



# Department of Defense **DIRECTIVE**

**NUMBER** 3002.01

April 16, 2009

Incorporating Change 2, May 24, 2017

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USD(P)

SUBJECT: Personnel Recovery in the Department of Defense

References: See Enclosure 1

1. PURPOSE. This Directive:

a. Incorporates and cancels DoD Directive (DoDD) 2310.2 (Reference (a)) and DoD Instruction (DoDI) 2310.3 (Reference (b)) as a single Directive to establish policy and realign responsibilities for personnel recovery in the Department of Defense.

b. Defines the responsibilities for personnel recovery regarding the preparation of forces and operational planning and ensures that DoD personnel recovery responsibilities and procedures adapt to meet emerging requirements.

c. Identifies the Under Secretary of Defense for Policy (USD(P)) as OSD's Principal Staff Assistant (PSA) responsible for personnel recovery strategy, policy development, and operational oversight through the Assistant Secretary of Defense for Special Operations and Low Intensity Conflict (ASD(SO/LIC)) according to DoDD 5110.10 (Reference (c)).

d. Operational implementation of joint personnel recovery policy and doctrine shall be with the Chairman of the Joint Chiefs of Staff. The Joint Personnel Recovery Agency (JPRA), as a Chairman's controlled activity, shall be the DoD office of primary responsibility (OPR) and execute these responsibilities as noted in Enclosure 2.

2. APPLICABILITY

a. This Directive applies to OSD, the Military Departments, the Office of the Chairman of the Joint Chiefs of Staff and the Joint Staff, the Combatant Commands, the Office of the Inspector General of the Department of Defense (IG DoD), the Defense Agencies, the DoD Field Activities, and all other organizational entities within the Department of Defense (hereafter referred to collectively as the "DoD Components").

b. Memorandums of agreement or memorandums of understanding (MOUs) entered into by non-DoD organizations with the Department of Defense dealing with personnel recovery shall include terms making the provisions of this Directive applicable to those organizations.

3. DEFINITIONS. See Glossary.

4. POLICY. It is DoD policy that:

a. Preserving the lives and well-being of U.S. military, DoD civilians, and DoD contractor personnel authorized to accompany the U.S. Armed Forces who are in danger of becoming, or already are, beleaguered, besieged, captured, detained, interned, or otherwise missing or evading capture (hereafter referred to as “isolated”) while participating in U.S.-sponsored activities or missions, is one of the highest priorities of the Department of Defense. DoD contractor personnel authorized to accompany U.S. forces are identified in DoDI 3020.41 (Reference (d)). The military, DoD civilians, and DoD contractor personnel authorized to accompany the U.S. Armed Forces are hereafter referred to as “DoD personnel.”

b. The Department of Defense has an obligation to train, equip, and protect its personnel, prevent their capture and exploitation by adversaries, and reduce the potential for using isolated personnel as leverage against U.S. security objectives. Commanders at all levels must link force protection programs and personnel recovery as a means of preserving the force. This requires commanders to maintain situational awareness of their personnel during all phases of military operations.


c. The Department of Defense shall not offer payment of ransom or grant concessions for the return of any person identified in paragraph 4.a. The prohibition against ransom and concessions is not intended to prevent efforts to elicit information that leads to the return of isolated personnel, nor does it prevent the award of compensation obligated by the use of a blood chit (see Appendix J of Joint Publication 3-50 (Reference (e)) by DoD or other authorized personnel.

5. RESPONSIBILITIES. See Enclosure 2.

6. RELEASABILITY. Cleared for public release. This Directive is available on the DoD Issuances Web Site at <http://www.dtic.mil/whs/directives>.

7. SUMMARY OF CHANGE 2. The changes to this issuance are administrative and update organizational titles and references for accuracy.

8. EFFECTIVE DATE. This Directive is effective April 16, 2009.



William J. Lynn III  
Deputy Secretary of Defense

Enclosures

1. References
2. Responsibilities
3. Personnel Recovery Action Group

Glossary

ENCLOSURE 1

REFERENCES

- (a) DoD Directive 2310.2, "Personnel Recovery," December 22, 2000 (hereby canceled)
- (b) DoD Instruction 2310.3, "Personnel Recovery Response Cell (PRRC) Procedures," June 6, 1997 (hereby canceled)
- (c) DoD Directive 5110.10, "Defense Prisoner of War/Missing Personnel Office (DPMO)," September 21, 2005
- (d) DoD Instruction 3020.41, "Operational Contract Support," December 20, 2011, as amended
- (e) Joint Publication 3-50, "Personnel Recovery," December 20, 2011
- (f) DoD Instruction 5025.01, "DoD Issuances Program," August 1, 2016, as amended
- (g) Sections 1501-1513 of title 10, United States Code
- (h) DoD Instruction O-3002.05, "Personnel Recovery (PR) Education and Training," April 12, 2016
- (i) Federal Acquisition Regulations, March 2005 (with amendments through March 15, 2012)
- (j) Defense Federal Acquisition Regulation Supplement, August 17, 1998 (with changes through March 12, 2012)
- (k) Director of Defense Research and Engineering, "Defense Technology Area Plan," January 1997
- (l) Director of Defense Research and Engineering, "Joint Warfighting Science and Technology Plan," January 1997
- (m) DoD Instruction 3115.10E, "Intelligence Support to Personnel Recovery," March 24, 2006
- (n) Executive Order 10631, "Code of Conduct for Members of the Armed Forces of the United States," August 17, 1955, as amended
- (o) DoD Instruction 3003.01, "DoD Support to Civil Search and Rescue (SAR)," September 26, 2011, as amended
- (p) Department of Homeland Security, "National Search and Rescue Plan," August 2, 2007
- (q) DoD Instruction 2310.05, "Accounting for Missing Persons – Boards of Inquiry," January 31, 2000, as amended
- (r) DoD Instruction 3002.03, "DoD Personnel Recovery – Reintegration of Recovered Personnel," July 15, 2013, as amended
- (s) Under Secretary of Defense for Personnel and Readiness Memorandum, "DoD Readiness Reporting System Interim Implementation Guidance Serial 3.0," January 17, 2006
- (t) DoD 7000.14-R, "Department of Defense Financial Management Regulations (FMR)," as amended
- (u) Deputy Secretary of Defense Memorandum, "Program Decision Memorandum (PDM)," December 1, 2006
- (v) Deputy Secretary of Defense Memorandum, "Realignment of the Joint Personnel Recovery Agency (JPRA) Under the Department of the Air Force," November 25, 2011

ENCLOSURE 2

RESPONSIBILITIES

1. USD(P). The USD(P), in addition to the responsibilities in section 15 of this enclosure, shall:
  - a. Oversee the implementation of sections 1501-1513 of title 10, United States Code (Reference (g)) and DoD policy, strategy, and plans for recovering isolated personnel.
  - b. Serve as the OSD PSA responsible for overseeing DoD personnel recovery activities.
  
2. USD(P) CHIEF OF STAFF (CoS). The USD(P) CoS, under the authority, direction, and control of the USD(P), shall:
  - a. Serve as the principal civilian advisor to the Secretary of Defense and to the USD(P) on personnel recovery.
  - b. Assist in providing oversight of the DoD personnel recovery activities pursuant to guidance of the USD(P).
  - c. Designate the Office of the DASD(POW/MPA) as the OPR for developing personnel recovery policy and strategy and overseeing the operational implementation of personnel recovery policy.
  
3. ASSISTANT SECRETARIES OF DEFENSE FOR INTERNATIONAL SECURITY AFFAIRS (ASD(ISA)), HOMELAND DEFENSE AND GLOBAL SECURITY (ASD(HD&GS)), AND ASIAN & PACIFIC SECURITY AFFAIRS (ASD(A&PSA)). The ASD(ISA), ASD(HD&GS), and ASD(A&PSA), under the authority, direction, and control of the USD(P), shall coordinate all issues involving personnel recovery with the USD(P) CoS through the DASD(POW/MPA).
  
4. ASD(SO/LIC). The ASD(SO/LIC), under the authority, direction, and control of the USD(P), shall coordinate all special operations activities, force protection, and counterterrorism policy efforts involving personnel recovery with the USD(P) CoS through the DASD(POW/MPA).
  
5. UNDER SECRETARY OF DEFENSE FOR ACQUISITION, TECHNOLOGY, AND LOGISTICS (USD(AT&L)). The USD(AT&L), in addition to the responsibilities in section 15 of this enclosure, shall review all personnel recovery-related acquisition efforts and issue guidance necessary to modernize and integrate capabilities to meet Combatant Command requirements. Additionally, the USD(AT&L) shall:

- a. Support acquisition of personnel recovery capabilities.
- b. Evaluate and resource, as appropriate, modeling and simulation requirements identified by the Chairman of the Joint Chiefs of Staff.
- c. As the Defense Acquisition and Procurement Executive, ensure all aspects of contract development and contractor management consider and address requirements for personnel recovery.
- d. Coordinate with the Chairman of the Joint Chiefs of Staff to ensure that contracts associated with contractor employees deploying with the force in accordance with Reference (d) address personnel recovery requirements as identified by the Combatant Command in accordance with DoDI O-3002.05 (Reference (h)). Ensure the personnel recovery requirements of the Federal Acquisition Regulations and the Defense Federal Acquisition Regulations (References (i) and (j)) are incorporated into DoD contracts, as appropriate.
- e. Include personnel recovery requirements in the Defense Science and Technology planning process, the Defense Technology Area Plan (Reference (k)), the Joint Warfighting Science and Technology Plan (Reference (l)), and other planning documents, as appropriate.
- f. Support personnel recovery-related advanced concept technology demonstrations, as appropriate.
- g. Coordinate with the USD(P), through the USD(P) CoS and the DASD(POW/MPA), and the Chairman of the Joint Chiefs of Staff to ensure Combatant Command and Military Department acquisition solutions for personnel recovery requirements address integration and interoperability with evolving systems and programs. Address the importance of system and program integration and interoperability with other U.S. Government departments, agencies, allies, and partner-nation forces.
- h. Ensure personnel recovery capabilities are integrated into relevant acquisition programs (ground, sea, air, and/or space), including survival and life support equipment; command, control, communications, computers, intelligence, surveillance, and reconnaissance (C4ISR); and other information systems linking ground, sea, air, space power, and cyber power.
- i. Use the Personnel Recovery Technology Working Group to coordinate technological solutions to personnel recovery requirements.

6. UNDER SECRETARY OF DEFENSE FOR INTELLIGENCE (USD(I)). The USD(I), in addition to the responsibilities in section 15 of this enclosure, shall:

- a. Provide management and oversight to the Intelligence Community for intelligence support to personnel recovery, in accordance with DoDI 3115.10E (Reference (m)).

b. Ensure Defense intelligence, counterintelligence, and security components support Combatant Command personnel recovery requirements.

c. Ensure Defense intelligence capabilities address objectives contained in national personnel recovery policy.

d. Ensure Defense intelligence and counterintelligence provides multidisciplinary peacetime, crisis, contingency, and combat intelligence support for personnel recovery planning and execution.

7. UNDER SECRETARY OF DEFENSE FOR PERSONNEL AND READINESS (USD(P&R)). The USD(P&R), in addition to the responsibilities in section 15 of this enclosure, shall:

a. Develop policy requiring personnel recovery in DoD Component education and training programs.

b. Develop policy requiring that the Military Departments and United States Special Operations Command (USSOCOM) identify and report the level of personnel recovery and Code of Conduct (CoC) training proficiency of all assigned personnel.

c. Develop, implement, and oversee policies and procedures that require commanders maintain by-name accountability of all DoD personnel deployed abroad.

8. UNDER SECRETARY OF DEFENSE (COMPTROLLER)/CHIEF FINANCIAL OFFICER, DEPARTMENT OF DEFENSE (USD(C)/CFO). The USD(C)/CFO, in addition to the responsibilities in section 15 of this enclosure, shall fund or resource blood chit (Reference (e)) claims against the Department of Defense as requested by the Chairman of the Joint Chiefs of Staff.

9. GENERAL COUNSEL OF THE DEPARTMENT OF DEFENSE (GC DoD). The GC DoD, in addition to the responsibilities in section 15 of this enclosure, shall review all policy and legal issues applicable to the isolation of DoD personnel to ensure compliance with U.S. law, the law of armed conflict, and the CoC.

10. IG DoD. The IG DoD, in addition to the responsibilities in section 15 of this enclosure, shall provide the results of inspections that include findings or observations that pertain to personnel recovery activities to the USD(P) CoS, the DASD(POW/MPA), and the Chairman of the Joint Chiefs of Staff.

11. DoD CHIEF INFORMATION OFFICER (CIO). The DoD CIO, in addition to the responsibilities in section 15 of this enclosure, shall, in coordination with the Chairman of the Joint Chiefs of Staff, USD(AT&L), and USD(I), ensure C4ISR architectures and planning documents, such as C4 support plans, address personnel recovery information requirements across the DoD Components. The focus is improved standardization and interoperability of personnel recovery information derived from communication, alerting, tagging, tracking and locating systems, and of information derived from intelligence sources. Oversee incorporation of standardized personnel recovery information into common operational pictures, tactical displays, collaborative tools, and other means of command and control, as appropriate.

12. ASSISTANT TO THE SECRETARY OF DEFENSE FOR PUBLIC AFFAIRS (ATSD(PA)). The ATSD(PA), in addition to the responsibilities in section 15 of this enclosure, shall:

- a. Develop, coordinate, and oversee standing public affairs (PA) plans and contingency guidance in support of the DoD strategic communication plan for personnel recovery.
- b. Assist the USD(P), USD(P) CoS, DASD(POW/MPA), and Chairman of the Joint Chiefs of Staff with the development of a strategic communication plan for personnel recovery; oversee all PA aspects during its implementation.
- c. Coordinate PA activities with the appropriate Combatant Command, Joint Staff Joint Force Development Directorate (J-7), and USD(P) through the USD(P) CoS and DASD(POW/MPA) as part of the strategic communication plan for personnel recovery.

13. DIRECTOR, COST ASSESSMENT AND PROGRAM EVALUATION (DCAPE). The DCAPE, in addition to the responsibilities in section 15 of this enclosure, shall, as appropriate, review the costs, effectiveness, and capabilities for personnel recovery.

14. DASD(POW/MPA). The DASD(POW/MPA), under the USD(P) CoS, shall:

- a. Serve as the DoD lead for the development of national personnel recovery policy and strategies.

- (1) Develop DoD policy for personnel recovery, personnel recovery education and training, reintegration, and non-conventional assisted recovery; develop policy, as necessary, to define DoD responsibilities for preparing forces to conduct personnel recovery in all operating environments; and review other DoD policies, issuances, and guidance, as necessary, to ensure personnel recovery is addressed.

- (2) Oversee implementation of policy for DoD participation in a national personnel recovery system; facilitate and assist the development of personnel recovery architecture within



the Department of Defense; and represent the Secretary of Defense on personnel recovery issues outside the Department.

b. Assess policies, processes, and programs that influence the DoD ability to conduct personnel recovery operations; recommend actions, as necessary, to enhance personnel recovery capabilities.

c. Serve as the focal point for the Secretary of Defense on personnel recovery policies across the Department of Defense, among U.S. departments and agencies, and at international forums.

(1) Facilitate DoD decisions denoting the point of transition from personnel recovery to personnel accounting.

(2) Represent the DoD personnel recovery equities as a special member of the National Security Staff (NSS) Counterterrorism Security Group (CSG). Represent the Department of Defense on personnel recovery policy matters as a member of the NSC CSG's Hostage Working Group, which oversees the implementation of national policy for personnel recovery.

(3) Represent the Department of Defense on personnel recovery policy issues during North Atlantic Treaty Organization (NATO) efforts to formulate and implement personnel recovery policy.

(4) Represent the Department of Defense as the functional expert on policy regarding the use of civil search and rescue (SAR), military SAR assistance, and personnel recovery as a theater security cooperation tool.

d. Facilitate and oversee the development and implementation of the DoD strategic communication plan for personnel recovery.

e. Ensure all isolated personnel reports, intelligence, and data regarding circumstances surrounding any isolating event, from report to reintegrate, are collected, retained, and preserved and that this information is accessible for analysis by authorized planners and researchers. Ensure that personnel recovery information systems support transparent movement of information to personnel accounting processes when necessary.

f. Monitor the development and implementation of the DoD capability to provide by-name accountability of personnel deployed abroad.

g. Organize and co-chair the Personnel Recovery Technology Working Group with the Deputy Under Secretary of Defense for Advanced Systems and Concepts, under the authority, direction, and control of the USD(AT&L), to coordinate technological solutions to personnel recovery requirements.

h. Co-host the biennial DoD Worldwide Personnel Recovery Conference with the Joint Staff J-7.

i. Represent the USD(P) at forums that affect personnel recovery issues, including forums that address national military strategy development; the Joint Capabilities Integration and Development System (JCIDS); and the Planning, Programming, Budgeting, and Execution System (PPBES).

j. Advise the ASD(SO/LIC) on personnel recovery policy as it relates to special operations activities, force protection, and combating terrorism policy.

k. Coordinate with the applicable ASD regional offices to integrate personnel recovery activities into security cooperation strategy and planning to meet SecDef strategic regional and security cooperation objectives.

15. HEADS OF THE DoD AND OSD COMPONENTS. The Heads of the DoD and OSD Components shall:

a. Ensure personnel recovery preparation efforts keep pace with changes in the global operating environment and that personnel recovery education and training prepares commanders and staffs, operational forces, and individual personnel for personnel recovery across the range of military operations.

b. Be prepared to plan and execute personnel recovery operations with other interagency partners when supporting or conducting operations under Chief of Mission (COM) authority.

c. Be prepared to conduct interoperable and mutually cooperative personnel recovery operations with partner and host nations, including leveraging host-nation capabilities to rescue DoD personnel unilaterally whenever possible.

d. Develop inter-Military Department and interagency support agreements, MOUs, and other written arrangements when necessary to support a national personnel recovery system, determine personnel recovery requirements, and address the responsibilities assigned in this Directive.

e. Ensure personnel, including commanders and their staffs, are organized, trained, and equipped to support personnel recovery and CoC in accordance with Reference (h) and Executive Order 10631 (Reference (n)).

f. Support civil search and rescue efforts according to DoDD 3003.01 and the National Search and Rescue Plan (References (o) and (p)). This support shall not interfere with the primary military duties, roles, and missions of the Department of Defense and shall occur according to national military strategy and applicable national directives, plans, guidelines, policies, and agreements.

g. Ensure all information related to isolated personnel and the circumstances surrounding the isolation event is collected, retained, and preserved in order to plan future personnel recovery operations, support reintegration efforts, provide data for analysis of personnel recovery histories, and to assist future accounting efforts, if necessary.

16. SECRETARIES OF THE MILITARY DEPARTMENTS AND COMMANDER, USSOCOM (CDRUSSOCOM). In addition to the responsibilities in section 15 of this enclosure, the Secretaries of the Military Departments and CDRUSSOCOM shall organize, train, and equip forces to support personnel recovery requirements identified by the Combatant Commanders. They shall:

a. Develop and implement comprehensive strategies to address personnel recovery requirements for DoD personnel at risk of becoming isolated and being exploited.

b. Ensure sufficient personnel recovery capabilities are developed, programmed, and budgeted to meet the Military Department and USSOCOM personnel recovery requirements.

c. Ensure funding visibility of personnel recovery capabilities 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.

d. Coordinate for resolution by the Joint Staff any unresolved issues regarding personnel recovery doctrine or training.

e. Manage programs that affect personnel recovery according to guidance published by the Chairman of the Joint Chiefs of Staff. Support and participate in personnel recovery-related activities.

f. Ensure DoD personnel identified in paragraph 4.a. of the front matter of this Directive receive personnel recovery training commensurate with their level of risk 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.

g. Ensure policies and procedures are in place to identify and track personnel who have received Service and JPRA-conducted personnel recovery training.

h. Comply with provisions of DoDI 2310.05 (Reference (q)) for determining the status of missing persons and for comprehensive and timely collection, analysis, review, dissemination, and periodic update of information related to such persons.

i. Maintain an OPR 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.

j. Support the development of joint personnel recovery-related doctrine, tactics, techniques, and procedures and other guidance necessary to address the requirements of the Combatant Commands.

- k. Establish reintegration plans according to DoDI 3002.03 (Reference (r)) and in coordination with Chairman of the Joint Chiefs of Staff guidance. Integrate the Military Department and Combatant Command reintegration plans.
- l. Develop, facilitate, assess, and oversee personnel recovery technologies, joint experiments, and tactics, techniques, and procedures development to meet the requirements of the Combatant Commands and other Military Departments, when directed.
- m. Support joint manpower requirements requested and sourced through appropriate staffing means and validated Joint Manning Documents.
- n. Provide representatives with operational expertise to advise the DASD(POW/MPA) during meetings of the National Search and Rescue Committee.
- o. Ensure contractor employees authorized to deploy with the force in support of their command or department are:
  - (1) Properly identified, prepared, and accounted for in accordance with Reference (h).
  - (2) Provided personnel recovery training and equipment to meet the Combatant Commanders' theater entry requirements.
- p. Establish a mission essential task list 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) in accordance with the DoD Readiness Reporting System Interim Implementation Guidance Serial 3.0 (Reference (s)) and other relevant instructions or guidance.
- q. Support the JPRA's personnel recovery lessons learned responsibilities 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.
- r. Contribute current operational and historical personnel recovery-related data to the central historical repository and archive and reference library managed by JPRA.

17. SECRETARIES OF THE MILITARY DEPARTMENTS. In addition to the responsibilities in sections 15 and 16 of this enclosure, the Secretaries of the Military Departments shall:

- a. 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 (SERE) course inspections and evaluations for a policy compliance review.

b. Be prepared to provide reintegration services, with assistance from JPRA, according to Reference (r) to all contractors deploying with the force (CDF) and explain the benefits of reintegration to defense contractors, their employees and, if appropriate, their families.

18. SECRETARY OF THE AIR FORCE. In addition to the responsibilities in sections 15, 16, and 17 of this enclosure, the Secretary of the Air Force shall:

a. Continue to provide administrative support for 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.

b. Coordinate personnel recovery-related funding in support of the JPRA through Air Force PPBES processes. The Air Force Component/Major Command shall keep the Joint Staff J-7 informed of Service actions involving personnel recovery and JPRA programs of record as well as PPBES actions regarding personnel recovery. As appropriate, coordinate, in advance, PPBES adjustments with the USD(P), through the USD(P) CoS and DASD(POW/MPA).

c. With respect to JPRA funding, comply with section 010110, Volume 2A, Chapter 1 of DoD 7000.14-R (Reference (t)).

19. SECRETARY OF THE ARMY. In addition to the responsibilities in sections 15, 16, and 17 of this enclosure, the Secretary of the Army shall program for and fund U.S. Southern Command's personnel recovery infrastructure requirements in accordance with Reference (u).

20. CHAIRMAN OF THE JOINT CHIEFS OF STAFF. In addition to the responsibilities in section 15 of this enclosure, the Chairman of the Joint Chiefs of Staff shall:

a. Oversee operational implementation of this Directive by the Combatant Commands.

b. Coordinate and approve personnel recovery doctrine and tactics, techniques, and procedures for recovering those personnel identified in paragraph 4.a. of the front matter of this Directive and others designated by the President or Secretary of Defense. Synchronize U.S. personnel recovery doctrine with NATO and partner nations as appropriate.

c. Review contingency plans for preparing for and conducting a personnel recovery response by the Combatant Commands to recover isolated personnel determined to be alive.

d. Ensure that the Combatant Commands are appropriately tasked in Chairman of the Joint Chiefs of Staff plans and orders to plan and conduct personnel recovery operations to report, locate, support, recover, and reintegrate isolated personnel.

e. Ensure that the Joint Requirements Oversight Council reviews Combatant Command personnel recovery requirements for validation.

f. Provide strategic military guidance to JPRA as the Joint Staff office responsible for coordinating personnel recovery matters, in accordance with the Deputy Secretary of Defense Memorandum (Reference (v)).

g. In coordination with the USD(P), oversee DoD personnel recovery requirements throughout the PPBES cycle and:

(1) Assist the Military Departments in determining the merit of personnel recovery requirement submissions.

(2) Review the adequacy of resources proposed by the Military Departments to determine whether they meet personnel recovery objectives and support Combatant Commanders' personnel recovery requirements.

(3) Coordinate and recommend solutions for unresolved personnel recovery requirements during programming and budget reviews.

(4) Advise the Secretary of Defense of any changes needed to meet personnel recovery requirements.

(5) Support, as required, the Military Departments and USSOCOM in augmenting the Universal Joint Task List for all missions applicable to personnel recovery in order to support the reporting of applicable readiness and resource data for personnel recovery in the DRRS as per paragraph 16.q. of this enclosure.

21. COMMANDERS OF THE COMBATANT COMMANDS. In addition to the responsibilities in section 15 of this enclosure, the Commanders of the Combatant Commands are responsible for planning and conducting personnel recovery within their area of responsibility (AOR) across the spectrum of operational activity, and shall:

a. Establish and maintain an OPR for personnel recovery operations, training, doctrine, support, and execution. Notify the USD(P) (through the USD(P) CoS and DASD(POW/MPA)), Chairman of the Joint Chiefs of Staff, the Secretaries of the Military Departments, and JPRA of the office designated.

b. Conduct personnel recovery operations for any individual in their AOR, as appropriate. Personnel recovery operations will be coordinated, through the Joint Staff, with the Secretary of State, Secretary of Defense, Chairman of the Joint Chiefs of Staff, and corresponding COM.

c. In coordination with the Secretary of State, Secretary of Defense, Chairman of the Joint Chiefs of Staff, and respective COMs, conduct operational preparation of the environment and activities to facilitate personnel recovery.

d. Establish command personnel recovery policies, plans, programs, and procedures to build the capabilities necessary for timely and effective execution of the five personnel recovery tasks (report, locate, support, recover, and reintegrate) for all DoD personnel who become isolated from friendly control within the Command's AOR.

(1) Ensure the Service components understand minimum Combatant Command personnel recovery requirements so that all personnel, including contractor employees authorized to deploy with the force, have been properly identified, prepared, and accounted for in accordance with Reference (h).

(2) Be prepared to provide reintegration services, with assistance from JPRA and in accordance with Reference (r), to all personnel as appropriate, including CDF. In the case of repatriation of CDF, explain the benefits of reintegration to defense contractors, their employees and, if appropriate, their families.

e. Rehearse personnel recovery as an integral part of operational planning, training, and exercise.

f. Identify, document, validate, and prioritize personnel recovery requirements via established DoD processes.

(1) Coordinate personnel recovery requirements with the Joint Staff J-7 and JPRA.

(2) Coordinate with the Secretaries of the Military Departments as necessary for advocacy.

g. In coordination with the Chairman of the Joint Chiefs of Staff and Secretaries of the Military Departments, identify minimum personnel recovery training standards for theater entry.

(1) Enforce minimum theater entry training requirements in accordance with References (h), and (n).

(2) Prepare for contingency contractor personnel in accordance with Reference (h).

h. Develop favorable conditions through theater security cooperation to influence DoD ability to build personnel recovery capacity through partner nation relationships.

i. Comply with provisions of Reference (q) for assisting the Services in determining the status of missing persons and for the systematic, comprehensive, and timely collection, analysis, review, dissemination, and periodic update of information related to such persons.

j. Establish procedures for the transition of operational records, intelligence, and documentation with regard to missing DoD personnel to the Joint Staff J-7 (through JPRA), Secretaries of the Military Departments, and the USD(P) through the USD(P)/CoS and DASD(POW/MPA).

k. Submit operational intelligence requirements for personnel recovery to the Defense Intelligence Agency and JPRA.

l. Delineate requirements to meet identified shortfalls and gaps and advise the Secretary of Defense on deficiencies in personnel recovery capabilities.

m. Support the JPRA's personnel recovery lessons learned responsibilities 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.

n. Contribute current operational and historical personnel recovery-related data to the historical central repository and archive and reference library managed by JPRA.

22. DIRECTOR, JOINT STAFF J-7. The Director, Joint Staff J-7, on behalf of the Chairman of the Joint Chiefs of Staff, shall:

a. Serve as the lead directorate for JPRA on all matters requiring Joint Staff assistance and coordination.

b. Provide operational guidance to the Director, JPRA, as necessary.

c. In coordination with the Director, JPRA, manage funds identified to support non-conventional assisted recovery (NAR).

(1) Develop and coordinate NAR funding and fiscal reporting procedures with OSD, Combatant Commands, and other U.S. Government departments and agencies.

(2) Disburse NAR funds as recommended by the Joint Staff and approved by the USD(P).

d. Co-host the biennial Worldwide Personnel Recovery Conference with the USD(P) or a designated representative.

23. DIRECTOR, JPRA. The Director, JPRA, on behalf of the Chairman of the Joint Chiefs of Staff, shall:

a. Retain the authority and exercise responsibilities for providing unified (joint) operational personnel recovery guidance and capabilities development to the Combatant Commands and the Military Departments. Provide planning, operational support, and PR expertise to DoD Components and interagency partners, as appropriate, to facilitate PR preparation, planning, execution, and adaptation.



(1) Establish clear operational lines of communication with the USD(P) through the USD(P) CoS and DASD(POW/MPA) on personnel recovery policy matters, and with the Chairman of the Joint Chiefs of Staff, Combatant Commanders, and the Secretaries of the Military Departments on operational initiatives to build consensus and establish joint standards.

(2) Integrate and standardize DoD Component personnel recovery-related activities and ensure such is reflected in their respective personnel recovery-related doctrine, organization, training, materiel, leadership and education, personnel, and facilities processes.

b. In coordination with the Chairman of the Joint Chiefs of Staff and the USD(P), report to the Secretary of Defense on personnel recovery operations and initiatives. Periodically review personnel recovery employment concepts and capabilities, identify policy ramifications to the USD(P) through the USD(P) CoS and DASD(POW/MPA), and recommend improvements to the Chairman of the Joint Chiefs of Staff.

c. Provide training and education for commanders, forces, and individuals on joint personnel recovery activities.

(1) Develop and conduct education and training courses.

(2) Conduct specialized individual training.

(3) In coordination with the USD(P) and DASD(POW/MPA), the Chairman of the Joint Chiefs of Staff, Combatant Commanders, and Secretaries of the Military Departments, assist other U.S. Government departments and agencies, partner nations, and others, as directed by the President or the Secretary of Defense with PR-related education and training programs.

d. Assess joint SERE training.

(1) Advise the DoD Components on their compliance with minimum joint training standards in accordance with DoD issuances.

(2) Evaluate and assess joint PR curriculum developed by, or for, the DoD Components.

(3) Establish and assess joint PR standards in collaboration with the DoD Components for formal joint PR training, including code of conduct, SERE, and specialized SERE training.

e. Provide joint personnel recovery analytical support.

(1) Sponsor and coordinate development of personnel recovery requirements, focusing on capabilities and effects. Advocate personnel recovery requirements in the JCIDS process and monitor implementation.

(2) Review personnel recovery process, training, and equipment standards, in coordination with the Military Departments and USSOCOM, to promote interoperability.

(3) Using joint concept development and experimentation, facilitate the development of personnel recovery capabilities that meet Combatant Command requirements.

f. Conduct technology research and integration. Develop, facilitate, assess, and oversee DoD personnel recovery technologies; joint experiments; and tactics, techniques, and procedures. The goal is to meet Combatant Command requirements that the Military Department component programs do not address or as designated by OSD or the Joint Staff. Conduct specialized research, development, testing, and evaluation, as applicable.

g. Maintain databases and archives.

(1) Maintain a historical record of personnel recovery events, activities, and operations.

(2) Establish and maintain a personnel recovery reference library and an accessible repository for archived historical personnel recovery data to provide accurate, thorough, and objective accounts of circumstances surrounding the isolation of DoD personnel.

(3) Provide the interagency and partner nations appropriate access to personnel recovery information in support of personnel recovery planning, training, research, and rehearsals.

h. Develop lessons learned.

(1) In collaboration with the Heads of the DoD Components, establish and maintain a personnel recovery lessons learned program. The purpose of the program shall be to analyze, validate, and catalog personnel recovery findings and observations derived from debriefings of isolated personnel, recovery forces, and commanders and staffs who accomplish operational planning.

(2) Assist the DoD Components with the collection, validation, and advocacy of personnel recovery requirements and facilitate implementation of corrective actions.

(3) Develop and manage a capability to share appropriate lessons learned with interagency and partner nations.

(4) Establish procedures to make operational records, intelligence, and documentation of missing DoD personnel available to Military Departments, personnel responsible for the post-hostility personnel accounting mission, and DASD(POW/MPA) personnel accounting analysts.

i. In coordination with the Joint Staff, coordinate Combatant Command NAR requirements and disburse NAR funds. Develop and coordinate NAR funding and fiscal reporting procedures with OSD, Combatant Commands, and other U.S. Government departments and agencies.

j. Assume primary responsibility for PR intelligence production (formerly accomplished by United States Joint Forces Command /Joint Intelligence and Operations Center) in collaboration with the Combatant Commands in accordance with Reference (m).

k. Develop and manage the DoD SERE Psychology Program to provide the Military Departments and the Combatant Commands with clinical psychologists who are SERE- and CoC-trained.

l. Monitor joint and combined exercises, planning processes, and joint training systems for integration of PR requirements and objectives into each. As requested, assist the DoD Components with developing, managing, planning, and assessing PR scenarios and exercises, including those for joint force commanders and staff. Support the Director, Joint Staff J-7 exercise program throughout the joint exercise life cycle.

m. Upon formal coordination with the USD(P) (through the USD(P) CoS and DASD(POW/MPA)), Secretaries of the Military Departments, and affected Combatant Commanders, publish Chairman of the Joint Chiefs of Staff guidance to implement approved policy or agreed upon tactics, techniques, and procedures. Such guidance shall be incorporated by the Military Departments and Combatant Commands in the execution of their responsibilities as assigned in this Directive.

n. Coordinate and distribute joint standards and procedures pertaining to the reintegration of isolated personnel in accordance with Reference (r). Monitor reintegration procedures and provide subject matter expert advice, assistance, and instruction to the responsible Combatant Commander and Military Department, as required.

o. Identify, document, validate, prioritize, and submit resource requirements and POM inputs for JPRA to the DJS for approval and forwarding to the Secretary of the Air Force, keeping DASD(POW/MPA) informed. Address JPRA's manpower requirements with the Secretaries of the Military Departments.

p. Publish and distribute personnel recovery products to the DoD Components to assist in joint training and mission planning. These include, but are not limited to, evasion charts and isolated personnel guidance. Provide operational support to the DoD Components for evasion planning and the use of personnel recovery products and evasion aids. Manage the DoD Blood Chit program in accordance with Reference (g).

q. Maintain responsibility for specialized personnel recovery training, operational support, intelligence requirements, and associated programs in support of special mission units.

r. Develop, evaluate, and maintain joint personnel recovery doctrine, including joint tactics, techniques, and procedures in coordination with the Chairman of the Joint Chiefs of Staff, Secretaries of the Military Departments, Combatant Commanders, and CDRUSSOCOM.

(1) Assist in developing and coordinating NATO doctrine and other NATO operational publications to distribute personnel recovery guidance and encourage synchronization with U.S. personnel recovery doctrine.

(2) Assist other U.S. Government departments and agencies in developing personnel recovery guidelines that are compatible with DoD personnel recovery doctrine.

- s. Serve as the original classification authority for PR information.
- t. Serve as the PR OPR for the Joint Staff.

GLOSSARY

PART 1. ABBREVIATIONS AND ACRONYMS

AOR	area of responsibility
ASD(A&PSA)	Assistant Secretary of Defense for Asian and Pacific Security
ASD(ISA)	Assistant Secretary of Defense for International Security Affairs
ASD(HD&GS)	Assistant Secretary of Defense for Homeland Defense and Global Security
ATSD(PA)	Assistant to the Secretary of Defense for Public Affairs
ASD(SO/LIC)	Assistant Secretary of Defense for Special Operations and Low Intensity Conflict
C4ISR	command, control, communications, computers, intelligence, surveillance, and reconnaissance
CDF	contractors deploying with the force
CDRUSSOCOM	Commander, United States Special Operations Command
CoC	Code of Conduct
COM	Chief of Mission
CoS	Chief of Staff
DASD(POW/MPA)	Deputy Assistant Secretary of Defense for Prisoner of War/Missing Personnel Affairs
DCAPE	Director, Cost Assessment and Program Evaluation
DoD CIO	DoD Chief Information Officer
DoDD	Department of Defense directive
DoDI	Department of Defense instruction
DRRS	Defense Readiness Reporting System
GC DoD	General Counsel of the Department of Defense
IG DoD	Inspector General of the Department of Defense
JCIDS	Joint Capabilities Integration and Development System
J-7	Joint Force Development Directorate
JPRA	Joint Personnel Recovery Agency
MOU	memorandum of understanding
NATO	North Atlantic Treaty Organization
NSS CSG	National Security Staff Counterterrorism Security Group
OPR	office of primary responsibility
PA	public affairs
PPBES	Planning, Programming, Budgeting, and Execution System

PSA	Principal Staff Assistant
SAR	search and rescue
SERE	survival, evasion, resistance, and escape
USD(AT&L)	Under Secretary of Defense for Acquisition, Technology, and Logistics
USD(C)/CFO	Under Secretary of Defense (Comptroller)/Chief Financial Officer, Department of Defense
USD(I)	Under Secretary of Defense for Intelligence
USD(P)	Under Secretary of Defense for Policy
USD(P&R)	Under Secretary of Defense for Personnel and Readiness
USSOCOM	United States Special Operations Command

## PART II. DEFINITIONS

These terms and their definitions are for the purpose of this Directive.

contingency contractor personnel. Defense contractors and employees of defense contractors and associated subcontractors, including U.S. citizens, U.S. legal aliens, third country nationals, and citizens of host nations who are authorized to accompany U.S. military forces in contingency operations or other military operations, or exercises designated by the geographic Combatant Commander. This includes employees of external support, systems support, and theater support contractors. Such personnel are provided with an appropriate identification card under the Geneva Conventions.

CDF. A sub-category of contingency contractor personnel. CDF are employees of system support and external support contractors, and associated subcontractors, at all tiers, who are specifically authorized in their contract to deploy through a deployment center or process and provide support to U.S. military forces in contingency operations or in other military operations, or exercises designated by a geographic Combatant Commander. CDF includes forward-deployed system support and external support contractors designated to remain in place in theater when a contingency is declared. Such personnel are provided with an appropriate identification card under the Geneva Conventions. CDF usually work for the U.S. military forces under a deployable contract agreement in peacetime, and in many cases have a long-term relationship with a specific unit. They usually live with and provide services directly to U.S. military forces and receive Government-furnished support similar to DoD civilians. CDF do not include third country nationals or local national personnel hired in theater using local procurement (e.g., day laborers).

Defense contractor. Any individual, firm, corporation, partnership, association, or other legal non-Federal entity that enters into a contract directly with the Department of Defense to furnish services, supplies, or construction. For purposes of this Directive, foreign governments, representatives of foreign governments, or foreign corporations wholly owned by foreign governments that have entered into contracts with the Department of Defense are not Defense contractors.

isolated personnel. U.S. military, DoD civilians and contractor personnel (and others designated by the President or Secretary of Defense) who are separated from their unit (as an individual or a group) while participating in a U.S. sponsored military activity or mission and are, or may be, in a situation where they must survive, evade, resist, or escape.

personnel recovery. The sum of military, diplomatic, and civil efforts to prepare for and execute the recovery and reintegration of isolated personnel.