

Joint Publication 1-0



Joint Personnel Support



01 December 2020



PREFACE

1. Scope

This publication is the keystone document of the personnel series. It provides fundamental principles and guidance to plan, coordinate, provide, and assess manpower and personnel support to joint operations.

2. Purpose

This publication has been prepared under the direction of the Chairman of the Joint Chiefs of Staff (CJCS). It sets forth joint doctrine to govern the activities and performance of the Armed Forces of the United States in joint operations, and it provides considerations for military interaction with governmental and nongovernmental agencies, multinational forces, and other interorganizational partners. It provides military guidance for the exercise of authority by combatant commanders and other joint force commanders (JFCs), and prescribes joint doctrine for operations and training. It provides military guidance for use by the Armed Forces of the United States in preparing and executing their plans and orders. 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 objectives.

3. Application

a. Joint doctrine established in this publication applies to the Joint Staff, combatant commands, subordinate unified commands, joint task forces, subordinate components of these commands, the Services, the National Guard Bureau, and combat support agencies.

b. This doctrine constitutes official advice concerning the enclosed subject matter; however, the judgment of the commander is paramount in all situations.

c. If conflicts arise between the contents of this publication and the contents of Service publications, this publication will take precedence unless the CJCS, 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.

For the Chairman of the Joint Chiefs of Staff:



STUART B. MUNSCH
Vice Admiral, United States Navy
Director for Joint Force Development

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**SUMMARY OF CHANGES
REVISION OF JOINT PUBLICATION 1-0
DATED 31 MAY 2016**

- **Added a section pertaining to operation assessments.**
- **Annotated United States Space Force/United States Space Command as appropriate with peer Service and combatant commander (CCDR) authorities and responsibilities throughout the document.**
- **Updated geographic combatant commander/functional combatant commander to CCDR, throughout the document.**
- **Added language recognizing gender inclusivity and diversification efforts.**
- **Clarified language regarding a commander’s role in combatting sexual assault.**
- **Removed Annex E from Appendix B, “Sample Format for Annex E (Personnel) to Operation Plans.”**
- **Updated language specifying contingency decision timeframes which pertain to reserve component activation and benefit eligibility.**
- **Updated language regarding evacuation and repatriation operations.**
- **Added language clarifying postal service support requirements and joint force commander/Service component responsibilities as they pertain to operation length.**
- **Updated references to reflect current title and issuance.**
- **Modified, added, and removed terms and definitions from the DOD Dictionary of Military and Associated Terms.**

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TABLE OF CONTENTS

EXECUTIVE SUMMARY vii

CHAPTER I

PRINCIPLES OF PERSONNEL SUPPORT, ORGANIZATION, AND FUNCTION

- General I-1
- Authorities I-1
- Principles of Personnel Support Within a Joint Force Command I-2
- Organization of the Joint Force Manpower and Personnel Directorate I-2
- Function of the Joint Force Manpower and Personnel Directorate I-3

CHAPTER II

ROLES AND RESPONSIBILITIES

- Responsibilities of Secretary of Defense, Chairman of the Joint Chiefs of Staff, Military Department Secretaries, Service Chiefs, and Department of Defense Agencies II-1
- Combatant Command Responsibilities II-2
- Joint Force Command Manpower and Personnel Directorate Responsibilities II-4
- Service Component Responsibilities II-9
- Other Command and Component Responsibilities II-10
- Other Operational Considerations II-14

CHAPTER III

JOINT PERSONNEL PLANNING

- General III-1
- Personnel Estimate III-1
- Joint Manning Document Development III-1
- Operation Plan Personnel Annex III-3
- Flow of Forces Into the Theater III-3
- Joint Task Force Headquarters Manning III-3
- Organization of a Joint Task Force Manpower and Personnel Directorate III-5
- Personnel Visibility III-5
- Sexual Assault Prevention and Response Program III-8
- Assessment III-9

APPENDIX

- A Personnel Estimate A-1
- B Sample Format for Annex E (Personnel) to Operation Plans 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 Actions E-1
- F Individual Augmentation Planning and Procedures F-1

Table of Contents

G	Joint Personnel Processing Center and Joint Personnel Training and Tracking Activities	G-1
H	Military Pay, Allowances, and Entitlements	H-1
J	Postal Operations.....	J-1
K	Morale, Welfare, and Recreation	K-1
L	Casualty Operations and Casualty Reporting.....	L-1
M	Awards and Decorations	M-1
N	Performance Reporting and Tracking	N-1
O	Civilian Personnel Management	O-1
P	Language and Regional Expertise Management.....	P-1
Q	Personnel Support to Multinational Operations	Q-1
R	References	R-1
S	Administrative Instructions	S-1

GLOSSARY

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

FIGURE

I-1	Notional Joint Force Manpower and Personnel Directorate Organizational Chart	I-3
II-1	Morale, Welfare, and Recreation Programs	II-8
III-1	Joint Personnel Accountability Reconciliation and Reporting Data Sources.....	III-7
H-1	Joint Operations Entitlement Matrix	H-2
L-1	Casualty Reporting Flowchart.....	L-2

EXECUTIVE SUMMARY COMMANDER'S OVERVIEW

- **Describes the principles of personnel support, organization, and function.**
 - **Outlines the responsibilities of Secretary of Defense, Chairman of the Joint Chiefs of Staff, Military Department Secretaries, Service chiefs, Department of Defense Agencies, and combatant commanders in relation to personnel policies.**
 - **Discusses joint force command manpower and personnel directorate and Service component responsibilities for manpower management, personnel management, and personnel support.**
 - **Describes considerations for joint personnel planning and the means by which the manpower and personnel directorate of a joint staff envisions the desired objective(s) in support of the commander's mission requirements.**
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Principles of Personnel Support, Organization, and Function

Personnel services support is a sustainment function executed at the tactical, operational, and strategic levels by the Services pursuant to statutory authority. Thorough planning and comprehensive personnel management enables the joint force commander (JFC) to identify and allocate forces to achieve national security objectives.

Personnel services support relies on secure and nonsecure, continuous, and survivable communications and digital information systems from the JFC's headquarters (HQ) and each Service. These systems provide a common operational picture, asset visibility, and predictive modeling to facilitate accurate and timely manning decisions.

Authorities

JFCs exercise their authority to implement personnel programs and coordinate personnel services support functions of their Service components to implement personnel programs in support of joint operations pursuant to statutory authority and Department of Defense (DOD) issuances and Chairman of the Joint Chiefs of Staff (CJCS) directives. The manpower and personnel directorate of a joint staff (J-1) assists the JFC in tailoring personnel programs when planning for joint operations.

Principles of Personnel Support Within a Joint Force Command

Principles of personnel support within a joint force command include:

- Command emphasis.
- Synchronization of personnel support.
- Integration.
- Flexibility and responsiveness.

Organization of the Joint Force Manpower and Personnel Directorate

The J-1 section of a joint force headquarters (JFHQ) may be organized with:

- **A personnel readiness division** which provides plans, policy, and guidance on joint personnel issues.
- **A human capital division** which provides policy oversight on joint manpower and management of joint forces and US contributions to multinational military organizations.
- **A personnel services division** which administers internal military and civilian personnel programs of the joint force.

Function of the Joint Force Manpower and Personnel Directorate

The J-1:

- Plans and assesses force structure, personnel sustainment, and support concepts for each phase of operations.
- Advises staff members on personnel matters that may impact ongoing operations and influence future joint planning.
- Coordinates with higher, supporting, supported, and subordinate manpower and personnel directorates, as well as associate organizations of various United States Government (USG) departments and agencies, host nations, and multinational forces (MNFs).

Roles and Responsibilities

Responsibilities of Secretary of Defense, Chairman of the Joint Chiefs of Staff, Military Department Secretaries, Service Chiefs, and Department of Defense Agencies

Secretary of Defense (SecDef). SecDef establishes policy, assigns responsibilities, and prescribes procedures for personnel readiness issues for the Active Component (AC), Reserve Component (RC), DOD civilians, and contractors.

CJCS. The CJCS, in consultation with the other members of the Joint Chiefs of Staff, advises SecDef on manpower and personnel issues impacting the readiness of the Armed

Forces of the United States and the force structure required to support achievement of national security objectives.

Secretaries of the Military Departments. Functions of the Secretaries of the Military Departments are outlined in the United States Code. These functions are to recruit, organize, supply, equip, train, service, mobilize, demobilize, administer, and maintain the Services.

Services. To perform the joint personnel visibility mission, Services should provide personnel data to the Defense Manpower Data Center (DMDC) daily and have the capability to accept or receive feedback from the DMDC.

DOD Agencies. DOD agencies formulate and publish policies and procedures outlining the requirement for their deployed, deploying, and redeploying personnel to adhere to combatant commander (CCDR) guidance on entry/exit procedures.

*Combatant Command
Responsibilities*

The CCDR establishes personnel policies to ensure proper and uniform standards of military conduct.

The CCDR utilizes the manpower, workforce, and individual augmentation capabilities in the Fourth Estate Manpower Tracking System (FMTS) to provide visibility of personnel assigned. The Joint Staff provides selected data elements to the DMDC on an automated, daily basis.

*Joint Force Command
Manpower and Personnel
Directorate
Responsibilities*

Manpower and Personnel. The J-1 is the principal staff directorate responsible for manpower management, personnel management, and personnel support. Although the Services have the primary responsibility for providing personnel services support to their Service members, the J-1 will track the efforts of Service components to stay abreast of personnel activities and issues that could impact the joint force. The J-1 develops joint plans, policy, and guidance on manpower and personnel issues; coordinates manpower and personnel support to facilitate the success of operations; and maintains a dialogue with other staff directorates, Service components, and outside military and civilian agencies, while also keeping subordinate commanders informed of personnel actions that affect their command and their Service members.

Service Component Responsibilities

Service components account for all personnel, including AC, RC, and DOD civilians, and civilian contractors under their control. Accountability begins immediately upon establishment of a command relationship for military personnel and upon arrival in the area of responsibility (AOR) for performance by contractor personnel.

Other Command and Component Responsibilities

The J-1 provides support and assistance to the office of primary responsibility on the following matters:

- RC call-up.
- Stop-loss authority.
- Evacuation and repatriation operations.
- Personnel recovery operations.
- Detainee operations.

Other Operational Considerations

Although not applicable in all situations, the following issues should be considered when planning personnel support to joint operations:

- **Single-Service Manager.** The commander may assign responsibility for providing or coordinating support for all Service components in the designated theater or operational area to a single component.
- **Women, Peace, and Security.** DOD strives to exemplify a diverse organization that allows for women's meaningful participation across the development, management, and employment of the joint force.
- **Uniform Policies.** Policies governing uniform wear for deployed military and civilian personnel are a Service responsibility; however, the CCDR may establish basic uniform standards in the AOR, as appropriate.
- **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 establish evaluation periods for deployed personnel that coincide with Service-specific guidance.

- **Personnel Accountability in Conjunction With Natural or Man-Made Disasters.** When a natural/man-made disaster or catastrophic event occurs, the CJCS will provide guidance regarding personnel accountability. When directed, CCDRs and the Services will provide operational reports for the CJCS and SecDef to gain and maintain situational awareness of the operational environment within the disaster area.
- **Multinational Operations.** US-led joint task forces (JTFs) should expect to participate as part of an MNF in most future military endeavors throughout the range of military operations. Such participation with MNFs may be more complex than US unilateral organization, planning, and operations.
- **Redeployment Operations.** As military forces prepare for redeployment, the focus of personnel support by the J-1 includes managing the personnel flow to home station; drawing down, reorganizing, and closing out the personnel services support structure in the AOR or joint operations area (JOA); maintaining personnel accountability; and continuing to provide personnel support to those forces remaining in the AOR or JOA.

Joint Personnel Planning

Joint personnel planning is the means by which the J-1 envisions the desired objective(s) in support of the commander's mission requirements.

The combatant command (CCMD) J-1 should be fully involved throughout the joint planning process and collaborate with other staff directors in the preparation of the commander's estimate, plan development, and force flow conferencing.

Personnel Estimate

The personnel estimate collects and analyzes relevant information for developing (within the time limits and available information) courses of action and informing decision making that supports and impacts the planning and execution of the mission.

Joint Manning Document Development

Effectively transitioning a single-Service organization from its routine, Service-related missions to that of a JTF HQ requires specific steps.

Key to this process is creating a joint manning document (JMD) that will define the JTF HQ's overall manpower requirements needed to complete its mission. The JMD can be filled through multiple sourcing methods, to include units, multinational partners, other USG departments and agencies, and contractors.

Operation Plan Personnel Annex

A well-developed personnel annex within the CCDR's operation plan (OPLAN) is the best method to widely disseminate theater requirements. When the concept of operations has been established, the J-1 provides input to the OPLAN in annex E (Personnel), which outlines the plan for personnel support.

Flow of Forces Into the Theater

The J-1 planners with time-phased force and deployment data (TPFDD) or FMTS experience attend force flow conferences or planning conferences to ensure personnel support and services support requirements are properly reflected in the TPFDD or FMTS database.

Joint Task Force Headquarters Manning

JTFs may take many forms and sizes as they are employed across the competition continuum. The specific organization, staffing, and command relationships will vary based on the mission assigned, the operational environment, the makeup of the threat or nature of the crisis (e.g., flood, earthquake), and the time available to achieve the objectives.

Several options may be used to form a JTF HQ.

- The preferred option is to form a JTF HQ around a CCMD's Service component HQ or the Service component's existing subordinate HQ (such as a numbered fleet, numbered Air Force, Marine expeditionary force, or Army corps) that includes an established command structure and then add joint enabling capabilities such as joint planners, public affairs, and communications.
- In some cases, the CCDR may designate an existing JFHQ as the HQ element and augment it with additional Service functional experts.
- As a third option, a CCDR may initially deploy a CCMD assessment team, or like organization, as the

JTF core element. This third option would likely be employed in a location where no military presence currently exists.

Organization of a Joint Task Force Manpower and Personnel Directorate

The actual composition of the JTF J-1 will be dictated by the overall organization of the joint force and the operations to be conducted. A typical JTF J-1 consists of three divisions: human capital, personnel readiness, and personnel.

Personnel Visibility

Personnel visibility is achieved by having reliable personnel data from various authoritative data sources for all US Service members, DOD civilian employees, and contractors authorized to accompany the force physically present in a CCDR's AOR. Establishing personnel visibility is a joint mission to provide accurate, near real time, readily available personnel information DOD-wide.

Sexual Assault Prevention and Response Program

Sexual assault is a criminal act that threatens mission readiness and unit cohesion. Combating sexual assault relies on strong leadership. Commanders will establish policies and procedures to implement the Sexual Assault Prevention and Response Program and oversee compliance in accordance with DOD Directive 6495.01, *Sexual Assault Prevention and Response (SAPR) Program*, and DOD Instruction 6495.02, *Sexual Assault Prevention and Response (SAPR) Program Procedures*.

Assessment

Operation assessments are an integral part of planning and execution of any operation, fulfilling the requirement to identify and analyze changes in the operational environment and to determine the progress of the operation. Assessments involve the entire staff and other sources such as higher and subordinate HQ, interagency and multinational partners, and other stakeholders.

Conclusion

This publication is the keystone document of the personnel series. It provides fundamental principles and guidance to plan, coordinate, provide, and assess manpower and personnel support to joint operations.

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CHAPTER I

PRINCIPLES OF PERSONNEL SUPPORT, ORGANIZATION, AND FUNCTION

“We will make targeted, disciplined increases in personnel and platforms to meet key capability and capacity needs.”

2018 National Defense Strategy of the United States of America: Sharpening the American Military’s Competitive Edge

1. General

a. Integrated personnel support is a combat multiplier for the joint force. Service components and combat support agencies (CSAs) should meet personnel requirements in a timely manner. The joint force commander (JFC) and the manpower and personnel directorate of a joint staff (J-1) maintain visibility of personnel manning levels to anticipate requirements and manpower for joint operations. The JFC and J-1 plan and execute branches or sequels that meet joint objectives.

b. Personnel services support is a sustainment function executed at the tactical, operational, and strategic levels by the Services pursuant to statutory authority. Thorough planning and comprehensive personnel management enables the JFC to identify and allocate forces to achieve national security objectives.

c. Personnel services support relies on secure and nonsecure, continuous, and survivable communications and digital information systems from the JFC’s headquarters (HQ) and each Service. These systems provide a common operational picture, asset visibility, and predictive modeling to facilitate accurate and timely manning decisions.

2. Authorities

a. JFCs exercise their authority to implement personnel programs and coordinate personnel services support functions of their Service components to implement personnel programs in support of joint operations pursuant to statutory authority and Department of Defense (DOD) issuances and Chairman of the Joint Chiefs of Staff (CJCS) directives. The J-1 assists the JFC in tailoring personnel programs when planning for joint operations.

Further information on contingency operations can be found in Appendix D, “Declaration of Contingency Operations.”

b. Although personnel support requirements are coordinated and integrated throughout the operation, each Service and CSA retains its own culture, traditions, and requirements. Services and Service components retain authority to provide personnel services support to forces assigned or attached to joint commands, subject to the coordinating guidance of the J-1 issued under the authority of the JFC.

3. Principles of Personnel Support Within a Joint Force Command

a. **Command Emphasis.** JFCs ensure the planning and execution of personnel support activities by prioritizing these activities. The JFC:

(1) Communicates the strategic and operational objectives to the J-1 early in the planning process and refines them as mission requirements change.

(2) Should understand personnel estimates and plans developed to support the operation or campaign.

(3) Identifies and prioritizes personnel requirements, to include specific skills (e.g., foreign area language or specialty skills).

Further information on language and regional expertise can be found in Chairman Joint Chiefs of Staff Instruction (CJCSI) 3126.01, Language, Regional Expertise, and Culture (LREC) Capability Identification, Planning, and Sourcing; and Appendix P, “Language and Regional Expertise Management.”

b. **Synchronization of Personnel Support.** The J-1 coordinates with other staff directorates and supported and supporting organizations to synchronize personnel support to meet operational requirements.

c. **Integration.** Timely and effective personnel support is accomplished through detailed J-1 planning and coordination. Integration involves joining all elements of personnel support and personnel service support (mission, tasks, functions, systems, processes, and organizations) with operations ensuring unity of effort to accomplish the mission.

d. **Flexibility and Responsiveness.** The J-1 must be able to respond to changing situations, unanticipated events, and varying personnel-related requirements on short notice. Personnel support programs, policies, techniques, and procedures should be adaptable to shifting operational situations, needs, and priorities. Responsive, accurate, timely, and relevant information enables JFCs to make rapid decisions. The J-1 must identify, accumulate, and maintain sufficient resources, capabilities, and information necessary to provide the right support to the right place at the right time for sufficient duration. Additionally, as the mission changes, reassessment ensures manpower and personnel support remains relevant.

4. Organization of the Joint Force Manpower and Personnel Directorate

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

a. **Personnel readiness division** provides plans, policy, and guidance on joint personnel issues. In some cases, it might prove useful to establish a joint personnel operations center (JPOC) to provide a linkage between the J-1 and other directorates responsible for current and future operations and plans. The JPOC synchronizes efforts

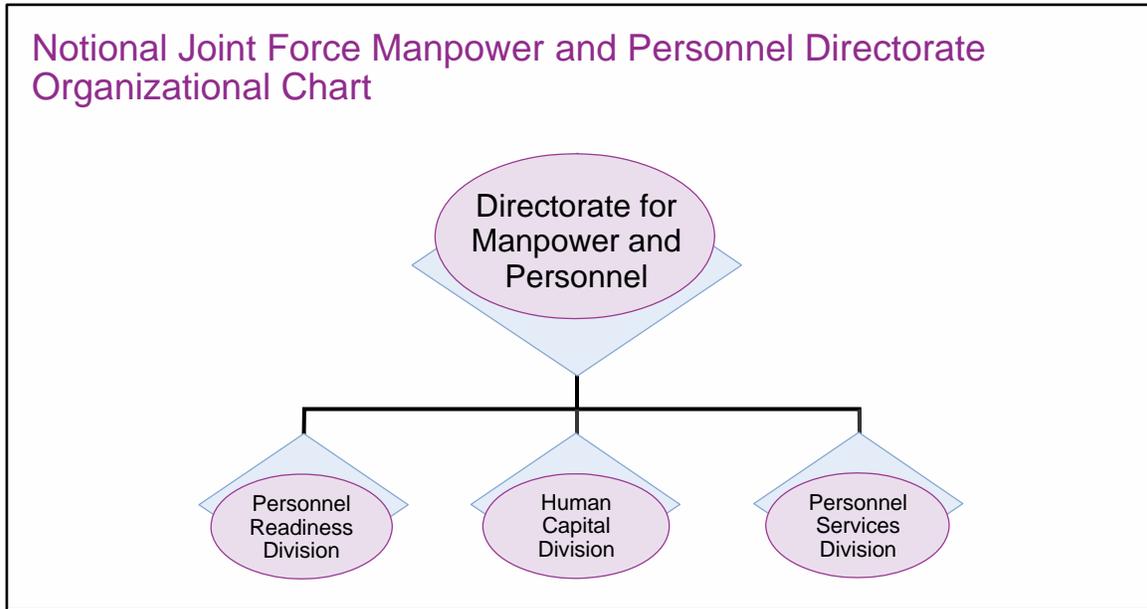


Figure I-1. Notional Joint Force Manpower and Personnel Directorate Organizational Chart

across the staff, subordinate commands, other combatant commands (CCMDs), Services, and the Joint Staff.

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

c. **Personnel services division** administers internal military and civilian personnel programs of the joint force.

For more information, see Appendix O, “Civilian Personnel Management.”

5. Function of the Joint Force Manpower and Personnel Directorate

a. A J-1’s function is to enhance personnel readiness and operational capabilities of the joint force.

b. The J-1:

(1) Plans and assesses force structure, personnel sustainment, and support concepts for each phase of operations.

(2) Advises staff members on personnel matters that may impact ongoing operations and influence future joint planning.

(3) Coordinates with higher, supporting, supported, and subordinate manpower and personnel directorates, as well as associate organizations of various United States Government (USG) departments and agencies, host nations (HNs), and multinational forces (MNFs). When authorized, coordinates with private and public corporations and businesses.

c. The checklist in Appendix C, “Joint Force Manpower and Personnel Directorate Checklist,” was developed to assist during planning.

CHAPTER II ROLES AND RESPONSIBILITIES

“You cannot escape the responsibility of tomorrow by evading it today.”

Abraham Lincoln, 1809–1865

1. Responsibilities of Secretary of Defense, Chairman of the Joint Chiefs of Staff, Military Department Secretaries, Service Chiefs, and Department of Defense Agencies

a. **Secretary of Defense (SecDef).** SecDef establishes policy, assigns responsibilities, and prescribes procedures for personnel readiness issues for the Active Component (AC), Reserve Component (RC), DOD civilians, and contractors. This includes the Joint Staff, DOD agencies, and Military Departments.

b. **CJCS.** The CJCS, in consultation with the other members of the Joint Chiefs of Staff, advises SecDef on manpower and personnel issues impacting the readiness of the Armed Forces of the United States and the force structure required to support achievement of national security objectives. Additionally, the CJCS advises SecDef on how major manpower programs and policies of the Armed Forces of the United States conform to strategic plans.

c. Secretaries of the Military Departments

(1) Functions of the Secretaries of the Military Departments are outlined in the United States Code (USC). These functions are to recruit, organize, supply, equip, train, service, mobilize, demobilize, administer, and maintain the Services. The Services have a Title 10, USC, responsibility to organize, train, equip, and account for their personnel.

(2) Secretaries of the Military Departments administer and support forces assigned to CCMDs. These responsibilities include personnel accountability, reporting, and personnel services support.

(3) **Deployment Health.** In accordance with (IAW) Department of Defense Instruction (DODI) 6490.03, *Deployment Health*, the Secretaries of the Military Departments and the Commandant, United States Coast Guard (USCG), (by agreement with the Department of Homeland Security):

(a) Provide a daily location recording for all deployed personnel assigned, attached, or on temporary duty (TDY)/temporary additional duty (TAD) to deployed units.

(b) Report the data electronically to the Defense Manpower Data Center (DMDC) (at the SECRET level and below) via the Service-specific system at least weekly.

(c) Establish the requirement for each deployed unit to establish, maintain, and report daily accountability (or when changes in location occur) of all DOD personnel assigned, attached, on TDY or TAD to the unit, along with their once-daily location record.

Location data is expressed in a six-digit grid coordinate, latitude/longitude coordinates, or a geographic location code.

d. Services

(1) To perform the joint personnel visibility mission, Services should provide personnel data to the DMDC daily and have the capability to accept or receive feedback from the DMDC.

(2) Service deployment systems should use scanning technology to scan, read, extract, and record the barcode data from the following media: a common access card (CAC), a Defense Biometric Identification System (DBIDS) card, a Synchronized Predeployment and Operational Tracker (SPOT)-generated letter of authorization (LOA), a US passport, and a US state driver's license.

(3) The Secretary of the Air Force is the executive agent (EA) for the DOD Foreign Clearance Program. The movement of DOD personnel in and out of a combatant commander's (CCDR's) area of responsibility (AOR), if designated, is captured in the Aircraft and Personnel Automated Clearance Program.

e. **DOD Agencies.** DOD agencies formulate and publish policies and procedures outlining the requirement for their deployed, deploying, and redeploying personnel to adhere to CCDR guidance on entry/exit procedures. DOD agencies provide accurate personnel visibility data through DMDC reporting codes to the CCMD and the DMDC per DODI 1215.06, *Uniform Reserve, Training, and Retirement Categories for the Reserve Components*.

2. Combatant Command Responsibilities

a. CCDRs

(1) CCDRs exercise combatant command (command authority) over assigned forces, directing and approving those aspects of personnel support necessary to carry out assigned missions and standardizing personnel policies as they deem necessary.

(2) The CCDR establishes personnel policies to ensure proper and uniform standards of military conduct.

(3) The CCDR utilizes the manpower, workforce, and individual augmentation capabilities in the Fourth Estate Manpower Tracking System (FMTS) to provide visibility of personnel assigned. The Joint Staff provides selected data elements to the DMDC on an automated, daily basis.

(4) CCMDs require an interface for their unique personnel management and accountability systems to establish their daily automated data feed to the DMDC on the SECRET Internet Protocol Router Network (SIPRNET).

(5) The *Unified Command Plan* tasks CCDRs to maintain security and provide force protection for the command, including assigned or attached commands, forces, and assets. For commanders with geographic AORs, this includes force protection responsibilities for all US military, DOD civilians, and DOD-funded contractors physically present in the command's AOR (except DOD personnel for whom the chief of the US diplomatic mission has the security responsibility by law or interagency agreement). Establishing personnel visibility and accountability is a joint mission for all organizations in the AOR.

(6) A CCDR has the authority to accomplish personnel support functions through a single-Service manager during contingency operations. When a single-Service manager is designated, the designated Service component organization will be performing a joint mission, although the organization may not be joint. The single-Service manager will receive policy guidance and direction from and operate under the operational oversight of the command J-1.

(7) The CCDR uses existing Service deployment and accountability systems and SPOT to maintain visibility of all personnel physically present in the AOR using the joint personnel accountability reconciliation and reporting (JPARR) application or other CCDR-specific systems and procedures as required. DODI 3020.41, *Operational Contract Support (OCS)*, includes guidance relative to accounting for contractor personnel in support of contingencies outside the United States and its territories.

(8) The CCDR establishes the requirements (standards and expectations) for subordinate joint force, joint task force (JTF), and Service component commanders to establish and operate joint personnel processing centers (JPPCs) within their operational areas.

(9) The CCDR establishes the AOR joint mission standards for personnel entry/exit operations at all JPPCs and at each aerial port of debarkation (APOD)/aerial port of embarkation (APOE)/seaport of debarkation (SPOD)/seaport of embarkation (SPOE). Standards, at a minimum, will:

(a) Address establishing a controlled environment, single entry/exit point, check points, and flow patterns for personnel.

(b) Direct barcode scanner capability of all Service's deployment systems and Joint Asset Movement Management System (JAMMS) (SPOT-Enterprise Suite) for contractor personnel.

(c) Establish policy directing that Service components deployment systems have the capability to make daily data feeds to the DMDC using SIPRNET.

(d) Include proper liaison officer support to facilitate Service-specific, DOD civilian and contractor reception, in/out processing, and accounting requirements.

(10) The CCDR should make maximum use of unmanned and minimally manned scanners to passively capture personnel movement.

b. Commander, United States Special Operations Command (CDRUSSOCOM)

(1) CDRUSSOCOM coordinates on Military Department and Service personnel management policy and plans as they relate to accessions, assignments, compensation, promotions, professional development, readiness, retention, sustainment, and training of all special operations forces (SOF) personnel.

(2) United States Special Operations Command (USSOCOM) uses one of the Service's deployment systems to provide data, on a daily basis, to the DMDC for the SOF personnel who are physically located in an AOR. USSOCOM's personnel system uses an interface to push data to the DMDC on SIPRNET.

c. United States Transportation Command (USTRANSCOM). USTRANSCOM identifies all in-transit visibility systems through the Integrated Data Environment and Global Transportation Network Convergence program to capture movement data on DOD personnel (military, civilian, and contractors authorized to accompany the force [CAAF]) and coordinates with the DMDC to establish electronic data feeds of selected data elements on an automated daily basis on SIPRNET. USTRANSCOM's Regulating and Command and Control Evacuation System uses an interface to push selected manifest-type personnel data elements to the DMDC and provide server-to-server electronic handshake data to the DMDC on SIPRNET.

3. Joint Force Command Manpower and Personnel Directorate Responsibilities

a. Manpower and Personnel. The J-1 is the principal staff directorate responsible for manpower management, personnel management, and personnel support. Although the Services have the primary responsibility for providing personnel services support to their Service members, the J-1 will track the efforts of Service components to stay abreast of personnel activities and issues that could impact the joint force. The J-1 develops joint plans, policy, and guidance on manpower and personnel issues; coordinates manpower and personnel support to facilitate the success of operations; and maintains a dialogue with other staff directorates, Service components, and outside military and civilian agencies, while also keeping subordinate commanders informed of personnel actions that affect their command and their Service members. The J-1 maintains close coordination with subordinate J-1s and Service component counterparts; the operations directorate of a joint staff (J-3); and commanders of major deploying, deployed, and redeploying units to provide an avenue to cross-check strength figures and monitor changes to the task organization. Typically, the J-1, in coordination with the J-3 and the logistics directorate of a joint staff (J-4), refines or clarifies reporting requirements at the beginning of an operation or as it becomes necessary.

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

(1) **Personnel Management.** The J-1 participates in strategy development, identifies planning factors, prescribes methods and procedures relating to the management of personnel, and synchronizes the utilization of subordinate and supporting command personnel to meet the JFC's intent.

(2) **Manpower Management.** The elements of manpower management are requirements management, organizational management, and resources management. Administration of supporting programs consists of translating strategic priorities into human capital requirements; realigning constrained resources to CCMD priorities; aiding senior leaders in designing efficient organizational structure; and providing plans for, policies on, and oversight of joint manpower program (JMP) issues. The JMP encompasses the policies, processes, and systems used in the determination and prioritization of manpower resources within and among joint and Service manpower requirements. The JMP reflects an activity's mission, functions, organization, current and anticipated conditions, current and projected manpower needs, and, when applicable, its required mobilization augmentation. Subordinate J-1s coordinate JMP issues through their parent organization. The JMP documents manpower requirements in the following ways:

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

(b) The joint table of mobilization and distribution (JTMD), stating the additional manpower and organization required to shift to wartime, mobilization, or contingency operations.

(c) Permanent manpower requirements on the JTD and/or JTMD cannot be added without validation and approval from Joint Staff and Services.

For more information regarding the management of permanent manpower, see CJCSI 1001.01, Joint Manpower and Personnel Program.

(3) **Personnel Augmentation**

(a) Policies and procedures for requesting the assignment of joint individual augmentation (JIA) personnel to meet unfunded, temporary manpower requirements of a CCMD or other USG entity while participating in operations directed or approved by the President of the United States or SecDef are found in CJCSI 1301.01, *Joint Individual Augmentation Procedures*. The assignment of individual augmentees is usually under TDY (non-unit-related personnel) or TAD (non-unit-related personnel). These policies and procedures are applicable to all CCMDs, Services, and DOD agencies.

(b) In general, the JIA process starts at the CCMD (i.e., after the CCMD fills as many requirements as possible from its internal assets: assigned units, staff, Service components, and contractors), to the Joint Staff J-1 [Manpower and Personnel], to the joint force providers for sourcing determination, and then ordered by SecDef, IAW the global force management (GFM) allocation process. 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;" CJCSI 1301.01, Joint Individual Augmentation Procedures; and Chairman of the Joint Chiefs of Staff Manual (CJCSM) 3130.06, Global Force Management Allocation Policies and Procedures.

(4) **Joint Personnel Training and Tracking Activities (JPTTAs)**

(a) JPTTAs may be established in a supporting CCDR's AOR upon request of the supported CCDR. JPPCs and JPTTAs 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. CAAF, based on the terms of their contracts, will be processed through a designated deployment center or a government-authorized, contractor-operated deployment processing facility prior to deploying to the operational area. Policy and procedures governing CAAF, including predeployment requirements and processing at deployment centers and reception centers, are covered in DODI 3020.41, *Operational Contractor Support (OCS)*.

(b) JPPCs are established in the operational area per direction of the CCDR. Their purpose is to facilitate the reception, accountability, visibility, and processing of military, DOD civilians, CAAF, and individual augmentees upon their arrival in the operational area.

(c) Individual augmentees will be out-processed through the JPPC 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 United States or the foreign location. CAAF are required to process through the JPPC, unless waived by the Under Secretary of Defense for Acquisition and Sustainment on an individual basis.

(d) JPPCs 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 JPPC operations may be found in Appendix G, "Joint Personnel Processing Center and Joint Personnel Training and Tracking Activities."

(5) **Personnel Accountability and Strength Reporting.** Service component commanders are responsible for maintaining accountability of their forces. The J-1 accomplishes joint strength reporting for the JFC by combining daily Service component strength reports into the joint personnel status and casualty report (JPERSTAT). The JPERSTAT may be incorporated into the JFC daily situation report (SITREP) if the situation dictates. Detailed information on the preparation of the JPERSTAT is outlined in CJCSM 3150.13, *Joint Reporting Structure – Personnel Manual*. The J-1 ensures direct accountability for joint HQ personnel.

(6) **Rotation Policies.** Rotation policies are based on a number of factors, including the joint force mission, projected length of the operation, 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 the (U) *Global Force Management Implementation Guidance (GFMIG)* and CJCSI 1301.01, *Joint Individual Augmentation Procedures*.

(7) **Civilian Employees.** The CCDRs establish and communicate force and JIA requirements for civilian support to joint operations via the GFM allocation process. The CCDR with an assigned AOR shall include DOD expeditionary civilians in contingency plans and operations and establish AOR admission requirements. CCDRs coordinate with DOD components to ensure AOR/joint operations area (JOA) admission requirements and other terms and conditions affecting the integration of CAAF into operation plans (OPLANs) and operation orders are incorporated into applicable contracts. Additional information may be found in Directive-Type Memorandum-17-004, *Department of Defense Expeditionary Civilian Workforce*; DODI 6490.03, *Deployment Health*; CJCSI 1301.01, *Joint Individual Augmentation Procedures*; the current GFM guidance; and the annual GFM planning order.

(8) **Pay and Entitlements.** Based on the unique aspects of each military operation, the CCDR or subordinate JFC makes determinations/recommendations concerning pay and entitlements. The Joint Staff J-1 will make recommendations on the CCDR's requests. Two key considerations are equity and timeliness.

(a) **Equity.** Pay and entitlements (e.g., imminent danger pay [IDP] and type of TDY 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.

(b) **Timeliness.** Pay and entitlements requests normally take time to enact, so an early policy determination will ensure personnel receive proper and timely pay. For example, an IDP entitlement is not retroactive and is not effective until a request for it is approved by the Principal Deputy Under Secretary of Defense (Personnel and Readiness) (PDUSD[P&R]). Thus, personnel will not be considered for any IDP entitlements until a request is approved.

For additional guidance on pay, allowances, and entitlements, see Appendix H, "Military Pay, Allowances, and Entitlements."

(9) **Postal Operations**

(a) The supported CCDR assigns the appropriate directorate, usually the J-1, to coordinate postal support for any military operation. Those directorate elements concerned with postal support are referred to as the joint forces postal staff. The designated directorate will coordinate joint planning with the Military Postal Service Agency (MPSA).

(b) The CCDR may designate a Service component command (SCC) 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.

(c) The designated directorate develops postal policies and procedures in consonance with US law and DOD and United States Postal Service (USPS) regulations. Additional information may be found in Appendix J, "Postal Operations," and DOD 4526.6-M, *Department of Defense Postal Manual*.

(10) Morale, Welfare, and Recreation (MWR)

(a) MWR programs are essential to readiness. They serve to relieve stress as well as increase and maintain morale. Additionally, MWR programs can enhance force protection when a joint force is operating in a hostile or uncertain environment by providing activities for personnel in a secure area.

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

(c) The CCMD J-1 is responsible for external MWR support to a subordinate joint force. A CCDR may designate one component command to provide external MWR operational and sustainment support to a designated joint force, including CAFF.

See DODI 3020.41, Operational Contract Support (OCS), for details.

(d) The J-1 coordinates MWR programs within its operational area and executes its portion of the external MWR support program. Additional information may be found in Appendix K, “Morale, Welfare, and Recreation.”

(11) Casualty Operations and Casualty Reporting

(a) Each Service casualty office provides the necessary guidance and information for its Service. Thus, it can successfully manage its own casualty operations and reporting requirements and provide timely and accurate notification to the next of kin (NOK) of its Service members. Casualty operations and reporting and processing procedures of deployed DOD civilians and CAAF who become casualties will be IAW Office of the Secretary of Defense (OSD) and Service policies.

(b) The J-1 casualty reporting requirements are based on CCDR guidance and are typically focused on providing timely information to the CCDR and the subordinate JFCs to make them aware of status of forces and events under their purview that may have

Morale, Welfare, and Recreation Programs

- Fitness and recreation programs/facilities
- Exchange and resale services
- Entertainment services
- Food and beverage sales
- Book and video service
- Newspaper issue and sales
- Commercial telephone access
- Internet e-mail access
- Rest and recuperation programs

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

significant operational impact or media interest. The intent is not to duplicate Service reporting procedures. J-1 casualty reporting typically utilizes the Personnel Casualty Report of the Defense Casualty Information Processing System, 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 L, “Casualty Operations and Casualty Reporting.”

(12) Awards and Decorations

(a) The CCMD J-1 develops and promulgates guidance concerning awards and decorations, consistent with executive orders and congressional legislation, as amplified by DOD and Service awards policy.

(b) The J-1 facilitates the timely submission of recommendations and supporting information, with appropriate endorsements, for personal, unit, and campaign awards through appropriate channels. Because awarding authority for many decorations is retained by the Military Department 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 on awards and decorations may be found in Appendix M, “Awards and Decorations,” and Department of Defense Manual (DODM) 1348.33, Manual of Military Decorations and Awards, Volumes 1- 4.

4. Service Component Responsibilities

a. Service components account for all personnel, including AC, RC, and DOD civilians, and civilian contractors under their control. Accountability begins immediately upon establishment of a command relationship for military personnel and upon arrival in the AOR for performance by contractor personnel. Service components will be required to collect personal data, using their Service deployment system’s scanning capability when available, for personnel from other Services and personnel from other organizations who arrive in theater through their APOD/SPOD.

b. In addition to recruiting, organizing, equipping, and training, the Services and their components provide personnel support to their forces. The Services retain administrative control and accountability responsibilities for their forces assigned and attached to CCMDs. USSOCOM organizes, trains, certifies, and equips its forces but uses its coordinating authority to interact with the Services concerning personnel management of SOF.

c. A Service component may have the responsibility for operating an APOD/SPOD or APOE/SPOE in an AOR, including the responsibility to in-process or out-process personnel; however, various categories of personnel from other Services and organizations may arrive in theater through the APOD/SPOD or depart through the APOE/SPOE that do not require in-out processing. Personnel data capture, through scanning when available,

for all personnel arriving at an APOD/SPOD and for all personnel departing from an APOE/SPOE should be accomplished.

(1) A controlled environment for arriving and departing personnel is established at the APOD/APOE or SPOD/SPOE, and all personnel are processed through Service deployment system data collection points using either manned or unmanned scanners, when available, operating on the Service's SIPRNET/Non-classified Internet Protocol Router Network (NIPRNET). To create initial arrival and departure data, scanning may be accomplished.

(2) A Service component commander may be tasked to collect personal data using their Service's deployment system scanning capability when available, for both their Services personnel and for personnel from other Services and personnel from other organizations who arrive in theater through their APOD/SPOD or depart the theater through their APOE/SPOE. A CDR with an assigned AOR has the authority to accomplish personnel Service support functions through the single-Service manager construct. When a single-Service manager is designated, the single-Service manager policy guidance and direction and oversight is provided by the CCMD's J-1. The single-Service manager's Service component organization may be performing a joint mission, although the organization may not be designated as a joint organization.

(3) Service component commanders are responsible for providing accurate personnel visibility and strength reporting data to the CDR for their respective Service.

(4) A planning consideration is to have minimally manned or unmanned scanners installed in each Service dining facility; each Service medical treatment facility; each Service MWR facility; each Service post office/postal operation; each convoy staging area; and each fixed-wing, rotary-wing, and tiltrotor location providing intertheater and/or intratheater support to capture personnel location/movement data.

5. Other Command and Component Responsibilities

The J-1 provides support and assistance to the office of primary responsibility (OPR) on the following matters:

a. RC 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 CDRs' 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 Reserve Components [RC]*). In practice, the supported CDR establishes the overall force requirements to conduct a joint operation, but the AC and/or RC mix is established when the supporting CDRs and the Services source those requirements. This information is then passed to the supported CDR, who consolidates it and informs the CJCS.

(2) Primary responsibility for incorporation of the RC into CCMDs' plans and orders should normally reside with the CCMD J-3 or plans directorate of a joint staff (in the Joint Staff, the Joint Staff J-4 [Logistics] is the OPR for the 12 interdependent resource areas that are included in military mobilization). The J-1 provides awareness of personnel impact to the force and advises the JFC on RC personnel implications. Additionally, the J-1 should work closely with the responsible directorate to ensure staff augmentation requirements (such as security clearances) are appropriately incorporated in those plans.

Additional information on RC call-up may be found in Joint Publication (JP) 4-05, Joint Mobilization Planning.

b. **Stop-Loss Authority.** Whenever members of the RC are serving on active duty, pursuant to Title 10, USC, Sections 12301, 12302, or 12304, Title 10, USC, Section 12305, permits the President to suspend any provision of law relating to promotion, retirement, or separation applicable to any member of the Armed Forces of the United States who the President determines is essential to US national security. While the Services have the worldwide visibility to determine the necessity for stop-loss, the 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.

c. **Evacuation and Repatriation Operations**

(1) Evacuations and repatriation operations are conducted by DOD to assist the Department of State (DOS) in the movement of US citizens, DOD civilian personnel, and designated HN and third-country nationals from threatened areas abroad to an appropriate safe haven. Movements will generally correspond to protection and evacuation plans established by DOS using terms like authorized departures and ordered departures. It is important to note that diplomatic or other considerations may make the use of certain terms, such as "noncombatant evacuation operation" (NEO) and "inadvisable" and require the use of other terms instead. As used by DOS, a NEO is an ordered departure from a threatened area abroad that is carried out with the assistance of DOD (typically in non-permissive environment). DOS may declare a NEO based on the nature of the threat or the lack of availability of alternative forms of transportation. During all types of evacuations, the J-1 will be instrumental in establishing personnel accountability and tracking of evacuees through their Services components.

(2) During NEOs, the chief of mission, rather than a Ccdr or a subordinate JFC, is the senior 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 create a JTF to conduct a NEO. The JTF J-1 may have the responsibility for overseeing the employment and operation of the noncombatant evacuation operation tracking system (NTS) in the DOS Evacuation Control Center.

(3) The J-1 is responsible for submitting JPERSTATs for the deployed force. Utilization of the SITREP format is acceptable.

(4) DOS maintains and updates the F-77 Report of Potential Evacuees. The report is an estimation of the number of private US citizens in a country. The report plays a central role in DOS and DOD planning for and conducting evacuations. The reports can be viewed on the DOS SIPRNET Website at (<http://webapps.state.gov/F77/home.aspx>).

(5) All CCDRs with an assigned AOR are responsible for the preparation, maintenance, exercise, and executions of plans for protection and evacuation from threatened areas abroad IAW DOS/DOD memorandum of agreement, to include both their departure from the overseas area and their reception at a safe haven. When reception at a safe haven occurs on US soil, it is referred to as repatriation. Commander, United States Northern Command (USNORTHCOM), and Commander, United States Indo-Pacific Command (USINDOPACOM), are responsible for the repatriation process in their AORs.

(6) During a declared national emergency, the Department of Health and Human Services is the lead federal agency for the repatriation mission.

For additional information on evacuations and repatriations, see Department of Defense Directive (DODD) 3025.14, Evacuation of US Citizens and Designated Aliens from Threatened Areas Abroad; for NEOs, see JP 3-68, Noncombatant Evacuation Operations.

d. Personnel Recovery (PR) Operations

(1) The DOD PR system provides a framework to report, locate, support, recover, and reintegrate both military and civilian personnel who have become isolated from friendly forces.

(2) The Joint Personnel Recovery Agency is the OPR for DOD-wide PR matters. This agency provides operational support to CCDRs in planning and implementation of the PR program.

(3) The J-1 role in PR includes accountability and reporting and to ensure Service activities are timely and coordinated with the CCMD. The J-1 should be the principal staff member to:

(a) Ensure Department of Defense (DD) Form 2812 (Commander's Preliminary Assessment and Recommendation Regarding Missing Person) has been submitted by the unit to the affected Service, as necessary, under the provisions of DODI 2310.05, *Accounting for Missing Persons – Boards of Inquiry*.

(b) Coordinate the reintegration requirements per DODI 3002.03, *DOD Personnel Recovery – Reintegration of Recovered Personnel*.

For additional information on PR and repatriation, see JP 3-50, Personnel Recovery. For additional information on PR for CAAF, refer to DODI 3020.41, Operational Contract Support (OCS).

e. Detainee Operations

(1) The Secretary of the Army is the designated DOD EA for the administration of the DOD detainee program.

(2) The CJCS ensures the Joint Staff acts on policy, political, military, and other issues involved in the execution of the DOD Detainee Affairs Program and provides appropriate oversight to the CCDRs to ensure their detainee operations policies and procedures are consistent with DODD 2310.01E, *DOD Detainee Program*.

(3) CCDRs plan, execute, and oversee detainee operations IAW DODD 2310.01E, *DOD Detainee Program*.

(4) Subordinate JFCs and component commanders are primarily responsible for ensuring detainees are treated humanely at all times, that policies relating to detainee operations are effectively implemented and monitored and measures are in place to ensure compliance, and that personnel conducting detainee operations understand their respective roles and responsibilities.

(5) The commander, detainee operations (CDO), is responsible for all detention facility and interrogation operations within the designated operational area.

(6) The detention facility commander is the commander and/or chief responsible for the execution of all detention facility operations.

(7) The National Detainee Reporting Center (NDRC) serves as the national collection center for detainee information and is the central agency responsible for maintaining information on all detainees within the assigned theater. The theater detainee reporting center (TDRC) functions as the field operations agency for the NDRC. The TDRC reports all detainee data directly to the NDRC.

(8) The joint interrogation and debriefing center commander is the officer responsible to the CDO for all matters relating to interrogation, intelligence collection and reporting, and interaction with other agencies involved in the intelligence and/or evidence gathering process.

(9) Other individuals with specific responsibilities regarding detainee operations are intelligence analysts; human intelligence (HUMINT) collectors, interpreters, and translators; the HUMINT/counterintelligence officer and collection manager; civil affairs officers; military information support operations officers; medical personnel; staff judge advocate/legal advisors; chaplains; engineers; interagency representatives; multinational representatives; inspectors general; and JFC public affairs officers.

(10) The J-1, or designated staff element, coordinates personnel services and MWR support for US military personnel supporting detainee operations. J-1 does not track detainee statistics. The CDO coordinates all reporting requirements between internment/resettlement battalions and the TDRC.

(11) The CCDR establishes mail service to detainees.

For additional guidance on personnel services support for detainees, see JP 3-63, Detainee Operations.

6. Other Operational Considerations

Although not applicable in all situations, the following issues should be considered when planning personnel support to joint operations.

a. **Single-Service Manager.** Although each Service is responsible for the personnel services support of its forces, the CCDR may determine that centralized servicing of some functions (e.g., mail, MWR, capturing personnel visibility data, and other appropriate areas) would be beneficial within the theater or designated operational area. If so determined, the commander may assign responsibility for providing or coordinating support for all Service components in the designated theater or operational area to a single component.

b. **Women, Peace, and Security.** DOD strives to exemplify a diverse organization that allows for women's meaningful participation across the development, management, and employment of the joint force. To ensure a diverse and inclusive fighting force, DOD recruitment, employment, development, retention, and promotion efforts should be informed by women, peace, and security initiatives. This requires synchronized efforts and commitment among the Services and CCMDs to develop a joint force that reflects US culture and values. DOD models gender diversity and inclusion when women, peace, and security principles, that emphasize the meaningful participation of women and incorporation of a gender perspective in peace and security efforts, are appropriately reflected in relevant DOD policies, plans, doctrine, training, education, planning, assessment, and exercises. Thorough understanding of these principles better equips the joint force to integrate them into its mission areas and enable implementation of the *United States Strategy on Women, Peace, and Security*.

c. **Uniform Policies.** Policies governing uniform wear for deployed military and civilian personnel are a Service responsibility; however, the CCDR may establish basic uniform standards in the AOR, as appropriate. These standards might address issues that impact or are directly related to the mission of the joint force. The CCDR, subordinate JFC, or component commander may require that CAAF be issued and be prepared to wear organizational clothing and individual equipment, to include chemical, biological, radiological, and nuclear personal protective equipment and body armor, necessary to ensure CAAF security and safety.

d. **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 establish 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 JFC responsible for

personnel from other Services. The J-1 monitors the timely completion and submission of evaluation reports.

Additional information may be found in Appendix N, "Performance Reporting and Tracking."

e. Passports and Visas

(1) Increased emphasis on military engagement has caused more frequent deployments worldwide. DOD civilian employees traveling outside the United States on official travel to a foreign nation requiring a US passport will be provided an official US passport, to include visas when required, at no expense. For CAAF personnel, support is generally specified by the terms of their contract, to include provisions for passports and visas.

(2) Passport requirements may generally only be waived for US military personnel, in concert with individual national laws and guidance. 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 or substantiating document to simplify procurement of a passport should the need arise.

(3) Policies for obtaining no-fee or official passports are set forth in DODD 1000.21E, *DOD Passport and Passport Agent Services*.

(4) Contractors are required to comply with HN or destination national laws and regulations regarding visa and passport requirements. US citizens and third-country national contractors entering the AOR or JOA will have this information documented in SPOT as required.

f. Personnel Accountability in Conjunction With Natural or Man-Made Disasters

(1) When a natural/man-made disaster or catastrophic event occurs, the CJCS will provide guidance regarding personnel accountability. When directed, CCDRs and the Services will provide OPREPs for the CJCS and SecDef to gain and maintain situational awareness of the operational environment within the disaster area.

(2) Personnel accountability in conjunction with natural or man-made disasters remains with the Service/DOD agency, also known as DOD components. The DOD components' policies and procedures will be used to account for their personnel. Each Service has a Web-based accountability and assessment system for reporting that interfaces with the Personnel Accountability Reporting System (PARS). PARS is the central repository that is used to accomplish personnel accountability reporting upon the occurrence of a natural or man-made disaster.

For more information on the process for accomplishing personnel accountability for a disaster and the use of PARS, see DODI 3001.02, Personnel Accountability in Conjunction With Natural or Manmade Disasters.

Further information may be found in Appendix E, “National Disaster and Catastrophic Event Actions.”

g. Multinational Operations

(1) Multinational operations describe military actions conducted by forces of two or more nations, typically organized within the structure of an alliance or coalition.

(2) Whether operating within an alliance or a coalition, participation of US forces in these missions requires unity of effort that includes the interagency partners, MNFs, nongovernmental organizations (NGOs), and international organizations.

(3) US-led JTFs should expect to participate as part of an MNF in most future military endeavors throughout the range of military operations. Such participation with MNFs may be more complex than US unilateral organization, planning, and operations. Complex matters (e.g., information sharing, communications system, intelligence, personnel support, and logistic support) may be complicated further when planned and executed in conjunction with MNFs.

For further information on personnel support considerations for multinational operations, see Appendix Q, “Personnel Support to Multinational Operations,” and JP 3-16, Multinational Operations.

h. Redeployment Operations

(1) As military forces prepare for redeployment, the focus of personnel support by the J-1 includes managing the personnel flow to home station; drawing down, reorganizing, and closing out the personnel services support structure in the AOR or JOA; maintaining personnel accountability; and continuing to provide personnel support to those forces remaining in the AOR or JOA. In some circumstances, special considerations such as tracking cases of infection or contamination may also apply.

(2) Service components may be required to collect personal data, using their Service system scanning capability when available, for personnel from other Services and personnel from other organizations who depart the theater through their APOE/SPOE.

(3) There should be no confusion between the personnel community’s responsibilities for personnel accountability and strength reporting and the logistic community’s responsibilities for force tracking.

(4) Selected personnel data elements of force tracking data systems should become an established automated feed to the DMDC to assist in CCMD personnel visibility.

CHAPTER III JOINT PERSONNEL PLANNING

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

Napoleon I, 1769–1821

1. General

a. Joint personnel planning is the means by which the J-1 envisions the desired objective(s) in support of the commander’s mission requirements. Planning establishes the methods for understanding the situation and analyzing a mission; developing, analyzing, and comparing courses of action (COAs); selecting the most favorable COA; and producing the personnel annex for the command’s plans and orders. Successful planning identifies and communicates the intent, expected requirements, and objectives to be achieved in joint personnel support operations.

b. Effective planning for personnel support to joint operations can support the ability of the JFC to accomplish the mission. The CCMD J-1 should be fully involved throughout the joint planning process and collaborate with other staff directors in the preparation of the commander’s estimate, plan development, and force flow conferencing. J-1s validate and assess the requirements and sourcing of all staff augmentation on the HQ joint manning document (JMD). The CCMD J-1 coordinates the early arrival in theater of necessary personnel support capable organizations to enable required personnel support services and personnel accountability functions.

2. Personnel Estimate

The personnel estimate collects and analyzes relevant information for developing (within the time limits and available information) COAs and informing decision making that supports and impacts the planning and execution of the mission. The CCMD 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 and is used in the joint planning process. Information on preparation of the personnel estimate may be found in Appendix A, “Personnel Estimate.”

3. Joint Manning Document Development

a. Effectively transitioning a single-Service organization from its routine, Service-related missions to that of a JTF HQ requires specific steps. Key to this process is creating a JMD that will define the JTF HQ’s overall manpower requirements needed to complete its mission. The JMD can be filled through multiple sourcing methods, to include units, multinational partners, other USG departments and agencies, and contractors. The FMST is a SIPRNET-based system of record to document all JMDs. The JMD is not a sourcing mechanism for personnel requirements; however, by documenting JIA requirements in the FMST, J-1s are able to export the requirements into a spreadsheet to send along with a

general administration message to the Joint Staff to validate the JMD for joint sourcing of the joint individual augmentee positions.

b. If a mission is delineated via SecDef orders, and the CCDR determines it requires a JTF to execute, then the CCDR will designate one of the CCMD Service components or an allocated unit to form the core of the JTF HQ. The staff of this core HQ should identify its personnel requirements to execute the mission. These requirements are translated into a JMD to achieve adequate manning levels with a proper mix of military and civilian personnel with the correct skills to facilitate mission success.

c. JMD 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 validation and approval.

(a) 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.

(b) During JMD development, the CJTF will evaluate current personnel resources available to meet requirements. The CJTF should fill as many requirements as possible from CJTF's immediate available personnel assets consistent with mission requirements and guidelines for forming a JTF. The CCMD J-1 will attempt to fill any remaining vacancies in JMD billets from internal assets prior to Joint Staff J-1 validation (IAW CJCSI 1301.01, *Joint Individual Augmentation Procedures*). Flexibility should be built into the joint manning process, providing strategy alignment across the CCMDs and Services.

(c) At a minimum, the JMD contains the following critical elements: command, activity, department, line number, billet title, duty description, grade, skill/specialty, security clearance, source type, Service, location, latest arrival date, and tour length.

(2) **Establishing CCDR Roles.** If the establishing CCDR decides to direct the operation using the HQ staff versus a JTF, the establishing CCMD's J-1 will coordinate with the staff directorates to identify and validate required augmentation to the establishing CCDR's 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 CCMD's J-1 should consider feedback received from Service components and Joint Staff J-1. The end product of this coordination and CCDR approval will be a validated JMD. Refer to CJCSI 1301.01, *Joint Individual Augmentation Procedures*, for further information.

d. The establishing CCMD's J-1 maintains the JMD. Any subsequent additions, deletions, or changes to the JTF JMD requires coordination with and validation by the Joint Staff J-1.

e. A formalized, structured JMD working group (WG) should be established at the CCMD, subordinate unified command, and JTF levels to confirm/validate their JMD positions by skill, grade, and component; track by-name arrivals and departures for each position; determine/refine current and future manning requirements; and submit requests to higher HQ to change the JMD based on approved additions, deletions, and modifications identified by the JMD WG. The JMD WG, chaired by CCMD J-1 with a co-chair from J-3, meets on a recurring basis with a set agenda with all staff sections participating.

f. Early, frequent, and inclusive coordination with the Services during JMD validation and sourcing results in fewer requests for information from the joint force providers and improved sourcing levels. As such, whenever practicable, theater Service component manpower representatives should be included in the JMD WG.

4. Operation Plan Personnel Annex

Planning is the key to ensuring accurate personnel visibility data reporting. Services and their components need awareness of the theater personnel visibility requirements prior to execution. A well-developed personnel annex within the CCDR's OPLAN is the best method to widely disseminate theater requirements. When the concept of operations (CONOPS) has been established, the J-1 provides input to the OPLAN in annex E (Personnel), which outlines the plan for personnel support. The format for preparation of an OPLAN personnel annex is included in CJCSM 3130.03, *Planning and Execution Formats and Guidance*. Additional information is included in Appendix B, "Sample Format for Annex E (Personnel) to Operations Plans." Specifically, this plan incorporates the provisions and functions outlined in Chapter II, "Roles and Responsibilities," paragraph 3, "Joint Force Command Manpower and Personnel Directorate Responsibilities."

5. Flow of Forces Into the Theater

Time-phasing of personnel support and personnel services support units during joint operation planning is a critical planning consideration. There may be an early need for such specialists as postal personnel management specialists, deployment system management, personnel service support, linguists, legal, religious, finance, medical personnel, and others. The J-1 (or the designated directorate) identifies these special skill requirements to the CCDR during establishment of the theater command and support structure to ensure these personnel support assets are present when needed. The J-1 planners with time-phased force and deployment data (TPFDD) or FMTS experience attend force flow conferences or planning conferences to ensure personnel support and services support requirements are properly reflected in the TPFDD or FMTS database.

6. Joint Task Force Headquarters Manning

a. General

(1) A JTF is usually part of a larger national or international effort to prepare for or react to a specific situation. In most situations, the JTF establishing authority will be a CDR.

(2) The mission assigned should require execution of responsibilities involving a joint force on a significant scale and close integration of effort or should require coordination of local defense of a subordinate area.

(3) Normally, JTFs are established to achieve operational objectives.

(a) JTF HQ basing depends on the JTF mission, operational environment, and available capabilities and support. JTF HQ can be land- or sea-based with transitions between both basing options.

(b) JTFs are usually assigned a JOA.

(4) Execution of responsibilities may involve air, land, maritime, space, information, and special operations in any combination executed unilaterally or in cooperation with friendly nations, MNFs, NGOs, international organizations, and other agencies.

(5) A JTF is disestablished by the establishing commander when the purpose for which it was created has been achieved or when it is no longer required. The J-1 plays a role in determining manpower requirements and sourcing personnel for the JTF HQ. See JP 3-33, *Joint Force Headquarters*, for guidance on JFHQ establishment.

b. Composition of a JTF HQ

(1) JTFs may take many forms and sizes as they are employed across the competition continuum. The specific organization, staffing, and command relationships will vary based on the mission assigned, the operational environment, the makeup of the threat or nature of the crisis (e.g., flood, earthquake), and the time available to achieve the objectives.

(2) Several options may be used to form a JTF HQ.

(a) The preferred option is to form a JTF HQ around a CCMD's Service component HQ or the Service component's existing subordinate HQ (such as a numbered fleet, numbered Air Force, Marine expeditionary force, or Army corps) that includes an established command structure and then add joint enabling capabilities such as joint planners, public affairs, and communications.

(b) In some cases, the CDR may designate an existing JFHQ as the HQ element and augment it with additional Service functional experts.

(c) As a third option, a CDR may initially deploy a CCMD assessment team, or like organization, as the JTF core element. This third option would likely be employed in a location where no military presence currently exists.

(d) No matter which option is employed, the capabilities and composition of the JTF HQ require careful analysis that determines the span of control (based on the projected magnitude of the operation) and required expertise (and associated personnel) the JTF HQ must possess.

(3) JTFs may be established on a geographical area or functional basis when the mission has a specific limited objective. Even as a US unilateral force, a JTF will usually operate with interagency, international organization, NGO, and multinational partners, which the CJTF and staff work with and through.

(4) Operational or contingency requirements may be initially met by forces from the Joint Enabling Capabilities Command until a JMD is filled through Service components IAW CJCSI 1301.01, *Joint Individual Augmentation Procedures*. However, every effort should be made to fill JTF augmentation requirements from CCMD resources.

7. Organization of a Joint Task Force Manpower and Personnel Directorate

a. The JTF J-1 is principal staff assistant to the CJTF on manpower management, personnel management, personnel readiness, and personnel services.

b. Organization and responsibilities of a JTF J-1 are included in JP 3-33, *Joint Force Headquarters*. The actual composition of the JTF J-1 will be dictated by the overall organization of the joint force and the operations to be conducted. A typical JTF J-1 consists of three divisions: human capital, personnel readiness, and personnel.

(1) Human capital division provides policy oversight on joint manpower and management of joint forces and US contributions to multinational military organizations. This includes monitoring JMD fills and requirements and coordinating changes to the JTF JMD as conditions change.

(2) Personnel readiness division 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 inclusion in plans and orders. Personnel readiness issues normally are addressed in the plans and operations division of a J-1.

(3) Personnel services division accomplishes actions for the internal staff, military members of the JTF, and DOD civilian employees of the JTF. It also includes limited administrative requirements related to DOD CAAF.

8. Personnel Visibility

a. Personnel visibility is achieved by having reliable personnel data from various authoritative data sources for all US Service members, DOD civilian employees, and CAAF physically present in a CCDR's AOR. Establishing personnel visibility is a joint mission to provide accurate, near real time, readily available personnel information DOD-wide.

b. The joint personnel visibility mission does not infringe upon the Service's Title 10, USC, responsibility for personnel accountability. The Services report their joint personnel status on their personnel who are physically located in a CCDR's AOR. This data approach leverages existing technology to produce a data validation JPERSTAT.

c. **DMDC.** The DMDC is a major participant in effective joint personnel visibility.

(1) The Contingency Tracking System (CTS) was developed by the DMDC to comply with DODI 6490.03, *Deployment Health*. CTS deployment files are used to identify personnel deployed in support of overseas contingency operations and provide information for medical surveillance programs during and after deployments. The deployments and activations data provide information to determine individual and family member benefits.

(2) The DMDC has implemented the JPARR application consisting of a data repository that consumes and reconciles data from existing Service deployment systems, the CTS, and other authoritative sources (e.g., SPOT, JAMMS, Department of Defense Civilian Personnel Database System, DBIDS, and FMTS). Service deployment systems require the capability to consume JPARR feedback data to give them not only visibility of duplicative and/or erroneous records but visibility of Service members purported to be in a theater who were reported through another Service's system or authoritative source. The JPARR application also provides near real time personnel reporting and produces an automated, SIPRNET, joint personnel strength report and establishes the baseline for congressionally mandated monthly reports. Further, the JPARR application provides DOD-wide access to personnel data as a net-centric service. JPARR data sources are listed in Figure III-1.

d. The supported CCDR will establish and publish policies, procedures, and standards to accomplish the personnel visibility mission in their AOR.

(1) Personnel visibility policies will address, at a minimum, policies, procedures, and standards for the collection of personnel data using a Service's personnel accountability system and/or JAMMS for the following locations, operations, and activities:

(a) Established APOD and SPOD;

(b) Established APOE and SPOE;

(c) Theater opening operations;

(d) Intermediate staging base, within the supported CCDR's AOR, as appropriate;

(e) Deployment, reception, and redeployment operations;

(f) Joint reception, staging, onward movement, and integration (JRSOI) operations (including USTRANSCOM forces);

Department of Defense (DOD) Deployment System	
Synchronized Predeployment and Operational Tracker (SPOT) for deployed DOD-funded contractors	
Service Deployment Systems	
US Army	Deployed Theater Accountability System (DTAS)
US Marine Corps	Secure Personnel Accountability (SPA)
US Air Force	Deliberate Crisis Action Planning and Execution Segment (DCAPES)
Other databases include, but are not limited to:	
Aircraft and Personnel Automated Clearance System (APACS)	
Defense Civilian Personnel Database System (DCPDS)	
Fourth Estate Manpower Tracking System (FMTS)	
Defense Biometric Identification System (DBIDS)	
Defense Finance and Accounting Service (DFAS)	
Defense Travel System (DTS)	
Integrated Data Environment Global Transportation Network Convergence (IGC)	
Joint Asset Movement Management System (JAMMS)	
United States Strategic Command Personnel Location and Centralized Event System (PLACES)	
United States Transportation Command Regulating and Command and Control Evacuation System (TRAC2ES)	

Figure III-1. Joint Personnel Accountability Reconciliation and Reporting Data Sources

- (g) Reception operations;
- (h) JPPC operations;
- (i) JTF operations;
- (j) Buildup, self-deployment, and pre-positioning activities;
- (k) Afloat forces on Military Sealift Command, to include maritime pre-positioning force vessels;
- (l) Afloat forces in support of military operations or activities in the AOR;
- (m) Supporting CCMD mission or mission support activities in the AOR;

(n) Theater reception activities controlled by Service components and subordinate commands;

(o) Air Mobility Command operations (en route support units and contracted operations);

(p) Passenger movement, port calls, non-unit-related personnel movement, and patient movement (e.g., aeromedical evacuation);

(q) Maritime pre-positioning force operations aerial port operations;

(r) Army pre-positioning stock operations;

(s) Water terminal, land terminal, and air terminal; and

(t) Transient air crews.

(2) In addition, personnel visibility policy will address, at a minimum, policies, procedures, and standards for the collection of personnel data using a Service's personnel accountability system or JAMMS for the following locations, operations, and activities:

(a) Theater reception activities controlled by Service components and subordinate commands,

(b) All personnel entering and exiting at all aerial ports,

(c) Intertheater travel (coming from another nation outside the AOR),

(d) Intratheater travel (travel between nations within the AOR), and

(e) In theater travel (travel within a specific nation in the AOR).

(3) Scanning will be conducted at all locations and the data will be fed either to the Service's deployment system on SIPRNET or to JAMMS on NIPRNET.

9. Sexual Assault Prevention and Response Program

a. Sexual assault is a criminal act that threatens mission readiness and unit cohesion. Combating sexual assault relies on strong leadership. Commanders will establish policies and procedures to implement the Sexual Assault Prevention and Response (SAPR) Program and oversee compliance IAW DODD 6495.01, *Sexual Assault Prevention and Response (SAPR) Program*, and DODI 6495.02, *Sexual Assault Prevention and Response (SAPR) Program Procedures*.

b. Per DODI 6495.02, *Sexual Assault Prevention and Response (SAPR) Program Procedures*, installation commanders develop guidelines to provide continuous sexual assault response capability. All sexual assault response coordinators (SARCs) have direct and unimpeded contact and access to the installation commander and the immediate commander of both the Service-member victim and the alleged Service-member offender.

The installation commander has direct contact with the SARC; this responsibility will not be delegated.

For additional information and guidance, refer to DODD 6495.01, Sexual Assault Prevention and Response (SAPR) Program; DODI 6495.02, Sexual Assault Prevention and Response (SAPR) Program Procedures; and Service- and National Guard-specific issuances.

10. Assessment

a. Operation assessments are an integral part of planning and execution of any operation, fulfilling the requirement to identify and analyze changes in the operational environment and to determine the progress of the operation. Assessments involve the entire staff and other sources such as higher and subordinate HQ, interagency and multinational partners, and other stakeholders. They provide perspective, insight, and the opportunity to correct, adapt, and refine planning and execution to make military operations more effective. Operation assessment applies to all levels of warfare and during all military operations.

b. Operation assessments help the commander and staff determine progress toward mission accomplishment. Assessment results enhance the commander's decision making, enable more effective operations, and help the commander and the staff to keep pace with a constantly evolving operational environment.

c. Integrating assessment during planning and execution can help commanders and staffs to:

- (1) Develop mission success criteria.
- (2) Compare observed operational environment conditions to desired objectives and/or end state conditions.
- (3) Determine validity of key planning facts and assumptions.
- (4) Determine whether or not the desired effects have been created and whether the objectives are being achieved.
- (5) During execution, determine the effectiveness of allocated resources against specific task and mission performance and effects, and test the validity of intermediate objectives.
- (6) Determine whether an increase, decrease, or change to resources is required.
- (7) Identify the risks and barriers to mission accomplishment.
- (8) Identify opportunities to accelerate mission accomplishment.

For more information refer to JP 5-0, Joint Planning.

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APPENDIX A 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 helps 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, coordinated, and fully documented IAW JP 5-0, *Joint Planning*.

c. 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 and is used in the joint planning process.

d. The personnel estimate should contain a casualty estimate. In coordination with the supported CCDR, each Service component formulates a casualty estimate IAW individual Service directives to support operations planning, future force planning, and training. Casualty estimates support the following functions: commander's evaluation of COAs, by assessment of force strength for missions within the CONOPS and scheme of maneuver; personnel replacements, flow planning, and allocation among forces; medical support planning, for both force structure and logistics support; transportation planning, including both intertheater and intratheater requirements, to deliver medical force structure and to evacuate and replace personnel; and evacuation policy options to sustain the force by balancing minimal support force footprint, maximum in-theater returns to duty, and stable personnel rotation. Service components in a joint force command will provide casualty estimates to the J-1, who will then make the information available throughout the HQ and joint force.

2. Responsibilities

The J-1 prepares the personnel estimate and recommending a COA, during joint planning, from a personnel perspective.

3. Procedures

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

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

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

(3) Identify the decision criteria that 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 of a worksheet or matrix is 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. Use the format established by CJCSM 3122.01, *Joint Operation Planning and Execution System (JOPES), Volume I (Planning Policies and Procedures)*, for preparation of the personnel estimate.

**PERSONNEL ESTIMATE
SECURITY CLASSIFICATION**

Originating Section, Issuing Headquarters

Place of Issue

Date-time Group

PERSONNEL ESTIMATE NUMBER

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, or other statements.
2. () **Situation and Considerations**
- a. () **Characteristics of the Area of Operation.** 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**
 - (1) () **Strength and Dispositions.** Refer to current intelligence estimate.
 - (2) () **Enemy Capabilities.** Discuss enemy capabilities, taken from the current intelligence estimate, with specific emphasis on their impact on personnel matters.
 - c. () **Friendly Forces**
 - (1) () **Present Disposition of Major Elements.** Include an estimate of their strengths. When this estimate is distributed outside the issuing headquarters, the first line of the heading is the official designation of the issuing command, and the ending of the estimate is modified to include authentication by the authoring section, division, or other official according to local policy.
- Normally, these are numbered sequentially during a calendar year.
- (2) () **Own Courses of Action (COAs).** State the proposed COAs under consideration, obtained from operations or plans division.
 - (3) () **Probable Tactical Developments.** Review major deployments necessary in initial and subsequent phases of the operation proposed.

d. () **Logistic Situation.** State known logistic issues, if any, that may affect the personnel situation.

e. () **Command, Control, and Communications Situation.** State the command, control, and communications 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 planning guidance and in the plan itself, they should not be repeated here. Certain personnel assumptions that may have been made in preparing this estimate should be stated here.

g. () **Special Features.** List anything 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. () **Regional and Language Expertise Requirements.** Identify regional expertise and linguistic requirements essential to support proposed operations.

i. () **Personnel Situation.** State known or anticipated personnel issues that may influence selection of a specific COA.

3. () **Personnel Analysis of Own Courses of Action.** Make an orderly examination of the personnel 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.

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 consideration.** Examine these personnel factors realistically and include appropriate considerations of climate and weather, terrain, hydrography, adversary capabilities, and other significant factors that may have an impact on the personnel situation as it affects the COAs.

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

4. () **Comparison of Own COAs**

a. () List the advantages and disadvantages of each proposed COA from the J-1's [manpower and personnel directorate of a joint staff] 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 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

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

APPENDIXES: (By letter and title). Use appendixes when the information is in graphs or is of such detail and volume that inclusion in the body makes the estimates too cumbersome. Appendixes should be lettered sequentially as they occur throughout the estimate.

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APPENDIX B

SAMPLE FORMAT FOR ANNEX E (PERSONNEL) TO OPERATION PLANS

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 3130.03, *Planning and Execution Formats and Guidance*, the format for annex E (Personnel) is mandatory for the Joint Staff, CCMDs, Services, and CSAs responsive to the CJCS.

b. Pertinent personnel-related references are listed in CJCSM 3122.01, *Joint Operation Planning and Execution System (JOPES), Volume I (Planning Policies and Procedures)*.

c. Development of annex E (Personnel) will be accomplished in conjunction with, and in support of, operation planning to identify and resolve personnel support issues 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 current format and guidance in CJCSM 3130.03, *Planning and Execution Formats and Guidance*, must be followed in the preparation of the personnel annex.

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APPENDIX C

JOINT FORCE MANPOWER AND PERSONNEL DIRECTORATE CHECKLIST

The Joint Staff J-1, in coordination with the Joint Staff J-3 [Operations] and Joint Staff J-5 [Strategy, Plans, and Policy], establishes the appropriate global JMD priorities using the current national defense strategy, national military strategy, and GFM policies, processes, and procedures. The CCMD and J-1 use CJCSI 1301.01, *Individual Augmentation Procedures*, validation checklist and current GFMIG in planning and executing operations. The following is a checklist of personnel-related activities:

1. Managing the Force

a. Do the JMD requirements meet the criteria IAW CJCSI 1301.01, *Individual Augmentation Procedures*?

(1) Is the JMD/JIA requirement based on President- or SecDef-directed operations?

(2) Is the JMD authorized by Service operations deputies to receive augmentation?

(3) Is the JMD for an operational-level command and control HQ?

(4) Can a unit and/or capability be directed to perform the proposed JMD assigned mission?

(5) Has a joint personnel estimate been performed to establish accurate JMD requirements (e.g., rank structure, proper skill alignment, staff functionality)?

(6) Has the supported CCDR exhausted assigned forces and Service components sourcing the requested JMD?

(7) Has a valid and detailed justification been provided for each position?

(8) Has there been an updated execute order and or/mission statement?

b. Do plans include a current summary of manpower requirements?

(1) Has a position description been prepared for each position?

(2) Are critical positions (critical joint duty assignment billets) identified?

(3) Are minimum grade, security clearances, and occupational skill requirements specified?

(4) Are special experience requirements consistent with pay grade level and military occupational designations?

(5) Are procedures established to identify JTF individual augmentation requirements? Have shortfalls been identified to the appropriate authority?

(6) Are procedures established to identify positions available for civilians fill?

(7) Are procedures in place to evaluate conversion from military missions to DOD civilian, other cabinet-level department, or whole-of-government responsibility?

(8) In the event of an evacuation, are the positions for personnel comprising the NTS teams shown on the JMD?

c. Does an information management system, to include robust voice and unclassified and classified connectivity, exist for the subordinate joint force J-1 that enables summation of separate Service personnel status reports, including authorized, assigned, and deployed strengths; critical personnel shortages; casualty accounting; and personnel requisitions?

d. Are procedures established to capture personnel information for all in-bound personnel immediately upon their arrival?

e. Are systems and/or procedures in place to expedite the timely processing of information when casualties occur?

(1) Is each Service represented by a casualty operations cell?

(2) Are casualty liaison teams formed and posted at each major military medical treatment facility and mortuary affairs collection point?

(3) Are coordination and communication channels established between command operational elements and Service casualty cells?

(4) Are casualty operations adequately equipped to pass casualty information through channels to department level?

f. Is a rotation policy established and published IAW Service policies? Are procedures established to ensure the timely rotation of individual augmentees? Are tour length policies established for military and civilian personnel?

g. Is an adequate personnel strength reporting process established and communicated to Service components and internally to joint HQ staff? Does it include a viable format, able to be compiled by the Services, with an “as of” time established for a single time of accountability (avoid double counting)? Are reasonable deadlines established to provide time for bottom-up compilation and submission?

2. Support Issues

a. Has a JPPC been established? Are reporting instructions issued, addressing, at a minimum, report date and not-later-than time, reporting location, point of contact (POC) and duty phone, passports and visas, immunizations, uniform and equipment requirements,

training requirements, and travel restrictions? If appropriate, billeting arrangements should also be addressed in reporting instructions.

b. Are procedures established by component commanders to accomplish the following Service-specific preparation for movement actions prior to deployment?

(1) The opportunity to consult with a legal assistance judge advocate regarding wills, powers of attorney, family law matters, and other legal issues.

(2) The opportunity to adjust pay allotments, adjust life insurance, establish direct deposit, and other related actions.

(3) Making provisions to pay members while deployed? Are Service supporting pay and personnel activities for both AC and RC personnel identified and included in the planning?

(4) Providing passports and visas if required. J-1 personnel should consult the DOD Foreign Clearance Guidance (<https://www.fcg.pentagon.mil/>) for passport and visa requirements of not only destination nations but also the nations that travelers may be required to pass through while en route to/from the destination nation.

(5) Accomplishing other personnel actions such as medical screening (e.g., immunizations, contagion co-morbidity assessments, human immunodeficiency 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) or electing Federal Employees' Group Life Insurance.

(6) Conduct of requisite training, equipment issuance, and other personnel readiness procedures.

c. Has consideration been given as to how personnel will be deployed (TDY, field conditions) to ensure adequate compensation is provided and prevent unnecessary loss of pay and allowances?

d. Are the following support programs established or requested, if applicable, in the present deployment and/or contingency scenario?

(1) Special leave accrual (SLA).

(2) Hostile fire and/or IDP.

(3) Combat zone tax exclusion (CZTE).

(4) Sole surviving son or daughter.

(5) Absentee voting.

(6) Awards and decorations.

(7) MWR.

e. Are religious affairs support and advisement requirements and personnel adequately planned and coordinated, to include religious services for CAAF?

f. Are MWR programs and exchange activities for personnel planned and coordinated?

g. Is military postal support adequately and equitably addressed in joint force and component commands' plans? Has a plan to provide postal services to detainees been established?

h. 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?

i. Are procedures in place within civilians' parent organizations to apply the annual premium pay limitation to employees' salaries IAW Title 5, Code of Federal Regulations, Section 550.106?

j. 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?

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

l. Are policies on differential pay, danger pay, and restoration of annual leave communicated to civilians? Are procedures in place to complete feedback and appraisals?

m. Are procedures developed to process personnel returning to duty from medical channels?

n. Are policies established and systems operational to account for CAAF?

o. Has coordination been accomplished with a Role 4 medical treatment facility to review the well-being plan for medically evacuated Service members?

p. Is the SAPR Program adequately addressed in joint force and component commands' plans?

(1) Have theater-level requirements for prevention and response to incidents of sexual assault that occur during military operations been established?

(2) When a CDR relies 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?

(3) Are policies in place to promote a culture of sexual assault prevention, response, and accountability that enhance the safety and well-being of all DOD personnel?

(4) 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?

(5) Are sexual assault reporting procedures in place that ensure DOD personnel are aware of restricted reporting and unrestricted reporting options and services available in the AOR?

(6) Has a 24-hour, 7-day-a-week SAPR capability been established in the AOR?

(7) Are identifiable, trained, sexual assault first response personnel (i.e., sexual SARCs, uniformed victim advocates [VAs], and health care providers) forward-deployed? Is information available to all DOD personnel about the range of assistance options available in the AOR and how to access them?

(8) Is space provided for normal office operations, to include private SARC, VA, and/or health care providers' consultation areas?

(9) 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?

(10) 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?

(11) Are policies and procedures in place to address SAPR Program applicability and services for US civilians and US CAAF?

3. Administrative Issues

a. Is there adequate J-1 staff to support 24-hour J-1 operations? (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 staff should be augmented accordingly.)

b. Are J-1 personnel proficient with the command's software applications?

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

d. 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 staff judge advocate, J-4, and civil-military operations/interagency cooperation

directorates of a joint staff (J-9) in concert with current combating trafficking in person policies? Note: The J-1, J-3, and J-9 should coordinate civil-military issues.

- e. Are J-1 supporting plans developed for the evacuation of noncombatant personnel?
- f. Are internal standing operating procedures developed and coordinated to streamline the execution of recurring activities and reports?
- g. Are all joint force components provided reporting formats and requirements?
- h. Are requirements for Service, joint, and multinational publications identified?
- i. Is a Service-specific rating scheme monitoring system in place for the JFHQ personnel?
- j. Is draft JFC guidance for officer, enlisted, and DOD civilian fitness reports, evaluations, and/or officer evaluation reports (OERs) published, coordinated with component commanders, and issued to those responsible for evaluation of assigned Service members?
- k. Is a POC list developed and published?
- l. Has a JMD WG been established?
- m. In the event of an evacuation, is the required quantity of operational NTS on hand or available from higher HQ or other sources within the theater?
- n. Has a procedure to accomplish personnel accountability upon the occurrence of a natural or man-made disaster been established IAW DODI 3001.02, *Personnel Accountability in Conjunction With Natural or Manmade Disasters*? Has a program manager been appointed?

APPENDIX D DECLARATION OF CONTINGENCY OPERATIONS

1. General

A series of personnel-related laws takes effect upon the declaration of a contingency operation.

2. Responsibilities

a. The CCDR's J-1 coordinates 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 Presidential Reserve Call-up has not been authorized.

b. The contingency decision should be made 30 or more days before the activation whenever possible. This will ensure the additional benefits associated with service during a contingency operation under a SecDef or Presidential Call-up are available in a timely manner.

3. When Does a Contingency Operation Exist?

A contingency operation is defined by law, under Title 10, USC, Section 101. A contingency operation means a military operation that is designated by SecDef as an operation in which members of the Armed Forces of the United States are or may become involved in military actions, operations, or hostilities against an enemy of the United States or against an opposing military force or results in the call or order to, or retention on, active duty of members of the uniformed Services under Sections 688, 12301(a), 12302, 12304, 12304a, 12305, or 12406 of Title 10, USC; Title 10, USC, Chapter 13; Title 14, USC, Section 3713; or any other provision of law during a war or during a national emergency declared by the President or Congress.

4. Contingency Operations Authorities

Authorities available to the joint force during contingency operations include:

a. **Simplified Acquisition Threshold.** In the case of a contract to be awarded or performed, or a purchase to be made, outside the United States in support of a contingency operation, the simplified acquisition threshold is \$1,500,000 (Title 41, USC, Section 1903).

b. **Accumulation of Leave.** Military personnel may not normally retain more than 60 days of accumulated leave at the end of a fiscal year except as authorized by the relevant subsections of Title 10, USC, Section 701. Refer to Appendix H, "Military Pay, Allowances, and Entitlements," for details regarding SLA. Special provisions apply to members in a missing status (Title 10, USC, Section 701).

c. **Payment for Unused Leave.** Per Title 37, USC, Section 501, the government may make payments for unused accrued leave. Consult the statute, servicing finance office, and/or staff judge advocate for guidance on specific situations.

d. Transitional Medical and Dental Care

(1) Title 10, USC, Section 1145, among others, entitles the following members of the Armed Forces of the United States (and their eligible family members) to 180 days of transitional health care benefits:

(a) A member of an RC separating from active duty served more than 30 days in support of a contingency operation,

(b) A member separating from active duty following involuntary retention (stop-loss) in support of a contingency operation (under Title 10, USC, Section 12305), or

(c) A member separating from active duty following a voluntary agreement to remain on active duty for less than one year in support of a contingency operation.

(2) Upon becoming eligible for Transitional Assistance Management Program (TAMP), beneficiaries will automatically be covered under TRICARE Select or TRICARE Select Overseas. TAMP beneficiaries may choose to enroll in a TRICARE Prime program (where locally available), including the US Family Health Plan. Neither TRICARE Prime Remote nor TRICARE Prime Overseas is offered under TAMP. During TAMP, Service members may receive dental care from military dental treatment facilities or, if necessary, from civilian providers through the Active Duty Dental Program. Family members may qualify to purchase coverage under the TRICARE Dental Program at the National Guard and Reserve family member rate (full premium with no subsidy). For information and assistance, TAMP beneficiaries may visit the TRICARE Website at www.tricare.mil or may contact the TRICARE contractor servicing their geographical area.

e. Special Pay for Health Care Professionals: Waiver of Certain Board Certification Requirements. During contingency operations, military medical officers, dental officers, and non-physician health care providers may receive special pay under Title 37, USC, Sections 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, which may be extended for such time as SecDef deems appropriate, to receive retroactive, board-certified pay. The 180-day period begins on the date the individual is released from the duty to which the individual was assigned in support of a contingency operation (Title 37, USC, Section 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 (Title 37, USC, Sections 316 and 353).

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 to

attend accession training, in support of a contingency operation, or for a period of more than 30 days, may not be denied a BAH if, because of that call or order, the member is unable to continue to occupy a residence which is maintained as the primary residence of the member at the time of the call or order and which is owned by the member or for which the member is responsible for rental payments (Title 37, Section USC, 403).

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, SecDef may authorize deploying Service members to deposit, with interest, unallotted current pay and entitlements, up to \$10,000.00 (Title 10, USC, Section 1035). Activation of this program may be initiated at the discretion of SecDef, 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 DOD and will not exceed 10 percent per annum.

i. Expenses Incident to Death of Civilian Employees Accompanying the Force. IAW Title 10, USC, Section 1482a, SecDef or the Secretary of the Military Department concerned may pay the expenses incident to the death of a civilian employee who dies of injuries incurred in connection with the employee's service with an Armed Force.

j. Privately Owned Vehicle (POV) Storage. Storage of POVs for Service members sent TDY for more than 30 days to a contingency operation or humanitarian assistance or other emergency operations may be authorized IAW the applicable provisions of *The Joint Travel Regulations* (see Chapter 5, Part A, Section 6c).

k. Pre-activation benefits. For pre-activation benefits, Service members may qualify for early eligibility for TRICARE if they have been issued "delayed-effective-date" active duty orders and if those orders are for more than 30 days in support of a contingency operation. Eligibility begins on the date the Service member's orders are issued for 180 days before the Service member reports to active duty, whichever is later.

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APPENDIX E

NATURAL DISASTER AND CATASTROPHIC EVENT ACTIONS

1. General

When a natural/man-made disaster or catastrophic event occurs, the CJCS will provide guidance regarding personnel accountability. When directed, CCDRs and the Services will provide OPREPs for the CJCS and SecDef to gain and maintain situational awareness of the operational environment within the disaster area.

2. Responsibilities

a. The CJCS will monitor the military support provided in response to a natural/man-made disaster or catastrophic event and coordinate with the CCDR on the assignment of operational forces and the standing up of a JTF HQ supporting the effort.

b. The CCDR and the Services will provide the CJCS SITREPs through operational channels IAW CJCSM 3150.05, *Joint Reporting System Situation Monitoring Manual*.

c. The CCDR in whose AOR the natural/man-made disaster or catastrophic event occurs is responsible for operational reporting when the event occurs outside the continental United States (OCONUS).

d. Commander, USNORTHCOM, is responsible for providing defense support of civil authorities (DSCA) upon the occurrence of a disaster or a catastrophic event in the continental United States (CONUS) and provides the support, when directed. Commander, USNORTHCOM, reports joint personnel status for the operation.

e. The CCDR will verify the personnel numbers and locations of all forces assigned to support recovery operations in their AOR.

f. Services will report all forces in the impacted area and personnel assigned to the operational task force.

g. The CCMD J-1 will formulate the policy to accomplish joint personnel status reporting, using the JPERSTAT, in their AOR and in their JOA.

3. Personnel Accountability in Conjunction With Natural or Man-Made Disasters

a. DODI 3001.02, *Personnel Accountability in Conjunction With Natural or Manmade Disasters*, outlines the tasks the heads of the DOD components must accomplish in preparation for the occurrence of a natural or man-made disaster.

(1) Personnel accountability is a shared responsibility between the commander and/or supervisor and the individual.

(2) All DOD components commence internal accountability activities immediately upon the occurrence of a natural or man-made disaster.

(3) All specified DOD-affiliated personnel who work or reside within the affected geographical area of a disaster, as defined by the CJCS, are required to positively and personally check in (i.e., physically, telephonically, or electronically), at the first available opportunity, with the appropriate authority or emergency call-in number established by the DOD component.

(4) All DOD components will use PARS as the central repository when accomplishing personnel accountability reporting upon the occurrence of a natural or man-made disaster.

(5) Services may implement accountability using their Service-specific personnel accountability and assessment systems when desired to account for their personnel upon the occurrence of a natural or man-made disaster.

b. Heads of DOD components are defined as OSD, Military Departments, Office of the CJCS, CCMDs, Office of the Inspector General of DOD, DOD agencies, DOD field activities, CSAs, and all other organizational entities within DOD.

c. The head of a DOD component is responsible under DODI 3001.02, *Personnel Accountability in Conjunction With Natural or Manmade Disasters*, to:

(1) Appoint a personnel accountability program manager who will serve as the component subject matter expert on personnel accountability. The program manager will complete and submit DD Form 2875 (System Authorization Access Request [SAAR]), by e-mail, to the DMDC PARS program manager to request user account access to PARS.

(2) Provide preplanned guidance and procedures to all assigned or attached personnel so they can establish accountability upon the occurrence of a disaster.

(3) Establish procedures within the component to provide for the most expeditious accountability of DOD-affiliated personnel in the event of a natural or man-made disaster.

(4) Ensure all personnel are provided the necessary information and guidance to check in upon the occurrence of a disaster.

(5) Ensure procedures include multiple and redundant means of communication in case of circumstances in which normal communication means are disrupted or nonexistent.

(6) Ensure emergency call-in numbers are toll-free to provide maximum opportunity for accountability without cost to personnel.

(7) Provide a telecommunications device for the deaf for hearing-impaired employees.

(8) Provide Military OneSource with 1-800 emergency call-in numbers for posting. Emergency numbers will be kept current for immediate posting in the event of a disaster.

(9) Require all managers, supervisors, and employees over which they have cognizance to understand and accomplish their personnel accountability roles and responsibilities and to understand and emphasize the urgency in effecting these roles and responsibilities in the event of a disaster and carry out annual exercises.

(10) Ensure all reportable casualties are reported according to DODI 1300.18, *Department of Defense (DOD) Personnel Casualty Matters, Policies, and Procedures*, and included in personnel accountability reports as required. The DOD components, other than the Military Departments, generally do not have a formalized casualty reporting system. See DODI 1300.18 for the necessary information.

(11) Ensure NTSs are in place to fully support repatriations into USNORTHCOM and USINDOPACOM during evacuations according to DODD 3025.14, *Evacuation of US Citizens and Designated Aliens From Threatened Areas Abroad*.

(12) Implement emergency contact procedures as part of theater entry requirements under the provisions of DODD 1400.31, *DOD Civilian Work Force Contingency and Emergency Planning and Execution*; DODI 1400.32, *DOD Civilian Work Force Contingency Emergency Planning Guidelines and Procedures*; DODI 1100.22, *Policy and Procedures for Determining Workforce Mix*; and DODI 3020.41, *Operational Contract Support (OCS)*. All DOD-affiliated personnel, to include civilian employees and CAAF, prior to entry into a possible theater of operations, will have current emergency contact information on file in a centralized electronic database. DD Form 93 (Record of Emergency Data) (or equivalent record for contractor personnel) is used for this purpose. Emergency contact rosters that may include cellular telephone numbers, personal e-mail addresses, and alternate addresses may be maintained to facilitate communication under emergency situations.

(13) Commence disaster personnel accountability reporting, using PARS, when directed by the CJCS. The only exception is that OSD intelligence community components will complete the manual disaster personnel accountability report as outlined by the Joint Staff J-1.

(14) When reporting is directed, download the baseline population from PARS and report updates to PARS at least daily, if applicable.

(15) Establish internal procedures to monitor compliance with DODI 3001.02, *Personnel Accountability in Conjunction With Natural or Manmade Disasters*, to include monitoring the status of separating Service members with remaining obligated service pursuant to DODI 1304.25, *Fulfilling the Military Service Obligation (MSO)*.

(16) Direct the component and Service lead exercise planner to coordinate with the DMDC to enable a PARS report capability during an exercise.

4. Personnel Accountability in Conjunction with Natural or Man-Made Disaster Reporting

a. Upon the occurrence of a natural or man-made disaster, the CJCS:

(1) Notifies the Under Secretary of Defense for Personnel and Readiness (USD[P&R]) each time DOD component reporting is implemented.

(2) Conducts a Joint Staff analysis to determine the magnitude of widespread injury or death to DOD-affiliated personnel, the scope of which is not readily obtainable or is unclear, following a disaster.

(3) Establishes, in conjunction with the Federal Emergency Management Agency when applicable, the geographical area of coverage for personnel accounting by the DOD components.

(4) Coordinates with the Director, DMDC, to establish the initial personnel baseline for all required personnel categories.

(5) Identifies, and formally notifies, those components or agencies requiring a classified reporting capability of the manual reporting requirements.

(6) Coordinates with the DOD components to reconcile the PARS baseline, if applicable, as required until all reportable personnel have been accounted for or until directed to cease reporting.

(7) Establishes, in coordination with the DMDC, the specific reporting timelines following the occurrence of a disaster.

(8) Directs commencement of personnel accountability from the DOD components upon the occurrence of a disaster.

(9) Recommends to the USD(P&R) when personnel reporting should be suspended.

(10) Coordinates with the Secretaries of the Military Departments and CCDRs on personnel accounting actions and reports in conjunction with evacuations according to DODD 3025.14, *Evacuation of US Citizens and Designated Aliens from Threatened Areas Abroad*.

(11) Includes disaster personnel accountability requirements in national-level and Service-specific exercises when scenario-supported.

b. The Director, DMDC:

(1) Provides the initial baseline totals to the DOD components for all specified personnel categories as detailed in DODI 3001.02, *Personnel Accountability in Conjunction With Natural or Manmade Disasters*.

(2) Coordinates with the DOD components to account to the reconciled DMDC baseline as required until all reportable personnel have been accounted for or upon notification by USD(P&R) memorandum that reporting is suspended.

(3) Serves as the single DOD POC for collecting and maintaining personnel accountability information for the DOD components.

(4) Administers PARS.

(a) Distributes PARS reports via the PARS Web application and by other means upon request. Ensures all CCDRs are on distribution for the daily PARS reports.

(b) Develops, maintains, and updates PARS reporting files.

(c) Upon receipt of a completed DD Form 2875 (System Authorization Access Request [SAAR]), provides the requester with the data element files for the personnel accountability baseline and reporting requirements. Provides immediate updates as data element changes occur.

(d) Supports Service-specific and national-level exercises with the initial baseline data.

(e) Provides a PARS reporting capability in support of Service-specific and national-level exercises.

(5) Assists the assigned Service liaison personnel in enhancing the quality of the Service's data provided to the DMDC Defense Enrollment Eligibility Reporting System (DEERS).

(6) Develops, in coordination with the DOD components, the necessary actions to effect near real time reporting for personnel accounting purposes.

c. Personnel Accountability Program Manager. The personnel accountability program manager completes and submits a DD Form 2875 (System Authorization Access Request [SAAR]), to the DMDC to request user account access to PARS with the exception of components identified by the CJCS that require classified reporting capability. The Joint Staff directorates, CJCS-controlled activities, CCMDs, North Atlantic Treaty Organization (NATO) US National/Service Support units, and other joint activities prepare DD Form 2875 (System Authorization Access Request [SAAR]) to request a user account for PARS for their organizations and submit to the DMDC.

5. Fourth Estate Manpower Tracking System

a. The FMST supports the Joint Manpower and Personnel Program and is the system of record for manpower and personnel data for the CJCS-controlled activities, the CCMDs, US contributions to NATO organizations, and selected joint activities.

b. The personnel database hierarchy data in the FMTS is pushed to the DMDC, and upon the occurrence of a natural or man-made disaster, the DMDC includes this data when creating a PARS query for DOD-affiliated personnel in a specified geographical area using the data.

6. Service Systems

Each Service has developed a Web-based personnel accountability and assessment system and established Service member reporting procedures upon the occurrence of a natural or man-made disaster.

APPENDIX F

INDIVIDUAL AUGMENTATION PLANNING AND PROCEDURES

1. General

CJCSI 1301.01, *Joint Individual Augmentation Procedures*, delineates the method to request for JIA.

2. Responsibilities

The supported CCDR identifies requirements and submits requests for forces to support the mission. The Joint Staff J-35 [Joint Force Coordinator] validates the requests, as part of the allocation process, and assigns the validated requirements to the joint force provider to develop a sourcing recommendation.

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 available inventory of required skills.

b. The nature of any operation necessitates a rotation policy which, consistent with Service requirements, 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 consider staffing requirements within functional areas. The mission may require alternating the rotation of key personnel to ensure the command maintains full operational capability. Changes in reporting dates require coordination and concurrence between the supported CCMD and the supporting CCMD, Service, or DOD agency.

d. Careful management of personnel rotation is critical to the sustainability of operations. The CCMD J-1 tracks and coordinates with Service components to ensure timely rotations. To strengthen the support link, message traffic regarding individual augmentation actions should be addressed to all supporting CCMDs, Service and/or Service component HQ (operations and personnel offices), Joint Staff, and DOD agencies. The CCMD J-1 ensures individual rotations are properly monitored, so deploying personnel receive the maximum advance notification possible.

e. Except when authorized under *The Joint Travel Regulations* or SecDef 365-day rotation policy, TDY assignment at any one location will be limited to a period not to exceed 179 days. However, when necessary, the 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) Involuntary extensions of joint individual augmentees beyond their planned rotation date are subject to the concurrence of the Service or supporting agency. However, the supported CCDR may extend joint individual augmentees up to 14 days in a combat zone beyond their expected tour completion date. Extensions greater than 14 days, or beyond 365 days, require SecDef approval.

(2) 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 may be submitted after the fact.

(3) 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 JFC will document the requirements to support the mission in the form of a JMD. The supported CCDR will review and validate all JMD positions for accuracy and necessity. SOF JMD requirements should be approved by the theater special operations command prior to CCDR validation. Upon CCDR validation, the CCMD J-1 will forward the applicable JMD billets, along with position descriptions, grade/skill/clearance requirements, specific reporting instructions, and desired report date, to its Service components to fill. Since the CCDR should attempt to fill all requirements internally, the CCDR should also look to staff, contractors, or available MNFs, or request support from a CSA prior to asking the Joint Staff for assistance. Billets which cannot be filled internal to the CCDR will then be sent from the CCDR to the Joint Staff J-1 for prioritization and validation of any unfilled positions. The supported CCDR should estimate the duration of the position in the remarks of the JMD.

b. Upon receiving the validated JMD from the supported CCDR, the Joint Staff will start the JMD prioritization and sourcing review process. The Joint Staff J-1 coordinates the process after approving the JMD for sourcing. During the first phase of the process, the JMD is sent to the Joint Staff J-35 for sourcing determination on the remaining unfilled billets. The Joint Staff J-35 works with force providers to fill the remaining requirements. Additional details on JIA sourcing procedures can be found in CJCSI 1301.01, *Joint Individual Augmentation Procedures*; CJCSM 3130.06, *Global Force Management Allocation Policies and Procedures*; and the GFMIG.

c. Force providers will initiate movement of approved individual augmentee personnel to meet the requirements contained in the reporting instructions to ensure joint individual augmentees arrive at the JTF or CCMD by the requested date.

d. Should a force provider disagree with the supported CCDR ordered requirements, they can reclama IAW the GFMIG and procedures listed in CJCSM 3130.06, *Global Force Management Allocation Policies and Procedures*.

e. Individual mobilization augmentees are recalled to active duty IAW procedures in JP 4-05, *Joint Mobilization Planning*.

f. The supported CCDR reviews and revalidates JMD positions at least every 12 months IAW the GFMIG. If JMD positions are still required and validated, they will continue to be filled as previously assigned. IAW the Global Force Management Board (GFMB) timeline, the annual revalidation and prioritization of JMD requirements may result in the reallocation of specific high-demand/low-density skills to meet the highest-priority requirements. The Joint Staff prioritization process ranks JMDs I to X based on the GFM (Joint Prioritization Manning Document) and GFMB concurrence.

5. Key Considerations

a. **Communication.** All parties need to be informed of the status of an augmentation request; the Service components of the supported CCMD, the supporting CCMD, the Joint Staff, and force providers coordinate regularly using electronic collaboration tools. When personnel from a supporting CCDR's component are requested, the supporting CCMD J-1 and its Service component are included in all subsequent official correspondence.

b. **Timeliness.** The individual augmentee process should be initiated early and worked as quickly as possible.

(1) The force providers should quickly and thoroughly identify their requirements to provide enough time for joint individual augmentees to be identified and prepared for deployment.

(2) The force providers should quickly ascertain capacity to provide commitment to source JIA requirements.

(3) When there is a reclama or inability for force providers to source a requirement, the Joint Staff J-1 should move expeditiously to resolve the issue.

c. **Adjudication of Unsourced Requirements.** The Joint Staff will gather risk assessments from force providers to resolve remaining unsourced requirements. Risk assessments are submitted to Joint Staff J-35, which identifies competing requirements and details a complete accounting of manning information from the respective Service and CCMD. If resolution cannot be reached at the Joint Staff level, the issue will be elevated and coordinated IAW the Global Force Management Resolution Process, as outlined in CJCSI 1301.01, *Joint Individual Augmentation Procedures*.

d. **Tracking.** Tracking the flow of joint individual augmentees (identifying who is coming and when they will arrive) is the responsibility of the supported JFC's J-1. Force providers should ensure all JIA 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 requirement line number. This information ensures joint individual augmentees receive proper organizational clothing, individual equipment training, medical screening, and transportation for their duty assignment.

e. **Service Deployment Sites.** Force providers will man, train, and equip their joint individual augmentees to meet the specific requirements of the CCMD validated position. Services require CAAF 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 CAAF. See DODI 3020.41, *Operational Contract Support (OCS)*, for more details.

APPENDIX G
JOINT PERSONNEL PROCESSING CENTER AND JOINT PERSONNEL
TRAINING AND TRACKING ACTIVITIES

1. Reception Operations

Reception is the process of unloading personnel, equipment, and materiel from strategic or operational transport and marshalling the deploying units for movement out of the reception area. Reception operations comprise a series of events, enabled by logistics, that includes all those functions required to receive and clear unit personnel, equipment, and materiel through a port of debarkation. Properly executed reception operations reduce confusion and include briefings, passenger accountability, transportation to and from the operational area, force protection aspects, and health issues that may be encountered.

2. Joint Personnel Processing Center

a. A CCMD J-1 will formulate the AOR plan for establishing the necessary JPPCs to accomplish the in-processing and out-processing of individual augmentees (military, civilian, and contractor).

(1) JPPCs should be established as early as possible in an operation to support the initial movement of augmentees.

(2) JPPC operations may be required at all force entry points. This may require setting up a JPPC “main” at the primary port of debarkation and satellite JPPC locations at secondary entry points.

(3) The presence or credible threat of contagions or similar hazards may add a layer of complexity to ensure segregation and/or spacing of augmentees and accompanying items.

b. A JPPC can be established in an AOR, JOA, or an operational area (per direction of the appropriate commander).

(1) A JPPC is responsible for the reception, accountability, and processing of military and civilian individual augmentees, including CAAF, upon their arrival in the theater or the operational area.

(2) The JPPC serves as the liaison point for a sponsor to link up with an augmentee.

c. Considerations when establishing a JPPC or theater system of more than one JPPC should include the following:

(1) Barcode scanner locations, for automated deployment/accountability systems which are collocated with enough holding area (seating and temporary billeting) for in-transit personnel during 24-hour operations. Bar code scanning occurs for military, government civilian, and contractor personnel.

(2) In-theater automated deployment tracking systems, which can interface with JPARR (e.g., configuration of firewalls to allow consolidation of passengers' [PAX's] arrival data from all JPPCs across theater).

(3) Ground transportation from arrival flight line to scanner locations, temporary billeting, further in-theater connecting flights, and additional required locations such as HN passport stamping and visa issuance.

(4) Space to load buses and baggage trucks, as well as conduct orderly offload and personal baggage retrieval.

(5) In-place systems to meet HN-specific requirements such as visas for thru-transit contractors, HN database checks, or mandatory customs procedures.

(6) Appropriately designed JPPCs at appropriate in-theater locations. PAX capacity of aircraft demonstrates the magnitude of requirements: 250 PAX for a Boeing 767 and 400 PAX for a Boeing 747. Tactical aircraft such as C-17s (generally 150 PAX) and C-130s (generally 50 PAX) carry IAW seat configuration. Commercial flights will not land directly in hostile areas requiring PAX transfer to tactical aircraft at a separate JPPC OCONUS. In a hostile area, further transportation within theater on rotary-wing, tiltrotor, or short take-off and landing aircraft necessitates another JPPC.

(7) In-place systems to meet outbound US Customs scanning requirements as well as HN customs. Space and equipment for x-ray scanners or 100 percent luggage inspection to meet US Customs theater-departure requirements and aircraft-loading timelines.

(8) Adequate automation and Internet connectivity to provide required US Department of Homeland Security manifest information to the final theater departure JPPC APOD manager prior to flights departing to CONUS.

(9) Holding areas between air and ground transportation or between commercial and tactical air transportation. This includes:

(a) Waiting areas from aircraft debarkation to ground transportation (buses).

(b) Waiting areas during bar code scanning and initial in-theater briefings.

(c) Bed space for next-day or later follow-on flights or ground transportation.

(d) Waiting areas to bar code scan, customs bag-check, and post-manifest holding prior to boarding follow-on in-theater aircraft or return-to-CONUS aircraft.

(e) Same-type waiting/holding areas at all JPPCs.

(10) Accounting for the magnitude of PAX flow in logistical planning of power; fresh water; gray/black water removal; and all classes of supply and supply distribution points, such as mess areas, as PAX wait for flight transfers. Include adequate latrine

facilities. Development of additional contracts such as bed linen provision, linen cleaning services, dining facilities, and MWR.

(11) HN ground escort requirements per theater policy. Security for the JPPC if not located on an existing military installation.

(12) In-place systems and documentation for PAX entry to military installations where JPPCs are located such as identification cards and either orders for military and government civilians or letters of instructions for contractors. Pre-assembled manifest lists coordinated with installation security will ease gate entry for large groups.

(13) Proper vetting of HN bus drivers and other contracted third-country national personnel working in JPPC operations.

3. Contractor Personnel Processing

a. CAAF are required by DODI 3020.41, *Operational Contractor Support (OCS)*, to be processed into and out of the AOR through a JPPC or other personnel center designated in the operational area by the appropriate commander.

b. The JPPC ensures 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.

c. All CAAF personnel are required to carry a barcoded LOA, issued through SPOT, which allows them access to, travel within, and departure from the AOR outside the United States.

d. The LOA will identify USG-furnished support, facilities, services, and equipment the contractor is entitled to receive (e.g., billeting, messing, medical, military exchanges, MWR facilities).

e. Contractors not authorized to accompany the force under theater support contracts or hired in theater by external support contractors are not required to process through the JPPC.

4. Joint Personnel Training and Tracking Activity

a. Upon request of the supported CCDR, a JPTTA may be established in CONUS to facilitate the reception, accountability, processing, training, and onward movement of both military and civilian individual augmentees when large numbers of augmentees and/or replacements are expected to deploy to the theater to support a joint military operation. The JPTTA provides deployment preparation and training to individuals not associated with deploying units.

b. A JPTTA will normally be collocated with an Army replacement center. The replacement centers receive and process individual non-unit-related military, civilians, and CAAF for deployment to and redeployment from the theaters of operations.

c. The supported CCDR provides liaison officers to the JPTTA and provides the supporting CCDR with the task, conditions, and standards to be taught to deploying personnel. Training is based on the requirements of the supported CCDR.

5. Personnel Accountability

Force tracking is the process of gathering and maintaining information on the location, status, and predicted movement of a unit while in transit to the specified operational area. Personnel accountability is the process to identify, capture, and record the personal identification information of an individual, usually through the use of a database.

APPENDIX H MILITARY PAY, ALLOWANCES, AND ENTITLEMENTS

1. General

The CCMD J-1 has functional responsibility for coordinating pay policy. Proposed changes to pay and entitlement policies are coordinated with J-4 and the force structure, resource, and assessment directorate of the joint staff to correctly assess impact on these support systems; therefore, it is essential that the CCDR and CCMD 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 will not later become major distractions for the CCDR.

2. Responsibilities

a. **Joint Staff J-1.** The Joint Staff J-1 advises the CJCS; Director, Joint Staff (DJS); and CCMD J-1 staffs on pay and allowance matters. The J-1 represents the CCDR's interests on items forwarded to OSD for action. The J-1 coordinates and collaborates internally and interfaces with OSD, the Services, and DOD agencies on policy questions and determinations. The J-1 works with OSD; the Services; CCMD; CSAs; the Defense Finance and Accounting Service (DFAS) Expeditionary Support Organization (ESO); and the Per Diem, Travel, and Transportation Allowances Committee to disseminate pay and allowance information for joint operations.

b. **CCMD J-1.** The CCMD 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 Joint Staff J-1.

3. Planning Considerations

The CCMD J-1 staff initiates the decision-making process for entitlements affected by the operation as part of the planning process. Entitlements should be announced prior to deployment to ensure consistent pay among the Service components. Planning should address compensation issues applicable to the operation (see Figure H-1). Determination of entitlements should be made available to Service components, supporting CCDRs, and DFAS ESO via official military orders issued during planning (e.g., warning, alert, or execute order). The following decisions should be addressed as soon as possible:

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

b. Designation of IDP areas.

Joint Operations Entitlement Matrix

Entitlements	References	Amount	Remarks
Base Pay	Title 37, United States Code (USC), Sections 203, 204, 1009	Current rate	Based on pay grade and years of service.
Basic Allowance for Housing (BAH) and Overseas Housing Allowance (OHA)	Title 37, USC, Sections 403, 475, 1009(d) Department of Defense Financial Management Regulation (DODFMR), Volume 7A, Chapter 26	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 (BAS)	Title 37, USC, Section 402, 1009(d) DODFMR, Volume 7A, Chapter 25	Current rate	See references.
Temporary Duty Options and/or Per Diem	Joint Travel Regulations (JTR), Chapter 43	Current rate	Combatant commander or commander, joint task force, determination of regular temporary duty, essential unit messing, or field duty. Per diem and incidental expenses payment vary by location.
Hostile Fire Pay (HFP) and/or Imminent Danger Pay (IDP)	Title 37, USC, Sections 310 and 351 Title 5, Code of Federal Regulations, Part 1600-1690 DODFMR, Volume 7A, Chapter 10 Department of Defense Instruction (DODI) 1340.09	Current rate	Specific geographic area must be designated as IDP area. Effective upon approval by the Office of the Secretary of Defense.
Hardship Duty	Title 37, USC, Section 305 DODFMR, Volume 7A, Chapter 17 DODI 1340.26	Current rate (see reference for rates by country/city as applicable)	Specific geographic area must be designated as hardship duty pay location areas by Assistant Secretary of Defense (Force Management Policy).
Savings Programs	Title 10, USC, Section 1035 Title 5, Code of Federal Regulations, Part 1600-1690 DODFMR, Volume 7A, Chapter 51	Varies by program, see references	See references.
Special Storage of Household Goods	JTR, Chapter 4	Permanent change of station weight allowance	For Reserve Component deployment not required to be >90 days.
Cost-of-Living Allowance	JTR, Chapters 8 and 9	Current rate as established by the Per Diem Travel and Transportation Allowance Committee for permanent duty station	Reserve Component called to active duty from overseas location authorized Overseas Cost-of-Living Allowance.

Figure H-1. Joint Operations Entitlement Matrix

Joint Operations Entitlement Matrix (continued)

Entitlements	References	Amount	Remarks
Storage of Privately Owned Vehicle (POV)	Title 32, USC, Section 453(c)(2) JTR, Chapter 5, Part A, Section 6 Subsection c	Cost of storage of one POV	Members deploying to contingency operations for >30 days are authorized storage of one POV.
Combat Zone Tax Exclusion - Qualified Hazardous Duty Area	Title 26, USC, Section 112 DODFMR, Volume 7A, Chapter 44	Federal tax exclusion of all enlisted and warrant officer basic pay Officer pay exclusion limited to highest enlisted basic pay rate plus HFP/IDP pay if received	Areas designated by executive order or congressional legislation.
Career Sea Pay	Title 37, USC, Section 305a DODFMR, Volume 7A, Chapter 18	Current rate	Amount based on pay grade and years of sea duty.
Family Separation Pay (FSA)	Title 37, USC, Section 427 DODFMR 7A, Chapter 27	\$250/month	Public Law 110-417 (Fiscal Year [FY] 2009 National Defense Authorization Act [NDAA]) authorized full FSA to both members of qualifying married military couples. See Title 37, USC, Section 427d for details.
Special Leave Accrual (SLA)	Title 10, USC, Sections 701-704 DODI 1327.06	Not applicable	Public Law 110-181 (FY 2008 NDAA) made several important changes to SLA.
United Nations Entitlements and/or Leave	JTR, paras 7640, 9230, and 10034 DODFMR para 231003.D.3	Not applicable	See references.
Career Leave Sell-Back Limit Exemption	DODFMR, Volume 7A, Chapter 35	Paid at the same rate as the member's basic pay	Allows members, at their option, to sell accrued leave time in excess of career 60-day maximum or to take leave, or a combination of the two.

Figure H-1. Joint Operations Entitlement Matrix (Continued)

c. Declaration of combat zone.

d. Designation of TDY and/or TAD status.

e. TDY household goods weight allowance referenced in *The Joint Travel Regulations*.

4. Pay and Entitlements Requiring Joint Force Commander Decisions or Actions

a. **TDY Options.** *The Joint Travel Regulations*, Chapter 3, paragraph 032901, gives the JFC responsibility for determining the appropriate type of TDY 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 TDY 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 statutes 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 at the discounted meal rate via mandatory pay account collection. All deploying personnel receive the daily incidental expense allowance, effective on the date authorized by the JFC.

(3) **Field Duty.** Designated by the JFC, this should only be used when directed by *The Joint Travel Regulations* or it is determined the 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 meal rate via mandatory pay account collection. No additional allowances are provided.

b. **IDP.** For specific details on IDP, refer to DODI 1340.09, *Hazard Pay (HZP) Program*; DODI 1340.26, *Assignment and Special Duty Pays*; and DOD 7000.14-R, *Department of Defense Financial Management Regulation*, Volume 7A, Chapter 10.

(1) CCDRs submit recommendations for area designations to the Joint Staff J-1. The recommendation specifies the land area (an entire nation or part of a nation, specific city), sea area (longitude and latitude of points marking the boundary), airspace, 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, maritime, 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 PDUSD(P&R), who has final approval authority. Prior to approving or disapproving the request, OSD coordinates with DOS, the OSD Comptroller, and the OSD General Counsel.

(3) IDP is not effective until approved by 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, *Department of Defense Financial Management Regulation*, Volume 7A.

(4) When in an area that is not authorized IDP, a one-time payment of hostile fire pay (HFP) may be authorized. For example, if a Service member is wounded while on patrol (in a nation not designated an IDP area), HFP is automatic based on the certification of the commanding officer. HFP is payable at the same monthly rate as IDP.

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 what most members in the United States generally experience. CCMD 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. **CZTE.** 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 or warrant officer's monthly military 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 HFP/IDP the officer is receiving, if applicable. This may have significant impacts on Service-member finances. Leaders should inform their Service members of the changes and where to seek additional information in compliance with Title 10, USC, Section 992. Under the current Blended Retirement System, significant gains in lifetime savings can be made while serving in a CZTE.

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, Air Force, and Space Force with three or less years of cumulative sea duty and enlisted members of the Air Force and Space Force in pay grades below E-4. Members on sea duty do not lose their entitlement to BAS but must pay for meals provided at the discounted meal rate via mandatory pay account collection.

b. **CSP—Premium.** Payable to members entitled to CSP when they complete 36 consecutive months of sea duty, if otherwise eligible (see DOD 7000.14-R, *Department of Defense Financial Management Regulation*, Volume 7A, Chapter 18 for details). Payments begin the first day of the 37th consecutive month.

c. **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 begins after a member is separated from dependents continuously for more than 30 days.

d. **SLA.** Pursuant to Title 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 (75 days from 1 October 2008 until 30 September 2015) may retain an accumulated total of up to 120 days of 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 Title 37, USC, Section 310, or while assigned to a deployable ship or mobile unit or other similar prescribed duty as determined by the Military Department Secretary concerned or are performing duties designated by the Military Department Secretary concerned as a qualifying duty.

(1) Leave may be carried over from two to four fiscal years in which the qualifying continuous period of services terminates, depending on the circumstances. See DODI 1327.06, *Leave and Liberty Policy and Procedures*, for details.

(2) In addition, pursuant to Title 10, USC, Section 70, certain other Service members who serve on active duty in an assignment in support of a contingency operation are permitted to retain any accumulated leave in excess of the number of days of leave authorized to be accumulated under subsections Title 10, USC, Section 70, until the end of the second fiscal year after the fiscal year in which said service on active duty is terminated.

(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 SLA. One-time SLA sell-back, to be sold at any time, is authorized for enlisted Service members for leave accumulated in excess of 120 days. Under this provision, an enlisted Service member may sell-back up to 30 days of SLA only once (this does not apply to officers). Such a sell-back counts toward the active duty Service member's cap of 60 days over a career.

e. **United Nations (UN) Entitlements and Leave.** It is DOD policy that, normally, US personnel in units detailed to the UN will not contract with or receive direct payment from the UN; exceptions must be approved by SecDef. 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, the personnel 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

The 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, HNs, 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. A determination also needs to be made of the type of currency, US or foreign, to be paid to US forces.

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APPENDIX J POSTAL OPERATIONS

1. General

a. Postal operations and services have a significant effect on morale. Similarly, large postal volumes can have an impact on logistics operations. Postal service is common to all Services and is therefore conducted as a joint operation.

b. JFC's have expectations for timely postal delivery and unrestricted services. Although assigned as a personnel support planning function, postal planning encompasses significant logistic functions. Planning for diverse logistic issues like dedicated air transportation, contracted ground transportation, early deployment of postal personnel palletization crews, container moving and lifting equipment, specialized postal equipment, and sufficient in-theater postal facilities is critical for supporting a JFC. Coordination and communication with logistic and personnel planners is necessary for successful postal operations planning and mission accomplishment.

2. Responsibilities

The Military Postal Service (MPS) provides postal services to the active duty and civilian components of the Armed Forces of the United States. The MPS is regulated by both USPS and DOD regulations. Requests to expand services beyond those limits cannot be made arbitrarily. Questions, concerns, or conflicts should be directed to:

Executive Director
Military Postal Service Agency
2530 Crystal Drive Suite 13101
Arlington VA 22202-3965

a. **DOD.** The Under Secretary of Defense for Acquisition and Sustainment provides policy guidance and direction concerning the use of the MPS by DOD components, other USG departments and agencies, and NGOs through the Deputy Assistant Secretary of Defense for Sustainment. The Secretary of the Army is the DOD EA for the MPS.

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

- (1) Monitors and oversees the MPS throughout DOD.
- (2) Provides legal services on MPS-related issues before the USPS, the Postal Regulatory Commission, and other federal regulatory organizations.
- (3) Maintains and operates the Inter-Service Postal Training Activity for the training of the Services' postal personnel.
- (4) Maintains and funds the MPSA in the National Capital Region, including subordinate joint military postal activities (JMPAs) collocated at USPS activities in the United States. The MPSA manages the MPS worldwide IAW DOD policies and will not

be assigned non-MPS functions such as internal mail distribution, e-mail communications, or USPS services in the United States.

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

(a) The Executive Director, MPSA, operates under the authority, direction, and control of the DOD EA for the MPS to achieve the effective and efficient oversight of the MPS throughout DOD, 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, maintains direct working relationships with the USPS, other USG departments and agencies, Military Services, and DOD components and agencies on postal matters to provide management, coordination, and technical assistance on postal matters.

(c) The MPSA distributes MPS policy and provides guidance to enhance the efficient and effective management of the MPS. MPSA and/or JMPA responsibilities are listed in DODD 5101.11E, *DOD Executive Agent for the Military Postal Service (MPS) and Official Mail Program (OMP)*; DODI 4525.09, *Military Postal Service (MPS)*; and DOD 4525.6-M, *Department of Defense Postal Manual*.

c. **CCMD.** The CCDRs with applicable AOR responsibilities control theater postal personnel and resources and establish the priority of mail movement from APODs/SPODs and onward to the operational areas IAW DOD 4525.6-M, *Department of Defense Postal Manual*. The theater postal transportation manager will coordinate transportation routes with the transportation manager at the MPSA and JMPA. The transportation manager, MPSA, will select mail transportation routes within the guidelines of USPS and DOD transportation statutes. Any requirements or issues with the level of service to and from the primary hubs in the CCDR's AOR are elevated to the USPS HQ through the MPSA. The CCDR's postal staff retains responsibility for theater postal operations.

d. **CCMD Joint Postal Cell (JPC).** The JPC will implement postal operations in the operational area IAW CCMD guidance and USPS and DOD regulations. The CCMD postal staff performs the following tasks:

(1) Establishes joint theater-specific postal policy, procedures, plans, regulations, fragmentary orders, and defense message system policy messages, to include funding, for joint MPS theater hub facilities when activity support is not organic to the base or unit operating infrastructure (e.g., military mail terminals [MMTs] at international airports).

(2) Coordinates the designation of a service postal manager (SPM), if necessary, to implement postal policies throughout the operational area under the authority of the CCMD postal staff. While responsibility for postal operations still resides with the CCMD postal staff, management of the theater MPS may be delegated to SCCs with capabilities best suited to coordinate postal matters.

(3) Coordinates the establishment of a JPC for significant joint operations. Personnel augmentation for the JPC staff should consist of an SPM core staff, the CCMD postal staff, and representatives of each SCC. The JPC, when activated, operates under the guidance of the CCDR and assumes responsibilities and authority from the CCMD postal staff. If activated, the JPC coordinates postal operations in the joint force operational area under the authority of the CCMD J-1 or directorate responsible for postal operations. When inactivated, the CCMD postal staff assumes the following roles and responsibilities of the JPC:

(a) Coordinates MPS operations at all military postal activities in the operational area.

(b) Recommends additional postal restrictions or embargos for CCMD postal staff consideration. This may be necessary if excessive mail volume is hampering the flow of mission-essential supplies and equipment into the operational area.

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

(d) Requests free mail privileges IAW Title 39, USC, Sections 3401, and DODI 4525.09, *Military Postal Service (MPS)*, when appropriate.

(e) Identifies, establishes, and maintains the operational APOEs/SPOEs, mail recovery centers, and any informal international exchange offices.

(f) Ensures individual SCC postal managers develop and maintain casualty mail procedures and directory services information.

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

(h) Acts as the POC for all operational area MPS-related queries, congressional and Inspector General inquiries, and Service complaints.

(i) Publishes uniform procedures applicable to all Service MPS activities in the operational area.

(j) Prepares for expedited voting ballot support and holiday mail surge execution to minimize impacts to customers.

(4) The CCDR may designate an individual SCC with the responsibility for MPS support within the operational area. More than one designee may be appointed for distinct geographical operational areas or for distinct operational responsibilities, such as land, maritime, or air. Responsibilities for MPS operations are outlined in the DOD 4525.6-M, *Department of Defense Postal Manual*.

e. **SPM.** If designated, the SPM implements and coordinates postal operations throughout the AOR as the liaison between the operational area and CCMD postal staff.

The SPM, with approval of the responsible CCMD directorate, has the authority to adjust planning factors and execution of the postal mission based on the operational environment or enable SCCs to resume limited or full control of their postal resources. This enables integration and distribution of limited resources whenever mail volume exceeds processing capacity. SPM responsibilities are as follows (when inactivated, the CCMD postal staff assumes the roles and responsibilities):

(1) Coordinates joint MPS procedures in the operational area and designates specific roles to the SCCs.

(2) Identifies postal augmentation requirements and coordinates logistic sourcing as early as possible during planning.

(3) Ensures postal personnel, postal units, and postal infrastructure requirements are integrated into the time-phased force and deployment list (TPFDL) in time to support the early flow of mail into the operational area. Planners should ensure inclusion of postal planning when conducting plan development and TPFDL refinement to ensure integration of postal issues include identifying any potential transportation, personnel, facilities, and equipment shortfalls. Postal issues should be addressed during scheduled planning conferences, to include the TPFDL refinement, logistics, and transportation conferences.

(4) Coordinates with the CCMD postal staff to establish the start of postal service. Postal service should be initiated as soon as possible after necessary personnel and assets have arrived in the operational area and legal authority to establish the MPS has been obtained. 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 JRSOI operations.

(a) When considering activation of contingency zip codes and military post office (MPO) addresses, commanders must consider operational and procedural time constraints when initiating requests for mail service. Operationally, JRSOI of postal equipment and personnel can take several weeks to complete. During JRSOI, units are in various stages of movement and mail delivery is not possible. Once postal personnel and assets have arrived in the operational area, the procedures involved in opening an MPO are as follows:

1. The SPM requests zip code establishment.
2. The MPSA assigns a zip code based on available zip codes for a geographical region.
3. The MPSA notifies the USPS HQ and JMPA.
4. The MPSA/JMPA coordinates mail routing.
5. The USPS HQ provides zip code information throughout the USPS network.

6. The USPS publishes updated zip code information in biweekly postal bulletins.

(b) Once postal assets arrive and post offices are established, mail can begin to flow. The entire process from JRSOI of postal units to start of mail flow could exceed 30 days to complete. Commanders should factor in the JRSOI, legal requirements, and zip code request process when requesting an MPO. Commanders may upgrade postal priorities based on a changing operational environment.

(5) Requests activation and deactivation of zip codes. The SPM is the sole authority for requesting, opening, or closing contingency MPO's.

(6) Processes requests for restrictions, including programs with theater-wide implications, such as mail embargoes or other restrictions, in coordination with the CCMD postal staff, and forwards to the MPSA.

(7) On or after C-day 30, or prior to C-day 30 if JRSOI operations are continuous, initiates and/or processes request for free mail. The CCMD postal staff submits the request through the CCDR, who evaluates justification for compliance with Title 39, USC, Section 3401, and DODI 4525.09, *Military Postal Service (MPS)*, and forwards the request to the MPSA.

(8) Processes and maintains any agreements or requests for exception to policy for support to international military commands, other USG departments and agencies, and NGOs and forwards through the CCMD postal staff to the MPSA.

(9) Ensures regular, standardized reporting procedures are implemented for all MPS activities, per guidance from the MPSA. Provides regular consolidated reports on transportation and mail movement operations, terminal operations, mail volume, and backlogs, if applicable, to the CCMD postal staff, SCC postal managers, and the MPSA/JMPA.

(10) Coordinates and advises on all postal contracting efforts by the SCCs, providing regular reports to the CCMD postal staff for review.

(11) Conducts staff assistance visits and inspections at all AOR military postal activities. Assembles joint service teams when appropriate to enhance efficiency.

(12) In the United States, ensures installations establish a postal box for units supporting DSCA operations. The JTF J-1 (or designated directorate) coordinates delivery of mail to personnel deployed within the JOA.

3. Host-Nation Approval of the Military Postal System

Planners should ensure a host-nation agreement (HNA)/status-of-forces agreement (SOFA) is in place during the planning and commencement of postal operations. A copy of the agreement should be forwarded to the MPSA. The agreement should allow unfettered import and export of items through the mail for personal use by members of the

force and not require any duties, fees, or other remuneration for this service. During a forcible entry operation, an HNA/SOFA is not required.

4. Placement of Postal Staffing and Equipment Requirements in the Time-Phased Force and Deployment List

a. Commanders should consider postal support for various types of operational environments, ranging from austere locations where infrastructure is nonexistent to robust locations where permanent facilities are available.

b. For significant operations or when designated, the CCMD postal staff should establish a JPC or SPM for the joint force operational area.

c. The SCC designated the responsibility for air transportation and sorting will usually be the Air Force component commander. The SCC designated the responsibility for land transportation and sorting will usually be the Army component commander. The SCC designated the responsibility for maritime transportation and sorting will usually be the Navy component commander.

d. The mail terminals should be large enough to facilitate mail volume equal to 1.75 pounds per MPS patron per day.

e. SCCs responsible for postal operations will provide trained postal personnel for joint MPS activities such as mail terminals. Commanders determine the flow of postal personnel into theater to ensure the MPS is in place prior to the start of mail flow. The sourcing of trained personnel should be based on service population (on a pro-rata basis), postal services required, and geographic location of the supported units. Note: Population for Navy afloat units with organic postal operations and embarked Marine Corps personnel should not be considered for MPO and postal finance office calculations.

(1) Minimum of two trained postal clerks are required at deployed locations.

(2) MPOs should plan for one trained postal clerk per 500 supported personnel during initial operations (30 days), one additional clerk per 500 for sustainment operations up to 10,000 personnel, and one clerk per each additional 1,000 personnel thereafter. There should be a minimum of one customer service window per 2000 personnel served.

(3) Mail terminals should have one trained clerk per 1,500 personnel supported.

f. Postal activities use a pro-rata service postal clerk assignment allocation process to ensure fair workload representation based on the personnel served. The predominant component population for an MPO service area should provide the postal leadership for that activity. Note: Personnel onboard Navy afloat units (including embarked personnel) served by organic postal operations are excluded from the calculations above.

g. Ensure the availability of dedicated postal equipment includes dedicated trucks, containers, container handling equipment, forklifts, pallet jacks, and specialized postal equipment. Equipment should be integrated into the TPFDL in time to support the timely

flow of mail into the operational area. Services should ensure their logistic details or Service-specific pre-pack inventories are periodically reviewed and updated. Pre-positioned material should be embarked to support mail terminal operations, and Service postal personnel should acquire, receive, and set up the pre-positioned material necessary to conduct postal operations in theater.

h. In general, the predominant component within the operational area will command the postal facility that serves its personnel. Facilities that perform a joint role will be the responsibility of the functional component commander.

5. Consideration of Host Nation Postal Services

Commanders ensure sufficient in-theater postal facilities exist to support postal operations. Planning should consider existing infrastructure such as the International Mail System. Utilizing the International Mail System and the HN's postal infrastructure may be beneficial for providing postal support to DOD personnel. Commanders analyze and use the best avenue of approach for providing support, which may not be the MPS due to HNA issues or logistic factors. The CCDR must review and consider HN customs requirements SOFA/security agreement before establishing postal operations.

6. Establishment of Postal Infrastructure in the Operational Area

a. During the initial buildup of a contingency postal facility, military postal personnel may live within the postal facility as long as a secured door separates the living quarters and the MPO. Commanders ensure postal personnel are not permitted to have unescorted access to mail after normal duty hours. The only exception would be security personnel performing that specific duty.

b. The CCMD postal staff or SPM, if designated, approves all facility design proposals prior to engineering design completion and fund allocation. Basic facility designs or locally acquired existing buildings should adhere to or meet basic construction and security requirements outlined in the DODI 4525.09, *Military Postal Service (MPS)*, and DOD 4525.6-M, *Department of Defense Postal Manual*. Initial contingency operations may require some temporary security waivers (approved by the theater-designated postal manager, physical security manager, and local resource manager) until the resources are available (e.g., alarm systems).

c. Commanders plan for and obtain rolling stock (vehicles) to adequately meet short- and long-term MPS requirements.

7. Postal Facility Standards

Postal operations have been conducted from the back of a military truck to a fully operational MMT. Refer to DOD 4525.6-M, *Department of Defense Postal Manual*, and DODI 4525.09, *Military Postal Service (MPS)*, for specific requirements for establishing postal facilities.

8. Priority of Postal Movement

a. Operations expected to last less than 60 days typically will not be supported by postal service. However, the JFC has the discretion to adjust this time frame according to mission requirements. Service components may continue to provide organic unit service and may expand service to support the entire joint force, if warranted and feasible.

b. Commanders should coordinate for letter-class mail (LCM) to receive logistics supply Class VI-M for intertheater and intratheater transportation upon commencement of operations.

c. Upon commencement of operations, postal may not be accorded priority of transport into, and within, the operational area due to critical personnel and other cargo considerations. The CCDR designates a transportation priority for postal activities commensurate for the level of service desired (e.g., priority 1 for LCM, priority 2 for parcels, or priority 1 for both LCM and parcels). Failure to specifically accord priority to postal activities may result in delivery delays until alternative transportation resources are available (e.g., Civil Reserve Air Fleet, commercially contracted air, Air Mobility Command flights).

d. Dispatching postal activities separate LCM in all stages of transportation, in a manner that facilitates easy retrieval if the shipment cannot move in its entirety. LCM moves ahead of parcels and all activities take additional measure to ensure the oldest mail (mail received at the earliest date) is moved first. All postal activities comply with command-directed ballot processing measures as soon as the CCMD postal staff or SPM has published them.

9. Postal Restrictions and Embargo Procedures

a. Commanders have expectations for unrestricted postal services to enhance morale and communication. However, operational limitations, such as rapidly moving units or logistic system capacity, may require temporary postal restrictions or embargoes to prevent backlogs of mail. The CCMD postal staff, in coordination with the MPSA, may recommend mailing restrictions or embargoes for CCDR approval.

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

(1) Restrict all postal services for contingency zip codes for the first 30 days.

(2) Allow LCM at 30-day point if JRSOI of postal equipment and personnel is complete and request to open an MPO has been submitted to the MPSA Operations Division and returned approved.

(3) Allow small parcels up to five pounds at 60-days.

c. All size and weight restrictions based on operations should be removed after 90 days. To reduce the amount of frustrated mail, addresses should not be distributed until after postal units, equipment, and infrastructure are in place.

d. Develop a communication plan to manage customer expectations of when letters and packages can be mailed to the theater.

e. Full postal services, such as postal money orders or registered mail service, may not be offered in the initial or subsequent phases of the operation due to the required infrastructure, transportation requirements, security, and training associated with these services. However, with improvements of infrastructure, postal services can be provided that are as close as possible to what is received in the United States but IAW HN restrictions.

10. Mail Screening

a. Postal activities may screen outgoing parcels. The CCDR or Service component commanders may impose additional and/or more-detailed screening requirements as needed. The suspicious mail program will not be used as a means for local commanders to screen for and try to identify contraband mailings.

b. The SPM publicizes non-mailable article (NMA) prohibitions at the local MPS and CCMD level.

c. Contraband detection is a responsibility of local customs, security forces, or investigative authorities. Postal personnel are not authorized to conduct contraband examinations or search for evidence of contraband. Installation security or customs officials consult the legal office and conform to procedures in DOD 4525.6-M, *Department of Defense Postal Manual*, to ensure the protected nature (privacy—unauthorized search, seizure, or inspection without specific legal authority) of mail and determine when a search authorization or mail cover is appropriate. The postal clerk's screening responsibility is to ensure NMAs/suspicious mail do not enter the MPS mail stream. If postal clerks find contraband incidental to standard NMA or suspicious mail detection, they follow USPS and DOD regulations and US laws.

11. Mail Routing Instructions

The SPM submits and ensures mail routing instructions are entered into the Automated Mail Postal System (AMPS). The MPSA reviews, edits, and approves mail routing instructions via AMPS.

12. Start Date for Postal Services

The SPM will coordinate with the CCMD postal staff to establish the start of postal service. Postal service will start once legal authority has been granted and postal personnel, equipment, and postal supplies are in place to start and maintain the flow of mail after forces begin JRSOI operations.

13. Contracted Postal Services and Facilities

a. Postal services may be contracted to reduce the military logistic infrastructure and/or personnel assigned to support functions. All contracted postal services adhere to DOD and USPS policies regarding use of foreign and local nationals. Any new contract or modifications and adjustments are coordinated with the primary customer's SPM, the CCMD J-1 (or designated directorate).

b. The CCMD postal staff manages AOR postal procedures and coordinates contracted postal services criteria in the theater with the SCCs. The CCMD postal staff provides specific requirements within the AOR to the contracting command to ensure compliance with the specified statement of work/performance and provisions within the actual contract.

c. The contracting or leasing of equipment, maintenance, and personnel should only be pursued if there are no USPS or military assets available to accomplish the mission. Postal facility construction projects should be coordinated as early as possible with the responsible CCMD postal staff.

14. Free Mail

a. Free mail is authorized by Title 39 USC, Section 3401. Free mail is a privilege intended to provide a means of communications for Service members where there is a lack of infrastructure in place.

b. Free mail privileges apply to Service members in the SecDef-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 DOD civilians who are directly supporting the military operation but does not apply to contractors.

c. Free mail is limited by Title 39, USC, Section 3401, to personal letter or sound recorded correspondence (to include videotapes) and must be addressed to a place within the delivery limits of the USPS and mailed from an MPO. Examples of sound and video recorded correspondence include all media forms, such as digital memory cards, compact discs, and digital video discs. Free mail privileges do not apply to DSCA operations within the United States. Free mail is normally allowed at locations with arduous circumstances where postal infrastructure is not in place to support basic communication between the deployed Service member and their friends and loved ones in the United States. Free mail is a temporary means to establish this communication link and should be terminated when postal infrastructure is in place but no longer than one year. Free mail requests follow the procedures outlined in DODI 4525.09, *Military Postal Service (MPS)*.

d. Free mail is not introduced into the international mail system.

e. Free mail is not used for official mail.

f. The MPSA forwards the request with its recommendation to SecDef through the Deputy Assistant Secretary of Defense (Logistics) (DASD[Log]).

g. DASD(Log) coordinates with the DOD General Counsel to confirm that the request complies with the law and coordinates with USD(P&R), for concurrence. Concurrently, they notify the Postmaster General, USPS, on SecDef's intention to authorize free mail in the area requested.

h. When approved by SecDef, the MPSA releases detailed implementing instructions to the CCDR. Free mail is not considered authorized until the CCDR has received official approval from SecDef through the MPSA.

i. Free mail is terminated by the CCMD via memorandum to the MPSA when postal infrastructure is in place to support Service members or completion of the operation, whichever comes first but not longer than 12 months. CCDRs review and revalidate free mail areas periodically to ensure free mail service is still appropriate. CCDRs submit any validation reports to the MPSA as needed. The MPSA submits a consolidated free mail report to DASD(Log) annually by 1 October, denoting free mail authorized areas. The MPSA prompts CCMDs of the one-year termination date for a free mail authorization and terminates free mail at the one-year date IAW DODI 4525.09, *Military Postal Service (MPS)*.

15. Postal Support for Foreign Forces

a. Foreign military units serving alongside Armed Forces of the United States, upon the request for their government, may be authorized to move closed mail bags to and from their nation through MPS channels. This mail is transported at the requesting nation's expense. Mail for foreign forces is subject to the same restrictions as those that apply to US forces. Additional individual national restrictions may apply, including postage for the nation.

b. Requests for foreign military postal support may be received from a variety of sources (e.g., diplomatic, foreign nation postal administration, foreign nation military); however, the first military organization that receives the request forwards the request to the CCMD postal staff for coordination with the MPSA, applicable military commands, and other departments and agencies.

c. Foreign forces have options other than requesting MPSA support, which include using their own military postal system, international mail, direct air freight, or their nation's diplomatic pouch systems.

d. CCDRs should use an implementing arrangement to an existing acquisition and cross-servicing agreement (ACSA) to authorize postal support, detail processes, and identify reimbursement arrangements for requesting partner-nation forces to receive postal support through the MPS. Procedures for requesting MPS support for foreign forces via an ACSA are as follows:

(1) The CCDR completes the implementing arrangement postal template document (available in AMPS) as the official request. Coordination on both ends of the transportation lane is essential to ensure success; therefore, POC information should be included in the attachments. The MPSA may assist with coordinating the service provision.

(2) The CCDR coordinates the draft implementing arrangement with the MPSA.

(3) The MPSA coordinates with the USPS, OSD, Services, and DFAS, as necessary, and informs the requesting CCDR of approval to proceed.

(4) The CCDR obtains the requesting nation's ministry of defense signature and the CCMD J-4's signature on the implementing arrangement.

(5) When implemented through the CCMD country team, the mail and reimbursement process includes the following steps:

(a) When the foreign nation hands the closed bag of mail to the receiving MPO, the receiving MPO completes the standard form for reimbursement (included in the implementing arrangement template) and submits it to the component postal manager along with a copy of the Postal Service Form 2942-A, Military Mail-AV7 Delivery List, or other transportation bill of lading document. The mail is routed and sent to the destination MPO for hand-off to the foreign nation military. This is done for both prograde and retrograde mail whenever a closed bag is handed to the MPO from the foreign military. The reimbursement form requires signatures from both parties.

(b) The SCCs submit the reimbursement form electronically to DFAS through the appropriate CCMD ACSA representative to start the reimbursement process.

(c) DFAS bills the foreign government using established processes, receives the payment, and transfers the payment to the entity submitting the reimbursement document using the fund cite annotated on the reimbursement form.

e. If there is no ACSA in place, CCMDs can use a memorandum of understanding (MOU)/memorandum of agreement (MOA) approved by OSD. This process takes a long time to coordinate and implement. Procedures for requesting MPS support for foreign forces using an MOU/MOA are as follows:

(1) The CCMD postal staff evaluates the foreign government request in collaboration with legal counsel and drafts an MOU/MOA, including reimbursement process that will be forwarded to the MPSA.

(2) The MPSA obtains OSD approval and coordinates implementation with applicable agencies (e.g., the USPS, Customs, DFAS) and notifies the CCMD postal staff upon completion.

(3) The CCMD postal staff contacts the senior US military liaison officer to ensure the nation agrees to pay transportation costs for its military mail. Billing procedures are established in the MOU/MOA prior to implementation.

(4) In cases in which the HN is located in an operational area of another CCDR, the postal staffs of the applicable CCDRs coordinate.

(5) Upon approval by the foreign nation, the CCMD joint forces postal staff coordinates start-up dates with the MPSA. The MPSA verifies the foreign government billing procedures prior to start of postal support.

16. United Nations Operations

The UN is recognized as a formal postal administration. It has its own frank, as well as UN stamps, which are honored by the USPS. Postal service during UN operations is as follows:

a. The UN may provide mail service from the UN mission area to the nations of individual personnel of military contingents. This service includes both personal and official mail, which is franked with the UN impression. This service does not apply from nations 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 1/3 of an ounce or less will be accepted as mail from members of a contingent. Individual members are entitled to dispatch up to five 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 mail franked with the UN impression by contingents, consolidate it in mail bags, and dispatch it to postal authorities in the respective nations.

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 established. When US operations are transferred to UN control, MPS support will normally be continued for US forces.

g. CCMD's may provide formal support to UN forces for LCM per the above.

17. Holiday Mail Programs

The CCMD postal staff establishes plans and procedures to efficiently process the surge of holiday mail that begins in November and continues until mid-January. The MPSA and USPS publish recommended mailing dates for mail to arrive in the AOR by Christmas.

18. Reporting Standards

a. The CCMD's postal staff determines reporting requirements for all SCC-controlled postal activities providing support for operations. Reporting requirements should include the accountability and serviceability of postal equipment and supplies.

b. Postal activities transmit PNA's (postal offenses and incidents) per DODI 4525.09, *Military Postal Service (MPS)*, 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 SCC postal managers, CCMD postal staff, and/or SPM/JPC (if activated), prior to a postal unit rotation, or upon leadership change, to ensure policy and procedural compliance and to provide additional training as needed.

19. Detainee Operations

If approved by the CCDR, the CCMD postal staff will establish postal support for detainees in the AOR. The CDO is responsible for all detention facility and interrogation operations in the JOA and coordinates with CCMD postal staff for guidance relating to postal support for detainees.

20. Ballot Materials

The CCMD postal staff establishes plans and procedures to efficiently process ballots and balloting materials when voting occurs. The MPSA publishes information via AMPS on specifics of the voting action plan.

APPENDIX K 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 is 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 (R&R) programs.

c. Family well-being impacts Service members' 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 emergency family assistance centers may be established to support families affected by man-made or natural disasters.

d. Based on the duration and scope of DSCA operations in the United States, the base support installation may be directed to provide MWR activities for the supporting forces.

2. Planning and Execution

a. **Planning Considerations for Exchange Support**

(1) The key to successful exchange support is careful planning in the joint planning process. Plans should identify required exchange activities and supporting resources (to include Army and Air Force Exchange Service [AAFES], Navy Exchange Service, and Marine Corps Exchange lift requirements) and be included in the TPFDD. Funding for transportation of personnel, merchandise, facilities, fuel, and support equipment is provided by supported SCCs. Component commanders are also responsible for providing support to exchange activities such as communications, finance support, security, and fire protection.

(2) There are four types of exchange 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. Imprest fund activities may be used as a bridging solution during initial operation prior to the establishment of exchange activities. Supported units are responsible for resupply.

(b) **Tactical Field Exchange (TFE).** A TFE is a unit-operated retail activity, normally used for an established forward operating base, that uses formally trained unit personnel and exchange-supplied registers, cash servers, and information technology equipment.

(c) **Mobile Field Exchange (MFE).** An MFE is a military-operated retail activity with merchandise being supplied from a parent exchange. MFEs are employed in support of large tactical operations.

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

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

HQ AAFES, Attn: CS-C
P.O. Box 660202
Dallas, TX 75266-0202
Message Address: HQ AAFES DALLAS TX//CS-C//

- (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 ship-board 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

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

Commanding Officer
Coast Guard Community Services
Command Battlefield Technology Center 1
510 Independence Parkway, Suite 500,
Chesapeake, VA 23320
Message Address: COGARD CSC CHESAPEAKE VA

b. Initial MWR Support

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

(2) Fitness and recreation may be considered the heart of the MWR program for joint operations. US military units 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 operates 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 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 USCG civilians, and their families worldwide 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 are forwarded to:

Family and Morale, Welfare, and Recreation Command
ATTN: ACS Division
4700 King Street
Alexandria, VA 22302-4418
Message Address: CDRUSACFSC ALEXANDRIA VA//CFSC-SF//

(c) The Secretary of the Army is the designated DOD EA to provide the ARC with the necessary deployment support. Army Community Services coordinates 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.

(d) 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 are 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, multimedia equipment and Internet services to support e-mail communication, and game tables (e.g., pool, ping-pong, and foosball).

(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 education and library services beyond recreational reading may 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 J-1 organizes component command support and identifies external requirements to sustain and improve MWR operations on site. A WG comprised of Service component representatives may be established to accomplish these tasks.

(3) Establishment of an R&R program for military and civilians.

(a) Recreation sites, such as resorts or unit recreation areas, may be designated at secure locations within the operational area. The CCDR 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 OSD approval of the request, the CCDR will develop an R&R program IAW DODI 1327.06, *Leave and Liberty Policy and Procedures*, and relevant civilian guidance and may designate a component command the responsibility for implementation.

(c) OSD 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 (AFE) Program.** The purpose of the 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 program is

designed to lift the spirits and morale of troops and maintain their readiness and effectiveness while serving in defense of our nation. 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 providing our national security.

(a) The Secretary of the Air Force, as the EA for coordinating overseas entertainment within DOD, administers the AFE program within the Directorate of Services under the Deputy Chief of Staff for Manpower, Personnel, and Services 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 of the United States personnel and their families overseas.

(c) Component and subordinate commanders collect, consolidate, and forward entertainment requirements submitted by their installation/site commanders.

(d) CCDRs consolidate and forward entertainment requirements submitted by component and subordinate commanders within their AORs. Additionally, CCDRs ensure resources are provided to ensure success of the AFE program and appoint country coordinators who are responsible for:

1. Requesting, planning, and managing entertainment tours in their country and facilitating information flow between site coordinators and the regional manager.

2. Collecting and consolidating site itineraries to develop in-country draft and final tour itineraries.

3. Disseminating tour information to applicable locations.

4. Tracking and coordinating logistic support between performance sites.

5. Coordinating local military airlift, if necessary.

6. Requesting country clearance authorizations, as directed by the regional manager.

7. Securing entrance/exit visas, as requested by the regional manager.

8. Ensuring site coordinators' marketing/advertising efforts are sufficient.

9. Collecting, reviewing, and submitting site coordinator tour evaluations and photos to the regional manager no later than 10 days following tour completion date.

10. Advising regional manager 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. Making recommendations for tasking other component commands through the CCMD J-1. Once approval is granted, direct liaison may be authorized for the coordination of similar levels of support.

2. Providing, contracting, or coordinating for military or civilian MWR personnel required.

3. Serving as an advocate to acquire the transportation priority necessary to move equipment and personnel as required.

4. Arranging for funding authority for equipment and personnel.

5. Coordinating with applicable exchange service for support.

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

(1) The JFC establishes 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 provides 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 is funded by SCCs through appropriated funds. Nonappropriated funds (NAF) 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, NAF 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. See *DOD Financial Management Regulation*, Volume 13, Chapter 5. While NAF, such as unit funds, may be expended in conjunction with contingency operations, use of other NAF 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 JFC to entertain personnel conducting 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 CCMD J-1, or designee, is responsible for ensuring MWR and military band activities are synchronized. The CCMD J-1 designates the senior US military bandmaster to perform additional duties as a staff band officer to coordinate military band activities and assist with the synchronization of military band operations and MWR entertainment programs.

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APPENDIX L CASUALTY OPERATIONS AND CASUALTY REPORTING

1. General

a. **Casualty Operations.** Casualty operations are a Title 10, USC, responsibility of the respective Services. Each Service casualty office provides adequate guidance and information for its respective Service to facilitate appropriate management of casualty operations requirements and provide timely and accurate NOK notification for its Service members. Service casualty procedures remain relatively consistent across the competition continuum. Casualty processing procedures of deployed DOD civilians and CAAF who become casualties will be the same as required for military personnel (see Figure L-1).

b. **Casualty Reporting.** The J-1 casualty reporting requirements are based on CCDR guidance to make the chain of command aware of status of forces and events under their purview. The intent is not to duplicate Service reporting procedures. The J-1 casualty reporting process utilizes the OPREP 3 or other operational reporting means directed by the CCDR to expeditiously convey information to chain-of-command leadership, to include the President and SecDef. Whatever communication 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. DOD policy is that no casualty information will be released to the media or the general public until 24 hours after the NOK has been notified. In the event of a multiple-loss incident, the start time for the release to the media (24-hour period) will commence upon the notification of the last family member.

c. For casualty tracking, care is taken to avoid double counting. By-name visibility at the J-1 level ensures casualty numbers are accurate, especially with regard to “return to duty” and “died of wounds received in action.”

d. Casualty liaison teams should be appointed, either as a joint team under J-1 cognizance or overseen by a Service component with a joint mission, at each major medical treatment facility and mortuary affairs collection point. Communications should be established between the J-1 and the other Service components to relay updates. Due to the joint nature of such functions, training should be provided by the J-1. Casualty operations planners should account for equipment, transportation, and billeting of the teams.

2. Responsibilities

The J-1 ensures Service components adhere to Service reporting requirements, particularly when there is no Service personnel element assigned. The J-1 ensures 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, *Department of Defense (DOD) Personnel Casualty Matters, Policies, and Procedures*.

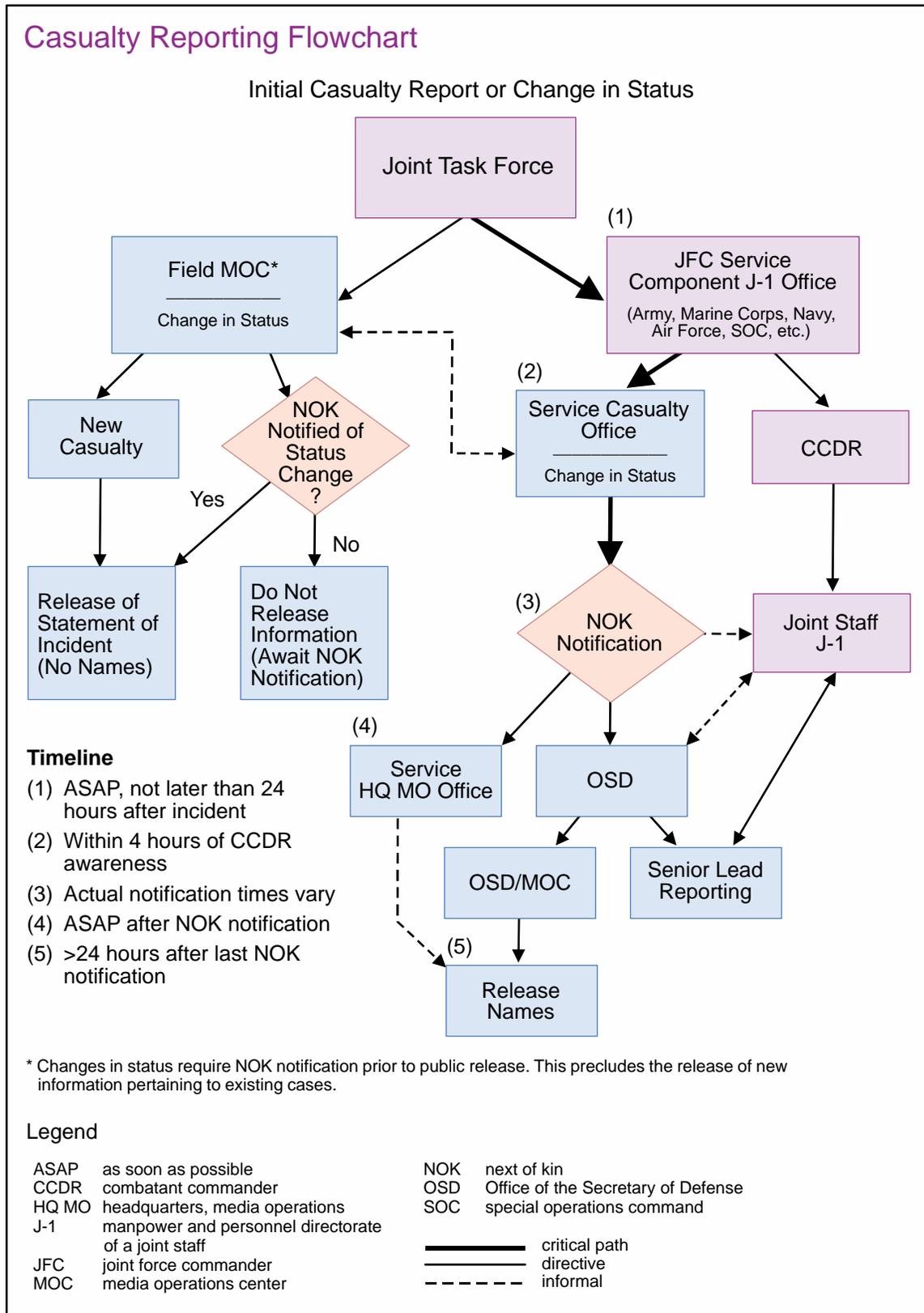


Figure L-1. Casualty Reporting Flowchart

3. Planning and Execution

a. Prior planning is essential for efficient casualty operations and reporting. When casualties occur, information must reach the right people as quickly as possible. The J-1 should possess appropriate Service directives and maintain POCs at Service casualty centers in the event they must assist their components. Procedural mistakes in casualty reporting could potentially lead to NOK notification through the media rather than through appropriate Service channels. Because NOK notification is a Service component responsibility, each Service component trains its rear detachment commanders 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.

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 hours DSN 225-9547

(703) 695-9547

(703) 697-9546

Fax (703) 693-2408

E-mail PCCIMA02@HQDA-AOC.army.pentagon.mil

NAVY: Navy Casualty Center

Toll Free - 800-368-3202 (Duty hours only)

After duty hours call 901-634-9279 for Casualty Watch Officer

Commercial: 901-874-2501

DSN: 882-2501

Personnel Casualty Reporting: Web-based personnel casualty reports using the Defense Civilian Intelligence Personnel System is the Navy standard for reporting all personnel casualties and can be accessed at one of the below links:

<https://dcsa.hrc.army.mil>

<https://dcsb.hrc.army.mil>

<https://dcsc.hrc.army.mil>

<https://dcsd.hrc.army.mil>

AIR FORCE: AF Casualty Services Branch

24 hours DSN 665-3505

(210) 565-3505

(800) 433-0048

Fax DSN 665-2348
(210) 565-2348
E-mail AFPC.CASUALTY@randolph.af.mil

MARINES: USMC Casualty Branch

24 hours DSN 278-9512
(703) 784-9512
Toll-free 800-847-1597 Ext 1
Fax DSN 278-4134
(703) 784-4134
E-mail casualty.section@usmc.mil

COAST GUARD: CG National Command Center

24 hours (202) 372-2100
Fax (202) 372-2925
E-mail NCC@uscg.mil

APPENDIX M 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. DODI 1348.33, *DOD Military Decorations and Awards Program*, and DODM 1348.33, *Manual of Military Decorations and Awards*, Volumes 1-4, provide 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 DODM 1348.33 for amplifying and specific information regarding award submission procedures and eligibility determination.

b. **US Military Decorations and Awards.** US military awards consist of three types.

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

(a) Defense decorations for meritorious service appropriate for award to eligible members of joint activities include the 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. Military Department 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 Medals; Air Medal; Soldier’s Medal; Navy Marine Corps Medal; Airman’s Medal; Purple Heart; Bronze Star; Distinguished Flying Cross; Silver Star; Distinguished Services Cross, Navy Cross, and/or Air Force Cross; and Medal of Honor. That authority is retained by the Military Department Secretary regardless of the activity to which a Service member is assigned.

(c) See DODM 1348.33, Volume 4, *Manual of Military Decorations and Awards: DOD Joint Decorations and Awards*, for criteria to award the “C” and “R” devices for all joint personal awards (i.e., DDSM, DSSM, DMSM, JSCM, and the JSAM).

(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, expeditionary, and service awards commemorate participation in wars and other significant US military actions.

(a) The Armed Forces Expeditionary Medal is an award for 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 an award presented to members of the Armed Forces of the United States who participate in significant peacekeeping or prolonged humanitarian operations.

(c) The Armed Forces Civilian Service Medal is presented to DOD civilians involved in direct support of the Armed Forces of the United States and who meet the specific criteria pertaining to the duration of the support in a specifically designated military operation for which a military award has been approved.

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

(e) Eligibility for campaign-type medals requires the individual or unit be actually engaged in the operation, within the 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 other DOD or Service awards. Personnel may not receive two awards for the same operation.

c. Foreign Decorations and Service Awards

(1) It is the policy of DOD 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.

(4) Acceptance of foreign awards and unit awards is per DOD regulations; acceptance of foreign unit awards is per Service regulations.

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.

(c) CCDRs may award personal DOD/joint decorations of the DMSM, JSCM, and JSAM to foreign personnel assigned to joint activities; this authority may not be delegated.

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

2. Responsibilities

a. The CJCS:

(1) Makes recommendations to SecDef on requests for award of the DDSM and the Medal of Honor.

(2) Recommends to SecDef the establishment of new campaign medals when appropriate.

b. The DJS:

(1) Adjudicates requests for award of the DSSM, humanitarian service medal (HSM), and JMUA.

(2) Adjudicates requests for personal DOD decoration exceptions to policy and makes recommendations to PDUSD(P&R) for all changes to the DOD awards policy.

c. CCDRs:

(1) Adjudicate award of the DSSM, DMSM, JSCM, and JSAM. (Approval authority for the JSCM may be delegated in writing to JFCs 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 joint command or staff position.)

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

(3) Adjudicate exceptions to policy for the DMSM and below.

(4) Recommend to SecDef requests for the Medal of Honor.

(5) Provide recommendations to the DJS concerning campaign, expeditionary, or service medal approval for specific operations, to include recommended area of operations and commencement and termination dates.

(6) Forward offers of the Foreign Legion of Merit to SecDef for adjudication; forward offers of foreign unit, service, or campaign medals to the CJCS for processing by DOD.

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

(8) Forward to the Secretary of the Military Department concerned 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.

d. Subordinate JFCs:

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

(2) Forward offers of personal foreign decorations through the CCMD to the Secretary of the individual Service member's parent Military Department for adjudication.

e. The J-1:

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

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

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

(4) Institutes 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) Communicates 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 that 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. Military Department 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.

(3) Submitting awards for joint decorations for units and personnel that are not permanently assigned but, rather, operationally assigned.

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

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APPENDIX N PERFORMANCE REPORTING AND TRACKING

1. General

Service regulations for performance evaluations vary. Individual Services may have specific software that generates performance evaluation reports. The CCMD J-1 provides guidance for the subordinate J-1 on using specific software programs to generate evaluations. Reporting officials should document any joint matters duties in officers' evaluation reports. Performance is evaluated consistently across all personnel, regardless of ethnicity, gender, religion, or sexuality. The following guidance ensures all deployed personnel receive evaluation reports per appropriate Service reporting requirements.

2. Air Force and Space Force

IAW Air Force Instruction (AFI) 36-2406, *Officer and Enlisted Evaluations Systems*, AF [Air Force] Form 77 (Letter of Evaluation) is optional for deployed Air Force and Space Force officers and enlisted personnel, with the exception of deployed commanders who may require a letter of evaluation (LOE), IAW AFI 36-2406. However, to ensure deployment experience is documented, all Air Force and Space Force personnel deployed with at least 60 days of supervision may receive an LOE by deployed first-line supervisors. If a unit deploys, an LOE is not required if the member's first-line supervisor also deploys and remains the first-line supervisor. For 365-day extended deployments, if an annual evaluation becomes due while deployed and the deployed rater has had at least 120 days supervision, the evaluation is prepared by the deployed rater. Refer to AFI 36-2406, for further information, especially as it pertains to contingency and wartime provisions.

3. Army

IAW Army Regulation (AR) 623-3, *Evaluation Reporting System*, Army officers and enlisted personnel deployed for more than 90 days receive an evaluation report such as Department of the Army (DA) Form 67-10-1A (Officer Evaluation Report Support Form) for officers and DA Form 2166-8 (NCO Evaluation Report) for enlisted, by home station supervisors, effective the day prior to deployment. Upon completion of deployment, the first-line supervisor prepares 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 DA civilian government employees.

4. Navy

a. Per Bureau of Naval Personnel Instruction 1610.10, *Navy Performance Evaluation System*, concurrent reports should be submitted for personnel on TAD for periods of more than three months. Reports for shorter periods are optional. Concurrent reports are normally submitted on detachment of concurrent reporting senior and/or detachment of the individual and may also be when periodic reports are due. Concurrent reports are not accepted for file without the regular reporting senior's countersignature. The commander

of the subordinate joint force signs fitness reports on officers, unless written approval to delegate reporting senior authority is granted by Navy Personnel Command. The commander of the subordinate joint force may delegate reporting senior authority for enlisted reports with the following limitations:

(1) Delegation should be accomplished in a command instruction that designates delegated reporting seniors by billet.

(2) Reports on pay grade E-5 to E-9 must be signed by an O-4/general service (GS) 12 or above.

(3) Reports on E-4 and below must be signed by an E-7/GS 11 or higher.

b. When deployed as a unit, no report is required if the reporting senior also deploys. For Department of the Navy civilian government employees, refer to the Defense Civilian Personnel Data System Portal at: <https://compo.dcpds.cpms.osd.mil/>.

5. Marine Corps

IAW Marine Corps Order 1610.7, *Performance Evaluation System*, Marines ordered to temporary duty (TD) for 31 days or longer will receive a TD report from the reporting senior at the parent command. This report will cover from the end date of the Marine's 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 is observed and covers 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. Relief for cause requires the appropriate processing and review. Reports on Marines in a TD status lasting 31 days or longer are submitted for grade change, change of reporting senior, directed by the Commandant of the Marine Corps, and annual reports. Annual reports are submitted during periods of TD lasting six months or longer. When deployed as a unit, no report is required. Department of the Navy Implementation Guidance 430-01 serves as the authority for Department of the Navy civilian government employees assigned to the Marine Corps.

6. Coast Guard

The Commandant Instruction (COMDTINST) M1000.3A, *Officer Accessions, Evaluations, and Promotions*, and COMDTINST M1000.2, *Enlistments, Evaluations, and Advancements*, provide guidance on the Officer Evaluation System and procedures for submission of OERs and enlisted employee reviews (EERs), respectively.

a. A concurrent OER is an OER submitted in addition to a regular or special OER (permanent command is responsible for regular or special OER). A concurrent report does not count for continuity. Concurrent reports are normally submitted when an officer is performing TDY 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 TDY officer and covers only the period of TDY. The concurrent OER rating chain has the option to complete the concurrent OER on either the one-page concurrent OER form or the regular three-page OER form (both within the Coast Guard (CG)-5310 series form). Since the concurrent OER form has only a two-person rating chain, it is recommended, but not required, that the reporting officer be a USCG military officer or member of the Coast Guard Senior Executive Service, since no reviewer comments can be submitted. If using the three-page OER form, and the reporting officer is a non-USCG officer, a USCG officer reviews the OER to provide mandatory reviewer comments.

b. EERs for regular active duty members are completed by the member's permanent unit. IAW COMDTINST M1000.2, *Enlisted Accessions, Evaluations, and Advancements*, the TDY unit should provide written supporting documentation for input to the member's next regular EER when a member completes TDY for any length of time. Information on EERs is available at <http://www.uscg.mil/ppc/eerfaq.asp#EERFORMS>. This Website also contains a link to copies of the CG-3788 evaluation forms, which may be printed and used as a work sheet for the TDY unit to submit to the enlisted members' permanent command as input.

c. For reservists performing TDY at a unit other than their permanent unit for active duty due to mobilization or short-term active duty for operational support (ADOS), it is the responsibility of the unit where the evaluatee is performing active duty to complete and submit the evaluatee's regular employee review when the evaluatee has spent the last 92 days or more of the review period at that unit. The permanent unit provides supporting documentation for the evaluation. In cases where the evaluatee has spent less than 92 days of the review period performing TDY at a unit other than their permanent unit for active duty due to mobilization or short-term ADOS, it is the responsibility of that unit to provide the evaluatee's permanent unit with supporting documentation to use in completing the regular employee review.

7. Evaluation Period

TDY/TAD reporting dates are normally used as the basis for evaluation report start dates. Exception: when a member fails to report at the required time, the actual reporting date is 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 subordinate joint force. Reports that require review, approval, or signature from the CCDR are sent to the CCMD J-1 as a final copy, free of errors. The CCMD J-1 reviews the proposed report for accuracy and format prior to delivering the report to the required CCMD office. Copies of signed reports are provided to the individual reported on and are maintained by the reporting senior/senior rater IAW Service regulations. The subordinate joint force J-1 may maintain copies of all performance reports only if permitted by Service regulations.

9. Rating Schemes and Chains

- a. The CCDR will normally rate the CJTF.
- b. Deputy CJTF and JTF Service component commanders are normally rated by the CJTF.
- c. The CJTF, through the JTF J-1, establishes rating schemes and chains for all other JTF personnel, with the exception of unit-deployed personnel. Rating schemes remain within the JTF and follow the CCDR's guidance and applicable Service directives.
- d. Reports for foreign officers are based on policies applicable to the nationality and branch of service.

APPENDIX O CIVILIAN PERSONNEL MANAGEMENT

1. General

Planners ensure DOD civilian government employees and US contractor personnel are considered in every aspect of joint planning, consistent with their civilian status under the law of war. This includes evaluating the appropriate manpower mix (military, government, or contractor) necessary to accomplish the mission, considering trade-offs 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 that are imposed by US law, regulation, and policy, as well as restrictions that may be applicable based on international law and international agreements regarding the use of contractor personnel. The level of support of contractors and DOD civilians 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. A CCDR's J-1 is the principal agent for coordinating and integrating manpower plans and procedures for civilian support to joint operations.

b. Heads of DOD agencies deploying/redeploying civilians in support of an operation ensure their personnel are aware of the CCDR requirements to process through an APOD/SPOD upon their arrival in theater or through an APOE/SPOE upon their departure from the theater.

c. The CCDR ensures civilian requirements are included during operation planning. CCDRs will identify positions that may be filled by civilians. They also issue specific guidance relative to the deployment of DOD civilian government employees and contractor personnel into the AOR.

d. Component commanders 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 coordinate all support requirements for their personnel with the CCDR and meet AOR admissions requirements as established by the CCDR and IAW DOD *Foreign Clearance Guide* (<https://www.fcg.pentagon.mil>); 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 1100.22, *Policy and Procedures for Determining Workforce Mix*.

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

(to include emergency-essential employees), CAAF, non-DOD US civilians (e.g., other federal employees, the Red Cross, and DOS contractors), or augmentation personnel provided through HN support agreements. DOD civilians and CAAF deployed in support of a contingency operation receive advance training, at a minimum, 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 (if authorized and eligible to carry a weapon).
- (6) Basic first aid.
- (7) PR training.
- (8) Self aid.
- (9) Buddy aid.
- (10) Country/customs familiarization (if OCONUS).

b. AOR Admission Requirements. The CCDR publishes guidance outlining admission requirements for the AOR. This includes, but is not limited to, the requirement for passports and visas; collection of DNA samples; completion of the DD Form 93 (Record of Emergency Data), for emergency contact information; all immunization requirements; policy on HIV testing; and information pertaining to any other customs or laws that may impact deployment eligibility.

c. Central Processing Centers. The CCDR identifies processing requirements for all DOD civilians and CAAF deploying to their AOR. If a central processing site is established, civilians are processed through the facility to ensure they receive the same processing, equipment, and training afforded to military personnel supporting the operation. However, CAAF 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 comply with DODI 3020.41, *Operational Contract Support (OCS)*, and component and CCMD requirements. All requests for exceptions to processing requirements are approved by the supported CCDR prior to deployment. Refer to Appendix G, “Joint Personnel Processing Center and Joint Personnel Training and Tracking Activities.”

d. **DOD Civilian and Contractor Employee Accountability.** Component commanders ensure component DOD civilians in the joint operational area process through APODs/SPODs and APOE/SPOEs and are recorded in their Service's deployment system. Civilian personnel are included in JPERSTATs submitted to the Joint Staff. CAAF are tracked using SPOT.

e. **Pay and Compensation.** While deployed to the operational area, civilian employees are paid their basic pay and other applicable pay, including premium pay (overtime, holiday pay, night differential, Sunday premium pay, and compensatory time). If applicable, civilians may also be entitled to certain allowances, the most common being foreign post differential (FPD) and danger pay allowance (DPA). CZTE does not apply to civilian pay and allowances.

(1) **FPD.** FPD is additional compensation authorized (up to 35 percent of basic pay) when the environmental conditions in foreign areas differ substantially from CONUS conditions and additional compensation as a recruitment/retention incentive is warranted. If applicable, FPD will commence on the 43rd day after employees have been stationed in the area where the FPD is authorized. FPD payments and rates are determined by the Secretary of State.

(2) **DPA.** DPA is additional compensation granted to employees for service at designated danger-pay posts. DPA payments and rates are determined by DOS. If applicable, DPA (up to 35 percent of basic pay) 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.

(3) **Additional Pay/Allowances.** The Office of Personnel Management and DOS determine and establish any additional pay, compensation, applicable allowances, and associated implementing guidance as a result of the contingency operation. The J-1 is responsible for coordinating such action with the employee's parent Service personnel office and ensures the pay and/or compensation needs of DOD civilians are met just as they are for the military force. This includes the initiation or validation of documentation to substantiate the request or claim.

f. **Identification and Geneva Convention Cards.** Servicing DEERS/Real-Time Automated Personnel Identification System facilities issue a CAC, or appropriate identification, for the purpose of Geneva Convention identification to deploying civilians, to include CAAF prior to deployment, IAW DODI 1000.01, *Identification (ID) Cards Required by the Geneva Conventions*.

g. **Casualty and Mortuary Affairs.** Casualty reporting and processing procedures for deployed DOD civilian employees are the same as required for military personnel. Casualty and mortuary affairs reporting and processing for contractor personnel will be IAW DOD and CCDR policy.

For more information on mortuary affairs, see JP 4-0, Joint Logistics, and DODD 1300.22, Mortuary Affairs Policy.

h. Clothing, Equipping, and Training. CCDRs identify clothing, individual equipment, and training required for civilian employees deploying to the operational area. Generally, commanders should not issue military garments to contractor personnel or allow the wearing of military or military look-alike uniforms. When commanders issue any type of standard uniform item to contractor personnel, care is 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, medical, logistics, and administrative support to employees to perform the contract. When necessary, and as determined by the CCDR guidance, 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, *Operational Contract support (OCS)*, for more details. Training will include, at a minimum, the law of war, standards of conduct, UCMJ, antiterrorism, force protection, cultural and geographic orientation, and all safety-related training provided military personnel.

i. Awards. Awards for DOD civilians are processed through their assigned Service personnel offices in coordination with the J-1. DOD civilian employees in support of joint operations may be eligible to receive monetary and Service-specific honorary awards. DOD civilian employees assigned to joint organizations may be eligible for civilian awards. Monetary and Service-specific awards are processed through assigned Service personnel offices in coordination with the J-1.

j. Secretary of Defense Medal for the Defense of Freedom. The Secretary of Defense Medal for the Defense of Freedom is awarded to any DOD civilian employee, including employees of NAF activities, when killed or wounded by hostile action while serving under any competent authority of DOD under conditions for which a military member would be eligible for receipt of the Purple Heart. SecDef has discretionary authority to award this medal to non-DOD personnel who are otherwise qualified to be awarded the medal based on their involvement in DOD activities. A civilian meeting the definition of “employee” under Title 5, USC, Section 2105, and who is eligible for an award under DODI 1400.25, Volume 451, *DOD Civilian Personnel Management System: Awards*, may receive this award. CAAF are not eligible.

k. Support and Services

(1) **DOD Civilians.** DOD civilians deployed for military operations are provided the same support and services provided their military counterparts. CCDRs 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. DOD civilians may be issued weapons for their personal defense and are not authorized to possess or carry personally owned firearms or ammunition. 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 CAAF, 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. Completion of weapons training and certification **does not constitute** approval for carrying a weapon.

(2) **Contractor Personnel.** Based on DOD component consultation with the supported CCDR and Defense Federal Acquisition Regulation Supplement requirements, DOD contracts providing contractor personnel contain language describing the specific support relationship between the contractor and DOD, including protection, authorized levels of health service, and other support and sustainment requirements. Generally, defense contractors are responsible for providing for their own life, mission, medical, logistics, and administrative support for their employees. See DODI 3020.41, *Operational Contract Support (OCS)*, for details.

(3) **DOD Civilian Expeditionary Workforce.** The DOD civilian expeditionary workforce is a pre-identified group of DOD civilian employees trained and equipped to facilitate the use of their capabilities for operational requirements away from their normal work locations. Members of the DOD civilian expeditionary workforce are trained and cleared to support combat operations by the military; contingencies; emergency operations; humanitarian missions; disaster relief; restoration of order in civil disorders; drug interdiction; and security, stability, and reconstruction missions of DOD, when such support may appropriately be provided by DOD civilian employees. It is DOD policy to rely on a mix of capable military members and DOD civilian employees to meet DOD global security mission requirements. DOD civilian employees are an integral part of the total force. CCDRs, through the GFM process, ensure all plans, JMDs, and individual augmentee requirements consider incorporation of appropriate support by DOD civilian employees.

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APPENDIX P LANGUAGE AND REGIONAL EXPERTISE MANAGEMENT

1. Background

Language, regional expertise, and cultural awareness skills are vital enablers of joint operations. This is particularly true when military activities require immediate and persistent contact with foreign nationals, members of foreign armed forces, and their governments. Since language and regional experts play a critical role in day-to-day operations, they are considered high-value targets by the enemy; therefore, care is taken when considering force protection and operations security (OPSEC). Language and regional expertise skills can save lives and ensure mission accomplishment throughout the competition continuum. These skills support in-depth understanding of the HN's cultural, social, economic, political, religious, and gender-based characteristics.

2. General

Planners ensure language and regional expertise requirements are considered in every aspect of planning and day-to-day manning needs in support of military operations. This step includes evaluating the appropriate manpower mix (military, government, or contractor) necessary to accomplish the mission, considering trade-offs in risk, cost, and capability. Moreover, contracted support for language and regional expertise shortfalls should be reviewed carefully by all stakeholders (including manpower authorities) to ensure compliance with restrictions on contracting inherently governmental functions that are imposed by US law, regulation, and policy, as well as restrictions that may be applicable based on international law and international agreements regarding the use of contractor personnel. The gender of interpreters should be considered in regions where gender segregation impedes open communication between joint force elements and HN populations.

3. Responsibilities

a. Senior language authorities understand the totality of the organization's language and regional expertise needs. They maintain visibility over all of the efforts related to language, culture, and regional expertise within their organizations and are members of the Defense Language Steering Committee IAW DODD 5160.41E, *Defense Language, Regional Expertise, and Culture (LREC) Program*; and DODI 5160.70, *Management of the Defense Language, Regional Expertise, and Culture (LREC) Program*.

b. CCDRs ensure language, cultural, and regional expertise requirements are included during all phases of planning IAW DODD 5160.41E, *Defense Language, Regional Expertise, and Culture (LREC) Program*; CJCSI 3126.01, *Language, Regional Expertise, and Culture (LREC) Capability Identification, Planning, and Sourcing*; DODI 5160.70, *Management of the Defense Language, Regional Expertise, and Culture (LREC) Program*. They also issue specific guidance relative to the deployment of language and regional expertise resources into an AOR.

c. CCMD senior language authorities identify, consolidate, track, and manage all foreign language expertise requirements for their geographic regions (less SOF). The USSOCOM senior language authority identifies, consolidates, tracks, and manages all SOF foreign language and regional expertise requirements on behalf of all of the CCMDs. CCMDs will periodically report foreign language and regional proficiency requirements IAW CJCSI 3126.01, *Language, Regional Expertise, and Culture (LREC) Capability Identification, Planning, and Sourcing*.

d. Joint Staff J-35, as the primary joint force coordinator, provides a joint sourcing solution recommendation for conventional force requirements to the GFMB IAW CJCSI 3126.01, *Language, Regional Expertise, and Culture (LREC) Capability Identification, Planning, and Sourcing*.

e. Component commanders should provide the necessary resources to support, train, clothe, equip, transport, and sustain the language and regional expert workforce in the operational area.

f. Heads of DOD agencies and non-DOD agencies deploying language and regional expertise resources in support of an operation coordinate all support requirements for their personnel with the JFC and meet JOA/AOR admissions requirements as established by the CCDR and IAW DOD *Foreign Clearance Guide* (<https://www.fcg.pentagon.mil/>); 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 1100.22, *Policy and Procedures for Determining Workforce Mix*. They will also conduct periodic reviews and reports of their language and regional expertise programs IAW DODD 5160.41E, *Defense Language, Regional Expertise, and Culture (LREC) Program*; DODD 1315.17 *Military Department Foreign Area Officer (FAO) Programs*; CJCSI 3126.01, *Language, Regional Expertise, and Culture (LREC) Capability Identification, Planning, and Sourcing*; and DODI 5160.70, *Management of the Defense Language, Regional Expertise, and Culture (LREC) Program*.

g. The Secretary of the Army serves as the EA for all contract language and regional experts for DOD components, except personal services contracts established by in-theater personnel, intelligence, and counterintelligence or USSOCOM IAW DODD 5160.41E, *Defense Language, Regional Expertise, and Culture (LREC) Program*.

4. Planning Considerations

a. **JOA/AOR Language and Regional Expertise Requirements.** The CCDR, through component commanders, identifies language and regional expertise requirements and manages DOD-related language and regional expertise requirements in the JOA/AOR. This includes capabilities to detect and respond to differences in the HN population, particularly between and among men, women, boys, and girls. The CCMD senior language authority supports this effort. When requirements cannot be filled by military personnel, they may be filled by DOD civilians, CAAF, non-DOD US civilians (e.g., other federal employees, the Red Cross, and DOS contractors), or augmentation personnel provided through HN support agreements.

b. **JOA/AOR Admission Requirements.** In coordination with the CCDR, the JFC coordinates the approval and JOA admission requirements for all language and regional expertise resources being deployed to the operational area IAW the *Foreign Clearance Guide*. The CCDR publishes guidance outlining admission requirements for the operational area.

5. Clothing, Equipping, and Training Civilian and Contract Language and Regional Experts

CCDRs identify clothing, individual equipment, and training required for all language and regional expertise resources, to include all military, civilian, and CAAF deploying to the operational area.

a. Generally, commanders should consider the safety of all personnel, including civilian and CAAF, performing on military facilities. CAAF are allowed to wear uniform items specifically authorized in writing by the CCDR and are required to carry such authorization with them at all times. When commanders issue any type of standard uniform item to CAAF, care must be taken to ensure consistency with force protection and OPSEC measures.

b. Generally, contractors are required to provide all life, mission, medical, logistics, and administrative support to employees to perform the contract. When necessary, and as determined by the CCDR guidance, CAAF 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, *Operational Contract Support (OCS)*, for more details.

c. Training requirements for civilians and CAAF include the law of war, standards of conduct, UCMJ, antiterrorism, force protection, cultural and geographic orientation, and all safety-related training provided military personnel.

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APPENDIX Q

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 the relationship that results from a formal agreement between two or more nations to meet broad, long-term objectives (e.g., NATO). A coalition is an ad hoc arrangement between two or more nations or between alliances and nations for a common purpose.

b. Military operations necessarily involve international organizations in the management of future crises and contingency operations. To accomplish these missions, the Armed Services prepare to conduct multinational operations.

c. Personnel support for multinational operations remains a national responsibility. Services and CCMDs should note that DOD supports the meaningful participation of all gender, rank, and specialties within partner nation defense and security sectors.

d. CCDRs and subordinate JFCs should establish appropriate arrangements, such as an MOA, and/or MOU regarding PR support between members of any alliance and/or coalition prior to the onset of operations.

2. United Nations Operations

Specific considerations for UN operations follow.

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 be blurred with the introduction of multinational NGOs such as international health organizations. In this regard, the terms of reference (TORs) need to be clear and well defined. These TORs are proposed by the JFC or the CJCS before UN command acceptance. The TOR specifies the relationship of US Service members to the UN (Foreign Assistance Act, UN 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 are 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 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 is decided at the start of the operation. This eligibility should be included in the TOR.

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

(2) **UN Emoluments (Entitlements).** SecDef approves eligibility of US personnel for UN entitlements. Examples of UN entitlements are UN leave and UN pay. Refer to Appendix H, “Military Pay, Allowances, and Entitlements,” for information regarding UN emoluments.

3. North Atlantic Treaty Organization Operations

NATO is an alliance of 30 nations whose purpose is to safeguard the freedom and security of its members through political and military means. Specific considerations for NATO operations follow.

a. **Role in NATO Operations of Commander, United States European Command (CDRUSEUCOM).** CDRUSEUCOM has dual responsibilities in NATO operations. First, CDRUSEUCOM commands all US forces dedicated to the operation if it is conducted in the United States European Command (USEUCOM) AOR. CDRUSEUCOM is aided in this capacity by the joint US staff at HQ USEUCOM. Second, in the primary role as Supreme Allied Commander, Europe, CDRUSEUCOM commands all NATO forces and is aided in this capacity by an international staff at Supreme Headquarters Allied Powers, Europe (SHAPE). These two functions, though performed by the same person, are separate and distinct. The US military personnel assigned to the SHAPE staff have been transferred from US national to NATO control and are not under the authority of CDRUSEUCOM. US personnel contributions to NATO are preplanned and coordinated for operations approved by the North Atlantic Council. For nontraditional or contingency operations, US contributions are carefully defined based on the mission. For NATO operations conducted outside of the traditional NATO/USEUCOM geographic area, the supported CCDR will normally exercise operational control (OPCON) over US forces involved in NATO operations. For example, Commander, United States Central Command, exercises OPCON over US forces assigned to NATO’s Resolute Support Mission 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 follows.

(a) Request from NATO commander to United States national military representative (USNMR).

(b) Forwarding of request from USNMR to DOD.

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

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

(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 SHAPE release the Service member to CDRUSEUCOM control.

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APPENDIX R REFERENCES

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

1. General

- a. Title 5, USC.
- b. Title 10, USC.
- c. Title 26, USC.
- d. Title 37, USC.
- e. Title 39, USC.
- f. Title 41, USC.
- g. Title 42, USC.
- h. *Mail Standards of the United States Postal Service, Domestic Mail Manual* (<http://pe.usps.com>).
- i. Executive Order 11157, *Regulations Relating to Incentive Pay, Special Pay, and Allowances*.
- j. Executive Order 12556, *Mailing Privileges of Members of Armed Forces of the United States and of Friendly Foreign Nations*.
- k. Executive Order 12656, *Assignment of Emergency Preparedness Responsibilities*.
- l. *United States Strategy on Women, Peace, and Security*.

2. Department of Defense Publications

- a. DODD 1000.21E, *DOD Passport and Passport Agent Services*.
- b. DODD 1300.22, *Mortuary Affairs Policy*.
- c. DODD 1315.17, *Military Department Foreign Area Officer (FAO) Programs*.
- d. DODD 1400.31, *DOD Civilian Work Force Contingency and Emergency Planning and Execution*.
- e. DODD 2310.01E, *DOD Detainee Program*.
- f. DODD 3002.01, *Personnel Recovery in the Department of Defense*.

g. DODD 3020.49, *Program Management for the Planning and Execution of Operational Contract Support*.

h. DODD 3025.14, *Evacuation of US Citizens and Designated Aliens From Threatened Areas Abroad*.

i. DODD 4500.54E, *DOD Foreign Clearance Program (FCP)*.

j. DODD 5101.11E, *DOD Executive Agent for the Military Postal Service (MPS) and Official Mail Program (OMP)*.

k. DODD 5160.41E, *Defense Language, Regional Expertise, and Culture (LREC) Program*.

l. DODD 6495.01, *Sexual Assault Prevention and Response (SAPR) Program*.

m. DODI 1000.01, *Identification (ID) Cards Required by the Geneva Conventions*.

n. DODI 1000.13, *Identification (ID) Cards for Members of the Uniformed Services, Their Dependents, and Other Eligible Individuals*.

o. DODI 1100.22, *Policy and Procedures for Determining Workforce Mix*.

p. DODI 1215.06, *Uniform Reserve, Training, and Retirement Categories for the Reserve Components*.

q. DODI 1235.12, *Accessing the Reserve Components (RC)*.

r. DODI 1235.13, *Administration and Management of the Individual Ready Reserve (IRR) and the Inactive National Guard (ING)*.

s. DODI 1300.18, *Department of Defense (DOD) Personnel Casualty Matters, Policies, and Procedures*.

t. DODI 1304.25, *Fulfilling the Military Service Obligation (MSO)*.

u. DODI 1327.06, *Leave and Liberty Policy and Procedures*.

v. DODI 1330.13, *Armed Forces Entertainment Program*.

w. DODI 1340.09, *Hazard Pay (HZP) Program*.

x. DODI 1340.26, *Assignment and Special Duty Pays*.

y. DODI 1348.33, *DOD Military Decorations and Awards Program*.

z. DODI 1400.25, Volume 451, *DOD Civilian Personnel Management System: Awards*.

- aa. DODI 1400.32, *DOD Civilian Work Force Contingency and Emergency Planning Guidelines and Procedures*.
- bb. DODI 2200.01, *Combating Trafficking in Persons (CTIP)*.
- cc. DODI 2310.05, *Accounting for Missing Persons—Boards of Inquiry*.
- dd. DODI 3001.02, *Personnel Accountability in Conjunction With Natural or Manmade Disasters*.
- ee. DODI 3002.03, *DOD Personnel Recovery—Reintegration of Recovered Personnel*.
- ff. DODI 3020.41, *Operational Contract Support (OCS)*.
- gg. DODI 4525.09, *Military Postal Service (MPS)*.
- hh. DODI 5160.70, *Management of the Defense Language, Regional Expertise, and Culture (LREC) Program*.
- ii. DODI 6490.03, *Deployment Health*.
- jj. DODI 6495.02, *Sexual Assault Prevention and Response (SAPR) Program Procedures*.
- kk. DODM 1348.33, Volume 1, *Manual of Military Decorations and Awards: Medal of Honor (MOH)*.
- ll. DODM 1348.33, Volume 2, *Manual of Military Decorations and Awards: DOD Service Awards – Campaign, Expeditionary, and Service Medals*.
- mm. DODM 1348.33, Volume 3, *Manual of Military Decorations and Awards: DOD-Wide Performance and Valor Decorations*.
- nn. DODM 1348.33, Volume 4, *Manual of Military Decorations and Awards: DOD Joint Decorations and Awards*.
- oo. DOD 4525.6-C, *DOD Postal Supply Catalog*.
- pp. DOD 4525.6-M, *Department of Defense Postal Manual*.
- qq. DOD 7000.14-R, *Department of Defense Financial Management Regulation, Volumes 1–16*.
- rr. The Joint Travel Regulations (<http://www.defensetravel.dod.mil/site/travelreg.cfm>).

3. Chairman of the Joint Chiefs of Staff Publications

- a. CJCSI 1001.01B, *Joint Manpower and Personnel Program*.

- b. CJCSI 1301.01F, *Joint Individual Augmentation Procedures*.
- c. CJCSI 3126.01A, *Language, Regional Expertise, and Culture (LREC) Capability Identification, Planning, and Sourcing*.
- d. CJCSI 3290.01D, *Program for Detainee Operations*.
- e. CJCSI 5120.02D, *Joint Doctrine Development System*.
- f. CJCSM 3122.01A, *Joint Operation Planning and Execution System (JOPES), Volume I (Planning Policies and Procedures)*.
- g. CJCSM 3130.03A, *Planning and Execution Formats and Guidance*.
- h. CJCSM 3130.06B, *Global Force Management Allocation Policies and Procedures*.
- i. CJCSM 3150.05, *Joint Reporting System Situation Monitoring Manual*.
- j. CJCSM 3150.13C, *Joint Reporting Structure – Personnel Manual*.
- k. JP 2-0, *Joint Intelligence*.
- l. JP 3-0, *Joint Campaigns and Operations*.
- m. JP 3-16, *Multinational Operations*.
- n. JP 3-33, *Joint Force Headquarters*.
- o. JP 3-50, *Personnel Recovery*.
- p. JP 3-61, *Public Affairs*.
- q. JP 3-63, *Detainee Operations*.
- r. JP 3-68, *Noncombatant Evacuation Operations*.
- s. JP 3-80, *Resource Management*.
- t. JP 4-0, *Joint Logistics*.
- u. JP 4-02, *Joint Health Services*.
- v. JP 4-05, *Joint Mobilization Planning*.
- w. Joint Guide 1-05, *Religious Affairs in Joint Operations*.

4. Service Publications

- a. AFI 34-126(I), *Armed Forces Entertainment Program*.
- b. COMDINST M1000.6A, *Coast Guard Personnel Manual*.
- c. Pay and Personnel Center Instruction M1000.2B, *Personnel and Pay Procedures Manual*.
- d. Marine Corps Order 1610.7A, *Performance Evaluation System*.

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APPENDIX S ADMINISTRATIVE INSTRUCTIONS

1. User Comments

Users in the field are highly encouraged to submit comments on this publication using the Joint Doctrine Feedback Form located at: https://jdeis.js.mil/jdeis/jel/jp_feedback_form.pdf and e-mail it to: js.pentagon.j7.mbx.jedd-support@mail.mil. These comments should address content (accuracy, usefulness, consistency, and organization), writing, and appearance.

2. Authorship

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

b. The following staff, in conjunction with the joint doctrine development community, made a valuable contribution to the revision of this joint publication: lead agent and Joint Staff doctrine sponsor, Maj Sean Conway, Joint Staff J-1; Ms. Deb Austin and Mr. Glenn Palmer, Joint Staff J-7, Joint Doctrine Analysis Branch; and Mr. Larry Seman, Joint Staff J-7, Joint Doctrine Branch.

3. Supersession

This publication supersedes JP 1-0, *Joint Personnel Support*, 31 May 2016.

4. Change Recommendations

a. To provide recommendations for urgent and/or routine changes to this publication, please complete the Joint Doctrine Feedback Form located at: https://jdeis.js.mil/jdeis/jel/jp_feedback_form.pdf and e-mail it to: js.pentagon.j7.mbx.jedd-support@mail.mil.

b. When a Joint Staff directorate submits a proposal to the CJCS 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 Services and other organizations are requested to notify the Joint Staff J-7 when changes to source documents reflected in this publication are initiated.

5. Lessons Learned

The Joint Lessons Learned Program (JLLP) primary objective is to enhance joint force readiness and effectiveness by contributing to improvements in doctrine, organization, training, materiel, leadership and education, personnel, facilities, and policy. The Joint Lessons Learned Information System (JLLIS) is the DOD system of record for lessons learned and facilitates the collection, tracking, management, sharing, collaborative resolution, and dissemination of lessons learned to improve the development and readiness of the joint force. The JLLP integrates with joint doctrine through the joint doctrine development process by providing lessons and lessons learned derived from operations,

events, and exercises. As these inputs are incorporated into joint doctrine, they become institutionalized for future use, a major goal of the JLLP. Lessons and lessons learned are routinely sought and incorporated into draft JPs throughout formal staffing of the development process. The JLLIS Web site can be found at <https://www.jllis.mil> (NIPRNET) or <http://www.jllis.smil.mil> (SIPRNET).

6. Distribution of Publications

Local reproduction is authorized, and access to unclassified publications is unrestricted. However, access to and reproduction authorization for classified JPs must be IAW DOD Manual 5200.01, Volume 1, *DOD Information Security Program: Overview, Classification, and Declassification*, and DOD Manual 5200.01, Volume 3, *DOD Information Security Program: Protection of Classified Information*.

7. Distribution of Electronic Publications

a. Joint Staff J-7 will not print copies of JPs for distribution. Electronic versions are available on JDEIS Joint Electronic Library Plus (JEL+) at <https://jdeis.js.mil/jdeis/index.jsp> (NIPRNET) and <https://jdeis.js.smil.mil/jdeis/generic.jsp> (SIPRNET), and on the JEL at <http://www.jcs.mil/doctrine> (NIPRNET).

b. Only approved JPs are releasable outside the combatant commands, Services, and Joint Staff. Defense attachés may request classified JPs by sending written requests to Defense Intelligence Agency (DIA)/IE-3, 200 MacDill Blvd., Joint Base Anacostia-Bolling, Washington, DC 20340-5100. For approval of release to foreign partner nations, contact the Joint Staff Doctrine Sponsor. Foreign partner nations are not authorized to further disseminate this joint publication.

c. JEL CD-ROM. Upon request of a joint doctrine development community member, the Joint Staff J-7 will produce and deliver one CD-ROM with current JPs. This JEL CD-ROM will be updated not less than semiannually and when received can be locally reproduced for use within the combatant commands, Services, and combat support agencies.

GLOSSARY
PART I— ABBREVIATIONS, ACRONYMS, AND INITIALISMS

AAFES	Army and Air Force Exchange Service
AC	Active Component
ACSA	acquisition and cross-servicing agreement
ADOS	active duty for operational support
AFE	Armed Forces Entertainment
AFI	Air Force instruction
AMPS	Automated Mail Postal System
AOR	area of responsibility
APOD	aerial port of debarkation
APOE	aerial port of embarkation
AR	Army regulation
ARC	American Red Cross
BAH	basic allowance for housing
BAS	basic allowance for subsistence
CAAF	contractors authorized to accompany the force
CAC	common access card
CCDR	combatant commander
CCMD	combatant command
CDO	commander, detainee operations
CDRUSEUCOM	Commander, United States European Command
CDRUSOCOM	Commander, United States Special Operations Command
CG	Coast Guard
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
COMDTINST	Commandant instruction (USCG)
CONOPS	concept of operations
CONUS	continental United States
CSA	combat support agency
CSP	career sea pay
CTS	Contingency Tracking System
CZTE	combat zone tax exclusion
DA	Department of the Army
DASD(Log)	Deputy Assistant Secretary of Defense (Logistics)
DBIDS	Defense Biometric Identification System
DD	Department of Defense (form)
DDSM	Defense Distinguished Service Medal
DEERS	Defense Enrollment Eligibility Reporting System

DFAS	Defense Finance and Accounting Service
DJS	Director, Joint Staff
DMDC	Defense Manpower Data Center
DMSM	Defense Meritorious Service Medal
DNA	deoxyribonucleic acid
DOD	Department of Defense
DODD	Department of Defense directive
DODI	Department of Defense instruction
DODM	Department of Defense manual
DOS	Department of State
DOX-T	direct operational exchange-tactical
DPA	danger pay allowance
DSCA	defense support of civil authorities
DSSM	Defense Superior Service Medal
EA	executive agent
EEO	equal employment opportunity
EER	enlisted employee review
ESO	Expeditionary Support Organization (DFAS)
FD	from temporary duty (USMC)
FMTS	Fourth Estate Manpower Tracking System
FPD	foreign post differential
GFM	global force management
GFMB	Global Force Management Board
GFMIG	Global Force Management Implementation Guidance
GS	general service
HFP	hostile fire pay
HIV	human immunodeficiency virus
HN	host nation
HNA	host-nation agreement
HQ	headquarters
HSM	humanitarian service medal
HUMINT	human intelligence
IAW	in accordance with
IDP	imminent danger pay
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-9	civil-military operations/interagency cooperation directorate of a joint staff
JAMMS	Joint Asset Movement Management System

JFC	joint force commander
JFHQ	joint force headquarters
JIA	joint individual augmentation
JMD	joint manning document
JMP	joint manpower program
JMPA	joint military postal activity
JMUA	Joint Meritorious Unit Award
JOA	joint operations area
JP	joint publication
JPARR	joint personnel accountability reconciliation and reporting
JPC	joint postal cell
JPERSTAT	joint personnel status and casualty report
JPOC	joint personnel operations center
JPPC	joint personnel processing center
JPTTA	joint personnel training and tracking activity
JRSOI	joint reception, staging, onward movement, and integration
JSAM	Joint Service Achievement Medal
JSCM	Joint Service Commendation Medal
JTD	joint table of distribution
JTF	joint task force
JTMD	joint table of mobilization and distribution
LCM	letter-class mail
LOA	letter of authorization
LOE	letter of evaluation
MEO	military equal opportunity
MFE	mobile field exchange
MMT	military mail terminal
MNF	multinational force
MOA	memorandum of agreement
MOU	memorandum of understanding
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
NDRC	National Detainee Reporting Center
NEO	noncombatant evacuation operation
NGO	nongovernmental organization
NIPRNET	Non-classified Internet Protocol Router Network
NMA	non-mailable article
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
OPSEC	operations security
OSD	Office of the Secretary of Defense
PARS	Personnel Accountability Reporting System
PAX	passengers
PDUSD(P&R)	Principal Deputy Under Secretary of Defense (Personnel and Readiness)
PNA	postal net alert
POC	point of contact
POV	privately owned vehicle
PR	personnel recovery
QHDA	qualified hazardous duty area
R&R	rest and recuperation
RC	Reserve Component
SAPR	sexual assault prevention and response
SARC	sexual assault response coordinator
SCC	Service component command
SecDef	Secretary of Defense
SHAPE	Supreme Headquarters Allied Powers, Europe
SIPRNET	SECRET Internet Protocol Router Network
SITREP	situation report
SLA	special leave accrual
SOF	special operations forces
SOFA	status-of-forces agreement
SPM	service postal manager
SPOD	seaport of debarkation
SPOE	seaport of embarkation
SPOT	Synchronized Predeployment and Operational Tracker
TAD	temporary additional duty (non-unit-related personnel)
TAMP	Transitional Assistance Management Program
TD	temporary duty (USMC)
TDRC	theater detainee reporting center
TDY	temporary duty
TFE	tactical field exchange

TOR	term of reference
TPFDD	time-phased force and deployment data
TPFDL	time-phased force and deployment list
UCMJ	Uniform Code of Military Justice
UN	United Nations
USC	United States Code
USCG	United States Coast Guard
USD(P&R)	Under Secretary of Defense for Personnel and Readiness
USEUCOM	United States European Command
USG	United States Government
USINDOPACOM	United States Indo-Pacific 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	victim advocate
WG	working group

PART II — TERMS AND DEFINITIONS

contingency zip code. A temporary unique postal code assigned by the Military Postal Service Agency to assist in routing and sorting mail to a contingency post office for the tactical use of the Armed Forces of the United States on a temporary basis. (Approved for the replacement of “contingency ZIP code” and its definition in the DOD Dictionary.)

critical joint duty assignment billet. An essential position for an officer trained in and oriented towards joint matters. (Approved for incorporation into the DOD Dictionary.)

data element. 1. A basic unit of information built on standard structures having a unique meaning and distinct units or values. 2. In electronic recordkeeping, a combination of characters or bytes referring to one separate item of information. (Approved for incorporation into the DOD Dictionary.)

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. (Approved for incorporation into the DOD Dictionary.)

emergency-essential employee. A Department of Defense civilian whose assigned duties meet all the criteria prescribed in law per Title 10, United States Code, Section 1580. (Approved for incorporation into the DOD Dictionary.)

foreign national. Any person other than a United States citizen, United States permanent or temporary legal resident alien, or person in United States custody. (DOD Dictionary. Source: JP 1-0)

free mail. Personal correspondence, from a member of the Armed Forces of the United States or designated civilian, that weighs less than 16 ounces, to include audio and video recorded media, mailed without postage from a Secretary of Defense-approved zone. (Approved for incorporation into the DOD Dictionary.)

imprest fund. None. (Approved for removal from the DOD Dictionary.)

joint manpower program. The policies, processes, and systems used in the determination and prioritization within and among joint Service manpower requirements. Also called **JMP**. (Approved for incorporation into the DOD Dictionary.)

joint personnel accountability reconciliation and reporting. A data repository developed and implemented by the Defense Manpower Data Center that consumes and reconciles data from existing Service deployment systems. Also called **JPARR**. (DOD Dictionary. Source: JP 1-0)

joint personnel processing center. A center established in an operational area by the appropriate joint force commander to in-process and out-process personnel upon their arrival in and departure from the theater. Also called **JPPC**. (Approved for incorporation into the DOD Dictionary.)

joint personnel training and tracking activity. The continental United States center established to facilitate the reception, accountability, processing, training, and onward movement of individual augmentees preparing for overseas movement to support a joint military operation. Also called **JPTTA**. (DOD Dictionary. Source: JP 1-0)

joint table of distribution. A manpower document that identifies the positions and enumerates the spaces that have been approved for each organizational element of a joint activity for a specific fiscal year (authorization year) and those accepted for the four subsequent fiscal years (program years). Also called **JTD**. (Approved for incorporation into the DOD Dictionary.)

key position. A civilian position, public or private (designated by the employer and approved by the Secretary concerned), that cannot be vacated during war or national emergency. (DOD Dictionary. Source: JP 1-0)

mail embargo. A temporary shutdown or redirection of mail flow to or from a specific location. (DOD Dictionary. Source: JP 1-0)

manpower management. The means of manpower control to ensure the most efficient and economical use of available manpower. (DOD Dictionary. Source: JP 1-0)

manpower requirements. Human resources needed to accomplish specified workloads of organizations. (Approved for incorporation into the DOD Dictionary.)

Military Postal Service. The command, organization, personnel, and facilities established to provide a means for the delivery of mail to and from the Department of Defense, members of the Armed Forces of the United States, and other authorized agencies and individuals. Also called **MPS**. (Approved for incorporation into the DOD Dictionary.)

Military Postal Service Agency. None. (Approved for removal from the DOD Dictionary.)

military post office. A branch of a designated United States-based post office established by United States Postal Service authority and operated by one of the Services. Also called **MPO**. (DOD Dictionary. Source: JP 1-0)

morale, welfare, and recreation. The merging of multiple unconnected disciplines into programs that improve unit readiness; promote fitness; build unit morale and cohesion; enhance quality of life; and provide recreational, social, and other support services. Also called **MWR**. (Approved for incorporation into the DOD Dictionary.)

nonappropriated funds. Funds generated by Department of Defense personnel and their dependents used to augment funds appropriated by Congress to provide comprehensive, morale-building welfare, religious, educational, and recreational programs. Also called **NAF**. (Approved for incorporation into the DOD Dictionary.)

non-unit-related personnel. All personnel requiring transportation to or from an operational area, other than those assigned to a specific unit. Also called **NURP**. (Approved for incorporation into the DOD Dictionary.)

operational readiness. The capability of a unit/formation, ship, weapon system, or equipment to perform the missions or functions for which it is organized or designed. Also called **OR**. (DOD Dictionary. Source: JP 1-0)

personnel. Individuals required in either a military or civilian capacity to accomplish the assigned mission. (DOD Dictionary. Source: JP 1-0)

personnel accountability. The process to identify, capture, and record the personal identification information of an individual usually through the use of a database. (Approved for incorporation into DOD Dictionary.)

personnel services support. Service-provided sustainment activities that support a Service member during both exercises and operations. Also called **PSS**. (DOD Dictionary. Source: JP 1-0)

repatriation. 1. The procedure whereby American citizens and their families are officially processed back into the United States subsequent to an evacuation. (JP 3-68) 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. (DOD Dictionary. Source: JP 1-0)

rest and recuperation. None. (Approved for removal from the DOD Dictionary.)

restricted reporting. Reporting option that allows sexual assault victims to confidentially disclose the assault to specified individuals and receive medical treatment and counseling without triggering an official investigation. (Approved for incorporation into the DOD Dictionary.)

security clearance. An administrative determination by competent authority that an individual is eligible for access to classified information. (DOD Dictionary. Source: JP 1-0)

sexual assault forensic examination kit. The medical and forensic examination kit used to ensure controlled procedures and safekeeping of any bodily specimens in a sexual assault case. Also called **SAFE kit**. (DOD Dictionary. Source: JP 1-0)

Sexual Assault Prevention and Response Program. A Department of Defense program for the Military Departments and Department of Defense components that establishes sexual assault prevention and response policies to be implemented worldwide. Also called **SAPR Program**. (Approved for incorporation into the DOD Dictionary.)

sexual assault response coordinator. The single point of contact at an installation or within a geographic area who oversees sexual assault awareness, prevention, and response. Also called **SARC**. (DOD Dictionary. Source: JP 1-0)

single-service manager. A Service component commander who is assigned the responsibility and delegated the authority to coordinate and/or perform specified

personnel support or personnel service support functions in the theater of operations. (DOD Dictionary. Source: JP 1-0)

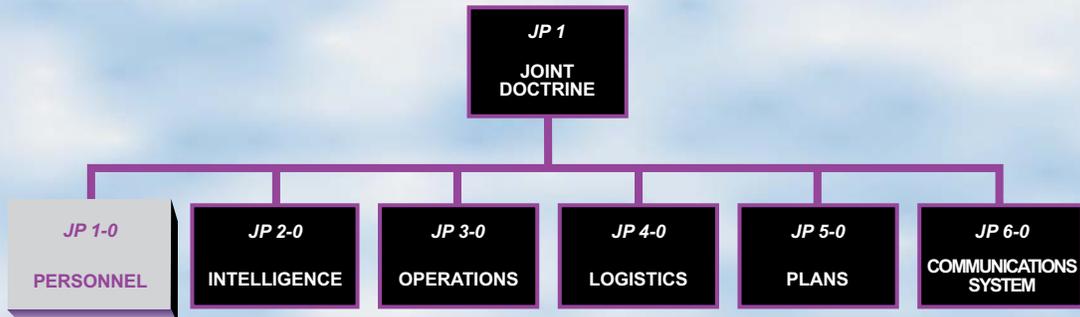
uniformed services. The Army, Navy, Air Force, Marine Corps, Coast Guard, Space Force, National Oceanic and Atmospheric Administration, and Public Health Services. (Approved for incorporation into the DOD Dictionary.)

unit identification code. None. (Approved for removal from the DOD Dictionary.)

unrestricted reporting. A process that a Service member uses to disclose, without requesting confidentiality or restricted reporting, that he or she is the victim of a sexual assault. (DOD Dictionary. Source: JP 1-0)

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JOINT DOCTRINE PUBLICATIONS HIERARCHY



All joint publications 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:

