-DOD persons who are	1. List of trained personnel. 2. Phase III Reintegration center manned. 3. CAAF contract modifications	

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	identified by the GCCs during Phases I and II. If a GCC identifies a lead Service component for Phase I or II reintegration of a DOD civilian, CAAF, or other non-DOD person, then the GCC will recommend to the USD(P) which Service is responsible for Phase III reintegration if required.	reflect Reintegration team training for named personnel. 4. GCC plans reflective of reintegration training requirements.	
DODI 3002.03 (Reintegration) dtd 15Jul2013, para 6.b. (1), page 9.	Direct GCC components to be prepared to support GCC Phases I and II reintegration requirements.	1. Service planning directives reflect GCC components (transferring into the various CCMDs) the requirement to support Reintegration phase I / II requirements.	
DODI 3002.03 (Reintegration) dtd 15Jul2013, para 6.b. (2), page 9.	Specify the Phase III location(s). Services may share facilities to maximize resources.	1. Phase III site established. 2. If more than one service shares the facility, an MOU / MOA established.	
DODI 3002.03 (Reintegration) dtd 15Jul2013, para 6.b. (3), page 9.	Identify Phase III reintegration team requirements including: (a) Personnel requirements. (b) Specific reintegration training requirements.	1. Reintegration SOP / procedure established. 2. Reintegration SOP / policy promulgated. 3. Reintegration SOP / policy includes personnel requirements. 4. Reintegration SOP / policy includes specific training requirements (by billet).	
DODI 3002.03 (Reintegration) dtd 15Jul2013, para 6.d, page 9, CJCSM 3130.03 (APEX Planning Formats and Guidance) dtd 18 Oct 2012, Enclosure E, pg E-C-89 through E-C-108.	Rehearse reintegration plans as <b>necessary</b> .	1. Reintegration SOP / procedure established. 2. Reintegration SOP / policy promulgated. 3. Reintegration SOP / policy includes rehearsal exercises, as well as post exercise AAR / reporting and Adaptation (JLLP – PR JLLS) equities.	
DODI 3002.03 (Reintegration) dtd 15Jul2013, para 6.f, page 9.	Establish an official representative to contact, advise, and maintain communications with the isolated individual's designated next-of-kin or others as necessary.	1. Coordination lines of authority and specific personnel assigned (in writing) to contact, advise, and maintain communications with the isolated individual's designated next-of-kin or others as necessary. 2. Reintegration SOP / procedure established. 3. Coordination lines of authority and specific personnel assigned (in writing) to contact, advise, and maintain communications with the isolated individual's designated next-of-kin requirements reflected in the Reintegration plans, orders, service policy and MOU / MOAs as required.	

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<p>DODI 3002.03 (Reintegration) dtd 15Jul2013, para 6.g, page 9.</p>	<p>Establish and maintain guidance for industry partners who provide CAAF and work under a contract resourced from Service funds.</p>	<ol style="list-style-type: none"> <li>1. Reintegration SOP / procedure established.</li> <li>2. Reintegration SOP / policy promulgated to industry partners who provide CAAF and work under a contract resourced from Service funds..</li> <li>3. Reintegration SOP incorporates CAAF / CORs / CTR officials from necessary entities affected by contingency support plans.</li> <li>4. The necessary plans reflect service expectations from the supported units, CORs, and CAAF.</li> </ol>	
<p>DODI 3002.03 (Reintegration) dtd 15Jul2013, para 6.h and 6.i, page 9.</p>	<p>Will be prepared to fund costs associated with the Phase I and II reintegration of recovered personnel.</p>	<ol style="list-style-type: none"> <li>1. Costs identified.</li> <li>2. Cost fund sites identified and approved.</li> <li>3. Funding data included in appropriate support plans / orders.</li> <li>4. Costs identified includes: travel, billeting, security, medical treatment determined to be necessary, uniforms, civilian clothing, sundry items, Associated cost when reintegrated personnel are NOT affiliated with the DOD. other GCC-directed items or activities associated with reintegration.</li> </ol>	
<p>DODI 3002.03 (Reintegration) dtd 15Jul2013, para 6.j, page 9.</p>	<p>Subject to Service plans, will be prepared to facilitate the transportation and billeting of next of kin and others identified to the Phase III reintegration site. In coordination with the GCC, will be prepared to facilitate the transportation and billeting of Phase III reintegration team members, next of kin, and others identified to the Phase II reintegration site, if required.</p>	<ol style="list-style-type: none"> <li>1. Costs identified.</li> <li>2. Cost fund sites identified and approved.</li> <li>3. Funding data included in appropriate Phase III (Yellow Ribbon) support plans / orders.</li> <li>4. Service support plans coordinated with the supported GCCs, CCMD Phase II sites, as well as service / contract /Public Affairs / support personnel.</li> <li>5. Costs identified includes: travel / transportation billeting, security, medical treatment, uniforms civilian clothing, sundry items, Associated cost when reintegrated personnel are NOT affiliated with the DOD. other GCC-directed items or activities associated with reintegration.</li> </ol>	

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DODI 3002.03 (Reintegration) dtd 15Jul2013, para 6.l, page 9.	Designate specific installations as suitable processing locations and develop reintegration contingency plans.	<ol style="list-style-type: none"> <li>1. Reintegration SOP / procedure established.</li> <li>2. Reintegration SOP / policy promulgated.</li> <li>3. Reintegration SOP / policy includes personnel requirements.</li> <li>4. Reintegration SOP / policy includes specific training requirements (by billet).</li> </ol>	
DODI 3002.03 (Reintegration) dtd 15Jul2013, para 6.l and 6.n, p 9.	Report all reintegration locations to DASD(POW /MPA) and JPRA.	1. DASD (POW/MPA) and JPRA have a record of Phase III reintegration locations.	
DODI 3002.03 (Reintegration) dtd 15Jul2013, para 6.o and 6.p, page 9.	Ensure reintegration team members are trained on reintegration and post-isolation support processes and procedures.	<ol style="list-style-type: none"> <li>1. Reintegration SOP / procedure established.</li> <li>2. Reintegration SOP / policy promulgated.</li> <li>3. Reintegration SOP / policy includes personnel requirements.</li> <li>4. Reintegration team members (and support personnel) attend appropriate JPRA reintegration training.</li> <li>5. SORs database / JPRA – PRETC data reflects training of required personnel.</li> </ol>	
DODI 3002.03 (Reintegration) dtd 15Jul2013, para 6.q, page 9.	Provide sufficient legal personnel to advise recovered personnel who are authorized to receive legal assistance and the Service reintegration team on legal issues, rights, and benefits during all phases of reintegration and post-isolation support processing.	<ol style="list-style-type: none"> <li>1. Legal personnel supporting Phase III Reintegration effort identified.</li> <li>2. Legal personnel supporting Phase III Reintegration effort trained.</li> <li>1. Legal personnel supporting Phase III Reintegration effort recorded in JPRA / SORS and/or unit records.</li> </ol>	
DODI 3002.03 (Reintegration) dtd 15Jul2013, para 6.r, page 9.	Provide reintegration-trained and faith-group appropriate Service chaplains, in coordination with the respective Service casualty assistance offices.	<ol style="list-style-type: none"> <li>1. Service chaplains personnel supporting Phase III Reintegration effort identified.</li> <li>2. Service chaplains personnel supporting Phase III Reintegration effort trained.</li> <li>3. Service chaplains' personnel supporting Phase III Reintegration effort recorded in JPRA / SORS and/or unit records.</li> </ol>	
DODI 3002.03 (Reintegration) dtd 15Jul2013, para 6.s, page 9.	Transfer all Phase III reintegration data to JPRA.	<ol style="list-style-type: none"> <li>1. Reintegration SOP / procedure established.</li> <li>2. Reintegration SOP / policy includes the requirement for the transfer of Phase III data to JPRA.</li> </ol>	
DODI 3002.03 (Reintegration) dtd 15Jul2013, para 6.u, page 9.	As required, establish and maintain MOUs with the Department of the Navy for uniformed military personnel to participate in the longitudinal medical evaluation study provided at the Robert E.	<ol style="list-style-type: none"> <li>1. MOUs for Mitchell Center support written / signed.</li> <li>2. MOUs for Mitchell Center distributed.</li> <li>3. Mitchell Center considerations captured in the service Reintegration SOP /</li> </ol>	

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	Mitchell Center for Prisoner of War Studies, referred to in this instruction as the "Mitchell Center."	order. 4. MOU details funding for admittance and participation of DOD civilian and CAAF who were held captive, hostage, or detained. 5. The Reintegration SOP /plans / orders reflect the specific requirement, "The cost of temporary duty expenses of uniformed military personnel is the responsibility of the Service."	
DODI 3002.03 (Reintegration) dtd 15Jul2013, para 7, page 10.	In addition to the responsibilities in sections 5 and 6 of this enclosure, the Secretary of the Navy will, consistent with applicable laws and regulations, facilitate the inclusion of recovered DOD personnel who volunteer to participate in the longitudinal post-captivity study provided by the Mitchell Center.	1. MOUs for Mitchell Center support written / signed. 2. MOUs for Mitchell Center distributed. 3. Mitchell Center considerations captured in Navy Reintegration plans and orders.	
DODI 3115.10 (ISPR) dtd 24 Mar 2006, para 5.3.1, page 3.	Identify and provide <b>core training for intelligence personnel</b> whose duties will or are likely to involve PR activities. All other intelligence personnel shall be familiarized with the intelligence processes used to support PR.	1. Record of service training requirement. 2. Training certificates. 3. JPRA (PRETC) training records.	
DODI 3115.10 (ISPR) dtd 24 Mar 2006, para 5.3.5, page 4.	Establish <b>lines of communications</b> with the Director, DIA, or designee for IC <i>POW/MP</i> analysis to ensure DIA is notified of all PR events.	1. Records of communications. 2. Attendance at meetings.	
DODD 3002.01 Ch 1 (PR in the DOD) dtd 4 Apr 2013, para 16.g, page 12	Ensure policies and procedures are in place to <b>identify and track personnel</b> who have received Service and JPRA-conducted personnel recovery training.	1. List of personnel who have received PR training. 2. JPRA (PRETC / PRA) training records.	
DODD 3002.01 Ch 1 (PR in the DOD) dtd 4 Apr 2013, para 16.i, page 12	Maintain a <b>PR OPR</b> for coordinating all personnel recovery matters and notify the USD(P) (through the USD(P) CoS and DASD(POW/MPA)), Chairman of the Joint Chiefs of Staff, and JPRA of the office designated.	1. OPR / Personnel Recovery Officer (PRO) appointment letter. 2. OPR letter states PR responsibilities and authorities.	
DODD 3002.01 Ch 1 (PR in the DOD) dtd 4 Apr 2013, para 16.j, page 12	Support the <b>development of joint personnel recovery-related doctrine</b> , tactics, techniques, and procedures and other guidance necessary to address the requirements of the Combatant Commands.	Theater PR Regulation (Instruction or manual) developed, staffed, and approved .	
DODD 3002.01 Ch 1 (PR in the DOD) dtd 4 Apr 2013, para 16.l, page 13	<b>Develop, facilitate, assess, and oversee personnel recovery technologies</b> , joint	1. Attendance records of PR technology meetings. 2. Submission of papers /	

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	experiments, and tactics, techniques, and procedures development to meet the requirements of the Combatant Commands and other Military Departments, when directed.	assessments on PR technologies. 3. Submissions / interactions with the JPRA J-9 on PR technologies.	
DODD 3002.01 Ch 1 (PR in the DOD) dtd 4 Apr 2013, para 16.n, page 13	<b>Provide representatives with operational expertise</b> to advise the DASD(POW/MPA) during meetings of the National Search and Rescue Committee.	1. Attendance records. 2. Issue papers written as a result of the meetings. 3. Presentations from meetings.	
DODD 3002.01 Ch 1 (PR in the DOD) dtd 4 Apr 2013, para 16.o, page 13	<b>Provide G/FO or civilian equivalent representation</b> to the PRAG Senior Executive Group and appropriate representation to the PRAG O-6 and AO groups (see Encl 3).	1. Appointment letters. 2. Attendance rosters.	
DODD 3002.01 Ch 1 (PR in the DOD) dtd 4 Apr 2013, para 16.p, page 13	Ensure <b>CAAF are identified and trained.</b>	(1) Properly identified, prepared, and accounted for (2) Provided personnel recovery training and equipment to meet the Combatant Commanders' theater entry requirements.	
DODD 3002.01 Ch 1 (PR in the DOD) dtd 4 Apr 2013, para 16.q, page 13	Establish a <b>mission essential task list</b> for all missions applicable to personnel recovery, identify standards and conditions appropriate for each task, and report applicable readiness and resource data for personnel recovery in the Defense Readiness Reporting System (DRRS).	1. METL establishment. 2. Distribution of METLs.	
DODD 3002.01 Ch 1 (PR in the DOD) dtd 4 Apr 2013, para 18.b, page 14.	Coordinate <b>personnel recovery-related funding</b> in support of the JPRA through Air Force PPBES processes.	1. Identified and incorporated contract support and operational acquisition requirements in supporting plans to OPLANs and CONPLANs with TPFDD, and to synchronize their supporting CSIPs, CMPs, and contracted requirements and execution plans within geographic CCDR OPLANs and CONPLANs with TPFDD. 2. Reviewed supporting CSIPs and CMPs and identify funding strategies for particular contracted capabilities identified to support each OPLAN and CONPLAN. 3. Developed acquisition-ready requirements documents as identified in CSIPs including Performance Work Statements, IGEs, task order change documents, and sole source justifications. 4. Ensured CAAF and their equipment are incorporated into TPFDD development and deployment execution processes. 5. Ensured financial	

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		management policies and procedures are in place.	
DODI 3020.41 (Operational Contractor Support) dtd 20 Dec 2011, para 11.b (page 39).	CAAF meet all <b>theater admission procedures</b> and requirements prior to deploying to or entering the theater or JOA.	<ol style="list-style-type: none"> <li>1. Service deployment orders / regulations.</li> <li>2. Pre-deployment requirements.</li> <li>3. Theater JPRC reporting / correspondence concerning service compliance.</li> </ol>	
DODI 3020.41 (Operational Contractor Support) dtd 20 Dec 2011, para 11.c (pgs 39-40).	Ensure <b>contracts for CAAF</b> are written with language addressing PR support.	<ol style="list-style-type: none"> <li>1. Contracts contain specific deployment and theater admission requirements.</li> <li>2. Includes SERE / PR.</li> <li>3. Financial costs / responsibilities for paying training costs.</li> </ol>	
<ol style="list-style-type: none"> <li>1. DODD 3002.01 Ch1 (PR in the DOD) dtd 4 Apr 2013, para 16.f, page 12.</li> <li>2. DODD 1300.7 (Trng and Ed to Spt the CoC) dtd Dec 2000, para 4.3 (pg 3).</li> <li>3. DODI 1300.23 (Iso Per Trng for DOD Civ and CTRs) dtd 20 Aug 2003, para 5.7, pg 5.</li> </ol>	<b>Personnel identified as MRI/HRI</b> receive personnel recovery training commensurate with their level of risk for becoming isolated or exploited.	<ol style="list-style-type: none"> <li>1. Service deployment orders / regulations.</li> <li>2. Pre-deployment requirements.</li> <li>3. Theater JPRC reporting / correspondence concerning service compliance.</li> <li>4. Unit readiness reporting</li> <li>5. Service SERE School records / reports.</li> <li>6. JPRA (J-34 / PRA / SERE) EAI Inspection reports.</li> </ol>	
<ol style="list-style-type: none"> <li>1. DODD 3002.01 Ch1 (PR in the DOD) dtd 4 Apr 2013, para 16.f, page 12.</li> <li>2. DODI 3115.10 (ISPR) dtd 24 March 2006, para 5.3.2, page 4.</li> </ol>	Ensure (through Oversight) <b>commanders, staffs, and recovery forces receive training</b> according to their assigned position when managing affairs surrounding a PR response	<ol style="list-style-type: none"> <li>1. PR-301, 300, 291, 296/297 training certificates.</li> <li>2. Service acquired training.</li> <li>3. Other joint / coalition training.</li> </ol>	
DODD 3002.01 Ch 1 (PR in the DOD) dtd 4 Apr 2013, para 18.c, page 14.	Support JPRA funding process	Comply with section 010110, Volume 2A, Chapter 1 of DOD 7000.14-R (Reference (v)).	
DODD 3002.01 Ch 1 (PR in the DOD) dtd 4 Apr 2013, para 19, page 14.	Program for and fund U.S. Southern Command's personnel recovery infrastructure requirements	Funding lines and appropriation in place.	

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## PLANNING Functional Checklist

Source	Task	Measurement	Comments
DODI 3002.03 (Reintegration) dtd 15Jul2013, para 6.d, page 9.	Rehearse reintegration plans as required.	1. Phase III Reintegration SOP / procedure established. 2. Phase III Reintegration SOP / policy promulgated. 3. Phase III Reintegration SOP / policy includes rehearsal exercises, as well as post exercise AAR / reporting and Adaptation (JLLP – PR JLLS) equities.	
DODI 3002.03 (Reintegration) dtd 15Jul2013, para 6.h, page 9.	Will be prepared to fund costs associated with the Phase I and II reintegration of recovered personnel.	1. Costs identified. 2. Cost fund sites identified and approved. Funding data included in appropriate support plans / orders. 3. Costs identified includes: travel, billeting, security, medical treatment uniforms, civilian clothing, sundry items, Associated cost when reintegrated personnel are NOT affiliated with the DOD. other GCC-directed items or activities associated with reintegration.	
DODI 3020.41 (Operational Contractor Support) dtd 20 Dec 2011, para 11.a (page 39).	Procedures for <b>CAAF personnel entered into SPOT</b> ISO Contingency operations.	1. Service deployment orders / regulations. 2. Pre-deployment requirements.	
DODI 3002.03 (Reintegration) dtd 15Jul2013, para 6.k, page 9.	Will be prepared to provide Phase III Reintegration team members to observe Phase II reintegration activities to provide a coordinated transition between (theater) Phases II and (CONUS) Phase III.	1. Phase III SOP / plans reflect requirement of Phase II observations. 2. Records of Phase II travel / observations and captured lessons learned.	
DODI 3002.03 (Reintegration) dtd 15Jul2013, para 6.m, page 9.	Maintain sufficient numbers of SERE-certified psychologists to support reintegration.	1. JPRA (HF) list of SERE-certified psychologists to support reintegration.	
DODI 3115.10 (ISPR) dtd 24 Mar 2006, para 5.3.2, page 4.	<b>Produce and disseminate intelligence</b> supporting PR education and training programs, less USSOCOM.	1. Existence of intelligence documents. 2. Dissemination of intelligence documents.	
DODI 3115.10 (ISPR) dtd 24 Mar 2006, para 5.3.3, page 4.	<b>Coordinate intelligence assessments</b> supporting Service-specific PR acquisition programs with DIA or designee for IC <i>POW/MP</i> analysis.	1. Participation in service S&T Boards. 2. Participation in acquisition process with JPRA J-9.	
DODD 3002.01 Ch 1 (PR in the DOD) dtd 4 Apr 2013, para 16.m, page 13	Support <b>joint manpower requirements</b> requested and sourced.	1. Copy of joint manpower requirements. 2. Service level publication / instruction reflecting PR manpower requirements.	
DODD 3002.01 Ch 1 (PR in the DOD) dtd 4 Apr 2013, para	Continue to provide administrative support for	1. Identified and incorporated contract support and operational	

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<p>18.a, page 14.</p>	<p>financial management, manpower, and personnel services for the JPRA. The Air Force shall fund the JPRA through the Future Years Defense Program via the DOD PPBES.</p>	<p>acquisition requirements in supporting plans to CCDR OPLANs and CONPLANs with TPFDD, and to synchronize their supporting CSIPs, CMPs, and contracted requirements and execution plans within geographic CCDR OPLANs and CONPLANs with TPFDD.</p> <ol style="list-style-type: none"><li>2. Reviewed supporting CSIPs and CMPs and identify funding strategies for particular contracted capabilities identified to support each OPLAN and CONPLAN.</li><li>3. Developed acquisition-ready requirements documents as identified in CSIPs including Performance Work Statements, IGEs, task order change documents, and sole source justifications.</li><li>4. Ensured CAAF and their equipment are incorporated into TPFDD development and deployment execution processes.</li><li>5. Ensured financial management policies and procedures are in place.</li></ol>	
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**EXECUTION Functional Checklist**

Source	Task	Measurement	Comments
<p>1. DODD 3002.01 Ch 1 (PR in the DOD) dtd 4 Apr 2013, para 16.h, page 12                      2. USC Title 10, Part II, Chapter 76, sections 1501 through 1513.</p>	<p>Determine the <b>status of missing persons</b> and for comprehensive and timely collection, analysis, review, dissemination, and periodic update of information related to such persons.</p>	<p>1. Requirements contained in service PR Regulation, instructions or orders.                      2. Requirements contained in PR Appendices for (Supported) OPLANs / CONPLANs.                      3. Requirements coordinated with the DIA POW MIA Analytic Cell.                      4. Requirements coordinated within the Intelligence Community (Collection Requirements).</p>	
<p>DODD 5122.5 (Assistant Secretary of Defense for Public Affairs (ASD(PA)) dtd 27 Sept 2000, para E2.1, page 8.</p>	<p>Timely and accurate <b>Press Releases on PR events</b> is made available so that the public, the Congress, and the news media may assess and understand the facts about national security and defense strategy.</p>	<p>1. Information made fully and readily available, consistent with statutory requirements, unless its release is precluded by national security constraints or valid statutory mandates or exceptions. The "Freedom of Information Act" will be supported in both letter and spirit.                      2. A free flow of general and military information is/was made available, without censorship or propaganda, to the men and women of the Armed Forces and their dependents                      3. Information was not classified or otherwise withheld to protect the Government from criticism or embarrassment.                      4. Information was withheld when disclosure would adversely affect national security, threaten the safety or privacy of U.S. Government personnel or their families, violate the privacy of the citizens of the United States, or be contrary to law.</p>	
<p>1. DODI 2310.5 (Accounting for Missing Persons – Boards of Inquiry), dtd 14 March 2008, page 18, Enclosure 3, Attachment 1 (Commander’s Report and Initial Board of Inquiry).                      2. Sections 1502 and 1503 of title 10, United States Code</p>	<p><b>Service Review Board</b> conducted not later than 10 days ... shall appoint a board under this section to conduct an inquiry into the whereabouts and status of the person.</p>	<p>1. Service Review Board records.                      2. JPRA records (when at such meetings).</p>	

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## ADAPTATION Functional Checklist

Source	Task	Measurement	Comments
DODD 3002.01 Ch 1 (PR in the DOD) dtd 4 Apr 2013, para 16.r, page 13	Support the JPRA's <b>personnel recovery lessons learned responsibilities</b> to ensure the collection of all significant personnel recovery related data to provide accurate, thorough, and objective accounts of circumstances surrounding the isolation of DOD personnel.	1. PR JLL OPR appointment. 2. PR JLL account establishment. 3. PR JLLS issues / resolutions entered.	
DODD 3002.01 Ch 1 (PR in the DOD) dtd 4 Apr 2013, para 16.s, page 13	<b>Contribute current operational and historical personnel recovery-related data</b> to the central historical repository and archive and reference library managed by JPRA.	1. Transfer policies developed. 2. CCCR records of transfer of materials. 3. JPRA (J-1 Archives and/or J-2) in possession of transferred materials.	
DODD 3002.01 Ch 1 (PR in the DOD) dtd 4 Apr 2013, para 17.a, page 13.	Within 60 days of completion, submit to the USD(P), through the USD(P) CoS and DASD(POW/MPA), and to the JPRA, through the Chairman of the Joint Chiefs of Staff, the results of all Military Department survival, evasion, resistance, and escape ( <b>SERE</b> ) <b>course inspections and evaluations</b> for a policy compliance review.	1. EAI Checklist and reports. 2. JPRA J-34 reports.	
1. CJCSM 3150.25E (Joint Lessons Learned Program) dtd 20 Apr 2012 2. UJTL OP 6.2.9	OPR has guidance in place which enables the collection and processing of <b>joint PR lessons learned</b> .	1. Command has an established JLL Program. 2. PRCC has internal procedures for the collection of PR JLLS data. 3. Any issued PR Appendices speak to collection of PR JLL data. 4. Plans and procedures include the collection and disposition of personnel recovery (PR) observations, after action reports (AARs), and lessons learned.	
1. DODD 3002.01 Ch1 (PR in the DOD) dtd 4 Apr 2013, para 21.n, page 17 2. UJTL SN 8.3.6	Command supports the theater <b>PR lessons learned responsibilities</b> to ensure the collection of all significant personnel recovery-related data to provide accurate, thorough, and objective accounts of circumstances surrounding the isolation of DOD personnel.	1. PRCC personnel have JLL / PR JLLS active accounts. 2. PR personnel have entered PR information in PR JLLS as appropriate. 3. Unit PR SOP <b>AND</b> Unit Information Management plan reflects process for forwarding PR data to JPRA / theater JPRCs. 4. Unit coordinated/shared ALL observations / PR-related data with JPRA.	
DODD 3002.01 Ch1 (PR in the DOD) dtd 4 Apr 2013, para 22.o, page 17	Contribute current operational and <b>historical PR-related data to JPRA archives</b> .	JPRA J-1 Archives in possession of data / documents.	

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## Annex B

### Combatant Command Personnel Recovery Responsibilities

#### References.

1. National Security Presidential Directive (NSPD) -12 United States Citizens Taken Abroad dtd 18 Feb 2002 (Confidential document)
2. Annex 1 (Memorandum to Principals on Appendix 1) to NSPD-12 dtd Dec 2008 (Confidential document) 4
3. DODD 3002.01 Ch1 (PR in the DOD) dtd 4 Apr 2013
4. DODD 1300.7 (Trng and Ed to Support the CoC) dtd 8 Dec 2000
5. DODI 2310.05 Change 1\_Accounting for MIA\_dtd 14 Mar 2008
6. DODI 5205.75 (DOD Ops at US Embassies) dtd 4 Dec 2013
7. DODI 3020.41 (Operational Contract Support) dtd 20 Dec 2011
8. DODI 3115.10 (ISPR) dtd 24 Mar 2006
9. DODI 1300.21 (Code of Conduct Trng and Ed) dtd 8 Jan 2001
10. DODI 1300.23 (Isolated Personal Trng for DOD Civs and CTRs) dtd 20 Aug 2003
11. DODI 2310.6 (NAR) dtd 13 Oct 2000
12. DODI 3002.03 (DOD Personnel Recovery - Reintegration of Recovered Personnel) dtd 15 Jul 2013
13. DODI 3002.02 (Personnel Recovery and 406 MHz Search and Rescue (SAR) Emergency Beacons in the Department of Defense) dtd 11 Jan 2013
14. DEPSECDEF Memo for Strategic Comms Guidance for PR
15. CJCSM 3290.01 (DOD Blood Chit Program) dtd 14 March 2014 (Confidential document)
16. CJCSI 3270.01A (PR Within the DOD) dtd 1 July 2003 (Secret/NOFORN document)
17. CJCSI 3150.25E (JLL Program) dtd 20 Apr 2012
18. UJTL SN 3.4.9 (Manage Personnel Recovery)
19. UJTL Additional Task Details (ATDs) dtd Feb 2011
20. Joint Publication 3-50 (Personnel Recovery) dtd 20 Dec 2011

**PREPARATION Functional Checklist**

<b>Source</b>	<b>Task</b>	<b>Measurement</b>	<b>Comments</b>
DODI 3002.03 (DOD Personnel Recovery - Reintegration of Recovered Personnel) dtd 15 July 2013, para 9.a, pg 11.	In coordination with the Military Departments and Services and other GCCs as required, develop and implement a plan that provides for the reintegration or post-isolation support of recovered personnel.	1. List of trained personnel. 2. Phase III Reintegration team rehearsals held.	
DODI 3002.03 (DOD Personnel Recovery - Reintegration of Recovered Personnel) dtd 15 July 2013, para 9.d, pg 11.	Develop PA guidance for dissemination of information, collateral support from component commanders, and procedures to notify Military Department and Service offices of primary responsibility (OPRs), DASD (POW/MPA), JPRA, casualty affairs offices, PA offices, and chaplains' offices of an isolating event and subsequent key events in the life cycle of isolation, including initial recovery.	1. PA guidance established. 2. PA guidance distributed. 3. PA guidance contents taught and incorporated into individual sections / division staff's procedures.	
DODI 3002.03 (DOD Personnel Recovery - Reintegration of Recovered Personnel) dtd 15 July 2013, para 9.e, pg 11.	Allow Phase III team members to observe Phase II reintegration activities to provide a coordinated transition between Phases II and III.	Service/Component personnel synchronized for transfer from Phase II to Phase III.	
DODI 3002.03 (DOD Personnel Recovery - Reintegration of Recovered Personnel) dtd 15 July 2013, para 9.f, pg 12.	Provide for the transfer of all data collected from Phase I and II reintegration (including all notes, recordings, videos, transcripts, maps, charts, question sets, drawings, etc.) to the Service-designated reintegration team chief if Phase III reintegration is required.	N/A	
DODI 3002.03 (DOD Personnel Recovery - Reintegration of Recovered Personnel) dtd 15 July 2013, para 9.g, pg 12.	Identify an office to serve as the central coordinator and point of contact for all processing preparations and activities at the theater transition point.	1. Theater PR Reintegration official named.	
DODI 3002.03 (DOD Personnel Recovery - Reintegration of Recovered Personnel) dtd 15 July 2013, para 9.h, pg 12.	Request that the Secretary of Defense designate a transportation priority of no less than 1B1 (as defined in Chairman of the Joint Chiefs of Staff Instruction 4120.02C (Reference (p))). Provide for the transport of the recovered person and other designated personnel throughout the reintegration and post-isolation support process to the designated Phase II and III location	1. 1B1 Transportation requirement verbiage contained in PR OPR SOP / Desk Top Procedures	
DODI 3002.03 (DOD Personnel Recovery - Reintegration of Recovered	In cases where federal law enforcement is pursuing prosecution following an	1. Law Enforcement (LE) coordination guidance contained in PR Reintegration	

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<p>Personnel) dtd 15 July 2013, para 9.i, pg 12.</p>	<p>isolating event, confer with appropriate USG department and agency liaisons to ensure law enforcement personnel can conduct debriefings to collect, store, and transfer information in a manner consistent with evidentiary standards.</p>	<p>SOP. 2. LE coordination guidance contained in PR Reintegration issued plans / orders. 3. Appropriate Memorandum of Understanding (MOU) / Memorandum of Agreement (MOA) issued.</p>	
<p>DODI 3002.03 (DOD Personnel Recovery - Reintegration of Recovered Personnel) dtd 15 July 2013, para 9.j, pg 13.</p>	<p>Provide for chaplains or other religious personnel as required at the theater processing locations to meet the spiritual needs of recovered personnel and their families.</p>	<p>1. Chaplains (and other religious personnel) attended in-resident or mobile training team (MTT) Reintegration training. 2. Chaplains (and other religious personnel) took online / computer-based training (CBP) Reintegration training.</p>	
<p>DODI 3002.03 (DOD Personnel Recovery - Reintegration of Recovered Personnel) dtd 15 July 2013, para 9.k, pg 13.</p>	<p>Designate a lead component Service for reintegration and post-isolation support of DOD civilians, contractors authorized to accompany the force (CAAF), and non-DOD personnel who are not affiliated with a Service.</p>	<p>1. Lead component Service for reintegration and post-isolation support of DOD civilians, CAAF, and non-DOD personnel assigned in writing. 2. Reintegration guidance established. 3. Reintegration guidance distributed. 4. Reintegration guidance contents taught and incorporated into individual sections / division staff's procedures.</p>	
<p>DODI 3002.03 (DOD Personnel Recovery - Reintegration of Recovered Personnel) dtd 15 July 2013, para 10.a, pg 12.</p>	<p>Coordinates Phases I and II of reintegration operations of recovered United States Special Operations Command (USSOCOM) personnel with the corresponding geographic combatant commander (GCC) that has responsibility for the area in which the isolating event took place.</p>	<p>1. Reintegration Office of Primary Responsibility (OPR) assigned. 2. Reintegration SOP / guidance issued. 3. Supporting plans / MOUs for Reintegration roles and responsibilities issued.</p>	
<p>DODI 3002.03 (DOD Personnel Recovery - Reintegration of Recovered Personnel) dtd 15 July 2013, para 10.b, pg 12.</p>	<p>Designate an OPR for all USSOCOM-relevant reintegration and post-isolation support actions.</p>	<p>1. Reintegration / post-isolation OPR assigned.</p>	
<p>DODI 3002.03 (DOD Personnel Recovery - Reintegration of Recovered Personnel) dtd 15 July 2013, para 10.b(1), pg 12.</p>	<p>The USSOCOM OPR will establish a reintegration cell to coordinate its reintegration procedures with each GCC and Military Department reintegration program OPR to ensure resource deconfliction.</p>	<p>1. Reintegration / post-isolation cell established. 2. Reintegration / post-isolation Lead assigned.</p>	
<p>DODI 3002.03 (DOD Personnel Recovery - Reintegration of Recovered Personnel) dtd 15 July 2013, para 10.b(2), pg 13.</p>	<p>USSOCOM will publicize, in applicable USSOCOM issuances, responsibilities delineating internal (USSOCOM) and external (USSOCOM component commands) requirements, as they apply to representation within the USSOCOM reintegration cell.</p>	<p>1. Reintegration OPR assigned. 2. Reintegration SOP / guidance issued. 3. Supporting plans / MOUs for Reintegration roles and responsibilities issued.</p>	

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<p>DODI 3002.03 (DOD Personnel Recovery - Reintegration of Recovered Personnel) dtd 15 July 2013, para 11, pg 13.</p>	<p>In the event that the Secretary of Defense designates a transportation priority of 1B1 for recovered personnel, the Commander, United States Transportation Command (USTRANSCOM), in addition to the responsibilities in section 5 of this enclosure, will coordinate with the responsible GCC to provide transportation for recovered personnel, reintegration team members, and other designated individuals.</p>	<p>1. 1B1 Transportation requirement verbiage contained in PR OPR SOP / Desk Top Procedures</p>	
<p>1. CJCSI 3270.01A (PR in the DOD) dtd 1 July 2003, para 2(1), pg A-9. 2. DODD 3002.01 Ch1 (PR in the DOD) dtd 4 Apr 2013, para 21.a, pg 15</p>	<p>Establish and maintain a <b>PR OPR</b>.</p>	<p>1. OPR / Personnel Recovery Officer (PRO) appointment letter. 2. OPR letter states PR responsibilities and authorities.</p>	
<p>DODI 2310.6 (NAR) dtd 13 Oct 2000, para 5.6.1, pg 4</p>	<p>Establish and maintain a <b>Nonconventional Assisted Recovery (NAR) OPR</b>.</p>	<p>1. NAR OPR appointment letter. 2. OPR letter states responsibilities and authorities.</p>	
<p>DODD 3002.01 Ch1 (PR in the DOD) dtd 4 Apr 2013, para 21.b, pg 15, pg 16.</p>	<p><b>Plan and conduct PR</b> within the Area of Responsibility) AOR across the spectrum of operational activity.</p>	<p>1. Theater PR Regulation (Instruction or manual) developed, staffed, and approved. 2. Subordinate PR nodes (Personnel Recovery Coordination Cells (PRCC), Unconventional Assisted Recovery Coordination Cells (UARCC) activated. 3. Appropriate PR portions of plans issued (at all levels in AOR).</p>	
<p>1. UJTL OP 6.2.9 (Coordinate PR). 2. JP 5-0 (Jt Op Planning) dtd 11 Aug 2011, para 4.a, pg IV-4 .</p>	<p>Conduct a <b>PR Mission Analysis</b></p>	<p>1. Thirteen Activities considered 2. HHQ planning directive, other strategic guidance, and commanders initial planning guidance received 3. Following the mission analysis, the unit had staff estimates, a PR mission statement, updated planning guidance, as well as an initial list of Priority Intelligence Requirements (PIR), Friendly Force Information requirements (FFIR), and Commanders Critical Information Requirements (CCIR). 4. Short falls identified and passed to higher headquarters as requirements</p>	
<p>DODD 3002.01 Ch1 (PR in the DOD) dtd 4 Apr 2013, para 21.c, pg 16</p>	<p>In coordination with the Secretary of State, Secretary of Defense, Chairman of the Joint Chiefs of Staff, and respective Chiefs' of Mission (COM),</p>	<p>1. Requirement captured in appropriate orders and regulations. 2. OPE briefings developed. 3. OPE included in operational</p>	

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	conduct <b>operational preparation of the environment (OPE)</b> and activities to facilitate personnel recovery.	plans (PR Appendices, Annex B (Intelligence)).	
1. DODD 3002.01 Ch1 (PR in the DOD) dtd 4 Apr 2013, para 21.d, pg 16. 2. CJCSI 3270.01A, para d.(2) (in its entirety), pg A-6. and para e.(2), pg A-9. 3. JP 3-50 (PR), para 7.b, pg II-9 and II-10. 4. UJTL ST 6.2.7 5. DODI 3002.03 (DOD Personnel Recovery - Reintegration of Recovered Personnel) dtd 15 July 2013.	<b>Establish joint PR policies, plans, programs,</b> and procedures to build the capabilities necessary for timely and effective execution of the five personnel recovery tasks (report, locate, support, recover, and reintegrate)	1. PR Regulation (Reg) developed, staffed, and approved. 2. PR Battle Drills developed, staffed, integrated, and approved. 3. Detailed staff checklists supporting the PR Battle Drills established. 4. Staff trained in PR 5. Reintegration Plan established. 6. PR Battle Drills, Reintegration Plans, and other PR related activities practiced / rehearsed on a regular basis.	
DODD 3002.01 Ch1 (PR in the DOD) dtd 4 Apr 2013, para, para 21.d(1), pg 16	Ensure the Service components understand <b>minimum Combatant Command personnel recovery requirements</b> so that all personnel, including contractor employees authorized to deploy with the force, have been properly identified, prepared, and accounted for.	1. Properly annotated theater entry requirements. 2. JMDs reflect appropriate requirements. 3. RFFs reflect appropriate requirements. 4. Requirements contained in the theater PR Regulation.	
DODD 3002.01 Ch1 (PR in the DOD) dtd 4 Apr 2013, para, para 21.j, pg 17	Provide General / Flag Officer (G/FO) or civilian equivalent representation to the <b>PRAG Senior Executive Group</b> and appropriate representation to the PR Advisory Group (PRAG) O-6 and Action Officer (AO) groups	1. Appointment letters. 2. Attendance rosters.	
1. CJCSI 3270.01A, para e.(2).a, Pg A-10. 2. DODD 3002.01 Ch1 (PR in the DOD) dtd 4 Apr 2013, para 22.d(1), pg 16	<b>Coordinate with JPRA</b> for advice, support, assistance, and specialized training requirements. Work in coordination with JPRA to ensure standardization, effectiveness and integration of PR among DOD components in PR Intelligence, PR Security, PR Training, and PR Operations.	1. JPRA / PRA / PRETC training coordinated. 2. Personal communications reflects such consultation.	
DODD 3002.01 Ch1 (PR in the DOD) dtd 4 Apr 2013, para 22.f(1), pg 16	<b>Coordinate PR requirements</b> with JPRA.	JPRA maintains a copy of the requirements.	
DODD 3002.01 Ch1 (PR in the DOD) dtd 4 Apr 2013, para 22.f(2), pg 16	Coordinate with the Secretaries of the Military Departments as necessary for advocacy.	Services maintain a copy of the advocacy request / support.	
DODD 3002.01 Ch1 (PR in the DOD) dtd 4 Apr 2013, para 22.g and 22.g(1), pg 16	In coordination with the Chairman of the Joint Chiefs of Staff and Secretaries of the Military Departments, <b>identify and enforce minimum PR</b>	Theater entry requirements reflect PR requirements.	

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	<b>training standards for theater entry.</b>		
CJCSI 3270.01A, para e.(2).b, Pg A-10 (including sub-tasks 1 through 10.	<b>Publish a theater PR directive</b> consistent with established DOD policy and joint doctrine, outlining the commander's concept of how the theater will accomplish the five tasks of report, locate, support, recover, and return/reintegrate.	Theater PR Regulation (Instruction or manual) developed, staffed, and approved.	
1. CJCSI 3270.01A, para e.(2).c, Pg A-11. 2. DODD 1300.7 3. DODI 1300.21 4. DODI 1300.23	<b>Identify High Risk of Isolation (HRI) personnel</b> and determine the appropriate level of training	1. HRI / Medium Risk of Isolation (MRI) standards established. 2. HRI / MRI standards included in theater plans, theater entry requirements, Joint Manning Documents (JMD), and theater PR Regulation.	
CJCSI 3270.01A, para e.(2).d, Pg A-11	<b>Establish a theater PR indoctrination program</b> to inform forces, including US military, DOD civilian workforce, and DOD contractors entering the AOR, of the theater PR concept.	1. Theater PR Regulation (Instruction or manual) developed, staffed, and approved. 2. FCG checked.	
1. CJCSI 3270.01A, para e.(2).e, Pg A-12 2. DODI 1300.23 (Isolated Personal Trng for DOD Civs and CTRs) dtd 20 Aug 2003, para 5.5.4, pg 5.	Develop and <b>publish theater admission requirements</b> for all US military, DOD civilian workforce, and DOD contractor personnel. Ensure components identify personnel who require CoC training by level of training required.	1. PR requirements included in theater admission requirements. 2. Theater admission requirements published online. 3. Theater admission requirements (PR information) found in JMDs. 4. Theater entry requirements (including PR portions) included in (military orders) reporting instructions for military personnel.	
CJCSI 3270.01A, para e.(5), Pg A-13	Geographic combatant commands will <b>establish a Joint Personnel Recovery Center (JPRC)</b> , or equivalent, to coordinate and integrate PR planning, operations, and intelligence in the AOR.	1. Theater JPRC established. 2. Theater JPRC manned. 3. Theater JPRC functioning.	
DODI 3020.41 (OCS) dtd 20 Dec 2011, para 13.a, pg 41.	Plan and execute operational contract support ( <b>OCS program management</b> ), contract support integration, and contractor management actions in all applicable contingency operations in their AOR.	1. OCS considerations contained in appropriate PR Appendices, PR Regulations, and PR SOPs. 2. Appropriate Foreign Clearance Guide (FCG) taken into account.	
DODI 1300.23 (Isolated Personal Trng for DOD Civs and CTRs) dtd 20 Aug 2003, para 5.5.1 and 5.5.2, pg 4.	Coordinate with the Chairman, Joint Chiefs of Staff and the Military Services, in developing standards for determining which DOD civilian employees, DOD contractors, and other designated personnel require	1. JPRA PRETC has a record of the training requirement. 2. Reflected in the PR Regulation. 3. Reflected in theater JMD requirements. 4. Reflected in component PR SOPs. 5. Reflected in the theater entry	

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	<b>low-, mid-, and high-risk-of-capture training</b> (Levels A (low), B (medium), and C (high)).	requirements. 6. The theater entry requirements specifically state those jobs, specialties, or assignments that require the incumbent employee to receive isolated personnel training and what level of training the employee should receive.	
DODI 1300.23 (Isolated Personal Trng for DOD Civs and CTRs) dtd 20 Aug 2003, para 5.5.3 pg 4.	Insure <b>theater-specific training</b> for isolated personnel training is provided to personnel who will be assigned to jobs, specialties, or assignments that require such training.	1. Requirement reflected in theater entry requirements. 2. Requirement reflected in Theater PR Regulation. 3. Requirement contained in all Request for Forces (RFF). 4. Reflected in command's HRI / MRI briefings. 5. Reflected in unit training records.	
1. DODD 1300.7 (Trng and Ed to Support the CoC) dtd 8 Dec 2000, para 4.6, pg 4. 2. DODI 1300.21 (Code of Conduct Trng and Ed) dtd 8 Jan 2001, para 4.4.1, pg 3.	Designate the level of training ( <b>Level A, B, or C</b> ) that personnel operating in the area of operation of a Combatant Command shall have before deploying into theater and identify those requirements to the respective Services.	1. Requirement reflected in theater entry requirements. 2. Requirement reflected in Theater PR Regulation. 3. Requirement contained in all RFFs. 4. Reflected in command's HRI / MRI briefings.	
DODI 1300.21 (Code of Conduct Trng and Ed) dtd 8 Jan 2001, para 4.4.2, pg 4.	Determine Code of Conduct ( <b>CoC</b> ) <b>continuation training</b> requirements for personnel identified to operate in the command's area of operations.	1. Requirement reflected in theater entry requirements. 2. Requirement reflected in Theater PR Regulation. 3. Requirement contained in all RFFs. 4. Reflected in command's HRI / MRI briefings.	
DODI 1300.21 (Code of Conduct Trng and Ed) dtd 8 Jan 2001, para 4.4.3, pg 4.	Require all personnel to receive CoC training commensurate with their <b>risk-of-capture level</b> prior to deployment to the command's area of operations.	1. Requirement reflected in theater entry requirements. 2. Requirement reflected in Theater PR Regulation. 3. Requirement contained in all RFFs. 4. Reflected in command's HRI / MRI briefings. 5. Requirement captured in orders reporting instructions (military personnel).	
CJCSM 3290.01 The DOD Blood Chit Program dtd 14 March 2014, para 3.a, pg B-1	Appoint a CCMD Blood Chit Program Manager who can authorize additional blood chit subaccounts as necessary.	1. Blood Chit Manager apt ltr. 2. Orders appointing a command member as the Blood Chit Manager.	
CJCSM 3290.01 The DOD Blood Chit Program dtd 14 March 2014, para 3.b, pg B-1	Maintain records of issue and strict accountability by serial number.	Records present reflecting accountability of Blood Chits	
CJCSM 3290.01 The DOD Blood Chit Program dtd 14 March 2014, para 3.c, pg B-1	Submit requirements to JPRA for development or reprinting of blood chits.	1. Transmittal records of change recommendations. 2. JPRA in possession of change requests.	
CJCSM 3290.01 The DOD Blood Chit Program dtd 14 March 2014, para 3.d, pg B-1	Forward an annual inventory of issued blood chits to JPRA each December.	1. Transmittal records of inventory. 2. JPRA in possession of inventory.	

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CJCSM 3290.01 The DOD Blood Chit Program dtd 14 March 2014, para 3.e, pg B-1	Determine, in coordination with the Services, those personnel requiring a blood chit.	1. Transmittal copies of service coordination. 2. Services in possession of Blood Chit correspondence from this CCMD.	
DODI 3003.02 (Series) PR and 406 MHz SAR Emergency Beacons in the DOD, pg 5, para 7	The geographic Combatant Commanders shall establish procedural requirements and guidance within their area of responsibility to account for CSEL and SAR 406 beacon use.	1. Requirement delineated in the CCMD PR Reg.	

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## PLANNING Functional Checklist

Source	Task	Measurement	Comments
<p>1. DODD 3002.01 Ch dtd 4 Apr 2013, para 21.d(1), pg 16.</p> <p>2. CJCSI 3270.01A, para d.(2) (in its entirety), pg A-6. and para e.(2), pg A-9.</p> <p>3. JP 3-50 (PR), para 7.b, pg II-9 and II-10.</p> <p>4. UJTL ST 6.2.7</p>	<p><b>Establish joint PR policies, plans, programs, and procedures to build the capabilities necessary for timely and effective execution of the five personnel recovery tasks</b> (report, locate, support, recover, and reintegrate)</p>	<p>1. PR SOP developed, staffed, and approved.</p> <p>2. PR Battle Drills developed, staffed, integrated, and approved.</p> <p>3. Staff detailed checklists supporting the PR Battle Drills.</p> <p>4. Staff trained in PR.</p> <p>5. Reintegration Plan established.</p> <p>6. PR Battle Drills, Reintegration Plans, and other PR related activities practiced / rehearsed on a regular basis.</p>	
<p>UJTL SN 8.3.6</p>	<p>Coordinate PR in the <b>Interagency</b> Process</p>	<p>1. Department of Defense (DOD) personnel recovery preparation, planning, <b>execution</b> and adaptation includes interagency coordination (as reflected in the Unit standing operating procedure (SOP) and Operation Plan (OPLAN).</p>	
<p>1. DODD 3002.01 Ch dtd 4 Apr 2013, para 22.d(2), pg 16.</p>	<p>Be prepared to provide <b>reintegration services</b>, with assistance from JPRA and in accordance with Reference (t), to all personnel as appropriate, including contractors deploying with the force (CDF). In the case of repatriation of CDF, explain the benefits of reintegration to defense contractors, their employees and, if appropriate, their families.</p>	<p>1. Reintegration Plan established.</p> <p>2. Reintegration plan and requirements captured in issued orders / plans.</p> <p>3. Reflected in JMD (as alternate duty).</p>	
<p>DODD 3002.01 Ch1 (PR in the DOD) dtd 4 Apr 2013, para 22.g and 22.g(1), pg 16</p>	<p>In coordination with the Chairman of the Joint Chiefs of Staff and Secretaries of the Military Departments, <b>identify and enforce minimum PR training standards for theater entry.</b></p>	<p>1. Requirement included in theater entry requirements.</p> <p>2. Requirement captured in JMDs.</p> <p>3. Requirement captured in military orders.</p>	
<p>CJCSI 3270.01A, para e.(3), Pg A-12</p>	<p><b>Integrate PR</b> into operations planning.</p>	<p>1. Includes deliberate and crisis action planning.</p> <p>2. Incorporate Adaptive Planning and Execution (APEX) guidance and focus on accomplishing the five PR tasks consistent with Universal Joint Task Listings (UJTL) and Theater Joint Mission Essential Task Listings (JMETL).</p> <p>3. Defines PR command, control, and force structure.</p> <p>4. Identifies appropriate PR command, control and recovery forces and, in coordination with the Services, monitor Time Phased Force Deployment Data</p>	

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		(TPFDD) to ensure forces arrive in theater with sufficient time to adequately plan, prepare and organize support to theater at-risk forces.	
DODD 3002.01 Ch1 (PR in the DOD) dtd 4 Apr 2013, para 22.k and 22.l, pg 17.	Establish procedures for the <b>transition of operational records</b> , intelligence, and documentation with regard to missing DOD personnel to the Joint Staff J-7 (through JPRA), Secretaries of the Military Departments, and the Under Secretary of Defense (Policy) (USD(P)) through the USD(P)/CoS and DASD(POW/MPA).	<ol style="list-style-type: none"> <li>1. Transfer policies developed.</li> <li>2. Combatant Commander (CCDR) records of transfer of materials.</li> <li>3. JPRA (J-1 Archives and/or J-2) in possession of transferred materials.</li> </ol>	
DODD 3002.01 Ch1 (PR in the DOD) dtd 4 Apr 2013, para 22.m, pg 17.	Delineate requirements to meet identified PR <b>shortfalls and gaps</b> and advise the Secretary of Defense on deficiencies in personnel recovery capabilities.	<ol style="list-style-type: none"> <li>1. Shortfalls or gaps identified.</li> <li>2. Plan for addressing shortfalls and gaps.</li> <li>3. Shortfalls or gaps rectified.</li> </ol>	
DODI 2310.6 (NAR) dtd 13 Oct 2000, para 5.6.2, pg 5	Include <b>NAR planning</b> in operations and exercises and develop requirements for NAR to complement the commands' other PR capabilities and support theater operations plans.	Reflected in appropriate SOPs, plans, exercise plans, and documents.	
DODI 2310.6 (NAR) dtd 13 Oct 2000, para 5.6.3, pg 5	Forward <b>NAR requirements</b> to the Chairman of the Joint Chiefs of Staff for validation, coordination and sourcing if component commands do not possess the required trained personnel or other assets needed to plan and successfully execute NAR.	<ol style="list-style-type: none"> <li>1. Reflected in appropriate SOPs, plans, exercise plans, and documents.</li> <li>2. Reflected in appropriate CJCS Automated Message Handling System (AMHS) message traffic.</li> </ol>	
DODI 2310.6 (NAR) dtd 13 Oct 2000, para 5.6.4, pg 5	Identify and plan for <b>NAR requirements</b> annually.	<ol style="list-style-type: none"> <li>1. Reflected in appropriate SOPs, plans, exercise plans, and documents.</li> <li>2. Reflected in appropriate CJCS AHMS message traffic.</li> </ol>	
DODI 2310.6 (NAR) dtd 13 Oct 2000, para 5.6.5, pg 5	Establish, prioritize, and manage <b>theater NAR requirements</b> , engaging all potential supporting and operational elements in the developmental process.	<ol style="list-style-type: none"> <li>1. Reflected in appropriate SOPs, plans, exercise plans, and documents.</li> <li>2. Reflected in appropriate CJCS AHMS message traffic.</li> </ol>	
DODI 2310.6 (NAR) dtd 13 Oct 2000, para 5.6.6, pg 5	Establish clear and expeditious lines of communication with the Chairman of the Joint Chiefs of Staff, USJFCOM, USSOCOM, and DPMO on <b>policy matters for NAR</b> .	<ol style="list-style-type: none"> <li>1. Reflected in appropriate SOPs, plans, exercise plans, and documents.</li> <li>2. Reflected in appropriate CJCS AHMS message traffic.</li> </ol>	
DODI 2310.6 (NAR) dtd 13 Oct 2000, para 5.6.7, pg 5	<b>Plan, coordinate, and prepare to execute NAR</b> with the assistance of the JPRA, and Defense and other Government Agencies, in accordance with Combatant Command policies, procedures, joint doctrine and	<ol style="list-style-type: none"> <li>1. Reflected in appropriate SOPs, plans, exercise plans, and documents.</li> <li>2. Reflected in appropriate CJCS AHMS message traffic.</li> </ol>	

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	accepted tactics, techniques, and procedures.		
DODI 2310.6 (NAR) dtd 13 Oct 2000, para 5.6.8, pg 5	<b>Establish command and control measures</b> to ensure integration of NAR procedures into Combatant Command personnel recovery plans and procedures, and Joint Personnel Recovery Center operations.	1. Reflected in appropriate SOPs, plans, exercise plans, and documents. 2. Reflected in appropriate CJCS AHMS message traffic.	
DODI 2310.6 (NAR) dtd 13 Oct 2000, para 5.6.9, pg 5	<b>Coordinate with USSOCOM</b> for all command NAR requirements for Special Operations Forces (SOF) personnel, tactics, training, funding and equipment.	1. Reflected in appropriate SOPs, plans, exercise plans, and documents. 2. Reflected in appropriate CJCS AHMS message traffic.	
CJCSI 3270.01A, para e.(3).d, Pg A-12	A <b>PR communications manager</b> is appointed to ensure interoperability of communications systems, manage theater PR command and control communications architecture, and coordinate frequencies for command and control, recovery forces and survival radios in the area of operations.	1. The PR communications manager coordinated with theater PR/OPR, Joint Staff J-6, the National Reconnaissance Office (NRO) and the National Security Agency (NSA) to ensure allocation of adequate frequencies, bandwidth, power, channels and other resource elements required to satisfy validated communications requirements. 2. This requirement delineated in Theater PR Reg, appropriate PR Appendices, as well as appropriate J-6 Comms planning documents and requirements.	
CJCSI 3270.01A, para e.(3).e, Pg A-12	In coordination with the Services, annually identify <b>unique intelligence rqmts</b> to support the five PR tasks. Submit operational ISPR requirements to JPRA (PR OPR).	1. Service Intel schools have a copy of the ISPR requirements. 2. DIA (POW MIA Analytic Cell) has a copy of the CCDR ISPR requirements. 3. JPRA J-2 has a copy of the established ISPR requirements.	
CJCSI 3270.01A, para e.(3).f, Pg A-12	A <b>PR aid and theater blood chit program</b> manager has been <b>appointed</b> .	1. JPRA J-34 (SERE) retains a copy of the Blood Chit Manager appointment letter. 2. JPRC (turnover files) includes a copy of the Blood Chit Manager appointment letter. 3. The appointee has a copy of the Blood Chit Manager appointment letter.	
CJCSI 3270.01A, para e.(3).g, Pg A-13	Requests to JPRA for development, testing, and dissemination of <b>PR aids, intelligence, and IPG products</b> have been submitted.	Appropriate sections (and command section) within JPRA have copies of such requests (JPRA J-2, PRA, J-34, J-7, J-9).	
CJCSI 3270.01A, para e.(3).h, Pg A-12	Assistance in <b>NAR planning</b> (has been coordinated) with USSOCOM, JPRA, and other relevant DOD and governmental agencies.	JPRA J-3 (NAR), CJCS J-3 SOD, and US SOCOM J-3 have copies of requirements.	
CJCSI 3270.01A, para e.(3).i, Pg A-12	The <b>annual identification and prioritized PR requirements</b> ,	1. The PR OPR coordinated with the Joint Staff to ensure	

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	to include NAR requirements, in coordination with JPRA. PR/NAR requirements were submitted to the Joint Staff for validation.	feasibility and clarity of requirements prior to formal submission. 2. Joint Staff record of requirement. 3. AHMS record copy of requirements.	
CJCSI 3270.01A, para e.(3).j, Pg A-13	Develop theater reintegration plans	1. Theater Reintegration plan established. 2. Reintegration planning included in CCDR plans (PR Appendix 5, Reintegration TAB).	
CJCSI 3270.01A, para e.(4)(a), Pg A-13	Coordinate with JPRA to assess <b>theater PR capabilities and procedures</b> as established in theater directives.	Prior assessments encompass command and control nodes, recovery forces, and isolated personnel training.	
1. CJCSI 3270.01A, para e.(4)(b), Pg A-13 2. DODD 3002.01, Ch1, dtd 4 Apr 2013, para e, pg 16 and para l, pg 20.	Ensure the <b>integration of theater PR</b> forces into all relevant CJCS and combatant command sponsored training exercises and that exercises encompass the five PR tasks.	1. Theater plans reflect PR forces integration. 2. Past theater exercise records / AARs reflect PR forces integration. 3. JPRA (PRETC Exercise BR) records reflect PR forces integration into exercises. 4. JLL / PR JLLS records / databases reflect the integration of PR forces into exercises.	
CJCSI 3270.01A, para e.(5)(d), Pg A-14	Facilitate dissemination of <b>actionable information</b> relating to the recovery of isolated individuals to the appropriate organization.	1. PR Appendix reflects the ISPR requirement for the J-2. 2. J-2 Collection Plan reflects the ISPR requirement. 3. J-2 portions (of published Annex B // Intelligence) reflects ISPR requirement.	
CJCSI 3270.01A, para e.(5)(e), Pg A-14	In coordination with the Services and JPRA, ensure the timely and appropriate <b>debriefing of returned individuals</b> subject to recommendation of medical personnel.	Past reintegration event records reflect such coordination (JPRA Archives, CCDR records, Theater Phase I, Phase II or service Phase III records).	
DODI 3020.41 (OCS) dtd 20 Dec 2011, para 13.b, pg 41.	Conduct <b>integrated planning</b> to determine and synchronize <b>contract support</b> requirements to facilitate OCS planning and contracting and contractor management oversight.	1. Requirements reflected in theater plans. 2. Requirement reflected in theater COR requirements (COR Office).	
DODI 3020.41 (OCS) dtd 20 Dec 2011, para 13.c, pg 41.	In coordination with the Services and functional components, <b>identify military capabilities shortfalls in all the joint war fighting functions</b> that require contracted solutions.	Identified requirements are captured in the appropriate CCDR, subordinate JFC, Service component and combat support agency CSIP or other appropriate section of the CONPLAN with TPFDD, OPLAN or OPORD.	
DODI 3020.41 (OCS) dtd 20 Dec 2011, para 13.d (sections (1) through (5), pgs 41 and 42.	Service component commanders and supporting Defense Agencies and DOD Field Activities levied <b>appropriate requirements in plans and orders.</b>	1. Identified and incorporated contract support and operational acquisition requirements in supporting plans to CCDR OPLANs and CONPLANs with TPFDD, and to synchronize their supporting CSIPs, CMPs,	

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		<p>and contracted requirements and execution plans within geographic CCDR OPLANs and CONPLANs with TPFDD.</p> <p>2. Reviewed supporting CSIPs and CMPs and identify funding strategies for particular contracted capabilities identified to support each OPLAN and CONPLAN.</p> <p>3. Developed acquisition-ready requirements documents as identified in CSIPs including Performance Work Statements, IGEs, task order change documents, and sole source justifications.</p> <p>4. Ensured CAAF and their equipment are incorporated into TPFDD development and deployment execution processes.</p> <p>5. Ensured financial management policies and procedures are in place.</p>	
DODI 3020.41 (OCS) dtd 20 Dec 2011, para 13.e, pg 42.	Develop and publish <b>comprehensive OCS plans</b> .	<p>1. Synchronized OCS requirements among all Service components and Defense Agencies and DOD Field Activities operating within or in support of their AORs.</p> <p>2. Optimized operational unity of effort by analyzing existing and projected theater support and external support contracts to minimize, reduce, and eliminate redundant and overlapping requirements and contracted capabilities.</p>	
DODI 3020.41 (OCS) dtd 20 Dec 2011, para 13.f, pg 42.	Ensure <b>OCS requirements</b> for the Defense Agencies, multinational partners, and other Governmental agencies are addressed and priorities of effort for resources are deconflicted and synchronized with OCS to military forces.	<p>1. Reflected in CCDR OCS plans / regulations (COR Office).</p> <p>2. Reflected in the CCDR PR Reintegration plan, order or regulation.</p>	
DODI 3020.41 (OCS) dtd 20 Dec 2011, para 13.g, pg 42.	Ensure policies and procedures are in place for <b>reimbursing Government-furnished support of contingency contractor personnel</b> , including (but not limited to) subsistence, military air, intra-theater lift, and medical treatment, when applicable.	<p>1. Reflected in CCDR OCS plans / regulations (COR Office).</p> <p>2. Reflected in the CCDR PR Reintegration plan, order or regulation.</p> <p>3. FCG checked and referenced in theater PR Reg</p>	
DODI 3020.41 (OCS) dtd 20 Dec 2011, para 13.h, pg 42.	Ensure <b>CAAF and equipment requirements</b> (regardless if provided by the Government or the contractor) in support of an	<p>1. Reflected in CCDR OCS plans / regulations (COR Office).</p> <p>2. Reflected in the CCDR PR</p>	

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	operation are incorporated into plan TPFDDs.	Reintegration plan, order or regulation.	
DODI 3020.41 (OCS) dtd 20 Dec 2011, para 13.i, pg 42.	Review Service component <b>assessments of the risk of premature loss of essential contractor services</b> and review contingency plans to mitigate potential premature loss of essential contractor services.	1. Reflected in CCDR OCS plans / regulations (COR Office). 2. Reflected in the CCDR PR Reintegration plan, order or regulation.	
DODI 3020.41 (OCS) dtd 20 Dec 2011, para 13.j, pg 42.	Establish and communicate to contracting officers theater and/or <b>JOA CAAF admission procedures</b> and requirements, including country and theater clearance, waiver authority, immunizations, required training or equipment, and any restrictions necessary to ensure proper deployment, visibility, security, accountability, and redeployment of CAAF to their AORs and/or JOAs.	1. Requirement contained in theater entry requirements. 2. Reflected in CCDR OCS plans / regulations (COR Office). 3. Reflected in the CCDR PR Reintegration plan, order or regulation.	
DODI 3020.41 (OCS) dtd 20 Dec 2011, para 13.k, pg 42.	Coordinate with the Office of the USD(P) to <b>ensure special area, country, and theater personnel clearance requirements</b> are current in accordance with Reference (z), and coordinate with affected agencies (e.g., Intelligence Community agencies) to ensure that entry requirements do not impact mission accomplishment.	1. Requirement contained in theater entry requirements. 2. Reflected in CCDR OCS plans / regulations (COR Office). 3. Reflected in the CCDR PR Reintegration plan, order or regulation.	
DODI 3020.41 (OCS) dtd 20 Dec 2011, para 13.l, pg 42.	Determine and distribute <b>specific theater OCS organizational guidance</b> in plans, to include command, control, and coordination, and HCA relationships.	1. Requirement contained in theater entry requirements. 2. Reflected in CCDR OCS plans / regulations (COR Office). 3. Reflected in the CCDR PR Reintegration plan, order or regulation.	
DODI 3020.41 (OCS) dtd 20 Dec 2011, para 13.m, pg 42.	Develop and distribute <b>AOR/JOA-wide contractor management requirements, directives, and procedures</b> into a separate contractor management plan as an annex or the appropriate section of the appropriate plan.	1. Requirement contained in theater entry requirements. 2. Reflected in CCDR OCS plans / regulations (COR Office). 3. Reflected in the CCDR PR Reintegration plan, order or regulation. 4. FCG checked and referenced in theater PR Reg	
DODI 3020.41 (OCS) dtd 20 Dec 2011, para 13.n, pg 43.	Establish, staff, and execute <b>appropriate OCS-related boards, centers, and working groups</b> .	1. Reflected in CCDR OCS plans / regulations (COR Office). 2. Reflected in the CCDR PR Reintegration plan, order or regulation.	
DODI 3020.41 (OCS) dtd 20 Dec 2011, para 13.o, pg 43.	Integrate <b>OCS into mission rehearsals and training exercises</b> .	1. Integrated into theater Exercise Support Plan. 2. Reflected in CCDR OCS plans / regulations (COR Office).	

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		<p>3. Reflected in the CCDR PR plan, order or regulation (including Reintegration).</p>	
<p>DODI 3020.41 (OCS) dtd 20 Dec 2011, para 13.p, pg 43.</p>	<p>When <b>contracts are being or will be executed</b> in an AOR/JOA, designate and identify the organization responsible for managing and prescribing processes</p>	<ol style="list-style-type: none"> <li>1. Procedures established adjudicating requests for provision of Government-furnished equipment and services to contractors when such support is operationally required.</li> <li>2. SOPs contain language "Authorize trained and qualified contractor personnel to carry weapons for personal protection not related to the performance of contract-specific duties."</li> <li>3. Procedures established which include the coordination of, inter-theater strategic movements and intra-theater operational and tactical movements of contractor personnel and equipment.</li> <li>4. Collect and maintain information relating to CAAF and selected non-CAAF kidnappings, injuries, and deaths.</li> <li>5. Identify the minimum standards for conducting and processing background checks, and for issuing access badges to HN, LN, and TCN personnel employed, directly or indirectly, through Government-awarded contracts.</li> <li>6. Designate additional contractor personnel not otherwise covered by personnel recovery policy for personnel recovery support in accordance with Reference (av).</li> <li>7. Ensure that contract oversight plans are developed, and that adequate personnel to assist in contract administration are identified and requested, in either a separate contractor management plan as an annex of plans and orders and/or within appropriate parts of plans and orders.</li> <li>8. Develop a security plan for the protection of contingency contractor personnel according to para 4.e. of Encl 2.</li> <li>9. Develop and implement theater business clearance and, if required, Contract Administration Delegation policies and procedures to ensure visibility of and a level of control over systems support</li> </ol>	

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		and external support contracts providing or delivering contracted support in contingency operations.	
DODI 3020.41 (OCS) dtd 20 Dec 2011, para 13.t, pg 43.	Assign responsibility for providing victim and witness protection and assistance to contractor personnel in connection with <b>alleged offenses</b> .	1. Procedures reflected in the PR Regulation, as well as the Reintegration Plan. 2. Theater JAG, ADC, DoJ, and service components are aware of procedures carried out in the theater's reintegration plan.	
DODI 3020.41 (OCS) dtd 20 Dec 2011, para 13.u, pg 43.	Ensure applicable <b>predeployment, deployment, in-theater management, and redeployment guidance and procedures</b> are readily available and accessible by planners, requiring activities, contracting officers, contractors, contractor personnel and other interested parties on a webpage, and related considerations and requirements are integrated into contracts through contract terms, consistent with security considerations and requirements.	1. Reflected in the theater entry guidance procedures. 2. Reflected in the theater PR Regulation / Instruction. 3. Considerations and requirements are integrated into contracts through contract terms, consistent with security considerations and requirements.	
DODI 3020.41 (OCS) dtd 20 Dec 2011, para 13.w, pg 43.	<b>Integrate OCS planning</b> with operational planning across all primary and special staff sections.	1. Reflected in CCDR plans / regulations (including Reintegration Plans). 2. Reflected in all primary and special staff Detailed Checklists Desktop Procedures.	
DODI 3002.03 (DOD Personnel Recovery - Reintegration of Recovered Personnel) dtd 15 July 2013, para 9.c, pg 11.	Develop procedures to take custody of DOD personnel recovered through diplomatic or civil means.	1. SOP / TTP established. 2. SOP / TTP distributed. 3. SOP / TTP contents taught and incorporated into individual sections / division staff's procedures.	
DODI 3115 (ISPR) dtd 24 March 2006, para 5.5.1, pg 4.	Designate <b>PR-trained intelligence personnel</b> to support the command PR OPR and notify the Director, DPMO; the Director, JPRA; and the Director, DIA, or designee for IC <i>POW/MP</i> analysis.	1. Reflected in CCDR Reintegration Plan. 2. Reflected in J-2 training plan 3. Reflected in JMD requirements. 4. PRETC record of training (or request).	
DODI 3115 (ISPR) dtd 24 March 2006, para 5.5.2, pg 4.	Ensure <b>intelligence architectures</b> and concepts support the effective handling of all routine and time-sensitive intelligence related to PR, and assign PR-trained intelligence personnel to support the PR command and control architecture.	1. Reflected in CCDR Reintegration Plan. 2. Reflected in Intelligence Annex (B), as well as Collections Appendixes and TABs. 3. ISPR personnel attended PR-291 (or like) course. 4. J-2 slots (JMD) reflect ISPR requirement. 5. JPRA PRETC record of attendance.	
DODI 3115 (ISPR) dtd 24 March 2006, para 5.5.3, pg 4.	Ensure <b>intelligence considerations</b> are reflected in joint PR doctrine, tactics,	1. Reflected in CCDR Reintegration and Plans. 2. Reflected in Intelligence	

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	techniques and procedures, planning, operations, education and training, exercises, and acquisition programs .	Annex (B), as well as Collections Appendixes and TABs. 3. Reflected in J-2 Desktop Procedures / SOP.	
DODI 3115 (ISPR) dtd 24 March 2006, para 5.5.5, pg 4.	Establish <b>lines of communication with the Director, DIA</b> , or designee for IC <i>POW/MP</i> analysis on all PR events.	1. Prior communications (e-mails, AHMS messages, mIRC chats, DCO records) cited. 2. Telephonic communications. 3. DIA LNO present.	

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## EXECUTION Functional Checklist

Source	Task	Measurement	Comments
CJCSI 3270.01A, para e.(3), Pg A-12	Integrate PR execution.	<ol style="list-style-type: none"> <li>1. Recorded in JOC / JPRC SOP.</li> <li>2. Recorded in PR Plans (PR Appendix).</li> <li>3. Reflected in PR Battle Drills.</li> <li>4. Reflected in staff detailed checklists (supporting the PR Battle Drills).</li> </ol>	
CJCSI 3270.01A, para e.(5)(a), Pg A-13	Manage and coordinate PR planning and operations.	<ol style="list-style-type: none"> <li>1. JPRC designated the appropriate recovery assets for each isolation incident.</li> <li>2. Microsoft Internet Relay Chat (mIRC) records reflect PR coordination between the JPRC and PRCCs.</li> </ol>	
CJCSI 3270.01A, para e.(5)(b), Pg A-13	Maintain communications with component RCC and designated recovery assets.	<ol style="list-style-type: none"> <li>1. JPRC logs reflect JPRC / PRCC communications.</li> <li>2. DCO logs reflect JPRC / PRCC communications.</li> <li>3. mIRC logs reflect JPRC / PRCC communications.</li> <li>4. E-mail traffic reflects JPRC /PRCC communications.</li> </ol>	
CJCSI 3270.01A, para e.(5)(b), Pg A-13	Monitor mission progress and coordinate joint operations when necessary.	<ol style="list-style-type: none"> <li>1. JPRC logs reflect JPRC / PRCC communications.</li> <li>2. DCO logs reflect JPRC / PRCC communications.</li> <li>3. mIRC logs reflect JPRC / PRCC communications.</li> <li>4. E-mail traffic reflects JPRC /PRCC communications.</li> </ol>	
CJCSI 3270.01A, para e.(5), Pg A-14	Maintain records such as ISOPREP and evasion plans of action for isolated personnel and coordinate information sharing among appropriate organizations.	<ol style="list-style-type: none"> <li>1. PRMS Manager appointed.</li> <li>2. PRMS Manager accounts established.</li> <li>3. ISO / EPA data accessible by PRMS Manager.</li> <li>4. PRMS Manager knows procedures for accepting transfers of PRMS / ISO data from other theaters / PRMS Managers.</li> </ol>	
CJCSI 3270.01A, para e.(5)(d), Pg A-14	Facilitate dissemination of actionable information relating to the recovery of isolated individuals to the appropriate organization.	<ol style="list-style-type: none"> <li>1. CCMD procedures established.</li> <li>2. Theater architecture in place to facilitate the movement of data.</li> </ol>	
CJCSI 3270.01A, para e.(5)(e), Pg A-14	In coordination with the Services and JPRA, ensure the timely and appropriate <b>debriefing of returned individuals</b> subject to recommendation of medical personnel.	Past reintegration event records reflect such coordination (JPRA Archives, CCDR records, Theater Phase I, Phase II or service Phase III records).	
DODI 3115 (ISPR) dtd 24 March 2006, para 5.5.4, pg 4.	<b>Produce and disseminate intelligence</b> in support of PR plans, operations, and exercises within the command area of responsibility.	Information contained in J-2 ISPR products which include: <ol style="list-style-type: none"> <li>a. PMESI data</li> <li>b. JIPOE data.</li> <li>c. Intelligence portions of Annex C (Ops) Appendix 5 (PR).</li> </ol>	

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		<p>d. Intel assessments.</p> <p>e. Information reflected in mission debriefings of command personnel.</p>	
DODD 3002.01, Ch1, dtd 4 Apr 2013, para 21.i, pg 16.	<p>Assist the Services in determining the status of missing persons and for the <b>systematic, comprehensive, and timely collection, analysis, review, dissemination</b>, and periodic update of information related to such persons.</p>	<ol style="list-style-type: none"> <li>1. Requirements contained in PR Regulation.</li> <li>2. Requirements contained in PR Appendices for Oplans / CONPLANs.</li> <li>3. Requirements coordinated with the DIA POW MIA Analytic Cell.</li> <li>4. Requirements coordinated within the Intelligence Community (Collection Requirements).</li> </ol>	
DODD 3002.01 Ch1, dtd 4 Apr 2013, para 21.o, pg 17.	<p>Contribute current operational and historical personnel recovery-related data to the <b>historical central repository and archive</b> and reference library managed by JPRA.</p>	<ol style="list-style-type: none"> <li>1. Requirements contained in PR Regulation.</li> <li>2. Requirements contained in PR Appendices for Oplans / CONPLANs.</li> <li>3. Requirements coordinated with the JPRA J-1 (Archives).</li> </ol>	

**ADAPTATION Functional Checklist**

Source	Task	Measurement	Comments
CJCSI 3270.01A, para e.(5)(e), Pg A-14	In coordination with the Services and JPRA, ensure the timely and appropriate <b>debriefing of returned individuals</b> subject to recommendation of medical personnel.	1. Reintegration data / reporting included in JLLS / PR JLL systems. 2. In appropriate cases, such PR JLLS items show actions to resolve / elevate issues. 3. Requirement and procedures captured in Reintegration plan.	
CJCSI 3150.25E (JLL Program) dtd 20 Apr 2012, para 8, sub-tasks a. through h. 2. DODD 3002.01 Ch1, dtd 4 Apr 2013, para 21.n	The Combatant Commands provide and maintain <b>JLLP support</b> for theater and functional-specific joint and interoperability lessons learned activities.	1. The command appointed a joint LM. 2. The command appointed a JLLIS administrator. 3. The command established local processes to resolve internal issues at the lowest possible level. 4. The command shared and integrated joint issues into the JLLP. 5. The command conducted a lessons learned program with responsibilities to include, but not be limited to: (1) Executing and supporting command level joint lessons learned functions. (2) Executing small-scale active collection through direct observation of command and CSA level events and activities. Generally, small-scale Combatant Command/CSA collection shall be augmented by a core cadre of joint lessons learned specialists (JLLS) and analysts as required. When command and CSA level active collection requirements exceed command or agency capabilities, commands may request support from other commands, Services, agencies, or the JS J-7. (3) Performing passive collection and data processing. The JLLP shall support active and passive collection and processing. Combatant Commands and CSAs shall designate review, validation, and release authorities for internal JLLP activities. (4) Submitting lessons IAW Enclosures A and B. Lessons requiring external resolution may be submitted directly to the JS or other functional organizations for potential integration across the force. (5) Supporting the deliberate observation validation process	

		<p>by capturing and sharing key, over-arching, and crosscutting task performance observations (TPO) and training proficiency evaluations (TPE) in JTIMS for export into JLLIS no later than the official exercise ending, plus 45 days. Alternatively, observations may be entered directly into JLLIS.</p> <p>(6) Providing lesson summary inputs from the JLLIS to support development of commander or director joint training plans.</p> <p>(7) Coordinating with active collection activities.</p> <p>(a) When deployed, active collection teams from across the DOD operate under the direct control and movement authority of the supported command upon entry to the AOR.</p> <p>(b) Deployed collection teams shall coordinate the release of data and information products with the supported command.</p> <p>(c) Supported commands are expected to provide appropriate support for active collection efforts directed by the SecDef or the Chairman. These activities include coordinating theater and country clearance and other mutually agreed upon support requirements to be specified in a formal TOR agreement. (Enclosure C, Appendix A.)</p> <p>6. The command collaborated with peer multinational and Interagency lessons learned organizations as required, informing the JS of joint issues as required.</p> <p>7. The command attended the semiannual JLLWG as mission requirements and resources permit.</p> <p>8. The command was authorized Combatant Commander Exercise Engagement and Training Transformation (CE2T2) funded JLLS by the JS J-7 to support internal JLLP requirements and act as an integrating agent for the JLLP. The JLLS performs a specialized role focusing on direct lessons learned support to</p>	
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		<p>include command-level lesson discovery, validation, integration, and evaluation. In addition, the JLLS actively communicates with JLLP activities throughout the DOD and provides an integration and standardization function for the JLLP. JLLS may fulfill the role of LM, JLLIS administrator, and JLLIS joint CoP manager as required.</p>	
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**Annex C**

**Joint Personnel Recovery Coordination Center (JPRC) / Joint Task Force  
Responsibilities**

References.

1. National Security Presidential Directive (NSPD) United States Citizens Taken Abroad – 12 dtd 18 Feb 2002 (Confidential document)
2. Annex 1 (Memorandum to Principals on Appendix 1) to NSPD-12 dtd 4 Dec 2008 (Confidential document)
3. DODD 5122.5 (Assistant Secretary of Defense for Public Affairs (ASD(PA))) dated 27 Sept 2000
4. DODD 3002.01 Ch1 (PR in the DOD) dtd 4 Apr 2013
5. DODD 1300.7 (Trng and Ed to Support the CoC) dtd 8 Dec 2000
6. DODI 2310.05 Change 1\_Accounting for MIA\_dtd 14 Mar 2008
7. DODI 5205.75 (DOD Ops at US Embassies) dtd 4 Dec 2013
8. DODI 3020.41 (Operational Contract Support) dtd 20 Dec 2011
9. DODI 3115.10 (ISPR) dtd 24 Mar 2006
10. DODI 1300.21 (Code of Conduct Trng and Ed) dtd 8 Jan 2001
11. DODI 1300.23 (Isolated Personal Trng for DOD Civs and CTRs) dtd 20 Aug 2003
12. DODI 2310.6 (NAR) dtd 13 Oct 2000
13. DODD 2310.7 (Personnel Accounting -- Losses Due to Hostile Acts) dtd 10 Nov 2003
14. DODI 3002.03 (DOD Personnel Recovery - Reintegration of Recovered Personnel) dtd 15 July 2013
15. DODI 3002.02 (Personnel Recovery and 406 MHz Search and Rescue (SAR) Emergency Beacons in the Department of Defense) dtd 11 Jan 2013
16. OSD “Implementation of the Personnel Recovery Strategic Communication Guidance” dated 4 March 2008 Confidential document
17. CJCSM 3130.03 (Adaptive Planning and Execution (APEX) Planning Formats and Guidance) dtd 18 Oct 2012 (Limited release)
18. CJCSI 3270.01A (PR Within the DOD) dtd 1 July 2003 (Secret/NOFORN document)
19. CJCSI 3150.25E (JLL Program) dtd 20 Apr 2012
20. UJTL SN 3.4.9 (Manage Personnel Recovery)

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21. UJTL ST 6.2.7 (Conduct Personnel Recovery) version 7.1 (17 Jul 2012)
22. UJTL OP 6.2.9 (Coordinate Personnel Recovery) version 7.1 (17 Jul 2012)
23. UJTL Additional Task Details (ATDs) dtd Feb 2011
24. UJTL ST 2.1.5.1 Provide Counterintelligence (CI) and Human Intelligence (HUMINT) Support to Theater Operations version 7.1 (17 Jul 2012)
25. Joint Publication 3-50 (Personnel Recovery) dtd 20 Dec 2011
26. Joint Publication 5-0, Joint Operation Planning dtd 11 Aug 2011

**PREPARATION Functional Checklist**

Source	Task	Measurement	Comments
<p>1. DODD 3002.01 Ch1 (PR in the DOD) dtd 4 Apr 2013, para 21.b, page 15.                      2. UJTL ST 6.2.7 Conduct Personnel Recovery                      3. UJTL OP 6.2.9 Coordinate Personnel Recovery                      4. National Security Presidential Directive – 12 dtd 18 Feb 2002, chapter 2.1 and 2.2                      5. Annex 1 to NSPD-12 dtd 4 Dec 2008, section II (Purpose) and III (Policy), pages 1-2.</p>	<p><b>Plan and conduct PR</b> within their area of responsibility (AOR) across the spectrum of operational activity.</p>	<p>1. Theater PR Regulation (Instruction or manual) developed, staffed, and approved.  <b>2. Subordinate PR nodes (PRCCs, UARCCs) established.</b>                      3. Appropriate PR portions of plans issued (at all levels in AOR).                      4. Operations in the JOA have been synchronized or integrated with other elements of the USG, coalition partners, NGOs and international and regional organizations.                      5. All elements of national power have been considered for PR plans and operations.</p>	
<p>1. UJTL OP 6.2.9 (Coordinate PR).                      2. JP 5-0 (Jt Op Planning) dtd 11 Aug 2011, para 4.a, page IV-4 .</p>	<p>Conduct a <b>PR Mission Analysis</b></p>	<p>1. Thirteen Activities considered                      2. Higher headquarters (HHQ) planning directive, other strategic guidance, and commanders initial planning guidance received                      3. Following the mission analysis, the unit had staff estimates, a PR mission statement, updated planning guidance, as well as an initial list of PIRs, FFIRs, and CCIRs.                      4. Short falls identified and passed to higher headquarters as requirements</p>	
<p>1. DODD 3002.01 Ch1 (PR in the DOD) dtd 4 Apr 2013, para 21.c, page 16                      2. SN 3.4 (Additional Task Detail), element E2, task T2 as well as element E4, task T2.                      3. ST 3.4 (Additional Task Detail) dtd Feb 2011; Sections E3.1 through E3.6                      4. National Security Presidential Directive – 12 dtd 18 Feb 2002, chapter 2.1 and 2.2                      5. Annex 1 to NSPD-12 dtd 4 Dec 2008, section II (Purpose) and III (Policy), pages 1-2.</p>	<p>In coordination with the Secretary of State, Secretary of Defense, Chairman of the Joint Chiefs of Staff, and respective COMs, conduct <b>operational preparation of the environment</b> and activities to facilitate personnel recovery.</p>	<p>1. Requirement captured in appropriate orders and regulations.                      2. OPE briefings developed.                      3. OPE included in operational plans (PR Appendices, Annex B (Intelligence)).                      4. Identification of potential hostile reactions to United States reconnaissance activities and indications of isolating events.                      5. Identification of potential hostile reactions to United States military activities and indications of isolating events.                      6. Provides access to and communications with engaged forces, sensors, intelligence, and analysis capabilities that foster rapid, collaborative planning, execution, and real-time re-tasking and re-targeting.                      probable reaction to potential</p>	

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		<p>US or insurgent actions.</p> <p>7. Used the systems perspective to enhance joint intelligence preparation of the operational environment (JIPOE) by broadening the view of the operational environment (OE).</p> <p>8. Provide commander information about terrain and weather, civil considerations, population and culture, leaders and institutions, refugees and ethnic groups, social structures and customs, and infrastructure to assist in planning, preparing, and executing operations.</p> <p>9. Conduct comprehensive threat analysis, including developing intelligence products; determining primary operating area; and determining most likely targets.</p> <p>10. Consider the following when defining the operational environment:</p> <ul style="list-style-type: none"><li>a) Nature and strategy of the insurgency.</li><li>b) National and international support to the insurgents.</li><li>c) Neighboring countries.</li><li>d) Third-country support.</li><li>e) HN population, government, military, demographics, and threats.</li><li>f) HN political structure, enemy, foreign policy and relations, and military policies.</li></ul> <p>11. Determine operational area information;</p> <ul style="list-style-type: none"><li>a) Points of entry, infiltration and exfiltration routes, C2 structures for operations, and agricultural areas.</li><li>b) Weather effect on mobility of insurgents and their logistics efforts.</li><li>c) Migration and settlement patterns.</li><li>d) Political and religious affiliation and practices influencing attitudes towards both enemy and friendly operations.</li></ul> <p>12. Determine the enemy COAs (as they apply to PR):</p>	
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		<p>a) Identify the adversary's likely objectives and desired end state.</p> <p>b) Identify a full set of COAs available to the adversary.</p> <p>c) Portray the adversary's perspective of anticipated friendly COA.</p> <p>d) Evaluate and prioritize each adversary COA.</p> <p>e) Develop each COA in the amount of detail time allows.</p> <p>f) Identify initial intelligence collection requirements for adversary, friendly, and unaligned systems.</p> <p>13. As they apply to PR, identify elements, intentions, composition, strength, dispositions, tactics, equipment, personnel, and capabilities.</p> <p>14. Gather information to satisfy the commander's intelligence requirements.</p>	
DODI 3002.03 (DOD Personnel Recovery - Reintegration of Recovered Personnel) dtd 15 July 2013, para 9.d, pg 11.	Develop PA guidance for dissemination of information, collateral support from component commanders, and procedures to notify Military Department and Service offices of primary responsibility (OPRs), DASD (POW/MPA), JPRA, casualty affairs offices, PA offices, and chaplains' offices of an isolating event and subsequent key events in the life cycle of isolation, including initial recovery.	<ol style="list-style-type: none"> <li>1. PA guidance established.</li> <li>2. PA guidance distributed.</li> <li>3. PA guidance contents taught and incorporated into individual sections / division staff's procedures.</li> </ol>	
DODI 3002.03 (DOD Personnel Recovery - Reintegration of Recovered Personnel) dtd 15 July 2013, para 9.f, pg 12.	Provide for the transfer of all data collected from Phase I and II reintegration (including all notes, recordings, videos, transcripts, maps, charts, question sets, drawings, etc.) to the Service-designated reintegration team chief if Phase III reintegration is required.	<ol style="list-style-type: none"> <li>1. PR Reg or SOP reflects this requirement.</li> <li>2. Unit maintains copy of transmittal records.</li> </ol>	
DODI 3002.03 (DOD Personnel Recovery - Reintegration of Recovered Personnel) dtd 15 July 2013, para 9.g, pg 12.	Identify an office to serve as the central coordinator and point of contact for all processing preparations and activities at the theater transition point.	<ol style="list-style-type: none"> <li>1. JPRC PR Reintegration office identified.</li> </ol>	
DODI 3002.03 (DOD Personnel Recovery - Reintegration of Recovered Personnel) dtd 15 July 2013, para 9.h, pg 12.	Request that the Secretary of Defense designate a transportation priority of no less than 1B1 (as defined in Chairman of the Joint Chiefs of Staff Instruction 4120.02C (Reference (p))). Provide for the transport of the recovered	<ol style="list-style-type: none"> <li>1. 1B1 Transportation requirement verbiage contained in PR OPR SOP / Desk Top Procedures.</li> </ol>	

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	person and other designated personnel throughout the reintegration and post-isolation support process to the designated Phase III location in accordance with section 1056a of Reference (g).		
DODI 3002.03 (DOD Personnel Recovery - Reintegration of Recovered Personnel) dtd 15 July 2013, para 9.i, pg 13.	In cases where federal law enforcement is pursuing prosecution following an isolating event, confer with appropriate USG department and agency liaisons to ensure law enforcement personnel can conduct debriefings to collect, store, and transfer information in a manner consistent with evidentiary standards.	<ol style="list-style-type: none"> <li>1. LE coordination guidance contained in PR Reintegration SOP.</li> <li>2. LE coordination guidance contained in PR Reintegration issued plans / orders.</li> <li>3. Appropriate MOUs / MOAs issued.</li> </ol>	
DODI 3002.03 (DOD Personnel Recovery - Reintegration of Recovered Personnel) dtd 15 July 2013, para 9.j, pg 13.	Provide for chaplains or other religious personnel as required at the theater processing locations to meet the spiritual needs of recovered personnel and their families.	<ol style="list-style-type: none"> <li>1. Chaplains (and other religious personnel) attended in-resident or MTT Reintegration training.</li> <li>2. Chaplains (and other religious personnel) took online / CBP Reintegration training.</li> </ol>	
DODI 3002.03 (DOD Personnel Recovery - Reintegration of Recovered Personnel) dtd 15 July 2013, para 9.k, pg 13.	Designate a lead component Service for reintegration and post-isolation support of DOD civilians, CAAF, and non-DOD personnel who are not affiliated with a Service.	<ol style="list-style-type: none"> <li>1. JPRC Lead for reintegration and post-isolation support of DOD civilians, CAAF, and non-DOD personnel assigned in writing.</li> <li>2. Reintegration guidance established.</li> <li>3. Reintegration guidance distributed.</li> <li>4. Reintegration guidance contents taught and incorporated into individual sections / division staff's procedures.</li> </ol>	
DODI 3002.03 (DOD Personnel Recovery - Reintegration of Recovered Personnel) dtd 15 July 2013, para 11, pg 13.	In the event that the Secretary of Defense designates a transportation priority of 1B1 (as defined in Reference (p)) for recovered personnel, the Commander, USTRANSCOM, in addition to the responsibilities in section 5 of this enclosure, will coordinate with the responsible GCC to provide transportation for recovered personnel, reintegration team members, and other designated individuals.	<ol style="list-style-type: none"> <li>1. Phase I / II transportation (1B1) requirements verbiage contained in PR OPR SOP / Desk Top Procedures.</li> <li>2. Phase I / II transportation (1B1) requirements verbiage contained in OpLans, FRAGOs, and orders.</li> </ol>	
<ol style="list-style-type: none"> <li>1. UJTL OP 6.2.9 Coordinate PR.</li> <li>2. National Security Presidential Directive – 12 dtd 18 Feb 2002, chapter 5.1, page 6.</li> </ol>	Establish personnel recovery (PR) coordination nodes to prepare the joint force, commanders and staffs, forces and potential isolated personnel to accomplish the five PR	<ol style="list-style-type: none"> <li>1. Ensure intelligence organizations at all levels have PR-knowledgeable personnel integrated into their staffs.</li> <li>2. Ensure dedicated intelligence personnel are</li> </ol>	

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<p>3. National Security Presidential Directive – 12 dtd 18 Feb 2002, chapter 2.1 and 2.2</p> <p>4. Annex 1 to NSPD-12 dtd 4 Dec 2008, section II (Purpose) and III (Policy), pages 1-2.</p>	<p>execution tasks: report, locate, support, recover, and reintegrate</p>	<p>assigned to the JPRC, component PRCCs, the UARCC, and that PR-dedicated forces coordinate with intelligence <b>organizations to ensure intelligence requirements are addressed and satisfied in a timely manner.</b></p> <p>3. Ensure commanders and staffs, recovery forces, and isolated personnel receive PR-focused intelligence support throughout all phases of mission planning and <b>execution.</b></p> <p>4. Coordinate with J-2 and the joint intelligence support element regarding location and status of isolated personnel.</p> <p>5. Provide rapid and accurate channeling of relevant intelligence to enhance final PR <b>planning and execution.</b></p> <p>6. Ensure automated data processing intelligence systems are used to provide connectivity between the JPRC, component PRCCs, and PR-dedicated and designated units.</p>	
<p>1. CJCSI 3270.01A, para d.(4).b, page A-7</p> <p>2. DODD 1300.7 (Training and Education To Support the Code of Conduct (CoC)) dtd Dec 8, 2000 para 3.2, page 2</p>	<p>Ensure <b>Level A CoC training</b> has been conducted by all personnel.</p>	<p>1. Unit / service training records.</p> <p>2. Refresher training conducted.</p>	
<p>DODD 3002.01 Ch1 (PR in the DOD) dtd 4 Apr 2013, para 21.b, page 15</p>	<p>Plan and conduct PR within their JOA across the spectrum of operational activity (to include development of PR processes and procedures (PR Battle Drills / Detailed Checklists).</p>	<p>1. Theater (JPRC and component PRCC) PR procedural Battle Drills / Detailed Checklists) are coordinated, developed, staffed, trained to, rehearsed (internal and externally) and updated (as required).</p> <p>2. Theater (JPRC and component PRCC) PR procedural Battle Drills / Detailed Checklists) are made available and integrated at all levels in AOR.</p>	
<p>DODI 3003.02 (Series) PR and 406 MHz SAR Emergency Beacons in the DOD, pg 5, para 7.a</p>	<p>Accurately associate DoD 406 MHz emergency beacon identification information in JSETS with the current user, current unit, or current vehicle.</p>	<p>JSETS reflects the unit's registered CSEL / 406 beacons.</p>	
<p>DODI 3003.02 (Series) PR and 406 MHz SAR Emergency Beacons in the DOD, pg 5, para 7.b</p>	<p>Prevent testing, exercises, or any other non-emergency beacon activation unless coordinated with the DoD POC</p>	<p>Evidence / records of device activations.</p>	
<p>DODI 3003.02 (Series) PR and 406 MHz SAR Emergency</p>	<p>Ensure that JSETS is used as the sole information source to</p>	<p>Device registration reflects JSETS as the sole information</p>	

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Beacons in the DOD, pg 5, para 7.c	register and research individual beacon information, unless an exception has been granted	source.	
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**PLANNING Functional Checklist**

Source	Task	Measurement	Comments
<p>1. UJTL OP 6.2.9 (Coordinate PR)                      2. JP 5-0 (Jt Op Planning) dtd 11 Aug 2011, para 4.a, page IV-4                      3. National Security Presidential Directive – 12 dtd 18 Feb 2002, chapter 2.1 and 2.2                      4. Annex 1 to NSPD-12 dtd 4 Dec 2008, section II (Purpose) and III (Policy), pages 1-2.</p>	<p>Conduct a <b>PR Mission Analysis</b></p>	<p>1. Thirteen Activities considered                      2. HHQ planning directive, other strategic guidance, and commanders initial planning guidance received                      3. Following the mission analysis, the unit had staff estimates, a PR mission statement, updated planning guidance, as well as an initial list of PIRs, FFIRs, and CCIRs.                      4. Short falls identified and passed to higher headquarters as requirements.                      5. Integrate Information Ops with all facets of PR plans.</p>	
<p>1. DODD 3002.01 Ch1 (PR in the DOD) dtd 4 Apr 2013, para 21.c, page 16                      2. SN 3.4 (Additional Task Detail), element E4, task T4.                      3. National Security Presidential Directive – 12 dtd 18 Feb 2002, chapter 5.1, page 6.</p>	<p>Conduct <b>operational preparation of the environment</b> and activities to facilitate personnel recovery</p>	<p>1. OPE information reflected in command / J-2 briefings.                      2. OPE information reflected in Intel / Enemy portions of Annex B or the PR Appendix.                      3. Plans for and then reports time-sensitive intelligence on foreign developments that could threaten the United States, its citizens abroad, or allied military, political, or economic interests.</p>	
<p>1. National Security Presidential Directive – 12 dtd 18 Feb 2002                      2. Annex 1 to NSPD-12 dtd 4 Dec 2008, section II (Purpose) and III (Policy), pages 1-2.</p>	<p>Coordinate PR in the <b>Interagency Process</b></p>	<p>1. Work with Embassy SDO/DATTs to collaborate on PR preparation, planning , and execution.'</p>	
<p>1. DODD 3002.01 Ch1 (PR in the DOD) dtd 4 Apr 2013, para 21.d.1 (page 16)                      2. DODI 1300.21 Code of Conduct (CoC) Training and Education) dtd 8 Jan 2000. Paras 4.4.3 and 5.2.1 (pg 4).                      3. CJCSI 3270.01A, para d.(4).a, page A-7.                      4. DODI 1300.23 (Isolated Personnel Training for DoD Civilian and Contractors) dtd 20 Aug 2003, para 4.2, page 2.                      5. UJTL OP 6.2.9                      6. National Security Presidential Directive – 12 dtd 18 Feb 2002, chapter 2.1 and 2.2                      7. Annex 1 to NSPD-12 dtd 4 Dec 2008, section II (Purpose) and III (Policy), pages 1-2.</p>	<p>Ensure the <b>components understand the CCMD PR requirements</b> so that all personnel, including contractor employees authorized to deploy with the force, have been properly identified and trained.</p>	<p>1. JMD / orders process contain language / requirements for PR theater entry.                      2. PR requirements included in theater PR Briefings                      3. PR SOP includes CDR requirements.</p>	
<p>1. UJTL OP 6.2.9 Coordinate PR</p>	<p>Establish personnel recovery (PR) coordination nodes to</p>	<p>1 Accept authority and responsibility for the recovery</p>	

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<p>2. National Security Presidential Directive – 12 dtd 18 Feb 2002, chapter 4.0, page 5.</p>	<p>prepare the joint force, commanders and staffs, forces and potential isolated personnel to accomplish the five PR execution tasks: report, locate, support, recover, and reintegrate.</p>	<p>of isolated personnel within the assigned joint operations area (JOA). 2 Retain or designate the supported commander for personnel recovery (PR). 3 Establish the joint personnel recovery center (JPRC) to plan, coordinate, and monitor, PR missions (at the joint force or component level). Possible options: a) Establish a JPRC as part of the joint force commander's (JFC's) staff. b) Designate one component commander as the supported commander for PRo The supported commander for PR will establish the JPRC for the joint force command in addition to the component's personnel recovery coordination cell (PRCC); the designated component commander will have the authority and responsibility to conduct PRo c) Establish JPRCs for each joint force command within a theater. 4 Established the JPRC in the earliest stage of the joint task force formation to ensure integration with other C2 entities. 5 Ensure appropriate HN policies, laws, regulations, and capabilities are considered. 6. Assist in determining required code of conduct training in support of theater entry requirements. 7. Ensure PR-trained personnel are assigned to key PR positions. 8. Ensure components support PR operations of other components to the fullest extent practicable. 9. Provide and coordinate mutual support in PR matters with adjacent JFCs through respective JPRCs. 10. Exchange liaison personnel to facilitate a timely and appropriately organized PR mission response. 11. Designate the JPRC director and ensure trained personnel are assigned to the</p>	
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		<p>JPRC (PR controllers, survival, evasion, resistance, escape (SERE) specialists, PR intelligence support specialists).</p> <p>12. Integrate PR activities with other operations and activities in the JOA.</p> <p>13. Collocate the JPRC within the joint operations center of the designated command or component responsible for PR.</p> <p>14. Designate the JPRC as the primary coordinator of PR assistance to the HN or other appropriate civil entities within the JOA, when requested by the HN and authorized by the President of the US or Secretary of Defense, or as outlined in prior agreements.</p> <p>15. Designate the joint force special operations component commander (JFSOCC) with overall responsibility for planning, coordinating and executing all non-conventional assisted recovery (NAR) operations in support of the PR plan.</p> <p>16. Coordinated with component PRCCs to maintain current locations and status of PR capable forces and assets.</p> <p>17. Coordinated and deconflicted mutual PR support operations by joint force components and multinational and multiagency forces and organizations.</p> <p>18. Ensured the JPRC authority, responsibilities, and support requirements are clearly identified to component commanders, PRCCs, and all interagency and multinational PR forces through operating instructions and message traffic.</p> <p>19. Established PR reporting requirements for component units.</p> <p>20. Ensure the JFC, J-3, and J-2 are alerted as soon as practical after a report of isolated personnel.</p> <p>21. Ensure available data, including all-source</p>	
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		<p>intelligence, about the theater evasion environment is collected, maintained, and disseminated to appropriate commands.</p> <p>22. Established, coordinated, and disseminated operation-specific isolated personnel guidance, theater risk of isolation preparation, evasion aids, and SERE-related intelligence.</p> <p>22. Developed and disseminate guidelines for completion and compilation of isolated personnel reports and evasion plans of action.</p> <p>23. Coordinated with intelligence organizations to gather information relating to the location and status of isolated personnel and the threat that may affect their successful recovery.</p> <p>24. Develop joint force PR communications plans. Coordinate with joint force communications directorate and component communications directors to ensure the JPRC has redundant, secure communications.</p> <p>25. Coordinate for theater satellite coverage.</p> <p>26. Coordinate with appropriate national representatives for survival radio frequencies and blue-force tracking devices used by recovery forces and isolated personnel.</p> <p>27. Recommend evasion and recovery tactics, techniques, and procedures and appropriate clothing and equipment for potential isolated personnel.</p> <p>28. Developed backup/contingency signaling procedures for isolated personnel use when radio communication is not an option.</p> <p>29. Coordinated with the joint psychological operations task force for products to favorably influence the local population regarding PR efforts.</p> <p>30. Coordinated with the joint force deception planners for operational deception support.</p>	
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		<p>31. ROE considers PR equities (e.g., legal status of personnel, etc.).</p> <p>32. Develop a standardized notification process (special instructions, communication or signal instruction, etc.) to disseminate daily PR information (authentication, word of the day, etc.) to all components.</p> <p>33. Coordinate the status of isolated personnel with the appropriate command staff directorates.</p> <p>34. Update the PRCCs and recovery forces on the location, authentication and status of isolated personnel.</p> <p>35. Alert appropriate organizations of the known or probable location(s) of isolated personnel.</p> <p>36. Ensure the UARCC receives all pertinent information so they can plan in parallel and are prepared to assume control of the mission, if necessary.</p> <p>37. Monitor and support PR missions conducted by component personnel recovery coordination centers and the UARCC.</p> <p>38. Monitor PR operations conducted within the JFC's operational area.</p> <p>39. Coordinate public affairs releases with joint force and component public affairs offices.</p> <p>40. Keep affected component and DOD organizations informed on the status of ongoing PR missions.</p> <p>41. Maintain a database and file on each isolated person until recovery is complete. Coordinate the collection of all files and databases and forward to JPRA once the recovery mission is complete. <b>Files should not be destroyed, regard less of whether a recovery operation was executed successfully or not.</b></p> <p>42. Ensure recovered isolated personnel SERE debriefings are conducted by JPRA certified personnel in accordance with</p>	
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		<p>DOD policy and instructions.</p> <p>43. Ensure the results of recovered isolated personnel debriefs are properly disseminated in accordance with Chairman of the Joint Chiefs of Staff guidance.</p> <p>44. Assist the JFC and the components in executing their reintegration plans.</p> <p>45. Develop the debriefing and reintegration plan in coordination with command staff directorates and the PRCCs.</p> <p>46. Coordinate with theater medical personnel to obtain current locations of medical treatment facilities and pass that information to personnel recovery coordination centers and recovery forces, as required.</p> <p>47. Collect lessons learned/observations for each recovery operation.</p> <p>48. Ensure the PR CONOPS includes the component's responsibility to report PR shortfalls immediately to the appropriate combatant command staff element, usually the PR coordinator.</p> <p>49. Ensure PR responsibilities are consistent with the CONOPS and tasked to the appropriate subordinate command.</p> <p>50. ROE addresses unique PR requirements (e.g., legal status of isolated personnel, use of forces during recovery operations, access to potential recovery sites, HN restrictions).</p> <p>51. Integrated IO designed to disrupt the enemy and to influence local population to aid isolated personnel and recovery forces.</p> <p>52. Integrate component PR capabilities with coalition/ joint force headquarters planning.</p> <p>53. The plans, as developed, empower subordinate commanders with clear authority for specific operations.</p> <p>54. Use agreed upon multinational command and support relationships when</p>	
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		controlling or coordinating multinational force (MNF) PR operations. 55. LNOs have been exchanged between staffs of appropriate forces and their SOF counterparts, as well as NGO, IA and coalition partners.	
1. DODD 3002.01 Ch1 (PR in the DOD) dtd 4 Apr 2013, para 21.h, page 16 2. National Security Presidential Directive – 12 dtd 18 Feb 2002 3. Annex 1 to NSPD-12 dtd 4 Dec 2008, section II (Purpose) and III (Policy), pages 1-2.	Through TSC, State, and CCMD personnel, help develop <b>favorable conditions HN PR capabilities / partnerships</b> .	1. MOUs, MOAs, or treaties in place. Conditions and coordination reflected in the PR Appendix (or other locations within their planning documents).	
DODD 3002.01 Ch1 (PR in the DOD) dtd 4 Apr 2013, para 21.k, page 17	Establish (or refine and maintain) <b>procedures for the transition of operational records</b> , intelligence, and documentation with regard to missing DoD personnel to the DoD EA (through JPRA).	1. Record of transmittals. 2. JPRA in receipt of these materials within the J-1 Archives.	
DODD 3002.01 Ch1 (PR in the DOD) dtd 4 Apr 2013, para 21.l, page 17	Submit , via the chain of command, <b>PR intelligence requirements</b> to JPRA’s Intelligence Directorate.	1. JPRA or POW/MIA Analytic Cell in receipt of the requirement(s). 2. Record copy of the requirement maintained in the command.	
1. UJTL TA 6.2. 2. DODI 3020.41, para f (pg 17). 3. DODI 1300.23 (Isolated Personnel Training for DoD Civilian and Contractors) dtd 20 Aug 2003, paras 4.2, 4.3, and 4.5, pages 2-3.	All personnel, including CAAF, shall receive training regarding their status under <b>the Law of War and the Geneva Convention</b> . This also applies to those personnel hired in theater.	1. (Required/Identified) personnel have received survival, evasion, resistance, escape (SERE) training commensurate with their risk of isolation and exploitation. 2. Contractors received SERE / PR training consummate with their risk level 3. Contractors are entered in Synchronized Predeployment and Operational Tracker ( <b>SPOT</b> ) * (See note at bottom of this checklist) 4. DOD military, CTRs, or Govt Civilians are entered into PRMS.	
1. DODI 3020.41, para a.1 (pg 15). 2. JP 3-50 (PR), para 7.b, page II-9 and II-10.	<b>SPOT</b> as the central repository for up-to-date status and reporting on <b>contingency contractor personnel</b> , as well as other Government agency contractor personnel as applicable.	1. Contractors are entered in SPOT 2. Database of CTR personnel available to the region / component PRCC (direct or indirect access)	
1. DODI 3020.41 Operational Contract Support (OCS), para 1 (pg 19)	Training requirements contained or in <b>contracts</b> employing contractor personnel in support of an applicable contingency operation. Training requirements include specific	1. Contractors received SERE / PR training aligned with their level of risk e.g. MRI, HRI. 2. Contractors are entered in SPOT 3. Contractors completed their	

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	training requirements established by the Ccdr .	ISOPREP (or equivalents). 4. PRCC has process for retrieving SPOT data. 5. Training requirements contained in the contract.	
JP 3-50 (PR) dtd 20 Dec 2011, para 7.b(4), page II-9	During preparation, establish standards for <b>redundant communications</b> , if possible, among the C2 and ISR nodes, as well as with isolated personnel.	1. Redundant communications capabilities established and tested. 2. Recorded in PR and J-6 SOPs / procedures.	
DOD Directive 3003.01 (DOD Support to Civil Search and Rescue (SAR)), para 4.3, page 3.	Support foreign civil authorities performing <b>civil SAR</b> operations in territory and international waters beyond recognized U.S. aeronautical and maritime search and rescue regions (SRRs). [ <b>on a non-interference basis</b> ]	1. Contents of supporting plan (PR Appendix). 2. PR Appendix vetted with other plan Annexes, appendices and TABS. 3. Specific language in PR plan on coordinating and supporting civil SAR.	
DOD Directive 3115.10 (Intelligence Support to Personnel Recovery), para 5.5.2, pg 4.	Ensure <b>intelligence architectures and concepts</b> support the effective handling of all routine and time-sensitive intelligence related to PR.	1. PR Appendix refers to ISPR plan. 2. Annex B (Intelligence) speaks to ISPR in sufficient detail (CONOP para). 3. J-2 (theater / HHQ) received PRCC / component J-2 ISPR Information Requirements.	
DOD Directive 3115.10 (Intelligence Support to Personnel Recovery), para 5.5.2, pg 4.	Assign <b>PR-trained intelligence personnel</b> to support the PR command and control architecture.	1. Training certificates for PR-220, 291, or 309.	
1. DOD Directive 3115.10 (Intelligence Support to Personnel Recovery), para 5.5.3, pg 4. 2. UJTL OP 6.2.9 3. UJTL ST 2.1.5.1 4. CJCSM 3130.03 (APEX Planning Formats and Guidance) 5. TA 6.2 Additional Task Detail (ATD) dtd Feb 2011	Ensure <b>intelligence considerations</b> are reflected in joint PR planning, operations, education and training, exercises).	1. Annex B (Intelligence) reflects ISPR requirements / submission requirements. 2. Annex C (Operations) Appendix 5 (PR) para 3 reflects requirement for J-2 / PR (ISPR) responsibilities. 3. PR intelligence requirements identified and forwarded to applicable intelligence organizations 4. IW relevant activities integrated into applicable boards, bureaus, centers, cells, working groups (B2C2WGs) to coordinate PR 5. The PR plan(s) addresses irregular warfare (IW) (activities) in para 1.a of PR Appendices. 6. Operations orders (OPORDs) that include irregular warfare (IW) relevant activities to coordinate personnel recovery. 7. A comprehensive approach (e.g., NGOs), other government agencies) was considered for PR?	

		<p>8. Procedures established with theater JPRC / PR OPR to coordinate and deconflict debriefings with returned personnel.</p> <p>9. PR Appendix is written in prescribed APEX format unless a compelling need is demonstrated.</p> <p>10. Issued operation orders (OPORD) to subordinate commands with specific PR tasks.</p> <p>11. Reviewed legal status and standing rules of engagement (ROE) for isolated personnel and recommend supplements, as needed.</p> <p>12. Established isolating event notification and tasking procedures.</p> <p>13. Established PR operational areas for force employment.</p> <p>14. Determined methods of force employment for PR events.</p> <p>15. Addressed coordination and tactical procedures that are not platform specific.</p> <p>16. Identified PR assets that are available through pre-arranged procedures.</p> <p>17. Determined roles and responsibilities of commanders, staffs, recovery forces, and isolated personnel.</p> <p>18. Integrated all PR capabilities (unassisted, opportune, component, joint, multinational, and multiagency) in the plan.</p> <p>19. Determined PR resources and assets are supported by the force deployment plan.</p> <p>20. Ensured the PR plan includes a broad range of assets to enhance capability: PR- dedicated, designated, and capable forces.</p> <p>21. Considered the use of both quick response and precautionary options for PR planning.</p> <p>22. Coordinate with the Joint Intelligence Center or joint intelligence support element to provide and produce intelligence required to support PR operations.</p> <p>23. Clearly defined and delineate C2 relationships and</p>	
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		<p>PR coordination authority for PR operations and mission execution.</p> <p>24. Integrated NAR capabilities.</p> <p>25. Coordinated with higher headquarters concerning responsibility for debriefing and reintegration of recovered isolated personnel.</p> <p>26. Employed operations security (OPSEC) to mitigate the risk to isolated personnel.</p> <p>27. Ensured information operations (IO) and psychological operations (PSYOP) portions of OPLANs are designed to favorably influence attitudes of the local populace to support recovery force efforts to assist isolated personnel.</p>	
<p>1. DOD Directive 3115.10 (Intelligence Support to Personnel Recovery), para 5.5.5, pg 4.</p> <p>2. UJTL TA 6.2</p>	<p>Coordinate <b>intelligence debriefing support</b> for Phase I and follow-on Phase II reintegration activities.</p>	<p>1. Annex B (Intelligence) reflects ISPR requirements.</p> <p>2. Annex C (Operations) Appendix 5 (PR) para 3 reflects requirement for J-2 Reintegration support.</p> <p>3. Ensure Reintegration TAB reflects ISPR debriefing requirements.</p> <p>4. PR / Reintegration SOPs reflect these requirements.</p>	
<p>1. DOD Directive 3115.10 (Intelligence Support to Personnel Recovery), para 5.5.5, pg 4.</p> <p>2. UJTL TA 6.2</p>	<p>Coordinate <b>intelligence requirements</b> with the JIC/JIOC and theater PR OPR prior to Phase II reintegration activities.</p>	<p>1. Annex B (Intelligence) reflects ISPR requirements / submission requirements.</p> <p>2. Annex C (Operations) Appendix 5 (PR) para 3 reflects requirement for J-2 / ISPR submissions.</p> <p>3. Ensure Reintegration TAB reflects ISPR debriefing requirements.</p> <p>4. Theater JPRC is aware of these ISPR requirements.</p>	
<p>DOD Directive 2310.7 (Personnel Accounting -- Losses Due to Hostile Acts), para 5.14.1, pg 10</p>	<p>Comply with provisions of DoD Instruction 2310.5, "<b>Accounting for Missing Persons</b>," January 31, 2000.</p>	<p>1. PRCC / component has established process for filing of "COMMANDER'S PRELIMINARY ASSESSMENT AND RECOMMENDATION REGARDING MISSING PERSON" (DD Form 2812)</p> <p>2. PRCC / Component has procedures in place for reporting of isolated, missing, detained, or captured personnel.</p> <p>3. Above two steps reflected in component's PR Appendix / PR Appendix TAB E (Accounting).</p>	

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<p>1. DOD Directive 2310.7 (Personnel Accounting -- Losses Due to Hostile Acts), para 5.14.2, pg 10                  2. DODI 3020.41 (OPERATIONAL CONTRACTOR SUPPORT), para f, page 14.</p>	<p>In coordination with the JPRC/CCMD PR OPR guidance, <b>prepare contingency plans</b> to recover unaccounted for personnel determined alive and held against their will. These plans must include CAAF personnel as well as TPFDD data.</p>	<p>1. PRCC / component has established process for filing of "COMMANDER'S PRELIMINARY ASSESSMENT AND RECOMMENDATION REGARDING MISSING PERSON" (DD Form 2812)                  2. PRCC / Component has procedures in place for reporting of isolated, missing, detained, or captured personnel.                  3. Above two steps reflected in component's PR Appendix / PR Appendix TAB E (Accounting).                  4. Deployment data for CAAF and their equipment supporting the Military Services must be incorporated into TPFDD development and deployment execution processes</p>	
<p>DODI 3020.41 (OPERATIONAL CONTRACTOR SUPPORT), para e., pg 13.</p>	<p>Specific <b>contract-related considerations</b> and requirements set forth in Annex Ws of CONPLANS with TPFDD and OPLANs shall be reflected and addressed in CCDR policies (e.g., Theater Business Clearance/Contract Administration Delegation) and orders that apply to contractors and their personnel, maintained on CCDR OCS Webpages and integrated into contracts performing or delivering in a CCDR area of responsibility.</p>	<p>OCS plans incorporates CAAF considerations in appropriate Annex, Appendix, or TABs.</p>	
<p>1. UJTL TA 6.2                  2. DODI 1300.23 (Isolated Personnel Training for DoD Civilian and Contractors) dtd 20 Aug 2003, para 4.2</p>	<p><b>Execute PR Operations</b></p>	<p>Processes and products are developed and prepared, and forces are capable to accomplish the support task to facilitate the isolated personnel's ability to survive, evade, resist and escape.</p>	
<p>1. OSD "Implementation of the Personnel Recovery Strategic Communication Guidance" dated 4 March 2008, para I (page 2)                  2. National Security Presidential Directive – 12 dtd 18 Feb 2002                  3. Annex 1 to NSPD-12 dtd 4 Dec 2008, section II (Purpose) and III (Policy), pages 1-2.</p>	<p>The PRCC/Component's <b>Strategic Communications theme</b> "supports national personnel recovery policy, currently in draft, by providing a foundation for coordinating Department of Defense (DoD) efforts before, during, and after U.S., allied, and coalition personnel, or private citizens are illegally detained, held hostage, or otherwise isolated from friendly control."</p>	<p>1. The component's supporting plan is aligned with HHQ plans and policies (Annex Y-Commanders' Communication Strategy).                  2. The PR Appendix contains language / guidance for thematic alignment; especially with regard to Reintegration PA releases.</p>	
<p>OSD "Implementation of the Personnel Recovery Strategic Communication Guidance" dated 4 March 2008, para I</p>	<p>Develop a <b>supporting promotional communication plan</b> that... Advocates and promotes personnel recovery</p>	<p>1. Language contained in Strategic Communications and/or Information Operations portions of component</p>	

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(page 2)	issues to those who may not be aware of the strategic value of personnel recovery.	supporting plans. 2. Statements / requirements contained in Psyop/PA or IO CONOPS	
DODD 5122.5 (Assistant Secretary of Defense for Public Affairs (ASD(PA)) dated 27 Sept 2000, para 3, pages 2-4.	Ensure all plans, orders and public press releases are properly <b>coordinated with theater PA offices.</b>	1. Plans, orders and appendices reflect coordination PA requirements. 2. PR Battle Drills and checklists include PA guidance.	
DODI 3115.10 (ISPR) dtd 24 Nar 2006, para 5.5.4, page 4.	Produce and disseminate intelligence in support of PR plans, operations, and exercises within the command area of responsibility.	1. Intelligence portions of PR Appendix. 2. Intelligence briefings with emphasis on PR. 3. Production of INTSUMs or DISUMs which include PR data. 4. Records of ISPR collections efforts or plans. 5. Establishment of PR PIRs. 6. ISPR reflected in J-2 collections plans and emphasis messages.	
DODI 3115.10 (ISPR) dtd 24 Mar 2006, para 5.5.5, page 4	Coordinate intelligence debriefing support for Phase I and Phase II reintegration	1. RTC SOP reflects ISPR. 2. J-2 SOP reflects ISPR (Reintegration). 3. Coordination with a Phase II site for ISPR concerns.	

\* The Synchronized Predeployment and Operational Tracker (SPOT) has been designated as the Joint Enterprise contractor management and accountability system to provide a central source of contingency contractor information and a summary of contract services IAW DoDI 3020.41, Contractor Personnel Authorized to Accompany the U.S. Armed Forces, dated 3 Oct 05. Company and Government Representatives are required to maintain by-name contractor accountability within SPOT. For more information, see: <https://acc.dau.mil/CommunityBrowser.aspx?id=131617&lang=en-US>

**EXECUTION Functional Checklist**

Source	Task	Measurement	Comments
1. DODD 3002.01 Ch1 (PR in the DOD) dtd 4 Apr 2013, para 21.b, page 16 2. UJTL TA 6.2 3. National Security Presidential Directive – 12 dtd 18 Feb 2002, chapter 2.1 and 2.2 4. Annex 1 to NSPD-12 dtd 4 Dec 2008, section II (Purpose) and III (Policy), pages 1-2.	<b>Conduct PR</b> operations for any individual in their AOR.	1. Isolated personnel able to report their situation and/or location. 2. (Unit) Notifies higher echelon and parallel commands following initial report of an isolating incident. 3. Record traffic copies of SARIRs, SARSITS 4. Able to locate isolated personnel within appropriate amount of time. 5. Personnel Recovery (PR) mission procedures include analyzing and corroborating location information before passing with source and time stamp to other PR coordination nodes and forces. 6. Of personnel who have received survival, evasion, resistance, escape (SERE) training commensurate with their risk of isolation and exploitation. 7. Processes and products are developed and prepared, and forces are capable to accomplish the support task to facilitate the isolated personnel's ability to survive, evade, resist and escape. 8. Plans and processes are developed and in place to effectively and efficiently reintegrate recovered isolated personnel. 9. Written, staffed, approved PR SOP / TTP. 10. AAR LL data reflecting PR missions.	
DODD 3002.01 Ch1 (PR in the DOD) dtd 4 Apr 2013, para 21.e, page 16	<b>Rehearse PR</b> as an integral part of operational planning, training, and exercise.	1. PRETC EX Branch has records of such exercises. 2. Theater maintains record of said exercises. 3. Copies of exercise AARs.	
DODD 3002.01 Ch1 (PR in the DOD) dtd 4 Apr 2013, para 21.d(2), page 16	Be prepared to <b>provide oversight and assistance for reintegration</b> activities	1. JPRA Course PR-106 taken (JKO Course # : J3O P-US1233-- Title: PR 106 Joint Personnel Recovery Reintegration Team Responsibilities 2. JPRA PR-297 taken.	
1. DODD 3002.01 Ch1 (PR in the DOD) dtd 4 Apr 2013, para 21.i, page 16 2. DoD Instruction 2310.05, "Accounting for Missing	Assist the CCMD and others in <b>determining the status of missing persons</b> and for the systematic, comprehensive, and timely collection, analysis,	1. Analytic capability established / used within the theater. 2. If Analytic capability not in existence, such capability has	

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<p>Persons – Boards of Inquiry,” January 31, 2000</p>	<p>review, dissemination, and periodic update of information related to such persons</p>	<p>been listed as shortfall or requested.</p>	
<p>DODD 3002.01 Ch1 (PR in the DOD) dtd 4 Apr 2013, para 21.1, page 17</p>	<p>Submit, via the chain of command, <b>PR intelligence requirements</b> to JPRA’s Intelligence Directorate.</p>	<p>1. The Theater’s JOIC / CM in possession of said requirements submission.</p>	
<p>JP 3-50 (PR) dtd 20 Dec 2011, ANNEX E TO APPENDIX N <b>JOINT FORCE STAFF CONSIDERATIONS FOR PERSONNEL RECOVERY</b>, 3. Operations Directorate of a Joint Staff Considerations, para b., page N-E-3</p>	<p>Develop and implement crisis action planning procedures/battle drills.</p>	<p>1. Per CCMD PR Guidance ensure PR Architecture (JPRC and component PRCCs) develop, coordinate, rehearse, refine, and disseminate PR Battle Drills / Detailed Checklists to all levels of forces AOR, as well as made available to applicable OGA and IA elements.</p>	

**ADAPTATION Functional Checklist**

Source	Task	Measurement	Comments
1. CJCSM 3150.25E (Joint Lessons Learned Program) dtd 20 Apr 2012 2. UJTL OP 6.2.9	Command has guidance and procedures in place to collect <b>joint PR lessons learned</b> .	1. Command has an established JLL Program. 2. PRCC has internal procedures for the collection of PR JLLS data. 3. Any issued PR Appendices speak to collection of PR JLL data. 4. Plans and procedures include the collection and disposition of personnel recovery (PR) observations, after action reports (AARs), and lessons learned.	
1. DODD 3002.01 Ch1 (PR in the DOD) dtd 4 Apr 2013, para 21.n, page 17	Command supports the theater <b>PR lessons learned responsibilities</b> to ensure the collection of all significant personnel recovery-related data to provide accurate, thorough, and objective accounts of circumstances surrounding the isolation of DoD personnel.	1. PRCC personnel have JLL / PR JLLS active accounts. 2. PR personnel have entered PR information in PR JLLS as appropriate. 3. Unit PR SOP <b>AND</b> Unit Information Management plan reflects process for forwarding PR data to JPRA / theater JPRCs. 4. Unit coordinated/shared ALL observations / PR-related data with JPRA.	
DODD 3002.01 Ch1 (PR in the DOD) dtd 4 Apr 2013, para 22.o, page 17	Contribute current operational and <b>historical PR-related data to JPRA archives</b> .	JPRA J-1 Archives in possession of said data.	

**Annex D**  
**Personnel Recovery Coordination Cell (PRCC)**  
**Responsibilities**

References.

1. National Security Presidential Directive (NSPD) United States Citizens Taken Abroad – 12 dtd 18 Feb 2002 (Confidential document)
2. Annex 1 (Memorandum to Principals on Appendix 1) to NSPD-12 dtd 4 Dec 2008 (Confidential document)
3. DODD 5122.5 (Assistant Secretary of Defense for Public Affairs (ASD(PA)) dtd 27 Sept 2000
4. DODD 3002.01 Ch1 (PR in the DOD) dtd 4 Apr 2013
5. DODD 1300.7 (Trng and Ed to Support the CoC) dtd 8 Dec 2000
6. DODI 2310.05 Change 1\_Accounting for MIA dtd 14 Mar 2008
7. DODI 5205.75 (DOD Ops at US Embassies) dtd 4 Dec 2013
8. DODI 3020.41 (Operational Contract Support) dtd 20 Dec 2011
9. DODI 3115.10 (ISPR) dtd 24 March 2006
10. DODI 1300.21 (Code of Conduct Trng and Ed) dtd 8 Jan 2001
11. DODI 1300.23 (Isolated Personal Trng for DOD Civs and CTRs) dtd 20 Aug 2003
12. DODI 2310.6 (NAR) dtd 13 Oct 2000
13. DODD 2310.7 (Personnel Accounting -- Losses Due to Hostile Acts) dtd 10 Nov 2003
14. DODI 3002.03 (DOD Personnel Recovery - Reintegration of Recovered Personnel) dtd 15 Jul 2013
15. DODI 3002.02 (Personnel Recovery and 406 MHz Search and Rescue (SAR) Emergency Beacons in the Department of Defense) dtd 11 Jan 2013
16. OSD "Implementation of the Personnel Recovery Strategic Communication Guidance" dated 4 March 2008 (Confidential document)
17. CJCSM 3130.03 (Adaptive Planning and Execution (APEX) Planning Formats and Guidance) dtd 18 Oct 2012 (Limited release)
18. CJCSI 3270.01A (PR Within the DOD) dtd 1 Jul 2003 (Secret/NOFORN document)
19. CJCSI 3150.25E (JLL Program) dtd 20 Apr 2012
20. UJTL SN 3.4.9 (Manage Personnel Recovery)
21. UJTL ST 6.2.7 (Conduct Personnel Recovery) ver 7.1 dtd 17 Jul 2012
22. UJTL OP 6.2.9 (Coordinate Personnel Recovery) ver 7.1 dtd 17 Jul 2012
23. UJTL Additional Task Details (ATDs) dtd Feb 2011
24. UJTL ST 2.1.5.1 Provide Counterintelligence (CI) and Human Intelligence (HUMINT) Support to Theater Operations ver 7.1 dtd 17 Jul 2012
25. Joint Publication 3-50 (Personnel Recovery) dtd 20 Dec 2011
26. Joint Publication 5-0 (Joint Operation Planning) dtd 11 Aug 2011
27. UJTL ST 2.1.5.1 Provide Counterintelligence (CI) and Human Intelligence (HUMINT) Support to Theater Operations ver 7.1 dtd 17 Jul 2012

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**PREPARATION Functional Checklist**

Source	Task	Measurement	Comments
<p>1. DODD 3002.01 Ch1 (PR in the DOD) dtd 4 Apr 2013, para 21.b, page 15.</p> <p>2. UJTL ST 6.2.7 Conduct Personnel Recovery</p> <p>3. UJTL OP 6.2.9 Coordinate Personnel Recovery</p> <p>4. National Security Presidential Directive – 12 dtd 18 Feb 2002, chapter 2.1 and 2.2</p> <p>5. Annex 1 to NSPD-12 dtd 4 Dec 2008, section II (Purpose) and III (Policy), pages 1-2.</p>	<p><b>Plan and conduct PR</b> within their area of responsibility (AOR) across the spectrum of operational activity.</p>	<p>1. Theater PR Regulation (Instruction or manual) distributed.</p> <p>2. PR plans / FRAGOs issued.</p> <p>3. Operations in the JOA have been synchronized or integrated with other elements of the USG, coalition partners, NGOs and international and regional organizations.</p>	
<p>1. UJTL OP 6.2.9 (Coordinate PR).</p> <p>2. JP 5-0 (Jt Op Planning) dtd 11 Aug 2011, para 4.a, page IV-4 .</p>	<p>Conduct a <b>PR Mission Analysis</b></p>	<p>1. Thirteen mission analysis activities considered</p> <p>2. HHQ planning directive, other strategic guidance, and commanders initial planning guidance received, analyzed and incorporated into PR plans / FRAGOs.</p> <p>3. Following the mission analysis, the unit had staff estimates, a PR mission statement, updated planning guidance, as well as an initial list of PIRs, FFIRs, and CCIRs.</p> <p>4. Short falls identified and passed to higher headquarters as requirements</p>	
<p>1. DODD 3002.01 Ch1 (PR in the DOD) dtd 4 Apr 2013, para 21.c, page 16</p> <p>2. SN 3.4 (Additional Task Detail), element E2, task T2 as well as element E4, task T2.</p> <p>3. ST 3.4 (Additional Task Detail) dtd Feb 2011; Sections E3.1 through E3.6</p> <p>4. National Security Presidential Directive – 12 dtd 18 Feb 2002, chapter 2.1 and 2.2</p> <p>5. Annex 1 to NSPD-12 dtd 4 Dec 2008, section II (Purpose) and III (Policy), pages 1-2.</p>	<p>In coordination with the Secretary of State, Secretary of Defense, Chairman of the Joint Chiefs of Staff, and respective COMs, conduct <b>operational preparation of the environment</b> and activities to facilitate personnel recovery.</p>	<p>1. Requirement captured in appropriate orders and regulations.</p> <p>2. OPE briefings developed.</p> <p>3. OPE included in operational plans (PR Appendices, Annex B (Intelligence) or FRAGOs.</p> <p>4. Identification of potential hostile reactions to United States reconnaissance activities and indications of isolating events.</p> <p>5. Identification of potential hostile reactions to United States military activities and indications of isolating events.</p> <p>6. Provides access to and communications with engaged forces, sensors, intelligence, and analysis capabilities that foster rapid, collaborative planning, execution, and real-time re-tasking and re-targeting.</p> <p>7. Used the systems perspective to enhance joint intelligence preparation of</p>	

		<p>the operational environment (JIPOE) by broadening the view of the operational environment (OE).</p> <p>8. Provide commander information about terrain and weather, civil considerations, population and culture, leaders and institutions, refugees and ethnic groups, social structures and customs, and infrastructure to assist in planning, preparing, and executing operations.</p> <p>9. Conduct comprehensive threat analysis, including developing intelligence products; determining primary operating area; and determining most likely targets.</p> <p>10. Consider the following when defining the operational environment:</p> <ul style="list-style-type: none"><li>a) Nature and strategy of the insurgency.</li><li>b) National and international support to the insurgents.</li><li>c) Neighboring countries.</li><li>d) Third-country support.</li><li>e) HN population, government, military, demographics, and threats.</li><li>f) HN political structure, enemy, foreign policy and relations, and military policies.</li></ul> <p>11. Determine operational area information;</p> <ul style="list-style-type: none"><li>a) Points of entry, infiltration and exfiltration routes, C2 structures for operations, and agricultural areas.</li><li>b) Weather effect on mobility of insurgents and their logistics efforts.</li><li>c) Migration and settlement patterns.</li><li>d) Political and religious affiliation and practices influencing attitudes towards both enemy and friendly operations.</li></ul> <p>12. Determine the enemy COAs (as they apply to PR):</p> <ul style="list-style-type: none"><li>a) Identify the adversary's likely objectives and desired end state.</li><li>b) Identify a full set of COAs available to the adversary.</li><li>c) Portray the adversary's</li></ul>	
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		<p>perspective of anticipated friendly COA.</p> <p>d) Evaluate and prioritize each adversary COA.</p> <p>e) Develop each COA in the amount of detail time allows.</p> <p>f) Identify initial intelligence collection requirements for adversary, friendly, and unaligned systems.</p> <p>13. As they apply to PR, identify elements, intentions, composition, strength, dispositions, tactics, equipment, personnel, and capabilities.</p> <p>14. Gather information to satisfy the commander's intelligence requirements.</p>	
DODI 3002.03 (DOD Personnel Recovery - Reintegration of Recovered Personnel) dtd 15 July 2013, para 9.d, pg 11.	Develop PA guidance for dissemination of information, collateral support from component commanders, and procedures to notify Military Department and Service offices of primary responsibility (OPRs), DASD (POW/MPA), JPRA, casualty affairs offices, PA offices, and chaplains' offices of an isolating event and subsequent key events in the life cycle of isolation, including initial recovery.	<ol style="list-style-type: none"> <li>1. PA guidance distributed.</li> <li>2. PA guidance contents taught and incorporated into individual sections / FRAGOs.</li> </ol>	
DODI 3002.03 (DOD Personnel Recovery - Reintegration of Recovered Personnel) dtd 15 July 2013, para 9.f, pg 12.	Provide for the transfer of all data collected from Phase I and II reintegration (including all notes, recordings, videos, transcripts, maps, charts, question sets, drawings, etc.) to the Service-designated reintegration team chief if Phase III reintegration is required.	<ol style="list-style-type: none"> <li>1. Requirement captured in the unit's Reintegration SOP, plans, or FRAGOs.</li> <li>2. Unit maintains copy of transmittal records.</li> <li>3. Reintegration records / reports maintained at owning JPRC / HHQ.</li> </ol>	
DODI 3002.03 (DOD Personnel Recovery - Reintegration of Recovered Personnel) dtd 15 July 2013, para 9.g, pg 12.	Identify an office to serve as the central coordinator and point of contact for all processing preparations and activities at the theater transition point.	<ol style="list-style-type: none"> <li>1. PRCC (Phase I) Reintegration assigned.</li> <li>2. PRCC (Phase I) Reintegration official trained.</li> </ol>	
DODI 3002.03 (DOD Personnel Recovery - Reintegration of Recovered Personnel) dtd 15 July 2013, para 9.h, pg 12.	Request that the Secretary of Defense designate a transportation priority of no less than 1B1 (as defined in Chairman of the Joint Chiefs of Staff Instruction 4120.02C (Reference (p))). Provide for the transport of the recovered person and other designated personnel throughout the reintegration and post-isolation support process to the designated Phase III location in accordance with section 1056a	<ol style="list-style-type: none"> <li>1. 1B1 Transportation requirement verbiage contained in PR OPR SOP / Desk Top Procedures.</li> </ol>	

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	of Reference (g).		
DODI 3002.03 (DOD Personnel Recovery - Reintegration of Recovered Personnel) dtd 15 July 2013, para 9.i, pg 13.	In cases where federal law enforcement is pursuing prosecution following an isolating event, confer with appropriate USG department and agency liaisons to ensure law enforcement personnel can conduct debriefings to collect, store, and transfer information in a manner consistent with evidentiary standards.	<ol style="list-style-type: none"> <li>1. LE coordination guidance contained in PR Reintegration SOP.</li> <li>2. LE coordination guidance contained in PR Reintegration plans / orders / FRAGO issued or distributed.</li> <li>3. Appropriate MOUs / MOAs issued.</li> </ol>	
DODI 3002.03 (DOD Personnel Recovery - Reintegration of Recovered Personnel) dtd 15 July 2013, para 9.j, pg 13.	Provide for chaplains or other religious personnel as required at the theater processing locations to meet the spiritual needs of recovered personnel and their families.	<ol style="list-style-type: none"> <li>1. Chaplains (and other religious personnel) attended in-resident or MTT Reintegration training.</li> <li>2. Chaplains (and other religious personnel) took online / CBP Reintegration training.</li> </ol>	
DODI 3002.03 (DOD Personnel Recovery - Reintegration of Recovered Personnel) dtd 15 July 2013, para 9.k, pg 13.	Designate a lead component Service for reintegration and post-isolation support of DOD civilians, CAAF, and non-DOD personnel who are not affiliated with a Service.	<ol style="list-style-type: none"> <li>1. Phase I (PRCC) Lead for reintegration and post-isolation support of DOD civilians, CAAF, and non-DOD personnel assigned in writing.</li> <li>2. Reintegration guidance distributed.</li> <li>3. Reintegration guidance contents taught and incorporated into individual sections.</li> </ol>	
DODI 3002.03 (DOD Personnel Recovery - Reintegration of Recovered Personnel) dtd 15 July 2013, para 11, pg 13.	In the event that the Secretary of Defense designates a transportation priority of 1B1 (as defined in Reference (p)) for recovered personnel, the Commander, USTRANSCOM, in addition to the responsibilities in section 5 of this enclosure, will coordinate with the responsible GCC to provide transportation for recovered personnel, reintegration team members, and other designated individuals.	<ol style="list-style-type: none"> <li>1. Phase I / II transportation (1B1) requirements verbiage contained in PR OPR SOP / Desk Top Procedures.</li> <li>2. Phase I / II transportation (1B1) requirements verbiage contained in OPLANs, FRAGOs, and orders.</li> </ol>	
<ol style="list-style-type: none"> <li>1. UJTL OP 6.2.9 Coordinate PR.</li> <li>2. National Security Presidential Directive – 12 dtd 18 Feb 2002, chapter 5.1, page 6.</li> <li>3. National Security Presidential Directive – 12 dtd 18 Feb 2002, chapter 2.1 and 2.2</li> <li>4. Annex 1 to NSPD-12 dtd 4 Dec 2008, section II (Purpose) and III (Policy), pages 1-2.</li> </ol>	Establish personnel recovery (PR) coordination nodes to prepare the joint force, commanders and staffs, forces and potential isolated personnel to accomplish the five PR execution tasks: report, locate, support, recover, and reintegrate	<ol style="list-style-type: none"> <li>1. Ensure intelligence staff personnel are knowledgeable of ISPR TTP.</li> <li>2. Ensure commanders and staffs, recovery forces, and isolated personnel receive PR-focused intelligence support throughout all phases of mission planning and <b>execution</b>.</li> <li>3. Coordinate with J-2 regarding location and status of isolated personnel.</li> <li>4. Provide rapid and accurate channeling of relevant intelligence to enhance final PR</li> </ol>	

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		<b>planning and execution.</b> 5. Ensure automated data processing intelligence systems are used to provide connectivity between the JPRC, component PRCCs, and PR-dedicated and designated units.	
DODD 3002.01 Ch1 (PR in the DOD) dtd 4 Apr 2013, para 21.b, page 15	Plan and conduct PR within their JOA across the spectrum of operational activity (to include development of PR processes and procedures (PR Battle Drills / Detailed Checklists).	1. Theater (JPRC and component PRCC) PR procedural Battle Drills / Detailed Checklists) are coordinated, developed, staffed, trained to, rehearsed (internal and externally) and updated (as required). 2. Theater (JPRC and component PRCC) PR procedural Battle Drills / Detailed Checklists) are made available and integrated at all levels in AOR.	

**PLANNING Functional Checklist**

<b>Source</b>	<b>Task</b>	<b>Measurement</b>	<b>Comments</b>
<p>1. UJTL OP 6.2.9 (Coordinate PR)                      2. JP 5-0 (Jt Op Planning) dtd 11 Aug 2011, para 4.a, page IV-4                      3. National Security Presidential Directive – 12 dtd 18 Feb 2002, chapter 2.1 and 2.2                      4. Annex 1 to NSPD-12 dtd 4 Dec 2008, section II (Purpose) and III (Policy), pages 1-2.</p>	<p>Conduct a <b>PR Mission Analysis</b></p>	<p>1. Thirteen Activities considered                      2. HHQ planning directive, other strategic guidance, and commanders initial planning guidance received                      3. Following the mission analysis, the unit had staff estimates, a PR mission statement, updated planning guidance, as well as an initial list of PIRs, FFIRs, and CCIRs.                      4. Short falls identified and passed to higher headquarters as requirements.                      5. Integrate Information Ops with all facets of PR plans.</p>	
<p>1. DODD 3002.01 Ch1 (PR in the DOD) dtd 4 Apr 2013, para 21.c, page 16                      2. SN 3.4 (Additional Task Detail), element E4, task T4.                      3. National Security Presidential Directive – 12 dtd 18 Feb 2002, chapter 5.1, page 6.</p>	<p>Conduct <b>operational preparation of the environment</b> and activities to facilitate personnel recovery</p>	<p>1. OPE information reflected in command / J-2 briefings.                      2. OPE information reflected in Intel / Enemy portions of Annex B or the PR Appendix (if produced), as well as FRAGOs.                      3. Plans for and then reports time-sensitive intelligence on foreign developments that could threaten the United States, its citizens abroad, or allied military, political, or economic interests.</p>	
<p>1. National Security Presidential Directive – 12 dtd 18 Feb 2002                      2. Annex 1 to NSPD-12 dtd 4 Dec 2008, section II (Purpose) and III (Policy), pages 1-2.</p>	<p>Coordinate PR in the <b>Interagency</b> Process</p>	<p>1. Work with Embassy SDO/DATTs to collaborate on PR preparation, planning , and execution.' Rationale: GCCs maintain primary responsibility with PRCCs/UARCCs having a secondary role. Embassies have the lead role for PR outside a JOA.</p>	
<p>1. DODD 3002.01 Ch1 (PR in the DOD) dtd 4 Apr 2013, para 21.d.1 (page 16)                      2. DODI 1300.21 Code of Conduct (CoC) Training and Education) dtd 8 Jan 2000. Paras 4.4.3 and 5.2.1 (pg 4).                      3. CJCSI 3270.01A, para d.(4).a, page A-7.                      4. DODI 1300.23 (Isolated Personnel Training for DoD Civilian and Contractors) dtd 20 Aug 2003, para 4.2, page 2.                      5. UJTL OP 6.2.9                      6. National Security Presidential Directive – 12 dtd 18 Feb 2002, chapter 2.1 and 2.2                      7. Annex 1 to NSPD-12 dtd 4</p>	<p>Ensure the <b>components understand the CCMD PR requirements</b> so that all personnel, including contractor employees authorized to deploy with the force, have been properly identified and trained.</p>	<p>1. JMD / orders process contain language / requirements for PR theater entry.                      2. PR requirements included in theater PR Briefings                      3. PR SOP includes Ccdr requirements.</p>	

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<p>Dec 2008, section II (Purpose) and III (Policy), pages 1-2.</p>			
<p>1. UJTL OP 6.2.9 Coordinate PR                  2. National Security Presidential Directive – 12 dtd 18 Feb 2002, chapter 4.0, page 5.</p>	<p>Establish personnel recovery (PR) coordination nodes to prepare the joint force, commanders and staffs, forces and potential isolated personnel to accomplish the five PR execution tasks: report, locate, support, recover, and reintegrate.</p>	<ol style="list-style-type: none"> <li>1 Accept authority and responsibility for the recovery of isolated personnel within the assigned joint operations area (JOA).</li> <li>2 Retain or designate the supported commander for personnel recovery (PR).</li> <li>3 Establish the PRCC coordinate, and monitor, PR missions. Possible options:                         <ol style="list-style-type: none"> <li>a) Establish a PRCC</li> </ol> </li> <li>4 Established the PRCC in the earliest stage of the joint task force formation to ensure integration with other C2 entities.</li> <li>5 Ensure appropriate HN policies, laws, regulations, and capabilities are considered.</li> <li>6. Assist in determining required code of conduct training in support of theater entry requirements.</li> <li>7. Ensure PR-trained personnel are assigned to key PR positions.</li> <li>8. Ensure components support PR operations of other components to the fullest extent practicable.</li> <li>9. Provide and coordinate mutual support in PR matters with adjacent PRCCs.</li> <li>10. Exchange liaison personnel to facilitate a timely and appropriately organized PR mission response.</li> <li>11. Designate the PRCC director and ensure trained personnel are assigned to the PRCC (PR controllers, survival, evasion, resistance, escape (SERE) specialists, PR intelligence support specialists).</li> <li>12. Integrate PR activities with other operations and activities in the JOA.</li> <li>13. Collocate the PRCC within the joint operations center of the designated command or component responsible for PR.</li> <li>14. Coordinated with adjacent PRCCs to maintain current locations and status of PR capable forces and assets.</li> <li>15. Coordinated and deconflicted mutual PR support operations by joint force components</li> </ol>	

		<p>and multinational and multiagency forces and organizations.</p> <p>16. Ensured the JPRC authority, responsibilities, and support requirements are clearly identified to component commanders, PRCCs, and all interagency and multinational PR forces through operating instructions and message traffic.</p> <p>17. Established PR reporting requirements for component units.</p> <p>18. Ensure the JFC, J-3, and J-2 are alerted as soon as practical after a report of isolated personnel.</p> <p>19. Ensure available data, including all-source intelligence, about the theater evasion environment is collected, maintained, and disseminated to appropriate commands.</p> <p>20. Established, coordinated, and disseminated operation-specific isolated personnel guidance, theater risk of isolation preparation, evasion aids, and SERE-related intelligence.</p> <p>21. Developed and disseminate guidelines for completion and compilation of isolated personnel reports and evasion plans of action.</p> <p>22. Coordinated with intelligence organizations to gather information relating to the location and status of isolated personnel and the threat that may affect their successful recovery.</p> <p>23. Develop joint force PR communications plans. Coordinate with joint force communications directorate and component communications directors to ensure the JPRC has redundant, secure communications.</p> <p>24. Coordinate for theater satellite coverage.</p> <p>25. Coordinate with appropriate national representatives for survival radio frequencies and blue-force tracking devices used by recovery forces and isolated personnel.</p>	
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		<p>26. Recommend evasion and recovery tactics, techniques, and procedures and appropriate clothing and equipment for potential isolated personnel.</p> <p>27. Developed backup/ contingency signaling procedures for isolated personnel use when radio communication is not an option.</p> <p>28. Coordinated with the joint psychological operations task force for products to favorably influence the local population regarding PR efforts.</p> <p>29. Coordinated with the joint force deception planners for operational deception support.</p> <p>30. ROE considers PR equities (e.g., legal status of personnel, etc.).</p> <p>31. Develop a standardized notification process (special instructions, communication or signal instruction, etc.) to disseminate daily PR information (authentication, word of the day, etc.) to all components.</p> <p>32. Establish Public Affairs DRAFT releases for PR (isolating) events.</p>	
<p>1. DODD 3002.01 Ch1 (PR in the DOD) dtd 4 Apr 2013, para 21.h, page 16</p> <p>2. National Security Presidential Directive – 12 dtd 18 Feb 2002</p> <p>3. Annex 1 to NSPD-12 dtd 4 Dec 2008, section II (Purpose) and III (Policy), pages 1-2.</p>	<p>Through TSC, State, and CCMD personnel, help develop <b>favorable conditions HN PR capabilities / partnerships.</b></p>	<p>1. MOUs, MOAs, or treaties in place.</p> <p>Conditions and coordination reflected in the PR Appendix (or other locations within their planning documents).</p>	
<p>DODD 3002.01 Ch1 (PR in the DOD) dtd 4 Apr 2013, para 21.k, page 17</p>	<p>Establish (or refine and maintain) <b>procedures for the transition of operational records</b>, intelligence, and documentation with regard to missing DoD personnel to the DoD EA (through JPRA).</p>	<p>1. Record of transmittals.</p> <p>2. JPRA in receipt of these materials within the J-1 Archives.</p>	
<p>DODD 3002.01 Ch1 (PR in the DOD) dtd 4 Apr 2013, para 21.l, page 17</p>	<p>Submit , via the chain of command, <b>PR intelligence requirements</b> to JPRA’s Intelligence Directorate.</p>	<p>1. JPRA or POW/MIA Analytic Cell in receipt of the requirement(s).</p> <p>2. Record copy of the requirement maintained in the command.</p>	
<p>1. UJTL TA 6.2.</p> <p>2. DODI 3020.41, para f (pg 17).</p> <p>3. DODI 1300.23 (Isolated Personnel Training for DoD Civilian and Contractors) dtd 20 Aug 2003, paras 4.2, 4.3,</p>	<p>All personnel, including CAAF, shall receive training regarding their status under <b>the Law of War and the Geneva Convention</b>. This also applies to those personnel hired in theater.</p>	<p>1. (Required/Identified) personnel have received survival, evasion, resistance, escape (SERE) training commensurate with their risk of isolation and exploitation.</p> <p>2. Contractors received SERE /</p>	

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and 4.5, pages 2-3.		PR training consummate with their risk level 3. Contractors are entered in SPOT 4. DOD military, CTRs, or Govt Civilians are entered into PRMS.	
1. DODI 3020.41, para a.1 (pg 15). 2. JP 3-50 (PR), para 7.b, page II-9 and II-10.	<b>SPOT</b> as the central repository for up-to-date status and reporting on <b>contingency contractor personnel</b> , as well as other Government agency contractor personnel as applicable.	1. Contractors are entered in SPOT 2. Database of CTR personnel available to the region / component PRCC (direct or indirect access)	
1. DODI 3020.41 Operational Contract Support (OCS), para 1 (pg 19)	Training requirements contained or in <b>contracts</b> employing contractor personnel in support of an applicable contingency operation. Training requirements include specific training requirements established by the CCDR .	1. Contractors received SERE / PR training aligned with their level of risk e.g. MRI, HRI. 2. Contractors are entered in SPOT 3. Contractors completed their ISOPREP (or equivalents). 4. PRCC has process for retrieving SPOT data. 5. Training requirements contained in the contract.	
JP 3-50 (PR) dtd 20 Dec 2011, para 7.b(4), page II-9	During preparation, establish standards for <b>redundant communications</b> , if possible, among the C2 and ISR nodes, as well as with isolated personnel.	1. Redundant communications capabilities established and tested. 2. Recorded in PR and J-6 SOPs / procedures.	
DOD Directive 3003.01 (DOD Support to Civil Search and Rescue (SAR)), para 4.3, page 3.	Support foreign civil authorities performing <b>civil SAR</b> operations in territory and international waters beyond recognized U.S. aeronautical and maritime search and rescue regions (SRRs). [ <b>on a non-interference basis</b> ]	1. Contents of supporting plan (PR Appendix). 2. PR Appendix vetted with other plan Annexes, appendices and TABS. 3. Specific language in PR plan on coordinating and supporting civil SAR.	
DOD Directive 3115.10 (Intelligence Support to Personnel Recovery), para 5.5.2, pg 4.	Ensure <b>intelligence architectures and concepts</b> support the effective handling of all routine and time-sensitive intelligence related to PR.	1. PR Appendix refers to ISPR plan. 2. Annex B (Intelligence) speaks to ISPR in sufficient detail (CONOP para). 3. J-2 (theater / HHQ) received PRCC / component J-2 ISPR Information Requirements.	
DOD Directive 3115.10 (Intelligence Support to Personnel Recovery), para 5.5.2, pg 4.	Assign <b>PR-trained intelligence personnel</b> to support the PR command and control architecture.	1. Training certificates for PR-220, 291, or 309.	
1. DOD Directive 3115.10 (Intelligence Support to Personnel Recovery), para 5.5.3, pg 4. 2. UJTL OP 6.2.9 3. UJTL ST 2.1.5.1 4. CJCSM 3130.03 (APEX Planning Formats and	Ensure <b>intelligence considerations</b> are reflected in joint PR planning, operations, education and training, exercises).	1. Annex B (Intelligence) reflects ISPR requirements / submission requirements. 2. Annex C (Operations) Appendix 5 (PR) para 3 reflects requirement for J-2 / PR (ISPR) responsibilities. 3. PR intelligence requirements	

<p>Guidance) 5. TA 6.2 Additional Task Detail (ATD) dtd Feb 2011</p>		<p>identified and forwarded to applicable intelligence organizations</p> <p>4. <b>Irregular Warfare (IW)</b> relevant activities integrated into applicable boards, bureaus, centers, cells, working groups (B2C2WGs) to coordinate PR</p> <p>5. The PR plan(s) addresses irregular warfare (IW) (activities) in para 1.a of PR Appendices.</p> <p>6. Operations orders (OPORDs) that include irregular warfare (IW) relevant activities to coordinate personnel recovery.</p> <p>7. A comprehensive approach (e.g., NGOs), other government agencies) was considered for PR?</p> <p>8. Procedures established with theater JPRC / PR OPR to coordinate and deconflict debriefings with returned personnel.</p> <p>9. PR Appendix is written in prescribed APEX format unless a compelling need is demonstrated.</p> <p>10. Issued operation orders (OPORD) to subordinate commands with specific PR tasks.</p> <p>11. Reviewed legal status and standing rules of engagement (ROE) for isolated personnel and recommend supplements, as needed.</p> <p>12. Established isolating event notification and tasking procedures.</p> <p>13. Established PR operational areas for force employment.</p> <p>14. Determined methods of force employment for PR events.</p> <p>15. Addressed coordination and tactical procedures that are not platform specific.</p> <p>16. Identified PR assets that are available through pre-arranged procedures.</p> <p>17. Determined roles and responsibilities of commanders, staffs, recovery forces, and isolated personnel.</p> <p>18. Integrated all PR capabilities (unassisted, opportune, component, joint, multinational, and multiagency) in the plan.</p> <p>19. Determined PR resources</p>	
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		<p>and assets are supported by the force deployment plan.</p> <p>20. Ensured the PR plan includes a broad range of assets to enhance capability: PR- dedicated, designated, and capable forces.</p> <p>21. Considered the use of both quick response and precautionary options for PR planning.</p> <p>22. Coordinate with the Joint Intelligence Center or joint intelligence support element to provide and produce intelligence required to support PR operations.</p> <p>23. Clearly defined and delineate C2 relationships and PR coordination authority for PR operations and mission execution.</p> <p>24. Integrated NAR capabilities.</p> <p>25. Coordinated with higher headquarters concerning responsibility for debriefing and reintegration of recovered isolated personnel.</p> <p>26. Employed operations security (OPSEC) to mitigate the risk to isolated personnel.</p> <p>27. Ensured information operations (IO) and psychological operations (PSYOP) portions of OPLANs are designed to favorably influence attitudes of the local populace to support recovery force efforts to assist isolated personnel.</p>	
<p>DOD Directive 3115.10 (Intelligence Support to Personnel Recovery), para 5.5.4, pg 4.</p>	<p><b>Produce and disseminate intelligence</b> in support of PR plans, operations, and exercises within the command area of operations.</p>	<p>1. Annex B (Intelligence) reflects ISPR requirements / submission requirements.</p> <p>2. Annex C (Operations) Appendix 5 (PR) para 3 reflects requirement for J-2 / ISPR submissions.</p> <p>3. Command JOC procedures reflect the J-2s ISPR functions.</p>	
<p>1. DOD Directive 3115.10 (Intelligence Support to Personnel Recovery), para 5.5.5, pg 4.</p> <p>2. UJTL TA 6.2</p>	<p>Coordinate <b>intelligence debriefing support</b> for Phase I and follow-on Phase II reintegration activities.</p>	<p>1. Annex B (Intelligence) reflects ISPR requirements.</p> <p>2. Annex C (Operations) Appendix 5 (PR) para 3 reflects requirement for J-2 Reintegration support.</p> <p>3. Ensure Reintegration TAB reflects ISPR debriefing requirements.</p> <p>4. PR / Reintegration SOPs reflect these requirements.</p>	

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<p>1. DOD Directive 3115.10 (Intelligence Support to Personnel Recovery), para 5.5.5, pg 4. 2. UJTL TA 6.2</p>	<p>Coordinate <b>intelligence requirements</b> with the JIC/JIOC and theater PR OPR prior to Phase II reintegration activities.</p>	<p>1. Annex B (Intelligence) reflects ISPR requirements / submission requirements. 2. Annex C (Operations) Appendix 5 (PR) para 3 reflects requirement for J-2 / ISPR submissions. 3. Ensure Reintegration TAB reflects ISPR debriefing requirements. 4. Theater JPRC is aware of these ISPR requirements.</p>	
<p>DOD Directive 2310.7 (Personnel Accounting -- Losses Due to Hostile Acts), para 5.14.1, pg 10</p>	<p>Comply with provisions of DoD Instruction 2310.5, "<b>Accounting for Missing Persons</b>," January 31, 2000.</p>	<p>1. PRCC / component has established process for filing of "COMMANDER'S PRELIMINARY ASSESSMENT AND RECOMMENDATION REGARDING MISSING PERSON" (DD Form 2812) 2. PRCC / Component has procedures in place for reporting of isolated, missing, detained, or captured personnel. 3. Above two steps reflected in component's PR Appendix / PR Appendix TAB E (Accounting).</p>	
<p>1. DOD Directive 2310.7 (Personnel Accounting -- Losses Due to Hostile Acts), para 5.14.2, pg 10 2. DODI 3020.41 (OPERATIONAL CONTRACTOR SUPPORT), para f, page 14.</p>	<p>In coordination with the JPRC/CCMD PR OPR guidance, <b>prepare contingency plans</b> to recover unaccounted for personnel determined alive and held against their will. These plans must include CAAF personnel as well as TPFDD data.</p>	<p>1. PRCC / component has established process for filing of "COMMANDER'S PRELIMINARY ASSESSMENT AND RECOMMENDATION REGARDING MISSING PERSON" (DD Form 2812) 2. PRCC / Component has procedures in place for reporting of isolated, missing, detained, or captured personnel. 3. Above two steps reflected in component's PR Appendix / PR Appendix TAB E (Accounting). 4. Deployment data for CAAF and their equipment supporting the Military Services must be incorporated into TPFDD development and deployment execution processes</p>	
<p>DODI 3020.41 (OPERATIONAL CONTRACTOR SUPPORT), para e., pg 13.</p>	<p>Specific <b>contract-related considerations</b> and requirements set forth in Annex Ws of CONPLANs with TPFDD and OPLANs shall be reflected and addressed in CCDR policies (e.g., Theater Business Clearance/Contract Administration Delegation) and orders that apply to contractors and their personnel, maintained on CCDR <b>Operational Contractor Support (OCS)</b> Webpages and integrated into</p>	<p>OCS plans incorporates CAAF considerations in appropriate Annex, Appendix, or TABs.</p>	

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	contracts performing or delivering in a CCDR area of responsibility.		
1. UJTL TA 6.2 2. DODI 1300.23 (Isolated Personnel Training for DoD Civilian and Contractors) dtd 20 Aug 2003, para 4.2	<b>Execute PR Operations</b>	Processes and products are developed and prepared, and forces are capable to accomplish the support task to facilitate the isolated personnel's ability to survive, evade, resist and escape.	
1. OSD "Implementation of the Personnel Recovery Strategic Communication Guidance" dated 4 March 2008, para I (page 2) 2. National Security Presidential Directive – 12 dtd 18 Feb 2002 3. Annex 1 to NSPD-12 dtd 4 Dec 2008, section II (Purpose) and III (Policy), pages 1-2.	The PRCC/Component's <b>Strategic Communications theme</b> "supports national personnel recovery policy, currently in draft, by providing a foundation for coordinating Department of Defense (DoD) efforts before, during, and after U.S., allied, and coalition personnel, or private citizens are illegally detained, held hostage, or otherwise isolated from friendly control."	1. The component's supporting plan is aligned with HHQ plans and policies (Annex Y-Commanders' Communication Strategy). 2. The PR Appendix contains language / guidance for thematic alignment; especially with regard to Reintegration PA releases.	
OSD "Implementation of the Personnel Recovery Strategic Communication Guidance" dated 4 March 2008, para I (page 2)	Develop a <b>supporting promotional communication plan</b> that... Advocates and promotes personnel recovery issues to those who may not be aware of the strategic value of personnel recovery.	1. Language contained in Strategic Communications and/or Information Operations portions of component supporting plans. 2. Statements / requirements contained in Psyop/PA or IO CONOPS	
DODD 5122.5 (Assistant Secretary of Defense for Public Affairs (ASD(PA)) dated 27 Sept 2000, para 3, pages 2-4.	Ensure all plans, orders and public press releases are properly <b>coordinated with theater PA offices.</b>	1. Plans, orders and appendices reflect coordination PA requirements. 2. PR Battle Drills and checklists include PA guidance.	
DODI 3115.10 (ISPR) dtd 24 Mar 2006, para 5.5.4, page 4.	Produce and disseminate intelligence in support of PR plans, operations, and exercises within the command area of responsibility.	1. Intelligence portions of PR Appendix. 2. Intelligence briefings with emphasis on PR. 3. Production of INTSUMs or DISUMs which include PR data. 4. Records of ISPR collections efforts or plans. 5. Establishment of PR PIRs. 6. ISPR reflected in J-2 collections plans and emphasis messages.	
DODI 3115.10 (ISPR) dtd 24 Mar 2006, para 5.5.5, page 4	Coordinate intelligence debriefing support for Phase I and Phase II reintegration	1. RTC SOP reflects ISPR. 2. J-2 SOP reflects ISPR (Reintegration). 3. Coordination with a Phase II site for ISPR concerns.	

**EXECUTION Functional Checklist**

Source	Task	Measurement	Comments
1. DODD 3002.01 Ch1 (PR in the DOD) dtd 4 Apr 2013, para 21.b, page 16 2. UJTL TA 6.2 3. National Security Presidential Directive – 12 dtd 18 Feb 2002, chapter 2.1 and 2.2 4. Annex 1 to NSPD-12 dtd 4 Dec 2008, section II (Purpose) and III (Policy), pages 1-2.	<b>Conduct PR</b> operations for any individual in their AOR.	1. Isolated personnel able to report their situation and/or location. 2. (Unit) Notifies higher echelon and parallel commands following initial report of an isolating incident. 3. Record traffic copies of SARIRs, SARSITS 4. Able to locate isolated personnel within command established criteria time constraints. 5. Personnel Recovery (PR) mission procedures include analyzing and corroborating location information before passing with source and time stamp to other PR coordination nodes and forces.	
DODD 3002.01 Ch1 (PR in the DOD) dtd 4 Apr 2013, para 21.e, page 16	<b>Rehearse PR</b> as an integral part of operational planning, training, and exercise.	1. PRETC EX Branch has records of such exercises. 2. Theater maintains record of said exercises. 3. Copies of exercise AARs.	
DODD 3002.01 Ch1 (PR in the DOD) dtd 4 Apr 2013, para 21.d(2), page 16	Be prepared to <b>provide oversight and assistance for reintegration</b> activities	1. JPRA Course PR-106 taken (JKO Course # : J3O P-US1233-- Title: PR 106 Joint Personnel Recovery Reintegration Team Responsibilities 2. JPRA PR-297 taken.	
1. DODD 3002.01 Ch1 (PR in the DOD) dtd 4 Apr 2013, para 21.i, page 16 2. DoD Instruction 2310.05, “Accounting for Missing Persons – Boards of Inquiry,” January 31, 2000	Assist the CCMD and others in <b>determining the status of missing persons</b> and for the systematic, comprehensive, and timely collection, analysis, review, dissemination, and periodic update of information related to such persons	1. Analytic capability established / used within the theater. 2. If Analytic capability not in existence, such capability has been listed as shortfall or requested.	
DODD 3002.01 Ch1 (PR in the DOD) dtd 4 Apr 2013, para 21.l, page 17	Submit, via the chain of command, <b>PR intelligence requirements</b> to JPRA’s Intelligence Directorate.	JPRA or POW / MIA Analytic Cell in possession of said requirement.	
JP 3-50 (PR) dtd 20 Dec 2011, ANNEX E TO APPENDIX N <b>JOINT FORCE STAFF CONSIDERATIONS FOR PERSONNEL RECOVERY</b> , 3. Operations Directorate of a Joint Staff Considerations, para b., page N-E-3	Develop and implement crisis action planning procedures/battle drills.	1. Per CCMD PR Guidance ensure PR Architecture (JPRC and component PRCCs) develop, coordinate, rehearse, refine, and disseminate PR Battle Drills / Detailed Checklists to all levels of forces AOR, as well as made available to applicable OGA and IA elements.	

**ADAPTATION Functional Checklist**

Source	Task	Measurement	Comments
1. CJCSM 3150.25E (Joint Lessons Learned Program) dtd 20 Apr 2012 2. UJTL OP 6.2.9	Command has guidance and procedures in place to collect <b>joint PR lessons learned</b> .	1. Command has an established JLL Program. 2. PRCC has internal procedures for the collection of PR JLLS data. 3. Any issued PR Appendices speak to collection of PR JLL data. 4. Plans and procedures include the collection and disposition of personnel recovery (PR) observations, after action reports (AARs), and lessons learned.	
1. DODD 3002.01 Ch1 (PR in the DOD) dtd 4 Apr 2013, para 21.n, page 17	Command supports the theater <b>PR lessons learned responsibilities</b> to ensure the collection of all significant personnel recovery-related data to provide accurate, thorough, and objective accounts of circumstances surrounding the isolation of DoD personnel.	1. PRCC personnel have JLL / PR JLLS active accounts. 2. PR personnel have entered PR information in PR JLLS as appropriate. 3. Unit PR SOP <b>AND</b> Unit Information Management plan reflects process for forwarding PR data to JPRA / theater JPRCs. 4. Unit coordinated/shared ALL observations / PR-related data with JPRA.	
DODD 3002.01 Ch1 (PR in the DOD) dtd 4 Apr 2013, para 22.o, page 17	Contribute current operational and <b>historical PR-related data to JPRA archives</b> .	JPRA J-1 Archives in possession of said data.	

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Annex E UARCC and Annex F ISPR are Secret/NOFORN and are in the classified portion of this guide.

Annex G Reintegration – to be published

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## Appendix 1 References

### Executive

National Security Presidential Directive (NSPD) United States Citizens Taken Abroad – 12  
dtd 18 Feb 2002 (Confidential document)  
(U) Annex 1 (Memorandum to Principals on Appendix 1) to NSPD-12 dtd 4 Dec 2008  
(Confidential document)

### Office of the Secretary of Defense

DODD 3002.01 Ch1 (Personnel Recovery in the DOD) dtd 4 Apr 2013  
DODD 3115.10 (Intelligence Support to Personnel Recovery) dtd 24 Mar 2006  
DODD 2310.7 (Personnel Accounting -- Losses Due to Hostile Acts) dtd 10 Nov 2003  
DODD 5122.5 (Assistant Secretary of Defense for Public Affairs (ASD(PA))) dated 27 Sept  
2000  
DODI 2310.05 Change 1 Accounting for Missing in Action (MIA)\_dtd 14 Mar 2008  
DODI 5205.75 (DOD Ops at US Embassies) dtd 4 Dec 2013  
DODI 3020.41 (Operational Contract Support) dtd 20 Dec 2011  
DODI 3115.10 (ISPR) dtd 24 March 2006  
DODI 1300.21 (Code of Conduct Trng and Ed) dtd 8 Jan 2001  
DODI 1300.23 (Isolated Personal Trng for DOD Civs and CTRs) dtd 20 Aug 2003  
DODI 2310.6 (NAR) dtd 13 Oct 2000  
DODI 3002.03 (DOD Personnel Recovery - Reintegration of Recovered Personnel) dtd 15  
July 2013  
DODI 3002.02 (Personnel Recovery and 406 MHz Search and Rescue (SAR) Emergency  
Beacons in the Department of Defense) dtd 11 Jan 2013  
DEPSECDEF Memo for Strategic Comms Guidance for PR dtd 4 Mar 2008

### Chairman of the Joint Staff

CJCSI 3270.01A (PR Within the DOD) dtd 1 July 2003 (Secret/NOFORN document)  
CJCSM 3130.03 (Adaptive Planning and Execution (APEX) Planning Formats and  
Guidance) dtd 18 Oct 2012 (LIMITED RELEASE)  
CJCSM 3290.01 (DOD Blood Chit Program) dtd 14 Mar 2014 Confidential document  
CJCSI 3150.25E (JLL Program) dtd 20 Apr 2012  
UJTL SN 3.4.9 (Manage Personnel Recovery)  
UJTL Additional Task Details dtd Feb 2011

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CONOPS for PR, Vice Chairman of the Joint Chiefs of Staff dtd 3 Feb 2012  
JROC 185-09 Adaptive Planning Concept of Operations dtd 1 Jul 2009  
PR Initial Capabilities Document Version 1.03 dtd 15 June 2012 (Secret/NOFORN document)

## Service Issuances

USSOCOM Publication 1 (Doctrine for Special Operations) dtd 5 Aug 2011  
USSOCOM Directive 525-21 (Personnel Recovery) dtd 29 May 2009  
USSOCOM Directive 10-1 (Organizations and Functions) dtd 15 Dec 2009  
USSOCOM Directive 525-16 (Preparation of the Environment) dtd 21 Aug 2007  
(Secret/NOFORN document)  
USSOCOM Directive 525-36 (Detention and Captivity) dtd 27 Jun 2005 (Secret/NOFORN document)  
USSOCOM Directive 525-38 (Military Operations-Reintegration) dtd 2 Jun 2010  
MARSOCO 3460.1 (Personnel Recovery) dtd 7 Apr 2010  
AFSOCI 10-3001 (Personnel Recovery) dtd 18 Sep 2007  
SOCOM Directive 525-5 (Advanced Special Operations) dtd 19 Aug 2004 (Secret/NOFORN document)  
SOCOM Directive 525-89 (Unconventional Warfare) dtd 31 May 2012 (Secret/NOFORN document)  
SOCOM Directive 37-15 (Emergency and Extraordinary Expense for Confidential Military Purposes) dtd 18 Aug 2010 (Secret/NOFORN document)  
SOCOM Directive 11-3 (Special Operation Forces Lessons Learned Program (SOFLLP)) dtd 20 May 2010  
SOCOM Dir 37-13 (Financial Information) dtd 1 Aug 2012  
SOCOM Security Classification Guide for Advanced Special Operations dtd 1 Dec 2005 (Secret/NOFORN document)  
USASOC Security Classification Guide dtd 14 May 2003  
SOCOM Dir 11-3 (Special Operations Forces Lessons Learned Program) dtd 20 May 2010  
FM 3-05.130, Army Special Operations Forces Unconventional Warfare dtd Sept 2008

## Joint Publications

JP 1 Doctrine for the Armed Forces of the United States dtd 14 May 2007  
JP 1-02 Department of Defense Dictionary of Military and Associated Terms dtd 15 Nov 2011  
JP 2-0 Joint Intelligence dtd Oct 2013  
JP 2-01.2 CI/HUMINT in Joint Operations dtd 26 Aug 2011 (Secret/REL FVEY document)  
JP 3-0 Joint Operations dtd 11 August 2011  
JP 3-05 Special Operations dtd 18 April 2011  
JP 3-50 (Personnel Recovery) dtd 20 Dec 2011  
JP 5-0 Joint Operations Planning dtd 11 Aug 2011  
JP 6-0 Joint Communications System dtd 10 Jun 2010

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Appendix 2
PR Universal Joint Tasks

Source: https://jdeis.js.mil/jdeis/index.jsp?searchString=Personnel+Recovery&pindex=80&but1=Search

BLUF: Based on the current UJTLs (as of 10 Sept 2014), there are three (3) PR UJTLs (below).

- SN 3.4.9 Manage Personnel Recovery
ST 6.2.7 Conduct Personnel Recovery
OP 6.2.9 Coordinate Personnel Recovery

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SN 3.4.9 Manage Personnel Recovery

Description

Coordinate, develop, prepare, plan, integrate, shape and advance personnel recovery matters within the Department of Defense (DOD) and other U. S. government (USG) agencies, with other nations, and with non-governmental/ intergovernmental organizations to provide a comprehensive capability to report, locate, support, recover, and reintegrate isolated personnel. (JP 3-50, JP 4-10, CJCSI 3270.01, DODD 2310.2, DoDI 2310.3, DoDI 2310.4, DoDI 2310.5, DoDI 2310.6)

Note: This task involves coordinating the planning and execution of DOD personnel, to include US contractor personnel authorized to accompany the US Armed Forces (CAAF) in recovery operations between combatant commands, Services, other DOD entities, USG agencies, other nations, and non-governmental/intergovernmental organizations. This task includes enhancing personnel recovery capabilities through advice and assistance to DOD and non-DOD entities on personnel recovery guidance, education and training, support to operations, adaptation, and lessons learned.

Measures

Table with 3 columns: Measure, Unit, Description. Rows include M1 (Percent), M2 (Minutes), M3 (Months), M4 (Months), M5 (Months), M6 (Ratio).

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**ST 6.2.7 Conduct Personnel Recovery**

**Description**

Integrate the sum of military, diplomatic, and civil efforts to prepare for and execute the recovery and reintegration of isolated personnel. (JP 3-50, DODI 2310.5, DODI 2310.6)

**Note:** This task may include coordination and promulgation of Personnel Recovery (PR) guidance and directives, in accordance with (IAW) Department of Defense (DOD) policy, doctrine, and tactics, techniques, and procedures (TTP), for forces in theater while planning for full spectrum PR. This task may also include report, locate, support, recover, and reintegrate isolated United States military and DOD civilian and contractor personnel. In addition, the task may include development of a theater-wide system in which the objectives are to return isolated personnel to duty, sustain morale, increase operational performance, and deny adversaries the opportunity to influence our military strategy and national will by exploiting the intelligence and propaganda value of isolated personnel. The system normally prepares three elements: commanders and staff, recovery forces, and isolated personnel through education, training, and equipping to plan and execute Personnel Recovery. Planning and execution considers three recovery options: diplomatic, military, and civil across all phases of operations, and then examines the capabilities within each of those options.

Measures

<b>Measure</b>	<b>Unit</b>	<b>Description</b>
M1	Percent	Of deliberate and crisis action derived plans that have a Personnel Recovery (PR) requirement developed and validated.
M2	Percent	Of deliberate and crisis action derived plans that have a Personnel Recovery (PR) course of action developed that effectively satisfies the validated Personnel Recovery (PR) requirement.
M3	Percent	Of deliberate and crisis action derived plans that have Personnel Recovery (PR) forces identified/provided to fulfill the validated Personnel Recovery (PR) requirement.
M4	Yes/No	The Personnel Recovery plan is coherent, integrated, and conforms to the Joint Operation Planning and Execution System (JOPES) guidance.
M5	Yes/No	Personnel are adequate to report, locate, support, recover, and reintegrate isolated personnel.
M6	Yes/No	Is equipment adequate to report, locate, support, recover, and reintegrate isolated personnel?
M7	Yes/No	Personnel Recovery shortfalls/requirements are identified and submitted to the Joint Staff.
M8	Yes/No	Commanders and staffs, recovery forces, and personnel at risk of isolation receive pre-deployment training In Accordance With (IAW) applicable Department of Defense directives (DODDs), Department of Defense instructions (DODIs), and theater directives.
M9	Months	Since review of theater operations plans for Personnel Recovery planning factors.
M10	Yes/No	Personnel Recovery considerations are included in theater-generated Operation Orders (OPORDs).
M11	Months	Since Personnel Recover (PR) related policy, doctrine, instructions, directives, and guidance were reviewed/updated.

<b>Measure</b>	<b>Unit</b>	<b>Description</b>
M12	Yes/No	Are irregular warfare (IW) relevant activities integrated into applicable boards, bureaus, centers, cells, working groups (B2C2WGs) to conduct personnel recovery?
M13	Yes/No	Does the plan(s) address irregular warfare (IW) relevant activities to conduct personnel recovery?
M14	Number	Of operations orders (OPORDs) that include irregular warfare (IW) relevant activities to conduct personnel recovery.
M15	Percent	Of applicable plans in which irregular warfare (IW) relevant activities objectives are integrated to conduct personnel recovery.

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**OP 6.2.9 Coordinate Personnel Recovery**

**Description**

Establish personnel recovery (PR) coordination nodes to prepare the joint force, commanders and staffs, forces and potential isolated personnel to accomplish the five PR execution tasks: report, locate, support, recover, and reintegrate. (JP 1-0, JP 3-05, JP 3-50, CJCSI 3126.01A)

**Note:** Task includes establishing a theater joint search and rescue center (JSRC) to plan, coordinate, and assist the joint force commander (JFC) in executing joint PR operations. Component commanders should establish a rescue coordination center (RCC) or functional equivalent to coordinate all component PR activities. This includes establishment of an unconventional assisted recovery coordination center (UARCC) to assist the JFC in nonconventional assisted recovery (NAR). Includes setting PR standards in theater entry requirements. This task may require language proficiency and/or regional expertise and cultural knowledge to effectively communicate with and/or understand the cultures of coalition forces, international partners, and/or local populations and/or understand the operational environment.

<b>Measure</b>	<b>Unit</b>	<b>Description</b>
M1	Yes/No	Is personnel recovery (PR) mission analysis accomplished and short falls identified and passed to higher headquarters as requirements?
M2	Yes/No	Do plans and orders provide clear and sufficient personnel recovery (PR) guidance to commanders and staffs, forces and potential isolated personnel?
M3	Yes/No	Do plans and orders integrate opportune, unassisted, component, joint, nonmilitary and multinational personnel recovery capabilities?
M4	Yes/No	Are personnel recovery (PR) intelligence requirements identified and forwarded to applicable intelligence organizations?
M5	Yes/No	Are appropriate personnel recovery (PR) capabilities inplace before personnel are placed at risk?
M6	Yes/No	Does personnel recovery (PR) architecture include nonconventional assisted recovery (NAR) and facilitate PR mission accomplishment?
M7	Yes/No	Is intelligence support to personnel recovery (PR) properly integrated into staff and operational procedures?

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<b>Measure</b>	<b>Unit</b>	<b>Description</b>
M8	Yes/No	Do plans and procedures include the collection and disposition of personnel recovery (PR) observations, after action reports (AARs), and lessons learned?
M9	Percent	Of conventional forces personnel trained in personnel recovery.
M10	Percent	Of conventional forces personnel trained to support personnel recovery.
M11	Percent	Of conventional forces that are ready to deploy in support of personnel recovery.
M12	Yes/No	Are irregular warfare (IW) relevant activities integrated into applicable boards, bureaus, centers, cells, working groups (B2C2WGs) to coordinate personnel recovery?
M13	Yes/No	Does the plan(s) address irregular warfare (IW) relevant activities to coordinate personnel recovery?
M14	Number	Of operations orders (OPORDs) that include irregular warfare (IW) relevant activities to coordinate personnel recovery.
M15	Yes/No	Was a comprehensive approach (e.g., nongovernmental organizations (NGOs), other government agencies) considered in personnel recovery?
M16	Number	Of personnel able to communicate with partner nation port authorities, security forces, and civilian agencies in native language.
M17	Number	Of personnel who understand capabilities and limitations of partners to integrate multi-national forces.