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CHAIRMAN OF THE JOINT CHIEFS OF STAFF MANUAL



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DISTRIBUTION: A, B, C,

CJCSM 3500.12B

3 January 2023

PERSONNEL RECOVERY JOINT EDUCATION AND TRAINING STANDARDS FOR COMMANDERS AND STAFFS

References:

See Enclosure C

1. Purpose. This manual establishes personnel recovery (PR) joint education and training (E&T) standards for commanders and staffs within the Department of Defense (DoD) as directed in references a, b, and c.
2. Superseded/Cancellation. Chairman of the Joint Chiefs of Staff Manual (CJCSM) 3500.12A, 28 February 2019 is hereby superseded.
3. Applicability. This manual applies to the Joint Staff, Services, Combatant Commands (CCMDs), and Defense Agencies, referred to as DoD Components. It sets the conditions for Personnel Recovery's inclusion within the CJCS's Global Integration Campaign of Learning (GICoL).
4. Procedures. The PR joint E&T standards for commanders and staffs are organized into 10 education and training disciplines. Each discipline has an overall goal and associated tasks. Discipline proficiency is achieved by accomplishing each goal's associated tasks (Enclosure B). The PR joint education and training standards for commanders and staffs were developed with input and consensus from DoD Components in accordance with PR joint education and training requirements. The PR joint education and training standards will continue to evolve based on policy, guidance, and environmental changes. DoD Components developing and conducting PR joint education and training for commanders and staffs shall ensure compliance with this manual.
5. Summary of Changes. The Intelligence discipline (PR-I) goal and tasks were updated. There are no substantive changes to the other existing disciplines. Four new disciplines are added to address the importance of PR at the global, regional, and local levels and to support the GICoL. They include Commanders' PR Responsibilities (PR-C), DoD Personnel Recovery Support to

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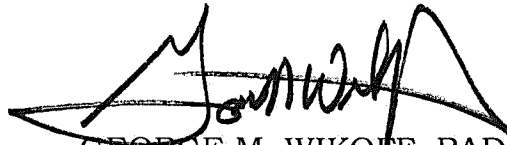
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Others (PR-O), Strategic Impact of Personnel Recovery (PR-S), and Information Warfare Activities in Support of PR (PR-W).

6. Releasability. UNRESTRICTED. This directive is approved for public release; distribution is unlimited on the non-secure internet protocol router network. DoD Components (to include the CCMDs), other Federal agencies, and the public may obtain copies of this directive through the Internet from the CJCS Directives Electronic Library at <<http://www.jcs.mil/library>>. Joint Staff activities may also obtain access via the CJCS Directives Electronic Library on the secure internet protocol router network.

7. Effective Date. This MANUAL is effective upon receipt.

For the Chairman of the Joint Chiefs of Staff:



GEORGE M. WIKOFF, RADM, USN
Vice Director, Joint Staff

Enclosures

- A – PR Joint Education and Training Disciplines for Commanders and Staffs
- B – PR Joint Education and Training Disciplines, Goals, and Tasks for Commanders and Staffs
- C – References

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ENCLOSURE A

PR JOINT EDUCATION AND TRAINING DISCIPLINES FOR COMMANDERS AND STAFFS

1. Disciplines. PR in the DoD is composed of four comprehensive functions: preparation, planning, execution, and adaptation. The PR joint education and training standards provide the tools to support these four functions.

Commanders and staffs must demonstrate competence in 10 corresponding disciplines to effectively prepare for, plan, execute, and adapt PR.

a. Commanders' PR responsibilities. Personnel educated and trained to the PR-C standard will be able to execute their PR responsibilities.

b. PR Debriefing. Personnel educated and trained to the PR Debriefing (PR-D) standard will be able to conduct PR-Ds.

c. PR Execution. Personnel educated and trained to the PR Execution (PR-E) standard will be able to coordinate PR execution in a joint environment at the operational level, including interagency and multinational partners.

d. Intelligence Support to PR. Personnel educated and trained to the PR-I standard will be able to effectively manage the handling and integration of PR-related intelligence activities or processes in support of PR. This includes Joint Intelligence Preparation of the Operational Environment (JIPOE) and analysis of political, military, economic, social, infrastructure, and information, physical environment, and time (PMESII-PT).

e. Nonconventional Assisted Recovery. Personnel educated and trained to the Nonconventional Assisted Recovery (NAR) (PR-N) standard will be able to plan, manage, and execute NAR in a joint environment at the operational level and in coordination with interagency partners.

f. DoD Personnel Recovery Support to Others. Personnel educated and trained to the PR-O standard will be able to synchronize roles, responsibilities, authorities, and capabilities to provide support to entities outside of the DoD.

g. PR Planning. Personnel educated and trained to the PR Planning (PR-P) standard will be able to develop a PR appendix (Appendix 5 to Annex C) for an operation plan (OPLAN), in coordination with joint planning groups and with interagency and multinational partners.

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h. PR Reintegration. Personnel educated and trained to the PR Reintegration (PR-R) standard will be able to manage the reintegration process.

i. Strategic Impact of Personnel Recovery. Personnel educated and trained to the PR-S standard will be able to align PR with strategic goals.

j. Information Warfare. Personnel educated and trained to the PR-W standard will be able to develop, convey, and devise messages or information that shapes PMESII-PT systems, influences attitudes or behaviors of select foreign groups, degrades enemy capabilities, and reduces civilian interference in support of PR.

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ENCLOSURE B

PR JOINT EDUCATION AND TRAINING DISCIPLINES, GOALS, AND TASKS FOR COMMANDERS AND STAFFS

Discipline: Commanders' PR responsibilities (PR-C)	
Goal: Prepare commanders and staffs to execute their PR responsibilities.	
PR C-1	Integrate PR into staff processes and ensure staffs are properly manned, trained, and equipped to support PR responsibilities.
PR C-2	Integrate PR into joint functions (command and control, fires, information, intelligence, movement and maneuver, protection, and sustainment).
PR C-3	Prepare for PR events.
PR C-4	Plan for PR events.
PR C-5	Execute or assist PR events.
PR C-6	Adapt processes and capabilities to support PR.

Discipline: PR Debriefing (PR-D)	
Goal: Prepare personnel to conduct PR debriefings.	
PR D-1	Identify PR debriefing fundamentals.
PR D-2	Apply the fundamentals of PR to PR debriefing.
PR D-3	Identify PR debriefing dynamics.
PR D-4	Develop PR debriefing guides and associated question sets.
PR D-5	Conduct a time-sensitive debriefing.
PR D-6	Conduct a formal debrief.
PR D-7	Conduct a group debriefing.
PR D-8	Consolidate collected information into a final report.

Discipline: PR Execution (PR-E)	
Goal: Prepare personnel to coordinate PR execution at the operational level in a joint environment that includes interagency and multinational partners.	
PR E-1	Apply the fundamentals of PR to operations.
PR E-2	Apply command and control principles to PR execution.

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PR E-3	Coordinate the report task.
PR E-4	Determine the location of isolated personnel.
PR E-5	Organize PR support.
PR E-6	Coordinate a PR recovery mission.
PR E-7	Facilitate reintegration.
PR E-8	Participate in an after-action review focused on PR execution.

Discipline: Intelligence Support to PR (PR-I)

Goal: Prepare intelligence personnel to effectively manage the handling and integration PR-related intelligence activities or processes in support of PR. This includes JIPOE and analysis of PMESII-PT.

PR I-1	Integrate PR-focused collection or production requirements in intelligence support plans.
PR I-2	Manage the processing, analysis, and handling of PR-related routine or time-sensitive intelligence information that support the four functions of the DoD PR System.
PR I-3	Manage PR-related routine or time-sensitive intelligence activities that support the four functions of the DoD PR System.
PR I-4	Designate PR-trained intelligence partners to support PR OPRs and PR.
PR I-5	Identify intelligence-related command and control relationships and responsibilities that support PR.
PR I-6	Support the PR execution tasks.
PR I-7	Support debriefing for all phases of reintegration, as requested.

Discipline: Nonconventional Assisted Recovery (PR-N)

Goal: Prepare personnel to plan, manage and execute NAR in a joint environment at the operational level and in coordination with interagency partners.

PR N-1	Apply the fundamentals of PR to NAR.
PR N-2	Manage NAR reporting, administrative, and program requirements.
PR N-3	Develop a Tab B to Appendix 5 to Annex C.

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PR N-4	Develop NAR capabilities that support the commander's PR plan.
PR N-5	Coordinate NAR operations and funding.
PR N-6	Establish an unconventional assisted recovery coordination center.
PR N-7	Coordinate NAR execution.

Discipline: DoD Personnel Recovery Support to Others (PR-O)	
Goal: Prepare personnel to synchronize roles, responsibilities, authorities, and capabilities to provide support to entities outside of the DoD.	
PR O-1	Coordinate PR with interagency partners when supporting or conducting operations under Chief of Mission authority.
PR O-2	Incorporate applicable national, Department of State, Department of Justice, CJCS, and CCMD guidance into PR documents.
PR O-3	Conduct interoperable and cooperative PR with partner and host nations.
PR O-4	Develop inter-Military Department and interagency support agreements, memorandums of understanding, and other written arrangements when necessary.

Discipline: PR Planning (PR-P)	
Goal: Prepare personnel to develop a PR appendix (Appendix 5 to Annex C) for an OPLAN, in coordination with joint planning groups and with interagency and multinational partners.	
PR P-1	Conduct planning for PR using the Joint Planning Process.
PR P-2	Develop a joint PR architecture to support a Joint Task Force.
PR P-3	Extract relevant data from intelligence documents that support PR planning.
PR P-4	Conduct personnel recovery force planning.
PR P-5	Identify operational guidance for PR planning.
PR P-6	Extract key elements relevant to PR from the commander's concept of operations .
PR P-7	Conduct a PR mission analysis.
PR P-8	Develop an approved course of action for PR.

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PR P-9	Develop an Appendix 5 to Annex C.
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Discipline: PR Reintegration (PR-R)	
Goal: Prepare personnel to manage the reintegration process.	
PR R-1	Explain reintegration principles.
PR R-2	Manage a reintegration event.
PR R-3	Plan for reintegration.
PR R-4	Establish logistical support for reintegration.
PR R-5	Integrate media into the reintegration process.
PR R-6	Support the returnee's family during reintegration.
PR R-7	Describe post-isolation support activities.

Discipline: Strategic Impact of Personnel Recovery (PR-S)	
Goal: Prepare personnel to align PR with strategic goals.	
PR S-1	Integrate PR globally, regionally, and locally.
PR S-2	Integrate multinational capabilities into PR.

Discipline: Information Warfare Activities in Support of PR (PR-W)	
Goal: Prepare personnel to develop, convey, and devise messages or information that shapes PMESII systems, influences attitudes or behaviors of select foreign groups, degrades enemy capabilities, and reduces civilian interference in support of PR.	
PR W-1	Identify information warfare activities that support PR.
PR W-2	Integrate information-related capabilities (IRCs) that support PR.
PR W-3	Correlate the specific effects of IRCs with PR objectives and tasks.
PR W-4	Develop objectives and tasks for IW support to PR.
PR W-5	Synchronize information warfare activities with other PR-related activities and joint functions.
PR W-6	Support PR-focused time-sensitive information warfare requirements.

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ENCLOSURE C

REFERENCES

- a. DoD Directive 3002.01, 16 April 2009, incorporating change 2 dated 24 May 2017, "Personnel Recovery in the Department of Defense"
- b. DoD Instruction O-3002.05, 12 April 2016, "Personnel Recovery (PR) Education and Training"
- c. CJCSI 3270.01 Series, "Personnel Recovery"
- d. CJCSI 3100.01 Series, "Joint Strategic Planning System"
- e. Joint Publication 3-50, 2 October 2015, "Personnel Recovery"
- f. DoD Instruction 3115.10E, 24 March 2006, "Intelligence Support to Personnel Recovery"
- g. CJCS Guide 3500.01 Series, "Chairman's Guidance for Training and Exercise Support to Global Integration, Fiscal Years 2022-2025"
- h. DoD Instruction 3002.04, 17 November 2014, incorporating change 1 dated 27 April 2016, "DoD Personnel Recovery - Nonconventional Assisted Recovery (NAR)"
- i. DoD Instruction 3002.03, 15 July 2013, incorporating change 1 dated 26 April 2016, "DoD Personnel Recovery - Reintegration of Recovered Personnel"
- j. CJCSM 3500.11 Series, "The Department of Defense Survival, Evasion, Resistance, and Escape Psychology Program"

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