

# Joint Publication 1-0



## Personnel Support to Joint Operations



16 October 2006



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 Publication 1-0, *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 Publication 1-0, use its principles as practitioners of joint doctrine, and ensure its widest dissemination.

A handwritten signature in black ink, appearing to read "Peter Pace". The signature is stylized with large, sweeping loops and a long horizontal stroke extending to the left.

PETER PACE  
General, United States Marine Corps  
Chairman  
of the Joint Chiefs of Staff

# PREFACE

## 1. Scope

Joint Publication 1-0 is a keystone document within the joint doctrine publication system. It provides doctrine for planning, coordinating, and providing personnel support to joint operations. It also provides information relating to the functions, authorities, and responsibilities of a combatant commander (CCDR), joint force commander (JFC) and staffs, and the Service components as they relate to personnel management and selected activities that support the personnel needs of the joint force.

## 2. Purpose

This publication has been prepared under the direction of the Chairman of the Joint Chiefs of Staff. It sets forth joint doctrine to govern the activities and performance of the Armed Forces of the United States in operations and provides the doctrinal basis for interagency coordination and for US military involvement in multinational operations. It provides military guidance for the exercise of authority by CCDRs and other JFCs and prescribes joint doctrine for 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 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 objective.

## 3. Application

a. Joint doctrine established in this publication applies to the commanders of combatant commands, subunified commands, joint task forces, subordinate components of these commands, combat support agencies, and the Services.

b. The guidance in this publication is authoritative; as such, this doctrine 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 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 and consistent with US law, regulations, and doctrine.

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**SUMMARY OF CHANGES  
REVISION OF JOINT PUBLICATION 1-0  
DATED 19 NOVEMBER 1998**

- **Adds discussion of Department of Defense civilians, contractors, and multinational personnel throughout the publication**
- **Adds coverage of performance reporting and tracking**
- **Adds the concept of the “Director’s action group”**
- **Discusses the role of the US Joint Forces Command in personnel support and personnel recovery**
- **Updates the discussion of detainee operations**
- **Adds coverage of redeployment operations**
- **Discusses joint task force headquarters manning**
- **Adds discussion of the Standing Joint Force Headquarters Core Element**
- **Provides extensive guidance on joint manning document development**
- **Provides a new definition for the term “personnel replacement center”**

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# TABLE OF CONTENTS

	PAGE
EXECUTIVE SUMMARY .....	vii
CHAPTER I	
ORGANIZATION, FUNCTIONS, AND PRINCIPLES OF PERSONNEL SUPPORT	
• General .....	I-1
• Authorities .....	I-1
• Function of the Joint Force Manpower and Personnel Directorate .....	I-2
• Organization of the Joint Force Manpower and Personnel Directorate .....	I-2
• Principles of Personnel Support Within a Joint Force Command .....	I-3
CHAPTER II	
ROLES AND RESPONSIBILITIES	
• Department of Defense Responsibilities .....	II-1
• Manpower and Personnel Directorate Primary Responsibilities .....	II-2
• Supporting Responsibilities .....	II-8
• Other Operational Considerations .....	II-11
CHAPTER III	
JOINT PERSONNEL PLANNING	
• General .....	III-1
• Personnel Estimate .....	III-1
• Operation Plan Personnel Annex .....	III-1
• Flow of Forces Into and Out of the Theater .....	III-1
• Manpower and Personnel Directorate Checklist .....	III-2
CHAPTER IV	
JOINT TASK FORCE HEADQUARTERS MANNING	
• General .....	IV-1
• Composition of a Joint Task Force Headquarters .....	IV-1
• Organization of a Joint Task Force Manpower and Personnel Directorate .....	IV-2
• Joint Manning Document Development .....	IV-2
APPENDIX	
A The Personnel Estimate .....	A-1
B Sample Operation Plan Annex E — “Personnel” .....	B-1
C Joint Force Manpower and Personnel Directorate Checklist .....	C-1

D	Declaration of Contingency Operations .....	D-1
E	Natural Disaster and Catastrophic Event .....	E-1
F	Individual Augmentation Planning and Procedures .....	F-1
G	Joint Reception Center and Joint Personnel Training and Tracking Activities .....	G-1
H	Personnel Accountability and Strength Reporting Encompassing Military, Department of Defense, Civilians, Contractors, and Multinational Personnel ....	H-1
J	Pay, Allowances, and Entitlements .....	J-1
K	Postal Operations .....	K-1
L	Morale, Welfare, and Recreation .....	L-1
M	Casualty Rates and Reporting .....	M-1
N	Awards and Decorations .....	N-1
O	Performance Reporting and Tracking .....	O-1
P	Civilian Personnel Management .....	P-1
Q	Reserve Component Call-up .....	Q-1
R	Stop-Loss Authority .....	R-1
S	Noncombatant Evacuation and Repatriation Operations .....	S-1
T	Personnel Recovery Considerations .....	T-1
U	Personnel Support to Multinational Operations .....	U-1
W	References .....	W-1
Y	Administrative Instructions .....	Y-1

GLOSSARY

Part I	Abbreviations and Acronyms .....	GL-1
Part II	Terms and Definitions .....	GL-6

FIGURE

I-1	Joint Staff Manpower and Personnel Directorate Organizational Chart .....	I-3
II-1	Morale, Welfare, and Recreation Programs .....	II-7
II-2	Other Operational Considerations .....	II-11
A-1	The Personnel Estimate .....	A-2
F-1	Individual Augmentation Sourcing Process .....	F-3
J-1	Joint Operations Entitlement Matrix .....	J-2
L-1	Fiscal Year Entertainment Tour Request Process .....	L-6
M-1	Casualty Reporting Flowchart .....	M-2
T-1	Personnel Recovery Tasks .....	T-1



## EXECUTIVE SUMMARY COMMANDER'S OVERVIEW

- **Outlines the Organization, Functions, and Principles of Personnel Support**
  - **Provides a Discussion of Personnel Support Roles and Responsibilities**
  - **Discusses Manning of a Joint Task Force Headquarters**
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### Organization, Functions, and Principles of Personnel Support

*Personnel support is a combat multiplier for the joint force.*

Integrated personnel support is a vital component of operational readiness and, when executed properly, becomes a combat multiplier for the joint force. To accomplish this, Service components must resource personnel requirements in a timely manner. The joint force commander (JFC) and the manpower and personnel directorate of a joint staff (J-1) continually maintain visibility of personnel issues to adequately sustain the force and maintain readiness.

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, Department of Defense (DOD) directives, and Chairman of the Joint Chiefs of Staff (CJCS) instructions.

*The joint manpower and personnel directorate organization.*

Through the contingency and crisis action planning processes, the J-1 assists the JFC in selectively tailoring a unique package of personnel programs for every joint operation. A joint force J-1 may be organized into but not limited to the following four areas:

**Manpower** provides policy oversight on joint manpower and management of joint forces and US contributions to multinational military organizations

**Personnel readiness** provides plans, policy, and guidance on joint personnel issues, to include oversight of joint personnel operations.

**Personnel services** administers internal staff, DOD civilian, and military members of the joint force.

**Director's action group** reviews policies pertaining to the separation/retirement of military personnel, concurrent receipt, survivor benefits, veterans issues, assignment policy, force

realignment and transformation, quality of life issues, compensation, and recruiting and retention.

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 responsibility and must receive high priority.

### **Roles and Responsibilities**

#### ***Department of Defense Responsibilities.***

The Secretary of Defense establishes policy, assigns responsibilities, and prescribes procedures for personnel readiness issues as they apply to all members and components. CJCS, in consultation with the other members of the Joint Chiefs of Staff, provides advice to the Secretary of Defense on manpower and personnel issues and the force structure required to support attainment of national security objectives. The Services have responsibility for providing personnel support to their forces. Combatant commanders (CCDRs) exercise combatant command (command authority) over assigned forces. Service component commanders normally provide personnel support to Service forces assigned to joint commands.

#### ***Director for 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. The J-1 is the principal staff agency for manpower and personnel support and is responsible for synchronizing the efforts of Service components to optimize personnel support to the joint force. To do this, J-1 has primary responsibility for manpower management; personnel augmentation; joint personnel training and tracking activities; personnel accountability and strength reporting; rotation policies; civilian employees; pay and entitlements; postal operations; morale, welfare, and recreation; casualty reporting; and awards and decorations. In addition, the J-1 provides support and assistance to the office of primary responsibility with regard to Reserve Component call-up; stop-loss; noncombatant evacuation operations and noncombatant repatriation; personnel recovery operations; and detainee operations. Furthermore, the J-1 must be fully involved in all phases of contingency and crisis action planning to support effective planning for personnel support to

joint operations, thereby leveraging the joint force's ability to accomplish the mission.

### Joint Task Force Headquarters

#### *Manning a joint task force headquarters.*

A joint task force headquarters (JTF HQ) can be established by designating a Service component or any suitable, subordinate unit headquarters to serve as a JTF HQ, by forming the JTF HQ entirely from the combatant command staff, or by combining the assets from the combatant command staff with those of the Service components. Every effort should be made to fill joint task force (JTF) augmentation requirements from the combatant command resources.

The standing joint force headquarters core element (SJFHQ [CE]) is a full-time, joint, command and control element within the combatant command staff, which can be employed with three options. First, the SJFHQ (CE) can form the core of a JTF HQ; another option is to augment a Service component headquarters with the SJFHQ (CE); and finally, the SJFHQ (CE) can support the combatant command headquarters.

#### *Joint task force manning document.*

A key factor to effectively transition a single-Service organization from its routine Service-related missions to that of a JTF HQ is creating a joint manning document (JMD) for contingency operations that will define the organization and provide the basis for tasking the individual augmentee requirements. The commander, JTF, in concert with the establishing commander's staff, develops and organizes a draft JTF JMD that will be forwarded for the supported establishing commander's validation and approval. This document provides the baseline for JTF HQ staffing and is used for strength reporting, personnel accounting, awards eligibility determination, base support, and a host of other services and functions. The end product of this coordination will be a validated JMD, listing positions by paragraph, line number, duty title, grade, branch of Service, skill/specialty code, security clearance, and special remarks. Once the tasking message is released, the JTF JMD becomes an official document, the maintenance of which is the responsibility of the establishing command J-1.

## CONCLUSION

This publication is a keystone document within the joint doctrine publication system. It provides doctrine for planning, coordinating, and providing personnel support to joint operations. It also provides information relating to the functions, authorities, and responsibilities of a CCDR, subordinate JFC, and staffs, and the Service components as they relate to personnel management and selected activities that support the personnel needs of the joint force.

# CHAPTER I

## ORGANIZATION, 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 covers functions, organization, and principles 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.

b. People are the most important asset in 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. To accomplish this, Service components must resource personnel requirements in a timely manner. The joint force commander (JFC) and the J-1 staff continually maintain visibility of personnel manning levels to adequately sustain the force and maintain readiness.

### 2. 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 Department of Defense directives (DODDs), and Chairman of the Joint Chiefs of Staff instructions (CJCSIs). Through the contingency planning 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.

c. While personnel services support requirements must be coordinated and integrated throughout the operation, each Service and combat support agency (CSA) 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. For contingency operations, home station is responsible for all personnel services due to the short time the joint task force (JTF) will have their service.



*The manpower and personnel directorate of a joint staff assists the joint force commander in selectively tailoring a unique package of personnel programs for every joint operation.*

### 3. Function of the Joint Force Manpower and Personnel Directorate

A joint force J-1's function is to coordinate timely and effective personnel support to JFCs.

### 4 Organization of the Joint Force Manpower and Personnel Directorate

The J-1 section of a joint force headquarters may be organized as outlined in Figure I-1.

a. **Personnel readiness** provides plans, policy, and guidance on joint personnel issues, to include oversight of joint personnel operations. Personnel readiness plans include development of the manpower mobilization requirements for Appendix 5 to Annex A of operation plans (OPLANs).

b. **Manpower** provides policy oversight on joint manpower and management of joint forces and US contributions to multinational military organizations.

c. **Personnel services** administers internal staff, Department of Defense (DOD) civilian, and military members of the joint force. It also includes limited administrative requirements related to DOD contractors deploying with the force (CDF).

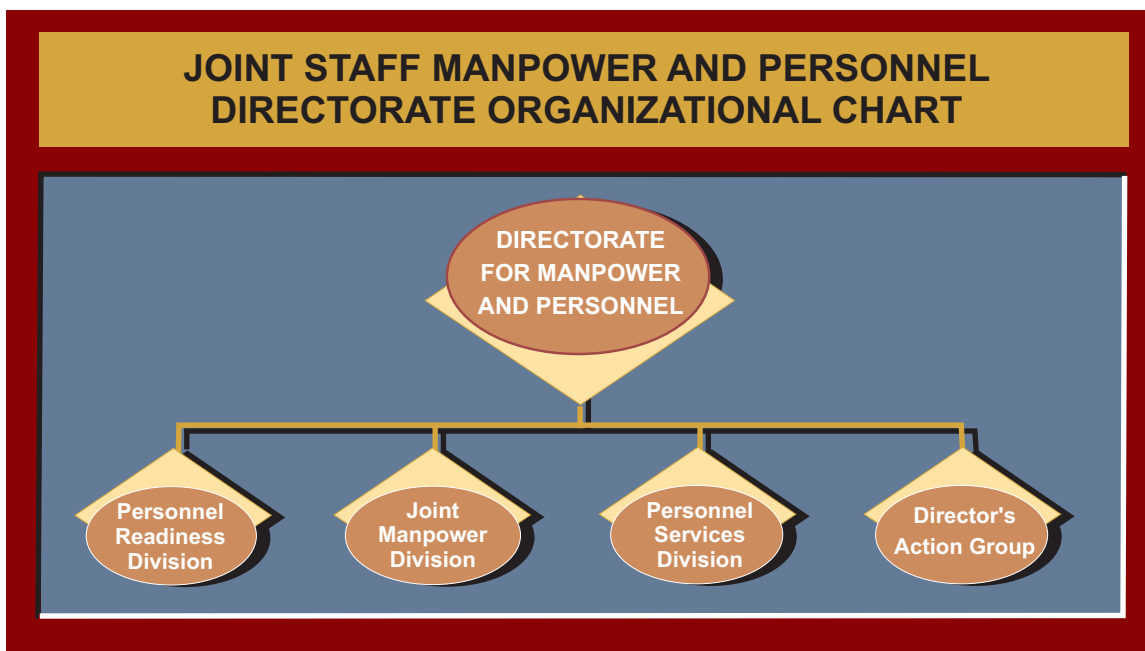


Figure I-1. Joint Staff Manpower and Personnel Directorate Organizational Chart

d. **Director's action group** reviews policies pertaining to the separation/retirement of military personnel, concurrent receipt, survivor benefits, veterans issues, assignment policy, force realignment and transformation, quality of life issues, compensation, and recruiting and retention.

## 5. Principles of Personnel Support Within a Joint Force Command

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 is a JFC's responsibility and must receive high priority. The JFC must:

- (1) Communicate the strategic and operational objectives to the J-1 early in the planning process, and refine them as mission requirements change over time.
- (2) Thoroughly understand personnel estimates and plans developed to support mission objectives.
- (3) Ensure personnel requirements are adequately identified and prioritized; and that specific skills requirements are forecast (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:**

- (1) Participate in all decision and planning processes, emphasizing the integration of force structure, personnel sustainment, and support concepts into each phase of the operation.

(2) Advise the JFC and staff on personnel-related areas of concern which may impact operations and available alternatives.

(3) Advise the JFC and staff on Reserve Component (RC) unique personnel, military pay support requirements, leave accrual and policy, mobilization and demobilization processing requirements, and time limitations.

c. **Synchronization of Personnel Support.** Planning and execution of personnel support has a significant impact on other 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 effectively conduct a joint operation. It results from the synergistic combination of 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 personnel-related requirements. Personnel support programs, policies, techniques, and procedures should be adaptable to changing operational situations, needs, and priorities. During domestic contingency operations, personnel support may remain with the home station (situation dependant).



## CHAPTER II ROLES AND RESPONSIBILITIES

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

Lord St. Vincent, 1735-1833

### 1. Department of Defense Responsibilities

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

a. **Secretary of Defense (SecDef).** SecDef establishes policy, assigns responsibilities, and prescribes procedures for personnel readiness issues as they apply to all members and components (active, reserve, DOD civilians, and US contractors). This includes members of the US Coast Guard (USCG) (by agreement with the Department of Homeland Security), Public Health Service uniformed officer reserve personnel (by agreement with Department of Health and Human Services), Joint Staff, DOD agencies, and Military Departments.

b. **Chairman of the Joint Chiefs of Staff (CJCS).** In consultation with the other members of the Joint Chiefs of Staff (JCS), the CJCS provides advice to SecDef 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 CJCS is responsible for advising SecDef 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 Commanders (CCDRs).** CCDRs exercise combatant command (command authority) over assigned forces. This authority allows CCDRs 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 CCDR establishes personnel policies to ensure proper and uniform standards of military conduct. The CCDR also has responsibility to develop RC requirements, to include sustaining base requirements.

e. **Service Component Commanders.** Component commanders normally provide personnel support to Service forces assigned to joint commands.

f. **Director for 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.

## 2. Manpower and Personnel Directorate Primary Responsibilities

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. 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 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:

(1) The joint table of distribution, which portrays peacetime manpower requirements for the current and succeeding five fiscal years in sufficient detail to support Service personnel systems.

(2) 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

(1) 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 Chairman of the Joint Chiefs of Staff Instruction (CJCSI) 1301.01C, *Individual Augmentation Procedures*. These policies and procedures are applicable to all combatant commands, Services, and DOD agencies.

(2) In general, the individual augmentation process flows from the combatant command (after its Service components fill all requirements from internal assets), through its Service components, to the Services with a reclama process through the CJCS to the SecDef 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 F, “Individual Augmentation Planning and Procedures.”

### c. Joint Personnel Training and Tracking Activities (JPTTAs)

(1) JPTTAs may be established in a supporting CCDR’s area of responsibility (AOR) upon request of the supported CCDR. 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 CDF should also be processed through the appropriate replacement center per Department of Defense

Instruction (DODI) 3020.41, *Contractor Personnel Authorized to Accompany the US Armed Forces*, in conjunction with the JPTTA prior to deploying to the operational area. Policy and procedures governing CDF, including predeployment requirements and processing at deployment centers and reception centers, are covered in DODI 3020.41, *Contractor Personnel Authorized to Accompany the US Armed Forces*.

(2) 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, CDF, and individual augmentees upon their arrival in the operational area. For US-based operations, training is limited.

(3) Individual augmentees will normally be out processed through the JRC upon departing the operational area and, if appropriate, will be processed back through the replacement center in conjunction with the JPTTA upon return to the continental United States (CONUS) or the outside the continental United States (OCONUS) location. CDF are required to process through the JRC, unless waived by Under Secretary of Defense for Acquisition, Technology, and Logistics (USD[AT&L]).

(4) The US Joint Forces Command (USJFCOM) 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.

(5) 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 G, “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 H, “Personnel Accountability and Strength Reporting Encompassing Military, Department of Defense, Civilians, Contractors, and Multinational Personnel.”

### **e. Rotation Policies**

(1) 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 and CSA commanders make recommendations on both individual and unit rotation policies. The CCDR in agreement with the Service providing resource or JCS establishes individual and unit rotation policies.

(2) 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. Additional information may be found in Appendix F, “Individual Augmentation Planning and Procedures.”

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 Under Secretary of Defense for Personnel Readiness issues guidance on AOR/joint operations area (JOA) admission requirements for use of DOD emergency-essential civilians and CDF to support joint forces during contingencies. The CCDRs then establish AOR/JOA admission requirements for DOD civilians and CDF as required. CCDRs coordinate with DOD components to ensure AOR/JOA admission requirements and other terms and conditions affecting the integration of contractor personnel into OPLANs and operation orders are incorporated into applicable contracts. The J-1 will identify predeployment requirements to include proper identification cards, security clearances, training, clothing, equipping, and medical processing. For CDF, the link to the deployment is established by a government contracting officer (or designee) issued letter of authorization (LOA). The LOA is required for CDF to process through; to travel to, from, and within the AOR/JOA; and to identify any additional authorizations, privileges, or government support entitled under the contract. The J-1 should coordinate with component personnel officers and the J-4 to ensure contract LOAs reflect CCDR requirements and that LOAs are required at all vetting points processing CDF. The J-4 monitors contract issues, including administration and coordinates with the J-1 for any special CDF issues, including administration support. The J-1 will



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

establish an accountability system, which includes data on civilians supporting the operation. Additional information may be found in Appendix P, “Civilian Personnel Management.”

g. **Pay and Entitlements.** Based on the unique aspects of each military operation, the CDR 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.

(1) 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.

(2) Timeliness. Pay and entitlements requests normally take time to enact, so an early policy determination 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 Deputy Principal Under Secretary of Defense (Personnel and Readiness). 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, “Pay Allowances and Entitlements.”

#### h. **Postal Operations**

(1) 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 both contingency and crisis action planning.

(2) The CDR 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.

(3) Postal policies are developed by the J-1. Below are topics for consideration. Additional information may be found in Appendix K, “Postal Operations.”

(a) For US-based operations, local postal services should be considered.

(b) Postal staffing and equipment requirements and placement of both in the time-phased force and deployment data (TPFDD).

(c) Start date for mail service.

(d) Establishment of postal infrastructure in the operational area.

(e) Postal restrictions and embargo procedures.

(f) Free mail.



- (g) Any Service member mail.
- (h) Holiday mail programs.
- (i) Mail screening.
- (j) Mail routing instructions.
- (k) Priority of mail movement.
- (l) Planning factors for military mail terminals.
- (m) Contracted postal services.
- (n) United Nations (UN) operations.
- (o) Postal support for foreign forces.

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

(1) 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.



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

(2) MWR programs may include the programs shown in Figure II-1.

(3) The combatant command J-1 is responsible for external MWR support to a subordinate joint force. The CCDR may designate one component command to provide external MWR operational and sustainment support to a designated joint force.

(4) The joint force J-1 coordinates MWR programs within the operational area. Additional information may be found in Appendix L, “Morale, Welfare, and Recreation.”

**j. Casualty Reporting**

(1) Each Service casualty office provides the necessary guidance and information for its respective Service. Thus it can successfully manage its own casualty reporting requirements and provide timely and accurate notification to the next of kin (NOK) of its respective Service members. Casualty reporting and processing procedures of deployed DOD civilians and CDF who become casualties will be in accordance with (IAW) CSA and Service policy.

(2) 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 or 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, “Casualty Rates and Reporting.”



**Figure II-1. Morale, Welfare, and Recreation Programs**

(3) The joint mortuary affairs officer must coordinate with the J-1 in order to effect casualty reports. See Joint Publication (JP) 4-06, *Mortuary Affairs in Joint Operations*.

### (4) Casualty Rates

(a) Each Service casualty office provides the necessary guidance and information for its respective Service to allow it to successfully track their own casualty rates and to provide timely and accurate information during each planning cycle.

(b) Joint force J-1 casualty rate reporting requirements are based on combatant command HQ guidance. Typically they are focused on providing timely information to the JFC and the chain of command thus ensuring the Services have updates to their rates thereby ensuring accurate and timely projections of manpower losses and patient support requirements.

(c) The joint mortuary affairs officer must coordinate with the J-1 in order to effect casualty projections for each warfighting scenario.

### k. Awards and Decorations

(1) The combatant command J-1 develops and promulgates guidance concerning awards and decorations, consistent with executive orders and Congressional legislation, as amplified by DOD service awards policy.

(2) The combatant command J-1 also ensures that timely recommendations and supporting information for personal, unit, and campaign awards are forwarded through appropriate channels. Because awarding authority for many decorations is retained by CSA and 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. Early communication of requests for delegation of approval authority or waiver of policy, questions regarding DOD service regulations, or other concerns are also encouraged. Additional information may be found in Appendix N, “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 Call-up

(1) The responsibility for execution of RC call-up rests with the Services. However, while under certain circumstances the initial request for RC call-up authority may come from one or more of the Services, DOD policy stipulates that it is the CCDRs’ responsibility to inform the CJCS of the need for RC augmentation and to ensure those requirements have been fully staffed with the Services (DODI 1235.12, *Accessing the Ready Reserves*). In practice, the supported CCDR establishes the overall force requirements to conduct a joint operation, but the Active Component (AC) and/or RC mix is



established when the supporting CCDRs and the Services source those requirements. This information is then passed to the supported CCDR who consolidates it and informs the CJCS.

(2) Primary responsibility for incorporation of RC in OPLANs should normally reside with the combatant command J-3 or plans directorate of a joint staff (J-5) (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.

(3) Additional information on RC call-up may be found in Appendix Q, “Reserve Component Call-up.”

### **b. Stop-Loss**

(1) Whenever members of the RC are serving on active duty under title 10 USC authorities for Presidential Reserve Call-up (PRC), 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 the Services 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 that may impact a decision on requesting stop-loss are communicated to the Services.

(2) Additional information on stop-loss may be found in Appendix R , “Stop-Loss Authority.”

### **c. Noncombatant Evacuation Operations (NEOs) and Noncombatant Repatriation**

(1) NEOs are conducted to support the Department of State (DOS) in evacuating those noncombatants and nonessential military personnel whose lives are in danger from locations in a host foreign nation to an appropriate safe location and/or the United States. Pursuant to Executive Order 12656, Assignment of Emergency Preparedness Responsibilities, (as amended), DOS 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 DOS in preparing and implementing plans for the protection, evacuation, and repatriation of US citizens.

(2) 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 CCDR may decide to create a joint task force (JTF) to conduct NEOs. In the US similar evacuations due to natural disasters are done by the nearest JTF to be assigned. Family care will be done by the nearest emergency family assistance center (EFAC) not affected by the disaster.

(3) 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.

(4) 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 DOS and updated annually.

(5) The DOD Executive Agent (EA) for the repatriation process is the Secretary of the Army.

(6) The Commander, US Army Forces Command and Commander, US Pacific Command are the EAs responsible for the execution of the nonemergency 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.

### **d. Personnel Recovery (PR) Operations**

(1) The DOD PR 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.

(2) The Commander, United States Joint Forces Command (CDRUSJFCOM) is the DOD EA for PR, less policy. The CDRUSJFCOM has designated the Joint Personnel Recovery Agency (JPRA) as the OPR for DOD-wide personnel recovery matters responsible for executing his EA functions. This agency provides operational support to CCDRs in planning and implementation of the PR program.

(3) The joint force J-1 role in PR is a systematic management role for casualty assistance to isolated personnel and their families. It includes accountability and reporting, and ensures CCDRs responsibilities are met and Service activities are timely and coordinated with the combatant command. The J-1 should be the principal staff member to:

(a) Synchronize the PR survival, evasion, resistance, and escape debriefs and psychological support.

(b) Meet the repatriation requirements per DODI 2310.4, *Repatriation of Prisoners of War (POW), Hostages, Peacetime Government Detainees and Other Missing or Isolated Personnel*. Prisoner of war (POW) and missing in action considerations are addressed in Appendix T, “Personnel Recovery Considerations.”

### **e. Detainee Operations**

(1) 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.

(2) The joint force J-1 is responsible for providing detainee identification cards and mail.

#### 4. Other Operational Considerations

Although not applicable in all situations, the issues shown in Figure II-2 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 AOR. 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. Contingency contractor personnel are only allowed to wear uniform items specifically authorized in writing by the geographic CCDR and must carry such authorization with them at all times.



Figure II-2. Other Operational Considerations

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 CCDR 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.

### d. **Passports and Visas**

(1) Increased emphasis on regional engagement has caused more frequent deployments worldwide. US civilians deploying will be issued passports, visas, and country clearances 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.

(2) Passport requirements may generally only be waived for US military personnel. In this case, all deploying military personnel must have valid military identification cards and travel orders in their possession. Additionally, the JFC may require that military personnel stationed in, or reporting to, the theater or AOR maintain a copy of their birth certificate. This will simplify procurement of a passport should the need arise.

(3) Policies and procedures for obtaining no-fee or official passports and/or visas are set forth in DOD 1000.21-R, *Department of Defense Passport and Passport Agent Services Regulation*. 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. If this is a problem, processing time can be expedited on a case-by-case basis when requested by a general and/or flag officer or civilian equivalent.

e. **Multinational Operations.** Personnel support considerations for multinational operations are found in Appendix U, “Personnel Support to Multinational Operations.”

f. **Redeployment Operations.** As military forces prepare for redeployment, the focus of personnel support by the joint force J-1 is three-fold: managing the personnel flow to home station; reducing or eliminating the personnel structure in the JOA; and continuing to provide personnel support to those remaining in the JOA.



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

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## CHAPTER III

### JOINT PERSONNEL PLANNING

*“Nothing succeeds in war except in consequence of a well prepared plan.”*

**Napoleon I, 1769-1821**

#### 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 contingency and crisis action planning efforts and collaborate with other staff directors in the preparation of the commander’s estimate, plan development, and force flow conferencing. J-1s must validate and assess the requirements and sourcing of all staff augmentees in a TPFDD.

#### 2. Personnel Estimate

Staff estimates support development of the commander’s estimate, proposed courses of action (COAs), and ultimately approved concept of operations (CONOPS). Information on preparation of the personnel estimate may be found in Appendix A, “The Personnel Estimate,” and the Chairman of the Joint Chiefs of Staff Manual (CJCSM) 3122.01, *Joint Operation Planning and Execution System (JOPES) Vol I: (Planning Policies and Procedures)*.

#### 3. Operation Plan Personnel Annex

When the CONOPS 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)*. Additional information is included in Appendix B, “Sample Operation Plan Annex E— ‘Personnel’.”

#### 4. Flow of Forces Into and Out of the Theater

Time-phasing of personnel support assets during deployment planning is a critical planning consideration. During deployments there may be an early need for such specialists as linguists, postal personnel, personnel support specialists, and others. The J-1 must identify these special skill requirements to the CCDR during establishment of the TPFDD to ensure these personnel support assets are present when needed. J-1 planners with TPFDD management skills should attend force flow conferences to influence movement priorities and ensure personnel requirements are properly reflected in the database.

## **5. Manpower and Personnel Directorate Checklist**

A complete understanding of the CCDR'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, "Joint Task Force Manpower and Personnel Directorate Checklist," has been developed to assist the J-1 in the planning process.



## CHAPTER IV

### JOINT TASK FORCE HEADQUARTERS MANNING

*“The greatest lesson of this war (World War II) has been the extent to which air, land, and sea operations can and must be coordinated....”*

**Gen H. H. Arnold, USAF  
Chief, US Army Air Forces, 1946**

#### 1. General

The J-1 plays a role in determining manpower requirements and sourcing personnel for the JTF HQ. Guidance on establishment of a JTF is provided in JP 3-33, *Joint Task Force Headquarters*.

#### 2. Composition of a Joint Task Force Headquarters

The following options are available to the establishing CCDR for forming the JTF HQ.

a. Designate a Service component or any suitable, subordinate unit HQ to serve as a JTF HQ.

b. Form the JTF HQ entirely from the combatant command staff. This option is viable only 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 1301.01C, *Individual Augmentation Procedures*. However, every effort should be made to fill JTF augmentation requirements from combatant command resources.

d. **Standing Joint Force Headquarters Core Element (SJFHQ [CE]).** The SJFHQ (CE) is a full-time, joint, command and control (C2) element within the geographic combatant command staff. The SJFHQ (CE) is not staffed in peacetime to be a fully functional, operational HQ without significant augmentation, mission-specific “plugs, and liaisons.” However, it provides the combatant command with a trained and equipped, standing, joint C2 capability for specific mission areas. Its principal roles are to enhance the command’s battlespace awareness and peacetime planning efforts, accelerate the efficient formation of a JTF HQ, and facilitate crisis response by the joint force. The SJFHQ (CE) is a fully integrated participant in the staff’s planning (contingency and crisis action), and operations. It leverages technologies and techniques that enable a holistic analysis and understanding of the operational environment to help the CCDR determine where to focus joint capabilities — integrated with instruments of national or multinational power — to prevent or resolve a crisis. There are three primary employment options:



*Personnel organization begins at the joint force headquarters.*

(1) **The SJFHQ (CE) can form the core of a JTF HQ.** In this case, the CCDR designates the SJFHQ (CE) director or another flag officer as the JFC and augments the SJFHQ (CE) from the combatant command HQ and component as required.

(2) **The SJFHQ (CE) can augment a Service component HQ.** Portions of the SJFHQ (CE) can provide additional expertise to Service component designated as the JTF HQ.

(3) **The SJFHQ (CE) can support the combatant command HQ.** In this case, the CCDR is the JFC. The SJFHQ (CE) can remain part of the combatant command staff or serve as the forward element of the joint force HQ.

### **3. Organization of a Joint Task Force Manpower and Personnel Directorate**

a. Organization and responsibilities of a JTF J-1 are included in JP 3-33, *Joint Task Force Headquarters*.

b. The actual composition of the J-1 will be dictated by the overall organization of the joint force and the operations to be conducted.

### **4. Joint Manning Document Development**

a. There are required steps to effectively transition a single-Service organization from its routine Service-related missions to that of a JTF HQ. Key to this process is creating a joint

manning document (JMD) that will define the organization and provide the basis for tasking the individual augmentee (IA) requirements necessary to staff the JTF HQ.

b. Once a mission is delineated via Secretary of Defense orders, the unit identified to form the core of the JTF HQ must identify its personnel requirements . This is translated into a JMD to ensure adequate manning levels with a proper mix of military and civilian personnel with the correct skills to ensure mission success. The JMD is the framework for the IA process.

**c. Joint Manning Document Creation and Validation**

(1) **JTF Roles.** The commander, joint task force (CJTF), in concert with the establishing commander's staff, develops and organizes a draft JTF JMD that will be forwarded for the supported establishing commander's validation and approval. This document provides the baseline for JTF HQ staffing and is used for strength reporting, personnel accounting, awards eligibility determination, base support, and a host of other services and functions. The staffing requirements associated with the JTF HQ are organized based on specific mission requirements. During JMD development, CJTF will evaluate current personnel resources available to meet requirements. First, the CJTF must seek to fill as many requirements as possible from his/her immediate available personnel assets consistent with mission requirements and guidelines for forming a JTF. At a minimum, the JMD must contain the following critical elements: line number, duty description, grade, skill/specialty, security clearance, source or service, remarks (special skills), any remaining vacancies in JMD billets form the basis for IA taskings (IAW CJCSI 1301.01C, *Individual Augmentation Procedures*) to the supported establishing command's Service components.

(2) **Supported Establishing CCDR Roles.** If the supported establishing CCDR decides to direct the contingency using the HQ staff versus a JTF, the establishing CCDR J-1 will coordinate with the staff directorates to identify and validate required augmentation to the establishing CCDR staff. Once that is determined, the establishing CCDR should provide this initial draft JMD to the Service components to effect planning for sourcing their respective portions. The JMD is a living document subject to refinement due to changing mission requirements or other factors that increase or decrease personnel requirements. Prior to completion of JMD validation, the establishing CCDR J-1 should consider feedback received from Service components. The end product of this coordination will be a validated JMD, listing positions by paragraph, line number, duty title, grade, branch of Service, skill/specialty code, security clearance, and special remarks. The supported establishing CCDR J-1 will review the final product and grant approval unless the establishing CCDR's policy dictates otherwise. Establishing command J-1 approval is the final step in the JMD validation process. Upon approval, the establishing CCDR J-1 will forward an IA tasking message to Service components/subordinate joint commands as required.

d. Once the tasking message is released, the JTF JMD becomes an official document. The establishing CCDR J-1 is responsible for maintenance of the JMD. Any subsequent additions, deletions, or changes to the JTF JMD must be coordinated via message traffic to the establishing command 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 JP 5-0, *Joint Operation Planning*.

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 contingency planning and CAP processes.

### 2. Responsibilities

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

### 3. Procedures

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

(1) Review the mission and situation — mission, enemy, terrain and weather, troops and support available – time available — from a personnel perspective.

(2) Consider force protection and terrorist threat in the operational area and appropriate briefings and actions taken to minimize potential threat to personnel.

(3) Identify the decision criteria which relate to the personnel arena.

(4) Analyze these decision criteria with respect to each COA, identifying advantages and disadvantages from a personnel point of view.

(5) 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.

(6) Conclude whether the mission can be supported and which COA can best be supported.

b. Figure A-1 is the suggested format established by CJCSM 3122.01, *Joint Operation Planning and Execution System (JOPES) 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 (COAs). 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.

**Figure A-1. The Personnel Estimate**

**THE PERSONNEL ESTIMATE (cont'd)**

- Status of Replacements and/or Augmentees.
  - Civilian Considerations. Include personnel information on Department of Defense (DOD) civilian employees, host nation personnel, emergency-essential employees, and contractor personnel.
- d. Logistic Situation. State known logistic problems, if any, that may affect the personnel situation.
- e. Communications Situation. State the 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 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. The personnel factors described in paragraph 2 establish the elements to be analyzed for each COA under considerations. 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.

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



**THE PERSONNEL ESTIMATE (cont'd)**

c. Integrated planning for the use of contingency contractors. Identify specific contractor policies and requirements in the operation plan/operation order, including at minimum: restrictions imposed by applicable international and host nation support agreements; contractor-related deployment, theater reception and accountability reporting; operations security plans and restrictions; force protection; personnel recovery; medical support; and redeployment. In conjunction with J-3 and J-4, consider how the use of contingency contractors in lieu of military or government civilians affects the nature, extent, potential risks and capabilities, and support requirements (e.g., force protection) in the operational area.

d. 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**

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

b. Use a work sheet similar to the one in the commander's estimate, if necessary.

**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.

(Signed) \_\_\_\_\_  
J-1

APPENDIXES: (By letter and title) Use appendixes when information is in graphs or is of such detail and volume that inclusion in the body makes the estimate too cumbersome. Appendixes 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  
SAMPLE OPERATION PLAN 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 (JOPES) Vol II: (Planning Formats)*, 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 CJCSM 3122.01, *Joint Operation Planning and Execution System (JOPES) Vol I: (Planning Policies and Procedures)*, Enclosure U — “References” and Appendix Y, “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, US XXXXXXXXX COMMAND  
APO AE XXXXX  
Date

ANNEX E TO CDRUSXXXXCOM OPLAN XXXXXX ( ) PERSONNEL ( )

( ) References: Cite the references necessary for a complete understanding of this annex.

1. ( ) General

a. ( ) Mission. State clearly and concisely, the essential tasks to be accomplished with regard to the purpose of this Annex as it relates to the overall mission stated in the basic plan. The mission statement should address the questions (who, what, when, where, and why).

b. ( ) Concept of Personnel Support. State the general concept of personnel support for the forces assigned to the OPLAN. State operations security planning guidance for personnel matters addressed in the annex. In particular, provide guidance to ensure 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.

c. ( ) Assumptions. State any assumptions that could influence the feasibility of the personnel annex of the plan. If any assumptions are critical to the success of the plan, indicate alternate COAs.

d. ( ) Planning Factors. Refer to and use approved Service personnel planning factors and formulas for AC and RC 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 JP 1, JP 1-0, CJCSM 3150.13, CJCSM 3500.05, CJCSI 1301.01A, and other appropriate references, including inter-Service support agreements.

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:

(1) ( ) Personnel augmentation and manning requirements.

(2) ( ) Joint personnel reception and processing.

(3) ( ) Personnel accountability and strength reporting.

(4) ( ) Rotation/replacement policies.

(5) ( ) NEO. Establish policies and procedures for noncombatant evacuees tracking and accounting during the entire evacuation process. See Appendix S, "Noncombatant Evacuation and Repatriation Operations."

(6) ( ) US-citizen civilian personnel.

(7) ( ) Non-US citizen labor.

(a) ( ) Estimates of availability and requirements.

(b) ( ) Responsibility for procurement and administration.

(c) ( ) Contracting and host-nation support agreements. Upper level coordination with higher HQ and other agencies for support of contracting and diplomatic agreements.

(d) ( ) Visibility of non-US citizen labor. CCDR direction on use of joint web-based database to capture by-name accountability and contract information of third country and local national contractor personnel and related contracts. See DODI 3040.21 for more information on contractor personnel accountability and contract visibility.

(8) ( ) Support to detainees, which include enemy POWs, civilian internees, retained persons and enemy combatants. Reference Appendix 1 to this annex, if applicable.

(9) ( ) Formerly captured, missing, or detained US personnel. Reference Appendix 2 to this annex, if prepared.

(10) ( ) MWR.

(11) ( ) Casualty reporting.

(12) ( ) Decorations and awards.

(13) ( ) Pay and allowances.

(14) ( ) Travel procedures (to include passport, visa, and theater clearance requirements).

(15) ( ) Medical returnees to duty. See Annex Q.

(16) ( ) Leave policy.

(17) ( ) Combat zone/contingency operation benefits.

(18) ( ) Deployability criteria for personnel unique to this operation.

(19) ( ) Benefits and entitlements.

(a) ( ) Special leave.

(b) ( ) Hostile fire/imminent danger pay.

(c) ( ) Federal income tax combat zone exclusion.

(d) ( ) Free postage.

- (e) ( ) Sole surviving son or daughter.
  - (f) ( ) Absentee voting/voter information.
  - (g) ( ) Red Cross notification and coordination for additional services.
  - (20) ( ) Military evaluations.
  - (21) ( ) Civilian personnel policies and procedures.
  - (22) ( ) Sexual assault prevention and response policies (SAPR), including requirements to ensure compliance with DODD 6495.01, *Sexual Assault Prevention and Response Program*, and DODI 6495.bb, *Sexual Assault Prevention and Response Program Procedures*.
  - (23) ( ) Naturalization process.
  - (24) ( ) Publications and blank forms.
  - (25) ( ) Records and records management.
  - (26) ( ) Promotion guidance.
  - (27) ( ) Contingency contractor visibility.
  - (28) ( ) SECRET Internet Protocol Router Network (SIPRNET)/Non-Secure Internet Protocol Router Network connectivity.
  - (29) ( ) Combating trafficking in persons.
- 3. ( ) Financial Management. See Appendix 3.
  - 4. ( ) Legal. See Appendix 4.
  - 5. ( ) Military Postal Services. See Appendix 5.
  - 6. ( ) Chaplain Activities. See Appendix 6.

t/  
General  
Commander

Appendixes

1 — Detainees, Civilian Internees, and Other Detained Persons

2 — Processing of Formerly Captured, Missing, or Detained US Personnel

3 — Financial Management

4 — Legal

5 — Military Postal Services

6 — Chaplain Activities

OFFICIAL

s/

t/

(rank)

Director, J-1

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## APPENDIX C

### JOINT FORCE MANPOWER AND PERSONNEL DIRECTORATE 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, to include robust voice, unclassified and classified connectivity, 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. Are procedures established to identify JTF individual augmentation requirements? Have shortfalls been identified to the appropriate authority?
3. Are procedures 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?
  - a. Is each Service represented by a casualty operations cell?
  - b. Are casualty liaison teams formed and posted at each major military medical treatment facility and mortuary collection point?
  - c. Are coordination and communication channels established between command operational elements and Service casualty cells?
  - d. Are casualty operations adequately equipped to pass casualty information through channels to department level?
5. Is a rotation policy established and published? Are procedures established to ensure the timely rotation of individual augmentees?

## SUPPORT ISSUES

6. Are reporting instructions 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. Are procedures established by component commanders to accomplish the following Service-specific preparation for movement actions prior to deployment?
  - a. The opportunity to consult with a legal assistance judge advocate regarding wills, powers of attorney, family law matters, and other legal issues?
  - b. The opportunity to adjust pay allotments, adjust life insurance, establish direct deposit, and other related actions?
  - c. Making provisions to pay members while deployed? Is Service supporting pay and personnel activities for both AC and RC personnel 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, pregnancy screening), identification cards or tags, Service record updates, including record of emergency data, and Servicemember's Group Life Insurance Election and Certificate (Form SGLV-8286)?
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. Are the following support programs established, if applicable in the present deployment and/or contingency scenario?
  - a. Special leave.
  - b. Hostile fire and/or IDP.
  - c. Combat zone tax exclusion.
  - d. Free mail.
  - e. Sole surviving son or daughter.



- f. Absentee voting.
  - g. Awards and decoration.
  - h. MWR.
10. Are MWR programs, including exchange activities for JTF personnel, planned and coordinated?
11. Is military postal support adequately and equitably addressed in joint force and component commands' plans?
12. Are military equal opportunity (MEO) and/or equal employment opportunity (EEO) support adequately addressed in joint force and component commands' plans? Are MEO and/or EEO counselors forward-deployed?
13. Is release for biweekly pay cap requested for civilians?
14. Is a policy in place to ensure DOD civilians are assigned to a unit identification code, are properly trained, and have been issued the proper equipment?
15. Are procedures in place for preparation of time cards for civilians at home station or in JTF HQ?
16. Are policies on differential pay, danger pay and restoration of annual leave communicated to civilians?
17. Is liaison established with the International Committee of the Red Cross regarding the internment of detainees, which include enemy POWs, civilian internees, retained personnel and enemy combatants?
18. Are procedures developed to process personnel returning to duty from medical channels?
19. Are policies established and systems operational to account for CDF?
20. Has coordination been accomplished with US Army Medical Command Class 4 medical treatment facility to review the well-being plan for medically evacuated service members?
21. Is SAPR adequately addressed in joint force and component commands' plans?
- a. Have theater-level requirements for prevention and response to incidents of sexual assault that occur during military operations been established?

b. When the CCDRs rely on the installation host, Service, or a component commander to provide investigation, legal, medical and counseling support, have these relationships been formally established and published?

c. Are policies in place to promote a culture of sexual assault prevention, response and accountability that enhances the safety and well-being of all DOD members?

d. Are procedures in place to ensure Service members who deploy to locations outside the United States are cognizant of sexual assault issues, as well as DOD- and Service-specific policies addressing sexual assault prevention, prosecution of offenders and the care of victims.

e. Are procedures in place for reporting a sexual assault which ensure Service members are aware of the full range of options available at the deployed location?

f. Has a 24-hour, 7-day a week SAPR capability been established in the deployed area?

g. Are identifiable, trained sexual assault first response personnel, i.e., sexual assault response coordinators (SARCs), victim advocates (VAs), healthcare providers, forward-deployed?

h. Is space provided for normal office operations, to include private SARC, VA, and/or healthcare providers' consultation areas?

i. Are adequate supplies of sexual assault forensic examination kits, as well as personnel who are appropriately trained on protocols for use and prescribed chain of custody procedures available?

j. Are policies and procedures in place to ensure unrestricted reports of sexual assault incidents are referred to a commander with designation authority to take appropriate actions?

### **ADMINISTRATIVE ISSUES**

22. 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.)

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

24. Are authenticating memorandums 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?

25. Are procedures established for emergency destruction of classified materials?

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

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## APPENDIX D

### DECLARATION OF CONTINGENCY OPERATIONS

#### 1. General

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

#### 2. Responsibilities

The CCDR 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 PRC 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 becomes a contingency operation as a matter of US law (10 USC 101[a][13]). It is 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 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) call-up 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, and (2) the call-up to, or retention on, active duty of members of the uniformed Services under the (nonenumerated) statutes during war or national emergency declared by the President or Congress.

#### 4. Special Statutory Authorities

Some special statutory authorities automatically triggered by SecDef designation of an operation as a contingency operation are:

a. **Simplified Acquisition Threshold.** For contracts awarded and performed (e.g., local national civilian labor) or local procurements made outside the United States in support of contingency operations (e.g., MWR equipment or activities), the simplified acquisition threshold is \$500,000 (41 USC 428a).

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]). When authorized by Congress, personnel serving in support of a contingency operation may retain up to 120 days leave until the end of the third fiscal year following the fiscal year during which the qualifying

service terminated. Refer to Appendix J, “Pay, Allowances, and Entitlements,” for details regarding special leave accrual. Special provisions apply to members in a missing status (10 USC 701[g]).

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 members of the RC 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.** The National Defense Authorization Act 2005 authorized 180 days of transitional healthcare benefits to members of the RC ordered to active duty, involuntarily retained on active duty, or voluntarily agreeing to remain on active duty in support of a contingency operation, and served for greater than 30 days. Members and their eligible family members residing near DOD medical facilities may enroll in TRICARE Prime and receive care through the direct care system or use TRICARE benefits to access medical care from authorized civilian providers. TRICARE Prime Remote is not an authorized benefit under transitional healthcare benefits. Dental care is available for members only in DOD dental facilities on a space available basis. Members needing dental coverage have the option of purchasing the TRICARE dental program for themselves and family members. Members needing further information may seek assistance by contacting a TRICARE service center or accessing the TRICARE web site at [www.tricare.osd.mil](http://www.tricare.osd.mil).

e. **Special Pay for Health Care Professionals: Waiver of Certain Board Certification Requirements.** During contingency operations, military medical officers, dental officers and nonphysician health care providers may receive special pay 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 Members of the RC Without Dependents.** Members of the RC without dependents called or ordered to active duty for a contingency operation receive a BAH 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[g]). Members of the RC 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, up to \$10,000.00 (10 USC 1035[f]). Activation of this program may be initiated at the discretion of the Secretary of Defense, or CCDRs 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 financial management 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 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 NOK and to the parent or parents, if they are not the NOK 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, IAW Title 10 USC, Section 2634.

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## APPENDIX E

### NATURAL DISASTER AND CATASTROPHIC EVENT

#### 1. General

a. Personnel reporting responsibilities in support of natural disasters occurring outside of the continental United States, fall under the purview of the geographic CCDR. When natural disasters or other catastrophic events occur within CONUS, the Chairman of the Joint Chiefs of Staff will incorporate guidance required to assist with domestic emergencies and will implement procedures as directed by the Secretary of Defense.

b. This appendix helps establish doctrine and guidelines to assist joint activities in the performance of the Armed Forces during a natural disaster. It provides guidance for the Joint Staff, CCDRs, subunified commands, functional component commands, JTF, joint force HQ (state), and subordinate components of these commands. This guidance is authoritative and as such will be followed except when, in the judgment of the CCDR exceptional circumstances dictate otherwise.

#### 2. Responsibilities

a. Joint force J-1 should ensure that the Service components adhere to Service reporting requirements. The joint force J-1 is also responsible for ensuring the CCDR receives reports as required.

b. The combatant command J-1 will ensure the Joint Staff receives personnel reports as required on all personnel operationally supporting recovery operations in the affected area.

c. The Services will ensure the Joint Staff receives personnel reports as required on all nonoperational active duty and reserve military personnel, DOD civilians, and family members in the affected area.

d. The Joint Staff will report information to the Secretary of Defense as required.

#### 3. Planning and Execution

a. The CJCS will monitor the military relief support provided in response to a natural disaster and coordinate with the CCDR on the assignment of operational forces and stand up of all JTF HQ supporting the relief effort. The CCDR will verify the personnel numbers and locations of all forces assigned to support recovery operations in the AOR. Services will report all forces in the impacted area to include the RC assigned to the operational task force and verify the location of people requiring evacuation. Services will report all forces in the impacted area to include RC assigned to the operational task force and verify the whereabouts of people either CONUS or OCONUS requiring evacuation. At a minimum, Services will report the following information (information can be modified by the Joint Staff depending on the event and higher leadership requests for information).

- (1) Number of active duty US military members affected/accounted for.
- (2) Number of active duty military family members affected/accounted for.
- (3) Number of DOD civilian and nonappropriated funds employees affected/accounted for.
- (4) Number of reserve military personnel affected/accounted for.
- (5) Number of selected reserve military family members affected/accounted for.
- (6) Additionally, the National Guard will report all National Guard members affected/accounted for in the operational area by Title 10 and Title 32 activation.
- (7) Number of DOD contractor personnel (limited to those contractors whose place of duty is on a US military facility) affected/accounted for.

b. Declaration of Contingency Operations: The combatant command J-1 is responsible for coordination with the Joint Staff J-1 for formal processing of a request for Secretary of Defense declaration of a contingency operation under conditions when a decision for PRC activation authority has not been authorized.

c. Redundant procedures should be in place to provide reports in the event the primary reporting sections are unable to function due to a natural disaster event.

d. Operational JPERSTAT reports will flow from the JTF through the combatant command to the Joint Staff. The Joint Staff will report to the Secretary of Defense as required.

e. Recommended flow of operational JPERSTAT reports for US Northern Command (USNORTHCOM) should be from joint force HQ (state) to JTF HQ (Federal) to USNORTHCOM then Joint Staff. The joint force HQ will also provide reports to the National Guard Bureau Headquarters as directed.

f. Service JPERSTAT reports will be provided to the Joint Staff for all AC/RC personnel in the AOR not assigned in support of the operational mission. National Guard reports will flow thru the (state) adjutant general to National Guard Bureau to Joint Staff.

## APPENDIX F

### INDIVIDUAL AUGMENTATION PLANNING AND PROCEDURES

#### 1. General

CJCSI 1301.01C, *Individual Augmentation Procedures*, delineates the method to obtain individual augmentees.

#### 2. Responsibilities

a. **The President or Secretary of Defense.** The President or SecDef assigns missions to a CCDR (designated the supported CCDR) and identifies the supporting CCDRs, Services, and DOD agencies.

b. **Supported CCDR.** The supported CCDR is responsible for determining and validating the requirements necessary to support the mission. Once the requirements are validated, the CCDR is responsible for going to the combatant command staff and component commands to secure the required forces.

#### 3. Rotation Planning

a. The decision to establish a specific rotation policy depends on the mission, anticipated length of the operation, operational environment, unique training requirements, key positions, 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. Nonstandard 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 alternating 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 DOD agency.

d. Careful management of troop rotation is critical to the sustainability of operations. The J-1 must track and coordinate with Service components to ensure timely rotations. 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 DOD agencies. The J-1 must also ensure that individual rotations are properly monitored, so that deploying personnel receive the maximum advance notification possible. 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 Joint Travel Federal Regulations or SecDef 365-day rotation policy, 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).

(1) Normally, extension authorization will be obtained prior to the expiration of the 179-day period; however, if circumstances dictate, orders may be issued extending the 179-day period and the request for CCDR or Service authorization submitted after the fact.

(2) A CCDR may elect to approve a blanket extension when units rather than a small number of individuals are required for extension beyond 179 days.

#### **4. Procedures for Obtaining Individual Augmentation**

a. The JTF commander or supported CCDR will document the requirements to support the mission in the form of a JMD. The supported CCDR will forward the JMD, along with position descriptions, specific reporting instructions and desired report date for each position to its Service component commands and CSAs to fill. The Service component and CSAs will report to the supported CCDR what personnel from their commands will fill positions on the JMD. The Service components will request individuals per their respective Service policies. The supported CCDR will then send the JMD to the Joint Staff (JS) J-1, for prioritization and sourcing of any unfilled positions. The supported CCDR should estimate the duration of the position in the remarks of the JMD. As an exception to this process, special operations requirements are passed directly from the supported combatant command through the theater special operations command to USSOCOM, and CSA requirements are passed directly from the CCDR to the director of the CSA, which will work through the JS to obtain the necessary SecDef approval to fill the requirements. Figure F-1 outlines the IA process.

b. Upon receiving the validated JMD from the supported CCDR, the JS will start the prioritization and sourcing review process. The JS J-1 will be responsible for coordinating the process. During the first phase of the process, the validated JMD is sent to the Service HQ, CSAs and supporting CCDR to identify potential sourcing options. The JS J-3 will review the JMD positions to ensure a unit or units cannot provide the same capabilities. The JS J-5 will establish the current global priorities. The Services, CSAs, and supporting CCDR should identify ability to source the JMD positions and report back to the JS, normally, 21 days for annual review and within 7 days for off cycle reviews.

c. Service HQ and CSAs will initiate movement of approved IA personnel to meet the requirements contained in the reporting instructions to ensure the IAs arrive at the supported command by the requested date.

d. Should a Service or CSA disagree with the supported combatant command requirements or a supporting combatant command or DOD agency disagree with a Service request to fill a

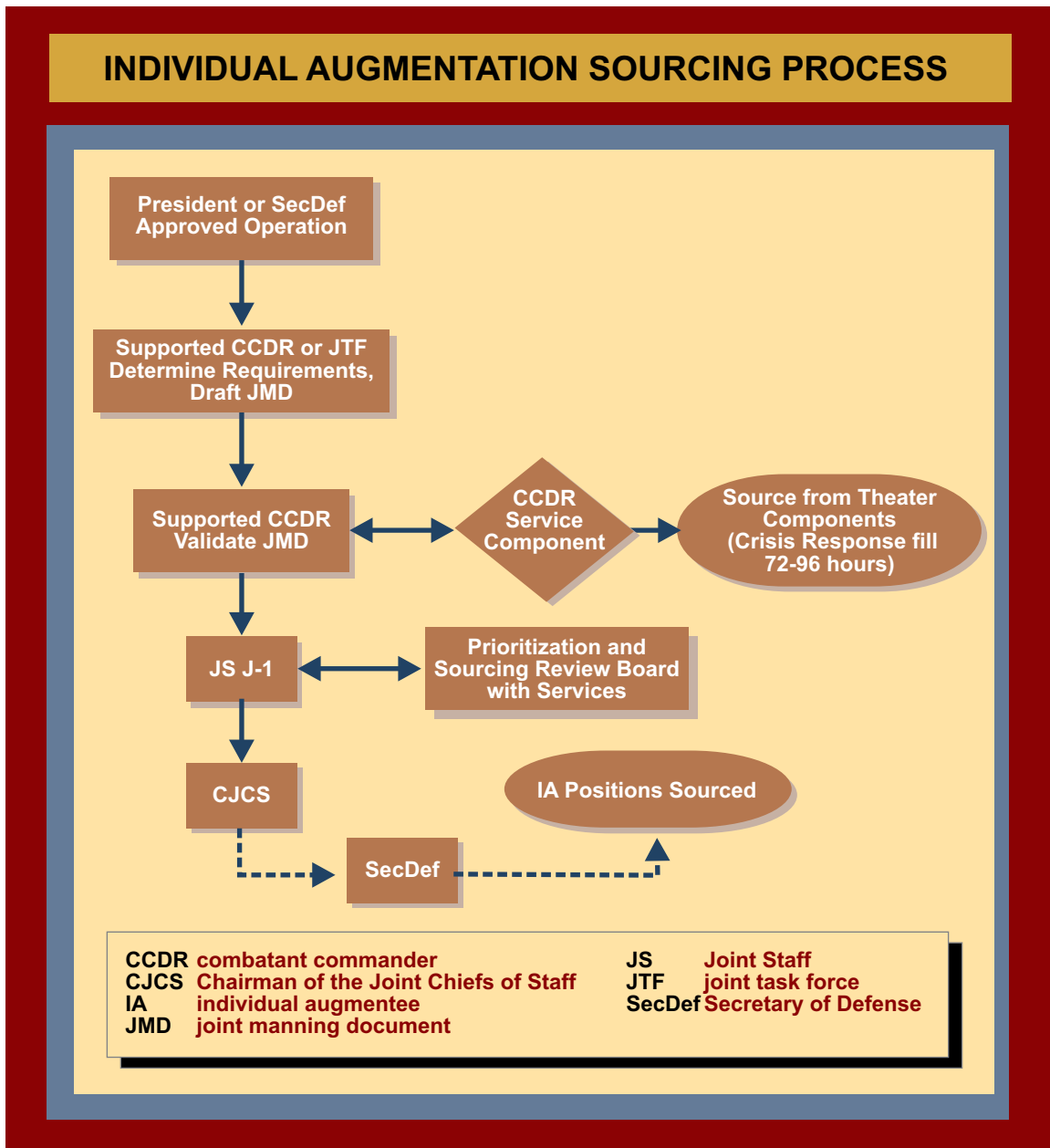


Figure F-1. Individual Augmentation Sourcing Process

shortfall requirement, they can reclaim to the Chairman of the Joint Chiefs of Staff. CJCS 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 Q, “Reserve Component Call-up.”

e. The supported CCDR will be responsible for reviewing and revalidating JMD positions at least every twelve months. If JMD positions are still required and validated, they will continue to be filled as previously assigned. The JS prioritization and sourcing review process can be

used in situations where relieving personnel cannot be identified, for instance high demand/low-density skills.

## 5. 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 joint reception centers should be addressees on all messages. When personnel from a supporting CCDR's 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 from the JMD and include: 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.** It is crucial the IA process be initiated early and worked as quickly as possible.

(1) The supported Service component must quickly and thoroughly identify its requirements to its Service HQ to provide enough time for IAs to be identified and prepare themselves for deployment.

(2) The Services must quickly assess the best place to source the IAs and notify their Service elements, the supporting combatant commands, components, and/or the Joint Staff (for DOD agency personnel).

(3) When IAs belonging to a supporting CCDR are involved, the component must immediately identify and begin preparing personnel for deployment. Simultaneously, the supporting CCDR must quickly determine whether the tasking will be supported or challenged.

(4) When there is a reclama from any source, the Joint Staff J-1 must move expeditiously to resolve the issue.

c. **Reclama Processing.** The Joint Staff J-1 PRD will gather information required to resolve the reclama. At a minimum, a full justification from the reclama submitter is required which identifies competing/conflicting taskings and details a complete accounting of manning information from the respective Service. 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 1301.01C, *Individual Augmentation Procedures*.

d. **Tracking.** Tracking the flow of IAs (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 delayed at any level, but will not track individual fills for each billet. Service component commands must ensure that all IA 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 IAs receive proper organizational clothing, individual equipment training, and transportation for their duty assignment.

e. **Individual Deployment Sites (IDSs) or Replacement Centers.** If Services do not provide their own deployment preparation and equipping processes, IAs (to include DOD civilian and CDF) will report to a designated IDS or replacement center for deployment and redeployment processing. DOD components will require CDF to use a specific deployment center for deployment and redeployment processing, unless contractor performed JOA/AOR admission processing (a process that incorporates all the functions of a deployment center) is authorized. Such requirements will be reflected in the contracts of defense contractors employing CDF. See DODI 3020.41 for more details.

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## APPENDIX G

### JOINT RECEPTION CENTER AND JOINT PERSONNEL TRAINING AND TRACKING ACTIVITIES

#### 1. General

JRCs are set up by a JFC within his operational area either CONUS or OCONUS for a specific exercise or operation. JRCs are established to ensure that all IA administrative in-processing functions may vary from CONUS to OCONUS operations but still must be done 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 CCDR. Some of the JRC functions are as follows:

(1) Complete 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.

(2) Assign billeting (if necessary).

(3) Coordinate transportation to, from, and among ports of embarkation, ports of debarkation, the JRC, and billeting.

(4) Issue ration control cards, status-of-forces agreement (SOFA) cards, meal cards, and other theater-specific documents, as required.

(5) Ensure augmentees have a return ticket to home station.

(6) Brief augmentees on antiterrorism, safety, SOFA, and cultural awareness.

(7) Serve as liaison point for sponsors to link-up with augmentees (if necessary).

(8) Ensure RC (individual mobilization augmentee 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 noncommissioned officer evaluation report in hand (if necessary).

(9) Issue protective mask and other equipment not previously provided.

(10) CDF are required by DODI 3020.41, *Contractor Personnel Authorized to Accompany the US Armed Forces*, to be processed into and out of the AOR through a JRC or other personnel center designated by the geographic CCDR. The JRC validates contractor personnel meet theater specific entrance requirements and coordinates with the component command or DOD agency to determine proper disposition of those contractor personnel who fail to meet entrance requirements. All CDF are required to carry a letter of authorization, issued

by a contracting officer or designee, that allows them access to, travel within, and departure from the OCONUSAOR or CONUS JOA. It may also identify any additional authorizations (e.g., billeting) and privileges (e.g., military exchanges). Day laborers under theater support contracts or hired in theater by external support contractors are not required to process through the JRC.

b. At the request of the supported CCDR, JPTTAs will be established in the United States 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. USJFCOM has been designated the EA for providing specialized training to deploying augmentees destined for joint and multinational staffs overseas. JPTTAs will normally be collocated with Army replacement centers. The replacement centers receive and process individual non-unit related personnel, civilians, and units for deployment to and redeployment from, the theaters of operations.

## 2. Responsibilities

The Army currently uses two IDSs at Fort Benning, Georgia and Fort Bliss, Texas, for individual processing. The IDS is integrated into the replacement center and falls under the replacement center command and control structure. Personnel processed include military members of all Services (Army, Air Force, Navy, Marines) and components (AC and RC), civilians (CDF, Department of Defense, Army and Air Force Exchange Service, Red Cross, etc.).

## 3. Funding and Personnel Resources

a. **Funding.** A Joint Chiefs of Staff project code will be established to support the operation. A lead agent for financial management will be identified to execute funding operations when the JPTTA is established. Supporting CCDRs, Services, and combatant command components should assign costs for reimbursement under this project code.

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

## 4. Training

a. CONUS predeployment processing and training will be done at home station prior to entry to the operational area.

b. OCONUS

(1) The JPTTA provides deployment preparation and training to individuals not associated with deploying units. All military and civilian personnel (including CDF) assigned to joint or multinational positions must attend JPTTA training. DOD components will coordinate internally, with USJFCOM and the supported CCDR to incorporate specific training requirements of contingency contractors into contracts. Personnel deploying to Service or functional component commands may attend JPTTA at the discretion of the gaining command. The supported CCDR may

waive training requirements on a case-by-case basis. Supported CCDRs will provide liaison officers to the JPTTA. The supported CCDR will provide USJFCOM with the tasks, conditions, and standards to be taught to deploying personnel, and training will be based on the requirements of the supported CCDR.

(2) **Personnel Processing.** All individuals will process for deployment through the normal processing operation established at the replacement center. However, CDF may deploy through a process that incorporates all the functions of a deployment center in lieu of processing through the replacement center, if such a process is designated in the contract. Specific requirements for deployment processing must comply with DODI 3020.41, component and CCDR requirements. 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 CCDR may waive the requirement for an individual to train at the center on a by-exception basis.

(3) **Oversight of the JPTTA and Information Flow.** The JPTTA is a subset of the individual augmentation process which is outlined in CJCSI 1301.01C, *Individual Augmentation Procedures*, and Appendix F, “Individual Augmentation Planning and Procedures.” When the JPTTA is activated the Joint Staff, in conjunction with USJFCOM, will work with the supported CCDR to determine training requirements. The joint training activity should be included in the information flow from the onset of known requirements. The supported CCDR’s augmentation requirements should be placed in the TPFDD under grouped unit line numbers. USJFCOM will establish a program to meet the supported CCDR requirements and will work with the Service HQ to schedule augmentees for joint and multinational training.

## 5. Summary

A JPTTA will normally be established and collocated with US Army IDSs and/or replacement centers for any contingency operation when the supported CCDR requests it. USJFCOM is the supporting combatant command 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 CDF.

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**APPENDIX H**  
**PERSONNEL ACCOUNTABILITY AND STRENGTH REPORTING**  
**ENCOMPASSING MILITARY, DEPARTMENT OF DEFENSE,**  
**CIVILIANS, CONTRACTORS, AND MULTINATIONAL PERSONNEL**

**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 IAs to the JPTTAs and JRCs.

**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 joint force J-1 must assume accounting responsibility for these individuals or assign the task to a Service component. Additionally, a standardized method of accountability for all personnel in a deployed environment should be established within the operational area.

b. The subordinate JFC is responsible to provide an accurate personnel strength report to the CCDR. The subordinate joint force J-1 compiles Service component personnel status reports using established personnel tracking techniques and procedures. Personnel status reports will include DOD civilians, other agency civilians in direct support of DOD such as embedded American Red Cross coordinators, media, and CDF personnel, and provides this information to the combatant command J-1. When directed by the Chairman of the Joint Chiefs of Staff or the President or SecDef, a JPERSTAT will be submitted daily (or when otherwise directed) by the supported CCDR to the Joint Staff Manpower and Personnel Directorate Personnel Readiness Division. The JPERSTAT can be submitted either as a stand-alone report or as part of the commander's SITREP if one is being submitted. Normally, the subordinate JFC is not responsible for accountability of non-DOD civilians such as DOS personnel or CDF hired in theater. However, the CCDR may designate CDF hired in theater for accountability tracking.

**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 Presidential, SecDef, 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, 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 J PAY, ALLOWANCES, AND ENTITLEMENTS

### 1. General

Various pays and entitlements have been established to compensate military members for the rigors and sacrifices associated with military operations. The J-1 has functional responsibility for coordinating pay policy. Proposed changes to pay and entitlement policies must be coordinated with J-4 and force structure, resource, and assessment directorate to correctly assess impact on these support systems. Therefore, it is essential that the CCDR 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 CCDR.

### 2. Responsibilities

a. **Joint Staff J-1.** The JS J-1 is responsible for advising the Chairman of the Joint Chiefs of Staff, Director, JS, and combatant command J-1 staffs on pay and allowance matters. The J-1 represents the CCDR'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 DOD agencies on policy questions and determinations. The J-1 works with OSD, the Services, combatant commands, CSAs, 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, allowances, and entitlements during the planning and early stages of operations and advises the subordinate JFC. The J-1 forwards the CCDR's recommendations to initiate or terminate pay and allowances associated with joint operations to the JS 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 compensation issues applicable to the operation (see Figure J-1). Determination of entitlements should be made available to Service components, supporting CCDRs, and Defense Finance and Accounting Service via official military orders issued during CAP (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 Savings Deposit Program.

b. Designation of IDP and hostile fire pay.

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	CCDR 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	Current Rate	Specific geographic area must be designated as IDP area. Effective upon approval by OSD.
Hardship Duty Pay	37 USC Section 305	Current Rate	Specific geographic areas must be designated as HDP-L areas by the Assistant Secretary of Defense (Force Management Policy)
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 the United States 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



<b>JOINT OPERATIONS ENTITLEMENT MATRIX (cont'd)</b>			
<b>ENTITLEMENT</b>	<b>REFERENCE</b>	<b>AMOUNT</b>	<b>REMARKS</b>
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	\$250/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 120 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.

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

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

- c. Declaration of combat zone tax exclusion.
- d. Designation of the TDY and/or TAD status.
- e. TDY household goods weight allowance reference Joint Federal Travel Regulations (JFTR).

#### 4. Pays and Entitlements Requiring Joint Force Commander 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. When practical, it is extremely important that 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 statuses apply in priority order.

(1) **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.

(2) **Essential Unit Messing.** Units are directed by the JFC to utilize government meals when it is essential to operational readiness, the conduct of operations, or effective training. 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.

(3) **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*, and DOD *Financial Management Regulations (FMR)*, Volume A, Chapter 17 — Special Pay — Hardship Duty, govern IDP. IDP is payable under specific guidelines provided in the regulation.

(1) CCDRs with geographic responsibility submit recommendations for area designations to the Joint Staff J-1. 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.

(2) 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 CCDR's recommendation to the Principal Deputy Under Secretary of Defense (Personnel and Readiness) (PDUSD[P&R]) who has final approval authority. Prior to approving or disapproving the request, OSD coordinates with the DOS, the OSD Comptroller, and the OSD General Counsel.

(3) IDP is not effective until approved by the PDUSD(P&R). 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*.

(4) 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. **Hardship Duty Pay-Location.** Established as an additional compensation paid to recognize members assigned in designated hardship duty locations where quality of living conditions are substantially below that which most members in the US generally experience. Combatant command requests for designation should be sent to the Joint Staff J-1 for staffing with the Service to PDUSD(P&R) who has final approval/disapproval authority.

d. **Combat Zone 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 or QHDA receive certain Federal 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 highest rate of enlisted pay, plus the amount of IDP.

e. **Entitlements Stemming From Contingency Operations.** Refer to Appendix D, "Declaration of Contingency Operations."

## 5. Other Pay and Entitlements Affected by Deployments

a. **Career Sea Pay (CSP).** Payable to all members in pay grades E-1 through O-6, except commissioned officers of the Army and Air Force with 3 or less years of cumulative sea duty and enlisted members of the Air Force in pay grades below E-4. Receipt of CSP 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 a reasonable amount of the extra expenses resulting from such a separation. Payment is automatic after a member is separated from dependents continuously for more than 30 days.

c. **Special Leave Accrual.** Pursuant to 10 USC, Section 701(f)(1), certain Service members who would otherwise lose accumulated leave in excess of 60 days at the end of a fiscal year, may retain an accumulated total of up to 120 days leave. To be eligible to accumulate up to 120 days, Service members must serve on active duty for a continuous period of at least 120 days in an area in which the member is entitled to special pay under 37 USC, Section 310(a) (Imminent Danger Pay), or while assigned to a deployable ship or mobile unit or to other designated duty comparable to that specified under 37 USC, Section 310(a).

(1) Leave accumulated under these provisions must be used by the end of the third fiscal year after the fiscal year in which the qualifying continuous period of service terminates.

(2) In addition, pursuant to 10 USC, Section 701(f)(2), certain other Service members who serve on active duty in an assignment in support of a contingency operation shall be permitted to retain an accumulated total of up to 90 days of leave until the end of the succeeding fiscal year.

(3) 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 financial management 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

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

b. Commanders have high expectations for timely mail delivery, unrestricted mail services, and free mail. Although assigned as a personnel support planning function, postal planning must encompass significant logistic functions. Planning for such diverse logistic issues as dedicated air transportation, contracted ground transportation, early deployment of postal forces, robust palletization crews, container moving and lifting equipment, specialized postal equipment, and sufficient in-theater postal facilities are critical to provide support to the JFC. Close coordination and communication with logistics and personnel planners is necessary for successful postal operations planning and mission accomplishment.

### 2. Responsibilities

The following is an overview of the postal responsibilities within the DOD. The Military Postal Service (MPS) provides postal services to the active duty and civilian components of the Armed Forces deployed or stationed overseas (title 39, USC). The MPS is regulated by both public law and DODDs. 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. **Department of Defense.** The USD(AT&L), provides policy guidance and direction concerning the use of MPS by DOD components, other government agencies, and nongovernmental organizations through the Deputy Under Secretary of Defense (Logistics and Materiel Readiness). The Secretary of the Army is the DOD EA for MPS.

b. **The Secretary of the Army**, as the EA for MPS shall:

(1) Manage the MPS throughout the Department of Defense IAW guidance provided by the USD(AT&L).

(2) Provide legal services on MPS-related issues before the USPS, the Postal Rate Commission, the Department of Transportation, and other Federal regulatory organizations.

(3) Maintain and operate the Inter-Service Postal Training Activity, for the training of the Military Services' postal personnel.

(4) Maintain and fund the MPSA in the National Capital Region, including subordinate joint military postal activities (JMPAs) collocated at USPS activities in the United States. The MPSA shall manage the MPS worldwide IAW DOD policies, and shall not be assigned non-MPS functions, such as internal mail distribution, electronic mail communications, or USPS postal services in the United States.

(5) Designate a general officer (or equivalent civilian grade) to be the Executive Director, MPSA.

(a) The Executive Director, MPSA, shall operate under the authority, direction, and control of the DOD EA for MPS to achieve the effective and efficient management of the MPS throughout the Department of Defense, the integration of postal transportation and distribution procedures worldwide, the implementation of uniform worldwide postal practices and procedures, and the management and operation of the MPSA.

(b) The Executive Director, MPSA, shall maintain direct working relationships with USPS, other US Government departments and agencies on MPS matters, and the DOD components to provide management, coordination, and technical assistance on postal matters.

**c. MPSA has the functional responsibility for the efficient and effective management of the MPS.** MPSA and/or JMPA responsibilities are as follows:

(1) Coordinate with the Federal Aviation Administration and Department of Homeland Security on any restrictions that may be imposed requiring the screening of mail.

(2) Coordinate with the USPS to obtain optimum postal support for the CCDR/subordinate JFC. This coordination includes providing adequate time for the affected AOR single-service postal manager (SSPM) to participate in the formulation of, and to approve of, any mail transportation, personnel, or security type contracts prior to bid solicitations. The SSPM, with the affected CCDR's legal and contracting officers, will make the final decision or recommended changes to this contract prior to solicitation efforts. Any contract modifications and adjustments must be approved by the primary customer's representative — the combatant command SSPM — prior to execution. Any deviations from this coordination process will result in an invalid contract since the CCDR and its components are responsible for fulfilling the payment obligations. USPS will designate the appropriate theater-designated contract officer technical representative to ensure proper expenditure of "their" command funds regardless of



whether the contract is generated by USPS or DOD. MPSA will determine who the appropriate contract officer representative will be, normally, a JMPA staff member.

(3) Advise USPS to implement mail embargo or restrictions when requested by the CCDR/subordinate JFC or DOD.

(4) Upon request from the CCDR, initiate action to obtain or terminate free mail privileges and, if approved, promulgate implementing instructions.

(5) 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.

(6) Coordinate air and/or surface movement of military mail with USPS from the United States 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. The CCDR's designated theater SSPM for military postal service will determine commercial and military aerial ports of debarkation (APODs) and the required level of frequency and pouching, sacking, and labeling requirements.

(7) Request personnel augmentation, as required to support operation of APOEs and/or SPOEs.

(8) Pass mail routing, massing, labeling, and distribution information for theater military post offices (MPOs) from the joint forces postal staff or designated SSPM, to USPS.

(9) MPSA will review and approve or disapprove requests for exception to policy received from the J-1.

d. **Combatant Commands.** CCDRs control theater postal personnel and resources, and will establish the priority of mail movement from APODs/sea ports of debarkation (SPODs) and onward to the operational areas. This management includes authorizing the theater's designated mail transportation manager to select and use commercial and military means for mail movement within and out of the affected area or responsibility. The designated theater mail manager (normally, the combatant command's SSPM for military postal service) will select mail transportation routes within the guidelines of USPS and DOD mail transportation statutes. The final decision regarding the level of mail service to, from, and within the theater rests with the combatant commander via the designated SSPM for military postal service. The combatant command J-1 retains functional responsibility for theater postal operations. One component command will normally be appointed as SSPM on all postal issues in the AOR. The SSPM will work in concert with the joint forces postal staff although the CCDR may identify certain actions of the SSPM to be performed by the J-1, or vice-versa.

e. **SSPM.** The SSPM will implement and coordinate postal operations throughout the AOR under the authority of the combatant commander/joint forces postal staff, and serve as the liaison between the operational area and the MPSA. The SSPM, with approval of the responsible

combatant command directorate, has the authority to adjust planning factors and execution to allow operational control (OPCON), administrative control, and tactical control of all theater postal resources until affected theater sustainment or stability is realized in the theater, to enable components and installation commanders to resume limited or full control of their postal resources. This action allows proper integration and distribution of limited resources whenever mail volume exceeds processing capacity. SSPM responsibilities are as follows:

(1) Establish joint MPS procedure in the operational area and assign responsibilities to the joint force component commands.

(2) Identify postal augmentation requirements and coordinate logistic sourcing as early as possible during the planning phase.

(3) Ensure that postal personnel, postal assets, and postal infrastructure requirements are integrated into the TPFDD list in time to support the early flow of mail into the operating area. Planners should ensure inclusion of postal planning when conducting plan development and TPFDD refinement to ensure integration of postal issues to include identifying any potential transportation, personnel, facilities, and equipment shortfalls. Postal issues should be addressed during scheduled planning conferences to include the TPFDD refinement, logistics, and transportation conferences.

(4) Coordinate with the joint forces postal staff 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. Although the commander may determine that other forces have priority of transportation, this is normally not later than C+30, or 30 days after forces begin joint reception, staging, onward movement, and integration operations.

(a) When considering activation of contingency ZIP codes/APO addresses, commanders must allow for operational and procedural time constraints when initiating request for mail service. Operationally, reception, staging, onward movement, and integration (RSOI) of postal equipment and personnel can take several weeks to complete. During RSOI, units are in various stages of movement and it would not be possible to request mail delivery while units/personnel are in transition. Once RSOI is complete and a post office is established the procedures involved in establishing ZIP codes can begin and are as follows: (RSOI can be continuous)

1. The SSPM requests ZIP code establishment.
2. MPSA assigns a 5 digit number based on available ZIP codes for a geographical region.
3. MPSA notifies JMPA and USPS HQ.
4. JMPA puts ZIP code information into the Address Management System and Global Enterprise Mail System, and assigns mail routing.



5. USPS HQ provides ZIP information to Point of Sale (POS) One retail systems nation wide via electronic download. (Not all post offices are on POS One retail system.)

6. USPS puts ZIP information in postal bulletins which is published bi-weekly.

(b) It is only after postal assets arrive and post offices are established that the mail can begin to flow. The entire process from RSOI of postal assets to start of mail flow could take up to 30 days to complete. Commanders must factor in both the RSOI and ZIP request process when deciding when to request APO addresses. However, commanders may upgrade postal priorities based on a changing operating environment.

(5) On or after C-day, or prior to C-day if RSOI operations are continuous, initiate and/or process request for free mail. The JFC submits the request through the CCDR, who evaluates justification for compliance with Title 39, USC 3401(a) and then forwards the action to the MPSA.

(6) Process requests for restrictions, including programs with theater-wide repercussions, such as mail embargoes or other restrictions, in coordination with the joint forces postal staff, and forward to the MPSA.

(7) Process and maintain all agreements or requests for exception to user policy for support to international military commands, other government agencies, and nongovernmental organizations and forward through the joint forces postal staff to MPSA. Requests will be processed IAW the statutory requirements of Title 39, USC 3401 (a).

(8) Ensure regular, standardized reporting procedures are implemented for all MPOs and MPS activities, per guidance from MPSA. Provide consolidated reports on a regular basis to the combatant command/joint forces postal staff, component commands, and MPSA on transportation and mail movement operations, terminal operations, mail volume, and backlogs, if applicable.

(9) Coordinate and advise all postal contracting efforts by the component commands, and provide regular reports to the joint forces postal staff and MPSA for review.

(10) Conduct staff assistance visits and inspections at all AOR MPAs. Assemble joint service teams when appropriate to enhance efficiency.

(11) Request MPSA activate and deactivate contingency ZIP codes. The SSPM is the sole authority for requesting, opening, or closing contingency APO numbers.

f. **Joint Forces Postal Staff.** The joint forces postal staff will implement all postal operations in the operational area, IAW combatant command guidance. The joint forces postal staff will perform the following tasks.

(1) Coordinate support, to include funding, for joint MPS theater hub facilities when activity support is not organic to the base or unit operating infrastructure (e.g., mail control activities [MCAs] or aerial mail terminals [AMTs] at international airports).

(2) Coordinate the designation of a SSPM to implement postal policies throughout the operational area. While primary responsibility for postal operations still resides with the joint forces postal staff, functional management of the theater MPS may be delegated to the single component command that maintains the postal activity with a capability best suited to coordinate joint postal matters.

(3) Coordinate for the establishment of a joint postal cell (JPC) for significant joint operations. Personnel augmentation for the JPC staff should consist of a SSPM core staff, and be representative of the service force structure of the joint force. The JPC, when active, will operate under the guidance of, and assume, the responsibilities and authority from the SSPM. The JPC will coordinate postal operations in the joint force operational area and will perform the following J-1 actions:

(a) Coordinate MPS operations at all military postal activities MPOs, MCAs, AMTs, fleet mail centers, and surface mail terminals in the operational area.

(b) 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.

(c) Specify any restrictions for retrograde mail, to include size and weight limitations and security screening.

(d) Request free mail privileges IAW Title 39, USC 3401 (a), this publication, and DODD 4525.6-M, *Department of Defense Postal Manual*, if not previously requested.

(e) Identify, confirm, and maintain the operational area APOEs/SPOEs and APODs/SPODs.

(f) Ensure that individual Service components develop and maintain casualty mail procedures and directory services.

(g) Provide MPS postal net alerts, SITREPs, and transit time information.

(h) Act as point of contact for all operational area MPS-related queries, congressional inquiries, and service complaints.

(i) Publish uniform procedures applicable to all service MPS activities in the operational area.

(4) The JFC, based on a recommendation from the joint forces postal staff, may designate one of the component commands the responsibility to accomplish mail movement functions within the operational area. This designation will be selected based on their capabilities. More than one designee may be appointed for operational areas with distinct geographical areas or sectors, or for distinct operational responsibilities, such as surface, maritime, or air. Responsibilities for designees are outlined in DODD 4525.6-M, *Department of Defense Postal Manual*, or its replacement.

### 3. Planning Considerations and Execution Requirements

a. Commanders must consider postal support for various types of operating environments ranging from austere locations where infrastructure is non-existent to robust locations where permanent facilities are available.

b. For operations of significant forces, or when designated, the joint forces postal staff will establish a JPC for the joint force operational area.

c. The component commander designated the responsibility for air transportation and sorting will usually be the Air Force component commander. This includes management of AMTs and APOE/APOD MCAs.

d. The component commander designated the responsibility for land transportation and sorting will usually be the Army component commander. This includes management of joint military mail terminals (JMMTs) and land MCAs.

e. The JMMT should be large enough to facilitate mail volume equal to 1.75 pounds per Service member per day. This number does not take into consideration any Service member mail or future legislation providing resources which would allow family members to make qualified mailings free of postage. Legislative changes would require an increase in the planning factor.

f. The component commander designated the responsibility for maritime transportation and sorting will usually be the Navy component commander. This includes management of joint fleet mail centers (JFMCs) and surface port MCAs.

g. Component commanders with units responsible for postal operations will provide trained clerks for joint MPS activities, such as JMMTs, or AMTs. Commanders must determine how to flow postal personnel into theater to ensure the mail delivery system is in place once the RSOI and APO request process is complete. The sourcing of trained personnel should be based on Service population, on a *pro rata* basis, determined by the following guidelines:

(1) MPO: 1 trained clerk per 500 personnel during initial operations (30 days); 1 per 300 for sustainment operations up to 10,000 personnel; and 1 per additional 1,000 personnel thereafter.

(2) AMT/JFMC: 1 trained clerk per 1,500 personnel supported.

(3) Postal Finance Office: Minimum 2 personnel.

(4) Postal Volumes: Units can expect to process 1.75 pounds of mail per deployed Service member per day.

h. During the planning stages, commanders must ensure the availability of dedicated postal equipment and postal supplies necessary to start and maintain the flow of mail. Postal equipment includes dedicated trucks, containers, container handling equipment, forklifts, pallet jacks, and specialized postal equipment. Equipment should be integrated in to the time-phased force and deployment list in time to support the timely flow of mail into the operational area. Services should ensure their logistic details or Service specific prepack inventories are periodically reviewed and updated. Pre-positioned assets should be specifically earmarked to support joint military terminal operations and Service postal personnel should access, receive, and set up the pre-positioned assets necessary to conduct postal operations in-theater. These factors apply to austere or robust operating environments.

i. Planners should refer to DODI 4525.7, *Military Postal Service Policy*, for planning factors when establishing a military mail terminal.

j. In general, the predominate component within the operational area will command the postal facility that serves its personnel. Facilities that perform a joint role (e.g., AMT, JMMT) will be the responsibility of the functional component commander.

k. Coordinate for letter-class mail (LCM) to receive Commodity 1 designation (Logistics Supply Class 6-M) for intertheater and intratheater transportation upon commencement of operations.

l. Service postal representatives should elevate problems and issues concerning conduct of postal operations to the joint postal staff via the SSPM using a SITREP.

m. Commanders must ensure that sufficient in-theater postal facilities exist to support postal operations. Planning factors must consider available existing infrastructure or lack of it to account for additional assets needed to include tents when permanent infrastructure is not available. These facilities must support the receipt, sorting, and distribution of mail. A discussion of facilities must also include adequate messing and billeting accommodations for postal personnel. Funding and asset acquisition are the responsibilities of the installation commander or base-operating support services (BOSS) designated leasing agent for the use of organic assets.

(1) During the initial build-up of an initial contingency postal facility, postal clerks may live within the postal facility. However, this authorization expires after 60 days. Commanders will ensure that postal clerks are not permitted to have unescorted access to mail after normal duty hours. The only exception would be security-type personnel performing that specific duty.

(2) All facility design proposals will require approval by the theater's designated postal authority prior to engineering design completion and fund allocation. Basic facility designs or locally acquired existing buildings will adhere to or meet basic construction and security requirements outlined in the DOD 4525.6-M, *Postal Manual*. Initial contingency operations may require some temporary basic security waivers (approved by the theater-designated postal manager and local resource manager) until the resources are available; e.g., alarm systems.

(3) Commanders must also plan for and obtain rolling stock to adequately meet short- and long-term military postal service requirements.

(4) Military Mail Terminals (MMTs). The basic working space is one square foot per two supported members. For instance, if the full service MMT provides support for five bases with a total combined population of 100,000 personnel, the facility's square footage would be calculated at an estimated 50,000 square feet. A full service MMT which provides service via ground and air, and which is a primary regional or country APOD, will operate within the confines of the servicing active aircraft runway with full unrestricted access to arriving and departing aircraft for on- and off-loading purposes.

(5) MPOs. Fully operational post offices with all functions, including official mail, that include a mail control activity responsible for aircraft receipt and dispatch operations, should have at least one square foot per supported member. Activities should ensure unimpeded truck or container operating space.

(6) Rolling stock or automated equipment. The installation or responsible BOSS will provide adequate vehicle/surface mail transportation support, to include consideration for rough-terrain container handlers; 20- and 40-foot International Organization for Standardization containers; nontactical and tactical vehicles to transport postal clerks to and from work facilities; flat-bed trailers; tractors; 5- to 10-ton lockable body trucks; 5- to 10-ton forklifts; conveyor systems, etc.

n. Postal activities will use a pro-rata service postal clerk assignment allocation process to ensure fair workload representation based on the totality of populations served. The predominant component population for an installation or MPO service area will provide the postal leadership for that activity. The normal planning formula for joint clerk augmentation at MPOs will be a minimum of one clerk from 500 to 1000 personnel. Less than 500 can be absorbed by the lead postal component and its assigned clerks. From 1,001 to 10,000 patrons, use one per 500 for a full service MPO or one per 1,000 if the predominant postal activity only requires finance clerk augmentation. From 20,001 to 30,000 patrons, use one clerk per 1,000 (designated theater SSPM for postal mail terminal pro-rata formula).

#### 4. Levels of Service

a. Operations that do not exceed 30 days in duration will not usually initiate supporting mail service. However, joint force components may continue to provide organic unit service, and may expand service to support the entire joint force, if warranted and feasible.

b. Upon commencement of operations, mail (Logistics Supply Class 6-M) may not be accorded priority of transport into, and within, the operational area due to critical personnel and other cargo considerations. The JFC must designate a transportation priority for mail commensurate for the level of service desired (e.g., Priority 1 for LCM, and Priority 2 for parcels); or Priority 1 for both LCM and parcels. Failure to specifically accord priority to Class 6-M may result in delivery delays until alternate transportation resources are available (Civil Reserve Air Fleet, commercially contracted air, Air Mobility Command flights, etc.).

c. Dispatching postal activities will always separate LCM, in all stages of transportation, in a manner that allows easy retrieval if the shipment cannot move in its entirety. LCM will always move ahead of parcel mail, and all activities will take additional measures to ensure the oldest mail (received at the en route activity at the earliest date) is moved first. All postal activities will comply with command-directed ballot processing measures as soon as the SSPM has published them.

### 5. Postal Restrictions

a. Commanders have high expectations for unrestricted postal services to enhance morale and communication. However, operational constraints such as rapidly moving units, or an overburdened logistic system, may require temporary postal restrictions to prevent backlogs of mail. The joint forces postal staff, in coordination with the SSPM, JPC, and MPSA, may recommend mailing restrictions for JFC approval if such constraints will not permit mail movement into and out of the operational area.

b. Commanders should consider the following mail restrictions during combat operations in order to avoid hampering the flow of mission essential supplies and equipment into the operational area:

(1) Restrict all mail for the first 30 days.

(2) Allow LCM at 30-day point if RSOI of postal equipment and personnel is complete and request for APO address is submitted to MPSA and returned approved.

(3) Allow small parcels up to 5 pounds at 60-day point.

c. All restrictions should be removed after 90 days. To reduce the amount of frustrated mail, addresses should not be distributed until 30 days after postal units, equipment, and infrastructure is in place.

d. Additionally, a public affairs operation should be initiated to manage customer expectations as to when letters and packages can be mailed to the theater.

e. Full postal services, such as postal money orders, express mail, and/or registered mail service, may not be offered in the initial or immediate sustainment phases of the operation due to



the required infrastructure, security, and training associated with these services. Absence of these services should have negligible impact on personnel morale.

## 6. Contracted Postal Services

a. During some operations, postal services may be contracted to reduce the military logistic infrastructure and/or personnel assigned to support functions. All contracted postal services must adhere to DOD and USPS regulations, and MPS policy. Outsourcing should be accomplished IAW current DOD policies regarding use of foreign and local nationals.

b. The joint forces postal staff will be responsible for managing AOR postal procedures, and for coordinating with components the criteria for contracted postal services in the theater. Additionally, the joint forces postal staff will provide input regarding the performance of the contractor to the contracting command to ensure compliance with the specified statement of work and provisions within the actual contract.

c. The contracting or leasing of equipment, maintenance, and personnel should be maximized to reduce the logistic footprint of deploying resource requirements.

## 7. Free Mail

a. Free mail is authorized by Executive Order 12556, "Mailing Privileges of Members of Armed Forces of the United States and of Friendly Foreign Nations," and 39 USC 3401(a). In 1986 the President delegated authority to the Secretary of Defense to expedite implementation. Free mail is a privilege specifically granted by this law, and is intended solely to expedite transmission of military members' personal correspondence back to their families and friends in the United States in times and places of war.

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 civilians who are designated by the Ccdr as essential to and directly supporting the military operation, and will generally be limited to those DOD employees and US citizen DOD contractor and authorized CDF of US owned and operated companies in direct support of the contingency, and stationed in the operational area. See DOD 4525.6-M, *Department of Defense Postal Manual*, or its replacement for more information on DOD postal policy.

c. Free mail is limited by Title 39, USC 3401 (a) 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 MPS. Free mail privileges are not normally allowed when mail is processed, handled, or delivered by a foreign postal administration. Examples of sound and video recorded correspondence includes all media forms, such as camera film, video disks and memory cards, compact discs, digital video devices (DVDs), etc.

d. The CCDR must request free mail for a specific area where the Armed Forces of the United States are:

- (1) Engaged in action against an enemy of the United States.
- (2) Engaged in temporary military operations under arduous circumstances.
- (3) Engaged in military operations involving armed conflict with a hostile foreign force.
- (4) Serving with a friendly foreign force in an armed conflict in which the United States is not a belligerent.

(5) Temporarily deployed overseas for an operational contingency in arduous circumstances. It should be noted that “morale and equity” is not a term used in the statute which governs free mail and therefore that term cannot be used as a criterion for granting free mail privileges. In general, arduous circumstances are determined to be forward expeditionary areas where normal garrison support activities, specifically MPOs, are unavailable to provide postal services, such as the purchase of stamps. Request for free mail is submitted by electronic message Defense Message System (or signed memorandum via email) directly to the MPSA.

e. MPSA forwards the request with its recommendation to the Secretary of Defense through the Assistant Deputy Under Secretary of Defense, Transportation Policy (ADUSD[TP]).

f. ADUSD(TP) coordinates with the DOD General Counsel to confirm that the request complies with law. Concurrently, they consult with the DOS and the Postmaster General, USPS, on the SecDef’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 CCDR and USPS. Free mail is not considered authorized until the CCDR has received official approval from the Secretary of Defense.

h. Upon completion of the joint operation, the CCDR requests termination of free mail via MPSA. Currently, review and revalidation for free mail areas is required every 180 days, to ensure that the conditions that authorized Free Mail are still applicable. In the absence of revalidation, initial free mail authorizations will be terminated at 180 days, unless the CCDR requests termination prior to this date.

## 8. 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. Individual contingents are allocated five aerogrammes 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.

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.

## **9. Postal Support for Foreign Forces**

a. Foreign military units serving with the Armed Forces of the United States, upon the 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 foreign 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 foreign forces are as follows:

(1) The JFC forwards a list of countries to MPSA that are requesting MPS support to the CCDR.

(2) Requests for foreign postal support may be received from a variety of sources: diplomatic, foreign nation postal administration, foreign nation military, etc. However, the first military organization that receives the request must forward the request to the combatant command/joint forces postal staff for coordination among MPSA and applicable subordinate military commands.

(3) The combatant command joint forces postal staff evaluates the request in collaboration with legal counsel and makes appropriate recommendations to MPSA.

(4) MPSA coordinates implementation with applicable agencies (e.g., USPS, Customs) and notifies the combatant command joint forces postal staff upon completion.

(5) The combatant command joint forces postal staff contacts the senior US Military Liaison Officer in each of the countries that have requested MPS support to ensure that each country agrees to pay transportation costs for their military mail. The foreign 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.

(6) In cases in which the coalition forces host country is located in an operational area of another combatant command, coordination must be made among the joint forces postal staff of each applicable combatant command.

(7) Upon approval by foreign countries, the combatant command joint forces postal staff will coordinate start-up dates with MPSA. MPSA will verify with USPS that foreign governments and USPS have established billing procedures prior to establishing a start-up date.

c. Foreign 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.

### **10. Unknown Sender Mail**

a. Mail from unknown senders is often received in donation programs, such as any Service member mail, that solicit mail and parcels from the general public directly to individual service members, DOD units or organizations, or Services.

b. The USPS, and the MPS by extension, consider mail from an unknown sender a characteristic of "suspicious mail." Suspicious mail inherently establishes a threat to force protection. Therefore, chemical, biological, radiological, nuclear, or high-yield explosives hazards may be associated with any program that solicits mail from an unknown sender.

c. Public mail-donation programs also pose a threat to logistic constraints, as unknown-sender mail is usually assigned the same transportation priority as known-sender mail. Since it is difficult to determine mail from a known sender from that from an unknown sender, unknown-sender mail competes for the same logistic capacity as mail from senders known to the service member. Widespread donation programs may result in increased air and surface transportation requirements to move the larger mail volumes; increased staging facilities for in-theater mail processing; and possible delays in mail delivery, as limited transportation capacity may exist in the operational area.

d. If Unknown Sender Mail is authorized by the CCDR/subordinate JFC, the theater mail transportation manager may recommend and devise a method of transportation to ensure that donation-program mail travels in separate modes than mail from known-senders, so it does not logistically compete with personal mail. However, when this mail is traveling in the same segment as known-sender mail, it cannot legally be delayed longer than mail from known senders.

e. Donation-program mail may be assigned a distinct MPO per operational area in order to separate it from known-sender mail. However, upon delivery to the MPO, distribution to the military patron should be conducted by a nonpostal designated agency (e.g., unit chaplain, recreation services, unit-mail clerk). The postal element is not normally logistically equipped to manage final delivery, and is usually responsible for delivering mail to the unit-level.

## 11. Reporting Standards

a. The SSPM/JPC will determine SITREP reporting requirements for all component-controlled postal activities providing support for operations.

b. Postal activities will transmit postal net alerts, per DOD 4525.6-M, *Department of Defense Postal Manual*, or its replacement, whenever mail transportation is disrupted or impacted significantly, to include security incidents and combat-related delays or losses.

c. For prolonged operations, postal activities should be visited and inspected at least annually by the SSPM/JPC, prior to a postal unit rotation; or upon leadership change, in order to ensure compliance with policy and to provide additional training, as required.

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## APPENDIX L

### MORALE, WELFARE, AND RECREATION

#### 1. General

a. MWR 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 (to include military band operations), food and beverage sales, book and video services, newspapers, access to telephones and other communication media, 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. In the event of , civil support operations, family assistance centers and/or EFACs may be established to support families affected by manmade or natural disasters.

#### 2. Planning and Execution

##### a. Planning Considerations for Exchange Support

(1) The key to successful exchange support is careful planning in both the contingency planning and (CAP) processes. Plans should identify required exchange activities and supporting resources (to include Army and Air Force Exchange Service [AAFES] and Marine Corps Exchange lift requirements and be included in the 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.

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

(a) 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.

(b) 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.

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

(3) Requests for exchange support from AAFES are forwarded to:

HQ AAFES, Attn: PL-S  
P.O. Box 660202  
Dallas, Texas 75266-0202

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

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

Commandant of the Marine Corps (MR)  
Personnel and Family Readiness Division  
3280 Russell Road  
Quantico, VA 22134-5103

Message Address: CMC WASHINGTON DC MRA MR

(5) Deployed Navy 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 23452-5724

Message Address: NEXCOM NORFOLK VA//C//  
DMS address  
SMTP [simple mail protocol transport] address

(6) Requests for Coast Guard Exchange System support should be forwarded to:

Commandant (CG-103)  
US Coast Guard  
Office of Exchange & MWR  
870 Greenbrier Circle  
Tower II, Suite 502  
Chesapeake, VA 23320

Message Address: COMDT COGARD WASHINGTON DC//CG-103//

**b. Initial MWR Support**

(1) Initial support is a Service responsibility and will be provided IAW the Service doctrine for initial deployments.

(2) 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.

(3) The JFC is responsible for operation of fitness and recreation programs/facilities 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.

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

(a) The ARC provides services to active duty military, members of the RC, DOD and Coast Guard 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.

(b) All requests for ARC personnel to accompany US forces into an operational area during military operations 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.

(c) The requesting JFC is responsible for providing logistic and administrative support for ARC personnel.

**c. Follow-on MWR Support**

(1) For joint force deployments of extended duration, additional support in the form of Service-level MWR kits or commensurate equipment and supplies will be provided through Service-level channels or procured locally as available to support deployed forces. These kits may contain strength and aerobic conditioning fitness equipment, sports equipment, reading materials, video and board games, audio visual materials, motion pictures, televisions, video cassette recorders, DVD players, computers in Internet cafes to support e-mail communication, and game tables (pool and ping-pong).

(2) 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**

(1) As the operation progresses, the CCDR should expand the MWR program. Commercial telephone services, internet services and connectivity, direct operation exchanges (to include food, beverage, and other exchange concessions), special entertainment events, recreation facilities, and library services beyond recreational reading should be organized and established. Entertainment bands with military members should be used to entertain personnel, especially in remote or less secure operational areas where civilian entertainers cannot be used.

(2) 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.

(3) Establishment of a rest and recuperation (R&R) program.

(a) 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.

(b) Based on conditions in the operational area and the length of deployment, the JFC may request that the CCDR establish a supporting R&R program. Upon approval of the request, the CCDR will develop an R&R program IAW DODD 1327.5, *DOD Policy on Leave and Liberty*, and may designate a component command the responsibility for implementation.

(c) Office of the Secretary of Defense approval of the CCDR'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).



3. Travel time is not charged to the Service member's leave account.

(4) Armed Forces Entertainment Program. The purpose of the Armed Forces Entertainment (AFE) program is to provide free, quality, live, professional entertainment to Armed Forces of the United States personnel and their family members stationed overseas. Priority is given to remote and isolated locations, ships at sea and contingency operations. The goal of the program is to lift the spirits and morale of troops and maintain their readiness and effectiveness while serving in defense of our country. While raising the morale of troops stationed overseas, the AFE program provides entertainers with an appreciation of the hardships troops endure and helps them serve as a vital link between those at home and those protecting our national security.

(a) The Secretary of the Air Force, as the EA for coordinating overseas entertainment within the Department of Defense, administers the AFE program within the Directorate of Services under the Deputy Chief of Staff for Installations, Logistics, and Mission Support as the AFE office. IAW DODI 1330.13, *Armed Forces Entertainment Program*, AFE is authorized direct communication with the United Service Organizations concerning the entertainment of Armed Forces of the United States overseas.

(b) Since entertainers participating in the AFE program perform without compensation, commanders at all levels are encouraged to provide maximum support allowed by law and extend every courtesy in return for the substantial contribution, which the entertainers make to the morale and welfare of Armed Forces personnel and their families overseas.

(c) Component and subordinate commanders collect, consolidate, and forward entertainment requirements submitted by their installation/site commanders as outlined in Figure L-1.

(d) CCDRs consolidate and forward entertainment requirements submitted by component and subordinate commanders within their areas of responsibility as outlined in Figure L-1. Additionally, CCDRs ensure resources are provided to ensure success of the AFE program and appoint country coordinators who are responsible to:

1. Request, plan, and manage entertainment tours in their country and facilitate information flow between site coordinators and the regional coordinator.

2. Collect and consolidate site itineraries to develop in-country draft and final tour itineraries.

3. Disseminate tour information to applicable locations.

4. Track and coordinate logistic support between performance sites.

<b>FISCAL YEAR ENTERTAINMENT TOUR REQUEST PROCESS</b>			
<b>STEP</b>	<b>OFFICE OF PRIMARY RESPONSIBILITY</b>	<b>WHEN</b>	<b>ACTION</b>
1	Armed Forces Entertainment (AFE)	January	Solicits fiscal year entertainment tour requirements from combatant commands via message.
2	Combatant Commands	February	Task component and subordinate commands to submit entertainment requirements.
3	Component and Subordinate Commands	February	Task installation/site commanders to submit entertainment requirements.
4	Installation and Site Commanders	February	Identify requirements for celebrity and non-celebrity entertainment including "special event" requirements for submission to parent command.
5	Component and Subordinate Commands	February	Consolidate submissions from installation/site commanders for submission to country coordinator.
6	Country Coordinators	Not later than (NLT) 15 March	Consolidate submissions and forward to regional entertainment coordinator.
7	Regional Entertainment Coordinators	March/April	Review and consolidate requests to ensure entertainment tours are equitable for all Services with a priority to remote and isolated locations.
8	Regional Entertainment Coordinators	March/April	Submit to AFE a list of entertainment tours (e.g., shows at all or several geographically grouped locations within the region) by month and type of entertainment only. Retains specific installation/site location information for future scheduling (accomplished at annual AFE conference).
9	AFE	March/April	Reviews and validates all requests against command priorities and funding constraints.
10	AFE	April/May	Finalizes annual entertainment plan.
11	AFE	NLT 30 May	Provides finalized fiscal year (FY) entertainment plan to combatant and component commands and regional entertainment coordinators for information and planning.
12	AFE	June	Begins process of selecting entertainers and coordinating with United Service Organization for celebrity tours for the coming FY.

**Figure L-1. Fiscal Year Entertainment Tour Request Process**

5. Coordinate local military airlift, if necessary.
6. Request country clearance authorizations, as requested by the regional coordinator.
7. Secure entrance/exit visas, as requested by the regional coordinator.
8. Ensure site coordinators' marketing/advertising efforts are sufficient.
9. Collect, review, and submit site coordinator tour evaluations and photos to the regional coordinator no later than 10 days following tour completion date.
10. Advise regional coordinator of any specific tour concerns/issues.

(e) The JFC's concept and/or plan for MWR support should be consistent with the CCDR's guidance. The supported CCDR may designate a component commander the responsibility for administering MWR support. The MWR designee will be responsible for the following:

1. 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.
2. Provide, contract, or coordinate for military or civilian MWR personnel required.
- (3) Serve as an advocate to acquire the transportation priority necessary to move equipment and personnel as required.
- (4) Arrange for funding authority for equipment and personnel.
- (5) Coordinate with applicable exchange service for support.

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

- (1) The JFC will establish equitable MWR support policies for execution.
- (2) The responsibility for MWR operations should include MWR support and control of all Service-provided MWR resources based on JFC guidance.
- (3) In areas occupied by a single Service, that Service will provide MWR support to its own units.

(4) In areas with a majority of one Service and minor elements of another, the predominant Service will usually be responsible to provide MWR support to the other Service elements.

(5) In areas where major elements of more than one Service are located, the JFC designee will establish MWR services.

f. MWR support for contingency operations will be funded by Service component commands through appropriated funds. Nonappropriated funds (NAFs) generated by MWR activities at contingency sites may be used to supplement MWR programs on a nonreimbursable basis only when those expenditures directly benefit troops and in those rare instances where expenditures in contingency locations do not meet the criteria for direct support through appropriated funds. In all other cases, NAFs generated by MWR activities may be used to supplement MWR programs through advanced funding or on a reimbursable basis under the MWR Utilization, Support and Accountability or Uniform Funding and Management Practice, as appropriate, authorized in DODI 1015.15. While 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.

g. Military bands are an important tool available to the joint force commander to entertain personnel engaged in operations. MWR personnel should actively include military bands in their entertainment programs, especially in remote or less secure areas where civilian entertainers cannot be utilized. The J-1 is responsible for ensuring MWR and military band activities are synchronized. J-1 is also responsible for designating the senior US military bandmaster to perform additional duties as a staff band officer responsible for coordinating joint military band activities, and assisting with the synchronization of military band operations and MWR entertainment programs.

## APPENDIX M

### CASUALTY RATES AND REPORTING

#### 1. General

a. Casualty reporting will be accomplished IAW Service directives. 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 NOK notification for its Service members. Service casualty reporting procedures remain relatively consistent across the range of military operations. Casualty reporting and processing procedures of deployed DOD civilians and CDF who become casualties will be as required for military personnel (see Figure M-1).

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 Presidential, Secretary of Defense, 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 President and the Secretary of Defense. 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 NOK. Official DOD policy is that no casualty related information will be released to the media or the general public until 24-hours after the NOK has been notified.

#### 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, *DOD 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 POC at Service casualty centers in the event they must assist their components. Procedural mistakes in casualty reporting must not occur as they could potentially lead to NOK notification through the media, rather than through appropriate Service channels. Because NOK notification is a command responsibility, each Service component must ensure that rear detachment commanders have been trained appropriately on the casualty notification process. Military chaplains should advise commanders on religious support for the notification process and should be a member of the notification team (if available), but should not be detailed as the casualty notification officer.

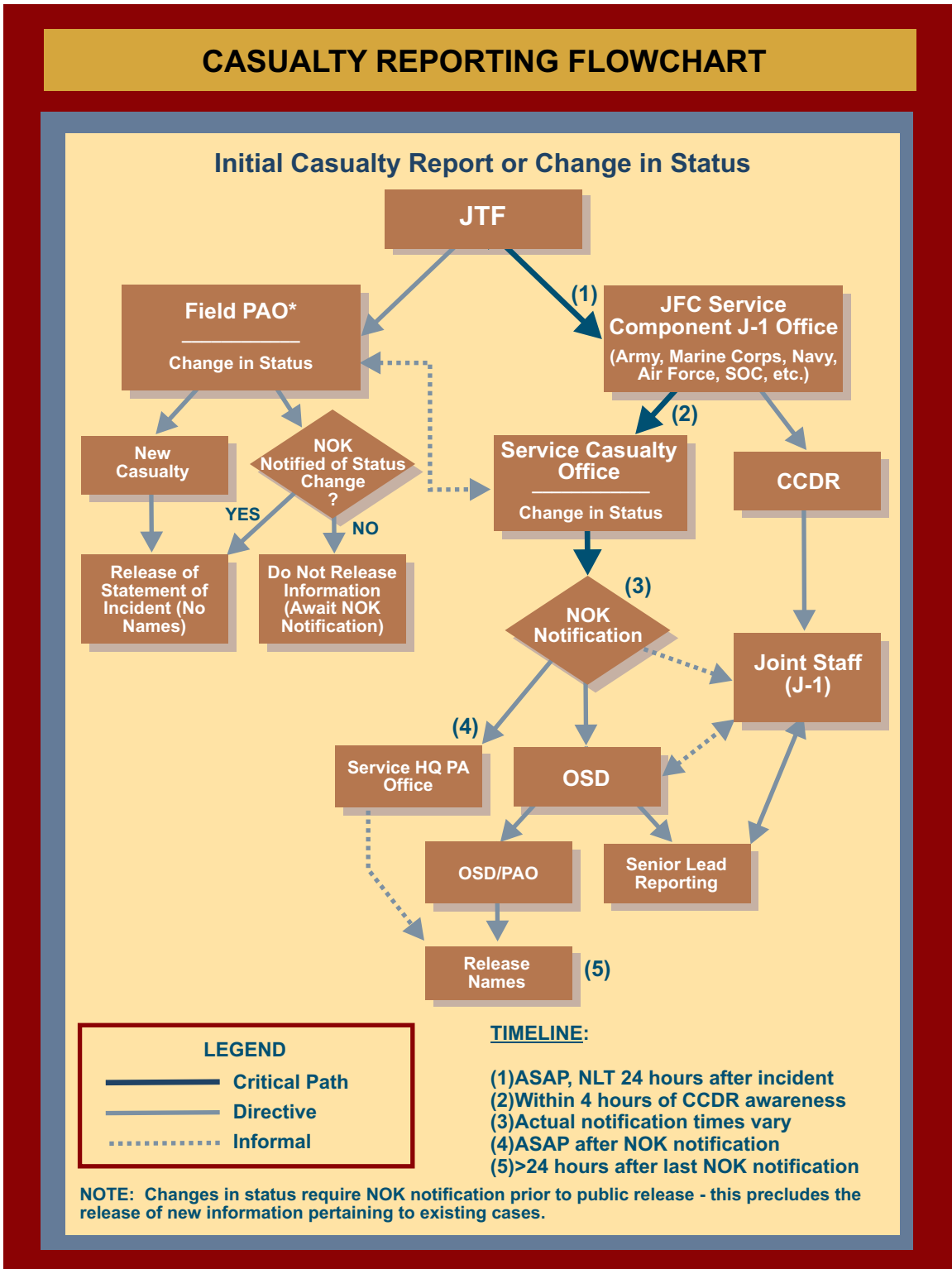
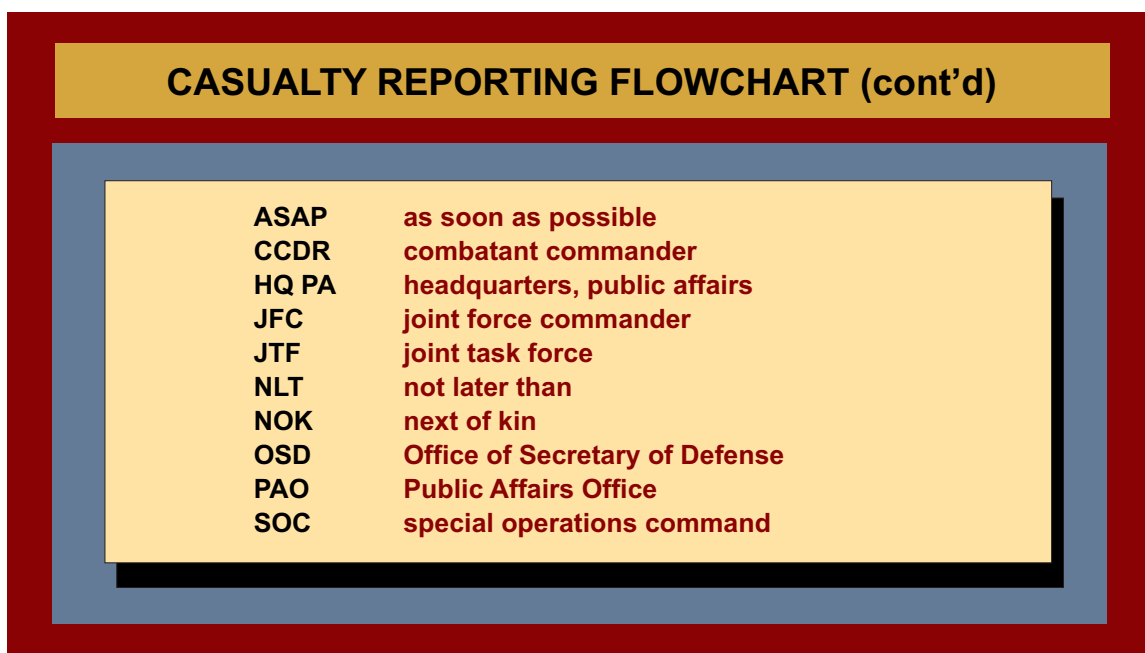


Figure M-1. Casualty Reporting Flowchart



**Figure M-1. Casualty Reporting Flowchart (cont'd)**

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	24-hrs	DSN 225-9547 (703) 695-9547 (703) 697-9546 (703) 693-2408
	FAX		
	e-mail: <a href="mailto:PCCIMA02@HQDA-AOC.army.pentagon.mil">PCCIMA02@HQDA-AOC.army.pentagon.mil</a>		
NAVY:	Navy Casualty Center	Duty Hours	DSN 882-2501 (901) 874-2501 24-hrs (800) 368-3202
		FAX	DSN 882-6654 (901) 874-6654
	e-mail: <a href="mailto:MILL_NavyCasualty@navy.mil">MILL_NavyCasualty@navy.mil</a>		
AIR FORCE:	AF Casualty Services Branch	24-hrs	DSN 665-3505 (210) 565-3505

## Appendix M

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		FAX	(800) 433-0048 DSN 665-2348 (210) 565-2348
	e-mail: <a href="mailto:AFPC.CASUALTY@randolph.af.mil">AFPC.CASUALTY@randolph.af.mil</a>		
MARINES:	USMC Casualty Branch	Duty Hours	DSN 278-9512 (703) 784-9512
		After duty hrs	(703) 695-7366
		FAX	DSN 278-4134 (703) 784-4134
	e-mail: <a href="mailto:casualty.section@usmc.mil">casualty.section@usmc.mil</a>		
COAST GUARD:	CGHQ Command Center		24-hrs (202) 267-2100
		FAX	(202) 267-2165
	e-mail: <a href="mailto:FLDR-OPF.MSG@comdt.uscg.mil">FLDR-OPF.MSG@comdt.uscg.mil</a>		



## 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, DOD 1348.33-M, *Manual of Military Decorations and Awards*, 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.

(1) Individual decorations recognize individual meritorious service or individual actions which demonstrate a degree of heroism or valor.

(a) Defense decorations for meritorious service appropriate for award to eligible members of joint activities include the Humanitarian Service Medal (HSM), Joint Service Achievement Medal (JSAM), Joint Service Commendation Medal (JSCM), Defense Meritorious Service Medal (DMSM), Defense Superior Service Medal (DSSM), and Defense Distinguished Service Medal (DDSM).

(b) The “V” device is authorized for the 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-Marine Corps Commendation and Achievement Medals, Air Medal, Soldier’s Medal, Navy Marine Corps Medal, Airman’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.

(2) Unit awards recognize an entire unit’s meritorious service, heroism or valor. The Joint Meritorious Unit Award (JMUA), the only existing DOD unit award, recognizes the accomplishments of joint activities.

(3) Campaign medals (or theater awards) commemorate participation in wars and other significant US military actions.

(a) 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.

(b) 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.

(c) Award of a campaign medal to an individual or unit requires participation in the action in the designated area of operation. Meritorious service or valorous or heroic acts may be recognized by the appropriate Department of Defense or Service personal and/or unit awards. Award of a campaign-type medal does not preclude nor take the place of recognition of meritorious, valorous, or heroic service performed during an operation.

(d) Eligibility for campaign-type medals requires that the individual or unit be actually engaged in the operation, within specified geographic boundaries and time periods, and meet all other requirements of the specific award. Individuals and units supporting an operation from beyond the designated area of operations may be appropriately recognized for their contributions by personal and unit awards and Service campaign awards. Personnel may not receive two campaign-type awards for the same operation.

### c. Foreign Decorations and Service Awards

(1) It is the policy of the Department of Defense that awards from foreign governments be accepted only in recognition of active combat service or for outstanding or unusually meritorious performance.

(2) 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.

(3) 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

(1) 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.

(a) Personal 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 submitted to the respective Service for approval.

(b) 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 as delineated by the respective Service regulations.

(2) Currently, there are no US campaign and service medals authorized to be awarded to members of foreign military establishments.

## **2. Responsibilities**

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

(1) Approve award of the DSSM.

(2) Make recommendations to the Secretary of Defense on requests for award of the DDSM and the Medal of Honor.

(3) Recommend to the Secretary of Defense the establishment of new campaign medals when appropriate.

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

(1) Adjudicate requests for award of the HSM and the JMUA.

(2) Adjudicate requests for personal DOD decoration exceptions to policy, and make recommendations to PDUSD(P&R) for blanket waivers of policy for specific operations or circumstances.

(3) Establish campaign medal eligibility and/or dates.

c. CCDRs shall:

(1) Adjudicate award of the DMSM, JSCM, and JSAM (Approval authority for the JSCM may be delegated in writing to joint task force 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).

(2) Submit JMUA and HSM recommendations to the DJS for joint units and activities under their command.

(3) Disapprove inappropriate requests for JMUAs.

(4) Provide recommendations to the DJS concerning campaign medal approval for specific operations to include recommended area of operations and commencement and termination dates.

(5) Forward offers of personal foreign decorations to the Secretary of the individual Service member's parent Military Department for adjudication; forward offers of foreign unit, service or campaign medals to the CJCS for processing by the Department of Defense.

(6) Request the pertinent military counterintelligence organization to conduct a background check and a counterintelligence records check in conjunction with the initiation of individual award recommendations for foreign military members.

(7) 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 Marine Corps Medal, or Airman's Medal.

(8) 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. Subordinate JFCs shall:

(1) Submit timely recommendations and supporting information for individual, unit, and campaign awards to CCDRs.

(2) Forward offers of personal 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:

(1) Initiate requests for award of the JMUA and HSM as appropriate.

(2) Determine eligibility for individual DOD decorations, the HSM, and the JMUA for individuals assigned to the joint force (make recommendations for individual exceptions to policy as appropriate).

(3) Ensure information concerning approved awards (HSM, JMUA, campaign medals) is disseminated to all elements under their command.

(4) 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.

(5) Communicate concerns regarding award issues to their commanders and/or the Joint Staff J-1 as they are identified.

### 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 contributed to delays in award adjudication during past operations.

(1) 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.

(2) 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.

b. Communication is key; early requests for clarification of policy and notification of intent will prevent potential delay, downgrading, or disapproval of awards.

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## APPENDIX O

### PERFORMANCE REPORTING AND TRACKING

#### 1. General

Service regulations vary on evaluation reports. Individual Services may have specific software that generates performance evaluation reports. The combatant command J-1 will provide guidance for the JTF J-1 on using specific software programs to generate evaluations. The following guidance ensures that all deployed personnel receive evaluation reports per appropriate Service reporting requirements.

#### 2. Air Force

Following Air Force Instruction (AFI) 36-2406, Letter of Evaluation (LOE) (AF Form 77) are optional for Air Force officers and enlisted personnel deployed for less than 120 days. However, to ensure deployment experience is documented, all Air Force personnel deployed for 60 days or more may receive an LOE by first line supervisors. If desired at the time of deployment, the JTF J-1 will request a change of reporting official approval by the individual's unit command. Upon completion of deployment, the first line supervisor will prepare an evaluation report where the airman was deployed. A performance report is not required unless an annual report is due. If a unit deploys, an LOE is not required if the member's first line supervisor also deploys and remains the first line supervisor. Refer to AFI 36-2406, paragraph 5.3 for further information, especially as it pertains to reports required in a combat zone. AFI 36-1001, *Managing the Civilian Performance Program*, is the authority for Department of the Air Force civilian government employees.

#### 3. Army

By Army Regulation (AR) 623-105 and AR 623-205, Army officers and enlisted personnel deployed for more than 90 days will receive an evaluation report (Department of the Army [DA] Form 67-9 for officers and DA Form 2166-8 for enlisted) by home station supervisors, effective the day prior to deployment. Upon completion of deployment, the first line supervisor will prepare an evaluation report where the soldier was deployed. When deployed as a unit, no report is required unless a change or event occurs to cause a requirement for one. AR 690-400, chapter 4302, *Total Army Performance Evaluation System*, is the authority for Department of the Army civilian government employees.

#### 4. Navy

Per Bureau of Naval Personnel Instruction 1610.10, concurrent reports should be submitted for personnel on temporary additional duty to the JTF for periods of more than three months. Reports for shorter periods are optional. Concurrent reports normally are submitted on detachment of concurrent reporting senior and/or detachment of the individual, and also may be when periodic reports are due. Concurrent reports will not be accepted for file without the regular reporting senior's countersignature. The CJTF must sign fitness reports on officers, unless written approval

to delegate reporting senior authority is granted by Navy Personnel Command (PERS-32). The CJTF may delegate reporting senior authority for enlisted reports with the following limitations:

- a. Delegation should be accomplished in a command instruction which designates delegated reporting seniors by billet.
- b. Reports on pay grade E5 to E9 must be signed by an O-4/GS 12 or above.
- c. Reports on E4 and below must be signed by an E7/GS 11 or higher.

When deployed as a unit, no report is required if the reporting senior also deploys. Secretary of the Navy Instruction (SECNAVINST) 12430.4, *Department of the Navy Performance Management Programs*, and Department of the Navy Implementation Guidance 430-01 serve as the authority for Department of the Navy civilian government employees.

### 5. Marine Corps

By Marine Corps Order P1610.7E, Marines deployed 31 days or longer receive a “To Temporary Duty (TD)” report from the reporting senior at the parent command. This report will cover the period from the last report to the day prior to deployment. Upon completion of deployment, the reporting senior at the command to which the Marine is assigned TD submits a “From Temporary Duty (FD)” report. The FD report must be observed, and must cover the period from the end date of the TD report to the day before detaching to return to the parent command. Early termination of TD requires an FD report with reason for termination identified in section I. Submit a not observed report only when the early termination absolutely prevents meaningful appraisal and is not a relief for cause. Termination for cause requires the appropriate processing and review. Reports on Marines in a TD status lasting 31 days or longer must be submitted for grade change and change of reporting senior. Annual reports also will be submitted during periods of TD lasting six months or longer. When deployed as a unit, no report is required. SECNAVINST 12430.4, *Department of the Navy Performance Management Programs* and Department of the Navy Implementation Guidance 430-01 serve as the authority for Department of the Navy civilian government employees assigned to the Marine Corps.

### 6. Coast Guard

Coast Guard Personnel Manual, M1000.6A, Chapter 10.A (Officer) and 10.B (Enlisted) provide guidance on the Officer Evaluation System and procedures on submission of officer evaluation reports (OERs) and enlisted employee reviews (EERs).

- a. Officer reports must be done on form CG-5310 (series). A concurrent OER is an OER submitted in addition to a regular or special OER (done by permanent command only). A concurrent report is always in addition to a regular or special OER and thus does not count for continuity. Concurrent reports are normally submitted when an officer is performing TAD away from a permanent station for a period of at least 60 consecutive days while being observed by a senior other than the reported-on officer’s regular rating chain. The concurrent OER is normally



written upon the detachment of the TAD officer and covers only the period of TAD. If the reporting officer is a non-USCG officer, the reviewer for the OER must be a USCG officer who will provide mandatory reviewer comments.

b. EERs for regular active duty members are completed by the member's permanent unit. IAW USCG Personnel Manual, M1000.6A, Article 10:B.5.b.2. The TDY unit should provide written supporting documentation for input in the member's next regular EER when an evaluatee completes TDY for any length of time. Information on EERs is available at <http://cgweb.uscg.mil/g-w/psc/adv.htm>, in the "Quick Reference" box at the top left of the web page. The web site also contains a link to copies of the CG-3788 evaluation forms, which may be printed and used as a worksheet for the TDY unit to submit to the enlisted members permanent command as input.

c. EERs for reserve member's TDY for 92 days or more at a unit other than their permanent duty station for active duty due to mobilization or short term active duty for special work (ADSW), the TDY unit now has the responsibility to complete the regular scheduled EER on the member IAW ALCOAST 077/04. If the TDY period is less than 92 days, the TDY command sends documentation to the permanent unit for entry into the member's regular EER. When the TDY period exceeds 92 days, and it has been more than 92 days since the last EER, then the TDY command will complete a Memo EER. When submitting an EER for this reason, select the reason of "Memo" in the drop down menu under the Employee Review tab. At commands where Direct Access for Coast Guard personnel is not accessible, units may submit signed CG-3788 evaluation forms to PSC-adv for manual input into the system. A link to these forms can be found in the Personnel and Pay Procedures manual Personnel Service Center Instruction M1000.2a. Any TDY period more than 140 days (long term ADSW) at a unit other than their permanent duty station, is considered a permanent change of station transfer.

### **7. Evaluation Period**

TDY/TAD reporting dates normally will be used as the basis for evaluation report start dates. Exception: when a member fails to report at the required time, the actual reporting date will be used for evaluation purposes.

### **8. Evaluation Processing**

Reports that do not require review, approval, or signature from the CCDR may be written, completed, and sent to the respective Service HQ by the JTF. Reports that require review, approval, or signature from the CCDR must be sent to the combatant command J-1 as a final copy free of errors. The combatant command J-1 will review the proposed report for accuracy and format, and will require all errors to be corrected prior to delivering the report to the required combatant command office. Copies of signed reports shall be provided to the individual reported on and be maintained by the reporting senior/senior rater in accordance with Service regulations. The JTF J-1 may maintain copies of all performance reports only if permitted by Service regulations.

## **9. Commander, Joint Task Force Evaluation**

The CCDR normally will rate the CJTF.

## **10. Commander, Joint Task Force Ratings**

a. Deputy CJTF and JTF Service component commanders normally will be rated by the CJTF.

b. The CJTF, through the JTF J-1, will establish rating schemes and chains for all other JTF personnel, with the exception of unit-deployed personnel. Rating schemes remain within the JTF and must follow the CCDR's guidance and applicable Service directives.

## APPENDIX P

### CIVILIAN PERSONNEL MANAGEMENT

#### 1. General

Planners must ensure that DOD civilian employees and US contractor personnel are considered in every aspect of contingency and crisis action planning, consistent with their noncombatant status. This includes evaluating the appropriate manpower mix (military, government or contractor) necessary to accomplish the mission, considering tradeoffs in risk, cost, and capability. Moreover, contracted support should be reviewed carefully by all stakeholders (including manpower authorities) to ensure compliance with restrictions on contracting inherently governmental functions, US laws and regulations, and international laws and agreements regarding the use of contractor personnel. Their support should be reviewed in light of sensitivities associated with placing civilians in positions that might be viewed as performing inherently military functions.

#### 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. Joint force J-1s ensure the preparation of DOD civilians and contingency contractor personnel for possible isolation, especially those who could be high risk. This is vitally important to the military members who may be isolated with them. In addition, procedures for processing returned isolated personnel, to include support while isolated, should encompass DOD civilians and CDF and others as designated by the President or Secretary of Defense.

c. CCDRs will ensure that civilian requirements are included during the developmental and implementation phases of operation planning. They will also issue JOA/AOR-specific guidance relative to the deployment of civilians into the AOR.

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

e. Heads of DOD agencies and non-DOD agencies deploying civilians in support of the operation must coordinate all support requirements for their personnel with the JFC and meet JOA/AOR admissions requirements as established by the CCDR and IAW DOD 4500.54-G, *Department of Defense Foreign Clearance Guide*, DODD 1400.31, *DOD Civilian Work Force Contingency and Emergency Planning and Execution*, DODI 1400.32, *DOD Civilian Work Force Contingency and Emergency Planning Guidelines and Procedures*, and DODI 3020.37.

#### 3. Planning Considerations

a. **Civilian Personnel Requirements.** The CCDR, through component commanders, is responsible for identifying civilian personnel requirements and managing DOD related civilian resources in the JOA/AOR. JOA/AOR civilian resources may be DOD civilians, DOD

contingency contractors, non-DOD US civilians (i.e., other Federal employees, and Red Cross, DOS contractors), or augmentation personnel provided through host-nation support agreements. DOD civilians and CDF should receive advance training in the following.

- (1) Chemical, biological, radiological, and nuclear defense and/or annual refresher training.
- (2) Provisions of the Geneva Conventions.
- (3) Wear and appearance of uniforms.
- (4) Uniform Code of Military Justice (UCMJ) and Code of Conduct.
- (5) Weapons certifications and firearms safety.
- (6) Basic first aid.
- (7) Personnel recovery training.
- (8) Self aid.
- (9) Buddy aid.

b. **JOA/AOR Admission Requirements.** In coordination with the CCDR, the JFC will coordinate the approval and JOA/AOR admission requirements for all civilians being deployed to the operational area in accordance with the Foreign Clearance Guide. The CCDR 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, completion of the DD Form 93 for emergency contact information, 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.** CCDRs will identify processing requirements for all DOD civilians and CDF 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. However, CDF may deploy through a process that incorporates all the functions of a deployment center in lieu of processing through the central processing center, if such a process is designated in the contract. Specific requirements for deployment processing must comply with DODI 3020.41, *Contractor Personnel Authorized to Accompany the US Armed Forces*, component and CCDR requirements. All requests for exceptions to processing requirements must be approved by the supported CCDR prior to deployment. Refer to Appendix G, “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 CDF in the operational area process through entry and exit points and are recorded in the database. One personnel accounting system should be established and used for tracking all 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 H, “Personnel Accountability and Strength Reporting, Encompassing Military, Department of Defense Civilians, Contractors, and Multinational Personnel.”

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) and danger pay allowance. FPD will commence on the 43<sup>rd</sup> day after having been stationed for 42 days in the area where the FPD is offered. Danger pay allowance commences on the date of arrival in the operational area, if already designated by the Secretary of State or the date of designation if not already designated. The Office of Personnel Management and the DOS will establish any additional pay and/or compensation and implementing guidance as a result of the contingency operation. The joint force 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 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 the Common Access Card, appropriate identification and Geneva Convention cards to deploying civilians to include CDF personnel prior to deployment.

g. **Casualty and Mortuary Affairs.** Casualty reporting and processing procedures for deployed DOD civilian employees who become casualties will be as required for military personnel. Casualty and mortuary affairs reporting and processing for contractor personnel will be IAW DOD and CCDR policy. See JP 4-06, *Mortuary Affairs in Joint Operations*.

h. **Clothing, Equipping, and Training.** CCDRs will identify JOA/AOR-specific clothing, individual equipment, and training required for civilian employees deploying to the operational area. Generally, commanders should not issue military garments to contingency contractor personnel or allow the wearing of military or military look-alike uniforms. When commanders issue any type of standard uniform item to contingency contractor personnel, care must be taken to ensure, consistent with force protection measures, that the contractor personnel be distinguishable from military personnel through the use of distinctively colored patches, armbands, or headgear. Generally, contractors are required to provide all life, mission and administrative support to employees to perform the contract. When necessary, and as determined by the CCDR guidance, contingency contractor personnel may be issued military individual protective equipment (e.g., chemical defensive gear, body armor, personal protective equipment) subject to DOD Policy, regulations and contract terms. See DODI 3020.41, *Contractor Personnel Authorized to Accompany the US Armed Forces*, paragraph 6.2.7.6 for more details. Training will include laws of war, standards of conduct, Uniform Code of Military Justice (UCMJ),

antiterrorism, force protection, cultural and geographic orientation, and all safety-related training provided military personnel.

### i. **Weapons**

(1) DOD civilians may be issued weapons for their personal defense. The issuance of weapons to civilian employees is contingent upon the approval of the CCDR and subject to CCDR guidance. Acceptance of weapons by civilian employees is voluntary, and in the case of contractor personnel, must also be approved by the employee's company. Upon acceptance, civilian employees will adhere to military regulations regarding training, accountability, and safe handling of firearms.

(2) Contingency contractor personnel are not authorized to possess or carry personally owned firearms or ammunition or be armed during contingency operations unless specifically authorized (case-by-case basis) by the geographic CCDR or a designee no lower than the general or flag officer level. When armed, contingency CDF may be armed to provide security services for other than uniquely military functions. In those cases, the geographic CCDR will issue written authorization identifying who is authorized to be armed and limits on the use of force. All requests to arm contractor personnel must follow specific DOD policy and procedures concerning the arming of contractor personnel given in DODI 3020.41, *Contractor Personnel Authorized to Accompany the US Armed Forces*, paragraphs 6.2.7.8, 6.3.4 and 6.3.5.

j. **Awards.** Awards for DOD civilians and CDF will be processed through their assigned Service personnel offices in coordination with the joint force J-1.

### k. **Support and Services**

(1) **DOD Civilians.** DOD civilians deployed for military operations will be provided the same support and services provided their military counterparts. CCDRs will provide lodging, meals, security, postal support, and medical and dental care, except when specifically precluded by statute. DOD civilians are entitled to use exchange, commissary, and morale and welfare facilities while deployed.

(2) **Contingency Contractor Personnel.** Based on DOD component consultation with the supported CCDR and Defense Federal Acquisition Regulation Supplement requirements, DOD contracts providing contingency contractor personnel will contain language describing the specific support relationship between the contractor and the DOD, including protection, authorized levels of health service and other support and sustainment requirements. Generally, defense contractors are responsible for providing for their own logistic support and logistic support for their employees. However, logistic support shall be provided by the DOD when the commander or the contracting officer determines provision of such support is needed to ensure continuation of essential contractor services and adequate support cannot be obtained by the contractor from other sources. See DODI 3020.41, *Contractor Personnel Authorized to Accompany the US Armed Forces*, for details.

## APPENDIX Q RESERVE COMPONENT CALL-UP

*“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 a member of the RC under their jurisdiction to active duty or retain the member with the consent of that member according to Title 10 USC 12301(d). However, a member of the Army National Guard or Air National Guard of the United States may not be ordered to active duty without the consent of the governor or other appropriate authority of the state concerned. RC members utilized under this authority will count against active duty end strength if they exceed three years or a cumulative period of 1095 days in the previous 1460 days. The Service Secretaries have issued additional Service specific guidance in the implementation of this policy. Conversely, involuntarily activated members of the RC will be allowed to deactivate when Services determine stop-loss authority for active component is no longer required for specified categories of personnel.

b. **Presidential Reserve Call-up.** The President may activate up to 200,000 members of the Selected Reserve without their consent (of whom not more than 30,000 may be individual ready reserve [IRR]) for periods of up to 270 days when it is determined necessary to augment the active forces for any operational mission (10 USC 12304). Specifically, the law provided the authority for the President “to order a unit or member to active duty to provide assistance in responding to an emergency involving a use or threatened use of a weapon of mass destruction; or a terrorist attack or threatened terrorist attack in the US that results, or could result, in significant loss of life or property.” 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). PRC 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 PRC. Recalled members of the RC do not count against active duty end-strengths. Members of the RC, whether recalled voluntarily or involuntarily, may not repeat a tour in the same AOR under the same PRC.

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) (24 cumulative months by DOD policy). As with PRC, the clock starts for each unit or individual as of the time they enter involuntary active duty.



d. **Full Mobilization Authority.** The President, upon a congressional declaration of national emergency or war may authorize the Service Secretaries, or their designees, to order to active duty any member of the RC, without his or her 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 SecDef.

e. **Total Mobilization Authority.** The President, upon a congressional declaration of national emergency or war, and with passage of legislation authorizing force expansion, may authorize the Services to add new forces and personnel necessary to achieve national security objectives.

f. **Retired Reserve Recall.** Reserve members in a retired status 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, with the approval of SecDef, first determine that there are not enough qualified members of the RC available in other categories to fill capabilities (10 USC 12301[a]).

g. **Recall of the Standby Reserve.** Units and members in the Standby Reserve may be ordered to active duty (other than for training) only as provided in 10 USC 12301(a) and 12306. In addition, this authority requires that the Service Secretaries first determine that there are not enough qualified members in the Ready Reserve in the required categories who are readily available.

h. **Call to Active Duty of Delayed Entry Program Personnel.** Qualified personnel with no prior military service may be enlisted as untrained members of the IRR for up to 365 days before reporting for active duty under 10 USC 513. All such persons may be ordered to active duty under all provisions of the law and regulations applying to the IRR.

## 2. Responsibilities

Overall responsibilities for Reserve Mobilization are delineated in DODD 1235.10, *Activation, Mobilization, and Demobilization of the Ready Reserve*, and DODI 1235.12, *Accessing the Ready Reserves*. The supported CCDRs are tasked in the CJCSI 3110.01, *Joint Strategic Capabilities Plan (JSCP)*, or by other joint operation planning authority to prepare specific plans in their respective operational areas, to include the identification of total RC forces to be deployed to the operational area 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 CCDRs, Service components, and USSOCOM source the force list with actual units and/or unit type codes from the AC and RC.

b. US Transportation Command (USTRANSCOM) identifies to the supported CCDR, 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 CCDR and DOD agencies provide inputs on CONUS and OCONUS backfill and sustainment capabilities to the supported CCDR.

### 3. Planning and Execution

a. **Contingency Planning.** JP 4-05, *Joint Mobilization Planning*, and JP 4-05.1, *Manpower Mobilization and Demobilization Operations: Reserve Component (RC) Call-up*, provide guidance for the Military Departments and the CCDRs in developing mobilization plans. The Joint Strategic Capabilities Plan requires CCDRs to include in their plans (OPLANs and operation plans in concept format [CONPLANS] with TPFDD) the estimated numbers of members of the RC required to support the plan. CJCSM 3122.03, *Joint Operation and Planning Execution System Vol II: Planning Formats*, Annex A, Appendix 5, prescribes how to compute RC capabilities for plan execution. The four categories of RC manpower capabilities are those needed to:

(1) Deploy. Units and individuals who deploy to the AOR to conduct missions and augment, reinforce, and provide combat support and combat service support.

(2) Move the Force. Air Mobility Command, Surface Deployment and Distribution Command, Military Sealift Command, and HQ USTRANSCOM capabilities.

(3) Assist in Mobilization and/or Deployment. Mobilization station staffs, additional training base capabilities, medical, dental, logistics, supply, and maintenance repair depots, air and/or sea departure control groups, port security, cargo handling, joint, Service, and DOD agency staff augmentation (IMAs).

(4) Backfill and/or Sustainment. Units and individuals required to replace AC assets deployed to the operational area to continue essential services and functions at drawdown and vacated installations in CONUS and OCONUS. This planning requires extensive coordination among the supported CCDR, supporting CCDRs, Services, and DOD agencies. The RC manpower capability from the plan is the basis for requesting approval of legal authorities (PRC, partial mobilization) for access to RC manpower.

b. **Crisis Action Planning.** CAP requires virtually the same action and coordination as contingency planning, but in a compressed timeframe. The supported CCDR coordinates with supporting CCDR and the Services to identify the aggregate RC requirement, but without the benefit of the contingency 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 capability. Planners should consider the length of the operation and the potential for expanded operations in determining whether personnel capabilities can be met without involuntary call-up of members of the RC. If the operational capabilities for RC personnel can be met satisfactorily with volunteers, no request for PRC or partial mobilization should be made. However,

if operational capabilities 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 CCDR or Service may initiate a request through the Chairman of the Joint Chiefs of Staff for SecDef to seek PRC or partial mobilization from the President. The following actions should occur when PRC or partial mobilization is required.

(1) The call-up process will normally begin with a CCDR message to the CJCS, 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. CCDR requests should reference Annex A, Appendix 5 of the appropriate plan, which establishes the RC augmentation capability (or should specify the aggregate total RC capability resulting from CAP in situations where no plans previously existed). The request should contain a justification including the number of members of the RC, the functions members of the RC will perform, and the impact if no authorization is given.

(2) Multiple foreign humanitarian assistance or peacekeeping operations in different CCDR AORs or functional areas may produce a large total capability for reserve augmentation before any single supported CCDR identifies a capability for RC augmentation. In such cases, the request to call-up reserves could be initiated by a supporting CCDR, a Service, SecDef, or the Secretary of Homeland Security (in coordination with SecDef).

(3) The Joint Staff J-4 (as the Joint Staff OPR for the 12 interdependent resource areas that are included in military mobilization (see JP 4-05, *Joint 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 SecDef to request the President to invoke PRC (or declare a national emergency and invoke partial mobilization), and provides a draft memorandum for SecDef signature.

(4) SecDef forwards the request to the President, unless PRC authority has been delegated to SecDef.

(5) The President signs an executive order authorizing SecDef (Secretary of Homeland Security for Coast Guard when not operating as a Service under the Department of the Navy) to call-up members of the RC.

(6) SecDef may then delegate to the Secretaries of the Military Departments limited authority to order members of the RC to active duty, imposing ceilings on the number to be called from each Military Department. Additionally, SecDef may establish personnel policy guidance to be followed when calling up members of the RC and when demobilizing them.

(7) The Secretaries of the Military Departments order members of the RC to active duty and monitor the number of members of the RC recalled under the call-up authority in order to remain within SecDef-imposed ceilings. The Secretaries of the Military Departments may request additional authority, if required.

(8) 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.

(a) The Joint Staff J-4 prepares the legislatively-mandated report to Congress every 6 months during partial mobilization.

(b) The Joint Staff J-1 tracks the number of members of the RC called up under the different authorities.

(9) Involuntary active duty for RC personnel terminates by order of the President or when mandated by law.

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## APPENDIX R STOP-LOSS AUTHORITY

### 1. General

Whenever members of the RC are serving on active duty under the authority of 10 USC 12304 (PRC), 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 this stop-loss authority will terminate when members of the RC recalled under sections 12304, 12302, or 12301 are released from active duty, or when the President determines that the circumstances for ordering members of the RC 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 redelegate 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 CCDR the level of RC mobilization needed to support the plan. Whenever significant numbers of members of the RC are called up under PRC, partial, or full mobilization authority, the Services should consider the need for stop-loss authority in order to minimize involuntary activations or RC personnel. 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 that may impact a decision on requesting stop-loss are communicated to the Services.

b. **Execution.** If a significant number of members of the RC 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 CCDR’s request for activation or mobilization of RC personnel to support the plan or COA (to facilitate staffing the request as part of the PRC and/or Partial Mobilization package). The following actions should occur when one or more Services request stop-loss authority.

(1) The Service Secretary submits a request to the Secretary of Defense through the CJCS for authorization to suspend laws relating to promotion, separation, and retirement. The request should contain justification for the following:

(a) The need to establish stability of forces in the operational area or at supporting locations.

(b) That RC, host-nation assets, and contract services will not be adequate over the expected duration of the operation.

(2) The Joint Staff J-1 coordinates 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 CCDR's request for activation of members of the RC (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.

(3) The Secretary of Defense forwards the request to the President.

(4) The President signs an executive order authorizing the Secretary of Defense (Secretary of Homeland Security for Coast Guard when not operating as a Service under the Department of the Navy) to suspend laws relating to promotion, separation, and retirement.

(5) 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).

(6) 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:

(a) By theater. Normally requested by Service component to the Service (this is the situation in which supported CCDR input is most applicable).

(b) By units. Stop-loss would only apply to the TPFDD listed forces.

(c) By Service component command.

(d) By specialty area (i.e., language, specialty skill, medical).

(e) By grade (i.e., senior noncommissioned officers or officers).

(f) By security clearance.

(7) 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 PRC, partial, or full mobilization authority.

## APPENDIX S

### NONCOMBATANT EVACUATION AND REPATRIATION OPERATIONS

#### 1. General

NEOs are conducted to evacuate civilian noncombatants and nonessential military personnel from overseas locations to a safe location and/or the United States. See JP 3-07.5, *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.
- 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 has overall responsibility for NEO, which includes the protection and evacuation of US citizens and selected foreign nationals abroad. The Secretary of State has the authority to halt the movement of all US citizens to any danger areas abroad.

b. By joint agreement with the Secretary of State, SecDef has responsibility for:

- (1) Developing NEO plans and ensuring they are properly coordinated.
- (2) 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 the PDUSD(P&R)).
- (3) Assisting in executing NEO plans, when requested by DOS.
- (4) 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, DHHS is the lead federal agency for the reception of all evacuees in the United States.

d. The Secretary of the Army is the DOD EA for the repatriation process. The Commander, US Army Forces Command and the Commander, US Pacific Command, 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.

e. The CJCS is responsible for US forces support of NEO when directed by the President and/or the Secretary of Defense.

f. CCDRs are responsible for developing plans to support NEOs. CCDRs are also responsible for advising the CJCS when conditions of potential hazard warrant suspension of movement of noncombatants into their AOR.

### 3. Planning and Execution

a. The DOS supported evacuation control center (ECC) is established to conduct processing, screening and selected logistic functions associated with emergency evacuation of noncombatants. The military should, however, be prepared to perform functions that are DOS responsibilities, if required.

b. Evacuee processing may take place in country at an air terminal, onboard ship, or at the temporary safe haven site.

c. The Report of Potential Evacuees, also known as the “F-77 Report”, identifies the numbers of potential evacuees at each embassy. View on SIPRNET at <http://ses.state.sgov/f77>.

d. Provide input on tracking procedures and the feasibility of personnel tracking. Verify that adequate procedures, trained personnel and operational equipment for evacuee accountability are available.

e. A deployable NEO tracking system (NTS) should be located in the ECC, unless lack of time and inadequate security preclude its use. NTS can be used to maintain a roster of evacuees for accountability (showing nationality, date of birth, evacuation classification, profession, and destination) and provide a departure manifest for embarked personnel for evacuee tracking.

f. A NTS should also be located at the temporary safe haven for evacuee accountability and tracking.

g. NTS provides evacuee visibility to DOD, DOS, DA, CCDR, and JFC throughout the evacuation process.



## APPENDIX T PERSONNEL RECOVERY CONSIDERATIONS

### 1. General

a. The DOD PR System exists to ensure a complete and coordinated effort to recover DOD personnel, civilian employees, and CDF who become captured, detained, or otherwise isolated from US control. As shown in Figure T-1, personnel recovery consists of activities to prepare for and conduct operations to report, locate, support, recover, and reintegrate 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. Manpower and Personnel Directorate 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. 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

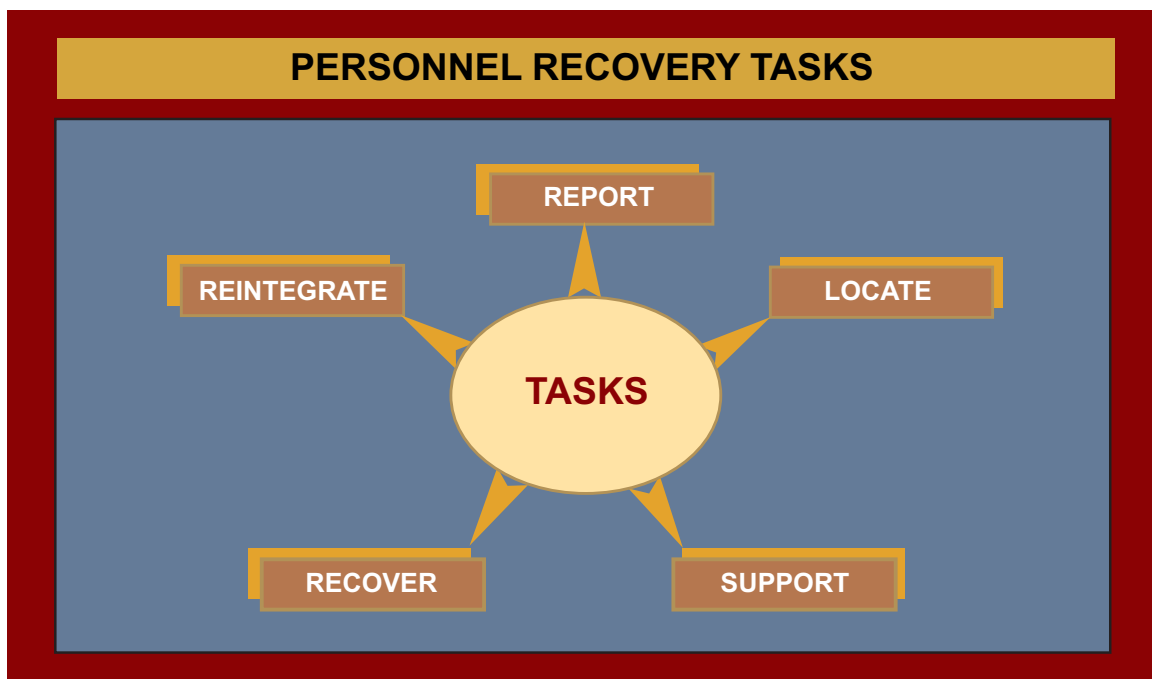


Figure T-1. Personnel Recovery Tasks

information and family data on missing personnel from the search and rescue incident report. This is a classified report released by the joint force J-3 to the PR community.

b. The joint force 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. Defense POW/Missing Personnel Office will publish a DODD to clarify requirements in these areas.

c. The J-1 has responsibility for oversight for the CCDR 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. Reintegration Procedures

The reintegration process consists of medical assessment and treatment (including psychological decompression), intelligence and survival, evasion, resistance, escape (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. CCDRs and subordinate JFCs have the initial responsibility for the care of returnees, pending their delivery to appropriate Service control. Depending upon the situation, the CCDR or subordinate JFC will designate an appropriate number of centralized processing centers. Location of the processing center(s) will be situationally dependent; however, they 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 JPRA, 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 two 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)

(1) 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.

(2) 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 the staff judge advocate (SJA). Likewise, if a debriefer suspects the returnee has knowledge of an offense under the UCMJ, the debriefer should seek the advice of the SJA.

(3) Additional requirements for administrative processing of returnee(s) may be found in JP 3-50, *Personnel Recovery*, Appendix N.

(4) 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.

(5) 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:

(1) SERE and/or SERE psychology debriefings.

(2) Continuing unit debriefings.

(3) Possible consultation or debriefings by other USG agencies.

(4) Family, well-wishers, press, notoriety.

(5) Consultation with military agencies such as SJA, public affairs (PA), financial management, and others.

(6) Returnees decisions regarding return to operational unit.

j. Public Affairs Guidance

(1) 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:

(a) Security requirements.

(b) The welfare of returned personnel and their families.

(c) The safety and interests of other personnel who may still be detained.

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

## APPENDIX U

### PERSONNEL SUPPORT TO MULTINATIONAL OPERATIONS

#### 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., North Atlantic Treaty Organization [NATO]). A coalition is an ad hoc arrangement between two or more nations or between alliances and nations for common purpose.

b. Military operations have evolved beyond the traditional actions of deterrence and warfighting and now include peacekeeping, humanitarian assistance, and others. Actions of these types necessarily involve intergovernmental organizations 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. CCDRs and subordinate JFCs should establish a SOFA, memorandum of agreement, and/or memorandum of understanding regarding personnel recovery support between members of any alliance and/or coalition prior to the onset of operations.

#### 2. United Nations Operations

Specific considerations for UN operations are addressed below.

a. **General.** Personnel support for US 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 (TORs) is critical. These TORs must be proposed by the JFC or the CJCS 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 F, “Individual Augmentation Planning and Procedures,” 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 area and/or JOA, 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.

(1) UN Awards. The Secretary General of the United Nations establishes which UN operations qualify for UN awards as well as criteria for eligibility.

(2) UN Emoluments (Entitlements). The SecDef 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, Allowances, and Entitlements,” for information regarding UN emoluments.

### 3. North Atlantic Treaty Organization 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. **Commander, US European Command’s (CDRUSEUCOM’s) Role in NATO Operations.** CDRUSEUCOM has dual responsibilities in NATO operations. First, CDRUSEUCOM commands all US forces dedicated to the operation if the operation is conducted in the US European Command (USEUCOM) AOR. CDRUSEUCOM is aided in this capacity by the joint US staff at HQ USEUCOM. Second, in the traditional role as Supreme Allied Commander Europe, CDRUSEUCOM commands all NATO forces and 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 CDRUSEUCOM. US personnel contributions to NATO are 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. For NATO operations conducted outside of the traditional NATO/USEUCOM geographic area, the supported CCDR will normally exercise OPCON over US forces involved in NATO operations. For example, Commander, US Central Command exercises OPCON over US forces assigned to NATO’s International Security Assistance Force in Afghanistan.

**b. Process for Requisitioning Personnel**

(1) Authority to transfer US personnel from national to NATO control resides with the President and/or SecDef through the CJCS. The process for this transfer of control is outlined below.

(a) Request from NATO commander to US National Military Representative (USNMR).

(b) Forwarding of request from USNMR to the DOD.

(c) Transfer of control approved by the OSD. The CJCS executes a deployment order to the appropriate force provider. Refer to Appendix F, “Individual Augmentation Planning and Procedures.”

(2) When engaged in or providing personnel support to a NATO operation, CDRUSEUCOM may find that some personnel assets critical to the mission are not available from the Service components in theater. Under these circumstances, CDRUSEUCOM 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.

(a) CDRUSEUCOM submits request to USNMR.

(b) USNMR forwards request to appropriate NATO commander.

(c) Upon approval of the NATO commander, USNMR requests the appropriate Service element at HQ SHAPE release the Service member to CDRUSEUCOM control.

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## APPENDIX W REFERENCES

The development of JP 1-0 is based upon the following primary references:

### 1. General

- a. Title 5, USC, *Government Organization and Employees*.
- b. Title 10, USC, *Armed Forces*.
- c. Title 37, USC, *Pay and Allowances of the Uniformed Services*.
- d. Title 39, USC.
- e. Title 42, USC, *The Public Health and Welfare*.
- f. Mail Standards of the United States Postal Service, Domestic Mail Manual, <http://pe.usps.com>.
- g. Executive Order 11157, “Regulations Relating to incentive Pay, Special Pay, and Allowances.”
- h. Executive Order 12556, “Mailing Privileges of Members of Armed Forces of the United States and of Friendly Foreign Nations.”
- i. Executive Order 12656, “Assignment of Emergency Preparedness Responsibilities.”
- j. National Defense Authorization Act for Fiscal Year 2004.

### 2. Department of Defense

- a. DOD 1000.21-R, *Department of Defense Passport and Passport Agent Services Regulation*.
- b. DOD 1348.33-M, *Manual of Military Decorations and Awards*.
- c. DOD 4500.54-G, *Department of Defense Foreign Clearance Guide*.
- d. DOD 4525.6-C, *DOD Postal Supply and Equipment Catalog*.
- e. DOD 4525.6-M, *Department of Defense Postal Manual*.
- f. DOD 7000.14-R, *Department of Defense Financial Management Regulations (FMRs), Volume 7A, Military Pay Policy and Procedures — Active Duty and Reserve Pay*.

- g. DODD 1215.6, *Uniform Reserve, Training, and Retirement Categories*.
- h. DODD 1235.10, *Activation, Mobilization, and Demobilization of the Ready Reserve*.
- i. DODD 1300.22, *Mortuary Affairs Policy*.
- j. DODD 1327.5, *DOD Policy on Leave and Liberty*.
- k. DODD 1400.31, *DOD Civilian Work Force Contingency and Emergency Planning and Execution*.
- l. DODD 1404.10, *Emergency-Essential (E-E) DOD US Citizen Civilian Employees*.
- m. DODD 2000.12, *DOD Antiterrorism (AT) Program*.
- n. DODD 2310.1E, *DOD Program for Enemy Prisoners of War (EPW) and Other Detainees*.
- o. DODD 2310.2, *Personnel Recovery*.
- p. DODD 3025.14, *Protection and Evacuation of US Citizens and Designated Aliens in Danger Areas Abroad*.
- q. DODD 5100.1, *Functions of the Department of Defense and Its Major Components*.
- r. DODD 5101.11, *DOD Executive Agent for the Military Postal Service (MPS)*.
- s. DODI 1000.1, *Identity Cards Required by the Geneva Conventions*.
- t. DODI 1000.13, *Identification (ID) Cards for Members of the Uniformed Services, Their Dependents, and Other Eligible Individuals*.
- u. DODI 1215.19, *Uniform Reserve, Training, and Retirement Category Administration*.
- v. DODI 1235.12, *Accessing the Ready Reserves*.
- w. DODI 1300.18, *Military Personnel Casualty Matters, Policies, and Procedures*.
- x. DODI 1330.13, *Armed Forces Entertainment Program*.
- y. DODI 1340.9, *Special Pay for Duty Subject to Hostile Fire or Imminent Danger*.
- z. DODI 1400.32, *DOD Civilian Work Force Contingency and Emergency Planning Guidelines and Procedures*.
- aa. DODI 3020.41, *Contractor Personnel Authorized to Accompany the US Armed Forces*.

bb. Joint Federal Travel Regulation (JFTR).

### **3. Chairman of the Joint Chiefs of Staff**

a. JP 0-2, *Unified Action Armed Forces (UNAAF)*.

b. JP 1-02, *Department of Defense Dictionary of Military and Associated Terms*.

c. JP 1-05, *Religious Support in Joint Operations*.

d. JP 1-06, *Financial Management In Support of Joint Operations*.

e. JP 2-0, *Intelligence Support to Joint Operations*.

f. JP 3-0, *Joint Operations*.

g. JP 3-07.5, *Noncombatant Evacuation Operations*.

h. JP 3-33, *Joint Task Force Headquarters*.

i. JP 3-50, *Personnel Recovery*.

j. JP 3-61, *Public Affairs*.

k. JP 4-0, *Logistic Support*.

l. JP 4-05, *Joint Mobilization Planning*.

m. JP 4-05.1, *Procedures for Manpower Mobilization and Demobilization Operations: Reserve Component (RC) Call-up*.

n. JP 4-06, *Mortuary Affairs in Joint Operations*.

o. CJCSI 1301.01C, *Individual Augmentation Procedures*.

p. CJCSI 3290.01A, *Program for Enemy Prisoners of War, Retained Personnel, Civilian Internees, and Other Detained Personnel (EPW/Detainee Manual)*.

q. CJCSI 5120.02, *Joint Doctrine Development System*.

r. CJCSM 3122.01, *Joint Operation Planning and Execution System (JOPES) Vol I: (Planning Policies and Procedures)*.

s. CJCSM 3122.03A, *Joint Operation Planning and Execution System Vol II - Planning Formats*.

- t. CJCSM 3150.13A, *Joint Reporting Structure, Personnel Manual*.
- u. Department of the Army 36526, *Human Resources Doctrine*.
- v. US Army Publication, *Joint Plan for DOD Noncombatant Evacuation and Repatriation (Non-emergency)*.
- w. AFI 34-126(I), *Armed Forces Entertainment Program*.

**APPENDIX Y**  
**ADMINISTRATIVE INSTRUCTIONS**

**1. User Comments**

Users in the field are highly encouraged to submit comments on this publication to: Commander, United States Joint Forces Command, Joint Warfighting Center, ATTN: Joint Doctrine Group, 116 Lake View Parkway, Suffolk, VA 23435-2697. 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. Supersession**

This publication supersedes JP 1-0, 19 November 1998, *Joint Doctrine for Personnel Support to Joint Operations*.

**4. Change Recommendations**

- a. Recommendations for urgent changes to this publication should be submitted:

TO: JOINT STAFF WASHINGTON DC//J7-JEDD//J1//  
CDRUSJFCOM SUFFOLK VA//DOC GP//

Routine changes should be submitted electronically to Commander, Joint Warfighting Center, Doctrine and Education Group and info the Lead Agent and the Director for Operational Plans and Joint Force Development J-7/JEDD via the CJCS JEL at <http://www.dtic.mil/doctrine>.

- 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 Joint Staff/J-7 when changes to source documents reflected in this publication are initiated.

- c. Record of Changes:

CHANGE NUMBER	COPY NUMBER	DATE OF CHANGE	DATE ENTERED	POSTED BY	REMARKS

## 5. Distribution of Printed Publications

a. Additional copies of this publication can be obtained through the Service publication centers listed below (initial contact) or USJFCOM in the event that the joint publication is not available from the Service.

b. Individuals and agencies outside the combatant commands, Services, Joint Staff, and combat support agencies are authorized to receive only approved joint publications and joint test publications. Release of any classified joint publication to foreign governments or foreign nationals must be requested through the local embassy (Defense Attaché Office) to DIA Foreign Liaison Office, PO-FL, Room 1E811, 7400 Defense Pentagon, Washington, DC 20301-7400.

c. Additional copies should be obtained from the Military Service assigned administrative support responsibility by DOD Directive 5100.3, 15 November 1999, *Support of the Headquarters of Unified, Specified, and Subordinate Joint Commands*.

By Military Services:

Army: US Army AG Publication Center SL  
1655 Woodson Road  
Attn: Joint Publications  
St. Louis, MO 63114-6181

Air Force: Air Force Publications Distribution Center  
2800 Eastern Boulevard  
Baltimore, MD 21220-2896

Navy: CO, Naval Inventory Control Point  
5450 Carlisle Pike, Box 2020  
Mechanicsburg, PA 17055-0788

Marine Corps: Commander (Attn: Publications)  
814 Radford Blvd, Suite 20321  
Albany, GA 31704-0321

Coast Guard: Commandant (G-OPD)  
US Coast Guard  
2100 2nd Street, SW  
Washington, DC 20593-0001

Commander  
USJFCOM JWFC Code JW2102  
Doctrine and Education Group (Publication Distribution)  
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Suffolk, VA 23435-2697

d. Local reproduction is authorized and access to unclassified publications is unrestricted. However, access to and reproduction authorization for classified joint publications must be in accordance with DOD Regulation 5200.1-R, *Information Security Program*.

## **6. Distribution of Electronic Publications**

a. The Joint Staff will not print copies of electronic joint publications for distribution. Electronic versions are available at [www.dtic.mil/doctrine](http://www.dtic.mil/doctrine) (NIPRNET), or <http://nmcc20a.nmcc.smil.mil/dj9j7ead/doctrine/> (SIPRNET).

b. Only approved joint publications and joint test publications are releasable outside the combatant commands, Services, and Joint Staff. Release of any classified joint publication to foreign governments or foreign nationals must be requested through the local embassy (Defense Attaché Office) to DIA Foreign Liaison Office, PO-FL, Room 1E811, 7400 Defense Pentagon, Washington, DC 20301-7400.

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**GLOSSARY**  
**PART I — ABBREVIATIONS AND ACRONYMS**

AAFES	Army and Air Force Exchange Service
AC	Active Component
ADSW	active duty for special work
ADUSD(TP)	Assistant Deputy Under Secretary of Defense, Transportation Policy
AFE	Armed Forces Entertainment
AFI	Air Force instruction
AMT	aerial mail terminal
AOR	area of responsibility
APO	Army Post Office
APOD	aerial port of debarkation
APOE	aerial port of embarkation
AR	Army regulation
ARC	American (National) Red Cross
BAH	basic allowance for housing
BAS	basic allowance for subsistence
BOSS	base operating support service
C2	command and control
CA	civil affairs
CAP	crisis action planning
CCDR	combatant commander
CDF	contractors deploying with the force
CDRUSEUCOM	Commander, United States European Command
CDRUSJFCOM	Commander, United States Joint Forces Command
CJCS	Chairman of the Joint Chiefs of Staff
CJCSI	Chairman of the Joint Chiefs of Staff instruction
CJCSM	Chairman of the Joint Chiefs of Staff manual
CJTF	commander, joint task force
COA	course of action
CONOPS	concept of operations
CONPLAN	operation plan in concept format
CONUS	continental United States
CSA	combat support agency
CSP	career sea pay
DA	Department of the Army
DDSM	Defense Distinguished Service Medal
DHHS	Department of Health and Human Services
DJS	Director, Joint Staff
DMSM	Defense Meritorious Service Medal

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
DSSM	Defense Superior Service Medal
DVD	digital video device
EA	executive agent
ECC	evacuation control center
EEO	equal employment opportunity
EER	enlisted employee review
EFAC	emergency family assistance center
FD	from temporary duty
FPD	foreign post differential
HIV	human immuno-deficiency virus
HQ	headquarters
HSM	Humanitarian Service Medal
IA	individual augmentee
IAW	in accordance with
IDP	imminent danger pay
IDS	individual deployment site
IMA	individual mobilization augmentee
IRR	Individual Ready Reserve
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-5	plans directorate of a joint staff
JCS	Joint Chiefs of Staff
JFC	joint force commander
JFMC	joint fleet mail center
JFTR	joint Federal travel regulations
JMD	joint manning document
JMMT	joint military mail terminal
JMP	joint manpower program
JMPA	joint military postal activity
JMUA	Joint Meritorious Unit Award
JOA	joint operations area
JOPES	Joint Operation Planning and Execution System

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JP	joint publication
JPC	joint postal cell
JPERSTAT	joint personnel status and casualty report
JPRA	Joint Personnel Recovery Agency
JPTTA	joint personnel training and tracking activity
JRC	joint reception center
JS	Joint Staff
JSAM	Joint Service Achievement Medal
JSCM	Joint Service Commendation Medal
JTF	joint task force
LCM	letter-class mail
LOA	letter of authorization
LOE	letter of evaluation
MCA	mail control activity
MEO	military equal opportunity
MMT	military mail terminal
MPO	military post office
MPS	Military Postal Service
MPSA	Military Postal Service Agency
MWR	morale, welfare, and recreation
NAF	nonappropriated funds
NATO	North Atlantic Treaty Organization
NEO	noncombatant evacuation operation
NMCC	National Military Command Center
NOK	next of kin
NTS	noncombatant evacuation operation tracking system
OCONUS	outside the continental United States
OER	officer evaluation report
OPCON	operational control
OPLAN	operation plan
OPR	office of primary responsibility
OPREP	operational report
OSD	Office of the Secretary of Defense
PA	public affairs
PDUSD(P&R)	Principal Deputy Under Secretary of Defense (Personnel & Readiness)
POC	point of contact
POS	Point of Sale
POV	privately owned vehicle

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## Glossary

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POW	prisoner of war
PR	personnel recovery
PRC	Presidential Reserve Call-up
PRD	personnel readiness division
QHDA	qualified hazardous duty area
R&R	rest and recuperation
RC	Reserve Component
RSOI	reception, staging, onward movement, and integration
SAPR	sexual assault prevention and response
SARC	sexual assault response coordinator
SecDef	Secretary of Defense
SECNAVINST	Secretary of the Navy instruction
SERE	survival, evasion, resistance, escape
SHAPE	Supreme Headquarters Allied Powers, Europe
SIPRNET	SECRET Internet Protocol Router Network
SITREP	situation report
SJA	staff judge advocate
SJFHQ (CE)	standing joint force headquarters (command element)
SOFA	status-of-forces agreement
SPOD	seaport of debarkation
SPOE	seaport of embarkation
SSPM	single service postal manager
TAD	temporary additional duty (non-unit-related personnel)
TD	temporary duty
TDY	temporary duty (non-unit-related personnel)
TFE	tactical field exchange
TOR	term of reference
TPFDD	time-phased force and deployment data
UCMJ	Uniform Code of Military Justice
UN	United Nations
USACFSC	United States Army Community and Family Support Center
USC	United States Code
USCG	United States Coast Guard
USD(AT&L)	Under Secretary of Defense (Acquisition, Technology, and Logistics)
USEUCOM	United States European Command
USG	United States Government
USJFCOM	United States Joint Forces Command
USNMR	United States National Military Representative

USNORTHCOM	United States Northern Command
USPS	United States Postal Service
USSOCOM	United States Special Operations Command
USTRANSCOM	United States Transportation Command
VA	victimadvocate

## 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. (JP 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. (JP 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. (JP 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 (title 10, United States Code (USC), section 101 (a)(13). It is 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 force; or b. is created by operation of law. Under 10 USC 101 (a)(13)(B), a contingency operations exists if a military operation results in the (1) call-up to (or retention on) active duty of members of the uniformed Services under certain enumerated statutes (10 USC 688, 12301(a), 12302, 12304, 12305, 12406, or 331-335); and (2) the call-up 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. (JP 1-02)

**contingency ZIP Code.** A ZIP Code assigned by 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. (JP 1-02)

**Department of Defense civilian.** A Federal civilian employee of the Department of Defense directly hired and paid from appropriated or nonappropriated funds, under permanent or temporary appointment. Specifically excluded are contractors and foreign host nationals as well as third country civilians. (Upon approval of this revision, this term and its definition will modify the existing term “DOD civiloian” and will be included in JP 1-02.)

**emergency-essential employee.** A Department of Defense civilian employee whose assigned duties and responsibilities must be accomplished following the evacuation of non-essential personnel (including dependents) during a declared emergency or outbreak 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. (JP 1-02)

**executive agent.** A term used to indicate a delegation of authority by the Secretary of Defense to a subordinate to act on the Secretary's behalf. 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. (JP 1-02)

**financial management.** Financial management encompasses the two core processes of resource management and finance operations. Also called FM. (JP 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 Secretary of Defense approved free mail zone. (JP 1-02)

**high-risk personnel.** Personnel who, by their grade, assignment, symbolic value, or relative isolation, are likely to be attractive or accessible terrorist targets. Also called HRP. (JP 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. (JP 1-02)

**isolated personnel.** Military or civilian personnel separated from their unit or organization in an environment requiring them to survive, evade, or escape while awaiting rescue or recovery. (JP 1-02)

**joint manpower program.** The document that reflects an activity's mission, functions, organization, current and projected manpower needs and, when applicable, its required mobilization augmentation. A recommended joint manpower program also identifies and justifies any changes proposed by the commander or director of a joint activity for the next five fiscal years. Also called JMP. (JP 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. (JP 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, and 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. (JP 1-02)

**joint reception, staging, onward movement, and integration.** A phase of joint force projection occurring in the operational area. This phase comprises the essential processes required to transition arriving personnel, equipment, and materiel into forces capable of meeting operational requirements. Also called JRSOI. (JP 1-02)

**Joint Strategic Capabilities Plan.** The Joint Strategic Capabilities Plan provides guidance to the combatant commanders and the Joint Chiefs of Staff to accomplish tasks 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 Joint Strategic Capabilities Plan provides a coherent framework for capabilities-based military advice provided to the President and Secretary of Defense. Also called JSCP. (JP 1-02)

**mail embargo.** A temporary shutdown or redirection of mail flow to or from a specific location. (JP 1-02)

**maximum enlisted amount.** 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. (JP 1-02)

**Military Postal Service.** The command, organization, personnel, and facilities established to provide, through military post offices, a means for the transmission of mail to and from the Department of Defense, members of the US Armed Forces, and other authorized agencies and individuals. Also called MPS. (JP 1-02)

**mobilization.** 1. The act of assembling and organizing national resources to support national objectives in time of war or other emergencies. See also industrial mobilization. 2. The process by which the Armed Forces or part of them are brought to a state of readiness for war or other national emergency. This includes activating all or part of the Reserve Components as well as assembling and organizing personnel, supplies, and materiel. Mobilization of the Armed Forces includes but is not limited to the following categories: a. selective mobilization — Expansion of the active Armed Forces resulting from action by Congress and/or the President to mobilize Reserve Component units, Individual Ready Reservists, and the resources needed for their support to meet the requirements of a domestic emergency that is not the result of an enemy attack. b. partial mobilization — Expansion of the active Armed Forces resulting from action by Congress (up to full mobilization) or by the President (not more than 1,000,000 for not more than 24 consecutive months) to mobilize Ready Reserve Component units, individual reservists, and the resources needed for their support to meet the requirements of a war or other national emergency involving an external



threat to the national security. c. full mobilization — Expansion of the active Armed Forces resulting from action by Congress and the President to mobilize all Reserve Component units and individuals in the existing approved force structure, as well as all retired military personnel, and the resources needed for their support to meet the requirements of a war or other national emergency involving an external threat to the national security. Reserve personnel can be placed on active duty for the duration of the emergency plus six months. d. total mobilization — Expansion of the active Armed Forces resulting from action by Congress and the President to organize and/or generate additional units or personnel beyond the existing force structure, and the resources needed for their support, to meet the total requirements of a war or other national emergency involving an external threat to the national security. Also called MOB. (JP 1-02)

**noncombatant evacuation operations.** Operations directed by the Department of State or other appropriate authority, in conjunction with the Department of Defense, whereby noncombatants are evacuated from foreign countries when their lives are endangered by war, civil unrest, or natural disaster to safe havens or to the United States. Also called NEOs. (JP 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, Geneva Convention of 1949 Relative to the Treatment of Prisoners of War (GPW)), retained personnel (article 33, GPW), or civilian internee (article 78, Geneva Convention). Also called OD. (JP 1-02)

**personnel recovery.** The sum of military, diplomatic, and civil efforts to prepare for and execute the recovery and reintegration of isolated personnel. Also called PR. (This term and its definition are provided for information and are proposed for inclusion in the next edition of JP 1-02 by JP 3-50.)

**personnel replacement center.** The processing centers at selected Army installations through which individual personnel will be processed to ensure that 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 modify the existing term “continental United States replacement center” and its definition and are approved for inclusion in the next edition of JP 1-02.)

**Presidential Call-up.** Procedures by which the President brings all or a part of the Army National Guard or the Air National Guard to active Federal service under section 12406 and Chapter 15 of title 10, US Code. (JP 1-02)

**Presidential Reserve Call-up.** Provision of a public law (title 10, US Code, section 12304) that provides the President a means to activate, without a declaration of national emergency, not more than 200,000 members of the Selected Reserve and the Individual Ready Reserve (of whom not more than 30,000 may be members of the Individual Ready Reserve), for not more than 270 days to meet the requirements of any operational mission. Members called under this provision may not be used for disaster relief or to suppress insurrection. This

authority has particular utility when used in circumstances in which the escalatory national or international signals of partial or full mobilization would be undesirable. Forces available under this authority can provide a tailored, limited-scope, deterrent, or operational response, or may be used as a precursor to any subsequent mobilization. Also called PRC. (JP 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 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 the invading forces. Also called POW or PW. (JP 1-02)

**reclama.** A request to duly constituted authority to reconsider its decision or its proposed action. (JP 1-02)

**repatriation.** 1. The procedure whereby American citizens and their families are officially processed back into the United States subsequent to an evacuation. See also evacuation. 2. The release and return of enemy prisoners of war to their own country in accordance with the 1949 Geneva Convention Relative to the Treatment of Prisoners of War. (JP 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. (JP 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. (JP 1-02)

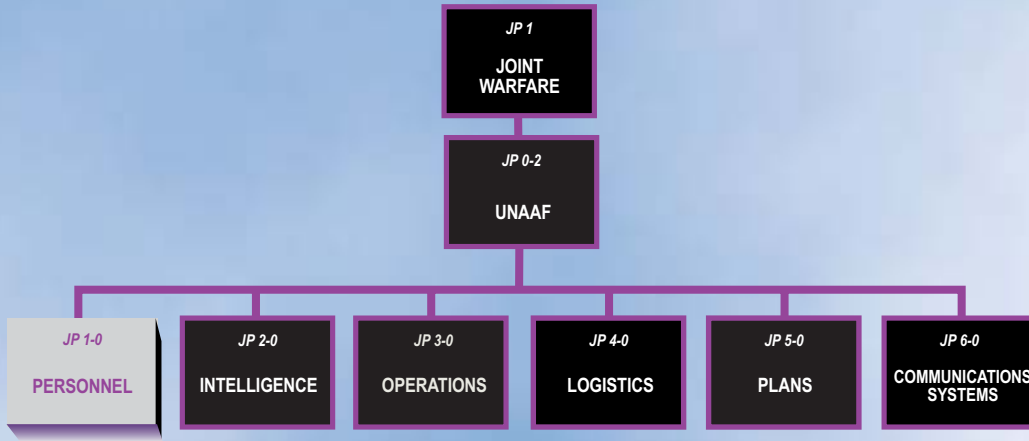
**stop-loss.** Presidential authority under Title 10 US Code 12305 to suspend laws relating to promotion, retirement, or separation of any member of the Armed Forces determined essential to the national security of the United States ("laws relating to promotion" broadly includes, among others, grade tables, current general or flag officer authorizations, and E8 and 9 limits). This authority may be exercised by the President only if Reservists are serving on active duty under Title 10 authorities for Presidential Reserve Call-up, partial mobilization, or full mobilization. (JP 1-02)

**time-phased force and deployment data.** The Joint Operation Planning and Execution System database portion of an operation plan; it contains time-phased force data, non-unit-related cargo and personnel data, and movement data for the operation plan, including the following:

a. In-place units; b. Units to be deployed to support the operation plan with a priority indicating the desired sequence for their arrival at the port of debarkation; c. Routing of forces to be deployed; d. Movement data associated with deploying forces; e. Estimates of non-unit-related cargo and personnel movements to be conducted concurrently with the deployment of forces; and f. Estimate of transportation requirements that must be fulfilled by common-user lift resources as well as those requirements that can be fulfilled by assigned or attached transportation resources. Also called TPFDD. (JP 1-02)

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# 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 Publication (JP) 1-0** is in the **Personnel** series of joint doctrine publications. The diagram below illustrates an overview of the development process:

