



Staff Planning for Personnel Recovery (PR)



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Agenda

- References and Resources
- Purpose
- Responsibilities
 - Command
 - Staff
- PR Working Group (PRWG)
- PR in the Military Decision-Making Process (MDMP)
- Running Estimate
- PR Guidance (PRG) versus Isolated Soldiers Guidance (ISG)



References

- JP 3-50. *Personnel Recovery*, 5 January 2007
- AR 525-28. *Personnel Recovery*, 5 March 2010
- FM 3-50.1. *Personnel Recovery*, 1 September 2011, DRAFT
- FM 3-05.231. *Special Forces Personnel Recovery*, 13 June 2003
- FM 21-76-1. *Survival, Evasion, and Recovery*, June 1999
- Call Handbook 09-25. *Army Personnel Recovery*, 14 April 2009
- FM 3-0. *Operations*, 27 February 2008
- ATTP 5-0.2. *Army Operation Plan and Order Format/Appendix 2 – Personnel Recovery*, DRAFT
- Chief of Staff of the Army MSG. *Guidance for Personnel Recovery*, 16 May 2005





Resources

- AWG:
 - <https://portal.awg.army.smil.mil> (SIPR)
 - <http://www.awg.army.mil> (NIPR Web)
- PRPO:
 - <http://usacac.army.mil/cac2/PRPO/> (NIPR Web)
 - <https://combinedarmscenter.army.mil/Pages/2/PersonnelRecovery.aspx> (Intranet)
- JPRA:
 - <http://www.jptra.jfcom.mil/> (NIPR Web)
 - <https://public.jptra.smil.mil/> (SIPR)



Purpose

This program of instruction will provide Battalion (BN) and Brigade (BDE) commanders and staff a basic understanding of the planning considerations and requirements needed to create a nested and supporting Personnel Recovery (PR) plan.



Definition

- Personnel Recovery (PR) is the sum of military, diplomatic, and civil efforts to prepare for and execute the return of isolated personnel (IP) to safety or to friendly control.
- Unit commanders and staffs are responsible for synchronizing the activities with plans, orders, and standard operating procedures (SOP) tailored to succeed in this essential task to protect the force and maintain combat power.
- PR is a component of the Protection Warfighting Function (i.e., those tasks and systems that preserve the force).



PR Trends

- PR plans may be created but are rarely updated based on threat or operational changes
- Plans (OPORDs, CONOPS, Battle Drills) are often times inherited from previous battle space owners
- Threat may have changed; truth changes all the time; dynamic environment
- Once a plan is created, it is rarely rehearsed beyond staff level
- ISG is not updated to reflect most current special instructions (SPINS) data
- PR plans are not incorporating all available assets/enablers to shape the battle space prior to or post-event
- Theater-provided training is not utilized for Survival, Evasion, Resistance, and Escape (SERE) or PR
- Soldiers could be better equipped based on equipment and training available

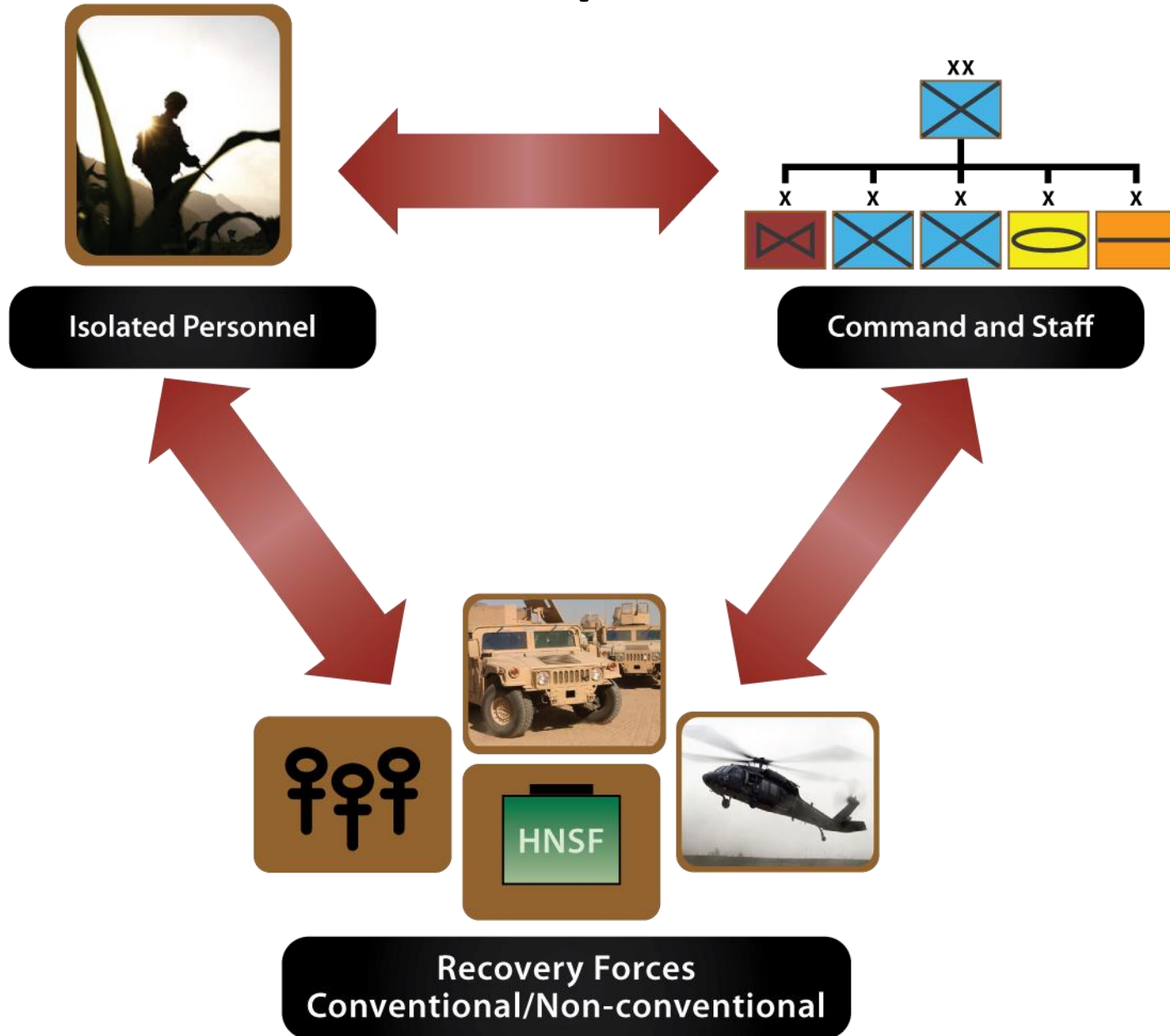


Key Terms

- **PR Officer (PRO)** – Officer or NCO at BN and BDE levels responsible for coordinating and assisting the commander in PR policies, procedures, training, and recovery missions; serves as primary point of contact within the organization
- **PRWG** – Staff working group, facilitated by the PRO, that coordinates PR activities, procedures, training, and mission execution
- **PR Focal Groups** – Three groups (CMD and Staff, Unit/Recovery Forces, and IPs) involved in the planning, preparation, execution, **and assessment of PR activities**
- **PR Guidance (PRG)** – Direction to the force that defines the PR concept for the operation, allocates resources, describes control measures, and identifies specified personnel recovery tasks (to include communication, navigation, and signaling)
- **ISG** – Specific direction to each soldier on the events that constitute being isolated (isolation criteria [IC]) and what actions the IP should take during an isolating event to facilitate recovery



Focal Groups Interaction

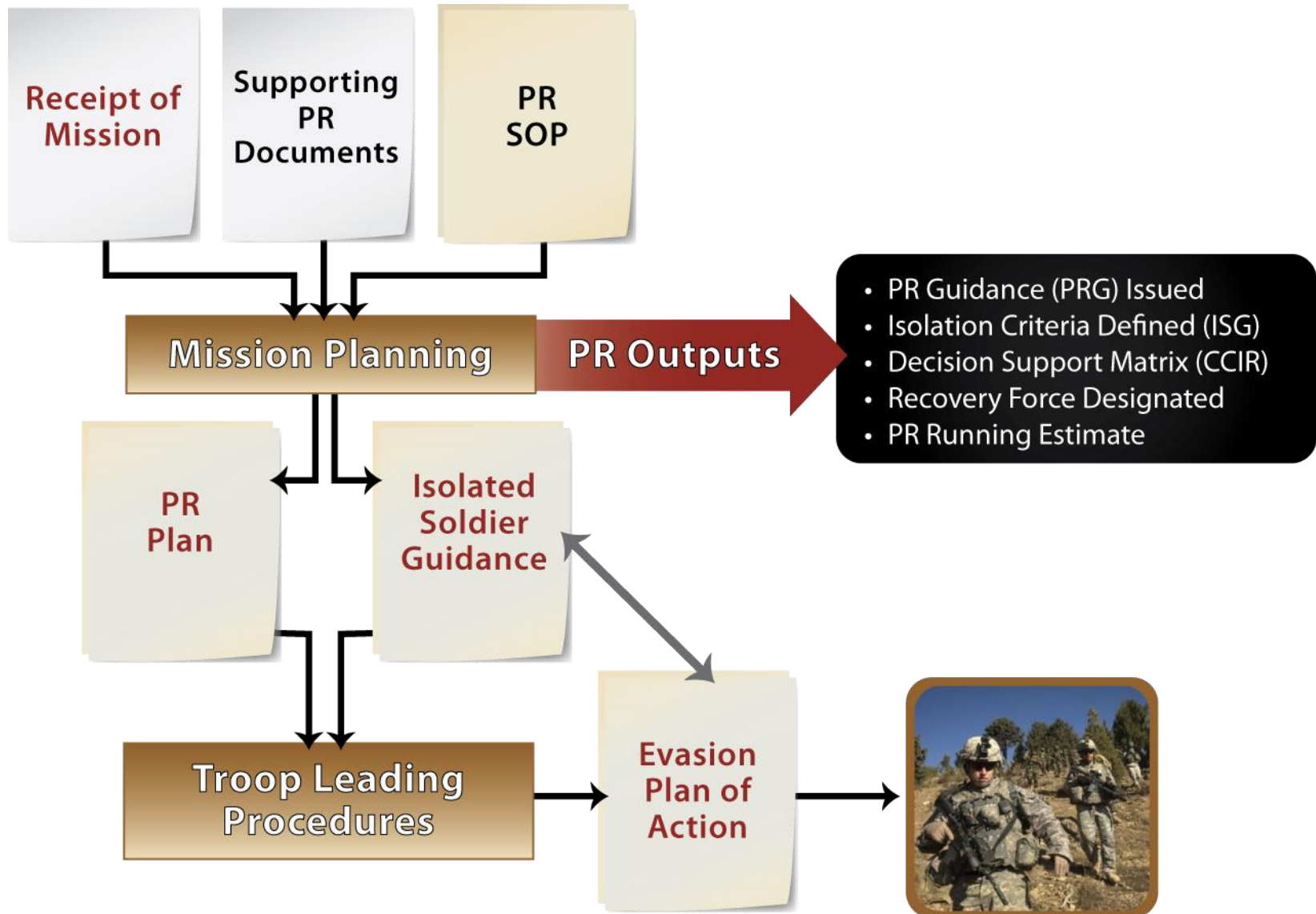


PR Planning Ground Rules

- PR planning is no different than planning for any other operation or CONOPS using the MDMP
- As with any staff element, the PRO creates the PR Running Estimate to provide input into the order, fed by the PRWG
- PR planning is driven by the ISG/Evasion Plan of Action (EPA) since the plan must be synchronized with the capabilities and actions of the IP
- The PRO synchronizes the efforts of the three PR focal groups throughout planning and execution:
 - Command and Staff → MDMP
 - Unit → TLPs
 - Individual → ISG/EPA



PR Planning





PR Categories / Areas Of Responsibility

- Company and Below – Units with no formal staff to exercise PR responsibilities, including all other individual, collective, and leadership tasks
- BN and BDE – Units with small staffs that exercise PR responsibilities as an additional duty for an officer or NCO in the S-3 staff section
- Echelons above Brigade – Units that have trained officers and NCOs who perform the specific role of the PR subject matter expert

Echelon									
	Theater Army		Corps		Division		Brigade	Battalion	Company and Below
Structure	PR Element (Protection Cell)		PR Element (Protection Cell)		PR Element (Protection Cell)		Ad Hoc (S-3)	Ad Hoc (S-3)	Embedded
Staffing	MOS	Grade	MOS	Grade	MOS	Grade	Any MOS and grade	Any MOS and grade	Any
	15B00	O-4	O2A00	O-5	O2A00	O-5			
	15A00	O-4	15B00	O-3	15B00	O-3			
	153AI	W-5	11A00	O-3	11A00	O-3			
	35F40	E-7	35F40	E-7	35F40	E-7			

Introduction
 Responsibilities
 PRWG
 MDMP
 Running Estimate
 PRG vs. ISG
 References and Resources





Company And Below Responsibilities

- Develop EPA for their unit based on Higher's ISG or PR plan
- Ensure Soldiers are trained to execute ISG or EPA
- Identify shortfalls in PR capabilities during Troop Leading Procedures (TLP)
- During planning, identify Information Requirements (IR) and indicators to develop threat situation
- Assess the unit's ability to conduct the PR tasks (report, locate, support, recover, and reintegrate)
- Submit requests for information or requests for support to address shortfalls in information or capability
- Request necessary SERE equipment through S-4



Command Responsibility

- Issue commander's intent containing PR planning guidance (no separate intent for PR)
- Develop policies and procedures for their command to report, locate, support, recover, and reintegrate Soldiers and Army civilians
- Issue PRG and ISG
- Attempt to recover IP at the lowest level, including direct coordination with adjacent units
- Commanders at BN and BDE level will identify a PR officer or NCO (additional duty at a minimum)
- Develop policies and procedures to support the families of Soldiers and Army civilians in the event they become isolated



BN / BDE Responsibilities

- Assign a PRO to advise the commander and staff
- Issue commander's PRG to subordinate units to aid in planning (assist staff in planning and synchronizing PR activities)
- Develop PR plan (OPORDs, CONOPS, SOPs, Battle Drills):
 - Based off Higher's plan and PRG
 - Include PR responsibilities and actions for subordinate units
- Establish PRWG to facilitate and coordinate unit PR efforts
- Assist subordinate units in the development of their PR programs



Staff Responsibilities

- Integrate PR into the operations process (for immediate and deliberate operations)
- Assist in developing EPAs and facilitate unassisted recovery efforts
- Take the initiative to coordinate and synchronize PR operations (including external PR operations)
- Continuously refine and develop the PR architecture (including the PRWG) in accordance with the commander's guidance
- Validate the systems in place: communications, synchronization, reporting, etc.



S-1 Responsibilities

- Maintain accountability of all forces (military, DA civilians, and DA contractors) and rescue assets with Personnel Status (PERSTAT)
- Review and manage the PR Management System (PRMS) as PRMS Manager
- Inform PRO of Duty Status Whereabouts Unknown (DUSTWUN) status from Higher and casualty reports
- Provide S-1 input to the PRWG and the PR Running Estimate (Appendix of Force Protection Annex, CONOPS, or Battle Drill)
- Analyze personnel strength data to determine current capabilities and project future requirements
- Track the status and location of recovered personnel



S-2 Responsibilities

- Support PR planning and execution with PR-specific intelligence:
 - Internal and external ISR planning and synchronizing (including additional assets designated in Higher's PR plan)
 - Develop Enemy Courses of Action (ECOA) based on capabilities with respect to IP
 - Provide input into the Running Estimate, PR plan, and EPA based on enemy activity and atmospheric
 - May influence commander's decision point in PR operations
- Provide conduit to other intelligence agencies, including theater- or national-level, for collection of PR-specific intelligence
- Conduct/review debriefs in order to collect intelligence affecting the IP



S-3 Responsibilities

- Establish the PRWG (facilitated by PRO) functioning as the PR focal point for the commander and staff
- Establish PR SOPs, plans or orders, and Battle Drills
- BPT to conduct MDMP in support of changing missions
- Assist commander in identifying and organizing subordinate elements in PR operations
- Establish the PRWG (facilitated by PRO) functioning as the PR focal point for the commander and staff
- Establish PR SOPs, plans or orders, and Battle Drills



S-3 Responsibilities

- BPT to conduct MDMP in support of changing missions
- Assist commander in identifying and organizing subordinate elements in PR operations
- Synchronize all required assets for PR missions:
 - Assigned units
 - Direct Support (DS) units (air assets, dedicated recovery forces, ISR, etc.)
 - Additional enablers (Provincial Reconstruction Teams [PRT], Interagency, Non-Governmental Organizations [NGO], etc.)
 - Request additional assets from Higher with the Search and Rescue Request (SARREQ)
- Plan PR training, exercises, and rehearsals for the unit



S-4 Responsibilities

- Provide input to PRWG and the PR Running Estimate
- Provide SERE equipment (blood chits, Personal Locator Beacon [PLB], Pointee-Talkees, etc.) through the Army supply system or the Rapid Equipping Force (REF)
- Provide conduit for PR Focus Group to coordinate Host Nation (HN) support of PR missions
- Coordinate immediate resupply operations for IP
- Develop the logistic plan to support recovery operations (Forward Arming and Refueling Point locations, Class III/V availability, and equipment procurement specific to PR)
- Identify PR requirements that must be made through contracting



S-5 Responsibilities

- Establish and operate the Civil-Military Operations Center (CMOC) to maintain interagency LNOs, HN, and NGOs in the battle space
- Provide S-2 with information gained from civilians in the battle space and assist the S-2 with the analysis of the civil dimension
- Provide information to the PRWG on possible IP threats through civilian engagements
- Coordinate with Public Affairs Office (PAO) and Military Information Support Operations (MISO) to ensure that messages are complimentary



S-6 Responsibilities

- Provide the architecture necessary to collect, process, display, store, and disseminate PR information
- Develop Primary, Alternate, Contingency, and Emergency (PACE) communication plan for staff and subordinate units
- Dedicate systems for PRO and PRWG to facilitate planning and coordination efforts (computers, communications, software, etc.)
- Coordinate, plan, and direct all Command, Control, Communications, and Computer Operations (C4OPS) support interfaces with joint and multi-national forces, including HN networks and communications



S-7 Responsibilities

- Provide input to the PRWG and the PR Running Estimate (enemy propaganda or plans)
- Synchronize and coordinate offensive and defensive Information Operations (IO) with the overall operation (mislead the enemy about recovery operations and assets)
- Coordinate IO with other agencies (conduit for PRWG to gather and put out information)
- Utilize IO to influence key leaders in the population to support recovery operations (force responsibility on the HN)
- Influence the population to assist IPs or notify friendly forces if found



PAO Responsibilities

- Advise the commander of the public affairs impact of planned or current operations
- Expedite the flow of complete, accurate, and timely information to the media (prevent inadvertent release of IP information)
- Ensure PR information published by Public Affairs is nested within the IO plan, including Civil Affairs, MISO, and Military Deception (MILDEC)
- Protect the IP and their families
- Control sensitive information by notifying Soldiers, families, and DoD civilians of Operations Security (OPSEC) responsibilities



PRO Responsibilities

- Serve as subject matter expert for the commander and staff on PR matters
- Perform as the facilitator of the PRWG and manage the PR Running Estimate
- Create and publish Appendix 2 of Annex E of the OPOD (if applicable)
- Maintain coordination with Higher, adjacent, and subordinate unit PR representatives
- Gather PR-specific information developed by the Joint Personnel Recovery Center (JPRC)/Personnel Recovery Coordination Center (PRCC) and disseminate to subordinate units
- Identify SERE equipment shortfalls within the unit to the S-4 or PRCC
- Perform duties as the PRMS Recovery Coordinator



Personnel Recovery Working Groups (PRWG)

- Coordinates staff elements that provide input to the PR Running Estimate and facilitate recovery operations
- Convenes during established battle rhythm, planning sessions, isolation criteria, and when directed by the commander
- Comprised of the key staff elements based on requirements (some elements may not have input based on the battle rhythm)
- PRO or delegate chairs the meeting to ensure information is managed properly for the PR program





Sample PRWG Agenda

AGENDA

- Updated Threat Reporting/Enemy Situation Template (SITEMP)
- Assets/Resources Available
- Training Available
- ISOPREP Status
- Communications Architecture
- CONOPS/Battle Drill Review
- Validation of Subordinate Unit Plans, CONOPS, or Battle Drills
- Equipment Requests/Available
- Due Outs or Activities Pending



MDMP

INPUTS	MDMP	OUTPUTS
Mission received	Receipt of Mission	<ul style="list-style-type: none"> • Commander's initial guidance • Potential isolating events identified
<ul style="list-style-type: none"> • OPOD (Annex E, Appendix 2) • Staff estimates • Higher's IPB • PR SOP 	Mission Analysis	<ul style="list-style-type: none"> • Initial PRG/ISG • Initial Commander's Critical Information Requirements (CCIR) <ul style="list-style-type: none"> ◦ Friendly Force Information Requirements (FFIR): Recovery force identification ◦ Priority Intelligence Requirements (PIR): Soldier isolation • PR IPB conducted: <ul style="list-style-type: none"> ◦ Threats to IP established ◦ Danger areas identified ◦ Rally points/safe areas designated ◦ Friendly entities identified • PR Running Estimate <ul style="list-style-type: none"> ◦ Threat SITEMP ◦ Assets/capabilities ◦ Sustainment/equipment ◦ Communications infrastructure
<ul style="list-style-type: none"> • Commander's PRG • PR Running Estimate 	COA Development	<ul style="list-style-type: none"> • COA sketch/narrative (PR tasks/organization identified) • PR operational COAs developed (control measures identified)
<ul style="list-style-type: none"> • COA sketch/narrative • Enemy COAs 	COA Analysis	<ul style="list-style-type: none"> • PR integration into Decision Support Matrix (DSM) (decision points, CCIR, etc.) <ul style="list-style-type: none"> ◦ IC • PR integration into ISR Sync Matrix (ISM) (dedicated, diverted prior to and post-incident)
PR injects into wargame	COA Comparison	<ul style="list-style-type: none"> • Refined DSM and ISM (nested within DSM) <ul style="list-style-type: none"> ◦ Refined IC
DSM	COA Approval	<ul style="list-style-type: none"> • Commander's intent and guidance finalized • Refined DSM and ISM (nested within DSM) • Finalized CCIR
<ul style="list-style-type: none"> • Approved COA • Commander's intent and guidance finalized • Finalized CCIR 	OPOD Production	<ul style="list-style-type: none"> • OPOD (Annex E, Appendix 2) • CONOPS • Battle Drill



Running Estimate

- Enemy situation based on the threat of isolation
- Threat capabilities:

Do they have cells specifically designed for kidnapping?

Have they attempted kidnapping previously?

Do they have a support network and how can they move a victim?

What is their Objective or intent (financial, intelligence, propaganda)?

- The environmental effects on command and control, the recovery force, or the IP
- Friendly elements (US, coalition, or HN) in the battlespace
- Update PR graphics or overlays (danger areas, Designated Areas for Recovery [DAFR], friendly disposition of forces, etc.)
- Isolation Criteria identified or updated





Running Estimate Content – Cont.

- Identify friendly assets and capabilities (and authorities for each):
 - Internal assets (designated or re-prioritized)
 - Attached assets or resources (prior to or post-event)
 - Dedicated assets available
- PACE identified for means of recovery (accessibility of recovery site)
- PR-specific information requirements and indicators
- SPINS data:
 - Search and Rescue Dot (SARDOT)
 - Search and Rescue Numerical Encryption Grid (SARNEG)
 - Word, letter, number of the day
 - Signaling and frequency management



PRG VS. ISG

- PRG is **general planning guidance** that is developed by commanders to define the PR concept for the operation, allocation of resources, description of control measures, and identification of specified PR tasks.
- ISG is **mission-specific guidance** to each Soldier that identifies IC and what actions the IP should take during an isolating event. ISG addresses several questions (i.e., When am I isolated? Where do I go if isolated? What actions do I take? What signals do I use? and How do I link up?)

May be issued but not officially published



What Does PRG Provide?

- Communicates the commander's concept for PR
- Establishes the PR architecture and authorities
- Specifies subordinate commanders' PR responsibilities
- Discusses prevention measures to prepare the force
- Establishes IC
- Directs when to establish PR cells at the operational and strategic levels and PR officers at the tactical level
- Designates units to execute PR operations, including QRF
- Delegates authority to execute recovery operations
- Incorporates PR activities in unit SOPs
- Provides direction for staff to include PR in plans and orders

There is no fixed format for PRG



What Does ISG Provide?

- Defines when a Soldier, Department of Defense (DoD) employee, or contractor is considered isolated:
 - IC triggers the execution of ISG or EPA
 - Interpretation is often an individual's responsibility
- The actions of the Isolated Personnel (IP) immediately following an isolating event
- Where the IP will go to facilitate recovery
- What actions the IP will do to facilitate recovery
- Signal methods to facilitate identification and authentication for both ground-to-ground (GTG) or ground-to-air signals (GTAS), day and night (ATO/SPINS)

It is a guide to action and not a fixed set of rules





QUESTIONS?



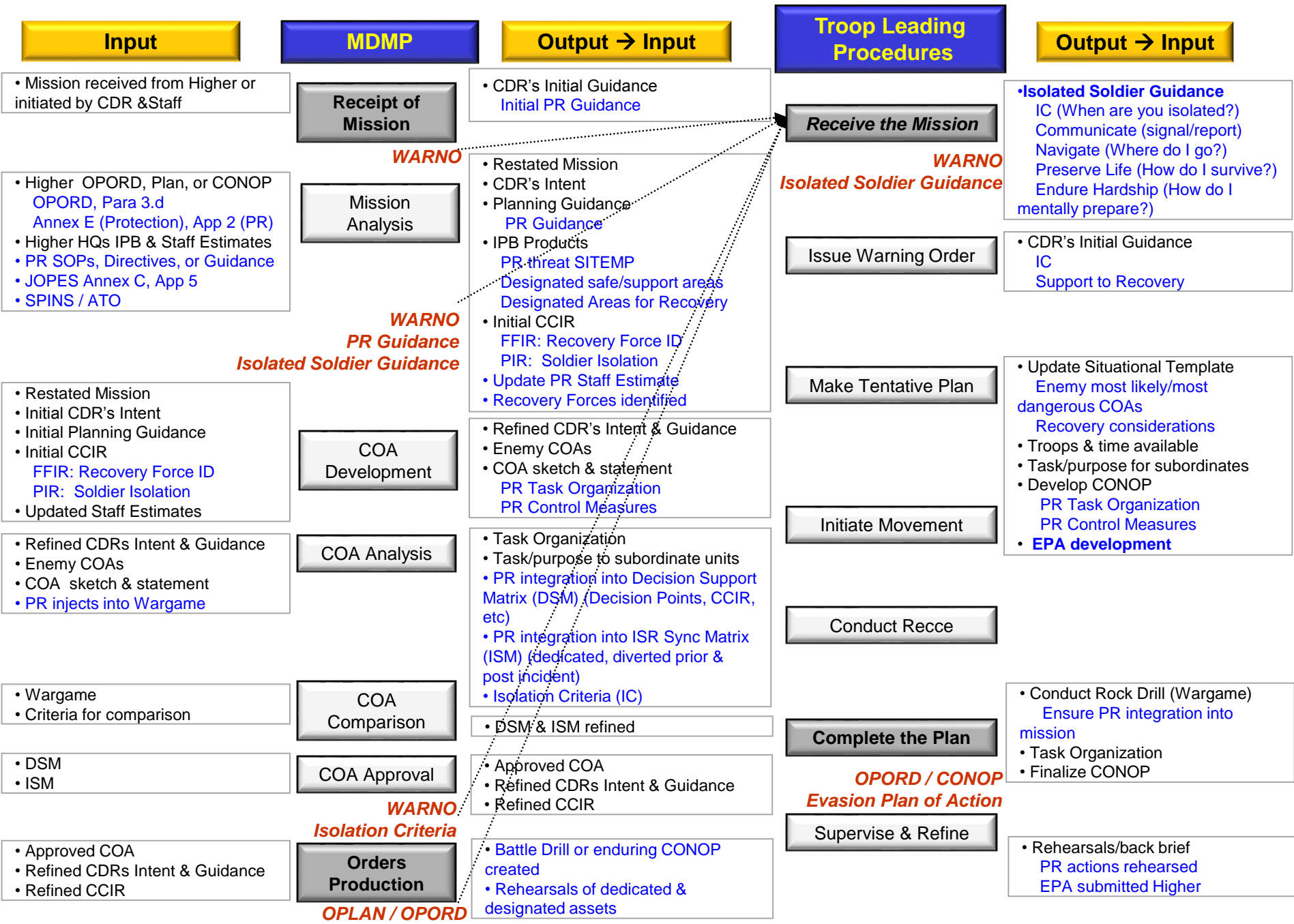


Handout Slides



Personnel Recovery Guidance

Isolated Soldier Guidance



Appendix 2 (Personal Recovery) to Annex E (Protection) to OPERATION PLAN/ORDER [number] [code name]-[issuing headquarters]

References: List maps, charts, standing operating procedures or other documents essential to understanding the order or plan. Doctrinal references for this attachment include

Time Zone Used Throughout the Order:

- 1. (U) Situation.** Include information affecting the functional area that paragraph 1 of the OPLAN/OPORD does not cover or that needs to be expanded.
 - a. (U) Area of Interest. Refer to Annex B (Intelligence) as required.
 - b. (U) Area of Operations. Refer to Appendix 2 (Operations Overlay) to Annex C (Operations)
 - (1) (U) Terrain. List all critical terrain aspects that impact functional area operations. Refer to Tab A (Terrain) to Appendix 1 (Intelligence Estimate) to Annex B (Intelligence) as required.
 - (2) (U) Weather. List all critical weather aspects that impact functional area operations. Refer to Tab B (Weather) to Appendix 1 (Intelligence Estimate) to Annex B (Intelligence) as required.
 - c. (U) Enemy Forces. List known and templated locations and activities of enemy functional area units for one echelon up and two echelons down. List enemy maneuver and other area capabilities that will impact friendly operations. State expected enemy courses of action and employment of enemy functional area assets.
 - d. (U) Friendly Forces. Outline the higher headquarters' plan as it pertains to the functional area. List designation, location, and outline of plan of higher, adjacent, and other functional area assets that support or impact the issuing headquarters or require coordination and additional support.
 - e. (U) Interagency, Intergovernmental, and Nongovernmental Organizations. Identify and describe other organizations in the area of operations that may impact the conduct of functional area operations or implementation of functional area-specific equipment and tactics.
 - f. (U) Civil Considerations. Refer to Annex K (Civil Affairs Operations) as required.
 - g. (U) Attachments and Detachments. List units attached or detached only as necessary to clarify task organization.
 - h. (U) Assumptions. List any functional area-specific assumptions that support the annex development.
- 2. (U) Mission.** State the mission of the functional area in support of the base plan or order.
- 3. (U) Execution.**
 - a. (U) Scheme of Support. Describe how the functional area supports the commander's intent and concept of operations. Establish the priorities of support to units for each phase of the operation. Refer to Annex C (Operations) as required.
 - b. (U) Tasks to Subordinate Units. List functional area tasks assigned to specific subordinate units not contained in the base order.
 - c. (U) Coordinating Instructions. List only instructions applicable to two or more subordinate units not covered in the base order. Identify and highlight any functional area-specific rules of engagement (ROE), risk reduction control measures, environmental considerations, and CCIRs and EEIs that pertain to the functional area.

(Note: For operations within the United States and its territories, title this paragraph "Rules for the Use of Force").
- 4. (U) Sustainment.** Identify priorities of sustainment for functional area key tasks and specify additional instructions as required, Refer to Annex F (Sustainment) as required.
- 5. (U) Command and Control.**
 - a. (U) Command. State the location of key functional area leaders.
 - b. (U) Liaison Requirements. State the functional area liaison requirements not covered in the base order.
 - c. (U) Signal. Address any functional area-specific communications requirements or reports. Refer to Annex H (Signal) as required.