

DPMO REALIGNMENT

Changing to Keep the Promise

DPMO MISSION

“Keeping the Promise” to service members and their families, we provide leadership and oversight for recovery and accounting of Americans captured or missing as a result of hostile actions.

DPMO VISION

Vision for the DPMO as we enter the 21st Century.

The DPMO team, recognized and respected as the leader in the field of personnel recovery and accounting, efficiently uses technology and other available resources to address the full spectrum of accounting issues. Those we serve and our peers understand and trust us, support our mission, regard us as competent and recognize our products as definitive and accurate.

DPMO GUIDING PRINCIPLES

- Strong leadership evidenced by assuming responsibility, providing direction, maintaining accountability, having the courage to take risks and uphold difficult decisions.
- Excellence in the products and services we provide, as exhibited by competence, timeliness, accuracy and completeness of our work.
- Commitment to our organization, our mission, and those we serve, with consistency in our approach and values, and demonstrated responsibility, initiative and motivation.

DPMO GUIDING PRINCIPLES

- A positive work environment characterized by a supportive climate and attitude, responsiveness to our co-workers, straightforward and open communication, realistic priorities and the exercise of good judgment.
- Willingness to change as demonstrated by objectivity, flexibility, innovation, creativity, advocacy and the constructive use of skepticism.
- Teamwork, as evidenced by our loyalty and integrity to those we serve, our co-workers and our mission; and by our supportive attitudes, collaborative decision making and the willingness and ability to consider others' perspectives.
- Honesty, integrity and ethics in everything we do.

DPMO REALIGNMENT

- Justification/Motivation
- Goals
- What We Achieve
- Realigned Structure

JUSTIFICATION/MOTIVATION

- Senate Select Committee, Jan 93
- Government Performance Review Act /
National Performance Review, 1993
- DoD Directive 5110.10, Jul 93
- DoD IG/DPMO White Paper, Aug 95
- Limited Authorization (27 military)
- DPMO Leadership/Cultural Survey, Dec 95

JUSTIFICATION/MOTIVATION

- DPMO Process Action Team I, Jan 96
- Missing Persons Act, Feb 96
- DPMO Information Mgmt Team, Jun 96
- DPMO Focus Groups, Fall 96
- DPMO Employee Focus Groups, Feb 97
- EST Focus Groups/Director's 1-on-1, Feb 97
- DoD Downsizing

GOALS

- Improve analytical/operational efficiency
- Incorporate Personnel Recovery mission
- Prepare for realities of future conflict
- Comprehensive approach to archival research

GOALS

- Merge “four organizational stovepipes” into a unified, synergistic DPMO
- Eliminate management layers to push decision-making authority to lowest levels
- Enhance communication flow to families, veterans, and the Congress

WHAT WE ACHIEVE

On the analytical front:

- Eliminates redundancy
 - SEA and Korea analysts from different directorates merged into cohesive units
- Creates analytical “culture” that will improve capability/products
 - Co-locating analysts will facilitate exchange of ideas/tools/methodologies

ACHIEVEMENTS

On the analytical front:

- Builds broader Korean Analytic efforts
 - Dedicated analysts will increase
 - Will facilitate case development and exploitation of acquired archives
- Provides opportunities for longer term research/analysis projects
 - Use in-house rotations for projects
 - Senior analysts can recharge batteries

ACHIEVEMENTS

On the operational front:

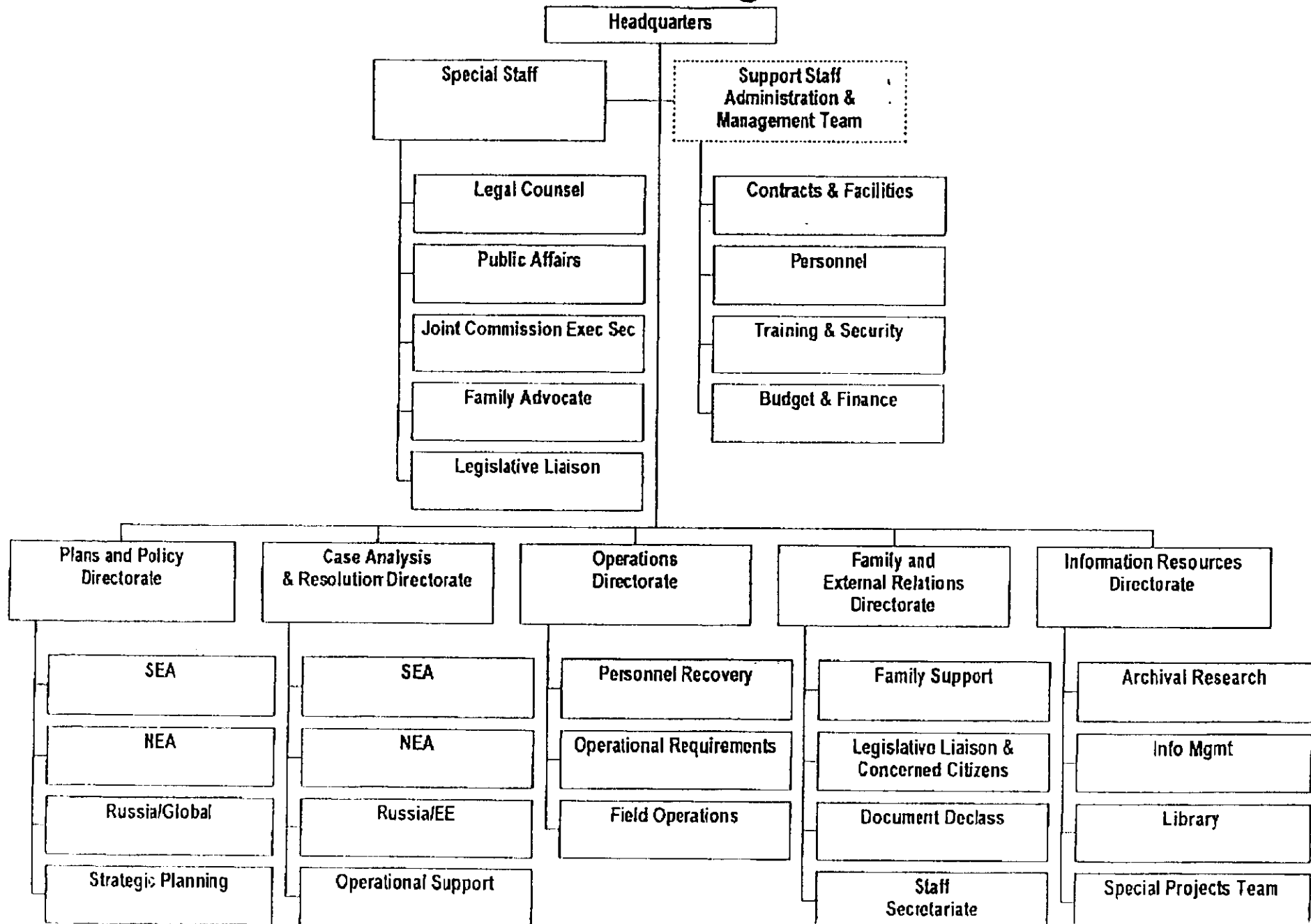
- Intelligence collection regularized
 - Reports linked directly to intelligence community for immediate support/action
- Co-locates all operational cells
 - Remains/Personnel Recovery elements better positioned to support each other

ACHIEVEMENTS

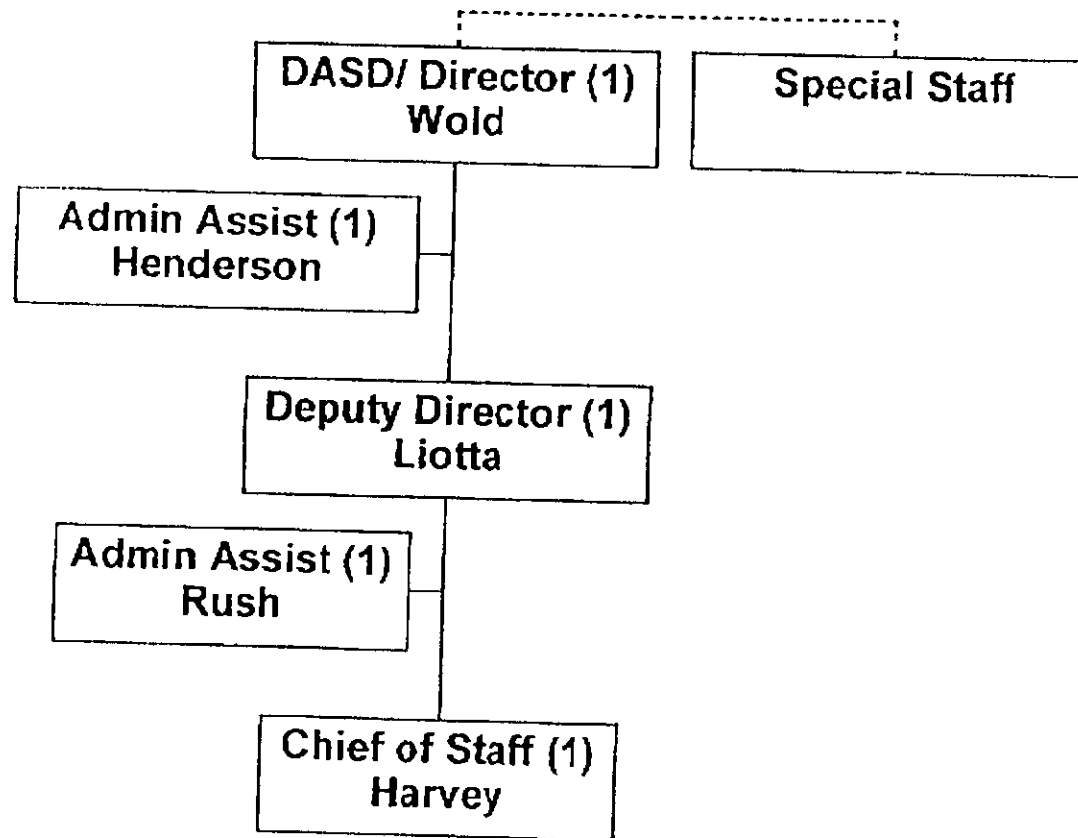
Information Management:

- Positions us to leverage new technology
 - Info Mgmt group will guide approach
 - Computer folks move into group, focus shifts to analyst support
- Establishes a comprehensive approach to archival research
 - Dedicated full-time researchers provide deepest commitment to date

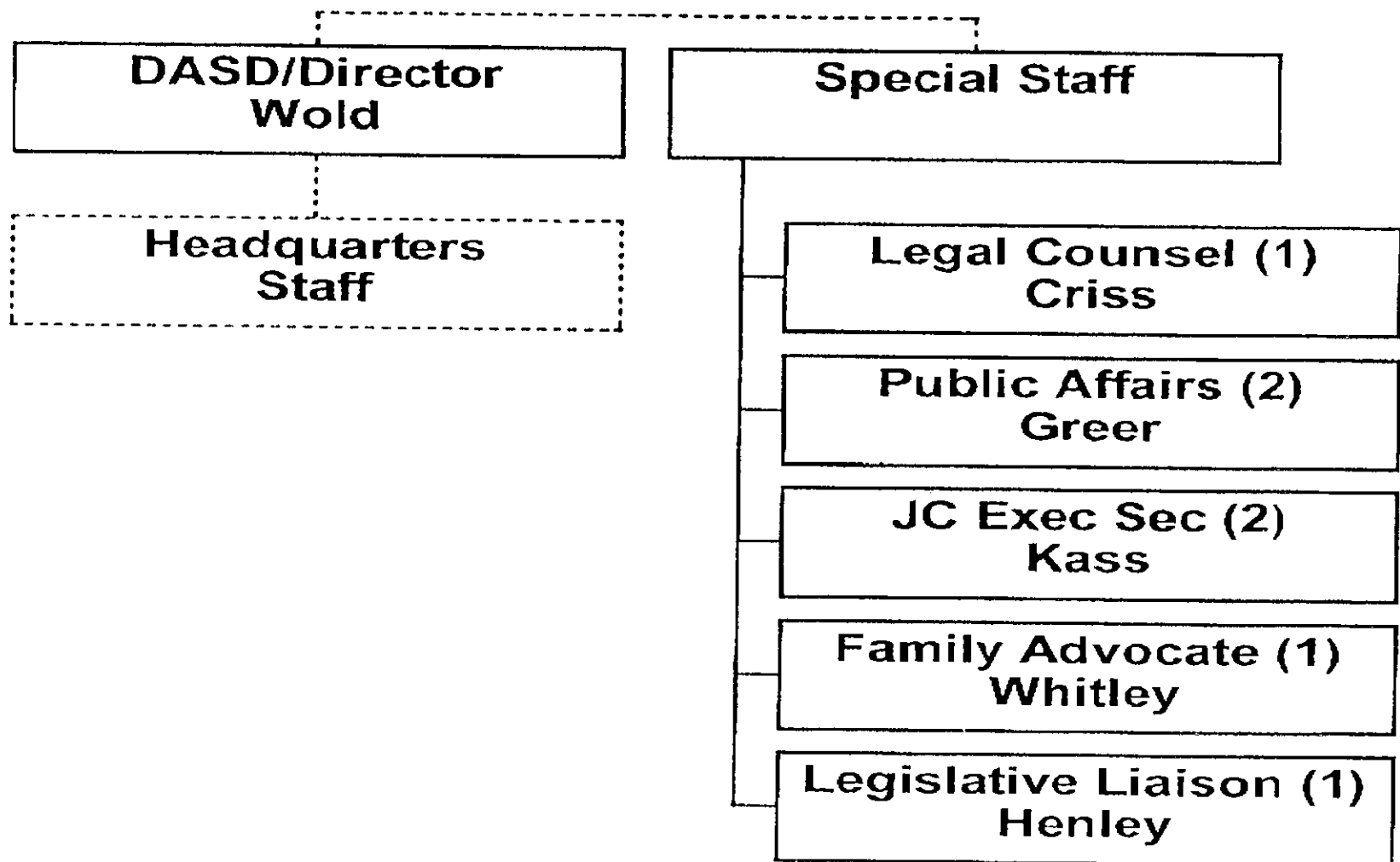
Defense POW/Missing Personnel Office



Headquarters (5)

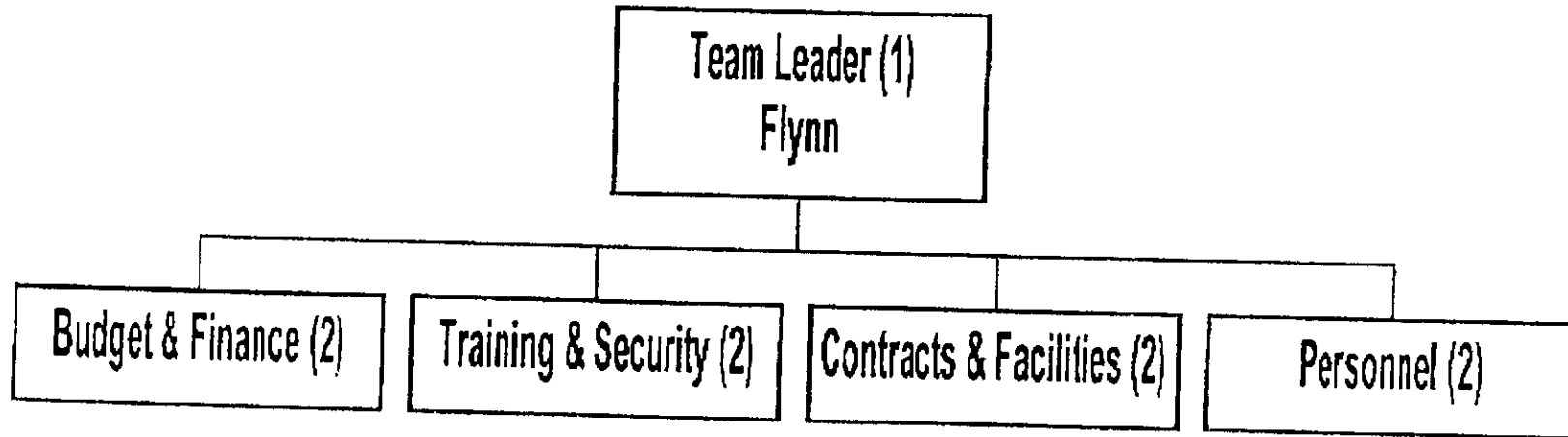


Special Staff (6)

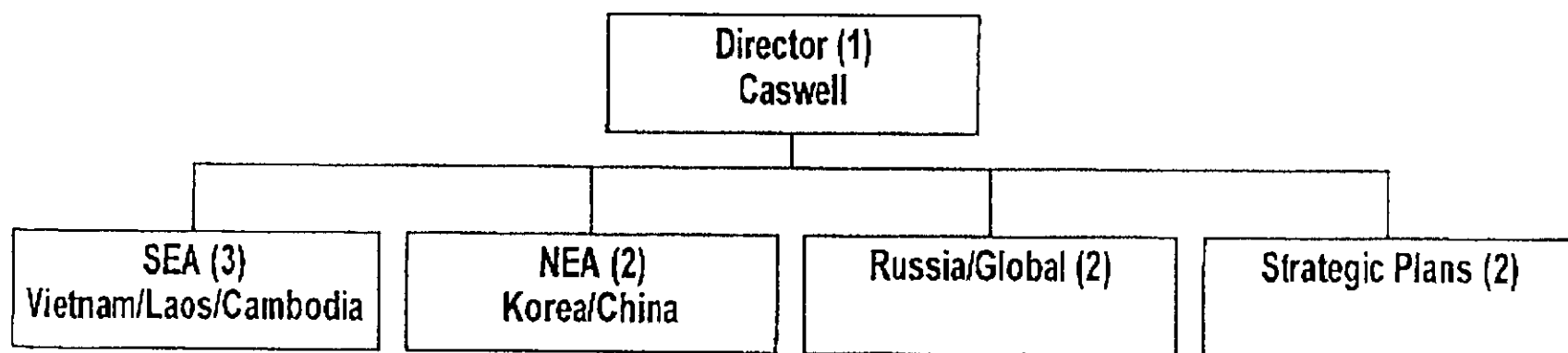


Support Staff (9)

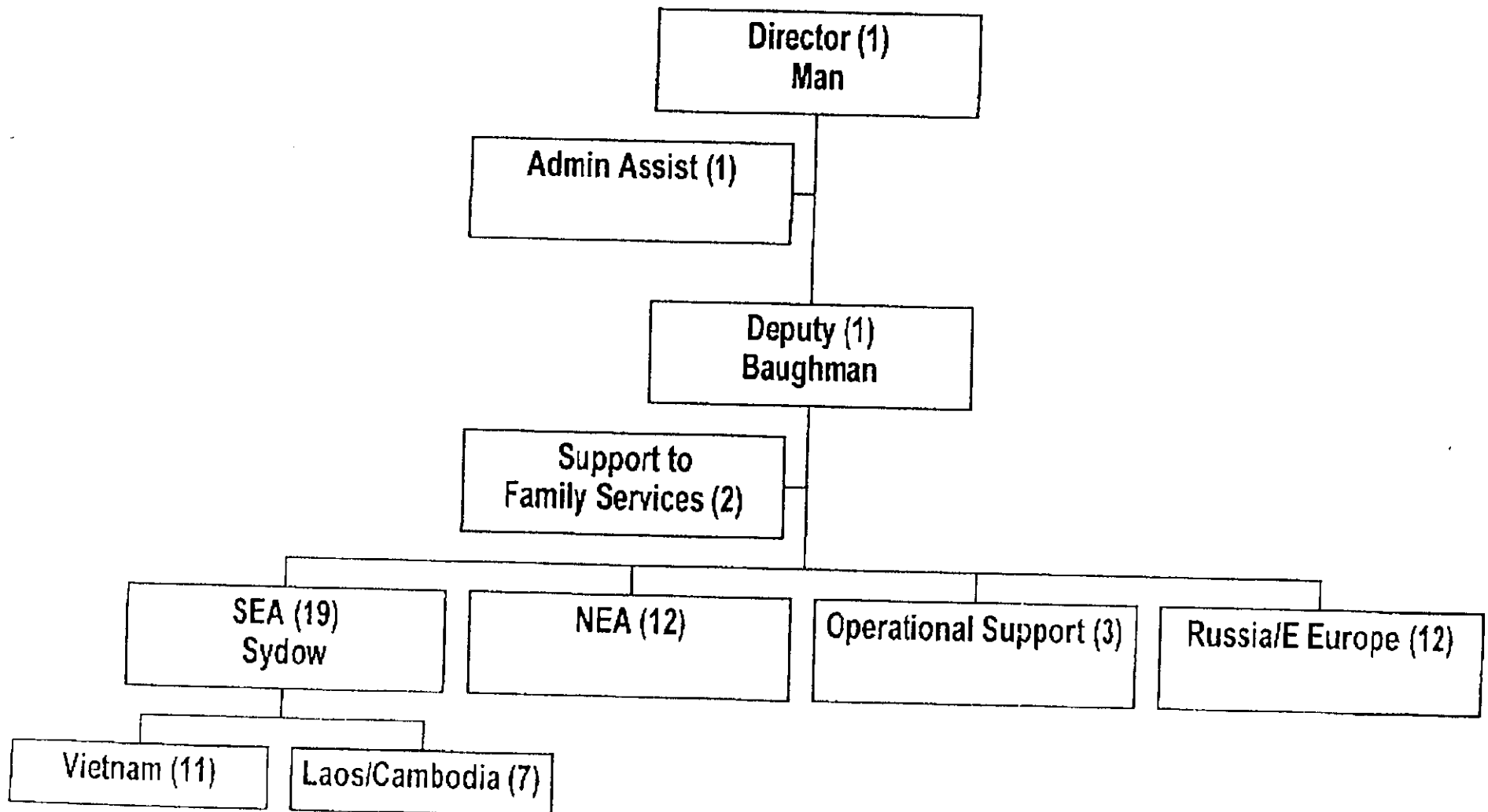
Administration & Management Team



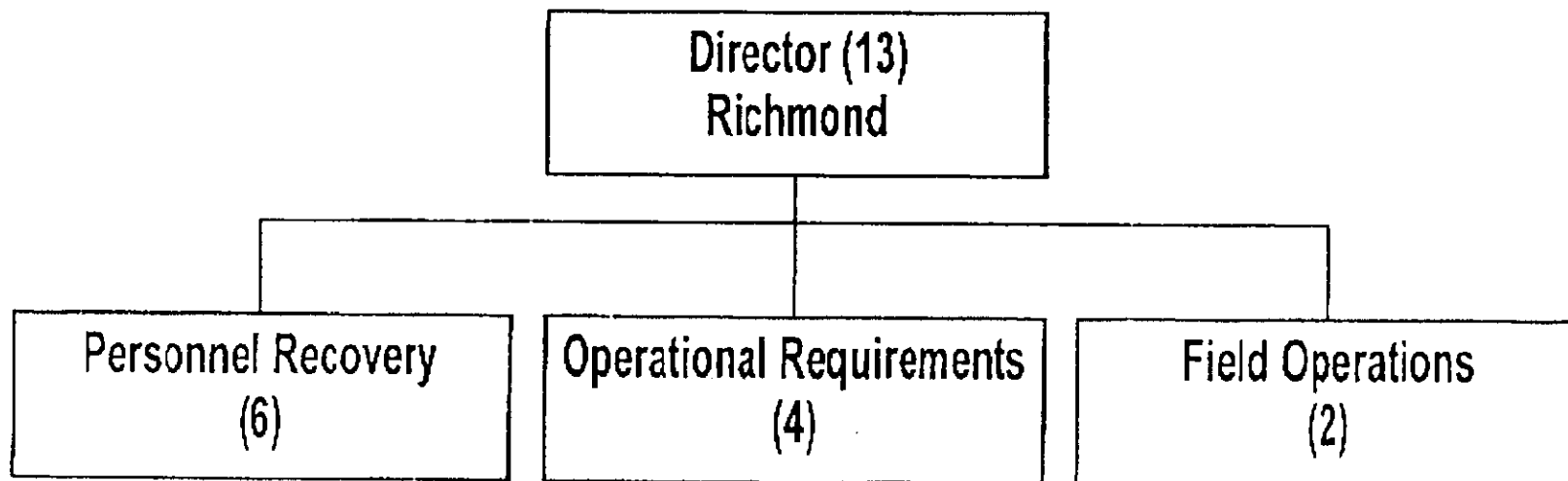
Plans and Policy (10)



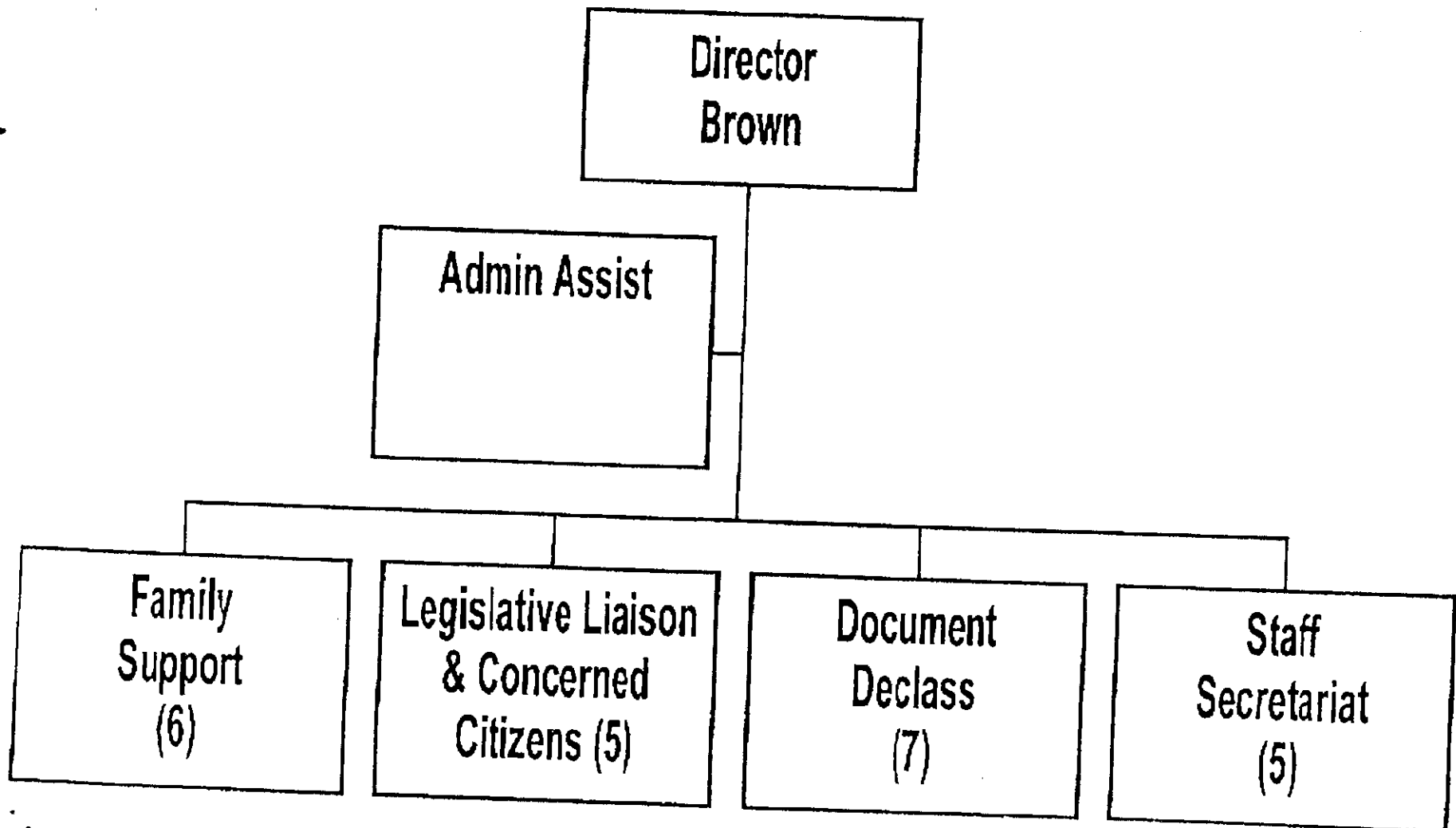
Case Analysis and Resolution (48)



Operations



Family and External Relations



STONY BEACH DIA PW-MIA TEAM



**Colonel McCarthy,
DH-3, HQ DIA**

01M10112-1 BKK

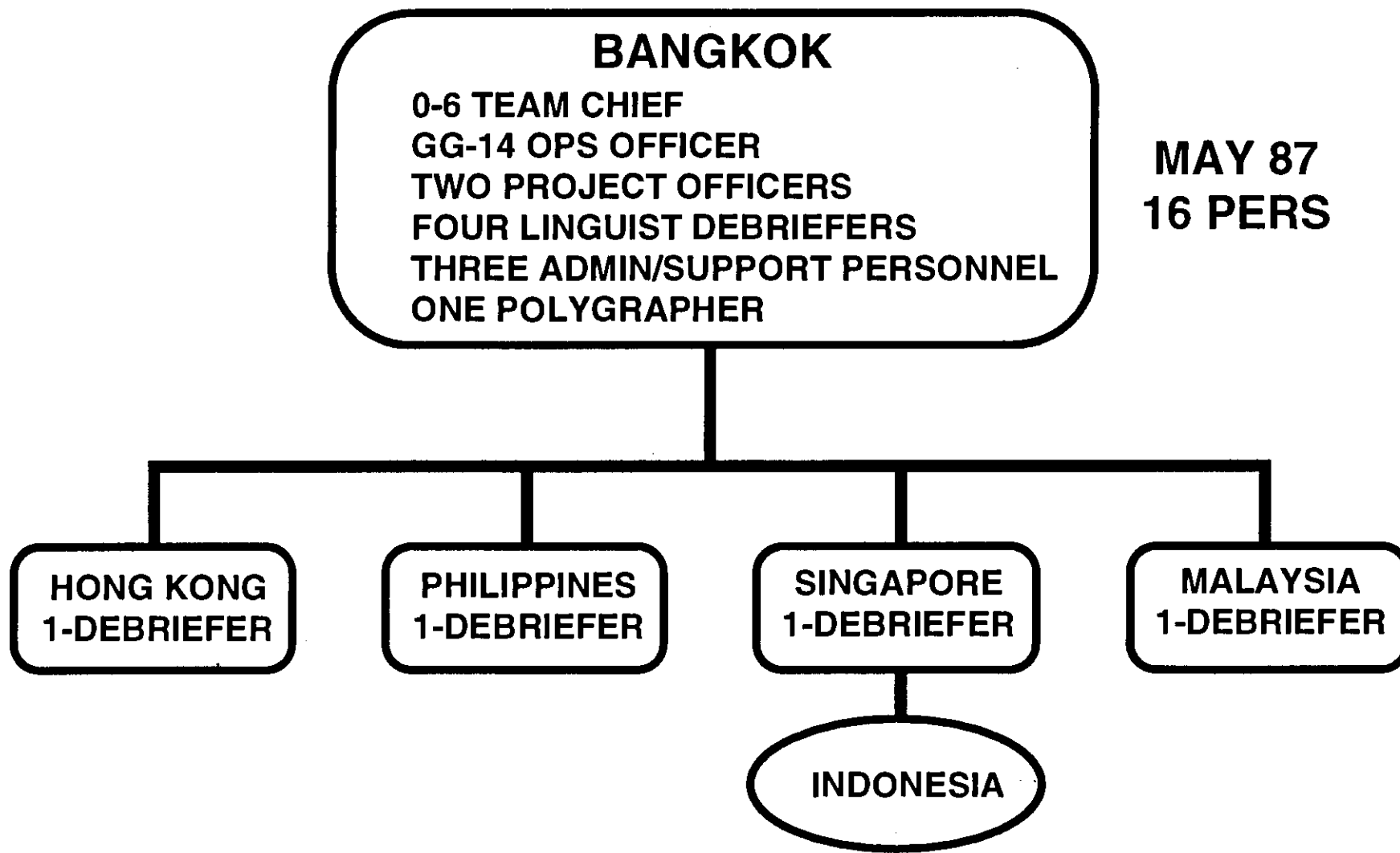


STONY BEACH MISSION

**CONDUCT OPERATIONS IN
SOUTHEAST ASIA WITH THE
OBJECTIVE OF DEVELOPING NEW
INFORMATION THAT WILL
CONTRIBUTE TO THE RESOLUTION
OF THE PRISONER OF WAR/MISSING
IN ACTION ISSUE**

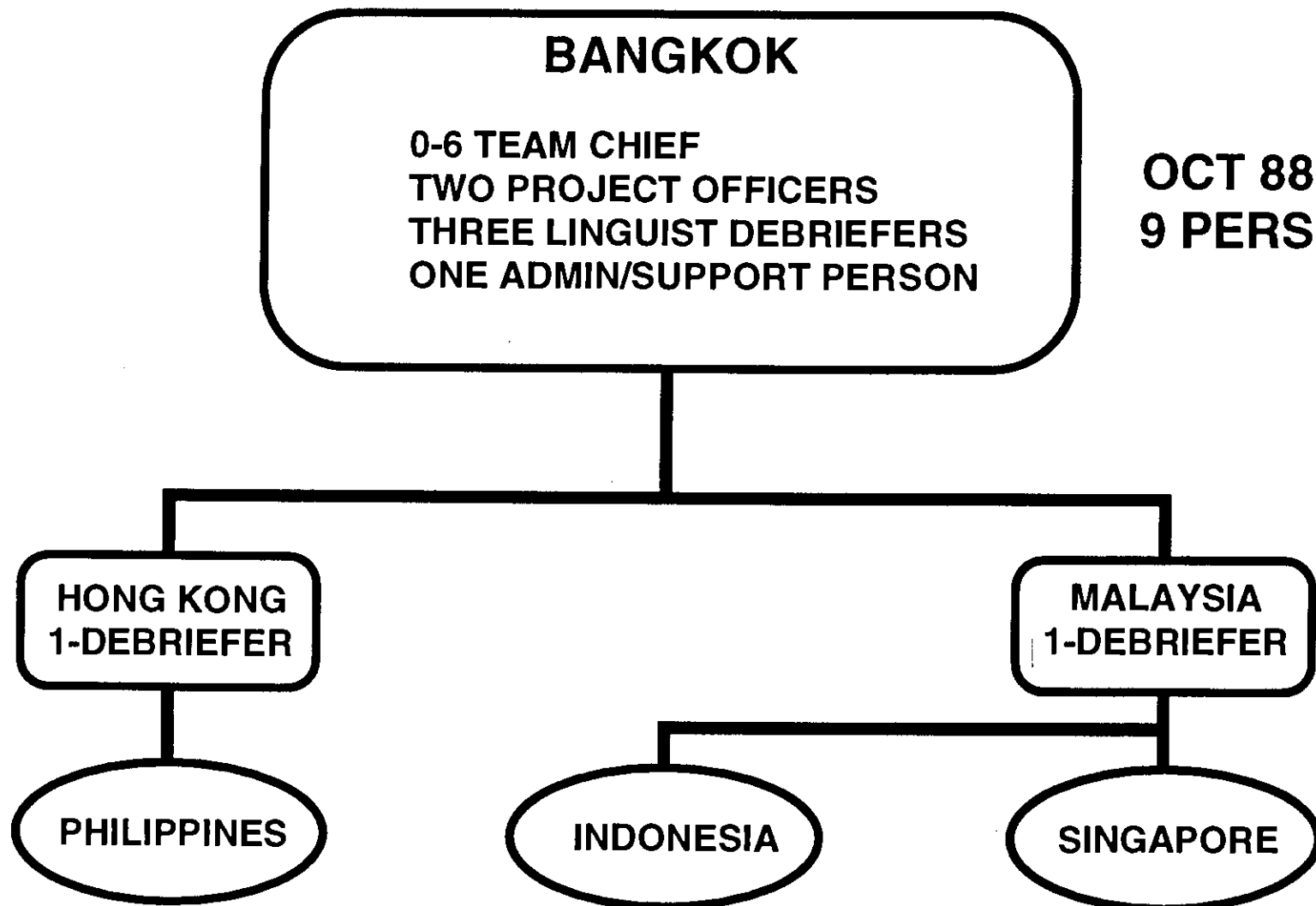


INITIAL TEAM (TDY)



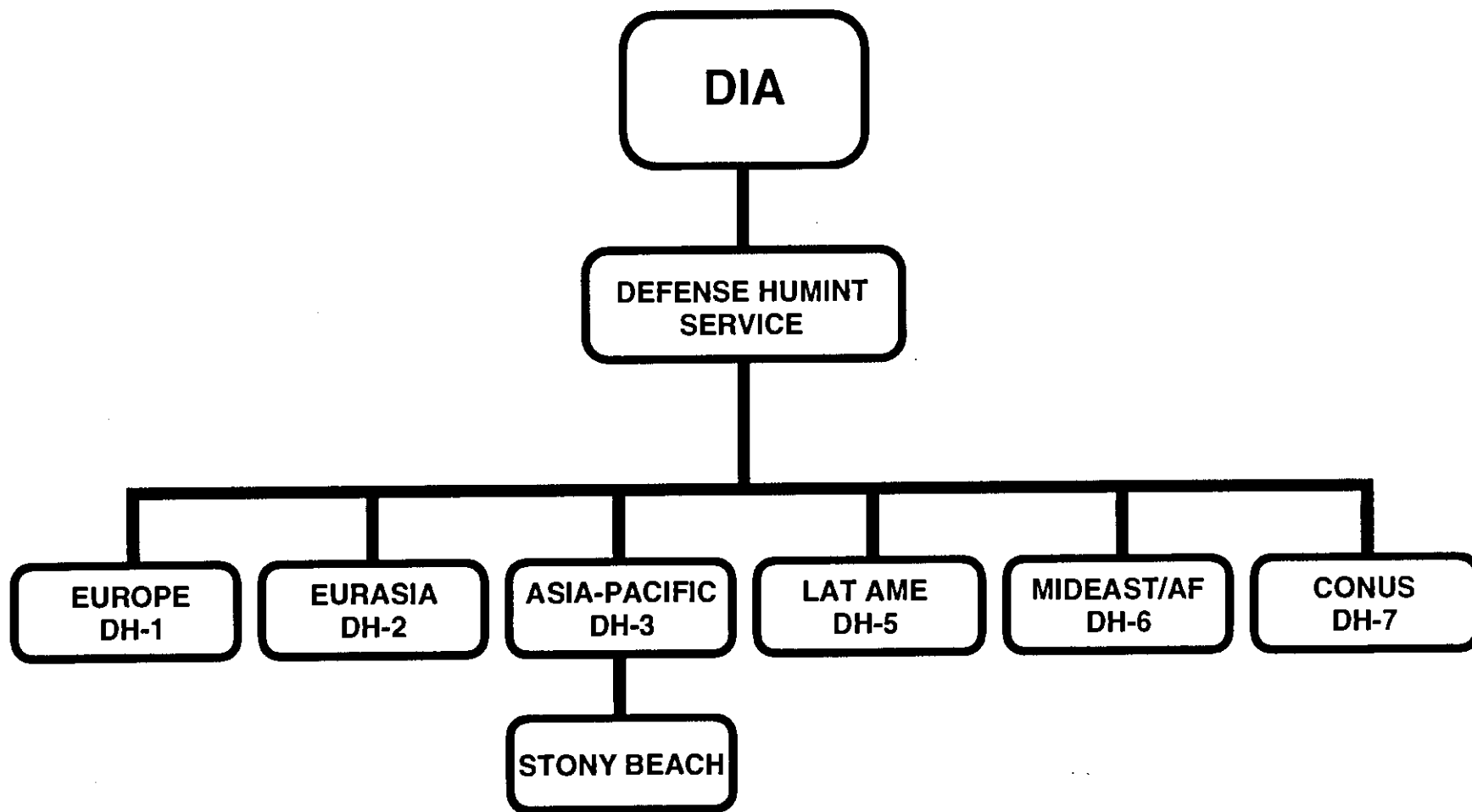


INITIAL TEAM (PCS)



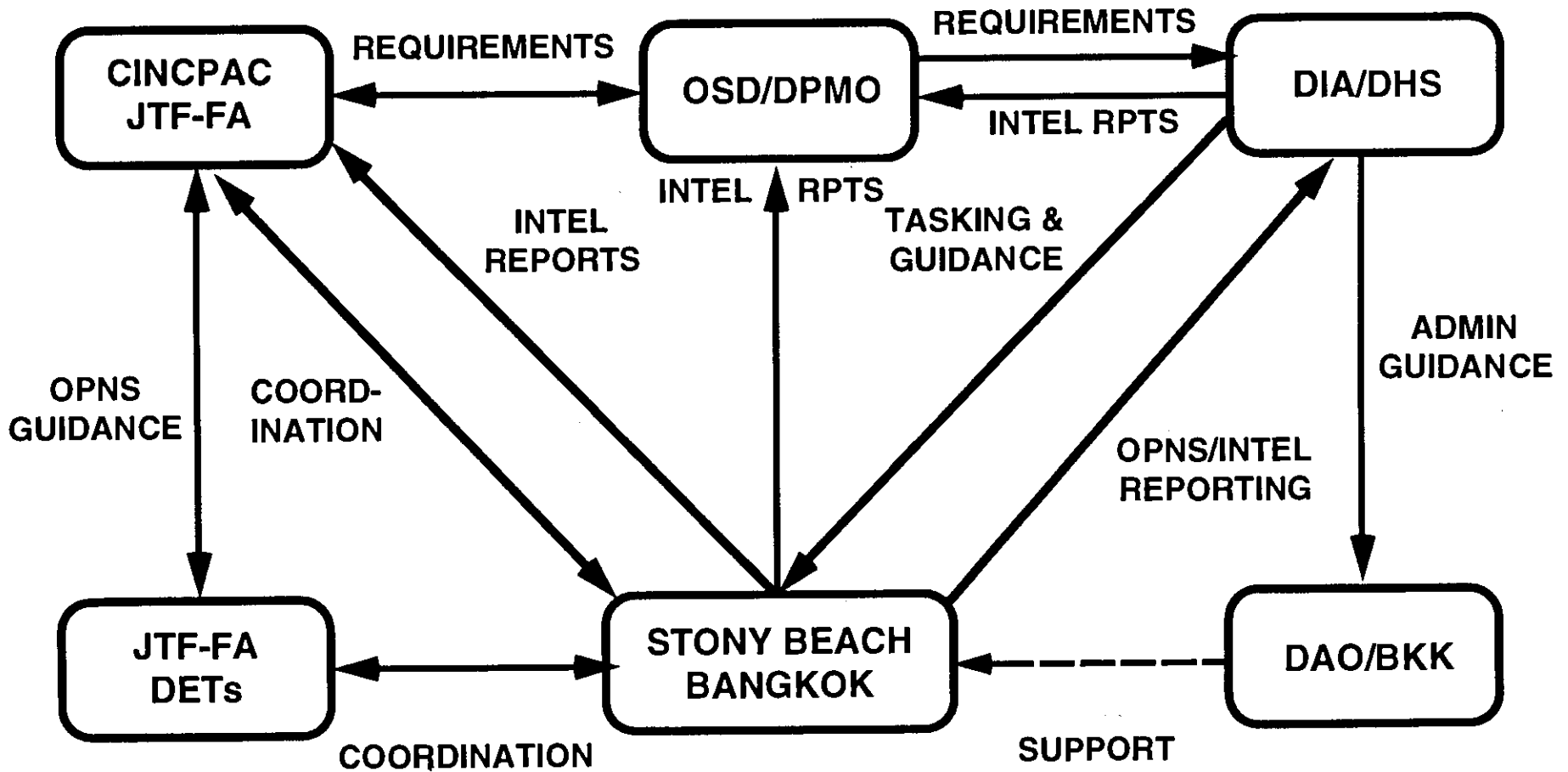


ORGANIZATION





ORGANIZATIONAL RELATIONSHIPS





COLLECTION ACTIVITIES

- **LIVE SIGHTING INVESTIGATIONS**
- **DEBRIEFINGS**
- **OTHER INVESTIGATIONS**



LIVE SIGHTING INVESTIGATIONS

- **ON-SITE INVESTIGATION OF REPORTED LIVE SIGHTINGS OF MISSING AMERICANS**
- **CONDUCTED WITH COOPERATION OF HOST GOVERNMENTS**
- **INITIATED IN 1991**
- **141 LSIs CONDUCTED**
 - **115 IN VIETNAM**
 - **12 IN LAOS**
 - **14 IN CAMBODIA**



LSI PROCESS

- **LIVE SIGHTING REPORT RECEIVED (ALL SOURCES)**
- **DPMO ANALYZES REPORT AND PREPARES DRAFT REQUIREMENTS**
- **DIA HQ TASKS STONY BEACH**
- **SB-JTF-FA-VNOSMP (OR LAO/CB AS APPROPRIATE) LIAISON**
- **SB LSI MEETS COUNTERPARTS, CONDUCTS FINAL COORD THEN INVESTIGATES**
- **SB REPORTS FINDINGS TO ALCON**



DEBRIEFING PROGRAMS

- **REFUGEES/DISPLACED PERSONS**
- **ORDERLY DEPARTURE PROGRAM (ODP)**
- **WALK-IN/WRITE-IN SOURCES**
- **LEGAL TRAVELERS AND OTHERS**



REFUGEES/DISPLACED PERSONS

- **PREVIOUSLY MAJOR SOURCE OF INFORMATION**
 - **OVER HALF MILLION BOAT/LAND REFUGEES**
 - **52 CAMPS IN FIRST ASYLUM COUNTRIES (THAILAND, MALAYSIA, SINGAPORE, INDONESIA, PHILIPPINES, AND HONG KONG)**
 - **GOAL: SCREEN/DEBRIEF 100% OF POTENTIAL SOURCES**

- **CURRENT ACTIVITIES**
 - **GREATLY REDUCED**
 - **FEW NEW ARRIVALS**
 - **MOST REMAINING FULLY EXPLOITED**



ORDERLY DEPARTURE PROGRAM

- **LEGAL EMIGRATION PROGRAM**
 - **FAMILY REUNIFICATION**
 - **FORMER REEDUCATION INMATES**
 - **AMERASIANS**
- **AVERAGES 700 - 1,000 PER MONTH THRU
BKK**
- **ANTICIPATE WILL BE PHASED OUT WITHIN
ONE YEAR**
 - **REPLACED BY NORMAL EMIGRATION PROCEDURES**



WALK-INS/WRITE-INS

- **PERSONS VOLUNTEERING INFORMATION**
- **RANGE FROM HONEST PERSONS WITH VALID INFORMATION TO SCAM ARTISTS SEEKING MONETARY GAIN**
- **ALL DEBRIEFED AND INFORMATION REPORTED**



LEGAL TRAVELER AND OTHERS

- **INDIVIDUALS WHOSE PERSONAL/BUSINESS TRAVELS GIVE ACCESS TO AREAS OF INTEREST**
- **LEADS PROVIDED BY THIRD PARTIES**



STONY BEACH BOTTOM LINE

- **DOING EVERYTHING POSSIBLE TO FIND INFORMATION TO RESOLVE FATE OF OUR MISSING IN ACTION**
- **HAVE FOUND NO LIVE PWs BEING HELD AGAINST THEIR WILL**
- **NO SMOKING GUN**
- **U.S. GOVERNMENT POLICY**
- **SB WILL PRESS FORWARD UNTIL THE JOB IS DONE**