DEPARTMENT OF THE ARMY
WASHINGTON, D.C. 20310

HQDA Ltr 525-03-1

DAMO-OD **19 December 2003**

Expires 19 December 2005

SUBJECT: Personnel Recovery

SEE DISTRIBUTION

1. Purpose. This letter prescribes Army policy concerning the goals and responsibilities within the Department of the Army regarding Personnel Recovery (PR). Personnel Recovery is required by federal statute and implemented through Department of Defense Directives (DODD) and Instructions (DODI), joint doctrine, and Army policy. This policy establishes the basis for the development of a coordinated PR program within the Department of the Army to support national and combatant commander objectives. The information in this policy will be incorporated into the next changes of all pertinent Army regulations, doctrine, organization, training, materiel, leadership and education, personnel, and facility requirements (DOTMLPF).

2. Proponent and exception authority. The proponent of this HQDA letter is the Deputy Chief of Staff, G-3 (DCS, G-3). The DCS, G-3 has the authority to approve exceptions to this policy that are consistent with current federal statue, DOD policy, and Army regulations and operational requirements. The proponent may delegate exception approval authority, in writing, to a division chief within the proponent agency in the rank of colonel or above, or the civilian equivalent.

3. References. Required and related publications and prescribed and referenced forms are listed in appendix A.

4. Explanation of abbreviations and terms. Abbreviations and special terms are listed in the glossary.

5. Applicability. This policy applies to the Active Army, members and organizations of the Army National Guard (ARNG)/Army National Guard of the United States (ARNGUS), the U.S. Army Reserve, the Department of the Army (DA) civilians, and DA contractor personnel (when authorized by contract) unless otherwise stated. This policy supercedes all existing Army regulations regarding Personnel Recovery.

6. Background.

a. Personnel Recovery is the sum of diplomatic, civil, and military efforts to report, locate, support, recover, and return and/or repatriate U.S. military, DOD civilians, and DOD

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contractors, and others as directed by the Secretary of Defense (SECDEF) who are captured, detained, evading, isolated, or missing while participating in a U.S.-sponsored activity or mission (see CJCSI 3270.01A).

b. Section 1501 of Title 10, United States Code and DODD 2310.2 require the Services to develop supportive PR policies, programs, and capabilities. Personnel Recovery is based on a national policy that covers many different yet related programs to include prevention training, conducting military search and rescue, recovery of isolated personnel, and repatriation of hostages, detainees, prisoners of war, or persons missing or killed in action. Yellow Ribbon refers to the DOD plans and actions related to processing returned U.S. personnel and is implemented through DODI 2310.4.

c. The need for a PR policy is driven by historical events where Americans were taken captive or evading. In most situations personnel had little training to prepare them for these events. In many cases political solutions resulted in the safe return and repatriation of personnel after months or years of confinement. Recovery and repatriation were typically conducted on short notice without adequate planning or coordination due to the lack of specific guidance.

d. This document defines Army policy to enable PR throughout the spectrum of military operations, activities, and scenarios ranging from peacetime operations to high intensity warfare. It establishes the requirement for Army leaders to plan, prepare, and execute PR operations as part of a joint force within the scope of Army capabilities, combatant commander requirements, and national objectives. The policy requires the development of a DOTMLPF solution and a consistent methodology for managing PR and associated tasks.

7. Goals.

a. Implement an effective Army PR policy based on applicable guidance, directives, and requirements in federal statute and DOD policy.

b. Develop a consolidated PR program that uses a balanced DOTMLPF solution to provide Army forces capable of executing PR tasks specified by the combatant commander.

c. Ensure the Army is prepared to conduct PR in support of DOD PR requirements and combatant commander's PR programs throughout the entire spectrum of military operations.

d. Develop standardized Army PR procedures and capabilities suited for U.S. military, DA civilian, and DA contractor personnel throughout the range of military operations.

e. Ensure appropriate health care intervention and follow-up is provided for returned or repatriated personnel based on individual need.

8. Responsibilities.

a. Principal officials of Headquarters, Department of the Army, as the functional proponents for their respective areas of responsibility, will develop, implement, and oversee programs to integrate the PR process and requirements into their functional areas or readiness domains. This includes defining and budgeting for organizational missions, force structure, and resources required for implementing this policy. The DCS, G-3; DCS, G-1; and The Surgeon General are the principal advisors and assistants to the Secretary of the Army for PR matters.

b. The Commander, United States Joint Forces Command (USJFCOM) is the executive agent for PR, which includes repatriation. The Joint Personnel Recovery Agency (JPRA) is the USJFCOM office of primary responsibility (OPR) for PR guidance and procedures. The Office of the Deputy Chief of Staff, G-3 (DAMO-OD) is the Army OPR for PR, including repatriation.

c. The Deputy Chief of Staff, G-1 will—

(1) Designate an office to coordinate and facilitate PR with DAMO-OD.

(2) Coordinate and facilitate PR training for the PR POC, as appropriate.

(3) Develop policy requirements supporting PR training and utilization, for military, DA civilian, and DA contractors, as required.

(4) Assist the DCS, G-3 (DAMO-OD) in the development of repatriation plans.

(5) Assist the major commands (MACOMs) and Reserve Components with assignment, utilization, and tracking of trained PR personnel.

(6) Provide applicable advisories to the primary family next of kin (PNOK), including information on anticipated Yellow Ribbon procedures, the arrival of returned personnel, and processing schedules.

(7) Serve as the lead agency for coordinating and establishing the joint policy for the recovery of remains for all military, DOD personnel, and contractors with the other Services.

d. The Deputy Chief of Staff, G-2 will—

(1) Designate an office to coordinate PR with DAMO-OD.

(2) Coordinate and facilitate the development of a PR intelligence support matrix to operations.

(3) Coordinate and facilitate PR training to intelligence personnel, as appropriate.

(4) Coordinate and facilitate PR intelligence support to operational plans.

(5) Coordinate and facilitate crisis and deliberate PR intelligence support to exercises.

(6) Coordinate and facilitate crisis and deliberate PR intelligence support to operations with higher, lateral, and lower echelons in accordance with Title 10 responsibilities and authority.

(7) Ensure intelligence debriefings of returned or repatriated Army personnel are conducted during each phase of repatriation, as provided in DODI 2310.4, Enclosure I. Returnee debriefings will be obtained under an expressed written promise of confidentiality. An example of DD Form 2810, Promise of Confidentiality, may be found in DODI 2310.4, Attachment 1 to Enclosure 1.

(8) Ensure the appointment of an official in charge of intelligence debriefings and alternates for each of the designated continental United States (CONUS) locations as determined by the G-2. JPRA provides debriefing training, upon request. A current roster of trained debriefers will be provided to and maintained by the G-3 repatriation officer and DAMO-OD PR Office each September.

(9) Ensure intelligence debriefers coordinate with and assist U.S. Army Criminal Investigation Command (USACIDC) in obtaining required CONUS debriefing facilities. Debriefing activities at each CONUS processing location will be coordinated with the Yellow Ribbon Processing Team Chief and appropriate medical personnel. Coordinate debriefing activities with USACIDC to avoid excessive or repetitive questioning.

(10) Ensure that debriefing information concerning the status of missing personnel is appropriately and expeditiously disseminated to POCs as directed by the Army Staff (ARSTAF) PR concept of operation (CONOP).

e. The Deputy Chief of Staff, G-3 will—

(1) Through DAMO-OD serve as the OPR for Army PR and will develop consolidated requirements that support this policy.

(2) Establish and maintain a PR Office within the G-3 to function as the OPR to consolidate, coordinate, and facilitate all PR activities for the Army staff. Ensure the PR Office personnel are trained in all facets of PR.

(3) Conduct PR action officer (AO) coordination meetings with Army agencies and develop PR action plans, as appropriate.

(4) Establish Army PR funding requirements for the G-8.

(5) Oversee and expedite all Army PR doctrine.

(6) Oversee and expedite Army PR strategic plan to include Code of Conduct, survival, evasion, resistance, and escape (SERE) training to include SERE level of training for military, DA civilians, and DA contractors, in accordance with AR 350-30 and DODI 1300.23.

(7) Develop a PR repatriation plan, including recovery of remains, in coordination with USJFCOM. Designate specific installations as potential processing locations and task the commanders of designated installations to develop Yellow Ribbon contingency plans. Ensure the Army repatriation plan is coordinated with the combatant commands, Services, and Joint Staff.

(8) Coordinate with DOD agencies and the Joint Staff on PR issues.

(9) Coordinate with combatant commanders and Reserve Component commanders to ensure Army PR efforts support their requirements.

(10) Through DAMO-SS designate a point of contact (POC) to coordinate PR plans with DAMO-OD.

(11) Through DAMO-SS coordinate and facilitate plans personnel, as appropriate.

(12) Through DAMO-SS coordinate and facilitate PR plans support of specified Army exercises.

(13) Through DAMO-SS coordinate and facilitate appendix 5 (PR) to annex C operations for crisis and deliberate plans. Coordinate PR plans with DAMO-OD PR office and current operations.

(14) Through DAMO-SS coordinate and integrate Army PR input into joint and multinational doctrinal issues and revision of Army doctrine to reflect current policy.

(15) Produce a list of inspection items that will facilitate commander's PR Inspection program.

(16) Ensure the appointment and training of a Yellow Ribbon Processing Team Chief (0-6) at each military installation in CONUS that is designated as a potential processing location as designated by the ARSTAF PR CONOP.

f. The Chief Information Officer/G-6 will—

(1) Designate an office to coordinate PR with DAMO-OD.

(2) Coordinate and facilitate PR training for the PR POC, as appropriate.

(3) Coordinate and facilitate PR issues related to command, control, communications, computers, and intelligence (C4I) systems.

(4) Coordinate and support specified Army exercises in CONUS.

g. The Deputy Chief of Staff, G-8 will—

(1) Designate an office to coordinate Personnel Recovery with DAMO-OD.

(2) Coordinate and facilitate PR training for the PR POC, as appropriate.

(3) Program for Army PR DOTMLPF funding requirements in the program objective memorandum (POM) as soon as possible.

h. The U.S. Army Center for Military History will—

(1) Research and prepare a factual report regarding Army historical PR for the DAMO-OD, DAMO-OD PR Office and the U.S. Army Training and Doctrine Command (TRADOC).

(2) Coordinate with the Center for Army Lessons Learned, on when and how the Army conducted PR related planning operations from 1939 to present.

(3) Additionally, prepare a PR After Action Report each time the Chair of the Chiefs of Staff (CJCS) or Army components deploy forces in support of directed operations.

i. Commander, U.S. Army Medical Command will—

(1) Designate an office to coordinate PR with DAMO-OD.

(2) Coordinate and facilitate PR training for the PR POC, as appropriate.

(3) Assist DAMO-OD in the development of the Army Repatriation Plan.

(4) Develop measures to ensure appropriate medical resources are available at the designated installations supporting personnel recovery and repatriation medical needs.

j. Commander, TRADOC will—

(1) Designate an office for PR coordination with DAMO-OD.

(2) Develop doctrine for Army PR operations and publish as a draft field manual. As appropriate, consider other Service doctrine, capture unit standard operation procedures, and current lessons learned using existing organizations and equipment. Publish a final Field Manual on PR and incorporate PR doctrine in other applicable field manuals. Submit Army PR doctrine to DAMO-OD for inclusion in joint PR publications. Ensure Army doctrine on PR is synchronized with revised joint doctrine.

(3) Serve as the Army proponent for Code of Conduct and SERE training. Ensure training and doctrine capture Army Code of Conduct requirements and are forwarded to DAMO-TR and DAMO-OD. Ensure Army Code of Conduct integration with joint training and doctrine requirements.

(4) Conduct analysis of Army PR requirements using a balanced DOTMLPF approach and submit to the DAMO-OD for resourcing coordination. Publish DOTMLPF requirements and strategy to implement Army PR operations.

(5) Develop Army PR doctrine and training requirements, including appropriate SERE training level in accordance with Army PR policy, DOD guidance, and JP 3-50.

(6) Incorporate PR scenarios into all Combat Training Center/Battle Command Training Program (CTC/BCTP) rotations and exercises. Provide DAMO-OD PR Office PR with PR training objectives and scheduled events. Program training events in conjunction with paragraphs 8e and 8i of this letter.

(7) Coordinate with JPRA and use available JPRA Personnel Recovery Training curriculum to improve PR training in TRADOC supported schools and training centers. Coordinate with JPRA for use of distributed multimedia-training materials to support isolated personnel training throughout the Army. Provide DAMO-OD an implementation plan of action for PR materials.

(8) Provide DAMO-OD the status of SERE training requirements, capabilities, and shortfalls each September.

k. Commander, U.S. Army Special Operations Command (USASOC) will—

(1) Designate an office for PR coordination with DAMO-OD.

(2) Coordinate and facilitate PR training for the PR office, as appropriate.

(3) Serve as TRADOC's proponent for Army Code of Conduct and SERE education and training, curriculum development, and standardization.

(4) Provide peacetime and wartime SERE level C training to meet Army requirements. Provide other Army and DOD requirements as directed. Coordinate with DAMO-OD and TRADOC on Army-wide SERE training requirements and implementation to support this policy. Provide TRADOC with a status and shortfall of SERE training and requirements each September.

(5) Serve as the Army proponent for non-conventional assisted recovery, specifically unconventional assisted recovery.

(6) Provide repatriation debriefers and SERE psychological support to Army or Joint repatriation teams as directed.

l. Commanders, U.S. Army Europe (USAREUR), U.S. Army South (USARSO), U.S. Army Pacific (USARPAC), U.S. Army Central Command (USARCENT), and Eighth U.S. Army each will—

(1) Designate an office to coordinate PR with DAMO-OD.

(2) Coordinate and facilitate PR training for the office, as appropriate.

(3) Establish and train a Rescue Coordination Center (RCC) to manage Army PR requirements and specified tasks of combatant commanders. Provide command standard operating procedures (SOP) and DOTMLPF recommendations for RCCs and PR capabilities in your commands to HQ TRADOC and DAMO-OD.

(4) Incorporate RCC Personnel Recovery individual, collective, and sustainment PR training. RCC personnel will attend PR courses developed by the Army or equivalent courses taught by other Services or JPRA. Personnel Recovery sustainment and collective training should be conducted frequently during component level and joint exercises.

(5) Ensure all combatant command level exercises, plans, and operations have a rehearsed personnel recovery plan that incorporates rescue, recovery, and return of isolated or missing personnel. Provide DAMO-SS and DAMO-OD copies of the appendices.

(6) Ensure soldiers are trained in accordance with AR 350-30, and DA civilians and DA contractors are trained in accordance with guidance published by the DCS, G-1.

(7) Develop a PR implementation plan and implement DOD, Army, and theater-specific isolated personnel training, as appropriate, up to Level B. Ensure repatriation plans are coordinated and rehearsed in accordance with theater and HQDA repatriation plans.

(8) Coordinate theater PR admission requirements for DA civilians and DA contractors and other designated personnel with DAMO-OD optimally 180 days prior to the desired effective date.

(9) Request PR training support through respective combatant commands or service channels through DAMO-TR.

(10) Establish individual and collective PR training requirements to include type and number. Provide requirements to DAMO-TR and TRADOC for inclusion into Army Training Requirements and Resources System (ATRRS) and the budgeting process. Establish requirements for specialized captivity training, operational support, and PR aids for high risk of capture personnel.

m. Commander, USACIDC will—

(1) Designate a PR POC to coordinate PR with DAMO-OD.

(2) Coordinate and facilitate PR training for a PR POC, as appropriate.

(3) Conduct law enforcement investigations debriefings of returned or repatriated Army

personnel. Returnee debriefings will be obtained under an expressed written promise of confidentiality and consistent with federal statute and all DOD regulatory guidance. An example of a DD Form 2810, Promise of Confidentiality, may be found in DODI 2310.4, Attachment 1 to Enclosure 1.

(4) Appoint a special agent in charge of debriefings and alternates for each of the designated CONUS locations. JPRA provides debriefing training, upon request. A current roster of trained debriefers will be maintained and provided by USCIDC to the G-3 repatriation officer and DAMO-OD PR Office each September.

(5) Coordinate for required CONUS debriefing facilities. Debriefing activities at each CONUS processing location will be coordinated with the Yellow Ribbon Processing Team Chief and appropriate medical personnel.

(6) Ensure that debriefing information concerning the status of missing personnel is appropriately and expeditiously disseminated to the proper agencies.

(7) Coordinate debriefing activities with intelligence debriefers to avoid excessive or repetitive questioning.

n. Commanders of other Army agencies, including field operating agencies (FOAs) and direct response units (DRUs), and major Army commands will—

(1) Designate an office to coordinate PR with DAMO-OD.

(2) Coordinate and facilitate PR training for PR POCs, as appropriate.

(3) Follow theater PR admission requirements for military, DA civilians, DA contractors, and other designated personnel.

(4) Request PR training support through DAMO-TR and the TRADOC, as required.

(5) Establish individual and collective personnel recovery training requirements to include types of training and numbers of personnel. Provide requirements to DAMO-TR and TRADOC for inclusion into ATRRS and the budgeting process. Establish requirements for specialized captivity training, operational support, and PR aids for high risk of capture personnel.

(6) Provide support to Army repatriation operations as directed.

o. Office of the Surgeon General will—

(1) Provide overall guidance and instructions to DAMO-OD on medical aspects of the repatriation process.

(2) Augment the medical facilities at designated installations, as required, to support the repatriation process.

(3) Identify and train SERE psychologists with applicable specialties to support psychological and mental health portions of debriefings.

9. Execution of Personnel Recovery Operations. Under DOD PR policy, the Joint Force Commanders (JFC) will establish a Joint Search and Rescue Center (JSRC) or equivalent. Each Army service component command, or Army acting as a functional component of a joint or combined force will establish an RCC or JSRC equivalent as directed to assist in the planning, preparation, and execution of PR operations, as applicable. Additionally, U.S. Army Forces Command (FORSCOM) and U.S. Army Special Operations Command (USASOC) will ensure an appropriate RCC or equivalent is established during major exercises in CONUS. Accordingly, all Army units, organizations,

and agencies will adhere to DOD guidance, combatant commander directives, and Army policy as required.

a. U.S. Army units will adhere to Army and DOD Personnel Recovery policies and include a PR scenario into training exercises. Incorporate SERE tasks into unit training programs as appropriate. All military, DA civilians and DA contractors (pursuant to the terms of the contract) will meet the combatant commander's theater PR admission requirements. SERE training will focus on preparing our personnel to survive isolation in uncertain, hostile, and denied environments, including captivity, and to return home safely with honor. Identified DA civilians and DA contractors will know their personal legal status under the Geneva Conventions. DA civilians and DA contractors hired in theater/area of responsibility (AOR) will also complete this training, as appropriate. This training is not in lieu of any antiterrorism training but works in conjunction with it.

b. Currently, Code of Conduct and SERE training is conducted for personnel at three levels of risk in accordance with DOD Directive 1300.7 and DOD Instruction 1300.21. Pursuant to DODI 1300.23, SERE training is required for certain DA civilians. Commanders will integrate PR into all levels of Code of Conduct and SERE training, in accordance with AR 350-30.

10. Implementation plans. Within 60 days from the effective date of this policy letter, PR POCs from the ARSTAF, MACOMs, and Army Service Components will meet to develop and refine the Army action plan supporting Army wide implementation. MACOMs will be expected to submit PR implementation plans within 90 days after the meeting noted above. DAMO-OD will submit a consolidated implementation plan to the G-3.

Appendix A
References

Section I
Required Publications

AR 350–30
Code of Conduct/Survival, Evasion, Resistance, and Escape (SERE) Training (paras 8e(6) and l(6) and 9b)

CJCSI 3270.01A
Personnel Recovery within the Department of Defense, 1 July 2003 (para 6a) (Information may be obtained from the JJ-SOD.)

DODD 2310.2
Personnel Recovery (para 6b) (www.dtic.mil/whs/directives)

DODI 1300.21
Code of Conduct (CoC) Training and Education (para 9b) (www.dtic.mil/whs/directives)

DODI 1300.23
Isolated Personnel Training for Department of Defense Civilian and Contractor Employees (paras 8e(6) and 9b) (www.dtic.mil/whs/directives)

DODI 2310.4
Repatriation of Prisoners of War (POW), Hostages, Peacetime Government Detainees and Other Missing or Isolated Personnel (paras 6b and 8d(7) and m(3)) (www.dtic.mil/whs/directives)

10 USC Section 1501
The Missing Persons Act" (para 6b) (www.uscode.gov)

Section II
Related Publications
A related publication is merely a source of additional information. The user does not have to read it to understand this publication.

AR 525–90
Wartime Search and Rescue (SAR) Procedures

DODD 1300.7
Training and Education to Support the Code of Conduct (CoC) (www.dtic.mil/whs/directives)

DODD 5110.10
Defense Prisoner of War/Missing in Action Office (DPMO) (www.dtic.mil/whs/directives)

DODI 2310.3
Personnel Recovery Response Cell (PRRC) Procedures (www.dtic.mil/whs/directives)

DODI 2310.5
Accounting for Missing Persons (www.dtic.mil/whs/directives)

DODI 2310.6
Non-Conventional Assisted Recovery in the Department of Defense (www.dtic.mil/whs/directives)

JP 3–50.2
Doctrine for Joint Combat Search and Rescue (www.adtdl.army.mil/atdls.htm)

JP 3–50.3
Joint Doctrine of Evasion and Recovery (www.dtic.mil/doctrine/)

JP 3–50.21
Joint Tactics, Techniques, and Procedures for Combat Search and Rescue (www.dtic.mil/doctrine/)

Section III
Prescribed Forms
This section contains no entries.

Section IV
Referenced Forms

DD Form 2810
Promise of Confidentiality (para 8d(7) and 8m(3)). A copy of this form is available on the DOD Web site (http://www.dior.whs.mil).

Glossary

Section I
Abbreviations

AOR
area of responsibility

AR
Army Regulation

ARNG
Army National Guard

ARNGUS
Army National Guard of the United States

ARSTAF
Army Staff

ATRRS
Army Training Requirements and Resources System

C4ISR
command, control, communication, computers, intelligence, surveillance, and reconnaissance

CG
commanding general

CoC
Code of Conduct

CJCS
Chair of the Joint Chiefs of Staff

CJCSI
Chair of the Joint Chiefs of Staff Instruction

CONOP
concept of operations

CSA
Chief of Staff, Army

CTC/BCTP
Combat Training Center/Battle Command Training Program

DODD
Department of Defense Directive

DODI
Department of Defense Instruction

DOTMLPF
doctrine, organization, training, materiel, leadership and education, personnel, and facilities

DRU
direct response unit

FOA
field operating agency

HQDA
Headquarters, Department of the Army

JFC
Joint Force Commander

LRRS
long range reconnaissance and surveillance

MACOM
major command

MEDCOM
U.S. Army Medical Command

OPLAN
operational plan

OPR
office of primary responsibility

OSD
Office of the Secretary of Defense

OTSG
Office of The Surgeon General

PG/HD
peacetime government detention/hostage detention

PNOK
primary family next of kin

POC
point of contact

POM
program objective memorandum

PR
personnel recovery

PRRC
Personnel Recovery Response Cell (OSD and Joint Staff PR cell)

RCC
Rescue Coordination Center

SECDEF
Secretary of Defense

SERE
survival, evasion, resistance, and escape

SOF
Special Operations Forces

SOP
standard operating procedures

TRADOC
U.S. Army Training and Doctrine Command

USARCENT
U.S. Army Central Command

USACIDC
United States Army Criminal Investigation Command

USAREUR
U.S. Army Europe

USARPAC
U.S. Army Pacific

USARSO
U.S. Army South

USASOC
U.S. Army Special Operations Command

USJFCOM
U.S. Joint Forces Command

Section II
Terms
This section contains no entries.

Section III
Special Abbreviations and Terms
This section contains no entries.

By order of the Secretary of the Army:

PETER J. SCHOOMAKER
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Chief of Staff

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SUBJECT: Personnel Recovery

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