

Army PR Chain Teaching Program

Talking points/supporting notes

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Key Tenets talking points

Key Tenets Talking Points (Supporting Notes)

PR definition. Individuals not specifically addressed within this definition may be included in our PR responsibilities at the direction of the Secretary of Defense (SECDEF). This expands Army PR responsibilities considerably as multinational partners, American civilians, and citizens from other nations in our operational areas now become potential recovery obligations for the Army.

IMDC personnel definition. We are not concerned solely with the recovery of Soldiers; Army civilians and contractors are also included in our PR responsibilities.

Positive control (DOD) – A method of airspace control that relies on positive identification, tracking, and direction of aircraft within an airspace, conducted with electronic means by an agency having the authority and responsibility therein. See FM 3-52. (Army) – *Requires commanders and leaders to actively assess, decide, and direct forces within their areas of operation. (FM 6-0).*

Procedural control (DOD) – A method of airspace control which relies on a combination of previously agreed and promulgated orders and procedures. See FM 3-52. (Army) – Using a combination of previously agreed and promulgated orders, regulations, policies, doctrine, and tactics, techniques, and procedures to regulate forces and execute missions. *(FM 6-0).*

PR philosophy. An effective PR capability also increases force morale by demonstrating that we will employ every effort possible to recover our IMDC personnel.

PR C2. PR must be embedded within existing C2 systems, not tacked on as an afterthought. This includes all OPLANs/OPORDs, SOPs, policies, etc

Army PR system. The Army PR system, like the Army Operations Process, is composed of interdependent components; a change occurring in one area affects others.

PR Planning. PR must be embedded throughout our planning processes, both the MDMP and TLP.

PR Preparation. PR preparation occurs throughout the mobilization, deployment, employment, sustainment, and redeployment activities of operations. It is not a static task that is only completed at home station.

PR Execution. The five PR execution tasks are central to any PR mission.

Report. Reports can be generated by an accountability mechanism, visual sightings, intelligence, surveillance, and reconnaissance operations, or communications with an IMDC person reporting the event. Several reports may come from different reporting sources.

Locate. Location efforts, using all necessary means, begin with the initial report and continue until recovery is complete.

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Key Tenets talking points

Support. Support to IMDC personnel includes establishing communications, authenticating IMDC identities, conducting resupply, maintaining their morale, and protecting them. Support to families includes preparing them for potential media interaction and providing other support to reduce their anxiety and possible frustration during recovery activities.

Recover. The recover task does not end until the IMDC personnel are handed over by the recovery element to medical personnel for reintegration. The mere presence of IMDC personnel in a recovery vehicle does not mean the recover task is complete.

Reintegrate. The reintegrate task is dependent on the individual circumstances of each recovered person. Reintegration ends when the individual is returned to duty and requires no further care relating to the IMDC event.

PR Assessment. Assessment by itself is not sufficient. If we identify best practices or problem areas and don't make appropriate adjustments, assessment will be ineffective. We want incorporated lessons learned, not lessons observed that sit on a shelf. Constantly collect observations and assess; what could go wrong? What could we do better?

PR Options. The PR options are not nice, neat boxes that we use to segment PR responsibilities. The Military, Diplomatic, and Civil recovery options are complimentary and may be used in combination. They are not necessarily mutually exclusive.

Military. This is the option we have the most control over. Consequently, this is where we focus most of our efforts.

Immediate recovery. Immediate recovery assumes that the tactical situation permits a recovery with the forces at hand without detailed planning or coordination.

Deliberate Recovery. Weather, enemy actions, IMDC personnel location, and recovery force capabilities are examples of factors that may require the detailed planning and coordination of a deliberate recovery.

External supported recovery. Close Air Support, ISR, and airborne C2 are examples of capabilities that may be required from different components to execute an ESR. This method of recovery is inherently complex and requires close coordination among the supporting elements to avoid confusion during the recovery mission. Many PR missions will use this method – they are often Joint efforts.

Unassisted recovery. Even as IMDC personnel make every effort to evade capture or escape captivity via their own actions, we must continue attempts recover these personnel via one or a combination of the other methods.

Diplomatic Option. There may be political or international constraints that limit our military options for recovery, even though we have a military capability to perform a given recovery.

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Civil Option. Military commanders must consider the presence of non-governmental and international organizations in military operational areas. Examples of such organizations are the International Red Cross and Red Crescent Movement, the American Red Cross, and Doctors Without Borders.

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C2 talking points

C2/Staff integration talking points (supporting notes)

Introduction. Use of the term “joint” includes interagency and multinational forces and capabilities.

Commanders can’t do everything. The collaborative efforts of individual staff members are critical in assisting commander in gaining situational understanding and making sound decisions.

Echelons of command. This course discusses three principal echelons of command Army commanders may be charged with: command of a joint force component, command of a subordinate joint task force (JTF), and command of a JTF major subordinate command (MSC).

Command of a joint force component. Component commanders task organize their forces as necessary for PR mission accomplishment. Army component commanders are also responsible for providing PR capability to other components of the joint force when directed by the JFC.

Command of a JTF. JTFs typically follow joint doctrine and TTP. However, Army PR C2 concepts translate to the joint level as well.

PR C2 at MSC and below. The Current Operations section (or its equivalent) is the optimal location for PROs at echelons below the MSC.

The commander’s role in PR C2. Commanders can elect to employ a decentralized execution approach or retain strict control of a PR mission at higher levels. While decentralized execution is applicable to many PR missions, there are situations where a centralized command approach may be appropriate. Examples include:

- Missions requiring the assets of several components (ESR missions)
- Missions requiring interagency support
- Missions occurring in the areas between non-contiguous AOs

A detailed discussion of mission versus detailed command approaches can be found in FM 6-0, starting on page 1-14.

Establish command/support relationships. Clearly defined PR command and support relationships reduce confusion, identify decision makers, facilitate unity of command, and describe the boundaries within which subordinate commanders may exercise disciplined initiative to execute PR missions.

When interagency personnel, multinational forces, or contractor personnel are involved in operations direct command relationships are not typically possible. Cooperative agreements that establish PR authority must be reached before PR missions begin.

Delegate authority. Commanders delegate the authority to make PR execution decisions to the lowest possible echelon. Factors to consider when delegating PR authority include the

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C2 talking points

subordinate commander's PR capable forces and his ability to coordinate and conduct recovery missions within his AO without adversely affecting the overall commander's intent and concept of operations.

Allocate resources. When commanders delegate PR authority to subordinates they must also allocate sufficient war fighting function resources to enable the subordinate commander's effective accomplishment of PR missions.

The staff's role in PR command and control. Individual staff elements must communicate information relevant to PR missions to the PR cells. Avoid the tendency to compartment information within individual staff elements or only share potentially important PR information with a select few elements.

Staff section PR responsibilities are listed in FM 3-50.1, starting on page 2-10.

Joint Personnel Recovery Center (JPRC) responsibilities. The Joint Personnel Recovery Center (JPRC) is responsible for coordinating all PR related matters for the JFC, including PR missions employing joint, interagency, or multinational forces and capabilities. The JPRC must be manned by PR educated and trained personnel representing each component of the joint force. For further information on responsibilities, staffing, and training requirements for a JPRC, see JP 3-50.

Personnel Recovery Coordination Cell (PRCC) responsibilities. The PRCC is responsible for coordinating all PR related matters for the component or MSC commander, vertically with the JPRC, and horizontally with other PRCCs. Commanders must staff PRCCs with appropriate representation from subordinate commands. Initially, staffing these cells is going to be "out of hide" until formal TO&E changes occur. Be prepared to establish operational needs statements for these positions.

PRO responsibilities. PROs perform PRCC-like functions at brigade and below.

PRCC and PRO responsibilities and staffing requirements can be found in FM 3-50.1, starting on page 2-8.

Control considerations. Control measures that we are already familiar with for operations in general are also applicable to PR missions. Boundaries and standing operating procedures are particularly important to PR.

Procedural and positive control are discussed in FM 6-0, starting on page 3-20.

PR SOP recommendations can be found in FM 3-50.1, starting on page 2-14.

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Planning talking points

Planning talking points (support notes)

Fundamentals of Personnel Recovery planning.

- Plan to prevent IMDC events from happening, but be prepared for occurrence.
- The primary mission continues parallel to the recovery effort
- The goal is recovery of the IMDC person
- Plan a system that enforces timely reporting; accurate report validation and location determination; and rapid dissemination of the information to the entire PR architecture for coordinated response
- Ensure that the plan provides for accurate record keeping
- Address the guidance, equipment, and education and training needs of commanders and staffs, units, and potential IMDC personnel required to effectively report, locate, support, recover, and reintegrate IMDC personnel

Incorporate PR into all planning processes. While higher echelons may have the staff and resources to conduct a full MDMP, commanders at lower levels use troop-leading procedures. PR is applicable to both.

During execution, the PR planning process is truncated by time constraints. Well-developed and rehearsed deliberate plans conducted during the MDMP greatly assist time-constrained planning during execution.

Be prepared to adjust the plan in response to information discovered during employment.

Planning continues throughout the force projection phases.

FM 3-50.1, Appendix E contains a detailed list of PR planning activities during the full MDMP.

FM 5-0 contains a detailed description of both the MDMP and troop leading procedures.

FMI 5-0.1 contains a detailed description of assessment activities during planning.

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Preparation talking points

Preparation talking points (supporting notes)

Preparation activities are focused on the five PR execution tasks in order to identify our current capabilities and any limitations to perform those tasks.

Preparation prior to deployment is vital to integrated PR execution in the area of operations. *FM 3-50.1, table 4-2, lists typical pre-mobilization preparation activities.*

Table 4-2. Pre-mobilization PR preparation activities

	<i>Commander and staff</i>	<i>Units</i>	<i>Individuals</i>
Guidance	<ul style="list-style-type: none">• Policy/doctrine• Review existing PR SOPs• Review subordinate unit/force recovery SOPs	<ul style="list-style-type: none">• Doctrine, ARs, TMs, etc.• PR SOPs• Develop unit/force recovery SOPs• ISOPREP/EPA guidance	<ul style="list-style-type: none">• Doctrine• PR SOPs• Prepare ISOPREP• Prepare EPA
Equipment	<ul style="list-style-type: none">• C2 INFOSYS• Planning/collaborative tools• Procure PR-specific equipment for units and individuals	<ul style="list-style-type: none">• C2 INFOSYS• Planning/collaborative tools• Precision navigation / IMDC personnel locating equipment• Interoperable, secure communications• PR-specific equipment	<ul style="list-style-type: none">• Survival radios• Survival equipment• Evasion aids
Education / Training	<ul style="list-style-type: none">• PR planning / execution procedures• PR C2 considerations• INFOSYS equipment training• Planning / collaborative tools training• Other Service capabilities	<ul style="list-style-type: none">• Recovery tactics, techniques, and procedures• IMDC authentication procedures• PR equipment training• Planning/collaborative tools training• Interoperability training	<ul style="list-style-type: none">• Survival, Evasion, Resistance, and Escape training• Radio, survival equipment, and evasion aid training• Recovery procedures training

Although the bulk of PR preparation should be conducted prior to mobilization, preparation continues throughout the force projection phases.

Capabilities and limitations are affected by guidance developed to coordinate those tasks, equipment required to perform those tasks, and education and training necessary to hone our abilities to perform those tasks

Commanders must ensure that their guidance and procedures do not conflict with PR guidance provided by higher levels of command. Preparation must include understanding the Personnel Recovery Special Instructions developed by the supported command and finding the pertinent information for our forces and the IMDC.

DODD 2310.2, CJCSI 3270.01A, and JP 3-50 contain specific responsibilities for PR.

FM 3-50.1, starting on page 4-4, contains descriptions of PR guidance commanders and staffs should review when developing their internal PR guidance

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Preparation talking points

FM 3-50.1, table 4-1, lists typical PR equipment requirements for commanders and staffs, units, and individuals

Table 4-1. PR equipment requirements

<i>Commander and staff</i>	<i>Units</i>	<i>Individuals</i>
<ul style="list-style-type: none"> • Information Systems (INFOSYS) • Computer hardware • Planning/collaborative software • Tactical Airspace Integration System (TAIS) • Portable Flight Planning System (PFPS) • Command and Control Personnel Computer (C2PC) • Automated Deep Operations Coordination System (ADOCS) • mIRC chat (secure internet relay chat) • Software for generating and disseminating PR guidance documents • Theater Battle Management Core System (TBMCS) 	<ul style="list-style-type: none"> • Secure communications radios • Have Quick • VHF-FM • VHF-AM • SATCOM • Precision navigation equipment • Computer hardware • Planning/collaborative software • Portable Flight Planning System (PFPS) • Command and Control Personnel Computer (C2PC) • Automated Deep Operations Coordination System (ADOCS) • mIRC chat (secure internet relay chat) • Specialized recovery equipment as necessary/if available • Rescue hoists • Litters • Extraction tools • Direction finding equipment for locating survival radios (PLS, Quickdraw, etc) 	<ul style="list-style-type: none"> • Communications capability • Signaling devices • Signal strobe • Flares • Firefly • Chemlights • Navigation equipment • GPS • Compass • Location equipment • Evasion charts (EVCs) • Blood chits • Survival equipment • Access to computer equipment or printed PR guidance

Education and Training. C2 procedures, mission planning, and communications must be coordinated and effectively executed during recovery missions. Employing forces untrained in recovery procedures, particularly as part of a large recovery force, can complicate the mission and increase risk.

A staff that does not include formally educated and trained PR personnel will be hampered in its ability to integrate with PR architectures established by the supported command.

Use PR rehearsals to evaluate you and your subordinate’s abilities to perform PR missions. Incorporate your staffs, units, and individuals in an integrated rehearsal, each performing tasks and using equipment they expect to employ during an actual recovery event.

FM 6-0, Appendix F, contains detailed information on conducting rehearsals.

FM 3-50.1, starting on page 4-5, lists key elements of an integrated PR rehearsal.

FM 3-50.1, table 4-3, details a PR execution task rehearsal matrix.

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Execution talking points

Execution talking points (supporting notes)

Introduction. Critical PR execution principles include:

- Use established and rehearsed procedures.
- Use all available resources to collect and disseminate IMDC event information.
- Employ the recovery method and forces appropriate situation.

Decision-making.

- The full MDMP and analytic decision-making are designed to identify and compare multiple COAs to find the optimal solution, when time is available. *(FM 6-0, FMI 5.01)*
- By conducting complete MDMP in training, a staff can streamline their procedures for the time-constrained decision-making in combat.
- During execution, commanders make the majority of their decisions in the fluid, changing conditions of war, when time is short and information is lacking or doubtful. *(FM 6-0)*
- PR decision-making during execution is focused on rapid COA development in response to changing METT-TC factors.

Report.

- Reports with missing or inaccurate data seriously hamper recovery efforts.
- All reports must be verified and validated
- Report data must be complete, accurate, and delivered shortly after initial awareness of an IMDC event by any party.
- Rapid reporting of an IMDC event is critical for recovery mission.
- PR cells monitor the primary operations frequency for indications of IMDC events.
- Maintain accurate records of all information IMDC event information received
- Get as much information as possible during the initial report. Suspected IMDC location is pivotal. Continuously verify the location and method that was used to determine that location.
- Rapidly disseminate incident info to PR architecture to build situational understanding.
- Begin rapid COA development.

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Execution talking points

Locate.

- Without knowing where the IMDC is, recovery efforts cannot commence.
- Use all assets available to determine and verify IMDC location. Be cautious of transposing numbers in coordinates and verify locations with a map.
- Confirm IMDC location accuracy. Knowing the source and method used to determine the location assists greatly in this effort.
- Update location continuously and get that information into the COP for everybody.
- Enemy composition and disposition are primary factors when considering which method of recovery is most feasible.
- Threat levels should not be considered static when planning recoveries.

FM 3-50.1, Table 5-1 lists METT-TC factors that typically affect which recovery method is used.

Support.

- Establish control measures to protect the IMDC.
- Initiate family support with the rear detachment. Very important if a long-term event is expected. *The reintegration checklist in FM 3-50.1, Appendix C lists family support considerations.*
- Control IMDC perimeter if possible—even if you can't precisely locate the IMDC you might be able to contain them within a known area.
- Confirm medical condition of IMDC—this will impact recovery task organization and final destination once recovery is complete.
- When communication is established with the IMDC, maintain communication. This is a pivotal information gathering and IMDC support method.
- Finalize the COA and get the order out to the forces conducting the recovery.

Recover.

- Clearly identify the decision makers responsible for executing the recovery.
- Be prepared to support MSC recovery missions that may already be underway (Immediate recovery). External support or coordination may have been overlooked and can be facilitated by the next higher PR echelon to support these missions.

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Execution talking points

- Continuously monitor progress of the mission. Be prepared to make adjustments as new information comes to light.
- The location provided in the report gets the recovery units close to the IMDC. Communications and precise locating equipment refines that location when recovery units arrive in the objective area and minimizes the time spent searching for the survivor.
- Ensure your personnel are prepared to respond properly to the authentication inquiries from their ISOPREPS and they know how to present themselves to the recovery force, to avoid friendly fire incidents.
- Alert medical/reintegration channels of the impending recovery.
- Capture event information for immediate dissemination. If information is discovered that affects the operation at large or future recovery missions, get that information out to the force.

Reintegrate.

- The goal of reintegration is two-fold: attend to the medical needs of the recovered personnel and gather information about the event that has immediate impact on current and future operations. The overriding concern is the health and welfare of the recovered personnel.
- The length of time and extent of reintegration activities depend on each individual IMDC. Personnel who were isolated from their units for a very short time and were not captured may not require an in depth reintegration effort. Conversely, personnel who spent a considerable time in captivity or evading the enemy may require an extensive reintegration effort in order successfully return them to duty and their families, mentally and physically fit.
- Conduct an assessment and disseminate lessons learned from event. Changes to existing guidance are driven by lessons learned.
- The lessons learned aren't limited to the SERE information and tactical information derived from the IMDC debriefs. The lessons learned should include those observations by the commanders and staffs and the recovery forces.

The phases of reintegration and the activities that typically occur during each phase are detailed in FM 3-50.1, Appendix C.

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Assessment talking points

Assessment talking points (supporting notes)

Assessment precedes and guides every activity within the PR system and concludes each PR operation/mission or phase of an operation.

Assessment in Planning, Preparation, and Execution is focused on the capability conduct the five PR execution tasks.

The assessment process allows commanders to update their commander's critical information requirements and establish their PR information management priorities in order to improve their situational understanding. (*FMI 5-0.1*)

Assessment is based on situational understanding—the clearer the picture is the better the assessment should be. (*Adapted from FMI 5-0.1*)

As we move through force projection phases, our assessment changes based on available information. We have many assumptions during home station activities where we plan and prepare based on what we *think* is going to happen, compared to the employment phase where we begin to receive information based on what *is* happening.

When developing lessons learned, we typically focus on what we did wrong. We also need to capture what we did right. This assists us in making the *necessary* adjustments.

Questions to guide PR assessment

- What are the enemy's counter-PR capabilities and limitations?
- What is the disposition of the local populace and how does that affect the PR plan?
- What are the friendly force PR shortfalls and how can they be corrected or mitigated?
- Has the operating environment changed from what we knew in planning?
- Are any changes needed to the PR plan?
- Are we getting this information out to the field?
- Are we integrating non-Army capabilities into the plan?

To help balance the time and staff resources devoted to assessment, commanders and staff address the following questions: (FMI 5-0.1)

- What will be assessed and to what detail?
- Who in the staff has primarily responsibilities for assessing a particular area?
- What information requirements are needed to support a particular assessment?

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Assessment talking points

- How will a particular task, activity, or effect be assessed?
- What criteria will be used?

Assessment consists of two tasks:

- Monitoring the current situating and progress of operations.
- Evaluating operations against developed criteria (measures of effectiveness and measures of performance).

A detailed discussion of measures of effectiveness and measures of performance is contained in FMI 5-0.1, Chapter 5)

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Other considerations

Other Considerations

During the Cold War, U.S. defense planning focused on winning a large-scale war in Europe. With the changes in the global security environment, the United States today must plan for the more likely scenario of fighting and winning potential regional conflicts on the scale of the 1991 Gulf War or contingency operations worldwide. In contrast to the Cold War, the timing and location of these regional conflicts are uncertain, and the bulk of required U.S. forces may not be in theater prior to the outbreak of conflict. Even in areas of great U.S. interest and high threat, where some equipment is propositioned and troops are forward deployed, most U.S. forces will deploy from the United States. U.S. defense plans therefore must ensure selected forces can quickly project power from their forward deployed locations and from the United States into threatened regions to secure U.S. interests and help allies defeat hostile regional powers.

Often in these major regional conflicts, the United States will fight as the leader of a coalition, with allies and friends providing some support and combat forces. DoD expects that regional allies will fight along with U.S. forces, and that friends and allies from beyond the crisis area will contribute forces to any major regional conflict. However, U.S. forces must be sized and structured to preserve the flexibility and the capability to act unilaterally if necessary. Detailed analysis of the force capabilities required to fight and win possible future major regional conflicts is being conducted in support of the Quadrennial Defense Review.

U.S. interests in Latin America and the Caribbean are extensive and varied, and a strong U.S. defense capability is essential to the region's security. For example, the United States' trade with Latin America is growing faster than trade with any other region. The United States Southern Command (USSOUTHCOM) provides crisis reaction forces, serve as partners in cooperative regional security, and symbolize the U.S. commitment to regional security. Missions for U.S. forces in the region include support to counter-drug operations, counter-terrorism, noncombatant evacuation operations, peace operations, smaller-scale combat operations, and disaster relief. U.S. forces also continue to exercise and explore ways to encourage the free flow of information with regional friends and allies, helping to build cooperative security mechanisms and encouraging Latin American militaries to support civilian control, respect for human rights, and the rule of law.

The Army is charged with conducting land warfare against any enemy anywhere in the world. The array of potential operations can require units of any size, from a battalion to a robust theater army. There are few situations in which the US would have substantial forward-deployed forces in the theater at the outbreak of war. Contingency operations are conducted in areas in which there are no such forces. Indigenous populations may or may not be friendly. There may or may not be facilities such as developed ports, highway networks, airfields, and railroads. Army forces must plan to conduct operations in any of those environments. Just as the fighting force is tailored to the threat, the support force is tailored to the fighting force's requirements. The tail must adequately support the tooth but the support troops must be prepared to conduct their own security operations.

The Army and the Department of Defense are engaged in multiple efforts, at all levels, and in every theater of operations in its Global War on Terrorism. Major Contingency Operations

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Other considerations

normally involve joint, interagency, and multi-national forces. This means that a wide variety of capabilities are available for Personnel Recovery planning and execution. Conversely, non-Major Contingency Operations may involve only one Service and limited forces to conduct a given operation. This greatly reduces the number and type of PR capabilities the commander has available for planning and execution.

Operations short of theater war or Major Contingency Operations may appear to present lower risk to personnel but from a Personnel Recovery standpoint the risk of becoming isolated on the battlefield may actually be elevated. Isolating events and recovery become a much more difficult task with large areas of responsibility, fewer forces and capabilities, while facing a myriad of adversaries and challenges.

Sometimes the physical environment may be a greater influencer than political or military activity. Witness the actions that occurred during Hurricane Katrina, Rita, and Ivan. The environment was one of the most dangerous adversaries. As a result of the disastrous weather, the local law enforcement and other civil support was removed. This resulted in a normally law-abiding people engaging in acts of civil disobedience and violence from this absence of law and order. Disease, famine, and other calamities created a catalyst for isolating events. Leaders and staffs may have a better understand of the problems faced by planning and executing PR after analyzing the problems and threats posed by these disaster relief operations

Another consideration for commanders is DoD support of Civil Search and Rescue or Civil SAR. While DoD has provided support to civil authorities on a case-by-case basis there are new considerations. With the creation of NORTHCOM there is a real potential that DOD will be asked in a deliberate means or crisis to provide PR capability to support NORTHCOM AOR. Likewise, US Embassies around the world are likely to request DoD support to isolating incidents involving US civilians.

Finally, global operations have DoD personnel in areas where there are clustered failing nations, nations where the civil infrastructure can no longer provide basic services and security to their populace. This means that an adversary can be any form of criminal, terrorist, non-uniformed, or uniformed. It can be indigenous or surrogate, from within or from outside the borders.

PR planning considerations may change from decentralized planning and execution to centralize due to capabilities, distance, speed, and power projection. All available external support and capabilities must be considered and integrated for success. This includes interagency, host nation, and adjacent host nation. Normally, rescue is a matter of which force arrives first; friendly or adversary. Battle drills, and forces identified for rescue must be well rehearsed and ready. All individuals must be trained and prepared for supporting actions should they become isolated.

Key considerations

Planning - Initial Task Organization. The Army may be required to perform small operations with smaller forces and capabilities. Key considerations include use of all available forces that support the five execution tasks of Report, Locate, Support, Recover, and Reintegrate. What is

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Other considerations

the terrain within the operational environment? What capabilities might be expected; jungle, water, mountains? Be creative. In OIF salvage divers were used to find two personnel that couldn't be found by all other capabilities that had been employed.

Report – Rapid reporting of a suspected or known isolating incident remains the critical step to engage measures to quickly respond in a successful manner. This is the “trigger” that transitions mission planning from general to specific.

Locate - Limited capability may require centralized planning and execution of PR capabilities with a dedicated recovery force. Consider implementing ground control measures similar to Force Protection Levels commensurate with the daily threats. Plan, rehearse, and implement day-night communications and signal plans to rapidly mitigate isolating events. Coordinate all available interagency, multinational, and host nation support to improve capabilities. Without this vital piece of information, even the best trained, best equipped, and best prepared forces won't know where to go to affect the recovery.

Support - Implement ground control measures similar to Force Protection Levels commensurate with the daily threats. Plan, rehearse, and implement day-night communications and signal plans to rapidly mitigate isolating events. Coordinate all available interagency, multinational, and host nation support to improve capabilities. Imagine what kinds of activities that the Army should provide if you were hiding on the battlefield awaiting recovery.

Recover - Implementing ground control measures similar to Force Protection Levels commensurate with the daily threats. Plan, rehearse, and implement day-night communications and signal plans to rapidly mitigate isolating events. Will the recovery be along the operational lines of a movement to contact to conduct a friendly forces link up or will it be a raid to recover the IMDC? If you are the isolated person, how can you help the process?

Reintegrate – Reintegration is often overlooked since it appears as the last step in the PR execution process. Subsequently, commanders and staffs are poorly prepared to respond properly to the potential needs of the isolated individuals. Reintegration begins with the first report of a suspected or known isolating event. The Service has support obligation to the isolated personnel's family and cannot respond effectively if the deployed units do not rapidly report the necessary information. Isolating events occurring that result in detention or captivity must take several things into consideration. The recovery force, the initial screening, and transload of isolated personnel may have been exposed to dangerous parasites and contagious diseases and should therefore undergo initial medical screening before being exposed to others. Initial isolation serves many purposes. It protects the isolated individuals, the reintegration process, and those that might be exposed to contagions. Too quickly, commanders wish to present returned personnel to demonstrate the safe and well-being of those detained or captured. Think more along the process used by astronauts that are isolated returning from space. Likewise, the reintegration process is not a checklist process. There are three phases.

Phase I is the initial return of personnel to friendly control.

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Phase II is either a secure facility in-theater away from any hostile intent or a transfer to an out-of-theater secure facility.

Phase III is a return of isolated personnel to CONUS under Service control. During each phase there are two primary requirements; medical/psychological screening of the individual and debriefing. Medical and psychological screen are the paramount functions that determine the reintegration process. The individual's physical and mental well-being is the most important aspect of reintegration. Debriefing takes a second priority to the individual's health. At any point during any phase that the individual's physical and psychological health is sanctioned by qualified medical personnel the individual may return to duty after the appropriate debriefings.

The US military has a vast storehouse of knowledge regarding the return of and support to returnees. The information and lessons were learned from WWII, Korea, and Viet Nam and have been reinforced by the return of the EP3 Crew from China, Soldiers from Bosnia, and POWs and hostages from the Operations DESERT STORM, OEF, and OIF.

And, even though we, the Army Leadership, know and understand that the primary focus must be supporting the mental and physical health of the returnees, the pressures of responding to the family desires, political and media desires and even to our own leaders' desires to get the good news out, we often rush the process and sabotage the reintegration. We must fight to avoid this tendency.

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