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22 June 2012

NOTICE

AC/305(LCEG)N(2012)0020

AC/305(M&TG)N(2012)0020

**LOGISTICS COMMITTEE EXECUTIVE GROUP (LCEG)
MOVEMENT & TRANSPORTATION GROUP (M&TG)
LOGISTICS COMMITTEE EXECUTIVE GROUP IN STANDARDIZATION FORMAT
(LCEG(S))
STANDING GROUP OF PARTNER LOGISTICS EXPERTS (SGPLE)**

REDEPLOYMENT CHECKLIST

Note by the Staff Officer

1. Please find attached at Annex 1 the final version of the Redeployment Checklist. Based on the Logistics Committee tasking, the Standing Group of Partner Logistics Experts (SGPLE) AdHoc Working Group 2, led by the Former Yugoslav Republic of Macedonia¹ and supported by Canada, as a mentor nation, developed this Redeployment Checklist according to the SGPLE Programme of Work.
2. The final version of the Redeployment Checklist was agreed during the last SGPLE meeting in Rome, Italy and is circulated to the Logistics Committee Executive Group with Partners and the Movement and Transportation Group with Partners for notation. Nations are invited to take account of this Redeployment Checklist and its recommendations in their redeployment planning.

(Signed) R. DUFEK

1 Annex

Action Officer: Col. Roman Dufek

Original: English

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¹ Turkey recognises the Republic of Macedonia by its constitutional name.

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REDEPLOYMENT CHECK LIST

0101. **Aim.** The redeployment of forces after termination of an operation is a highly complex matter - politically, militarily, economically and environmentally. It is not simply a case of reversing the deployment plan, but rather a distinct operation in its own right. Redeployment may be directed when operations have terminated or higher authority directs movement of the force. Redeployment planning is directed towards the ordered and efficient movement of forces (units or individuals) and equipment out of the Joint Operations Area (JOA). The aim of this checklist is to enable Logisticians to facilitate preparations for the redeployment of national troops in support of NATO-led Operations. Although this checklist is primarily intended for NATO forces, it could be applied to any operation within the framework of a multinational force.
0102. **Redeployment Checklist concept.** The Redeployment Checklist (RDC) concept provides a common basis for the planning phase for logistics staff personnel. The main focus of this checklist is to provide guidance and assistance to national staff planners as they prepare to redeploy forces and equipment. The redeployment of forces needs to be undertaken in a coordinated manner if resources, facilities, and the lines of communications are to be optimized. Doing so will set the conditions for a successful transition to the HN. This checklist is not a replacement for other logistical doctrine and established planning processes.
0103. **Introduction.**
- a. **General.** The RDC provides a common standard, which enables logistics information and planning factors to be followed in a step-by-step methodology.
 - b. **Interoperability.** Common use of a RDC ensures all participating nations are employing standard procedures. This facilitates a sharing of logistics planning factors and plays a key role in promoting interoperability. It is the result of the interplay of a number of different factors and the implementation of common procedures.
0104. **Purpose.** To share logistics planning information for the redeployment of national forces in support of NATO-led operations or any operation within the framework of a multinational force.
0105. **Structure.** The checklist is intended to cover the full spectrum of redeployment.
- a. Planning
 - b. Execution
 - c. Reconstitution

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REDEPLOYMENT CHECK LIST**PLANNING (Synchronization)**

0107. Nations and Coalition formations must identify the overall type and quantity of materiel (materiel compendium) to be retrograded or disposed of and the quantity of infrastructure requiring disposition through transfer, sale or deconstruction / remediation. Mandated timelines (i.e. legislatively-imposed deadlines) must also be identified and integrated into the planning process accordingly. To ensure coalition visibility, national information should be transferred to the coordinating authority to establish a coalition common operating picture.

0108. NATO policies and processes for transfer and disposal must be established early in the planning phase. Once identified, Nations should indicate to NATO which materiel they intend to offer for transfer if we are to ensure the Host Nation (HN) has the capacity to effectively receive the materiel. To the maximum extent possible, the NATO Contract Integrator (CI) should be utilized.

0109. Notwithstanding the fact the Coalition will have a generally agreed upon concept and course of action to govern mission transition and redeployment, individual national planning will be driven by internal political considerations as governed by the framework of national laws and regulations. In that context, the desire for an efficient and effective redeployment should be a very powerful incentive for Nations to share information and work towards collective/multinational logistics solutions.

	Required Action	Comment	✓
1.	Based on the evolving NATO OPLAN, nations develop preliminary plans for the redeployment of national contributions. Mission handover occurs prior to redeployment and is based on termination or transition plans developed during the joint operation planning process. Termination of military operations may involve handover of continuing humanitarian or nation-building operations to civil authorities or other organizations. Alternatively, transition of military operations may involve transferring control of the ongoing mission to another organization or a change of mission brought about by changing circumstances or objectives. Regardless of the circumstance, mission handover should provide for the seamless transfer of responsibilities to the appropriate authorities or organizations prior to redeployment.	All levels of national logistics planning depend on the appropriate tasks and responsibilities. (This sentence is applicable for all the Required action further in the Check list).	

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	Required Action	Comment	✓
2	National redeployment guidance. The commander's guidance directs the sequence for redeployment of units, individuals and materiel and provides guidance on responsibilities and priorities for force recovery and reconstitution. It also provides guidance on transition requirements during mission handover, directs personnel accountability and actions processing, and addresses Host Nation Support.		
3.	<p>Conduct logistic planning simultaneously and in close coordination with operational planning.</p> <p>Key considerations/factors for logistic planning:</p> <ul style="list-style-type: none"> • Intelligence Preparation. The primary intelligence objective during redeployment planning is to determine the threat to redeploying forces. Based on the assessed threat, the joint force commander must determine where to accept risk, where to focus protection efforts, and how many joint force assets must be dedicated to the protection mission • Protection. Protection is as important during redeployment operations as during any other stage of a joint operation. Commanders should closely evaluate protection measures during redeployment planning to provide for the security of the contingent and reduce the vulnerability of redeploying elements to acts of violence, terrorism, or war. Local security remains the foremost protection concern. • Information Operations. Several information operations capabilities and related activities may be required to support redeployment. Typical information operations capabilities and related activities addressed during redeployment include: (Military deception, operations security, public affairs, and civil-military operations). • Infrastructure Assessment. Detailed port and airfield facilities and throughput information should be readily available. This information must be updated to reflect any changes to or loss of port or airfield facilities or throughput capacity. • Environmental Protection. Conduct Closeout Environmental Baseline Study 		

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	Required Action	Comment	✓
	<p>(CEBS) at least six months prior to redeployment.</p> <ul style="list-style-type: none"> Force Health Protection. The force health protection construct provides comprehensive health surveillance and services during the redeployment phase of operations. Personnel Services Support. Personnel services support levels must be planned for and conducted during individual and unit redeployment to enable the tracking and accountability of personnel. Force Tracking. Force tracking during redeployment operations is vital to joint force readiness. Unit integrity should be maintained, to the extent possible, and commanders must have the capability to determine the exact location of unit personnel, equipment, and materiel in the event the redeploying force has to be diverted en route for another mission. 		
4.	<p>Every operation has its own unique planning factors; however, the following items may be considered at the redeployment planning stage in conjunction with the items listed above.</p> <ul style="list-style-type: none"> Clear and detailed operational and logistic requirements to determine the scale of the redeployment. The establishment of a planning team. Residual commitments, for example specialist logistic personnel may remain in the CJOA in an advisory capacity. 'Earliest move' and 'All out by' timings should be clarified at the earliest stage to identify lead times and enable strategic lift planning to proceed. The establishment of specialist teams to staff the hand-over of HN assets and to coordinate termination of contracts. Every effort must be taken to ensure that environmental, political or financial difficulties do not degrade the relationship with the 		

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	Required Action	Comment	✓
	<p>HN.</p> <ul style="list-style-type: none"> • Additional enabling force elements and specialists will probably be required to deploy to the CJOA to facilitate the redeployment. • Conduct a cost-benefit analysis on white equipment (COTS-equipment) and green equipment in order to determine what to redeploy and what to not. • Identifying the strategic movement assets to be made available by the redeploying nation. • Accounting. • Reintegration. 		
5.	<p>Attend NATO Logistic Planning Conferences to:</p> <ul style="list-style-type: none"> • Participate in development of NATO redeployment concept, logistic command and control organization, responsibilities of NATO commanders and Nations, and authorities of NATO commanders. One of the most important factors in redeployment is timing. It is vital that it is treated in the same thorough manner as the deployment and adequate time is given to its planning and preparation. • Include redeployment planning in the Operational Planning Process (OPP). • Collaborative and in coordination with Host Nation and Partners. • Determination of the earliest move and all out by timings should be clarified at the earliest stage to identify lead times and enable strategic lift planning to proceed. Open lines of communication with Allied Movement Coordination Centre (AMCC). • Identify nodes: Mounting base(s), holding areas, marshalling areas, staging areas, routes, APOE, SPOE, IST. 		

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	<ul style="list-style-type: none"> Use of ADAMS in redeployment planning. 		
6.	<p>Force redeployment requirements are mission based and developed through the joint OPP process and contains all activities necessary to ready personnel and materiel for movement. The pre-redeployment activities include those activities required to make initial preparations, handover to a relief force/cessation of operations and conduct drawdown and decommissioning, prior to redeployment.</p> <ul style="list-style-type: none"> Dedicated redeployment enabling staff RSOI in the home nation. Planned and advertised. 		
7.	<p>Supply.</p> <ul style="list-style-type: none"> Drawdown of materiel and equipment. Material Compendium is defined as "a collection of detailed items of information". With respect to mission redeployment planning, these national compendia should be the documents that list materiel holding quantities and expected dispositions. These compendia should also indicate if the material is to be retrograded, and if not, the in-theatre disposition plan. This asset accountability (stocktaking, cataloguing) will be necessary to achieve adequate baseline information for follow on activities including the development of the Task Force Movement Tables or providing in-transit visibility. The reality is that the information will become more precise as the transition nears and the compendia evolves and becomes more exact as the redeployment date approaches. (NATO common funded materiel/equipment would be treated equivalently/similar to national assets) <p>Detailed national compendium documents must identify the items that are to be handled with appropriate references to security, International Traffic in Arms Regulations (ITAR), Missile Technology Control Regime (MTCR), or Controlled Technology Access Transfer (CTAT) requirements. The documents must also specify</p>		

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	<p>the specific Nations that need to be consulted as part of ensuring a coordinated transfer. NATO could perform a useful "information clearing house" role in that respect, though whether this would be able to supplant bilateral national procedures requires further study.</p> <ul style="list-style-type: none">• Chain of Command must ensure that Units are seriously reducing stocks and allow consumption to draw down supplies.• Consideration should be given to establishing a centralized logistics base in the vicinity of the POE's.• Disposal of materiel. NATO should be responsible for defining the disposal process and identifying the minimum acceptable standards for each specific theatre. Two key considerations in this review are the ability of the HN military or civil authorities to absorb the quantity and type of materiel proposed for disposal and the potential negative publicity resulting from large quantities of "abandoned" materiel. <p>When considering any eventual drawdown of materiel in order to reduce disposal efforts, national capabilities including Days of Supply (DOS) will need to be coordinated with NATO.</p> <p>Economies of scale should influence multinational disposal options including contracted solutions. There must be quality assurances that meet environmental and security considerations and an audit trail of the destruction portion of the disposal process. There are several methods for disposal, which are based on variations in the administrative process.</p> <ul style="list-style-type: none">• Gifting of material or equipment. This is the permanent transfer of materiel to other national governments at no cost including the transfer to HN agencies, Other Governmental Organizations (OGAs), and recognized charitable or non-profit organizations. <p>Gifting and donations must be coordinated through NATO to ensure long term benefit and proof of good order so that there is a clear long-term benefit to the HN</p>		

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	<p>receiving the materiel.</p> <ul style="list-style-type: none"> • Sales. Based on historical experience, the value of materials sold may only be marginally greater than the incremental cost of processing the materiel for sale. Sales to the HN must be coordinated through NATO. As the priority for retrograde will be the reconstitution of contingent forces, materiel for sale that must first be removed from theatre will not attract a high priority for movement and therefore alternate methods of disposal should be explored. • Destruction/Write-off of materiel and equipment. This is the process of reducing materiel and infrastructure to a state where it is no longer useable for the original purpose. Multinational solutions for materiel destruction must be coordinated through NATO to ensure burden sharing. Examples of multinational solutions for destruction could include operation of a joint Small Arms incinerator; creation of a joint classified paper shredding capability; coordination of a joint briquetting and burn facility for secondary treatment of shredded material; contracting of a joint physical equipment shredding capability and supervising of a joint disintegration facility for highly classified materials such as computer hard drives. • Demilitarization. This is the specific process of removing identified subcomponent parts from materiel in order to eliminate controlled capabilities. NATO should coordinate any multinational solutions for materiel demilitarization in order to ensure burden sharing is optimized and processes are executed in a way to meet environmental and security standards. Due to security implications, it is very unlikely that a HN contractor would be engaged to perform this type of work and thus a collective approach could achieve efficiencies and most likely produce the highest level of success. • Material Handling Equipment (MHE) (military or Contractual) is crucial and therefore should be kept forward to the very end of an operation in each of the allocated bases/areas. • Ensure that adequate maintenance support remains available to the end of an operation. 		

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	<ul style="list-style-type: none"> Accountability and archival documents. Ensure Material Safety Data Sheets (MSDS) are available to classify dangerous goods. Container Safety Certification (CSC). Be aware that CSC remains valid during actual departure. 		
8.	<p>Contracting.</p> <ul style="list-style-type: none"> The NATO Contract Integrator (CI) should be involved from the outset of the planning process. Legal considerations and archival documents. NATO must retain total visibility of all contracts in theatre as Nations draw down and terminate arrangements thus necessitating multinational solutions. This may include the transition to military solutions as contracted capabilities can no longer be assured due to reductions in force protection. <p>National plans must include provisions for the removal of all third country nationals at the point of contract termination and also ensure that contractors remain compliant with retrograde and environmental requirements throughout.</p> <p>In general the use of NATO support agencies to provide long-term contracts for support redeployment may be the most cost effective. Wherever possible NATO should play a role in reducing contract competition and fratricide.</p> <p>Multinational Stakeholder arrangements as currently practiced have demonstrated governance and agility in responding to multinational drawdown requirements and should be considered as part of the planning process. NATO must maintain visibility of all bilateral arrangements in order to provide more efficient cross national support.</p> <ul style="list-style-type: none"> Closing of all accounts or contracts (contract integrator, Host Nation as examples). Maintain close liaison with HN throughout the operation through HNS Coordination 		

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	<p>Cell (or similar organization).</p> <ul style="list-style-type: none"> Contractor Equipment. Identify if there is national-owned material is contractor managed. Equipment that was required to establish a commercial service might have become the property of the nation (eg. BFI or DFAC). 		
9.	<p>Diplomatic Authorization and Customs Regulations.</p> <ul style="list-style-type: none"> Identify and coordinate diplomatic clearances with required nations including expiration dates. Document and process export and import custom clearances and declarations. 		
10.	<p>Claims.</p> <ul style="list-style-type: none"> Legal considerations for actual or pending claims. Identify legal owner of the land and remove property that will not be transferred to the HN or legal owner. 		
11.	<p>Infrastructure and managed facilities.</p> <ul style="list-style-type: none"> Disposal or handover to national government, local authorities or coalition partners. The in-theatre NATO commander, after conducting an assessment with the HN, will jointly develop a detailed process for infrastructure transfer and most importantly disposal. The key is to have a single reality plan that integrates decisions on infrastructure both for NATO common funded and national infrastructure basis. In the limited instances where opportunities are identified to transfer infrastructure, NATO has extant policies for transfer and site remediation to which nations should adhere. <p>There may be a requirement for additional infrastructure and resources to support redeployment and retrograde activities. The planning, funding and operation of facilities that serve the common good should be performed by NATO rather than by</p>		

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	individual Nations. <ul style="list-style-type: none">• Legal considerations.		
12.	Environment. <ul style="list-style-type: none">• Define lead nation responsibilities if applicable• Legal considerations including any actual or pending claims for environmental damage.• Prevention or spread of exotic (invasive) species, including flora, fauna and microbial. For wood used in transport, comply with the International Plant Protection Convention ISPM-15.• Application of STANAGs and best practices.• Conduct CEBS (if not already done during the planning phase) in order to assist in determination of remediation/decontamination responsibilities and requirements.• Monetary or refund offset to actual remediation or decontamination.		
13.	Redeployment Task Force. Coordinate and manage the redeployment of the force, materiel and equipment. <ul style="list-style-type: none">• Command and control arrangements from the cease operations date to the redeployment completion date.• Logistic forces/ resources that are required to support operational forces (Real Life Support). Ensure at least one person is trained and experienced in Transportation of Dangerous Goods (TDG) is available in each area (level 4 training AASTP-2/AMov P6).		

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	<ul style="list-style-type: none"> • Materiel and equipment cleaning requirements. • Coordinate security and protection of Lines of Communication (LOCs) during re-deployment with NATO, the HN and transit nations (as required). • Maintain communications links – voice, data (fax) – with NATO logistic HQs in the Area of Operation (AOO). • Inventory, document, mark, and record equipment, supplies and mission record for inventory tracking and control. Ready system for tracking the flow of equipment, supplies and mission records out of the AOO and ensuring asset visibility. This activity includes the conduct of required inspections. • Communicate redeployment plan to NATO logistic planners (JFC/CJTF HQ). • Identify and send Logistic Liaison Representatives (LLRs) to appropriate NATO deployment organizations: e.g., AMCC, JTCC, and JTMS. • Personnel activities: Departure Assistance Group activities, not limited to medical screening, processing honors and awards, processing evaluation reports and updating personnel and finance records. 		
14.	<ul style="list-style-type: none"> • Arrange transportation means for redeployment. • Coordinate airfield slots in the AOO – APOEs. • Coordinate SPOE requirements. • Negotiate transit rights, customs, and duties (waivers) • Arrange disbursing and contracting capability for transiting forces. 		
15.	General considerations.		

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	<ul style="list-style-type: none">• Construct force deployment sequence. Insert necessary Redeployment Task Force members early in the flow.• Based on NATO commander's guidance regarding required arrival time of national forces, deployment routes, and condition of transportation infrastructure in the AOO, calculate assets needed to redeploy the force.• Construct initial movement plan, or Detailed Deployment Plan (DDP), listing sequence of forces, mode of transportation, route, etc.• Work with civilian authorities to acquire available national assets (government or private-owned).• Arrange transportation assets from foreign sources, if needed. (Bilateral negotiations, contact NATO for assistance in brokering transportation asset.• Modify movement plan based on actual availability of transportation assets.• Arrange for necessary support of transportation assets during redeployment (e.g., in transit refueling).• Negotiate special bilateral support arrangements (e.g., sharing of transport assets).• Dangerous Goods. The movement of dangerous goods will require particular care and accurate documentation and packaging. Ask for assistance from the Logistics Committee TDGG and M&TG Group as required.• Material Handling Equipment (MHE). Ensure sufficient MHE remains on hand to support the redeployment effort throughout the operation.		

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EXECUTION

1010. It is essential that each Nation ensures the integration of their redeployment plans with NATO and amongst each other. NATO software tools should be used to capture and share information to facilitate effective and efficient support, as well as to plan and coordinate operational and strategic movement. In this situation, NATO should provide the multilateral forum replacing multiple bilateral fora.

1011. NATO should develop multinational lines of communication and coordinate their usage. Conversely, a lead nation could be identified to coordinate multi-lateral arrangements on behalf of the coalition. These will result in the coordinated use of in-theatre resources such as SPOEs and APOEs and will serve to de-conflict movement along the LOCs.

1012. NATO will coordinate the use of key logistics hubs and infrastructure that support identified lines of communications. There is significant potential to avoid contract fratricide when nations coordinate their overall movement intent. NATO should establish a liaison office with the HN in order to assist with issues such as customs clearances.

1013. NATO should consolidate and coordinate an overall movement plan covering all LOCs once in receipt of all national redeployment plans.

	Required Action	Comment	✓
1.	Execution begins with the validation of movement requirements by national staff using the same methods/processes/software used during the deployment operation.		
2.	<p>Schedule movement.</p> <ul style="list-style-type: none">• Movement of dangerous goods requires long lead times for diplomatic clearances and/or over flights.• Movement to POEs. How will this be conducted, the priority and sequencing, and what support/security/RLS is required along the LOCs and at the POEs was identified during the OPP.• Conduct POE operations. Activities at the POE focus on marshalling and load-		

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	<p>ing individuals, units, materiel and equipment on designated transportation assets. Manifests, documentation, tracking and onward reporting of personnel, materiel and equipment is critically important to maintain redeployment priorities and schedule. Activities include: movement control operations, receive, assemble and sequence loads, conduct inspections and complete final passenger and/or cargo documentation, load lift, report status and submit departure reports.</p> <p>Arrange for:</p> <ul style="list-style-type: none">• Feeding, personal hygiene, emergency medical treatment.• Equipment and personnel security and accountability.• Accident procedures and emergency assistance. Consider potential environmental issues in addition to personnel, vehicles, and equipment.• Check points and reporting procedures.• Support for transportation equipment (e.g., in transit refueling).• Track movement of personnel, materiel and equipment, and report progress to national and NATO movement cells.		

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RECONSTITUTION

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1.	Reconstitution is the phase of the deployment process that transitions units, personnel, equipment and materiel from arrival at Ports of Debarkation (PODs) to their final destination. Although reconstitution is an operational matter, it requires the provision of a significant degree of logistic support. Reconstitution planning and execution requires considerable integration with logistic support, M&T, and Host Nation (HN) planning.		
2.	<p>Following the preparation of personnel in-theatre and families at home, it is recognized that personnel returning from a deployment may need time to achieve a sense of closure and prepare for their return home. The impact of the deployment on personnel should determine the requirement (if not already part of national policy) for a decompression period at a third location might/will be scheduled.</p> <p>Destination reception includes all actions necessary to fully recover the unit to include its assigned personnel and equipment. Locations are designated by the nation.</p> <ul style="list-style-type: none">• Arrival destination. An important aspect of reintegration planning is the reception given to all returning members. Personal equipment and stores accompanying personnel at the time of their arrival will require receiving installations to provide assistance, as required, to include personal property assistance, equipment processing and storage, and providing MHE and commercial transportation assets.• Immediate post-deployment administration. Unit reception may include a formal or informal ceremony which may be a follow-on to the reception at the POD. Included here are any additional activities as identified in the reintegration plan not already completed in-theatre or at a third part decompression location.		

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	<ul style="list-style-type: none">• Post deployment follow-up activities. Normally commences on return from all mission related post-deployment leave and includes all administrative, medical and mental health follow-up activities.• Process Equipment. Installations and units conduct equipment processing operations.• Prepare for future missions. Upon complete recovery of unit personnel and equipment, units can begin to prepare for future missions.		

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