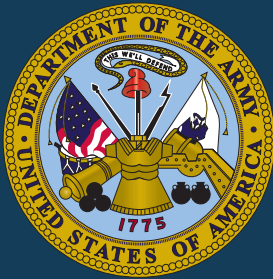


Joint Publication 1-0



Joint Personnel Support



20 September 2024



PREFACE

1. Scope

This publication provides fundamental principles to plan, coordinate, provide, and assess manpower and personnel support to joint operations.

2. Purpose

This publication has been prepared under the direction of the Chairman of the Joint Chiefs of Staff (CJCS). It sets forth joint doctrine to govern the activities and performance of the Armed Forces of the United States in joint operations, and it provides considerations for military interaction with governmental and nongovernmental agencies, multinational forces, and other interorganizational partners. It provides military guidance for the exercise of authority by combatant commanders and other joint force commanders (JFCs) and prescribes joint doctrine for operations and training. It provides military guidance for use by the Armed Forces in preparing and executing their plans and orders. It is not the intent of this publication to restrict the authority of the JFC from organizing the force and executing the mission in a manner the JFC deems most appropriate to ensure unity of effort in the accomplishment of objectives.

3. Application

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

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

c. If conflicts arise between the contents of this publication and the contents of Service publications, this publication takes precedence unless the CJCS, normally in coordination with the other members of the Joint Chiefs of Staff, has provided more current and specific guidance, or the Secretary of Defense has directed otherwise. Commanders of forces operating as part of a multinational (alliance or coalition) military command should follow multinational doctrine and procedures ratified by the United States unless they conflict with this guidance. For doctrine and procedures not ratified by the United States, commanders should evaluate and follow the multinational command's doctrine and procedures, where applicable and consistent with United States law, regulations, and doctrine.

For the Chairman of the Joint Chiefs of Staff:



DAGVIN R.M. ANDERSON
Lieutenant General, U.S. Air Force
Director for Joint Force Development

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**SUMMARY OF CHANGES
REVISION OF JOINT PUBLICATION 1-0
DATED 01 DECEMBER 2020**

- **Revised scope statement, deleting references to spectrum of operations.**
- **Added civilian harm mitigation and response discussions to include joint force commander civilian harm manning requirements supporting joint force headquarters (JFHQ).**
- **Updated JFHQ manpower directorate organizational structure and responsibilities.**
- **Added discussion of women, peace, and security principles in a JFHQ.**
- **Added Joint Futures chapter.**
- **Deleted the declaration of contingency operations appendix.**
- **Deleted the morale, welfare, and recreation appendix.**
- **Deleted the performance reporting and tracking appendix.**

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EXECUTIVE SUMMARY

1. Overview

Joint Publication 1-0, *Joint Personnel Support*, outlines how joint force commanders (JFCs) plan, execute, and prioritize personnel support. Personnel services support is an element of the sustainment joint function. JFCs implement personnel programs and coordinate personnel services support with their Service components to implement personnel programs that support joint operations. The joint force headquarters manpower and personnel directorate of a joint staff (J-1) assists the JFC in maintaining visibility of personnel manning levels to anticipate requirements and manpower for joint operations.

2. Key Personnel Support Planning Considerations

a. Effective personnel support planning for joint operations supports the ability of the JFC to accomplish mission objectives. The JFC J-1 should be fully involved throughout the joint planning process and continuously collaborate with other staff directorates in the preparation of the commander's estimate, plan development, and force flow conferencing. JFC J-1s validate and assess the requirements and sourcing of all staff augmentation on the joint force headquarters joint manning document (JMD). Combatant command J-1s with assigned areas of responsibility coordinate the early arrival in theater of necessary personnel support-capable organizations to enable required personnel support services and personnel accountability functions.

b. **Personnel Estimate.** The personnel estimate collects and analyzes relevant information supporting course-of-action development and decision making to support planning and mission execution. When applicable, the personnel estimate should include partner nation force estimates. Detailed information on preparation of the personnel estimate may be found in Appendix A, "Personnel Estimate."

c. **JMD Development.** To effectively transition a single-Service organization to a joint force headquarters/joint task force requires detailed planning and specific steps. Development of a JMD defines the joint force headquarters manpower requirements required to accomplish its mission. A JMD is normally filled through multiple sourcing methods, to include Service components, multinational partners, other United States Government departments and agencies, and individual augmentees from Service providers and supporting combatant commanders.

d. **Operation Plan Personnel Annex.** Planning is key to ensuring accurate personnel visibility data reporting. A well-developed personnel estimate in the JFC's operation plan is the best method to widely disseminate theater personnel support and personnel accountability requirements.

e. **Flow of Key Personnel Support Forces into Theater.** Time-phasing of personnel support and personnel services support units during operation planning is a critical planning consideration. There may be a need to deploy these sustainment capabilities early

in the deployment sequence. Critical sustainment capabilities include postal management, deployment system management, personnel services support, language, religious, finance, and health service support and force health protection. In coordination with joint force headquarters directorates, the J-1 identifies these specific requirements to the combatant command during establishment of the theater command and support structure to ensure these capabilities are available when needed.

3. Personnel Accountability

a. Combatant commanders use existing Service components' deployment and accountability systems and the Synchronized Predeployment and Operational Tracker to maintain visibility of all personnel assigned in the area of responsibility. They additionally use the joint personnel accountability reconciliation and reporting application or other combatant commander-specific systems and procedures as required.

b. Combatant commanders establish requirements for subordinate JFCs and Service component commanders to establish and operate joint personnel processing centers for personnel entry to and exit from the theater. These processing centers are normally located at aerial ports and seaports of debarkation.

4. Casualty Operations and Reporting

a. Prior planning is essential for efficient casualty operations and reporting. When casualties occur, information needs to reach the JFC leadership as quickly as possible. The J-1 should possess appropriate Service directives and maintain points of contact at Service casualty centers in the event they must assist the Service components.

b. Casualty operations are a Title 10, United States Code, responsibility of the Services. Service casualty offices provide guidance to Service components to facilitate appropriate management of casualty operations requirements and provide accurate and timely notifications to next of kin.

c. JFC J-1 casualty reporting requirements are based on JFC guidance to make the chain of command aware of the status of forces and events under their purview. The intent is to not duplicate Service reporting procedures or cause confusion. The J-1 casualty reporting process utilizes the operational report 3, or other operational reporting means directed by the JFC to expeditiously convey information to the chain of command up to the level of the Secretary of Defense.

TABLE OF UNIVERSAL JOINT TASKS RELATED TO JOINT PUBLICATION 1-0, *JOINT PERSONNEL SUPPORT*

a. The Universal Joint Task List is the authoritative menu of all approved joint tasks required for planning, readiness reporting, training and exercises, lessons learned processing, and requirements. A universal joint task (UJT) is an action or activity assigned to a unit or organization to perform a specific function and/or provide a capability or resource. A UJT is identified by a two-part alpha-numeric reflecting the level of warfare where the joint force executes the task (strategic national [SN], strategic theater [ST], operational [OP], tactical [TA]) and a unique functional category task number, followed by the title. UJTs are based on extant joint capabilities, and approved joint doctrine informs them. Commands use the Universal Joint Task List to develop their joint mission-essential task list within the Defense Readiness Reporting System.

b. The following is a list of UJTs linked to Joint Publication (JP) 1-0, *Joint Personnel Support*, current as of the date of publication. This table includes the location of the primary discussion of the task within the JP. The UJT is placed in parentheses at the end of the applicable content. While the primary discussion may be adequate to develop an understanding of the task, context matters, and users will likely find additional information on the task elsewhere in this JP or in other JPs and references.

TASK	TITLE	LOCATION IN JP
SN 4.1	Recruit Personnel	Chapter II, page (pg.) II-1, paragraph (para) 1.c. Chapter II, pg. II-10, para 4.b.
SN 4.1.1	Provide Human Resources	Chapter II, pg. II-5, para 3.b.
SN 4.1.2	Manage Personnel	Chapter II, pg. II-5, para 3.b.
SN 4.3	Provide for Personnel Support	Chapter II, pg. II-5, para 3.b.
SN 4.3.1	Provide Personnel Management	Chapter II, pg. II-5, para 3.b. Appendix L, pg. L-1, para 2.
SN 7.4.5	Manage Language Capability	Appendix M, pg. M-1, para 3. and pg. M-2, para 4.
SN 7.4.5.2	Manage Regional Expertise Capabilities	Appendix M, pg. M-1, para 3. and pg. M-2, para 4.

Table of Universal Joint Tasks Related to Joint Publication 1-0, *Joint Personnel Support*

ST 1.1.2.6	Coordinate Joint Personnel Training and Tracking Activities (JPTTA)	Chapter II, pg. II-6, para 3.b.(4) Appendix F, pg. F-1, para 2.; pg. F-3, para 3.; and pg. F-4, para 4.
ST 1.2.1	Coordinate Personnel Support	Chapter II, pg. II-13, para 6.
ST 4.2	Coordinate Provision and Services for Forces	Chapter II, pg. II-3, para 2.a.(9) Chapter III, pg. III-4, para 5.
ST 4.2.1	Integrate Personnel Services	Chapter II, pg. II-3, para 2.a.(9) Chapter II, pg. II-6, para 3.b.(3) Chapter III, pg. III-6, para 8.
ST 7.2.5	Develop Regional Expertise	Appendix M, pg. M-1, para 3.
ST 7.2.6	Preserve the Force	Chapter II, pg. II-8, para 3.b.(10)
OP 1.1.3.1	Operate Joint Personnel Processing Center (JPPC)	Appendix F, pg. F-1, para 2.
OP 1.2.3.1	Coordinate Department of Defense (DoD) Civilian/Contractors Authorized to Accompany the Force (CAAF) Support	Chapter II, pg. II-6, para 3.b.(4) Chapter II, pg. II-7, para 3.b.(7) Appendix E, pg. E-4, para 5.e.
OP 2.2.2.4	Provide Joint Intelligence Training Services	Chapter II, pg. II-16, para 6.g.(3)
OP 4.4	Coordinate Force Strength	Chapter II, pg. II-5, para 3.b.
OP 4.4.2	Provide Personnel Services	Chapter II, pg. II-3, para 2.a.(9) Chapter II, pg. II-6, para 3.b.(3) Chapter III, pg. III-6, para 8.
OP 4.4.2.1	Coordinate Rotation Planning	Appendix E, pg. E-1, para 3.
OP 4.4.2.2	Manage Personnel Accountability and Strength Reporting	Chapter II, pg. II-7, para 3.b.(5)

Table of Universal Joint Tasks Related to Joint Publication 1-0, *Joint Personnel Support*

OP 4.6.7	Establish Military Postal Service (MPS)	Appendix H, pg. H-2, para 2.c. and 2.d. and pg. H-4, para 2.e.
OP 5.1.16	Sustain Life-Cycle Records Management	Chapter III, pg. III-6, para 8.
TA 7.4.3.4	Provide Language Capabilities	Appendix M, pg. M-1, para 3. and pg. M-2, para 4.

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CHAPTER I

PRINCIPLES OF PERSONNEL SUPPORT, ORGANIZATION, AND FUNCTION

“The Department [of Defense] attracts, trains, and promotes a workforce with the skills and abilities needed to creatively solve national security challenges in a complex global environment.”

2022 National Defense Strategy of the United States of America

1. General

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

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

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

2. Authorities

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

b. Although J-1s coordinate and integrate personnel support requirements throughout joint operations, each Service and combat support agency has its own culture, traditions, and requirements. Services and Service components retain authority to provide personnel services support to forces assigned or attached to joint commands, subject to the coordinating guidance of the J-1 issued under the authority of the JFC.

3. Principles of Personnel Support Within a Joint Force Command

a. **Command Emphasis.** JFCs plan, execute, and prioritize personnel support activities. The JFC:

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

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

(3) Identifies and prioritizes personnel requirements, to include specific skills (e.g., language, regional expertise, and culture [LREC] or specialty skills).

For further information on language and regional expertise, see Chairman of the Joint Chiefs of Staff Instruction (CJCSI) 3126.01, Language, Regional Expertise, and Culture Capability Identification, Planning, and Sourcing; and Appendix M, “Language, Regional Expertise, and Culture Management.”

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

c. Integration. Joint force headquarters (JFHQ) accomplish timely and effective personnel support through detailed J-1 planning and coordination. Integration involves joining all elements of personnel support and personnel services support (i.e., mission, tasks, functions, systems, processes, and organizations) with operations, ensuring unity of effort to accomplish the mission.

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

4. Organization of the Joint Force Manpower and Personnel Directorate

The J-1 section of a joint force headquarters (JFHQ) may be organized similarly to that seen in Figure I-1, but will accomplish each of the following functions regardless of organization.

a. Personnel readiness division provides plans, policy, and guidance on joint personnel issues. In some cases, it might prove useful to establish a joint personnel operations center to provide a linkage between the J-1 and other directorates responsible for current and future operations and plans. The joint personnel operations center synchronizes personnel actions across the staff, subordinate commands, other combatant commands (CCMDs), Services, and the Joint Staff (JS).

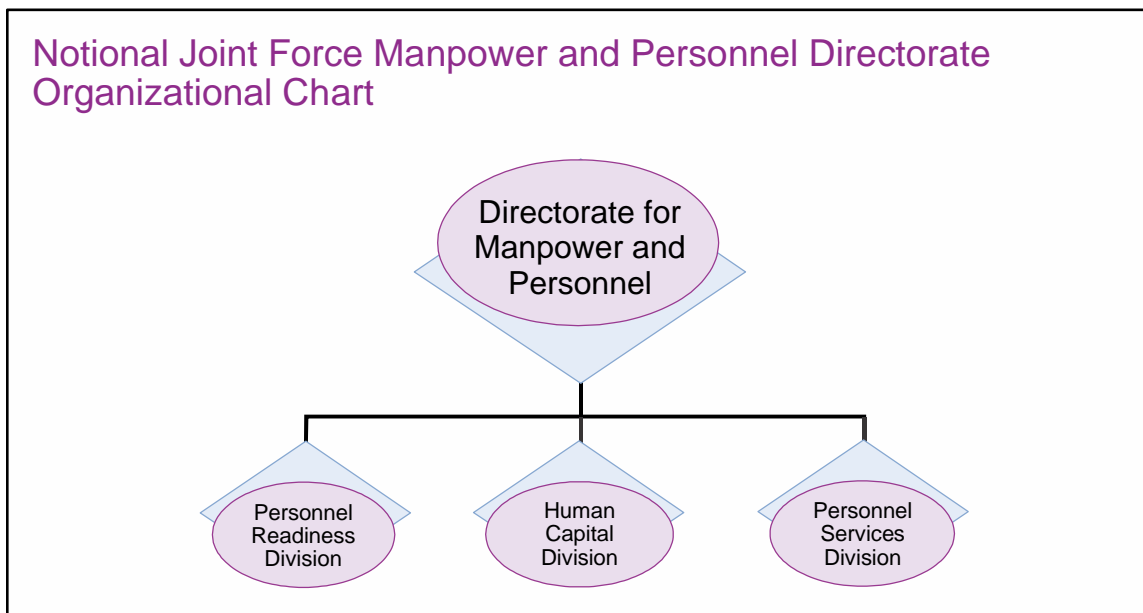


Figure I-1. Notional Joint Force Manpower and Personnel Directorate Organizational Chart

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

c. Personnel services division, or the military personnel division in some JFHQ, administers internal military and civilian personnel programs of the joint force.

5. Function of the Joint Force Manpower and Personnel Directorate

a. The J-1 functions to enhance personnel readiness and operational capabilities of the joint force.

b. The J-1:

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

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

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

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CHAPTER II

ROLES AND RESPONSIBILITIES

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

Abraham Lincoln, 1864

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

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

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

c. Secretaries of the Military Departments (SN 4.1)

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

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

(3) **Deployment Personnel Accountability.** In accordance with (IAW) Department of Defense Instruction (DoDI) 6490.03 *Deployment Health*, heads of DoD components and the Commandant, United States Coast Guard, (by agreement with the Department of Homeland Security):

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

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

(c) Establish the requirement for deployed units to establish, maintain, and report daily accountability (or when changes in location occur) of DoD personnel assigned, attached, on TDY or temporary additional duty to the unit, along with their once-daily location record. Location data includes a six-digit grid coordinate, latitude/longitude coordinates, or geographic location code.

(d) Implement a system of record-to-record geographic location of deployed individuals.

d. Services

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

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

(3) Per Department of Defense Directive (DoDD) 4500.54E, *DoD Foreign Clearance Program*, the Secretary of the Air Force is the executive agent for the DoD Foreign Clearance Program. The Aircraft and Personnel Automated Clearance System records movement of DoD personnel in and out of a combatant commander's (CCDR's) area of responsibility (AOR).

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

2. Combatant Command Responsibilities

a. CCDRs

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

(2) CCDRs establish personnel policies to ensure proper and uniform standards of military conduct.

(3) CCDRs utilize the manpower, workforce, and individual augmentation capabilities in the Fourth Estate Manpower Tracking System (FMTS) to provide visibility

of personnel assigned. Office of the Secretary of Defense (OSD) provides selected data elements to the DMDC on an automated, daily basis.

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

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

(6) CCDRs have the authority to accomplish personnel support functions through a single-Service manager during contingency operations. When a single-Service manager is designated, the designated Service component organization performs a joint mission, although the organization may not be joint. The single-Service manager receives policy guidance and direction from and operates under the oversight of the command J-1.

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

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

(9) CCDRs establish the AOR joint mission standards for personnel entry/exit operations at all JPPCs and at each aerial port of debarkation (APOD)/aerial port of embarkation (APOE)/seaport of debarkation (SPOD)/seaport of embarkation (SPOE). Standards, at a minimum: (ST 4.2, ST 4.2.1, OP 4.4.2)

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

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

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

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

(10) CCDRs should make maximum use of unmanned and minimally manned scanners to passively record personnel movement.

(11) CCDRs should account for civilian harm mitigation and response requirements in the planning, coordination, assessment, investigation, and provision of personnel to a CCMD, including JFCs. These may include:

(a) **Civilian Harm Mitigation and Response Officer.** When established, a civilian harm mitigation and response officer is a member of the JFC's staff who coordinates and integrates civilian harm mitigation and response into training, exercises, planning, operations, and assessments.

(b) **Civilian Harm Assessment and Investigation Coordinator.** When established a civilian harm assessment and investigation coordinator oversees assessment and investigation processes for reports of civilian harm that may have resulted from US military operations.

(c) **Civilian Harm Assessment Cell.** JFCs establish civilian harm assessment cells in the joint force headquarters, as appropriate, to identify, receive, and compile information when US military operations may result in civilian harm.

For more information on the civilian harm mitigation and response positions, see Joint Publication (JP) 3-33, Joint Force Headquarters, and DoDI 3000.17, Civilian Harm Mitigation and Response.

b. Commander, United States Special Operations Command

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

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

c. **United States Transportation Command** identifies all in-transit visibility systems through the Integrated Data Environment and Global Transportation Network Convergence program to record movement data on DoD personnel (military, civilian, and

contractors authorized to accompany the force [CAAF]) and coordinates with the DMDC to establish automated electronic data feeds of selected data elements daily on SIPRNET. United States Transportation Command's Regulating and Command and Control Evacuation System uses an interface to push selected manifest-type personnel data elements to the DMDC and provide server-to-server electronic data to the DMDC on SIPRNET.

3. Joint Force Command Manpower and Personnel Directorate Responsibilities

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

b. The J-1 has primary responsibility for the following functions: (SN 4.1.1, SN 4.1.2, SN 4.3, SN 4.3.1, OP 4.4)

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

(2) **Manpower Management.** The elements of manpower management are requirement management, organizational management, and resource management. Administration of supporting programs consists of translating strategic priorities into human capital requirements; realigning constrained resources to CCMD priorities; aiding senior leaders in designing efficient organizational structure; and providing plans for, policies on, and oversight of joint manpower program issues. The joint manpower program encompasses the policies, processes, and systems used in the determination and prioritization of manpower resources.

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

(b) The joint table of mobilization and distribution identifies the additional manpower and organization required to shift to wartime, mobilization, or contingency operations. Additions to permanent manpower requirements on the joint table of distribution, or joint table of mobilization and distribution, require JS validation and OSD approval.

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

(3) Personnel Augmentation (ST 4.2.1, OP 4.4.2)

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

(b) In general, the JIA process starts at the CCMD (i.e., after the CCMD fills as many requirements as possible from its internal assets: assigned units, staff, Service components, and contractors), to the Joint Staff J-1 [Manpower and Personnel], to the joint force providers for sourcing determination, and then ordered by SecDef, IAW the global force management (GFM) allocation process. Communication, timeliness, and tracking are essential to the success of this process.

Additional information may be found in Appendix E, “Individual Augmentation Planning and Procedures”; CJCSI 1301.01, Joint Individual Augmentation Procedures; and Chairman of the Joint Chiefs of Staff Manual (CJCSM) 3130.06, (U) Global Force Management Allocation Policies and Procedures.

(4) Joint Personnel Training and Tracking Activities (JPTTAs) (ST 1.1.2.6) (OP 1.2.3.1)

(a) Upon request from a supported CCDR, supporting CCDRs may establish JPTTAs in the supporting CCDR’s AOR. JPPCs and JPTTAs facilitate accountability, training, processing, and onward movement of both military and DoD civilian individual augmentees preparing for overseas movement for assignment to joint or combined staff positions. Designated deployment centers, or government-authorized contractor-operated deployment processing facilities process CAAF, IAW DoDI 3020.41, *Operational Contractor Support (OCS)*.

(b) CCDRs establish JPPCs in the operational area. Their purpose is to facilitate the reception, accountability, visibility, and processing of military, DoD civilians, CAAF, and individual augmentees upon their arrival in the operational area.

(c) CCMD JDDCs out-process individual augmentees upon departing the operational area and, if appropriate, processed back through the replacement center in conjunction with the JPTTA upon return to the United States or a foreign location. CAAF process through the JPPC, unless waived by the Under Secretary of Defense for Acquisition and Sustainment on an individual basis.

(d) CCDRs establish JPPCs and JPTTAs as early as possible in an operation, preferably in time to support initial movement of augmentees. CCDRs staff JPPC and JPTTA facilities with personnel from each Service comprising the joint force. For additional information on JPTTA and JPPC operations, see Appendix F, “Joint Personnel Processing Center and Joint Personnel Training and Tracking Activities.”

(5) **Personnel Accountability and Strength Reporting.** Service component commanders are responsible for maintaining accountability of their forces. The J-1 accomplishes joint strength reporting for the JFC by combining daily Service component strength reports into the joint personnel status and casualty report (JPERSTAT). J-1s incorporate the JPERSTAT into the JFC daily situation report if the situation dictates. CJCSM 3150.13, *Joint Reporting Structure-Personnel Manual*, includes detailed JPERSTAT information. The J-1 ensures direct accountability for joint HQ personnel. (OP 4.4.2.2)

(6) **Rotation Policies.** Rotation policies are based on several factors, including the joint force mission, projected length of the operation, operational environment, requirements for personnel with unique or scarce occupational skills, authority limitations for recalled or mobilized personnel, and unit training and qualification requirements. For additional information, see (U) *Global Force Management Implementation Guidance (GFMIG)* and CJCSI 1301.01, *Joint Individual Augmentation Procedures*.

(7) **Civilian Employees and Contractors.** CCDRs establish and communicate force and JIA requirements for civilian support to joint operations via the GFM allocation process. CCDRs with assigned AORs include DoD expeditionary civilians in contingency plans and operations and establish AOR admission requirements. CCDRs coordinate with DoD components to incorporate AOR/joint operations area (JOA) admission requirements and other terms and conditions affecting the integration of CAAF into operation plans (OPLANs) and operation orders into applicable contracts. For additional information, see Directive-Type Memorandum-17-004, *Department of Defense Expeditionary Civilian Workforce*; DoDI 6490.03, *Deployment Health*; CJCSI 1301.01, *Joint Individual Augmentation Procedures*; the current GFM guidance; and the annual GFM planning order. (OP 1.2.3.1)

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

(a) **Equity.** The J-1 should plan for pay and entitlements (e.g., imminent danger pay [IDP] and type of TDY status) during the planning process to prevent inequities among personnel from the various Services.

(b) **Timeliness.** Pay and entitlements requests normally take time to enact, so an early policy determination ensures personnel receive proper and timely pay. For example, IDP entitlements are not retroactive and not effective until the Principal Deputy Under Secretary of Defense (Personnel and Readiness) approves a request. Personnel are not considered for any IDP entitlements until a request is approved. For additional guidance on pay, allowances, and entitlements, see Appendix G, “Military Pay, Allowances, and Entitlements.”

(9) **Postal Operations**

(a) The supported CCDR assigns the appropriate directorate, usually the J-1, to coordinate postal support for military operations. Directorate elements concerned with postal support coordinate with the joint forces postal staff. The designated directorate coordinates joint planning with the Military Postal Service Agency (MPSA).

(b) CCDRs may designate a Service component command (SCC) to act as single-Service manager in providing mail support to a deployed joint force. Planning requires close coordination with the J-3 and J-4 to integrate the movement of mail into the overall lift requirement and airflow.

(c) The designated directorate develops postal policies and procedures IAW US law and DoD and United States Postal Service (USPS) regulations. For additional information, see Appendix H, “Postal Operations,” and DoDI 4525.09, *Military Postal Service*.

(10) **Morale, Welfare, and Recreation (MWR) (ST 7.2.6)**

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

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

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

For more information, see DoDI 3020.41, Operational Contract Support (OCS).

Morale, Welfare, and Recreation Programs

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

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

(d) The J-1 coordinates MWR programs within its operational area and executes its portion of the external MWR support program.

(11) Casualty Operations and Casualty Reporting

(a) Each Service casualty office provides the necessary guidance and information for its Service and can successfully manage its own casualty operations and reporting requirements and provide timely and accurate notification to the next of kin (NOK) of its Service members. Deployed DoD civilians and CAAF who become casualties, receive treatment and evacuation IAW OSD and Service policies.

(b) J-1 casualty reporting requirements are based on CCDR guidance and are typically focused on providing timely information to the CCDR and subordinate JFCs to make them aware of status of forces and events under their purview that may have significant operational impact or media interest. The intent is not to duplicate Service reporting procedures. Depending on the intensity of operations and level of casualties, J-1 casualty reporting typically utilizes the Personnel Casualty Report of the Defense Casualty Information Processing System, the operational report (OPREP) 3, event or incident report, or the JPERSTAT. For additional information on casualty affairs, see Appendix J, "Casualty Operations and Casualty Reporting."

(12) Awards and Decorations

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

(b) The J-1 facilitates the timely submission of recommendations and supporting information, with appropriate endorsements, for personal, unit, and campaign awards through appropriate channels. Because Military Department Secretaries retain the

awarding authority for many decorations, the J-1 strongly recommends preparation and dissemination of detailed plans for submission and processing of award nominations as early into an operation as practicable. Additionally, J-1s encourage early communication of requests for delegation of approval authority, and waiver of policy questions regarding DoD service regulations.

For additional information on awards and decorations, see Appendix K, “Awards and Decorations,” and Department of Defense Manual (DoDM) 1348.33, Manual of Military Decorations and Awards, Volumes 1-4.

4. Service Component Responsibilities

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

b. In addition to recruiting, organizing, equipping, and training, the Services and their components provide personnel support to their forces. The Services retain administrative control and accountability responsibilities for their forces assigned and attached to CCMDs. United States Special Operations Command organizes, trains, certifies, and equips its forces but uses its coordinating authority to interact with the Services concerning personnel management of SOF. (SN 4.1)

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

(1) A controlled environment for arriving and departing personnel is established at the APOD/APOE or SPOD/SPOE. Service deployment system data collection points process personnel using either manned or unmanned scanners, when available, operating on the Service’s SIPRNET or Non-classified Internet Protocol Router Network. Processors may use scanning to create initial arrival and departure data.

(2) CCDRs may task Service component commanders to collect personal data using their Service’s deployment system scanning capability, when available, for both their Services’ personnel and for personnel from other Services, as well as personnel from other organizations who arrive in theater through their APOD/SPOD or depart the theater through their APOE/SPOE. CCDRs with an assigned AOR have the authority to

accomplish personnel Service support functions through the single-Service manager construct. When CCDRs designate a single-Service manager, the CCMD's J-1 provides the single-Service manager policy guidance, direction, and oversight. The single-Service manager's Service component organization may be performing a joint mission, although the organization may not be designated as a joint organization.

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

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

5. Other Command and Component Responsibilities

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

a. Military Manpower Call-Up

(1) Manpower mobilization augments the peacetime Active Component military end strength. Sources of military mobilization manpower include members of the RC, military retirees, and volunteers with or without prior service. These resources are organized by law to provide responsiveness in crises. Service components, the JS, or Military Department identify, validate, and source all personnel augmentation requirements. The Services are responsible for execution of RC call-up. Supported CCDRs establish the overall force requirements to conduct a joint operation. Supporting CCDRs and the Services source Active Component and RC requirements, who then pass them to the supported CCDR, who consolidates them and informs the CJCS.

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

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

worldwide visibility to determine the necessity for stop-loss, the J-1 coordinates closely with Service components to carefully consider stop-loss impacts to the Services.

c. Evacuation and Repatriation Operations

(1) DoD conducts evacuations and repatriation operations to assist the Department of State (DOS) in the movement of US citizens, DoD civilian personnel, and designated HN and third-country nationals from threatened areas abroad to an appropriate safe haven. Movements generally correspond to protection and evacuation plans established by DOS using terms such as authorized departures and ordered departures. Diplomatic or other considerations may make the use of certain terms, such as noncombatant evacuation operation (NEO) inadvisable and require the use of other terms instead. As used by DOS, DoD executes a NEO as an ordered departure from a threatened area abroad. DOS may declare a NEO based on the nature of the threat or the lack of availability of alternative forms of transportation. During all types of evacuations, the J-1 is instrumental in establishing personnel accountability and tracking of evacuees through their Services components.

(2) During NEOs, the JFC J-1 may have responsibility for overseeing the employment and operation of the operation's tracking system in the DOS Evacuation Control Center.

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

(4) DOS maintains and updates the Form-77, *Report of Potential Evacuees*. The report is an estimation of the number of US citizens in a country. The report plays a central role in DOS and DoD planning for and conducting evacuations.

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

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

For additional information on evacuations and repatriations, see DoDD 3025.14, Evacuation of US Citizens and Designated Aliens from Threatened Areas Abroad; for NEOs, see JP 3-68, Joint Noncombatant Evacuation Operations.

d. Personnel Recovery (PR) Operations

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

(2) The Joint Personnel Recovery Agency is the office of primary responsibility for PR and provides operational support to CCDRs in planning and implementation of the PR program.

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

(a) Ensures the unit submits a Department of Defense (DD) Form 2812 (Commander's Preliminary Assessment and Recommendation Regarding Missing Person) to the affected Service, as necessary, under the provisions of DoDI 2310.05, *Accounting for Missing Persons-Boards of Inquiry*.

(b) Coordinates the reintegration requirements per DoDI 3002.03, *DoD Personnel Recovery - Reintegration of Recovered Personnel*.

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

e. **Detainee Operations.** The J-1, or designated staff element, coordinates personnel services and MWR support for US military personnel supporting detainee operations. J-1 does not track detainee statistics. Commander, detainee operations, coordinates all reporting requirements between internment/resettlement battalions and the theater detainee reporting center. Commander, detainee operations, coordinates postal support for detainees with the JFC.

For additional guidance on personnel services support for detainees, see JP 3-31, Joint Land Operations, and JP 3-32, Joint Maritime Operations.

6. Other Operational Considerations (ST 1.2.1)

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

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

b. Women, Peace, and Security Principles. DoD strives to exemplify a diverse organization that allows for women's meaningful participation across the design, development, management, and employment of the joint force. JFCs may designate an advisor in the JFHQ to serve as the JFC's principal advisor to consider women, peace, and security principles when planning for joint operations and throughout the competition continuum. Women, peace, and security principles support the needs and reduce risk to disproportionately affected women and children among the civilian populace, during crisis and armed conflict.

For more information on women, peace, and security initiatives, see JP 3-33, Joint Force Headquarters; 2017 U.S. Women Peace and Security Act; 2023 United States Women, Peace, and Security Strategy and National Action Plan; and the Department of Defense Woman, Peace, and Security Strategic Framework and Implementation Plan.

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

d. Evaluation Reports. Performance evaluation reports are a Service responsibility. Each Service has specific policies and directives concerning evaluations. During deployments or other situations where members of several Services work together on a temporary basis, the CCDR may set basic guidance concerning performance reports and establish evaluation report periods for deployed personnel that coincide with Service-specific guidance. Computer-based aids such as fitness reports or evaluation programs and applicable Service publications need to be available to any JFC responsible for personnel from other Services. The J-1 monitors the timely completion and submission of evaluation reports.

Additional information on Service evaluation reports may be found in the following publications: Air Force and Space Force: Air Force Instruction 36-2406, Officer and Enlisted Evaluations Systems; Army: Army Regulation 623-3, Evaluation Reporting System; Navy: Bureau of Naval Personnel Instruction 1610.10, Navy Performance Evaluation System; Marine Corps: Marine Corps Order 1610.7, Performance Evaluation System; Coast Guard: Commandant Instruction M1000.3A, Officer Accessions, Evaluations, and Promotions, and Commandant Instruction M1000.2, Enlistments, Evaluations, and Advancements.

e. Passports and Visas

(1) Increased emphasis on military engagement has caused more frequent deployments worldwide. The DOS provides a special issuance passport (i.e., official,

diplomatic, no-fee regular, and Service) to include visas, when required, at no expense to the traveler, to DoD civilian employees traveling outside the United States on official travel to a foreign nation. For CAAF personnel, the terms of the contract specify provisions for passports and visas.

(2) Individual national laws and guidance and established status-of-forces agreements may waive passport requirements for US military personnel. All deploying military personnel require valid military identification cards and travel orders in their possession. Additionally, the JFC may require that military personnel stationed in, or reporting to, the theater or AOR maintain substantiating US citizenship documents (e.g., birth certificate, driver's license) to facilitate procurement of a passport should the need arise.

(3) Policies for obtaining special issuance passports are set forth in DoDD 1000.21E, *DoD Passport and Passport Agent Services*.

(4) Contractor personnel comply with individual theater and country clearance requirements in the Foreign Clearance Guide and Foreign Clearance Manual, and obtain appropriate required travel clearances (e.g., theater country, special area clearance). US citizens and third-country national contractors entering the AOR or JOA have this information documented in SPOT as required.

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

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

(2) Personnel accountability in conjunction with natural or man-made disasters remains with the Service/DoD agency, also known as DoD components. SCCs use DoD components' policies and procedures to account for their personnel. Each Service has a Web-based accountability and assessment system for reporting that interfaces with the Personnel Accountability Reporting System (PARS). SSCs use PARS as the central repository to accomplish personnel accountability reporting upon the occurrence of a natural or man-made disaster. CCDRs should continue to maintain analog methods of personnel accountability reporting.

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

g. Multinational Operations

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

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

(3) US JTFs should expect to participate as part of an MNF in most future military endeavors across the competition continuum. Such participation with MNFs may be more complex than US unilateral organization, planning, and operations. Complex matters (e.g., information sharing, communications systems interoperability, intelligence, personnel support, and logistic support) may be complicated further when planned and executed in conjunction with MNFs. (OP 2.2.2.4)

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

h. Redeployment Operations

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

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

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

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

CHAPTER III

JOINT PERSONNEL PLANNING

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

Napoleon I, 1769-1821

1. General

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

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

2. Personnel Estimate

The personnel estimate collects and analyzes relevant information for developing (within the time limits and available information) COAs and informing decision making that supports and impacts the planning and execution of the mission. The J-1 assists the JFC in reaching a decision by estimating whether a particular operation or mission is supportable from a personnel perspective. The personnel estimate should include partner force estimates. The process is applicable to any operational situation, and any level of command. For information on preparation of the personnel estimate, see Appendix A, “Personnel Estimate.”

3. Joint Manning Document Development

a. The establishing CCMD’s J-1 maintains the JMD. Any subsequent additions, deletions, or changes to the JTF JMD require coordination with and validation by the JS J-1. However, the CCMD plans, validates, and coordinates changes to the unit sourced, coalition, other government agency, or contractor requirements under their own authorities.

b. JFCs may establish a JMD working group to confirm/validate their JMD positions by skill, grade, and component; track by name arrivals and departures for each position;

determine/refine current and future manning requirements; and submit requests to higher HQ to change the JMD based on approved additions, deletions, and modifications identified by the JMD working group. The JMD working group, chaired by CCMD J-1 with a co-chair from J-3, meets on a recurring basis with a set agenda with all staff sections participating.

c. Early, frequent, and inclusive coordination with the Services during JMD validation and sourcing results in fewer requests for information from the joint force providers and improved sourcing levels. Whenever practicable, JFCs should include theater Service component manpower representatives in the JMD requirements and planning process.

d. Effectively transitioning a single-Service organization from its routine, Service-related missions to that of a JTF HQ requires specific steps. Key to this process is creating a JMD that defines the JTF HQ's overall manpower requirements needed to complete its mission. Sourcing authorities can fill a JMD through multiple resourcing methods, to include units, multinational partners, other USG departments and agencies, and CAAF. The FMTS is a SIPRNET-based system of record to document all JMDs. The JMD is not a sourcing mechanism for personnel requirements; however, by documenting JIA requirements in the FMTS, J-1s are able to export the requirements into a spreadsheet to send along with a general administration message to the JS to validate the JMD for joint sourcing of the joint individual augmentee positions.

e. If a SecDef order delineates a mission, and the CCCR determines it requires a JTF to execute, the CCCR normally designates one of the CCMD Service components or an allocated unit to form the core of the JTF HQ. The staff of this core HQ should identify its personnel requirements to execute the mission. The CCCR translates JTF HQ requirements into a JMD to achieve adequate manning levels with a proper mix of military and civilian personnel with the correct skills to facilitate mission success.

f. JMD Creation and Validation

(1) **JTF Roles.** The commander, joint task force (CJTF), in concert with the establishing commander's staff, develops and organizes a draft JTF JMD for approval by the CCCR. When the JTF requires JIAs within the JMD, the CCMD forwards them to the JS J-1 for validation.

(a) This document provides the baseline for JTF HQ staffing. The JFC uses the document for strength reporting, personnel accounting, awards eligibility determination, base support, and a host of other services and functions. The JFC organizes the staffing requirements associated with the JTF HQ, based on specific mission requirements.

(b) During JMD development, the CJTF evaluates current personnel resources available to meet requirements. The CJTF should fill as many requirements as possible from their immediate available personnel assets consistent with mission requirements and guidelines for forming a JTF. The CCMD J-1 attempts to fill any

remaining vacancies in JMD billets from internal assets prior to JS J-1 validation (IAW CJCSI 1301.01, *Joint Individual Augmentation Procedures*). CCMD J-1s build flexibility into the joint manning process, providing strategy alignment across the CCMDs and Services.

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

(2) **Establishing CCCR Roles.** If the establishing CCCR decides to direct the operation using the HQ staff versus a JTF, the establishing CCMD's J-1 coordinates with the staff directorates to identify and validate required augmentation to the establishing CCCR's staff. Once that is determined, the establishing CCCR should provide this initial draft JMD to the Service components to effect planning for sourcing their respective portions. The JMD is a living document subject to refinement due to changing mission requirements or other factors that increase or decrease personnel requirements. Prior to completion of JMD validation, the establishing CCMD's J-1 considers feedback received from Service components and JS J-1. Upon completion of this coordination, the CCCR approves and validates the JMD. For further information, refer to CJCSI 1301.01, *Joint Individual Augmentation Procedures*.

(a) The establishing CCMD's J-1 maintains the JMD. Any subsequent additions, deletions, or changes to the JTF JMD require coordination with and validation by the JS J-1. However, the CCMD plans, validates, and coordinates changes to the unit sourced, coalition, other government agency, or contractor requirements under their own authorities.

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

(c) Early, frequent, and inclusive coordination with the Services during JMD validation and sourcing results in fewer requests for information from the joint force providers and improved sourcing levels. Whenever practicable, theater Service component manpower representatives should be included in the JMD requirements and planning process.

4. Operation Plan Personnel Annex

Planning is the key to ensuring accurate personnel visibility data reporting. Services and their components need awareness of the theater personnel visibility requirements prior to execution. A well-developed personnel annex within the CCDR's OPLAN is the best method to widely disseminate theater requirements. When the CCMD establishes the concept of operations, the J-1 provides input to the OPLAN in annex E (Personnel), which outlines the plan for personnel support. The format for preparation of an OPLAN personnel annex is included in CJCSM 3130.03, *Planning and Execution Formats and Guidance*. Additional information is included in Appendix B, "Example of Annex E (Personnel) to an Operation Plan."

5. Flow of Forces into the Theater (ST 4.2)

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

b. The JFC should closely manage the flow of individual augmentees from home station to their intra-theater assigned unit and location as they often deploy by multiple modes, to include commercial travel.

6. Joint Task Force Headquarters Manning

a. General

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

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

(3) Normally, the establishing authority establishes a JTF to achieve operational objectives.

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

(b) CCDRs usually assign JTFs a JOA.

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

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

b. Composition of a JTF HQ

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

(2) Establishing authorities may use several options to form a JTF HQ.

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

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

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

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

(e) Joint Enabling Capabilities Command capabilities are requested through a general administration message to activate their immediate response force or through a

request for forces from the CCMD to the JS. The capabilities are accounted for on the JMD as a unit fill.

(3) CCDRs may establish JTFs on a geographical area or functional basis when the mission has a specific limited objective. Even as a US unilateral force, a JTF usually operates with interagency, international organizations, NGOs, and multinational partners, which the CJTF and staff work with and through.

(4) CCDRs should try to fill JTF augmentation requirements from CCMD resources but can request activation of the Joint Enabling Capabilities Command to integrate within the JTF staff during the initial stand up of the organization. The request can be tailored for specific Joint Enabling Capabilities Command capabilities based on the JTF mission. Joint Enabling Capabilities Command personnel provide JTF-level expertise to include establishing operating procedures and JMD requirements process IAW CJCSI 1301.01, *Joint Individual Augmentation Procedures*.

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

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

b. JP 3-33, *Joint Force Headquarters*, includes organization and responsibilities of a JTF J-1. The organization of the joint force and the operations to be conducted dictate the actual composition of the JTF J-1. A typical JTF J-1 consists of three divisions: human capital, personnel readiness, and personnel services.

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

(2) Personnel readiness division provides plans, policy, and other guidance on joint personnel issues, to include oversight of joint personnel operations. Personnel readiness plans include development of the manpower mobilization requirements for inclusion in plans and orders. Personnel readiness issues are normally addressed in the plans and operations division of a J-1.

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

8. Personnel Visibility (ST 4.2.1, OP 4.4.2, OP 5.1.16)

a. JFCs achieve personnel visibility by having reliable personnel data from various authoritative data sources for all US Service members, DoD civilian employees, and CAAF

physically present in a CCDR's AOR. Establishing personnel visibility is a joint mission to provide accurate, near real-time, readily available personnel information DoD-wide.

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

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

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

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

d. The supported CCDR establishes and publishes policies, procedures, and standards to accomplish the personnel visibility mission in their AOR.

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

(a) Established APOD and SPOD.

(b) Established APOE and SPOE.

(c) Theater opening operations.

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

Joint Personnel Accountability Reconciliation and Reporting Data Sources

Department of Defense (DoD) Deployment System	
Synchronized Predeployment and Operational Tracker (SPOT) for deployed DoD-funded contractors	
Service Deployment Systems	
US Army	Deployed Theater Accountability System (DTAS)
US Marine Corps	Marine-On-Line
US Air Force	Deliberate Crisis Action Planning and Execution Segment (DCAPES)
US Space Force	Deliberate Crisis Action Planning and Execution Segment (DCAPES)
Other databases include:	
Aircraft and Personnel Automated Clearance System (APACS)	
Defense Civilian Personnel Database System (DCPDS)	
Fourth Estate Manpower Tracking System (FMTS)	
Defense Biometric Identification System (DBIDS)	
Defense Finance and Accounting Service (DFAS)	
Defense Travel System (DTS)	
Integrated Data Environment Global Transportation Network Convergence (IGC)	
Joint Asset Movement Management System (JAMMS)	
United States Strategic Command Personnel Location and Centralized Event System (PLACES)	
United States Transportation Command Regulating and Command and Control Evacuation System (TRAC2ES)	

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

- (e) Deployment, reception, and redeployment operations.
- (f) Joint reception, staging, onward movement, and integration (JRSOI) operations (including United States Transportation Command forces).
- (g) Reception operations.
- (h) JPPC operations.
- (i) JTF operations.

- (j) Buildup, self-deployment, and pre-positioning activities.
 - (k) Afloat forces on Military Sealift Command vessels, to include maritime pre-positioning force vessels.
 - (l) Afloat forces in support of military operations or activities in the AOR.
 - (m) Supporting CCMD mission or mission support activities in the AOR.
 - (n) Theater reception activities controlled by Service components and subordinate commands.
 - (o) Air Mobility Command operations (en route support units and contracted operations).
 - (p) Passenger movement, port calls, non-unit-related personnel movement, and patient movement (e.g., aeromedical evacuation).
 - (q) Maritime pre-positioning force operations aerial port operations.
 - (r) Army pre-positioning stock operations.
 - (s) Water terminal, land terminal, and air terminal.
 - (t) Transient air crews.
- (2) In addition, personnel visibility policy addresses, at a minimum, policies, procedures, and standards for the collection of personnel data using a Service's personnel accountability system or JAMMS for the following locations, operations, and activities:
- (a) Theater reception activities controlled by Service components and subordinate commands.
 - (b) All personnel entering and exiting at all aerial ports.
 - (c) Intertheater travel and intratheater travel.
- (3) Services conduct scanning at all locations and the data is fed either to the Service's deployment system on SIPRNET or to JAMMS on Non-classified Internet Protocol Router Network.

9. Assessment

a. Operation assessments are an integral part of planning and execution of any operation, fulfilling the requirement to identify and analyze changes in the operational environment and to determine the progress of the operation. Assessments involve the

entire staff and other sources such as higher and subordinate HQ, interagency and multinational partners, and other stakeholders. They provide perspective, insight, and the opportunity to correct, adapt, and refine planning and execution to make military operations more effective. Operation assessment applies to all levels of warfare and during all military operations across the competition continuum.

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

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

- (1) Develop mission success criteria.
- (2) Compare observed operational environment conditions to desired objectives or end-state conditions.
- (3) Determine validity of key planning facts and assumptions.
- (4) Determine achievement of desired effects and objectives.
- (5) During execution, determine the effectiveness of allocated resources against specific task and mission performance and effects and test the validity of intermediate objectives.
- (6) Determine whether an increase, decrease, or change to resources is required.
- (7) Identify the risks and barriers to mission accomplishment.
- (8) Identify opportunities to accelerate mission accomplishment.

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

CHAPTER IV

JOINT PERSONNEL SUPPORT IN THE FUTURE OPERATIONAL ENVIRONMENT

1. Fundamental Changes

a. As the joint force adapts to changes in the character of warfare accelerated by adversary advancements in space, cyberspace, and the information environment, the career paths and skills accumulated through education, training, and self-development will have to change. The current linear career paths will transform into expanding portfolios of experiences, and the technical skills required to succeed will increase geometrically. In the context of preparing for the next war, relying solely on past experiences has often proven a poor choice. For example, Europe's armies went to war in 1914 led by a core of general officers with decades of combat experience in colonial wars. Almost all their experience proved irrelevant as they confronted the brutal reality of a war for which no military or nation had really prepared.

b. In similar fashion, the experience gained over the past 20 years in mobilizing and certifying formations and individuals in sanctuary for theater deployment to hostile environments may not be prelude. From 2004 through 2014, Service members from any background or unit from any Service or component, regardless of previous training, could and did deploy to perform similar duties. These personnel came forward to conduct counterinsurgency and security operations common throughout the United States Central Command AOR. This era was not precedent but a nuanced reminder of 1914. Like then, we live in an age with rapidly changing technologies generating new domains and new modes of fighting. The differences in scope, scale, pace, and the demands on Service members from one war to the next can be dramatic.

c. The changing character of warfare is influencing, accelerating, and expanding the operational environment and challenges JFCs to make a fundamental shift in concepts of operations to confront fast-paced, high tech, rapidly changing, and lethal circumstances. A summary of the attributes a warfighter will need in future warfare: shift from physical to cognitive; from single skill to multi-skill; from deployment to a location to employed from a location.

d. As our adversaries continue to grow their access to emerging technology and rapidly field advanced capabilities, it creates a challenge for DoD as it seeks to field relevant forces to advance and protect US interests and accomplish objectives across the competition continuum.

e. Adversaries' military doctrines discuss targeting individuals with a variety of malign influence operations and targeting DoD members and their families. The continued expansion of social media, online gaming, and application-based services, such as health, banking, and dating, create several vectors through which adversaries may target DoD personnel and their families with malign influence.

(1) Through these vectors, malign influence might be subtle, almost imperceptible, over time that can nudge attitudes in directions favorable to malign actors or unfavorable to DoD. Moreover, Internet applications have spawned a multi-billion-dollar data brokerage market where hackers have aggregated, stolen, and sold commercially and publicly available data for most Americans on a grand scale.

(2) Our adversaries may micro-target US citizens, resulting in loss of access to bank and service accounts for Americans. Adversaries may also implement artificial intelligence and create deepfake images to trigger investigations or humiliate joint force personnel or their family members, or other personnel-related attacks.

2. The Future Operational Environment

a. **Challenges and Requirements.** There is a range of possible futures that could impact the character of joint personnel support. Future warfare may require the mass projection of hundreds of thousands of personnel. There may be high attrition requiring national-level force generation for large-scale rotation and replacement requirements. On the other hand, the next war may expand across geographic regions, with far fewer formations forward deployed permanently but interconnected via data and digitization. Regardless of the demands future warfare may place on the joint warfighter, adversaries will target individuals and their functions relentlessly. To posture the joint force to respond to adversaries under such conditions necessitates a shift in how the joint force trains and employs joint warfighters. The character of personnel support may be mass with few differentiating skills, precise with many unique skill sets and specialized requirements, or a combination of multi-skilled and adaptable regardless of quantity. Future warfare may become protracted but dynamic, with perpetual changes and new requirements unfolding and emerging constantly.

b. **Personnel Support; Ready for the Future?** Throughout preparations for the invasion of Iraq in 2003, the US Army assessed the readiness of reserve units. On paper, many of these units' manning strength was between 80% and 90%. Upon scrutiny, only 20% to 30% of these units' members were prepared to deploy. In most cases, the categories for assessing individual readiness were based on a physical act, administrative requirement, or medical attribute. There were no categories for assessing cognitive acuity or digital readiness.

(1) For future warfare, cognitive readiness and certification may take precedence over other standards. Military recruiters may consider cognitive readiness and certification for the screening, recruitment, and training of new military personnel. The ability to employ unique information technology-centric communications, systems, and weapons will be a far more important indicator of readiness than passing a physical fitness test, going to the dentist, or qualifying an individual weapon.

(2) The future of joint personnel support will include identifying the required skills for tomorrow, forming the right manning documents, and building, training, and reporting readiness against future anticipated requirements, not current universal joint task

metrics. Once established, these skills should be an important aspect of readiness reporting and evaluation for mobilization exercises. Examples of new metrics may include individual fortitude, mental toughness, and resilience.

c. **Skills and Standards.** One interesting trend is the shifting requirements between physical and cognitive requirements. While physical conditioning will always be a requirement for warfighting, the ratio between physical and cognitive exertion and requirements will likely change. For individuals serving at tactical levels of war, the ratio may inverse from 75% physical (circa 2020) to as much as 75% cognitive over the next 20 years.

d. **Broadening Personnel Readiness and Personnel Planning to Counter Foreign Targeting of DoD Members.** In the future, individuals and units should expect the enemy to target them once identified for deployment. This targeting will likely occur anywhere the adversary gains access, including private residences in the continental United States and overseas home station locations.

(1) (1) While the attacks will likely be nonlethal, wide-scale attacks on personnel, leaders, or family members in a unit can severely degrade readiness long before formations depart the United States. More importantly, adversaries are likely gathering the data to support those attacks today by collecting on DoD members online, buying individuals' financial, health, and other data from commercial data brokers, and a variety of other approaches.

(2) Service unit commanders, at all levels, will play a key role in mitigating the effects of any attacks and keeping home station personnel ready and operationally focused. This may be the most challenging assignment for which the commanders and their personnel support staffs are the least prepared. The growth of artificial intelligence and machine learning is available worldwide. Our adversaries' investment in these information capabilities vastly accelerates their ability to conduct influence operations. Threat actors may have the ability to target significant numbers of individuals in critical units, disrupting entire organizations at the time of their choosing across the competition continuum.

(3) JFCs and their J-1s will have to consider how to evolve to protect DoD members and their families from threats, adjust joint personnel planning to account for and mitigate these threats, and assess the impact on the joint force. J-1s and Service personnel staffs will have to be part of a team that enables commanders to employ active and passive force protection of Service members. Operational security will need to expand from an exclusive focus on protecting military information to include personal data protection against virtual threats across the competition continuum.

(4) Commanders will have to employ active and passive force protection activities much sooner and against virtual threats in a manner they are not currently doing. Additionally, future personnel support requires near real-time tracking of all personnel with a joint operations area, theater, AOR, and those in transit.

3. Future Joint Personnel Support

a. As artificial intelligence technologies and capabilities mature, the use of crewed-uncrewed teaming in military formations will expand the JFC's mission parameters and operational reach while simultaneously decreasing risk to military personnel. Crewed-uncrewed teaming synchronizes employment of personnel, aircraft, vehicles, robotics, and sensors to enhance situational awareness, increase lethality, and improve survivability during contested sustainment operations.

b. Additionally, as DoD continues to implement these technologies across military formations, it will likely eliminate personnel force structure requirements and provide flexibility to the Services to shift personnel and force structure to other critical requirements. For example, as the US Army develops and implements autonomous ground vehicles, it will reduce manning requirements and create opportunities to shift those resources to competing requirements.

c. Future joint manning documents will have to be flexible. Rigid, inelastic, and mechanical deployment processes, organizational structures, and billets for units and individuals will have to shift to processes that are more adaptive in near-real time. In fact, future JMDs, and their Service counterparts, may have to be malleable and flexible as opposed to fixed with permanent billets. JFCs may well need "living" JMDs with precise requirements that adjust to current situations and anticipate future requirements.

d. In the future operational environment, JFCs will continue to exercise their authority to implement personnel programs and coordinate support functions from Service components to support and sustain joint operations. When planning operations against a capable adversary, a JFC may not have all-domain superiority throughout the AOR. JFCs who prioritize adaptability while preparing and conducting joint operations may be able to respond more effectively to changes in the operational environment, thwarting adversary attempts to seize an advantage during crisis and armed conflict.

e. Time-phasing of personnel support capabilities and personnel services support units will be a critical planning consideration in the future operational environment. To meet unanticipated requirements during times of uncertainty, CCDRs may need to deploy personnel support capabilities early in the time-phased flow of forces. The J-1 identifies the key personnel support capabilities and requirements to adequately set the theater to include personnel service support, linguists, and medical capabilities.

f. The joint personnel support should be able to respond to changing situations, unanticipated events, and varying personnel-related requirements on short notice. Personnel support programs should be capable of adapting to shifting operational situations, needs, and priorities. The future operational environment demands integration of multiple supported and supporting CCDRs which will introduce a new level of personnel-related complexity. It is essential for joint personnel support to adequately plan to provide personnel support during a sustained period of armed conflict.

g. Armed conflict with a peer adversary may result in excessive casualties. Accurate personnel accountability is critical during periods of sustained armed conflict. Mass casualty events will likely stress the JFC's transportation and distribution capabilities. JFC J-1s will have to execute personnel service support operations, such as personnel replacement operations and postal operations, with limited resources. Proactive personnel support planning to joint operations assists the JFC in accomplishment of the mission.

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APPENDIX A

PERSONNEL ESTIMATE

1. General

a. Staff estimates are the foundation for the commander's decision to select a COA. The staff directorates analyze and refine each COA to determine its supportability. The thoroughness of these staff estimates helps determine the success of the military operation.

b. Not every situation needs an extensive and lengthy planning effort. In some cases, a commander can review the assigned task, receive oral briefings, make a quick decision, and direct the writing of an OPLAN in message format. Given an uncomplicated task, this could complete the process. However, most joint operations demand a thorough, well-coordinated plan that necessitates a complex staff estimate process. Although written staff estimates are not mandatory, when developed, they are carefully prepared, coordinated, and fully documented IAW JP 5-0, *Joint Planning*.

c. The J-1 assists the commander in reaching a decision by estimating whether a particular operation or mission is supportable from a personnel perspective. The personnel estimate process, which includes partner force estimates, is applicable to any operational situation and any level of command and is used in the joint planning process.

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

2. Responsibilities

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

3. Procedures

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

(1) Reviews the situation, mission, enemy, operational environment, terrain and weather, personnel, and support available-time available from a personnel perspective.

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

(3) Identifies the decision criteria that relate to personnel issues.

(4) Analyzes these decision criteria with respect to each COA, identifying advantages and disadvantages from a personnel point of view.

(5) Compares COAs to one another based on advantages and disadvantages of each. Use of a worksheet or matrix is helpful to display advantages and disadvantages and analyze their relative merits.

(6) Concludes whether the mission is supportable, and which COA can best be supported.

b. Staff uses the format established by CJCSM 3122.01, *Joint Operation Planning and Execution System (JOPES), Volume I (Planning Policies and Procedures)*, for preparation of the personnel estimate.

**PERSONNEL ESTIMATE
SECURITY CLASSIFICATION**

Originating Section, Issuing Headquarters

Place of Issue

Date-time Group

PERSONNEL ESTIMATE NUMBER

REFERENCES:

a. () Maps and charts.

b. () Other pertinent documents.

1. () Mission. State the mission of the command as a whole, taken from the commander's mission analysis, planning guidance, or other statements.

2. () Situation and Considerations

a. () Characteristics of the Area of Operation. Summarize data about the area, taken from the intelligence estimate or area study, with specific emphasis on significant factors affecting personnel activities.

b. () Enemy Forces

(1) () Strength and Dispositions. Refer to current intelligence estimate.

(2) () Enemy Capabilities. Discuss enemy capabilities, taken from the current intelligence estimate, with specific emphasis on their impact on personnel matters.

c. () Friendly Forces

(1) () Present Disposition of Major Elements. Include an estimate of their strengths. When this estimate is distributed outside the issuing headquarters, the first line of the heading is the official designation of the issuing command, and the ending of the estimate is modified to include authentication by the authoring section, division, or other official according to local policy. Normally, these are numbered sequentially during a calendar year.

(2) () Own courses of action (COAs). State the proposed COAs under consideration, obtained from operations or plans division.

(3) () Probable Tactical Developments. Review major deployments necessary in initial and subsequent phases of the operation proposed.

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

e. () Command, Control, and Communications Situation. State the command, control, and communications situation, emphasizing known problems that may affect the personnel situation.

f. () Assumptions. State assumptions about the personnel situation made for this estimate. Because basic assumptions for the operation are already determined and will appear in planning guidance and in the plan itself, they should not be repeated here. Certain personnel assumptions already determined in preparing this estimate should be stated here.

g. () Special Features. List anything not covered elsewhere in the estimate that may influence the personnel situation. For example, identify civil and indigenous labor resources available or essential to support military operations.

h. () Language, Regional Expertise, and Culture (LREC) Requirements. Identify regional expertise and linguistic LREC requirements essential to support proposed operations.

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

3. () Personnel Analysis of Own COAs. Make an orderly examination of the personnel factors influencing the proposed COAs to determine the manner and degree of that influence and to isolate the personnel implications that should be weighed by the commander in the commander's estimate of the situation.

a. () Analyze each COA from the personnel point of view. The detail in which the analysis is made is determined by considering the level of command, scope of contemplated operations, and urgency of need.

b. () The personnel factors described in paragraph 2 establish the elements to be analyzed for each COA under consideration. Examine these personnel factors realistically and include appropriate considerations of climate and weather, terrain, hydrography, adversary capabilities, and other significant factors that may have an impact on the personnel situation as it affects the COAs.

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

4. () Comparison of Own COAs

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

b. () Use a work sheet similar to the one in the commander's estimate, if necessary.

5. () Conclusions

a. () State whether or not the mission set forth in paragraph 1 can be supported from a personnel standpoint.

b. () State which COA under consideration can best be supported from a personnel standpoint.

c. () Identify the major personnel deficiencies that must be brought to the commander's attention. Include recommendations of methods to eliminate or reduce the effects of those deficiencies.

(Signed) _____ J-1

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

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

APPENDIX B
EXAMPLE OF ANNEX E (PERSONNEL) TO AN OPERATION PLAN

ANNEX E PERSONNEL SUPPORT

ANNEX E TO USXXXXXXX OPLAN XXXX-XXX

PERSONNEL SUPPORT

References: List Documents essential to this annex

1. Situation

- a. Operational Area. Describe aspects that may affect personnel services.
- b. Enemy Forces/Personnel Threats. Discuss threat in operational area and identify the threats most likely to affect personnel support capabilities.
- c. Friendly Forces. Summarize available personnel support capabilities.
- d. Assumptions. List key assumptions affecting personnel support planning.
- e. Limitations. List key limiting factors affecting personnel support.

2. Mission

3. Execution

- a. Concept of Operations. Describe the overall concept of personnel support to meet mission requirements.
- b. Tasks. Identify subordinate unified command, JTF, and component commander tasks for personnel support.
- c. Coordinating Instructions. Outline required key intra-command coordination.

4. Administration and Logistics

- a. Administration. Provide specific reports, requirements, procedures, product distribution, instructions, and interim administrative actions.
- b. Concept of Logistics

5. Command and Control

a. Command Relationships. Describe the command and control relationships and lines of authority.

b. Communications

(1) Describe how personnel support information will be transmitted throughout the command.

(2) Describe any dedicated personnel support communications networks.

(3) Identify communications requirements during multinational operations.

General
Commander

Appendices

1-Xxxx

2-Xxxx

3-Xxxx

OFFICIAL

s/

t/

Colonel

J-1

APPENDIX C

JOINT FORCE MANPOWER AND PERSONNEL DIRECTORATE CHECKLIST

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

1. Managing the Force

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

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

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

(3) Is the JMD supporting a CCCR requirement?

(4) Can the establishing authority direct a unit or capability to perform the proposed JMD-assigned mission?

(5) Has the J-1 completed a joint personnel estimate to establish accurate JMD requirements (e.g., rank structure, proper skill alignment, staff functionality)?

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

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

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

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

(1) Has the CCCR prepared a position description for each position?

(2) Are critical positions identified?

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

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

(5) Has the CCDR established procedures to identify JTF individual augmentation requirements and identified shortfalls to the appropriate authority?

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

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

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

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

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

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

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

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

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

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

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

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

h. Do plans include a completed Annex E—Personnel, along with associated appendixes for processing of formerly captured, missing, or detained US personnel; legal; military postal operations; chaplain activities; LREC requirements; and finance and disbursement support?

i. In the event SecDef declares a contingency operation, is the JFHQ J-1 prepared to advise SCCs and execute personnel actions in the JFHQ to ensure that they initiate personnel actions for military personnel under Title 10, USC, Section 101?

2. Support Issues

a. Has the JFC established a JPPC? Are reporting instructions issued, addressing, at a minimum, report date and not-later-than time, reporting location, point of contact (POC) and duty phone, passports and visas, immunizations, uniform and equipment requirements, training requirements, and travel restrictions? If appropriate, provide billeting arrangements in reporting instructions.

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

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

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

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

(4) Providing passports and visas if required. J-1 personnel should consult the DoD Foreign Clearance Guidance for passport and visa requirements of not only destination nations but also the nations that travelers may be required to transit while en route to or from the destination nation.

(5) Accomplishing other personnel actions such as medical readiness processing (e.g., immunizations, contagion co-morbidity assessments, human immunodeficiency virus screening, DNA [deoxyribonucleic acid] sampling, pregnancy screening); identification cards or tags; Service record updates, including record of emergency data; and Servicemember's Group Life Insurance Election and Certificate (Form SGLV-8286) or electing Federal Employees' Group Life Insurance.

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

c. Are deployment of personnel considerations provided (TDY, field conditions) to ensure that adequate compensation is provided and prevent unnecessary loss of pay and allowances?

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

- (1) Special leave accrual.
- (2) Hostile fire or IDP.
- (3) Combat zone tax exclusion.
- (4) Sole surviving son or daughter.
- (5) Absentee voting.
- (6) Awards and decorations.
- (7) MWR.

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

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

g. Is military postal support adequately and equitably addressed in joint force and component commands' plans? Has the JFC planned postal services to detainees?

h. Are military equal opportunity support and equal employment opportunity support adequately addressed in joint force and component commands' plans? Are military equal opportunity and equal employment opportunity counselors forward deployed?

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

j. Is a policy in place to ensure that DoD civilians are assigned to a unit identification code, are properly trained, and have been issued the proper equipment?

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

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

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

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

o. Have the Joint Force Surgeon and J-1 coordinated for a Role 4 medical treatment facility and to review the well-being plan for medically evacuated Service members?

p. Is the Sexual Assault Prevention and Response Program adequately addressed in joint force and component commands' plans?

(1) Has the command established theater-level requirements for prevention of and response to incidents of sexual assault occurring during military operations?

(2) When a CCDR relies on the installation host, Service, or a component commander to provide investigation, legal, medical, and counseling support, has the JFC formally established these relationships?

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

(4) Are procedures in place to ensure Service members who deploy to locations outside the United States are cognizant of sexual assault issues, as well as DoD and Service-specific policies addressing sexual assault prevention, prosecution of offenders, and the care of victims?

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

(6) Has the JFC established a continuous sexual assault prevention and response capability in the AOR?

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

(8) Is space provided for normal office operations, to include private sexual assault response coordinator, victim advocate, and health care providers' consultation areas?

(9) Are adequate supplies of sexual assault forensic examination kits, as well as personnel who are appropriately trained on protocols for use and prescribed chain of custody procedures, available?

(10) Are policies and procedures in place to ensure unrestricted reports of sexual assault incidents are referred to a commander with authority to take appropriate actions?

(11) Are policies and procedures in place to address Sexual Assault Prevention and Response Program applicability and services for US civilians and US CAAF?

(12) Are military protective order and expedites transfer requests procedures in place that consider the deployed environment?

3. Administrative Issues

a. Are there adequate J-1 staff to support continuous J-1 operations? (Note: The JFC should consider creation of an HQ commandant or similar element to perform administrative functions. If the J-1 is responsible for administrative functions, the staff may require augmentation.)

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

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

d. Consistent with operational requirements, is the JFC making maximum practical use of local labor? Are all policies regarding use of local labor by the joint force coordinated with component staff judge advocate, J-4, and civil-military operations/interagency cooperation directorate of a joint staff in concert with current combating trafficking in person policies? Note: The J-1, J-3, and civil-military operations/interagency cooperation directorate of a joint staff should coordinate civil-military issues.

e. Are J-1 supporting plans developed for the evacuation of noncombatant personnel?

f. Are internal standing operating procedures developed and coordinated to streamline the execution of recurring activities and reports?

g. Are all joint force components provided reporting formats and requirements?

h. Are requirements for Service, joint, and multinational publications identified?

i. Is a Service-specific rating scheme monitoring system in place for the JFHQ personnel?

j. Is draft JFC guidance for officer, enlisted, and DoD civilian fitness reports, evaluations, and officer evaluation reports published, coordinated with component commanders, and issued to those responsible for evaluation of assigned Service members?

k. Is a POC list developed and published?

l. Has the JFC established a JMD working group?

m. In the event of an evacuation, is the required quantity of noncombatant evacuation operation tracking system operators on hand or available from higher HQ or other sources within the theater?

n. Has the J-1 established a procedure to accomplish personnel accountability upon the occurrence of a natural or man-made disaster, and is a program manager appointed IAW DoDI 3001.02, *Personnel Accountability in Conjunction with Natural or Manmade Disasters*?

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APPENDIX D

NATURAL DISASTER AND CATASTROPHIC EVENT ACTIONS

1. General

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

2. Personnel Accountability in Conjunction with Natural or Man-Made Disasters

DoDI 3001.02, *Personnel Accountability in Conjunction with Natural or Manmade Disasters*, outlines the tasks the heads of the DoD components must accomplish in preparation for the occurrence of a natural or man-made disaster. SecDef defines heads of DoD components as OSD, Military Departments, Office of the CJCS, CCMDs, Office of the Inspector General of DoD, and DoD agencies and field activities. When a natural or man-made disaster occurs, the head of a DoD component is responsible to:

- a. Commence internal accountability activities immediately.
- b. Ensure all specified DoD-affiliated personnel who work or reside within the affected geographical area of a disaster, as defined by the CJCS, are aware of the requirement to positively and personally check in (i.e., physically, telephonically, or electronically), at the first available opportunity, with the appropriate authority or emergency call-in number established by the DoD component.
- c. Use PARS as the central repository when accomplishing personnel accountability reporting upon the occurrence of a natural or man-made disaster.
- d. Direct Services to implement accountability using their Service-specific personnel accountability and assessment systems. The CCMD J-1 formulates policy to accomplish joint personnel status reporting in the AOR using the JPERSTAT.
- e. Report all reportable casualties according to DoDI 1300.18, *DoD Personnel Casualty Matters, Policies, and Procedures*, and include in personnel accountability reports as required.
- f. Use noncombatant evacuation tracking systems to fully support repatriations into United States Northern Command and United States Indo-Pacific Command during evacuations according to DoDD 3025.14, *Evacuation of US Citizens and Designated Aliens from Threatened Areas Abroad*.
- g. Implement emergency contact procedures. As part of theater entry requirements under the provisions of DoDI 1100.22, *Policy and Procedures for Determining Workforce Mix*; and DoDI 3020.41, *Operational Contract Support (OCS)*, all DoD-affiliated

personnel, to include civilian employees and CAAF, prior to entry into a possible theater of operations, have current emergency contact information placed on file in a centralized electronic database. DD Form 93, *Record of Emergency Data* (or equivalent record for contractor personnel) is used for this purpose. Emergency contact rosters that may include cellular telephone numbers, personal e-mail addresses, and alternate addresses may be maintained to facilitate communication under emergency situations.

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

a. The CJCS includes disaster personnel accountability requirements in national-level and Service-specific exercises when scenario-supported. Upon the occurrence of a natural or man-made disaster, the CJCS:

(1) Notifies the Under Secretary of Defense for Personnel and Readiness each time DoD component reporting is implemented.

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

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

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

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

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

(7) Establishes, in coordination with the DMDC, the specific reporting timelines.

(8) Directs commencement of personnel accountability from the DoD components.

(9) Recommends to the Under Secretary of Defense for Personnel and Readiness when personnel reporting should be suspended.

(10) Coordinates with the Secretaries of the Military Departments and CCDRs on personnel accounting actions and reports in conjunction with evacuations according to

DoDD 3025.14, *Evacuation of US Citizens and Designated Aliens from Threatened Areas Abroad*.

b. The Director, DMDC:

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

(2) Coordinates with the DoD components to account to the reconciled DMDC baseline as required until all reportable personnel are accounted for or upon notification by Under Secretary of Defense for Personnel and Readiness memorandum that reporting is suspended.

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

(4) Administers PARS.

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

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

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

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

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

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

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

c. Personnel Accountability Program Manager. The personnel accountability program manager completes and submits a DD Form 2875 to the DMDC to request user account access to PARS, except for components identified by the CJCS that require classified reporting capability. The JS directorates, CJCS-controlled activities, CCMDs, North Atlantic Treaty Organization (NATO) US National/Service Support units, and other

joint activities prepare DD Form 2875 to request a user account for PARS and submit to the DMDC.

4. Fourth Estate Manpower Tracking System

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

b. Fourth Estate authorities push personnel database hierarchy data in the FMTS to the DMDC, and upon the occurrence of a natural or man-made disaster, the DMDC includes this data when creating a PARS query for DoD-affiliated personnel in a specified geographical area.

5. Service Systems

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

APPENDIX E

INDIVIDUAL AUGMENTATION PLANNING AND PROCEDURES

1. General

CJCSI 1301.01, *Joint Individual Augmentation Procedures*, and CJCSM 3130.06, *Global Force Management Allocation Policies and Procedures*, delineate the method to request for JIA.

2. Responsibilities

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

3. Rotation Planning (OP 4.4.2.1)

a. The decision to establish a specific rotation policy depends on the mission, anticipated length of the operation, operational environment, unique training requirements, key positions, and available inventory of required skills.

b. The nature of any operation necessitates a rotation policy, which, consistent with Service requirements, addresses both mission and individual needs. Morale and job performance improve when individuals know when they will rotate. This is true for both individuals assigned to the joint force and those identified for future rotations.

c. JFCs may require Service members to retain nonstandard tour lengths based on Service-specific training considerations or operational requirements that adversely affect certain occupational specialties. Planners consider staffing requirements within functional areas. The mission may require alternating the rotation of key personnel to ensure the command maintains full operational capability. Changes in reporting dates require coordination and concurrence between the supported CCMD and the supporting CCMD, Service, or DoD agency.

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

e. Except when authorized under *The Joint Travel Regulations* or SecDef 365-day rotation policy, Service member TDY assignments at any one location are limited to a period not to exceed 179 days. However, when necessary, the JFHQ J-1 participates in the

decision process to request extension of personnel beyond 179 days and is responsible for identifying the supporting rationale and justification (to include the list of individuals by Service for coordinating amendments to orders).

(1) Involuntary extensions of joint individual augmentees beyond their planned rotation date are subject to the concurrence of the Service or supporting agency. However, the supported CCDR may extend joint individual augmentees up to 30 days in a combat zone beyond their expected tour completion date. Extensions greater than 30 days, or beyond 365 days, require SecDef approval.

(2) Normally, J-1s obtain extension authorizations prior to the expiration of the 179-day period; however, if circumstances dictate, orders may be issued extending the 179-day period and the request for CCDR or Service authorization may be submitted after the fact.

(3) CCDRs may elect to approve a blanket extension when units rather than a small number of individuals are required for extension beyond 179 days.

4. Procedures for Obtaining Individual Augmentation

a. JFCs document requirements to support a mission in the form of a JMD. The supported CCDR reviews and approves all JMDs. The theater special operation command should approve SOF JMD requirements prior to CCDR approval. Upon CCDR validation, the CCMD J-1 forwards the applicable JMD billets, along with position descriptions, grade/skill/clearance requirements, specific reporting instructions, and desired report date, to its Service components to fill. Since the CCDR should attempt to fill all requirements internally, the CCDR should also look to staff, contractors, or available MNFs or request support from a combat support agency prior to asking the JS for support. Billets that the CCDR cannot fill are forwarded through the JS J-1 to the JS J-3 for validation, prioritization, and sourcing. The supported CCDR should estimate the duration of the position in the remarks of the JMD.

b. Upon receiving the JMD with JIAs from the supported CCDR, the JS initiates the JMD sourcing and approval process. The JS J-1 coordinates the process after validating the JMD for sourcing. During the first phase of the process, the JS J-1 sends the JMD to the JS J-35 for sourcing. The JS J-35 works with force providers to fill the remaining requirements. Additional details on JIA sourcing procedures can be found in CJCSI 1301.01, *Joint Individual Augmentation Procedures*; CJCSM 3130.06, *Global Force Management Allocation Policies and Procedures*; and the GFMIG.

c. Force providers initiate movement of approved individual augmentee personnel to meet the requirements contained in the reporting instructions to ensure joint individual augmentees arrive at the JTF or CCMD by the latest arrival date approved in the Secretary of Defense Orders Book and published in Annex D of the Global Force Management Allocation Plan.

d. During the sourcing process, positions go through two rounds of sourcing. Should a force provider non-concur with the request for sourcing, they can provide risk statements to the JS for SecDef decision IAW the GFMIG and procedures listed in CJCSM 3130.06, *Global Force Management Allocation Policies and Procedures*.

e. SecDef approves recalling individual mobilization augmentees to active duty.

f. The supported CCDR reviews and revalidates JMD positions at least every 12 months IAW the GFMIG. If JMD positions are still required and validated, they continue to be sourced as previously ordered. IAW the Global Force Management Board timeline, the annual revalidation and prioritization of JMD requirements may result in the reallocation of specific high-demand/low-density skills to meet the highest-priority requirements.

5. Key Considerations

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

b. **Timeliness.** The individual augmentation process is initiated early and worked as quickly as possible.

(1) The force providers should quickly and thoroughly identify the requirements to provide enough time for identification of joint individual augmentees and preparation for deployment.

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

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

c. **Adjudication of Unsourced Requirements.** The JS gathers risk assessments from force providers to resolve remaining unsourced requirements. Force providers submit risk assessments to JS J-3, which identifies competing requirements and details a complete accounting of manning information from the respective Service and CCMD. If the JS cannot resolve it, the issue is elevated and coordinated IAW CJCSI 1301.01, *Joint Individual Augmentation Procedures*.

d. **Tracking.** Tracking the flow of joint individual augmentees (identifying who is coming and when they will arrive) is the responsibility of the supported JFC. Force providers should ensure all JIA orders include, as a minimum, the name of the JTF/JMD supported, accurate information on the individual's grade, security clearance, military

occupational specialty code/designator, and the FMTS position number. This information ensures joint individual augmentees receive proper organizational clothing, individual equipment training, medical screening, and transportation for their duty assignments.

e. **Service Deployment Sites.** Force providers man, train, and equip their joint individual augmentees to meet the specific requirements of the SecDef-approved position. Services require CAAF to use a specific deployment center for deployment and redeployment processing unless contractor-performed JOA/AOR admission processing (a process that incorporates all the functions of a deployment center) is authorized. Such requirements are reflected in the contracts of defense contractors employing CAAF. See DoDI 3020.41, *Operational Contract Support (OCS)*, for more details. (OP 1.2.3.1)

APPENDIX F

JOINT PERSONNEL PROCESSING CENTER AND JOINT PERSONNEL TRAINING AND TRACKING ACTIVITIES

1. Reception Operations

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

2. Joint Personnel Processing Center (ST 1.1.2.6, OP 1.1.3.1)

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

(1) JFCs establish JPPCs as early as possible in an operation to support the initial movement of augmentees.

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

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

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

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

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

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

(1) Barcode scanner locations for automated deployment/accountability systems are collocated with a large enough holding area (e.g., seating, and temporary billeting) for

in-transit personnel during 24-hour operations. Barcode scanning occurs for military, government civilian, and contractor personnel.

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

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

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

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

(6) Appropriately designed JPPCs at appropriate in-theater locations. PAX capacity of aircraft demonstrates the magnitude of requirements and may vary based on airframe, configuration, availability, and competing lift requirements. Commercial flights do not land directly in hostile areas requiring PAX transfer to tactical aircraft at a separate JPPC outside the continental United States. In a hostile area, further transportation within theater on rotary-wing, tiltrotor, or short take-off and landing aircraft necessitates another JPPC. These factors necessitate close coordination with logistics and facilities planners.

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

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

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

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

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

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

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

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

(10) Accounting for the magnitude of PAX flow in logistical planning of power, fresh water, gray/black water removal, and all classes of supply and supply distribution points, such as mess areas, as PAX wait for flight transfers. Include adequate latrine facilities. Development of additional contracts such as bed linen provision, linen cleaning services, dining facilities, and MWR.

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

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

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

3. Contractor Personnel Processing (ST 1.1.2.6)

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

b. The JPPC ensures contractor personnel meet theater-specific entrance requirements and coordinates with the component command or DoD agency to determine proper disposition of contractor personnel who fail to meet entrance requirements.

c. All CAAF personnel hand carry a barcoded letter of authorization, issued through SPOT, which allows them access to, travel within, and departure from the AOR outside the United States.

d. The letter of authorization identifies USG-furnished support, facilities, services, and potential contractor provided equipment (e.g., billeting, messing, medical, military exchanges, MWR facilities).

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

4. Joint Personnel Training and Tracking Activity (ST 1.1.2.6)

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

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

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

5. Personnel Accountability

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

APPENDIX G

MILITARY PAY, ALLOWANCES, AND ENTITLEMENTS

1. General

The CCMD J-1 has functional responsibility for coordinating pay policy. The J-1 coordinates proposed changes to pay and entitlement policies with J-4 and the force structure, resource, and assessment directorate of the joint staff to correctly assess impact on these support systems; therefore, it is essential that the CCDR and CCMD J-1 are familiar with current joint pay and entitlements policy and plan for them appropriately. Thorough consideration of pay and entitlements issues in the earliest stages of operational planning ensures they do not become major distractions for the CCDR.

2. Responsibilities

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

b. **CCMD J-1.** The CCMD J-1 addresses pay, allowances, and entitlements during the planning and early stages of operations and advises subordinate JFCs. The J-1 forwards the CCDR's recommendations to initiate or terminate pay and allowances associated with joint operations to the JS J-1.

3. Planning Considerations

The CCMD J-1 staff initiates the decision-making process for entitlements affected by the operation as part of the planning process. The J-1 announces entitlements prior to deployment to ensure consistent pay among the Service components. Planning should address compensation issues applicable to the operation (see Figure G-1). The supported CCDR normally provides determination of entitlements Service components, supporting CCDRs, and DFAS Expeditionary Support Organization via official military orders issued during planning (e.g., warning, alert, or execute order). The following decisions should be addressed as soon as possible:

a. Designation of the operation as a contingency operation (see Appendix D, "Natural Disaster and Catastrophic Event Actions") and determination on the Savings Deposit Program.

b. Designation of IDP areas.

Joint Operations Entitlement Matrix

Entitlements	References	Amount	Remarks
Base Pay	Title 37, United States Code (USC), Sections 203, 204, 1009	Current rate	Based on pay grade and years of service.
Basic Allowance for Housing (BAH) and Overseas Housing Allowance (OHA)	Title 37, USC, Sections 403, 475, 1009(d) Department of Defense Financial Management Regulation (DoDFMR), Volume 7A, Chapter 26	Current rate	Reservists can be authorized BAH or OHA for deployments under 140 days if the operation is declared a contingency.
Basic Allowance for Subsistence (BAS)	Title 37, USC, Section 402, 1009(d) DoDFMR, Volume 7A, Chapter 25	Current rate	See references.
Temporary Duty Options and/or Per Diem	Joint Travel Regulations (JTR), Chapter 43	Current rate	Combatant commander or commander, joint task force, determination of regular temporary duty, essential unit messing, or field duty. Per diem and incidental expenses payment vary by location.
Hostile Fire Pay (HFP) and/or Imminent Danger Pay (IDP)	Title 37, USC, Sections 310 and 351 Title 5, Code of Federal Regulations, Part 1600-1690 DoDFMR, Volume 7A, Chapter 10 Department of Defense Instruction (DoDI) 1340.09	Current rate	Specific geographic area must be designated as IDP area. Effective upon approval by the Office of the Secretary of Defense.
Hardship Duty	Title 37, USC, Section 305 DoDFMR, Volume 7A, Chapter 17 DoDI 1340.26	Current rate (see reference for rates by country/city as applicable)	Specific geographic area must be designated as hardship duty pay location areas by Assistant Secretary of Defense (Force Management Policy).
Savings Programs	Title 10, USC, Section 1035 Title 5, Code of Federal Regulations, Part 1600-1690 DoDFMR, Volume 7A, Chapter 51	Varies by program, see references	See references.
Special Storage of Household Goods	JTR, Chapter 4	Permanent change of station weight allowance	For Reserve Component deployment not required to be >90 days.
Cost-of-Living Allowance	JTR, Chapters 8 and 9	Current rate as established by the Per Diem Travel and Transportation Allowance Committee for permanent duty station	Reserve Component called to active duty from overseas location authorized Overseas Cost-of-Living Allowance.

Figure G-1. Joint Operations Entitlement Matrix

Joint Operations Entitlement Matrix (continued)

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

Figure G-1. Joint Operations Entitlement Matrix (continued)

c. Declaration of combat zone.

d. Designation of TDY or temporary additional duty status.

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

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

a. **TDY Options.** *The Joint Travel Regulations*, Chapter 3, gives the JFC responsibility for determining the appropriate type of TDY status of personnel assigned to a joint force performing duty under similar conditions in the same operational area. When practical, it is important that the JFC determine and publish the TDY option prior to the beginning of an operation to be reflected in travel orders. Officers and enlisted personnel retain their previous level of basic allowance for subsistence (BAS) but pay for meals. Officer and enlisted personnel do not receive per diem on sea duty. Determinations of TDY status should specifically indicate if and how the determination also applies to federal civilian employees who deploy to the operational area. One of three statuses applies in priority order.

(1) **Regular TDY.** This is the preferred deployment status for operational missions. DoD reimburses personnel for lodging, meals, and incidental expenses at the local area rate. All officer and enlisted personnel retain their previous level of BAS under this option. JFCs should arrange, whenever possible, for government or contracted messing and quarters for members of the joint force. When meals and lodging are provided, reimbursement for per diem is limited to the incidental expenses and is normally paid after Service members return to their home stations.

(2) **Essential Unit Messing.** JFCs direct units to utilize government meals when essential to operational readiness, the conduct of operations, or effective training. This applies only to units and operational detachments or elements, not to individuals. Enlisted personnel retain previous levels of BAS but pay for meals at the discounted meal rate via mandatory pay account collection. All deploying personnel receive the daily incidental expense allowance, effective on the date authorized by the JFC.

(3) **Field Duty.** The JFC should only designate field duty when directed by *The Joint Travel Regulations* or when determining that essential unit messing is not appropriate. Personnel are directed to utilize government-provided meals. Officer and enlisted personnel do not lose their BAS but pay for meals at the discounted meal rate via mandatory pay account collection. No additional allowances are provided.

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

(1) CCDRs submit recommendations for area designations to the JS J-1. The recommendation specifies the land area (an entire nation or part of a nation, specific city), sea area (longitude and latitude of points marking the boundary), airspace, and coastal waters affected as applicable. The area definition should be unclassified. The recommendation should also include a detailed explanation of the threat pertinent to each area (land, maritime, air) that justifies designation.

(2) On receipt of the recommendation, the JS, in coordination with the intelligence community, generates a threat assessment and evaluates and coordinates the request with the Services. If approval is supportable, the JS endorses the CCCR's recommendation to Principal Deputy Under Secretary of Defense (Personnel and Readiness), who has final approval authority. Prior to approving or disapproving the request, OSD coordinates with DOS, the OSD Comptroller, and the OSD General Counsel.

(3) IDP is not effective until approved by Principal Deputy Under Secretary of Defense (Personnel and Readiness) and cannot be applied retroactively. Therefore, CCCR recommendations for area designation should be forwarded to the Joint Staff J-1 as soon as possible during planning. Decisions are published in DoD 7000.14-R, *Department of Defense Financial Management Regulation, Volume 7A*.

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

c. **Hardship Duty Pay.** Principal Deputy Under Secretary of Defense (Personnel and Readiness) approves a hardship duty location to support additional compensation paid to recognize members assigned in designated hardship duty locations where the quality of living conditions is substantially below what most members in the United States generally experience. CCMDs forward requests for designation to the JS J-1 for staffing with the Service to Principal Deputy Under Secretary of Defense (Personnel and Readiness), who has final approval/disapproval authority.

d. **Combat zone tax exclusion.** Presidential executive orders establish a combat zone. Congressional actions establish a qualified hazardous duty area. Personnel serving in an area designated as a combat zone or qualified hazardous duty area receive certain federal tax exclusions on military pay. The entirety of an enlisted member's or warrant officer's monthly military pay is excluded from taxable income for any period of a month served in the combat zone. An officer's monthly military pay is excluded up to the highest rate of enlisted pay, plus the amount of hostile fire pay/IDP the officer is receiving, if applicable. This may have significant impacts on Service-member finances. Leaders should inform their Service members of the changes and where to seek additional information to comply with Title 10, USC, Section 992. Under the current Blended Retirement System, Service members can make significant gains in lifetime savings from tax exclusions while serving in a combat zone.

5. Other Pay and Entitlements Affected by Deployments

a. **Career Sea Pay.** Payable to all members in pay grades E-1 through O-6, except commissioned officers of the Army, Air Force, and Space Force with three or less years of cumulative sea duty and enlisted members of the Air Force and Space Force in pay grades

below E-4. Members on sea duty do not lose their entitlement to BAS but pay for meals provided at the discounted meal rate via mandatory pay account collection.

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

c. **Family Separation Allowance.** Intended to partially reimburse members involuntarily separated from their dependents for a reasonable amount of the extra expenses resulting from such a separation. Payment begins after a member is separated from dependents continuously for more than 30 days.

d. **Special Leave Accrual.** Pursuant to Title 10, USC, Section 701(f)(1), certain Service members who would otherwise lose accumulated leave in excess of 60 days at the end of a fiscal year may retain an accumulated total of up to 90 days of leave.

For more information on DoD policy, see DoDI 1327.06, Leave and Liberty Policy and Procedures.

e. **United Nations (UN) Entitlements and Leave.** Normally, US personnel in units detailed to the UN do not contract with or receive direct payment from the UN; SecDef may approve exceptions. US personnel detailed or assigned to the UN for peace operations may use UN leave. When taking time off in the geographic area of the UN force commander's or chief military observer's authority, the personnel may take UN pass or leave as approved by the appropriate UN official and the Service member is not charged US leave. When US personnel desire to take leave outside the geographic area of the UN force commander's or chief military observer's authority, the individual takes US leave or pass approved by the US chain of command in conjunction with an approved UN leave or pass.

6. In-Theater Limitations on Local Payments

The J-1 and financial management authorities should coordinate limitations on local payments and check cashing to ensure equitable treatment of all deployed Service members. US command authorities, HNs, UN authorities, or other authority may impose limitations on the amounts of cash payments deployed personnel may receive and on the amounts of currency they may carry when leaving an operational area. Financial management authorities should determine the type of currency, US or foreign, to be paid to US forces.

APPENDIX H POSTAL OPERATIONS

1. General

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

b. JFCs have expectations for timely postal delivery and unrestricted services. Although assigned as a personnel support planning function, postal planning encompasses significant logistic functions. Planning for diverse logistic issues like dedicated air transportation, contracted ground transportation, early deployment of postal personnel palletization crews, container moving and lifting equipment, specialized postal equipment, and sufficient in-theater postal facilities is important for supporting a JFC.

For further information, see DoDD 5101.11E, DoD Executive Agent for the Military Postal Service and Official Mail Program, and DoDI 4525.09, Military Postal Service.

2. Responsibilities

The Military Postal Service (MPS) provides postal services to military personnel and civilian components of the Armed Forces of the United States. USPS and DoD regulations and instructions regulate the MPS. Direct questions, concerns, or conflicts to:

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

a. **DoD.** The Under Secretary of Defense for Acquisition and Sustainment provides policy guidance governing the use of the MPS by DoD components, other USG departments and agencies, and NGOs. The Secretary of the Army is the DoD executive agent for the MPS.

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

(1) Monitors and oversees the MPS throughout DoD.

(2) Provides legal services on MPS-related issues before the USPS, the Postal Regulatory Commission, and other federal regulatory organizations.

(3) Maintains and operates the Inter-Service Postal Training Activity for the training of the Services' postal personnel.

(4) Maintains and funds the MPSA in the National Capital Region, including subordinate joint military postal activities (JMPAs) collocated at USPS activities in the United States. The MPSA manages the MPS worldwide IAW DoD policies and is not assigned non-MPS functions such as internal mail distribution, e-mail communications, or USPS services in the United States.

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

(a) The Executive Director, MPSA, operates under the authority, direction, and control of the DoD executive agent for the MPS to achieve the effective and efficient oversight of the MPS throughout DoD, the integration of postal transportation and distribution procedures worldwide, the implementation of uniform worldwide postal practices and procedures, and the management and operation of the MPSA.

(b) The Executive Director, MPSA, maintains direct working relationships with the USPS, other USG departments and agencies, Military Services, and DoD components and agencies on postal matters to provide management, coordination, and technical assistance on postal matters.

(c) The MPSA distributes MPS policy and provides guidance to enhance the efficient and effective management of the MPS.

c. **CCMD.** CCDRs with applicable AOR responsibilities control theater postal personnel and resources and establish mail movement to and from APODs/SPODs and onward to the operational areas. The theater postal transportation manager coordinates transportation routes with MPSA and JMPA transportation managers. The MPSA transportation manager selects mail transportation routes within the guidelines of USPS and DoD transportation statutes. Any requirements or issues with the level of service to and from the primary hubs in the CCMD's AOR are elevated to the USPS HQ through the MPSA. The CCMD's postal staff retains responsibility for theater postal operations. (OP 4.6.7)

d. **CCMD Joint Postal Cell (JPC).** The JPC implements postal operations in the operational area IAW CCMD, USPS, and DoD guidance. The CCMD postal staff performs the following tasks (OP 4.6.7):

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

(2) Coordinates the designation of a service postal manager (SPM), if necessary, to implement postal policies throughout the operational area under the authority of the CCMD postal staff. While responsibility for postal operations still resides with the CCMD

postal staff, CCDRs may delegate management of the theater MPS to SCCs with capabilities best suited to coordinate postal matters.

(3) Coordinates the establishment of a JPC for significant joint operations. Personnel augmentation for the JPC staff should consist of an SPM core staff, the CCMD postal staff, and representatives of each SCC. The JPC, when activated, operates under the guidance of the CCDR and assumes responsibilities and authority from the CCMD postal staff. If activated, the JPC coordinates postal operations in the joint force operational area under the authority of the CCMD J-1 or directorate responsible for postal operations. When a CCDR does not activate a JPC, the CCMD postal staff assumes the following roles and responsibilities of the JPC:

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

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

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

(d) Requests free mail privileges when appropriate.

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

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

(g) Provides MPS postal net alerts, situation reports, and transit time information.

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

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

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

(4) The CCDR may designate an individual SCC with the responsibility for MPS support within the operational area. The CCDR may designate more than one designee for distinct geographical operational areas or for distinct operational responsibilities such as land, maritime, or air.

e. **SPM.** If designated, the SPM implements and coordinates postal operations throughout the AOR as the liaison between the operational area and CCMD postal staff. The SPM, with approval of the responsible CCMD directorate, has the authority to adjust planning factors and execution of the postal mission based on the operational environment or enable SCCs to resume limited or full control of their postal resources. This enables integration and distribution of limited resources whenever mail volume exceeds processing capacity. SPM responsibilities include (when inactivated, the CCMD postal staff assumes the roles and responsibilities) (OP 4.6.7):

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

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

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

(4) Coordinates with the CCMD postal staff to establish the start of postal service. SPMs should initiate postal service as soon as possible after necessary personnel and assets have arrived in the operational area and legal authority to establish the MPS is obtained. Although the commander may determine that other forces have priority of transportation, this is normally not later than C+30 or 30 days after forces begin JRSOI operations.

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

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

5. The USPS HQ provides zip code information throughout the USPS network.

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

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

(5) When activated and designated by the JPC, the SPM requests the opening and closing of contingency MPOs and the activation and deactivation of zip codes.

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

(7) On or after C-day 30, or prior to C-day 30 if JRSOI operations are continuous, initiates or processes request for free mail. The CCMD postal staff submits the request through the CCDR, who evaluates justification for compliance with applicable instructions and forwards the request to the MPSA.

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

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

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

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

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

3. Host-Nation Approval of the Military Postal System

Planners should ensure a host-nation agreement/status-of-forces agreement is in place during the planning and commencement of postal operations. A copy of the agreement should be forwarded to the MPSA. The agreement enables unfettered import and export of items through the mail for personal use by members of the force without requiring any duties, fees, or other remuneration for this service. During a forcible entry operation, a host-nation agreement/status-of-forces agreement is not required.

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

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

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

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

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

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

(1) A minimum of two trained postal clerks is required at deployed locations.

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

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

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

g. Ensure that the availability of dedicated postal equipment includes dedicated trucks, containers, container handling equipment, forklifts, pallet jacks, and specialized postal equipment. CCDRs should integrate equipment into the time-phased force and deployment list to support the timely flow of mail into the operational area. Services should periodically review and update their logistic details or Service-specific pre-pack inventories. Services should embark pre-positioned material to support mail terminal operations, and Service postal personnel should acquire, receive, and set up the pre-positioned material necessary to conduct postal operations in theater.

h. The predominant component within the operational area normally commands the postal facility that serves its personnel. Facilities that perform a joint role are the responsibility of the functional component commander.

5. Consideration of Host Nation Postal Services

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

6. Establishment of Postal Infrastructure in the Operational Area

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

b. The CCMD postal staff or SPM, if designated, approves all facility design proposals prior to engineering design completion and fund allocation. Basic facility designs or locally acquired existing buildings should meet basic construction and security requirements. Initial contingency operations may require some temporary security waivers (approved by the theater-designated postal manager, physical security manager, and local resource manager) until alarm systems and other resources are available.

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

7. Priority of Postal Movement

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

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

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

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

8. Postal Restrictions and Embargo Procedures

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

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

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

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

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

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

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

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

9. Mail Screening

a. Postal activities may screen outgoing parcels. The CCDR or Service component commanders may impose additional or more detailed screening requirements as needed. However, the MPS does not use the suspicious mail program as a means for local commanders to screen for and try to identify contraband mailings.

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

c. Contraband detection is a responsibility of local customs, security forces, or investigative authorities. Postal personnel are not authorized to conduct contraband examinations or search for evidence of contraband absent specific authorization. If postal personnel see indications that a postal item may contain prohibited items, contact local law enforcement and the servicing legal office to obtain a search authorization warrant. The postal clerk's screening responsibility is to ensure non-mailable articles/suspicious mail do not enter the MPS mail stream. If postal clerks find contraband incidental to standard non-mailable article or suspicious mail detection, they follow USPS and DoD regulations and US laws.

10. Mail Routing Instructions

The SPM submits and enters mail routing instructions into the Automated Mail Postal System. The MPSA reviews, edits, and approves mail routing instructions via the Automated Mail Postal System.

11. Start Date for Postal Services

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

12. Contracted Postal Services and Facilities

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

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

c. The SPM should only pursue contracting or leasing of equipment, maintenance, and personnel if there are no USPS or military assets available to accomplish the mission. The CCMD staff should coordinate postal facility construction projects as early as possible.

13. Free Mail

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

b. Free mail privileges apply to Service members on active duty deployed for a contingency operation as determined by SecDef, deployed DoD civilian employees supporting these operations, and those hospitalized as a result of disease or injury incurred as a result of service in the deployed contingency operation.

c. Free mail is limited to letter mail having the character of personal correspondence sent through the First Class Mail System to a sending address located within the delivery limits of an MPO. Free mail privileges do not apply to defense support of civil authorities operations within the United States. Free mail is normally allowed at locations with arduous circumstances where postal infrastructure is not in place to support basic communication between the deployed Service member and their friends and loved ones in the United States. Free mail is a temporary means to establish this communication link and should be terminated when postal infrastructure is in place but no longer than one year. Free mail is not introduced into the international mail system and is not used for official mail.

d. The MPSA forwards the request with its recommendation to SecDef through the Deputy Assistant Secretary of Defense (Logistics).

e. Deputy Assistant Secretary of Defense (Logistics) coordinates with the DoD General Counsel to confirm that the request complies with the law and coordinates with Under Secretary of Defense for Personnel and Readiness. Concurrently, they notify the Postmaster General, USPS, on SecDef's intention to authorize free mail in the area requested.

f. When approved by SecDef, the MPSA releases detailed implementing instructions to the CCDR. Free mail is authorized until the CCDR has received official approval from SecDef through the MPSA.

g. Free mail is terminated by the CCMD via memorandum to the MPSA when postal infrastructure is in place to support Service members or completion of the operation. The MPSA submits a consolidated free mail report to DASD (Logistics) annually by 1 October, denoting free mail authorized areas.

14. Postal Support for Foreign Forces

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

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

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

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

(1) The CCDR completes the implementing arrangement postal template document (available in the Automated Mail Postal System) as the official request. Coordination on both ends of the transportation lane is essential to ensure success;

therefore, POC information should be included in the attachments. The MPSA may assist with coordinating the service provision.

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

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

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

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

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

(b) The SCCs submit the reimbursement form electronically to DFAS through the appropriate CCMD acquisition and cross-servicing agreement representative to start the reimbursement process.

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

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

(1) The CCMD postal staff evaluates the foreign government request in collaboration with legal counsel and drafts a memorandum of understanding/memorandum of agreement, including reimbursement process, to forward to the MPSA.

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

(3) The CCMD postal staff contacts the senior US military liaison officer to ensure the nation agrees to pay transportation costs for its military mail. The memorandum of understanding/memorandum of agreement, establishes billing procedures prior to implementation.

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

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

15. United Nations Operations

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

a. The UN may provide mail service from the UN mission area to the nations of individual personnel of military contingents. This service includes both personal and official mail, which is franked with the UN impression. This service does not apply from nations to contingents.

b. All official mail from contingents is delivered at the UN expense.

c. Only first-class letters and post cards, weighing 10 grams or 1/3 of an ounce or less, are accepted as mail from members of a contingent. Individual members of the contingent are entitled to dispatch up to five letters per week, including UN aerogrammes, which are provided at UN expense. UN aerogrammes constitute the bulk of personal correspondence. No enclosures are permitted in aerogrammes.

d. It is the responsibility of the UN mission post office to receive bundles of mail franked with the UN impression by contingents, consolidate it in mail bags, and dispatch it to postal authorities in the respective nations.

e. When significant US forces are deployed under the auspices of the UN, postal support for US Service members is normally a US responsibility.

f. When the United States initiates military operations unilaterally, organic MPS support is established. When US operations are transferred to UN control, MPS support is normally continued for US forces.

g. CCMDs may provide formal support to UN forces for LCM per the above.

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APPENDIX J

CASUALTY OPERATIONS AND CASUALTY REPORTING

1. General

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

b. **Casualty Reporting.** J-1 casualty reporting requirements are based on CCDR guidance to make the chain of command aware of status of forces and events under their purview. The intent is not to duplicate Service reporting procedures. The J-1 casualty reporting process utilizes the OPREP 3 or other operational reporting means directed by the CCDR to expeditiously convey information to chain-of-command leadership, to include the President and SecDef. Whatever communication channels are used, handlers of personal data associated with casualties safeguard it closely to prevent inadvertent release of information to the public ahead of official notification of NOK. DoD policy states no casualty information is released to the media or the public until 24 hours after the NOK has been notified. In the event of a multiple-loss incident, the start time for the release to the media (24-hour period) commences upon the notification of the last family member.

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

d. JFCs should appoint casualty liaison teams, either as a joint team under J-1 cognizance or overseen by a Service component with a joint mission, at each major medical treatment facility and mortuary affairs collection point. J-1 and the Service components establish communications to relay updates. Due to the joint nature of such functions, the J-1 should provide training as required. Casualty operations planners should account for equipment, transportation, and billeting of the teams.

2. Responsibilities

The J-1 ensures Service components adhere to Service reporting requirements, particularly when there is no Service personnel element assigned. The J-1 ensures the chain of command and the JS receive casualty information via OPREP 3 or other designated communication channels. Additional information on casualty reporting is available in DoDI 1300.18, *DoD Personnel Casualty Matters, Policies, and Procedures*.

Casualty Reporting Flowchart

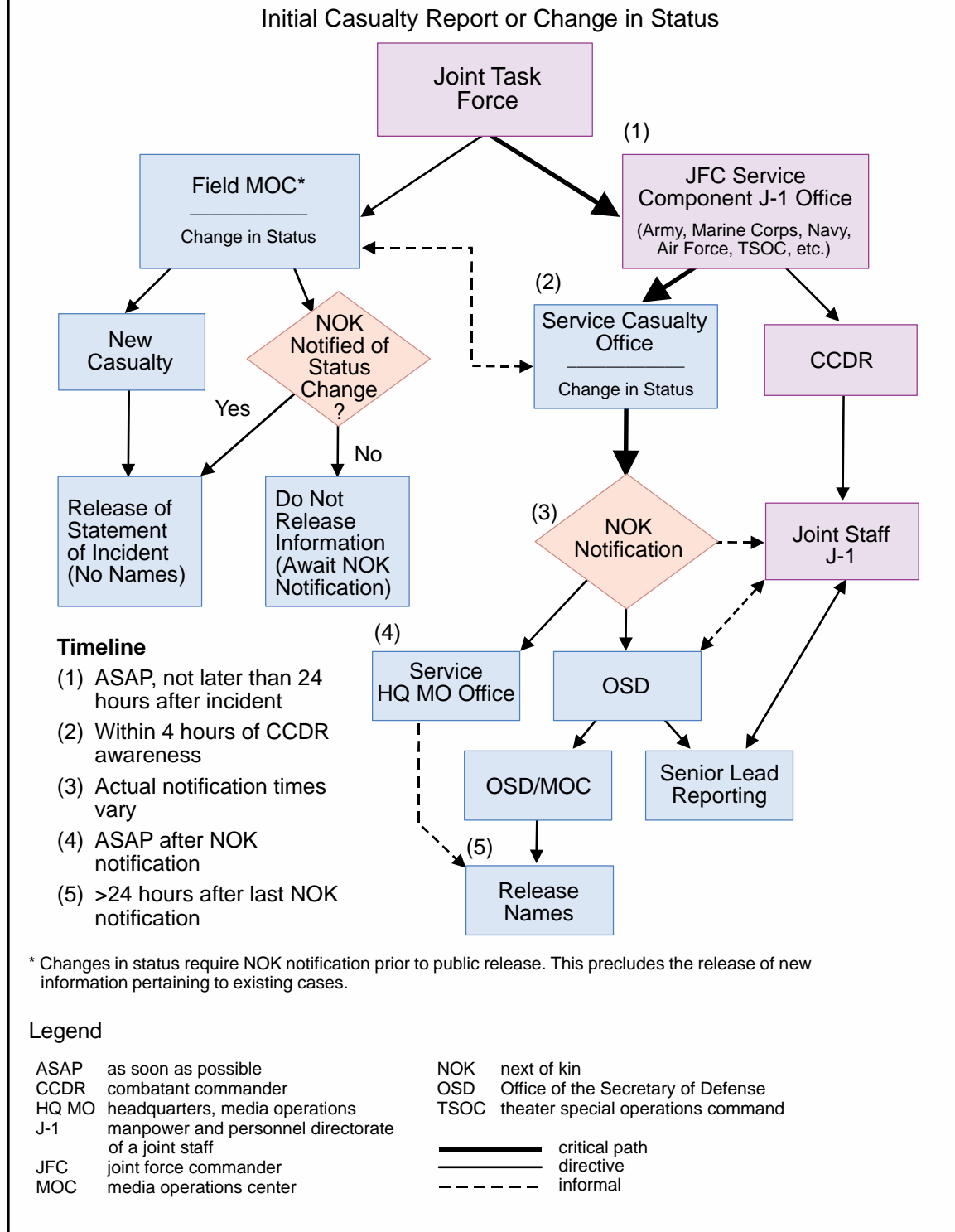


Figure J-1. Casualty Reporting Flowchart

3. Planning and Execution

a. Prior planning is essential for efficient casualty operations and reporting. When casualties occur, information needs to reach the right people as quickly as possible. The J-1 should possess appropriate Service directives and maintain POCs at Service casualty centers in the event they must assist their components. Procedural mistakes in casualty reporting could potentially lead to NOK notification through the media rather than through appropriate Service channels. Because NOK notification is a Service component responsibility, each Service component trains its rear detachment commanders on the casualty notification process. Military chaplains should advise commanders on religious support for the notification process and should be a member of the notification team (if available) but should not be detailed as the casualty notification officer.

b. Redundancy in reporting capability is an important planning consideration. Procedures should be in place to provide for off-site casualty reporting in the event the primary reporting section is unable to function. In operations or exercises with multiple deployment sites, Services should not share personnel rosters among activities to provide this capability. For single-site deployments, commanders should maintain personnel rosters at the next higher HQ.

Service Casualty Offices

ARMY: Casualty and Mortuary Affairs Operations Division

24 hours

DSN 983-8021

Toll-Free: (800) 626-3317

Fax: (502) 613-4512

E-mail: usarmy.knox.hrc.mbx.tagd-cmaod-cocopns@army.mil

NAVY: Navy Casualty Center

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

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

Commercial: (901) 874-2501

DSN: 882-2501

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

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

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

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

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

AIR FORCE: USAF Casualty Services Branch

24 hours

DSN 665-3505

(210) 565-3505

(800) 525-0102 (Option 1/ Option1)
AFPC.CASUALTY@us.af.mil

MARINES: USMC Casualty Branch
24 hours
DSN 278-9512
(703) 784-9512
Toll-Free: (800) 847-1597 Ext 1
casualty.section@usmc.mil

COAST GUARD: United States Coast Guard National Command Center
24 hours
(202) 372-2100
Fax: (202) 372-2925

APPENDIX K

AWARDS AND DECORATIONS

“The result of decorations works two ways. It makes the men who get them proud and determined to get more, and it makes the men who have not received them jealous and determined to get some in order to even up. It is the greatest thing we have for building a fighting heart.”

General George S. Patton, Jr.

1. General

a. DoDI 1348.33, *DoD Military Decorations and Awards Program*, and DoDM 1348.33, *Manual of Military Decorations and Awards, Volumes 1-4*, provide specific instructions regarding requesting and processing military decorations and awards. This section provides a synopsis of the information contained therein as it applies to joint operations. Refer to DoDM 1348.33 for amplifying and specific information regarding award submission procedures and eligibility determination.

b. **United States Military Decorations and Awards.** United States military awards consist of three types:

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

(a) Defense decorations for meritorious service are appropriate awards for eligible members of joint activities and include the Joint Service Achievement Medal (JSAM), Joint Service Commendation Medal (JSCM), Defense Meritorious Service Medal (DMSM), Defense Superior Service Medal, and Defense Distinguished Service Medal.

(b) The “V” device is authorized for the JSCM, if the citation is approved for valor (heroism) in a designated combat area. Military Department Secretaries retain authority to recognize heroic or valorous acts performed by members of their Services by award of the Army, Air Force and Space Force, and Navy-Marine Corps Commendation Medals; Air Medal; Soldier’s Medal; Navy Marine Corps Medal; Airman’s Medal; Purple Heart; Bronze Star; Distinguished Flying Cross; Silver Star; Distinguished Service Cross, Navy Cross, or Air Force Cross; and Medal of Honor. The Military Department Secretary retains this authority, regardless of the activity to which a Service member is assigned.

(c) See DoDM 1348.33, Volume 4, *Manual of Military Decorations and Awards: DoD Joint Decorations and Awards*, for criteria to award the “C” device (for combat action) and “R” device (for remote operation of weapon system) for all joint personal awards (i.e., Defense Distinguished Service Medal, Defense Superior Service Medal, DMSM, JSCM, and the JSAM).

(2) Unit awards recognize an entire unit's meritorious service, heroism, or valor. The Joint Meritorious Unit Award (JMUA), the only existing DoD unit award, recognizes the accomplishments of joint activities.

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

(a) The Armed Forces Expeditionary Medal is an award for members of the Armed Forces of the United States who participate in significant numbers within a prescribed area of operations in a designated US military operation during which they encounter foreign armed opposition or the imminent threat of hostilities.

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

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

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

(e) Eligibility for campaign-type medals requires the individual or unit be engaged in the operation, within the specified geographic boundaries and time periods, and meet all other requirements of the specific award. Individuals and units supporting an operation from beyond the designated area of operations may be appropriately recognized for their contributions by other DoD or Service awards. Personnel may not receive two campaign awards for the same operation.

c. Foreign Decorations and Service Awards

(1) It is the policy of DoD that awards from foreign governments be accepted by units or US military personnel only in recognition of active combat service or for outstanding or unusually meritorious performance.

(2) Activities normally undertaken by the Armed Forces of the United States in support of an ally during peacetime are not considered sufficient to merit foreign individual or unit decorations.

(3) US military personnel are prohibited from requesting or encouraging the offer of an award or decoration from a foreign government.

(4) Acceptance of foreign personal awards and unit awards is per DoD regulations, as augmented by specific Service regulations.

d. Award of United States Military Decorations and Awards to Foreign Military Personnel

(1) The recognition of individual acts of heroism and achievement by Service members of friendly foreign nations when those acts have been of significant benefit to the United States or have contributed significantly to the successful prosecution of a military campaign by the Armed Forces of the United States are authorized IAW DoDI 1348.33, *DoD Military Decorations and Awards Program*.

(a) Commanders may submit US personal decorations, such as the Legion of Merit (in four degrees), through the CCDR to SecDef for approval. The Meritorious Service Medal and a Military Department's Commendation Medal or Achievement Medal may be submitted to the respective Service for approval.

(b) Awards for heroic and valorous acts and for meritorious service in direct support of combat operations are authorized for foreign military personnel in ranks comparable to the grade of O-6 and below as delineated by the respective Service regulations.

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

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

2. Responsibilities

a. The CJCS:

(1) Recommends to SecDef concerning requests for award of the Defense Distinguished Service Medal. Coordinates on the Medal of Honor as directed by SecDef.

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

b. The Director, JS:

(1) Adjudicates requests for award of the Defense Superior Service Medal, humanitarian service medal (HSM), and JMUA.

(2) Adjudicates requests for personal DoD decoration exceptions to policy and makes recommendations to Principal Deputy Under Secretary of Defense (Personnel and Readiness) for all changes to the DoD awards policy.

c. CCDRs:

(1) For US personnel being recommended for the award of the Defense Superior Service Medal DSSM, DMSM, JSCM, and JSAM, approval authority for the JSCM may be delegated in writing to JFCs in the grade of O-7 or above. Approval authority for the JSAM may be delegated in writing to an officer in the grade of O-6 or above occupying an established joint command or staff position.

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

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

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

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

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

(7) Forward recommendations to the Secretary of the concerned Military Department for award of the Silver Star, Distinguished Flying Cross, Bronze Star, Air Medal, Soldier's Medal, Navy and Marine Corps Medal, or Airman's Medal.

d. Subordinate JFCs:

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

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

e. CCMD J-1s:

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

(2) Determine eligibility for individual DoD decorations, the HSM, and the JMUA for individuals assigned to the joint force.

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

(4) Institute procedures to ensure documentation of approved awards is provided to members of the joint force prior to rotation from the operation, theater, or the disestablishment of the joint force.

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APPENDIX L CIVILIAN PERSONNEL MANAGEMENT

1. General

a. Planners ensure DoD civilian government employees and US contractor personnel are considered in every aspect of joint planning, consistent with their status under the law of war. This includes evaluating the appropriate manpower mix (military, government, or contractor) necessary to accomplish the mission, considering trade-offs in risk, cost, and capability. Moreover, contracted support is reviewed carefully by all stakeholders (including manpower authorities) to ensure compliance with restrictions on contracting inherently governmental functions imposed by US law, regulation, and policy, as well as restrictions that may be applicable based on international law and international agreements regarding the use of contractor personnel. JFCs should review the level of support of contractors and DoD civilians when placing civilians in positions that might be viewed as performing inherently military functions.

b. USG employees and contractor personnel in-theater, with skills essential to support military missions, may remain after other US civilians and their families have been evacuated. The Services and DoD agencies designate these government employees and contractor personnel as emergency-essential and provide necessary training and other support for their crisis and wartime duties. Other personnel with critical skills may deploy to the theater individually or with supported military units. CCDRs determine admission requirements to the theater, and the respective Services and agencies implement those requirements for their employees. Some foreign national civilian employees (local or third country nationals) may also remain to support mission requirements based on the need for their skills, level of danger, and agreements with the HN.

2. Responsibilities (SN 4.3.1)

a. A CCDR's J-1 is the principal agent for coordinating and integrating manpower plans and procedures for civilian support to joint operations.

b. CCDRs, Service Component Commanders, subordinate JFCs, and heads of DoD agencies deploying/redeploying civilians in support of an operation ensure their personnel are aware of the CCDR requirements to process through an APOD/SPOD upon their arrival in/departure from theater and are recorded in their Service's deployment system. JFCs include civilian personnel in JPERSTATs submitted to the JS. JFCs track CAAF using SPOT.

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

d. Component commanders provide the necessary resources to support, train, clothe, equip, and sustain the civilian work force in the operational area.

e. Heads of DoD agencies and non-DoD agencies deploying civilians in support of the operation coordinate all support requirements for their personnel with the CCDR and meet AOR admissions requirements as established by the CCDR, and IAW DoD Foreign Clearance Guide and DoDI 1100.22, *Policy and Procedures for Determining Workforce Mix*.

3. Planning Considerations

a. **Civilian Personnel Requirements.** CCDRs, through component commanders, are responsible for identifying civilian personnel requirements and managing DoD-related civilian resources in the AOR. AOR civilian resources may be DoD civilians (to include emergency-essential employees), CAAF, non-DoD US civilians (e.g., other federal employees, the Red Cross, and DOS contractors), or augmentation personnel provided through HN support agreements. DoD civilians and CAAF deployed in support of a contingency operation receive advance training, at a minimum, in the following:

(1) Chemical, biological, radiological, and nuclear defense or annual refresher training.

(2) Provisions of the Geneva Conventions.

(3) Wear and appearance of uniforms.

(4) Uniform Code of Military Justice and Code of Conduct.

(5) Weapons certifications and firearms safety (if authorized and eligible to carry a weapon).

(6) Basic first aid.

(7) PR training.

(8) Self-aid and buddy aid.

(9) Country/customs familiarization (if outside the continental United States).

b. **AOR Admission Requirements.** CCDRs publish guidance outlining admission requirements for the AOR. This includes the requirement for passports and visas; collection of DNA samples; completion of the DD Form 93 for emergency contact information; all immunization requirements; policy on human immunodeficiency virus testing; and information pertaining to any other customs or laws that may impact deployment eligibility.

c. **Central Processing Centers.** CCDRs identify processing requirements for all DoD civilians and CAAF deploying to their AOR. If JFCs establish a central processing site, civilians are processed through the facility to ensure they receive the same processing, equipment, and training afforded to military personnel supporting the operation. However, CAAF may deploy through a process that incorporates all the functions of a deployment center in lieu of processing through the central processing center, if such a process is designated in the contract. Specific requirements for deployment processing comply with DoDI 3020.41, *Operational Contract Support (OCS)*, and component and CCMD requirements. The supported CCDR approves all requests for exceptions to processing requirements prior to deployment. Refer to Appendix F, “Joint Personnel Processing Center and Joint Personnel Training and Tracking Activities.”

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

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

(2) **DPA.** DPA is additional compensation granted to employees for service at designated danger-pay posts. DPA payments and rates are determined by DOS. If applicable, DPA (up to 35 percent of basic pay) commences on the date of arrival in the operational area, if already designated by the Secretary of State, or the date of designation if not already designated.

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

e. **Identification and Geneva Convention Cards.** Servicing Defense Enrollment Eligibility Reporting System/Real-Time Automated Personnel Identification System facilities issue a common access card, or appropriate identification, prior to deployment for the purpose of Geneva Convention identification to deploying civilians, to include CAAF, IAW DoDI 1000.01, *Identification (ID) Cards Required by the Geneva Conventions*.

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

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

g. **Clothing, Equipping, and Training.** CCDRs identify clothing, individual equipment, and training required for civilian employees deploying to the operational area. Generally, commanders should not issue military garments to contractor personnel or allow the wearing of military or military look-alike uniforms. When commanders issue any type of standard uniform item to contractor personnel, care is taken to ensure, consistent with force protection measures, that the contractor personnel be distinguishable from military personnel by distinctively colored patches, armbands, or headgear. Generally, contractors are required to provide all life, mission, medical, logistics, and administrative support to employees to perform the contract. When necessary, and as determined by the CCDR guidance, contractor personnel may be issued military individual protective equipment (e.g., chemical defensive gear, body armor, personal protective equipment) subject to DoD policy, regulations, and contract terms. See DoDI 3020.41, *Operational Contract Support (OCS)*, for more details.

h. **Awards.** Assigned Service personnel offices process awards for DoD civilians in coordination with the J-1. DoD civilian employees in support of joint operations may be eligible to receive monetary and Service-specific honorary awards. DoD civilian employees assigned to joint organizations may be eligible for civilian awards. J-1s process monetary and Service-specific awards through assigned Service personnel offices in coordination with the J-1. JFCs do not provide formal awards to CAAF, but may honor them informally (e.g., CCDR letter of appreciation).

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

j. **Support and Services**

(1) **DoD Civilians.** JFCs provide the same support and services to DoD civilians deployed for military operations as to their military counterparts. CCDRs provide lodging, meals, security, postal support, and medical and dental care, except when specifically

precluded by statute. DoD civilians are entitled to use exchange, commissary, and morale and welfare facilities while deployed. DoD civilians may be issued weapons for their personal defense but are not authorized to possess or carry personally owned firearms or ammunition. The issuance of weapons to civilian employees is contingent upon the approval of the CCDR and subject to CCDR guidance. Acceptance of weapons by civilian employees is voluntary. Upon acceptance, civilian employees adhere to military regulations regarding training, accountability, and safe handling of firearms. Completion of weapons training and certification does not constitute approval for carrying a weapon.

(2) **Contractor Personnel.** Based on DoD component consultation with the supported CCDR and Defense Federal Acquisition Regulation Supplement requirements, DoD contracts providing contractor personnel contain language describing the specific support relationship between the contractor and DoD, including protection, authorized levels of health service, and other support and sustainment requirements. Generally, defense contractors are responsible for providing for their own life, mission, medical, logistics, and administrative support for their employees. The issuance of weapons to CAAF is contingent upon the approval of the CCDR and subject to CCDR guidance. Acceptance of government-issued weapons by CAAF is voluntary and requires approval of the employee's company. If weapons are accepted, CAAF adhere to military regulations regarding training, accountability, and safe handling of firearms. Completion of weapons training and certification does not constitute approval for CAAF to carry a weapon. See DoDI 3020.41, *Operational Contract Support (OCS)*, for details.

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

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APPENDIX M

LANGUAGE, REGIONAL EXPERTISE, AND CULTURE MANAGEMENT

1. Background

LREC skills are vital enablers of joint operations. This is particularly true when military activities include performing intelligence missions and immediate and persistent contact with foreign nationals, members of foreign armed forces, and their governments. Language and regional expertise skills can save lives and ensure mission accomplishment throughout the competition continuum. These skills support in-depth understanding of the HN's cultural, social, economic, political, and religious characteristics, and understanding adversary force disposition and current and future intended actions.

2. General

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

3. Responsibilities (SN 7.4.5, SN 7.4.5.2, ST 7.2.5, TA 7.4.3.4)

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

b. CCDRs ensure LREC requirements are included during all phases of planning IAW DoDD 5160.41E, *Defense Language, Regional Expertise, and Culture (LREC) Program*; CJCSI 3126.01, *Language, Regional Expertise, and Culture Capability Identification, Planning, and Sourcing*; and DoDI 5160.70, *Management of the Defense Language, Regional Expertise, and Culture (LREC) Program*. In coordination with assigned CCMD language authorities, CCDRs issue specific guidance relative to the deployment of LREC resources into their AOR.

c. CCMD senior language authorities identify, consolidate, track, and manage all LREC requirements in the AOR (less SOF). The United States Special Operations

Command senior language authority identifies, consolidates, tracks, and manages all SOF LREC requirements on behalf of all CCMDs, IAW DoDI 3902.02, *Special Operations Forces Foreign Language, Regional Expertise, and Culture Policy*. CCMDs periodically report LREC proficiency requirements IAW CJCSI 3126.01, *Language, Regional Expertise, and Culture Capability Identification, Planning, and Sourcing*.

d. JS J-3 is the primary joint force coordinator and provides a joint sourcing solution recommendation for conventional force LREC requirements to the Global Force Management Board.

e. Heads of DoD agencies and non-DoD agencies deploying LREC resources in support of an operation coordinate all support requirements for their personnel with the JFC and meet JOA/AOR admissions requirements as established by the CCDR and IAW DoD Foreign Clearance Guide; DoDI 1400.32, *DoD Civilian Work Force Contingency and Emergency Planning Guidelines and Procedures*; and DoDI 1100.22, *Policy and Procedures for Determining Workforce Mix*.

f. The Secretary of the Army serves as the executive agent for all contract LREC support personnel for DoD components, except personal services contracts established in-theater for personnel, intelligence, and counterintelligence support or for United States Special Operations Command.

4. Planning Considerations (SN 7.4.5, SN 7.4.5.2, TA 7.4.3.4)

a. **JOA/AOR LREC Requirements.** CCDRs identify LREC requirements and manage DoD-related LREC requirements in their AOR. When requirements cannot be filled by military personnel, they may be filled by DoD civilians, CAAF, non-DoD US civilians (e.g., other federal employees, the Red Cross, and DOS contractors), or augmentation personnel provided through HN support agreements.

b. **JOA/AOR Admission Requirements.** In coordination with the CCDR, the JFC coordinates the approval and JOA admission requirements for all LREC personnel deploying to the operational area, IAW the DoD Foreign Clearance Guide. The CCDR publishes guidance outlining admission requirements for the operational area.

APPENDIX N

PERSONNEL SUPPORT TO MULTINATIONAL OPERATIONS

1. General

a. Multinational operations are military actions conducted by forces of two or more nations, typically organized within the structure of a coalition or alliance. An alliance is the relationship that results from a formal agreement between two or more nations to meet broad, long-term objectives (e.g., NATO). A coalition is an ad hoc arrangement between two or more nations or between alliances and nations for a common purpose.

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

c. Personnel support for multinational operations remains a national responsibility. DoD supports the meaningful participation of men and women of all ranks and specialties within partner nation defense and security sectors.

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

2. United Nations Operations

Specific considerations for UN operations follow.

a. **General.** Personnel support for US operations associated with the UN is complicated by a variety of factors. Lines of authority, responsibilities, command relationships, and reporting channels may be blurred with the introduction of multinational NGOs such as international health organizations. In this regard, the terms of reference (TORs) need to be clear and well defined. These TORs are proposed by the JFC or the CJCS for UN command acceptance. The TOR specifies the relationship of US Service members to the UN (Foreign Assistance Act, UN Participation Act, and other appropriate areas) and their eligibility for UN awards and entitlements. CJCS deployment orders establishing command and control relationships for US personnel relative to UN control are IAW the TOR.

b. **Process for Individual Personnel Requirements.** Refer to Appendix E, “Individual Augmentation Planning and Procedures,” for the process to requisition individuals to fill UN positions associated with an operational requirement.

c. **Personnel Reporting Procedures.** Personnel accountability is both a UN and US national responsibility. Personnel reporting systems of the UN, and those of their parent US Services, account for personnel assigned to UN duty. In addition to daily US strength reporting requirements, the UN may require a daily strength report of US personnel

assigned to the UN for duty to reimburse the USG for its services. It is important that the JFC monitor the status of personnel supporting UN operations in the area or JOA, as the JFC may be responsible to provide administrative support not provided by the UN.

d. Emoluments (Entitlements) and Awards. Eligibility for UN awards and entitlements is decided at the start of the operation. This eligibility should be included in the TOR.

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

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

3. North Atlantic Treaty Organization Operations

NATO is an alliance of 32 nations whose purpose is to safeguard the freedom and security of its members through political and military means. Specific considerations for NATO operations follow.

a. Role in NATO Operations of Commander, United States European Command (CDRUSEUCOM). CDRUSEUCOM has dual responsibilities in NATO operations. First, CDRUSEUCOM commands US forces in the United States European Command AOR. Second, as Supreme Allied Commander, Europe, CDRUSEUCOM commands all NATO forces and is aided in this capacity by an international staff at Supreme Headquarters Allied Powers, Europe. These two functions, though performed by the same person, are separate and distinct. US military personnel assigned to the Supreme Headquarters Allied Powers, Europe staff are transferred from US national to NATO control and are not under the authority of CDRUSEUCOM. US personnel contributions to NATO are planned and coordinated for operations approved by the North Atlantic Council. For contingency operations, US contributions are defined based on the mission. For NATO operations conducted outside of the NATO geographic area, the supported CDR normally exercises operational control over US forces involved in NATO operations. For example, Commander, United States Central Command, exercised operational control over US forces assigned to NATO’s Resolute Support Mission in Afghanistan.

b. Process for Requisitioning Personnel

(1) Authority to transfer US personnel from national to NATO control resides with the President or SecDef through the CJCS. The process for this transfer of control follows.

(a) Request from NATO commander to United States National Military Representative (USNMR).

(b) Forwarding of request from USNMR to DoD.

(c) Transfer of control approved by OSD.

(d) Execution of a deployment order by the CJCS to the appropriate force provider. Refer to Appendix E, "Individual Augmentation Planning and Procedures."

(2) When conducting or providing personnel support to a NATO operation, CDRUSEUCOM may find that some personnel critical to the mission are not available from the Service components in theater. Under these circumstances, CDRUSEUCOM may request temporary control of selected US personnel assigned to NATO. This control is for a finite period, after which the US personnel revert to their NATO billets. Return of US personnel from NATO to US control is coordinated through the USNMR to the NATO commander. The process for this transfer follows.

(a) CDRUSEUCOM submits request to USNMR.

(b) USNMR forwards request to appropriate NATO commander.

(c) Upon approval of the NATO commander, USNMR requests the appropriate Service element at Supreme Headquarters Allied Powers, Europe release the Service member to CDRUSEUCOM control.

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APPENDIX O REFERENCES

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

1. General

- a. Title 10, USC.
- b. Executive Order 11157, *Regulations Relating to Incentive Pay, Special Pay, and Allowances*.
- c. Executive Order 12556, *Mailing Privileges of Members of Armed Forces of the United States and of Friendly Foreign Nations*.
- d. *United States Strategy and National Action Plan on Women, Peace, and Security*.

2. Department of Defense Publications

- a. DoDD 1000.21E, *DoD Passport and Passport Agent Services*.
- b. DoDD 1300.22, *Mortuary Affairs Policy*.
- c. DoDD 2310.01E, *DoD Detainee Program*.
- d. DoDD 3002.01, *Personnel Recovery in the Department of Defense*.
- e. DoDD 3020.49, *Program Management for the Planning and Execution of Operational Contract Support*.
- f. DoDD 3025.14, *Evacuation of US Citizens and Designated Aliens from Threatened Areas Abroad*.
- g. DoDD 4500.54E, *DoD Foreign Clearance Program*.
- h. DoDD 5101.11E, *DoD Executive Agent for the Military Postal Service and Official Mail Program*.
- i. DoDD 5160.41E, *Defense Language, Regional Expertise, and Culture (LREC) Program*.
- j. DoDD 6495.01, *Sexual Assault Prevention and Response (SAPR) Program*.

k. DoDI 1000.13, *Identification (ID) Cards for Members of the Uniformed Services, Their Dependents, and Other Eligible Individuals*.

l. DoDI 1100.22, *Policy and Procedures for Determining Workforce Mix*.

m. DoDI 1215.06, *Uniform Reserve, Training, and Retirement Categories for the Reserve Components*.

n. DoDI 1235.12, *Accessing the Reserve Components (RC)*.

o. DoDI 1235.13, *Administration and Management of the Individual Ready Reserve (IRR) and the Inactive National Guard (ING)*.

p. DoDI 1300.18, *DoD Personnel Casualty Matters, Policies, and Procedures*.

q. DoDI 1304.25, *Fulfilling the Military Service Obligation*.

r. DoDI 1327.06, *Leave and Liberty Policy and Procedures*.

s. DoDI 1340.09, *Hazard Pay (HzP) Program*.

t. DoDI 1340.26, *Assignment and Special Duty Pays*.

u. DoDI 1348.33, *DoD Military Decorations and Awards Program*.

v. DoDI 1400.25, Volume 451, *DoD Civilian Personnel Management System: Awards*.

w. DoDI 2200.01, *Combating Trafficking in Persons (CTIP)*.

x. DoDI 2310.05, *Accounting for Missing Persons-Boards of Inquiry*.

y. DoDI 3000.17, *Civilian Harm Mitigation and Response*.

z. DoDI 3001.02, *Personnel Accountability in Conjunction with Natural or Manmade Disasters*.

aa. DoDI 3002.03, *DoD Personnel Recovery-Reintegration of Recovered Personnel*.

bb. DoDI 3020.41, *Operational Contract Support (OCS)*.

cc. DoDI 3902.02, *Special Operations Forces Foreign Language, Regional Expertise, and Culture Policy*.

dd. DoDI 4525.09, *Military Postal Service*.

- ee. DoDI 5160.70, *Management of the Defense Language, Regional Expertise, and Culture (LREC) Program*.
- ff. DoDI 6490.03, *Deployment Health*.
- gg. DoDI 6495.02, Volumes 1-3, *Sexual Assault Prevention and Response*.
- hh. DoDM 1348.33, Volume 1, *Manual of Military Decorations and Awards: Medal of Honor*.
- ii. DoDM 1348.33, Volume 2, *Manual of Military Decorations and Awards: DoD Service Awards Campaign, Expeditionary, and Service Medals*.
- jj. DoDM 1348.33, Volume 3, *Manual of Military Decorations and Awards: DoD-Wide Performance and Valor Decorations*.
- kk. DoDM 1348.33, Volume 4, *Manual of Military Decorations and Awards: DoD Joint Decorations and Awards*.
- ll. DoD 7000.14-R, Volumes 1-15, *Department of Defense Financial Management Policy*.
- mm. *The Joint Travel Regulations* (<http://www.defensetravel.dod.mil/site/travelreg.cfm>).

3. Chairman of the Joint Chiefs of Staff Publications

- a. CJCSI 1001.01B, *Joint Manpower and Personnel Program*.
- b. CJCSI 1301.01G, *Joint Individual Augmentation Procedures*.
- c. CJCSI 3126.01C, *Language, Regional Expertise, and Culture Capability Identification, Planning, and Sourcing*.
- d. CJCSI 3290.01E, *Program for Detainee Operations*.
- e. CJCSI 5120.02F, *Joint Doctrine System*.
- f. CJCSM 3122.05A, *Operating Procedures for Joint Operation Planning and Execution System (JOPES)-Information Systems (IS) Governance*.
- g. CJCSM 3150.05E, *Joint Reporting System Situation Monitoring Manual*.
- h. CJCSM 3150.13C, *Joint Reporting Structure-Personnel Manual*.

- i. JP 3-0, *Joint Campaigns and Operations*.
- j. JP 3-16, *Multinational Operations*.
- k. JP 3-31, *Joint Land Operations*.
- l. JP 3-32, *Joint Maritime Operations*.
- m. JP 3-33, *Joint Force Headquarters*.
- n. JP 3-50, *Personnel Recovery*.
- o. JP 3-61, *Joint Public Affairs*.
- p. JP 3-68, *Joint Noncombatant Evacuation Operations*.
- q. JP 3-80, *Resource Management*.
- r. JP 3-83, *Religious Affairs in Joint Operations*.
- s. JP 4-0, *Joint Logistics*.
- t. JP 4-02, *Joint Health Services*.
- u. JP 5-0, *Joint Planning*.

4. Army Publications

- a. Department of the Army Pamphlet 11-8, *Army Foreign Language Program Handbook*.
- b. Army Regulation 600-8, *Military Human Resources Management*.
- c. Army Regulation 623-3, *Evaluation Reporting System*.

5. Marine Corps Publications

- a. Marine Corps Order 1616.1, *Junior Enlisted Performance Evaluation System*.
- b. Marine Corps Order 1610.7A, *Performance Evaluation System*.

6. Air Force Publication

Department of the Air Force Instruction 34-126, *Armed Forces Entertainment Program*.

7. Coast Guard Publications

- a. Commandant Instruction M1000.6A, *Coast Guard Personnel Manual*.
- b. Pay and Personnel Center Instruction M1000.2B, *Personnel and Pay Procedures Manual*.

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APPENDIX P

ADMINISTRATIVE INSTRUCTIONS

1. User Comments

Users in the field are highly encouraged to submit comments on this publication using the Joint Doctrine Feedback Form located at https://jdeis.js.mil/jdeis/jel/jp_feedback_form.pdf and e-mail it to js.pentagon.j7.mbx.jedd-support@mail.mil. These comments should address content (accuracy, usefulness, consistency, and organization), writing, and appearance.

2. Authorship

The lead agent and Joint Staff doctrine sponsor for this publication is the Director for Manpower and Personnel (J-1).

3. Supersession

This publication supersedes JP 1-0, *Joint Personnel Support*, 01 December 2020.

4. Change Recommendations

a. To provide recommendations for urgent or routine changes to this publication, please complete the Joint Doctrine Feedback Form located at https://jdeis.js.mil/jdeis/jel/jp_feedback_form.pdf and e-mail it to js.pentagon.j7.mbx.jedd-support@mail.mil.

b. When a Joint Staff directorate submits a proposal to the CJCS that would change source document information reflected in this publication, that directorate will include a proposed change to this publication as an enclosure to its proposal. The Services and other organizations are requested to notify the Joint Staff J-7 when changes to source documents reflected in this publication are initiated.

5. Lessons Learned

The Joint Lessons Learned Program (JLLP) primary objective is to enhance joint force readiness and effectiveness by contributing to improvements in doctrine, organization, training, materiel, leadership and education, personnel, facilities, and policy. The Joint Lessons Learned Information System (JLLIS) is the DoD system of record for lessons learned and facilitates the collection, tracking, management, sharing, collaborative resolution, and dissemination of lessons learned to improve the development and readiness of the joint force. The JLLP integrates with joint doctrine through the joint doctrine development process by providing insights and lessons learned derived from operations, events, and exercises. As these inputs are incorporated into joint doctrine, they become institutionalized for future use, a major goal of the JLLP. Insights and lessons learned are routinely sought and incorporated into draft JPs throughout formal staffing of the

development process. The JLLIS website can be found at <https://www.jllis.mil> (NIPRNET) or <http://www.jllis.smil.mil> (SIPRNET).

6. Releasability

This publication is not for public release. It is available on demand to holders of a DoD common access card, and upon request to employees and contractors of the United States Government to include members and staff of the executive, legislative, and judicial branches. In the interest of furthering US national security and assisting allies and partners, foreign governments and international defense organizations desiring a copy of joint publications should make their request through their respective foreign liaison officer assigned to the Joint Staff (if applicable), the United States defense attaché or security assistance office in their country, or the appropriate United States combatant command. Requestors of joint doctrine should route their requisition to the Joint Staff J-7, Joint Education and Doctrine Division (js.pentagon.j7.mbx.jedd-support@mail.mil).

7. Printing and Distribution

a. This publication is not approved for public release. Any reproduction or distribution of this this publication must be in line with the releasability statement above. This publication may be locally reproduced for use within combatant commands, Services, National Guard Bureau, Joint Staff, and combat support agencies; however, its distribution must align with the releasability statement above.

b. The Joint Staff does not print hard copies of JPs for distribution. An electronic version of this JP is available on:

(1) NIPRNET Joint Electronic Library Plus (JEL+) at <https://jdeis.js.mil/jdeis/index.jsp> (limited to .mil and .gov users with a DoD common access card) and

(2) SIPRNET JEL+ at <https://jdeis.js.smil.mil/jdeis/index.jsp>.

GLOSSARY
PART I—SHORTENED WORD FORMS
(ABBREVIATIONS, ACRONYMS, AND INITIALISMS)

AOR	area of responsibility
APOD	aerial port of debarkation
APOE	aerial port of embarkation
BAS	basic allowance for subsistence
CAAF	contractors authorized to accompany the force
CCDR	combatant commander
CCMD	combatant command
CDRUSEUCOM	Commander, United States European Command
CJCS	Chairman of the Joint Chiefs of Staff
CJCSI	Chairman of the Joint Chiefs of Staff instruction
CJCSM	Chairman of the Joint Chiefs of Staff manual
CJTF	commander, joint task force
COA	course of action
DD	Department of Defense (form)
DFAS	Defense Finance and Accounting Service
DMDC	Defense Manpower Data Center
DMSM	Defense Meritorious Service Medal
DoD	Department of Defense
DoDD	Department of Defense directive
DoDI	Department of Defense instruction
DoDM	Department of Defense manual
DOS	Department of State
DPA	danger pay allowance
FMTS	Fourth Estate Manpower Tracking System
FPD	foreign post differential
GFM	global force management
GFMIG	Global Force Management Implementation Guidance
HN	host nation
HQ	headquarters
HSM	humanitarian service medal
IAW	in accordance with
IDP	imminent danger pay
J-1	manpower and personnel directorate of a joint staff
J-3	operations directorate of a joint staff

J-4	logistics directorate of a joint staff
JAMMS	Joint Asset Movement Management System
JFC	joint force commander
JFHQ	joint force headquarters
JIA	joint individual augmentation
JMD	joint manning document
JMPA	joint military postal activity
JMUA	Joint Meritorious Unit Award
JOA	joint operations area
JP	joint publication
JPARR	joint personnel accountability reconciliation and reporting
JPC	joint postal cell
JPERSTAT	joint personnel status and casualty report
JPPC	joint personnel processing center
JPTTA	joint personnel training and tracking activity
JRSOI	joint reception, staging, onward movement, and integration
JS	Joint Staff
JSAM	Joint Service Achievement Medal
JSCM	Joint Service Commendation Medal
JTF	joint task force
LREC	language, regional expertise, and culture
MNF	multinational force
MPO	military post office
MPS	Military Postal Service
MPSA	Military Postal Service Agency
MWR	morale, welfare, and recreation
NATO	North Atlantic Treaty Organization
NEO	noncombatant evacuation operation
NOK	next of kin
OPLAN	operation plan
OPREP	operational report
OSD	Office of the Secretary of Defense
PARS	Personnel Accountability Reporting System
PAX	passengers
POC	point of contact
PR	personnel recovery
RC	Reserve Component
SCC	Service component command
SecDef	Secretary of Defense

SIPRNET	SECRET Internet Protocol Router Network
SOF	special operations forces
SPM	service postal manager
SPOD	seaport of debarkation
SPOE	seaport of embarkation
SPOT	Synchronized Predeployment and Operational Tracker
TDY	temporary duty
TOR	term of reference
UN	United Nations
US	United States
USC	United States Code
USG	United States Government
USNMR	United States National Military Representative
USPS	United States Postal Service

PART II—TERMS AND DEFINITIONS

1. JP 1-0, *Joint Personnel Support*, 20 September 2024, Active Terms and Definitions

contingency zip code. A temporary unique postal code assigned by the Military Postal Service Agency to a contingency post office for a tactical unit. (Approved for incorporation into the DoD Dictionary.)

data element. In electronic recordkeeping, a combination of characters or bytes referring to one separate item of information. (Original definition #1 approved for removal from the DoD Dictionary.)

Department of Defense civilian. A federal civilian employee of the Department of Defense directly hired and paid from appropriated or nonappropriated funds, under permanent or temporary appointment. (DoD Dictionary. Source: JP 1-0)

emergency-essential employee. A Department of Defense civilian whose duties meet the criteria prescribed in law per Title 10, United States Code, Section 1580. (Approved for incorporation into the DoD Dictionary.)

foreign national. Any person other than a United States citizen, United States permanent or temporary legal resident alien, or person in United States custody. (DoD Dictionary. Source: JP 1-0)

joint manpower program. The policies, processes, and systems used in the determination and prioritization within and among joint Service manpower requirements. Also called **JMP**. (DoD Dictionary. Source: JP 1-0)

joint personnel processing center. A center established in an operational area to process personnel upon their arrival in and departure from the theater. Also called **JPPC**. (Approved for incorporation into the DoD Dictionary.)

joint table of distribution. A manpower document that identifies the positions and enumerates the spaces that have been approved for each organizational element of a joint activity for a specific fiscal year and those accepted for the four subsequent fiscal years. Also called **JTD**. (Approved for incorporation into the DoD Dictionary.)

key position. A civilian position, public or private, that cannot be vacated during war or national emergency. (Approved for incorporation into the DoD Dictionary.)

Military Postal Service. The command, organization, personnel, and facilities established to provide a means for the delivery of mail to and from the Department of Defense, members of the Armed Forces of the United States, and other authorized agencies and individuals. Also called **MPS**. (DoD Dictionary. Source: JP 1-0)

military post office. A branch of a designated United States-based post office established by United States Postal Service authority and operated by one of the Services. Also called **MPO**. (DoD Dictionary. Source: JP 1-0)

nonappropriated funds. Funds generated by Department of Defense personnel and their dependents used to augment funds appropriated by Congress to provide comprehensive, morale-building welfare, religious, educational, and recreational programs. Also called **NAF**. (DoD Dictionary. Source: JP 1-0)

non-unit-related personnel. All personnel requiring transportation to or from an operational area, other than those assigned to a specific unit. Also called **NURP**. (DoD Dictionary. Source: JP 1-0)

personnel accountability. The process for recording and communicating the location and status of personnel. (Approved for incorporation into the DoD Dictionary.)

single-Service manager. A Service component commander who is assigned the responsibility and delegated the authority to coordinate or perform specified personnel support or personnel service support functions in the theater of operations. (Approved for replacement of “single-service manager” and its definition in the DoD Dictionary.)

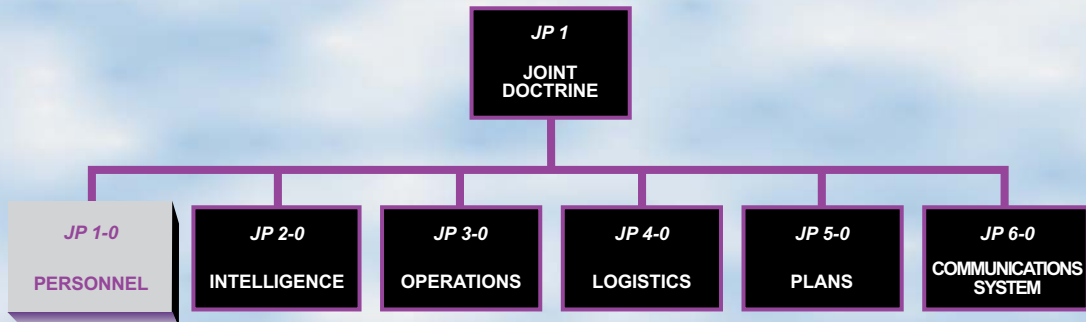
uniformed services. The Army, Navy, Air Force, Marine Corps, Coast Guard, Space Force, National Oceanic and Atmospheric Administration, and Public Health Services. (DoD Dictionary. Source: JP 1-0)

2. Terms Removed from the DoD Dictionary

- **Supersession of JP 1-0, *Joint Personnel Support*, 01 December 2020:** critical joint duty assignment billet; free mail; joint personnel accountability reconciliation and reporting; joint personnel training and tracking activity; mail embargo; manpower management; manpower requirements; morale, welfare, and recreation; operational readiness; personnel; personnel services support; repatriation; restricted reporting; security clearance; sexual assault forensic examination kit; Sexual Assault Prevention and Response Program; sexual assault response coordinator; unrestricted reporting

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JOINT DOCTRINE PUBLICATIONS HIERARCHY



All joint publications are organized into a comprehensive hierarchy as shown in the chart above. **Joint Publication (JP) 1-0** is in the **Personnel** series of joint doctrine publications. The diagram below illustrates an overview of the development process:

