

NATO STANDARD

AJP-3.7

**ALLIED JOINT DOCTRINE FOR
RECOVERY OF PERSONNEL IN A
HOSTILE ENVIRONMENT**

**Edition A Version 1
FEBRUARY 2016**



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NATO LETTER OF PROMULGATION

23 February 2016

1. The enclosed Allied Joint Publication AJP-3.7, Edition A, Version 1, ALLIED JOINT DOCTRINE FOR RECOVERY OF PERSONNEL IN A HOSTILE ENVIRONMENT has been approved by the nations in the MCJSB, and is promulgated herewith. The agreement of nations to use this publication is recorded in STANAG 6511.
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RECORD OF RESERVATIONS BY NATIONS

CHAPTER	RECORD OF RESERVATION BY NATIONS
	Note: The reservations listed on this page include only those that were recorded at time of promulgation and may not be complete. Refer to the NATO Standardization Document Database for the complete list of existing reservations.

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RECORD OF SPECIFIC RESERVATIONS

NATION	DETAIL OF RESERVATION
DEU	<p>Para 2007: The expression “uncertain or hostile operational environment” does only cover conventional threats. CBRN threats and hazards are not covered by this expression but they could be within the JOA and have to be considered.</p> <p>Para 1008: Contracting personnel may be considered as civilian personnel. For the legal status of contractor personnel under international law and the resulting legal consequences the situation in the individual case considering all circumstances must be respected; in particular such as the existence of an armed conflict, the type of the conflict, the authorization by the contracting authority and the activities of the contracting company.</p> <p>Para 5012: "Enemy" is no NATO agreed term. AJP-3.7 does not introduce a new definition for this term. Therefore, it remains unclear who exactly will be addressed – particularly in delineation to the NATO agreed term “adversary” which has been used within the same paragraph. The term “enemy” is not appropriate and should be replaced by the term “adversary”.</p>
ITA	<p>With reference to para. 4018, ITA considers that, in case PR activities are coordinated from an airborne platform, the Airborne Mission Coordinator (AMC) is also the Mission Coordinator (MC).</p>
NLD	<p>According to the Netherlands, Search and Rescue (SAR) is an integral part of PR, and therefore the current version of AJP-3.7 does not cover all activities of PR. The document will be implemented according to its title "Personnel Recovery in a hostile Environment".</p>

<p>USA</p>	<p>(1) The US has reservations with numerous terms (definitions and acronyms) that do not conform to the guidance found in C-M (2007) 0023. These are shown on the accompanying comment matrix. The US reservations are withdrawn once the terms are formally agreed by NATO and reflected in the NTMS.</p>
<p>Note: The reservations listed on this page include only those that were recorded at time of promulgation and may not be complete. Refer to the NATO Standardization Document Database for the complete list of existing reservations.</p>	

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RECOVERY OF PERSONNEL IN A HOSTILE ENVIRONMENT

References:

- a. AAP-06 NATO Glossary of Terms and Definitions.
- b. AAP-15 NATO Glossary of Abbreviations Used in NATO Documents and Publications.
- c. AAP-47 Allied Joint Doctrine Development.
- d. AJP-5 Allied Joint Doctrine for Operational-Level Planning.
- e. COPD Allied Command Operations Comprehensive Operations Planning Directive.

Preface

0001. The isolation, capture and/or exploitation of NATO personnel during operations could have a significant negative impact on operational security, morale of assigned forces, next of kin and families, and public support.
0002. Member nations provide NATO with the personnel and assets necessary to carry out NATO operations, in turn, NATO must ensure that there are means available to recover the personnel under its responsibility who have become isolated, while in the same vein, troop contributing nations must ensure that their personnel have been appropriately trained and equipped to assist in their own recovery. NATO has the responsibility of establishing an architecture capable of recovering the personnel who have become isolated while participating in NATO operations.
0003. **Political.** It is the Alliance nations' responsibility to ensure the security of their representatives. Public opinion is therefore highly sensitive to the welfare of isolated persons. Indeed, the exploitation of an isolating event can have a major impact at the political level, either directly or indirectly, by weakening the nations' participation in ongoing operations, or by pressuring political leaders to change their priorities.
0004. **Strategic.** The strategic level translates political guidance/will into military objectives. This supports the process of managing risk, meeting political intent and identifying the right allocation of resources for Personnel Recovery (PR).
0005. **Operational and tactical.** An isolating event may require redirecting the employment of forces from important objectives towards PR missions, and limit their actions and freedom of movement.

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CHAPTER 1 – INTRODUCTION

Section I – Aim

1001. This document provides the fundamental principles for the recovery of personnel in a hostile environment, during North Atlantic Council approved NATO operations, taking into account nation's responsibilities and considerations where applicable.
1002. The troop contributing nations may have differing Personnel Recovery (PR) philosophies, policies, priorities and capabilities. In a multinational force, an overarching PR doctrine is required in order to facilitate unity of effort and enhance PR measures.

Section II – Scope

1003. PR is a joint responsibility which embraces a wide range of situations requiring different levels of responses.
1004. This document applies to operations, which encompass military, civilian and contractor personnel deployed in support of a NATO operation.

Section III – Limitations

1005. Nations are responsible for recovery of personnel over their territory in accordance with international agreements. Search And Rescue (SAR) is a national responsibility and is out of scope of this document. NATO will provide recovery capability for its forces.
1006. While PR and Hostage Release Operations (HROs) are linked, NATO has doctrinally separated HRO from PR and made it part of Special Operations Force (SOF) doctrine and tactics, techniques and procedures. NATO SOF, along with a variety of NATO forces, may be involved in an HRO.

Section IV – Definitions

1007. **Personnel recovery** (PR). The sum of military, diplomatic and civil efforts to effect the recovery and reintegration of isolated personnel. (This term is a new term and definition and will be processed for NATO Agreed status.)

1008. **Isolated personnel (ISOP).** Military or civilian personnel who are separated from their unit or organization resulting in a loss of positive and/or procedural control, that may require them to survive, evade, resist exploitation, and either have to make their way back to friendly control or require assistance to do so. (This term is a new term and definition and will be processed for NATO Agreed status.)
1009. **Survival, evasion, resistance and extraction (SERE).** A set of tactics, techniques, and procedures that is intended to give isolated personnel the skills to survive in any environment and to evade capture. Failing that, to resist exploitation by captors and, if the situation permits, escape captivity to finally support their own or assisted recovery and return with dignity. (This term modifies an existing NATO Agreed term and will be processed for NATO Agreed status.)
1010. **Reintegration.** The operational process of providing medical and psychological care to personnel recovered from isolation, and debriefing them for intelligence and lessons learned purposes. (This term is a new term and definition and may be processed for NATO Agreed status.)

CHAPTER 2 – PERSONNEL RECOVERY SYSTEM

Section I – General description

2001. Personnel Recovery (PR) is a joint responsibility which should also be addressed at component command level and below. The operation's joint force commander (JFC) and staff must conduct a thorough mission analysis that considers all available PR options and capabilities to successfully plan recovery operations within the Joint Operation Area (JOA). PR involves a balance of activities between the three elements of the PR system: commanders and staffs, recovery forces, and isolated personnel. This includes commanders and staffs trained to integrate and synchronize PR planning and operations into all operational activities, and recovery forces manned, trained and equipped to exercise and execute PR missions.
2002. Personnel recovery is conducted in four phases:
- a. **Preparation.** In PR, a key to success is the proper organization, training, equipment, and employment of the involved forces so as to gain and maintain the ability to process relevant information and to take appropriate action.
 - b. **Planning.** Commanders and staffs must consider all available PR options and capabilities to successfully plan PR operations within their areas of operations. Options to recover isolated personnel include military, diplomatic, or civil options, or a combination thereof.
 - c. **Execution.** The PR system is centred around five PR execution tasks: **report, locate, support, recover, and reintegrate**. Along with these tasks are the supporting activities required in the case of an isolating event. The ability to complete these tasks is not the work of a single entity, but rather the collective and concerted efforts of the command and staff elements, forces, and isolated personnel. The PR method used for this execution task depends on a number of factors.
 - d. **Adaptation.** Adaptation results from the continuous analysis of all aspects related to PR during preparation, planning and execution leading to improvements of and changes to the PR system when and where needed.



ST: Strategic – OP: Operational – TA: Tactical

Figure 2.1 Personnel recovery system

PR is a system that combines options, methods and elements, and is based on appropriate education and training. The PR system comprises four phases which prepares three elements through education, training and equipping to plan and execute PR. Planning and execution considers three recovery options: diplomatic, civil and military across all phases of operation. Commanders should know the PR capabilities available to maximize unified action, achieve economy of force, and enhance situational awareness to enable those most capable of executing the five PR execution tasks: report, locate, support, recover, and reintegrate. The entire system continually improves and learns from mistakes and successes through adaptation.

Section II – Personnel recovery elements

2003. PR involves a combination of activities between the three elements of the PR system, as depicted in Figure 2.1: commanders and staffs, the recovery forces and the personnel at risk of isolation:
- a. **Commanders and staffs** trained to integrate and synchronize PR planning and operations into all operational activities.
 - b. **Recovery forces** manned, trained and equipped to plan, exercise and execute PR missions. The nature of the required recovery force varies in line with the demands of the task.
 - c. **Isolated personnel** that may or may not be appropriately trained, equipped or able to successfully endure an isolating event.

Section III – Personnel recovery options

2004. The recovery of isolated personnel includes military, diplomatic and civil options, or a combination thereof:
- a. **Military.** The military option includes the preparation, planning, execution and adaptation of activities by commanders and staffs, recovery forces, and isolated personnel to report, locate, support, recover, and reintegrate isolated/evading personnel.
 - b. **Diplomatic.** National governments are the lead for all diplomatic activities to prepare for, support and possibly execute the recovery of isolated personnel.
 - c. **Civil.** Civil organizations, such as governmental organizations, non-governmental organizations and international organizations, civil authorities and private citizens could play an important role in securing the release of captured and detained personnel.
2005. Although civil and diplomatic options are not under the command of the operation's JFC, they should be considered during the preparation, planning and execution phases of PR.

Section IV – Operational environment

2006. Joint forces may conduct a wide variety of activities from combat to humanitarian assistance within the JOA. Experience demonstrates that a wide range of military activities will be required simultaneously, rather than single focus activities.

- 2007. Alliance forces will be required to deal with a complex and diverse range of risks, situations and demands to manage the crisis through military operations, and personnel may encounter a wide range of potential situations when conducting operations. These situations could range from a permissive to an uncertain or hostile operational environment with the expectation of engagement by adversary forces.
- 2008. The development of proper plans will depend on the ability of the designated commander and principal staff officers to observe and accurately assess conditions within the JOA.
- 2009. Regardless of the operational environment, forces must be trained and ready to respond to isolating events across the operational spectrum.
- 2010. Commanders should be aware of the pertinent conditions prior to execution of any mission. Additionally, isolated personnel may encounter different levels of exploitation if captured and must be trained appropriately.

Section V – Personnel recovery methods

- 2011. To accomplish a recovery, the commander may choose various recovery methods related to risk, complexity of operation, scale, environment, etc., such as Combat Recovery (CR), Combat Search And Rescue (CSAR), Non-conventional Assisted Recovery (NAR) or Unconventional Assisted Recovery (UAR). These methods are briefly described in Lexicon, Part 2. This doctrine only uses “PR methods” as a term to describe recovery methods.

CHAPTER 3 – GUIDING PRINCIPLES

3001. **Principles.** Any ground or maritime unit, aircrew, agency, or individual observing an isolating event, making contact with isolated personnel, or recognizing a potential isolating event is about to occur should immediately notify their appropriate Command and Control (C2) elements. Ideally, the recovery should be effected by on-scene or nearby assets wherever possible. All operations should include recovery procedures planning. Once personnel become isolated and immediate recovery is not possible by on-scene assets, the requirement will be passed through appropriate channels to Personnel Recovery (PR) C2 nodes. Depending on the force posture, forces may be designated or dedicated for specific PR missions and maintained at a high degree of readiness, or they may be dual tasked while conducting other missions.
3002. **Early deployment.** From the onset of a mission, personnel may become isolated. For deployed operations, early deployment of a PR capability is an important element of the Joint Force Commander's (JFC) operational capability.
3003. **Preparedness.** JFCs will define the parameters required for recovery operations. PR staffs should be engaged in the operations planning process at the earliest possible time. Before entering the Joint Operations Area (JOA), all participating forces should be trained, equipped and prepared to meet the theatre entry requirements for PR.
3004. **Civil organizations.** Civil organizations, especially lead/coordination agencies, operating in the JOA could be invited to attend the planning process as they hold invaluable information and contribute to the coordination required for PR. Moreover, this facilitates the establishment of contacts and allows for the start of further coordination. The JFC should emphasize to those representatives the mutual benefit of this coordination with NATO forces, respecting the independence of civil organizations and their personnel. Those agreements, procedures, or information sharing activities should significantly mitigate negative impacts for the operations at every level, and facilitate military PR operations.
3005. **Time.** Expediency is required to prevent exploitation by an adversary, meet urgent medical needs, and limit exposure to extreme environments. A timely response may also be required to defeat the adversary's decision cycle. Similarly, there may be preferred periods to execute a recovery (e.g. at night) or specific times when the isolated personnel will be contactable or available for recovery. PR assets must remain flexible and able to react rapidly when required.

3006. **Information sharing.** In order to share knowledge and tactics, techniques and procedures among participating nations and relevant agencies, the security classification of PR documents and associated information should be accessible, but appropriately classified.
3007. **General risk-related principles.** PR is subject to high visibility and cost/benefit considerations. The risk analysis is conducted in the same manner as other military operations, taking into consideration that typical PR missions are executed at the tactical level, but may have operational or even strategic impacts. In addition, the psychological impact of an isolating event on personnel should be weighed against the risk to PR resources and the effect of diverting resources from the ongoing combat effort.
3008. Therefore, the JFC must weigh courses of action against desired outcomes and potential effects on the overall operation. Recovery missions should aim to:
- a. Recover all isolated personnel.
 - b. Minimize risk to isolated personnel.
 - c. Minimize risk to recovery forces.
 - d. Be executed within the JFC's priorities and apportionment.
 - e. Seek to prevent escalation of the overall military situation.
 - f. Be separate to the wider campaign end state to prevent mission creep.

CHAPTER 4 – MILITARY PERSONNEL RECOVERY ARCHITECTURE

Section I – Personnel recovery responsibilities

Strategic level

4001. At the **strategic level**, Supreme Allied Commander Europe (SACEUR) develops, coordinates, and oversees the implementation of higher policy and plans for the recovery of isolated personnel. SACEUR is responsible for planning and setting the conditions for the Joint Force Commander (JFC) to successfully prepare for, plan and execute Personnel Recovery (PR). SACEUR, in coordination with the operational-level Headquarters (HQs) and force providers, establishes levels of risk of isolation associated with location, mission, or other criteria.
4002. Nations with higher PR requirements might deploy their own additional personnel and assets to achieve their desired PR standard.
4003. **Strategic Communications** (StratCom) efforts should be coordinated and conducted at the strategic level and should support PR efforts.

Operational level

4004. The operation's **JFC** prepares for, plans and executes PR within the Joint Operations Area (JOA). The JFC establishes a PR architecture within the JOA, command relationships and procedures for PR operations, and the identification of intelligence requirements for PR, and assures that PR is an integral part of planning and training.
4005. The JFC and troop contributing nations identify personnel to receive the appropriate levels of PR training commensurate with SACEUR's identified operational requirements. The operation's JFC gives PR guidance in the PR annex of the Operation Plan (OPLAN) and theatre PR standing operating procedures.
4006. The JFC has overall responsibility for PR in the JOA. He exercises his PR responsibility through the **Joint Personnel Recovery Centre** (JPRC), staffed by appropriately PR trained personnel, embedded in the joint staff (usually in the joint operation centre) or by designating a component commander's Personnel Recovery Coordination Cell¹ (PRCC) to function as the JPRC.

¹ PRCC is defined in paragraph 4008.

4007. Once established, the JPRC is involved in the full spectrum of all PR operations. Its responsibilities include, but are not limited to:
- a. Update the PR annex of the JFC's OPLAN.
 - b. Update and disseminate the PR guidance.
 - c. Serve as central point for all information and analysis related to isolated personnel and recovery efforts.
 - d. Monitor and support PR operations.
 - e. Coordinate and deconflict PR operations between components and other forces/organizations.

Tactical level

4008. **Component commands.** Component commanders plan, coordinate, conduct and control PR operations in assigned areas of operations. The component commander exercises his PR responsibility through the **Personnel Recovery Coordination Cell (PRCC)**, staffed by appropriately PR trained personnel, embedded in the staff. If designated by the JFC, one of the component commanders may have to establish a JPRC on his behalf. Even if a component commander conducts a PR mission with his own capabilities, he should notify the JPRC for deconfliction and oversight.
4009. Once established, the PRCC is involved in the full spectrum of all PR operations. Its responsibilities include, but are not limited to:
- a. Develop and maintain component PR plan supporting the JFC's PR annex.
 - b. Update and disseminate the PR guidance.
 - c. Monitor all PR missions prosecuted by component forces and remain ready to assist other components as directed by the JPRC.
 - d. Coordinate and de-conflict PR operations within the component.
4010. **Special Operations Component Command (SOCC).** The commander of the SOCC is responsible for **Unconventional Assisted Recovery (UAR** – special operations recovery missions using unconventional tactics and techniques) through his PRCC. If the **Non-Conventional Assisted Recovery (NAR** – non-conventional forces assistance or other types of assistance) capability exists, he coordinates, synchronizes, and de-conflicts NAR through an **Unconventional Assisted Recovery Coordination Cell (UARCC)**, when required. This cell resides within the SOCC's PRCC.
4011. **Units.** Unit commanders recover their own personnel with their own assets, whenever possible. Units also plan, prepare and train for an

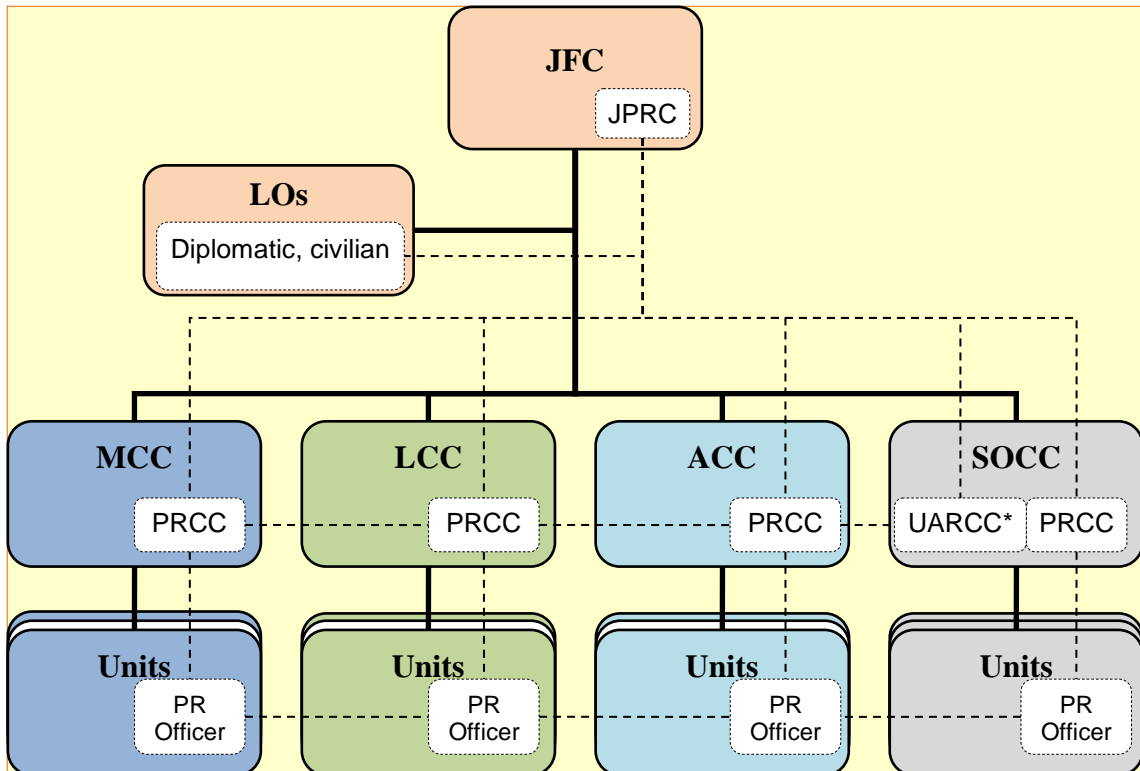
isolating event involving their personnel. Units appoint a **PR officer**² to coordinate with the PRCC and/or JPRC on all PR-related issues. The PR officer coordinates all PR documentation, such as identification documents, plans, etc. The PR officer assists in the deletion and protection of personal data collected with every Isolated Personnel Report (ISOPREP). The JFC is responsible that ISOPREP data will be completely deleted once this data is no longer needed or the legal justification for data processing no longer exists.

4012. **All personnel.** All personnel within the JOA have three main obligations:
- a. Report any event that would alert the command and control (C2) on the isolation of a personnel or that would help the recovery mission.
 - b. Limit exposure within one's ability to the risk of isolation.
 - c. Prepare for potential isolation in accordance with the education and training received, theatre PR procedures, and issued equipment.

Section II – Personnel recovery command and control architecture

4013. PR operations are usually conducted following the normal chain of command from the JFC to the component commands and units, as depicted in Figure 4.1. PR C2 nodes normally have direct liaison authority with each other, and with other appropriate organizations (such as host nation rescue coordination centres), to facilitate pro-active planning for PR and create situational awareness.

² "PR officer" is a function which may be fulfilled by an officer or a noncommissioned officer.



---	PR network
ACC	Air Component Command
JFC	Joint Force Commander
JPRC	Joint Personnel Recovery Center
LCC	Land Component Command
LO	Liaison Officer
MCC	Maritime Component Command
PR	Personnel Recovery
PRCC	Personnel Recovery Coordination Cell
UARCC	Unconventional Assisted Recovery Coordination Cell
* (see paragraph 4010)	

Figure 4.1 Notional personnel recovery organization structure

4014. Within the JOA, the C2 structure will be tailored to meet the characteristics and needs of the operation and environment and may thus deviate from the structure in Figure 4.1. In such case, the PR organization is modified accordingly.
4015. **Mission Coordinator (MC).** The MC is responsible for coordinating PR activities, supporting the on-scene commander and the recovery force in conducting their primary tasks, and for guiding the mission. (This term is a new term and definition and will be processed for NATO Agreed status.)

4016. **Rescue Mission Commander (RMC)**. The RMC is responsible for the tactical planning and execution of the PR mission. He will be appointed by the appropriate level commander, through the JPRC/PRCC.
4017. **On-Scene Commander (OSC)**. The OSC directs operations in the vicinity of the isolated personnel until arrival of the recovery force.
4018. **Airborne Mission Coordinator (AMC)**. The AMC is a mission coordinator operating from an airborne platform.
4019. **Personnel Recovery Task Force (PRTF)**. A PRTF is a task force organized to execute a specific PR mission. It locates and authenticates isolated personnel, protects isolated personnel from adversary threats, provides force protection for itself and mission C2 systems support, and recovers isolated personnel. A PRTF is tasked when needed by the JFC and can be:
- a. Dedicated, i.e. specifically trained and equipped for PR as its primary mission.
 - b. Designated, i.e. used where PR is not its primary mission.

Section III – Civil/diplomatic considerations

4020. NATO commands should maintain awareness of civil and diplomatic efforts. While military commanders may have little or no control over these efforts to locate, support and/or recover isolated personnel, the operation's JFC may be able to offer guidance, and should be prepared to assist, if necessary and feasible. While these situations are difficult to predict or direct, deliberate planning and coordination procedures may facilitate successful outcomes.
4021. In the case of civil assets, a useful Point Of Contact (POC) is the Civil-Military Cooperation (CIMIC) cell (J-9) in the HQ. In the case of diplomatic assets, the POC should be the local embassy, consulate or national liaison.

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CHAPTER 5 – PERSONNEL RECOVERY PHASES

Section I – Preparation

Risk

5001. During operations, NATO personnel are identified as being at risk of becoming isolated. They are categorized as:
- a. **Low Risk of Isolation and/or Exploitation (LRIE).**
 - b. **Medium Risk of Isolation and/or Exploitation (MRIE).**
 - c. **High Risk of Isolation and/or Exploitation (HRIE).**
5002. Joint Force Commanders (JFCs) provide isolated personnel guidance for the Joint Operations Area (JOA), which may be singular or scaled with risk, and may include training and/or equipment requirements. Risk of isolation/exploitation of deployed personnel must be communicated to troop contributing nations in an advanced and timely manner in order for them to provide the congruent level of training and equipment to personnel prior to entering the hostile environment. Based on this risk, the pre-mission preparation may include documents to be able to formally identify personnel, such as an **Isolated Personnel Report (ISOPREP)**, or prepare for evasion, such as an **Evasion Plan of Action (EPA)**.

Education and training

5003. Commanders and staffs, and recovery forces fulfilling specific Personnel Recovery (PR) roles within the JOA must be appropriately trained. The chances of a successful recovery of isolated personnel in the JOA can be significantly increased if they have been appropriately educated, trained, equipped, mentally prepared and properly documented for PR prior to the start of their mission. Preparation for a potential isolating event is conducted in four consecutive steps:
- a. **Education.** Doctrinal, functional and professional education is a national responsibility and should include basic knowledge of PR.
 - b. **SERE training.** Survival, Evasion, Resistance and Extraction (SERE) training is a national responsibility and is provided to personnel commensurate with the perceived risk of isolation and/or exploitation.
 - c. **Pre-deployment training.** Before entering the JOA, personnel should be trained to use current PR procedures depending on their risk of isolation. Minimum standards of training and

equipment to be carried will be identified in the PR annex of the Operation Plan (OPLAN) and Standing Operating Procedures (SOP). This training is typically a national responsibility.

- d. **In-theatre training.** During operations, Commanders, staffs, units and personnel need to regularly train in PR to ensure that they are familiar with PR procedures within the JOA. Unit commanders are responsible to ensure that their personnel are adequately trained in PR.
5004. **Levels of SERE training.** NATO has identified three levels of SERE training:
- a. **SERE level A** (basic). SERE level A should include a minimum of theoretical training.
 - b. **SERE level B** (intermediate). SERE level B should include a minimum of theoretical and practical training.
 - c. **SERE level C** (advanced). SERE level C should include a minimum of theoretical and practical training. This level should also include realistic practical evasion, resistance and extraction training.
5005. **Levels of PR training for units deployed into the JOA.** The JFC defines required training levels for units. These directions are stated in the PR annex of the OPLAN. Nations may, but should not, deviate from these requirements through the use of formal “national caveats”.

Equipment

5006. The capability to survive, evade, and be recovered is enhanced by providing personnel with adequate PR equipment and products, some of which may be theatre- or environment-specific.

Section II – Planning

5007. PR has to be considered from the start of the operational planning process. The PR annex of the OPLAN should include, but is not limited to:
- a. Situation as relevant to PR (e.g. adversary forces, environment, threat, etc.).
 - b. JFC’s PR mission.
 - c. PR operational design.
 - d. Execution tasks (e.g. dedicated/designed PR forces, specific rules of engagement, etc.).

- e. Service support (e.g. management of ISOPREPs, EPAs, evasion aids, etc.).
- f. Command and signal (e.g. general PR organization, launch/execute authority, etc.).

Section III – Execution

Report

5008. **Initial notification.** Timely notification is essential for a successful recovery. Initial notification can come from any source, e.g. survival radio activation, overdue action, unit, or eyewitness reporting.
5009. **Initial response.** Once an initial report has been received, validation of the incident is of the utmost importance. Other PR nodes should be notified of the initial report as soon as possible to provide them the necessary situational awareness and enable them to assist in the validation of the incident, if applicable. Once the incident has been confirmed (i.e. it is not the result of misreporting or an attempted deception by the adversary), a PR incident has to be declared, and the chain of command and other PR nodes informed.

Locate

5010. **Location verification.** Following notification, the priority is to locate the isolated personnel. Verification of the location information is of utmost importance. Time, effort and lives can be lost if this is not accomplished. To locate isolated personnel, all available resources should be used as required (e.g. intelligence, surveillance and reconnaissance [ISR], self-reporting, or eyewitness reports). Some of these capabilities are nationally controlled; procedures to activate, coordinate, and pass information should be established and rehearsed prior to requesting support for an actual PR event. In addition, the location methods should be decided following consideration of the level of threat and, if recovery is not imminent, the isolated person's position should not be compromised.
5011. **Authentication.** Even with precise coordinates that pinpoint the isolated personnel's location, recovery forces still have to authenticate the isolated personnel prior to a recovery. An effective authentication system is essential to prevent the compromise of vital information and minimize risk to isolated personnel and the recovery force. This holds true because personnel recovery task force assets are extremely vulnerable during the actual recovery. Accordingly, isolated personnel and recovery forces should take extreme care not to compromise authentication information.

Authentication methods should be described in the PR annex of OPLAN and PR SOP. It is important that the Joint Personnel Recovery Centre (JPRC) actively tracks the use and/or compromise of authentication means in order to promulgate required changes.

Support

5012. **General.** Support to the isolated personnel may include establishing two-way communications, providing morale building support, resupply, or escort to a cache. Support may also encompass the suppression of enemy threats to the isolated personnel. This may preclude capture of the isolated person and disrupt the adversary's response to PR efforts. If required, extraction forces and/or equipment may be pre-positioned to support the isolated personnel before the recovery phase.
5013. **Sustainment.** Support is the effort necessary to ensure the physical and psychological sustainment of isolated personnel and the morale of their next of kin and families, and of their unit. Successful support relies on measures taken before an individual becomes isolated. This includes home-station arrangements, training and equipping personnel prior to entering a specific JOA, and the establishment of the JOA PR architecture and theatre PR SOP.
5014. **Physical and psychological assistance.** Besides support to the isolated personnel, support includes physical and psychological assistance to the isolated personnel's family and unit. Support to the isolated personnel's next of kin and families is a national responsibility. However, this process may be initiated by the JPRC through established channels.
5015. **Next of kin and families.** The behaviour and statements made by next of kin and families may seriously endanger personnel that have become isolated or captured. Proper support, especially physical and psychological, to the next of kin, families and unit may have a positive effect on the recovery of the isolated personnel. It is a national responsibility to prepare personnel, next of kin and families alike for do's and don'ts in an isolating event, in particular with regard to the media.
5016. **Other considerations.** Isolating events tend to generate a lot of press inquiries regarding the isolated personnel and the next of kin and family. Public Affairs office's response to an isolating event should therefore be taken into consideration by all PR command and control nodes, and should be carefully planned and executed.

Recover

5017. The recovery task involves the coordinated actions and efforts of commanders and staffs, forces, and isolated personnel to bring isolated personnel under the physical custody of a friendly organization. Once in custody, the recovery force will normally perform one last authentication. Isolated personnel have a significant responsibility in the recovery process. The force designated to perform the recovery task may range from a single recovery vehicle to a complex task force, and may be dedicated or not.
5018. Units should always attempt to resolve isolating events as quickly as possible while concurrently informing the Personnel Recovery Coordination Cell (PRCC) at the earliest opportunity; if recovery cannot be resolved at unit level, responsibility continues to the PRCC to coordinate. The responsible PRCC will attempt to recover the isolated personnel utilizing available (organic) PR capabilities, and notify the JPRC. If the PRCC determines it is unable to accomplish the recovery with its own resources, the JPRC will coordinate with other PRCCs to gain an initial assessment on the capabilities within each component command and feasibility of component courses of action.

Reintegrate

5019. The reintegration task begins when physical control of recovered isolated personnel is relinquished to a designated team member or organization in the reintegration process. As part of reintegration, perishable essential intelligence and SERE information is collected while, at the same time, tending to the physical and psychological welfare of recovered isolated personnel. Reintegration of isolated personnel is a national responsibility and should be conducted by national representatives. Reintegration by other nations or organizations will require national consent.

Section IV – Adaptation

5020. The entire PR system needs to continually improve and learn from its successes and mistakes through adaptation. Adaptation is most effective when it is an integral part of all decision-making processes.
5021. Adaptation results in improvements and/or changes and can be done through three processes: anticipation, improvisation and lessons learned, which intervene at different moments of the mission:

- a. **Anticipation.** Prior to the mission, anticipation consists in the continuous analysis of the environment and collection of related information in order to adapt the PR system.
- b. **Improvisation.** During the mission, improvisation may be necessary to adapt to the changing and unpredictable nature of the mission's environment.
- c. **Lessons learned.** After the mission, regardless of its rate of success, a proper evaluation of the associated preparation, planning and execution will provide lessons identified that should be processed into lessons learned. To this end, all related information (PR after-action reports, PR mission logs, etc.) need to be collected and properly archived.

LEXICON

PART 1 – ACRONYMS AND ABBREVIATIONS

AAP	Allied A ddministrative P ublication
AJP	Allied J oint P ublication
AMC	Airborne M ission C oordinator
C2	C ommand and C ontrol
CIMIC	C ivil- M ilitary C ooperation
COPD	allied C ommand O perations comprehensive operations P lanning D irective
CR	C ombat R ecovery
CSAR	C ombat S earch A nd R escue
EPA	E vasion P lan of A ction
HQs	H ead Q uarters
HRIE	H igh R isk of I solation and/or E xploitation
HRO	H ostage R elease O peration
ISOP	I SOLated P ersonnel
ISOPREP	I SOLated P ersonnel RE Port
ISR	I ntelligence, S urveillance and R econnaissance
JFC	J oint F orce C ommand/ J oint F orce C ommander
JPRC	J oint P ersonnel R ecovery C entre
JOA	J oint O perations A rea
LRIE	L ow R isk of I solation and/or E xploitation
MC	M ission C oordinator
MCJSB	M ilitary C ommittee J oint S tandardization B oard
MRIE	M edium R isk of I solation and/or E xploitation
NAR	N on-conventional A ssisted R ecovery
NATO	N orth A tlantic T reaty O rganization
NSO	N ATO S tandardization O ffice
OPLAN	O peration P LAN
OSC	O n- S cene C ommander
POC	P oint O f C ontact
PR	P ersonnel R ecovery

PRCC	P ersonnel R ecovery C oordination C ell
PRTF	P ersonnel R ecovery T ask F orce
RMC	R escue M ission C ommander
SACEUR	S upreme A llied C ommander EU rope
SAR	S earch A nd R escue
SERE	S urvival, E vasion, R esistance and E xtraction
SOCC	S pecial O perations C omponent C ommand
SOF	S pecial O perations F orce
SOP	S tanding O perating P rocedures
STANAG	NATO ST andardization A greement
STRATCOM	STRAT egic COM munications
UAR	U nconventional A ssisted R ecovery
UARCC	U nconventional A ssisted R ecovery C oordination C ell

PART 2 – TERMS AND DEFINITIONS

combat recovery (CR)

A method to recover isolated personnel from a situation where hostile interference may be expected, and either the recovery force, or the isolated personnel, or both, have not been trained in combat search and rescue. (This term is a new term and definition and will be processed for NATO Agreed status.)

combat search and rescue (CSAR)

The detection, location, identification and rescue of downed aircrew in hostile territory in time of crisis or war and, when appropriate, isolated military personnel in distress, who are trained and equipped to receive combat search and rescue support. (NTMS – NATO Agreed.)

evasion plan of action (EPA)

A course of action, developed prior to executing a combat mission, that is intended to improve a potentially isolated person's chances of successful evasion and recovery by providing the recovery forces with an additional source of information that can increase the predictability of the evader's action and movement. (This term and definition are only applicable in this publication.)

isolated personnel report (ISOPREP)

A document containing information designed to facilitate the identification and authentication of an isolated person. (This term and definition are applicable in this publication and may be processed for NATO Agreed status.)

non-conventional assisted recovery (NAR)

A recovery method used to deal with situations that may need the assistance of non-conventional forces or other types of assistance when conventional means are not suitable. (This term and definition are only applicable in this publication.)

unconventional assisted recovery (UAR)

A recovery method conducted to search for, locate, identify, rescue, and return personnel, sensitive equipment, or items critical to alliance security from contested or adversary controlled areas. Special operations recovery missions are characterized by detailed planning, rehearsal, and thorough intelligence analysis. These operations employ unconventional tactics and techniques, discreet search, and the frequent use of ground combat elements. (This term and definition are only applicable in this publication.)

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