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PERSONNEL RECOVERY TACTICS, TECHNIQUES AND PROCEDURES (TTPs)

Edition A Version 2

NOVEMBER 2020



NORTH ATLANTIC TREATY ORGANIZATION

ALLIED PERSONNEL RECOVERY PUBLICATION

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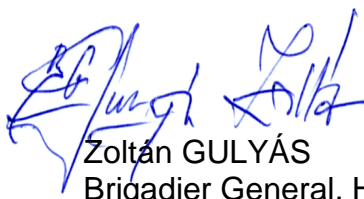
NORTH ATLANTIC TREATY ORGANIZATION (NATO)

NATO STANDARDIZATION OFFICE (NSO)

NATO LETTER OF PROMULGATION

4 November 2020

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CHAPTER 1 INTRODUCTION

1.1 THE JPRC / PRCC

1. This volume will detail the roles, responsibilities and activities of the Joint Personnel Recovery Centre (JPRC) and Personnel Recovery Coordination Cell (PRCC).

2. With regards to the extensive task the Personnel Recovery (PR) officers have to accomplish prior to and during an operation, the roles, responsibilities and activities of the plans personnel (PLANS) and Operations (OPS) personnel (OPS) will be subdivided for better understanding and spreading of the workload. Of course there is always the possibility to (temporarily) rearrange tasks if needed or desired.

3. Where aspects are valid for both the JPRC and the PRCC it will be referred to in the text as JPRC / PRCC for both the PR planners and the PR OPS personnel. The role of the JPRC is to maintain oversight and coordinate PR missions. It is the primary PR facility, suitably staffed by trained personnel. The role of the PRCC is to plan and coordinate all component's or sector's¹ PR operations. This responsibility may be limited to that component's means or JOA. Operations requiring cross-component / -sector support should be coordinated through the JPRC.

1.1.1 PR Officer

PR Officer². Units and organisations will appoint a PR officer to coordinate internally and with the JPRC / PRCC and other theatre PR Command and Control (C²) elements on all PR-related issues. The PR Officer is a Point Of Contact (POC) to manage PR related responsibilities, activities, documentation, and training. Additionally, the following tasks need to be accomplished by the PR Officer:

- a. Ensure Isolated Personnel Report (ISOPREP) and Evasion Plan of Action (EPA) forms are properly completed, classified, reviewed and stored;
- b. Ensure all assigned and attached personnel are familiar with theatre PR procedures, PR Annex and PR Information needed for recovery;
- c. Serve as a manager for unit or organisation PR activities (planning, continuation training, etc.);

¹ The Joint Operations Area (JOA) may be subdivided into several sectors where the sector commander is responsible for all operations within that sector. In such cases and for the purpose of this document, the JOA / theatre commander is considered to be the JFC and the sector commanders equivalent to component commanders for the purpose of this document.

² PRO is a function that can be performed by an officer or a non commissioned officer.

- d. Ensure that ISOPREP, EPA and / or other relevant information are immediately provided to the JPRC or PRCC upon an isolating event.

1.2 JFC'S PR RESPONSIBILITIES

PR is a Joint Forces Commander (JFC)'s responsibility and PR operations must be an integral part of any operational planning. JFC's PR responsibility include:

- a. General. (PLANS and OPS)
 - (1) Understand the PR mission process and risk assessment.
 - (2) Understand the capabilities and concept of operations for PR assets.
 - (3) Know the overall JPRC / PRCC mission and responsibilities.
 - (4) Understand the relationships between the JPRC, PRCCs and host nation Rescue Coordination Centres (RCCs).
 - (5) Understand the PR assets tasking process.
 - (6) Be able to produce & transmit PR specific reports and returns.
 - (7) Understand the roles of Personnel Recovery Task Force (PRTF) elements:
 - (a) Mission Coordinator (MC).
 - (b) On Scene Commander (OSC).
 - (c) Recovery Mission Commander (RMC).
 - (d) Rescue Escort (RESCORT).
 - (e) Rescue Combat Air Patrol (RESCAP).
 - (f) Recovery vehicles.
 - (g) Extraction Force (EF).
 - (8) Understand the theatre authentication system.
- b. Preparation. (PLANS and OPS)
 - (1) Establish a PR organisation within the JOA.
 - (2) Develop personnel augmentation requirement. (JPRC lead)

- (3) Establish and maintain C2 procedures for PR.
 - (4) Establish clear and direct lines of communication between all PR nodes and force elements (including Psychological Operations (PSYOPS), Civil – Military Cooperation (CIMIC), diplomatic and Host Nation (HN)).
 - (5) Establish clear and direct lines of communication between the command and higher NATO authorities.
 - (6) Identify intelligence requirements for PR.
 - (7) Identify requirements, apportion and allocate assigned PR forces and identify shortfalls in PR capabilities.
 - (8) Establish liaison with appropriate outside authorities.
 - (9) Establish reporting requirements and monitor all PR incidents prosecuted by PRCCs.
 - (10) Establish dedicated intelligence support requirements and coordinate with the JOA resources.
- c. Planning. (PLANS)
- (1) Ensure that PR is an integral part of planning and training.
 - (2) Develop a PR threat decision matrix tailored to the threat analysis.
 - (3) Develop a “launch” and “execute” authority matrix.
 - (4) Develop a “supporting” and “supported” matrix.
 - (5) Develop PR SOP to support Operation Plans (OPLANs) and Contingency Plans (CONPLANs). (JPRC lead)
 - (6) Ensure guidance is provided to components / sectors establishing appropriate JOA specific individual training for personnel at risk of isolation (as required).
 - (7) Provide PR inputs to the joint and/or component orders (Joint Coordination Order (JCO), Fragmentary Orders (FRAGOs), Operational Tasks (OPTASKs), Air Control Plans (ACPs), Airspace Control Orders (ACOs), Air Operations Directive (AOD), Air Tasking Orders (ATOs) and Communication Plans (COMPLANs)).
 - (8) Develop, disseminate and update PR Special Instructions

(SPINS). (JPRC lead)

- (9) Develop, disseminate and update a theatre reintegration plan. (JPRC lead)

d. Execution. (OPS)

- (1) If necessary, request additional PR assets from national forces not assigned.
- (2) When individuals become isolated, conduct an assessment of the circumstances surrounding the incident and make a recommendation concerning the individual's status.
- (3) If necessary, conduct PR operations.
- (4) Coordinate training and exercises to provide a trained PR organisation and recovery forces for recovery operations.
- (5) Coordinate, de-conflict and recommend priorities concurrent PR support operations by joint force components and other National PRCCs. (JPRC lead)
- (6) Alert JPRC / other PRCCs of isolated personnel's location.
- (7) Maintain a database and file on each isolated personnel until recovery is complete.
- (8) Coordinate with the Information Operations (INFO OPS) cell to influence local populace regarding PR efforts. (JPRC only)
- (9) Coordinate deception plans to support PR operations.
- (10) Provide PR-brief tailored to various organisational levels to ensure understanding of PR responsibilities.
- (11) Be able to draft an Air Task Message (ATM), Daily Operations Task Air / Helicopters (DOTAH) change, or FRAGO supporting PR requirements.
- (12) Be able to obtain, manage and disseminate ISOPREP and EPA data.
- (13) Make launch and execute recommendations to the designated authority.
- (14) Disseminate documents to actors that do not normally receive the ATO, COMPLAN and SPINS.

- (15) Assess and identify capabilities and shortfalls of PRCCs and units.

e. Adaptation

- (1) Adaptation is dependent on real-time observations of ongoing operations, plus the collection of PR information and data from after action reports, PR mission logs, debriefings, and oral interviews.
- (2) Enables a process that includes continuous analysis of everything that is going on in PR as it happens, the recognition of what is working correctly and what is not, and implementing change when and where needed.
- (3) Some change can happen on the spot, other change might require rigorous vetting.
- (4) Adaptation includes, but is not the same as, assessment. Adaptation includes implementing (or discarding) proposed actions following an assessment.
- (5) Adaptation may involve anticipation of future actions and preparation for those actions prior to their occurrence. Anticipation permits adaptation in prepared and planned ways.
- (6) Given the nature of PR in joint operations, anticipating every occurrence cannot be accomplished. Adaptation, therefore, requires a second part, sometimes called improvisation, which is simply taking actions that are not initially planned. Improvisation requires modification of plans in order to react to unforeseen actions.
- (7) Adaptation assures continuous improvements to the PR system through lessons learned assessments, requirements determination, concept development, war games, and experimentation. Additionally, this process directs forces to adapt to new ideas and concepts in order to better accomplish the mission. Adaptation impacts the other PR functions while they are being accomplished; it is not restricted to post mission input. Adaptation improvements should be responsive and continuously applied.
- (8) Changes can be driven by the adaptation of doctrine, organisation, training, materiel, leadership and education, personnel, facilities, and policy to fit a situation confronting a JFC, or a verified need from the field to fill a void. No single action can

be applied to all situations, thus new ideas or approaches may be developed while recognising the reality that new developments are unfolding that were not anticipated in PR planning.

- (9) Adaptation is most effective when it is applied as soon as possible, such as the development of a field expedient solution. Actions should be taken to ensure that adaptation (especially lessons learned) does not wait until the completion of an isolating event or redeployment from a theatre of war. Timely capture of institutional memory or some of the details of a particular PR event can be important to the JFC.
- (10) The reintegration task includes a process to debrief the recovered person to collect C² perspective to establish a complete accounting of the PR event.
- (11) Collecting C² information can be more difficult. A larger number of people and organisations are involved in the C² side of a PR mission. Commanders should consider processes to facilitate the collection of timely C² PR mission information and data such as:
 - (a) After action reports from key PR C² nodes (JPRC, PRCC, recovery forces, supporting intelligence organisations, etc.)
 - (b) Directing the collection of PR mission logs
 - (c) Recorded debriefs of key C² node personnel involved in the PR mission
 - (d) Conducting after action reviews immediately following PR events.
- (12) PR practitioners should be constantly aware of how to make PR better, safer, and more efficient. Not all implemented corrective actions will work in all situations, but recognizing a need when it occurs and passing along that observation, will improve overall PR performance.

1.3 JPRC / PRCC RESPONSIBILITIES AND ORGANISATION

1. The organisation, manning equipment and activities of a JPRC / PRCC depends on the type, scale, duration and circumstances of the operation. For small scale operations of limited duration and / or operations conducted only during daytime, a JPRC / PRCC may consist of only one person. A large scale operation with 24 / 7 operations requires a fully manned and equipped JPRC / PRCC including, but not limited to the responsibilities below.

2. For PLANS:
 - a. Maintain a PR Annex to the OPLAN / Operation Order (OPORD), CONPLANS and the PR Standard Operating Procedures (SOPs).
 - b. Provide PR inputs for the ACP, ACO, ATO and COMPLAN.
 - c. Develop PR SPINS.
3. For OPS:
 - a. Maintain an operational JPRC / PRCC.
 - b. Coordinate and support PR operations.

1.3.1 Manning

The JPRC / PRCC must have suitable and adequate manning at all times to be able to properly handle all PR requests including PR training in plans, current ops and other applicable staff sections in accordance with the JFC's responsibilities (paragraph 1.2 on page 4 and Chapter 5 on page 21 and onwards). Upon start of the operations, personnel operating in a JPRC / PRCC should be fully capable of fulfilling their respective tasks. Detail on the set-up of a JPRC / PRCC can be found in Annex A and the respective job descriptions can be found in Annex B.

1.3.1.1 JPRC / PRCC suggested manning levels

1. The suggested manning to form a JPRC / PRCC, to cover all PR tasks during prolonged 24 hour operations, is a director, a deputy director, a PR planner, Survival, Evasion, Resistance and Extraction (SERE) specialist(s), intel planner and a current operations team that includes personnel to coordinate and monitor PR operations. An example of a manning schedule is depicted in Figure 1.1. This allows one team to have a rest period required for prolonged operations. During actual isolating events additional manning / support may be required until the isolated personnel are recovered. The JPRC / PRCC should work in close coordination with plans, operations, intel and medical personnel. Dedicated plans / intel / medical representatives should, as a minimum, be assigned as POC to the JPRC / PRCC. Whenever appropriate, medical personnel may need to be permanently assigned to the JPRC / PRCC.
2. Manning levels can be optimised if certain positions can be filled with augmentees from other areas in the Headquarters (HQ). However, reducing manning levels will increase risk. Therefore, reducing the manning levels should be carefully considered. Moreover, whenever an operation does not have 24/7 ongoing operations, a JPRC / PRCC may not have to be manned during periods without operational activities.

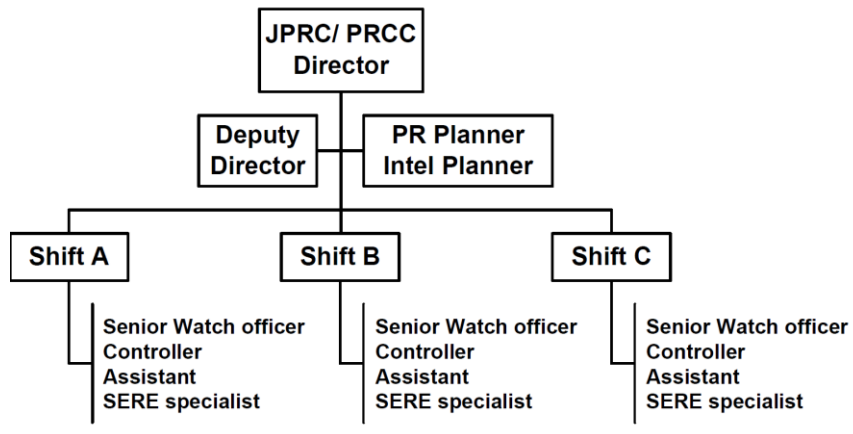


Figure 1.1: JPRC / PRCC manning

1.3.2 Equipment

The primary equipment of a JPRC / PRCC are robust and interoperable communication means to guarantee its coordination authority. Communications equipment can range from a (mobile) telephone to secure communications means. The equipment used should depend on the requirements of the operational ease of use, proliferation desired and the need for security. Details on JPRC / PRCC equipment can be found in annex A. As default, the following capabilities should be available:

- a. Voice and data exchange between JPRC, PRCC, and PR forces and the isolated personnel if possible. Both secure and non-secure communications may be required.
- b. Communication and Information System (CIS) connectivity / capability to interface with the primary JFC and component C² systems (e.g. NSWAN, Integrated Command and Control system (ICC), Air Command and Control System (ACCS), Maritime Command, Control and Information System (MCCIS), Joint Automated Deep Operations Coordination System (JADOCS), etc.)
- c. Specific PR management tools (e.g. mission manager on ICC / JADOCS), and collaborative chat capability.

1.3.3 Location

The JPRC / PRCC should be located within the operations area of the host headquarters (e.g. the Joint Operations Centre (JOC) or Air Operation Centre (AOC)). Communication and means to maintain situational awareness are normally fused in these locations, which facilitates coordination and time sensitive decision making.

1.4 GUIDANCE FOR UNITS

1.4.1 Introduction

The successful recovery of isolated personnel in the JOA can only be achieved if the personnel requiring recovery are sufficiently trained and properly documented prior to the start of their mission. The requirement is to follow similar principles but to present pragmatic guidance that can be tailored to the art of the possible depending on unit role and mission. The guidance should be incorporated in formation/unit planning and execution procedures.

1.4.2 PR documentation

The organisation of PR documentation is essential for the recovery of isolated personnel. Collation and timely dispatch to a PRCC is a critical first stage in the organisation of recovery operations. This is achieved by structured and detailed ISOPREPs and EPAs. The JFC is likely to mandate that all Personnel Identified as at an Elevated Risk of Isolation and / or Exploitation (PIERIE) complete an ISOPREP as it is a proven format. The information contained in an EPA is essentially standard for many units and covered by unit orders, patrol traces, equipment lists and PR SPINS. Units are to ensure that this information can be passed to the PRCC or directly to the JPRC without delay.

1.4.3 ISOPREP form and management

Full guidance and a template of an ISOPREP can be found in Volume III Chapter 2.5 and Annex A. Management of PR documentation should be directed by PRCCs as defined by the PR SOP for the operation. For large formations / units the most pragmatic solution may be to retain the data at unit / brigade level. It is vital that all personnel are aware of the content of their ISOPREP and that any other individual other than those in the recovery chain of command does not know the contents. Once complete, the ISOPREP is classified as a minimum as Confidential.

1.4.4 PR codes

The PR information contained in SPINS is only relevant for those units that have access to them. However, PRCCs should disseminate any relevant information if appropriate. This should not include SPINS authentication data (PR Word, Letter, Number, Colour) as wider distribution would compromise Operations Security (OPSEC) and be impractical. Therefore, the JPRC will develop and disseminate the theatre wide Combat Recovery (CR) codes that are to be used in CR events. These codes include Ground-ToAir Signals (GTASs). Furthermore, PRCCs could direct formations / unit to provide additional simple means to initially authenticate isolated personnel (e.g. a unit's daily changing challenge and response password), taking the directions given in the PR SOP into account.

1.4.5 Recovery related equipment

The JPRC should direct minimum levels of equipment to be carried by personnel operating in the JOA as defined by the PR SOP for the operation. This may simply be standard unit scales with selected units / individuals provided with additional equipment. It is vital that the detail is available to the PRCC once an isolating event occurs.

1.4.6 Training

Required levels of PR training for formations / units deploying into the JOA are directed by the JFC and direction should be promulgated during the operational planning process. Nations should not deviate from these requirements e.g. through the use of formal "National caveats". Personnel at risk of isolation and or exploitation should be trained in accordance with their actual level of risk. Providing SERE training is a national responsibility in accordance with AJP-3.7.

1.4.7 Pre-deployment and in-theatre training

Pre-deployment and in-theatre training requirements will be specified in the PR SOP in the PR annex of the Operation Plan (OPLAN) and Standing Operating Procedures (SOP). Where additional pre-deployment or in-JOA training in recovery or environmental survival is required by units, a request can be made for additional SERE training through national channels. Personnel assigned to man positions in the JPRC will receive appropriate training as defined by the PR SOP for the operation.

CHAPTER 2 COMMAND AND CONTROL

2.1 GENERAL

The JFC may exercise command authority for PR by himself or through a designated Component Commander (CC). CCs involved in the operation are to establish a PRCC. The JFC normally exercises Operational Command (OPCON) over PR forces; however, certain national PR forces may be made available under Tactical Control (TACON) only. Other national forces may be designated for specific PR operations through the JPRC. The JFC or the designated CC will establish a JPRC within his component's operations centre. Other CCs involved in the operation should also establish PRCC within their operations centres. The JPRC has primacy over PRCCs and the latter must keep the JPRC informed of any PR operation. The JPRC must have access to the appropriate information of every PR asset.

2.2 JPRC /PRCC

1. The JPRC is to maintain situational awareness over operations and coordinate all joint PR operations. It is the primary PR facility, suitably staffed by supervisory personnel and manned by trained personnel.
2. The role of the PRCC is similar to the role of the JPRC but then only within the component's or sector's Area Of Responsibility (AOR) (see Allied Joint Publication (AJP)-3.7 for details regarding the different C² options).

2.2.1 Mission coordinator

The MC is the link for information exchange (voice and data) between the JPRC / PRCC and the PR assets. MC duties include:

- a. Designating OSC.
- b. Establishing communications among the PRTF elements in accordance with the COMPLAN.
- c. Relaying threat warnings and any other information that may affect the mission in progress.
- d. Requesting additional assets as required and ensuring that recovery and support forces arrive at designated locations to accomplish the PR mission.
- e. Coordinating appropriate no-fire zones in the Objective Area (OA) and advising PRTF participants and the JPRC / PRCC of mission progress.

2.2.2 Airborne mission coordinator

Within the “Air” community the MC is commonly referred to as Airborne Mission Coordinators (AMCs).

2.2.3 OSC

1. The OSC controls operations in the vicinity of the isolated personnel until arrival of the recovery force.
2. The OSC will follow the OSC checklist (see Annex E in Volume II).
3. Appropriate details are given in the PR SOP and the PR SPINS (see Annex J).

2.2.4 RMC

The RMC will be appointed by the component / sector commander and will have responsibility for the planning and execution of the PR mission. The appointed RMC should be experienced in leading complex, multi-national, dissimilar type asset task forces. The RMC will have TACON of assets tasked for the recovery mission.

2.3 COORDINATION

Coordination should be both vertical and horizontal and should be conducted continuously during all phases of a PR operation. Principal nodes where coordination takes place are within the JPRC / PRCC, between the JPRC / PRCC and PRCCs, between the JFC and external agencies (through liaison officers).

2.3.1 Joint Force Commander

The JFC exercises Operational Control (OPCON) over assigned PR forces. Integration of contributing nations’ military forces which could be used to achieve the PR objective will be attained by establishing a JPRC in a designated operations centre.

2.3.2 Component / sector commander

Each CC has the responsibility, through its PRCC, to plan, coordinate, conduct and control PR operations for his own component. The authority to launch component PR missions rests with CCs and will normally be delegated to the Operations Centre (OC) director. A CC designated by the JFC will plan, coordinate and control joint PR for the JOA and will have the responsibility to launch those missions. The nominated CC may be delegated OPCON over assigned PR forces. The CC will typically exercise TACON over a PRTF tasked for a specific mission. JFC may direct CCs to make units / troops available to be assigned to other components to support the PR effort. Forces not under JFC command and control may also support PR missions.

2.3.3 Liaison authority

All participating units are to be granted Direct Liaison Authority (DIRLAUTH) with the JPRC / PRCC.

2.3.4 Mission abort criteria

Mission abort criteria, including national caveats, and procedures must be clearly defined and articulated in the PR SOP and SPINS.

2.4 DEDICATED VS DESIGNATED

1. Two terms are commonly used to indicate the availability of assets:
 - a. **Dedicated.** A dedicated PR capability will have no other task than PR. Such a capability will therefore be immediately available (dependent on the readiness status).
 - b. **Designated.** A designated PR capability will have other tasks besides PR. Such capability may therefore not be immediately available. Tasking a designated capability may result in the cancellation of other missions.
2. The terms dedicated and designated by no means imply a difference in quality (e.g. expertise, equipment, etc.).

CHAPTER 3 INTELLIGENCE

3.1 INTELLIGENCE PRINCIPLES

1. Intelligence that satisfies the requirements is the foundation for successful PR operations. Special considerations are required to assess the probability of success before tasking PR missions into hostile territory. Intelligence must be tied into a real-time network coupled with analysis of opposing forces tactics and capabilities. During the planning and execution of the PR mission, dedicated intelligence must be made available at all levels. Experience has shown that, to guarantee real-time access to intelligence information for PR missions, a firm liaison between the JFC's / CC's intelligence cell and the JPRC / PRCC must be established.

2. To support PR operations, relevant intelligence needs to be provided in a timely manner to provide accurate information on the environment and threat:

- a. To the isolated personnel (evasion requirement).
- b. To the recovery force during ingress, egress and in the pick-up area.

3.2 INFORMATION GATHERING AND INTELLIGENCE PRODUCTION

Intelligence required for PR missions will be developed from:

- a. Already existing data, information and intelligence relevant to the requirement (basic intelligence as order of battle, human network analysis, etc.)
- b. Data, information and intelligence collected, processed, evaluated and disseminated by own Joint Intelligence Surveillance Reconnaissance (JISR) capabilities³;
- c. Isolated personnel data.

³ Including the intelligence collection disciplines Acoustic Intelligence (ACINT), Human Intelligence (HUMINT), Imagery Intelligence (IMINT), Measurement and Signature Intelligence (MASINT), Open Source Intelligence (OSINT), Signals Intelligence (SIGINT), and the capabilities for surveillance and reconnaissance (see AJP-2.7 JISR).

3.3 PLANNING CONSIDERATIONS

Mission planning will also need to consider the following in advance of any PR operations:

- a. Political / religious environment.
- b. Civilian population.
- c. Chemical, Biological, Radiological, Nuclear (CBRN) situation.
- d. Terrain / weather.
- e. Friendly Order of Battle (ORBAT).
- f. Ongoing operations.

3.4 ISOLATED PERSONNEL INFORMATION

Isolated personnel information will be developed from the following sources:

- a. ISOPREPs.
- b. EPA including Designated Area of Recovery (DAR).
- c. Mission Reports (MISREPs) and personnel debriefs.

3.5 MISSION INTELLIGENCE REQUIREMENTS

Intelligence resources and JISR capabilities may be required for the initial detection and location of the isolated personnel and subsequently to determine:

- a. Method of recovery.
- b. DARs.
- c. Opposing Forces (OPFOR) counter-PR activity.
- d. Reaction of the local civilian population.
- e. Condition of isolated personnel.
- f. Equipment status.

3.6 GUIDANCE FOR INTEL AND OPS SUPPORT STAFF

3.6.1 Introduction

The successful recovery of isolated personnel in the JOA can only be achieved if the personnel requiring recovery are sufficiently trained and properly documented prior to the start of their mission. This guidance is designed as the template to be issued in the JOA as part of the PR SOP or within SPINS. Procedures and requirements regarding survival equipment and other survival aids detailed in this PR SOP should be driven by a J2 assessment and confirmed by operational planning staff. Guidance for units and personnel is given in Paragraph 1.4 on page 8.

3.6.2 Recovery documentation

The collection of ISOPREPs and EPAs and their timely dispatch to a PRCC is a responsibility of the unit's appropriate staff and a critical first stage in the organisation of recovery operations.

3.6.3 Managing ISOPREP and EPA documents

ISOPREP and EPA protection on operation CIS network. Due to their sensitive nature and mission critical status the folders that contain the ISOPREPs and EPAs on the computer must be protected against un-necessary disclosure and accidental deletion. This computer must fully support the complete and irretrievable deletion of all personal data in accordance with national information privacy acts/laws. Therefore, only the units and the JPRC / PRCC should have access to ISOPREP and EPA data. Only in case of an isolating event should that data be made available to the PRTF or any other actor involved in the recovery of the isolated personnel that needs this information to enable a successful recovery. The JPRC / PRCC is therefore responsible for the handling of ISOPREP and EPA data.

- a. Units should also have system to properly manage ISOPREP and EPA data if that data cannot be sent to the JPRC / PRCC before an isolating event has occurred (e.g. because of technical or legal restrictions).
- b. File layout examples. Careful layout of the filing system may alleviate problems in finding and maintaining the database of ISOPREPs and EPAs. ISOPREPs should be filed in separate folders and stored under Deployed Operating Base (DOB) / unit / formations as appropriate. EPAs should be filed in a similar fashion but each EPA should be filed in a folder for the appropriate ATO day. The previous day's EPA folder should be kept to allow for missions that extend over the ATO changeover period. An example layout is shown in figure 3.1.

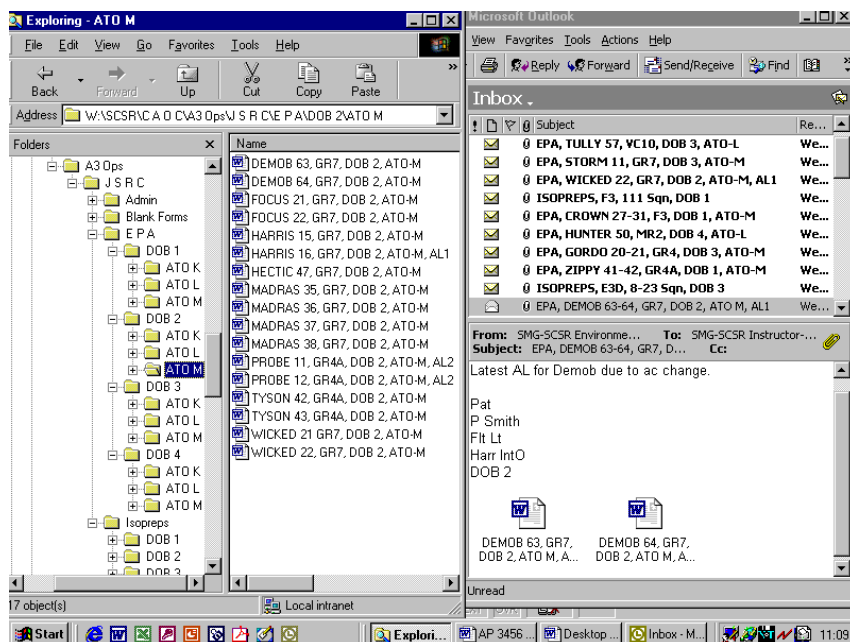


Figure 3.1: Standard document folder tree

- c. **Mission CIS network and back-up drives.** In addition to storing information on a shared drive, the mission CIS network has the potential to create a back-up drive that may be lodged on a separate server giving access to the database in the event of the prime server being unserviceable.
- d. **Mission CIS network group.** To enable smooth 24 / 7 operations, avoiding confusing repetition of documents and the potential to miss information, all ISOPREPs and EPAs sent to the JPRC must be sent to a single address. This group address should only be accessible by the JPRC staff, and as e-mails are received and filed they should be deleted from the Outlook 'Inbox'. To enable the ISOPREP and EPA information to be circulated to other nation's recovery forces, the JPRC / PRCC personnel must be able to export the information via portable data storage means (e.g. USB-stick or CD-ROM). The joint forces commander will be responsible and accountable that full awareness exists at all times which data storage means exactly contain ISOPREP and EPA information.

3.6.4 Recovery related equipment

The PR SOP and PR SPINS will direct the minimum levels of equipment to be carried by personnel and vehicles operating in the JOA. Prior to deployment, units are to be familiar with the PR SOP and PR SPINS to ensure they enter the JOA with the proper training and equipment.

3.6.5 Blood chit

Blood chits / promissory notes give an undertaking by a national government of a participating nation to provide anyone who helps the bearer of the note with a reward of money, goods or services⁴. No specific value is attached and the bearer is not to promise any specific reward. The bearer should give a copy of the number of the promissory note to his helper with instruction to quote it to the respective national authorities as a reference. To avoid the potential for fraudulent use, it is essential that there is strict control and accounting of promissory notes. Each note is to be numbered individually and a record kept of to whom the note was issued. There should be no signatures or features that would identify the originating unit. The promissory note should not be left with the individual giving the aid.

⁴ There is no NATO blood chit programme, there are just national programmes. USA and GBR are known to have such a programme in place, but all nations are encouraged to create such a programme for their own personnel. Should a blood chit programme be in place in the operation, this paragraph should be taken into account by the JPRC / PRCCs / PRPOCs

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CHAPTER 4 RISK ANALYSIS AND MITIGATION

4.1 GENERAL RISK ANALYSIS GUIDELINES

PR operations are subject to cost / benefit considerations and threat analysis in the same manner as any other military operation. The benefit gained from a PR operation should equal or outweigh the cost associated with executing the operation. PR operations should not:

- a. Add unnecessary risk to the isolated personnel.
- b. Add unnecessary risk to the personnel involved in the recovery mission.
- c. Preclude execution of higher priority missions.
- d. Divert critically needed forces from ongoing operations of higher priority.
- e. Allow the overall military situation to deteriorate.
- f. Allow the unnoticed, gradual change to the mission's goal, which sometimes is referred to as "Mission creep".
- g. Commanders must balance the value of retrieving isolated personnel against potential costs. The psychological impact of the effort on remaining personnel should be weighed against the risk to PR resources and the effect of diverting resources from the ongoing combat effort. Commanders at all levels should evaluate these factors before ordering or authorising a PR effort based on the guidance given in the PR SOP. An example of a generic isolating event response flowchart is given in Figure F.1 on page 76.

4.2 RISK MITIGATION

Efforts should be made to prevent isolating events by mitigating the risk associated with all operations and activities. These risks can be mitigated through:

- a. Proper route planning to avoid threat areas and utilise terrain cover wherever possible.
- b. Proper (task) force composition.
- c. OPSEC measures.

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CHAPTER 5 PR OPERATION

5.1 GENERAL

1. The JFC's overall concept of operation and intents, the operational situation, the mission analysis and ongoing joint planning, and the collaboration with other operation and component planners become the foundation of information that focuses the development of the PR concept of operation. The JFC's PR concept of operation will be described in the PR Annex to the OPLAN and will establish the joint force PR command authorities and responsibilities, coordination and communication architecture, force placement, force posture, and force response.

2. JPRC / PRCC PR planning is based on the five PR execution tasks: Report, Locate, Support, Recover and Reintegrate. Suitably-qualified JPRC / PRCC staff members are essential to ensure effective employment of the JOA PR SOP and effective conduct of JPRC / PRCC operations. Figure 5.1 graphically depicts the general flow of preparatory activities. The JPRC / PRCC starts working based on the (initial) guidance given by the JFC. After making an inventory of all available assets and their capabilities / limitations and taking into account environmental factors, a PR Annex to the OPLAN and PR SOPs will be developed. These documents are the basis for the PR inputs to the COMPLAN, SPINS, ACO and the PR training plan⁵. Annex XX provides PR considerations for Land Forces. However, most of the considerations are also applicable to other services and components.

5.2 PRE-EMPTIVE MISSION PLANNING

The first action of a newly set up JPRC / PRCC is to make an inventory of the available assets and their capabilities, and assess the climate, terrain, threat as well as the OPLAN. Based on this information, a PR Annex and PR SOP are to be developed. The PR SOP will subsequently drive the ATO, ACO and COMPLAN inputs, the PR SPINS and the "in the JOA" PR training plan as depicted in figure 5.1. As the operation moves from one phase to another and / or characteristics of the operation change over time, the PR SOP may need to be updated / modified accordingly. JPRC / PRCC staffs should regularly challenge the validity of the current PR SOP.

5.2.1 Preparatory work

Figure 5.1: PR product development process:

- a. The PR SOP for the JOA should be developed by the JFC or by the CC responsible for the JPRC. CCs may need to develop a PR SOP with respect to their own personnel based on the overall PR SOP.

⁵ An Annex detailing Maritime and other services / components, consideration need to be developed at a later stage.

- b. The PR SOP should be developed from the template given in Annex I on page 91 and based on the following considerations:
- i. Develop an inventory of all assets in the JOA that are usable for PR missions with reference to availability, capability, and interoperability, limitations, logistical and combat support required. Annex A gives a template for this inventory.
 - ii. Develop a list of medical facilities, including their capabilities, specialisations and capabilities to transload onto Medical Evacuation (MEDEVAC) assets, that are available in the JOA.
 - iii. Develop PR route planning tools (e.g. spider routes / spider points), taking into consideration:
 1. Threat analysis.
 2. Environmental factors.
 3. Friendly forces ORBAT.
 - iv. Fuel / time plan and refuel plan if applicable.
 - v. Develop the PR requirements to the communications plan (detailed in Annex K).
 - vi. Produce a PR SOP for the area. A suggested format for a PR SOP is at Annex I.
 - vii. Produce PR SPINS for the JOA, including short term contact procedures for EPA, and as a minimum two spare sets of PR SPINS to be readily available if the active PR SPINS have become compromised. A suggested format for PR SPINS is at Annex J.
 - viii. Disseminate standard ISOPREP and EPA formats. The format for both ISOPREPs and EPAs can be found in Annexes A and B in Volume III. These formats should be used for all training and operations to enhance interoperability; however, the minimum EPA information includes:
 1. Personal data.
 2. Route information.
 3. Short-term evasion plan.
 4. Long-term evasion plan.
 5. Equipment carried.

- ix. Collate and disseminate threat information to sub-unit level to assist in the production of viable individual EPAs.
- x. Establish a system of storage and secure transmission of ISOPREP and EPA data.

5.2.2 Specific missions

PR planning should be an aspect in the planning of all missions. Consideration is to be given to the possibility of self recovery or preparing for an immediate recovery rather than a deliberate one. Wherever possible and practical, a PRTF should be pre-tasked and prepositioned.

5.3 PRO-ACTIVE PLANNING

To successfully execute PR missions, it is essential that PR planning is included in the Operations Planning Process (OPP) and that an appropriate PR organisation is established in the JOA.

5.3.1 Planning process

The JFC will have overall responsibility for PR within his JOA and the joint OPLAN should state the requirement for, and include guidance on PR operations, i.a.w. Annex I Operational level PR planning will usually be led by J-5 but may be delegated to the JPRC director. During the OPP it is essential for the JPRC director to engage with joint staff to assist in the production of the PR annex to the Joint OPLAN. A template for the PR annex is given in Annex H. The PR annex is based on the following considerations:

- a. Ensure that PR is an integral part of planning and training.
- b. Identify the Commander's intent.
- c. Establish an appropriate PR organisation within the JOA.
- d. Establish C² procedures for PR.
- e. Conduct a PR risk estimate, identify requirements and allocate or earmark forces for PR, and identify shortfalls in PR capabilities, if necessary, requesting additional PR assets from national forces not assigned.
- f. Analyse the operational environment. Analysis of the operational environment is essential to determining the requirements for PR forces. Areas to be considered include:

- i. The local and geopolitical situation.
- ii. The physical environment, including terrain and weather and their likely impacts on both isolated personnel and recovery forces.
- iii. Likely target locations and threats at those targets.
- iv. Rules of Engagement (ROE).
- v. The likely threat to recovery forces.
- vi. Battlespace geometry including likely bed-down locations, distance and spatial relationships to probable recovery areas, overflight constraints in neighbouring countries, International waters, Forward Operating Locations and potential Forward Arming and Refuelling Points (FARPs).
- vii. Determine the potential number of (concurrent) isolation incidents.
- viii. Determine the available PR capabilities.
- ix. Determine the PR Scheme Of Manoeuvre (SOM):
 - (i) Establish clear and direct lines of communication between all PR C² nodes and force elements.
 - (ii) Establish a communications plan with the media during isolating events.

5.3.1.1 Training

PR related JOA entry requirements should be included in the PR Annex of the Joint OPLAN / OPORD and in the theatre PR SOP. The requirements should also define which personnel at what risk of isolation and / or exploitation and the levels of individual training required. Once in theatre, the JPRC should coordinate collective training events to establish and maintain capability. This should include training for the PR C² chain and the recovery forces.

5.3.1.2 Establish C2 for personnel recovery

To establish C² for PR, the JPRC PR planner will need to:

- a. Ensure the JPRC / PRCC organisation is placed at the appropriate HQ;
- b. Ensure appropriately qualified personnel staff the JPRC / PRCCs in accordance with Paragraph 1.3.1. Manning of the PRCCs is a matter for

the appropriate CCs, but, ideally, would mirror that of the JPRC. Additionally, the JPRC / PRCCs will need access to the intelligence, legal and admin and logs staff, dedicated SERE specialists and Subject Matter Experts (SMEs) on the designated recovery assets. Depending upon the scale and complexity of the operation, the JPRC may need to temporarily include other component Liaison Officers (LNOs);

- c. Establish clear and direct lines of communication between all force elements. Once it has been established what recovery assets will be operating from where, the Information Exchange Requirement (IER) needs consideration. The minimum equipment is listed in Paragraph 1.3.2.

5.3.1.3 Reintegration planning

The PR planner should ensure supporting reintegration plans are developed, promulgated and implemented, taking national responsibilities into account. This detail is often overlooked and rarely exercised so additional staff effort and liaison will be required to educate other staff functions. Full details of medical, welfare, administrative, and de-briefing requirements must be included in theatre PR SOP and the PR planner should ensure that support to PR is included in the corresponding combat service support plans.

5.3.2 PR SOP

5.3.2.1 General

The PR Annex and the theatre PR SOP are the main outputs of the PR OPP and provide JOA specific direction and guidance. They should contain the majority of standing PR information and enable content of PR SPINS to be minimised. The SOP specifically addresses the execution phase and defines the role, responsibilities and tasks of the forces deployed to the JOA with respect to PR operations. There are no firm rules for how PR information is split between SPINS and PR SOP; the JPRC Director will need to decide the most appropriate means depending upon communications capability and the expectations of the JFC, especially in a coalition environment. For guidance the PR SOP template is given in Annex I.

5.3.2.2 Delineation of responsibility

Particular attention is to be given to the delineation of the responsibility for recovery in case of an isolation incident. The default responsibility for recovery lies with the commander of the isolated personnel. However, in some cases (e.g. in the case of downed aircrew) this may not be the best or most logical approach. In case of downed aircrew, the aircrew may have (crash) landed in the AOR of a land component (sub)commander. In such cases it may be more appropriate to transfer the primary responsibility for recovery to the ground force commander as he/she may have the

better Situational Awareness (SA) and will most likely have recovery assets available in close vicinity of the isolated personnel, thus facilitating a quick recovery. Clear details on delineation of responsibilities must therefore be put into the PR annex and PR SOP.

5.3.3 PR SPINS

1. The JPRC will develop PR codes to be used in an isolating event. This information has to be distributed through appropriate secure channels.
2. PR SPINS are issued in order to provide forces that are prone to capture or isolation with instructions on actions to take to evade the adversary and the mandatory procedures to be followed for subsequent recovery. They are focused primarily on aircrew. In principle, SPINS should be minimised and contain classified perishable and time-sensitive information, with general standing guidance promulgated as part of the theatre PR SOPs. However, historically, all PR information has been included and the JPRC should determine the most appropriate format taking into account the composition and expectations of the JFC. The SPINS format is given in Annex J.

5.4 DAY TO DAY OPERATIONS

During day to day operations JPRC / PRCC staff are to run and hand-over their shifts and are to maintain their documentation. A checklist for the JPRC / PRCC director's daily activities is given in Annex A. A template for a shift hand-over brief is given in Annex A. The JPRC / PRCC is to continuously update the various PR documents.

5.5 REPORT

Initial notification can come from any source. Key in this phase is verification of the notification received and validation of the incident. Each report location should be logged with an associated time and source. Upon verification of the reliability of the notification, the information is to be spread to the JPRC, PRCC and unit or organisation the isolated personnel belong to. It is imperative that the SPINS authentication data current at the time of the incident are "frozen" for all PR efforts associated with that incident. If the initial alert is triggered by an Emergency Location Transmitter (ELT), the JPRC / PRCC may expect an "ELT notification message" through an Airborne Early Warning (AEW) asset in accordance with Annex F.

5.6 LOCATE

The aim of the location phase is to fix, find and authenticate the isolated person. Knowing the location of isolated personnel is a pre-requisite to launch a recovery mission, according to the situation. Initial location and authentication is normally achieved using electronic and / or visual locating methods:

- a. The isolated personnel must make every effort to aid the location and authentication process. The correct implementation of the initial contact procedures outlined in the PR SOP, SPINS or EPA is pivotal to a successful recovery.
- b. If the initial electronic search fails or is not available to determine the position of the isolated person, a more extensive search may be required. In a hostile area, stand-off search techniques may have to be employed. A risk assessment needs to be conducted before any asset is used to search in hostile environments.
- c. Planners should attempt to determine location information using the following priority:
 - i. Global Positioning System (GPS) derived and reported coordinates (normally the most accurate).
 - ii. Isolated personnel reported position.
 - iii. Friendly forces visual observation.

5.6.1 Search methods

Whether at sea or on land, obtaining accurate and timely location information of the isolated person's position may present major challenges for PR forces, thus requiring a search. Though the isolated person's position may be ascertained via radio or visual search, other search modes may be more appropriate. If recovery is not imminent, the isolated person's position should not be compromised. In addition, the search method should be decided following consideration of the level of threat.

5.6.1.1 Electronic search

If an electronic search is conducted, the following factors should be considered:

- a. **Altitude.** Determine an initial electronic search altitude based on threat and terrain (to maintain line of sight connectivity to Personal Locator System (PLS), beacons and radio communications). **Electronic warfare.** OPFOR jamming, deception, monitoring and Direction Finder (DF).
- b. **ADF.** Caution should be used with Automatic Direction Finder (ADF) as OPFOR forces may also employ DF techniques to locate isolated person. OPFOR DF and intelligence-gathering methods should be understood by all PRTF participants and isolated personnel prior to utilising DF locating methods.

- c. **Airborne or surface radar.** Airborne or surface radar should attempt to provide the isolated person's last known radar position to the JPRC / PRCC.
- d. **Satellite.** Satellite systems such as Cosmicheskaya Systemya Poiska Avariynich Sudov (COSPAS) / Search and Rescue Satellite-Aided Tracking (SARSAT) visibility and availability schedules should be published in ATO SPINS.

5.6.1.2 Visual search

Search units should consider searching along the isolated person's intended route, areas offering concealment, and pre-briefed locations in accordance with the EPA. They should avoid major lines of communications such as roads, railroads, large rivers or open valleys. These areas are normally frequented by people and often pose the greatest threat to PR forces and evaders.

5.6.2 Authentication

Once located the Isolated Personnel (ISOP) should be authenticated. Without proper authentication, the recovery force may be faced with OPFOR presenting themselves as ISOP luring the recovery force in a trap / ambush. This may lead to the loss of life and valuable assets. Authentication methods should be described in the PR annex of the OPLAN, PR SOP and/or SPINS. It is important that the JPRC actively tracks the use and/or compromise of authentication means in order to promulgate required changes. ISOPREPs and EPAs also provide information that can be used for authentication.

5.7 SUPPORT

1. Support is the planned effort necessary to ensure the physical and psychological sustainment of isolated personnel. This may include establishing two-way communications, providing morale-building support, aerial resupply or aerial escort to a cache. Support may also encompass the suppression of adversary threats to the isolated personnel and deception missions to hide the recovery operation. This may preclude capture for the isolated person and disrupt the adversary's response to PR efforts. When necessary, ground forces, recovery specialists (e.g. Pararescuemen (PJs)) and/or equipment may be pre-positioned to support the isolated personnel until the recovery phase.

2. Besides support to the isolated personnel, this task includes physical and psychological assistance to the isolated personnel's family to include information management (controlling release to media). Support measures begin before and after an individual becomes isolated. This support is manifested in the JOA PR SPINS, home-station arrangements and training prior to entry in to a specific JOA, JOA PR regulations, and the establishment of the JOA PR architecture. All of these are

component responsibilities that frame the support mechanism.

5.8 RECOVER

5.8.1 Isolated or evading personnel

1. The decision to launch a PR mission can only be made after careful risk analysis. This analysis is implicit in the mission planning cycle and the results will determine both the composition of the PR package and the conduct of the PR mission. The mission planning process involves the following steps:

- a. Collection of Essential Elements of Information (EEI) data as listed in Annex L.
 - b. Conduct threat and risk assessment.
 - c. Evaluate available PR assets and capabilities.
 - d. Assignment of assets and supporting forces, including the designation of commanders.
 - e. Selection of extraction method.
 - f. Decide go / no go mission criteria.
2. Coordination with other forces and operations.
3. Exchange information with the assigned recovery force.
4. Launch approval based on PR annex, PR SOP and risk analysis assessment:
- a. PR package size and composition.
 - b. Method of recovery.
 - c. PR forces availability and capability.
 - d. Environment.
 - e. Timing.
 - f. Command and Control Warfare (C²W) status.
 - g. Compromise to, or cover from, another mission:
 - i. Mission briefing.

- ii. JPRC / PRCC execute approval process.
- iii. Send completed mission message.

5.8.2 Hostage release operations

If isolated personnel is captured and taken hostage, a recovery should not be conducted using PR procedures. Transfer of the responsibility for the Hostage Release Operation (HRO) to the Special Operations Component Commander (SOCC) should to be considered. Cross component support to national Special Operations Forces (SOF), preparing for, or conducting an HRO may be required at any time.

5.9 REINTEGRATE

On completion of the recover task, the returnee(s) are debriefed at the earliest opportunity as part of the reintegration process of the returnee(s) even if the duration of the isolating event was short. The JPRC / PRCC should collate the lessons identified and disseminate them to all appropriate force levels and implement them where appropriate in PR SOP, SPINS etc. Each nation should consider the appropriate reintegration package for their personnel and next of kin.

CHAPTER 6 TRAINING

6.1 THEATRE SPECIFIC TRAINING

1. Theatre specific training aims as a minimum to:
 - a. Validate the PR SOP (through exercises if possible).
 - b. Become accustomed to the area of operations.
 - c. Exercise the capability of recovery assets to operate in a realistic environment.
 - d. Adapt procedures to the JOA.
2. Continuation training in order to maintain operational readiness must be conducted by all elements of the PR organisation. Details on this type of training are given in Annex N.

6.2 IN-THEATRE PR TRAINING

1. The in-theatre training of personnel is an essential part of operational preparation and includes local area Briefings, Command Post Exercise (CPX) and Live Exercise (LIVEX). JPRC / PRCC is responsible for updating and distributing specific theatre PR-briefings to the units. These briefs will be presented by the unit's Personnel Recovery Officer (PRO) in order to make sure individuals and organisations understand their responsibility in fulfilling the different PR roles to affect the recovery of personnel in the JOA.
2. The following in-theatre training should, as a minimum, include the following:
 - a. All personnel entering theatre should receive a common PR brief in order to understand the individual's responsibility as a potential isolated person:
 - i. Basic knowledge concerning PR;
 - ii. Understand own responsibility in order to affect own recovery and minimise the risk for others;
 - iii. Information about PR systems and assets in place.

- b. PIERIE individuals should receive an advanced procedures briefing when required to develop an ISOPREP and EPA:
 - i. Understand PR system;
 - ii. Understand how to support own recovery;
 - iii. Ability to use different methods for authentication;
 - iv. Understand and have ability to act in accordance with (IAW) the PR SPINS.

- c. PRTF assets should receive theatre and procedures briefings prior to entering the JOA:
 - i. Understand the OPORD, PR Annex, SPINS, ROE, etc.;

 - ii. Flight and/or ground training to meet the demands of the operation.

- d. Extraction forces should receive a procedures briefing and training with assigned PRTF assets:
 - i. Understand the PR system;
 - ii. Ability to use different methods for authentication;
 - iii. Understand and have ability to extract personnel IAW the PR SPINS.

- e. JPRC, PRCC and JFC staff should receive briefings and training to refresh knowledge on PR:
 - i. Staff responsibility in a PR operation;
 - ii. Individual staff member responsibilities during a PR operation within the JOA.

- f. All of the above training should be validated through a CPX followed by a LIVEX in order to verify that the procedures and guidance set in place work as designed.

ANNEX A LAND SPECIFIC CONSIDERATION

A.1 TBN

INTENTIONALLY BLANK

ANNEX B MARITIME SPECIFIC CONSIDERATIONS

B.1 TBN

INTENTIONALLY BLANK

ANNEX C SOF SPECIFIC CONSIDERATIONS

C.1 TBN

INTENTIONALLY BLANK

ANNEX D JPRC / PRCC SET-UP CHECKLISTS

D.1 Introduction

Preferably the JPRC / PRCC is integral part of the (joint) operations centre close to the medical / MEDEVAC cell. However, a separate office is preferred to work on generic planning and specific planning and preparation for PR missions as they occur. A typical layout of a JPRC / PRCC looks like depicted in Figure A.1.

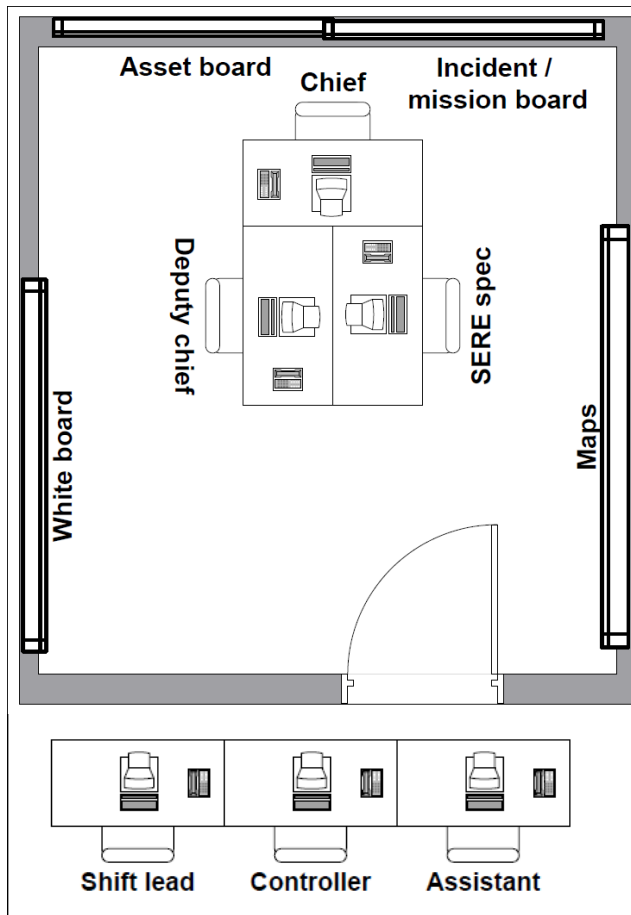


Figure A.1: example of a generic JPRC / PRCC set-up

D.2 JPRC / PRCC set-up checklist

1. Make inventory of available documents. The following documents should be available as a minimum:

- a. AJP-3.7 Allied Joint Doctrine for the Recovery of Personnel in a Hostile Environment;
 - b. ATP-3.3.7.7 NATO Personnel Recovery Tactics, Techniques and Procedures;
 - c. STANAG 7196 NATO SERE training standard;
 - d. ATP-49 Helicopters in Land Operations;
 - e. STANAG 7007 Combat Search And Rescue Electronic Equipment (CSARES).
2. Make an inventory of available assets, characteristics and disposition.
- a. Review entry procedures to JPRC / PRCC;
 - b. Review location and procedures for using message system;
 - c. Brief supporting personnel (JPRC / PRCC staff, intel, planning cell, etc.) on their duties.
3. Coordinate with PRCCs to:
- a. Develop quick reference list of key personnel and phone numbers;
 - b. Establish procedures for obtaining current maintenance of recovery assets;
 - c. Establish procedures for after duty hours notification.
 - d. Transmit a message to all units participating in the operation / exercise requesting a list of life support equipment carried by their respective crews and the location of authentication and EPA data¹.
 - e. Establish a single point of contact with each of the recovery units participating in the operation / exercise.
4. Check radio equipment:
- a. Conduct familiarisation training for JPRC / PRCC personnel;
 - b. Set-up secondary / mobility radios as required;
 - c. Develop and review frequency list and sweep;

- d. Coordinate communication procedures with available facilities.
5. Develop and display two wall charts:
 - a. Assets board
 - b. Incident / mission table.
 6. Draw and post the JPRC / PRCC planning map with:
 - a. Universal Transversal Mercator (UTM) designator letters
 - b. Low level routes
 - c. Spider points
 - d. Tactical / DARs / FARP areas
 - e. Orbits, refuelling tracks
 - f. Reference points (Search And Rescue Point (SARDOT))
 - g. Recovery resource locations (with type and numbers)
 - h. Forward Line Own Troops (FLOT) and Forward Edge of the Battle Area (FEBA) when applicable
 - i. Known OPFOR threats (received from intel)
 - j. Transload locations
 - k. Helicopter Contact Points (HCPs) /waypoints
 - l. Fire support coordination line
 - m. Field hospitals
 - n. ¹This may be need to be re-accomplished once a month
 - o. OPFOR / friendly forces
 - p. Airspace Control Measures (ACM)
 - q. Current as of Date / Time Group (DTG).

7. Analyse the FRAGO for active operations areas (this analysis will be a major factor in determining if Forward Operating Location (FOL) activity is needed).
8. Separate the FRAGO package into general SPINS, PR SPINS, PR frag missions, and general frag missions.
9. Set-up mission folders and miscellaneous worksheets.
10. Set-up two message folders (incoming and outgoing). Divide the folders into classified and unclassified sections, with log sheets.
11. Set-up a controller information file.
12. Start, set-up procedures for maintaining a 24hr events log.
13. Develop a work schedule.
14. Develop a schedule for a mobile training team.
15. As needed, review:
 - a. Authentication / encryption / decryption procedures
 - b. Plotting of UTM / georef coordinates
 - c. Plotting of Tactical Air Navigation (TACAN) radials and Distance Measuring Equipment (DME) (SARDOT/Bullseye)
 - d. ATO / SPINS format and procedures.
16. Transmit JPRC/JPRC activation message.
17. Start and mission log.

D.3 JPRC / PRCC bullet list

- Task organisation
 - Director
 - Watch supervisor
 - Controller
 - Mobile PR training team
- Logs & folders

- Controller
- Mission
- Reference data
 - ATO
 - SPINS
 - ACO
 - Concept of Operation (CONOPS)
 - COMPLAN
 - PR regulation
 - ROE list
 - Red card holders / Senior National Representatives (SNRs)
 - Phone book
- Common information displays
 - Incident
 - Asset
 - Theatre authentication
 - Static call-signs
 - Phone numbers
 - POC list
 - Message templates
 - Map
 - Friendly/ OPFOR ORBAT
 - OPFOR Integrated Air Defence (IAD)
 - FLOT
 - Waypoints
 - Spider points
 - SARDOT(s)
 - DARs
 - Refuelling tracks
 - Transload locations
- Comm checks with key players (voice and/or data)

- PRCCs
- AOC Chief of combat ops
- AOC Intel
- Battlefield Coordination Element (BCE) Ops/Intel
- Airborne C²
 - Airborne Early Warning and Control System (AWACS)
 - Airborne Command, Control and Communications (ABCCC)
 - Rivet Joint
 - Compass Call
- JPRC / PRCC activation message.

D.4 JPRC / PRCC activation message

1. Unclass Msgid / genadmin / JPRC / PRCC Subj JPRC / PRCC activation
2. Rmk /
3. The JPRC / PRCC has been activated at mmhmmZ yy The following information is provided for your records:
4. Phone number: ____ (UNSECURE) Fax number: ____ (UNSECURE)

5. STU II / III: ____ (SECURE) _____
6. Secure fax: _____ E-mail: ____ (UNCLASS) E-mail: (SECURE)

7. SATCOM freq: Uplink: ____, downlink: ____, call-sign: ____ UHF freq: _____
_____ VHF freq: _____ HF freq: _____ CTAPS
identifier: _____
8. Component PRCC will contact the JPRC nlt hmmmZ daily reporting the status of their recovery forces and update on outstanding missions.
9. Please respond via message indicating receipt and provide information on your communication equipment / capabilities.

ANNEX E JPRC / PRCC JOB DESCRIPTIONS

E.1 Director

E.1.1 CE details

1. **Principal Duties:** The incumbent is responsible for the effective planning and coordination of all joint PR operations in accordance with all directives and tasking issued by higher authority. The primary duties are to:

- a. Advise the commander on all PR related issues;
- b. Briefs commander and higher leadership on PR plan & Operational Risk Management (ORM) for isolating events;
- c. Conduct PR analysis and provide PR Planning Guidance;
- d. Supervise development of PR specific instructions and associated SPINS / COMPLAN;
- e. Represent PR cell in required planning and coordination meetings;
- f. Develop the PR Annex and PR SOP;
- g. Develop the PR launch / execute authority matrix;
- h. Develop the list of all PR dedicated and capable assets with associated equipment, capabilities and limitations;
- i. Ensures close coordination is maintained with higher HQs, component PRCC and other PR agencies (including civilian and host nation);
- j. Coordinate with medical advisor and JOA medical facilities;
- k. Coordinate reintegration plans (including time sensitive debriefing);
- l. Present PR decision briefings to the commander or other designated execution approval authority;
- m. Implement in-theatre PR training program;
- n. Ensures all PR tasks are covered within the JPRC / PRCC; and

- o. Supervise the other members of the JPRC cell.
2. **Additional duties:** The incumbent of the post may be required to perform other related duties as directed, provided they do not interfere with the assigned principal duties and rest cycle.

E.1.2 Qualifications

E.1.2.1 Essential qualifications

1. Professional / Experience: Minimum requirements are:
 - a. OF-3;
 - b. Operational level staff experience (*JPRC director only*);
 - c. Practical experience in a PR position or a national RCC.
2. **Education / Training:** Minimum requirements are:
 - a. PR Controller and Planner Course;

Security Clearance: NATO Secret;

Language: STANAG 6001 English SLP 3333.
3. Standard Automatic Data Processing Knowledge: Minimum requirements are:
 - a. Word processing (basic knowledge)
 - b. Spreadsheet (basic knowledge)
 - c. Graphics Presentation (basic knowledge)
 - d. Database (basic knowledge)

E.1.2.2 Desirable qualifications: Professional / Experience:

- a. OF-4;
- b. Operational level staff experience (*PRCC director only*);
- c. PR / Search And Rescue (SAR) operational experience;
- d. National / multinational headquarters staff experience.

E.1.2.3 Education / Training:

- a. Knowledge of the applicable C² software (e.g. ICC);
- b. SERE-B trained.

E.1.2.4 Language:

- a. STANAG 6001 English SLP 4434

E.1.2.5 Civilian posts:

E.1.2.6 Remarks:

E.2 Deputy director

E.2.1 CE details

1. **Principal Duties:** The incumbent is responsible for assisting the JPRC Director in the planning and coordination of all joint PR operations. The primary duties are to:

- a. Develop PR specific instructions and elaborate associated SPINS / COMPLAN;
- b. Represent PR cell in required planning and coordination meetings;
- c. Assist JPRC Director develop the PR SOP;
- d. Assist JPRC Director develop the PR launch / execute authority matrix;
- e. Develop the list of all PR dedicated and capable assets with associated equipment, capabilities and limitations;
- f. Establish liaison with higher HQs and other component PRCCs;
- g. Develop spider points in coordination with airspace specialists;
- h. Review JOA medical facilities and develop reintegration plan; and
- i. Assume JPRC Director responsibilities when incumbent is away.

2. **Additional duties:** The incumbent of the post may be required to perform other related duties as directed, provided they do not interfere with the assigned

principal duties and rest cycle.

E.2.2 Qualifications

E.2.2.1 Essential qualifications

1. Professional / Experience: Minimum requirements are:
 - a. OF-2;
 - b. Practical experience in a PR position or a national RCC.
2. Education / Training: Minimum requirements are:
 - a. PR Controller and Planner Course;
 - b. **Security Clearance:** NATO Secret;
 - c. **Language:** STANAG 6001 English SLP 3333.
3. Standard Automatic Data Processing Knowledge: Minimum requirements are:
 - a. Word processing (basic knowledge);
 - b. Spreadsheet (basic knowledge);
 - c. Graphics Presentation (basic knowledge);
 - d. Database (basic knowledge).

E.2.2.2 Desirable qualifications: Professional / Experience:

- a. OF-3;
- b. Operational level staff experience;
- c. Practical experience as deputy director of a PR staff or a national RCC.

E.2.2.3 Education / Training:

- a. Knowledge of the applicable C² software (e.g. ICC);
- b. Access to the SIPR network;
- c. SERE-B trained.

E.2.2.4 Language:

- a. STANAG 6001 English SLP 4434.

E.2.2.5 Civilian posts:

E.2.2.6 Remarks:

E.3 PR Planner

E.3.1 CE details

1. **Principal Duties:** The incumbent is responsible for assisting the JPRC Director in the planning of all joint PR operations. The primary duties are to:

- a. Develop PR specific instructions and elaborate associated SPINS / COMPLAN;
- b. Represent PR cell in required planning meetings;
 - i. Assist JPRC Director develop the PR SOP;
 - ii. Assist JPRC Director develop the PR launch / execute authority matrix;
 - iii. Develop the list of all PR dedicated and capable assets with associated equipment, capabilities and limitations;
 - iv. Establish liaison with higher HQs and other component PRCCs;
 - v. Develop spider points in coordination with airspace specialists;
 - vi. Review JOA medical facilities and develop reintegration plan.

2. **Additional duties:** The incumbent of the post may be required to perform other related duties as directed, provided they do not interfere with the assigned principal duties and rest cycle.

E.3.2 Qualifications

E.3.2.1 Essential qualifications

1. Professional / Experience: Minimum requirements are:

- a. OF-2;
 - b. Practical experience in a PR position or a national RCC.
2. Education / Training: Minimum requirements are:
- a. PR Controller and Planner Course;
 - b. **Security Clearance:** NATO SECRET;
 - c. **Language:** STANAG 6001 English SLP 3333.
3. Standard Automatic Data Processing Knowledge: Minimum requirements are:
- a. Knowledge of the applicable C² software (e.g. ICC);
 - b. Word processing (basic knowledge);
 - c. Spreadsheet (basic knowledge);
 - d. Graphics Presentation (basic knowledge);
 - e. Database (basic knowledge).

E.3.2.2 Desirable qualifications: Professional / Experience:

- a. OF-3;
- b. Operational level staff experience;
- c. Practical experience as deputy director of a PR staff or a national RCC;

E.3.2.3 Education / Training:

- a. Access to the SIPR network:
 - i. SERE-B trained.

E.3.2.4 Language:

- a. STANAG 6001 English SLP 4434

E.3.2.5 Civilian posts:

E.3.2.6 Remarks:

E.4 PR Intel Planner

E.4.1.1 CE details

1. **Principal Duties:** The incumbent is responsible for assisting the JPRC Director in the planning of all joint PR operations. The primary duties are to:

- a. Develop the PR specific Intel plan;
- b. Provide PR specific Intel in support of PR incidents;
- c. Assist JPRC Director develop the PR SOP;
- d. Assist JPRC Director develop the PR launch / execute recommendations;
- e. Establish liaison with higher HQs and other component Intel cells.

2. **Additional duties:** The incumbent of the post may be required to perform other related duties as directed, provided they do not interfere with the assigned principal duties and rest cycle.

E.4.1.2 Qualifications

E.4.1.3 Essential qualifications

1. Professional / Experience: Minimum requirements are:

- a. OF-2;
- b. Practical experience in an Intel position in an operational HQ.

2. **Education / Training:** Minimum requirements are:

- a. **Security Clearance:** NATO SECRET;
- b. **Language:** STANAG 6001 English SLP 3333;
- c. Standard Automatic Data Processing Knowledge: Minimum requirements are:
 - i. Knowledge of the applicable C² software (e.g. ICC);
 - ii. Word processing (basic knowledge);

- iii. Spreadsheet (basic knowledge)
- iv. Graphics Presentation (basic knowledge);
- v. Database (basic knowledge).

E.4.1.4 Desirable qualifications: Professional / Experience:

- a. OF-3
- b. Operational level staff experience;
- c. Practical experience as Intel planner in an operational HQ.

E.4.1.5 Education / Training:

- a. PR Basics Course;
- b. PR Debriefing Course.

E.4.1.6 Language:

- a. STANAG 6001 English SLP 4434.

E.4.1.7 Civilian posts:

E.4.1.8 Remarks:

E.5 PR Senior Watch Officer

E.5.1.1 CE details

1. **Principal Duties:** The incumbent's duties are:
 - a. Supervises monitoring / coordination of the status of all dedicated / capable PR assets in the JOA;
 - b. Conducts communications check radio / phone lines with all PR related agencies and higher HQs;
 - c. Reports on current and ongoing PR missions / events;
 - d. Monitors current operations via chatroom, email, and voice communications;

- e. Tasks dedicated PR assets in ATO;
- f. Makes ATO change requests;
- g. Maintains log of daily main events; and
- h. Energizes C² architecture for planning / execution of PR mission tasking;
- i. **Additional duties:** The incumbent of the post may be required to perform other related duties as directed, provided they do not interfere with the assigned principal duties and rest cycle.

E.5.2 Qualifications

E.5.2.1 Essential qualifications

- 1. Professional / Experience: Minimum requirements are:
 - a. OF-2;
 - b. Practical experience in a PR position or a national RCC.
- 2. Education / Training: Minimum requirements are:
 - a. PR Controller Course;
 - b. **Security Clearance:** NATO Secret;
 - c. **Language:** STANAG 6001 English SLP 3333.
- 3. Standard Automatic Data Processing Knowledge: Minimum requirements are:
 - a. Knowledge of the applicable C² software (e.g. ICC);
 - b. Word processing (basic knowledge);
 - c. Spreadsheet (basic knowledge);
 - d. Graphics Presentation (basic knowledge);
 - e. Database (basic knowledge).

E.5.2.2 Desirable qualifications: Professional / Experience:

- a. OF-3;
- b. Practical experience as Senior Watch Officer (SWO) of a PR staff or a national RCC.

E.5.2.3 Education / Training:

- a. PR Controller and Planner Course;
- b. SERE-B trained.

E.5.2.4 Language:

- a. STANAG 6001 English SLP 4434.

E.5.2.5 Civilian posts:

E.5.2.6 Remarks:

E.6 PR Controller

E.6.1 CE details

1. **Principal Duties:** The incumbent's duties are:
 - a. Monitors / coordinate status of all dedicated / capable PR assets in the JOA;
 - b. Conducts communications check radio / phone lines with all PR related agencies and higher HQs;
 - c. Prepares reports on current and ongoing PR missions / events;
 - d. Monitors current operations via chatroom, email, and voice communications;
 - e. Tasks dedicated PR assets in ATO;
 - f. Makes ATO change requests;
 - g. Maintains log of daily main events; and
 - h. Energizes C² architecture for planning / execution of PR mission tasking.
2. **Additional duties:** The incumbent of the post may be required to perform other

related duties as directed, provided they do not interfere with the assigned principal duties and rest cycle.

E.6.2 Qualifications

E.6.2.1 Essential qualifications

1. Professional / Experience: Minimum requirements are:
 - a. OF-1;
2. Education / Training: Minimum requirements are:
 - a. PR Controller Course;
 - b. **Security Clearance:** NATO SECRET;
 - c. **Language:** STANAG 6001 English SLP 3333.
3. Standard Automatic Data Processing Knowledge: Minimum requirements are:
 - a. Knowledge of the applicable C² software (e.g. ICC);
 - b. Word processing (basic knowledge);
 - c. Spreadsheet (basic knowledge);
 - d. Graphics Presentation (basic knowledge);
 - e. Database (basic knowledge).

E.6.2.2 Desirable qualifications: Professional / Experience:

- a. OF-2;
- b. Practical experience as controller of a PR staff or a national RCC.

E.6.2.3 Education / Training:

- a. PR Controller and Planner Course;
- b. SERE-B trained.

E.6.2.4 Language:

- a. STANAG 6001 English SLP 4434

E.6.2.5 Civilian posts:

E.6.2.6 Remarks:

E.7 PR assistant

E.7.1 CE details

1. **Principal Duties:** The incumbent's duties are:
 - a. Assists the PR Controller in the execution of isolating events;
 - b. Monitors / coordinate status of all dedicated / capable PR assets in the JOA;
 - c. Prepares reports on current and ongoing PR missions / events;
 - d. Monitors current operations via chatroom, email, and voice communications; and
 - e. Energizes C² architecture for planning / execution of PR mission tasking.
2. **Additional duties:** The incumbent of the post may be required to perform other related duties as directed, provided they do not interfere with the assigned principal duties and rest cycle.

E.7.2 Qualifications

E.7.2.1 Essential qualifications

1. Professional / Experience: Minimum requirements are:
 - a. **Education / Training:** Minimum requirements are:
 - b. PR Basics Course;
 - c. **Security Clearance:** NATO Secret;
 - d. **Language:** STANAG 6001 English SLP 3333.
2. Standard Automatic Data Processing Knowledge: Minimum requirements are:
 - a. Word processing (basic knowledge);

- b. Spreadsheet (basic knowledge);
- c. Graphics Presentation (basic knowledge);
- d. Database (basic knowledge).

E.7.2.2 Desirable qualifications: Professional / Experience:

- 1. Practical experience as assistant of a PR staff or a national RCC;

E.7.2.3 Education / Training:

- 1. PR Controller Course;
- 2. SERE-B trained.

Language: STANAG 6001 English SLP 4434

E.7.2.4 Civilian posts:

E.7.2.5 Remarks:

E.8 SERE specialist

E.8.1 CE details

- 1. **Principal Duties:** The incumbent's duties are:
 - a. Develop / implement a theatre SERE programme;
 - b. Coordinate all SERE aspects of all isolating events;
 - c. Monitor tasking messages for accuracy regarding SERE aspects;
 - d. Monitor SERE training levels entering the theatre;
 - e. Coordinate / conduct in-theatre SERE training at any location;
 - f. Represent PR cell in required meetings;
 - g. Be prepared to conduct SERE debrief of Isolated Person during

reintegration, and;

- h. Monitor / update all aspects affecting PR prosecution and inform PR cell.

2. **Additional duties:** The incumbent of the post may be required to perform other related duties as directed, provided they do not interfere with the assigned principal duties and rest cycle.

E.8.2 Qualifications

E.8.2.1 Essential qualifications

- 1. Professional / Experience: Minimum requirements are:
 - a. OR-7
 - b. Trained SERE instructor;
- 2. **Education / Training:** Minimum requirements are:
 - a. PR Basics Course;
 - b. **Security Clearance:** NATO Secret
 - c. **Language:** STANAG 6001 English SLP 3333
- 3. Standard Automatic Data Processing Knowledge: Minimum requirements are:
 - a. Word processing (basic knowledge);
 - b. Spreadsheet (basic knowledge);
 - c. Graphics Presentation (basic knowledge);
 - d. Database (basic knowledge).

E.8.2.2 Desirable qualifications: Professional / Experience:

- 1. Practical experience as SERE specialist of a PR staff or a national RCC;
 - a. Conduct After Capture (CAC) instructor;
 - b. PR debriefer.
- 2. **Education / Training:**
 - a. PR Controller Course;

- b. PR Debriefing Course.
- c. **Language:** STANAG 6001 English SLP 4434

E.8.2.3 Civilian posts:

Remarks.

ANNEX F BOARDS AND MATRICES

F.1 Asset board

Recovery #	Type	Location (ICAO)	UNIT POC /	Alert	Status	Remarks / Tasked
Current as of:						

- number and type assets list the number and type of assets possessed
- location of the recovery assets
- unit POC 24 hr contact numbers
- alert confirm the alert times from the ATO or phone call
- status of the recovery assets
- remarks / tasked msn # if tasked for a msn, list msn # and / or any pertinent information, squawk etc..

F.2 Incident / mission board

Inc#/DTG	MSN #/DTG	Type incident	Name / Call-	Type aircraft	Unit	# Personnel Persons On Board	LKP /DTG	Threat level	Time of last Contact	Status / Remarks
Current as of:										

- inc # / DTG the number of the incident (from incident log), with the related DTG
- msn # / DTG the number of the mission (from ATO), with the related DTG
- type of incident shot down / lost / mech failure / etc.
- name or call sign of the individual(s) isolated
- unit that the individual(s) belongs in the JOA
- number of personnel / POB total known number of isolated personnel
- Last Known Point (LKP) / DTG last known position of the isolated personnel, with the related DTG
- threat current threat around position of isolated personnel
- time of last contact DTG of last known contact with isolated individual(s)
- status / remarks all notes of importance such as Estimated Time of Departure (ETD) / Estimated Time of Arrival (ETA) / waiting for other details, etc.

F.3 Asset matrix

All available assets may be put into a matrix as shown below for quick reference to determine what asset(s) to use in a particular isolated personnel case, based on the information available regarding the training and equipment level of the isolated personnel in question. If not all cells of the matrix can be filled with recovery assets, the commander should be informed that operations under those conditions pose an elevated risk and should therefore be avoided.

	Level A	Level B	Level C	NO SERE TRG
High risk				
Medium risk				
Low risk				
No risk				

F.4 Launch / execute matrix

The authority to approve launch and / or execute is depicted in a table as below.

Launch / Execute	Own AOR Own Assets	Own AOR Other Assets	Other AOR Own assets
Launch
Execute

F.5 Supporting / supported matrix

The default supporting / supported relationships are depicted in the table below.

Supporting / Supported	Own assets	Other component assets	Third party assets
Own AOR
Other AOR

ANNEX G PR REPORT FORMATS

G.1 PRIR

To be replaced by the US 15-liner format.

G.2 PR mission message

1. Unit / POC.
2. Isolated personnel:
 - a. Call-sign;
 - b. Location.
3. Number of isolated personnel:
 - a. Routing;
 - b. Threat assessment.
4. Ingress route.
5. Isolated personnel location (area description).
6. Egress route:
 - a. PRTF mission package;
 - b. Additional support requirements;
 - c. Launch location;
 - d. Launch weather;
 - e. Estimate Time En-route (ETE) to isolated personnel;
 - f. Ingress weather;
 - g. Air to Air Refuelling (AAR) / Helicopter Aerial Refuelling (HAR) track / FARP location;
 - h. ETA isolated personnel location (DTG);
 - i. Weather at isolated personnel location;
 - j. Estimate time on station;
 - k. Isolated personnel transload / recovery base;
 - l. Re-entry location friendly territory.

RECOVERY UNIT	# / TYPE ASSET	CALL SIGN	MSN #	ETD (departure)

7. Re-entry time (DTG):
 - a. Re-entry altitude (ft acsamsl / acsagl)
8. Re-entry heading (degrees)
 - a. ETA transload / recovery base (DTG)
 - b. Recovery base weather
 - c. Estimated mission complete time (DTG)
 - d. Commander assessment
 - e. ROEs
 - f. Go / no go

G.3 JPRC / PRCC mission brief worksheet

1. This worksheet should be used in the event an immediate launch and recovery can be conducted. The data on the sheet can be used to brief the launch and execute authority versus providing a multi-slide presentation.

2. Date: _____ Incident # _____ Mission # _____

3. INCIDENT INFORMATION:

4. CALLSIGN: _____ FRAG/MSN # _____

5. VHL TYPE: _____ INCIDENT TIME: _____
_____Z

6. OTHER: _____

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7. LOCATION: _____ LAT _____ LONG _____
_____ UTM
8. NUMBER OF ISOLATED PERSONNEL & STATUS: _____

9. RECOVERY PLAN:
10. PROPOSED ROUTE: DISTANCE TO ISOPs: _____ NM
11. ESTIMATED TRAVEL TIME: _____ AT _____ MPH/KNOTS
GROUND SPEED
12. RMKS _____

13. RESCORT _____ RESCAP: _____

14. CALLSIGN: _____ CALLSIGN _____

15. #/TYPE ACFT: _____ #/TYPE ACFT: _____

16. MSN #: _____ MSN #: _____

17. ETD _____ Z FROM _____ ETD _____ Z FROM _____

18. RDVZ POINT/TIME: _____ Z CAP POINT _____

19. DISTANCE FROM PICKUP: _____ NM WINDOW: _____ Z to _____
_____ Z
20. RMKS: _____

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ANNEX H JPRC / PRCC ROUTINE CHECKLISTS

H.1 JPRC / PRCC chief checklist

1. If JPRC / PRCC personnel shortages exist, request augmentation through J-1 and J-3.
2. Transmit JPRC / PRCC activation message
3. Assign staff duties (as required):
 - a. Deputy chief:
 1. Update SPINS as required
 2. Coordinate with “plans” to be part of planning process.
 - ii. Watch supervisor(s);
 - iii. Controllers;
 - iv. Dedicated intelligence support;
 - v. LNO support (coordination process);
 - vi. Communication support;
 - vii. Administrative support;
4. Develop a JPRC / PRCC CONOPS and distribute (update as required):
 - a. Establish who has launch and execute authority for all recovery forces and support assets;
 - b. Develop and coordinate a PR COMPLAN;
 - c. Establish reporting requirements for the PRCCs;
 - d. Request all PRCCs disseminate their SOPs;
 - e. coordinate JOA wide ISOPREP and EPA plan with custodian for that plan.
5. Ensure AIRCOM Ramstein receives copies of all:
 - a. Theatre SPINS (daily, JOA, monthly, quarterly.....);

- b. Theatre ATO;
 - c. COMPLAN;
 - d. CONOPS.
6. Brief the designated commander's staff on all isolated personnel.
 7. Monitor all PR incidents prosecuted by PRCCs.
 8. Receive the watch supervisor recommendations on closed and suspended incidents and missions, and take appropriate action.
 9. Review and release all message traffic in and out of the JPRC / PRCC.
 10. Ensure all debriefings of recovery crews, Prisoners Of War (POWs) and returnees, logs, after action reports, and incident / mission folder forwarded to AIRCOM Ramstein as soon as possible. Do not destroy anything.
 11. Complete after action report for PR missions and operations conducted.
 12. Initiate JOA PR and SERE training and briefing.
 13. Checklist complete.

H.2 JPRC / PRCC shift changeover checklists

H.3 Director changeover checklist

1. Brief the following items to the on-coming shift supervisor/controllers:
 - a. Location of:
 1. JFC or designated execution approval authority / JFC or designated launch approval authority;
 2. JPRC / PRCC director;
 3. JPRC / PRCC deputy director;
 4. recovery assets (number and status).
 - b. The current intelligence situation.
 - c. Incidents/missions in progress.
 - d. Incidents being worked:

- i. Location of incident;
 - ii. Information required to go to mission;
 - iii. Open checklist items.
- e. Missions assigned to recovery forces:
- a. PR mission commander;
 - b. Tasked PR unit;
 - c. ETD or Actual Time of Departure (ATD) of PR forces;
 - d. Outstanding items required to launch PR forces
Incidents/missions closed during shift.
- f. Communications equipment status (as applicable):
- i. Phones;
 - ii. STU-III;
 - iii. Field phones;
 - iv. Radios;
 5. Global Command and Control System (GCCS);
 6. Contingency Theatre Automated Planning System (CTAPS);
 7. Unsecure/secure fax;
 8. COSPAS / SARSAT.
- g. Messages received and sent during the shift:
- i. Mission reports needed to be drafted and sent to higher HQ;
 - ii. Mission reports sent to higher HQ;
 - iii. Messages received during the shift;
 - iv. Message traffic waiting pick-up.

- h. Brief special instructions:
 - i. Message for specific individuals;
 - ii. New read items that change procedures.
- i. Ensure the JPRC is clean and neat.
- j. Ensure supplies are located at each console.
- k. Log “shift changeover briefing complete” on JPRC / PRCC event log.
- l. Checklist complete.

H.4 PR controller checklist

H.4.1 Changeover brief

1. Log on to the JPRC / PRCC event log.
2. Review events log since end of last shift
3. Be prepared to brief the support resources on any pre-planned or expected recovery activity if Personnel Recovery Duty Officer (PRDO) is not available.
4. Inventory Communication Security (COMSEC).
5. Re-key secure communications equipment (as required).
6. Change / destroy COMSEC (as required).

H.4.2 Daily tasks (conducted continuously throughout shift)

1. Conduct communications check radio / phone lines with all customers and Higher HQ.
2. Review current ATO / SPINS:
 - a. Post PR FRAGO (primary and support resources);
 - b. Post call sign / radio freq;

- c. Update asset board.
3. Obtain weather briefing:
 - a. Update weather board;
 - b. Update mission folders.
4. Obtain intelligence briefing / get periodic updates:
 - a. Update mission folders;
 - b. Update situation map;
 - c. Ensure threat information is current and posted.
5. Review JPRC / PRCC wall displays:
 - a. Update assets board;
 - b. Incident mission board;
 - c. Confirm status of support resources:
 - i. Alert status;
 - ii. Number and type;
 - iii. Call-signs;
 - iv. Location.
6. Review open incident(s) / mission folder(s):
 - a. Determine follow-up actions;
 - b. Confirm number and condition of known isolated personnel are current and accurate;
 - c. Confirm Coordinates of isolated personnel LKP in folder, on plotting chart and mission status board are correct PR POCs;
 - d. Check with PRDO for any information on contact with isolated personnel and update incident board / mission folder as appropriate.

7. Update AMC on missions in progress and / or opened, as applicable.
8. Analyse open / future missions to determine if primary recovery forces should be moved to a forward operating location and / or placed in precautionary orbits.
9. Coordinate with PRCC and PR POCs to monitor PR frequencies for isolated personnel transmissions.
10. When there are no further missions in the JOA, place PR units on relaxed alert and inform them when flight activity will resume.
11. Review mission folders:
 - a. Obtain weather forecast for time of mission;
 - b. Obtain intel for ingress / egress routes for recovery site;
 - c. Brief primary and support recovery resources taking mission.
12. Review PR activity (open / closed incidents and missions) and prepare / transmit required reports per JOA SOP.

H.4.3 Early morning activities

1. Update all status boards.
2. Confirm support forces, weather, intel, SERE available for any planned missions.
3. Brief AMC on any morning missions.

H.4.4 Midnight Zulu time:

1. Close / open daily JPRC / PRCC event log.
2. Key radios (as applicable).
3. Destroy classified waste.

H.5 Intelligence checklists

H.5.1 Pre-operations intel checklist

1. National checklists are to be used for pre-mission planning.

H.5.2 Intel daily operations checklist

H.5.2.1 Shift Changeover Briefing

1. Review JPRC / PRCC event log:
 - a. Review JPRC / PRCC intelligence journal;
 - b. Read messages from previous shift;
 - c. Brief current threat and probable hostile courses of action in relation to isolated personnel.
2. Significant political events.
3. Areas of major engagement.
4. Weather:
 - a. Local area situation;
 - b. Threat condition;
 - c. Mission Oriented Protective Posture (MOPP) level / CBRN;
 - d. Indications of impending attack.

H.5.2.2 Daily tasks

1. Review current ATO, changes to SPINS and all missions currently in planning stages:
 - a. Check with JPRC / PRCC director for additional information:
 - i. Discuss potential threats to missions with PR planners.
 - b. Get Joint Intelligence Centre (JIC) or Joint Intelligence Support Element (JISE) daily situation briefing;
 - c. Get weather briefing to cover duration of PR missions;
 - d. Complete tasks unfinished by previous shift (Request For Information (RFI), plotting ORBAT, etc.)

- e. Develop new EEIs and pass as RFIs as necessary;
- f. Review open incident / mission folders:
 - i. Check for accuracy;
 - ii. Compare folders with logs and displays; check for consistency.
- g. Review threats for opened missions, update mission coordinator of changes;
- h. Check incoming message traffic (telephonic, radio, chat, etc.) look for info that may affect recovery forces or personnel;
- i. Brief critical changes of information to JPRC / PRCC personnel;
- j. Maintain situational awareness of available PR and intelligence assets;
- k. Check comms with PR and intelligence units;
- l. Prepare shift changeover briefing.

H.5.2.3 Intel changeover brief checklist

- 1. Current as of _____ time
- 2. Current status of each isolated person
- 3. Missions:
 - a. Completed
 - b. Ongoing
 - c. Planned
- 4. Recent incidents
- 5. Local area threat situation and significant events:
 - a. Threat level
 - b. Alert status

- c. Etc.
6. Significant political events (surrenders, treaties, declarations of war; policy changes, etc.).
7. Brief any changes to:
 - a. Orders of battle
 - b. Tactics
 - c. Readiness posture
 - d. Areas of engagement
8. Other significant military activity.
9. CBRN incidents or indications of impending CBRN incidents.
10. Probable courses of adversary action.
11. Results of debriefings.
12. Significant terrorist activity.
13. Review the following administrative items. Reference intelligence journal as appropriate:
 - a. Messages, both in and out of the JPRC / PRCC;
 - b. Comm problems;
 - c. Unfinished tasks (RFIs, Order of Battle (OB) plots, etc.);
 - d. Upcoming events (briefings, etc.);
 - e. Significant events;
 - f. Status of supplies.

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ANNEX I JPRC / PRCC IINCIDENT CHECKLISTS
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I.1 ELT notification checklist

1. Upon receiving the initial notification of an activated ELT, the following actions are to be taken:

- a. Log time and position in official log book.
- b. Use all available assets to locate and determine authenticity.
- c. Plot ELT position.
- d. Is it a mission aircraft or not? :
 - i. If it is not a mission aircraft and outside of the JOA: Call local Air Traffic Control (ATC).
 - ii. If it is not a mission aircraft but is within the JOA: Apply PR checklist.
 - iii. If it is a mission aircraft within the JOA: Apply PR checklist.
 - iv. If it is a mission aircraft but is outside the JOA: Call local PRCC.
 - v. If it is a mission aircraft but is over international waters: Comply with SPINS and either apply PR checklist or call local PRCC.

I.2 Recovery mission execution checklist

1. This checklist is for use in JPRC / PRCC as a back up in order to make sure it does not miss essential points during execution.

- 2. All times in “zulu” (or the commonly used timezone in the operation).
- 3. Not all items may be applicable in all cases.
- 4. Items are not to be handled strictly sequential.

I.2.1 General

1. Case officer name _____

2. DTG case opening. _____

I.2.2 Report

1. Notify senior ops officer / J-3 officer.
2. Open a mission folder (JPRC / PRCC mission folder).
3. Validate incident:
 - a. Validate alerting originator _____
 - b. Validate alerting message content _____
4. Complete 15-liner brief with details given (populate as available, do not wait for 100% information before moving on).
5. Update chat with known details (use chat to maintain a log. start and maintain a log if chat is not DTG stamped. It is essential that all relevant details are entered as it provides and audit trail).
6. Form multi-disciplinary team as appropriate:
 - a. J-1 representative. Name _____ contact details _____
 - b. J-2 representative. Name _____ contact details _____
 - c. J-4 representative. Name _____ contact details _____
 - d. J-5 representative. Name _____ contact details _____
 - e. J-6 representative. Name _____ contact details _____
 - f. J-9 representative. Name _____ contact details _____
 - g. PAO representative. Name _____ contact details _____
 - h. LEGAD representative. Name _____ contact details _____
 - i. POLAD representative. Name _____ contact details _____
 - j. Info ops representative. Name _____ contact details _____
 - k. LNOs (as required). Name _____ contact details _____
 - l. Other representative. Name _____ contact details _____

- m. Other representative. Name _____ contact details _____
7. Transmit warning order to recovery assets as soon as possible with available information:
- a. Notify all PRCCs and/or JPRC for awareness and parallel planning;
 - b. Notify isolated personnel's unit / DOB;
 - c. Notify the isolated personnel's SNR and Public Affairs Office (PAO).
8. Collect JOA level authentication information (ISOPREP, EPA, Personal Locator Beacon (PLB) code etc.).
9. Prepare to transmit authentication information to relevant forces and acknowledge receipt.

I.2.3 Locate

- 1. Determine location of isolated personnel using all available means.
- 2. Log all location information using date, time and source format.
- 3. Authenticate Isolated Personnel.
- 4. Track use of authentication data.

I.2.4 Support

- 1. Analyse need for support to isolated personnel:
 - a. To survive;
 - b. Suppress enemies;
 - c. During reintegration.
- 2. Analyse need of support to next of kin. (*Be before CNN*).

I.2.5 Recover

- 1. Mission planning:
 - a. Pass isolated personnel location to intel and ask them for threat assessment:

- i. OPFOR defences/response capability _____
- ii. CBRN threat assessment _____
- iii. Terrain analysis _____
- iv. Mine threat _____
- v. Request both a complete weather brief for incident location and a forecast for the entire area of interest, between the recovery asset launch location and the incident location, for the anticipated mission duration _____
- vi. Determine availability and evaluate nearby assets and capabilities as potential OSC / RMC / recovery vehicle and assess potential for opportune recovery.
- vii. Notify PRCCs to assist cross boundary coordination process.
- viii. Prepare 15-liner (contains all information on PR incident checklist) and transmit to all relevant units (e.g. JPRC / PRCCs and recovery assets). Do not delay transmission of the initial report to wait for completed information: transmit best available information immediately. Update the Search And Rescue Incident Report (SARIR) with Search And Rescue Situation Report (SARSIT) as more detailed information becomes available.
- ix. Receipt of 15-liner by action addressees acknowledged.
- x. Task appropriate PRTF assets.
- xi. Provide mission brief to PRTF _____
- xii. Analyse all mission briefs. (Include aircraft unit reps, communications rep and intelligence rep in this analysis, if applicable. Consider diversionary attacks.) Make recommendation to the officer with launch and execute authority.
- xiii. Execute order given.
 - (i) For delayed mission TOT is: _____Z Include in ATO.
 - (ii) Name of execution authority _____

- xiv. Planned ingress / egress routing: _____

- xv. Put airspace measures in place (Temporary Minimum Risk Route (TMRR), Restricted Operating Zone (ROZ) around the isolated personnel, etc.).
- xvi. Notify the isolated personnel's SNR and PAO.

2. Execution:

- a. Monitor applicable communications to follow mission progress. Update all relevant forces with new information as it becomes available.
 - i. PRTF launched: Number / type call-signs _____
 - ii. Recovery vehicles: _/ _____
 - iii. Mission Commander: _____/ _____
 - iv. Other: _____/ _____
 - v. Isolated personnel located. Position _____
 - vi. Isolated personnel recovered _____
 - vii. Condition _____
 - viii. Taking isolated personnel to _____

I.2.6 Reintegration

- a. ETA _____ Z
- b. Coordinate arrival of isolated personnel at final destination / medical facility.
- c. Coordinate isolated personnel debriefing (OPS, intel and SERE).
- d. Isolated personnel arrives at transload location, if applicable.
- e. Isolated personnel delivered to final destination / medical facility.
- f. PRTF recovered at home station:

- i. Recovery vehicles;
 - ii. Mission commander;
 - iii. Other.
- g. Determine Phase 2 Reintegration requirement.

I.2.7 Mission completion

1. Provide updates as required to:
 - a. Change authentication data.
 - b. Change SARDOT.
 - c. Change Search And Rescue Numerical Encryption Grid (SARNEG).
 - d. Other.
2. Notify applicable agencies of mission closure / suspense:
 - a. Contact isolated personnel unit/organisation and provide update;
 - b. Contact all unit operation centres which had aircraft participating in the mission to recap take off / landing times and total sorties and hours flown;
 - c. Complete recovery mission folder. Include all paperwork, including copies of all checklist pages, logs, maps, etc.
 - d. Close out / suspend mission in PRCC event log and update recovery mission number in front of checklist binder. Suspended mission files must be passed to the appropriate authority, to enable the file to be re-opened if circumstances change;
 - e. Recap mission with Chief of Operations (CHOPS);
 - f. Prepare recovery mission summary and any lessons learned for recovery units, support agencies and higher headquarters;
 - g. DTG case closure _____
 - h. Archive PR mission information.

I.3 JOC drill

I.3.1 JOC immediate actionsteps Tasklist

1. PR incident is declared:
 - a. Validation of report;
 - b. Check with originator;
 - c. Check with Tower, LaP, unit, HN;
 - d. Plot available information on MAP and project on screen (Position, time of incident, call sign, # of personnel, nationality) JOC assistant;
 - e. JOC Attention – All available info given to JOC JPRC / PRCC;
 - f. 15-liner initial. JOC assistant;
 - g. Following tasks are completed by the JOC (10min):
 - i. ROZ request (*SO AIR*)
 - ii. Intel gathering incident location (*SO INTEL*)
 - iii. Own available assets incident area (*SO LAND*)
 - iv. Warning order (WNGO) is sent out to Alert assets (*SO PR*)
 - v. Airbase Rangers BPT Extract (*SO PR*)
 - vi. Heli Unit BPT Extract (*SO AIR*)
 - vii. CoreBn BPT Extract (*SO LAND*)
 - viii. Fighter Unit BPT locate, support (*SO AIR*)
 - ix. Air Tp unit BPT locate, support (*SO AIR*)
 - x. Lap unit Last position etc. (*SO INTEL*)
 - xi. Intelligence, Surveillance and Reconnaissance (ISR) BPT locate, support (*SO INTEL*)
 - xii. Medical statues concerns (*SO PECC*).
 - h. Is this an alert mission to be conducted by JOC? Or a Deliberate mission

that needs extended planning – Joint Action Team (JAT) TBD what personnel to be included in the JAT. JOC Director and SO PR;

- i. Alert mission:
 - i. Decide Course of Action (COA)
 - ii. RMC
 - iii. Task and Push all info to RMC
 - iv. BPT to receive Back brief by RMC
- j. JOC Brainstorm (see J3 Checklist)
- k. Alert following personnel – Task according to resp. task lists.
 - i. Chief Of Staff (COS)
 - ii. Commander (COM)
 - iii. Assistant Chief Of Staff (ACOS) J2/ J2 JIC
 - iv. J 1, J5, J9
 - v. Public Affairs Office (PAO)
 - vi. Legal Adviser (LEGAD)
 - vii. Political Adviser (POLAD)
 - viii. SNR
 - ix. JOC Director

I.3.2 Tasks to sections

I.3.2.1 J 1 Tasklist

- 1. Gather personnel Information:
 - a. Physical statues
 - b. Experience
 - c. Level of SERE training

- d. Equipment:
 - i. BPT support JAT
 - ii. Notification and Initiate support to Next of Kin together with PAO
 - iii. BPT to lead planning of reintegration
- e. Provide admin/personnel specialist support and other reintegration team member sourcing as required
- f. Submit report to JOC.

I.3.2.2 J 2 Tasklist

- 1. Identify all available assets and task to assist in locating and recovering isolated personnel:
 - a. Obtain and provide updated threat information in vicinity of ISOPs;
 - b. Update threat information for ISOP and in case of not self-reporting ISOP – support tracking;
 - c. Assist in analyzing the current threat allowing COA for recovery evaluate threat on potential recovery sites;
 - d. BPT support JAT;
 - e. Through JOC provide RMC with updated intelligence situation rep;
 - f. Begin final coordination for Intel support of reintegration Phase 1 (Intel support to debriefing);
 - g. Submit report to JOC.

I.3.2.3 J 3 JOC Tasklist

- 1. See JOC IMMEDIATE ACTION STEPS Tasklist:
 - a. Prepare JAT (Information Gathering in order to give a update brief for JAT or part of Brainstorm to task RMC);
 - b. Staff Officer (SO) Land:
 - i. Track ISOP

- ii. Own nearby assets
- iii. Statuses of other land units (Quick Reaction Force (QRF))
- c. SO Air:
 - i. Available assets?
 - ii. Retask assets?
 - iii. How?
 - iv. Consequences?
- d. SO Intel:
 - i. Intel update
 - ii. What enemies and what capabilities can affect the isolated?
 - iii. When can they reach area?
- e. SO Eng:
 - i. Terrain analysis
- f. SO PR:
 - i. Lead JAT
 - ii. C² of recovery
- g. JOC Ass:
 - i. Keep Plot updated (see above)
 - ii. Continue and complete 15-liner
- h. SO Logistics (LOG):
 - i. What capabilities to support ISOP
 - ii. Recovery of equipment on consultation with owning Nation

- i. Patients Evacuation Coordination Cell (PECC):
 - i. Medical status concerns
 - ii. Where bring ISOP
- j. METerological and OCeanographic (METOC):
 - i. Wind (if parachute) asses landing position
- k. JOC SO assigned to continue info gathering during JAT:
 - i. Sit update
 - ii. Contact with unit
 - iii. Actions taken and or plan?
 - iv. When, How and by Whom was incident reported
 - v. Other units involved?
 - vi. Update METHANE?
 - vii. PR Plan Of Action (PRPOA) or EPA?
 - viii. ISOPREP
 - ix. Update JAT when required
 - x. Push info to RMC
- l. Operator (OPR) conduct JAT IAW JAT checklist, special attention to:
 - i. Enemy action or technical failure?
 - ii. Limitations in use of Air assets?
 - iii. Immediate or planned extraction?
 - iv. Suggest COA and backup
- m. Consider what to do with "lost" equipment, material:
 - i. Guard the wreck

- ii. Sustainment of guarding unit
- iii. Repair? Spare parts? Know how?
- iv. Essential equipment
- v. ROE if essential items stolen?
- vi. Investigation. Military Police (MP)? Technician?
- vii. Assets heavy lift and Transport?
- viii. Authority to destroy?
- n. JAT back brief to JOC Director:
 - i. GO/ NO GO criteria? IAW PR SOP
 - ii. Guidelines?
- o. Through JOC provide the RMC with order to conduct the mission and push all available info. BACK brief by RMC.
- p. Submit report to JOC.

I.3.2.4 J 4 Tasklist

1. Identify and request support for PR operation, (Logistic requirements, Strategic Air and Reintegration support);
 - a. BPT support JAT;
 - b. Notify mortuary affairs and request forensic capability to support PR operation;
 - c. Coordinate support for ISOP, prepositioned PR forces or other PR support assets;
 - d. Identify transport requirements for personnel and equipment into and throughout theatre to include aeromedical evacuation support (PECC task);
 - e. Support reintegration concerning, transport, billeting etc. ;

- f. Assist in coordinating transportation and return of equipment.;
- g. Submit report to JOC.

I.3.2.5 J 5 Tasklist

1. Ensure that PR is an integrated part of all planning.
2. BPT support JAT.
3. Coordinate support with Host Nation if applicable.
4. In conjunction with JOC, identify, coordinate and plan for the initial reintegration point.
5. Coordinate diplomatic clearance for flights supporting redeployment missions.
6. Submit report to JOC.

I.3.2.6 J 6 Tasklist

1. Ensure PR communication are operational.
2. BPT support JAT.
3. Coordinate with JOC to determine if additional radio frequencies are required.
4. BPT to provide reintegration Team communications link (cell phones, pagers, computer, etc.)
5. Monitor statuses of PR communications channels to ensure C² is not degraded or interrupted.
6. Submit report to JOC.

I.3.2.7 J 9 Tasklist

1. Identify all available (Non) Governmental Organisation ((N)GO) and prepare to ask for assisting in locating and recovering isolated personnel.
2. BPT support JAT.
3. Identify Host nation authority's and prepare to ask for assisting in locating and recovering isolated personnel.

4. Submit after action rand lessons learned to JOC.
5. Monitor statues of PR communications channels to ensure C² is not degraded or interrupted.
6. Submit report to JOC.

I.3.2.8 PAO Tasklist

1. Coordinate release of information.
2. BPT support JAT.
3. Coordinate information flow to isolated family members.
4. Start develop what information must be protected/projected (we have a system, we take care of our personnel).
5. Submit report to JOC.

I.3.2.9 LEGAD Tasklist

1. Determine legal statues of Isolated Personnel and forward recommendation to JOC.
2. Determine applicable ROE for recovery mission and forward to JOC.
3. Update/ confirm legal statues and ROE.
4. BPT support JAT.
5. BPT support reintegration.
6. Submit report to JOC.

I.3.2.10 CHAPLAIN Tasklist

1. Gather initial known data on the ISOP and make recommendations on spiritual support that may be later required/requested by ISOP or family:
 - a. BPT support JAT;
 - b. BPT to support reintegration;
 - c. Submit report to JOC.

I.3.2.11 FMO Tasklist

1. BPT support JAT.
2. Notify mortuary affairs and request forensic capability to support PR operation.
3. Validate /confirm capabilities of appropriate in-country hospitals and determine required medical capability for the returned isolated personnel.
4. BPT provide recommendations if medical supplies must be airdropped to isolated personnel.
5. Support reintegration chief as required.
6. Submit report to JOC.

I.4 Intel PR incident checklist

1. Upon notification of isolated personnel, plot location on the primary situation display chart with the DTG and source of the report.
 - a. Immediately notify JPRC / PRCC leadership by most secure means with:
 - i. Time of incident #;
 - ii. Location;
 - iii. Call Sign;
 - iv. Primary PR frequency.
 - b. Coordinate incident report i.a.w. PR SOP
 - c. Assess threat situation in vicinity of isolated personnel and brief:
 - i. Director / deputy watch supervisor;
 - ii. PR mission coordinator;
 - iii. AMC;
 - iv. Other personnel as necessary.
 - d. PR POC must provide the following information about isolated

personnel:

- i. EEs
 - 1. Type of vehicle (ground, air, maritime)
 - 2. Recovery Activation Signal (RAS)
 - 3. EPAs
 - 4. Route of movement
 - 5. Altitude (for aircraft)
 - 6. DAR.

- e. Draft RFIs and issue to following personnel:
 - i. Director / deputy watch supervisor;
 - ii. PR mission coordinator;
 - iii. PRTF units;
 - iv. Additional recovery units;
 - v. Plot changes on chart.

- f. Assist controllers in determining:
 - i. Ingress / egress routes;
 - ii. Spider point routing;
 - iii. Airspace around isolated personnel:
 - 1. No fire
 - 2. ROZ

- g. Identification (ID) intelligence assets available to support recovery;
- h. Recommend actions to degrade / eliminate threat;
- i. Provide support to intelligence section of PRTF units (as required).

I.5 Incident flow chart

Director's incident		
Unit identifier / call-sign / tel #		
Validate alerting originator	Y	N
Validate alerting message content	METHANE	How: 15-Liner

**NATO UNCLASSIFIED
RELEASABLE TO PfP and EUMS**

**ANNEX I TO
APRP-3.3.7.7 - Vol. I**

# of ISOPs										
ID PR event sent to JPRC / PRCC	Y	Time:								
Collect authentication information	ISOPREP			EPA			Route plan			
JPRC Battle drill	Y	N		Number:						
LOCATE										
Last known position of ISOP	# and DTG									
Authentication of ISOPs	Y	N		How:						
SUPPORT										
OSC	Y	N		C/S						
Bingo OSC	Bingo time			Reporting time						
Replacement OSC	Bingo time			Time on station						
Weapons	Y	N		Type:						
(A)MC	Y	N		C/S						
ROZ	Y	N								
ISR / Space	Y	N								
RECOVER										
Recover unit WARNO	Time:									
Mission brief	Time:									
RMC	C/S									
15-liner pick-up brief	Y	Time:								
ISOPREP / EPA	Y	Time:								
Weather	Colour state			Forecast			Update time			
Intel Ingress	Y	Time:								
Intel PUZ	Y	Time:								
Intel Egress	Y	Time:								
MISSION TASKING										
Launch order	Y	Time:								
Execute order	Y	Time:								
REINTEGRATION										
Where to bring the ISOPs (Role 1-3)										
Intel debrief										
SERE debrief										

INFORMATION TO PUSH	15-liner		EPA		ISOPREP		Go/No Go		INTEL	
	Chat	Mail	Chat	Mail	Chat	Mail	Chat	Mail	Chat	Mail
PRTF / QRF	Chat	Mail	Chat	Mail	Chat	Mail	Chat	Mail	Chat	Mail
JPRC	Chat	Mail	Chat	Mail	Chat	Mail	Chat	Mail	Chat	Mail
Other PRCCs	Chat	Mail	Chat	Mail	Chat	Mail	Chat	Mail	Chat	Mail
Battle space owner (ISOP area)	Chat	Mail	Chat	Mail	Chat	Mail	Chat	Mail	Chat	Mail
Name										
Contact #										

Notify ISOP unit /
 DOB / SNR Who /
 When / Where

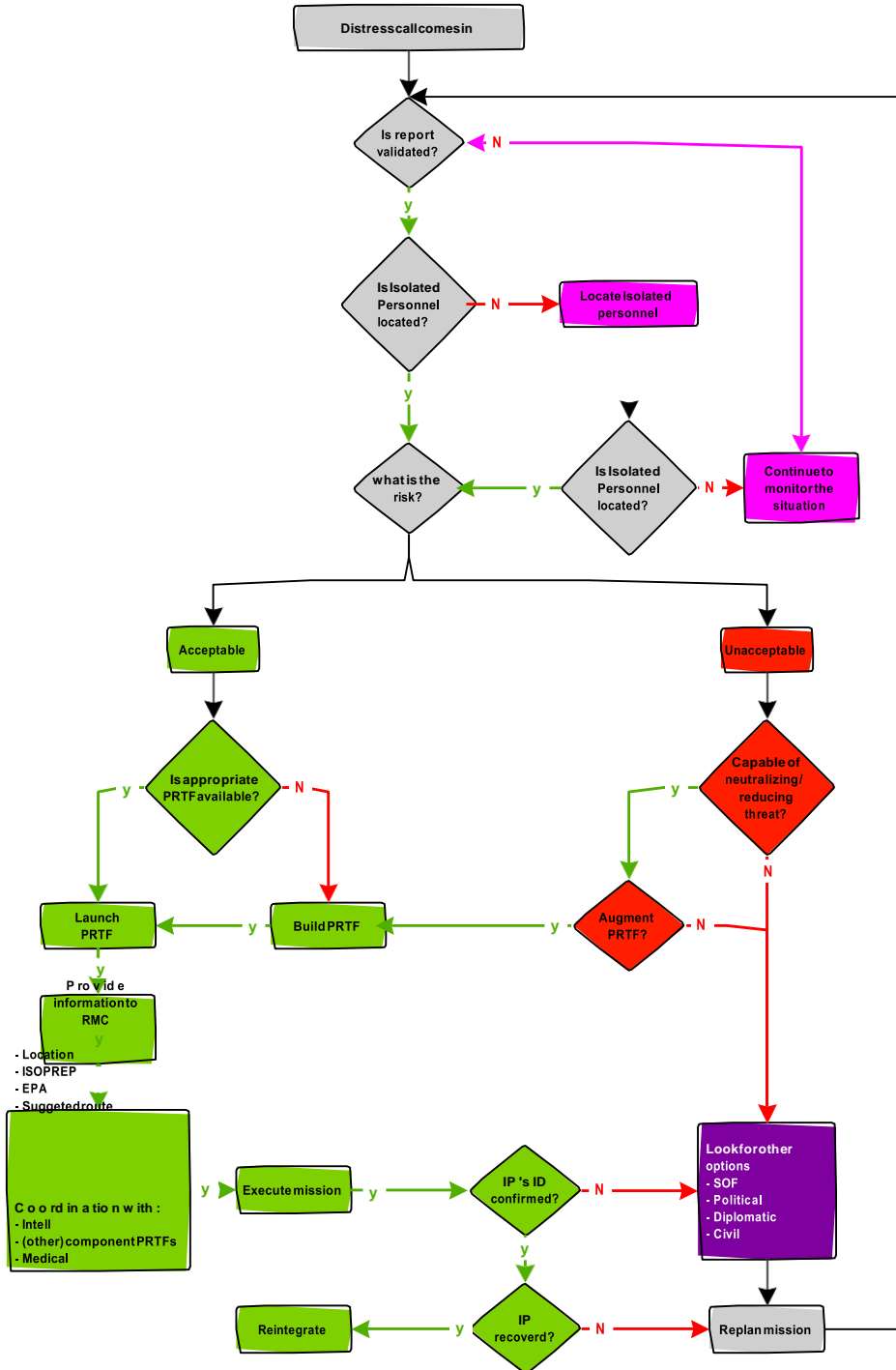


Figure F.1: Isolating event response flowchart

ANNEX J INITIAL PLANNING GUIDE FOR THE OPLAN PR ANNEX
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J.1 General guidance

J.1.1 Introduction

1. PR has to be considered from the start of the operational planning process. It is paramount to have PR expertise in the initial planning phase of an operation to set the proper PR requirements for the JOA according to the JFC direction and guidance. The JFC's PR SO must be a member of the Joint Operations Planning Group (JOPG) and engage with other joint staff to include PR considerations, setup and manning of the PR C² elements in the development of the JFC concept of operations. Concurrently, and in coordination with the joint level, component PR SO will conduct parallel planning as part of the Air Operations Planning Group (AOPG) / Land Operations Planning Group (LOPG) / Maritime Operations Planning Group (MOPG). At the JFC level, the PR SO will thus produce the PR Annex of the OPLAN and could be designated the JPRC director or the PR SME according to the C² structure adopted. A template for the PR Annex is given in Annex H).

2. The PR Annex of the OPLAN will state the requirements and guidance for PR and should include:

- a. Situation as relevant to PR (e.g. adversary forces, environment, threat, etc.);
- b. JFC's PR mission;
- c. PR operational design;
- d. Execution tasks (e.g. dedicated/designed PR forces, specific ROE, etc.);
- e. Service support (e.g. management of ISOPREPs, EPAs, evasion aids, etc.);
- f. Command and signal (e.g. general PR organisation, launch/execute authority, etc.).

3. PR requirements are developed by mission analysis of the five PR critical execution tasks (report, locate, support, recover and reintegrate), and contain a clear, concise time, space and means breakdown of operational requirements. Additionally, component and/or national PR requirements must detail unilateral capability and potential joint requirements.

4. The JPRC director or SME, as applicable, will coordinate the JFC's PR related staff work with:
 - a. SO from Special Advisory Group (SAG): LEGAD, Special Operations Force Adviser (SOFAD), Strategic Communications (STRATCOM), PAO, POLAD;
 - b. SO from Divisions: J2, J9, J5, Joint Medical (JMED), J3 SERE SME, J3 Force Protection (FP), JOC;
 - c. CCs, Task Force (TF) LNOs;
 - d. Other entities via Video Tele Conference (VTC): CCs, Task Forces, Comprehensive Crisis and Operations Management Centre (CCOMC).
 - e. During the execution phase and if a JFC's PR SME is not available or staffed, the JPRC will monitor, support, coordinate and deconflict all operational level PR activities in the JOA through JCO contribution, commander's decision briefings or through issuing or contributions to FRAGOs.

5. PR SME / staff / JPRC preparation:
 - a. Review higher authority guidance, orders and SOPs;
 - b. Review or identify theatre entry requirements and ensure personnel are aware of the requirements;
 - i. Training
 - ii. Documentation (ISOPREP / EPA)
 - c. Identify a way to manage ISOPREP information with controlled access;
 - i. Identify organisation of JPRC / PRCC / Unconventional Assisted Recovery Coordination Cell (UARCC) (at JFC or component level);
 1. Identify/task personnel requirements;
 2. Designate director of the JPRC;
 3. Identify / make available equipment and facilities;
 4. Ensure knowledge of PR resources/assets available;
 5. Specify Command relationships.
 - ii. Ensure commands have PR trained personnel to man the JPRC

/PRCC;

- iii. Prepare/obtain a JPRC/PRCC SOP;
- iv. Produce a list of POCs with contact information from other interested equities;
- v. Coalition;
- vi. Inter-agency;
- vii. Host nation.
- viii. Have copies of applicable PR doctrine, Allied Tactical Publications (ATPs) and PR Directive, etc. on hand.

J.1.2 JFC PR SME / PR staff / JPRC supporting the JOPG

1. Ensure that PR is an integral part of OPP, referring the Comprehensive Operations Planning Directive (COPD).
2. Determine PR Commander's intent and military end state and mission success criteria.
3. Analyse and refer to all documentation from political / strategic / operational / tactical level.
4. Analyse the operational environment for the PR forces. This is essential to determining the requirements / basing requirements / limitations for PR forces. Areas to be considered include:
 - a. The local and geopolitical situation;
 - b. The physical environment, including terrain and weather and their likely impacts on both isolated personnel and recovery forces;
 - c. Likely target locations and threats at those targets;
 - d. ROEs;
 - e. The likely threat to recovery forces;
 - f. Battle space geometry including likely bed-down locations, distance and spatial relationships to probable recovery areas, overflight constraints in neighbouring countries, International waters, Forward Operating

Locations and potential FARPs.

5. Analyse adversary capabilities as they relate to ISOP and PR force execution – Political, Military, Economic, Social, Infrastructure and Information (PMESII):
 - a. Political – Political environment in JOA, region, global, NATO Impact of ISOP and PR forces;
 - b. Military – Intent to actively seek hostages. Symmetric, asymmetric or combination. Para-military;
 - c. Economic – Formal and informal. Likelihood to accept payment for support to ISOP;
 - d. Social – Population’s support or dissent of government. View of the war. Culture aspects that may favour or disfavour ISOP. Hierarchy within culture (who calls the shots);
 - e. Information – How do citizens and government communicate locally and regionally?;
 - f. Infrastructure – Lines of communication. Freedom of travel. Communications networks (phone, cell, and intranet).
6. Define PR force generation requirements.
7. Identify JPRC Operational Planning Team (OPT) members from J-staff, interagency, host nation, alliance and coalition partners.
8. Coordinate with the J-staff during all planning steps, particularly with relevant offices as: POLAD, LEGAD, STRATCOM, PAO, etc.;
9. Determine who has control of recovery effort (military commander, Civil or Diplomatic leaders), liaise, coordinate and support, if required.
10. Develop a list of medical facilities, including their capabilities, specialisations and capabilities to trans-load onto MEDEVAC assets, that are available in the JOA.
11. Provide PR related input to J3 / J5 staff for estimate process purpose.
12. Develop PR Annex.
13. Establish an appropriate PR organisation within the JOA.
14. Coordinate and establish C² architecture for JPR with component PRCCs, PR Officers, POCs within any Task Forces, organisations and agencies.

15. Develop and coordinate a PR COMPLAN.
16. Conduct a PR mission analysis, risk estimate, identify assumptions, limitations.
17. Establish critical force requirements, allocate or earmark forces for PR, identify shortfalls in PR capabilities, if necessary, request additional PR assets from national forces not assigned.
18. Develop viable COAs for PR that support the commander's concept of operation and challenge with Adversary COA:
 - a. Plan for adequate of PR assets early enough to support shaping operations;
 - b. Consider all available PR options and categories;
 - c. Identify available PR assets and provided capabilities;
 - d. Analyse required friendly capabilities;
 - e. Analyse available PR capabilities;
 - f. Identify assets interoperability, limitations, logistical and combat support required;
 - g. Identify replacement units and/or shortfalls and forward to higher;
 - h. Identify when PR assets are required in the JOA;
 - i. War-game and analyse PR COA as it support PR and the JFC's COAs;
 - j. Revise staff estimates;
 - k. Refine COAs;
 - l. Compare COAs and recommend which COA best supports PR and JFC's concept of operation;
 - m. Obtain approval for selected COA;
 - n. Modify COA as directed;
 - o. Determine the potential number of (concurrent) isolation incidents.

19. Determine the PR SOM.
20. Ensure at PRCC level the establishment and dissemination of all relevant documentation: ISOPREPs and EPAs or equivalent. These formats should be used for all operations to enhance interoperability; however, the minimum information includes: personal data, route information, short-term evasion plan, long-term evasion plan, equipment carried.
21. Establish a communications plan with the media during isolating events.
22. Rehearse and exercise the PR architecture.
23. Evasion and recovery planning:
 - a. Review applicable Joint Publications, directives and SOPs;
 - b. Determine if evasion aids are needed;
 - c. Blood chits, pointee-talkies, Evasion Charts (EVCs), fireflies, RAS, GTAS, etc.
 - d. Develop DARs, as required;
 - e. Review evader debrief and repatriation procedures as applicable;
 - f. Develop evasion procedures (day/night);
 - g. Determine additional equipment requirements for the joint force.
24. Forward completed concept to staff for review.

J.1.3 ISOP planning guidance

1. The following provide a checklist to develop ISOP planning guidance, SERE specialist must be associated when defining such guidance:
 - a. ISOP report plan:
 - i. Define isolating event for JOA;
 - ii. Procedures for reporting ISOP/events to include who is notified (higher, lower, adjacent, coalition, inter-agency, host nation, reintegration centre, parent service);
 - iii. Required reports and procedures for when, how and where to

- submit the reports;
- iv. Report made within designated time-line.
- b. ISOP location plan:
- i. Address primary and alternate procedures for locating ISOP;
 - ii. Plan to request assistance in locating ISOP from adjacent units, alliance members, coalition partners, inter-agency, multi-national and host nation.
- c. ISOP support plan:
- i. Primary and alternate plans to communicate with ISOP beyond locating;
 - ii. Plan to provide information to the ISOP on Adversary actions, environmental considerations, friendly recovery actions, etc.;
 - iii. Plan to drop supplies and/or needed equipment;
 - iv. Plan to provide protective fires or deception;
 - v. Plan to keep family support personnel informed, as applicable.
- d. ISOP recovery plan:
- i. Procedures to appoint a PR mission commander (e.g. RMC);
 - ii. Guidance on composition of a recovery force;
 - iii. Requirements to launch a recovery force;
 - iv. Authority to launch a recovery force;
 - v. Authority to grant execution;
 - vi. Time requirement for the recovery force to launch / ground movement.
- e. ISOP reintegration plan:
- i. Identify command, staff, unit tasks and responsibility for each phase of reintegration;

- ii. Guidance on NATO involvement / transition of ISOPs to National reintegration teams;
- iii. Guidance on establishing Phase I reintegration facility (if applicable);
- iv. Guidance on establishing a Phase II reintegration site or interactions with site established by higher headquarters (if applicable);
- v. Transportation plans for movement of returnee(s) to the initial reintegration sites to include escorts (if applicable);
- vi. Composition and personnel identified of reintegration teams;
- vii. Points of contact for reintegration sites, reintegration team chief, etc.;
- viii. Address requirements for debriefing, security requirements, records and document handling;
- ix. Staff sections with equities included in planning (personnel, medical, PAO, legal, logistics, etc.);
- x. Describe the critical elements of the task to include supported / supporting command and / or national relationships for each of the three phases (as applicable);
- xi. Support to personnel providing family support (national level).

ANNEX K PR ANNEX TEMPLATE

ANNEX V TO
OPLAN [NUMBER]
DATED [(D)D] [MMM] [YY]

PERSONNEL RECOVERY

REFERENCES: A. *List each reference document used or required for this annex. Use a new line for each reference, preceded by a subsequent letter. Do not use preceding letter if only one reference is listed. Provide sufficient information (including date) to enable the reader to trace the subject document.*

1. **Situation.** *Include any PR-specific information not covered elsewhere in the OPLAN, using appropriate sub-paragraphs as for an OPLAN format. The following sub-paragraphs are for guidance only, and may be deleted or modified, while others may be added. There are no fixed titles and there is no fixed order of appearance. Sub-paragraphs can be further divided into sub-paragraphs, as required. If no PR-specific information is available, refer to main body of OPLAN.*

a. **Natural Environment.** *Provide information on the natural environment that will impact PR operations, if not covered elsewhere in the OPLAN.*

b. **Opposing Forces.** *Provide information on opposing forces not covered elsewhere in the OPLAN that will specifically impact PR operations, or refer to Annex D (Intelligence).*

(1) *List the regular forces, irregular forces and any advanced persistent threats that will have an effect on PR missions, or who are expected to have an active role or intent on capturing coalition forces.*

(2) *Describe the adversary's most likely and most dangerous course of action to isolate, capture, and exploit coalition forces.*

c. **Friendly Forces and Co-operating Actors.** *Provide information (including strength and location) on friendly forces and co-operating actors, that is not covered in paragraph 3 of this annex, or elsewhere in the OPLAN, and that is specifically relevant to potentially support the commander's PR operations, such as information on dedicated PR forces under national command only, and SAR assets from non-hostile neighbouring countries not directly involved in the operation.*

d. **Neutral Actors that Influence the PR Mission.** *Provide information relevant to PR, on neutral actors, that is not covered elsewhere in the OPLAN.*

- (1) According to international Search and Rescue agreements, any vessel/aircraft must provide support to distressed personnel. The JPRC/PRCC will obtain and maintain the contact information for each Civilian Rescue Coordination Centre (CRCC) within the TOO in order to coordinate the search and rescue of distressed NATO personnel.
 - (2) *[specific IO]*: In case of a major diplomatic crisis between *[OPFOR]* and NATO, the *[specific IO]* has the requisite membership to potentially act as a neutral forum for defusing and de-escalating tensions. However, as it is consensus based it will only be as effective as its membership allows and can be easily deadlocked. The *[specific IO]* could potentially constitute a diplomatic option to any PR military operation.
 - (3) Other International and Non-Governmental Organizations (I/NGOs): NGOs are expected to continue to fulfil their mandates and provide aid to beneficiaries affected by conflict. Although I/NGOs are neutral and may not support any opposing actors' military effort, they may provide support to distressed isolated personnel (ISOP). Coordination with those entities will be conducted on a case by case basis.
 - (4) *[Country X]*: *[Country X]* is likely to remain neutral, but the prolonged internal instability and the possibility of further escalation with *[OPFOR]* creates uncertainty about its position in a crisis and support to a Personnel Recovery mission within its borders.
- e. ...

f. Planning Assumptions and Limitations. *List planning assumptions and limitations relevant to PR, if not covered elsewhere in the OPLAN.*

- (1) *NATO country civilian rescue coordination centre or equivalent will fully cooperate with the JPRC/PRCCs for PR events within their area of responsibility.*
- (2) *NATO countries security forces and population included in the JOA will support NATO operation and provide assistance to any personnel isolated throughout the JOA.*
- (3) *[Green countries] are likely to show flexibility and political support towards NATO, which could result in limited support such as commercial, logistics, air traffic control, overflight permission and assistance with medical situations.*
- (4) *[Blue countries] will be able to conduct PR operations in a low threat environment. They will furthermore contribute to the planning of PR operations by providing their expertise and knowledge.*

- (5) *[Blue HN] SAR forces are willing and will be able to conduct SAR in a no threat environment.*
- (6) *[OPFOR] will follow [or not] Geneva Convention.*
- (7) *[OPFOR] will seek to capture any reachable ISOP using conventional or hybrid courses of action.*
- (8) *Personnel deployed in support of [operation name] will be prepared to survive and will have the following:*
 - (a) *SERE level [A,B or C] training, [in this particular area].*
 - (b) *Completed an Isolated Personnel Report (ISOPREP).*
 - (c) *SERE training and equipment commensurate with their Personnel Identified at Risk of Isolation or Exploitation (PIERIE) status.*

g. **Legal Aspects.** *Provide information on legal aspects not covered elsewhere in the OPLAN and/or refer to Annex AA (Legal), as appropriate. Describe the legal status of isolated personnel, including evaders, escapees, prisoners of war, detainees, and hostages, as applicable. Provide guidance on applicable legal references, and on legal rights and duties of different categories of isolated personnel. Describe the legal status of PR missions in different areas inside and bordering the JOA, specifying those that require diplomatic clearance prior to entering them, as applicable.*

2. **Mission.** *State the mission of the issuing command level with regard to PR, in a single phrase, containing who (e.g. the name of the force), what (e.g. “conduct PR of ...”), where (e.g. “throughout the JOA”), when (e.g. “if and when required”), and why (e.g. “in order to ensure isolated personnel’s safe return under friendly control”).*

3. Execution.

a. **Commander’s Intent.** *Concisely describe the commander’s overall purpose and desired end state of PR operations. The commander’s intent may also include an assessment of where and how much risk is acceptable. It is not a summary of the concept of operations, and should be enduring throughout the campaign or operation, by focusing on the desired end state rather than on sequential events. It provides an overall framework within which subordinate commanders may operate, and pertains even when a plan no longer applies, or when circumstances require subordinates to make decisions departing from the original plan, enabling mission command and allowing subordinates to exercise initiative. The commander’s intent focuses on the end state. Typically, the commander’s intent statement is three to five sentences long.*

b. **Concept of Operations.** *Describe how the commander visualises the execution of PR operations from start to completion. The concept of operations states, normally in planned phases of accomplishment, how the commander plans to accomplish the mission, identifying the major forces involved, the general nature, sequence, and purpose of operations to be conducted, including general plans for the employment of supporting assets when applicable. The concept of operations focuses on the method used for the operation. The concept of operations may be a single paragraph or be divided into several subparagraphs.*

c. **Forces and Resources.** *This is an optional sub-paragraph. List organic PR resources and their location, as required, including, if and as applicable:*

- (1) Designated PR Forces. *(e.g. all manoeuvre units)*
- (2) Dedicated PR Forces. *(if any)*
 - (a) ...
 - (b) ...
- (3) PR Co-ordination Elements. *(e.g. JPRC, PRCC, PR POCs)*
 - (a) ...
 - (b) ...

(Note: only cover friendly forces/resources organic or attached to the command issuing the OPLAN. Information concerning the mission of supporting friendly forces not attached or organic to the command, should be included in paragraph 1).

d. **Tasks to Subordinate Commanders.**

- (1) *List specific tasks, in this and all subsequent sub-paragraphs. Tasks may include (but are not limited to) those tasks common to all, tasks to those units responsible for executing PR, to include AOR and force posture requirements and tasks to the component(s) responsible for establishing/operating the JPRC/PRCC. Use a separate sub-paragraph for each immediately subordinate unit. Place tasks that affect two or more units in 'Co-ordinating Instructions'. Only those tasks vital to the completion of his mission should be given to a subordinate; others can be included in 'Co-ordinating Instructions'. Note: only tasks for subordinate units should be listed. Do not list tasks for staff branches or for the JPRC/PRCC. These should be covered in internal staff documents such as SOP or SOI.*
- (2) ...

e. **Co-ordinating Instructions.** *This is the final sub-paragraph of paragraph 4, and contains instructions applicable to two or more elements of the task organisation. It can be further divided into sub-paragraphs, as required. The following sub-paragraphs are for guidance only, and may be deleted or modified, while others may be added. There are no fixed titles and there is no fixed order of appearance. For instructions that are too lengthy to be included, appendixes to Annex V may be used.*

(1) *Tasks to ... List tasks that affect more than one unit. Use a separate sub-paragraph for each grouping of units that have the same task(s), and within each sub-paragraph, use a new line for each task.*

(2) *PR Planning Guidance. Include guidance related to PR planning, such as planning assumptions, subordinates' PR planning responsibilities, identification and reporting of organic capability shortfalls, co-ordination considerations, entitled personnel, minimum requirements to launch, additional requirements to execute, no-go criteria, and expectation management. If not already covered in the 'Commander's Intent' sub-paragraph, provide guidance on acceptable risk levels and risk mitigation considerations before ordering or authorizing a PR mission, balancing the likely outcome of PR missions against risking additional isolation events, interference with higher-priority missions, or diversion of critical assets from ongoing operations, as appropriate.*

(3) *Geographic Responsibilities for PR. Describe if not already clear from the mission statement, intent, and scheme of operations, the areas throughout which commanders are responsible for PR. Include PR coordination with host nation and coalition partners, as well as relevant governmental agencies, non-governmental organisations (NGO) and inter-governmental organisations (IGO).*

(4) *PR Coverage Gaps. Describe, if applicable, which parts of operational areas cannot be covered by recovery forces.*

(5) *Timelines. Specify timelines for deployment and redeployment of PR assets, in relation to the overall force deployment.*

(6) *PR Procedures. List PR procedures not included in SOP for subordinate units and not (to be) included in special instructions to the air tasking order, including, as appropriate (NOTE: Some of this information may be better placed in an appendix to this annex):*

(a) *Isolated personnel immediate actions. Include instructions for immediate actions when isolated in a hostile, friendly, and/or neutral environment, as applicable.*

- (b) Area- and season-specific survival instructions.
- (c) Evasion routes and destinations. *Specify types, locations, and servicing time windows of evasion destinations, including contact points and recovery points, and instructions for actions at those locations, including actions if access is denied.*
- (d) Evasion tactics, techniques, and procedures. *Include instructions for discreet evasion (including camouflage, movement, and the use of shelters), and for overt evasion (including dress, modes of travel, route selection, and dealing with local restrictions such as curfews).*
- (e) Isolated personnel procedures for contact with the local population. *Include conditions, contact procedures, use of evasion aids, and behaviour.*
- (f) Notification methods and procedures. *Include instructions for the reporting of isolation events in the proper formats (e.g., SARIR/SARSIT), the monitoring of emergency frequencies, and for the acknowledgement, recording and relay of distress transmissions. (Note: do not provide details of communications procedures here; these are to be detailed in paragraph 5.)*
- (g) Location methods and procedures. *Include instructions for the development, publication and dissemination of names, locations, validity, and use of search and rescue points (SARDOTs). Avoid including the actual SARDOTs, if they are subject to frequent change throughout the operation.*
- (h) Authentication. *Include methods and general procedures for authentication. (Note: Do not provide the actual PR codes here, or instructions for their use; these are to be detailed or referred to in paragraph 5.)*
- (i) Support. *Include types of support available to perform the 'support' task, and conditions and procedures for their provision, including instructions for aerial delivery of resupply packages, the airdrop of support personnel, fire support, communications with isolated personnel, and support to families of isolated personnel.*
- (j) Isolated personnel procedures for recovery by friendly forces. *Include general isolated personnel actions during recovery, helicopter recovery procedures (including helicopter landing site selection criteria, hoist recovery procedures, and isolated personnel actions), ground force contact procedures, and recovered isolated procedures*

when in custody of friendly forces. (Note: do not provide details of communications procedures here; these are to be detailed in paragraph 5.)

(k) Recovery forces procedures for recovery of isolated personnel. *Include PR task force procedures, such as actions of mission coordinator, on-scene commander, recue mission commander, and ground operations team actions, as appropriate. (Note: do not provide details of communications procedures here; these are to be detailed in paragraph 5.)*

(l) Re-integration instructions. *Include identification of reception locations, medical and psychological assistance, combat survival and intelligence debriefing, decompression, and repatriation guidelines, reintegration support arrangements between nations, and instructions for the reintegration of returned isolated personnel not belonging to the combined joint force.*

- 1 The SERE PM coordinates SERE reintegration debriefings and location with the JPRC/PRCCs for reintegration of eligible ISOPs.
- 2 As part of reintegration, perishable essential intelligence and SERE information is collected, while at the same time tending to the physical and psychological welfare of recovered ISOP. The welfare portion of the reintegration process may be a long-term endeavour with no specific end date and is a national responsibility. Ultimately, reintegration reflects the commanders' commitment to return isolated personnel to duty or their unit in the most expeditious manner possible considering human life / welfare. Reintegration by other nations or organizations will require national consent.
- 3 Medical examination and a psychological assessment. The isolated personnel must be prepared to provide tactical intelligence and SERE information immediately upon return to a secure area (medical condition dependent). Additionally, isolated personnel's radio and other equipment used in the recovery phase should be segregated for testing and subsequent analysis. The immediate lessons learned from an ISOP recovery may aid in future missions. Each nation should consider the appropriate reintegration package for their personnel and next of kin.
- 4 Phase 2. The ISOP decompression process starts here. The Phase 2 transition location is usually a regional hospital where the returnee will go through thorough medical exams and treatment

with formal debriefings entirely adapted to their particular circumstances.

- 5 Phase 3. Medical care and debriefings will continue, as necessary. Upon completion of medical cares and debriefings the returnee will return to duty. Phase 3 should last as long as required to support the ISOP.

(m) Precedence of PR procedures, if detailed in different publications.

(n) Instructions if capture imminent. *Include instructions for the disposition of weapons, codes and electronic communication/navigation devices (by type and by priority, as appropriate).*

(o) Conduct after capture procedures. *Include instructions for captivity as a prisoner of war, peacetime government detainee, and/or hostage, as applicable.*

(p) Escape instructions. *Include conditions, methods, techniques & procedures for escaping captivity from anticipated types of captivity.*

(7) Isolated Personnel Report (ISOPREP) Completion. *Provide guidelines for the completion of ISOPREPs. Specify which categories of personnel are required to complete ISOPREPs and within which timelines in relation to their arrival in theatre.*

(8) Evasion Plan of Action (EPA) Preparation and Submission Instructions. *Provide guidelines for the completion and compilation of individual or team EPAs, including conditions requiring an EPA and guidelines for the inclusion of transported passengers' evasion plans on aircrew EPAs, if applicable. State requirement, periodicity and addressee(s) for regular periodic submission of EPAs (by type of forces), if required and provide procedures (including timelines) for submission of EPAs upon request from PR nodes.*

(9) PR Assets Notice to Move Time.

(10) Commander's Critical Information Requirements.

(a) Priority Intelligence Requirements. *List those intelligence requirements concerning the adversary and the environment that the commander considers critical to assist him in reaching a decision and making his plan.*

1/ ...

2/ ...

3/ ...

(b) Friendly Forces Information Requirements. *List requirements for information the commander needs to know about his own forces and supporting capabilities, which might affect the commander's ability to accomplish the mission.*

1/ ...

2/ ...

3/ ...

(11) Essential Elements of Friendly Information. *List friendly information the commander does not want to reveal to the enemy, i.e. key questions likely to be asked by adversaries about specific friendly intentions, capabilities, and activities, so they can obtain answers critical to their operational effectiveness.*

(a) ...

(b) ...

(c) ...

(12) Intelligence Support to PR. *Provide the concept for intelligence support to PR. This should reflect the guidelines for intelligence support to PR, including processes and products, that are included in Annex D (Intelligence) to the OPLAN, and may include, as appropriate:*

(a) *Instructions for the establishment of connectivity and procedures between intelligence staffs and PR C2 nodes.*

(b) *Instructions for the preparation of support products for PR.*

(c) *Recommendations for the establishment of communications procedures.*

(d) *Instructions for the monitoring of friendly distress frequencies, and of adversary communications.*

(e) *Instructions for the transmission of information related to a potential or confirmed PR incident.*

- (f) *Instructions for intelligence collection in response to a potential or confirmed PR incident.*
- (g) *Instructions for time-sensitive intelligence support for PR, including for the dissemination of unanalysed combat information.*
- (h) *Instructions for the tasking of ISR assets in support of PR.*
- (i) *Instructions for intelligence debriefings of recovery force members and recovered personnel.*
- (j) *Requests for information procedures.*

(13) Information Operations in Support of PR Operations. *Describe how information operations will support PR operations. Specify the contribution of each capability, activity or process, as required, including psychological operations, operations security, deception, electronic warfare, civil-military co-operation, key leader engagement, and others, as required. Refer to Annex O (Information Operations) and Annex L (Psychological Operations) to the OPLAN, as required.*

(14) Public Affairs Guidance. *Provide guidance for public affairs, such as instructions for the control of media releases related to isolation events, isolated personnel, and PR operations, key themes and messages in case isolation events become publicly known, information to be provided to isolated personnel's next-of-kin for dealing with the media, and co-ordination requirements with operational commands during isolation events and PR operations. Refer to Annex X (Public Affairs) to the OPLAN, as required.*

(15) Education and Training. *Describe requirements for pre-deployment education and training, and in-theatre training requirements and opportunities. Include requirements for PR staff personnel, for dedicated and/or (potentially) designated recovery forces, and the requirements for basic, intermediate, or advanced combat survival training for different categories of individuals (as potentially isolated personnel); include criteria for categorization of personnel in relation to their anticipated risk of isolation and/or exploitation, as required.*

(16) PR Points of Contact. *Describe the requirements for establishing PR points-of-contact within each unit, and their responsibilities for pre-mission PR planning, preparation and training.*

(17) Restrictions for Carrying PR Information. *State restrictions for carrying PR instructions outside secured locations; list exceptions for PR info loaded into electronic devices for PR use, as required.*

- (18) Routine Situation Reporting Instructions. *Describe the requirements and procedures for PR related routine situation reporting (e.g. initial statement and updates of unit command/formation/unit recovery capabilities, requirements for unit survival radio managers to send initial and updated situation reports to the JPRC/PRCC, etc.). (Note: do not include report formats here; these are to be detailed or referred to in paragraph 5.)*
4. **Service Support.** *Describe administrative and logistic arrangements applicable to PR operations and which are not (to be) included in SOP for subordinate units and not (to be) included in special instructions to the air tasking order. The following sub-paragraphs are for guidance only, and may be deleted or modified, while others may be added. There are no fixed titles and there is no fixed order of appearance. Sub-paragraphs can be further divided into sub-paragraphs, as required. For instructions that are too lengthy to be included, appendixes to Annex V may be used.*
- a. **Dress.** *Provide instructions for the wearing of uniforms, including those applicable after an isolation event occurs. Include minimum to be worn/carried for environmental protection. Provide uniform sanitization requirements and exceptions (e.g. expectations for compliance with uniform regulations for distinguished visitor parties travel), as appropriate.*
- b. **Individual Survival Equipment.** *Describe requirements for individual survival equipment, including basic equipment for all personnel, and additional equipment to be carried by designated personnel, such as personal locator beacons (specifying number of spare batteries to be carried by type), evasion aids, and other equipment for extended survival/evasion, as appropriate. Specify specific requirements for fire-making, water collection/disinfection, shelter-making, navigation, signalling, survival medicine, and food-gathering. Include instructions for the in-theatre issue of individual survival equipment, if appropriate. Provide guidelines for carrying non-culturally offensive photographs, if appropriate.*
- c. **Collective PR equipment.** *Describe requirements for collective equipment for designated units, such as personnel locator systems, program loaders, and ancillaries.*
- d. **Equipment interoperability requirements.** *Describe minimal standards for critical equipment interoperability, such as types of aerial refuelling connectors required.*
- e. **Resupply.** *Provide guidance for the resupply of isolated personnel (e.g. the preparation and pre-positioning of aerial delivery bundles containing survival equipment and supplies) and for the resupply of recovery forces (e.g. the use of forward arming and refuelling points), as appropriate.*

- f. **Medical Support.** *Describe medical support for PR operations, including locations and general capabilities of medical treatment facilities, or refer to Annex QQ (Medical) to the OPLAN.*
- g. **Potential Isolated Personnel Planning Documents.** *Provide instructions for formats, completion, storage, forwarding, review and destruction of potential isolated personnel PR planning documents, including ISOPREPs and EPAs. Specify requirements for hard copy and electronic documents, as required.*
- h. **Management of Evasion Aids.** *Provide instructions for the acquisition and management of evasion aids.*
- i. **Information of Next-of-Kin.** *Provide guidance on responsibilities and timings for informing isolated personnel's next-of-kin.*
- j. **Accounting.** *Provide instructions for the implementation of procedures to determine the status of (potentially) isolated personnel within the force, and for the passage of that information through command, PR and J1 staff channels.*
- k. **Coordinate Reference.** *Provide guidance on the coordinate reference (combination of a datum and a coordinate system) to be used for PR operations, if not detailed elsewhere in the OPLAN.*
5. **Command and Signal.** *Describe command and signal instructions applicable to PR operations and which are not (to be) included in SOP for subordinate units and not (to be) included in separate instructions such as special instructions to the air tasking order. Avoid including instructions that are subject to frequent change. The following sub-paragraphs are for guidance only, and may be deleted or modified, while others may be added. There are no fixed titles and there is no fixed order of appearance. Sub-paragraphs can be further divided into sub-paragraphs, as required. For instructions that are too lengthy to be included, appendixes to Annex V may be used.*
- a. **Command and Control.** *Describe the location of PR co-ordination elements, command relationships over recovery forces, and launch and execute authority over recovery forces, including details on delegation and succession of command. Describe command relationships between recovered isolated personnel and assisting units/agencies. Add a C2 diagram for visual clarification, if appropriate.*
- b. **Liaison.** *Describe liaisons to be maintained with internal and external (both military and non-military) actors, and the conditions under which designated units and PR co-ordination elements are granted direct liaison authority for planning PR missions.*
- c. **Signal Instructions.**

- (1) Communications architecture. *Provide instructions for communications between PR C2 nodes, recovery forces, and isolated personnel. Specify primary, alternate, contingency and emergency communications methods. Add diagrams showing PR communications architecture, for visual clarification, including electronic communications between PR C2 nodes, communications between isolated personnel, PRTF and PR C2 nodes and communications between PR C2 nodes and external actors, as appropriate.*
- (2) PR Codes. *Provide instructions for the development, publication, dissemination, and use of the following codes: theatre code words (including PR word, number, or letter of the day/week/month/quarter, as appropriate), countersigns (challenge & reply/password), near and far recognition signals, duress codes, synthetic aperture radar targets and local authentication codes, as applicable. Include instructions for the validity of codes for multiple-day missions, and actions on compromise of PR codes. Specify if specific codes are to be used by selected isolated personnel only. Refer to the air tasking order special instructions for aircrew-specific additional authentication codes, if applicable. Avoid including the actual codes, if they are subject to frequent change throughout the operation.*
- (3) Use of ISOPREP Data. *Provide instructions for the use of ISOPREP data, including type and amount of information to be passed to recovery forces and techniques to ensure optimal use of authentication information during multiple recovery attempts.*
- (4) Use of International Distress Signals. *Provide guidance on the use of international distress signals, including conditions for their use, if applicable.*
- (5) Survival Radio Programming Data. *Provide survival radio programming data, including frequencies, pre-set databurst messages, software appliqué version, identification codes, almanac updates, points to be loaded, and/or instructions for their development, publication, and dissemination. Refer to the air tasking order special instructions for aircrew-specific additional instructions, if applicable.*
- (6) Survival Radio Registration Procedures. *Provide instructions for the registration of survival radio emergency beacons.*
- (7) Survival Radio Interrogators Programming Instructions. *Provide programming instructions for survival radio interrogators; specify by type of device, if required.*

- (8) Blue Force Tracker Registration Procedures. *Provide instructions for the registration of blue force tracker devices.*
- (9) Cellular Telephone Registration and Pre-loading. *Provide instructions for the registration of cellular telephones, including international mobile equipment identity (IMEI) numbers and mobile station international subscriber directory (MSISDN) numbers registration. Specify requirement to complete and attach consent to monitor cell phone agreement form to ISOPREP, if applicable.*
- (10) Isolated Personnel Communications Procedures. *Provide PR electronic and non-electronic communications procedures and schedules for communications with isolated personnel, including no-radio procedures, and/or instructions for their development, publication, and dissemination. Differentiate by type of device (e.g. SATCOM radio, non-SATCOM radio, survival radio, satellite phone, cellular telephone, etc.), as required. Include maximum duration of voice transmissions, if required. Refer to the air tasking order special instructions for aircrew-specific additional procedures, if applicable.*
- (11) Communications Satellite Coverage. *Provide details on satellite coverage for PR communications, including satellite coverage time windows, relayed frequencies, minimum sending time for activation, notification delay, and restrictions on their use, and/or instructions for their development, publication, and dissemination.*
- (12) Search and Rescue Numeric Encryption Grids. *Provide instructions for the development, publication, and dissemination of SARNEG information. Avoid including the actual SARNEGs, if they are subject to frequent change throughout the operation.*
- (13) Internet Relay Chat Instructions. *Provide instructions for the use of internet relay chat for PR, including windows and nicknames, as appropriate.*
- (14) Procedures for Passing Info between PR Staff and Recovery Forces. *Provide communications procedures for passing info between PR staff and recovery forces.*
- (15) Use of Social Media by Potential Isolated Personnel. *Provide guidelines for the use of social media by potential isolated personnel and their relatives and friends, including recommended measures to prevent/limit exploitation if captured.*
- (16) Checklists. *Provide instructions for the use of mandatory checklists for PR communications, including execution checklists.*

- d. **Reports.** *Provide instructions for PR message formats and classification.*
- e. **Contact Information.** *Provide contact information of PR C2 nodes, other key PR staff and POCs for the development of air tasking order special instructions, as appropriate. Refer to the operation's PR specific portal or web page(s), if applicable.*

APPENDICES: *(only to be mentioned if applicable)*

- 1. [Title of Appendix 1]
- 2. [Title of Appendix 2] *(This is how to format an appendix title that is more than one line long)*

ANNEX L PR SOP TEMPLATE

1. **NOTE.** This template is written as the PR SOP to the JFC's OPLAN's PR Annex. For component and sector commanders' OPLANs, references to JFC, etc. may have to be adapted to the respective commander issuing the PR Annex.
2. **NOTE.** There is no set North Atlantic Treaty Organisation (NATO) format for SOPs. This template is to be considered as a best practice example that makes finding information easier.
3. **NOTE.** All definitions should follow agreed definitions. Should the operation need to use non-standard definitions, they should be mentioned in footnotes when they are first mentioned.
4. **NOTE.** The PR SOP should provide procedural information based on the PR Annex for use by all personnel participating in the operation within the JOA.
5. **NOTE.** Internal JPRC processes will be described in the JPRC SOI.
6. **NOTE.** Volatile information like codewords and frequencies shall be put into the SPINS.
7. **NOTE.** These notes are only for the purpose of this template. They may be removed when developing the actual PR Annex.

L.1 General

L.1.1 Introduction

1. Reaffirmation of PR as a general combat task and an all-encompassing approach to fulfil an important operational goal.

L.1.2 Purpose

1. Address the target audience and the relation to the OPLAN, ANNEXES and reference documents.

L.1.3 SOP Authority

1. The PR SOP should be edited by the JPRC / PRCC and be signed by the Chief of the OPS directorate, to simplify the amendment process.

L.1.4 Reference Publications

L.1.5 PR characteristics

1. The sub-chapters below contain doctrinal reaffirmation.

L.1.5.1 PR methods

1. With respect to national regulations describe the different methods of PR and the consequences of their use in the operation.

L.1.5.2 Definitions

1. Provide fundamental definitions if deemed necessary and list apparently ambiguous or uncommon terms and acronyms that need clarification.

L.1.5.3 Relation to other mission types

1. Describe procedures and consequences when resources are shared mission types, e.g. dual purpose PR MEDEVAC / CASEVAC helos, JPRC support to Hostage Rescue or Non-Combatant Rescue Operations.

L.2 Theatre PR System

1. PR CONOPS and its consequences for procedures outlined in this SOP.

L.2.1 Not covered areas

1. Describe here areas outside organic PR-coverage, possible remedies and related timelines.

L.3 C2

L.3.1 PR C2 description

1. Include the C²-sketch from the PR Annex here and refine if necessary. In the subparagraphs delineate roles, responsibilities and connections:

- a. JPRC
- b. **Component PRCCs**
- c. **Troop contributing nations All units**

L.3.2 Supporting / Supported relationships

L.3.3 Launch / Execute Matrix

L.3.4 Reports and Formats

1. List and briefly describe the circumstances of their use

- a. 15-liner
- b. PR mission message

L.3.5 Specific tasks /duties

1. List responsibilities, duties and tasks in preparation and planning or refer to an outside document (e.g. Staff Handbook). Do not discuss duties in execution here
 - a. JPRC PRCC
 - b. Staff duties and responsibilities J1 ...
 - c. J9 ...
 - d. Senior National Representatives
 - e. Host Nation Representative.

(Note :One may choose to list all or a selection of the task for the respective nodes. This section may be moved to an appendix to the SOP for readability purposes (in particular if the list becomes long).

L.3.6 Communications

1. Provide instructions for communications between PR C² nodes, recovery forces, and isolated personnel. Specify primary, alternate, contingency and emergency communications methods. Add diagrams showing PR communications architecture, for visual clarification, including electronic communications between PR C² nodes, and communications between isolated personnel, PRTF and PR C² nodes, as appropriate
 - a. Provide PR electronic and non-electronic communications procedures and schedules, including no-radio procedures, and / or instructions for their development, publication, and dissemination. Refer to the SPINS for aircrew specific additional authentication codes, if applicable
 - i. General
 - ii. SECRET-LAN
 - iii. UNCLASS LAN
 - iv. WISE-page / PR homepage
 - v. JCHAT / mIRC
 - vi. Secure / non-secure telephone

- vii. E-mail
- viii. Radio communication
- ix. SATCOM
 - 1. Provide details on satellite coverage for PR communications, including satellite coverage time windows, relayed frequencies, minimum sending time for activation, notification delay, and restrictions on their use, and / or instructions for their development, publication, and dissemination.
- x. National Systems COMMS-check
- xi. Recovery asset comms with ISOP
- xii. PR frequencies, PLS and survival radios
 - 2. Provide survival radio programming data, including frequencies, pre-set data burst messages, software version, identification codes, almanac updates, points to be loaded, and / or instructions for their development, publication, and dissemination. Refer to the ATO SPINS for aircrew-specific additional authentication codes, if applicable. Provide instructions for the registration of survival radio emergency beacons, if applicable.
- xiii. PR codes
 - 3. Provide the following codes and / or instructions for their development, publication, dissemination, and use: theatre code words (including PR word, number, or letter of the day / week / month / quarter, as appropriate), countersigns (challenge & reply / password), near and far recognition signals, duress codes, and local authentication codes, as applicable. Include instructions for the validity of codes for multiple-day missions, and actions on compromise of PR codes. Refer to the air tasking order special instructions for aircrew-specific additional authentication codes, if applicable
- xiv. Spider Points
- xv. Use of PR authentication data Quickdraw
- xvi. Global interrogation Individual interrogation
- xvii. Other interrogation capable platforms 406-MHz-system

xviii. PR contact list

L.3.7 Communication conventions

1. Mission numbering convention.

L.3.8 ISOPREPs and EPAs

1. Provide instructions for the use of ISOPREP Data

L.3.8.1 ISOPREP and EPA forms ISOPREP and EPA management

1. List procedures for the transmission, labeling, storage and retrieval of ISOPREP and EPA data

L.3.8.2 Policy for completion and filing ISOPREPs and EPAs

1. Requirements which personnel must file ISOPREPs / EPAs. Address substitute procedures for non-CSAR personnel

L.3.9 Blood-Chit

1. Address national blood-chit programs and the respective POCs

L.3.10 SPINS

L.3.10.1 Data published in SPINS

1. List volatile, classified data to be published in SPINS. Address substitute procedures to disseminate relevant data where applicable

L.3.10.2 Amendment rhythm

1. List regular and event-based amendment procedures and policy for reserve spare data.

L.4 ORBAT

L.4.1 Dedicated and designated assets

L.4.2 List of assets

L.4.3 QRF

L.4.4 Medical facilities for reintegration

L.4.5 Other capable assets

L.5 Intelligence support to PR

1. Provide the concept for intelligence support to PR. This should reflect the guidelines for intelligence support to PR, including processes and products, that are included in Annex D (Intelligence) to the OPLAN, and may include, as appropriate

L.5.1 Instructions for the establishment of connectivity and procedures between intelligence staffs and PR C2 nodes

L.5.2 Instructions for the preparation of support products for PR, formats, timelines

L.5.3 Recommendations for the establishment of communications procedures.

L.5.4 Instructions for the monitoring of friendly distress frequencies, and of adversary communications.

L.5.5 Instructions for the transmission of information related to a potential or confirmed PR incident.

L.5.6 Instructions for intelligence collection in response to a potential or confirmed PR incident, formats and timelines

L.5.7 Instructions for time-sensitive intelligence support for PR, including for the dissemination of unanalysed combat information.

L.5.8 Instructions for the tasking of JISR assets in support of PR

L.5.9 Instructions for intelligence debriefings of recovery force members and returnee(s).

L.5.10 Requests for information procedures.

L.6 Risk management

L.6.1 Threat factors

1. Opposing forces. Discuss Weaponry, confirmed counter-PR tactics and operations, Electronic Warfare (EW), intent, exploitation of ISOP.

2. Environment. Address climate, altitude, landscape, urban areas, water, PMESII and consequences for survivors and PRTF.

3. Own forces. (gaps, shortfalls, readiness).

4. Mitigation tools. Assess weaponry, tactics, procedures, equipment.

5. Risk assessment. Weighing of threat factors and requirements for mitigation tools.
6. Risk matrix. In order to identify level of risk for individuals, the following matrix can be used as a guide.
7. In order to identify level of risk for Helo borne Recovery missions, following matrix can be used as a guide. If the risk is too high you might consider other options.
8. Go / No Go criteria Mission abort criteria Red card issues. Ensure the red card holders rights to intervene, national caveats and the underlying processes.

L.7 PR staff

L.7.1 PR Personnel

1. List training prerequisites for PR personnel in various functions and discuss the recruiting process.

L.7.2 Pre-deployment

1. List training opportunities for PR personnel replacements prior to their deployment.

L.7.3 Theatre Inbrief

1. Address the contents and the different audiences for theatre PR Inbriefs.

L.7.4 Daily operations

1. A detailed description of internal JPRC / PRCC processes should be contained in JPRC / PRCC SOI. List daily, weekly and monthly tasks and duties.

L.8 PR critical tasks (PR Staff Procedures)

1. This paragraph contains instruction for the execution of a PR mission and the related planning considerations.

L.8.1 PR planning guidance

1. Include guidance related to PR planning, such as planning assumptions, subordinates' PR planning responsibilities, identification and reporting of organic capability shortfalls, co-ordination considerations, entitled personnel (e.g. Personnel and Property with Designated Special Status (PDSS)), minimum requirements to launch, additional requirements to execute, no-go criteria, and expectation management.

L.8.2 Isolating event

1. Definition of a isolating event and the criteria and authority to declare.

L.8.3 Report

1. Notification methods and procedures. Include instructions for the reporting of isolation events, the monitoring of emergency frequencies, and for the acknowledgement, recording and relay of distress transmissions. (Note do not provide details of communications procedures here; these are to be detailed in paragraph 3.6).

L.8.4 Locate

1. Location methods and procedures. Include instructions for the development, publication and dissemination of names, locations, validity, and use of search and rescue points (SARDOTs). Include methods and general procedures for authentication. (Note Do not provide the actual PR codes here, or instructions for their use; these are to be detailed or referred to in paragraph SPINS).

L.8.5 Support

1. Include types of support available to perform the 'support' task, and conditions and procedures for their provision, including instructions for aerial delivery of resupply packages, the airdrop of support personnel, fire support, communications with isolated personnel, and support to families of isolated personnel

L.8.6 Recover

1. Describe all actions during the execution of a PR mission, to include JPRC, JOC / AOC, Include PR task force procedures, such as actions of mission coordinator, on-scene commander, rescue mission commander, and ground operations team actions, as appropriate. (Note do not provide details of communications procedures here; these are to be detailed in paragraph 3.6) Develop on overall execution checklist and excerpts for each player involved (e.g. air-centric).
2. PR Duty officer checklist PR Controller checklist.
3. SEAD SO checklist.
4. ...
5. Airborne mission coordinator checklist On-scene Commander checklist.
6. Rescue Mission Commander checklist
7. (**Note:** These checklists should be listed as an appendix to the SOP or SOI and handed out to the players by the JPRC / PRCC).

L.8.7 Reintegrate

1. Include identification of reception locations, medical and psychological assistance, combat survival and intelligence debriefing, decompression, and repatriation guidelines, reintegration support arrangements between nations, and instructions for the reintegration of returned isolated personnel not belonging to the combined jointforce.

L.9 Air / Land / Maritime procedures (Procedures for ISOP and Recovery Forces)

1. List PR procedures for isolated personnel and Recovery Forces not included in SOPs for subordinate units and not (to be) included in special instructions (SPINS), as appropriate in separate chapters for Air, Land and Maritime forces Initial actions.

2. Distress call. Provide guidance on the use of international distress signals, including conditions for their use, if applicable.

3. Emergency Aircraft ejection / Ditching.

L.9.1 Aircrew procedures (or QRF procedures)

1. PR event

2. OSC procedures

3. Radio authentication

4. OSC / RMC

5. Fire support

L.9.2 Downed aircrew procedures

1. Include instructions for immediate actions when isolated in a hostile, friendly, and / or neutral environment, as applicable. Area and season-specific survival instructions:

a. Immediate actions Report.

b. Signaling. Notification methods and procedures. Include instructions for the reporting of isolation events, and distress transmissions.

c. Evasion. Evasion routes and destinations. Specify types, locations, and servicing time windows of evasion destinations, including contact points and recovery points, and instructions for actions at those locations, including actions if access is denied. Isolated personnel procedures for contact with the local population Include conditions, contact procedures, use of evasion aids, and behavior.

**NATO UNCLASSIFIED
RELEASABLE TO PfP and EUMS**

**ANNEX L TO
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- d. Recovery phase. Isolated personnel procedures for recovery by friendly forces. Include general isolated personnel actions during recovery, helicopter recovery procedures (including helicopter landing site selection criteria, hoist recovery procedures, and isolated personnel actions), ground force contact procedures, and recovered isolated procedures when in custody of friendly forces.

L.10 Appendices

ANNEX M PR SPINS TEMPLATE

1. **NOTE.** Normal text is considered to be applicable in all PR SPINS.
2. **NOTE.** Italicised text is text that may or may not be applicable in the operations / exercise at hand, dependant on the situation. The text itself is either intended to be an example of what should be put in that particular position or needs to be developed based on the actual situation.
3. **NOTE.** The JPRC is responsible for the distribution of the applicable parts of the PR SPINS to the other components (not "Air") through the appropriate C2 systems they have in use.
4. **NOTE.** These notes are only for the purpose of this template. They may be removed when developing the actual PR SPINS.

M.1 General information

- a. These PR SPINS are to be considered an addition to the PR SOP and PR codes message for the operation.
- b. The Air Component Commander (ACC) PRCC is primary responsible for conducting a rescue operations and overall management with respect to these PR SPINS. Isolated personnel are to act according procedures as laid out in the ATP-3.7.1, Volume III and the current PR SOP.
- c. The following SPINS are effective for operation from _____ to _____
—

M.2 Rules of engagement

5. In addition / deviation to the PR SOP, the following ROE are applicable:

M.3 Risk assessment

Insert the additional / different risks to aircrew, if any, in relation to the risk assessment mentioned in the PR SOP. Particular guidance should be given with respect to evasion and contacting local population.

M.4 Recovery mission execution

M.4.1 Special procedures

Anything that is not mentioned in the PR SOP and the PR codes message should be mentioned here.

M.4.2 Communication

Any additional brevity words, codewords and PR codes that are not mentioned in the PR codes message are to be inserted here.

M.4.3 PR codes general

- a. This PR codes message are to be considered an addition to the PR SOP for the operation.
- b. The ACC PRCC is primary responsible for conducting a rescue operations and overall management with respect to these PR codes message. Isolated personnel are to act according procedures as laid out in Volume III and the current PR SOP.
- c. The following PR codes message is effective for operation from _____ to _____.

M.4.4 Rules of engagement

6. In addition / deviation to the PR SOP, the following ROE are applicable:
 - a. ...

M.4.5 Risk assessment

7. Insert the actual risk level in theatre / the applicable AOR

M.5 Communication

M.5.1 PR codes

- a. **PR word:** *<give PR word>* valid from _____ to _____
—
- b. **PR colour:** *<give PR colour>* valid from _____ to _____
—
- c. **PR number:** *<give PR number>* valid from _____ to _____
- d. **PR letter:** *<give PR letter>* valid from _____ to _____
—
- e. **SARDOT:** *<give SARDOT>* valid from _____ to _____
—
- f. **SARNEG:** *<give SARNEG>* valid from _____ to _____
—

- g. **Bullseye:** <give bullseye> valid from _____ to _____
—
- h. **RAMROD:** <give RAMROD> valid from _____ to _____
—

M.5.2 Instructions for using PR codes

PR Word. *The use of daily or frequently changed codes can provide immediate authentication of isolated personnel. The word of the day / week / month must not contain the same letter twice, and must be used one letter at the time. For example, if the word of the day is “PRINGLES”, a quick authentication can be conducted between the recovery forces and the ISOP: “The 8th letter of the word of the day is Sierra what is the 3rd letter?”, the response should be “India”. This authenticates the recovery forces to the ISOP and at the same time provides authentication to the recovery forces.*

PR Letter. *The letter of the day is usually used in the first transmission sent by data burst message by the ISOP, or as the far / near recognition signal.*

PR Number. *The number of the day normally comprises two numerical digits which can be used one at the time or requesting a simple calculation; number is 56 “what is the sum of the first number of the day plus the second?” “Answer is 11”.*

PR Colour. *The colour of the day may or may not be defined in the SPINS, but provides the same authentication capabilities as the word of the day.*

Duress Word / Signal. *The duress word / signal, when used, indicates the evader is captured and forced to transmit. It could be a word or a pre-defined near / far recognition signal. If the duress word is “LION” and the duress GTAS is a “T”, the ISOP could use the duress word “LION” during radio transmission to the recovery forces or the duress visual signal – letter T displayed as GTAS.*

SARDOT. *A SARDOT is a pre-designated reference point used by ISOPs to provide their relative position to recovery forces in a covert manner. The evader provides the bearing and the distance from his position TO the SARDOT. Example, if the evader (VIPER21) is 26Nm west of the SARDOT (PAPYRUS); they will pass “VIPER21 is 090 for 26Nm TO Papyrus.”*

SARNEG. *The SARNEG is used exclusively by the recovery forces or the ISOP to encrypt numerical data such as position, time, heading, etc. The SARNEG consists of coding the 10 digits between 0 and 9 with ten distinct letters, to be easily memorise, it often is a common word without repeating letters. For example, encoding the following Military Grid Reference System (MGRS) grid 30T JN 25894785 with ERICLAPTON:*

8.

E	R	I	C	L	A	P	T	O	N
0	1	2	3	4	5	6	7	8	9

The encoding would be 30T JN IAONLTOA.

Local Authentication Codes. *Some remotely deployed tactical units may not be able to access or safely store and disseminate the PR information contained into the SPINS. They may have to create their own authentication and evade and escape procedures. This information will have to be locally documented and forwarded to the appropriate PRCC. Should an isolating event occur, this information, combined with the ISOPREP, will be readily available to the recovery planners and forces at the PRCC and JPRC.*

9. **NOTE.** It is imperative that the PR codes current at the time of the incident are “frozen” for all PR efforts associated with that incident (authentication data, code words, SARDOT, SARNEG, etc.).

M.5.3 Execute checklist

10. For use in unsecure radio nets, or as brevity codes on secure nets the following brevity codes may be used as appropriate.

11.

Nr.	Call	Code	M/O
	RMC Launch		
	RESCORT Launch		
	EF Launch		
	EF / RESCORT at IP		
	PRTF rendez-vous & ready		
	Cleared to execute mission		
	Hostile contact		
	Smoke		
	Mirror		
	Red flashlight		
	PRTF aircraft down		
	Strobe / IR strobe		
	IR chemlights		
	ISOP not located		
	RMC in comms with ISOP		
	ISOP under duress or hostage		
	Cleared to ISOP PUZ		
	EF inserted		
	EF at ISOP location		
	ISOP injured		
	ISOP uninjured		
	Request more CAS		
	ISOP X recovered		

	ALL ISOPs recovered		
	EF RESCORT egress		
	EF Feet dry		
	EF Feet wet		
	Mission delay		
	Mission abort		
	Mainenance abort		
	Abort due to threat		
	WX abort		
	Border X-ing approved		
	West		
	North		
	East		
	South		
	Change route		
	Return to last spider point		
	Etc.		

12. **NOTE.** In the last column one may mark whether a call will be mandatory (M) or optional (O)

M.5.4 Survivor radio

13. Ensure the correct PLS ID code is loaded in the PRC-112 series radio.

M.5.5 Non-comms plan

14. Specific procedures are to be given here.

ANNEX N COMMUNICATIONS

N.1 COMPLAN

1. JFC or a designated CC will publish a COMPLAN capable of supporting PR operations. The COMPLAN should cover:

- a. PRTF frequencies including as a minimum:
 - i. Isolated personnel to / from EF.
 - ii. EF to / from C² platform.
 - iii. C² platform to / from JPRC / PRCC.
 - iv. EF to / from JPRC / PRCC (ground communications).
 - v. PRTF to JPRC / PRCC (if PRTF is ground forces unit)
- b. JPRC / PRCC communication requirements.
- c. Emergency / distress / PLB (which should comply with NATO Standardization Agreement (STANAG) 7007).
- d. Satellite Communications (SATCOM) nets, if available.
- e. Codewords / Authentication. This section should include SAR word / letter / number / colour of the day (or other designated period), SARNEG code and duress word.
- f. Call-signs.
- g. Messages (as per APP-11).
- h. Emission Control (EMCON) plan.
- i. Anti-jam nets.
- j. Radio relay.
- k. Identification Friend or Foe (IFF) (to include procedures for non-IFF aircraft).

N.1.1 Checklist for getting the necessary information from the operators/assets.

1. See Annex D in Volume I.

N.1.2 Checklist for checking the COMPLAN in annex

1. T.b.d.

N.1.3 Detail the required liaisons plus the comms equipment

1. Liaison and associated equipment must ensure contact with JPRC, PRCC, PR POC as well as (N)GOs, civil and diplomatic authorities. Contact with these actors must be provided as a minimum through unsecure means. Secure means need to be available as appropriate.

N.1.4 Detail required C2 equipment

1. C² equipment is laid out in figure A.1. The computer equipment must be connected to the C² system used in the operation. As a minimum it must be capable of sending and receiving:
 - a. ACO, ATO, etc.
 - b. ISOPREP and EPA information
 - c. e-mail / chat messages throughout the C² system.
2. The computers must also be capable of running the PR mission related software in use in the operation (e.g. ICC, Falconview, etc.).

N.2 Standard communication formats

1. Standard communication formats should be adopted to ensure accurate transmission of vital information. Suggested formats from AAP-11 should be used, with the following being the minimum required for PR operations:
 - a. 15-liner (see Annex 1).
 - b. Other formats may be developed by JFC J6 staff as required.

N.3 SATCOM operations

1. SATCOM is the primary secure means for monitoring rescue missions in real time. The radio is programmed to monitor the following SATCOM Channel:
 - a. Primary Channel:
 - i. TARN Channel xxx

- ii. Uplink UHF
- iii. Downlink UHF
- b. PR NET:
 - i. Uplink UHF
 - ii. Downlink UHF
- c. Secondary Channels:
 - i. AC-1:
 - (a) Channel yyy
 - (b) Uplink UHF
 - (c) Downlink UHF
 - b. AC-10B:
 - (a) Channel zzz
 - (b) Uplink UHF
 - (c) Downlink UHF

N.4 Contact information table

1. In case of preparing or executing a PR mission a wide range of contacts might be necessary. The table in paragraph 4 is an initial set up and must be expanded with contacts in the JOA as the circumstances depict. It is advised to complete the table as shown in paragraph 4 as soon as possible after arrival in the JOA and add contacts were necessary.

Organisation	Contact person	Contact number	E-mail	Remarks
MILITARY				
Launch Authority				
Execute Authority				
Legal advisor 1				
Legal advisor x				
Interpreter 1				
Interpreter x				
Reachback HQ 1				
Reachback HQ x				
JPRC				
PRCC LCC				
PRCC xCC				
PRCC region 1				

PRCC region x				
PR POC unit 1				
PR POC unit x				
Liaison off unit 1				
Liaison off unit x				
Assets unit 1				
Assets unit x				
SNR Nation 1				
SNR Nation x				
Military police				
Etc.				
CIVIL				
Local RCC 1				
Local RCC x				
Local police region 1				
Local police region x				
Local hospital region 1				
Local hospital region x				
Local emergency (e.g. for ambulance)				
Etc.				
AUTHORITIES				
Embassy 1				
Embassy x				
NGO 1				
NGO x				
Civ government 1				
Civ government x				
Etc.				

ANNEX O INFORMATION REQUIREMENTS

1. Reliable isolated personnel location (with date / time of last contact).
2. Number and physical status of isolated personnel.
3. Suspected cause of incident.
4. Contact with isolated person.
5. Reception of emergency beacon.
6. Threat (to include):
 - a. Air / ground / sea superiority.
 - b. OPFOR order of battle.
 - c. OPFOR equipment and serviceability.
 - d. OPFOR C².
 - e. OPFOR night capability.
 - f. OPFOR electronic warfare capability.
 - g. OPFOR CBRN capabilities.
7. Consider: Political / religious / cultural environment.
8. Friendly forces in area (and if they are attempting to search).
9. Weather, sea and astronomical conditions affecting survival and recovery.
10. General description of terrain in the immediate vicinity of the personnel. Identify outstanding terrain features and potential landing zones.
11. Availability of isolated person's ISOPREP, EPA data and type of survival radio and other equipment.
12. Availability of required recovery support forces / medical facilities.
13. Disposition of returnee(s).
14. Reintegration location and procedures.

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ANNEX P MISSION BRIEFINGS

P.1 Course of action brief

P.1.1 General

1. The “COA brief” is the staff’s method to present possible plans to the launch / execute approval authority. It is informal and interactive, designed to show how you plan on utilising the assets available and how you plan to mitigate threat and risk. This briefing is given early in the planning process. This briefing gives the launch / execute authority an opportunity to supervise the planning and to issue more guidance. The briefing should:

- a. Describe how you plan to tactically employ the allocated assets
- b. Describe how the isolated personnel will be recovered
- c. Show the general sequence of events
- d. Present unresolved issues
- e. Ensure the initial plan meets the commander’s intent. The overall goal of this brief is not format, but content.

P.1.2 Suggested briefing format

1. **Slide 1:** Mission overview (map view)

Slide 2: Isolated personnel situation (from information report – show on map)

Slide 3: Weather forecast (up through next 24-hrs)

Slide 4: Intelligence: Adversary situation (show on map):

- a. Enemies offensive capabilities
- b. Enemies defensive capabilities

Slide 5: Intelligence: Friendly situation (show on map):

- a. PR-capable unit locations
- b. PR-capable unit capabilities

Slides 6 – 9: Courses of action (possible examples):

- a. LCC / ACC / MCC / SOCC
 - i. Scheme of manoeuvre
 - ii. Threat assessment and counter-tactics
 - iii. Significant concerns/performance considerations

Slide 10: Command, control, & communications employment plan:

- a. Available support assets and locations
- b. Support asset routing plan
- c. Communication architecture

Slide 11: ROE:

- a. Identification/engagement authority
- b. Caveats
- c. Additional critical information (as required)

Slide 12: Initial Risk Assessment and GO/NO GO criteria (stoplight: red, yellow, green):

- a. requirements to mitigate risk
- b. List GO/NO GO criteria

P.2 Launch / execute back brief

P.2.1 General

1. This brief should convey the entire PRTF plan to the launch / execute authority, the staff, and those concerned with the operation. The back brief is the end of the planning process and should give a big picture view. The Courses of Action slides are the basis for the brief, but concentrating on the following:

- a. Present scheme of manoeuvre in a logical flow
- b. Discuss the support plan
- c. Discuss areas where proper integration is critical

- d. Present the C² plan and the flow of critical information
 - e. Describe de-confliction techniques
2. This briefing should cover enough information so the launch / execute authority can answer any mission related questions at higher levels.
3. **Note:** Ensure you check the format of this briefing is appropriate for the mission/exercise. Every launch / execute authority may want different and specific items briefed. What follows is a suggested format.

P.2.2 Suggested briefing format

1. **Slide 1:** Mission overview

Slide 2: Commanders intent

Slide 3: Isolated personnel situation (updated since COA brief)

Slide 4: Weather forecast (for operation)

Slide 5: Intelligence: Adversary situation:

- a. Enemies offensive capabilities
- b. Enemies defensive capabilities

Slide 6: Intelligence: Friendly situation:

- a. PRTF composition and locations
- b. Support and augmentation requirements (FARP, AAR / HAR, RESCORT, RESCAP, Suppression of Enemy Air Defence (SEAD), ISR, Space, C², medical, engineer, etc.)
- c. Minimum force / go/ no-go criteria

Slides 7 – 10: PRTF mission:

- a. Mission statement
- b. Sequence of events
- c. Routing ingress / egress
- d. Rendez-vous / orbit areas
- e. AAR / HAR tracks

- f. Objective area(s):
 - i. Landing Zone (LZ)'s objectives
 - ii. Ingress
 - iii. Recovery tactics (airspace de-confliction)
 - iv. Weapon control status
 - v. Fire support plan/coordination
 - vi. Egress

Slide 11: Command, control, & communications employment plan:

- a. Communication architecture (plan)
- b. Required reports / critical information flow
- c. Tanker management and control
- d. Crypto
- e. Emission control plan
- f. Chattermark plan

Slide 12: ROE

- a. Weapon control status
- b. Identification/engagement authority
- c. Caveats
- d. Additional critical information (as required)

Slide 13: Risk assessment (stoplight: red, yellow, green)

- a. Risk levels by phases as requested by RMC / PRTF mission lead.
- b. Performance considerations
- c. Requirements to mitigate risk
- d. launch / execute recommendation

P.2.3 PR mission launch criteria checklist

This checklist may also be incorporated in slide 13 of the launch / execute back brief.

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PR mission launch criteria	Date:			
	GO	NO GO	HOLD	REMARKS
Assets available				
Assets limitations (load/night)				
Isolated personnel locations				
Isolated personnel status				
Isolated personnel authentication				
Threat enroute				
Threat at PUP				
Airspace / routes cleared				
FARP available				
Weather multi ship				
Weather single ship				
Support AEW				
Support SEAD				
Support CAS				
Support RESCORT				
Drop off point				
Launch time			xx.yyZ	
Due to:			time	

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ANNEX Q PR CONTINUATION TRAINING TASK LIST

1. In theatre training of personnel is an essential part of PR SOP and includes Briefings, CPX and LIVEX. JPRC / PRCC is responsible for distributing and keep updated PR-brief to be given personnel divided in levels in order to make sure individuals and organisation levels understand their responsibility in fulfilling the different PR task in order to affect the recovery of personnel in the JOA:

- a. The training could as a minimum include following.
 - i. **All personnel** Common PR brief in order to understand own responsibility as potential isolated person objective:
 1. Basic knowledge concerning PR;
 2. Understand own responsibility in order to affect own recovery and minimise the risk for others;
 3. Inform about PR system/assets in place.
 - ii. **PIERIE** Advanced procedures briefing for Personnel who will also develop an ISOPREP and EPA:
 1. Understand PR system;
 2. Understand how to support own recovery;
 3. Ability to use different methods for authentication;
 4. Understand and have ability to act i.a.v. SPINS.
 - iii. **Extraction forces** Procedures briefing and training including training with assigned Rotary Wing (RW).
 1. Understand PR system;
 2. Ability to use different methods for authentication;
 3. Understand and have ability extract personnel i.a.w. SPINS;
 4. C² and Staff Briefing and training including CPX;
 5. Staff responsibility in a PR operation;
 6. Make individual staff member understand their responsibility

in order to affect recovery of personnel within the JOA.

- b. The training should be validated through CPX and LIVEX in order to make sure that both the human and the technical systems work the way they are supposed to.

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