

Joint Pub 1-0

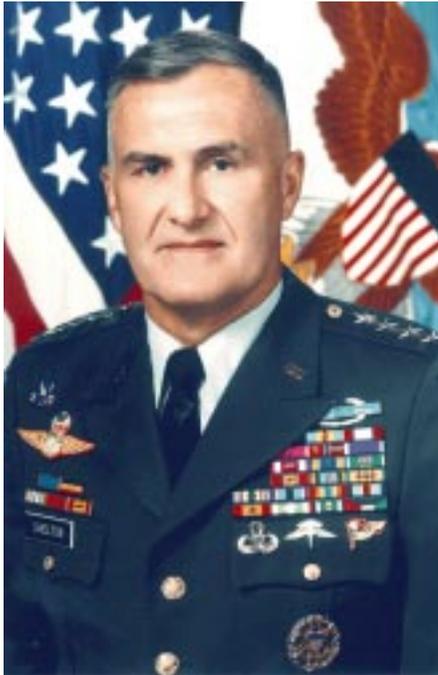


Joint Doctrine for Personnel Support to Joint Operations



19 November 1998





Quality people positioned at the appropriate place and time are decisive factors in the success of any mission. Effective personnel support, therefore, is the linchpin for successful joint operations. Joint Pub 1-0, “Doctrine for Personnel Support to Joint Operations,” represents our commitment to this vital component of operational readiness.

This keystone document provides fundamental guidance and procedures for the combatant commander and other joint commanders relative to the conduct of such support; establishes Manpower and Personnel Directorate responsibilities, relationships, and planning considerations; and assists the Services in preparing their respective plans for supporting joint operations.

I urge each of you to read Joint Pub 1-0, use its principles as practitioners of joint doctrine, and ensure its widest dissemination.

A handwritten signature in black ink, reading "Henry H. Shelton".

HENRY H. SHELTON
Chairman
of the Joint Chiefs of Staff

PREFACE

1. Scope

This publication is a keystone document within the joint doctrine publication system. It establishes the framework for a hierarchy of subordinate publications that provide amplifying guidance regarding joint personnel planning, policy, and procedures. This publication provides fundamental principles, doctrine, processes, techniques, and procedures for personnel support of joint and multinational operations.

2. Purpose

This publication has been prepared under the direction of the Chairman of the Joint Chiefs of Staff. It sets forth doctrine to govern the joint activities and performance of the Armed Forces of the United States in joint operations and provides the doctrinal basis for US military involvement in multinational and interagency operations. It provides military guidance for the exercise of authority by combatant commanders and other joint force commanders and prescribes doctrine for joint operations and training. It provides military guidance for use by the Armed Forces in preparing their appropriate plans. It is not the intent of this publication to restrict the authority of the joint force commander (JFC) from organizing the force and executing the mission in a manner the JFC deems most appropriate to ensure unity of effort in the accomplishment of the overall mission.

3. Application

a. Doctrine and guidance established in this publication apply to the commanders of combatant commands, subunified commands, joint task forces, and subordinate components of these commands. These principles and guidance also may apply when significant forces of one Service are attached to forces of another Service or when significant forces of one Service support forces of another Service.

b. The guidance in this publication is authoritative; as such, this doctrine (or JTTP) will be followed except when, in the judgment of the commander, exceptional circumstances dictate otherwise. If conflicts arise between the contents of this publication and the contents of Service publications, this publication will take precedence for the activities of joint forces unless the Chairman of the Joint Chiefs of Staff, normally in coordination with the other members of the Joint Chiefs of Staff, has provided more current and specific guidance. Commanders of forces operating as part of a multinational (alliance or coalition) military command should follow multinational doctrine and procedures ratified by the United States. For doctrine and procedures not ratified by the United States, commanders should evaluate and follow the multinational command's doctrine and procedures, where applicable.

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EXECUTIVE SUMMARY

COMMANDER'S OVERVIEW

- **Provides the Mission and Organization of the Manpower and Personnel Directorate of a Joint Staff (J-1)**
- **Identifies Principles of Personnel Support**
- **Covers Authorities and Responsibilities for Personnel Support to Joint Operations**
- **Addresses J-1 Responsibilities by Functional Area**
- **Addresses Planning for Personnel Support to Joint Operations**
- **Addresses Considerations for Establishment of a Subordinate Joint Force Headquarters**

General Overview

People are the most important asset.

The mission of the Manpower and Personnel Directorate of a joint staff (J-1) is to **coordinate timely and effective manpower and personnel support** for joint force commanders (JFCs) in order to enhance the readiness and operational capabilities of the total force and ensure success across the full range of military operations. The primary objectives which support the accomplishment of this mission include: **identifying manpower requirements, sourcing the requirements, accounting for the force, sustaining the force, and meeting the needs of the soldiers, sailors, airmen, Marines, DOD civilians, and contractor employees who comprise the force.** Effective personnel support is an art which includes detailed planning and coordinating efforts to provide and sustain people so that the JFC may be optimally prepared to accomplish the mission. This publication provides guidelines concerning **responsibilities and procedures for the exercise of authority by combatant commanders in conducting personnel support for joint forces.** By establishing joint doctrine and operating procedures, this publication will also assist the Services in preparing their respective plans for supporting the combatant commanders, other JFCs, and Joint Strategic Capabilities Plan taskings.

Responsibilities

The Manpower and Personnel Directorate of a joint staff (J-1) is the focal point for personnel support to joint operations.

Forces assigned to combatant commands must be careful to distinguish between the authority of the Military Departments and Services and the authority of combatant commanders. **The Services recruit, organize, train, equip, and provide forces for assignment to combatant commands and continue to support those forces even when assigned to a combatant command. Combatant commanders** exercise combatant command (command authority) over their assigned forces. **Service component commanders** are responsible to the combatant commander to which assigned, and to the Services for matters over which the Services have primary responsibility.

Although the Services have primary responsibility for the personnel support of their forces, **the combatant command J-1 is the principal staff assistant to the combatant commander for manpower and personnel management.** The J-1 is responsible for identifying and documenting manpower requirements, procuring the appropriate number of personnel with the necessary skills, accounting for these people, coordinating for replacements, and keeping the commander informed. The combatant command J-1 coordinates and integrates, whenever possible, the actions of the Service component personnel support systems to optimize support to the joint force in the accomplishment of its mission.

J-1 Responsibilities

The J-1 is the principal staff agency for manpower and personnel support.

This publication identifies **primary and supporting responsibilities** for all J-1s. Joint tactics, techniques, and procedures for most of these functional areas are addressed in the appendixes of this publication. Their content is based on current legislation, existing policy, and the experience and recommendations from the combatant commands and Services. J-1 responsibilities are shown in the following figure.

J-1 RESPONSIBILITIES

PRIMARY RESPONSIBILITIES

- ▶ PERSONNEL AUGMENTATION
- ▶ JOINT RECEPTION CENTERS
- ▶ ROTATION PLANNING
- ▶ MANPOWER REQUIREMENTS
- ▶ PERSONNEL ACCOUNTABILITY AND STRENGTH REPORTING
- ▶ CIVILIAN PERSONNEL
- ▶ PAY AND ENTITLEMENTS
- ▶ POSTAL OPERATIONS
- ▶ MORALE, WELFARE, AND RECREATION
- ▶ CASUALTY REPORTING
- ▶ AWARDS AND DECORATIONS

- ▶ RESERVE COMPONENT CALLUP
- ▶ STOP-LOSS AUTHORITY
- ▶ NONCOMBATANT EVACUATION OPERATIONS
- ▶ PERSONNEL RECOVERY OPERATIONS
- ▶ ENEMY PRISONER OF WAR AND/OR DETAINEE OPERATIONS
- ▶ OPERATION PLAN MOBILIZATION REQUIREMENTS

SUPPORTING RESPONSIBILITIES

Planning for Personnel Support

Effective planning for personnel support to joint operations can leverage the joint force commander's ability to accomplish the mission.

As a principal staff director, **the J-1 will be deeply involved in both the deliberate and crisis action planning processes.** The J-1 addresses personnel support issues impacting the commander's estimate through preparation of the personnel estimate. Additionally, the J-1 prepares Annex E, "Personnel," for all operation plans using CJCSM 3122.03, "Joint Operation Planning and Execution System Vol II: (Planning Formats and Guidance)."

Establishing a Joint Force Headquarters

A variety of options are available to the combatant commander for establishing the joint force headquarters.

In many cases, **planning for a joint operation will necessitate the establishment of a subordinate joint force** to accomplish the mission or task. The combatant command J-1 plays a major role with the Operations Directorate in determining manpower requirements and then in sourcing personnel for the joint force headquarters. The composition of a joint force staff will reflect the composition of the joint force to ensure those responsible for employing joint forces have thorough knowledge of total force capabilities and limitations.

CONCLUSION

People are our most important asset. Getting the right types of people, in the appropriate quantity, at the right place and time will significantly increase the opportunity for mission success. This publication provides a common doctrine to be shared by all elements of a joint force and supporting organizations, which will increase the probability that personnel support is provided in a synchronized, timely, and effective manner.

CHAPTER I

MISSION, FUNCTIONS, AND PRINCIPLES OF PERSONNEL SUPPORT

“The teams and staffs through which the modern commander absorbs information and exercises his authority must be a beautifully interlocked, smooth-working mechanism. Ideally, the whole should be practically a single mind.”

General Dwight D. Eisenhower

1. General

a. This chapter discusses the **mission, organization and functional areas of the Manpower and Personnel Directorate of a joint staff (J-1)** as well as essential elements of personnel support to joint operations. For purposes of this publication, “personnel support” refers to either the activities associated with assignment of personnel against authorized billets and validated individual augmentation requirements, or to those administrative activities associated with personnel programs within a command, dependent upon the context within which it is used. “Personnel services” is a subset of personnel support, as defined below.

b. **People are the asset most critical to the success of any military operation.** Thorough planning and comprehensive personnel management directly impact mission readiness.

c. **Integrated personnel support is a vital component of operational readiness** and, when executed properly, becomes a combat multiplier for the joint force. This contention is based on the fact that the **joint force commander (JFC) must require that Service components resource personnel requirements in a timely manner** to support operational requirements. The JFC must continually maintain visibility of those people to adequately sustain the force and maintain



Integrated personnel support is a vital component of operational readiness.

readiness across the entire range of military operations.

2. J-1 Mission

The J-1's mission is to **coordinate timely and effective personnel support to JFCs** to enhance the readiness and operational capabilities of the total force and ensure success across the full range of military operations.

3. J-1 Organization

As shown in Figure I-1, the joint staff J-1 is organized along the following functional lines. The functional areas are common to joint task force (JTF) J-1s (See Figure V-1 for another typical joint force J-1 organization).

a. **Joint manpower** provides policy oversight on joint manpower and management of JFC and US contributions to multinational military organizations, advises the Chairman of the Joint Chiefs of Staff (CJCS) on issues related to joint officer management, and provides statutory oversight and management

functions as delegated to the Chairman from the Secretary of Defense (SecDef).

b. **Personnel readiness** provides plans, policy, and guidance on joint personnel issues, to include oversight of worldwide joint personnel operations. Personnel readiness plans include development of the manpower mobilization requirements for Appendix 5 to Annex A of operation plans (OPLANs). Personnel readiness issues are normally addressed in the Plans and Operations Division of a joint force J-1 Directorate.

c. **Personnel services** administers internal staff, Department of Defense (DOD) civilian, military, and DOD contractor employee personnel programs.

4. Principles of Personnel Support

a. **Command Emphasis.** Personnel support is critical to the success of any operation, and therefore cannot be left to chance or relegated to a minor role. **Ensuring the proper planning and execution of personnel support activities are a JFC's**



Figure I-1. Joint Staff J-1 Organizational Chart

responsibility and must receive high priority. The JFC must:

- Communicate the strategic and operational objectives to the J-1 early in the planning process, and refine them as mission requirements change over time;
- Thoroughly understand personnel estimates and plans developed to support mission objectives;
- Ensure personnel requirements are adequately identified and prioritized; and
- Ensure requirements for individuals address specific skills, i.e., foreign area language or specialty skills.

b. Focal Point for All Personnel Support Actions. The J-1 is the focal point for personnel actions and, at a minimum, must:

- Participate in all decision and planning processes, emphasizing the integration of force structure, personnel sustainment, and support concepts into each phase of the operation;
- Advise the JFC and staff on personnel-related areas of concern which may impact operations and available alternatives; and

- Advise the JFC and staff on Reserve Component- (RC) unique personnel, finance support requirements, and demobilization processing requirements.

c. Synchronization of Personnel Support. Planning and execution of personnel support has a significant impact on other operational areas (i.e., logistics and maneuver). **The J-1 must coordinate with other staff directorates to synchronize personnel support efforts** for all possible operational requirements during every phase of the operation.

d. Unity of Effort. Unity of effort is necessary to efficiently conduct a joint operation. It results from the synergistic combination of unique capabilities residing in all supporting commands and agencies. **Timely and effective personnel support is accomplished through detailed J-1 planning and coordination** with supporting organizations.

e. Flexibility in Adapting to Changing Situations. **The J-1 must be flexible** in responding to changing situations, unanticipated events, and unique personnel-related requirements. Personnel support programs, policies, techniques, and procedures should be adaptable to changing operational situations, needs, and priorities.

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CHAPTER II

AUTHORITIES AND RESPONSIBILITIES

“An irresolute general who acts without principles and without a plan, even though he leads an army numerically superior to that of the enemy, almost always finds himself inferior to the latter on the field of battle.”

Napoleon Bonaparte, Maxims, LXXXIV, 1831

1. Authorities

a. The joint nature of US military operations makes it imperative that **JFCs fully understand and exercise their authority** to implement personnel programs and coordinate the personnel support functions of their Service components.

b. **Authorization and guidance for implementation of personnel programs in support of joint operations** are set forth in titles 5, 10, and 39 of the United States Code (USC), and DOD Directives (DODDs) and CJCS Instructions (CJCSIs), which are cited as references in Appendix W of this publication, “References.” Through the deliberate and crisis action planning (CAP)

processes, **the J-1 assists the JFC in selectively tailoring a unique package of personnel programs** for every joint operation. Techniques and procedures for implementation of personnel programs and personnel support activities are addressed in the appendices of this publication.

c. While personnel support needs to be coordinated and integrated throughout the operation, **each Service retains its own distinct culture, traditions, and requirements**. Services and Service components will retain authority for personnel support to their forces assigned or attached to joint commands, subject to the coordinating guidance of the J-1 issued under the authority of the JFC.



The J-1 assists the JFC in selectively tailoring a unique package of personnel programs for every joint operation.

2. Responsibilities

The following paragraphs address DOD responsibilities for providing personnel support to joint operations.

a. **Secretary of Defense.** The Secretary of Defense **establishes policy, assigns responsibilities, and prescribes procedures** for personnel readiness issues as they apply to all members and components (active and reserve) of the Department of Defense. This includes members of the Coast Guard (by agreement with the Department of Transportation), Joint Staff, Defense agencies, and Military Departments.

b. **Chairman of the Joint Chiefs of Staff.** In consultation with the other members of the Joint Chiefs of Staff (JCS), the Chairman of the Joint Chiefs of Staff **provides advice to the Secretary of Defense** on manpower and personnel issues impacting the readiness of the Armed Forces of the United States, and the force structure required to support attainment of national security objectives. Additionally, the Chairman is responsible for advising the Secretary of Defense on the extent to which the major programs and policies of the armed forces in the area of manpower conform with strategic plans.

c. **Services.** In addition to recruiting, organizing, equipping, and training, the Services have responsibility for **providing personnel support** to their forces.

d. **Combatant Commands.** Combatant commanders **exercise combatant command (command authority)** over assigned forces. This authority allows combatant commanders to direct and approve those aspects of personnel support necessary to carry out assigned missions and to standardize personnel policies within the command to the extent that such standardization is necessary to carry out missions assigned to the command. The combatant commander also has responsibility to develop RC requirements, to include continental United States-(CONUS) sustaining base requirements.

e. **Service Components.** Component commanders normally **provide personnel support to Service forces** assigned to joint commands. In cases where Service representation is limited within an operational area, the joint force J-1 will coordinate appropriate personnel support through other Service components in the operational area.

f. **Director of Manpower and Personnel.** The J-1 **develops joint plans, policy, and guidance on manpower and personnel issues.** Additionally, the J-1 coordinates manpower and personnel support to ensure success of ongoing peacetime, contingency, and wartime operations. Specific J-1 responsibilities are addressed in Chapter III, “J-1 Responsibilities.”

CHAPTER III

J-1 RESPONSIBILITIES

“Responsibility is the test of a man’s courage.”

Lord St. Vincent, 1735-1833

1. General

a. **The J-1 is the principal staff agency for manpower and personnel support.** Although the Services have the primary responsibility for providing personnel support, J-1 is responsible for synchronizing the efforts of Service components to optimize personnel support to the joint force.

b. The goal of the J-1 is to **enhance mission readiness and sustainability** from a personnel perspective by meeting the objectives shown in Figure III-1.

2. Primary Responsibilities

The J-1 has primary responsibility for the following functions.

a. **Manpower Management.** Manpower management consists of **providing plans, policy, and oversight on Joint Manpower Program (JMP) issues.** The JMP is the policy, processes, and systems used in the determination, prioritization within and among Service manpower requirements, validation, and documentation of joint manpower requirements and the additional

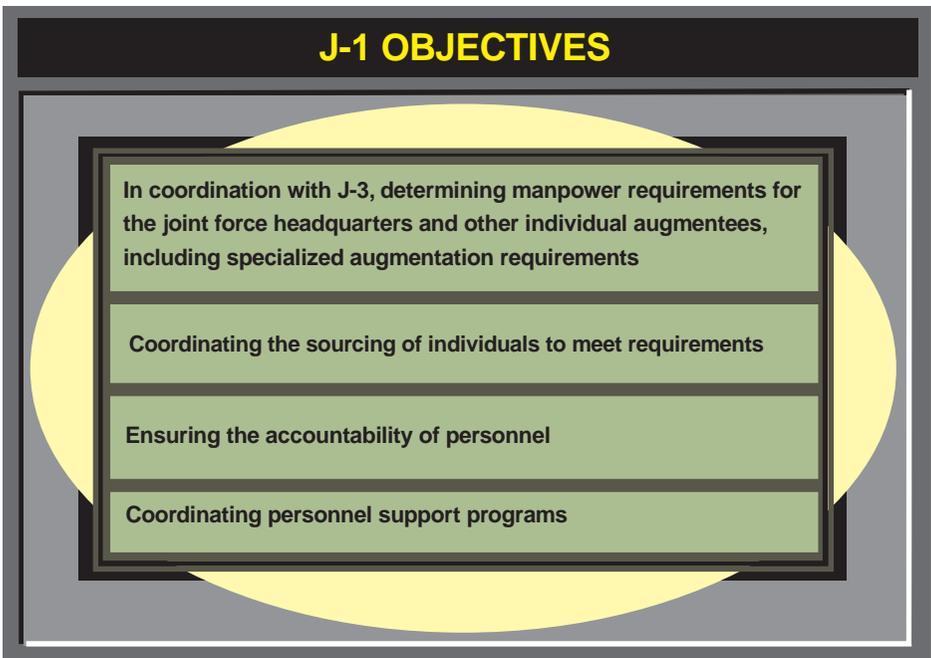


Figure III-1. J-1 Objectives

augmentation required for contingencies or wartime and/or mobilization. Responsibility for the JMP does not fall below unified command level; however, subordinate J-1s coordinate JMP issues. **The JMP includes:**

- The **joint table of distribution**, which portrays peacetime manpower requirements for the current and succeeding 5 fiscal years in sufficient detail to support Service personnel systems; and
- The **joint table of mobilization distribution**, which portrays the redistribution of peacetime manpower resources and any additional augmentation required for wartime, mobilization, or contingency operations.

b. Personnel Augmentation

- Policies and procedures for assigning individuals to meet **combatant command temporary duty (non-unit-related personnel) (TDY) and temporary additional duty (non-unit-related personnel) (TAD) augmentation requirements** are found in CJCSI 1301.01, “Policy and Procedures to

Assign Individuals to Meet Combatant Command Mission Related Temporary Duty Requirements.” These policies and procedures are applicable to all combatant commands, Services, and Defense agencies.

- In general, **the individual augmentation process flows from the combatant command through its Service components, to the Services** with a reclama process through the Chairman of the Joint Chiefs of Staff to the Secretary of Defense when required. (Exception: Special operations forces requirements will be sourced directly through the theater special operations command to the US Special Operations Command [USSOCOM].) Communication, timeliness, and tracking are essential to the success of this process. Additional information may be found in Appendix E of this publication, “Individual Augmentation.”

c. Joint Personnel Training and Tracking Activities (JPTTAs)

- JPTTAs may be established in CONUS or in a supporting combatant commander’s



Pay and entitlements should be addressed by the J-1 during the planning process.

area of responsibility (AOR) upon request of the supported combatant commander. These centers **facilitate accountability, training, processing, and onward movement of both military and DOD civilian individual augmentees** preparing for overseas movement for assignment to joint or combined staff positions. DOD civilians and contractor employees should also be processed through the CONUS replacement center (CRC) in conjunction with the JPTTA prior to departing CONUS (and/or outside the continental United States [OCONUS]).

- **Joint reception centers (JRCs)** are established in the operational area per direction of the JFC. Their purpose is to **facilitate the reception, accountability, processing, and training** of military, DOD civilians, contractor employees, and individual augmentees upon their arrival in the operational area.
- **Individual augmentees will normally be outprocessed through the JRC** upon departing the operational area and, if appropriate, will be processed back through the CRC in conjunction with the JPTTA upon return to CONUS or the OCONUS location.
- The **US Atlantic Command (USACOM) J-1** is normally responsible for management of JPTTAs, and the **deployed joint force J-1** is responsible for JRCs. The J-1 will coordinate with the Logistics Directorate of a joint staff (J-4) for food service, billeting, transportation, and other logistic support as necessary.
- **JRCs and JPTTAs should be established as early as possible in an operation**, preferably in time to support initial movement of augmentees. All

such facilities should be staffed with personnel from each Service comprising the joint force. Additional information on JPTTA and JRC operations may be found in Appendix F of this publication, “Joint Reception Center and Joint Personnel Training and Tracking Activities.”

d. **Personnel Accountability and Strength Reporting.** The JFC is responsible for maintaining accountability of the force. The J-1 accomplishes this for the JFC by combining **daily Service component strength reports** into the **joint personnel status and casualty report (JPERSTAT)**, which is submitted daily through command channels to the National Military Command Center (NMCC). The JPERSTAT is normally incorporated into the JFC **daily situation report**. Additional information may be found in Appendix G of this publication, “Personnel Accountability and Strength Reporting.”

e. Rotation Policies

- In coordination with the Operations Directorate of a joint staff (J-3), the **J-1** makes recommendations on rotation policy for individual augmentees assigned to the JFC. The **J-3** makes recommendations on unit rotation policies. **Component commanders** may make recommendations on both individual and unit rotation policies. Ultimately, the **combatant commander** establishes individual and unit rotation policies.
- **Rotation policies are based on a number of factors**, to include: the joint force mission; the projected length of the operation; the operational environment; requirements for personnel with unique or low density occupational skills; authority limitations for recalled and/or mobilized personnel; and unit training and qualification requirements.

- A **standard tour length** for all personnel may seem more equitable and may impact more favorably on morale, but **may not be supportable from an operational standpoint**. Additional information may be found in Appendix H of this publication, “Rotation Planning for Individual Augmentees.”

f. **Civilian Employees.** The joint force J-1 is responsible for **coordinating and integrating personnel plans and procedures for civilian support to joint operations**. The Undersecretary of Defense for Personnel Readiness issues guidance on theater admission requirements for use of DOD emergency-essential civilians and DOD-essential contractor employees to support OPLANs during contingencies. The combatant commanders then revise theater admission requirements for DOD civilians and contractor employees as required. The J-1 will identify pre-deployment requirements to include training, clothing, equipping, and medical processing. The J-4 monitors contract administration and coordinates with the J-1 for any special contractor employee administration support. The J-1 will establish an accountability system which includes data on civilians supporting the operation. Additional information may be found in Appendix O of this publication, “Civilian Personnel.”

g. **Pay and Entitlements.** Based on the unique aspects of each military operation, **the combatant commander will make policy determinations concerning pay and entitlements**. The J-1 will make recommendations on these policy decisions. Two key considerations are equity and timeliness.

- **Equity.** Pay and entitlements (e.g., imminent danger pay [IDP] and type of temporary duty status) should be addressed by the J-1 during the planning process. Consistent policies should be

developed to prevent inequities among personnel from the various Services.

- **Timeliness.** Pay and entitlements requests normally take time to enact, so an early determination of policy will enhance personnel receiving proper and timely pay. For example, an IDP entitlement is not effective until a request for it is approved by the Assistant Secretary of Defense for Force Management Policy. It is not retroactive. Thus, personnel will not be considered for any entitlements until a request is made. Additional information may be found in Appendix J of this publication, “Pay and Entitlements.”

h. **Postal Operations**

- Postal support for any military operation is **coordinated by the supported combatant command J-1**. The Military Postal Service Agency (MPSA) and the United States Postal Service (USPS) will assist the J-1, as requested, in developing both deliberate and crisis action plans.
- The combatant commander normally designates **one Service component command to act as single-Service manager in providing mail support** to a deployed joint force. Planning requires close coordination with the J-3 and J-4 to integrate the movement of mail into the overall lift requirement and airflow.
- **Postal policies are developed by the J-1.** Below are topics for consideration. Additional information may be found in Appendix K of this publication, “Postal Operations.”
 - Postal staffing and equipment requirements and placement of both on the time-phased force and deployment list (TPFDL);

- Start date for mail service;
- Establishment of postal infrastructure in the operational area;
- Postal restrictions and embargo procedures;
- Free mail;
- Any Service member mail; and
- Holiday mail programs.

i. **Morale, Welfare, and Recreation (MWR)**

- **MWR programs are essential to readiness.** They serve to relieve stress and raise morale. Additionally, MWR programs can enhance force protection when a joint force is operating in a hostile environment by providing activities for personnel in a secure area.

- **MWR programs may include the programs shown in Figure III-2.**
- **The combatant command J-1 is responsible for external MWR support to a subordinate joint force.** The combatant commander may designate one component command as executive agent (EA) to provide external MWR operational and logistic support to a designated joint force. Normally the Service component of the combatant commander is designated the EA for MWR programs.
- **The joint force J-1 coordinates MWR programs** within the operational area. Additional information may be found in Appendix L of this publication, “Morale, Welfare, and Recreation.”

j. **Casualty Reporting**

- Each **Service casualty office** provides the necessary guidance and information



Figure III-2. Morale, Welfare, and Recreation Programs



Morale, welfare, and recreation programs are essential to readiness.

for its respective Service to allow it to successfully manage its own casualty reporting requirements and to provide timely and accurate notification to the next of kin of its respective Service members.

- The **joint force J-1 casualty reporting requirements** are based on combatant command headquarters (HQ) guidance and are typically **focused on providing timely information to the JFC and the chain of command** in order to make them aware of status of forces and events under their purview that may have significant operational impact on National Command Authorities (NCA) and media interest. The intent is not to duplicate Service reporting procedures. J-1 casualty reporting typically utilizes the **operational report (OPREP) #3, event and/or incident report**, or the **JPERSTAT**, depending on the intensity of operations and the level of casualties. Additional information on casualty affairs may be found in Appendix M of this publication, “Casualty Reporting.”
- The Joint Mortuary Affairs Officer must coordinate with the J-1 in order to effect casualty reports. See Joint Pub 4-06,

“Joint Tactics, Techniques, and Procedures for Mortuary Affairs in Joint Operations.”

k. Awards and Decorations

- **The combatant command J-1 develops and promulgates guidance concerning awards and decorations**, consistent with Executive Orders and Congressional legislation, as amplified by DOD and Service awards policy.
- The combatant command J-1 also ensures that **timely recommendations and supporting information** for individual, unit, and campaign awards **are forwarded through appropriate channels**. Because award adjudication authority for many decorations is retained by Service Secretaries, preparation and dissemination of detailed plans for submission and processing of award nominations (as early into an operation as practicable) is strongly recommended. Also encouraged are the early communication of requests for delegation of approval authority or waiver of policy, questions regarding DOD or Service regulations, or other concerns. Additional information may

be found in Appendix N of this publication, “Awards and Decorations.”

3. Supporting Responsibilities

Although the J-1 does not have overall responsibility in the following areas, the J-1 does provide support and assistance to the office of primary responsibility (OPR).

a. Reserve Component Callup

- **The responsibility for execution of RC callup rests with the Services.** However, while under certain circumstances the initial request for Reserve callup authority may come from one or more of the Services, DOD policy stipulates that **it is the combatant commander’s responsibility to inform the Chairman of the Joint Chiefs of Staff of the need for Reserve augmentation** and to ensure those requirements have been fully staffed with the Services (DOD Instruction [DODI] 1235.12, “Accessing the Ready Reserves”). In practice, the supported combatant commander establishes the overall force requirements to conduct a joint operation, but the Active and/or Reserve mix is established when the supporting commanders in chief (CINCs) and the Services source those requirements. This information is then passed to the supported combatant commander who consolidates it and informs the Chairman of the Joint Chiefs of Staff.

- **Primary responsibility for incorporation of Reserves in OPLANS should normally reside with the combatant command J-3 or Plans Directorate of a joint staff** (in the Joint Staff, the J-4 is the OPR for the 12 interdependent resource areas that are included in military mobilization). However, **the joint force J-1 should**

work closely with the responsible directorate to ensure staff augmentation requirements (such as security clearances) are appropriately incorporated in those plans.

- Additional information on RC callup may be found in Appendix P of this publication, “Reserve Component Callup.”

b. Stop-Loss

- Whenever Reservists are serving on active duty under title 10 authorities for Presidential Selected Reserve Callup Authority (PSRC), partial mobilization, or full mobilization, **the President may exercise authority to suspend laws relating to promotion, involuntary retirement, or separation** of any member of the Armed Forces determined essential to the national security of the United States. While it is the Services which have the worldwide visibility to determine the necessity for stop-loss, the joint force J-1 should work closely with Service components to ensure all considerations which may impact a decision on requesting stop-loss are communicated to the Services.

- Additional information on stop-loss may be found in Appendix Q of this publication, “Stop-Loss Authority.”

c. Noncombatant Evacuation Operations (NEOs) and Noncombatant Repatriation

- **NEOs are conducted to support the Department of State (DOS)** in evacuating from locations in a host foreign nation to an appropriate safe location and/or the United States those noncombatants and nonessential military personnel whose lives are in danger. Pursuant to Executive Order 12656, the **Department of State is responsible for**

the protection or evacuation of American citizens abroad and for safeguarding their property abroad.

This order also directs the Secretary of Defense to advise and assist Department of State in preparing and implementing plans for the protection, evacuation, and repatriation of US citizens. NEO usually involve a swift insertion of a force, temporary occupation of an objective, and end with a planned withdrawal upon completion of the mission.

- During NEOs, **the US Ambassador rather than the JFC is the senior United States Government (USG) authority for the evacuation** and, as such, is ultimately responsible for the successful completion of the NEO and the safety of the evacuees. The responsible combatant commander may decide to create a JTF to conduct NEOs.
- The Chairman of the Joint Chiefs of Staff is responsible for **coordinating US forces support of NEOs** when directed by the NCA.
- **Combatant commanders are responsible for developing NEO plans and the coordination and execution of NEOs in their assigned AOR.** Combatant commanders are also responsible for advising the Chairman of the Joint Chiefs of Staff when potentially hazardous conditions warrant suspension of movement of noncombatants into, or within, their AOR.
- **The joint force J-1 is responsible for submitting JPERSTATs** for the deployed force. In addition, the JTF J-1 will submit the total number of personnel evacuated through the combatant command J-1 to the Joint Staff J-1. Utilization of the situation report (SITREP) format is acceptable.

- The **report of potential evacuees**, also known as the “F-77 Report,” identifies the numbers of potential evacuees who are registered with US consular officials at each embassy. This report is maintained by the Department of State and updated annually.
- The **DOD EA for the repatriation process is the Secretary of the Army.** Repatriation is the final stage of the evacuation process.
- **The Commander, US Army Forces Command (FORSCOM) and Commander in Chief, US Pacific Command (USCINCPAC) are the EAs responsible for the execution of the non-emergency repatriation plan on order from Department of the Army Deputy Chief of Staff for Personnel, United States Army. During a declared national emergency, the Department of Health and Human Services (DHHS) has the national responsibility for the repatriation mission.**
- Both the Commander, FORSCOM and USCINCPAC will accomplish planning and coordination with other DOD agencies, the Military Services, Federal, state, and local agencies as required for each respective area.

d. **Personnel Recovery Operations**

- The DOD personnel recovery system provides a framework to **report, locate, support, recover, and return or repatriate** both military and civilian personnel who have become isolated from friendly forces.
- The Secretary of the Air Force, as EA for this program, has assigned these matters to the **Joint Services Survival, Evasion, Resistance, and Escape**

(SERE) Agency (JSSA). This agency provides operational support to combatant commanders in planning and implementation of the personnel recovery program.

- **Combatant commanders are responsible for developing recovery programs** for the full range of military operations. The J-3 coordinates the planning and execution of personnel recovery operations, to include supervision of the combatant command's Joint Personnel Recovery Center.
- **The J-1 role in the personnel recovery process is primarily one of accountability and reporting.** Prisoner of war (POW) and missing in action (MIA) considerations are addressed in Appendix S of this publication, "Personnel Recovery Considerations."

e. **Enemy Prisoner of War (EPW) Operations**

- **The US Army is the designated EA** for the planning, development, and administration of programs pertaining to those individuals captured, detained by, or otherwise under the custody and control of the Armed Forces of the United States.
- **The joint force J-1 is responsible for reporting daily EPW numbers** through the chain of command to the NMCC. Additional information is included in Appendix T of this publication, "Enemy Prisoner of War/Detainee Operations."

4. Other Operational Considerations

Although not applicable in all situations, the issues shown in Figure III-3 should be considered when planning personnel support to joint operations.

a. **Single-Service Personnel Support.** Although each Service is responsible for the personnel support of its forces, **JFCs may determine that centralized servicing of some functions** (mail, MWR, and other appropriate areas) **would be beneficial within the theater or designated operational area.** If so, the JFC may assign responsibility for providing or coordinating support for all Service components in the designated theater or operational area to a single component.

b. **Uniform Policies.** While policies governing uniform wear are a Service responsibility, **the JFC may establish basic uniform standards in the operational area.** These standards might address such issues as wear of the US flag patch, the desert battle dress uniform, or other issues directly related to the mission of the joint force.

c. **Evaluation Reports. Performance evaluation reports are a Service responsibility.** Each Service has specific policies and directives concerning evaluations. During deployments or other situations where members of several Services work together on a temporary basis, **the combatant commander may wish to set basic guidance** concerning performance reports and establishing evaluation report periods for deployed personnel that coincide with Service-specific guidance. Computer-based aids such as fitness reports and/or evaluation programs and applicable Service publications need to be available to any commander responsible for personnel from other Services. The J-1 needs to monitor the timely completion of evaluation reports for RC personnel.

d. **Non-US Local Civilian Hire.** Local national civilian labor may be utilized in support of military operations. **Procurement of local national civilian labor will be in accordance with DOD contracting**

OTHER OPERATIONAL CONSIDERATIONS



Figure III-3. Other Operational Considerations

regulations and is normally the responsibility of component commands.

e. Passports and Visas

- Increased emphasis on regional engagement has caused more frequent deployments worldwide. **Deploying US civilians will be issued passports, visas, and country clearances in accordance with (IAW) DOD 4500.54-G, “DOD Foreign Clearance Guide.”** Although passport requirements are normally not waivable for US civilians, circumstances may allow for a JTF request for waiver.

•• **Passport requirements may generally only be waived for US military personnel.** In this case, all deploying military personnel must have **valid military identification cards** in their possession. Additionally, the JFC may require that military personnel stationed in, or reporting to, the theater or operational area maintain a copy of

their birth certificate. This will simplify procurement of a passport should the need arise.

- **Policies and procedures for obtaining no-fee passports and/or visas** are set forth in DODD 1000.21-R, “DoD Passport and Passport Clearance Guide.” Official passports are applied for on an “as needed” basis, and the normal processing time is 4-6 weeks for personnel in the United States and up to 3-4 months for personnel outside the United States. Should this be a problem, processing time can be expedited on a case-by-case basis when requested by a general and/or flag officer or the equivalent.

f. **Multinational Operations.** Multinational operations are military actions conducted by forces of two or more nations, typically organized within the structure of a coalition or alliance. **An alliance is a result of formal agreements** between two or more nations to meet broad, long-term objectives (e.g., the North Atlantic Treaty

Organization [NATO]). **A coalition is an ad hoc arrangement** between two or more nations (Operation DESERT STORM) or between alliances and nations (Operation JOINT ENDEAVOR) for common action. International organizations and agencies will play an increasing role in the management of

future crises and contingency operations. **The Armed Services must be prepared to operate in a multinational environment.** Personnel support considerations for multinational operations are found in Appendix U of this publication, "Personnel Support to Military Operations in a Multinational Environment."



International organizations and agencies, with their own personnel requirements, will play an increasing role in the management of future crises and contingency operations.

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CHAPTER IV

JOINT PERSONNEL PLANNING

“Be audacious and cunning in your plans, firm and persevering in their execution, determined to find a glorious end.”

Karl von Clausewitz
On War, 1832

1. General

Effective planning for personnel support to joint operations can leverage the JFC’s ability to accomplish the mission. **The J-1 must be fully involved in all phases of deliberate and crisis action planning efforts** and collaborate with other staff directors in the preparation of the commander’s estimate and plan development.

2. Personnel Estimate

Staff estimates are necessary in both deliberate planning and CAP **for development of the commander’s estimate.** Upon receipt of planning guidance from higher authority, staff estimates are essential to developing the optimum course of action (COA) for military response to a situation which threatens US interests. **The personnel estimate is an essential part of the commander’s estimate.** Information on preparation of the personnel estimate may be found in Appendix A of this publication, “The Personnel Estimate,” and Joint Pub 5-03.1, “Joint Operation Planning and Execution System Vol I: (Planning Policies and Procedures).”

3. OPLAN Personnel Annex

When the concept of operations has been established, **the J-1 provides input to the**

OPLAN in Annex E, which outlines the plan for personnel support. The format for preparation of an OPLAN personnel annex is included in CJCSM 3122.03, “Joint Operation Planning and Execution System Vol II: (Planning Formats and Guidance).” Additional information is included in Appendix B of this publication, “OPLAN Development Sample Annex E—Personnel.”

4. Time-Phased Force and Deployment List

Time-phasing of personnel support assets during deployment planning is an important planning consideration. During deployments there may be an early need for such specialists as linguists, chaplains, postal personnel, personnel support specialists, and others. **The J-1 must identify these special skill requirements** to the combatant commander during establishment of the TPFDL to ensure these personnel support assets are present when needed.

5. J-1 Checklist

A complete understanding of the combatant commander’s intent and concept of operations, plus comprehensive planning by the J-1, will enhance the opportunity for mission success. **The checklist in Appendix C of this publication, “Joint Task Force J-1 Checklist,” has been developed to assist the J-1 in the planning process.**

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CHAPTER V

ESTABLISHING A JOINT FORCE HEADQUARTERS

“The joint force commander is responsible for the discipline and administration of military personnel assigned to the joint organization.”

**Joint Pub 0-2
Unified Action Armed Forces (UNAAF)**

1. General

In many cases, planning for a joint operation will necessitate the establishment of a subordinate joint force to accomplish the mission or task. **The combatant command J-1 plays a major role in determining manpower requirements and sourcing personnel for the joint force HQ.**

a. Joint forces may be organized with Service or functional components, or with a combination of the two.

b. **A JTF is the most common type of joint force** established to accomplish a specific task or function. Guidance on establishment of a JTF is provided in Joint Pub 5-00.2, “Joint Task Force Planning Guidance and Procedures.”

c. According to Joint Pub 0-2, “Unified Action Armed Forces (UNAAF),” **the composition of a joint force staff will reflect the composition of the joint force** to ensure that those responsible for employing joint forces have thorough knowledge of total force capabilities and limitations.

2. Composition of a Joint Force Headquarters

The following options are available to the combatant commander for establishing the joint force HQ.

a. Designate a **Service component** or any suitable, **subordinate unit HQ** to serve as a joint force HQ.



Personnel organization begins at the joint force headquarters.

b. Form the joint force HQ entirely from the **combatant command staff**. This option is primarily viable for short-term deployments.

c. **Combine assets from the combatant command staff with those of the Service components.** This creates a joint force HQ capable of deploying for longer periods. The joint force HQ may be **augmented as necessary** to provide essential capabilities. Operational or contingency requirements may be filled through Service components IAW CJCSI 1301.01, "Policy and Procedures to Assign Individuals to Meet Combatant Command Mission Related Temporary Duty Requirements."

3. Organization of a Joint Force J-1

a. **Organization and responsibilities** of a JTF J-1 are included in Joint Pub 5-00.2, "Joint Task Force Planning Guidance and Procedures."

b. **Figure V-1 depicts a typical joint force J-1 organization.** The actual composition of the J-1 will be dictated by the overall organization of the joint force and the operations to be conducted.

c. **Personal and Special Staff.** The offices of the surgeon, chaplain, Inspector General,



Figure V-1. Typical Joint Force J-1 Organization

legal counsel, provost marshal, comptroller, public affairs officer, historian, and safety officer are **normally established as personal and special staff**. At the discretion of the JFC, some of these offices may be organized under the staff supervision of the J-1.



Personal and special staff, such as the Armed Services chaplaincy, may be organized under the staff supervision of the J-1.

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APPENDIX A

THE PERSONNEL ESTIMATE

1. General

a. Staff estimates are the foundation for the commander's decision to select a COA. The staff directorates analyze and refine each COA to determine its supportability. The thoroughness of these staff estimates help determine the success of the military operation.

b. Not every situation needs an extensive and lengthy planning effort. In some cases a commander can review the assigned task, receive oral briefings, make a quick decision, and direct the writing of an OPLAN in message format. Given an uncomplicated task, this could complete the process. However, most joint operations demand a thorough, well-coordinated plan that necessitates a complex staff estimate process. Although written staff estimates are not mandatory, most will be carefully prepared and coordinated and fully documented IAW Joint Pub 5-03.1, "Joint Operation Planning and Execution System Vol I: (Planning Policies and Procedures)."

c. The purpose of the personnel estimate is to collect and analyze relevant information for developing (within the time limits and available information) the most effective solution to a problem. The J-1 assists the commander in reaching a decision by estimating whether a particular operation or mission is supportable from a personnel perspective. The personnel estimate process is applicable to any operational situation and to any level of command. It is used in both the deliberate and CAP processes.

2. Responsibilities

The joint force J-1 is responsible for preparing the personnel estimate and recommending a COA during both deliberate and CAP, from a personnel perspective.

3. Procedures

a. During the personnel estimate process, the J-1 will:

- Review the mission and situation — mission, enemy, terrain and weather, time, troops available and civilian (METT-TC) considerations — from a personnel perspective;
- Identify the decision criteria which relate to the personnel arena;
- Analyze these decision criteria with respect to each COA, identifying advantages and disadvantages from a personnel point of view;
- Compare COAs to one another based on advantages and disadvantages of each. Use a worksheet or matrix, if helpful, to display advantages and disadvantages and analyze their relative merits; and
- Conclude whether the mission can be supported and which COA can best be supported.

b. Figure A-1 is the suggested format established by Joint Pub 5-03.1, "Joint Operation Planning and Execution System Vol I: (Planning Policies and Procedures)," for preparation of the personnel estimate.

THE PERSONNEL ESTIMATE

SECURITY CLASSIFICATION

PERSONNEL ESTIMATE NO _____

REFERENCES: a. Maps and charts
b. Other pertinent documents

1. Mission. State the mission of the command as a whole, taken from the commander's mission analysis, planning guidance, and other statements.

2. Situation and Considerations

a. Characteristics of the Operational Area. Summarize data about the area, taken from the intelligence estimate or area study, with specific emphasis on significant factors affecting personnel activities.

b. Enemy Forces

- Strength and Dispositions. Refer to current intelligence estimate.
- Enemy Capabilities. Discuss enemy capabilities, taken from current intelligence estimate, with specific emphasis on their impact on personnel matters.

c. Friendly Forces

- Present Disposition of Major Elements. Include an estimate of their strengths.
- Own Courses of Action. State the proposed COAs under consideration, obtained from operations or plans division.
- Probable Developments. Review major deployments necessary in initial and subsequent phases of the operation proposed.
- Status of Replacements and/or Augmentees.
- Civilian Considerations.

d. Logistic Situation. State known logistic problems, if any, that may affect the personnel situation.

e. Command, Control, Communications, and Computer Situation. State the command, control, communications, and computer situation, emphasizing known problems that may affect the personnel situation.

f. Assumptions. State assumptions about the personnel situation made for this estimate. Because basic assumptions for the operation already have been made and will appear in the planning guidance and in the plan itself, they should not be

Figure A-1. The Personnel Estimate

THE PERSONNEL ESTIMATE (cont'd)

repeated here. Certain personnel assumptions that have been made in preparing this estimate should be stated here.

g. Special Features. List everything not covered elsewhere in the estimate that may influence the personnel situation. For example, identify civil and indigenous labor resources available or essential to support military operations.

h. Personnel Situation. State known or anticipated personnel problems that may influence selection of a specific COA.

3. Personnel Analysis of Own Courses of Action. Make an orderly examination of factors influencing the proposed COAs to determine the manner and degree of that influence and to isolate the personnel implications that should be weighed by the commander in the COMMANDER'S ESTIMATE of the situation. Include consideration of any foreign languages required and the availability of suitable linguistic support.

a. Analyze each COA from the personnel point of view. The detail in which the analysis is made is determined by considering the level of command, scope of contemplated operations, and urgency of need.

b. Decision criteria establish the elements to be analyzed for each COA under consideration. Examine each COA realistically and include appropriate considerations of climate and weather, terrain, hydrography, enemy capabilities, and other significant factors that may have an impact on the personnel situation as it affects the COAs.

c. Throughout the analysis, keep personnel considerations foremost in mind. The analysis is not intended to produce a decision but to ensure that all applicable personnel factors have been considered to be the basis of paragraphs 4 and 5.

4. Comparison of Own Courses of Action

List the advantages and disadvantages of each proposed COA — from the J-1's point of view.

5. Conclusions

a. State whether or not the mission set forth in paragraph 1 can be supported from a personnel standpoint.

b. State which COA under consideration can best be supported from a personnel standpoint.

c. Identify the major personnel-related deficiencies that must be brought to the commander's attention. Include recommendations of methods to eliminate or reduce the effects of those deficiencies.

Figure A-1. The Personnel Estimate (cont'd)

THE PERSONNEL ESTIMATE (cont'd)

ANNEXES: (By letter and title) Use annexes when information is in graphs or is of such detail and volume that inclusion in the body makes the estimate too cumbersome. Annexes should be lettered sequentially as they occur through the estimate.

DISTRIBUTION: (According to procedures and policies of the issuing headquarters.)

Figure A-1. The Personnel Estimate (cont'd)

APPENDIX B
OPLAN DEVELOPMENT
SAMPLE ANNEX E — “PERSONNEL”

1. General

The following sets forth administrative instructions and format to govern the development of Annex E — “Personnel” to OPLANs.

2. Procedures

a. Unless otherwise indicated, IAW CJCSM 3122.03, “Joint Operation Planning and Execution System Vol II: (Planning Formats and Guidance),” the following format for Annex E — “Personnel” is mandatory for the Joint Staff, all unified combatant commands, the Services, and the combat support agencies responsive to the Chairman of the Joint Chiefs of Staff.

b. Pertinent personnel-related references are listed in Joint Pub 5-03.1, “Joint

Operation Planning and Execution System Vol I: (Planning Policies and Procedures)” Annex Q — “References” and Appendix W of this publication, “References.”

c. Development of Annex E — “Personnel” will be accomplished in conjunction with, and in support of, operation planning to identify and resolve personnel support problems in advance of plan implementation.

d. Command responsibilities and functional alignments for providing personnel support should be described and defined in sufficient detail to ensure that provisions are made to conduct all essential personnel support tasks.

e. The following format and guidance must be followed in preparation of Annex E — “Personnel.”

CLASSIFICATION
HEADQUARTERS
DATE

ANNEX E TO COMBATANT COMMAND OPLAN XXXX-X PERSONNEL

REFERENCES: Cite the references that are necessary for a complete understanding of the annex.

1. General

a. Mission. A clear, concise statement of the personnel objectives in support of the basic plan.

b. Concept of Personnel Support. State the general concept of personnel support for the forces assigned to support the OPLAN. The commander's intent and factors of METT-TC drive the initial concept of personnel support. State operations security and communications security planning guidance for personnel matters addressed in the annex. In particular, provide guidance to ensure that personnel actions promote essential secrecy for the commander's intentions, military capabilities, and current activities. Also, address arrangements to support the conduct of military deceptions and psychological operations (PSYOP). Consider the following: Direct personnel support of US military forces is provided through US Service channels, whether or not forces are transferred to the operational control of a multinational HQ (United Nations [UN], NATO, or other appropriate organization). Component commanders will coordinate directly with combatant command HQ for individual augmentation requirements and keep the combatant commander informed of major personnel problems. Combatant commanders will provide guidance as required to clarify "theater unique" situations and to coordinate the efforts of Service component personnel systems.

c. Assumptions. State any assumption that could influence the feasibility of the personnel annex of this plan. If any assumptions are critical to the success of the plan, include alternative COAs.

d. Planning Factors. Refer to and use approved Service personnel planning factors and formulas for reserve and active duty component forces except when theater experience or local conditions favor otherwise. When deviating from approved methods, identify factors used and reasons for such use.

2. Personnel Policies and Procedures

a. General Guidance. See Chapter IV of Joint Pub 0-2, "Unified Action Armed Forces (UNAAF);" Joint Pub 1-0, "Doctrine for Personnel Support to Joint Operations;" CJCSM 3150.13, "Joint Reporting Structure (JRS), Personnel;" CJCSI 1301.01, "Policy and Procedures to Assign Individuals to Meet Combatant Command Mission Related Temporary Duty Requirements;" and other appropriate references, including inter-Service support agreements. Consider the following: Component commanders will provide personnel support IAW

Department and Service policies. For areas in which guidance is not provided or in which conflicts arise, the JFC will provide the necessary information and/or guidance as required to assure adequate support to the plan.

b. Specific Guidance. Coordinate with supporting commanders and Service component commanders on the items listed below. For each subheading, state policies and concepts, assign responsibilities, and cite applicable references and inter-Service support agreements.

- Individual augmentation. Refer to CJCSI 1301.01, “Policy and Procedures to Assign Individuals to Meet Combatant Command Mission Related Temporary Duty Requirements,” and Appendix E of this publication, “Individual Augmentation.”
- Joint personnel reception and processing. See Appendix F of this publication, “Joint Reception Center and Joint Personnel Training and Tracking Activities.”
- Personnel accountability and strength reporting. Joint force and component commanders will conduct personnel reporting procedures as directed by the combatant commander. See Appendix G of this publication, “Personnel Accountability and Strength Reporting.”
- Rotation policies. Within the limits set by the Joint Federal Travel Regulations (JFTR), the combatant commander should consider issues addressed in Appendix H of this publication, “Rotation Planning for Individual Augmentees,” in establishing a tour length policy.
- NEO repatriation policies, including requirements for execution of dependent-care and reception plans. This section should be coordinated with preparation of OPLAN Annex C, Appendix 10, “Noncombatant Evacuation Operations,” and describe personnel policies such as requirements to register marriages, in-country presence of dependents and dependent locations, policies relating to special categories of personnel (such as dual military couples [both spouses military], single parents, key and essential billet holders) and maintenance of noncombatant status. The Department of Defense exercises primary responsibility for the evacuation of DOD-sponsored noncombatants. See Appendix R of this publication, “Noncombatant Evacuation Operations,” for additional information.
- US-citizen civilian personnel. The combatant commander should identify medical, training, and support requirements for all US-citizen civilians supporting the military operation. See Appendix O of this publication, “Civilian Personnel,” for additional information.
- Non-US citizen labor
 - Estimates of availability and requirements. Component commanders will develop procedures for the identification of requirements, procurement, and administration of local national labor for those countries assigned to them IAW OPLAN Annex G, “Civil Affairs.”
 - Procurement and administration of local national personnel is normally the responsibility of the component commands. Employment policies are established

separately for each country by a Civilian Personnel Coordinating Committee. Local civilian personnel offices within each country carry out the employment policies as directed by the local committee and provide administrative support for local national employees of US forces.

- Host-nation contracting and support agreements.
 - Enemy prisoners of war, civilian internees, retained personnel, and other detainees. Reference Appendix 1 to this annex, if applicable. See Appendix T of this publication, “Enemy Prisoner of War/Detainee Operations,” for additional information.
 - Formerly captured, missing, or detained US personnel. Reference Appendix 2 to this annex, if prepared. See Appendix S of this publication, “Personnel Recovery Considerations,” for additional information.
 - Morale, welfare, and recreation. This paragraph should address responsibilities for initial, follow-on, and sustainment support of MWR activities. Additionally, funding sources for MWR support should be addressed here. See Appendix L of this publication, “Morale, Welfare, and Recreation,” for additional information.
 - Casualty reporting. Normal Service casualty reports will be made IAW individual Service directives and Appendix M of this publication, “Casualty Reporting.”
 - Decorations and awards. See Appendix N of this publication, “Awards and Decorations.”
 - Pay and allowances. The combatant commander or the JTF commander will determine the form of subsistence and address other unique pay and allowance issues. See Appendix J of this publication, “Pay and Entitlements,” for additional information.
 - Travel procedures (to include passport, visa, and theater clearance requirements). Travel procedures will be established IAW with the JFTR, joint travel regulations and Defense Finance and Accounting Services directives.
 - Medical evacuees returned to duty. See OPLAN Annex Q. Personnel evacuated for medical reasons will be returned to duty as expeditiously as medically practical IAW component and/or Service directives. Component commands coordinate with Services for replacements for those personnel unable to return to duty.
 - Leave policy (such as special leave accrual). See Appendix J of this publication., “Pay and Entitlements.”
 - Combat zone and/or contingency operation benefits. See Appendix J of this publication, “Pay and Entitlements.”
 - Deployability criteria for personnel unique to this operation.
3. Finance and Disbursing. See OPLAN Appendix 3.

4. Legal. See OPLAN Appendix 4.
5. Military Postal Service. See OPLAN Appendix 5. Additional information may be found in Appendix K of this publication, “Postal Operations.”
6. Chaplain Activities. See OPLAN Appendix 6.

OPLAN Appendices:

- 1 - Enemy Prisoners of War, Civilian Internees, and Other Detained Persons (This appendix is normally prepared by the J-3 or Army component).
- 2 - Processing of Formerly Captured, Missing, or Detained US Personnel (This appendix is normally prepared by the J-3).
- 3 - Finance and Disbursing (Preparation of this appendix is the responsibility of the joint force Director for Force Structure, Resource, and Assessment (J-8) or Comptroller).
- 4 - Legal (Preparation of this appendix is the responsibility of the joint force legal office).
- 5 - Military Postal Service (This appendix is prepared by the J-1).
- 6 - Chaplain Activities (Preparation of this appendix is the responsibility of the joint force chaplain).

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APPENDIX C

JOINT TASK FORCE J-1 CHECKLIST

The J-1 is the principal staff assistant to the JFC on personnel matters. The following is a checklist of personnel related activities the J-1 should consider in planning and executing operations.

MANAGING THE FORCE

1. Does an information management system exist for the JTF J-1 that allows summation of separate Service personnel status reports, including authorized, assigned, and deployed strengths; critical personnel shortages; casualty accounting; and personnel requisitions?

2. Do plans include a current summary of JTF manpower requirements?

a. Are minimum grade, security clearances, and occupational skill requirements specified?

b. Are critical positions (billets) identified?

c. Are special experience requirements consistent with pay grade level and military occupational designations?

d. Have procedures been established to identify JTF individual augmentation requirements? Have shortfalls been identified to the appropriate authority?

3. Have procedures been established to capture personnel information on all in-bound JTF personnel immediately upon their arrival?

4. Are systems and/or procedures in place to expedite the timely processing of information when casualties occur? Is each Service represented by a casualty operations cell? Have casualty liaison teams been formed and posted at each major military medical treatment facility and mortuary collection

point? Have coordination and communication channels been established between command operational elements and Service casualty cells? Does each casualty operations cell have adequate communications equipment to pass casualty information through channels to department level?

5. Has a rotation policy been established and published? Have procedures been established to ensure the timely rotation of individual augmentees?

SUPPORT ISSUES

6. Have reporting instructions been issued addressing, at a minimum: report date and no-later-than time, reporting location, point of contact and duty phone, passports and visas, immunizations, uniform and equipment requirements, and travel restrictions? If appropriate, billeting arrangements should also be addressed in reporting instructions.

7. Have procedures been established by component commanders, to accomplish the following Service-specific preparation for movement actions prior to deployment?

a. Giving deploying members the opportunity to update wills and powers of attorney?

b. Giving deploying members the opportunity to adjust pay allotments, adjust life insurance, establish direct deposit, and other related actions?

c. Making provisions to pay members while deployed? Have Service supporting pay and personnel activities for both active and RC personnel been identified and included in the planning?

d. Providing passports and visas if required?

e. Accomplishing other personnel actions such as medical screening (e.g., immunizations, human immuno-deficiency virus [HIV] screening, deoxyribonucleic acid [DNA] sampling), identification cards or tags, Service record updates, including record of emergency data?

8. Consideration must be given as to how personnel will be deployed (TDY, field conditions) to ensure that adequate compensation is provided and prevent unnecessary loss of pay and allowances.

9. Have the following support programs been established, if applicable in the present deployment and/or contingency scenario?

a. Special leave.

b. Hostile fire or IDP.

c. Federal income tax combat zone tax exclusion.

d. Free mail.

e. Sole surviving son or daughter.

f. Absentee voting.

10. Have MWR and exchange activities for JTF personnel been determined and coordinated?

11. Is military postal support adequately and equitably addressed in joint force and component commands' plans?

12. Are equal opportunity (EO) and/or equal employment opportunity (EEO) support adequately addressed in joint force and component commands' plans? Are EO and/or EEO counselors forward-deployed?

13. Has release for biweekly pay cap been requested for civilians?

14. Has an emergency been declared for purposes of restoration of civilian "use or lose" annual leave?

15. Are procedures in place for preparation of time cards for civilians at home station or in JTF HQ?

16. Have policies on foreign post differential pay been communicated to civilians?

17. Has liaison been established with the International Committee of the Red Cross regarding the internment of EPWs, civilian internees, retained personnel, and other detainees?

18. Have procedures been developed to process personnel returning to duty from medical channels?

ADMINISTRATIVE ISSUES

19. Is there adequate J-1 staff to support 24-hour J-1 coverage? (Note: The JFC should consider creation of an HQ commandant or similar element to perform administrative functions. If the J-1 is responsible for administrative functions, the J-1 staff must be augmented accordingly.)

20. Are all J-1 personnel proficient with the command's software standards?

21. Have authenticating memorandums been written and signed by the JFC within 24 hours of joint force activation authorizing staff directors and/or their designated representatives to pick up message traffic up to and including special category?

22. Have procedures been established for emergency destruction of classified materials?

23. Consistent with operational requirements, is maximum practical use being made of local national civilian labor? Have all policies regarding use of indigenous labor by the joint force been coordinated with component civil affairs (CA) officers? Note: The J-1 and J-3 should coordinate CA issues.
24. Have J-1 supporting plans been developed for the evacuation of noncombatant personnel?
25. Has the joint force chaplain been provided necessary support (e.g., transportation, rations, orientation)?
26. Have internal standing operating procedures been developed and coordinated to streamline the execution of reoccurring activities and reports?
27. Have all joint force components been provided reporting formats and requirements?
28. Have requirements for Service, joint and multinational publications been identified?
29. Has a rating scheme been developed for the joint force HQ personnel?
30. Has draft JFC guidance for officer and enlisted fitness reports, evaluations, and/or officer evaluation reports been published, coordinated with component commanders, and issued to those responsible for evaluation of assigned Service members?
31. Has a point of contact (POC) list been developed and published?

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APPENDIX D

DECLARATION OF CONTINGENCY OPERATIONS

1. General

This is an area of interest to the combatant commander, since a series of personnel-related laws take effect upon the declaration of a contingency operation.

2. Responsibilities

The combatant commander J-1 is responsible for coordination with the Joint Staff J-1 for formal processing of a request for SecDef declaration of a contingency operation under conditions when a decision for PSRC has not been authorized.

3. When Does a Contingency Operation Exist?

A contingency operation is a military operation that is either designated by the Secretary of Defense as a contingency operation or is a contingency operation under US law (10 USC 101[a][13]). The term “contingency operation” defines a military operation that:

a. Is designated by the Secretary of Defense as an operation “in which members of the Armed Forces are or may become involved in military actions, operations, or hostilities against an enemy of the United States or against an opposing military force. . .” (As an example, the Secretary of Defense designated the Somalia relief operation RESTORE HOPE as a contingency operation); or

b. Is created by definition of law. Under 10 USC 101 (a)(13)(B), a contingency operation exists if a military operation results in the (1) call or order to, or retention on, active duty of members of the uniformed services under 10 USC 688, 12301(a), 12302,

12304, 12305, 12406 or chapter 15 of title 10, and other provisions of law during war or national emergency declared by the President or Congress. (One example is Operation UPHOLD DEMOCRACY in Haiti where, upon execution of a PSRC under 10 USC 12304, a contingency operation legally existed.)

4. Special Statutory Authorities

A number of special statutory authorities are automatically triggered by SecDef designation of an operation (under 10 USC 101[a][13]) as a contingency operation.

a. **Small Acquisition Threshold.** For contracts awarded and performed (e.g., local national civilian labor) or local procurements made OCONUS in support of contingency operations (e.g., MWR equipment or activities), the threshold is \$200,000 (10 USC 2302[7]), which is two times the amount currently set out in 41 USC 403(11).

b. **Accumulation of Leave.** Military personnel may not normally retain more than 60 days accumulated leave at the end of a fiscal year (10 USC 701[b]). Personnel serving in support of a contingency operation may retain up to 90 days leave until the end of the next fiscal year (10 USC 701[b] and 10 USC 701[f]). Refer to Appendix J of this publication, “Pay and Entitlements,” for details regarding special leave accrual. Special provisions apply to members in a missing status (10 USC 701[c]).

c. **Payment for Unused Leave.** When applicable, the government may pay for up to 60 days of unused accrued leave (37 USC 501[b][3] and 501[f]). The 60-day limit does not apply to Service members who die from injury or illness incurred while serving on

active duty in support of a contingency operation. The 60-day limit also does not apply to reservists and retirees who serve on active duty and are deployed in support of contingency operations (37 USC 501[d][1] and [b][5][A,B,C]).

d. Transitional Medical and Dental Care. Reservists and their dependents called or ordered to active duty, involuntarily retained on active duty, or voluntarily agreeing to remain on active duty for less than a year in support of a designated contingency operation become entitled to transitional DOD medical and dental care for up to 30 days after leaving active duty within limits of staff and facility availability (10 USC 1074[b]).

e. Special Pay for Health Care Professionals: Waiver of Certain Board Certification Requirements. During contingency operations, military medical officers, dental officers and non-physician health care providers may receive special pays under 37 USC 302, 302a, 302b, 302c, 302e, 302f, 302g, and 303. However, if the contingency operation interrupted the process of completing board certification or recertification, the individual must complete the process within 180 days in order to receive retroactive board-certified pay. The 180-day period begins on the date which the individual is released from the duty to which he or she was assigned in support of a contingency operation (37 USC 303b).

f. Foreign Language Proficiency Pay: Waiver of Certification Requirements. Military personnel who would qualify for foreign language proficiency pay (except for their lack of certification of proficiency) receive such pay during a contingency operation if the operation interrupted the individual's progress toward certification and the individual completes the certification requirements within the 180-day period beginning on the date which the individual

is released from the duty to which the individual was assigned in support of a contingency operation (37 USC 316a).

g. Basic Allowance for Housing (BAH) for Reservists Without Dependents. Reservists without dependents called or ordered to active duty for a contingency operation receive a basic allowance for housing (BAH II) if, because of that call or order to active duty, the Reservist is unable to continue to occupy a primary residence which is owned by the member or which the member is responsible for rental payments (37 USC 403[d][2]). Reservists on active duty under a call or order to active duty in support of a contingency operation may receive BAH, regardless of the period of active duty specified (37 USC 403a[b][3]).

h. Savings Deposits Program. This program was designed to provide a savings incentive to deploying Service members. For contingency operations expected to last 90 days or longer, the Secretary of Defense may authorize deploying Service members to deposit, with interest, unallotted current pay and entitlements (10 USC 1035[f]). Activation of this program may be initiated at the discretion of the Secretary of Defense, or combatant commanders may request SecDef approval by submitting a request through the Joint Staff. Upon approval, deploying Service members may submit individual requests for monthly deposits, in the amount of \$5 or more, through their respective finance offices. The interest rate will be determined by the Department of Defense and will not exceed 10 percent per annum.

i. Expenses Incident to Death of Civilian Employees Accompanying the Force. The Secretary of Defense may pay certain expenses for federal civilians and contractor employees who die of injuries incurred in connection with service with an Armed Force

in a contingency operation, including transport of the remains and presentation of a US flag to the next-of-kin and to the parent or parents, if they are not the next of kin of the employee (10 USC 1482a).

j. **Privately Owned Vehicle (POV) Storage.** Service members deploying to contingency operations for greater than 30 days are authorized storage of one (1) POV, in accordance with Title 10 USC, Section 2634.

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APPENDIX E

INDIVIDUAL AUGMENTATION

1. General

CJCSI 1301.01, “Policy and Procedures to Assign Individuals to Meet Combatant Command Mission Related Temporary Duty Requirements,” delineates the method to obtain individual augmentees.

2. Responsibilities

a. **Joint Force Commander.** The JFC determines forces required to accomplish the assigned mission.

b. **Supported Combatant Commander.** The CINC assigns a mission to a subordinate JFC and validates the forces required to accomplish the mission. Once validated, the CINC is responsible for going to the combatant command staff and component commands to secure the required forces.

c. **Supported Combatant Commander Service Component Commands.** The component commands source as much of the required joint force as possible from internal resources. Remaining requirements are passed to the appropriate Service HQ. Requirements for special operations operational specialties, to include PSYOP and non-Marine Corps CA augmentees which cannot be sourced by the theater special operations command, are passed directly from the supported combatant command to USSOCOM. Requests for Marine Corps CA are handled through HQ, Marine Corps. Given the low density of other occupational specialties within the special operations community, USSOCOM cannot provide personnel possessing other than special operations forces specialties.

d. **Service HQ.** Services assess internal Service, supporting CINC and Defense

agency assets to determine the best source to provide the support based on manning levels and competing missions.

e. **Supporting Combatant Commands and Defense Agencies.** It is the responsibility of those tasked to fill augmentation requests to quickly identify and prepare individuals for deployment while assessing the impact on their mission.

f. **Joint Staff.** The Joint Staff/J-1 tracks individual augmentation requests and, when necessary, works with the Services, CINCs, and Defense agencies to resolve any disagreements. When resolution cannot be achieved at that level, the J-1 prepares and forwards action packages to the Chairman of the Joint Chiefs of Staff and, if necessary, to the Secretary of Defense.

g. **JTF J-1 and CINC J-1.** In addition to being the prime focal point to ensure that much of paragraphs 2a and 2b are accomplished, they are responsible for tracking the rotation dates of individuals assigned TDY and/or TAD to the operation, facilitating revalidation of the requirement, initiating a timely request for backfill, and tracking the status of inbound augmentees through the Service components.

3. Procedures

a. Combatant commands determine the need for forces to accomplish an assigned mission and fill the requirements through their Service component commands. If sufficient personnel are not available within a Service component command, it notifies its Service HQ. The Service first looks within internal Service assets, and then at the assets of combatant commands and Defense agencies to fill the requirements. As an exception to this process, special operations requirements

will be passed directly from the supported combatant command through the theater special operations command to USSOCOM, which will work through the Joint Staff to obtain the necessary SecDef approval to fill the requirements.

b. Should a Service disagree with the supported combatant command requirements or a supporting combatant command or Defense agency disagree with a Service request to fill a shortfall requirement, they can reclama to the Chairman of the Joint Chiefs of Staff. The Chairman will monitor — through the Joint Staff — all requests for individual augmentation and, as necessary, help resolve disagreements or (as the JCS considers appropriate) take the matter for decision to the Secretary of Defense. Individual mobilization augmentees (IMAs) are recalled to active duty IAW procedures in Appendix P, “Reserve Component Callup.”

c. Individual augmentation procedures are found in CJCSI 1301.01, “Policy and Procedures to Assign Individuals to Meet Combatant Command Mission Related Temporary Duty Requirements.” The flow chart in Figure E-1 summarizes the procedures.

4. Key Considerations

a. **Communication.** It is critical that all parties be informed of the status of an augmentation request. At a minimum, this means that the Service component of the supported combatant command, the supported combatant command J-1, the Joint Staff J-1/Personnel Readiness Division (PRD), the Service HQ and, when operating, the JRCs should be addressees on all messages. When personnel from a supporting CINC component are requested, the supporting combatant command J-1 and its Service component must be included in all subsequent message traffic. To facilitate tracking of augmentation requests, the supported

combatant command component requesting augmentation will use the following subject line: “Augmentation Request - Operation Name - Supported Organization” (for example: “Augmentation Request - JOINT ENDEAVOR - COMIFOR”). In addition, the message will provide specific information on augmentation request such as: line numbers, capability or specialty codes, report dates, training requirements, reporting instructions, and statements that travel and per diem will be provided. All subsequent messages concerning the same request must use the same subject line.

b. **Timeliness.** To ensure individuals are in place on time to accomplish the mission and also ensure they receive maximum notification to prepare themselves and their families for deployment, it is crucial that this augmentation process be initiated as early and worked as quickly as possible. Timeliness is important at all steps in the process.

- The supported Service component must quickly and thoroughly identify its requirements to its Service HQ to provide enough time for individual augmentees to be identified and prepare themselves for deployment.
- The Services must quickly assess the best place to source the augmentees and notify their Service elements, the supporting combatant commands, components, and/or the Joint Staff (for Defense agency personnel).
- When personnel belonging to a supporting combatant commander are involved, the component must immediately identify and begin preparing personnel for deployment. Simultaneously, the supporting combatant commander must quickly determine whether the tasking will be supported or challenged.

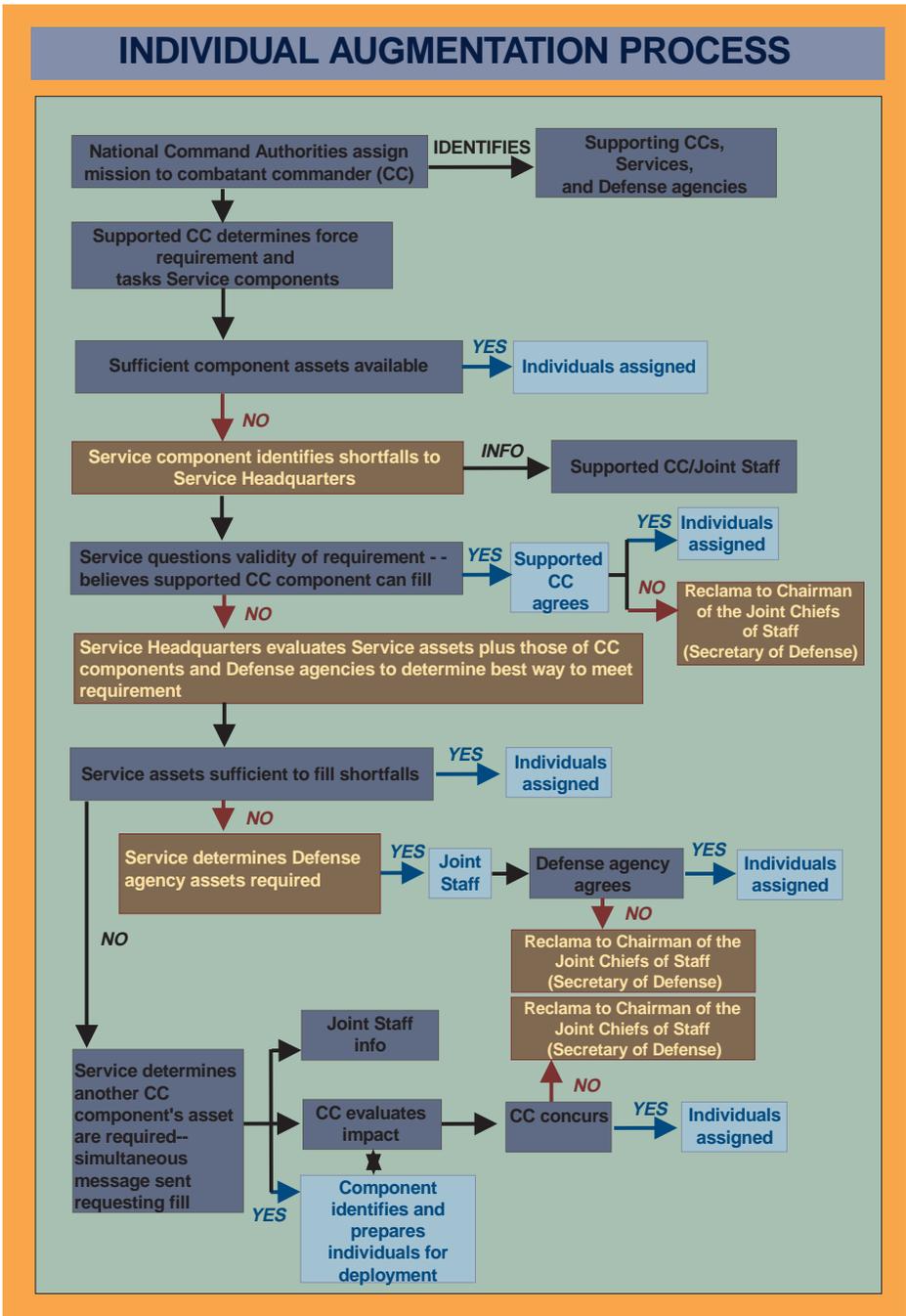


Figure E-1. Individual Augmentation Process

- When there is a reclamation from any source, the Joint Staff must move expeditiously to resolve the issue. To do less than this at

any stage of the process could negatively affect mission accomplishment and will certainly be detrimental to US troops.

c. **Reclama Processing.** The Joint Staff J-1/PRD will gather information required to resolve the reclama. At a minimum, this means full justification from whomever submitted the reclama as to why they cannot support the tasking (competing/conflicting taskings) and full manning information from the Services on why a particular combatant command component or Defense agency was chosen. If resolution cannot be reached at the J-1 level, the issue will be elevated to the Director of the Joint Staff, IAW procedures outlined in CJCSI 1301.01, “Policy and Procedures to Assign Individuals to Meet Combatant Command Mission Related Temporary Duty Requirements.”

d. **Tracking.** Tracking the flow of augmentees (identifying who is coming and when they will arrive) is the responsibility of the supported combatant command J-1. This information flow should be the reverse of the tasking process, i.e., from the Service to the

appropriate Service component to the supported combatant command J-1. The Joint Staff will oversee the tasking flow to ensure the flow is not being delayed at any level, but will not track individual fills for each billet. Service component commands must ensure that all individual orders include, as a minimum, accurate information on the individual’s grade, security clearance, military occupational specialty/Air Force specialty code/designator, and theater-specific line number. This information is crucial in ensuring the individuals receive proper organizational clothing and individual equipment training and transportation for their duty assignment.

e. **Individual Deployment Sites (IDSs) or CONUS Replacement Centers.** All individual augmentees (to include DOD civilian and contractor employees) will report to a designated IDS or CRC for deployment and redeployment processing.

APPENDIX F

JOINT RECEPTION CENTER AND JOINT PERSONNEL TRAINING AND TRACKING ACTIVITIES

1. General

JRCs are set up by a CINC within his AOR for a specific exercise or mission. JRCs are established to ensure that all individual augmentee administrative in-processing is completed in the most expeditious manner prior to reporting to the final destination.

a. The primary function of the JRC is to coordinate personnel and life support issues for all personnel assigned to the supported CINC. Some of the JRC functions are as follows.

- Completing personnel accounting procedures for all incoming personnel, to include registration at the Army Post Office (APO) and Red Cross, receipt of mail, and collection of DNA sample.
- Assigning billeting (if necessary).
- Coordinating transportation to, from, and among ports of embarkation, ports of debarkation, the JRC, and billeting.
- Issuing ration control cards, status-of-forces agreement (SOFA) cards, meal cards, and other theater-specific documents, as required.
- Ensuring augmentees have a return ticket to home station.
- Briefing augmentees on antiterrorism, safety, SOFA, and cultural awareness.

- Serving as liaison point for sponsors to link-up with augmentees (if necessary).
- Ensuring RC (IMA and/or individual ready reserve) augmentees who have been assigned to a joint force staff outprocess with a completed fitness report, officer evaluation report, and/or non-commissioned officer evaluation report in hand (if necessary).
- Issue protective mask and other equipment that has not been previously provided.

b. At the request of the supported CINC, a JPTTA will be established in CONUS and/or in theater to provide theater-specific training when large numbers of augmentees and/or replacements are expected to either deploy to the theater or move within the theater. USACOM will be the EA for providing specialized training to deploying augmentees destined for joint and multinational staffs overseas. CONUS-established JPTTAs will normally be collocated with Army CRC sites, which provide command and control and deployment processing of JPTTA augmentees while in the local area.

2. Responsibilities

The Army currently uses one IDS at Fort Benning, Georgia for individual processing. Increased operations may include the establishment of a CRC to support individual deployment and/or redeployment. JPTTAs will normally be collocated with Army CRC sites for efficiency.

3. Funding and Personnel Resources

a. **Funding.** A JCS project code will be established to support the operation. An EA for financial management will be immediately identified to execute funding operations when the JPTTA is established. Supporting CINC's, Services, and CINC components should assign costs for reimbursement under this project code.

b. **Personnel.** A team of joint Reservists will be selected to perform the JPTTA mission supplemented by subject matter experts from the supported CINC.

4. Training

The JPTTA provides deployment preparation and training to individuals not associated with deploying units. All military and civilian personnel (including contractors) assigned to joint or multinational positions must attend JPTTA training. Personnel deploying to Service or functional component commands may attend JPTTA at the discretion of the gaining command. The supported CINC may waive training requirements on a case-by-case basis. Supported CINC's will provide liaison officers to the JPTTA. The supported CINC will provide USACOM with the tasks, conditions and standards to be taught to deploying personnel, and training will be based on the requirements of the supported CINC.

5. Personnel Processing

All individuals will process for deployment through the normal processing operation established at the CRC. Individuals augmenting, replacing, or otherwise deploying to Service component commands are not required or expected to train at the JPTTA; however, they will be allowed to attend. All military personnel and all civilian

and/or contractor personnel destined for joint or multinational positions are required to attend training at the activity. The supported CINC may waive the requirement for an individual to train at the center on a by-exception basis.

6. Oversight of the JPTTA and Information Flow

The JPTTA is a subset of the individual augmentation process which is outlined in CJCSI 1301.01, "Policy and Procedures to Assign Individuals to Meet Combatant Command Mission Related Temporary Duty Requirements." The actual request for and tracking the fill of individual augmentees flows from the supported combatant command J-1, to the supported combatant command Service component, to Service HQ. The Joint Staff will provide oversight of this process and will act to ensure smooth operation when necessary or when requested. When the JPTTA is activated the joint staff, in conjunction with USACOM, will work with the supported CINC to determine training requirements. The joint training activity should be included in the information flow from the onset of known requirements. The supported CINC's augmentation requirements should be placed in the time-phased force and deployment data (TPFDD) under grouped unit line numbers. USACOM will establish a program to meet the supported CINC requirements and will work with the Service HQ to schedule augmentees for joint and multinational training.

7. Summary

A JPTTA will normally be established and collocated with US Army IDSs and/or CRCs for any contingency operation when the supported CINC requests it. USACOM is the agency designated to establish and run the JPTTA with funds being reimbursable and captured by project code. A joint reserve team

supplemented with subject matter experts will be designated to assist in the training and processing of all personnel going through the activity. The JPTTA will train individuals destined for joint and/or multinational staffs

who are not part of units or replacements for individuals in units, civilians, and contractors. Figure F-1 depicts the organization, tasking, and coordination process.

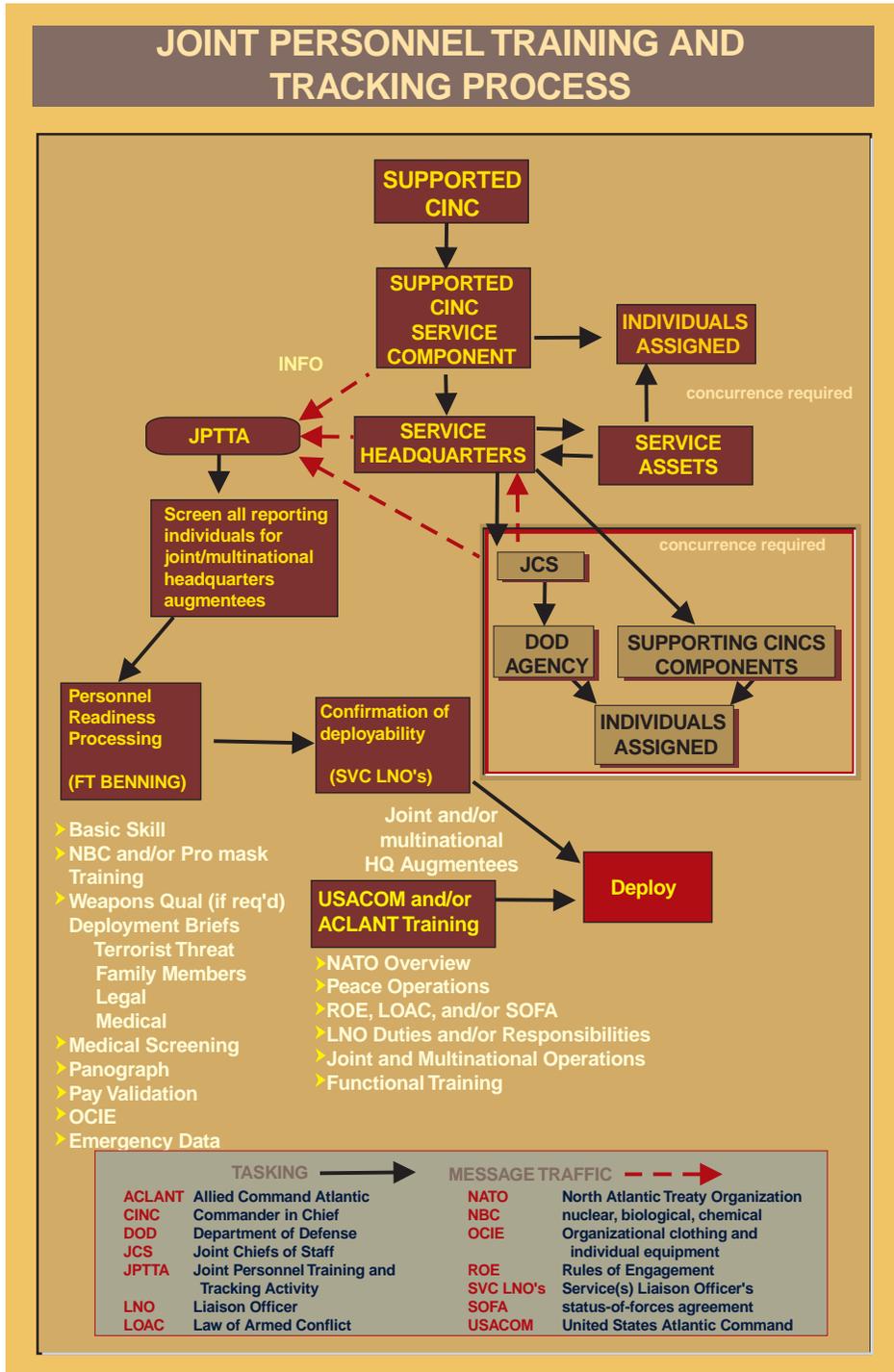


Figure F-1. Joint Personnel Training and Tracking Process

APPENDIX G

PERSONNEL ACCOUNTABILITY AND STRENGTH REPORTING

1. General

Personnel accounting enables managers to support the commander's concept of the operation. Information concerning grade, skill specialties, special qualifications, security clearance, and assigned line number is essential for the commander to make informed decisions concerning force allocation and capabilities. At the combatant command level and above, this information also assists senior leaders in making timely and informed decisions. This information must be accurately reflected on orders assigning individual augmentees to the JPTTA and JRC.

2. Responsibilities

a. Personnel accounting is normally the responsibility of the Service component; however, sometimes individuals will be assigned to a joint force where an administrative element for their Service does not exist. In these instances, the J-1 must assume accounting responsibility for these Service members or assign the task to a Service component.

b. The JFC is responsible to provide an accurate personnel strength report to the combatant commander. The joint force J-1 compiles Service component personnel status reports (using established personnel tracking techniques and procedures) and provides this

information to the combatant command J-1. When directed, a JPERSTAT is submitted daily by the combatant commander to the Chairman of the Joint Chiefs of Staff either as a stand-alone report or as part of the commander's SITREP if one is being submitted.

3. Planning and Execution

a. Planning is the key to ensuring accurate personnel accountability and strength reporting. Service components must be aware of the accounting and reporting requirements prior to the execution phase. A well-developed personnel annex within an OPLAN is the best method to widely disseminate accounting and reporting requirements.

b. During the execution phase of an operation, reporting discipline must be maintained to ensure timeliness and accuracy of reporting. The JPERSTAT is the format to be used for planning; however, operational requirements or specific NCA and/or JFC requirements may necessitate its modification in either format or timing.

c. Typically, the Joint Staff J-1 and/or J-3 will refine or clarify reporting requirements at the beginning of an operation or as it becomes necessary. The joint force J-1 must maintain close coordination with Service component counterparts, the joint force J-3

During Operation UPHOLD DEMOCRACY, personnel status reporting periods had to be adjusted to coincide with the daily NCA operational update briefings. This was done to provide the most current and accurate information regarding personnel deployed relative to deployment ceiling limitations. As a result, the JPERSTAT reporting period was changed from 1600 to 1200 hours daily.

SOURCE: Derived from After-Action Reports, Operation UPHOLD DEMOCRACY

and commanders of major deployed units. This coordination provides an avenue to cross-check strength figures and monitor changes to the task organization.

d. During US participation in UN operations, the UN may require a daily strength report from any US contingents in order to reimburse the USG for its services.

For UN operations, contingents are categorized for strength reporting purposes as “logistics” or “other.” The UN pays nations directly for personnel provided, with extra payment for specialists. Differing portions of logistics and other contingents are construed as specialists. Reported strengths must reflect correct UN categories, to ensure proper reimbursements.

APPENDIX H

ROTATION PLANNING FOR INDIVIDUAL AUGMENTEES

1. General

Individual tour lengths vary in duration. Most are 90, 120, and 179 days and beyond depending on the situation as determined by the combatant commander.

a. The JFTR, paragraph U2145, limits the period an individual may be assigned TDY and/or TAD to any one location to a period not to exceed 179 days. This requirement does not apply to personnel under TDY and/or TAD orders who are assigned to military units which are deployed afloat. Neither does it apply to personnel assigned TDY and/or TAD at multiple locations if the period of duty at each location is 179 days or less.

b. When unusual circumstances dictate, the 179-day TDY and/or TAD time limitation is waivable on a case-by-case basis. Approval authority for this waiver is the Service Secretary concerned or the chief of an appropriate bureau or staff agency specifically designated for that purpose. Commanders and deputy commanders of unified commands have also been granted this authority, which may not be redelegated. Combatant commanders or their deputy commanders will normally serve as approving authority for all such waivers in support of joint operations conducted in their AOR. Note that this delegated authority places a control at the appropriate level for consideration of these extended TDY periods. The authority to approve the waiver does not change the requirement to coordinate with the Service to effect the waiver in consideration. Waiver approval should normally follow this coordination. Coordination with the Service is critical, especially in those cases being considered for a waiver beyond the 179-day limitation in which the Service member is

assigned to a unit or command outside the one to which he or she has been TDY. In a case in which an extension request for a Service member assigned to a unit normally permanently assigned to a particular unified command is under consideration, the coordination for extension should proceed through its normal approval channels up through the CINC or Deputy CINC, precluding the need for additional coordination through the owning Service.

2. Responsibilities

The combatant commander establishes tour-length policy for joint operations. The J-1 must be involved in this process and is responsible for recommending to the commander the most appropriate rotation policy.

3. Planning Considerations

a. The decision to establish a specific rotation policy depends on the mission, anticipated length of the operation, operational environment, unique training requirements, and the available inventory of required skills.

b. The nature of any operation necessitates a rotation policy that addresses both mission and individual needs. Morale and job performance will improve when individuals know when they will rotate. This is true for both individuals assigned to the joint force and those who are identified for future rotations.

c. A standard tour length for individual augmentees to joint force staffs, which ensures equity within the organization, can impact favorably upon morale; however, this may not always be practicable. Non-standard tour

lengths may be required based on Service-specific training considerations or operational requirements that adversely affect certain occupational specialties. Planners must consider staffing requirements within functional areas. The mission may require staggering the rotation of key billets to ensure the command maintains full operational capability. Changes in reporting dates require coordination and concurrence between the supported combatant command and the supporting combatant command, Service, or Defense agency.

d. Careful management of troop rotation is critical to the sustainability of operations. Too often, individual rotational replacements are delayed due to lack of attention in monitoring the rotational force deployment and/or redeployment cycle, particularly for individual augmentees and replacements. The J-1 must track and coordinate with Service components to ensure timely rotations and to prevent delays. To strengthen the support link, message traffic regarding individual augmentation actions should be addressed to all supporting combatant commands, Service and/or Service components HQ (operations and personnel offices), and Joint Staff and Defense agencies. The J-1 must also ensure that individual rotations are properly monitored, so that deploying personnel receive the maximum advance notification possible.

Individuals receiving less than adequate notification for deployment are less prepared in virtually every way as compared to those given adequate notification. Every effort should be made to ensure that individuals receive a minimum of 30 days notification prior to deployment as a rotational replacement.

e. Except when authorized under the JFTR, temporary duty assignment at any one location will be limited to a period not to exceed 179 days. However, when necessary the joint force J-1 participates in the decision process to request extension of personnel beyond 179 days, and is responsible for identifying the supporting rationale and justification (to include the list of individuals by Service for coordinating amendments to orders). For example, during Operation SAFE HAVEN the Commander in Chief, US Southern Command (USCINCSO) determined that obtaining CONUS replacements (as compared to extending the temporary duty period for a short time beyond 179 days) was not economically feasible or practical. In this case, USCINCSO requested a blanket extension through the Joint Staff which was coordinated for Service Secretary authorization.

- Normally, extension authorization will be obtained prior to the expiration of the 179-

When confronted with an operational environment which may present harsh circumstances or additional stress for selected occupational skills, the commander may wish to alter the rotation period for Service members possessing these skills. Such was the case in Operation SEA SIGNAL (Guantanamo Bay, Cuba), where chaplains, medical personnel, and linguists, who were in continuous contact with the migrants, were limited to a 90-day rotation rather than the standard 179 days.

SOURCE: Derived from After-Action Reports, Operation SEA SIGNAL

day period; however, if circumstances dictate, orders may be issued extending the 179-day period and the request for combatant commander or Service authorization submitted after the fact.

- A combatant commander may elect to approve a blanket extension when units rather than a small number of individuals are required for extension beyond 179 days.

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APPENDIX J

PAY AND ENTITLEMENTS

1. General

Various pays and entitlements have been established to compensate military members for the rigors and sacrifices associated with military operations. In recent years, JFCs and their staffs have made significant recommendations with regard to deployment pay and entitlements. They are also the most important elements in ensuring equitable treatment of all components of a joint force. The joint staff J-1 has functional responsibility for coordinating pay policy. Proposed changes to pay and entitlement policies must be coordinated with J-4 and J-8 to correctly assess impact on these support systems. Therefore, it is essential that the combatant commander and J-1 are familiar with current joint pay and entitlements policy and plan for them appropriately. Thorough consideration of pay and entitlements issues in the earliest stages of operational planning ensures they won't later become major distractions for the combatant commander.

2. Responsibilities

a. **Joint Staff J-1.** The Joint Staff J-1 is responsible for advising the Chairman of the Joint Chiefs of Staff, Director, Joint Staff, and combatant command J-1 staffs on pay and allowance matters. The J-1 represents the combatant commander's interests on items forwarded to Office of the Secretary of Defense (OSD) for action. The J-1 coordinates and collaborates internally, and interfaces with OSD, Services, and Defense agencies on policy questions and determinations. The J-1 works with OSD, the Services, combatant commands, the Defense Finance and Accounting Service, and the Per Diem,

Travel, and Transportation Allowances Committee to disseminate pay and allowance information for joint operations.

b. **Combatant Command J-1.** The combatant command J-1 addresses pay and entitlements during the planning and early stages of operations and advises the JFC. The J-1 forwards the combatant commander's recommendations to initiate or terminate pay and allowances associated with joint operations to the Joint Staff J-1.

3. Planning Considerations

The combatant command J-1 staff initiates the decision making process for entitlements affected by the operation as part of the CAP process. The goal is to announce entitlements prior to deployment to ensure consistent pay among the Service components. Planning should address pay and entitlements applicable to the operation (See Figure J-1). Determination of entitlements should be made available to Service components, supporting CINCs, and Defense Finance and Accounting Service via official military orders issued during crisis action planning (e.g., warning, alert, or execute order). The following decisions should be addressed as soon as possible.

a. Designation of the operation as a Contingency Operation (see Appendix D, "Declaration of Contingency Operations") and determination on the Deposit of Savings Program.

b. Designation of IDP and hostile fire pay.

c. Declaration of combat zone tax exclusion.

JOINT OPERATIONS ENTITLEMENT MATRIX

ENTITLEMENT	REFERENCE	AMOUNT	REMARKS
Basic Pay	37 USC Sections 203, 204, 1009	Current Rate	Based on pay grade
BAH or OHA	37 USC Sections 403, 405(b), 1009(f) DODFMR 7A 260101-260501 JFTR, CH 8, 9	Current Rate	Reservists can be authorized BAH or OHA for deployments under 140 days if the operation is declared a contingency.
Basic Allowance for Subsistence	37 USC Section 402, 1009(f) DODFMR 7A 250101-250408	Current Rate	See references.
TDY Options and/or Per Diem	JFTR, Vol. 1, U4800	Current Rate	CINC or JTF determination of regular TDY, Essential Unit Messing, or Field Duty. Per diem and incidental expenses payment vary by location.
Hostile Fire and/or IDP	37 USC Section 310 DODFMR 7A 100101-100304 DODI 1340.9	\$150/month	Specific geographic area must be designated as IDP area. Effective upon approval by OSD.
Certain Places Pay	37 USC Section 305 DODFMR 7A 170301-170502 DODI 1340.10	\$8-22.50/month	Paid to enlisted members only in designated (Foreign Duty) areas.
Savings Deposit Program Danger Pay	10 USC 1035 DODFMR 7A 510101-510901	Deposit of \$10K of Unallocated Pay Earning 10% interest	Authorized members serving outside CONUS in arduous locations as specified by SecDef
Special Storage of Household Goods	JFTR, Para 4470	Permanent Change of Station Weight Allowance	For Reserve Component Deployment not required to be >90 days
Cost-of-Living Allowance (COLA)	JFTR, CH 9	Current Rate as Established by Permanent Duty Station	Reserve Component called to Active Duty from OSEAS location authorized OCOLA
Storage of Privately-Owned-Vehicle (POV)	10 USC 2634 JFTR	Cost of Storage of one (1) POV	Members deploying to CONOP for >30 days are authorized storage of one (1) POV
Combat Zone Tax Exclusion	26 USC Section 112 DODFMR 7A 440102-440103	Federal tax exclusion of all enlisted basic pay. Officer pay exclusion limited to highest enlisted basic pay rate plus hostile fire and/or IDP actually earned.	Area designated by Executive Order or congressional legislation.

Figure J-1. Joint Operations Entitlement Matrix

JOINT OPERATIONS ENTITLEMENT MATRIX (cont'd)

ENTITLEMENT	REFERENCE	AMOUNT	REMARKS
Sea Duty Pay	37 USC Section 305A DODFMR 7A 180101-180203	Varies by grade	Eligibility varies by grade.
Family Separation Allowance	37 USC Section 427 DODFMR 7A 270104-270307	\$100.00 per month	Separation from dependents for more than 30 days. Also applies to Service member married to another Service member without other dependents.
Special Leave Accrual	10 USC Sections 701-704 DODI 1327.5	N/A	Members can accrue a leave balance of up to 90 days in certain circumstances.
UN Entitlements and/or Leave	SecDef Memorandum, 27 Jan 1994 SecDef Memorandum, 1 Dec 1994	N/A	US personnel may not accept direct compensation from the UN when serving in peacekeeping operations. Special rules apply to use of UN leave.
Career Leave Sell-back Limit Exemption	DODFMR, CH 15		Allows members, at their option, to sell accrued leave time in excess of the career 60-day maximum, or to take leave, or a combination of the two.
Foreign Post Differential	5 USC 5925, Post Differentials and DODD 1400.25-M Subchapter 1250	Current Rate for Location	Deployed Federal Civilian Employees
Danger Pay	5 USC 5928, Danger Pay Allowance, and DSSR Chapter 650, Danger Pay	Current Rate for Location	Deployed Federal Civilian Employees
Restoration of Civilian Annual Leave	5 USC 630	N/A	Agency head determines if exigency exists.

BAH	Basic Allowance for Housing	JTF	Joint Task Force
CINC	Combatant Commander	OCOLA	Overseas Cost-of-living Allowance
CONOP	Contingency Operation	OHA	Overseas Housing Allowance
CONUS	Continental United States	OSD	Office of the Secretary of Defense
DODD	Department of Defense Directive	OSEAS	Overseas
DODFMR	Department of Defense Financial Management Regulation	SECDEF	Secretary of Defense
DODI	Department of Defense Instruction	TDY	Temporary Duty
IDP	Imminent Danger Pay	UN	United Nations
JFTR	Joint Federal Travel Regulations	USC	United States Code

Figure J-1. Joint Operations Entitlement Matrix (cont'd)

d. Designation of the TDY and/or TAD status.

4. Pays and Entitlements Requiring JFC Decisions or Actions

a. **Temporary Duty Options.** The JFTR, paragraph U4800, gives the JFC responsibility for determining the appropriate type of temporary duty status of personnel assigned to a joint force performing duty under similar conditions in the same operational area. It is extremely important that, so far as is practical, the temporary duty option be determined and announced prior to the beginning of an operation, as it needs to be reflected in travel orders. Officers and enlisted personnel retain their previous level of basic allowance for subsistence (BAS) but pay for meals. Officer and enlisted personnel do not receive per diem on sea duty. Determinations of TDY status should specifically indicate if and how the determination also applies to Federal civilian employees who deploy to the operational area. One of three status's apply in priority order.

- **Regular TDY.** This is the preferred deployment status for operational missions. Personnel are reimbursed for lodging, meals, and incidental expenses at the local area rate. All officer and enlisted personnel retain their previous level of BAS under this option. JFCs should arrange, whenever possible, for government or contracted messing and quarters to be provided to members of the joint force. When meals and lodging are provided, reimbursement for per diem is limited to the incidental expenses and is normally paid after Service members return to their home stations.
- **Essential Unit Messing.** Units are directed by the JFC to utilize government meals when it will enhance operational readiness or the conduct of operations. This applies only to units and operational

detachments or elements, not to individuals. Enlisted personnel retain previous levels of BAS, but pay for meals. All deploying personnel receive the daily incidental expense allowance. It is effective on the date authorized by the JFC.

- **Field Duty.** Designated by the JFC, this should only be used when it is determined essential unit messing is not appropriate. Personnel are directed to utilize government-provided meals. Officer and enlisted personnel do not lose their BAS but pay for meals at the discounted rate. No additional allowances are provided.
- b. **Imminent Danger Pay.** DODI 1340.9, "Special Pay for Duty Subject to Hostile Fire or Imminent Danger," governs IDP. IDP is payable under specific guidelines provided in the regulation.
- Combatant commanders with geographic responsibility submit recommendations for area designations to the Chairman of the Joint Chiefs of Staff. The recommendation must specify the land area (an entire country or part of a country, specific city), sea area (longitude and latitude of points marking the boundary), airspace (usually associated with a land area or sea area), and coastal waters affected as applicable. The area definition should be unclassified. The recommendation should also include a detailed explanation of the threat pertinent to each area (land, sea, air) that justifies designation.
- On receipt of the recommendation, the Joint Staff, through the Defense Intelligence Agency, generates a threat assessment and evaluates and coordinates the request with the Services. If approval is supportable, the Joint Staff endorses the combatant commander's

recommendation to the Assistant Secretary of Defense for Force Management Policy (ASD[FMP]) who has final approval authority. Prior to approving or disapproving the request, OSD coordinates with the Department of State, the OSD Comptroller, and the OSD General Counsel.

- IDP is not effective until approved by ASD(FMP). It cannot be applied retroactively. Therefore, recommendations for area designation should be forwarded to the Joint Staff J-1 as soon as possible during planning. Decisions are published in DOD 7000.14-R, “Financial Management Regulation, Volume 7A, Military Pay Policy and Procedures, Active Duty and Reserve Pay.”
- When in an area that is not authorized IDP, a one-time payment of hostile fire pay may be authorized. For example, if a soldier is wounded while on patrol (in a country not designated an IDP area), IDP is automatic based on the certification of the commanding officer.

c. Certain Places Pay (Foreign Duty Pay). Established to provide a token extra payment to enlisted personnel serving in specified locations ashore outside the contiguous United States. Still paid at 1949 rates, it ranges from \$8.00 per month for E-1s to \$22.50 per month for E-9s. Certain places pay areas are designated by the ASD(FMP). Legislation indicated such environmental factors as undesirable climate, lack of normal community facilities, accessibility of the location, and other appropriate factors should be criteria used in making determinations — some parts of a foreign country may be designated for certain places pay, while others are not. Combatant command requests for designation should be sent to the Joint Staff J-1 for staffing with the Services and OSD.

d. Combat Zone or Qualified Hazardous Duty Area Tax Exclusion. A combat zone is established by Presidential Executive Order. A qualified hazardous duty area (QHDA) is established by Congressional action. Personnel serving in an area designated as a combat zone receive certain tax exclusions on military pay. All of an enlisted member’s monthly military basic pay is excluded from taxable income for any period of a month served in the combat zone. An officer’s monthly military pay is excluded up to the “maximum enlisted amount” plus the amount of IDP. The designation as a QHDA has been made for smaller contingency operations, including Operation JOINT ENDEAVOR.

e. Entitlements Stemming From Contingency Operations. Refer to Appendix D of this publication, “Declaration of Contingency Operations.”

5. Other Pay and Entitlements Affected by Deployments

a. Sea Duty Pay. Payable to enlisted members, E-4 and above, and officers with more than 3 years of sea time of all Services when their primary duty is performed aboard ship. Receipt of sea duty pay stops BAS for enlisted members regardless of TDY status. Officers retain their BAS but must pay for their meals.

b. Family Separation Allowance. Intended to partially reimburse members involuntarily separated from their dependents for the extra expenses resulting from such a separation. Payment is automatic after a member is separated from dependents continuously for more than 30 days. It also applies to members married to other members without other dependents.

c. Special Leave Accrual. Special leave accrual allows personnel who meet the criteria to accumulate up to 90 days of leave at the

end of the fiscal year. Approval authority resides at the HQ level that directs the leave policies of the Service concerned. Personnel in contingency operations (reference Appendix D of this publication, “Declaration of Contingency Operations”) automatically meet criteria for special leave accrual, providing they are assigned to such operations for at least 60 cumulative days. For other personnel, the following criteria apply.

- Serve on active duty for a continuous period of at least 120 days in an area where they are entitled to IDP and/or hostile fire pay.
- Members not serving in an IDP area, but assigned to a designated deployable ship, mobile unit, or other similar duties where the situation prevented them from using leave. This would include a national emergency, crisis, or operations in defense of national security.

NOTE: Personnel assigned to unit, HQ, and supporting staffs who are prohibited from taking leave because of their involvement in supporting a qualifying operational mission may also qualify for special leave accrual.

d. United Nations Entitlements and Leave. It is DOD policy that normally, US

personnel in units detailed to the UN will not contract with nor receive direct payment from the UN. Exceptions must be approved by the Secretary of Defense. US personnel detailed or assigned to the UN for peace operations may use UN leave. When taking time off in the geographic area of the UN force commander’s or chief military observer’s authority, they may take UN pass or leave as approved by the appropriate UN official and US leave will not be charged. When US personnel desire to take leave outside the geographic area of the UN force commander’s or chief military observer’s authority, the individual must take US leave or pass approved by the US chain of command in conjunction with an approved UN leave or pass.

6. In-Theater Limitations on Local Payments

Joint force J-1 and finance authorities should coordinate limitations on local payments and check cashing to ensure equitable treatment of all deployed Service members. US command authorities, host nations, UN authorities, or other authority may impose limitations on the amounts of cash payments deployed personnel may receive, and on the amounts of currency they may carry when leaving an operational area.

APPENDIX K

POSTAL OPERATIONS

1. General

Postal operations and services have a significant effect on unit morale. Large volumes of personal correspondence, parcels, and official mail can have a significant impact on logistics operations. Mail is common to all Military Services and must be processed, transported, and delivered as a joint operation.

Commanders have high expectations for timely mail delivery, unrestricted mail flow, and free mail. Postal planners must plan for dedicated air transportation, contracted ground transportation, early deployment of postal forces, robust palletization crews, and sufficient in-theater postal facilities to support the combatant commander.

2. Responsibilities

The following is an overview of the postal responsibilities within the Department of Defense. The Military Postal Service (MPS) was established under title 39, USC to provide postal services to the active duty and civilian components of the Armed Forces deployed or stationed overseas. The MPS is guided by public law and DOD directives. Therefore, requests to expand services beyond those limits cannot be made arbitrarily. Questions, concerns, or conflicts should be directed to:

Executive Director
Headquarters, Military Postal Service Agency
2461 Eisenhower Avenue
Alexandria, Virginia 22331-0006
DSN 221-9220/9221
FAX (703) 325-9534

Message address:

EXEC DIR MIL POSTAL SVC AGCY,
ALEXANDRIA VA//PP//

a. The Deputy Under Secretary of Defense for Logistics (Transportation Policy) provides policy guidance and direction concerning the use of MPS by DOD components, other government agencies, and nongovernmental organizations through MPSA.

b. As the DOD single manager for all postal matters, the Executive Director, MPSA will issue policy and provide guidance and technical assistance. The Executive Director, MPSA, exercises command and control of the joint military postal activities (JMPAs) — Atlantic and Pacific, and is the single POC with the USPS. MPSA has the functional responsibility for the efficient and effective management of the MPS.

MPSA and/or JMPA responsibilities are as follows.

- Coordinate with the Federal Aviation Administration on any restrictions that may be imposed requiring the screening of all mail.
- Coordinate with the USPS to obtain optimum support for the combatant commander.
- Advise USPS to implement mail embargo procedures as requested by the combatant commander.
- Upon request from the combatant commander, initiate action to obtain free mail privileges and, if approved, promulgate implementing instructions.
- Upon operation order execution, coordinate through DOD Public Affairs Office, in conjunction with USPS, the level of service that personnel in the AOR will receive, to include any Service member mail.

- Coordinate air and/or surface movement of military mail with USPS from the CONUS gateway to the aerial ports of embarkation (APOEs) and/or sea ports of embarkation (SPOEs). MPSA will establish postal gateway teams to accomplish this function.
- Request personnel augmentation, as required to support operation of APOEs and/or SPOEs.
- Pass mail routing, massing, labeling, and distribution information on AOR Army and/or Air Force Post Offices and/or Fleet Post Offices from the combatant command J-1 or designated single-service manager to USPS.

c. Combatant commanders control postal personnel and resources, and will establish the priority of mail movement from APOEs to aerial ports of debarkation (APODs) and onward to the operational area. One component command will normally be appointed as single-service manager and POC on all postal issues in the AOR. The single-service manager will work in concert with the combatant command staff. The combatant command J-1 retains functional responsibility for theater postal operations, and the combatant commander may identify certain actions of the single-service manager to be performed by the combatant command J-1.

d. **Single-Service Manager.** The single-service manager will implement postal operations throughout the AOR under the authority of the combatant commander and serve as the liaison between the operational area and the MPSA. Single-service manager responsibilities are as follows.

- Establish joint MPS policy in the operational area and assign responsibilities to the joint force component commands.

- Identify postal augmentation requirements and coordinate sourcing as early as possible during the planning phase.
- Ensure that postal personnel, postal assets and infrastructure requirements are integrated into the TPFDL in time to support the early flow of mail into the operating area.
- Coordinate with the joint force J-1 to establish the start of mail service. Mail service should be initiated as soon as possible, after necessary postal personnel and assets have arrived in the operating area. This can be as early as C+5, but is normally not later than C+30.
- On or after C-day, initiate and/or process request for free mail (See paragraph 3 and Figure K-1). The JFC submits the request through the combatant commander, who evaluates justification for compliance with title 39, USC and then forwards the action to the MPSA. The single-service manager is generally the component with the most postal resources in theater, who can most easily support the mail load in and out of theater.
- Process request for any Service member mail, in coordination with the joint force J-1, and forward to the MPSA. Any Service member mail may substantially increase mail volume. Normally, it should not be requested until all mission essential personnel, supplies, and equipment have arrived and sustainment operations have commenced.
- Process requests for exception to user policy for support to international military commands, other USG agencies, and nongovernmental organizations as early as possible and forward through combatant command J-1 to MPSA.

Requests will be processed IAW the statutory requirements of title 39, USC.

- Request the MPSA activate and deactivate contingency ZIP codes. The single-service manager is the sole authority for opening or closing contingency APO numbers.

e. **Joint Force J-1.** The joint force J-1 will implement all postal operations in the operational area IAW combatant command guidance received through the single-service manager. The joint force J-1 will perform the following tasks.

- Normally coordinate for a postal officer or noncommissioned officer (NCO) to augment the joint force J-1 staff in the performance of the following functions.
 - Coordinate MPS operations at military post offices, mail control activities, aerial mail terminals, fleet mail centers, and surface mail terminals in the operational area.
 - Establish, on request, additional postal restrictions or embargo procedures. This may be necessary if excessive mail volume is hampering the flow of mission-essential supplies and equipment into the operational area.
 - Specify any restrictions for retrograde mail, to include size and weight limitations and security screening.
 - Request free mail privileges IAW title 39, USC and DODD 4525.6-M, “DoD Postal Manual,” if not previously requested.
 - Request any Service member mail, if not previously requested. Weigh this decision against available airlift, ground transportation, and postal system through-put capability. Any Service

member mail can have a positive impact on morale, especially for those personnel who infrequently receive mail; however, it competes with normal mail movement for limited transportation assets.

- Identify, confirm, and keep current the area supporting APOEs and/or SPOEs and APODs and/or seaports of debarkation.

- Ensure that individual Service components develop and maintain casualty mail procedures and directory services.

- Provide MPS postal net alerts, SITREPs, and transit time reports to MPSA as required.

- The joint force J-1 will appoint one of the component commands as EA to accomplish mail movement functions within the operational area. EAs will be selected based on their capabilities. More than one EA may be appointed for operational areas with distinct geographical areas or sectors. Responsibilities for executive agents are outlined in DODD 4525.6-M, “DoD Postal Manual.”

3. Free Mail

a. Free mail is authorized by Executive Order 12556 and 39 USC 3401(a). Originally authorized only by the President, authority was delegated to the Secretary of Defense in 1986 to expedite implementation.

b. Free mail privileges apply to military Service members in the designated operational area as well as those hospitalized in a facility under military jurisdiction as a result of service in the designated area. It also applies to those few civilians who are designated by the combatant commander as essential to and directly supporting the military operation and

will generally be limited to those DOD employees and DOD contractor employees in direct support of the contingency and stationed in the operational area.

c. Free mail is limited by title 39 to personal letter or sound recorded correspondence (to include video tapes) and must be addressed to a place within the delivery limits of the USPS or MPSA. Free mail privileges are not allowed when mail is processed, handled, or delivered by a foreign postal administration.

d. The combatant commander must request free mail for a specific area where the Armed Forces of the United States are engaged in operations of a temporary nature under arduous conditions or involving armed conflict with a hostile foreign force. Request is submitted by electronic message directly to the MPSA. The process is shown at Figure K-1.

e. MPSA forwards the request with its recommendation to the Secretary of Defense through the Deputy Under Secretary of Defense for Logistics (DUSD[L]).

f. DUSD(L) coordinates with the DOD General Counsel to confirm that the request complies with law. They then consult with the DOS and the Postmaster General, USPS, on the Secretary of Defense's intention to authorize free mail in the area requested.

g. When approved by the Secretary of Defense, MPSA releases detailed implementing instructions to the combatant commander and USPS.

h. Upon completion of the joint operation, the combatant commander should request termination of free mail via electronic message to MPSA. This process is shown at Figure K-2.

4. United Nations Operations

The UN is recognized as a formal postal administration. They have their own frank, as well as UN stamps, which are honored by the USPS. Postal service during UN operations is as follows.

a. The UN provides free mail service from the UN mission area to home countries for individual personnel of military contingents. This includes both personal and official mail which must be franked with the UN impression. The free mail service does not apply from home countries to contingents.

b. All official mail from contingents is delivered at the UN expense.

c. Only first class letters and post cards, weighing 10 grams or less, will be accepted as free mail from members of a contingent. Individual members are entitled to dispatch up to five free letters per week, including UN aerogrammes which are provided at UN expense. UN aerogrammes constitute the bulk of personal correspondence. Issues to contingents are based on an allocation of five aerogrammes per person per week. No enclosures are permitted in aerogrammes.

d. It is the responsibility of the UN mission post office to receive bundles of free mail franked with the UN impression by contingents, consolidate it in mail bags, and dispatch it to postal authorities in the respective home countries.

e. When significant US forces are deployed under the auspices of the UN, postal support for US Service members is normally a US responsibility.

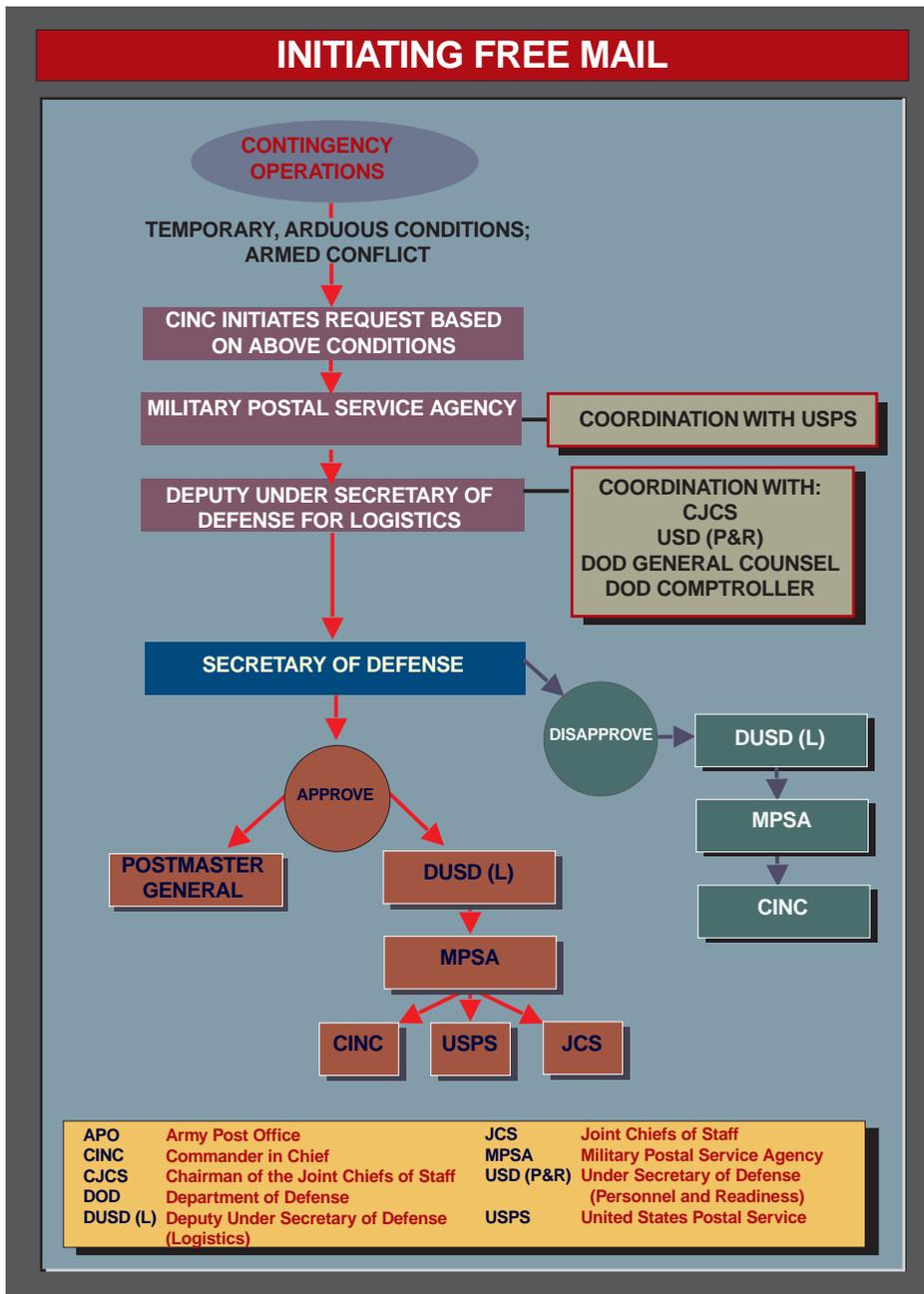


Figure K-1. Initiating Free Mail

f. When the United States initiates military operations unilaterally, organic MPS support is always established. When US operations are transferred to UN control, MPS support will normally be continued for US forces.

5. Postal Support for Coalition Forces

a. Foreign military units serving with the Armed Forces of the United States, upon the

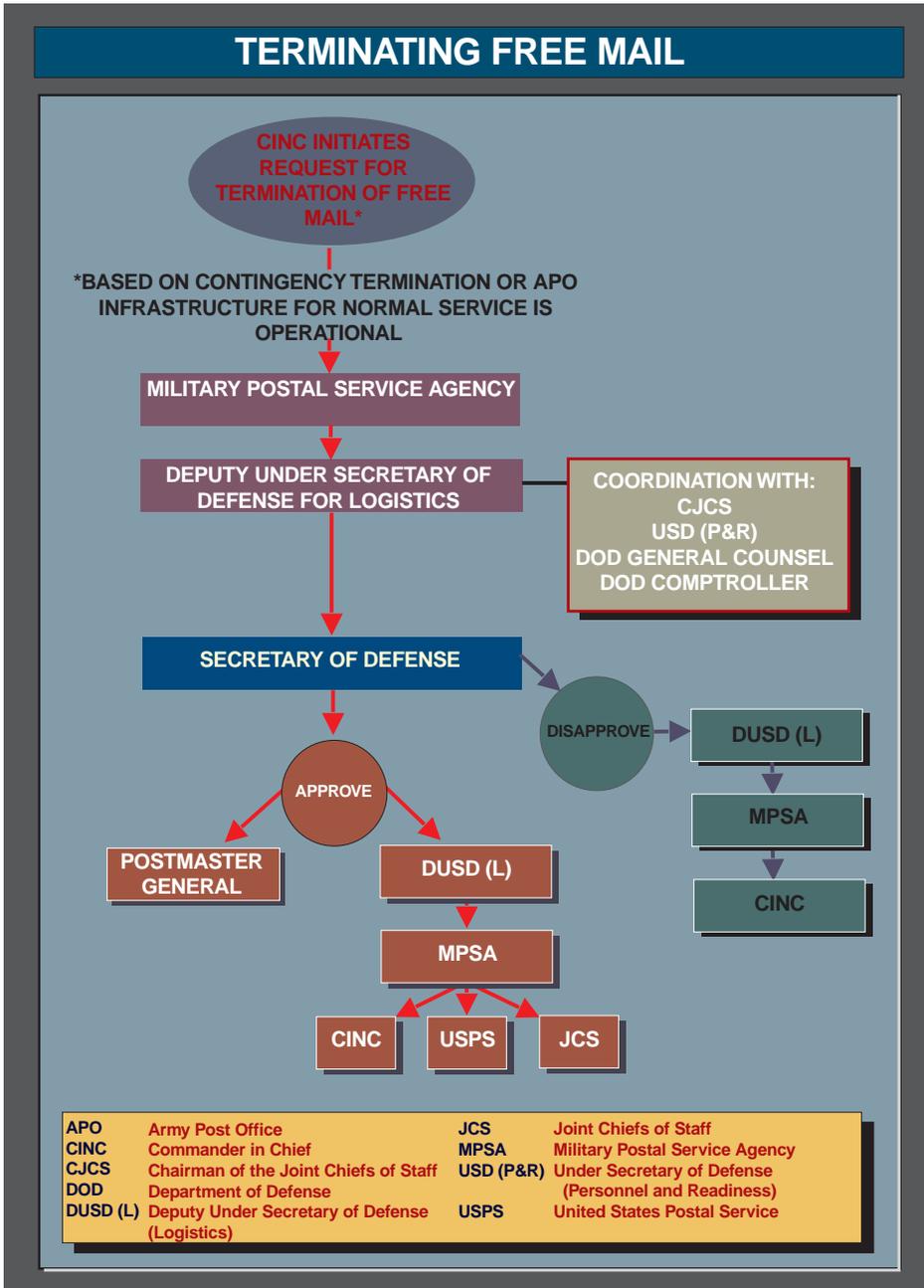


Figure K-2. Terminating Free Mail

request of their government, may be authorized to move closed mail to and from their home country through MPS channels when the international postal infrastructure is inadequate. This mail must be transported

at the requesting countries' expense. Mail for coalition forces is subject to the same restrictions as those applied to US forces, and additional individual country restrictions may apply.

b. Procedures for requesting MPS support for coalition forces are as follows.

- The JTF commander forwards a list of coalition countries that are requesting MPS support to the combatant commander.
- The combatant command J-1 evaluates the request in collaboration with legal counsel and makes appropriate recommendations to MPSA.
- MPSA coordinates implementation with applicable agencies (e.g., USPS, Customs) and notifies the combatant command J-1 upon completion.
- The combatant command J-1 contacts the senior US Military Liaison Officer in each of the coalition countries that have requested MPS support to ensure

that each country agrees to pay transportation costs for their military mail. The coalition country's postal administration must acknowledge that they will reimburse USPS for all costs related to mail transportation. Billing procedures will be established prior to implementation.

- Upon approval by coalition countries, the combatant command J-1 will coordinate start-up dates with MPSA. MPSA will verify with USPS that coalition governments and USPS have established billing procedures prior to establishing a start-up date.
- c. Coalition forces have options other than requesting MPS support, which include using their own military postal systems, international mail, direct air freight, or their countries' diplomatic pouch systems.

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APPENDIX L

MORALE, WELFARE, AND RECREATION

1. General

a. Morale, welfare, and recreation programs are mission essential to combat readiness. They contribute to successful military operations by promoting individual physical and mental fitness, morale, unit cohesion, and esprit de corps, and by alleviating mission-related stress. If direct combat is not imminent upon deployment of a joint force, then the rapid implementation of MWR programs will be all the more important.

b. From a joint perspective, MWR programs may include but are not limited to the following: fitness programs and recreation facilities, exchange and resale services, entertainment services, food and beverage sales, book and video services, newspapers, access to telephones, and rest and recuperation programs.

c. Family well-being impacts on the individual Service member's focus on the mission and is thus very important to sustained readiness. The family well-being of deployed US Service members is a Service responsibility.

2. Planning and Execution

a. Planning Considerations for Exchange Support

- The key to successful exchange support is careful planning in both the deliberate and CAP processes. Plans should identify required exchange activities and supporting resources (to include Army and Air Force Exchange Service [AAFES] lift requirements and

TPFDD). Funding for transportation of personnel, merchandise, facilities, and support equipment are provided by supported Service component commands. Component commanders are also responsible for providing support to exchange activities such as communications, finance support, security, and fire protection.

- There are three types of AAFES activities, all of which may be organized in support of a single military operation.

- **Imprest Fund Activities.** These are unit operated retail activities, normally used to support a deployment of short duration, or in support of small units in remote locations. Supported units are responsible for resupply.

- **Tactical Field Exchange (TFE).** A TFE is a military-operated retail activity with merchandise being supplied from a parent exchange. TFEs are employed in support of large tactical operations.

- **Direct Operational Exchange - Tactical (DOX-T).** DOX-T are civilian-operated retail activities. Personnel and merchandise are supplied from a parent exchange.

- Requests for exchange support from AAFES are forwarded to:

HQ AAFES, Attn: PL-S
P.O. Box 660202
Dallas, Texas 75266

Message Address: HQ AAFES
DALLAS TX//PL-S//

- Requests for Marine Corps Exchange support are forwarded to the major command of the deployed unit, or to:

Commandant of the Marine Corps
Personnel and Family Readiness
Division
3044 Catlin Avenue
Quantico, VA 22134-5099

Message Address: MWRSPACT
QUANTICO VA//CMC(MW)//

- Deployed Naval and Marine forces aboard US Navy ships are supported by shipboard retail activities, vending operations, laundry, and dry cleaning facilities. If required, Navy ships store operations may be established ashore in the operational area. For other than expeditionary forces, requests should be forwarded to:

Commander, Navy Exchange Service
Command
Code (CP)
3280 Virginia Beach Boulevard
Virginia Beach, VA 23452

Message Address: NEXCOM
NORFOLK VA//C//

b. **Initial MWR Support**

- Initial support is a Service responsibility and will be provided in accordance with the Service doctrine for initial deployments.
- Fitness and recreation may be considered the heart of the MWR program for joint operations. US military units will arrange for, or deploy with, a basic load of MWR equipment included in their organic fitness and recreation kits and an organizational MWR specialist and/or generalist, if assigned.

- The JFC is responsible for operation of fitness and recreation programs during initial deployment. At a minimum, units should be prepared to conduct unit level sports programs, provide table games for self-directed or group activities, provide recreational reading materials, provide opportunities for individual fitness needs, and be prepared to operate activities that sell exchange retail merchandise.

- American (National) Red Cross (ARC) services are closely related morale activities requiring joint oversight and support.

- The ARC provides services to active duty military, National Guard, reservists, DOD civilians, and their families worldwide in order to assist them in preventing, preparing for, and coping with emergency situations and providing emergency notifications to deployed Service members.

- All requests for ARC personnel to accompany US forces into an operational area during war or military operations other than war (MOOTW) must be forwarded to:

US Army Community and Family
Support Center
ATTN: CFSC-SF, ACS Division
4700 King Street
Alexandria, VA 22302-4418

Message Address: CDRUSACFSC
ALEXANDRIA VA//CFSC-SF//

The US Army Community and Family Support Center (USACFSC) organization is the DOD EA for deployment of ARC personnel during these situations. USACFSC-SF (Army Community Service Division) is responsible for coordinating the

deployment, on-site support, and redeployment for ARC personnel. Costs of transportation, training, and uniforms (except for those paid for by the Red Cross) will be borne initially by the Army. The Army may request reimbursement from the other Services for deploying ARC employees supporting their units and personnel.

- The requesting JFC is responsible for providing logistic and administrative support for ARC personnel.

c. Follow-on MWR Support

- For joint force deployments of extended duration, additional support in the form of Service-level MWR kits will be provided through Service channels to support their forces. These kits may contain strength and aerobic conditioning equipment, sports equipment, audio video materials, movies, televisions, video cassette recorders, and pool and ping-pong tables.
- If warranted, and based on the scope and duration of the deployment, TFEs will be established. Imprest fund activities may still be required in forward-deployed areas.

d. Sustained MWR Support

- As the operation progresses, the combatant commander should expand the MWR Program. Commercial telephone services, direct operation exchanges (to include food, beverage and other exchange concessions), special entertainment events, and recreation facilities should be organized and established.
- The joint force J-1 has the responsibility to organize component command support and identify external requirements to sustain and improve MWR operations

on-site. A working group comprised of Service component representatives may be established to accomplish these tasks.

- Establishment of a rest and recuperation (R&R) program.
 - Recreation sites such as resorts or unit recreation areas may be designated at secure locations within the operational area. The JFC may designate a component commander(s) to administer these sites.
 - Based on conditions in the operational area and the length of deployment, the JFC may request that the combatant commander establish a supporting R&R program. Upon approval of the request, the combatant commander will develop an R&R program in accordance with DODD 1327.5, "Leave and Liberty," and may designate a component command as EA for implementation.
 - OSD approval of the combatant commander's program is required if one or more of the following conditions apply: (1) R&R leave is included in the program; (2) Transportation to and from the R&R area is to be provided on a space-required basis (government funded); and (3) Travel time is not charged to the Service member's leave account.
- Special Entertainment Events are coordinated through Armed Forces Professional Entertainment Overseas (AFPEO). Requests should be forwarded to:

US Air Force Deputy Chief of Staff for Installations and Logistics

ATTN: AF/ILP/AFPEO
1775 AF Pentagon
Washington, DC 20330-1775

Message Address: RUEAHQA/HQ
USAF WASHINGTON DC//ILPEI//

This organization's mission is to provide live entertainment at no charge to US military personnel, US government civilians and their families serving overseas.

- The AFPEO budget covers travel, living allowances, and miscellaneous expenses of performers. Intratheater movement and site support is the responsibility of the host command.

- Requests for special entertainment events should be initiated by the JFC and forwarded through the combatant command J-1 to the AFPEO. Noncelebrity entertainment is normally available 3-4 weeks after receipt of request by AFPEO. United Service Organizations and/or DOD celebrity handshake visits (no shows) can normally be coordinated within the same timeframe. Celebrity shows take at least 30-45 days to coordinate, dependent upon artist availability.

e. The supported combatant commander may appoint an EA based on the predominant Service from which the joint force is comprised. The JFC's concept and/or plan for MWR support should be consistent with the combatant commander's guidance. The EA will be responsible for the following.

- Make recommendations for tasking other component commands through the combatant command J-1. Once approval is granted, direct liaison may be authorized for the coordination of similar levels of support.
- Provide, contract, or coordinate for military or civilian MWR personnel required.

- Serve as an advocate to acquire the transportation priority necessary to move equipment and personnel as required.

- Arrange for funding authority for equipment and personnel.

- Coordinate with applicable exchange service for support.

f. For larger scale operations, such as a major theater war, the supported combatant commander should appoint an EA for MWR.

g. The following guidelines apply to all levels of joint contingency operations beyond initial deployment.

- The JFC will establish equitable MWR support policies and designate EA(s) for execution.

- The EA should be responsible for operation of MWR support and control of all Service-provided MWR resources.

- In areas occupied by a single Service, that Service will be the EA and will provide MWR support to its own units.

- In areas with a majority of one Service and minor elements of another, the predominant Service will be the EA and will provide MWR support to the other Service elements.

- In areas where major elements of more than one Service are located, the joint force designated EA will establish MWR services.

h. MWR support for contingency operations will be funded by Service component commands through appropriated funds. While

nonappropriated funds (NAFs) such as unit funds may be expended in conjunction with contingency operations, use of other NAFs may not be desirable because there is currently no legal authority for reimbursement of NAF accounts.

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APPENDIX M

CASUALTY REPORTING

1. General

a. Most casualty reporting responsibilities reside under the purview of the Services. Each Service Casualty Office provides adequate guidance and information for its respective Service to facilitate appropriate management of casualty reporting requirements and provide timely and accurate next of kin notification for its Service members. Service casualty reporting procedures remain relatively consistent throughout the spectrum of military operations.

b. J-1 casualty reporting requirements are based on HQ guidance and are typically focused on providing timely information to the JFC and the chain of command in order to make them aware of status of forces and events under their purview that may have significant NCA and media interest. The intent is not to duplicate Service reporting procedures. The J-1 casualty reporting process utilizes the OPREP 3 or other means directed by higher HQ to expeditiously convey information to chain of command leadership, to include the NCA. Whatever communications channels are used, handlers of personal data associated with casualties must safeguard it closely to prevent inadvertent release of information to the public ahead of official notification of next of kin (NOK).

2. Responsibilities

The joint force J-1 should ensure that Service components adhere to Service reporting requirements, particularly when there is no Service personnel element assigned. The J-1 is also responsible for

ensuring the chain of command and the Joint Staff receive casualty information via OPREP 3 or other designated communication channels. Additional information on casualty reporting can be found in DODI 1300.18, "Military Personnel Casualty Matters, Policies, and Procedures."

3. Planning and Execution

a. Prior planning is essential to efficient casualty reporting. When casualties occur, information must reach the right people as quickly as possible. The J-1 should possess appropriate Service directives and maintain POCs at Service casualty centers in the event they must assist their components. Procedural mistakes in casualty reporting are at best embarrassing and could potentially lead to NOK notification through the media, rather than through appropriate Service channels. Each Service component must ensure that rear detachment commanders have been trained appropriately on the casualty notification process. Additionally, military chaplains should be used in the death notification process to the maximum extent possible.

b. Redundancy in reporting capability is an important planning consideration. Procedures should be in-place to provide for off-site casualty reporting in the event the primary reporting section is unable to function. In operations or exercises with multiple deployment sites, personnel rosters should be shared among activities to provide this capability. For single site deployments, personnel rosters should be maintained at the next higher HQ.

SERVICE CASUALTY OFFICES

ARMY:	Personnel Contingency Cell		DSN 225-0215 DSN 223-5325
	Army Casualty Center (24-hrs)		DSN 221-7990 (703) 325-7990
		FAX	(703) 325-0134 (800) 626-3317 (HOTLINE)
NAVY:	Navy Casualty Center	1300Z-2100Z	DSN 224-2932
		2101Z-1259Z	(800) 368-3202
		FAX	DSN 224-3345
AIR FORCE:	AF Casualty Services Branch (24-hrs)		DSN 487-3505 (210) 652-3505 (800) 433-0048
		FAX	DSN 487-5221 (210) 652-5221
MARINE CORPS:	USMC Casualty Branch	1300Z-2100Z	DSN 426-2069 (703) 696-2069 (800) 847-1597
		2101Z-1259Z	DSN 225-7366
		FAX	DSN 226-2072 (703) 696-2072
COAST GUARD:	CGHQ Command Center (24-hrs)		(202) 267-2100
		FAX	(202) 267-6357

APPENDIX N

AWARDS AND DECORATIONS

“The result of decorations works two ways. It makes the men who get them proud and determined to get more, and it makes the men who have not received them jealous and determined to get some in order to even up. It is the greatest thing we have for building a fighting heart.”

General George S. Patton, Jr.
Portrait of Patton, 1955

1. General

a. The basic reference is DOD 1348.33-M, “Manual of Military Decorations and Awards,” which provides specific instructions regarding requesting and processing military decorations and awards. This section provides a synopsis of the information contained therein as it applies to joint operations. Refer to the basic reference for amplifying and specific information regarding award submission procedures and eligibility determination.

b. **US Military Decorations and Awards.** There are three general types of US military awards.

- Individual decorations recognize individual meritorious service or individual actions which demonstrate a degree of heroism or valor.
 - Defense decorations for meritorious service appropriate for award to eligible members of joint activities include the Humanitarian Service Medal, Joint Service Achievement Medal, Joint Service Commendation Medal, Defense Meritorious Service Medal, Defense Superior Service Medal, and Defense Distinguished Service Medal.
 - Effective 1 April 1976, the “V” device is authorized for the Joint Service Commendation Medal (JSCM), if the citation is approved for valor (heroism) in a designated combat area. Service

Secretaries retain authority to recognize heroic or valorous acts performed by members of their Services by award of the Army, Air Force, and Navy Commendation Medal, Air Medal, Soldier’s Medal, Purple Heart, Bronze Star, Distinguished Flying Cross, Silver Star, Army, Navy, and/or Air Force Cross, and Medal of Honor. That authority is retained by the Service Secretary regardless of the activity to which a Service member is assigned.

- Unit awards recognize an entire unit’s meritorious service, heroism or valor. The Joint Meritorious Unit Award, the only existing DOD unit award, was established in 1981 specifically to recognize the accomplishments of joint activities.
- Campaign medals (or theater awards) commemorate participation in wars and other significant US military actions.
 - Since World War II, three unique campaign medals have been struck for US military actions: the Korean Service Medal, the Vietnam Service Medal and the Southwest Asia Service Medal.
 - The Armed Forces Expeditionary Medal is a campaign medal awarded to members of the Armed Forces of the United States who participate in significant numbers within a prescribed area of operations in a designated US

military operation during which they encounter foreign armed opposition or the imminent threat of hostilities.

- The Armed Forces Service Medal is a theater award presented to members of the Armed Forces of the United States who participate in significant peacekeeping or prolonged humanitarian operations.

- Award of a campaign medal to an individual or unit requires only participation in the action in the designated area of operation. Meritorious service or valorous or heroic acts are recognized by appropriate individual or unit awards. Award of a campaign medal does not preclude nor take the place of recognition of meritorious, valorous, or heroic service performed during an operation.

- Eligibility for campaign medals requires that the individual or unit be actually engaged in the operation, within specified geographic boundaries. Individuals and units supporting an operation from beyond the designated area of operations may be appropriately recognized for their contributions by individual and unit awards.

c. Foreign Decorations and Service Awards

- It is the policy of the Department of Defense that awards from foreign governments may be accepted only in recognition of active combat service or for outstanding or unusually meritorious performance.
- Activities normally undertaken by the Armed Forces of the United States in support of an ally during peacetime are not considered sufficient to merit foreign individual or unit decorations.

- **US Military personnel are prohibited from requesting or encouraging the offer of an award or decoration from a foreign government.**

d. Award of US Military Decorations and Awards to Foreign Military Personnel

- DOD policy provides for the recognition of individual acts of heroism and achievement by Service members of friendly foreign nations when those acts have been of significant benefit to the United States or have contributed significantly to the successful prosecution of a military campaign by the Armed Forces of the United States.
 - Individual US decorations such as the Legion of Merit (in four degrees), Meritorious Service Medal, and a Military Department's Commendation Medal or Achievement Medal may be awarded.
 - Awards for heroic and valorous acts and for meritorious service in direct support of combat operations are authorized for foreign military personnel in ranks comparable to the grade of O-6 and below.
- Defense decorations shall not be awarded to foreign military or civilian personnel.

- US campaign and service medals shall not be awarded to members of foreign military establishments under normal circumstances.

2. Responsibilities

a. The Chairman of the Joint Chiefs of Staff shall:

- Approve award of the Defense Superior Service Medal;

- Make recommendations to the Secretary of Defense on requests for award of the Defense Distinguished Service Medal and the Medal of Honor; and
- Recommend to the Secretary of Defense the establishment of new campaign medals when appropriate.

b. The Director, Joint Staff (DJS) shall:

- Adjudicate requests for award of the Humanitarian Service Medal (HSM) and the Joint Meritorious Unit Award (JMUA);
- Adjudicate requests for individual Defense decoration exceptions to policy, and make recommendations to ASD(FMP) for blanket waivers of policy for specific operations or circumstances; and
- Establish campaign medal eligibility and/or dates.

c. Combatant commanders shall:

- Adjudicate award of the Defense Meritorious Service Medal, JSCM, and Joint Service Achievement Medal (JSAM) (Approval authority for the JSCM may be delegated in writing to JTF commanders in the grade of O-7 or above. Approval authority for the JSAM may be delegated in writing to an officer in the grade of O-6 or above occupying an established command or staff position);
- Submit JMUA and HSM recommendations to the DJS for joint units and activities under their command;
- Disapprove inappropriate requests for JMUAs;
- Provide recommendations to the DJS concerning campaign medal approval for specific operations to include

recommended area of operations and commencement and termination dates;

- Forward offers of individual Foreign decorations to the Secretary of the individual Service member's parent Military Department for adjudication;
- Request the pertinent military counterintelligence organization to conduct a counterintelligence records check in conjunction with the initiation of individual award recommendations for foreign military members;
- Forward to the Secretary of the Military Department concerned recommendations for award of that Military Department's Meritorious Service, Commendation, or Achievement Medal, and recommendations for award of the Silver Star, Distinguished Flying Cross, Bronze Star, Air Medal, Soldier's Medal, Navy and/or Marine Corps Medal or Airman's Medal; and
- Forward to the Secretary of Defense, via the Chairman of the Joint Chiefs of Staff, all other proposals to award US Military Decorations to foreign nationals.

d. JFCs shall:

- Submit timely recommendations and supporting information for individual, unit, and campaign awards to combatant commanders; and
- Forward offers of individual Foreign decorations through the combatant command to the Secretary of the individual Service member's parent Military Department for adjudication.

e. Joint force J-1s shall:

- Initiate requests for award of the JMUA and HSM as appropriate;

- Determine eligibility for individual Defense decorations, the HSM, and the JMUA for individuals assigned to the joint force (Make recommendations for individual exceptions to policy as appropriate);
 - Ensure information concerning approved awards (HSM, JMUA, campaign medals) is disseminated to all elements under their command;
 - Institute procedures to ensure documentation of approved awards is provided to members of the joint force prior to rotation from the operation or the disestablishment of the joint force; and
 - Communicate concerns regarding award issues to their commanders and/or the Joint Staff J-1 as they are identified.
- contributed to delays in award adjudication during past operations.
- Withholding recommendations for valorous and heroic awards pending the outcome of requests for delegation of awarding authority to JFCs. Service Secretaries have rejected all such requests in the past.
 - Withholding all recommendations for individual Defense Decorations for an operation pending the outcome of requests for “blanket” exceptions to policy affecting only a portion of the joint activity.
 - a. Communication is key; early requests for clarification of policy and notification of intent will prevent potential delay, downgrading, or disapproval of awards.
 - b. Communication is key; early requests for clarification of policy and notification of intent will prevent potential delay, downgrading, or disapproval of awards.

3. Planning and Execution

a. The expeditious submission of requests for individual, unit, and campaign awards is key to ensuring timely recognition. The following are examples of actions which have

“Men will fight long and hard for a piece of coloured ribbon.”

**Napoleon, 15 July 1815,
to the Captain,
H.M.S. Bellerophon,
upon going into exile**

APPENDIX O

CIVILIAN PERSONNEL

1. General

The role of civilians in support of military operations has evolved to encompass a full range of support from MOOTW to war. Therefore, planners must ensure that civilian employees and contractor personnel are considered in every aspect of deliberate and CAP.

2. Responsibilities

a. Joint force J-1s are the principal agents for coordinating and integrating manpower plans and procedures for civilian support of joint operations.

b. Combatant commanders will ensure that civilian requirements are included during the developmental and implementation phases of operation planning. They will also issue theater-specific guidance relative to the deployment of civilians into the AOR.

c. Component commanders will provide the necessary resources to support, train, clothe, equip, and sustain the civilian work force in the operational area.

d. Heads of Defense agencies and non-Defense agencies deploying civilians in support of the operation must coordinate all support requirements for their personnel with the JFC and meet theater admissions requirements as established by the combatant commander and in accordance with the Foreign Clearance Guide.

3. Planning Considerations

a. **Civilian Personnel Requirements.** The combatant commander, through component commanders, is responsible for identifying civilian personnel requirements

and managing civilian resources in the theater. Theater civilian resources may be DOD civilians, non-DOD US civilians (i.e., other Federal employees and Red Cross), US contractors, or augmentation personnel provided through host-nation contracting or support agreements. DOD civilians and contractor employees should receive advance training in the following.

- Nuclear, biological, and chemical defense and/or annual refresher training;
- Geneva Convention provisions;
- Wear and appearance of uniforms;
- Uniform Code of Military Justice (UCMJ) and Code of Conduct;
- Weapons certifications and firearms safety; and
- Basic first aid.

b. **Theater Admission Requirements.** In coordination with the combatant commander, the JFC will coordinate the approval and theater admission requirements for all civilians being deployed to the operational area in accordance with the Foreign Clearance Guide. The combatant commander will publish guidance outlining admission requirements for the operational area. This will include, but is not limited to, the requirement for passports and visas, collection of DNA sample, all immunization requirements, policy on HIV testing, and information pertaining to any other customs or laws that may impact on deployment eligibility.

c. **Central Processing Centers.** Combatant commanders will identify

processing requirements for all DOD civilians and contractor employees deploying to their AOR. If a central processing site is established, civilians must process through the facility to ensure they receive the same processing, equipment, and training afforded military personnel supporting the operation. All requests for exceptions to processing requirements must be approved by the supported CINC prior to deployment. Refer to Appendix F of this publication, “Joint Reception Center and Joint Personnel Training and Tracking Activities.”

d. DOD Civilian and Contractor Employee Accountability. Commanders must ensure that component DOD civilians and contractor employees in the operational area process through entry and exit points and are recorded in the data base. One personnel accounting system should be established and used for tracking all component civilians. The joint force J-1 has the responsibility to implement such a system and extract pertinent SITREPs as required. Civilian personnel will be included in JPERSTATs submitted to the Joint Staff. See Appendix G of this publication, “Personnel Accountability and Strength Reporting.”

e. Pay and Compensation. While deployed to the operational area, civilian employees will be paid their basic pay plus, if applicable, a foreign post differential (FPD) after having been stationed for 42 days in the area where the FPD is offered. Effective on day 43 a danger pay allowance may be offered as determined by the Secretary of State. The Office of Personnel Management and the Department of State will establish any additional pay and/or compensation as a result of the contingency operation. The JTF J-1 is responsible for coordinating such action with the employee’s parent Service personnel office and must ensure the pay and/or compensation needs of DOD civilians and contractor employees are met just as they are for the military force. This will include the initiation

or validation of documentation to substantiate the request or claim.

f. Identification and Geneva Convention Cards. Home station personnel offices will issue identification and Geneva Convention cards to deploying civilians prior to deployment. Civilians deployed to the operational area may be regarded by the enemy as combatants; therefore, combatant commanders may authorize the issue of weapons to DOD civilians and contractor employees on a by-exception basis for personal protection.

g. Casualty and Mortuary Affairs. Casualty reporting and processing procedures of deployed DOD civilians and contractor employees who become casualties will be as required for military personnel.

h. Clothing, Equipping, and Training. Combatant commanders will identify theater-specific clothing, individual equipment, and training required for civilian employees deploying to the operational area. Component commanders will ensure DOD civilians and contractor employees receive the required clothing, equipment, and training prior to deployment. Training will include laws of war, standards of conduct, UCMJ, antiterrorism, force protection, cultural and geographic orientation, and all safety-related training provided military personnel.

i. Weapons. DOD civilians and contractor employees may be issued weapons for their personal defense. The issuance of weapons to civilian employees is contingent upon the approval of the CINC and subject to CINC guidance. Acceptance of weapons by civilian employees is voluntary. Upon acceptance, civilian employees will adhere to military regulations regarding training, accountability, and safe handling of firearms.

j. Awards. Awards for DOD civilians and contractor employees will be processed

through their assigned Service personnel offices in coordination with the JTF J-1. Procedures are prescribed in Administrative Instructions, dated 8 Jan 90, dealing with incentive awards.

k. Support and Services. DOD civilians and contractor employees deployed for military operations will be

provided the same support and services provided their military counterparts. Combatant commanders will provide lodging, meals, security, postal support, and medical and dental care, except when specifically precluded by statute. Civilians are entitled to use exchange, commissary, and morale and welfare facilities while deployed.

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APPENDIX P

RESERVE COMPONENT CALLUP

“When one has a good reserve; one does not fear one’s enemies.”

Richard I, “The Lion Heart,” King of England, 1194,
quoted in Histoire de Guillaume le Marechal, c. 1220

1. General

Individual and unit members of the RC and retired personnel may be ordered to active duty voluntarily or involuntarily under authorities provided in title 10, USC.

a. **Voluntary Order to Active Duty.** The Service Secretaries may order any member of the RC under their jurisdiction to active duty with the consent of the member at any time (10 USC 12301[d]). Funding is a limiting factor for the use of this authority. Tours exceeding 179 days are accountable against active duty end strength (10 USC 115). By DOD policy, those tours normally are limited to 139 days, or less, in one fiscal year. Exceptions to the 139-day limit may be granted on an individual basis for specific mission requirements. Short breaks in tours i.e., 30 days or less, to circumvent the 179-day limit are not authorized (DODD 1215.6, “Uniform Reserve, Training, and Retirement Categories”). The Service Secretaries have issued additional Service specific guidance in the implementation of this policy.

b. **Presidential Selected Reserve Callup Authority.** The President may activate up to 200,000 members of the Selected Reserve (without their consent) for periods of up to 270 days when it is determined necessary to augment the active forces for any operational mission (10 USC 12304). This authority may not be used for domestic disasters or emergencies. The 270-day limit is tied to each unit or individual and starts with the day that particular unit or individual is called up (therefore rotations are feasible as long as the cap is not exceeded and no personnel are

retained involuntarily on active duty in excess of 270 days). PSRC automatically brings the operation within the title 10 definition of a “contingency operation.” Presidential declaration of a national emergency is not a prerequisite to authorizing PSRC. Recalled reservists do not count against active end-strengths. Reservists, voluntarily or involuntarily, may not repeat a tour in the same AOR under the same PSRC.

c. **Partial Mobilization.** Following a Presidential declaration of national emergency, the President may order to active duty up to 1,000,000 members of the Ready Reserve without their consent, for a period not to exceed 24 consecutive months (10 USC 12302). As with PSRC, the clock starts for each unit or individual as of the time they enter involuntary active duty.

d. **Full Mobilization.** In time of war or of national emergency declared by Congress, the Service Secretaries or their designees may order to active duty any member of the RC without their consent, for the duration of the emergency or war plus six months (10 USC 12301[a]). Members in inactive or retired status are not recallable under this provision without the approval of the Secretary of Defense.

e. **Active Duty Retiree Recall.** Under 10 USC 688 and regulations established by the Secretary of Defense, the Service Secretaries are authorized at any time to recall (without their consent) retired members of the Active components, members of the Retired Reserve who were retired under 10 USC sections 1293, 3911,

3914, 6323, 8911, or 8914, or members of the Fleet Reserve and Fleet Marine Corps Reserve who have completed requirements in active service (includes Reserve members who retired with more than 20 years of active service as well as any member retired from active duty with less than 20 years under Temporary Early Retirement Authority). This authorization does not require declaration of a national emergency or war.

f. **Retired Reserve Recall.** Reserve members in a retired status (other than those who fall under the provisions of Active Duty Retiree Recall described above) may be called involuntarily to active duty only in time of war or national emergency as declared by Congress. This authority requires that the Service Secretaries first determine that there are not enough qualified Reservists available in other categories to fill requirements (10 USC 12301[a]).

2. Responsibilities

Overall responsibilities for Reserve Mobilization are delineated in DODD 1235.10, “Activation, Mobilization, and Demobilization of the Reserve,” and DODI 1235.12, “Accessing the Ready Reserves.” The supported combatant commanders are tasked in the Joint Strategic Capabilities Plan (JSCP) or by other joint operation planning authority to prepare specific plans in their respective AORs, to include the identification of total RC forces to be deployed to the AOR as well as those needed to move the force, assist in mobilization, and provide backfill and/or sustainment.

a. The RC assets to be deployed are identified when supporting combatant commanders, Service components and USSOCOM source the force list with actual units and/or unit type codes from the Active and Reserve Components.

b. US Transportation Command (USTRANSCOM) identifies to the supported CINC the RC assets needed to move the force.

c. The Services identify the RC assets needed to support mobilization and other deployment functions.

d. Supporting CINCs and Defense agencies provide inputs on CONUS and OCONUS backfill and sustainment requirements to the supported CINC.

3. Planning and Execution

a. **Deliberate Planning.** Joint Pub 4-05, “Joint Doctrine for Mobilization Planning,” and Joint Pub 4-05.1, “Joint Tactics, Techniques, and Procedures for Manpower Mobilization and Demobilization Operations: Reserve Component (RC) Callup,” provide guidance for the Military Departments and the combatant commanders in developing mobilization plans. The JSCP and CJCSI 3110.13, “Mobilization Guidance for the JSCP FY 96,” require CINCs to include in their plans (OPLANs and operation plan in concept format [CONPLANs] with TPFDD) the estimated numbers of Reservists required to support the plan. CJCSM 3122.03, “Joint Operation and Planning Execution System Vol II: (Planning Formats and Guidance),” Annex A, Appendix 5, prescribes how to compute Reserve requirements for plan execution. The four categories of Reserve manpower requirements are those needed to:

- **Deploy.** Units and individuals who deploy to the AOR to conduct missions and augment, reinforce, and provide combat support and combat service support;
- **Move the Force.** Air Mobility Command, Military Traffic Management Command, Military

Sealift Command, and HQ USTRANSCOM requirements;

- **Assist in Mobilization and/or Deployment.** Mobilization station staffs, additional training base requirements, medical, dental, logistics, supply, and maintenance repair depots, air and/or sea departure control groups, port security, cargo handling, Joint, Service, and Defense Agency staff augmentation (IMAs); and
- **Backfill and/or Sustainment.** Units and individuals required to replace Active component assets deployed to the AOR to continue essential services and functions at drawdown and vacated installations in CONUS and OCONUS.

This planning requires extensive coordination among the supported combatant commander, supporting combatant commanders, Services, and Defense agencies. The RC manpower requirement from the plan is the basis for requesting approval of legal authorities (PSRC, partial mobilization) for access to Reserve manpower.

b. **Crisis Action Planning.** CAP requires virtually the same action and coordination as deliberate planning, but in a compressed timeframe. The supported combatant commander coordinates with supporting combatant commanders and the Services to identify the aggregate RC requirement, but without the benefit of the deliberate planning process.

c. **Execution.** Consideration of the use of RC volunteers should take place in the early stages of response to a crisis or other operational requirement. Planners should consider the length of the operation and the potential for expanded operations in determining whether personnel requirements can be met without involuntary callup of

reservists. If the operational requirements for RC personnel can be met satisfactorily with volunteers, no request for PSRC or partial mobilization should be made. However, if operational requirements for RC personnel cannot be met by volunteers (including consideration of unit capabilities resulting from unit integrity) or if time does not permit the canvassing for volunteers (urgency of operation requires immediate access to RC assets), a combatant commander or Service may initiate a request through the Chairman of the Joint Chiefs of Staff for the Secretary of Defense to seek PSRC or partial mobilization from the President. The following actions should occur when PSRC or partial mobilization is required.

- The callup process will normally begin with a CINC message to the Chairman of the Joint Chiefs of Staff, information copy to the Services and supporting combatant commands, requesting execution of a plan (OPLAN or CONPLAN with TPFDD) or a request for forces required to meet an emerging COA. CINC requests should reference Annex A, Appendix 5 of the appropriate plan, which establishes the RC augmentation requirement (or should specify the aggregate total RC requirement resulting from CAP in situations where no plans previously existed). The request should contain a justification including the number of reservists, the functions reservists will perform, and the impact if no authorization is given.
- Multiple foreign humanitarian assistance or peacekeeping operations in different combatant commander AORs or functional areas may produce a large total requirement for Reserve augmentation before any single supported combatant commander identifies a requirement for RC augmentation. In such cases, the

- request to callup Reserves could be initiated by a supporting combatant commander, a Service, the Secretary of Defense, or the Secretary of Transportation (SECTRANS) (in coordination with the Secretary of Defense).
- The Joint Staff J-4 (as the Joint Staff OPR for the 12 interdependent resource areas that are included in military mobilization (see Joint Pub 4-05, “Joint Doctrine for Mobilization Planning”)) coordinates the request within the Joint Staff and with Service and combatant command mobilization planners, develops mobilization options, prepares a memorandum for the Chairman of the Joint Chiefs of Staff asking the Secretary of Defense to request the President to invoke PSRC (or declare a national emergency and invoke partial mobilization), and provides a draft memorandum for SecDef signature.
 - The Secretary of Defense forwards the request to the President, unless PSRC authority has been delegated to the Secretary of Defense.
 - The President signs an executive order authorizing the Secretary of Defense (SECTRANS for Coast Guard when not operating as a Service under the Department of the Navy) to call up Reservists.
 - The Secretary of Defense may then delegate to the Secretaries of the Military Departments limited authority to order Reservists to active duty, imposing ceilings on the number to be called from each department. Additionally, the Secretary of Defense may establish personnel policy guidance to be followed when calling up reservists and when demobilizing them.
 - The Secretaries of the Military Departments order Reservists to active duty and monitor the number of reservists recalled under the callup authority in order to remain within SecDef-imposed ceilings. The Secretaries of the Military Departments may request additional authority, if required.
 - The Chairman of the Joint Chiefs of Staff monitors the status and progress of mobilization and prepares reports for submission by the President as directed by Congress.
 - The Joint Staff J-4 prepares the legislatively-mandated report to Congress every 6 months during partial mobilization.
 - The Joint Staff J-1 tracks the number of Reservists called up under the different authorities.
 - Involuntary active duty for RC personnel terminates on an order of the President or when mandated by law.

APPENDIX Q

STOP-LOSS AUTHORITY

1. General

Whenever Reservists are serving on active duty under the authority of 10 USC 12304 (Presidential Selected Reserve Callup Authority), 12302 (Partial Mobilization), or 12301 (Full Mobilization), the President may exercise authority to suspend laws relating to promotion, retirement, or separation of any member of the Armed Forces determined essential to the national security of the United States (“laws relating to promotion” broadly includes, among others, grade tables, current general or flag officer authorizations, and E8/9 limits). Any suspension under the stop-loss authority will terminate when Reservists recalled under sections 12304, 12302 or 12301 are released from active duty, or when the President determines that the circumstances for ordering Reservists to active duty no longer exist (10 USC 12305).

2. Responsibilities

One or more of the Services, through the Chairman of the Joint Chiefs of Staff, may request the Secretary of Defense initiate a request for the President to suspend laws relating to promotion, retirement, and separation. When stop-loss was authorized in the past, the President delegated this authority to the Secretary of Defense, who redelegated the authority and provided guidance to the Secretaries of the Military Departments concerning application.

3. Planning and Execution

a. **Planning.** When developing OPLANs, each Service identifies to the supported combatant commander the level of RC mobilization needed to support the plan. Whenever significant numbers of Reservists are called up under PSRC, partial or full

mobilization authority, the Services should consider the need for stop-loss authority. While it is the Services which have the worldwide visibility needed to determine the necessity for stop-loss, the combatant command J-1 should work closely with Service components to ensure all considerations which may impact a decision on requesting stop-loss are communicated to the Services.

b. **Execution.** If a significant number of Reservists will be required and the duration of the operation is expected to be lengthy, any or all of the Services can request authorization for stop-loss authority. A request for such authorization should, if feasible, coincide with the supported combatant commander’s request for activation or mobilization of RC personnel to support the plan or COA (to facilitate staffing the request as part of the PSRC and/or Partial Mobilization package). The following actions should occur when one or more Services request stop-loss authority.

- The Service Secretary submits a request to the Secretary of Defense through the Chairman of the Joint Chiefs of Staff for authorization to suspend laws relating to promotion, separation, and retirement. The request should contain justification for the following:
 - The need to establish stability of forces in the operational area or at supporting locations; and that,
 - RC, host-nation assets, and contract services will not be adequate over the expected duration of the operation.
- The Joint Staff J-1 validates the Service’s request with Service personnel offices, and prepares a memorandum for the

- Chairman of the Joint Chiefs of Staff addressed to the Secretary of Defense requesting the President invoke stop-loss authority. If the request for stop-loss is submitted by the Service(s) to coincide with the supported combatant commander's request for activation of Reservists (as preferred), the Joint Staff (J-1 and J-4) will combine the requests into a single memorandum from the Chairman of the Joint Chiefs of Staff to the Secretary of Defense.
- The Secretary of Defense forwards the request to the President.
 - The President signs an executive order authorizing the Secretary of Defense (SECTRANS for Coast Guard when not operating as a Service under the Department of the Navy) to suspend laws relating to promotion, separation, and retirement.
 - The Secretary of Defense may delegate to the Secretaries of the Military Departments this authority. Additionally, the Secretary of Defense may establish policy guidance concerning specific applicability of stop-loss authority (e.g., applicability may be limited to those personnel involved in, in direct support of, or in critical skills needed to support the operation).
 - The Secretaries of the Military Departments implement the suspension of laws relating to promotion, separation, and retirement. They may selectively implement such authority over specific categories of personnel, if appropriate.
 - **By Theater.** Normally requested by Service component to the Service (this is the situation in which supported combatant commander input is most applicable).
 - **By Units.** Stop-loss would only apply to the TPFDD listed forces.
 - **By Service Component Command.**
 - **By Specialty Area** (i.e., language, specialty skill, medical).
 - **By Grade** (i.e., senior NCOs or officers).
 - Stop-loss authority terminates on order of the President or upon the release from active duty of members of the RC ordered to active duty under PSRC, partial, or full mobilization authority.

APPENDIX R

NONCOMBATANT EVACUATION AND REPATRIATION OPERATIONS

1. General

Noncombatant evacuation operations are conducted to evacuate civilian noncombatants and nonessential military personnel from overseas locations to a safe location and/or the United States. See Joint Pub 3-07.5, “Joint Tactics, Techniques, and Procedures for Noncombatant Evacuation Operations,” for additional guidance. In the event of imminent and/or actual hostilities, civil disturbances, or natural disaster, the DOS is responsible for the protection and evacuation of US citizen noncombatants overseas. The Department of Defense shall assist, as militarily feasible, in implementing DOS evacuation decisions and supporting DOS objectives to:

- a. Protect US citizens abroad;
- b. Minimize the number of US citizens at risk; and
- c. Minimize the number of US citizens in combat areas so as not to impair the combat effectiveness of military forces.

2. Responsibilities

a. The Secretary of State (SECSTATE) has overall responsibility for NEO, which includes the protection and evacuation of US citizens and selected third country nationals abroad. SECSTATE has the authority to halt the movement of all US citizens to any danger areas abroad.

b. By joint agreement with SECSTATE, the Secretary of Defense has responsibility for:

- Developing NEO plans and ensuring they are properly coordinated;

- Stopping movement of US military and DOD civilian and/or their family members into an area where deemed inadvisable (This authority has been delegated to ASD[FMP]);
- Assisting in executing NEO plans, when requested by DOS; and
- Repatriation of DOD noncombatants, with the Army serving as the DOD EA.

c. **Department of Health and Human Services.** By law (42 USC 1313) and Executive Order 12656, the DHHS is the lead federal agency for the reception of all evacuees in the United States.

d. The Chairman of the Joint Chiefs of Staff is responsible for US forces support of NEO operations when directed by the NCA.

e. Combatant commanders are responsible for developing plans to support NEO operations. Combatant commanders are also responsible for advising the Chairman of the Joint Chiefs of Staff when conditions of potential hazard warrant suspension of movement of noncombatants into their AOR.

3. Planning and Execution

a. When hostilities or disturbances appear imminent, the principal US diplomatic representative is authorized to take action as the situation warrants.

b. During periods of heightened tensions or open hostilities, DOS may issue a travel warning to stem the flow of US citizens into the country.

c. Estimates of numbers of potential evacuees are provided by US Embassies (F-77 report) (DOS channels) and are updated annually.

d. If required, the principal diplomatic or consular representative in an area will request DOS authority to invoke an evacuation plan. DOS will plan to use commercial air, sea, and/or land transportation to the maximum extent possible to minimize dependence on military assistance. Time required for evacuation is situation-dependent.

e. Based on the gravity of the situation, the principal diplomatic or consular representative may initiate a request for assistance to the appropriate military commander. The responsible combatant commander must first receive authorization from the NCA prior to employment of forces in a foreign country for protection and/or evacuation of US citizens (except in immediate lifesaving circumstances). When time and communications permit, the combatant commander acts in coordination with the principal US diplomatic or consular representative.

f. If a military NEO is requested by DOS, it will be classified as permissive (host country in control and supportive of situation), uncertain (host country supportive but not in control of situation), or hostile (host country or other forces expected to oppose evacuation).

g. Departure of DOD noncombatants may be elective (permissive at own expense), authorized (voluntary at government expense), or ordered (directed at government expense). ASD(FMP) will coordinate the decision for an authorized or ordered departure through the Joint Staff J-1.

h. The Secretary of the Army is the DOD EA for the repatriation process. The Commander, US Army Forces Command and USCINCPAC are the Army's EAs for executing repatriation operations. The DHHS and the two respective geographical EAs work together in the overall execution of repatriation operations. See US Army Publication, "Joint Plan for DoD Noncombatant Repatriation (Non-emergency)," for additional guidance.

APPENDIX S

PERSONNEL RECOVERY CONSIDERATIONS

1. General

a. The DOD Personnel Recovery System exists to ensure a complete and coordinated effort to recover DOD personnel, civilian employees, and contractor personnel accompanying US forces, who become captured, detained, or otherwise isolated from US control. As shown in Figure S-1, personnel recovery consists of activities to prepare for and conduct operations to report, locate, support, recover, and return or repatriate personnel who have become isolated from friendly forces. Joint force J-1s normally become involved in the first and last of these activities.

b. It is DOD policy that personnel isolated from US control will be considered for promotion, pay adjustments, and other appropriate administrative actions under the

purview of their Service without prejudice and on an equal footing with contemporaries in accordance with existing laws.

2. J-1 Responsibilities

a. The primary role of the J-1 in the PR process is one of personnel accountability and reporting. Casualty reporting and notifications are accomplished by the Service components through Service channels; however, basic information is required to be reported through command channels to the Chairman of the Joint Chiefs of Staff. For MOOTW, casualty reports are normally submitted via OPREP 3 to the NMCC. When directed, the joint force J-1 will include information on missing personnel in the JPERSTAT. If necessary, the joint force J-1 may obtain additional information and family data on missing personnel from the search and

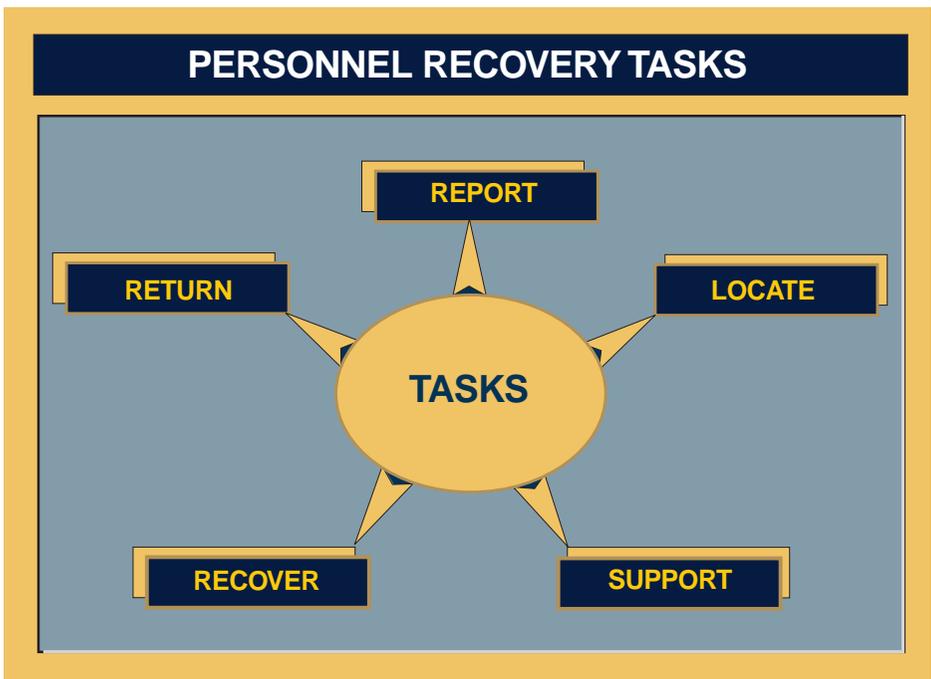


Figure S-1. Personnel Recovery Tasks

rescue incident report. This is a classified report released by the joint force J-3 to the PR community.

b. The J-1 must collaborate with the joint force legal office to ensure necessary actions are taken to meet all statutory requirements with respect to Service reporting procedures and boards of inquiry. (DPMO will publish a DOD directive to clarify requirements in these areas.)

c. The J-1 has responsibility for oversight for the combatant commander and/or subordinate JFC of any actions concerning the families of isolated personnel. Examples include reporting family data to the chain of command or assisting the Services in coordinating family visits to the transition location during the repatriation process.

d. Finally, the J-1 must be aware of the returnees' status during the repatriation process to keep the JFC informed on Service personnel support issues such as pay, promotions, and other personnel actions.

3. Repatriation Procedures

The repatriation process consists of medical assessment and treatment (including psychological decompression), intelligence and SERE debriefings, family visitation, return to unit control, evacuation, personnel actions (a Service responsibility), and media management.

a. The processing of returned US personnel is a sensitive matter requiring close coordination and uniformity of treatment by all agencies. All reasonable efforts will be directed toward the goal of assuring uniform treatment among the Services of all returned US personnel.

b. Combatant commanders and subordinate JFCs have the initial responsibility for the care of returnees, pending their delivery to appropriate Service

control. Depending upon the situation, the combatant commander or subordinate JFC will designate an appropriate number of centralized processing centers. Location of the processing center(s) will be situationally dependent; however, processing centers should be in close proximity to medical treatment facilities to meet the needs of returnee(s).

c. Upon recovery, returnee(s) will immediately be transported to a safe area, met by appropriate command authority, and receive necessary emergency medical attention.

d. Normally a SERE psychologist, provided by JSSA, will be present at the safe area to explain follow-on procedures to returnee(s). Additionally, a "key unit member" should be present, whenever possible, for the purpose of providing moral support. These individuals should accompany the returnee(s) from the safe area to the transition location and/or processing center where initial processing will take place.

e. The transition location should provide privacy and a structured low stress, low demand environment. Based on individual requirements, the SERE psychologist will coordinate a program consisting of psychological decompression, family visitation, medical treatment, administrative processing and debriefing.

f. Family visitation is usually limited to parents, spouses, and children. Service Secretaries will normally authorize military transportation (or reimbursement for commercial or private transportation) for these immediate family members living beyond commuting distance to make one round trip to visit returned US personnel. In instances where returnees are hospitalized for more than 2 weeks, Service Secretaries may authorize additional travel. Coordination of family visitation is the

responsibility of the J-1 in conjunction with the appropriate Service component.

g. **Processing of Returnee(s)**

- Because of the perishability of information, an intelligence debriefing is essential and will normally be initiated at the transition location. When necessary, medical personnel will make optimum debriefing arrangements, consistent with proper medical treatment and evacuation.
- Returnees will be accorded all the legal rights and privileges to which they are entitled as military personnel at every stage of processing, including intelligence debriefings. In view of the physical and psychological pressures to which they may have been subjected, special care must be taken to ensure that their rights are in no way compromised or forfeited. Inter-Service cooperation should be pursued to ensure uniform interpretation of laws and regulations governing the conduct of returnees. If a debriefer suspects the returnee of an offense under the UCMJ, the debriefer should seek the advice of his or her Staff Judge Advocate (SJA).
- Additional requirements for administrative processing of returnee(s) may be found in Joint Pub 3-50.3, "Joint Doctrine for Evasion and Recovery," Appendix A.
- The health, well-being, and morale of returnees are of prime importance. All reasonable efforts will be made to address their personal, spiritual, and psychological needs and concerns.
- Length of stay at the transition location will be a joint decision by the returnee, unit and SERE psychologists, medical staff, and the returnee's command

authority. Prior to departure, a plan of action will be developed by the returnee and SERE psychologist to meet the increased demands of the stateside debriefing stage of the repatriation process (if appropriate).

h. **Evacuation.** When returnee(s) are psychologically prepared, and medically and administratively cleared for evacuation, they will normally be transported to the United States. Coordination for movement should be made through medical channels and is a Service responsibility.

i. **Stateside Debriefing.** All returnees should be moved to the same stateside debriefing location to facilitate their psychological adjustment. Note that appropriate precaution should be taken to protect the confidentiality and sensitivity of all debriefings and their disposition, per 10 USC 1506(d)(1). It is recommended that returnees and their families be billeted on a military installation, with appropriate medical facilities, where protection and access control can be better provided. If continuing medical care is required, returnees can be debriefed in the hospital. Adjustment to the debriefing process is facilitated by the returnee's access to family members, or significant others, and should be arranged whenever possible. The stateside debriefing stage typically includes the following.

- SERE and/or SERE Psychology debriefings.
- Continuing unit debriefings.
- Possible consultation or debriefings by other USG agencies.
- Family, well-wishers, press, notoriety.
- Consultation with military agencies such as Judge Advocate General, public affairs (PA), finance, and others.

- Returnees decisions regarding return to operational unit.

j. **Public Affairs Guidance**

- Upon recovery of previously isolated US personnel, the joint force PA officer or Joint Information Bureau will provide factual information to the news media after appropriate consideration of:
 - Security requirements;
 - The welfare of returned personnel and their families; and

- The safety and interests of other personnel who may still be detained.

- After evacuation of returned personnel to the United States and when indepth SERE debriefings, PA counseling, and legal counseling have been completed, the Assistant Secretary of Defense (Public Affairs) will, in accordance with existing directives, authorize individual returnees who desire to do so to grant interviews to representatives of the news media.

APPENDIX T

ENEMY PRISONER OF WAR/DETAINEE OPERATIONS

MAXIM 109. "Prisoners of war do not belong to the power for which they have fought; they are all under the safeguard of honour and generosity of the nation that has disarmed them."

Napoleon, The Military Maxims of Napoleon, 1927, ed. Burnod

1. General

The DOD EPW and/or Detainee Program exists to ensure that the obligations of the USG, as a signatory to the Hague and Geneva Conventions, are fulfilled relative to the protection of civilians and the treatment of prisoners in time of war.

2. Responsibilities

a. The ASD(ISA) has primary staff responsibility for the DOD EPW and/or Detainee Program and provides for the overall development, coordination, approval, and promulgation of related policy and plans.

b. The US Army has been designated as EA in the planning, development, and administration of programs pertaining to those personnel captured, detained by, or otherwise under the custody and control of the Armed Forces of the United States.

c. The Army Operations Center activates the National Prisoner of War Information Center (NPWIC) during US military operations where EPW and/or detainees are anticipated. The NPWIC fulfills the requirement for a national-level prisoner information center under the Geneva conventions and, on behalf of the USG, provides information on EPW and/or detainees to the International Committee of the Red Cross.

d. JFCs are responsible for collecting data from subordinate elements and reporting of

EPW and/or detainee numbers through the chain of command to the NMCC.

3. Force Structure

With one exception, specialized EPW units exist within the US Army Reserve. There is one echelon above corps (EAC) Prisoner of War Information Center (PWIC) in the active component which exists to handle EPW and/or detainee accountability during MOOTW when RCs are not mobilized.

4. Accounting and Reporting Procedures

a. US Army Military Police are responsible for handling, processing, safeguarding, and accounting for hostile individuals during US military operations. Depending upon the situation, EPW and/or detainees may be processed through brigade, division, and corps collecting areas before arrival at an EAC internment camp. Accountability is maintained at each level and raw numbers are reported through Army personnel staff officer (G-1) channels to the joint force J-1. These numbers are in turn reported through the combatant commander to the NMCC.

b. Upon arrival at the EAC internment camp, individuals are classified as EPW, retained personnel (RP), civilian internees (CIs), or other detainees (ODs). Military tribunals are held to classify those individuals whose status is in doubt. Upon classification and issuance of an internment serial number, EPW, RP, CI, and/or OD information is

recorded by the EAC PWIC and transmitted by electronic media to the NPWIC.

c. The numbers reported through the two channels are unlikely to match because raw numbers are reported through G-1/J-1 channels and refined information is transmitted through PWIC channels. This is primarily due to time delays in reporting and processing and other factors such as the release of some people prior to arrival at internment camp.

d. During MOOTW, the detention of hostile individuals and other civilians may be required. Under most circumstances, the classification and reporting requirements of these individuals under the general principles of war and Geneva Conventions do not apply. The combatant command SJA, through coordination with the JCS legal counsel, will review the detainee plan and address the legal classification of detainees.

5. References

a. DODD 2310.1, “DoD Program for Enemy Prisoners of War and Other

Detainees.” This document provides DOD-level policy guidance and assigns responsibilities to various government agencies and Military Departments. This document has been reviewed and updated to capture lessons learned from Operation DESERT STORM and other developments which have occurred since its previous publication in 1972.

b. CJCSI 3290.01, “Program for Enemy Prisoners of War, Retained Personnel, Civilian Internees, and Other Detained Personnel.” This document amplifies the basic guidance found in the DODD.

c. Army Regulation 190-8 (currently being revised to be published as a multi-Service regulation) provides detailed EPW policy and procedures from the capturing unit through all stages of internment to repatriation or release.

“It’s cheaper to feed them than to fight them.”

**LTG Thomas “Stonewall” Jackson
1862**

APPENDIX U

PERSONNEL SUPPORT TO MILITARY OPERATIONS IN A MULTINATIONAL ENVIRONMENT

1. General

a. Multinational operations is a term describing military actions conducted by forces of two or more nations, typically organized within the structure of a coalition or alliance. An alliance is a result of formal agreements between two or more nations to meet broad, long-term objectives (e.g., NATO). A coalition is an ad hoc arrangement between two or more nations (Operation DESERT STORM) or between alliances and nations (Operations JOINT ENDEAVOR and JOINT GUARD) for common action.

b. Military operations such as peacekeeping operations, humanitarian assistance, and others have evolved alongside the traditional forms of military action exemplified by deterrence and warfighting. International organizations and agencies will therefore play an increasing role in the management of future crises and contingency operations. To accomplish these missions, the Armed Services must be prepared to operate in a multinational environment.

c. Personnel support remains a national responsibility for multinational operations.

d. Combatant commanders and subordinate JFCs should establish a SOFA, memorandum of agreement, and/or memorandum of understanding regarding PR support between members of any alliance and/or coalition prior to the onset of operations.

2. UN Operations

Specific considerations for UN operations are addressed below.

a. **General.** Personnel support for UN operations associated with the UN is complicated by a variety of factors. Lines of authority, responsibilities, command relationships, and reporting channels may become even more blurred with the introduction of multinational nongovernmental organizations such as international health organizations. In this regard, the development of clear and defined terms of reference (TOR) is critical. These TOR must be proposed by the JFC or the Chairman of the Joint Chiefs of Staff and accepted by the UN command. The TOR must specify the relation of US Service members to the UN (Foreign Assistance Act, United Nations Participation Act, and other appropriate areas) and their eligibility for UN awards and entitlements. CJCS deployment orders establishing command and control relationships for US personnel relative to UN control will be IAW the TOR.

b. **Process for Individual Personnel Requirements.** Refer to Appendix E of this publication, "Individual Augmentation," for the process to requisition individuals to fill UN positions associated with an operational requirement.

c. **Personnel Reporting Procedures.** Personnel accountability is both a UN and US national responsibility. Personnel assigned to UN duty are accounted for by the personnel reporting systems of the UN and that of their parent US Service. In addition to daily US strength reporting requirements, the UN may require a daily strength report of US personnel assigned to the UN for duty in order to reimburse the USG for its services. It is important that the JFC monitor the status of

personnel supporting UN operations in the AOR and/or joint operating area, as the JFC may be tasked to provide administrative support not provided by the UN.

d. Emoluments (Entitlements) and Awards. Eligibility for UN awards and entitlements must be decided at the start of the operation. This eligibility should be included in the TOR.

- **UN Awards.** The Secretary General of the United Nations establishes which UN operations qualify for UN awards as well as criteria for eligibility.
- **UN Emoluments (Entitlements).** The Secretary of Defense must approve eligibility of US personnel for UN entitlements. Examples of UN entitlements are UN leave and UN pay. Refer to Appendix J of this publication, “Pay and Entitlements,” for information regarding UN emoluments.

3. NATO Operations

NATO has been one of the most successful military and political alliances in history. Its members have attained a level of interoperability unmatched in any other multinational military organization. This high level of interoperability is widely regarded as a model for future multinational contingency operations. Specific considerations for NATO operations are addressed below.

a. US Commander in Chief Europe’s (USCINCEUR’s) Role in NATO Operations. The USCINCEUR has dual responsibilities in NATO operations. First, USCINCEUR commands all US forces dedicated to the operation. USCINCEUR is aided in this capacity by the joint US staff at HQ US European Command. Second, in the traditional role as Supreme Allied Commander Europe, USCINCEUR

commands all NATO forces. USCINCEUR is aided in this second capacity by a combined staff at HQ Supreme Headquarters Allied Powers Europe (SHAPE). It is important to distinguish between these two functions performed by the same person. The US military personnel assigned to the SHAPE staff have been transferred from US national to NATO control and are NATO assets not governed by USCINCEUR. US personnel contributions to NATO have been preplanned and coordinated for traditional operations involving the defense of Western Europe. For nontraditional or contingency operations, US contributions must be carefully defined based on the mission.

b. Process for Requisitioning Personnel

- Authority to transfer US personnel from national to NATO control resides with the NCA through the Chairman of the Joint Chiefs of Staff. The process for this transfer of control is outlined below.
 - Request from NATO commander to US National Military Representative (USNMR).
 - Forwarding of request from USNMR to the Department of Defense.
 - Transfer of control approved by OSD. The Chairman of the Joint Chiefs of Staff executes deployment order to the appropriate force provider. Refer to Appendix E of this publication, “Individual Augmentation.”
- When engaged in or providing personnel support to a NATO operation, USCINCEUR may find that some personnel assets critical to the mission

are not available from the Service components in theater. Under these circumstances, the USCINCEUR may wish to request temporary control of selected US personnel assigned to NATO. This control is for a finite period, after which the US personnel revert to their NATO billets. Return of US personnel from NATO to US control is coordinated through the USNMR to the NATO commander. The process for this transfer is outlined below.

- USCINCEUR submits request to USNMR.
- USNMR forwards request to appropriate NATO commander.
- Upon approval of the NATO commander, USNMR requests the appropriate Service element at HQ SHAPE release the Service member to USCINCEUR control.

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APPENDIX W REFERENCES

The development of Joint Pub 1-0 is based upon the following primary references.

1. Title 5, United States Code, "Government Organization and Employees."
2. Title 10, United States Code, "Armed Forces."
3. Title 37, United States Code, "Pay and Allowances of the Uniformed Services."
4. Title 39, United States Code, "Postal Service."
5. Title 42, United States Code, "Public Health and Welfare."
6. United States Domestic Mail Manual.
7. Executive Order 11157.
8. Executive Order 12556.
9. Executive Order 12656.
10. DOD 1348.33-M, "Manual of Military Decorations and Awards."
11. DOD 4500.54-G, "DoD Foreign Clearance Guide."
12. DOD 4525.6-M, "DoD Postal Manual."
13. DOD 4526-C, "DoD Postal Supply Catalog."
14. DOD 7000.14R, "Financial Management Regulation, Volume 7A, Military Pay Policy and Procedures, Active Duty and Reserve Pay."
15. DODD 1000.21-R, "DoD Passport and Passport Clearance Guide."
16. DODD 1215.6, "Uniform Reserve, Training, and Retirement Categories."
17. DODD 1235.10, "Activation, Mobilization, and Demobilization of the Ready Reserve."
18. DODD 1327.5, "Leave and Liberty."
19. DODD 1400.31, "DoD Civilian Workforce Contingency and Emergency Planning and Execution."
20. DODD 1404.10, "Emergency-Essential (E-E) DoD US Citizen Civilian Employees."

21. DODD 2000.12, “Combatting Terrorism.”
22. DODD 2310.1, “DoD Program for Enemy Prisoners of War and Other Detainees.”
23. DODD 2310.2, “Personnel Recovery.”
24. DODD 3025.14, 5 Nov 90, with Change 2, 13 Jul 92, “Protection and Evacuation of US Citizens and Certain Designated Aliens in Danger Areas Abroad.”
25. DODD 4525.6, “Single Manager for Military Postal Service.”
26. DODD 5100.1, “Functions of the Department of Defense and Its Major Components.”
27. DODD 5120.16, “DoD Incentive Awards Program: Policy and Standards.”
28. DODI 1215.19, “Uniform Reserve Training and Retirement Category Administration.”
29. DODI 1235.12, “Accessing the Ready Reserves.”
30. DODI 1300.18, “Military Personnel Casualty Matters, Policies, and Procedures.”
31. DODI 1340.9, “Special Pay for Duty Subject to Hostile Fire or Imminent Danger.”
32. DODI 1400.32, “DoD Civilian Work Force Contingency and Emergency Planning Guidelines and Procedures.”
33. DOD Regulation 1000.21-R, “Passport and Passport Agent Services Regulation.”
34. Joint Federal Travel Regulation (JFTR).
35. Joint Pub 0-2, “Unified Action Armed Forces (UNAAF).”
36. Joint Pub 1-01, “Joint Publication System, Joint Doctrine and Joint Tactics, Techniques, and Procedures Development Program.”
37. Joint Pub 1-02, “Department of Defense Dictionary of Military and Associated Terms.”
38. Joint Pub 1-03, “Joint Reporting Structure (JRS), General Instructions.”
39. Joint Pub 1-05, “Religious Ministry Support for Joint Operations.”
40. Joint Pub 2-0, “Doctrine for Intelligence Support to Joint Operations.”
41. Joint Pub 3-0, “Doctrine for Joint Operations.”
42. Joint Pub 3-07.5, “Joint Tactics, Techniques, and Procedures for Noncombatant Evacuation Operations.”

43. Joint Pub 3-50.3, “Joint Doctrine for Evasion and Recovery.”
44. Joint Pub 4-0, “Doctrine for Logistic Support of Joint Operations.”
45. Joint Pub 4-05, “Joint Doctrine for Mobilization Planning.”
46. Joint Pub 4-05.1, “Joint Tactics, Techniques, and Procedures for Manpower Mobilization and Demobilization Operations: Reserve Component (RC) Callup.”
47. Joint Pub 4-06, “Joint Tactics, Techniques, and Procedures for Mortuary Affairs in Joint Operations.”
48. Joint Pub 5-00.2, “Joint Task Force Planning Guidance and Procedures.”
49. Joint Pub 5-03.1, “Joint Operation Planning and Execution System Vol I: (Planning Policies and Procedures).”
50. CJCSI 1301.01, “Policy and Procedures to Assign Individuals to Meet Combatant Command Mission Related Temporary Duty Requirements.”
51. CJCSI 3110.13, “Mobilization Guidance for the Joint Strategic Capabilities Plan, FY 1996.”
52. CJCSI 3290.01, “Program for Enemy Prisoners of War, Retained Personnel, Civilian Internees, and Other Detained Personnel.”
53. CJCSM 3122.03, “Joint Operation Planning and Execution System Vol II: (Planning Formats and Guidance).”
54. CJCSM 3150.13, “Joint Reporting Structure (JRS), Personnel.”
55. Field Manual 12-6, Department of the Army, “Personnel Doctrine.”
56. US Army Publication, “Joint Plan for DoD Noncombatant Repatriation (Non-emergency).”
57. Joint Strategic Capabilities Plan, FY 96.

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APPENDIX Y

ADMINISTRATIVE INSTRUCTIONS

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Users in the field are highly encouraged to submit comments on this publication to the Joint Warfighting Center, Attn: Doctrine Division, Fenwick Road, Bldg 96, Fort Monroe, VA 23651-5000. These comments should address content (accuracy, usefulness, consistency, and organization), writing, and appearance.

2. Authorship

The lead agent and Joint Staff doctrine sponsor for this publication is the Director for Manpower and Personnel (J-1).

3. Change Recommendations

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- b. When a Joint Staff directorate submits a proposal to the Chairman of the Joint Chiefs of Staff that would change source document information reflected in this publication, that directorate will include a proposed change to this publication as an enclosure to its proposal. The Military Services and other organizations are requested to notify the Director, J-7, Joint Staff, when changes to source documents reflected in this publication are initiated.

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GLOSSARY

PART I — ABBREVIATIONS AND ACRONYMS

AAFES	Army Air Force Exchange Service
AFPEO	Armed Forces Professional Entertainment Overseas
AOR	area of responsibility
APO	Army Post Office
APOD	aerial port of debarkation
APOE	aerial port of embarkation
ARC	American (National) Red Cross
ASD(FMP)	Assistant Secretary of Defense, (Force Management Policy)
ASD(ISA)	Assistant Secretary of Defense (International Security Affairs)
BAH	basic allowance for housing
BAS	basic allowance for subsistence
CA	civil affairs
CAP	crisis action planning
CI	civilian internee
CINC	commander in chief
CJCS	Chairman of the Joint Chiefs of Staff
CJCSI	Chairman of the Joint Chiefs of Staff Instruction
COA	course of action
CONPLAN	operation plan in concept format
CONUS	continental United States
CRC	CONUS replacement center
DHHS	Department of Health and Human Services
DJS	Director, Joint Staff
DNA	deoxyribonucleic acid
DOD	Department of Defense
DODD	Department of Defense Directive
DODI	Department of Defense Instruction
DOS	Department of State
DOX-T	Direct Operational Exchange - Tactical
DPMO	Defense POW and/or Missing Personnel Office
DUSD(L)	Deputy Under Secretary of Defense for Logistics
EA	executive agent
EAC	echelons above corps
EEO	equal employment opportunity
EO	equal opportunity
EPW	enemy prisoner of war
FORSCOM	United States Army Forces Command
FPD	foreign post differential

G-1	Army personnel staff officer
HIV	human immuno-deficiency virus
HQ	headquarters
HSM	Humanitarian Service Medal
IAW	in accordance with
IDP	imminent danger pay
IDS	individual deployment site
IMA	individual mobilization augmentee
J-1	Manpower and Personnel Directorate of a joint staff
J-3	Operations Directorate of a joint staff
J-4	Logistics Directorate of a joint staff
J-8	Director for Force Structure, Resource, and Assessment, Joint Staff
JCS	Joint Chiefs of Staff
JFC	joint force commander
JFTR	Joint Federal Travel Regulations
JMP	Joint Manpower Program
JMPA	joint military postal activity
JMUA	Joint Meritorious Unit Award
JPERSTAT	joint personnel status and casualty report
JPTTA	joint personnel training and tracking activities
JRC	joint reception center
JSAM	Joint Service Achievement Medal
JSCM	Joint Service Commendation Medal
JSCP	Joint Strategic Capabilities Plan
JSSA	Joint Services Survival, Evasion, Resistance, and Escape (SERE) Agency
JTF	joint task force
METT-TC	mission, enemy, terrain and weather, time, troops available and civilian
MIA	missing in action
MOOTW	military operations other than war
MPS	Military Postal Service
MPSA	Military Postal Service Agency
MWR	morale, welfare, and recreation
NAF	nonappropriated fund
NATO	North Atlantic Treaty Organization
NCA	National Command Authorities
NCO	noncommissioned officer
NEO	noncombatant evacuation operation
NMCC	National Military Command Center
NOK	next of kin
NPWIC	National Prisoner of War Information Center

OCONUS	outside the continental United States
OD	other detainee
OPLAN	operation plan
OPR	office of primary responsibility
OPREP	operational report
OSD	Office of the Secretary of Defense
PA	public affairs
POC	point of contact
POV	privately owned vehicle
POW	prisoner of war
PR	personnel recovery
PRD	Personnel Readiness Division
PSRC	Presidential Selected Reserve Callup Authority
PSYOP	psychological operations
PWIC	Prisoner of War Information Center
QHDA	qualified hazardous duty area
R&R	rest and recuperation
RC	Reserve Component
RP	retained personnel
SecDef	Secretary of Defense
SECSTATE	Secretary of State
SECTRANS	Secretary of Transportation
SERE	survival, evasion, resistance, and escape
SHAPE	Supreme Headquarters Allied Powers Europe
SITREP	situation report
SJA	Staff Judge Advocate
SOFA	status-of-forces agreement
SPOE	seaport of embarkation
TAD	temporary additional duty (non-unit-related personnel)
TDY	temporary duty (non-unit-related personnel)
TFE	tactical field exchange
TOR	terms of reference
TPFDD	time-phased force and deployment data
TPFDL	time-phased force and deployment list
UCMJ	Uniform Code of Military Justice
UN	United Nations
USACFSC	United States Army Community and Family Support Center
USACOM	United States Atlantic Command
USC	United States Code
USCINCEUR	United States Commander in Chief, Europe
USCINCPAC	Commander in Chief, United States Pacific Command
USCINCSO	Commander in Chief, United States Southern Command

Glossary

USG	United States Government
USNMR	United States National Military Representative
USPS	United States Postal Service
USSOCOM	United States Special Operations Command
USTRANSCOM	United States Transportation Command

PART II — TERMS AND DEFINITIONS

any Service member mail. Mail sent by the general public to an unspecified Service member deployed on a contingency operation, as an expression of patriotic support. (This term and its definition are approved for inclusion in the next edition of Joint Pub 1-02.)

Army and Air Force Exchange Service imprest fund activity. A military operated retail activity, usually in remote or forward sites, when regular direct operations exchanges cannot be provided. It is a satellite activity of an Army and Air Force Exchange Service (AAFES) direct operation. The supported unit appoints the officer-in-charge of an imprest fund activity, who is issued an initial fund by AAFES to purchase beginning inventory. Money generated from sales is used to replenish the merchandise stock. (This term and its definition are approved for inclusion in the next edition of Joint Pub 1-02.)

civilian internee. 2. A term used to refer to persons interned and protected in accordance with the Geneva Convention relative to the Protection of Civilian Persons in Time of War, 12 August 1949 (Geneva Convention). Also called CI. See also prisoner of war. (Joint Pub 1-02)

continental United States replacement center. The processing centers at selected Army installations through which individual personnel will be processed to ensure Soldier Readiness Processing actions have been completed prior to reporting to the aerial port of embarkation for deployment to a theater of operations. (This term and its definition are approved for inclusion in the next edition of Joint Pub 1-02.)

contingency operation. A military operation that is either designated by the Secretary of Defense as a contingency operation or becomes a contingency operation as a matter of law (10 USC 101(a)(13)). It is a military operation that is designated by the Secretary of Defense as an operation in which members of the Armed Forces are or may become involved in military actions, operations, or hostilities against an enemy of the United States or against an opposing force. or b. is created by definition of law. Under 10 USC 101 (a)(13)(B), a contingency operation exists if a military operation results in the (1) callup to (or retention on) active duty of members of the uniformed Services under certain Enumerated Statutes (10 USC Sections 688, 12301(a), 12302, 12304, 12305, 12406, or 331-335) (2) the callup to (or retention on) active duty of members of the uniformed Services under other (non-enumerated) statutes during war or national emergency declared by the President or Congress. (This term and its definition are approved for inclusion in the next edition of Joint Pub 1-02.)

contingency ZIP Code. A ZIP Code assigned by the Military Postal Service Agency to a contingency post office for the tactical use of the Armed Forces on a temporary basis. The number consists of a five digit base with a four digit add-on to assist in routing and sorting. (This term and its definition are approved for inclusion in the next edition of Joint Pub 1-02.)

emergency essential employee. A DOD civilian employee whose assigned duties and responsibilities must be accomplished following the evacuation of non-essential personnel (including dependents) during a declared emergency or out break of war.

The position occupied cannot be converted to a military billet because it requires uninterrupted performance so as to provide immediate and continuing support for combat operations and/or combat systems support functions. (This term and its definition are approved for inclusion in the next edition of Joint Pub 1-02.)

executive agent. A term used in Department of Defense and Service regulations to indicate a delegation of authority by a superior to a subordinate to act on behalf of the superior. An agreement between equals does not create an executive agent. For example, a Service cannot become a Department of Defense Executive Agent for a particular matter with simply the agreement of the other Services; such authority must be delegated by the Secretary of Defense. Designation as executive agent, in and of itself, confers no authority. The exact nature and scope of the authority delegated must be stated in the document designating the executive agent. An executive agent may be limited to providing only administration and support or coordinating common functions, or it may be delegated authority, direction, and control over specified resources for specified purposes. Also called EA. (Joint Pub 1-02)

free mail. Correspondence of a personal nature that weighs less than 11 ounces, to include audio and video recording tapes, from a member of the Armed Forces or designated civilian, mailed postage free from a SecDef approved free mail zone. (This term and its definition are approved for inclusion in the next edition of Joint Pub 1-02.)

imprest funds. Funds issued by Army and Air Force Exchange Service (AAFES) to a military organization to purchase beginning inventory for the operation of an AAFES

imprest fund activity. (This term and its definition are approved for inclusion in the next edition of Joint Pub 1-02.)

Joint Personnel Training and Tracking Activity. The continental US center established (upon request of the supported combatant commander) to facilitate the reception, accountability, processing, training, and onward movement of both military and civilian individual augmentees preparing for overseas movement to support a joint military operation. Also called JPTTA. (This term and its definition are approved for inclusion in the next edition of Joint Pub 1-02.)

Joint Reception Center. The center established in the operational area (per direction of the joint force commander), with responsibility for the reception, accountability, training, processing, of military and civilian individual augmentees upon their arrival in the operational area. Also the center where augmentees will normally be outprocessed through upon departure from the operational area. Also called JRC. (This term and its definition are approved for inclusion in the next edition of Joint Pub 1-02.)

Joint Strategic Capabilities Plan. The Joint Strategic Capabilities Plan (JSCP) provides guidance to the combatant commanders and the Joint Chiefs of Staff to accomplish task and missions based on current military capabilities. It apportions resources to combatant commanders, based on military capabilities resulting from completed program and budget actions and intelligence assessments. The JSCP provides a coherent framework for capabilities-based military advice provided to the National Command Authorities. Also called JSCP. (This term and its definition are approved for inclusion in the next edition of Joint Pub 1-02.)

mail embargo. A temporary shutdown or redirection of mail flow to or from a specific location. (This term and its definition are approved for inclusion in the next edition of Joint Pub 1-02.)

maximum enlisted amount. The term means for any month, the sum of — (A) the highest rate of basic pay payable for such month to any enlisted member of the Armed Forces of the United States at the highest pay grade applicable to enlisted members, and (B) in the case of officers entitled to special pay under Title 37, United States Code, for such month, the amount of such special pay payable to such officers for such month. (This term and its definition are approved for inclusion in the next edition of Joint Pub 1-02.)

other detainee. Person in the custody of the US Armed Forces who has not been classified as an enemy prisoner of war (article 4, GPW), retained personnel (article 33, GPW), or civilian internee (article 78, GC). Also called OD. (This term and its definition are approved for inclusion in the next edition of Joint Pub 1-02.)

personnel recovery. The aggregation of military, civil, and political efforts to obtain the release or recovery of captured, missing, or isolated US, allied, coalition, friendly military, or paramilitary personnel and others designated by the National Command Authorities from uncertain and hostile environments and denied areas. Also called PR. (This term and its definition are approved for inclusion in the next edition of Joint Pub 1-02.)

prisoner of war. A detained person as defined in Articles 4 and 5 of the Geneva Convention Relative to the Treatment of Prisoners of War of August 12, 1949. In particular, one who, while engaged in combat under the orders of his or her government, is captured by the armed forces

of the enemy. As such, he or she is entitled to the combatant's privilege of immunity from the municipal law of the capturing state for warlike acts which do not amount to breaches of the law of armed conflict. For example, a prisoner of war may be, but is not limited to, any person belonging to one of the following categories who has fallen into the power of the enemy: a member of the armed forces, organized militia or volunteer corps; a person who accompanies the armed forces without actually being a member thereof; a member of a merchant marine or civilian aircraft crew not qualifying for more favorable treatment; or individuals who, on the approach of the enemy, spontaneously take up arms to resist invading forces. Also called POW. (Joint Pub 1-02)

repatriation. Procedure where American citizens and their families (evacuees) are officially processed back into the United States subsequent to an evacuation. Evacuees are also provided various services to ensure their well-being and onward movement to their final destination. (This term and its definition modify the existing term and its definition and are approved for inclusion in the next edition of Joint Pub 1-02.)

retained personnel. Enemy personnel who come within any of the categories below are eligible to be certified as retained personnel.

- Medical personnel exclusively engaged in the: (1) Search for collection, transport, or treatment of the wounded or sick. (2) Prevention of disease. (3) Staff administration of medical units and establishments exclusively.
- Chaplains attached to enemy armed forces.
- Staff of national Red Cross societies and other voluntary aid societies duly recognized and authorized by their governments. The staffs of such societies must be subject to military laws and regulations.

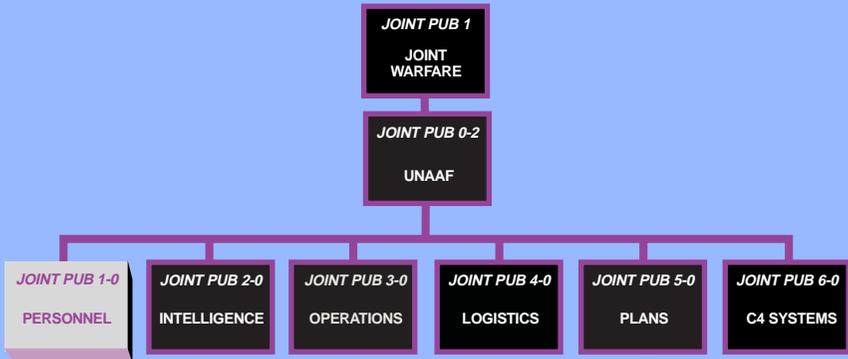
Also called RP. (This term and its definition are approved for inclusion in the next edition of Joint Pub 1-02.)

single-service manager. A component commander, designated by the combatant commander, who has been assigned responsibility and delegated the authority to coordinate specific theater personnel support activities such as theater postal operations. (This term and its definition are approved for inclusion in the next edition of Joint Pub 1-02.)

special operations forces. Those active and reserve component forces of the military Services designated by the Secretary of Defense and specifically organized, trained, and equipped to conduct and support special operations. Also called SOF. (Joint Pub 1-02)

stop-loss. Presidential authority under Title 10 USC 12305 to suspend laws relating to promotion, retirement, or separation of any member of the Armed Forces determined essential to the national security of the United States (“laws relating to promotion” broadly includes, among others, grade tables, current general or flag officer authorizations, and E8/9 limits). This authority may be exercised by the President only if Reservists are serving on active duty under Title 10 authorities for Presidential Selected Reserve Callup, partial mobilization, or full mobilization. (This term and its definition are approved for inclusion in the next edition of Joint Pub 1-02.)

JOINT DOCTRINE PUBLICATIONS HIERARCHY



All joint doctrine and tactics, techniques, and procedures are organized into a comprehensive hierarchy as shown in the chart above. **Joint Pub 1-0** is in the **Personnel** series of joint doctrine publications. The diagram below illustrates an overview of the development process:

