ATP 1-0.1

Techniques for Human Resources Support to Operations

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Techniques for Human Resources Support to Operations

Contents

Page

PREFACE ..... **v**

INTRODUCTION ..... **vii**

Chapter 1 **HUMAN RESOURCES SUPPORT TO OPERATIONS** **1-1**
Overview of Human Resources Support to Operations 1-1
Human Resources Support During the Army Strategic Contexts 1-2
Consolidating Gains 1-4
Human Resources Core Competencies and Subordinate Key Functions 1-5
Personnel Information Management 1-6
Man the Force 1-7
Provide Human Resources Services 1-7
Coordinate Personnel Support 1-7

Chapter 2 **HUMAN RESOURCES ECHELONS, ORGANIZATIONS, AND STAFF ELEMENTS** **2-1**

Section I – Strategic-Level Human Resources Support to Operations **2-1**
United States Army Deputy Chief of Staff G-1 2-1
Human Resources Command 2-2
United States Army Forces Command G-1/AG 2-2
United States Army Training and Doctrine Command G-1/AG 2-2
United States Army Materiel Command G-1 2-3
Army Futures Command Human Capital Directorate 2-3

Section II – Operational-Level Human Resources Support to Operations **2-3**
Army Service Component Command G-1/AG 2-3
Army Service Component Command G-1/AG Human Resources Operations Center 2-5
Field Army G-1/AG 2-5
Theater Personnel Operations Center 2-6
Theater Gateway Personnel Accountability Team 2-7

Section III – Tactical-Level Human Resources Support to Operations **2-8**
Corps G-1/AG and Division G-1 2-8
Multi-Domain Task Force Personnel Staff Officer (S-1) 2-14
Brigade Personnel Staff Officer (S-1) 2-15
Battalion Personnel Staff Officer (S-1) 2-18
The Role of the Adjutant 2-20

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Human Resources Operations Branch 2-22
Military Mail Terminal Team 2-26
Division Sustainment Troops Battalion Support Operations 2-27
HR Company 2-28

Chapter 3 MAN THE FORCE 3-1
Man the Force 3-1
Support to Man the Force 3-1

Section I – Personnel Accounting and Strength Reporting 3-1
Personnel Accountability and Strength Reporting Responsibilities 3-4
Contractor Accountability 3-13

Section II – Human Resources Support to Replacement Operations 3-14
Human Resources Support to Replacement Operations Responsibilities By Echelon 3-15
Army Service Component Command G-1/AG 3-15
Corps and Field Army G-1/AG 3-15
Division G-1 3-15
Multi-Domain Task Force S-1 3-16
Brigade S-1 3-16
Battalion S-1 3-16

Section III – Human Resources Support to Casualty Operations 3-17
Principles of Casualty Operations 3-17
Battlefield Flow 3-19
Human Resources Support to Casualty Operations Responsibilities By Echelon . 3-20

Section IV – Personnel Readiness Management 3-29
Soldier and Unit Readiness 3-29
Personnel Readiness Management Responsibilities 3-36

Section V – Personnel Information Management 3-39
Personnel Information Management Responsibilities 3-39
Human Resources Automation Support 3-41
Overview of Personnel Readiness Metrics 3-42

Chapter 4 PROVIDE HR SERVICES 4-1

Section I – Essential Personnel Services 4-1
Awards and Decorations 4-2
Military Evaluation Reports and Civilian Performance Appraisals 4-3
Promotions and Reductions 4-6
Transfer and Discharge Program 4-10
Absences 4-11
Military Pay 4-11
Line of Duty Investigations 4-12
Army Regulation 15-6 Investigations 4-12
Suspension of Favorable Personnel Actions and Bars to Continued Service for Soldiers 4-12
Disciplinary Actions 4-13
Citizenship and Naturalization 4-13
Congressional Inquiries 4-13
Identification Cards and Tags 4-14
Exceptional Family Member Program 4-14
People Analytics 4-15
Personnel Actions 4-20
Human Resources Division of Labor 4-20

Section II – Postal and Unit Mailroom Operations 4-21
Proponency 4-21

Organization Responsibilities 4-21
Section III – Morale, Welfare, and Recreation Operations 4-31
Chapter 5 COORDINATE PERSONNEL SUPPORT 5-1
Section I – Command Interest Programs 5-1
Section II – Retention Operations 5-2
Career Counselor's Role in Preparation for Deployment 5-2
Organization Responsibilities 5-3
Appendix A MOBILIZATION AND DEMOBILIZATION PROCESSING FOR ARMY NATIONAL GUARD AND ARMY RESERVE SOLDIERS A-1
Appendix B S-1 ASSESSMENT CHECKLIST B-1
Appendix C HUMAN RESOURCES PLANNING AND OPERATIONS C-1
GLOSSARY Glossary-1
REFERENCES References-1
INDEX Index-1

Figures

Figure 1-1. Human resources support 1-6
Figure 1-2. Human resources and sustainment structure relationship 1-8
Figure 1-3. Distribution management center with a theater personnel operations center 1-9
Figure 2-1. Army Service component command G-1/AG with a human resources operations center 2-4
Figure 2-2. Theater personnel operations center 2-6
Figure 2-3. Theater gateway personnel accountability team 2-8
Figure 2-4. Brigade S-1 2-15
Figure 2-5. Battalion S-1 2-19
Figure 2-6. Human resources operations branch 2-22
Figure 2-7. Military mail terminal team 2-27
Figure 2-8. Human resources company 2-28
Figure 2-9. Human resources platoon 2-30
Figure 2-10. Postal platoon 2-31
Figure 3-1. Personnel accounting and strength reporting process 3-3
Figure 3-2. Personnel processing center conceptual sketch — inbound 3-10
Figure 3-3. Personnel processing center conceptual sketch — outbound 3-10
Figure 3-4. Casualty reporting and tracking flow 3-20
Figure 4-1. Example military mail terminal layout 4-26
Figure C-1. The operations process C-2
Figure C-2. Integrating cells C-3

Tables

Table 3-1. Casualty functions and tasks responsibilities 3-21

Table 4-1. Essential personnel services responsibilities 4-1
Table 4-2. Morale, welfare, and recreation support 4-34
Table C-1. Example PACE plan by warfighting function C-6
Table C-2. List of attachments and responsible staff officers to the base operation plan or operation order C-12
Table C-3. Human resources planner considerations to operations plans and orders C-13

Preface

ATP 1-0.1 provides Army human resources (HR) doctrine and techniques for theater-level HR organizations; Army Service component command (ASCC), corps, and division G-1/adjutant general (AG) sections; and battalion or brigade S-1 sections. This publication provides guidance on HR actions and enables decision making in conducting HR support at the operational and tactical level in a deployed theater of operations. ATP 1-0.1 focuses on HR core competencies and key subordinate functions required in the execution and management of HR support required across the range of military operations and to support large-scale combat operations. While FM 1-0 is the Army's source of doctrine for HR support, this publication, coupled with FM 1-0, provides a complete library detailing HR support at all levels of execution.

The principal audience for ATP 1-0.1 is all Army Soldiers and civilians who provide HR support as well as those members of the Army profession who depend on and receive that support. Commanders and staffs of Army headquarters should also refer to applicable joint or multinational doctrine concerning support to joint or multinational forces. Trainers and educators throughout the Army will also use this publication.

Commanders, staffs, and subordinates must ensure that their decisions and actions comply with applicable United States, international, and in some cases, host-nation laws and regulations. Commanders at all levels will ensure that their Soldiers operate in accordance with the law of armed conflict and the rules of engagement. (See FM 6-27/MCTP 11-10C)

ATP 1-0.1 uses joint terms where applicable. Selected joint and Army terms and definitions appear in both the glossary and the text. Terms for which ATP 1-0.1 is the proponent publication (the authority) are italicized in the text and marked with an asterisk (*) in the glossary. Terms and definitions for which ATP 1-0.1 is the proponent publication are boldfaced in the text. For other definitions shown in the text, the term is italicized, and the number of the proponent publication follows the definition.

ATP 1-0.1 applies to the Active Army, Army National Guard/Army National Guard of the United States, and the United States Army Reserve unless otherwise stated.

The proponent of ATP 1-0.1 is the United States Army Combined Arms Support Command. The preparing agency is the G-3/5/7 Doctrine Division, United States Army Combined Arms Support Command. Send comments and recommendations on a DA Form 2028 (*Recommended Changes to Publications and Blank Forms*) to Commander, United States Army Combined Arms Support Command, ATTN: ATCL-TDID (ATP 1-0.1), 2221 Adams Avenue, Building 5020, Fort Lee, VA, 23801-1809; or submit an electronic DA Form 2028 by e-mail to: usarmy.lee.tradoc.list.cascom-g3-5-7-tdid-doc@army.mil.

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Introduction

ATP 1-0.1 merges ATP 1-0.1 and ATP 1-0.2 into one new publication. ATP 1-0.1 nests with FM 1-0 and expands on techniques used to provide HR support. ATP 1-0.1 provides doctrinal guidance and techniques for conducting continuous theater-level HR operations from initial entry into theater to cessation of hostilities and redeployment. ATP 1-0.1 also focuses on doctrinal guidance and techniques for delivery of HR support provided by ASCC, corps, and division G-1/AGs and multi-domain task force (MDTF), brigade, and battalion S-1 sections in the key functions of personnel accounting and strength reporting, HR support to replacement and casualty operations, personnel readiness management, essential personnel services, and morale, welfare, and recreation operations. ATP 1-0.1 provides HR professionals, commanders, and staffs an understanding of the non-prescriptive techniques or methods used by HR organizations at the strategic, operational, and tactical level to perform HR missions, functions, and tasks across the range of military operations.

ATP 1-0.1 focuses on theater-level HR organizations; ASCC, corps, and division G-1/AGs; and MDTF, brigade, and battalion S-1 sections assigned to modified table of organization and equipment units. It also applies to Table of Distribution and Allowance organizations and support agencies such as IMCOM. IMCOM's HR support to modified table of organization and equipment units in garrison is limited. Regardless of the type of organization and regardless of whether the unit deploys, providing effective and efficient HR support relies on the trained HR professionals at all levels that coordinate necessary HR support.

ATP 1-0.1 makes significant revisions from the previously published ATP 1-0.1 and ATP 1-0.2. These revisions include incorporation of information on multidomain operations as the Army's operational concept; information on the Army strategic contexts—competition below armed conflict, crisis, and armed conflict; and updates from revisions of FM 1-0, FM 3-0, and FM 4-0.

ATP 1-0.1 reflects the realignment of HR core competencies and subordinate key functions and HR organizational structure changes identified in FM 1-0. Revisions also include removal of legacy HR systems replaced by IPPS-A. Other updates include revisions to applicable figures and tables, administrative changes, and glossary and reference sections.

ATP 1-0.1 contains five chapters and three appendices:

Chapter 1 discusses HR support to operations. This chapter also discusses HR core competencies and their subordinate key functions, Army command and support relationships, and HR support during the Army strategic contexts.

Chapter 2 discusses the roles, missions, and responsibilities of HR echelons, organizations, and staff elements at strategic, operational, and tactical levels. This chapter also defines the role of the adjutant.

Chapters 3 and 4 discuss, in detail, the two HR core competencies of man the force and provide HR services. These chapters also include the subordinate key functions, which contribute to the success of each core competency.

Chapter 5 discusses coordinate personnel support, which includes command interest programs and retention operations. These support functions may fall under the purview of the G-1/AG and S-1.

Appendix A discusses mobilization and demobilization processing for Army National Guard and Army Reserve Soldiers.

Appendix B discusses the S-1 Assessment Checklist.

Appendix C discusses conducting HR planning and operations.

ATP 1-0.1 does not introduce, modify, or rescind any Army terms or acronyms.

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Chapter 1
Human Resources Support to Operations

This chapter discusses human resources support to operations, human resources core competencies and their subordinate key functions, Army command and support relationships, and human resources support during the Army strategic contexts. This chapter also discusses the critical role of personnel information management as the connective force supporting the execution of all human resources core competencies and subordinate key functions.

OVERVIEW OF HUMAN RESOURCES SUPPORT TO OPERATIONS

1-1. Army forces achieve objectives through the conduct of operations. An *operation* is a sequence of tactical actions with a common purpose or unifying theme (JP 1, Volume 1). Operations occur in all kinds of physical environments. Today's operational environment presents challenges that are more complex to the Army and joint force. The Army and joint force are in an era where the threat of large-scale combat across multiple domains is more likely than at any point since the end of the Cold War. To meet the challenges of this environment, the Army must prepare for the most lethal and challenging threat to our nation: the increasing likelihood of a highly contested great power conflict. This requires changes in how the Army staffs, equips, trains, and employs the force, especially those forces at echelons above brigade. Army forces conduct multidomain operations and provide the landpower component of conventional deterrence. *Multidomain operations* are the combined arms employment of capabilities from all domains that create and exploit relative advantages to defeat enemy forces, achieve objectives, and consolidate gains during competition, crisis, and armed conflict (FM 3-0). Multidomain operations are how Army forces enable and operate as part of joint force. Multidomain operations require that Army forces accurately see themselves, understand the threat in all domains, and understand the overall operational environment at each echelon.

1-2. *Large-scale combat operations* are extensive joint combat operations in terms of scope and size of forces committed, conducted as a campaign aimed at achieving operational and strategic objectives (ADP 3-0). Large-scale combat operations typically involve operations by one or more corps and multiple divisions. Large-scale combat operations occur within a complex operational environment. An *operational environment* is the aggregate of the conditions, circumstances, and influences that affect the employment of capabilities and bear on the decisions of the commander (JP 3-0). The operational environment shapes Army operations. The *operational framework* is a cognitive tool used to assist commanders and staffs in clearly visualizing and describing the application of combat power in time, space, purpose, and resources in the concept of operations (ADP 1-01).

1-3. Human resources (HR) leaders and professionals analyze the operational environment using a framework of eight interrelated operational variables: political, military, economic, social, information, infrastructure, physical environment, and time. Every unit and Soldier on the battlefield require HR support. During large-scale combat operations, all HR core competencies and subordinate key functions support the Army strategic roles: shape operational environments, counter aggression on land during crisis, prevail during large-scale ground combat, and consolidate gains. HR critical wartime functions include—

- Personnel accounting and strength reporting (PASR).
- HR support to replacement operations.
- HR support to casualty operations (reporting and tracking).
- Postal operations.

1-4. HR support to operations in an operational environment begins in the strategic support area and moves into the joint security area. Next, HR support to operations moves into the consolidation area (corps and

division support areas) where HR professionals provide HR support to units executing missions in the close and deep areas (battalions and brigades) of the theater of operations.

HUMAN RESOURCES SUPPORT DURING THE ARMY STRATEGIC CONTEXTS

1-5. Army sustainment enables multidomain operations by providing the support required to keep the Army, other Services, and allies engaged in operations across the operational environment as described in FM 4-0. HR personnel provide support within the Army strategic contexts to ensure the combatant commander's freedom of movement, operational reach, and prolonged endurance. Army forces conduct operations through three contexts:

- Competition below armed conflict.
- Crisis.
- Armed conflict.

HUMAN RESOURCES SUPPORT TO OPERATIONS DURING COMPETITION BELOW ARMED CONFLICT

1-6. Competition below armed conflict exists when two or more state or non-state adversaries have incompatible interests, but neither seeks armed conflict. The Army conducts operations during competition below armed conflict to obtain geographic, informational, functional, and leadership positions of relative advantage across the land domain at the theater strategic and operational levels of warfare, to assist the joint force in deterring an adversary, and to contribute to alliance, coalition, or partner nation assurance activities. Competition below armed conflict is a state of tension that exists when the preponderance of a specific adversary's national interests is incompatible with United States (U.S.) interests and the adversary is willing to pursue them. Nation-states compete using all instruments of national power. Army competition activities augment joint cooperation and, if required, position the Army to contribute to joint adversarial competition below armed conflict. Army forces consistently compete to keep relations with adversaries from escalating into a crisis or armed conflict.

1-7. Army forces present in an area of operations (AO) during competition below armed conflict require HR support. HR support operations provide the operational commander the freedom of action, operational reach, and prolonged endurance necessary to shape the operational environment. To support Army forces in conducting operations during competition below armed conflict, HR planners—

- Develop plans to provide HR support across operational lines to assist commanders in theater to counter and contain the peer threat.
- Tailor and project HR support to the force to assist commanders in the joint security area with setting the theater.
- Develop plans that support the operational mission and provide commanders with options on how best to use HR assets within their organizations.
- Translate the commander's visualization into a specific HR course of action (COA).
- Determine the number of HR units required to provide intended support.
- Ensure adequate HR support is in place for PASR, HR support to replacement operations, and HR support to casualty operations to enable the maneuver commander the ability to maintain operating tempo (OPTEMPO).
- Plan for and allocate a continuous flow of replacements (unit, small team, and individual) to fulfill unit personnel needs.
- Collaborate and synchronize efforts with other staff elements and planners to ensure the appropriate level of HR support.
- Anticipate requirements and set into motion activities allowing the force to transition to execution.
- Apply unity of command and effort to prepare the operational environment for transition to armed conflict.
- Leverage communication capabilities and enterprise capacity.

- Plan, synchronize, and integrate capabilities and capacities to their supported units.
- Define and understand command and support relationships.
- Consider commercial and alternate sources to provide HR support.
- Refine operation plans (OPLANs) and contingency plans (also called CONPLANs).
- Validate time-phased force and deployment data.
- Compile joint Service HR requirements.
- Develop theater personnel distribution plans and allocate theater non-unit related personnel (NRP) replacements to support all echelons.

HUMAN RESOURCES SUPPORT TO OPERATIONS DURING CRISIS

1-8. A *crisis* is an incident or situation involving a threat to the United States, its citizens, military forces, or vital interests that develops rapidly and creates a condition of such diplomatic, economic, or military importance that commitment of military forces and resources is contemplated to achieve national objectives (JP 3-0). The Army conducts operations during crisis for two purposes. The first is to rapidly deploy Army forces to provide deterrence capability or, if necessary, compel an adversary to cease or reduce the actions that threaten U.S. national interests. The second reason the Army conducts crisis operations is to respond to a natural or humanitarian disaster that threatens the homeland or the stability of an ally or partner.

1-9. Operations during crisis may include mobilization, tailoring of forces, and other pre-deployment activities; initial deployment into a theater; and the development of mission-tailored requirements to support the commander's contingency operations. For HR support operations planning purposes, this role consists of deployment planning operations that focus on requirements determination and allocation. To enable Army forces to conduct operations during crisis, HR planners—

- Coordinate and plan HR support to reception, staging, onward movement, and integration (RSOI).
- Forecast HR requirements and HR assets necessary to support operations.
- Provide HR support to units in theater.
- Refine concepts of support.
- Develop and maintain running estimates that support a common operational picture (COP) and project HR requirements.
- Plan for and simultaneously support arriving, stationed, and rotational forces.
- Inform the commander and synchronize with other staff elements to provide accurate accountability of the number of personnel available, ready to move in to support the rate and speed of replacements in theater.
- Establish HR support elements to perform the personnel accounting mission, provide technical guidance, and maintain visibility of personnel transiting multiple inter-theater and intratheater ports of debarkation.
- Coordinate time-phased force and deployment data for replacement estimate and program individual replacements.
- Coordinate mobilization of Army National Guard (ARNG) and Army Reserve units.
- Conduct planning for HR operational contract support.

1-10. Units base their HR support requirements on their projected mission and the supported commander's concept of the operation and intent. Sustainment sections coordinate with maneuver unit operations sections to develop, refine, and validate projected HR support requirements. Planning is a continuous process in evaluating current and future operations from the functional perspective of the HR professional. Throughout the military decision-making process (MDMP), the G-1/adjutant general (AG), S-1, and HR staff planner considers how the information affects HR support to each phase of a military operation. HR planners must consider the frequency of occurrence for HR tasks in each strategic role during large-scale combat operations. The Army Service component command (ASCC) conducts theater analysis to identify risks in terms of access, capabilities, and capacities across the area of responsibility (AOR) as part of setting the theater. During the theater analysis, HR planners optimize means for supporting the commander's plan, which includes rapid response to emerging crises by employing the theater gateway with HR platoons, and immediately setting conditions for HR support to replacement and casualty operations.

HUMAN RESOURCES SUPPORT TO OPERATIONS DURING ARMED CONFLICT

1-11. Armed conflict occurs when a state or non-state actor uses lethal force as the primary means to satisfy its interests. During armed conflict, Army forces focus on the defeat and destruction of enemy ground forces as part of the joint team. The most violent and lethal level of conflict is large-scale combat operations conducted against enemies with peer capabilities. As described in ADP 3-0, Army forces close with and destroy enemy forces in any terrain, exploit success, and break their opponent's will to resist. Army forces attack, defend, and conduct stability tasks to attain objectives. The ability to prevail in ground combat is a decisive factor in breaking an enemy's will to continue a conflict. Conducting large-scale combat operations corresponds to seize the initiative and dominate phases of joint operations.

1-12. When conflict operations commence, the commander immediately exploits friendly capabilities across multiple domains and the information environment to seize, retain, and exploit the initiative. This involves the orchestration of many simultaneous unit actions in the most demanding of operational environments. Operations during conflict require greater sustainment than other types of operations because of their higher OPTEMPO, greater lethality, and significantly increased consumption of supplies and equipment. Based on the complex and chaotic nature of large-scale combat operations, sustainment commanders and their staffs will need to account for the characteristics of volume, lethality, precision, and OPTEMPO during the operations process as they plan, prepare, execute, and assess operations. To enable Army forces to conduct operations during armed conflict, HR planners—

- Understand the concept of operations and scheme of maneuver.
- Understand the command and support relationships.
- Maintain situational awareness and understanding of the operational environment.
- Accurately determine HR support demands and mitigate shortfalls.
- Conduct advanced planning to remain responsive as large-scale combat operations transition between offense, defense, and consolidation of gains.
- Plan and execute NRP operations.
- Refine the theater personnel distribution plan to support all echelons.
- Estimate and project HR requirements.
- Plan for forward-deployed HR support operations.
- Account for alternate, contingency, and emergency HR support requirements.
- Identify critical infrastructure (command and control nodes) to establish, operate, and maintain connectivity to HR data and voice communications.
- Develop plans to man and sustain military operations.
- Plan for transitioning between offense and defense and for consolidating gains.
- Make execution and adjustment decisions to HR support planning to exploit opportunities and unforecasted requirements to provide commanders with the flexibility required to be proactive.
- Provide continuous assessment to learn and adapt as new information becomes available and provides a clearer picture of the operational environment.

CONSOLIDATING GAINS

1-13. Army forces consolidate gains through activities to make temporary operational success more enduring and set the conditions for a sustainable security environment, allowing for a transition of control to other legitimate authorities. Consolidating gains is an integral and continuous part of armed conflict, and it is necessary for achieving success across the range of military operations. Army forces deliberately plan to consolidate gains continually during all phases of an operation. Army forces may conduct stability tasks for a sustained period over large land areas. While Army forces must continuously consolidate gains throughout an operation, consolidate gains becomes the overall focus of Army forces after large-scale combat operations have concluded. To enable Army forces to consolidate gains during operations and transition from armed conflict to competition below armed conflict, HR planners—

- Anticipate and plan for HR support requirements for the joint operations area (JOA).
- Prioritize competing demands of HR support to forces and stability tasks.

- Identify and plan for joint, interagency, intergovernmental, and multinational personnel, which often rely on the Army for HR support.
- Synchronize and integrate unity of effort with other government agencies and nongovernmental organizations in their efforts to help host nations.
- Plan for the transition of HR support requirements to operational contract support personnel.

HUMAN RESOURCES CORE COMPETENCIES AND SUBORDINATE KEY FUNCTIONS

1-14. Success on the battlefield depends, in part, on the effective management of HR support. HR operations enhance combat power by providing information and support to both commanders and units (manning) and Soldiers (sustaining Soldiers).

1-15. HR professionals perform two HR core competencies in providing HR support—man the force and provide HR services. As depicted in figure 1-1 on page 1-6, each of the two HR core competencies includes subordinate key functions which contribute to its success. Each subordinate key function describes command support and Soldier support activities. For example, personnel readiness management (PRM) supports Soldiers by ensuring they are prepared to deploy and that their personal documents, such as DD Form 93 (*Record of Emergency Data*), SGLV 8286 (*Servicemembers' Group Life Insurance Election and Certificate*), and SGLV 8286A (*Spouse Coverage Election and Certificate*), are current. It further supports commanders by providing them with real-time information about the combat-ready strength of their units.

1-16. HR units and staffs perform HR core competencies and subordinate key functions at all levels to accomplish their most critical wartime functions. For example, commanders at the company level are responsible to account for Soldiers, Department of Defense (DOD), and Department of the Army (DA) Civilians and accurately report their duty status daily to the battalion or brigade S-1, who in turn conducts PASR for the battalion, which undergoes monitoring at higher echelons.

1-17. Personnel information management (PIM) is the connective force supporting the execution of all HR core competencies and subordinate key functions. Although coordinate personnel support is no longer a core competency, command interest programs and retention operations are support functions that may fall under the purview of the G-1/AG and battalion, brigade, or multi-domain task force (MDTF) S-1. These support functions are command driven and often-shared staff functions with execution responsibility dependent on the echelon and commander's intent. As depicted in Figure 1-1 on page 1-6, the HR core competencies and their respective subordinate key functions are—

- Man the force:
  - PASR.
  - HR support to replacement operations.
  - HR support to casualty operations.
  - PRM.
- Provide HR services:
  - Essential personnel services (EPS).
  - Postal operations.
  - Army band operations.
  - Morale, welfare, and recreation (MWR) operations.

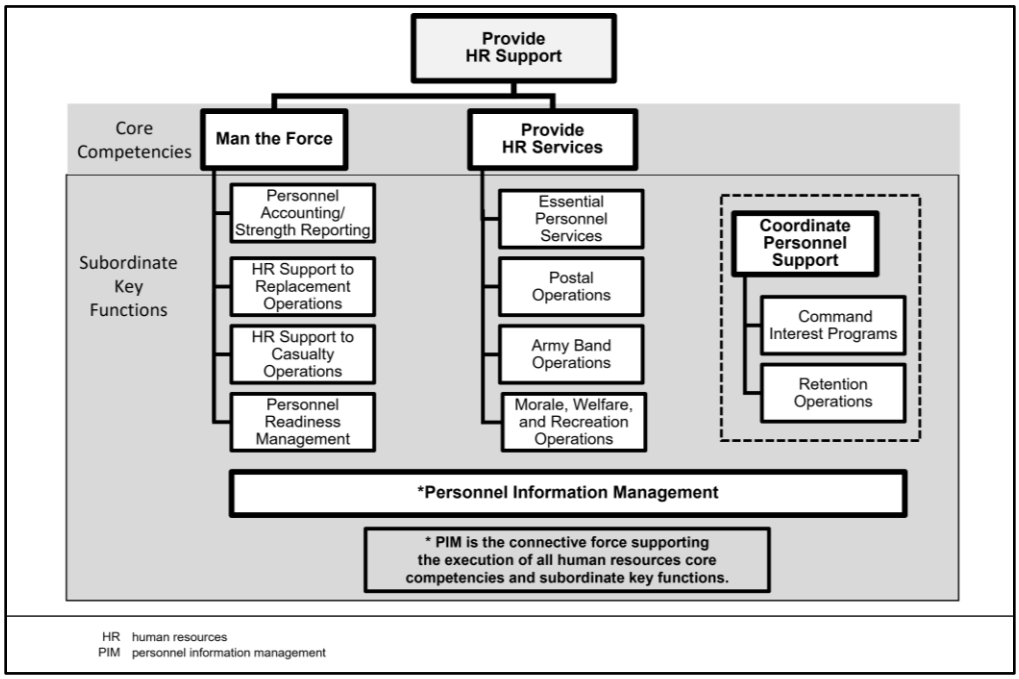


Figure 1-1. Human resources support

1-18. The following paragraphs discuss in detail the HR core competencies and subordinate key functions. The following paragraphs also discuss PIM as the foundation that supports the execution of all HR core competencies and subordinate key functions.

PERSONNEL INFORMATION MANAGEMENT

1-19. PIM is the foundation of successful man the force operations and supports the execution of all HR core competencies and subordinate key functions. It encompasses the collecting, processing, storing, displaying, reconciling, and disseminating of relevant HR information about units and personnel. It integrates and distributes the information products necessary to man and sustain Soldiers on the battlefield. Commanders, HR professionals, and planners rely on PIM systems when performing their mission.

1-20. HR systems are essential in accomplishing Army-wide PIM execution and COP integration. Despite the expectation for units to operate in disconnected, degraded, or disrupted communications environments during large-scale combat operations against near peer competitors, HR professionals should prioritize establishing NIPRNET, SIPRNET, and mission partner environment connectivity when arriving in theater to conduct required HR functions and tasks. It is a key requirement for HR professionals to establish a primary, alternate, contingency, and emergency (PACE) communications plan when for planning and operating in denied and degraded environments. See paragraph C-21 for more details on PACE plans.

1-21. It is critical for HR professionals to be competent with HR systems and databases and understand how HR functions and tasks are processed and conducted. Commanders should ensure HR professionals are cross-trained across all HR systems and the Integrated Personnel and Pay System-Army (IPPS-A). IPPS-A is a web-based HR system that provides integrated personnel, pay (future), and talent management capabilities and a comprehensive HR record for all Soldiers in each component. IPPS-A provides Soldiers common access card (CAC) access and DOD self-service logon access to their own personal information 24 hours a day via the IPPS-A Self-Service Web Portal. IPPS-A is the authoritative data source for most HR functions and its capabilities enable it to interface with other authoritative data sources and HR systems.

1-22. As the enemy increases their ability to disrupt command and control element communications, conducting HR support and services becomes more challenging. This is especially true when the enemy targets mission command and control nodes and critical infrastructure. HR mission command and control

nodes enable HR professionals' access to HR systems and must provide access across all commands and echelons. Refer to ATP 6-0.5 for additional information on mission command and control nodes. See Chapter 3 for more information on PIM.

MAN THE FORCE

1-23. The core competency man the force consists of subordinate key functions affecting the personnel aspects of building and maintaining the combat power of an organization. Man the force encompasses PASR, HR support to replacement operations, HR support to casualty operations, and PRM. Successful execution of these subordinate key functions assures accurate accountability and reliable data for all Soldiers, DOD and DA Civilians, and contractors authorized to accompany the force (CAAF). Refer to Chapter 3 for detailed information on Man the Force and its subordinate key functions.

PROVIDE HUMAN RESOURCES SERVICES

1-24. The core competency provide HR services consists of functions conducted by HR professionals that specifically affect Soldiers and their Family members, DOD and DA Civilians, and organizations. These services include EPS, postal operations, Army band operations, and MWR operations. The following paragraphs describe each subordinate key function of provide HR services. Refer to Chapter 4 for detailed information on provide HR services and its subordinate key functions.

COORDINATE PERSONNEL SUPPORT

1-25. Although coordinate personnel support is no longer a core competency, command interest programs and retention operations are support functions that may fall under the purview of the G-1/AG and S-1; however, different staff officers or unit commanders at different echelons may perform them. Refer to Chapter 5 for detailed information on coordinate personnel support and its support functions.

HUMAN RESOURCES AND THE SUSTAINMENT WARFIGHTING FUNCTION

1-26. The sustainment warfighting function integrates all HR functions and tasks. The *sustainment warfighting function* is the related tasks and systems that provide support and services to ensure freedom of action, extend operational reach, and prolong endurance (ADP 3-0). It is important for sustainment leaders and staffs to understand the HR and sustainment relationship as it relates to supporting and supported roles and responsibilities. Supported organizations include corps G-1/AGs, division G-1s, and MDTF, brigade, and battalion S-1s. Supporting organizations include the human resources operations center (HROC), theater personnel operations center (TPOC), expeditionary sustainment command (ESC) distribution management center (DMC) human resources operations branch (HROB), division sustainment brigade (DSB) and sustainment brigade support operations (SPO) HROBs, division sustainment troops battalion (DSTB) SPO, theater gateway personnel accountability team (TG PAT), military mail terminal (MMT), and HR companies. Figure 1-2 on page 1-8 provides an overview of HR organizations and their relationship with sustainment units and supported units within a theater of operations.

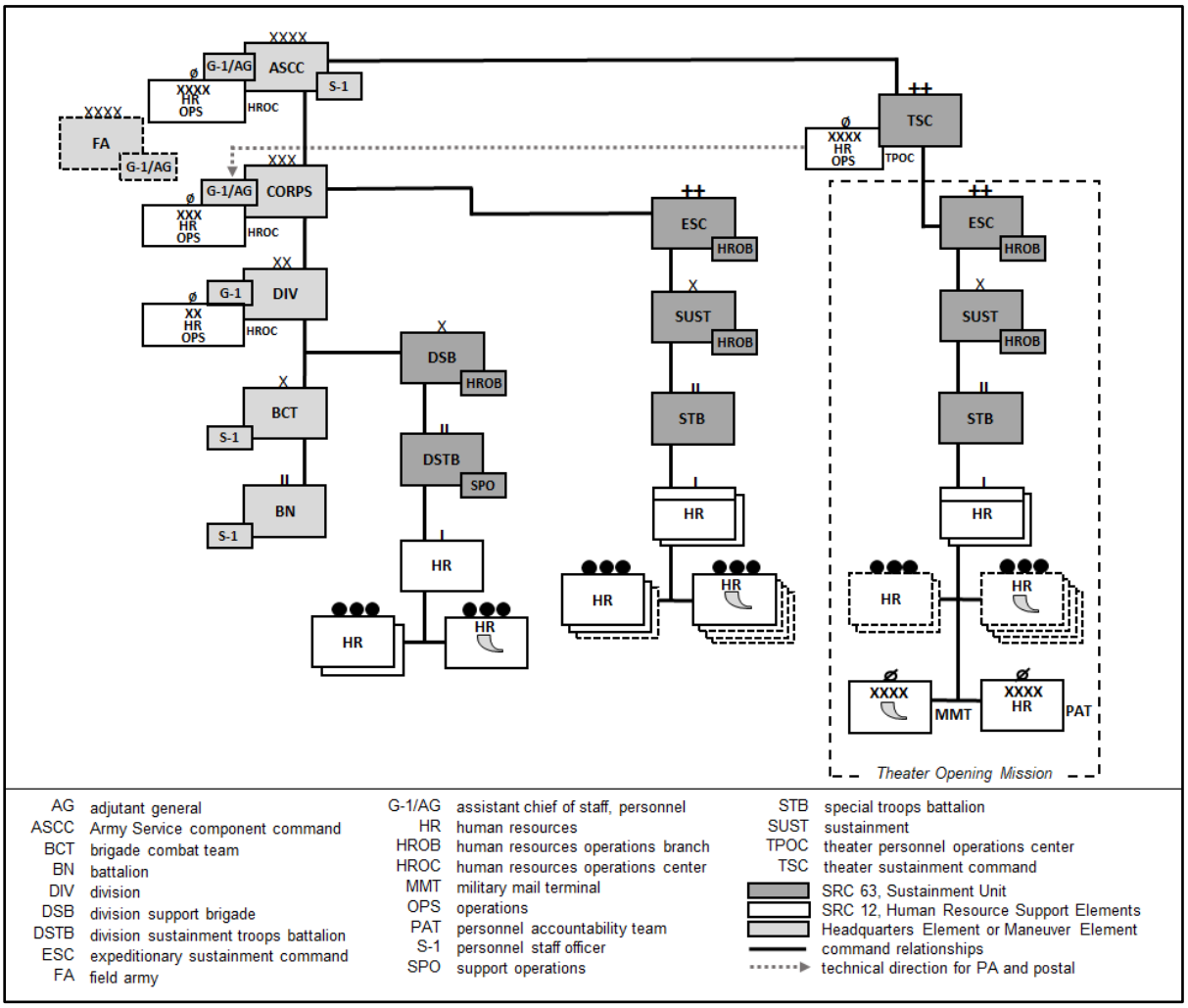


Figure 1-2. Human resources and sustainment structure relationship

1-27. *Command and control* is the exercise of authority and direction by a properly designated commander over assigned and attached forces in the accomplishment of the mission (JP 1, Volume 2). Mission variables drive command and control of all HR units. At higher levels and at lower levels, HR units are assigned or attached to sustainment units. For example, the TPOC assigned to a theater sustainment command (TSC), and the TG PAT and MMT teams attached to an HR company within the special troops battalion (STB) of a sustainment brigade. This command relationship further enhances the ability of the HR unit to accomplish its mission set, as the sustainment commander has the sustainment assets and resources needed for non-HR related support. Within the sustainment brigade, it is the commander's decision to which subordinate unit the HR unit is assigned or attached. Commanders make task organization decisions based on the mission requirements.

1-28. Echelons above corps, such as the ASCC G-1/AG, focus on external and internal HR support, while subordinate echelon G-1/AGs and S-1s focus on internal support. The HROBs focus on external HR support within the ESC or DSB AO. Standard requirements code (SRC) 12 HR units are responsible for executing those external requirements (for example, postal missions and providing HR support to casualty operations and personnel accountability missions) that provide either direct or general support to the G-1/AG and S-1 at all echelons. Army Bands (SRC 02 organizations) provide casualty operations support to SRC 12 organizations. Commanders are responsible for the training readiness and mission execution of assigned or attached HR organizations. Refer to ADP 6-0 for information on the fundamentals of mission command, command and control, and the command and control warfighting function.

HUMAN RESOURCES ROLES

1-29. The TSC is the senior sustainment organization for an AOR. The TPOC is the key linkage between the ASCC G-1/AG and the TSC. The TSC provides centralized sustainment command and control of most deployed sustainment organizations and is responsible for planning, controlling, and synchronizing all operational-level sustainment operations for the ASCC or joint task force (JTF) during deployment, employment, sustainment, and redeployment. Within the TSC, the DMC is the center of gravity to sustain distribution within the theater.

1-30. The DMC in coordination with each commodity branch (to include the TPOC), develops the theater distribution plan for mail and replacements and examines current sustainment operations to ensure logistics and personnel services contribute to the desired effects of the supported commander. It also monitors and facilitates unit deployment/redeployment and RSOI activities. The DMC synchronizes supported commander requirements with distribution capabilities and tracks commodities to their destination. Figure 1-3 depicts a DMC with an assigned TPOC. For specific information on the mission and organization of the TSC, DMC, and duties and responsibilities of the TSC and G-1/AG, see ATP 4-93.

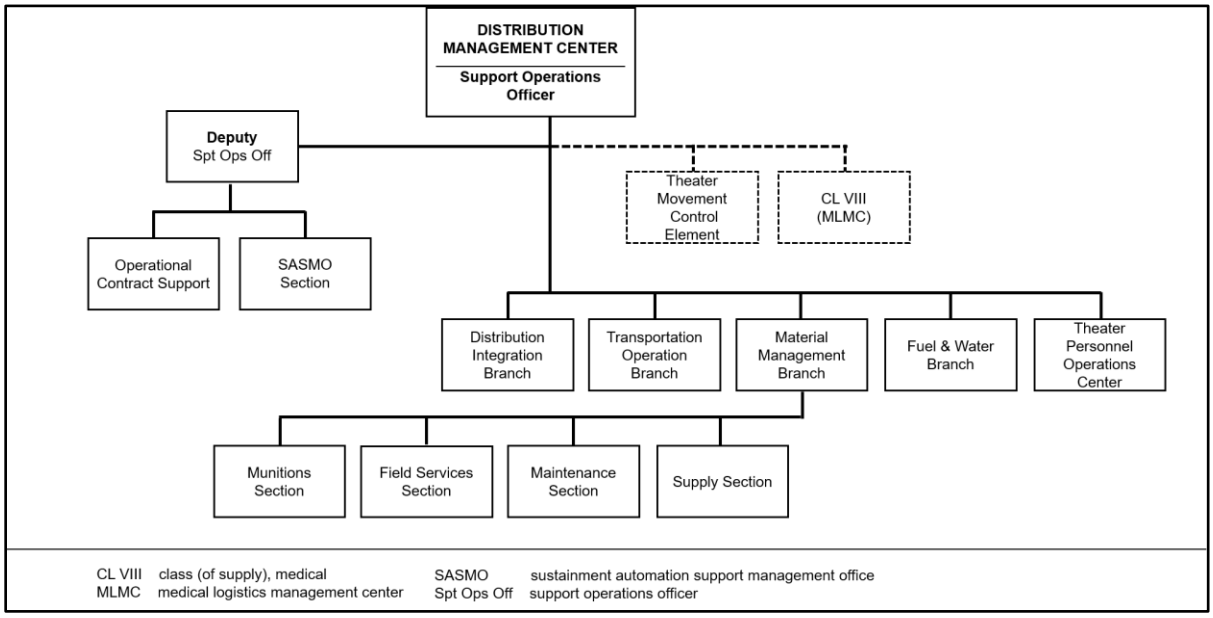


Figure 1-3. Distribution management center with a theater personnel operations center

1-31. The ESC's role is to execute command and control for task-organized units and to plan and synchronize current and future sustainment operations to support a corps headquarters (HQ) or an ARFOR. The ESC HQ is task organized with sustainment brigades and functional logistics organizations supporting multidomain operations. The ESC G-1/AG's focus is on ESC-specific (internal) HR support. See ATP 4-92 for more specific information on the mission and organization of the ESC.

1-32. Sustainment brigades provide command and control and staff supervision of life support activities, and distribution management to include movement control as an integral component of the theater distribution system. The sustainment brigade is task organized to support theater opening, theater distribution, area sustainment, or life support missions. Organic to the sustainment brigade are the brigade HQ and an STB. All other assets are task organized to the sustainment brigade to enable it to accomplish its sustainment roles and mission. For specific information on the mission, organization, and operations of the sustainment brigade, see ATP 4-92.

1-33. The DSB is responsible for the integration, synchronization, and execution of sustainment operations for its division. The DSB and its subordinate units provide direct support to all division assigned and attached units in an AO as directed by the division commander and provide general support sustainment to non-divisional forces operating in the division AO. The DSB includes an organic DSTB and division sustainment

support battalion to support tactical-level sustainment operations. The DSB and its subordinate units must be able to move and displace at the pace of large-scale combat operations. For specific information on the mission, organization, and operations of the DSB, DSTB, and division sustainment support battalion see ATP 4-91.

1-34. The HROB is an organic element within each sustainment brigade, DSB SPO section, and ESC DMC. Its mission is to plan current and future operations and coordinate, integrate, and assess emplacement and operations of HR elements executing personnel accountability, HR support to casualty operations, replacement operations, and postal operations. The HROB integrates and synchronizes within the SPO to execute these tasks. This includes providing technical assistance to supported G-1/AGs and S-1s in personnel accountability, casualty, and postal missions.

1-35. Establishing close relationships between G-1/AGs, S-1s, and their supporting ESC, sustainment brigade, or DSB HROB is critical for timely support.

1-36. The G-1/AG or the S-1 of the organization establishes HR support requirements for subordinate or supported organizations within the theater and forwards those requirements to the appropriate HROB. Once the HROB receives the requests, it evaluates them against available resources and sustainment brigade priorities. If the sustainment brigade can provide the support requested, then it is coordinated with the appropriate HR organization. If the sustainment brigade cannot support the request, the HROB forwards the request to the ESC. The HROB recommends HR priorities of support to the sustainment commander. If the sustainment brigade, ESC, or TSC cannot resolve the HR support requirements, the HROB forwards the support requirements to the ASCC G-1/AG for prioritization and reconciliation. The ASCC G-1/AG, in coordination with the TSC (with the support of the TPOC), reconciles prioritization issues to ensure required HR support structure is available for the theater, within the ability of the Army to resource.

Chapter 2

Human Resources Echelons, Organizations, and Staff Elements

This chapter discusses the mission, employment, and responsibilities of HR organizations and staff elements from national strategic to tactical levels. HR organizations and staff elements as designed are flexible and capable of providing and sustaining HR support across the range of military operations.

SECTION I – STRATEGIC-LEVEL HUMAN RESOURCES SUPPORT TO OPERATIONS

2-1. Strategic-level HR support centers on shaping and implementing effective military and civilian manpower policy. HR policies and programs build sustained personnel readiness across the Army. Such policies and programs enable department-level HR agencies and organizations to lead, direct, and manage Army HR activities while working in collaboration with partners within the human capital enterprise. Additionally, strategic HR support maintains oversight and direction for the Army's total force management, manpower, and workforce management programs extending across the Army (for example, Active Army, ARNG, Army Reserve [military], civilian, and CAAF). Army HR management oversight and direction also extends to training, readiness, and mobilization policies, plans, and programs affecting the Army's policies and programs pertaining to mobilization, demobilization, and accessibility of the Reserve Component (RC).

2-2. At the strategic level, the Army G-1; Director, ARNG; and Chief, United States Army Reserve (USAR) manage HR support for their respective components. The Assistant Secretary of the Army (Manpower and Reserve Affairs) is responsible for the supervision of manpower and reserve affairs, provides strategic direction, and oversees human capital functions for the Army's military, civilian, and contractor personnel. The Army G-1 develops Army policies and programs for HR support to the Total Army through integration and synchronization across the HR life cycle for military and civilian workforces and plans and supervises the execution of those policies and programs. Human Resources Command (HRC) applies and implements these policies for military personnel and the civilian workforce. The U.S. Army Civilian Human Resources Agency (a field operating agency of the Army G-1) is responsible for civilian personnel operations. The Army G-1 develops Army policy for all HR systems and functions, while HRC applies and implements these policies for military personnel. IMCOM and the Military Postal Service Agency (MPSA) provide strategic support to the force for MWR services and postal operations respectively.

UNITED STATES ARMY DEPUTY CHIEF OF STAFF G-1

2-3. The Army Deputy Chief of Staff (DCS), G-1 is the principal military adviser to the Chief of Staff of the Army and the Assistant Secretary of the Army (Manpower and Reserve Affairs) and is responsible for planning and supervising the execution of manpower programs. The Army DCS, G-1 is also responsible for development, management, and implementation of all manpower and personnel plans, programs, and policies throughout the Army. The primary objective of the Army DCS, G-1 is to ensure readiness of its personnel to serve the needs of the Army across the range of military operations. In accordance with (IAW) the Army People Strategy, the Army DCS, G-1 is the lead integrator to acquire, employ, and retain talent. As the principal military adviser for human relations for the U.S. Army, the Army DCS, G-1 is dedicated to supporting Soldiers, civilians, and Families and leads programs that build sustained personnel readiness to support the Secretary of the Army and the Chief of Staff of the Army.

2-4. The Army DCS, G-1 is also responsible for providing policy, resources, and capabilities for individuals and leaders to increase resilience and readiness. The Army DCS, G-1, Army Resilience Directorate is responsible for overseeing the Army's Sexual Harassment/Assault Response and Prevention Program Office, Army Substance Abuse Program, Army Suicide Prevention Program, and Ready and Resilient Education and Training. The Integrated Prevention Advisory Group under the Army Resilience Directorate is the Army's primary prevention workforce, whose objective is to build the Army's integrated prevention system. The prevention system is the backdrop against which prevention planning, implementation, and evaluation take place. The Integrated Prevention Advisory Group supports leader-led efforts to improve policies, programs, and practices intended to increase protective factors, build positive peer environments, and prevent harmful incidents and behaviors from occurring within the Army.

HUMAN RESOURCES COMMAND

2-5. HRC is the U.S. Army's manning enterprise that sets conditions for the Army by distributing personnel IAW Army priorities and readiness objectives to build and preserve the highest levels of unit and Service-level readiness. This direct reporting unit is the functional proponent of the Army G-1 for military personnel management (except for the judge advocate general and the chaplain branches) and HR systems. It also supports the Director, ARNG and the Chief, USAR in their management of the Selected Reserve. HRC's responsibility is to execute career management, sustainment, distribution, and transition of personnel to optimize Army personnel readiness, enable leader development, and strengthen an agile and versatile Army. HRC builds personnel requisitions based on strength, inventory, and Army staffing guidance and fills positions as it codifies positions against official authorization documents. HRC coordinates personnel replacements with the theater J-1 and the Army G-1.

2-6. The Adjutant General Directorate is an organization within HRC. The directorate leads, develops, and executes HR policies, programs, services, and systems to advance Army readiness and provides seamless support to the Total Army Family.

UNITED STATES ARMY FORCES COMMAND G-1/AG

2-7. The FORSCOM DCS, G-1/AG is the principal staff officer for all matters concerning HR support (military and civilian). The FORSCOM DCS, G-1/AG's primary function is to plan and prioritize HR support to maximize the readiness and operational capabilities of forces to enable commanders to accomplish their mission while preserving the all-volunteer force, in defense of the nation at home and abroad. Specific responsibilities of the FORSCOM DCS, G-1/AG center around the HR core competencies of manning the force to build and sustain combat power and providing HR services focused on EPS, Soldier and Family programs, and Army band support. The FORSCOM DCS, G-1/AG plans and coordinates all other personnel support.

2-8. The FORSCOM DCS, G-1/AG is responsible for managing the personnel readiness of the command. As a member of the staff, the FORSCOM DCS, G-1/AG participates on all FORSCOM G-3 force management-related actions. The FORSCOM DCS, G-1/AG also participates in Readiness Reviews and Joint Forces Readiness Reviews to validate personnel readiness of units sourced to meet combatant commander force requirements operational plans, and develops the personnel support portion of annex F, *Sustainment*, to the OPLAN and operation order (OPORD).

UNITED STATES ARMY TRAINING AND DOCTRINE COMMAND G-1/AG

2-9. The TRADOC G-1/AG interfaces with Army staff and commands on base services support and policy issues to support mission priorities and Army force management initiatives. It also advocates TRADOC's mission in enterprise forums and synchronizes the Ready and Resilient Campaign and its associated lines of effort as a comprehensive and integrated process to achieve the desired campaign end state across TRADOC. In collaboration with each Army professional, the TRADOC G-1/AG identifies employment, education, and training opportunities that extend their talents, close talent gaps, and maximize Army professionals' contributions to the total Army. The Army must ensure it continually develops its Soldiers and civilians, not only to place them in positions of greater responsibility but also to ensure their fluency with emerging

technology. Furthermore, the Army must ensure it has systems in place to understand and appreciate the talents of Soldiers and civilians. This enables the Army to maximize an individual's talents as well as target an individual's development as needed.

2-10. The TRADOC G-1/AG provides strategic plans and initiatives that increase readiness and efficacy of TRADOC's military and civilian workforces, supports HQ TRADOC centers of excellences and schools, and facilitates transformational change. The TRADOC G-1/AG provides strategic vision and synchronizes the development and implementation of a comprehensive human capital strategic plan through ongoing and new initiatives IAW TRADOC priorities.

UNITED STATES ARMY MATERIEL COMMAND G-1

2-11. The United States Army Materiel Command G-1 collaborates with Army and DOD partners to develop an innovative and responsive human capital framework by providing expert HR consultation, leadership, and guidance. The DCS for personnel develops, implements, and administers policies and procedures to maximize workforce capability.

ARMY FUTURES COMMAND HUMAN CAPITAL DIRECTORATE

2-12. The Army Futures Command Human Capital Directorate is responsible for synchronizing, developing, and overseeing all aspects of military and civilian personnel plans, policies, and programs affecting Army Futures Command employees worldwide. The portfolio spans the full spectrum of the human capital lifecycle, to include performance management, succession planning, leader development, talent acquisition, senior executive management, military programs, HR policy, and development and sustainment of a trained and ready workforce. Army Futures Command is responsible for force design, force development, capability development, operational architecture for the future Army, and development of next generation leaders to manage future fights. The Army Futures Command Human Capital Directorate applies innovative ways to acquire, develop, employ, and retain Army Soldiers and Civilians critical to provide the concepts and future force designs needed to dominate a future battlefield. The Army Futures Command Human Capital is also building the workforce of the future required to win in multidomain operations.

SECTION II – OPERATIONAL-LEVEL HUMAN RESOURCES SUPPORT TO OPERATIONS

2-13. At the operational level, G-1/AGs under Army commands and ASCCs manage HR support for their respective command. G-1/AGs must understand the relationships of supporting and supported elements when providing HR support in operational theaters.

ARMY SERVICE COMPONENT COMMAND G-1/AG

2-14. The ASCC G-1/AG is the principal staff officer for all matters concerning HR support (military and civilian). The ASCC G-1/AG's primary function is to plan and prioritize HR support to maximize the readiness and operational capabilities of forces within the theater. Specific responsibilities of the ASCC G-1/AG center around the HR core competencies of manning the force to build and sustain combat power, and providing HR services focused on EPS, postal and MWR operations, and Army band support. The ASCC G-1/AG also coordinates personnel support.

2-15. As depicted in figure 2-1 on page 2-4, the ASCC G-1/AG is comprised of a G-1/AG HQ section; an HR manpower HQ section; an HR plans and operations, programs, and policy HQ section; and an HROC with a theater casualty information center (CIC). The ASCC G-1/AG relies on secure, continuous, survivable communications and digital information systems.

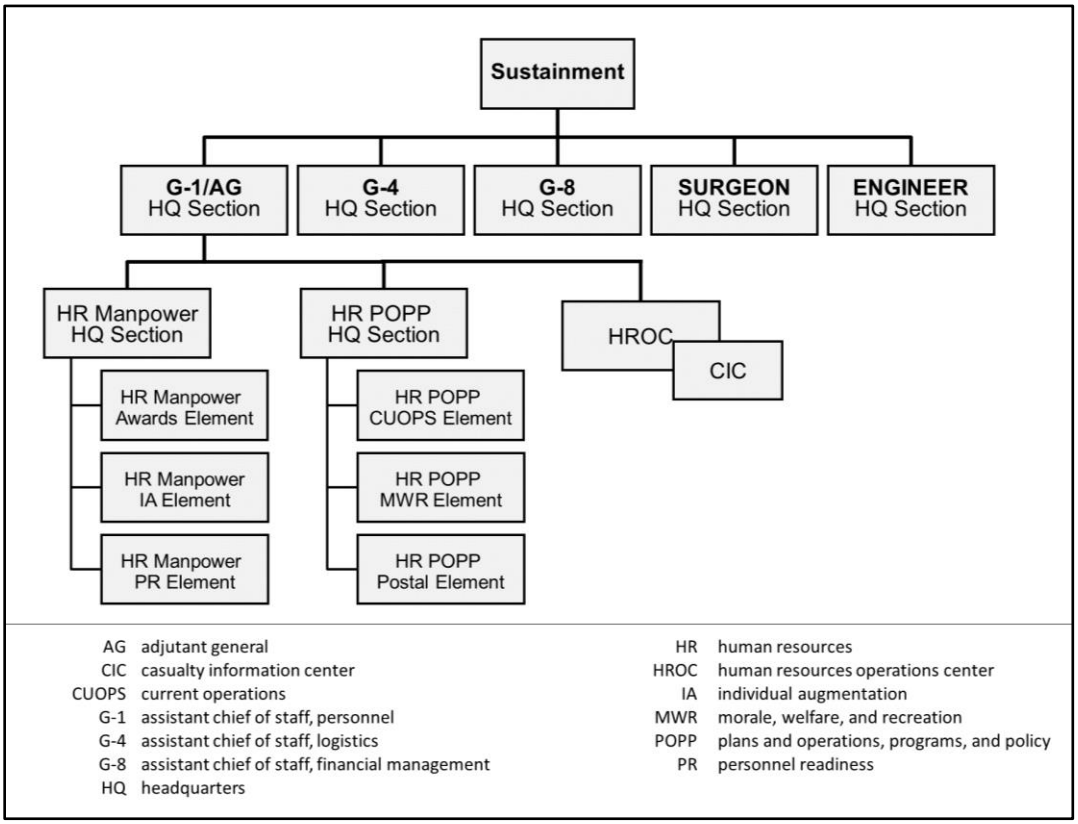


Figure 2-1. Army Service component command G-1/AG with a human resources operations center

2-16. The ASCC G-1/AG is responsible for managing the personnel readiness of the command. The ASCC G-1/AG, as a member of the staff, participates in the theater Army commander's operations process and develops the personnel support portion of annex F, *Sustainment*, to the OPLAN and OPORD. Listed below are the ASCC G-1/AG responsibilities for personnel plans and operations. These responsibilities are not in priority order and are not all inclusive:

- Analyze personnel strength data to determine current combat capabilities, project future requirements, assess conditions of individual readiness, and develop replacement estimates.
- Maintain by-name personnel accountability of the location and duty status of every person assigned or attached to the command. This includes tracking the movement of personnel as they arrive to and depart from a unit and maintaining visibility of individuals as they enter, transit, and depart theater.
- Monitor personnel strength, prioritize replacements, monitor deployable and nondeployable personnel, allocate personnel, and make tactical and HR support recommendations.
- Collect, process, store, display, reconcile, and disseminate relevant HR information about units and personnel.
- Plan postal operations and postal finance policies within the deployed AO.
- Manage HR support to casualty operations, to include collecting, recording, reporting, verifying, and processing casualty information from the unit level to the casualty and mortuary affairs operations division (CMAOD).
- Assume the role of the theater CIC.
- Enable HR command and control nodes by establishing, operating, and maintaining connectivity to HR data and voice communications nodes required for HR operations.
- Plan for commercial network access for the postal point of sale system.

- Provide policy and program oversight of MWR operations to include unit recreation, sports and fitness programs, entertainment, exchange and retail services, United Service Organizations (USO) support, and rest and recuperation (R&R) areas for military and deployed DOD and DA Civilian personnel. Advise corps and division G-1/AGs on planning and executing MWR support.
- Coordinate music support requirements to deployed forces throughout military operations.

ARMY SERVICE COMPONENT COMMAND G-1/AG HUMAN RESOURCES OPERATIONS CENTER

2-17. The ASCC HROC receives technical and operational guidance from the ASCC G-1/AG. The ASCC HROC augments the G-1/AG and is responsible for planning, coordinating, and synchronizing theater HR operations. However, if the mission dictates, the ASCC HROC can be attached to the field army G-1/AG to support mission execution. The ASCC HROC plans, coordinates, integrates, and synchronizes theater-level casualty reporting, manages the hierarchy of the deployed database, assists with replacement planning and prioritization and strength management, and provides additional planning capacity and oversight. The ASCC HROC establishes the theater CIC as part of theater opening operations with the ASCC G-1/AG and oversees casualty reporting and policies developed by the ASCC G-1/AG.

2-18. The ASCC HROC provides additional personnel asset visibility and coordinates with the TPOC personnel accountability and systems division regarding deployed database hierarchy management to the ASCC G-1/AG. It supports the ASCC G-1/AG in accomplishing PRM, PIM, and PASR for the theater. During OPLAN development, the ASCC HROC validates casualty estimates (to include subordinate corps and division estimates) in coordination with the surgeon for ASCC approval. The ASCC HROC conducts replacement planning and prioritization coordination for replacements throughout the AOR and coordinates with lower echelon units IAW ASCC priorities to meet the commanders' intent. It assists the ASCC G-1/AG and HRC in the development of replacement plans as required and IAW Army manning guidance (part of the deliberate planning process).

2-19. The ASCC HROC is assigned to the ASCC's headquarters and headquarters battalion. When appropriate, this element or a subset of it can be attached to a field army headquarters and headquarters company. The ASCC HROC requires uninterrupted voice, NIPRNET, and SIPRNET connectivity to communicate within the G-1/AG and to supported and supporting organizations, and also requires access to HR systems fielded in the AO. The ASCC HROC is dependent upon the ASCC headquarters and headquarters battalion or field army headquarters and headquarters company (if pushed forward) for religious, legal, Army Health System, finance, signal, field feeding, logistics, and supplemental transportation support, communications, and personnel and administrative services.

FIELD ARMY G-1/AG

2-20. The field army is a provisional operational headquarters. During large-scale combat operations, forces will be assigned or attached to the field army. In theaters in which a peer threat exists, a field army relieves the operational burden on the theater Army and facilitates focused opposition toward a specific threat within a distinct AO. Like the theater Army's campaign across the AOR, the field army conducts an aggressive campaign of competition to counter and contain the peer threat as an integral part of the theater campaign. This unencumbers the theater Army and enables the integrated theater plan. While the theater Army continues to shape the entire theater and address aggression outside the field army's AO, the field army maintains the necessary formations and other capabilities to provide credible deterrence and ensure the ability to respond to escalation within the AO.

2-21. Field army G-1/AGs execute IAW ASCC policies and procedures in their respective AO. They review and refine HR plans and manage PASR, HR support to casualty operations (reporting and tracking), and PRM as necessary to ensure they report timely and essential information to inform replacement priorities set by the ASCC.

THEATER PERSONNEL OPERATIONS CENTER

2-22. The TPOC is a multifunctional organization assigned to a TSC. The TPOC consists of an HQ section and three divisions: the personnel accountability and systems division, the synchronization and integration division, and the postal operations division (POD). In coordination with the TSC, the TPOC plans, integrates, and sustains HR and Soldier support systems for the ASCC HQ, and other echelons as directed by the ASCC G-1/AG, or as determined by mission, enemy, terrain and weather, troops and support available, time available, civil, and informational considerations (METT-TC[I]). The TPOC is responsible for planning, coordinating, and synchronizing HR operations with the senior sustainment HQ and the ASCC. The TPOC supports the TSC during early entry reception operations. The TPOC establishes and ensures functionality of the theater personnel database and the Postal Directory Address Database and provides theater-wide assistance for HR systems issues. The TPOC is responsible for synchronizing replacement priorities with the sustainment community. The TPOC integrates and provides guidance and technical support for SRC 12 HR units executing personnel accountability and postal functions throughout the theater as defined by the policies and procedures established by the ASCC G-1/AG. It monitors the execution of the TG PAT and MMT missions at the theater gateway. Figure 2-2 depicts the organization of the TPOC.

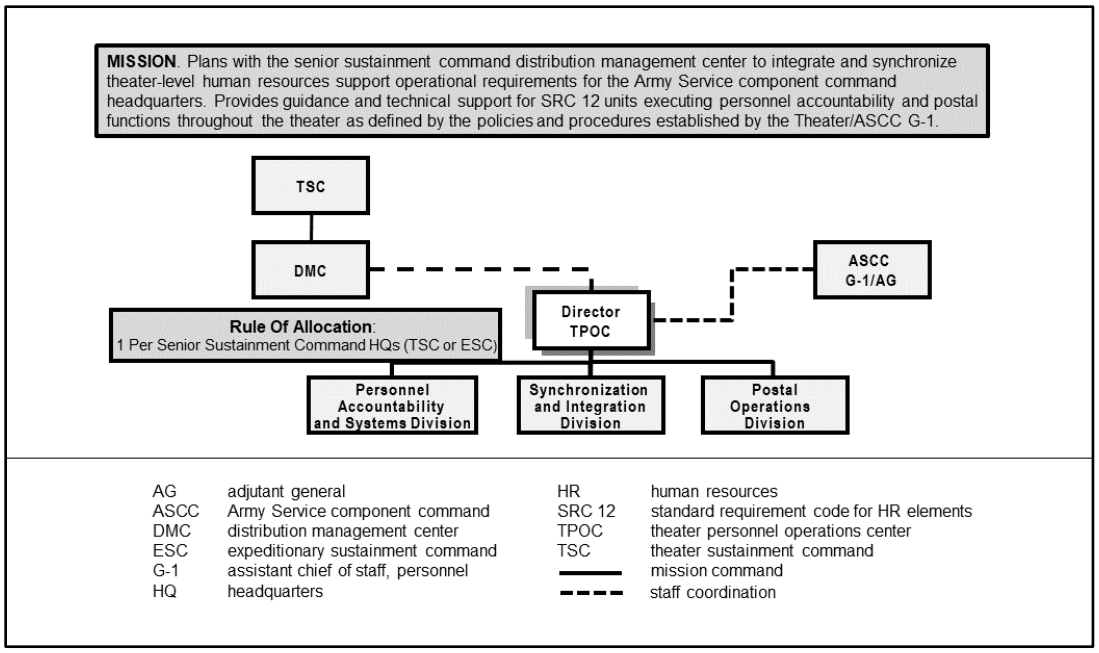


Figure 2-2. Theater personnel operations center

2-23. The headquarters section supervises the TPOC's planning, integration, and coordination of HR, administrative, and Soldier support system for the theater. The headquarters section receives technical guidance from HRC and receives all employment and command guidance from the theater commander through the TSC.

2-24. The personnel accountability and systems division coordinates with the local network enterprise center, establishes and manages the theater-wide personnel accountability database as directed, and maintains HR systems. This division ensures data integration of personnel accountability information and provides technical guidance and training support to supported units (G-1/AGs and S-1s) and subordinate units as necessary or upon request. The personnel accountability and systems division conduct Deployed Theater Accountability System (DTAS) data quality control checks by comparing unit reports to the theater personnel accountability report for accuracy. The division ensures all systems remain active and properly synchronized to receive data from both the supporting personnel accountability elements and the G-1/AG and S-1 sections operating in the AO. The personnel accountability and systems division ensure all systems are included in the planning, deployment, sustainment, and redeployment process for current and future HR operations. It uploads HR enabling systems software to manage personnel accounting information from supported units

G-1/AGs and S-1s. The division also coordinates with HROBs to ensure systems are established and resourced to perform missions effectively. Refer to Chapter 3 of this publication for specific responsibilities of the TPOC personnel accountability and systems division.

2-25. The synchronization and integration division assists the TSC and ASCC G-1/AG as needed in managing current operational requirements and planning long and short-range personnel management missions across theater. It develops and maintains TPOC internal plans and policies for training. The synchronization and integration division manages TPOC internal deployment plans, physical security, and contingency operations as well as assists the ASCC G-1/AG as directed by the TSC. The synchronization and integration division supports planning and coordinates support with the ASCC HROC, TG PAT, and ESC or sustainment brigade HROBs for theater-level reception and meeting the ASCC's replacement prioritization and redeployment operations. The synchronization and integration division monitors and analyzes projected personnel flow rates for various transit categories for deployment and redeployment to resource and provide recommendations to position theater personnel accounting assets. It also ensures TG PAT structures are established and resourced to perform personnel accounting and data integration as part of the RSOI process.

2-26. The POD establishes the deployed AO postal inspection plan to ensure compliance with United States Postal Service (USPS) and DOD regulatory guidance and coordinates theater-level training for military post office (MPO) representatives as required. The POD assists in the establishment of theater opening postal operations, ensures current data is integrated into all TSC and ESC DMC planning, monitors and determines appropriate mail flow rates, oversees the MMT technical mission and assists in the area of postal operations, and makes recommendations to adjust postal support based on battlefield operations and TSC priorities to meet the ASCC commander's intent. The POD, through command and control lines, maintains a clear line of communication with the MMT as the executive arm for mail operations. The POD establishes and provides oversight for casualty mail and redirect services. The POD manages the theater enemy prisoner of war mail and plans and monitors the execution of this mail. The POD appoints the theater postal supply officer and theater postal finance officers to coordinate all theater-level postal supplies, equipment accountability, and ordering as well as accounting for all postal monies for each Army post office (APO) within theater. The POD provides support for the directory service function covering casualty mail and detainee mail operations, inspections, and international mail. The POD enforces policies established for casualty mail and redirect services. The POD assists the HROB as necessary in the coordination of theater-level mail transportation for mail movement. Refer to Chapter 4 of this publication for specific responsibilities of the TPOC POD.

2-27. The TPOC is dependent upon the TSC headquarters and headquarters battalion for administrative support. Administrative support includes Uniform Code of Military Justice, religious, limited Role 1 medical support, legal, HR, administrative services, quarters and rations, logistics, unit maintenance of organic equipment, supplementary transportation support, and military pay. The TPOC relies on non-secure, secure, continuous, and survivable communications and digital information systems.

THEATER GATEWAY PERSONNEL ACCOUNTABILITY TEAM

2-28. The TG PAT provides personnel accounting support to the theater by coordinating planning, current operations, and data integration for the personnel accounting and reception functions of RSOI as Soldiers and other personnel enter, transit, and depart the theater of operations. The mission to establish and operate a personnel-processing center includes an HR company HQ, TG PAT, and HR platoons. The TG PAT establishes in and out flow processes and procedures for all personnel types (such as R&R, emergency leaves, temporary duty [TDY], and deployment and redeployment) and establishes accountability reporting procedures and database operations.

2-29. The TG PAT, in coordination with the HR company HQ, coordinates operational workspace, flight tracking systems access (such as Global Air Transportation Execution System, Single Mobility System, and Transportation Coordinators Automated Information for Movements System II), and logistics support. The combat sustainment support battalion (CSSB) supporting the aerial port of debarkation (APOD) typically provides logistics support, which includes requirements for the operation of the TG PAT center as well as for the billeting, life support, and onward transportation of transient personnel. Figure 2-3 on page 2-8 provides the organizational design for the TG PAT. Refer to Chapter 3 of this publication for specific responsibilities of the TG PAT.

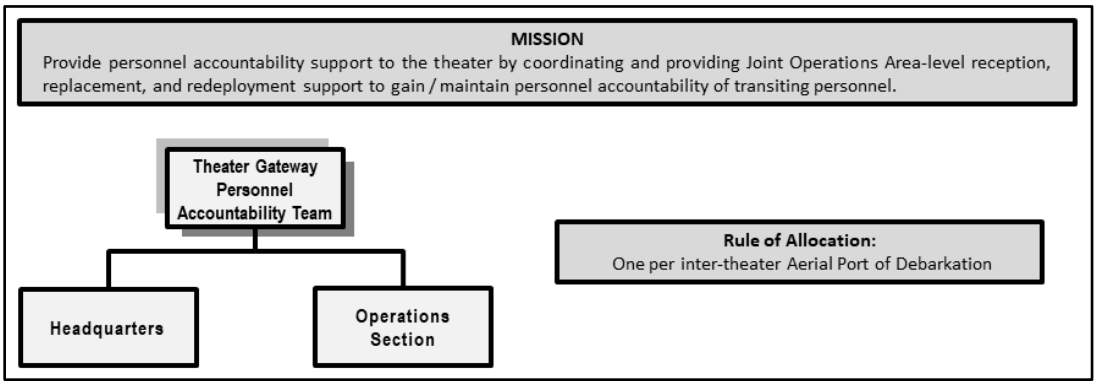


Figure 2-3. Theater gateway personnel accountability team

SECTION III – TACTICAL-LEVEL HUMAN RESOURCES SUPPORT TO OPERATIONS

2-30. The corps G-1/AGs and division G-1s serve as the assistant chief of staff for personnel and are the corps and division principal HR advisors at the tactical level. Brigade and battalion S-ls, or equivalent, serve as principal HR advisors responsible for providing HR support at unit level.

2-31. Within this publication, the term brigade refers to all types of brigades and STBs of general officer commands, or HQ that have brigade-level responsibilities. For example, STBs have the same roles and responsibilities as a brigade combat team. Similarly, a HQ company may provide brigade-level support to units commanded by a colonel or general officer.

2-32. The G-1/AG and S-1 HR professional must be technically competent and knowledgeable of automated HR databases and systems and how to use the HR data extracted from those systems. In addition, there is value gained by ensuring S-1s are knowledgeable on external systems interfaces, especially during the unit life-cycle model, to balance the production of modernized, highly trained, and ready forces for employment, which are dependent upon the accuracy and timeliness of the data S-1s maintain. At a minimum, each G-1/AG and S-1 team member should understand the following:

- Individual and unit readiness requirements for all HR support.
- Individual role of each team member and the overall mission of the G-1/AG and S-1.
- Subordinate key functions required to execute each HR core competency.
- Mission of subordinate units and higher HQ.
- Army talent alignment process.
- Army Regionally Aligned Readiness and Modernization Model (ReARMM) process and G-1/AG and S-1 functions during each sustainable readiness module (Prepare, Ready, and Mission).
- Specific tasks performed during personnel readiness processing.
- Technical competence level requirements to perform their job and cross-training requirements in multiple HR functions and HR systems.
- Working relationships with USAR and ARNG liaisons for RC HR support.

CORPS G-1/AG AND DIVISION G-1

2-33. Corps and divisions are the formations central to conducting large-scale combat operations. Corps G-1/AGs and division G-1s enhance the readiness and operational capabilities of their respective forces and ensure properly planned, prioritized, and managed HR support including talent management. Corps G-1/AGs and division G-1s are elements of the sustainment cell, which consists of the G-1/AG, G-4, G-8, surgeon, and engineer. The corps G-1/AG and division G-1 are both comprised of a main command post HQ section with six internal elements, a tactical command post HQ section with two internal elements, and a rear

command post. An HROC augments the corps G-1/AG and division G-1. The corps G-1/AG and division G-1 have responsibility for the following tasks:

- Strength reporting.
- PRM.
- PIM.
- HR support to casualty operations.
- EPS.
- Family and morale, welfare, and recreation (FMWR).
- HR planning and staff operations.

2-34. Corps G-1/AGs and division G-1s, as subject matter experts, have the responsibility for training and guiding subordinate HR elements assigned, attached, or geographically co-located with the corps or division HQ in all cases where the corps or division commander, acting as senior commander, has training and readiness authority for that subordinate organization. To assist with the execution of this responsibility, G-1/AGs may coordinate with sustainment organizations through the TPOC or appropriate level HROB to leverage HR assets in a coordinated effort to support the force. A list of recommended training activities is in FM 1-0; however, this list is not all-inclusive.

2-35. The corps G-1/AG could serve as the senior HR individual for an Army force, a JTF, a combined joint task force, or a joint force land component command. If serving as part of any joint force, they have the responsibility to conduct or manage tasks outlined in JP 1-0. When serving in the position of ARFOR G-1/AG, the corps G-1/AG is responsible for all functions and duties of the ASCC G-1/AG.

2-36. In some cases, the division G-1 could serve as the senior HR individual for an Army force. If designated as the senior HR individual for an Army force, the division G-1 will be required to perform theater-level functions normally conducted by the ASCC G-1/AG. As the Army force G-1/AG, the division G-1 serves as the coordinating staff advisor responsible for the development of Army force personnel plans, policies, and guidance on manpower and personnel issues. Refer to Chapters 3 and 4 of this publication for specific duties and responsibilities of the corps G-1/AG and the division G-1.

Note: When a corps serves as the ARFOR, the corps G-1 will perform G-1 duties.

CORPS G-1/AG AND DIVISION G-1 MAIN COMMAND POST HEADQUARTERS SECTION

2-37. The corps G-1/AG and division G-1 main command post HQ sections have specific responsibilities when providing tactical-level HR support. The corps G-1/AG and division G-1 main command post HQ sections—

- Direct Army force HR policy IAW combatant command, Army, ASCC, and higher policy.
- Coordinate with the combatant command J-1 and Service personnel and policy managers if serving as the ARFOR G-1/AG.
- Act as a G-1 or JTF J-1.
- Monitor and manage inter-service agreements.
- Coordinate HR command programs as directed.

CORPS G-1/AG AND DIVISION G-1 MAIN COMMAND POST OPERATIONS ELEMENT

2-38. The corps G-1/AG and division G-1 main command post operations elements have specific responsibilities when providing tactical-level HR support. The corps G-1/AG and division G-1 main command post operations elements—

- Coordinate HR support requirements with the supporting ESC and sustainment brigade.
- Monitor conditions and operations that might require reconstitution or regeneration.
- Assess the progress of current personnel support.
- Ensure casualty reporting integration in current operations tracking.

- Validate casualty estimation.
- Produce annexes and running estimates in support of current and future plans.
- Augment the current operations integration cell as necessary (corps only).
- Track the COP, ensuring HR support provides timely input to current operations.
- Interface with Headquarters, Department of the Army (HQDA), ASCC, subordinate units, and multinational partners, if serving as the J-1.
- Build, modify, and coordinate the personnel services portion of the task force deployment plan.
- Plan for the integration of RC assets.
- Coordinate with staff planners across functional areas.
- Plan, coordinate, provide, and monitor MWR support.
- Manage the absences program, to include R&R.
- Evaluate personnel readiness metrics as required.
- Provide HR guidance and training to S-1s.
- Prepare tactical directives and fragmentary orders to facilitate HR support to the mission.
- Prepare all commanding general required casualty correspondence.
- Prepare all casualty correspondence and casualty notification and assistance program policy for the corps IAW the JTF Casualty Notification and Assistance Program Policy.

CORPS G-1/AG AND DIVISION G-1 MAIN COMMAND POST POLICY ELEMENT

2-39. The corps G-1/AG and division G-1 main command post policy elements have specific responsibilities when providing tactical-level HR support. The corps G-1/AG and division G-1 main command post policy elements—

- Develop and coordinate current and long-term operational personnel policy.
- Provide technical oversight for policy execution of all HR support.
- Monitor the Worldwide Individual Augmentee System (also known as WIAS) program.
- Manage the deployment personnel policy.
- Manage command interest programs.

CORPS G-1/AG AND DIVISION G-1 MAIN COMMAND POST CASUALTY ELEMENT

2-40. The corps G-1/AG and division G-1 main command post casualty elements have specific responsibilities when providing tactical-level HR support. The corps G-1/AG and division G-1 main command post casualty elements—

- Develop casualty estimation.
- Monitor duty status (such as, absent-unknown, duty status-whereabouts unknown, missing, prisoner of war, killed-in-action, wounded-in-action, and missing-in-action cases.)
- Monitor casualty database.
- Monitor patient tracking and accountability through the surgeon.
- Maintain liaison with casualty reporting elements, mortuary affairs, postal units, medical commands, and Role 3 medical treatment facilities (MTFs).
- Coordinate and execute civilian, joint, and multinational casualty actions as directed and augmented.
- Accept liaison officer teams from civilian agencies and joint, multinational, and host-nation military Services.
- Prepare all commanding general casualty correspondence as required.
- Develop corps/division casualty notification and assistance program policy if required.
- Monitor status of AR 15-6 investigations.
- Monitor line of duty (LOD) investigations.
- Monitor summary court-martial officer (SCMO) appointments.
- Establish battle drills, standard operating procedures (SOPs), and policy letters.

- Process escort requests to the theater CIC.
- Confirm accuracy of casualty reports with automated HR systems.

CORPS G-1/AG AND DIVISION G-1 MAIN COMMAND POST ESSENTIAL PERSONNEL SERVICES ELEMENT

2-41. The corps G-1/AG and division G-1 main command post EPS elements have specific responsibilities when providing tactical-level HR support. The corps G-1/AG and division G-1 main command post EPS elements—

- Establish EPS policy and procedures.
- Process awards and decorations, to include initiating and completing combat awards and badges as soon as possible before evacuating very seriously and seriously wounded, injured, or ill personnel out of theater.
- Monitor evaluations, promotions, reductions, and other EPS programs.
- Receive, process, and manage congressional inquiries and special actions.

CORPS G-1/AG AND DIVISION G-1 MAIN COMMAND POST PERSONNEL ACCOUNTING AND STRENGTH REPORTING-PERSONNEL INFORMATION MANAGEMENT ELEMENT

2-42. The corps G-1/AG and division G-1 PASR-PIM elements have specific responsibilities when providing tactical-level HR support. The PASR-PIM elements of the corps G-1/AG and division G-1—

- Monitor the deployed personnel database to ensure hierarchy reflects current task organization.
- Execute automated HR systems requirements.
- Advise subordinate elements on new and changing automated HR system requirements that affect their ability to provide support. This may include new versions of automated HR hardware and software, procedural changes within automated HR systems, or implementation plans for new hardware and software.
- Manage personnel database roles and permissions for the corps/division staff and command group.
- Coordinate with the G-6 as necessary to resolve connectivity, security, and automated HR systems issues.

CORPS G-1/AG AND DIVISION G-1 MAIN COMMAND POST PERSONNEL ACCOUNTING AND STRENGTH REPORTING-PERSONNEL READINESS MANAGEMENT ELEMENT

2-43. The corps G-1/AG and division G-1 PRM sections have specific responsibilities when providing tactical-level HR support. The PRM sections for the corps G-1/AG and division G-1—

- Monitor available strength for headquarters and subordinate elements to ensure compliance with Army manning guidance and to mitigate personnel shortages.
- Develop, collect, and analyze critical personnel readiness information (for example, monthly unit status report [USR]).
- Develop, collect, and analyze personnel status (PERSTAT) report data.
- Prepare all required manning reports.
- Determine manpower requirements for the headquarters.
- Determine manpower reporting requirements for subordinate elements.
- Monitor accountability of all personnel (military, deployed Civilians, CAAF).
- Manage officer, warrant officer, enlisted, and deployed Civilian personnel, to include subordinate organizations, in coordination with HRC.
- Monitor personnel replacement requirements.
- Submit personnel replacement requirements for key personnel.
- Maintain task force personnel summary.
- Recommend fill priority.

- Monitor in-transit visibility of incoming personnel, to include failure to gain/lose, absent without leave (AWOL), duty status whereabouts unknown (also known as DUSTWUN), excused absence whereabouts unknown (also known as EAWUN), and dropped from the rolls (DFR).
- Report all required manning data to the combatant commander/ASCC as directed.

CORPS G-1/AG AND DIVISION G-1 TACTICAL COMMAND POST G-1 ELEMENT

2-44. The corps G-1/AG and division G-1 tactical command post G-1 elements have specific responsibilities when providing tactical-level HR support. The corps G-1/AG and division G-1 tactical command post G-1 elements—

- Monitor current and future operations.
- Monitor conditions and synchronize replacement, casualty, and reconstitution operations.
- Receive and expand main command post G-1 capacity during main command post movements.
- Coordinate HR support requirements with the ESC HROB.
- Assist the main command post with HR support requirements.

CORPS G-1/AG AND DIVISION G-1 TACTICAL COMMAND POST CURRENT OPERATIONS/SUPPORT ELEMENT

2-45. The corps G-1/AG and division G-1 tactical command post current operations/support elements have specific responsibilities when providing tactical-level HR support. The corps G-1/AG and division G-1 tactical command post current operations/support elements—

- Monitor conditions and operations that might require reconstitution or regeneration.
- Assess the progress of current personnel support.
- Ensure casualty reporting integration into current operations tracking.
- Develop casualty estimation.
- Coordinate HR support requirements with the supporting ESC and sustainment brigade.
- Prepare discussions and recommendations for the running estimate.
- Produce annexes and running estimates in support of current and future plans.
- Track the current operational picture to ensure HR support provides timely input to current operations.
- Coordinate the personnel services portion of the time-phased force and deployment data.
- Plan for the integration of RC assets.
- Coordinate with staff planners across functional areas.
- Plan, coordinate, provide, and monitor MWR support.
- Evaluate HR metrics.

CORPS G-1/AG AND DIVISION G-1 TACTICAL COMMAND POST CASUALTY ELEMENT

2-46. The corps G-1/AG and division G-1 tactical command post casualty elements have specific responsibilities when providing tactical-level HR support. The corps G-1/AG and division G-1 tactical command post casualty elements—

- Monitor the casualty database—Defense Casualty Information Processing System-Forward.
- Monitor patient tracking and accountability.
- Monitor U.S. prisoner of war and missing in action cases.
- Develop casualty estimation database.
- Perform liaison activities with mortuary affairs, postal units, medical commands, and Role 3 MTFs.
- Coordinate and execute civilian, joint, allied, and coalition personnel actions as directed.
- Accept liaison officer teams from civilian agencies and joint, allied, coalition and host-nation military Services.

CORPS G-1/AG AND DIVISION G-1 REAR COMMAND POST

2-47. Corps and division commanders may form a rear command post to assist in controlling operations. The rear command post enables corps and division commanders to exercise command and control over disparate combat, functional, and multifunctional elements operating between the close area and the rear area. When synchronized, these efforts enable the corps and division to maintain OPTEMPO and operational reach. The corps and division rear command posts have linkages to their main command posts to command and control the corps and division rear. Commanders may use the rear command post to provide command supervision and general officer oversight for—

- Conducting corps and division support area operations.
- Performing terrain management and movement control.
- Defeating threats.
- Enabling sustainment operations. The rear command post sustainment support element—
  - Coordinates mortuary affairs and supply operations.
  - Coordinates common-user transportation assets.
  - Coordinates with G-1 and G-3 on transporting replacement personnel and enemy prisoners of war.
  - Coordinates equipment recovery and evacuation operations.
  - Maintains liaison with casualty liaison elements, mortuary affairs units, postal units, medical commands, and MTFs.
  - Monitors casualty database.
  - Monitors personnel replacement requirements.
- Coordinating and synchronizing protection.
- Enabling stability operations.
- Enabling transitions.

CORPS G-1/AG HUMAN RESOURCES OPERATIONS CENTER

2-48. The corps HROC receives technical and operational guidance from the corps G-1/AG. The corps HROC provides additional strength management, planning capability, talent management, and HR operational training for subordinate units to support large-scale combat operations to corps G-1/AG sections (including replacement prioritization recommendations). The corps HROC provides visibility and integration of Army HR information and enterprise systems at echelons above brigade. The corps HROC provides technical guidance to division G-1s. The corps HROC assists with casualty operations and improves personnel asset visibility.

2-49. The corps HROC assigned to the corps headquarters and headquarters battalion requires uninterrupted voice, NIPRNET, and SIPRNET connectivity to communicate within the G-1/AG and to supported and supporting organizations. The corps HROC requires access to HR systems fielded in the AO. It is dependent upon the parent organization for religious, legal, force health protection, finance, signal, field feeding, logistics, supplemental transportation support, communications, and personnel and administrative services.

DIVISION G-1 HUMAN RESOURCES OPERATIONS CENTER

2-50. The division HROC receives technical and operational guidance from the division G-1. It provides data analytics on the impacts to personnel readiness as well as readiness management, planning capability, talent management, and HR operational training for subordinate units to support the phases of the ReARMM and large-scale combat operations to division G-1 sections (including replacement prioritization recommendations). The division HROC provides visibility and integration of Army HR information and enterprise systems at echelons above brigade. It provides technical guidance to MDTF, brigade, and battalion S-1s. The division HROC, while deployed, is a coordinating element for casualty operations and replacement planning while improving personnel asset visibility.

2-51. The division HROC is assigned to the division headquarters and headquarters battalion and requires uninterrupted voice, NIPRNET, and SIPRNET connectivity to communicate within the G-1 and to supported

and supporting organizations. The division HROC requires access to HR systems fielded in the AO. It is dependent upon the parent organization for religious, legal, force health protection, finance, signal, field feeding, logistics, supplemental transportation support, communications, and personnel and administrative services.

MULTI-DOMAIN TASK FORCE PERSONNEL STAFF OFFICER (S-1)

2-52. Prior to escalation to conflict, the MDTF will normally be assigned to a combatant commander or ASCC. Some MDTFs may be assigned to U.S. Army Forces Command, in which case, they will likely be attached to an ASCC when deployed. As the situation escalates towards conflict, the combatant commander establishes a JTF and assigns command and support relationships to the MDTF. Depending on the relationships assigned, the JTF may choose to further assign command and support relationships for the MDTF to subordinate units. The MDTF S-1 plays a critical role in ensuring that the MDTF can efficiently manage its personnel and administrative needs to achieve its mission in a multi-domain environment. The MDTF S-1 is the staff advisor to the MDTF commander for all matters concerning HR support including talent management. The S-1s within the MDTF and subordinate battalion HQ have similar roles and the information in this section applies to both. The MDTF S-1 responsibilities include PASR, HR support to replacement operations, HR support to casualty operations, PRM, EPS, MWR operations, retention operations, and PIM.

2-53. Personnel accounting is a chain of command responsibility. The MDTF S-1 is responsible for performing personnel accounting and the reporting of by-name data on Soldiers, DOD Civilians, and DA Civilians as they arrive and depart units, and management of the location and duty status of every person assigned or attached to a unit. Company-level units report personnel accounting information to the MDTF S-1 that is critical for determining personnel readiness status. Based on the personnel accounting information received from company-level units, the MDTF S-1 identifies personnel shortages, reports strength, and requisitions personnel replacements through the higher headquarters S-1 and G-1. The MDTF S-1 advises the commander on personnel readiness status and informs the commander if personnel status affects the ability to execute missions. If heavy personnel casualties dictate a reorganization, the MDTF S-1 coordinates with the S-3 to develop a plan to cross-level personnel within the organization to meet mission requirements.

2-54. The MDTF S-1 coordinates MDTF personnel replacement with the sustainment HQ and HR support organization supporting the HQ to which it is attached. The MDTF S-1 conducts PRM, PASR, and PIM for their units to provide the MDTF commander an updated combat power snapshot. Once the higher HQ G-1 provides a current gains roster, the MDTF S-1 uses the current priority of fill to determine assignments and publishes orders as required. The MDTF S-1 works with the MDTF S-3 to update the priority of fill based on changes to the mission. The MDTF S-4 works on Class VII requirements to determine if equipment is available for replacements. The MDTF S-1 works with the MDTF S-4 and the support company organic to the MDTF for transportation of Soldiers to their units. The MDTF S-1 is not responsible for housing, feeding, training, equipping, providing medical support, or transporting replacements. However, the MDTF S-1 is responsible for PASR as part of the reception process, tracking Soldiers to their destinations, providing EPS to transient personnel, and providing the priority of movement and allocation decision to the headquarters and headquarters company.

2-55. The MDTF S-1 responsibilities for casualty operations include but are not limited to recording, reporting, verifying, estimating, and processing casualty information from the company level to the MDTF S-1. It also includes providing necessary information to the theater CICs as appropriate. During large-scale combat operations, high casualty rates may require augmentation to the MDTF S-1 casualty operations section.

2-56. The MDTF S-1 provides EPS support to assigned or attached personnel and processes EPS actions. EPS actions include personnel action requests (PARs) such as absences, personal emergency data or life insurance elections, pay-related actions, awards and decorations, promotions, grade reductions, and bars to reenlistment.

2-57. The MDTF S-1 coordinates personnel support functions for the MDTF commander. Personnel support functions include command interest programs and retention operations. The MDTF S-1 command interest program coordination includes, but is not limited to, the Army Equal Opportunity Program, Army Voting

Assistance Program, Army Substance Abuse Program, Army Sexual Harassment/Assault Response and Prevention Program, Army Suicide Prevention Program, and the Total Army Sponsorship Program. The MDTF S-1 coordinates retention operations to ensure that all Soldier have access to career counseling and retention processing.

2-58. The MDTF S-1 coordinates with the higher HQ G-1 and with supporting HR organizations for human relations support. Once the MDTF command relationship changes or the MDTF moves into another HQ's AO, the MDTF S-1 contacts the G-1 of that HQ to communicate personnel support requirements. The MDTF S-1 also contacts the sustainment HQ supporting the AO to coordinate personnel-related sustainment.

2-59. The MDTF S-1 provides PIM information to the G-1 of the HQ to which it is attached by collecting, processing, storing, displaying, reconciling, and disseminating relevant HR information about MDTF units and personnel necessary for commanders to man and sustain Soldiers on the battlefield.

BRIGADE PERSONNEL STAFF OFFICER (S-1)

2-60. The brigade S-1 is the principal staff advisor to the brigade commander for all matters concerning HR support including talent management. The brigade S-1 may also coordinate support for MWR operations.

2-61. The corps and division headquarters and headquarters battalion S-1 sections perform the same functions as a brigade S-1. The higher HQ for support in deployed areas issues an order assigning responsibility to support general officer-level commands without a headquarters and headquarters battalion S-1 section or equivalent. The G-1/AG section of these HQ does not have the capacity or resources to provide this internal headquarters and headquarters battalion S-1 support.

2-62. The brigade S-1 leadership element has overall responsibility to ensure the brigade S-1 section plans, coordinates, and executes all HR core competencies and subordinate key functions. The leadership element supervises the personnel readiness team and the HR services team. It also provides direct oversight, technical guidance, and support to subordinate battalions aligned under the brigade, to include inspections of battalion S-1s on all HR functions. Figure 2-4 depicts the organization of the brigade S-1.

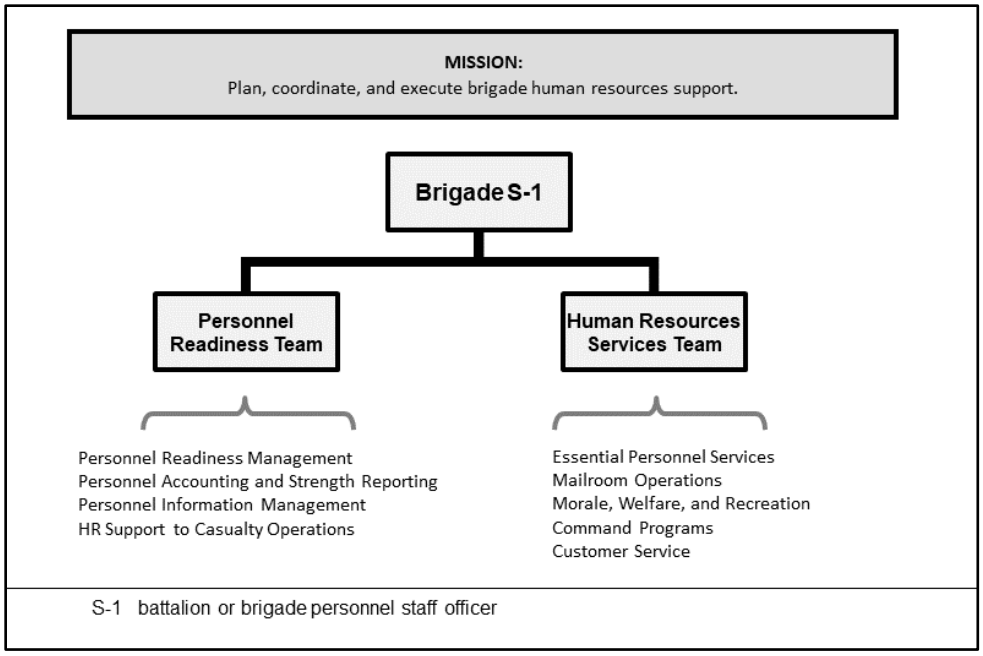


Figure 2-4. Brigade S-1

2-63. The S-1 officer has specific duties and responsibilities to perform when providing HR support. The S-1 officer performs the following duties and responsibilities:

- Serve as principal advisor to the commander on HR support.

- Serve as the HR doctrinal expert and provide technical guidance/oversight to subordinate battalions.
- Advise the commander on the personnel portion of the USR.
- Serve as the senior HR manager for the brigade.
- Plan, coordinate, and execute HR support for current and future operations.
- Ensure all HR core competencies and subordinate key functions are completed IAW established timelines, policies, and procedures.
- Maintain the S-1 running estimate based on situational awareness and COP of on-going operations and the impact or potential impact on S-1 operations.
- Monitor LOD investigations and ensure DA Form 2173 (*Statement of Medical Examination and Duty Status*) is completed whenever a Soldier receives medical treatment for a condition that is incurred or aggravated while on active duty.
- Allocate inbound Soldiers to the subordinate units in a timely manner to appoint sponsors.
- Oversee and manage the unit sponsorship program IAW AR 600-8-8.
- Create and update FMWR support SOPs.
- Receive and process congressional inquiries.
- Prepare and provide HR support information to OPLANs and OPORDs.
- Ensure full integration of S-1 operations into unit operations and document on the training calendar.
- Plan and coordinate for external HR support requirements (such as HRC, HROB, and division G-1/AG).
- Ensure all S-1 casualty-related actions are properly executed (such as timely and accurate casualty reporting; completion of letters of sympathy and condolence; prompt appointments of LOD investigating officers, AR 15-6 investigations, safety accident investigations, as appropriate, and SCMOs; and case reviews for all eligible posthumous awards, appointments, and promotions).
- Coordinate for Army band support for special services.
- Ensure mobilization and deployment processing support is properly coordinated, integrated, and executed in coordination with the S-3.
- Ensure HR rear detachment operations are supported and fully capable of executing HR operations.
- Plan, monitor, and perform deployment and redeployment HR operations in coordination with the S-3 and S-4.
- Plan and perform HR professional development.
- Coordinate strength and talent management within organizations.
- Perform company grade officer slating (to include company command slating) in coordination with the brigade strength manager, finalized by the approval of the brigade commander.
- Coordinate field grade officer slating with the division G-1/AG.
- Execute commander's sensitive actions, as required.
- Perform adjutant functions as required by the commander.

2-64. The HR technician has specific duties and responsibilities to perform when providing HR support. The HR technician performs the following duties and responsibilities:

- Serve as the HR technical expert for all HR systems, regulations, and staff assistance visits and inspections.
- Advise the S-1 on planning and executing HR support.
- Ensure HR support is properly coordinated and executed IAW the policies, procedures, and timelines prescribed by the DA G-1 Personnel Policy Guidance, HRC, and higher headquarters.
- Assist the brigade strength manager in managing assigned warrant officers.
- Ensure application and enforcement of regulatory guidance for active duty, USAR, and ARNG personnel for HR actions.

- Serve as the brigade Human Resources Command Identity Management System manager to control, supervise, and grant system access to HR systems as needed.
- Determine user roles and grants system access.
- Manage permission levels to HR systems.
- Resolve and reconcile discrepancies in databases.
- Manage PIM hierarchy.
- Serve as the brigade site security manager.
- Provide HR systems oversight and ensure timely and accurate updates to HR databases.
- Supervise timely execution of personnel data reconciliation.
- Review HR personnel actions and EPS transactions prepared by the unit and, if required, subordinate S-1s.
- Monitor personnel readiness metrics.
- Coordinate personnel asset inventories.
- Supervise personnel records management for the unit.
- Ensure completion of annual finance and personnel records reviews using the Records Review Tool in the interactive Personnel Electronic Records Management System (iPERMS) in coordination with the brigade senior HR noncommissioned officer (NCO).
- Establish and maintain coordination with external HR and financial management agencies.
- Coordinate personnel requirements and assignment of unit personnel with HRC.
- Coordinate with subordinate S-1 sections to establish replacement priorities and unit of assignment guidance.
- Coordinate all staff assistance visits and command inspections.
- Provide HR training as required to S-1 personnel and subordinate S-1 personnel.
- Coordinate with the HR rear detachment to ensure HR tasks are properly completed IAW established timelines.
- Monitor casualty operations to ensure casualty reporting in Defense Casualty Information Processing System (DCIPS) in the specified timelines and completion of follow-on casualty support actions.
- Monitor DTAS for accuracy of accountability for theater personnel.
- Provide HR input to OPLANs and OPORDs.
- Ensure financial entitlements and pay inquiries are coordinated or executed.
- Coordinate postal support to include monitoring mail handling operations for the unit mailroom and subordinate S-1s and unit mailrooms.
- Establish SOPs for each HR core competency and subordinate key function.
- Serve as the deserter control officer for the unit.

2-65. The HR NCO has specific duties and responsibilities to perform when providing HR support. The senior HR NCO performs the following duties and responsibilities:

- Serve as the senior enlisted HR advisor to the brigade S-1.
- Assist the S-1 officer and HR technician in the planning and execution of HR support for the unit.
- Provide NCO supervision of S-1 enlisted personnel.
- Manage the training and daily execution of HR core competencies and subordinate key functions, systems, and equipment.
- Conduct professional development and cross training for S-1 personnel.
- Coordinate with the command sergeant major and brigade strength manager on enlisted strength management issues or enlisted HR support actions as needed.
- Coordinate personnel requirements and assignment of unit enlisted personnel with HRC.
- Coordinate senior enlisted strength management issues with the division G-1/AG.
- Prepare, review, and submit PERSTAT reports.
- Ensure S-1 development of SOPs for key functions and operations (deployed and non-deployed).

- Execute FMWR support SOPs.
- Assist the S-1 officer in planning and coordinating HR support for current and future operations.
- Supervise mail-handling operations for the unit mailroom and subordinate S-1s and unit mailrooms.
- Review appropriate EPS.
- Monitor the unit COP to anticipate HR support requirements.
- Ensure S-1 equipment is operational and coordinate external equipment support if needed.
- Participate in the development of HR input to OPLANs and OPORDs.
- Maintain contact with the rear detachment and provide HR guidance as necessary.

PERSONNEL READINESS TEAM

2-66. The brigade S-1 personnel readiness team focuses on the following HR core competencies: man the force (PRM, PASR, and PIM) and provide HR services (HR support to casualty operations). The HR officer serves as the strength manager for the unit and as the assistant S-1. While responsible for supervising all strength management and strength distribution actions, the brigade strength manager generally focuses on officer management. The brigade S-1 senior HR NCO provides direction for enlisted strength management and interfaces with the brigade command sergeant major, as the brigade command sergeant major normally plays an active role in managing enlisted personnel. However, the S-1 has ultimate responsibility for the enlisted strength management process. This team manages the distribution management sub-level for both officer and enlisted personnel.

2-67. The personnel readiness team coordinates replacement operations in terms of distribution and performs the personnel portion of the USR process. The personnel readiness team utilizes HR systems for Soldiers to perform brigade strength management. HQDA establishes PRM standards and uses authorized strength levels, target fill levels, the personnel management authorization document, directed authorizations, and the operational (deployment) timelines established by the Army G-3.

HR SERVICES TEAM

2-68. The brigade S-1 HR services team performs the HR core competency of provide HR services. Subordinate key functions performed under provide HR services include EPS, mailroom operations, MWR, and band support. The HR services team provides all customer service support. The primary focus of the team is EPS. Tasks performed by this team include awards and decorations, promotions, evaluations, absences (formerly leaves and passes), R&R, CAC and identification tags, pay inquiries, pay entitlements, congressional inquiries, sponsorship, and other EPS.

BRIGADE REAR DETACHMENT

2-69. During deployments, it is important to designate experienced and technically proficient HR professionals as members of the brigade rear detachment. Once designated, these individuals transition to rear detachment operations upon rear detachment activation. HR professionals designated as members of the rear detachment should fully understand HR relationships with the Soldier and Family Readiness Group, installation HR support, and community resource activities. HR professionals will likely be involved in HR support to casualty operations, which requires selection of a senior NCO who demonstrates the characteristics of maturity, dependability, competence, and compassion. Brigade S-1s must ensure that designated HR personnel are technically proficient and capable of performing all HR rear detachment functions and tasks. Refer to rear detachment HR responsibilities outlined in FM 1-0.

BATTALION PERSONNEL STAFF OFFICER (S-1)

2-70. The battalion S-1 is the principal staff advisor to the battalion commander for all matters concerning HR support including talent management. The battalion S-1 section plans, provides, and coordinates the delivery of HR support, services, and information to all assigned and attached personnel within the battalion.

2-71. Battalion S-1s operate IAW METT-TC(I) analysis. Like the brigade S-1, the battalion S-1 leadership element supervises a personnel readiness team and an HR services team. The leadership element receives technical guidance and operational oversight from the brigade S-1. Figure 2-5 depicts the organization of the battalion S-1.

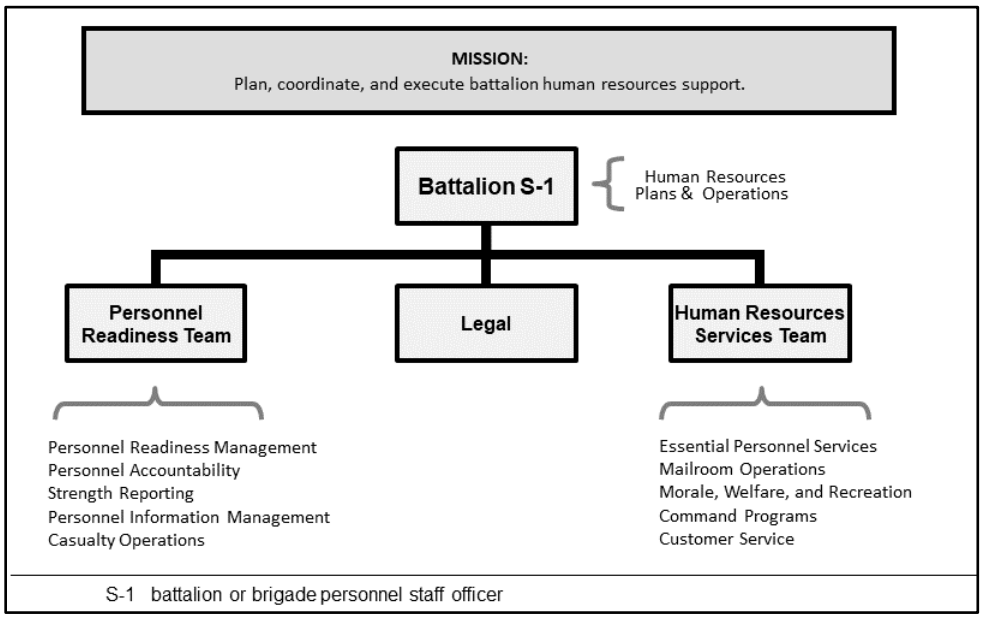


Figure 2-5. Battalion S-1

PERSONNEL READINESS TEAM

2-72. Like the brigade personnel readiness team, the focus of the battalion S-1 personnel readiness team is on the HR core competencies of man the force (PRM, PASR, and PIM) and provide HR services (HR support to casualty operations). The team is responsible for strength management for USR preparation and analysis and for any cross-leveling occurring within the battalion. The battalion S-1 personnel readiness team maintains strength management awareness and provides the brigade strength manager information on internal reassignments and replacement priorities for the battalion. The team performs similar duties and responsibilities as the brigade personnel readiness team.

LEGAL

2-73. Battalion paralegal Soldiers are assigned to the S-1 section. Their assignment to the S-1 section is designed to provide legal support to battalion commanders and Soldiers, while acting under the direction and supervision of the brigade judge advocate and brigade senior paralegal NCO.

2-74. Brigade judge advocates and brigade senior paralegal NCOs retain the flexibility to coordinate the consolidation of battalion paralegal Soldiers at the brigade headquarters. Paralegal Soldiers typically remain consolidated within a legal office at the brigade, brigade equivalent, or higher level to include the Office of the Staff Judge Advocate. While in garrison, the geographic location of subordinate battalions, OPTEMPO, ease of movement, and the nature of the legal mission often lends itself to the consolidation of paralegals at the brigade headquarters. Consolidation allows the brigade judge advocate and senior paralegal NCO to train, supervise, and develop paralegal Soldiers prior to deployment. Factors associated with deployment may lead to the decision to consolidate legal assets during deployment. Consolidation of legal assets during deployment may be necessary due to the nature of legal support requirements required by the operation.

2-75. Paralegal Soldiers provide support to all the core competencies and legal functions under the supervision of judge advocates, civilian attorneys, and paralegal NCOs. Paralegal Soldiers do not provide

legal advice, but support the legal services provided by judge advocates and civilian attorneys at all levels within the Army. See FM 3-84 for more information on paralegal Soldiers.

HR SERVICES TEAM

2-76. The battalion S-1 HR services team performs the HR core competency of provide HR services. Subordinate key functions performed under provide HR services include EPS, mailroom operations, and MWR. The HR services team provides all customer service support. The primary focus of the battalion S-1 HR services team is EPS. Tasks performed by this team include awards and decorations, promotions, evaluations, absences (formerly leaves and passes), R&R, pay inquiries, pay entitlements, congressional inquiries, sponsorship, and other EPS as outlined in FM 1-0. The team performs similar duties and responsibilities as the brigade HR services team.

BATTALION REAR DETACHMENT

2-77. As previously described, it is important to designate appropriate HR professionals as members of the battalion rear detachment. Once designated, these personnel transition to rear detachment operations upon rear detachment activation. HR professionals designated as members of the rear detachment should fully understand HR relationships with the Soldier and Family Readiness Group, installation HR support, and community resource activities. HR professionals will likely be involved in HR support to casualty operations, which requires selection of a competent NCO who demonstrates the characteristics of maturity, dependability, competence, and compassion. Battalion S-1s must ensure that designated HR professionals are technically proficient and capable of performing all HR rear detachment functions and tasks. Refer to rear detachment HR responsibilities outlined in FM 1-0.

THE ROLE OF THE ADJUTANT

2-78. While this manual discusses the tactical and technical functions in terms of core competencies and subordinate key functions, HR professionals must take into careful consideration the art of how to perform them. The role of the adjutant goes beyond a set of additional duties assigned to the S-1 based on tradition or expectancy. The very root of the word adjutant contains the most important tenant, which in its literal translation means to help. The help or assistance rendered to a commander by the adjutant is the foundation of this relationship.

2-79. The adjutant is not a separate position or billet in an organizational structure but rather the dual role an individual performs. Do not confuse the function of the adjutant with performance of certain routine or specialized duties. Routine duties may include clerical work, scheduling management, and correspondence management. Specialized duties are coordinating activities to support commander programs and ceremonial duties. In each of these cases, the individual performing these tasks is often referred to as the adjutant, but in fact is the senior principal staff officer for HR who serves as the trusted agent to the commander on all sensitive and delicate matters related to HR.

2-80. The relationship established between the commander and the adjutant is critically important to the overall success of the HR mission. Each pairing is unique based on the commander's needs. As the key advisor to the commander on all matters related to HR, the need for interpersonal skills and being perceptive cannot be overstated. The adjutant must be able to understand the true significance of what the commander is expressing. To achieve these ends, the adjutant must have access to the commander. Having access often exposes the individual to the commander's unfiltered thoughts and feelings on sensitive matters. Discretion, empathy, and trust best describe the key attributes of any individual fulfilling this responsibility.

2-81. As the skills and knowledge required to serve effectively as an adjutant take time to master, it is important for senior HR professionals to continuously coach, teach, and mentor HR leaders in the art of HR support. This is especially important for HR leaders in geographically remote or austere locations. Anticipating the needs of an individual commander and then being able to act upon it with timely, accurate, and relevant information can only be achieved through practice of the art. When executing the role properly, the adjutant minimizes mission distracters, allowing commanders to concentrate their efforts and decision making on core mission objectives.

2-82. The goal of a successful adjutant is to link the commander's vision and intent to the optimal employment of the human capital to perform it. Ultimately, attributes such as trust, loyalty, discretion, and anticipation are critical to ensuring the S-1's success in the adjutant role. The adjutant commonly performs the following general duties:

- **Maintain, coordinate, and update the commander's schedule.** This is not just calendar management, but also a deeper understanding of how to manage the precious resource of time for a key leader. The adjutant must be able to manage the commander's time. Reviewing actions and making decisions take time, with many actions requiring the commander's signature. Demands for the commander's time can arise at any time and disrupt schedules; therefore, the adjutant must be adept at getting the commander to take the time to tend to actions, make decisions, and attend meetings. In addition, each commander is different and has specific times during the day where they operate more efficiently or are more receptive to information that requires more focus and attention. It is important to consider these factors when coordinating the battle rhythm.
- **Prepare and manage correspondence.** While the modern world tends to move faster with email and phone calls, there will always be a need for written communication. Anything that leaves the headquarters with the commander's signature reflects upon the command. Simple errors, typographical mistakes, and inaccuracies degrade confidence and can call into question a commander's staff process. It is essential to have a system designed to catch and fix shortcomings; however, the system should not be overly cumbersome that would otherwise grind the administrative duties to a halt. All HR professionals should be familiar with and utilize AR 25-50.
- **Coordinate social functions, ceremonies, and protocol.** These duties vary greatly depending on the unit, the commander, and the event. It is important to realize the Army is an institution with long standing traditions and heraldry. In many ways, the adjutant often serves as the keeper of history, lineage, and honors. It is proper to understand why certain things are done that are part of the past, and in doing them, perpetuate Army Values and culture to the next generation of Soldiers.
- **Maintain rosters, orders, profiles, and administrative data.** Maintaining functional and working files is important from a historical perspective, but also is rooted in compliance to regulatory and statutory guidelines. The audit ability of key documents and decisions that impact the members of an organization are under the jurisdiction of the adjutant for safeguard and keeping. This also includes any quasi-official role as part of a commander's cup and flower fund, Soldier and Family Readiness Group, and other such committees.

2-83. The ability to build and maintain strong relationships is the hallmark of a competent adjutant. The following paragraphs provide guidance on how to build and maintain relationships with the commander, other primary staff officers, and other HR professionals:

- **The commander.** It is likely that an adjutant will be, by necessity and design, a key confidant and adviser on the human capital of the organization. It is imperative that the adjutant have regular communications and free flowing discourse. This does not happen instantly and only occurs when trust is established. Integrity as a trusted agent is essential. The commander must rely on frank, honest, and properly offered counsel. Once trust is lost, it is impossible to recover and will damage the effectiveness of the adjutant. Indicators that an adjutant does not have the trust of the commander is when the adjutant's ideas and information are filtered through an intermediary such as the executive officer, or they must schedule time to approach or discuss issues with the commander. Realize that as a staff member the function is to provide analysis and input, but the decision maker and person ultimately responsible for that decision is the commander. Once a commander decides, the adjutant must carry out that decision to the best of their ability. Empathy, perception, intuition, and the ability to discern deeper meaning and significance from what the commander said are key attributes for success in this area.
- **Other primary staff officers.** The adjutant is a key staff officer and must learn to synchronize and integrate with other staff elements. The adjutant impacts each element since that adjutant has access to the commander and provides input on personnel and HR functions. It is important for the adjutant to understand each staff section's HR requirements and evaluate the most effective means at providing the needed capabilities. Often the adjutant may have insight into the commander's line of thinking but should be careful not to reveal privileged information that the adjutant may be privy to, while at the same time assisting their fellow staff officers understand the

intent and direction of the commander. The ability to balance staff requirements while safeguarding the private thought processes of a commander can be difficult to manage.

- **Other HR professionals.** At all echelons, the role of the adjutant requires tact and diplomacy, knowledge of HR, and the ability to communicate in written and spoken form to convey ideas clearly. The adjutant develops communication and writing abilities over time with much effort and practice. Senior AG officers, warrant officers, and NCOs must mentor, coach, and train junior Soldiers who are fulfilling the role of the adjutant and offer insight, guidance, and most importantly, lessons learned. AG officers embedded in various organizations must reach out across organizations to maintain esprit de corps and share knowledge. Adjutants can leverage technology including online collaboration, social media, email, video conferencing, and voice communications to develop and preserve a sense of community.

HUMAN RESOURCES OPERATIONS BRANCH

2-84. The HROB is a critical sustainment (SRC 63) planning and coordinating element on the battlefield for the delivery of personnel accountability, postal, and casualty support. The HROB is an organic section of the ESC DMC and of the sustainment brigade and DSB SPO. The HROB plans current and future HR operations and coordinates, synchronizes, integrates, and assesses the emplacement and operations of SRC 12 units executing personnel accountability, postal operations, and HR support to casualty operations. The HROB is the key integrator between G-1/AGs, casualty, personnel accounting, and postal organizations (through subordinate SPOs) to support the execution of subordinate key functions. The HROB coordinates with the appropriate DMC or SPO sections for distribution and transportation to units based on the supported commander's established priorities.

2-85. During theater opening operations, the HROB deploys as an element of the ESC DMC and sustainment brigade SPO section, focusing on the establishment of the personnel accounting portion of the RSOI process along with initial postal and HR support to casualty operations. The HROB receives technical guidance from the TPOC and operational guidance from sustainment command channels. Technical guidance includes mission analysis, determining best methods of support, and passing the requirement to the HR element for execution. If noncombatant evacuation operations occur within an area the HROB is overseeing, they can coordinate with their assigned HR companies to assist in operations where feasible—for example, personnel accountability support and providing technical guidance and coordination with local brigades to ensure accountability of noncombatants. For further guidance on noncombatant evacuation operations, refer to JP 1-0 and JP 3-35. Figure 2-6 depicts the organization of the HROB.

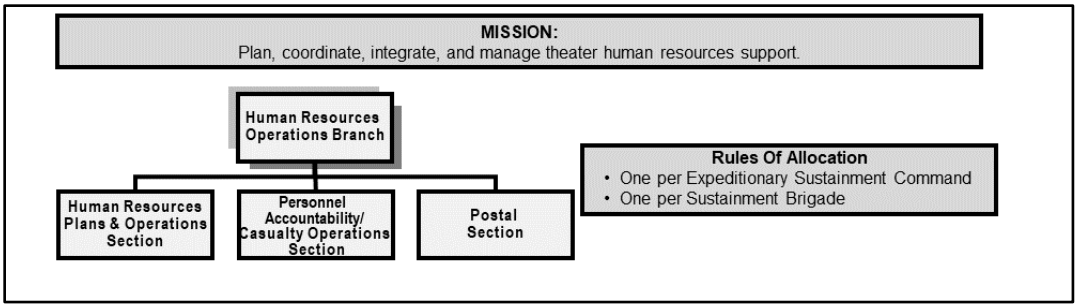


Figure 2-6. Human resources operations branch

2-86. The following list of responsibilities provides focus for both HR and sustainment leaders on the principal duties and roles for the HROB section. This list is not restrictive or complete but highlights major tasks and responsibilities:

- Receive HR mission support requirements for attached, assigned, or supported SRC 12 HR organizations.
- Conduct mission analysis, develop and analyze COAs, and recommend to the SPO and ESC or sustainment brigade commander COAs that support priorities of support, available HR resources, and composition of the supported population.

- Plan and coordinate during MDMP for sufficient HR organizations to provide HR support based on rules of allocation and the commander's intent.
- Plan, coordinate, synchronize, and monitor HR support (personnel accounting, casualty operations, and postal operations) during military operations.
- Coordinate and perform the preparation of plans and orders.
- Coordinate and conduct HR unit force management using force tracking numbers, the HR crosswalk, and identify gaps or excessive overlaps.
- Conduct HR focused MDMP or rapid decision-making and synchronization process.
- Provide HR input to OPLANs and OPORDs.
- Develop the HR running estimate.
- Prepare the HR concept of support.
- Provide current and future HR input to the staff planning process.
- Develop mitigation strategies.
- Coordinate and synchronize with the G-6 or battalion or brigade S-6 for HR connectivity requirements and software updates (for example, voice, NIPRNET, and SIPRNET).
- Collect, correlate, analyze, and report HR support information to the ESC, sustainment brigade, and DSB commanders.
- Plan and recommend the placement of HR organizations within the ESC, sustainment brigade, and DSB AO.
- Provide the SPO section and commander the estimate for HR support requirements and the availability of HR organizations needed to provide the forecasted support.
- Coordinate and provide technical training to supported and supporting units.
- Provide operation and fragmentary orders to supporting HR companies.
- Coordinate and assist in the development of performance work statements for HR contracts and interact with contracting officers and contracting officer representative within the AO.
- Conduct staff assistance visits in the areas of casualty, personnel accounting, and postal operations.
- Maintain liaison with higher or lateral sustainment HQ to manage and coordinate HR operations within the AO.
- Assist HR organizations in receiving required resources needed to accomplish assigned tasks.
- Recommend commander's critical information requirements (CCIRs)for HR operations.
- Coordinate with other SPO section branches to establish and perform recurring logistic requirements for casualty, personnel accounting, and postal operations.
- Coordinate with other SPO section branches and sustainment units for the execution of life support (for example, billeting and feeding) for transiting personnel.
- Coordinate all mobile postal and HR squad missions within the AO.

ORGANIZATIONAL FUNCTIONS

2-87. The critical functions of the ESC DMC, sustainment brigade, and DSB SPO HROB are:

- Deploy as part of the ESC, sustainment brigade, or DSB early entry element to assist in establishing initial theater casualty, personnel accounting, and postal operations.
- Serve as integrator between the TPOC and assigned or attached HR organizations (for example, HR company, MMT team, and TG PAT) for execution of HR support.
- Serve as integrator between supported units (for example, G-1/AG and S-1s) and sustainment organizations for the execution of external HR support.

HUMAN RESOURCES OPERATIONS BRANCH PERSONNEL RESPONSIBILITIES

2-88. The HROB deploys as an element of either the ESC or sustainment brigade SPO section. The HROB is part of the early entry element of the SPO, focusing on the establishment of HR support and postal support. The HROB requires voice, NIPRNET, and SIPRNET connectivity to communicate with the TPOC,

subordinate HR organizations, and supported organizations and laterally with other HROBs. The HROB requires access to the Department of Defense information network-Army (also called DODIN-A) to maintain visibility of the COP. The *Department of Defense information network-Army* is an Army-operated enclave of the Department of Defense information network that encompasses all Army information capabilities that collect, process, store, display, disseminate, and protect information worldwide (ATP 6-02.71). The Global Combat Support System–Army, Force XXI Battle Command Brigade and Below, and other network and information systems fielded in the deployed AO provide the COP. The HROB receives technical guidance from the TPOC and higher level HROBs, while receiving sustainment and execution guidance from the SPO section and the commander.

2-89. The HROB provides technical guidance and resources to SRC 12 HR organizations (supporting units), ensuring they have the capability to provide the required casualty, personnel accounting, and postal support directed in the HR concept of support. The G-1/AGs and S-1s operate under a variety of command and staff relationships. The G-1/AGs and S-1s must consider the missions of supported and supporting units when requesting support and resources through the SPO or DMC for HR company operations. The HROB processes and prioritizes requests based on the availability of HR resources and scope of requested support to determine supportability. If the HROB is unable to support the request with HR assets internal to its sustainment brigade, it forwards the request to the SPO in the ESC or the TPOC for support by other HR organizations.

2-90. The location of the HROB allows rapid coordination for required sustainment resources to perform the HR company missions. HR personnel serving in the HROB of a SPO section are encouraged to complete the Support Operations Course, Postal Supervisor Course, and Postal Operations Course.

2-91. An HROB consists of 5 to 7 personnel depending on whether it is supporting the ESC DMC or sustainment brigade or DSB SPO. Roles and responsibilities for these personnel include, but are not limited to the following:

- Analyze, project, and recommend HR force structure and capabilities required to support current and future military operations.
- Monitor execution of the HR crosswalk and resolve critical force management issues as required.
- Prepare staff summary actions, decision briefings, mitigation plans, and information papers to provide coordinated recommendations and situational awareness to the command.
- Monitor and provide technical oversight to the orders process.
- Plan, coordinate, synchronize, monitor, and provide technical oversight of personnel accounting, casualty, and postal elements in the ESC AO, while developing adjacent unit coordination among the TPOC, sustainment brigade HROBs, and staff.
- Prepare or assist in preparation of the HR annex of the ESC OPORD and HR concept of support, and compile HR concept of support for the entire theater of operations.
- Participate in MDMP and the risk management process.
- Monitor and recommend postal asset distribution within the AO and review OPORDs and fragmentary orders for HROB mission impact.
- Conduct staff assistance visits and provide advice on HR best practices; lessons learned; tactics, techniques, and procedures; and maintain the diary of events, which contribute to the HROB's SOP and continuity book.
- Execute and adjust postal plan to exploit opportunities or unforecasted requirements.
- Direct actions to apply HR resources and support at decisive points and time.
- Conduct staff assistance visits and provide advice on HR best practices; lessons learned; and tactics, techniques, and procedures to supported APOs, MMTs, casualty reporting elements, and personnel accounting elements.
- Coordinate and review monthly performance evaluation boards for contractors within the ESC.
- Monitor training on the enabling systems within SRC 12 HR units under the ESC.
- Provide support for the Automated Military Postal System and the DTAS account requests for all supported postal platoons and serve as the Human Resources Command Identity Management System manager for all SRC 12 HR elements within the ESC AO when required.

- Provide postal platoons technical guidance involving contracting officer's representative duties and responsibilities.

COMMANDERS CRITICAL INFORMATION REQUIREMENTS FOR HROBS

2-92. A CCIR is an information requirement identified by the commander as being critical to facilitating timely decision making. CCIRs enable commanders to make informed decisions during planning and COA selection. During preparation and execution, CCIRs address information commanders are required to have to make informed decisions associated with decision points. CCIRs are not all-inclusive. HR planners further develop CCIRs for operations based on operational and mission variables along with the commander's guidance. The following recommended list is provided to facilitate the HR planner's thoughts as part of HR planning considerations, but do not supersede any CCIRs established by the unit:

- Casualty:
  - Casualty rates of divisional organizations available strength.
  - Unauthorized release of casualty information.
  - Loss of director, deputy director, sergeant major, or division staff.
  - Capture of friendly personnel.
  - Interrupted access to DCIPS.
  - Loss of communication between casualty reporting elements, unit S-1s, and the theater CIC.
  - Initial casualty reports flow through the theater CIC to HRC CMAOD no later than 12 hours from incident to submission of the initial casualty message.
- Personnel accounting:
  - Loss of a replacement flight or convoy.
  - Delay in replacement flow of more than 24 hours.
  - Interrupted access to HR systems, Defense Enrollment Eligibility Reporting System (also known as DEERS) and Real-Time Automated Personnel Identification System (also known as RAPIDS).
  - Exceeded max capacity of theater gateway transient billeting bedding space (initiated overflow plan).
  - Number of days personnel remain at the APOD or theater gateway IAW theater policies.
- Postal:
  - Loss of any mail flight or convoy.
  - Delay of mail flow.
  - Failure to update postal directory daily.
  - Accountable mail and casualty mail accounted for and redirected.
  - Received/delivered wet or damaged mail.
  - Number of postal offenses.
  - Number of days mail is static or undelivered (based on theater policy).
  - Storage capacity for mail based on combat operations (for example, offense might require a delay in mail delivery).

COMMANDERS KEY PERFORMANCE INDICATORS FOR THE HROB

2-93. Key performance indicators are provided to facilitate an HR planner's thoughts as part of the HR planning considerations, but do not supersede any CCIRs established by the unit. Commanders' key performance indicators for the HROB are—

- Casualty:
  - Interrupted access to DCIPS.
  - Loss of communication between casualty reporting elements, unit S-1s, and the theater CIC.
  - Initial casualty reports flow through the theater CIC to HRC CMAOD no later than 12 hours from incident to submission of the initial casualty message.

- Personnel accounting:
  - Number of days personnel remain at the APOD or theater gateway IAW theater policies.
  - Visibility of inbound and outbound transportation.
  - Tactical Personnel System and DTAS operational and updated daily.
  - Access to systems (uninterrupted).
- Postal:
  - Number of days mail is static or undelivered.
  - Registered, accountable, and casualty mail not accounted for and redirected.
  - Storage capacity for mail based on combat operations (for example, offense might require a delay in mail delivery and exceed capacity).

HUMAN RESOURCES OPERATIONS AT THEATER LEVEL

2-94. As previously discussed, HR units, companies, or teams attach to sustainment organizations for command and control. While it remains the sustainment commander's decision for HR unit attachments, they are normally attached to the sustainment brigade STB. S-1s and G-1s should not supervise HROBs as these HR organizations perform separate mission sets.

2-95. Military operations generally support military, civilian, joint, and multinational organizations; however, table of organization and equipment units are built based on Army specific missions. If HR units are supporting more than Army organizations and personnel, the number of HR organizations may need to adapt to support the additional forces. For example, an element of the TPOC or HR company may be required to establish a casualty reporting element at a joint force command HQ. It is critical for HR planners at the TPOC and within the HROB to be aware of all HR support requirements and the rules of allocation to resource additional teams or personnel.

2-96. Successful HR operations require HR leader participation during all phases of military operations. This includes deployment planning, participating in early entry operations, and through the end of redeployment. Lessons learned have validated the need for some HR functions to be available immediately when the first troops have boots on the ground. These functions include casualty and personnel accounting operations. Success, as with all military operations, is dependent on the careful planning, coordination, and synchronization required prior to, during, and after military action.

MILITARY MAIL TERMINAL TEAM

2-97. The MMT provides the HR company assigned the MMT mission technical expertise for postal planning, operations, and integration. The MMT serves as the primary gateway for postal operations into and out of the deployed AO and establishes the Army component of a joint MMT team at the inter-theater APOD. The MMT coordinates, receives, and processes prograde mail and dispatches retrograde mail to destinations worldwide.

2-98. The HR company HQ ensures all functions of the MMT are within regulatory standards and meet operational requirements under the guidance of the sustainment brigade STB commander. The MMT is dependent on the HR company HQ to provide or coordinate technical coordination, operational planning, field maintenance, supplemental transportation support, religious, legal, health services support, finance, field feeding, logistics, communication, and personnel services. The MMT receives technical guidance and support from the TPOC POD and HROBs.

2-99. The MMT team initially deploys with the sustainment brigade with a theater opening mission to establish the MMT or joint MMT. The MMT team and supporting HR company transition to a theater distribution role as the theater matures. The MMT team receives technical guidance through the TPOC POD, service postal manager (SPM), and MPSA and technical assistance from the HROBs. The MMT team operates under the operational control of the sustainment brigade during a theater opening mission and the operational control of the land component command in a mature theater. The sustainment brigade SPO section and HROB provide support to mission operations. The MMT is a technical element subordinate to the HR company responsible for executing the MMT mission. The HR company ensures all functions of the

MMT are within regulatory standards. HR companies and their subordinate elements (HR and postal platoons, TG PATs, and MMTs when performing those missions) operate under the guidance and direction of the STB commander.

2-100. The MMT team consists of an HQ section, operations section, and two postal squads. The HQ section, along with the HR company HQ, provides a direct link with other Services for operating space at the terminal, flight schedules, and ground transportation of mail. The operations section is the operational interface between the MMT and other service elements and for coordinating the distribution of mail and related postal transportation requirements within the AO. As the MMT does not have assigned transportation assets, it coordinates transportation support through the HROB. Figure 2-7 provides the organizational design for the MMT team. Refer to Chapter 4 of this publication for specific responsibilities of the MMT team.

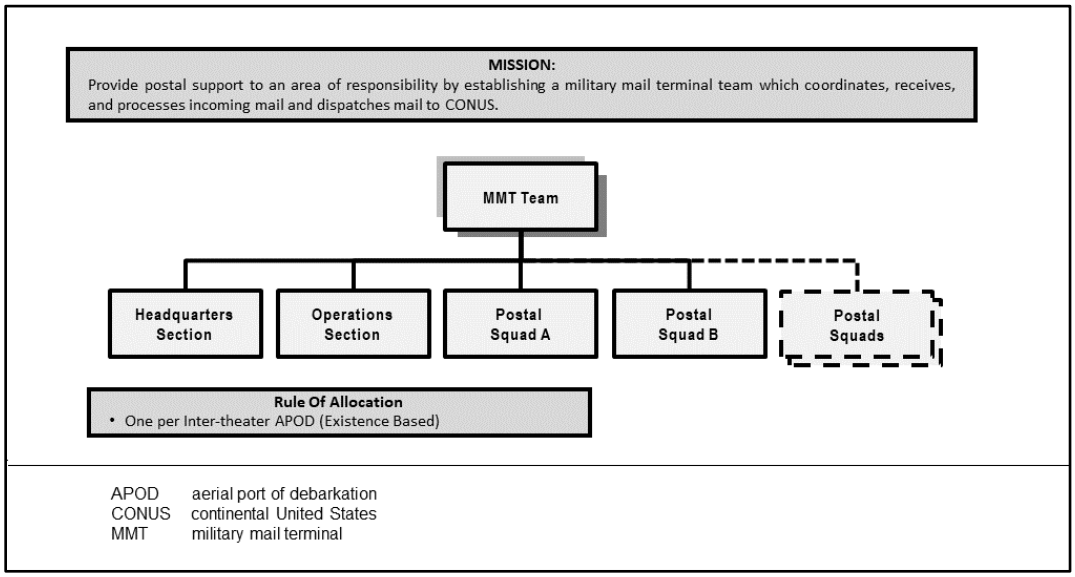


Figure 2-7. Military mail terminal team

DIVISION SUSTAINMENT TROOPS BATTALION SUPPORT OPERATIONS

2-101. The DSTB SPO is the DSTB staff officer for postal operations within the division area as well as for required augmentation of the division's casualty reporting and personnel accountability missions. The DSTB SPO collects HR mission requirements to support the division's HR sustainment operations from the DSB. The DSTB SPO is responsible for planning, coordinating, integrating, synchronizing, and directing the execution of postal support, personnel accountability, and casualty reporting assistance with subordinate HR companies, platoons, and teams in the division AO. This includes ensuring they are—

- Resourced.
- Positioned correctly.
- Allocated properly to provide required postal support.
- Allocated properly to provide personnel accountability and casualty reporting assistance from assigned or attached HR squads or platoons.

2-102. The DSTB SPO receives technical guidance from the DSB SPO. Critical collective HR tasks of the DSTB SPO include the following:

- Coordinate HR support operations.
- Coordinate postal support.
- Coordinate casualty liaison team operations.
- Coordinate personnel accountability team operations.

2-103. The DSTB SPO assigns missions for HR companies to execute. The DSTB SPO monitors HR support (postal support, personnel accountability, and casualty reporting assistance) during operations and communicates sustainment mission requirements (for example, mail transportation requirements) and requests additional support through the DSB SPO.

HR COMPANY

2-104. The HR company is assigned to a division STB in a DSB. The HR company is also assigned to a sustainment brigade and a sustainment brigade under a corps ESC for theater opening and theater distribution. The HR company provides command and control for HR and postal platoons providing personnel accounting capability, HR support to casualty operations, and postal operations to external units and personnel in an assigned AO. The HR company is configured to perform personnel accountability, casualty operations, and postal operations by task organizing HR and postal platoons, TG PATs, and MMTs. The HR company receives guidance from the STB to employ platoons where needed to best support personnel accountability, casualty tracking and reporting, and postal support.

2-105. The HR company HQ provides command and control, operational planning, and technical support to HR and postal platoons. When executing MMT or TG PAT missions it also provides command and control, operational planning, and technical support to those elements. The HR company has long and short-range capability for—

- Personnel accounting, HR support to casualty operations, and postal operations planning.
- Current and future operations.
- Database integration.
- Leadership and oversight of three to seven platoons.
- Establishing HR squads performing casualty reporting and personnel accounting missions.
- Transportation coordination through the DSTB SPO.

2-106. The HR company HQ and assigned or attached HR and postal platoons, TG PATs, and MMTs are dependent upon the STB for field maintenance, religious, legal, health service support, finance, field feeding, logistics, supplemental transportation support, communications, and personnel and administrative services. The HR company HQ requires secure and non-secure web and voice digital communications to supported organizations. Figure 2-8 depicts the organizational design for the HR company.

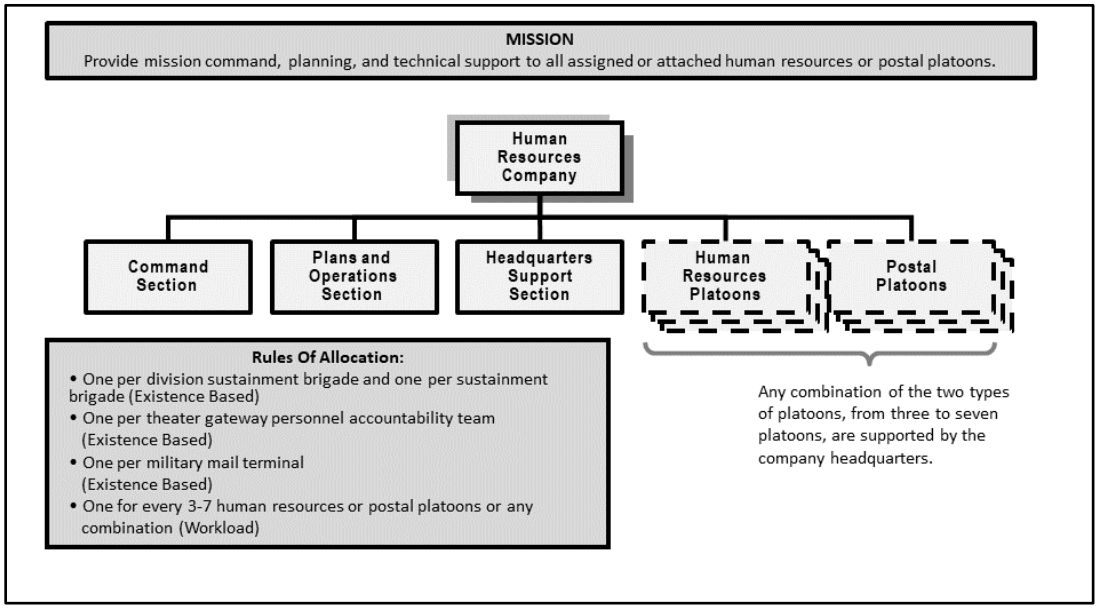


Figure 2-8. Human resources company

2-107. The command section exercises command and control over assigned platoons, TG PATs, and MMTs based on restricted operations areas and operational and mission variables. The command section administers discipline and Uniform Code of Military Justice and assumes operational control over attached HR elements. The command section ensures unit training and arranges for MWR activities.

2-108. The plans and operations section performs operational planning for HR support requirements and provides technical guidance coordination for the HR company. It coordinates the consolidation of critical wartime function reports for the commander, and advises and coordinates with higher, lateral, and subordinate organizations on HR support requirements. The section performs long and short-range planning and guidance during the execution of current operations and prepares operations orders, concept of operations, and key performance indicators. The plans and operations section coordinates external support functions such as life support, personnel protection and local security, logistics, and transportation. The plans and operations section manages the HR company command post and is the primary synchronizer and integrator between HR company elements.

2-109. The HQ support section provides command and control, operational planning, and technical support to HR and postal platoons. The HQ support section also provides command and control, operational planning, and technical support to those elements executing MMT or TG PAT missions.

HR PLATOON

2-110. The HR platoon is a multifunctional platoon able to execute personnel accounting missions and conduct HR support to casualty operations or as a supporting element of the TG PAT. The HR platoon consists of three HR squads capable of performing either a personnel accounting or a casualty-reporting mission. This capability increases mission flexibility and its ability to support G-1/AG and S-1 sections. HR platoons support the TG PAT with responsibility for executing the personnel accounting portion of the RSOI mission.

2-111. The platoon HQ section provides command and control, technical guidance, and leadership for each squad. The HR platoon requires secure and non-secure web and voice digital communications to the HR company, HROB, TG PAT, HR platoons/squads, supported G-1/AGs and S-1s, TPOC, and logistics support elements (for example, movement control team). Figure 2-9 on page 2-30 provides the organizational design for the HR platoon.

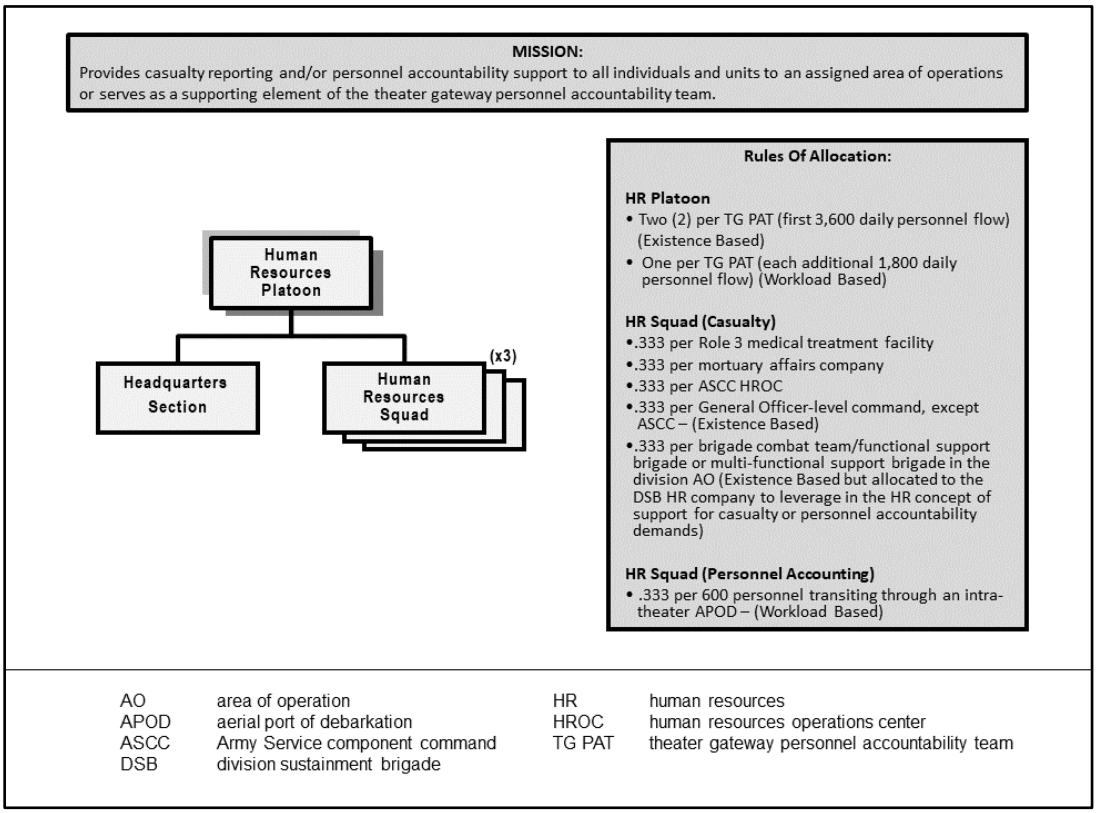


Figure 2-9. Human resources platoon

2-112. HR platoon's personnel accounting and casualty reporting capability increases mission flexibility and the platoon's ability to support G-1/AG and S-1 sections. The HR platoon provides the mission command, leadership, technical guidance, and other support required for each squad. Depending on its mission, squads can be co-located or located at multiple forward operating bases (FOBs). For example, if supporting the TG PAT, the entire platoon is located at the personnel processing point. If needed, one squad may be located at an intratheater transportation point and at FOBs if daily flow rates are greater than 600 per day.

2-113. Each HR platoon requires the capability to communicate (voice and data) with each squad, the HR company, the HROB, TG PAT, supported G-1/AGs and S-1s, TPOC, and logistics support element (for example, movement control team).

HR SQUAD (MULTIFUNCTIONAL)

2-114. If accomplishing the personnel accounting function, the HR squad captures personnel accounting data on personnel entering, transiting, or departing the intertheater APOD or from an intratheater APOD. Each HR squad has the capability to process up to 600 personnel per day. The HR squad performing personnel accountability missions relies on the HR company or platoon or supporting organization for daily life support. Refer to Chapter 3 for specific duties and responsibilities of an HR squad performing a personnel accounting mission.

2-115. If supporting the casualty reporting mission, the HR squad is responsible for providing accurate and timely casualty reporting and tracking information at Role 3 MTFs, mortuary affairs company HQ, general officer-level HQ, and the ASCC HROC. HR squads facilitate real-time casualty information for commanders. HR squads providing support to casualty operations provide updated status reports to affected units and inform them when Soldiers leave theater. The squads also assist with coordinating a Soldier's return-to-duty

(RTD) with the affected unit. These squads rely on the HR company/platoon or supporting organization for daily life support.

2-116. The HR squad performing the casualty-reporting mission requires secure and non-secure web and voice digital communications to the theater (ASCC HROC), HR platoon HQ, G-1/AGs, and S-1 sections of supported units. These squads also require access to DCIPS to send updates to the theater CIC and CMAOD. Refer to Chapter 3 of this publication for specific duties and responsibilities of an HR squad performing a casualty liaison mission.

POSTAL PLATOON

2-117. The postal platoon provides postal support for up to 6,000 personnel in an assigned AO or serves in an augmentation role to support an MMT. Postal platoons operate in conjunction with the plans and operations section within an HR company. The postal platoon can perform the complete spectrum of postal functions including postal services, postal finance, and postal operations. This includes processing incoming bulk mail and outgoing mail to the continental United States (CONUS). The postal platoon receives all technical guidance through the HR company HQ and the HROB or MMT. The HR company HQ provides command and control of postal platoons.

2-118. The postal platoon consists of an HQ section, postal finance section, and two postal squads. The HQ section provides command and control, leadership, and resourcing. The postal finance section provides retail services at the same level of support provided by the USPS in CONUS, and current level of support in garrison. Each postal squad has the capability to perform operations or services missions or to perform independently as needed as a mobile mail team. In addition to these functions, each postal squad trains, tests, and certifies unit mail clerks and inspects each unit mailroom quarterly. Postal platoons are equipped with variable reach forklifts to provide efficient mail movement in whatever type of area the platoon is supporting. The postal platoon requires secure and non-secure web and voice digital communications to the HR company HQ, logistical support elements, G-1/AGs, and S-1 sections of units in the supported area. Figure 2-10 provides the organizational design for the postal platoon.

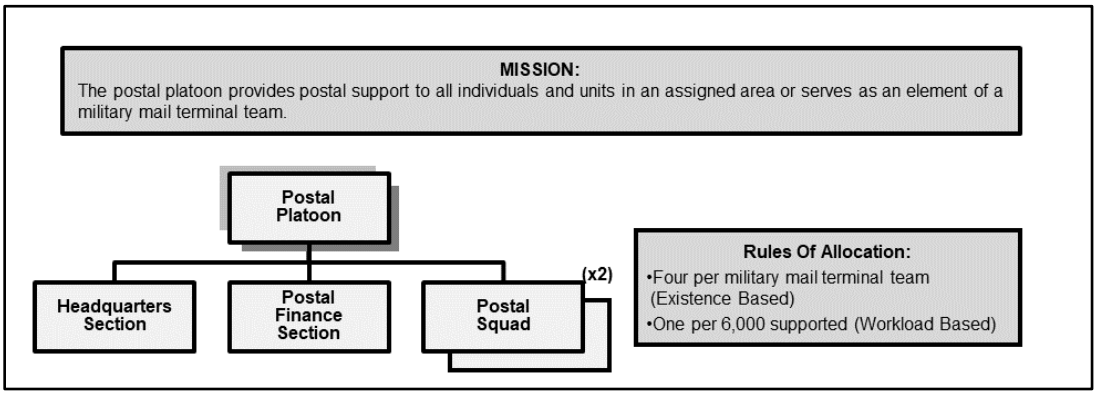


Figure 2-10. Postal platoon

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Chapter 3
Man the Force

This chapter describes, in detail, the HR core competency of man the force and the subordinate key functions PRM, PASR, HR support to replacement operations, and HR support to casualty operations.

MAN THE FORCE

3-1. Man the force influences the effectiveness of all Army organizations, regardless of size, and affects the ability to accomplish all other HR core competencies and subordinate key functions. Man the force is any action or function affecting strength or readiness of an organization. This HR core competency combines anticipation, movement, and skillful positioning of personnel so the commander has the personnel required to accomplish the mission.

SUPPORT TO MAN THE FORCE

3-2. The two HR communities that support Army personnel readiness are the theater-level HR organizations, which perform theater HR operations, and the G-1/AGs and S-1s responsible for their respective command's successful and sustained HR support and readiness. The TPOC is responsible for theater personnel accounting and performs this mission through TG PATs and support to subordinate commands. Strength reporting is a G-1/AG and S-1 responsibility.

3-3. HR professionals rely on HR databases and systems to accomplish man the force functions. The enduring principle of accuracy is paramount in man the force because data integration occurs at multiple levels with multiple systems used by decision makers at the national HR provider level (for example, HRC and the Army G-1). HR providers must take ownership of data they control to eliminate or reduce errors affecting man the force functions. Man the force includes the following subordinate key functions:

- PASR.
- HR support to replacement operations.
- HR support to casualty operations.
- PRM.
- PIM.

SECTION I – PERSONNEL ACCOUNTING AND STRENGTH REPORTING

3-4. Soldier accountability is the responsibility of commanders at all echelons during peacetime, mobilization, combat, and other types of deployments. Deployment encompasses all activities from origin or home station through destination, specifically including intra-continental U.S., intertheater, and intratheater movement legs and staging and holding areas. Various HR accountability and strength reporting resources are used for this process. The objective of PASR is to account for Soldiers, military members of other Services, DOD and DA Civilians, and CAAF; report other strength-related information such as duty status, unit of assignment, and specialty codes; and update HR databases and systems at all levels. Information gained through PASR provides personnel readiness managers the details necessary to analyze personnel strength as a component of combat power. Other HR leaders also use this information to plan and provide HR support.

3-5. HR professionals, managers, and commanders use readiness and manning analytics to generate unit-level strength management reports to control daily strength levels. Access to reports provides accountability by duty location or duty status for members assigned or attached to a unit. Army PRM involves analyzing

personnel strength data to determine current combat capabilities, projecting future requirements, and assessing conditions of individual readiness. Manning ensures commanders have all the manpower required to execute their tasked operation and mission.

3-6. Personnel accounting is the reporting of by-name data on Soldiers, DOD Civilians, and DA Civilians as they arrive and depart units, and management of the location and duty status of every person assigned or attached to a unit. The Army's personnel accounting system, DTAS, accounts for joint, interagency, intergovernmental, and multinational personnel when directed and eligible family members during noncombatant evacuation operations. Strength reporting is a numerical end product of the personnel accounting process. Strength reporting is achieved by transforming the by-name data into a numerical end product that, when compared to unit authorized strength, drives Army readiness and personnel readiness. The following paragraphs discuss the responsibilities of PASR. Refer to AR 600-8-6 for detailed information regarding policies, standards, and requirements for performing PASR.

3-7. Personnel accounting is one of the most important functions a battalion, brigade, or MDTF S-1 performs on a continual basis, regardless of location or environment. Data accuracy is critical to the personnel accounting process. Promptly entering personnel accountability changes is crucial to providing commanders, strength managers, and manpower analysts at HQDA a correct strength picture of the Army and individual units. Personnel accounting is the key factor used for conducting strength reporting.

3-8. Personnel accounting includes the by-name recording of specific data on arrivals and departures of personnel from their units, duty status or grade changes, assignment eligibility and availability codes, and military occupational specialty (MOS)/specialty codes. It is extremely important for battalion, brigade, and MDTF S-1 HR professionals to be competent in using HR systems and databases and to understand the personnel accounting reporting process.

3-9. The personnel accounting process is crucial to the Army's entire PIM system. Not only is personnel accountability maintained by units, but also as personnel enter, transit, and depart theater. Other personnel accounting tasks include—

- Accounting for military personnel individually in the DTAS and HR systems.
- Collecting, processing, and sorting personnel accounting data about Soldiers, CAAF (including other theater-designated contractor personnel), and DOD and DA Civilians.
- Tracking and accounting for transiting personnel in DTAS.

3-10. The Army uses DTAS in a deployed environment, and it is the official database of record for personnel accounting for all assigned or attached military Services. It provides HR professionals and commanders at all levels with a tool to accurately account for and report military personnel and DOD and DA Civilians. The Synchronized Pre-deployment and Operational Tracker (SPOT) is the DOD enterprise system that provides personnel accounting for CAAF and other designated contractor personnel in an AO. If the DTAS and SPOT systems are not available for any reason (for example, denied network), reports such as the PERSTAT report must be completed manually. PERSTAT reports are snapshots taken in time to account for each unit's personnel in a standardized format so that they can easily be transmitted via voice if necessary and so that they are compatible in a joint or multinational environment. Refer to FM 6-99 for the Army's standardized PERSTAT report format for all units.

3-11. Personnel strength reporting is a command function conducted by G-1/AGs and S-1s to enable analysis of manning levels and readiness, which provides a method of measuring the personnel component of combat power. As strength reports impact tactical decisions during large-scale combat operations, the timely and correct duty status of individuals is critical to the strength reporting process. Strength reporting includes reporting all personnel who deploy with the force. This includes Soldiers, military personnel from other Services, DOD and DA Civilians, and CAAF personnel.

3-12. The strength reporting process is performed at all echelons of the Army command structure, to include unit S-1s processing strength-related transactions into various HR systems, which drives Army readiness and personnel readiness and ends with the production of a PERSTAT report (joint PERSTAT in a joint environment). This report can be either manual or automated. Timely updating of data occurs in the strength reporting process by generating reports from HR systems performing personnel accounting functions. Data must be reconciled to be consistent between personnel accounting enabling systems to increase data accuracy.

Additionally, automated processing is capable of simultaneous versus sequential reporting, which provides greater responsiveness to HR professionals and their commanders.

3-13. The strength reporting process provides commanders with a snapshot of the personnel component of their unit's combat power and capabilities. Within a deployed theater, the ASCC G-1/AG establishes PERSTAT reporting requirements for unit strengths to include required as of times. When operating in a joint environment, the joint PERSTAT contains similar data elements as the PERSTAT.

3-14. The PERSTAT should not include local nationals, foreign national contractors (unless specifically theater designated as CAAF), or detainees. The PERSTAT or joint PERSTAT provides boots on the ground numbers and reflects all civilians (DA, DOD, and CAAF including other theater designated contractor personnel) and all military personnel from each Service assigned, attached, or under operational control and present in theater of operations at the time of the report.

3-15. The losing and gaining S-1 sections must clearly understand the use of command and support relationships in personnel strength reporting operations to ensure there is no double counting of task-organized units. Unless stated otherwise in orders, strength reporting requirements follow the administrative control (ADCON) command relationship reporting lines. The most common discrepancy with strength reporting is the double counting of units the day of a change in task organization. Effective date and time groups for task organization changes are critical to reporting timelines and the as of data reflected in strength reports. Battalion, brigade, and MDTF S-1 sections maintain operational awareness for task organization changes and ensure strength reporting reflects task organization changes. The S-1 must communicate laterally to ensure the gaining and losing S-1s are clear on reporting conditions. Figure 3-1 depicts the PASR reporting process and the PASR information flow.

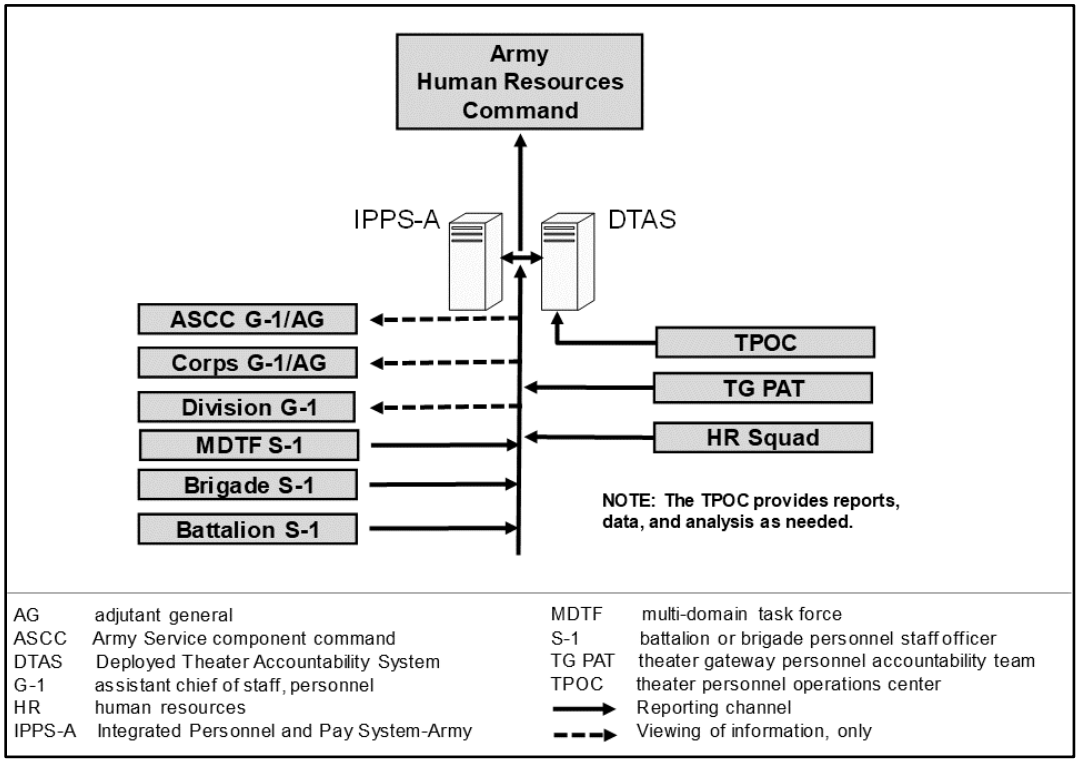


Figure 3-1. Personnel accounting and strength reporting process

3-16. For contractor personnel, the DOD designates SPOT as the enterprise system to manage and maintain by-name accountability of CAAF and other designated contractor personnel in the AO. The tracker is a web-based application allowing authorized users to view, input, and manage contractor personnel pre-deployment, accountability, and location data.

3-17. Contractor personnel accounting includes using SPOT to identify, capture, and record the personal identification information and assigned location of individual contractor employees. Without such information, it is impossible to integrate CAAF into military operations, especially when it comes to determining and resourcing government support requirements such as facilities, life support, force protection, and Army Health System support in hostile or austere operational environments. Contractor personnel accounting information can also be aggregated to provide commanders visibility of contractor personnel. Visibility of contractor personnel includes information on the location, movement, status, and identity of contractor personnel, which facilitates the capability to act upon that information to improve overall performance of contracted support to the mission.

3-18. Commanders maintain accountability of Army Civilians, CAAF, and Army and Air Force Exchange Service and American Red Cross employees assigned or attached to support contingency operations. The CAAF coordination cell, attached to the Army field support brigade, assists in establishing and maintaining the tracking and accountability of all CAAF and other contractors as directed. The Army field support brigade logistics branch uses SPOT and the Joint Asset Movement Management System to accomplish their CAAF accountability and tracking missions. The Army field support brigade logistic branch also incorporates contractor numbers in its reports to the TPOC and ASCC G-1/AG. The ASCC G-1/AG is responsible for developing PASR policies for contractors. The TPOC, G-1/AGs, and S-1s implement these policies. The G-1/AG monitors the personnel accountability process to ensure subordinate units are executing it properly. Refer to ATP 4-98 and ATP 4-10 for additional information on SPOT and CAAF accountability.

PERSONNEL ACCOUNTABILITY AND STRENGTH REPORTING RESPONSIBILITIES

3-19. PASR responsibilities support the subordinate key function of PASR that directly supports the core competency of man the force. The following paragraphs outline the PASR responsibilities at various echelons of command.

ARMY SERVICE COMPONENT COMMAND G-1/AG

3-20. The ASCC G-1/AG PASR responsibilities include the following:

- Deploy individuals as part of the early entry element to manage and monitor personnel accounting as part of the early entry module.
- Establish personnel strength reporting plans and policies reflecting detailed reporting procedures, timelines, formats, and responsibilities (who reports to whom) in coordination with the JTF, joint force land component command, or combined force land component command J-1.
- Establish connectivity with HRC, RC personnel offices, rear detachments (as required), appropriate joint HQ, other Services, federal agencies, and continental United States replacement center (CRC).
- Collect, reconcile, correlate, analyze, and present critical PASR information to the ASCC commander and personnel readiness managers.
- Conduct reassignments to meet operational requirements (coordinate with subordinate G-1/AGs, S-1s, and HRC).
- Assist with a directed Personnel Asset Inventory for any subordinate unit when the unit's strength imbalance in HR systems and other HR databases is two percent or more, or when DTAS and unit PERSTATs are out of balance IAW theater policy.
- Manage and maintain ASCC personnel strength reporting information.
- Prepare and maintain PERSTAT or joint PERSTAT, personnel summaries, and personnel requirements reports.
- Monitor, analyze, and validate unit strengths to recommend replacement priorities to the ASCC G-3.
- Predict and validate personnel requirements based on current strength levels, projected gains, estimated losses, and the projected number of Soldiers and Army Civilians returned to duty.
- Develop theater personnel distribution plans and allocate theater NRP replacements.

CORPS G-1/AG AND DIVISION G-1

3-21. Corps G-1/AGs and division G-1s monitor deployed personnel accounting systems to ensure compliance with ASCC guidance and timelines and resolve corps and division personnel accountability issues. Since SRC 12 formations exist to improve unit personnel accountability, coordination with the TPOC and or supporting HROB is critical. The corps G-1/AG or division G-1 performs ASCC personnel strength reporting responsibilities when serving as the Army Force G-1/AG and establishes and enforces reporting requirements for subordinate units. The corps G-1/AG and division G-1 PASR responsibilities include the following:

- Monitor deployed HR systems to ensure compliance with ASCC guidance and timelines.
- Resolve corps and division PASR issues (in coordination with the TPOC personnel accountability and systems division, brigade S-1, and appropriate HROB).
- Ensure the synchronization of timely vertical flow of automated personnel information from brigades, battalions, and separate units.
- Coordinate with the TPOC personnel accountability and systems division to establish an automated HR system that aligns assigned and attached element unit identification code (UIC) with supporting S-1s.
- Ensure arriving battalions and separate units provide copies of their flight or sea manifests to the appropriate TG PAT at the port of debarkation.
- Perform those responsibilities of the ASCC G-1/AG when serving as the Army Force.
- Maintain liaison and flow of PASR information from HR squads at corps and division working at Role 3 MTFs.
- Notify subordinate G-1/AGs and S-1s of all pending and potential task organization changes.
- Monitor deployed HR system to ensure compliance with ASCC guidance and timelines.

HUMAN RESOURCES OPERATIONS CENTER

3-22. The ASCC HROC supports the ASCC G-1/AG in accomplishing PASR for the theater. It provides additional personnel asset visibility and coordinates with the TPOC personnel accountability and systems division. Its PASR responsibilities include—

- Assisting the TPOC personnel accountability and systems division in managing the hierarchy of the deployed database.
- Assisting the ASCC G-1/AG with strength management.
- Assisting the ASCC G-1/AG in accomplishing PASR for the corps and division area of responsibility.

BRIGADE AND SPECIAL TROOPS BATTALION S-1 (GENERAL OFFICER-LEVEL HEADQUARTERS)

3-23. Brigade and STB S-1s have numerous PASR responsibilities that include the following:

- Maintain 100% accountability for assigned or attached personnel to include replacements, RTD Soldiers, R&R personnel, Army Civilians, CAAF (including other theater-designated contractor personnel), and multinational personnel as required.
- Collect, summarize, analyze, update, and report by-name personnel strength information in the directed format using SIPRNET or NIPRNET.
- Ensure all personnel are entered into the theater database on entry or departure from the theater.
- Process and monitor assignment eligibility and availability code information for assigned and attached personnel.
- Process duty status change information (such as present for duty to wounded-in-action) and update appropriate automated HR databases and systems (STB S-1 only).
- Ensure the rear detachment maintains accountability of nondeployed personnel and that their deployment non-available codes and duty status changes are promptly entered into appropriate HR databases and systems.

- Process information on replacements and RTD personnel into appropriate automated HR databases and systems as required.
- Track transiting unit personnel (such as absences and R&R).
- Reconcile manual with automated strength information; identify and resolve discrepancies by submitting the appropriate transactions.
- Coordinate with HR squads, mortuary affairs, hospitals, and military police for information on casualties and patient tracking and update automated HR databases and systems as appropriate.
- Coordinate connectivity for secure and non-secure voice and data systems with the battalion S-6 and brigade S-6, where appropriate.
- Ensure S-1 personnel have the appropriate security clearances, access, and permissions to the appropriate automated HR databases and systems required to perform their mission.
- Ensure PASR is included in the unit tactical SOP.
- Collect, summarize, analyze, update, and report personnel strength information to the G-1/AG or higher headquarters.
- Monitor duty status change information (such as present for duty to wounded in action, killed in action, or missing in action) and update automated HR databases and systems.
- Process information on replacements, RTD Soldiers, DA Civilians, and multinational personnel as required.
- Perform error reconciliation and correct deviations in strength between HR systems, DTAS, and the manual PERSTAT daily.
- Update DTAS daily.
- Submit PERSTAT and joint PERSTAT reports to higher headquarters.
- Submit personnel summaries and personnel requirements reports when required by higher headquarters.
- Coordinate with the rear detachment, appropriate staff sections, and external agencies for information on casualties and patient tracking and ensure battalion S-1s update appropriate automated HR databases and systems.
- Plan and coordinate for connectivity for secure and non-secure data HR systems, as well as access to secure voice communications systems.
- On order operate a manifesting cell at ports of embarkation, collect manifest data at ports of debarkation, and enter those personnel into the theater database.
- Ensure arriving battalions and separate units provide copies of their flight or sea manifests to the appropriate personnel accountability team at the port of debarkation.

BATTALION S-1

3-24. The battalion S-1 has numerous PASR responsibilities that include the following:

- Maintain 100% accountability for assigned or attached personnel, to include replacements, RTD Soldiers, R&R personnel, Army Civilians, CAAF (including other theater-designated contractor personnel), and multinational personnel as required.
- Collect, summarize, analyze, update, and report by-name personnel strength information in the directed format using SIPRNET or NIPRNET.
- Ensure all personnel are entered into the theater database on entry or departure from the theater.
- Process and monitor assignment eligibility and availability code information for assigned and attached personnel.
- Process duty status change information (such as present for duty to wounded-in-action) and update appropriate automated HR databases and systems.
- Ensure the rear detachment maintains accountability of nondeployed personnel and that their deployment non-available codes and duty status changes are promptly entered into appropriate HR databases and systems.
- Process information on replacements and RTD personnel into appropriate automated HR databases and systems as required.

- Track transiting unit personnel (such as absences and R&R).
- Reconcile manual with automated strength information; identify and resolve discrepancies by submitting the appropriate transactions.
- Coordinate with HR squads, mortuary affairs, hospitals, and military police for information on casualties and patient tracking and update automated HR databases and systems as appropriate.
- Coordinate connectivity for secure and non-secure voice and data systems with the battalion S-6 and brigade S-6, where appropriate.
- Ensure S-1 personnel have the appropriate security clearances, access, and permissions to the appropriate automated HR databases and systems required to perform their mission.
- Ensure PASR is included in the unit tactical SOP.
- Collect, summarize, analyze, update, and report personnel strength information, using secure or non-secure data systems in the directed format with the proper enabling HR system.
- Perform error reconciliation between the manual PERSTAT and DTAS daily.
- Process information on replacements, RTD Soldiers, Army Civilians, and multinational personnel as required.
- Submit PERSTATs to the brigade S-1.
- Submit personnel summaries and personnel requirements reports by unit SOPs or established procedures from higher headquarters.
- Coordinate with appropriate agencies for information on casualties and patient tracking and update appropriate automated HR databases and systems.
- Coordinate for connectivity for secure and non-secure voice and data systems with the battalion S-6 and brigade S-6, where appropriate.
- Ensure deploying members of the personnel readiness team have clearances granted and access to appropriate automated HR databases and systems.
- Provide copies of flight or sea manifests to the appropriate personnel accountability team at the port of debarkation and maintain a copy at unit level.

THEATER PERSONNEL OPERATIONS CENTER PERSONNEL ACCOUNTABILITY AND SYSTEMS DIVISION

3-25. The TPOC personnel accountability and systems division has numerous PASR responsibilities that include the following:

- Perform personnel accountability IAW the policies and priorities established by the theater G-1/AG.
- Utilize applicable HR systems to prepare, collect, and analyze required reports to maintain situational awareness of theater personnel accountability status and operations.
- Maintain the functionality of the theater database hierarchy and adjust as the ASCC G-1/AG and G-3 updates and modifies task organization.
- Assist and support the ASCC G-1/AG in developing and executing the R&R program.
- Conduct staff assistance visits for HR squads performing personnel accounting missions.
- Upload HR enabling systems software to manage personnel accounting information from HR elements and supported G-1/AGs and S-1s.
- Perform DTAS data quality control checks.
- Reconcile data between other HR systems.
- Provide technical guidance and training support to HR elements (TG PATs, HROBs, and HR squads performing personnel accounting missions) and supported units (G-1/AGs and S-1s) as necessary.
- Ensure HR elements and supporting organizations have the appropriate access level for personnel accounting, to include NIPRNET and SIPRNET connectivity.
- Advise the theater G-1/AG of any unit who has a strength imbalance between DTAS and the unit PERSTAT. (Note: The ASCC G-1/AG directs units to conduct personnel asset inventories).

- Ensure all deviations from original assignments are coordinated with HRC, the TG PAT, and appropriate G-1/AGs and S-1s.
- Ensure transit categories include replacement, R&R, RTD, leave, and unit movements to and from theater.
- Assist the TSC DMC and the ASCC G-1/AG with planning and operational oversight of personnel accountability operations in the deployed AO.
- Deploy adequate personnel as part of the early entry element to establish initial theater HR systems.
- Participate and ensure all systems are included in the planning, deployment, sustainment, and redeployment process for current and future HR operations.

HUMAN RESOURCES OPERATIONS BRANCH

3-26. The HROB is an element within the SPO section of the ESC and sustainment brigade. The HROB is responsible for coordination and organization integration of personnel accounting. It provides technical guidance to the TG PAT, the HR company, and HR platoons and is also responsible for providing personnel accounting augmentation to the TG PAT and HR squads located at intratheater aerial ports. The ESC HROB receives its technical guidance from the TPOC, and the sustainment brigade HROB receives its technical guidance from the ESC HROB. The HROB's PASR responsibilities include the following:

- Participate in the planning, deployment, sustainment, and redeployment process for current and future PASR operations.
- Ensure TG PAT personnel are included as part of the early entry element for theater opening.
- Monitor PASR activities to ensure they meet the policy, guidance, and timelines from the theater G-1/AG and TPOC.
- Assist the TG PAT in obtaining adequate facilities needed to conduct PASR.
- Assist in the coordination of logistics and services to support TG PAT operations. (Note: This includes support of non-HR related tasks such as transportation to and from aircraft, transporting personnel to the personnel accounting processing center, transportation for transiting personnel, billeting, feeding, and storage of equipment or arms).
- Ensure HR company and HR platoon augmentation to the TG PAT is adequate.
- Monitor the establishment and operations of HR squads at forward locations.
- Monitor the number of personnel processing through the TG PAT and at HR squad locations.
- Provide and coordinate personnel accounting training for personnel accounting activities.
- Receive, resolve, and forward personnel accounting issues received from supported units (G-1/AGs and S-1s).
- Coordinate customs support for the TG PAT.
- Provide personnel accounting advice and guidance as needed.
- Maintain voice and data communications with the TPOC, HROB, and supporting HR company.

THEATER GATEWAY PERSONNEL ACCOUNTABILITY TEAM

3-27. The TG PAT is the HR organization responsible for coordinating and establishing a personnel processing center at the RSOI point as units and personnel enter, transit, or depart the theater of operations. The mission of the TG PAT is to conduct the personnel accounting portion of the RSOI process, load and unload personnel data from DTAS, and conduct limited EPS for transient personnel. These services are limited to issuance of lost or stolen CACs and identification tags, changes to DD Form 93, and updating SGLV 8286 and SGLV 8286A, to include spousal notification letters and uploading documents into iPERMS.

3-28. The TG PAT deploys as part of the theater early entry element attached to the HR company assigned the TG PAT mission. Augmentation is dependent on the daily flow rate of personnel entering, transiting, or departing theater. At a minimum, two HR platoons and a data entry element of the HR company operations section are required to augment the TG PAT. One HR platoon HR squad can process up to .333 per 600 personnel transiting through an intratheater APOD – (workload based).

3-29. The TG PAT is attached to the HR company assigned the personnel processing center (also known as theater gateway) mission under the theater opening sustainment brigade. Command and control does not change when the brigade transitions to a distribution mission—HR company through STB to sustainment brigade.

3-30. The TG PAT responsibilities include the following:

- Participate in the planning, deployment, sustainment, and redeployment process for current and future HR operations.
- Coordinate site location and support with the HR company and STB in coordination with the sustainment brigade HROB. This support includes a location near the APOD or seaport of debarkation (SPOD) with adequate facilities to conduct personnel accounting mission and data integration and for the execution of non-HR related tasks. These tasks include transportation to and from aircraft, transporting personnel to the personnel accounting processing center, transportation for transiting personnel, billeting, feeding, and storage of equipment or weapons.
- Establish a personnel processing center at the aerial port of embarkation (APOE) and seaport of embarkation (SPOE). (Note: Establishment of more than one APOE and SPOE requires an additional TG PAT. The TG PAT is operational throughout the military operation).
- Establish the personnel accounting mission and data integration for all personnel entering, transiting, or departing a theater.
- Assist the HROB and TPOC personnel accountability and systems division by providing personnel accounting and data information.
- Provide selected EPS (CAC, DD Form 93, SGLV 8286 and SGLV 8286A, spousal notification, and iPERMS upload) to transiting personnel. (Note: Provides CACs to CAAF if workload permits).
- Obtain database information from S-1s for units who transit the personnel processing center.
- Provides historical data on personnel flow rates through the TG PAT.
- Obtain assignment instructions from the TPOC for personnel who do not have pinpoint assignments. (Note: This should only be the exception and not the norm. Make diversions from pinpoint assignments only after coordinating with HRC, the gaining and losing unit, and the corps or ASCC G-1/AG).
- Integrate into HR company operations and collaborate on personnel processing center operations in coordination with the STB.
- Coordinate with the HROB for customs support.
- Conduct HR operations briefing as necessary.
- Ensure military pay data is collected to initiate applicable pay entitlements.

3-31. While there is no set configuration on how to organize a personnel processing center, there should be ample facilities and space to conduct personnel accounting and HR data integration and contain a holding area, briefing area, and space for customs and the movement control team. Similar facilities are required as the SPOD and SPOE. The APOD and APOE normally receive civilian wide body contracted aircraft and larger military strategic airlift with large concentrations of Soldiers and civilians. However, tactical aircraft containing smaller concentrations of personnel also arrive and depart the APOD and APOE. Account for, enter, and delete these personnel from the theater database as well. The TG PATs need to closely coordinate with the arrival and departure airfield control group or the movement control team. Figures 3-2 and 3-3 on page 3-10 provide a conceptual sketch that describes the inbound and outbound flow of personnel at an APOD and APOE.

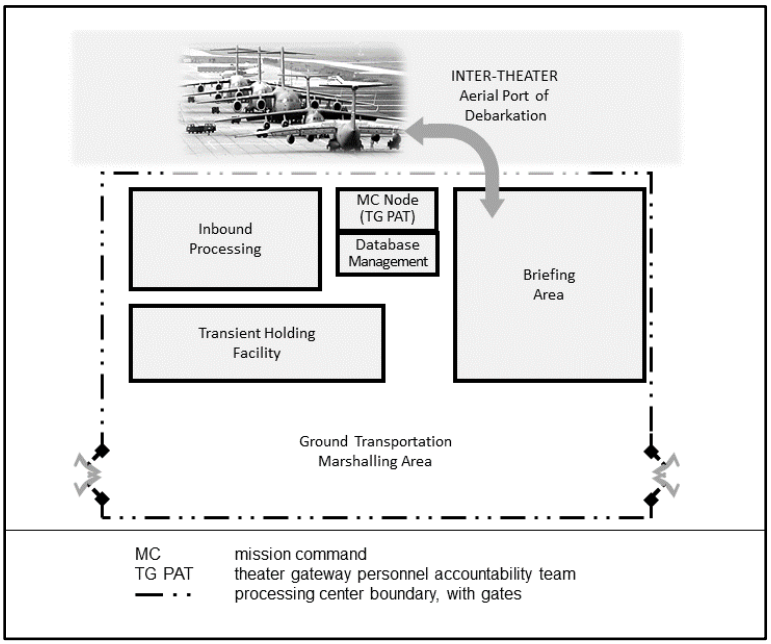


Figure 3-2. Personnel processing center conceptual sketch — inbound

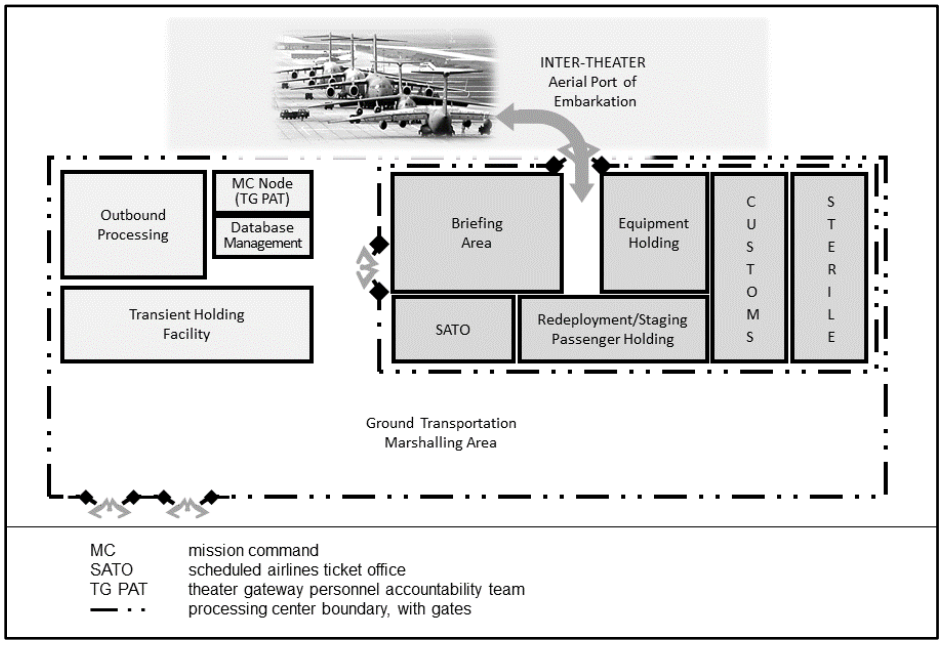


Figure 3-3. Personnel processing center conceptual sketch — outbound

3-32. It is the responsibility of the sustainment brigade and its CSSB to provide logistics support at the APOD and at the RSOI site. These responsibilities include meeting aircraft, loading and unloading baggage, and the transportation, feeding, and billeting of transient personnel. It also includes storing arms and equipment when Soldiers depart on R&R or other leaves. The TG PAT must work closely with the HR company and STB through the HROB to ensure the personnel accounting and logistics support efforts are properly coordinated and meet the HR and logistics missions and tasks.

3-33. The HR company operations section provides data integration and limited coordination capability with the HROB and APOD logistics personnel. The TG PAT has the organic capability to provide limited CACs

to transients. Based on the rules of allocation, each HR platoon can process .333 per 600 personnel transiting through an intratheater APOD (workload based). This is critical since numerous personnel arrive within a short period during theater opening.

3-34. There are numerous roles and responsibilities for personnel assigned to the TG PAT. The roles and responsibilities of personnel assigned to the TG PAT include, but are not limited to, the following:

- Oversee the execution of all TG PAT operations.
- Coordinate with the TPOC director on all matters as appropriate.
- Review and approve recommended internal support requirements.
- Provide technical guidance and support to HR organizations as required.
- Make recommendations for future TG operations and planning considerations.
- Maintain and manage TG PAT organizational budget.
- Recommend and organize internal support requirements for the TG PAT.
- Provide technical guidance and support to HR organizations as required.
- Develop and publish reports as required to higher and lower echelons.
- Train and monitor appropriate HR system utilization.
- Provide advice and brief TPOC director, ESC, sustainment brigade, and ASCC G-1/AG on TG PAT operations.
- Maintain communications with the TPOC and ESC and sustainment brigade HROBs to assist in planning and resourcing of operations.
- Assist HR organizations in meeting training and readiness requirements and operating procedures.
- Coordinate with all organizations on policy matters.
- Monitor all morale, welfare, and quality of life issues for TG PAT operations.
- Coordinate, monitor, and provide updates on inbound and outbound movement of personnel and units using transportation systems and networks such as the Global Air Transportation Execution System, Single Mobility System, and Transportation Coordinator's Automated Information for Movement System II.
- Coordinate and monitor transportation requirements for reception and staging of inbound personnel and units.
- Monitor transportation requirements for outbound personnel and units.
- Perform quality control review of source documents.

HUMAN RESOURCES COMPANY/HUMAN RESOURCES PLATOON

3-35. The HR company HQ provides command and control as well as administrative and operational support to the TG PAT, HR platoons, and forward operating HR squads. At the APOD, the operations section provides data integration support, and the HR platoons form into HR squads. Command and control remain with the appropriate STB or CSSB within the sustainment brigade. Specific responsibilities of the HR company include the following:

- Maintain command and control of assigned or attached HR platoons and TG PAT.
- Provide data integration support for all personnel transiting the TG PAT or at intratheater processing point where a HR squad is located.
- Manage and plan personnel accounting support for current and future personnel accounting operations.
- Provide vital EPS (CAC, DD Form 93, SGLV 8286 and SGLV 8286A, spousal notification, and iPERMS upload) to transient personnel.
- Conduct passenger tracking and accountability.
- Coordinate with the HROB for the execution of non-HR tasks (for example, billeting, feeding, onward movement, and transportation).
- Coordinate with the HROB for personnel accounting support issues.
- Provide personnel accounting support as directed by the HROB for theater opening and theater distribution.

- Maintain voice and data communications with HROB and subordinate platoons and teams.
- Form HR squads as required to support personnel accounting at required locations.
- Maintain and manage TG PAT organizational budget.
- Establish HR squad locations.
- Monitor operational status.
- Plan, coordinate, and perform passenger movement.
- Track previous 24 hours of passenger movement.
- Monitor backlog numbers (24, 48, and 72 hours).
- Monitor number of days at APOD.
- Establish system access to include DTAS, NIPRNET, and SIPRNET.
- Coordinate staff assistance visits.
- Monitor latest arrival date and boots on ground tracking.
- Track units within 90 days of latest arrival date.
- Monitor status of replacements (boots on ground).
- Identify accountability issues for military, Civilian, CAAF, and joint (or other Services).
- Verify departure locations (intratheater APODs).
- Identify population served.
- Monitor unit redeployment schedule.
- Track and monitor billeting and feeding.
- Coordinate for transportation.
- Assist with DEERS RAPIDS readiness CACs.
- Ensure there is adequate bandwidth to support.
- Monitor very small aperture terminal usage.
- Monitor system usage, connectivity, and updates.
- Monitor system training (site security manager and verifying official).
- Maintain visibility of floats and theater requirements.
- Track CAC stock threshold.
- Provide military, Civilian, and CAAF support.
- Track HR-related contracts to include contract renewal and surge periods.

3-36. The HR platoon is a multifunctional platoon with the capability of providing squads for personnel accounting and casualty reporting support or as a supporting element of the TG PAT. This capability increases mission flexibility and its ability to support G-1/AG and S-1 sections. The HR platoon provides command and control, leadership, technical guidance, and other support required for each squad. Depending on their mission, squads can be co-located or located at multiple FOBs. For example, if supporting the TG PAT, the entire platoon is located at the personnel processing center.

HUMAN RESOURCES SQUAD (MULTIFUNCTIONAL)

3-37. HR squads perform personnel accountability team missions. One HR squad has the capability to capture personnel accounting data for up to 600 personnel entering, transiting, or departing the APOD or from an intratheater APOD. Each HR platoon can process up to 1,800 personnel per day.

3-38. Each HR squad relies on the HR company, platoon, or supporting organization for daily life support. Additionally, each HR squad requires database access and the capability to transmit data daily. Specific responsibilities for a HR squad include the following:

- Maintain 100% personnel accounting of all personnel arriving, transiting, or departing the theater or intratheater APOD, SPOD, APOE, or SPOE. Information should be consistent with the flight manifest and with information provided by the movement control team.
- Enter personnel accounting information into the theater database.
- Update (by exception) DD Form 93, SGLV 8286 and SGLV 8286A, spousal notification, and complete iPERMS upload.

- Assist in the issuance of CACs (if co-located with TG PAT).
- Provide briefings to incoming or outgoing personnel.
- Collect deployment entitlement start data and provide the data to financial management personnel.
- Coordinate with the movement control team and CSSB for the execution of non-HR tasks.
- Coordinate personnel accounting or support issues with the HR platoon and HR company.
- Coordinate with supporting G-1/AGs and S-1s as appropriate.

CONTRACTOR ACCOUNTABILITY

3-39. The ASCC G-1/AG has the overall responsibility to collect strength related information on all personnel deploying with the force. This includes Soldiers, DOD and DA Civilians, CAAF (including other theater-designated contractor personnel), and non-governmental civilians (for example, American Red Cross and Army and Air Force Exchange Service) who provide support to the deployed force. Without accurate strength and accountability information, it becomes difficult for the combatant commander to synchronize support with the operational Army supported into the overall operation.

3-40. PASR is of crucial concern to the HR community for CAAF (including other theater-designated contractor personnel). As the ASCC G-1/AG has responsibility for personnel accounting and reporting strength data to the combatant commander, accurate reporting of contractor strength is necessary in determining and resourcing government support requirements such as facilities, life support, and security requirements in operational environments.

3-41. As stated in AR 715-9, HR is responsible to report CAAF, and other designated contractor personnel as found in the SPOT database. Accuracy of this data is the responsibility of the prime contractor, the supporting contracting office, and associate requiring activities. United States Army Materiel Command, normally through the supporting Army field support brigade, assists in establishing and maintaining accountability of Army CAAF in the AO. During major operations, the Army field support brigade may establish a CAAF coordination cell to assist with PASR of CAAF. They ensure CAAF are aware of the requirement to maintain their specific theater location by using the SPOT database to reflect their location accurately within theater. SPOT provides by-name accountability data for all contractors deployed in theater, including pre-deployment certification, contract, and point of contact information, and area of performance. The ARFOR G-1 is responsible to ensure subordinate sustainment command HR staffs are prepared to access applicable SPOT contractor accountability data to be included in standard Army personnel reports. Refer questions regarding SPOT to G-4 operational contract support personnel for resolution.

3-42. Establishing and maintaining personnel accounting for contractors is one of the most challenging issues for HR personnel. DOD designated SPOT as the joint enterprise contractor management and accountability system. The G-1 serves as the Army staff element for the reporting of Army CAAF accounting and tracking data. Contractor personnel normally fall into two primary categories: CAAF and non-CAAF. For more information, see JP 4-10, AR 715-9, and ATP 4-10.

3-43. CAAF are contractor employees specifically authorized through their contract to accompany the force and have protected legal status IAW international conventions to include prisoner of war status if detained. CAAF personnel receive a Geneva Conventions identification card or CAC. CAAF personnel are accounted for in SPOT or its successor and are included in PERSTAT reports. CAAF accountability information is not entered into DTAS.

3-44. Non- CAAF personnel are employees of commercial entities and are not in an official CAAF status but are under contract with the DOD to provide a supply or service in the AO. They include day laborers, delivery personnel, and supply contract workers. They do not receive special legal status IAW international conventions or agreements; they may not receive a Geneva Conventions identification card and are not entitled to prisoner of war treatment if captured by enemy forces. Non- CAAF employees are normally not included in personnel accounting reports.

3-45. HR units do not maintain contractor by-name information and DTAS does not maintain contractor information, which often results in an imbalance in reporting contractor numbers submitted as part of the PERSTAT report. This imbalance not only affects accountability numbers but also impacts all sustainment support.

SECTION II – HUMAN RESOURCES SUPPORT TO REPLACEMENT OPERATIONS

3-46. This section describes HR support to replacement operations (including mission, proponency, flow of replacements, and standards and principles of support). It also describes how the Army intends to establish and operate a theater Army NRP (individual) replacement system, like that of the former HR replacement battalions and replacement companies, into existing formations to facilitate the sustainment of NRP replacements within the scope and scale expected of large-scale combat operations.

3-47. The mission of the replacement system is to move personnel from designated points of origin to ultimate destinations while ensuring they are equipped and trained. The goal of the individual replacement process is to fill units with trained Soldiers to maintain operational readiness and sustain combat power for the commander. The process includes the physical reception, accounting, processing, support, reequipping, training, and delivery of military and civilian personnel. This includes both replacement and RTD Soldiers. It does not include the decision-making process associated with determining allocation of replacements described under PRM.

3-48. Due to the relatively low levels of casualties the Army has experienced during recent conflicts, the personnel demand on the replacement system has been limited. Although HR formations, G-1/AGs, and S-1s all still have a role in replacement operations, they do not have the holistic responsibility they did when HR replacement formations existed. The sustainment community has shared ownership over the execution of replacement operations. HR support to replacement operations includes the following:

- PASR as part of the reception process at all echelons.
- Providing EPS to NRP (individual replacements).
- Informing the sustainment enterprise of allocation decisions so movement of personnel (NRP, RTD personnel, and DOD and DA Civilians [excluding contractors]) within the theater can be coordinated or synchronized.

3-49. The HQDA DCS G-1, Directorate of Military Personnel Management, establishes individual replacement policy; HRC implements the policy. That policy guides the development of individual replacement plans for each established theater of operations based on casualty estimates and replacement requirements developed and approved by combatant commanders. Casualty and replacement estimates are determined through the Medical Planners' Toolkit. The replacement requirements go back to the Army G-3 to determine sourcing: Individual Replacement System, Small Team Replacement System, Unit Replacement System (company/troop/battery or larger), or a hybrid approach.

3-50. The HQDA DCS, G-3/5/7 review, assess, and validate unfilled manning requirements and set priorities for fill. For requirements that require the assignment of additional units and elements to augment or replace a tasked commander's forces, the DCS G-3/5/7 directs FORSCOM to coordinate the mobilization of ARNG and Army Reserve units. The DCS, G-1 review and assess all unfilled individual requirements validated by DCS, G-3/5/7 and provide a sourcing solution through HRC for military personnel and through the U.S. Army Civilian Human Resources Agency for civilian personnel. HRC sources individual replacements as determined by HQDA IAW approved replacement policy from Army G-1, Directorate of Military Personnel Management and IAW HQDA DCS G-3/5/7 prioritization. Refer to AR 600-8-111 for policies. When required, individual replacements move from their home station to the CRC for training for those requirements sourced by individual replacements.

3-51. The FORSCOM G-3 must identify a unit to manage the CRC. Soldiers receive equipment and final medical screening before departure for theater. This is a consolidated effort with the logistics operations, medical, and HR communities. Once Soldiers are cleared for movement to theater, the CRC contacts the ASCC G-3 to notify them of the availability of individual replacements. HRC places Soldiers on assignment instructions for individual replacement requirements and IMCOM publishes the orders using Format 401 per AR 600-8-105 and DA PAM 600-8-105. When available personnel and prioritization permits, HRC provide replacements to units based on the distribution management sub-level account and utilize current Army manning guidance.

3-52. To provide individuals as personnel replacements, active Army NRP (individual replacements) arrive at the installation and are in-processed by the installation and unit. These individual replacements will move

forward as theater requirements demand. RC individual replacement personnel process through the CRC. Diversions from the original assignment should be by exception and only made to meet operational requirements. To enable speed of replacements during large-scale combat operations, individual replacement personnel may not be sent to an installation. Individual replacement personnel may be sent to a regeneration task force and distributed IAW ASCC staffing priorities.

3-53. Individual replacements, small groups, or teams of Soldiers will also arrive from various locations to the theater of operations to fill identified replacement requirements. These requirements may exist due to units that could not deploy at 100 percent strength, or the projected replacement requirement based on casualty estimates.

HUMAN RESOURCES SUPPORT TO REPLACEMENT OPERATIONS RESPONSIBILITIES BY ECHELON

3-54. The subordinate key function of HR support to replacement operations directly supports the core competency of man the force. The following paragraphs outline HR support to replacement operations responsibilities at various echelons of command.

ARMY SERVICE COMPONENT COMMAND G-1/AG

3-55. The ASCC G-1/AG works in conjunction with the unit tasked with ADCON of individual replacements at the theater level (such as a regional support group in the absence of a sustainment brigade HROB) to ensure proper accountability and monitor the length of time Soldiers stay at theater level before moving to the next destination. Prior to a unit arriving in theater, the ASCC G-1/AG strength team requests a derivative UIC through the G-3 force management channels for use by HRC when assigning individual replacements to the theater of operations. The use of the derivative UIC facilitates PASR at theater level. The ASCC G-1/AG strength team also conducts PRM and PIM for the theater to provide the ASCC commander an updated combat power snapshot. The derivative UIC enables the ASCC G-1/AG strength team to view available replacements. The ASCC G-1/AG, in coordination with the G-3, reviews replacement priority and provides the unit exercising ADCON over individual replacements the priority of movement and final unit of assignment. The ASCC G-1/AG strength team will provide initial or diversion orders to replacements as required.

CORPS AND FIELD ARMY G-1/AG

3-56. The corps and field army G-1/AG work in conjunction with the unit tasked with ADCON of individual replacements (such as a regional support group) to ensure proper accountability and monitor the length of time Soldiers stay at the corps support area before moving to the next destination. Once the ASCC G-1/AG provides updated gains rosters, the corps and field army G-1/AG use the current priority of fill to determine assignments and publish orders. The corps and field army G-3 ensure theater training is complete. The corps and field army G-4 ensure all equipment requirements are met. The formation that has ADCON over the replacement personnel coordinates billeting, feeding, and medical support. The corps and field army G-1/AG work with the supporting HROB to ensure incorporation of movement requirements into the resourcing process for transportation of Soldiers to their units. The corps and field army G-1/AG and HR elements are not responsible for housing, feeding, training, equipping, or transporting replacements. However, they are responsible for PASR as part of the reception process and for tracking Soldiers to their destinations. The corps and field army G-1/AG provide limited EPS to transient personnel and provide the priority of movement and allocation decision to the unit exercising ADCON over individual replacements. The key element is the linkage between the corps and field army G-1/AG and the ESC HROB. The linkage ensures the incorporation of movement requirements for replacements and RTD personnel into the transportation allocation process.

DIVISION G-1

3-57. The division G-1 works in conjunction with the unit tasked with ADCON of individual replacements to ensure proper accountability and the length of time Soldiers stay at the division support area before moving

to the next destination. The division G-1 strength team conducts PRM, PASR, and PIM for their units to provide the division commander an updated combat power snapshot. Once the corps and field army G-1/AG provide current gains rosters, the division G-1 uses the current priority of fill to determine assignments and publishes orders as required. The division G-1 works with the division G-3 to update the priority of fill based on changes to the mission. The division G-4 works on Class VII requirements to determine if equipment is available for replacements. The formation that has ADCON over the individual replacement personnel coordinates billeting, feeding, and medical support. The division G-1 works with the supporting HROB to ensure incorporation of transportation requirements for replacements and RTD personnel into the DSB transportation allocation process for transportation of Soldiers to their units. The division G-1 and HR elements are not responsible for housing, feeding, training, equipping, or transporting replacements. However, the division G-1 is responsible for PASR as part of the reception process and for tracking Soldiers to their destinations. The division G-1 provides limited EPS to transient personnel and provides the priority of movement and allocation decision to the unit exercising ADCON over individual replacements. The key element is the linkage between the division G-1 and the sustainment brigade HROB. The linkage ensures the incorporation of movement requirements for replacements and RTD personnel into the transportation allocation process.

MULTI-DOMAIN TASK FORCE S-1

3-58. The MDTF S-1 coordinates MDTF personnel replacement with the sustainment HQ and HR support organization supporting the HQ to which it is attached. The MDTF S-1 conducts PRM, PASR, and PIM for subordinate units to provide the MDTF commander an updated combat power snapshot. Once the higher HQ G-1 provides a current gains roster, the MDTF S-1 uses the current priority of fill to determine assignments and publishes orders as required. The MDTF S-1 works with the MDTF S-3 to update the priority of fill based on changes to the mission. The MDTF S-4 works on Class VII requirements to determine if equipment is available for replacements. The MDTF S-1 works with the MDTF S-4 and the support company organic to the MDTF for transportation of Soldiers to their units. The MDTF S-1 is not responsible for housing, feeding, training, equipping, providing medical support, or transporting replacements. However, the MDTF S-1 is responsible for PASR as part of the reception process, for tracking Soldiers to their destinations, providing EPS to transient personnel, and providing the priority of movement and allocation decision to the headquarters and headquarters company.

BRIGADE S-1

3-59. The brigade S-1 works in-conjunction with the headquarters and headquarters company commander to ensure proper accountability and the length of time Soldiers stay at the brigade support area before moving to the next destination. The brigade S-1 strength team conducts PRM, PASR, and PIM for their units to provide the brigade commander an updated combat power snapshot. Once the division G-1 provides a current gains roster, the brigade S-1 uses the current priority of fill to determine assignments and publishes orders as required. The brigade S-1 works with the brigade S-3 to update the priority of fill based on changes to the mission. The brigade S-4 works on Class VII requirements to determine if equipment is available for replacements. The brigade S-1 works with the brigade S-4 and brigade support battalion for transportation of Soldiers to their units. The brigade S-1 is not responsible for housing, feeding, training, equipping, providing medical support, or transporting replacements. However, the brigade S-1 is responsible for PASR as part of the reception process and for tracking Soldiers to their destinations, providing EPS to transient personnel, and providing the priority of movement and allocation decision to the headquarters and headquarters company.

BATTALION S-1

3-60. The battalion S-1 provides HR support to replacement operations. Battalion S-1 HR support to replacement operations responsibilities include the following critical tasks:

- Coordinate battalion orientation requirements.
- Account for arriving personnel and tracking them to their destinations (PASR).
- Provide EPS to transient personnel.

- Coordinate and synchronize the movement of personnel (NRP replacements, RTD personnel, and DOD and DA Civilians [excluding contractors]) within the theater based on the allocation decision made in the PRM process.

SECTION III – HUMAN RESOURCES SUPPORT TO CASUALTY OPERATIONS

3-61. Early planning and continued assessment are essential to efficient and successful casualty operations. When casualties occur, information must reach the right people as quickly as possible with 100% accurate and verified information. Casualty reporting has a zero-defect tolerance and procedural mistakes must not be allowed to occur as they could potentially lead to improper notification or false information being publicly released. Although next of kin (NOK) notification is a CMAOD and installation casualty assistance center responsibility, commanders, their designated casualty representatives, and unit Soldiers must train on the casualty reporting and notification process.

3-62. HR support to casualty operations includes collecting, recording, reporting, verifying, and processing casualty information from the unit level to HQDA (CMAOD), normally within 12 hours of incident. The recorded information facilitates NOK notification, casualty assistance, casualty tracking and status updates, and provides the basis for historical and statistical reports. Holistic casualty operations involve a wider array of missions and organizations to oversee things like LOD determinations, disposition of remains and personal effects (a responsibility of the mortuary affairs organization of the supporting sustainment command), military funeral honors, and casualty mail coordination. Personnel, logistics, medical, and provost marshal communities all have a piece of casualty operations. Accurate and timely casualty reporting is paramount; however, operational constraints may preclude units from meeting reporting requirements. The casualty system must continually reconcile duty status-whereabouts unknown, missing in action, and evacuation cases against other sources of information such as significant activity reports to reach a final casualty status determination. Casualty information flows up, across, and down the reporting chain to help account for Soldiers and reportable DOD and DA Civilians.

3-63. Units are ultimately responsible for casualty reporting for their Soldiers. SRC 12 organizations exist to assist the units by providing critical casualty information at key nodes on the battlefield to improve the timeliness and accuracy of casualty reports. Army Bands (SRC 02 organizations), provide casualty operations support to SRC 12 organizations. The speed at which casualty information changes makes this mission extremely challenging. The medical evacuation system may move injured Soldiers from the battlefield to the supporting Role 3 MTF while the unit is still engaged and before an initial report is even submitted by the unit. Therefore, it is critical to establish communications to furnish timely casualty information from HR squads located at key nodes. Additionally, due to the sensitive nature of the information, casualty operations sections must include very clear verbiage regarding the mandate to safeguard casualty information to prevent premature and erroneous disclosure and to protect patient privacy. Commanders are responsible for ensuring protection and processing casualty information through official channels. Installation casualty assistance centers are engaged in the notification and assistance aspect of casualty operations as prescribed in AR 638-8 and DA PAM 638-8.

Note: Until an automated interface is created between the personnel, mortuary affairs, and medical systems, HR squads will continue to be co-located with mortuary affairs companies and Role 3 MTFs to include other Service and host-nation hospitals to provide the interface between the systems.

PRINCIPLES OF CASUALTY OPERATIONS

3-64. A clear, collaborative system for casualty operations information is critical for effective management. When developing theater casualty operations policies and procedures, casualty managers must not only consider doctrinal guidance, but also decisions and agreements made by the JTF, and combatant commanders allowing subordinate (corps-level) commanders to approve and release casualty reports directly to the CMAOD.

3-65. Casualty operations include all actions relating to the production, dissemination, coordination, validation, and synchronization of casualty reporting. They include submission of casualty reports, notification of NOK, briefing and assistance to the NOK, LOD determinations, disposition of remains and personal effects (a responsibility of the mortuary affairs organization of the supporting sustainment command), military burial honors, and casualty mail coordination. The role of the casualty centers varies during contingency operations. The theater CIC is more involved in casualty reporting functions, and installation casualty assistance centers are engaged in the notification and assistance aspect of casualty operations as prescribed in AR 638-8. The following paragraphs describe critical responsibilities in a contingency operation.

3-66. Accurate and timely casualty reporting is paramount, and units must report all casualties as they occur. Contingency related casualty reports are forwarded to the appropriate theater CIC, and the information is verified and sent to the CMAOD within 12 hours from the time of the incident. The CMAOD is the functional proponent for Army-wide casualty operations, interface, and synchronization of all casualty and mortuary affairs operations between deployed units and commands, the installation casualty assistance centers, and DOD agencies supporting Family members.

3-67. Installation casualty assistance centers are responsible for notifying the NOK residing within their areas of responsibility. The method of notification varies depending upon the type of casualty and circumstances surrounding the incident. CMAOD must approve any exception to the established notification procedures outlined in AR 638-8.

3-68. Notification of death, missing, duty status whereabouts unknown (also called DUSTWUN), or excused absence whereabouts unknown (also called EAWUN) will be carried out in person to the primary NOK and secondary NOK. Installation casualty assistance centers are responsible for assisting the NOK residing within their areas of responsibility. There is no time limitation for casualty assistance officers to provide assistance; however, during contingency operations, their duties may last 6 months or more.

3-69. An Army fatal incident family brief is the presentation of the facts and findings of a collateral investigation of all operational and training deaths, friendly fire, and suicide incidents. The intent of the brief is to provide a thorough explanation of releasable investigative results to the primary NOK and other Family members (as designated by the primary NOK) in a timely, equitable, and professional manner. Additional information is available in AR 15-6 and AR 638-34.

3-70. Casualty reporting missions consist of HR squads providing casualty reporting and tracking information at Role 3 MTFs, theater mortuary affairs company HQ, general officer commands, and the theater CIC to supplement casualty reporting information from G-1/AGs and S-1s. The HR squads performing casualty reporting missions begin coordination with patient administration offices to handle those casualties evacuated to military or civilian hospitals within their AO. Mass casualty incidents or transfer of injured personnel may require treatment at hospitals outside theater. The HR squads are essential for providing updated information on all incapacitated, injured, and ill personnel through the theater CIC to CMAOD. The CMAOD then notifies the installation casualty assistance center, who in turn provides updated information to the Family. The HR squads also provide updated information as personnel transit through MTFs.

3-71. The Office of the Surgeon General is responsible for identifying the MTFs within the sustaining base to treat patients in the AO through MTF sourcing and outside of the deployed AO for patients who evacuate from the deployed AO. Once identified, the theater CIC ensures that HR squads are established, positioned, and resourced to support the deployed AO for casualty reporting.

3-72. Installation casualty assistance centers ensure the availability, training, and preparation of military personnel to provide casualty notification and assistance to the NOK of deceased Soldiers. Installation casualty assistance centers ensure the availability of casualty assistance officer information and instruction kits. The CMAOD has prepared numerous training tools to better prepare casualty notification and assistance personnel to perform their tasks effectively. Trained and certified casualty notification officers and casualty assistance officers are critical elements in taking care of Families.

BATTLEFIELD FLOW

3-73. Casualty information is collected and reported through official channels as quickly as possible, with the standard being that it is passed to the CMAOD normally within hours of knowledge of incident. A casualty is any person who is lost to the organization by having been declared deceased, duty status whereabouts unknown, excused absence-whereabouts unknown, missing, injured, or ill. Units will report all casualties to include American civilians, DOD and DA Civilians, CAAF, and personnel of other Services. Due to the personal nature of information within casualty reports, the theater CIC reports casualty information to the CMAOD using DCIPS as the official means of casualty reporting. In the absence of the ASCC HROC, the senior element G-1/AG must immediately assume the role of the theater CIC. The scope and scale of personnel losses expected during large-scale combat operations against a peer competitor has the potential to overwhelm the casualty reporting process timelines and negatively impact the notification process. Commanders should consider supplementing the casualty reporting system at critical nodes with HR squads or ad hoc teams with sufficient capability to gather and report casualty information in a timely manner.

3-74. All persons with knowledge of a casualty will report to their chain of command using the DA Form 1156 (*Casualty Feeder Card*). The commander of the unit in which a casualty occurs has the responsibility for initiating the casualty report. The DA Form 1156 is used to submit an initial report when a casualty incident is observed. The DA Form 1156 documents critical information, which is forwarded to the battalion S-1 section for submission to the brigade S-1 section. Casualty information is frequently incomplete on the battlefield. This should not delay the initial report submission. Updated casualty information is provided as it becomes available. The brigade S-1 section submits the initial casualty report using DCIPS to ensure all echelons have visibility. Based on guidance from the combatant commander, the ASCC G-1/AG may delegate authority for corps-level commanders to release casualty reports directly to the CMAOD with a copy provided to the theater CIC. Casualty reports must be verified against available information systems.

3-75. HR squads performing casualty reporting missions work with the ASCC HROC operating the theater CIC. The G-1/AG and S-1 have overall responsibility for casualty reporting on behalf of their formations. HR squads supplement their efforts with information from Role 3 MTFs mortuary affairs company HQ, and brigade general officer-level HQ. Soldiers may be evacuated directly to an MTF where the HR squad (casualty reporting element) interacts face-to-face and generates a DCIPS report for submission (in coordination with the Soldiers' unit) to the theater CIC.

3-76. For injured and ill Soldiers, the CMAOD contacts the supporting installation casualty assistance center, who in turn contacts the Soldier's rear detachment. The rear detachment makes telephonic notification for injured and ill Soldiers and then reports back to the installation casualty assistance center when notification is complete. Once notification is complete, the CMAOD contacts the NOK and prepares invitational travel orders to travel to the Soldier's bedside if the Soldier's doctor requests their presence. The CMAOD contacts the supporting installation casualty assistance center to coordinate for notification of NOK (as per the DD Form 93) for deceased Soldiers. Figure 3-4 on page 3-20 depicts an illustration of the casualty reporting and tracking flow.

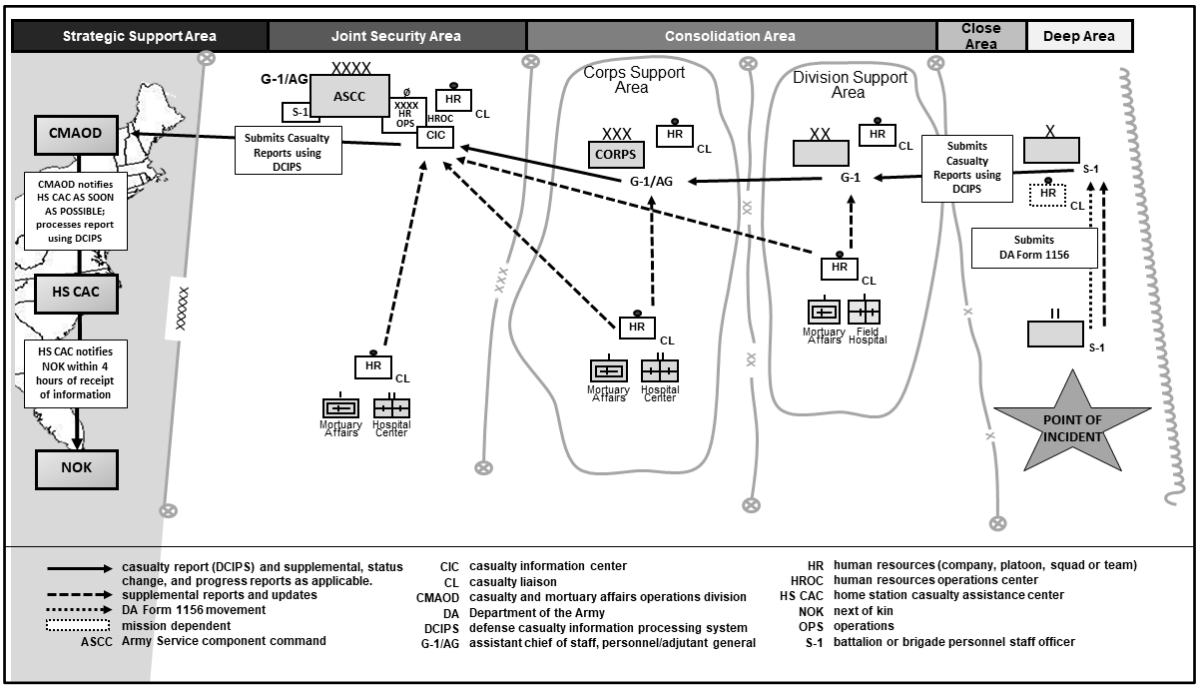


Figure 3-4. Casualty reporting and tracking flow

HUMAN RESOURCES SUPPORT TO CASUALTY OPERATIONS RESPONSIBILITIES BY ECHELON

3-77. Commanders must ensure procedures are followed IAW AR 638-8, as well as timelines established for 15-6 and LOD investigations and presentation to the primary NOK. Commanders will inform the CMAOD when they initiate 15-6 and LOD investigations and provide the point of contact information for the unit staff representative that will provide updates at 30-day intervals until the investigations are complete.

3-78. Multiple agencies, units, and echelons of command have critical roles in establishing and operating the Defense Casualty Information Processing System-Personnel Casualty Reporting (DCIPS-PCR)—the single authorized system for casualty reporting in DOD. Table 3-1 and the following paragraphs depict and describe levels of commands and their supporting agencies' responsibilities for casualty functions and tasks.

Table 3-1. Casualty functions and tasks responsibilities

Function/ Task	*Responsible Agencies*							
	S-1/G-1	*S-4/G-4*	*Mortuary Affairs*	*Theater CIC (ASCC HROC)*	*Installation Casualty Assistance Center*	*HR Squad (CL)*	*Postal Platoon*	*CMAOD*
Report Casualty	✓			✓		✓		
Manage Casualty File	✓			✓	✓			✓
Appoint Summary Court Martial Officer	✓				✓			
Disposition of Remains		✓	✓		✓			✓
Disposition of Personal Effects	✓	✓						
Line of Duty Investigation	✓			✓	✓			
Survivor Assistance					✓			✓
Casualty Mail	✓						✓	
Burial Honors					✓			✓
Posthumous Awards and Decorations	✓							✓
Letters of Sympathy and Condolence	✓				✓			
Army Fatal Incident Family Brief	✓							✓
Establish Casualty Working Group					✓			
Issue NOK Travel Orders					✓			✓

ASCC Army Service component command
CIC casualty information center
CL casualty liaison
CMAOD casualty and mortuary affairs operations division
G-1 assistant chief of staff, personnel
G-4 assistant chief of staff, logistics
HR human resources
HROC human resources operations center
NOK next of kin
S-1 battalion or brigade personnel staff officer
S-4 battalion or brigade logistics staff officer

CASUALTY AND MORTUARY AFFAIRS DIVISION

3-79. The CMAOD, HRC, is the lead agency for the Army Casualty Program and has technical supervision and oversight of theater CICs and installation casualty assistance centers worldwide. The CMAOD mission is to develop and execute Army casualty and mortuary affairs to support DOD-directed missions and the Total Army Family for present and past conflicts. It also serves as the Army point of contact for those Soldiers

and DOD and DA Civilians in a captured or missing status. The CMAOD serves as the lead agent for DCIPS. See AR 638-8 for more information on the Army Casualty Program.

ARMY SERVICE COMPONENT COMMAND G-1/AG

3-80. The ASCC G-1/AG develops casualty OPLANs and policies for the theater, provides oversight for theater casualty reporting, and is responsible for establishing the theater CIC as part of theater opening operations with the ASCC HROC. The ASCC G-1/AG establishes casualty-reporting authorities for submission of casualty reports (based on guidance and agreements from the JTF, joint force land component command, and coalition forces land component command). The ASCC G-1/AG establishes policy for the positioning of HR squads performing casualty-reporting missions.

ARMY SERVICE COMPONENT COMMAND HUMAN RESOURCES OPERATION CENTER (THEATER CASUALTY INFORMATION CENTER)

3-81. The ASCC HROC establishes the theater CIC and manages casualty reporting within the theater of operations IAW policies established by the ASCC G-1/AG. Specific responsibilities of the theater CIC include, but are not limited to, the following:

- Execute casualty OPLANs and policies developed by the ASCC G-1/AG.
- Serve as the point of contact for all CMAOD actions by establishing a direct link to CMAOD.
- Serve as the repository for casualty reports, track locations of the AOR medical facilities, and perform all necessary communication and coordination with hospitals, mortuary affairs company HQ, supported units, and subordinate HQ to perform casualty reporting operations, in coordination with the ASCC G-1/AG.
- Report all casualties from DOD and DA Civilians, CAAF, multinational forces, and personnel from other Services (if the sponsoring Service is not in the immediate area).
- Receive, process, and forward all casualty reports in theater.
- Maintain and provide casualty data and briefings for the ASCC G-1/AG.
- Assist CMAOD through monitoring formal LOD investigations on deceased Soldiers.
- Collect casualty reports from brigade S-1s and HR squads performing casualty reporting missions and submit to CMAOD.
- Ensure initial casualty reports flow through the theater CIC to CMAOD as quickly as possible from time of incident.
- Establish the theater Army casualty records center.
- Coordinate with the HROB to ensure the HR squads performing casualty reporting missions are established within the HR company.
- Assist with validating casualty mail information.
- Maintain casualty information of all theater personnel.
- Submit initial, supplemental, and status change casualty reports.
- Synchronize casualty operations between the ASCC G-1/AG, subordinate G-1/AGs, S-1s, and mortuary affairs activities.

3-82. The theater CIC is the focal point for casualty report processing. It serves as the casualty records repository for all records (digital and paper) within theater. The web-based casualty reporting application to the DCIPS system further enables file recall for installation casualty assistance centers, G-1/AGs, and S-1s, as all reports applying to a social security number can be recalled.

CORPS G-1/AG AND DIVISION G-1

3-83. Corps G-1/AGs and division G-1s administer authority levels for submission of casualty reports for assigned and attached units. They are responsible for submitting initial casualty reports using DCIPS-PCR to the theater CIC within prescribed timelines. If the JTF commander, joint force land component commander, or coalition forces land component commander grants authority to the corps, the corps may submit reports directly to CMAOD with a copy provided to the theater CIC. Additionally, the corps G-1/AG

and division G-1 have additional HR support to casualty operations responsibilities if serving as the ARFOR G-1/AG.

3-84. The corps G-1/AG provides support to casualty operations. Corps G-1/AG casualty operations responsibilities include the following:

- Develop an SOP for casualty operations.
- Submit initial casualty reports using DCIPS-PCR to the theater CIC within 12 hours from time of incident (dependent on routing). However, if the JTF commander, joint force land component commander, or coalition forces land component commander grants authority to the corps, the corps may submit reports directly to CMAOD with a copy provided to the theater CIC.
- Administer authority levels for submission of casualty reports for assigned and attached units.
- Maintain casualty information of all assigned or attached personnel.
- Submit status change and supplemental casualty reports in a timely manner.
- Use DA Form 1156 as the template or tool to capture casualty information for generating the initial casualty report.
- Ensure letters of sympathy and condolence are completed.
- Ensure casualty operations are included in all OPLANs and OPORDs.
- Synchronize casualty matters between the G-1/AG and G-4.
- Ensure completion of all LOD investigations and boards as required.
- Monitor status of AR 15-6 investigations.
- Advise the commander on the status of casualties.

3-85. The division G-1/AG provides support to casualty operations. Division G-1/AG casualty operations responsibilities include the following:

- Develop an SOP for casualty operations.
- Submit initial casualty reports using DCIPS-PCR to the theater CIC within 8-10 hours from time of incident (dependent on routing).
- Administer authority levels for submission of casualty reports for assigned and attached units.
- Maintain casualty information of all assigned or attached personnel.
- Submit status change and supplemental casualty reports in a timely manner.
- Use DA Form 1156 as the template or tool to capture casualty information for generating the initial casualty report.
- Ensure casualty operations are included in all OPLANs and OPORDs.
- Include operations and capabilities as part of early entry operations.
- Ensure letters of sympathy and condolence are completed.
- Synchronize casualty matters between the S-1 and S-4.
- Ensure completion of all LOD investigations and boards as required.
- Advise the commander on the status of casualties.
- Notify and inform the servicing Civilian Personnel Advisory Center of a casualty of a DA Civilian employee to counsel DA Civilian employee family members and/or beneficiaries concerning DA Civilian employee death benefits and entitlements and process death benefits claims.

3-86. The corps and division G-1/AG may serve as the ARFOR G-1/AG. The corps and division G-1/AG have the following casualty operations responsibilities if serving as the ARFOR G-1/AG:

- Serve as the casualty manager for the AO.
- Coordinate with the TSC to ensure the TPOC establishes the theater CIC for the AO.
- Establish connectivity with CMAOD and maintain casualty information flow.
- Ensure HR squads are located at hospitals and other locations as required.
- Synchronize casualty operations between the G-1/AGs, HR squads, public affairs, MTFs, mortuary affairs, intelligence activities, and others as directed by DA.
- Include casualty managers as part of all early entry modules and teams.

MULTI-DOMAIN TASK FORCE S-1/BRIGADE S-1/SPECIAL TROOPS BATTALION S-1 (GENERAL OFFICER-LEVEL HEADQUARTERS)

3-87. The MDTF and brigade S-1s have responsibility for maintaining casualty reports and the status of all assigned and attached personnel at MTFs with assistance from HR squads at critical nodes. They are the point of entry for casualty data into DCIPS-PCR and are required to submit supplemental, status change, and progress reports as applicable. Brigades are responsible for coordinating with the fatal accident section of CMAOD whenever there is a military-related accidental death or any death within the unit covered under AR 638-34. Refer to appendix B, S-1 Assessment Checklist, and use the list to assess the effectiveness of brigade HR support to casualty operations. The MDTF, brigade, and STB S-1s have the following casualty operations responsibilities:

- Ensure the rear detachment maintains a roster of trained and certified casualty notification and assistance officers.
- Ensure the rear detachment makes telephonic notification for all injured and ill Soldiers as directed by the CMAOD.
- Ensure the rear detachment identifies and trains sufficient personnel to serve as SCMOs to secure and process home station personal effects.
- Develop an SOP for casualty operations.
- Maintain personnel asset visibility on all assigned or attached personnel, other Service personnel, DOD and DA Civilians, and CAAF. Provide accountability information to personnel recovery cells and other staff agencies to maintain 100% force accountability.
- Notify the unit or local safety office to determine or initiate mishap investigations or fatality review boards.
- Maintain a personnel information database as directed by the ASCC G-1/AG for the purposes of assisting personnel recovery operations; the personnel recovery cell requires information on isolated, missing, detained, or captured personnel. This is especially important if the individual in question did not complete DD Form 1833 (*Isolated Personnel Report [ISOPREP*]) or civilian equivalent form.
- Receive casualty information from subordinate battalion S-1 sections via tactical voice and data nets. Collect all essential elements of the casualty report from brigade ad hoc HR squads performing casualty-reporting missions using the DA Form 1156 as a template.
- Verify that Soldier casualty information (DD Form 93/VA) is current on iPERMS; forward updates to the CMAOD through the appropriate installation casualty assistance center as required.
- Submit casualty reports to the corps and division G-1/AG or deployed theater CIC IAW ASCC G-1/AG casualty reporting guidance using DCIPS-PCR or directed system within six hours from time of incident, when conditions permit; personnel recovery cell must be informed of duty status-whereabouts unknown incidents and casualty reports.
- Maintain coordination with the surgeon, MTF, and medical company to monitor status of patients, both those further evacuated and those who are ultimately RTD from the medical company.
- Submit supplemental reports when the status of the casualty changes or whenever additional information becomes available, to include the initiation or completion of any death investigation.
- Monitor and ensure the appropriate commander appoints a SCMO for personal effects within 48 hours of the date of death or determination of status, as required, and ensure compliance with the provisions of AR 638-2 to include submission of the interim and final SCMO report to the CMAOD. Refer to DA PAM 638-2 for additional guidance.
- Contact the Army case management personnel at the U.S. Air Force Mortuary Affairs Operations Center prior to a deployment, before forwarding unit patches and sets of unit crests.
- Process posthumous promotions, awards, and U.S. citizenship, if appropriate. (Note: Process posthumous promotions and awards in a timely manner to ensure an accurate reflection of the Soldier's Army Service Uniform at the dignified transfer location.)
- Prepare appointment orders for investigation officers to conduct AR 15-6 collateral investigations into all hostile deaths, suspected suicides, deaths resulting from military-related accidents, or friendly fire incidents.

- Monitor and appoint LOD investigating officer for non-hostile injuries and deaths. Ensure the appropriate commander appoints an LOD investigating officer for non-hostile injuries and death, or that appointing authority is delegated in writing to the appropriate field grade officer; monitor the status of the investigation as directed by the commander.
- Prepare and mail letters of sympathy, condolence, and concern as required by the commander. (Note: Battalion commanders are required to prepare letters IAW AR 638-8. Letters of condolence cannot be sent until 24 hours after mailing the letter of sympathy.)
- Ensure casualty operations are included in all OPLANs and OPORDs.
- Update theater commander, subordinate S-1s, and rear detachment commander on patient status as patients move through the medical system using DCIPS-PCR (by monitoring progress reports submitted). Enter casualty data into DCIPS-PCR and submit supplemental, status change, and progress reports as applicable. Coordinate with the brigade surgeon, and when required, ensure verbal coordination with MTFs.
- Analyze personnel strength data to determine current capabilities and project future requirements; track the status and location of recovered personnel until they complete the reintegration process. (Note: Personnel recovery cells might require additional staffing to fulfill assigned responsibilities. Additional maneuver forces may also be required for personnel recovery missions.)
- Ensure casualty operations and capabilities are included as part of early entry operations.
- Establish and convene a casualty working group to ensure all actions that require completion after a casualty incident are coordinated and completed.

BATTALION S-1

3-88. The battalion S-1 has responsibility for preparing casualty reports and maintaining the status of assigned and attached personnel at MTFs with assistance from the HR squads. Battalion S-1s forward all original casualty forms to the brigade. Battalion S-1s ensure all Soldiers and DOD and DA Civilians carry and are trained on the use of the DA Form 1156 to ensure effective reporting when casualties occur. The battalion processes casualty reports using DA Form 1156 as a template to capture the information needed to complete a casualty report and ensures the form is filled out and submitted to the brigade S-1 or into DCIPS without delay, or as soon as the tactical situation permits. Currently, field grade officers must approve casualty reports for accuracy and completeness before submission, but losses at the scale of large-scale combat operations against a peer threat may require an exception to this policy to ensure timely reporting. Battalion S-1s should also coordinate any information they receive on mortuary affairs or personal effects disposition with the battalion S-4. Refer to Appendix B (S-1 Assessment Checklist) and use the list to assess the effectiveness of battalion HR support to casualty operations. During contingencies, the battalion S-1 has the following casualty operations responsibilities:

- Develop an SOP for casualty operations.
- Maintain personnel asset visibility on all assigned or attached personnel. Provide accountability information to personnel recovery cells and other staff agencies to maintain 100% force accountability.
- Ensure all S-1 personnel are trained on casualty reporting procedures, maintain required copies of DA Form 1156, and understand how to use the form as a template or prompter to relay the essential elements of the casualty report by voice or electronic means as quickly as possible after a casualty incident occurs.
- Receive casualty information from subordinate or attached units (information may be received via casualty reporting system, DA Form 1156, radio, or by other available methods).
- Notify the commander and chaplain when a casualty occurs.
- Notify the unit or local safety office to determine or initiate mishap investigation or fatality review board.
- Review and approve casualty information (verified through HR squads performing casualty reporting missions, mortuary affairs collection points, provost marshal channels, or individual personnel).

- Submit initial casualty reports to the brigade S-1 using DCIPS-PCR when available or via DA Form 1156 when DCIPS-PCR is not available. When required, ensure a field grade officer from the battalion reviews and authenticates casualty information prior to submission of the initial report. If the tactical situation does not allow a review, follow up the initial report with a supplemental report as soon as possible.
- Coordinate with the surgeon, battalion aid station, or medical company to monitor status of patients.
- Provide supplemental reports whenever any additional casualty information is confirmed or when the circumstances as initially reported require updating.
- Process awards and U.S. citizenship actions, if applicable.
- Ensure the appropriate commander appoints a SCMO for personal effects.
- Coordinate for an investigating officer to conduct AR 15-6 investigations (required for hostile deaths, suspected suicides, deaths resulting from military-related accidents, or friendly fire incidents).
- Ensure casualty operations are included in all OPLANs and OPORDs.
- Prepare, review, and dispatch letters of sympathy and condolence.
- Track evacuated casualties back to home station.
- Analyze personnel strength data to determine current capabilities and project future requirements; track the status and location of recovered personnel until they complete the reintegration process. (Personnel recovery cells might require additional staffing to fulfill assigned responsibilities. Additional maneuver forces may also be required for personnel recovery missions.)
- Maintain a personnel information database; the personnel recovery cell requires information on isolated, missing, detained, or captured personnel. This is especially important if the individuals in question did not complete DD Form 1833 or civilian equivalent form.
- Update the commander on the status of casualties.
- Ensure casualty operations and capabilities are included as part of an early entry operations.

THEATER PERSONNEL OPERATIONS CENTER POSTAL OPERATIONS DIVISION

3-89. The TPOC POD provides oversight of all casualty mail processing and associated timelines and develops SOPs for casualty mail procedures. Refer to Chapter 4 for specific responsibilities of the TPOC POD.

HUMAN RESOURCES OPERATIONS BRANCH

3-90. The HROB monitors casualty operations within their AO to determine placement of HR squads performing casualty reporting missions. The HROB has the following HR support to casualty operations responsibilities:

- Ensure the resourcing and distribution of casualty elements (HR platoons and teams) comply with theater policy, ensuring timely and accurate reporting.
- Provide or coordinate augmentation in the event of mass casualty.
- Ensure casualty personnel are trained and capable to perform the mission.
- Maintain battle book and concept of support material.
- Maintain HR squad weekly rollup excel spreadsheet.
- Maintain HR squad unit tracker.
- Access SIPRNET to verify HR squad casualty support information.
- Create casualty operations lay down maps.
- Prepare historical summaries.
- Utilize minimum mission essential HR enabling systems.

HUMAN RESOURCES COMPANY HEADQUARTERS

3-91. The HR company HQ provides command and control, planning, and technical support to all assigned or attached HR squads and delivers HR area support for casualty operations in the deployed AO. The HR company HQ has the following HR support to casualty operations responsibilities:

- Ensure the resourcing and distribution of casualty elements (HR platoons and squads) comply with theater policy, ensuring timely and accurate reporting.
- Provide or coordinate augmentation in the event of mass casualty.
- Ensure casualty personnel are trained and capable to perform the mission.
- Maintain battle book and concept of support material.
- Maintain HR squad weekly rollup excel spreadsheet.
- Maintain HR squad unit tracker.
- Access SIPRNET to verify HR squad casualty support information.
- Create casualty operations lay down maps.
- Prepare historical summaries.
- Utilize minimum mission essential HR enabling systems.
- Oversee placement of casualty reporting elements at the MTF, G-1/AG, general officer HQ, and TPOC.
- Identify and tracks manning requirements.
- Monitor number of casualties within the last 24 hours (formatted report).
- Verify casualty reporting elements' communications in coordination with the G-6 and S-6.
- Provide system access to NIPRNET and SIPRNET.
- Utilize current version of DCIPS.
- Track last visit (by leaders) and inspection.
- Monitor latest arrival date and boots on ground tracking.
- Report units within 90 days of latest arrival date.
- Identify high risk Soldiers and determines and coordinates rotation cycle for casualty reporting elements within the HR platoon.

HUMAN RESOURCES PLATOON

3-92. The HR platoon receives all administrative guidance through the HR company HQ. The HR platoon functions as part of the theater casualty reporting system by placing HR squads for casualty reporting missions at general officer-level HQ, theater CIC, mortuary affairs companies, and Role 3 MTFs in their AO. The HR platoon provides leadership, training assistance, and administrative support to the HR squads performing casualty reporting missions.

3-93. The HR platoon is a multifunctional platoon which consists of three HR squads. Each squad has the capability to perform either a casualty support or personnel accounting mission. This aligns mission command with the technical element and enables accurate and timely casualty information collection.

3-94. The HR platoon receives all administrative guidance through the HR company HQ and functions as part of the theater CIC or corps and division G-1/AG in a deployed environment. The HQ ensures proper resourcing for all HR squads to perform casualty reporting tasks.

HUMAN RESOURCES SQUAD (MULTIFUNCTIONAL)

3-95. HR squads performing casualty reporting missions provide accurate and timely casualty reporting and tracking information at Role 3 MTFs, theater mortuary affairs company HQ, general officer commands, and the theater CIC. The casualty reports supplement casualty reporting information from G-1/AGs and S-1s. The HR squads must deploy as members of all early entry elements to facilitate the casualty reporting flow. They facilitate real-time casualty information for commanders. They provide updated status reports to affected units and inform them when Soldiers leave theater to supplement the information for the unit and the NOK. They also assist with coordinating a Soldier's RTD. Under the scope and scale of large-scale

combat operations, HR squads may also be allocated as required to brigade-level formations to assist with casualty reporting and personnel accountability missions.

3-96. The HR squad primary function is to ensure timely reporting of casualty information to the theater CIC and the unit S-1. The theater CIC verifies the information and sends it to the CMAOD to coordinate notification actions through the appropriate installation casualty assistance center. The HR squads supporting G-1/AGs assist commanders in maintaining accurate casualty information throughout the duration of an operation. The HR squads should be cross-trained to allow for rotations in duty assignments between G-1/AGs, MTFs, and mortuary affairs collection points to provide a break from the emotional nature of this duty.

3-97. The HR squads serve as a liaison for each affected commander and unit. They provide updated status reports to the affected unit and inform the unit if the affected Soldier leaves theater. The HR squads assist with coordinating a Soldier's return to duty with the unit. The HR squads located at an MTF review each patient's status, document newly arrived patients, and collect casualty related information for entry into DCIPS. The Joint Patient Tracking Application assists G-1/AGs and S-1s with casualty tracking and Soldier location information. The CMAOD notification section contacts the theater CIC to receive patient updates. The CMAOD notification section passes these updates to Family members until they and their Soldier are united. The HR squad assists injured Soldiers in obtaining access to necessary services such as military pay and MWR.

INSTALLATION CASUALTY ASSISTANCE CENTER

3-98. Installation casualty assistance centers are primarily involved with the casualty notification and assistance to the NOK. They operate based upon a geographic AO and may extend beyond their AOR, depending on the situation. Installation casualty assistance centers operate in peacetime and during operations. Their responsibilities include, but are not limited to—

- Assisting Families with survivor's benefits and entitlements.
- Coordinating escorts for remains.
- Making funeral arrangements to include Family funeral travel.
- Coordinating with appropriate representatives for military burial honors and personal effects disposition with respect to where a decease Soldier has personal effects (for example, forward and home station).

Note: Some forward-stationed casualty assistance centers perform the same functions as an installation casualty assistance center, and they should not be confused with theater CICs. Theater CICs have different responsibilities for the ASCC in wartime. In wartime, theater CICs are staffed by the ASCC HROC.

QUARTERMASTER MORTUARY AFFAIRS COMPANY

3-99. The mortuary affairs company's role is to provide mortuary affairs support across the range of military operations. The company performs the following tasks: mortuary affairs collection point operations, mortuary affairs contaminated remains mitigation site operations, theater mortuary evacuation point operations, and personal effects depot. The company performs these tasks by assigning platoons to the specific task or mission; however, these platoons do not perform these tasks concurrently.

3-100. The mortuary affairs company is generally attached to a division sustainment support battalion or CSSB. One mortuary affairs company is allocated per corps. Mortuary affairs teams can be further attached to brigade support battalions for allocation to brigade combat teams across a division. The company is designed to process up to 400 human remains per day from up to 20 mortuary affairs collection point locations. The mortuary affairs company may establish a main collection point at corps or division support areas when required, evacuate human remains to the theater mortuary evacuation point, and operate the theater mortuary evacuation point with the ability to process up to 250 human remains daily. Refer to ATP 4-46 for detailed information regarding quartermaster mortuary affairs company responsibilities.

SECTION IV – PERSONNEL READINESS MANAGEMENT

3-101. The mission of PRM is to distribute Soldiers and Army Civilians to subordinate commands based on documented manpower requirements or authorizations and the commander's priorities. Personnel readiness describes a state of wartime readiness. PRM is a process for achieving and maintaining wartime readiness. PRM involves analyzing personnel strength data to determine current combat capabilities, project future requirements, and assess conditions of unit and individual readiness. In formations, PRM starts by comparing the organization's personnel strength against its requirements or authorizations and ends with a personnel readiness assessment and allocation decision. By adding predictive analysis of manpower changes (nondeployable rates, projected casualty rates, evacuation policies, and replacement flows), units can assess the personnel readiness of the organization and determine replacement allocation priorities.

3-102. PRM is directly interrelated and interdependent upon the functions of PASR and PIM. In support of the Army's ReARMM, the national HR provider (for example, HRC, Army Reserve, and National Guard Bureau) determines individual replacement packages based on forecasted losses and allocates to units IAW HQDA manning guidance. The HQDA G-3/5/7, which identifies target fill levels, establishes the manning levels for units.

3-103. The G-1/AG and S-1 manage unit personnel readiness and recommend changes to the priority of replacements. After receiving a recommendation by the staff, the commander is responsible for making the decision to change the priority of replacement fills.

3-104. Personnel readiness managers continuously collect, correlate, and analyze critical personnel strength information to develop a vision of future requirements. Personnel readiness managers must ensure staff integration into current operations and ensure the G-1/AG participates in planning to provide an assessment of future personnel requirements. From this assessment, personnel readiness managers maintain a running estimate and make recommendations to commanders during MDMP. Critical MOS shortages or large numbers of nondeployable Soldiers are difficult to overcome once a unit receives mobilization notification for deployment. Battalion, brigade, and MDTF S-1s are the key to success in the PRM process. The battalion is the first level of command responsible for updating duty status changes or non-deployment data in the appropriate HR system of record. Unforecasted losses, such as those resulting from administrative, legal, or medical issues, can significantly affect unit readiness. If initiating appropriate measures, such as cross-leveling personnel from the installation/unit or reorganizing unit personnel does not mitigate losses, then elevation of the issue to the next higher command is appropriate.

SOLDIER AND UNIT READINESS

3-105. Successful unit readiness begins with outlining specific steps G-1/AGs and S-1s must complete to be prepared for deployment. The time for G-1/AGs and S-1s to plan Soldier and unit readiness activities is continual to ensure units and individuals are prepared to deploy if notified. Soldier and unit readiness includes—

- All subordinate units, even those not scheduled to deploy.
- Individuals identified to support rear detachment or home station operations, as they may be called forward.
- Functions of PASR, individual readiness, replacement of nondeployable personnel, and PRM. It also includes legal, financial, medical, dental, family support, and Soldier well-being matters.

3-106. As part of the planning process, G-1/AGs and S-1s determine how to perform PRM in various operational settings. Some of these factors include—

- Size of the deployed force.
- Size of the stay behind force and the rear detachment (if any).
- Length of deployment (if known).
- Personnel manning requirements.
- Connectivity at the forward location.
- Number of replacements expected at home station.

3-107. AR 600-8-101 outlines the Soldier readiness program to ensure Soldiers meet readiness criteria for deployment. The program prepares, certifies, and reports individual Soldier and unit readiness for deployment, including shortfalls, to the unit commander. Each organization (brigade and battalion) should include the Soldier readiness program in their unit SOPs. The G-1/AG and S-1 must clearly outline the pre-deployment process and the expectation for commanders. Units should also advise their higher HQ and HRC of the process to ensure there are no conflicts associated with commanders' expectations versus higher HQ and HRC direction. For additional information regarding individual medical readiness requirements, refer to AR 40-502 and DA PAM 40-502.

3-108. Individual Soldier readiness for deployment is just as important as training and equipment readiness. This requires active discussions on issues and priorities with the commander, G-3 or S-3, chief of staff, executive officer, and command sergeant major. Improperly planned HR support affects the commander's ability to make manning decisions based on personnel and the readiness and morale of the forces deployed. For deploying units, validation is the senior commander's determination of the unit's ability to accomplish the deployment mission. The garrison chief, military personnel division is the military personnel community's representative on the installation validation board. Per AR 600-8-101, the validation process is typically conducted in three phases:

- Phase I – The unit commander's USR suffices as the initial assessment. Commanders will no longer report the available status of personnel as it relates to unit readiness reporting but will instead report the deployable status of all personnel through the Army's readiness reporting system as it relates to unit personnel readiness status. Units will measure personnel readiness using three metrics: total deployable strength, assigned MOS skills match, and the deployable senior grade composite-level.
- Phase II – Soldier readiness processing (SRP) accomplishes the readiness improvement portion of the validation process and ensures all Soldiers meet the readiness requirements.
- Phase III – The deployment processing activities described in AR 600-8-101 provide information for the installation final validation assessment and deployment decision-making process.

3-109. The Soldier readiness program has two levels of readiness. Level 1 is the state of readiness that should be maintained always. Level 2 applies only in cases of individual temporary change of station moves and unit deployments in support of a contingency when the home station is not the deployment station and is the state of readiness that must be achieved after the Soldier has been alerted but before departure from the home station. Level 2 requirements include all of those of level 1, plus some items that must be done at the home station (that is, those that cannot be done at the deployment station) but cannot be done until after the Soldier has been alerted. Refer to AR 600-8-101 for specific information regarding the levels of readiness.

3-110. Maintaining individual readiness for deployment is the basic concept of SRP. Therefore, Regular Army Soldiers, ARNG Soldiers in units, and Army Reserve Soldiers in troop program units will undergo an annual SRP event as specified AR 600-8-101. RC Soldiers will undergo SRP annually if they are not in units or whenever they serve on active duty if their active duty service is less often than once per year.

3-111. Per AR 600-8-101, units will undergo SRP at designated points in the sustainable readiness process. Units will undergo initial SRP (level 1 and level 2) 180 days prior to latest arrival date (also known as LAD) (LAD–180) or 30 days prior to the collective training exercise (CTE–30), whichever is earlier. Designated contingency expeditionary force (also known as CEF) units will undergo an initial SRP (level 1 and level 2) 180 days prior to their available force pool date (AFPD) (AFPD–180) or CTE–30, whichever is earlier.

3-112. The designated deployment expeditionary force (also known as DEF) units will complete final SRP no earlier than 60 days prior to latest arrival date. Subsequent SRP (for example, validation and completion of DD Form 2795 [*Pre-Deployment Health Assessment*]; pregnancy tests; theater-specific immunizations; and update of casualty documents upon completion of block absences when Soldiers change family structure or location) will be completed by exception. Designated contingency expeditionary force units will complete final SRP on a case-by-case basis after designation as a designated deployment expeditionary force unit (alerted for deployment). In addition to designated deployment expeditionary force units, units designated by the unit commander will complete final SRP no earlier than latest arrival date –60 days.

3-113. SRP requires commanders to maximize Soldier readiness by identifying and correcting nondeployable conditions. Personnel processing requirements include checking the status of individual

Soldier readiness during in-processing, at least once annually, during out-processing, and within 60 days of an actual deployment date. Units designated as designated deployment expeditionary force and contingency expeditionary force units will complete SRP as stated above. For contingency expeditionary force units, final SRP will be conducted only if the unit is alerted for deployment with a latest arrival date, which changes their status to a designated deployment expeditionary force unit; final SRP will be conducted no earlier than latest arrival date –60 (final SRP will be conducted immediately if latest arrival date is within 60 days). The unit will conduct final SRP and the installation directorate of plans, training, mobilization, and security will verify the final SRP. The annual SRP may be omitted for designated deployment expeditionary force or contingency expeditionary force units. Units or brigade combat teams may conduct additional SRPs using internal resources to identify and fix possible nondeployable conditions prior to initial or final SRP.

3-114. Unit commanders are responsible for ensuring SRP occurs continually at unit level and that DA Form 7425 (*Readiness and Deployment Checklist*) is completed prior to conducting final SRP and verified by installation not earlier than latest arrival date –60. An SRP team from installation and staff agencies accomplishes the initial SRP (unit and individual annual) under the general leadership of the directorate of plans, training, mobilization, and security.

3-115. DA Form 7425 is required for SRP on all Soldiers and for departures from the home station on a temporary change of station move or a unit deployment. The DA Form 7425 guides Soldiers through the SRP, the additional requirements that must be met before departing the home station for transit to a deployment station, and the processing at the deployment station. A copy of DA Form 7425 with the home station portions completed will accompany every deploying Soldier to the deployment station. Installations will determine how to accomplish these processing requirements. Commanders may require Soldiers to process through additional activities listed on the form and some local activities not listed on the form (that is, unique local activities can be added to the form). A deployment packet, which includes a copy of the appropriate personnel, medical, dental, and other required documents, will be uploaded into iPERMS prior to departure from the home station.

3-116. Units will use DA Form 7425 for final SRP for units 120 to 60 days prior to AFPD (AFPD minus 120–60). Commanders will coordinate with the installation to certify final SRP not earlier than the latest arrival date. Commanders are responsible for unit readiness at all times and will conduct continuous SRP after the installation-led SRP at AFPD–180 and by exception at AFPD minus 120–60.

3-117. Soldiers should complete deployment heath assessments, including DD Form 2795, DD Form 2796 (*Post Deployment Health Assessment [PDHA]*), and DD Form 2900 (*Post Deployment Health Reassessment [PDHRA]*), for all deployments outside of the U.S. for greater than 30 days to locations not supported by a fixed U.S. MTF (for example, operational deployments, training events, and humanitarian missions). Furthermore, commanders are required to determine the environmental risks and the need for deployment health assessments for all deployments outside the U.S. or operations inside the U.S. of 30 days or less IAW DODI 6490.03.

3-118. Commanders and S-1s must ensure the proper scheduling of the Pre-Deployment Health Assessment IAW DODI 6490.03. This includes completion of the assessment within 120 days from deployment and validation of the form and Soldier's medical status within 60 days of deployment. The Post Deployment Health Assessment and Post Deployment Health Reassessment forms are completed on-line. Soldiers should receive instructions and gain access to the appropriate system at the time of assessment.

3-119. Transactions, as appropriate, should be submitted to update the appropriate Army HR system or record based on the findings of SRP. The local proponent for the system, at the point of service, must also update other functional systems (for example, Medical Protection System and Digital Training Management System). Refer to AR 600-8-101 for installation-level and community-level SRP and mobilization processing requirements.

3-120. Per AR 600-8-101, deploying Soldiers will meet medical fitness standards IAW AR 40-501 and the combatant commander's requirements. The unit commander will make the decision to deploy a Soldier IAW DODI 6490.07 and combatant command published medical screening criteria. For Soldiers with any of the conditions listed in these authoritative documents, unit commanders must raise the decision to the first general officer in the chain of command. The general officer who recommends deployment must submit a waiver request through the combatant command surgeon to the combatant commander for approval. Some

Soldiers, because of certain medical conditions, may require administrative consideration when assigned to combat areas or certain geographic areas. The role of the commander is to ensure that Soldiers do not violate their profiles and are assigned duties that they can perform without undue risk to their health and safety. The decision to deploy a Soldier is the unit commander's decision. Refer to AR 600-8-101 for specific details regarding deploying Soldiers who are determined to have physical profiles.

3-121. Although the deployment checklist (DA Form 7425) will guide deploying Soldiers through the process at both the unit and the installation levels, the S-1 should ensure Soldiers receive all required briefings and provide them any required guidance. Family members of deploying Soldiers should be provided an opportunity to receive an orientation briefing and printed materials on the mission, available Soldier and Family Readiness Groups, and family member benefits. Each battalion staff activity or unit should accomplish at least the requirements on the deployment checklist.

3-122. The S-1 should ensure all deploying citizen Soldiers have an opportunity to fill out and submit Standard Form 76 (*Voter Registration and Absentee Ballot Request: Federal Post Card Application [FPCA]*) so the voting registrars back home will know where to send absentee ballots during the deployment. The S-1 should perform appropriate checks to ensure Soldiers process correctly. Refer to AR 600-8-101 for installation-level and community-level deployment readiness requirements.

3-123. Personnel readiness processing includes numerous tasks for unit leaders. Specific unit commander or unit leadership tasks include the following:

- Ensure to update the family readiness plan, including unit readiness goals.
- Ensure Soldiers receive a copy of the accompanying personal readiness checklist and receive training on the DD Form 93, SGLV Form 8286, and SGLV Form 8286A.
- Counsel Soldiers on requirements to provide financial support payments to family members while deployed.
- Complete officer evaluation reports (OERs), noncommissioned officer evaluation reports (NCOERs), civilian evaluations, and awards as required.
- Conduct Soldier counseling.
- Identify potential Soldier financial issues.
- Update the personnel reporting system.
- Conduct a substance abuse briefing on substance abuse effects and legal consequences.
- Provide updated redeployment rosters to the rear detachment commander.
- Utilize the risk reduction reintegration tip card in coordination with the commander, chaplain, and brigade surgeon.
- Plan, coordinate, and perform reunion and homecoming ceremonies and activities.
- Encourage Soldiers to keep channels of communication open with their Families.
- Conduct safety briefings covering, at a minimum, privately owned vehicles, motorcycles, seasonal driving conditions, and factors affecting behavior.
- Verify that operator licenses, registrations, insurance policies, and safety inspections are current.
- Conduct pre-separation counseling for RC Soldiers released from active duty. Conduct a complete LOD determination for each medical condition incurred or aggravated while on active duty prior to release from active duty, and their entitlement to medical evaluation for any medical condition that surfaces after release from active duty believed to be service connected.
- Conduct a command climate survey.
- Reintegrate RC Soldiers into civilian workplaces.
- Conduct a unit risk inventory 30 days prior to deployment and 120–180 days after redeployment.
- Ensure Soldiers who conduct a permanent or temporary change of station complete personnel readiness processing as required.

3-124. MDTF, brigade, and battalion S-1s and military personnel divisions perform numerous personnel readiness processing tasks. These tasks include the following:

- Update DD Form 93.
- Complete SGLV Form 8286 and SGLV Form 8286A.

- After completing and uploading all DD Form 93, SGLV 8286, and SGLV Form 8286A updates to iPERMS, monitor status to confirm all updates have successfully posted.
- Verify eligibility for overseas deployment.
- Query for Soldiers who have a record of a conviction of a misdemeanor crime of domestic violence using a DD Form 2760 (*Qualification to Possess Firearms or Ammunition*).
- Issue passports to DA Civilians who are in receipt of deployment orders.
- Ensure incumbents of emergency essential positions fill out DD Form 2365 (*DoD Expeditionary Civilian Agreement: Emergency-Essential Positions and Non-Combat Essential Positions*).
- Advise RC Soldiers of 18-year sanctuary, as required.
- Reenroll Soldiers in the Montgomery GI Bill and state tuition assistance programs (RC Soldiers).
- Conduct Military Occupational Specialty Administrative Retention Review (MAR2), as required.
- Provide support to the S-3 for relief-in-place and transfer of authority activities with the incoming S-1.
- Coordinate band support, if required, for transfer of authority ceremony.
- Coordinate with the S-4 to transfer S-1 stay behind equipment to the incoming unit.

3-125. HR personnel perform numerous military pay tasks to assist Soldiers. Military pay tasks include the following:

- Review status of DOD charge card holders.
- Provide travel pay as requested for Soldiers with temporary change of station orders.
- Conduct finance briefings.
- Expedite allotment changes.
- Adjust the basic allowance for housing for USAR and ARNG Soldiers.
- Review entitlements and special pay.

3-126. Legal assistance helps Soldiers, Family Members, and other eligible personnel on legal affairs. Legal assistance tasks include the following:

- Coordinate with the supporting office of the staff judge advocate for legal assistance support for deploying personnel.
- Update wills.
- Provide powers of attorney.
- Provide counseling on civil matters.
- Provide counseling regarding support payments to military dependents.
- Provide counseling on family law matters.
- Provide information on taxes, transition entitlements, and legal rights under the Servicemembers' Civil Relief Act.
- Provide RC personnel information on legal rights under the Uniformed Services Employment and Reemployment Rights Act.
- Provide legal assistance to RC Soldiers for legal problems arising from or aggravated by mobilization or deployment.
- Provide tax class and information to spouses.
- Provide general advice for claims of personal property lost in shipment or while in storage.

3-127. Upon notification of deployment, S-1s are responsible for concentrating initial efforts. Initial efforts must be concentrated in the following areas:

- Account for assigned and attached personnel. This is crucial as personnel may be on TDY, attending school, or in authorized absence status. If required, the S-1 may recommend the commander recall personnel on TDY, attending non-DA sponsored schools, or in an authorized absence status. Submit all requests to recall personnel attending DA sponsored schools through the chain of command to HQDA.
- Verify the non-available status of all Soldiers and update required databases as required.

- Initiate reassignment actions for Soldiers who remain non-available for the duration of the deployment.
- Cross-level personnel within the unit as necessary.
- Coordinate RC cross-levels from external RC donor units to include the Individual Ready Reserve.

3-128. The S-1 is responsible for other pre-deployment actions. Other pre-deployment actions include the following:

- Support or coordinate PRM requirements for deploying units.
- Ensure HRC has the correct distribution management sub-level mapping for deploying units.
- Publish a unit schedule and conduct SRP IAW AR 600-8-101.
- Complete DA Form 7425.
- Conduct a deployment brief for unit personnel and their spouses.
- Coordinate appropriately with Soldier and Family Readiness Group leaders.
- Coordinate issuance of CACs for DOD and DA Civilians and CAAF before deployment.
- Request HQDA, DCS, G-3/5/7 Force Management to establish derivative UIC for PASR of personnel not deploying. Units can also use the codes as an interim placement until replacement personnel are assigned to a specific unit.
- Ensure rear detachment HR support is established for the period of the deployment.
- Ensure the rear detachment obtains access and permissions to the appropriate HR systems and databases.
- Confirm all S-1 personnel are trained on HR systems and databases.
- Coordinate with supporting medical and dental activities (for example, medical records review for immunization requirements, verify the panoramic dental X-ray and DNA sample are on file, and verify profiles of medically disqualified personnel via the Medical Protection System).
- Update Soldier data elements affecting pay.
- Review and update Soldier records, with attention to data elements affecting deployable status.
- Ensure the iPERMS correctly reflects the DD Form 93 and Servicemembers' Group Life Insurance (SGLI) certificate of coverage.
- Coordinate with the appropriate staff section for preparation of Isolated Personnel Reports.
- Verify S-1 personnel security clearances.
- Identify required evaluation reports.
- Verify CAC and identification tags; replace or reissue as required.
- Coordinate legal services, wills, and powers of attorney.
- Ensure training and certifications completion for all assigned rear detachment sergeant first class through sergeant major, chief warrant officer 2, and captain through colonel for casualty notification and assistance officers.
- Be familiar with fatal incident requirements and briefing responsibilities per AR 638-34.

3-129. The S-1 should provide the respective S-3 with the unit's incoming gains roster to designate times and resources for theater-specific individual readiness training. This coordination and execution before departure will directly affect a unit's deployed strength.

3-130. The S-1 coordinates with unit commanders and the medical operations officer to ensure they closely monitor medical readiness programs routinely. The nondeployable categories increasing the most before deployment are temporary and permanent profiles and referrals to the MAR2, Medical Evaluation Board, or Physical Evaluation Board. Battalion S-1s should reinforce to unit commanders the need to monitor their Soldiers continuously to ensure regular birth-month medical checks are completed. These checks are a precautionary step in identifying medical conditions and correcting them before deploying. Battalion S-1s should encourage commanders to make decisions on Soldiers who are borderline for deployment as early as possible. If deployability decisions occur just before deployment, there may be insufficient time for brigade S-1s to work replacements before deployment. MDTF, brigade, and battalion S-1s should be aware of the following common medical boards and programs:

- MOS Administrative Retention Review. An administrative board authorized under AR 635-40 but not part of the Disability Evaluation System. The MAR2 is held for Soldiers whose medical conditions are determined by the appropriate medical authority to meet the medical retention standards in AR 40-501 but nonetheless require duty limitations necessitating a P3 profile. The MAR2 evaluates whether the profile limitations prevent the Soldier from satisfactorily performing primary MOS or area of concentration duties in a worldwide field or austere environment. The MAR2 evaluation may result in retention in primary MOS or area of concentration, reclassification, or referral to the Disability Evaluation System.
- Medical Evaluation Board. The Medical Evaluation Board is an informal process conducted IAW AR 635-40, which is phase 1 of the Disability Evaluation System. The designated medical authority refers Soldiers directly to the board when the Soldier has reached the medical retention determination point for conditions that individually or in combination fail the medical retention standards of AR 40-501. Per AR 635-40, the Disability Evaluation System begins as of the earliest approval signature of the DA Form 3349-SG (*Physical Profile Record*); thus, a Soldier is in the system before the completion of the Medical Evaluation Board. When a MAR2 evaluation results in a referral to the Disability Evaluation System, the Soldier is in the system as of approval of the MAR2 decision. The Medical Evaluation Board cannot return a MAR2-referred Soldier to the Disability Evaluation System unless the board upgrades the Soldier's profile to a P2 or P1, in addition to confirming the Soldier's conditions meet medical retention standards.
- Physical Evaluation Board. The Physical Evaluation Board is conducted per AR 635-40. An informal Physical Evaluation Board initially adjudicates all cases, which is essentially a review of the Soldier's case file paperboard. IAW 10 USC 1214, no Soldier may be separated or retired for disability without a full and fair hearing if the Soldier demands one. The full and fair hearing is the formal Physical Evaluation Board. Board findings are not final until approved by the U.S. Army Physical Disability Agency for the Secretary of the Army. Certain cases require higher-level approval.
- Soldier recovery unit. Personnel undergoing medical care and rehabilitation may be assigned or attached to a Soldier recovery unit. Soldier recovery units are for Soldiers with complex medical needs requiring six months or more of treatment or rehabilitation. Commanders must clear Uniform Code of Military Justice actions, other legal actions, investigations, property or hand receipt issues, and LOD determinations before transferring Soldiers to a Soldier recovery unit.
- Community care units. Community care units function as Soldier recovery units for active Army, Army Reserve, and ARNG Soldiers who receive medical care in their home communities with the support of their Families and communities. Community care units perform command and control functions and provide administrative support, medical case management, and medical processing for assigned Soldiers. Soldiers assigned to community care units use the TRICARE network and have non-complex medical cases, and normally do not require day-to-day medical management provided by a Soldier Recovery Unit. Each Soldier's situation is unique, so leaders must flexible and judge each situation individually. Soldiers continue to receive the benefits of a dedicated unit of cadre and triad of care (primary care manager, nurse case manager, and squad leader). Soldiers are also provided access to installation resources.

3-131. Commanders and leaders at all levels have the responsibility to build and sustain individual resilience and unit readiness within their formations. It is critically important to identify any Soldier readiness issues and address them immediately. Responsibility and accountability lie solely on unit commanders for continually ensuring readiness at the unit level. The SRP team from installation and staff agencies supports both unit and individual annual SRPs under the general leadership of the directorate of plans, training, mobilization, and security. Based on installation or community size and mission, the team may operate full time and consist of representatives from specific installation or community staff agencies. These agencies include, but are not limited to—

- Personnel.
- Medical.
- Dental.
- Provost Marshal Office.
- Military pay.

- Security.
- Legal.
- Logistics.
- Operations.
- Transition Assistance Program Center.

3-132. As directed by AR 220-1, Army units report their combat readiness each month on the USR. This document identifies the status of personnel, supply, equipment, and training readiness. It informs HQDA of current factors degrading the unit's readiness and helps commanders at all levels to allocate resources, determine trends, and identify authorizations versus the unit's wartime requirement. The personnel data portion reflects the unit's percentages of assigned strength, available strength, available senior grade, available MOS-qualified strength, personnel turnover rate, total non-available personnel by category, and the unit's overall personnel rating.

PERSONNEL READINESS MANAGEMENT RESPONSIBILITIES

3-133. The paragraphs below outline PRM responsibilities at various echelons of command. These responsibilities support the subordinate key function of PRM that directly supports the core competency of man the force.

ARMY SERVICE COMPONENT COMMAND G-1/AG

3-134. During the planning phase of operations, the ASCC G-1/AG identifies unit and personnel requirements, to include deployed CAAF and DOD and DA Civilian personnel. The ASCC G-1/AG is responsible for developing replacement and casualty requisitions as part of the deliberate planning process. The peacetime replacement system requires the ASCC commander to submit personnel requisitions to include civilians in advance of requirements. At OPLAN execution, the system delivers replacements to the theater to bring units to required strength and ensure replacements are available as casualties occur. The requisitions reflect the number of Soldiers by MOS and area of concentration and grade needed to bring theater units to required strength and to replace the number of expected casualties (killed in action, wounded in action, missing in action, non-battle injuries) by MOS and area of concentration, rank, and by time window. Casualty estimates are produced by the Medical Planners' Toolkit, which is the Army's casualty estimation tool of record for Army HR planners at echelons above brigade. The MPTK estimates casualties up to 365 days. The ASCC commander prepares to transition to the normal requisitioning system based on actual casualty experience. To support this effort, ASCC G-1/AG, G-2, G-3, G-4, and G-5 planners, at a minimum, develop the casualty estimate, and, in coordination with the G-3, work with HQDA to determine the ratio of individuals versus unit replacements. Individual replacement requirements are submitted to HRC. HRC maintains a copy of the ASCC's individual replacement requirements for each concept plan or OPLAN. The HRC maintenance of the ASCC individual replacement requirements includes a review for consistency with HQDA manning guidance, MOS, and area of concentration structure changes. The ASCC G-1/AG PRM responsibilities include the following:

- Develop theater PRM plans, policies, milestones, and priorities, synchronized with operational objectives included in OPLANs and OPORDs.
- Advise the commander on theater PRM.
- Obtain, monitor, and assess the PRM (strength reports, projected gains, estimated losses, and projected numbers of personnel returning to duty) of theater units via the DTAS and HR systems.
- Determine personnel requirements and recommend priorities by skill and rank.
- Provide approved NRP replacement priorities to the TPOC.
- Direct intratheater reassignments to meet urgent operational requirements.
- Obtain RTD data from the surgeon cell or theater CIC and incorporate into the NRP distribution plan.
- Prepare the casualty estimate in coordination with the surgeon and the G-3 using the Medical Planners' Toolkit.
- Monitor the personnel portion of ongoing reconstitution efforts.

CORPS G-1/AG AND DIVISION G-1

3-135. Corps G-1/AGs and division G-1s maintain overall responsibility for PRM of subordinate elements. Corps G-1/AGs and division G-1s maintain the responsibility to assist the national HR provider in shaping the force to meet mission requirements. Corps G-1/AG and division G-1 PRM responsibilities include—

- Monitor personnel information on all assigned and attached personnel with particular attention to information that updates specific automated HR databases and systems.
- Manage PASR using the appropriate HR system of record.
- Manage personnel files and records IAW governing regulations and policies.
- Establish and manage policies and procedures that affect PIM for subordinate units.
- Establish the personnel requirements reporting system in the corps.
- Synchronize PRM SOPs with ASCC PRM policies and procedures.
- Advise the commander on current and projected PERSTAT.
- Monitor the personnel portion of ongoing reconstitution operations.
- Collect, consolidate, analyze, and report unit strengths.
- Validate replacement priorities for displaced units.
- Determine NRP replacement priorities (based on G-3 priorities to ensure personnel distribution management supports the operational plan).
- Coordinate diversions as required.
- Manage subordinate unit assignment priorities to ensure they meet the commander's guidance.
- Obtain and prepare casualty estimates leveraging the Medical Planners' Toolkit in conjunction with the surgeon and G-3.
- Coordinate and monitor RTD projections with the surgeon.
- Include PRM (and the casualty estimate) in OPLANs and OPORDs.
- Establish electronic link to HR systems.
- Monitor PRM for nondeployed personnel.
- Maintain and monitor the status of key combat leaders and request replacements when required.
- Recommend cross-leveling corps and division assets as required.
- Assess PRM using strength reports, projected RTD reports, and information contained in various HR systems and data sources. Include gains, losses, and estimates not included in strength reports.
- Assess new equipment and weapons systems' impact on personnel requirements.
- Perform the duties of the ASCC G-1/AG if serving as the ARFOR or JTF.

BRIGADE AND SPECIAL TROOPS BATTALION S-1 (GENERAL OFFICER-LEVEL HEADQUARTERS)

3-136. The brigade or STB S-1 maintains communication and coordination with the higher-level G-1/AG for the execution of its PRM responsibilities, which include the following:

- Establish local PIM SOPs.
- Manage subordinate unit access to PIM systems (such as determine user roles, grant access, and manage permission levels to HR systems).
- Resolve and reconcile discrepancies in databases and manage PIM hierarchy.
- Provide oversight of subordinate units on maintenance of Soldier personnel data. This fundamental change provides brigade commanders the ability to gather and analyze personnel data to assist in decision-making.
- Manage personnel information and deviations for the brigade and STB.
- Update all automated HR systems as required.
- Ensure the following key automation enablers are accessed and updated in a timely manner: Defense Enrollment Eligibility Reporting System, iPERMS (posting of DD Form 93, SGLV Form 8286, and SGLV Form 8286A), DTAS, and DCIPS-PCR.
- Manage personnel files IAW governing regulations and policies.

- Provide technical assistance to supported users on all HR-operated personnel automation systems.
- Collect and correlate critical personnel readiness information.
- Manage PRM for subordinate units.
- Develop unit-level PRM policies and SOPs.
- Establish and perform brigade and STB PRM and distribution fill plan, and coordinate modifications based on operational requirements or commander's priorities.
- Verify the accuracy of manning status in subordinate units.
- Recommend, in coordination with the S-3, replacement priorities based on current and forecasted readiness status and commander's intent.
- Distribute NRP (individual replacements) to subordinate units based on the commander's priorities and published orders.
- Monitor and advise the commander on the personnel readiness status (current and projected) of subordinate units to include key leaders and critical combat squads, crews, and teams.
- Predict personnel requirements based on current strength levels, projected gains, estimated losses, and the projected number of Soldiers and Army Civilians returning to duty from MTFs.
- Monitor losses (for example, combat, non-combat, legal actions, medical, MAR2, and referrals to the Disability Evaluation System).
- Monitor and maintain visibility of nondeployable Soldiers, to include rear detachments.
- Coordinate the call forward of replacements.
- Monitor the personnel portion of reconstitution operations.
- Manage SRP to validate individual readiness and ensure visibility through updates to appropriate systems and databases. Manage Soldier utilization; distribute and properly slot Soldiers within the brigade and STB.
- Report critical personnel requirements to higher for individual Soldiers and teams.
- Manage UIC hierarchies through HR databases as required to ensure an accurate readiness COP at all levels.
- Ensure PRM is included in all OPLANs and OPORDs.

BATTALION S-1

3-137. The battalion S-1 implements the priorities of fill established by the commander by conducting and executing PRM for the unit. This includes PASR, managing casualty information, monitoring projected gains and losses, and managing RTD Soldiers (in coordination with the medical platoon). Battalion S-1s directly influence PRM by ensuring the accuracy of a Soldier's status in the appropriate HR system of record. PRM starts with complete, accurate, and timely Soldier data updates at the battalion. Battalion S-1 section responsibilities include the following:

- Establish a battalion PIM SOP.
- Update strength-related information in authoritative HR databases and systems to include gains, losses, grade changes, and duty status changes.
- Manage personnel information on assigned and attached personnel and update automated HR systems as required.
- Manage personnel files IAW governing regulations and policies.
- Coordinate with the brigade to obtain and manage access and permissions to PIM systems.
- Develop unit-level PRM policies and SOPs.
- Collect and correlate critical personnel readiness information.
- Ensure timely and accurate updates in the HR system of record for all required personnel data, strength, and duty changes.
- In coordination with the battalion S-3, recommend replacement priorities based on current and forecasted readiness status and commander's intent.
- Monitor and report to the commander the personnel readiness status (current and projected) of subordinate units to include key leaders and critical combat squads, crews, and teams.

- Predict and report personnel requirements based on current strength levels, projected gains, estimated losses, and the projected number of Soldiers and Army Civilians returning to duty from MTFs.
- Monitor losses.
- Monitor status of nondeployable Soldiers.
- Monitor the personnel portion of reconstitution operations.
- Manage SRP to validate individual readiness and ensure visibility through updates to appropriate systems and databases.
- Report critical personnel requirements for individual Soldiers and teams.
- Assign individual, squad, crew, or team replacements IAW the commander's priorities.
- Ensure PRM is included in all OPLANs and OPORDs.

SECTION V – PERSONNEL INFORMATION MANAGEMENT

3-138. PIM is a process to accurately collect, protect, process, store, display, reconcile, validate, maintain, and disseminate information about Soldiers, their Family members, DOD and DA Civilians, military retirees, and other personnel as required. PIM supports the execution of all HR core competencies and subordinate key functions. The information can be in the form of data, pictures of data, or documents. Data from documents are entered in the Army database and shared with DOD IAW DODI 8320.02. The Army Military Human Resource Record is an administrative record as well as the official permanent record of military service belonging to a Soldier. Properly managed, PIM satisfies the Army's legal obligation to retain historical information about veterans, retirees, and DOD and DA Civilians who deploy with the force. The creation of a Soldier's Army Military Human Resource Record begins with the first commitment by the government to the individual and commitment by the individual to the government (point of contract) during the acquire process and updated during the complete HR lifecycle IAW AR 600-8-104.

3-139. Every decision or action taken by the Army is based on information. Information management is included as part of all military operations and the operations process (planning, preparation, execution, and continuous assessment). PIM supports the life cycle management of Soldiers (access/retain, assign, sustain, evaluate/promote, and separate).

3-140. The goal of PIM is to provide timely and accurate personnel data used to—

- Provide accurate personnel information to support the execution of functions and actions.
- Provide relevant and accurate personnel information to assist commanders in their decision-making process for HR functions and actions.
- Provide personnel information for developing essential elements of friendly information.
- Provide personnel information data required in the execution of the sustainment warfighting function.

PERSONNEL INFORMATION MANAGEMENT RESPONSIBILITIES

3-141. Several agencies have critical responsibilities in managing the personnel information flow and maintenance. The personnel information network includes all units and Soldiers in the force. They usually fall into two categories: managers and users.

3-142. The management group consists of reporting units and database managers. Battalions and separate units are responsible for providing personnel information to support all HR core competencies and subordinate key functions. They record gains, losses, and other strength-related transactions in their electronic systems to inform higher echelons.

3-143. The user group includes personnel readiness, casualty, and postal personnel. Personnel readiness managers use the data to assess unit readiness and support allocation decisions. Casualty personnel use the data for basic personnel information and casualty reporting verification. Postal leaders use the data for postal locator information and casualty mail system management. The paragraphs below explain the roles and responsibilities of the various individuals and units in the PIM process.

SOLDIERS AND DEPARTMENT OF DEFENSE/DEPARTMENT OF THE ARMY CIVILIANS

3-144. Soldiers and DOD and DA Civilians have a responsibility to enter PIM self-service items and other essential personnel data promptly into the appropriate database when changes occur. This responsibility supports the goal of data correctness.

COMMANDERS

3-145. Commanders at all levels are responsible for taking proactive actions to protect and defend PIM data and documents and ensuring actions requiring their attention or processing are conducted in a timely and accurate manner. They are responsible for including inspection and oversight strategies to ensure any of their decisions or their staff's actions result in timely submission in the respective PIM system. They also give special emphasis to disciplinary actions, readiness status, and commitment to the government or change in commitment to the government by the individual or vice versa. Commanders must ensure protection of documents and data pertaining to enlistment, appointment, duty stations, assignments, training, qualifications, performance, awards, medals, disciplinary actions, insurance, emergency data, separation, retirement, casualty, administrative remarks, and any other personnel actions covered in AR 600-8-104.

ARMY SERVICE COMPONENT COMMAND G-1/AG

3-146. The ASCC G-1/AG is responsible for all PIM policies in its AO. Specific PIM responsibilities include the following:

- Manage PASR using the appropriate HR system of record.
- Establish and manage policies and procedures that affect PIM for subordinate units and the theater.
- Publish implementing instructions for personnel policies and programs for supported units.
- Establish, operate, and maintain ASCC deployed theater personnel database (through the TPOC and TG PAT).

CORPS G-1/AG AND DIVISION G-1

3-147. The corps G-1/AG and division G-1 indirectly manage and monitor PIM for all assigned units. Corps G-1/AGs and division G-1s exercise these responsibilities primarily in their role of coordinating EPS and managing the casualty reporting system for the corps and division. Personnel information managers at corps and division should anticipate the inclusion of joint and multinational personnel as an implied PIM mission during large-scale combat operations. During stability and defense support of civil authorities, as security partnerships form and transfer of security responsibilities occur, G-1/AGs may assist host-nation security forces with the development of their own PIM system. Corps and division G-1/AGs PIM responsibilities include the following:

- Monitor personnel information on all assigned and attached personnel with particular attention to information that updates specific automated HR databases and systems.
- Manage PASR using the appropriate HR system of record.
- Manage personnel files and records IAW governing regulations and policies.
- Establish and manage policies and procedures that affect PIM for subordinate units.

BRIGADE S-1 AND SPECIAL TROOPS BATTALION S-1 (GENERAL OFFICER-LEVEL HEADQUARTERS)

3-148. The brigade and STB personnel readiness team is normally responsible for PIM. Personnel information managers at brigade should anticipate an implied PIM mission during large-scale combat operations, to include joint and multinational personnel. During stability and defense support of civil authorities, as security partnerships form and transfer of security responsibilities occur, brigade S-1s may assist host-nation security forces with the development of their own PIM system. Brigade and STB S-1 PIM responsibilities include the following:

- Establish local PIM SOPs.
- Manage brigade distribution management sub-level.

- Manage subordinate unit access to PIM systems (such as determine user roles and grant access, manage permission levels to HR systems).
- Resolve and reconcile discrepancies in databases and manage PIM hierarchy.
- Provide direct oversight of subordinate units on maintenance of Soldier personnel data. This fundamental change provides brigade commanders the ability to gather and analyze personnel data to assist in decision-making.
- Manage personnel information/deviations for the brigade and STB.
- Update all automated HR systems as required.
- Ensure the following key automation enablers are accessed and updated in a timely manner: Defense Enrollment Eligibility Reporting System, iPERMS (posting of DD Form 93, SGLV Form 8286, and SGLV Form 8286A), DTAS, and DCIPS-PCR.
- Manage personnel files IAW governing regulations and policies.
- Provide technical assistance on all personnel automation systems to supported users.

BATTALION S-1

3-149. The battalion S-1 is the primary entity responsible for data input and updates and is the starting point for PIM. Battalion S-1 PIM responsibilities include the following:

- Establish a battalion PIM SOP.
- Update strength-related information in HR databases and systems to include gains, losses, grade changes, and duty status changes.
- Manage personnel information on assigned and attached personnel and update HR systems as required.
- Manage personnel files IAW governing regulations and policies.
- Coordinate with the brigade to obtain and manage access and permissions to PIM systems.

THEATER PERSONNEL OPERATIONS CENTER

3-150. The TPOC personnel accountability and systems division manages theater-wide PIM. It maintains and operates the PIM database for the theater. TPOC responsibilities include the following:

- Manage personnel information on assigned and attached personnel and update all HR systems as required.
- Manage user access, roles, and responsibilities within DTAS.
- Reconcile differences between DTAS and other HR systems and databases as required.
- Maintain unit hierarchy in DTAS for all theater units (with assistance from the HROC).
- Manage theater personnel accounting.
- Manage personnel files and records IAW governing regulations and policies.
- Provide technical guidance for PIM to HROBs, G-1/AGs, and MDTF, brigade, and battalion S-1s.
- Provide technical assistance to supported units on all HR automation systems in theater.

HUMAN RESOURCES AUTOMATION SUPPORT

3-151. HR systems are essential in accomplishing Army-wide PIM execution during large-scale combat operations. HR professionals rely heavily on HR systems and databases to provide commanders accurate reports and information for mission accomplishment. The inability to collect, process, and disseminate relevant HR information about units and personnel in a timely manner can seriously impede operations or the unit's mission. HR operations must be prepared to sustain the ability to support forces in degraded operations. During degraded operations, HR professionals must establish measures to ensure information continues to flow, which may include manually completing forms and using radios to submit casualty reports, PERSTATs, or any other information relevant to commanders to maintain the sustainment COP.

3-152. It is critical that HR professionals are competent with HR systems and databases and understand how HR functions and tasks are processed and conducted. It is also imperative to ensure HR professionals

are cross-trained across all HR systems. Immediate NIPRNET and SIPRNET connectivity should be near the top of a unit's priority list when arriving in theater for HR professionals to conduct required HR functions and tasks. For specific HR databases, systems, and other automation support/equipment needed to perform HR missions, refer to appendix A of this publication.

OVERVIEW OF PERSONNEL READINESS METRICS

3-153. HR support is critical to sustaining trained and ready units. To be effective, HR organizations (including G-1s, S-1s, installation Directorates of Human Resources, and military personnel divisions) must have quantifiable standards, reliable systems, efficient business processes, and trained personnel to perform the core competencies and major functions as described in FM 1-0. Command involvement by senior commanders, garrison commanders, and unit commanders at all levels is essential to achieving peak performance in HR support. The Personnel Readiness Summary Program maximizes the use of personnel readiness metrics that reflect Soldier readiness and provide commanders at all levels a product to evaluate their organization's ability to accomplish its operational mission. For more information on the Personnel Readiness Summary Program, see the Personnel Readiness Summary Guide developed by HRC.

3-154. Commanders make critical decisions based on data reported in Army HR systems. The main objective for using personnel readiness metrics is to provide accurate and timely personnel data to commanders, which enable them to make assessments and decisions. G-1/AGs and S-1s should also use personnel readiness metrics to assess the performance of their sections and units. Additionally, using personnel readiness metrics allows HRC to determine the efficiency and effectiveness of Army HR policies, procedures, and systems and assists in early detection of HR issues and deficiencies at battalion and brigade levels. Whether serving as performance indicators or readiness indicators, personnel readiness metrics give commanders a way of measuring personnel strength, readiness, and the effectiveness of HR support.

3-155. The Personnel Readiness Summary Guide separates metrics into two general categories: Tier 1, Readiness and Tier 2, Indicators. The guide has two basic purposes:

- Support the Army Sustainable Readiness Program by providing commanders a snapshot of their unit's personnel readiness to accomplish the operational mission.
- Serve as a how-to for HR professionals tasked with gathering personnel readiness data and providing analysis to commanders.

3-156. HRC developed baseline metrics for senior leaders to review on a recurring basis at the Army level. HRC sets the initial goal or standard. These thresholds are what commanders should expect to meet or exceed at any level of command. HR professionals typically adhere to these standards in the course of their work. An example of a regulatory standard comes from AR 600-8-6. The standard is—Soldiers should not remain assigned as incoming assigned personnel beyond seven days after arrival in a unit. The measurement may reflect either success or failure (97% versus 3%). Using the example, it is up to the HR professional responsible to assign new arrivals to meet the standard. See the Personnel Readiness Summary Guide for detailed information on baseline metrics and regulatory standards.

> ***Note:*** The gaining unit or installation HR professional completes the IPPS-A arrival transaction and the move of a Soldier from one assignment to another. The assignment transaction and reason dictate if the Soldier's arrival is an automated or manual action. An arrival transaction can only occur after a departure transaction from the previous assignment is recorded on the Soldier's assignment record.

3-157. Additional, or local metrics, measure other areas the commander deems important or of interest. These metrics can also lead to positive change within the unit. While these may not have a regulatory standard, the Personnel Readiness Summary Guide lists goals and standards for additional personnel readiness metrics. An example of a local or additional metric is DA photo—number of Soldiers with a missing or outdated photo. The goal or standard is zero. In this example, it is up to the command to ensure Soldiers meet the standard rather than the duty of an HR professional.

3-158. HR leaders, primarily at the S-1 and military personnel division level, have the primary responsibility of maintaining Army HR systems with accurate and timely personnel data. HR leaders provide

oversight controls, review standard reports, resolve errors, and ensure updates to critical systems daily to maximize accuracy and readiness. Commanders work with their HR leaders and primary staff elements to develop metrics and standards to assess the quality of support and level of readiness within the command. Everything commanders check and assess is important. By asking simple questions, commanders can assess the overall personnel situation. The guide also provides recommended actions on how to implement a successful personnel readiness metrics program to assist commanders in achieving a better understanding of their S-1's requirements.

3-159. Personnel readiness metrics that do not meet the standard are simply indicators to a commander that an area requires explanation or special attention. The use of metrics allows commanders and S-1s the ability to track trends over time. However, failure to meet a metric is not necessarily a failure on the part of the S-1 and should not be the sole means used to evaluate an S-1's performance. This is important to note, as metrics are not used entirely as a basis for determining superior or substandard units because no two units operate with the same conditions, resources, training, or personnel at any given time. Data should be looked at over time as an indicator of inefficiencies, gaps, or other personnel readiness shortfalls that may require additional training or modification of policies and procedures.

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Chapter 4

Provide HR Services

This chapter describes, in detail, the HR core competency of provide HR services, and the subordinate key functions of EPS, postal and unit mailroom operations, and MWR operations.

SECTION I – ESSENTIAL PERSONNEL SERVICES

4-1. The initiation of EPS functions occurs through the Soldier, unit commanders, unit leaders, G-1/AGs and S-1s, or from the top of the HR system (HRC-level). During large-scale combat operations, wartime priorities may delay many EPS actions. The processing of most EPS actions occurs through the HR system of record, with documentation added to the Army Military Human Resource Record. However, there are some actions processed separately by the commander or S-1 (for example, congressional inquiries, customer service, and participation in boards). Typical actions initiated by Soldiers are absence requests, updates to family member information for record of emergency data or life insurance elections, and updates to allotments, savings bonds, and direct deposit. Typical actions initiated by commanders include requests for awards or decorations, promotions, reductions, bars to continued service, and completing DA Form 7652 (*Disability Evaluation System [DES] Commander's Performance and Functional Statement*) on each Soldier referred to the Disability Evaluation System. The supervisor at all levels normally initiates evaluation reports. Table 4-1, annotated with checkmarks, lists the EPS functions and tasks and the agencies responsible for processing them.

Table 4-1. Essential personnel services responsibilities

Function/Task	***Responsible Agencies***						
	BN	***BDE***	***MDTF***	***DIV***	***CORPS***	***ASCC***	***IMCOM***
Develop EPS Policy, Timelines, and SOP	✓	✓	✓	✓	✓	✓	*
Awards and Decorations	✓	✓	✓	✓	✓	✓	
Evaluations Reports	✓	✓	✓	✓	✓		
Promotions and Reductions		✓	✓	✓	✓		*
Transfers and Discharges	✓	✓	✓	✓	✓	✓	✓
Absences	✓	✓	✓	✓	✓	✓	
Military Pay and Entitlements	✓	✓	✓				
Officer Accessions	✓	✓	✓				✓
Personnel Action Requests	✓	✓	✓	✓	✓	✓	*
Line of Duty Investigations	✓	✓	✓	✓	✓	✓	*
AR 15-6, Investigations Appointment	✓	✓	✓	✓	✓	✓	*
Bars to Continued Service	✓	✓	✓				

Table 4-1. Essential personnel services responsibilities *(continued)*

Function/Task	*Responsible Agencies*						
	BN	***BDE***	***MDTF***	***DIV***	***CORPS***	***ASCC***	***IMCOM***
Issue Common Access Cards		✓	✓				*
Issue Identification Tags	✓						
Citizenship and Naturalization	✓	✓	✓				*
Reassignments	✓	✓	✓	✓	✓	✓	✓
Deletions/Deferments	✓	✓	✓	✓	✓	✓	*
Records Review	✓	✓	✓	✓	✓		✓
Branch Transfers	✓	✓	✓			✓	
Congressional Inquiries	✓	✓	✓	✓	✓	✓	*
Conscientious Objector	✓	✓	✓	✓	✓	✓	
Exceptional Family Member Program	✓	✓	✓				
Medical Review Boards (MAR2)	✓	✓	✓	✓	✓	✓	
Reclassifications	✓	✓	✓				
Request for Schools/Training	✓	✓	✓				
Application for Retirement	✓	✓	✓	✓	✓	✓	✓
DD Form 93	✓	✓	✓				
Sponsorship	✓	✓	✓	✓	✓		*
Statement of Service	✓	✓	✓				✓
Suspension of Favorable Personnel Action	✓	✓	✓				*
Talent Management	✓	✓	✓	✓	✓	✓	✓

AR Army regulation
ASCC Army Service component command
BDE brigade
BN battalion
DD Department of Defense
DIV division
EPS essential personnel services
IMCOM installation management command
MAR2 Military Occupational Specialty Administrative Retention Review
MDTF multi-domain task force
SOP standard operating procedure

* IMCOM military personnel divisions have responsibilities for these functions/tasks for non-Personnel Services Delivery Redesign units on the installation.

4-2. G-1/AGs and S-1s determine the proper HR organization to provide EPS support to assigned or attached personnel and process efficient and timely EPS actions. This determination is also affected by whether the unit is deployable, deployed, assigned to garrison, or geographically separated from the brigade. EPS provide timely and accurate HR functions that affect Soldier status, readiness, and quality of life and allow Army leaders to effectively manage the force.

AWARDS AND DECORATIONS

4-3. The awards and decorations program enables the Army to provide Soldiers and DOD and DA Civilians tangible recognition for valor, meritorious service, and achievements. The awards program also provides a mechanism for recognizing veterans and the primary NOK of Soldiers, members of sister Services, military personnel of multinational countries, and civilians for their meritorious contributions. Multi-name award orders should be limited in number due to privacy issues. See AR 600-8-105 for detailed information

regarding preparation of multi-name award orders. Award orders and memoranda are forwarded for placement in the Army Military Human Resource Record.

4-4. The approval authority for military awards and decorations is prescribed by AR 600-8-22, AR 672-20 (for DA Civilian personnel), and DODI 1400.25, Volume 451 for DOD Civilian personnel. Wartime awards approval authority may be delegated to the senior Army general officer in a documented joint command commensurate with the officer's rank.

4-5. Initiate, process, and submit recommendations for awards and decorations through the chain of command to the approval authority. Commanders in the chain of command process the award expeditiously with the goal of presenting the award before the individual's departure from the unit. For posthumous awards, the goal is to have the award approved for presentation to the Family at the funeral. Posthumous valorous awards require special handling IAW Army policy.

4-6. Commanders may establish award boards to review award recommendations and recommend award decisions. Awards boards, if established, should reflect the composition of the command as much as possible. For example, if an organization is task organized with Regular Army and RC units, then the board should have representatives from each component. Awards and decorations are historical in nature and approval authorities maintain a record of each recommendation and decision.

4-7. During joint operations, HR elements (J-1, G-1/AG, and S-1) must determine Soldier eligibility for joint awards and decorations. During the deployment planning process, commanders with award approval level need to ensure sufficient stocks of individual awards and certificates are included. See DODM 1348.33 for information on joint awards.

4-8. The S-1s manage the unit recognition program to include ensuring awards and certificates are on hand. S-1s should inventory awards on hand and replenish as required. Some combat awards require a longer lead-time to order and receive, especially if the unit is in a deployed location.

4-9. The S-1 sections process awards using the Awards Eligibility Roster or Award Recommendation PAR and ensure that an IPPS-A generated order is automatically sent to iPERMS. IPPS-A generates an order for all awards processed in the system. The S-1 sections review submitted PARs, insert workflow, upload any key supporting documents, and manually check for duplicate awards. Commanders approve, disapprove, upgrade, or downgrade the PAR. Order generation and Soldier record updates take place after an HR professional manually releases the award or automatically 30 days after award approval. S-1 sections publish award orders, which validate the Soldier's eligibility and approval of the award. In a deployed JOA, Soldiers may become eligible for several awards and badges ranging from shoulder sleeve insignia to campaign medals. S-1 sections must take special care to ensure that records accurately reflect a Soldier's period of deployment and awards/decorations earned while deployed.

Note: The Award Recommendation PAR and My Buddy PARs replaces DA Form 638 (*Recommendation for Award*) to process awards from Legion of Merit and below for members within recommender's chain of command. DA Form 638 remains a mechanism for awards recommendation above Legion of Merit and for Soldiers outside of the recommender's chain of command.

4-10. The S-1 sections should check AR 600-8-22 and military personnel messages to find current requirements and allow additional processing time for sister Service concurrence. S-1s should also be familiar with state awards for ARNG personnel. In some cases, it may be appropriate to recommend ARNG Soldiers for specific state awards.

MILITARY EVALUATION REPORTS AND CIVILIAN PERFORMANCE APPRAISALS

4-11. Evaluation reports provide a systematic approach for assessing the past performance and potential of military personnel. For NCOs, warrant officers, and officers, these reports provide information to HQDA for use in making personnel management decisions that affect promotions, assignments, centralized selections, or qualitative management. For civilian personnel, appraisals assist in making decisions concerning

compensation, training, rewards, reassignments, promotions, reductions in grade, retention, reductions in force, and removal.

4-12. During deployments, mobilizations, or emergencies, HQDA may implement changes to the evaluation policy. These changes may affect report periods, reasons for submission, processing procedures, processing timelines, use of counseling checklists, and appeals procedures. The S-1 is responsible for maintaining visibility of evaluation report status to facilitate timely submission.

4-13. In addition to maintaining visibility on evaluation reports, HR leaders are the subject matter experts on all aspects of the evaluation reporting process. One specific area S-1s provide guidance with is how to manage an evaluation rating profile. Although the profile is ultimately the responsibility of each rating official, S-1s should be prepared to discuss this topic and be ready to advise rating officials on how to maintain credible profiles that provide the flexibility to recognize top performing individuals.

4-14. AR 623-3 and DA PAM 623-3 provide policy and procedural guidance for processing officer and NCO evaluation reports. Forms content management facilitates the process of forwarding completed evaluation reports to HRC for final action and placement in the Army Military Human Resource Record, except for ARNG NCO evaluation reports, which route to the State Enlisted Personnel Manager for processing.

4-15. The DOD Performance Management and Appraisal Program (also known as DPMAP) evaluates and documents the performance of most DA Civilian personnel. The authority for DA Civilian employees is DODI 1400.25, Volume 431. Additionally, certain Army Civilian employees are covered by alternative civilian personnel management systems which follow other prescribed performance management systems (for example, Defense Civilian Intelligence Personnel System, Acquisition Workforce Personnel Demonstration Project, and Science and Technology Reinvention Laboratory Personnel Demonstration Projects).

EVALUATION REPORTING SYSTEM

4-16. The evaluation reporting system evaluates the performance and potential of officers (warrant officer 1 through brigadier general) and NCOs (sergeant through command sergeant major), in peacetime and wartime. AR 623-3 prescribes the policy and tasks for the Army's evaluation reporting system. DA PAM 623-3 is the primary reference for procedural guidance on preparing and submitting evaluations for officers and NCOs and includes the following:

- DA Form 67-10-1 (*Company Grade Plate [O1-O3; WO1-CW2] Officer Evaluation Report*).
- DA Form 67-10-2 (*Field Grade Plate [O4-O5; CW3-CW5] Officer Evaluation Report*).
- DA Form 67-10-3 (*Strategic Grade Plate [O6] Officer Evaluation Report*).
- DA Form 67-10-4 (*Strategic Grade Plate General Officer Evaluation Report*).
- DA Form 67-10-1A (*Officer Evaluation Report Support Form*).
- DA Form 2166-9-1 (*NCO Evaluation Report [SGT]*).
- DA Form 2166-9-2 (*NCO Evaluation Report [(SSG-1SG/MSG]*).
- DA Form 2166-9-3 (*NCO Evaluation Report [CSM/SGM]*).
- DA Form 2166-9-1A (*NCO Evaluation Report Support Form*).

4-17. The advent of automated evaluation processing has placed a greater emphasis on the rating official's responsibility in initiating, completing, and forwarding completed OERs and NCOERs. The Army-wide standard is to complete all portions of the OER using the Form Wizard application with the electronic form located within the Evaluation Entry System portal, enter CAC-enabled digital signatures, and digitally submit the completed evaluation reports to HQDA via the Evaluation Entry System portal. IAW AR 623-3, the most recent version of evaluation report forms found in the Evaluation Entry System portal must be used when preparing OERs and NCOERs. S-1s should use HRC's automated resources to track and monitor the status of submitted evaluations.

4-18. Unit S-1s should be familiar with policy updates to AR 623-3 as appropriate on the following:

- Use of grade plate officer evaluation forms.
- Integration of a rater's profile for rated officers in the ranks of lieutenant colonel and below.
- Strengthening of rating chain accountability.

- Integration of Army leadership doctrine on OERs.
- Use of the officer evaluation support form.
- Requirements for counseling and assessing rated Soldiers on fostering a climate of dignity and respect and adhering to the Sexual Harassment/Assault Response and Prevention Program.

4-19. S-1s also maintain overall management responsibility of the evaluation reporting system within their organization. These responsibilities include maintaining multiple rating schemes and understanding requirements for special circumstances (such as relief for cause, death/incapacitation of a rating official, redress process, requirements for commander's inquiry, and requirements for referred reports).

4-20. S-1s should have a discussion with the commander on their role in managing the commander's profile. This discussion should include, at a minimum, access to the senior profile report and who within the command has the authority to forward completed reports to HRC or other filing authority.

CIVILIAN PERFORMANCE APPRAISALS

4-21. S-1s may expect DA Civilians to deploy with their respective units. Civilian performance appraisals with overall performance ratings assigned will be completed and recorded on DD Form 2906 (*Department of Defense Civilian Performance Plan, Progress Review and Appraisal)*. Civilian appraisals are required to be completed IAW guidance and timelines established by DODI 1400.25, Volume 431. Military and Civilian raters have responsibility for Civilian performance management; therefore, Civilian employees should be included in unit rating schemes. S-1s are encouraged to contact their supporting Civilian Personnel Advisory Center for guidance and policy concerns. Army Civilian employees that are not covered by the DOD Performance Management and Appraisal Program are covered by alternative civilian personnel management systems which follow other prescribed performance management systems.

JOINT SERVICE EVALUATION REPORTS

4-22. Joint Service evaluation reports are processed for military personnel of sister Services assigned to joint commands. There are specific processing requirements for Army personnel conducting evaluations on members of sister Services. S-1s are encouraged to establish a working relationship with sister Service liaisons and follow their regulatory guidelines for proper completion and routing of evaluation reports. Refer to AR 623-3, for specific information pertaining to the rules for designating a reviewer when raters or senior raters are not uniformed Army officials.

RATING SCHEMES

4-23. IAW AR 623-3, DODI 1400.25, Volume 431, or other appropriate performance system, commanders are required to establish and maintain rating schemes for all officer, NCO, and DOD and DA Civilian personnel within their respective commands. The S-1 assists commanders by coordinating communication at all levels to ensure rating schemes are up-to-date and free of errors. Monthly checks and updates are required due to personnel turbulence units' experience while in garrison or changes to task organization while deployed. Established rating schemes become critical tools when processing evaluation report appeals for officers and NCOs and when processing appraisal appeals for DA Civilian personnel.

TIMELINESS

4-24. HQDA continues to emphasize timely and accurate submission of evaluation reports (officer and NCO) and appraisal reports (DA Civilian) while in garrison or deployed. Timelines for preparing and submitting evaluations for officers and NCOs are in DA PAM 623-3. Timelines for preparing and submitting performance appraisals for DA Civilians are in DODI 1400.25, Volume 431. The cover page of a senior rater's Evaluation Timeliness Report, which includes information on delinquent reports (except DA Civilian and ARNG NCO evaluation reports), can be filed in that senior rater's Army Military Human Resource Record if authorized by AR 600-8-104.

PROMOTIONS AND REDUCTIONS

4-25. AR 600-8-19 and AR 600-8-29 prescribe the enlisted promotions, reductions, and officer promotion functions of the military personnel system. Both provide principles of support, standards of service, policies, tasks, rules, and steps governing all work required in the field to support enlisted promotions and reductions and officer promotions. Both regulations also provide the objectives of the Army's enlisted and officer promotion systems, which include filling authorized spaces with the best qualified Soldiers and officers. Further, both promotion systems provide for career progression and rank that are in line with potential and for recognition of the best qualified Soldiers and officers, which attracts and retains the highest caliber of Soldiers and officers for a career in the Army. Additionally, both systems preclude promoting Soldiers and officers who are not productive or qualified. For ARNG and USAR promotions, refer to AR 135-155, AR 135-156, NGR 600-100, and NGR 600-101.

4-26. It is important for all personnel involved in the enlisted and officer promotion system to understand Soldiers and officers from all Army components may be assigned to their organization. Each component has its own separate promotion policies, rules, and steps governing promotions. When conducting enlisted promotions at unit level, commanders and S-1s need to be knowledgeable of USAR and ARNG promotion policies and procedures as depicted in AR 600-8-19 and the Army Mobilization and Deployment Reference. They should audit promotion point worksheets to ensure compliance. For example, notification or approval may be required from the State before promoting ARNG Soldiers.

4-27. The promotions functionality in IPPS-A provides commanders and HR professionals a framework to process decentralized, semi-centralized, centralized, unit vacancy, special/off-cycle, and by-exception promotions. Commanders and HR professionals manage and process promotions in IPPS-A using rosters and the Special Promotions PAR. The promotion function in IPPS-A provides commanders and HR professionals the capability to—

- View an approved promotion order for all promotion types.
- View Soldiers job data record to view inserted promotion row.
- View previously completed board rosters to include external board preceding attachments.

DECENTRALIZED PROMOTIONS

4-28. The decentralized promotions function in IPPS-A promotes the following for all three components: enlisted to ranks private second class, private first class, and specialist; warrant officer to rank chief warrant officer 2; and officer to rank first lieutenant (refer to AR 600-8-19 and the IPPS-A User Manual for more information on decentralized promotions). The promotion functionality in IPPS-A delivers rosters for decentralized promotions and uses a PAR for special and exceptional promotion actions. Commanders are integral in the decentralized promotion process. Commanders have roles within the commander subcategory bundle that enable them to review and approve decentralized board rosters to promote eligible Soldiers. Commanders may promote Soldiers with a waiver, provided they have promotion capability within the percentage waiver restrictions as outlined in AR 600-8-19. IPPS-A automatically calculates waivers based on AR 600-8-19. When a Soldier is denied promotion, the commander may promote the Soldier using the next decentralized promotion roster, provided the Soldier is qualified. Waiver calculation only applies to Regular Army decentralized enlisted promotion rosters.

4-29. MDTF, brigade, and battalion S-1s adhere to the eligibility criteria for processing actions for automatic promotion to private second class, private first class, and specialist as outlined in AR 600-8-19. The eligibility criteria for these automatic promotions are as follows:

- Promotion to private second class requirement is 6 months time-in-service.
- Promotion to private first class requirements is 12 months time-in-service and 4 months time-in-grade.
- Promotion to specialist requirement is 24 months time-in-service and 6 months time-in-grade.
- Soldiers must not be flagged or barred from reenlistment.
- Any Soldier previously reduced must be fully qualified (without waiver) for promotion to the next higher grade.

4-30. Brigade S-1s have specific roles and responsibilities to perform in support of decentralized promotions. Brigade S-1 decentralized promotions roles and responsibilities are—

- Build the board template in IPPS-A.
- Add consideration and eligibility rules for generation of the monthly decentralized promotion eligibility roster in IPPS-A.
- Verify that the decentralized promotion roster is available in IPPS-A for view by the unit commanders by the 1st of the month.
- Verify waiver allocations in IPPS-A for commander's action.
- Review subordinate units' waivers to ensure waivers are used appropriately.
- Assist battalion S-1s by providing information needed to update missing data required to generate the monthly decentralized promotion eligibility roster.

4-31. Battalion S-1s have specific roles and responsibilities to perform in support of decentralized promotions. Battalion S-1 decentralized promotions roles and responsibilities are—

- Build the board template in IPPS-A.
- Add consideration and eligibility rules for generation of the monthly decentralized promotion eligibility roster in IPPS-A.
- Verify that the decentralized promotion roster is available in IPPS-A for view by the unit commanders by the 1st of the month.
- Verify waiver allocations in IPPS-A for commander's action.
- Ensure unit commander (or battalion commander for waivers to specialist) approves or disapproves promotions and ensure that a PAR is initiated to flag Soldiers denied automatic advancement.
- Prepare a PAR for all waivers for submission to iPERMS for filing in the Army Military Human Resource Record.
- Complete grade change transactions.
- Ensure Suspension of Favorable Action (flag) is lifted.
- Prepare promotion certificates.
- Upon notification from approval authority, lift flags not later than the second working day of the next month on those individuals identified as being eligible for promotion.

SEMI-CENTRALIZED PROMOTIONS

4-32. Promotion to sergeant and staff sergeant is accomplished in a semi-centralized manner. Field grade commanders in units authorized a commander in the rank of lieutenant colonel or higher have promotion authority to sergeant and staff sergeant. HQDA operations handles promotion cutoff scores based on the needs of the Army by grade and MOS, as well as the sergeant/staff sergeant promotion selection by-name list, which are determined and announced monthly. The semi-centralized promotion system depends on the sequential execution of the key events listed in AR 600-8-19.

4-33. Most duties for the semi-centralized promotion system fall under battalion S-1s. They are responsible for completing the promotion board, memorandum of board proceedings, and integration onto the recommended list.

4-34. Brigade and MDTF S-1s have more responsibility for semi-centralized promotions than they do for the decentralized promotion system. Under the semi-centralized system, brigade or MDTF S-1s serve as the Promotion Work Center.

4-35. Battalion S-1s have the most interaction with the Soldiers regarding promotion. However, the brigade or MDTF S-1s coordinate with HQDA regarding semi-centralized promotions. Although HQDA releases promotion lists to the brigade S-1, it is still the battalion S-1's responsibility to prepare promotion certificates. Brigade and MDTF S-1s should supervise and provide guidance to battalion S-1s to ensure the successful accomplishment of the mission.

4-36. Brigade and MDTF S-1s have specific roles and responsibilities to perform in support of semi-centralized promotions. Brigade and MDTF S-1 semi-centralized promotions roles and responsibilities are—

- Integrate onto the promotion point worksheet.
- Print monthly sergeant/staff sergeant promotion selection by-name lists, identify Soldiers to be promoted, verify eligibility, and issue orders or non-promotion notification memorandums. Verify that promotion orders are uploaded to iPERMS for filing in the Army Military Human Resource Record.
- Verify the generation of the Promotion Recommended Roster.
- Units may audit Soldiers' promotion records prior to being selected by-name for promotion by HRC. Soldiers may be required to obtain additional information when the validity of a document is in question.
- Verify Soldiers' promotion scores are reflected in the appropriate HR system of record not later than the last day of the month.

4-37. Battalion S-1s have specific roles and responsibilities to perform in support of semi-centralized promotions. Battalion S-1 semi-centralized promotions roles and responsibilities are—

- Coordinate board appearance, promotion point calculation, promotion list maintenance, and ensure the final execution of the promotions occur in the field in a semi-centralized manner.
- Review unofficial promotion point worksheets for accuracy.
- Correct all known errors before approval of the memorandum of board proceeding.
- Maintain counseling for non-recommended Soldiers, in addition to the Promotion Consideration Roster.
- Process board results after recommendations from the promotion board.
- Maintain a copy of board recommendations for two years.
- Report all discrepancies found during the board audit.
- Remain the point of contact for those deployed or otherwise unable to access a computer.
- Provide sound advice to the commander and Soldier and assist Soldiers who choose to submit an appeal when involved in the notification process.

CENTRALIZED PROMOTIONS

4-38. Promotion to sergeant first class, master sergeant, and sergeant major is accomplished in a centralized system for Active Army, USAR, and ARNG Soldiers. The HRC commander promotes Soldiers to these ranks. The HRC commander announces consideration for each rank in the primary and secondary zones before each board. Soldiers in the rank of staff sergeant, sergeant first class, and master sergeant may decline promotion consideration, along with attendance to the U.S. Army Sergeant's Major Academy, if applicable. A Soldier who declines promotion will be ineligible for that board's consideration; however, there is no impact on future eligibility or selections.

4-39. Brigade and MDTF S-1s have specific roles and responsibilities to perform in support of centralized promotions. Brigade and MDTF S-1 centralized promotions roles and responsibilities are—

- Review military personnel messages announcing promotion zones of consideration.
- Produce a Soldier eligibility list IAW the announced promotion zones of consideration for eligibility monitoring and unit command sergeant major verification.
- Report eligibility status changes to HRC on a continuous basis.
- Monitor arrivals and departures for Soldiers who become eligible or ineligible.
- Ensure suspense timelines are met IAW published messages.
- Notify unit commanders of Soldiers who were selected and non-selected for promotion.
- Compare HQDA selection list against listing of eligibles to ensure all eligible Soldiers were considered. On release date, comply with guidance in distributing selection list and letters of congratulations.
- Notify HRC IAW AR 600-8-19 of any eligible Soldiers who were not considered for promotion, and of any ineligible Soldiers who were selected in error.
- Comply with the promotion list memorandum concerning verification of Soldier's promotable status.

- Ensure that when a Suspension of Favorable Action (flag) is initiated on a Soldier that is on the promotion list, it includes the sequence number and promotion MOS.
- Verify that HRC processes promotion list removal action upon receipt of initial flag of a Soldier that is on the promotion list and has not been promoted.
- Forward reclassification orders on Soldiers who are reclassified while on a promotion list.
- Ensure all Soldiers identified in the command are in a promotable status upon receipt of enlisted promotion orders. Notify HRC by forwarding appropriate documents for non-promotable Soldiers or Soldiers returning to promotable status.
- Verify monthly sequence numbers to reproduce and distribute promotion orders.

4-40. Battalion S-1s have specific roles and responsibilities to perform in support of centralized promotions. Battalion S-1 centralized promotions roles and responsibilities are—

- Review military personnel messages announcing promotion zones of consideration.
- Produce a Soldier eligibility list IAW the announced promotion zones of consideration for eligibility monitoring and unit command sergeant major verification.
- Report eligibility status changes to the brigade or MDTF S-1.
- Assist Soldiers in updating the Soldier Record Brief, as needed.
- Monitor arrivals and departures for Soldiers who become eligible or ineligible.
- Ensure all eligible Soldiers thoroughly review and certify their promotion board file.
- Ensure suspense timelines are met IAW published messages.
- Notify unit commanders of Soldiers who were selected and non-selected for promotion.
- Screen the considered portion of the promotion selection list to ensure all eligible Soldiers were considered.
- Notify brigade of any eligible Soldiers who were not considered for promotion, and any ineligible Soldiers who were selected in error.
- Ensure that when a flag is initiated on a Soldier on the promotion list, it includes the sequence number and promotion MOS.
- Verify that HRC processes promotion list removal action upon receipt of initial flag of a Soldier that is on the promotion list and has not been promoted. If a Soldier has been promoted, verify that HRC processes revocation of promotion orders action.
- Ensure all Soldiers are in a promotable status upon receipt of enlisted promotion orders. Notify the brigade or MDTF S-1 by forwarding appropriate documents for non-promotable Soldiers or Soldiers returning to promotable status.
- Assist eligible Soldiers on procedural requests for consideration or reconsideration by the Stand-by Advisory Board, if appropriate.
- Verify monthly sequence numbers to distribute promotion orders.
- Ensure Soldiers to be promoted are counseled concerning the service remaining requirements and the procedures for declining promotion.
- Prepare certificates of promotion.

MULTI-DOMAIN TASK FORCE/BRIGADE/BATTALION S-1 ENLISTED PROMOTIONS CONSIDERATIONS

4-41. MDTF, brigade, and battalion S-1s play a key role in the promotion process. S-1s should know and understand the following:

- Stay abreast of promotion policy changes (military personnel messages and all Army activities messages).
- Be involved in the process (command sergeant major, senior HR NCO, and HR technician).
- Audit selected Soldier/first sergeant, and commander reports.
- Train board recorder (information and board process).
- Checks and balances (spot-check Soldiers).
- Ensure S-1s understand responsibilities.

- Be aware that promotions affect Soldiers' lives and Families.
- Prepare for promotion ceremonies (on-hand supplies and narrator).
- Monitor the centralized promotion boards for sergeant major/command sergeant major, master sergeant, and sergeant first class.
- Identify Soldiers early who may be eligible for complete-the-record NCOERs, per announced promotion board messages.
- Monitor the promotion process (monitor Soldiers who are flagged and on a centralized promotion list).

OFFICER PROMOTIONS

4-42. Officer promotions are an EPS responsibility of the S-1 section at brigade and battalion-level. Officers who demonstrate they possess the professional and moral qualifications, integrity, physical fitness, and ability required to perform the duties expected of them in the next higher grade depend on the S-1 to manage the officer promotion process accurately and effectively so there are no delays in officer promotions. The officer promotion system provides principles of support, standards of service, policies, tasks, rules, and steps governing the promotion and reduction of officers. The officer promotion regulation, AR 600-8-29 provides policy and procedural guidance. Promotions occur through a centralized system established by the Army G-1 for the Active Component (AC) and the USAR. The state AGs in the ARNG control promotions for ARNG personnel.

4-43. MDTF, brigade, and battalion S-1s must stay current on officer promotion policies and become subject matter experts on both the decentralized and centralized officer promotion systems. The decentralized promotion system applies to first lieutenant and chief warrant officer 2 promotions.

DEMOTIONS (REDUCTIONS)

4-44. Demotions (reductions) affect a Soldier's rank, grade, skill level, and pay. AR 600-8-19 prescribes policies and procedures governing reductions of Army enlisted personnel. Commanders and HR professionals use IPPS-A to manage and generate an order based on the reduction action. Demotions (reductions) may be voluntary, involuntary, or automatic and initiated with a Demotion PAR.

4-45. Enlisted reductions occur because of administrative reasons, misconduct, and inefficiency proceedings. The unit S-1's relationship with and support received from the brigade legal advisor is key to the success of efficient and timely reductions. Although unit S-1s may become very familiar with the military justice system, unit S-1s are not unit legal advisors. The paralegal Soldier assigned to the S-1 section acting under the direction and supervision of the brigade judge advocate and brigade senior paralegal NCO fulfill that role. Unit S-1s should establish a good working relationship with their brigade legal advisors and use their expertise to advise the commander. HR professionals have specific roles and responsibilities to perform in IPPS-A in support of demotions (reductions). HR professionals perform the following demotions (reductions) roles and responsibilities in IPPS-A:

- Initiate the Demotion PAR.
- Review the action at the S-1 pool or upper echelon group level and attach the appropriate workflow for approval or disapproval.
- Update the Soldier's record based on amended data or revoke demotion.

TRANSFER AND DISCHARGE PROGRAM

4-46. The Transfer and Discharge Program provides a mechanism for the orderly administrative separation, transfer, or discharge (component/Service) of Soldiers for various reasons. AR 635-200 provides policy and procedural guidance for enlisted separations, and AR 600-8-24 provides policy and procedural guidance for officer transfers and discharges. Title 10, USC is the authority for voluntary and involuntary officer transfers. It includes the release of other than Regular Army officers and the discharge of Regular Army officers before the completion of their contractual obligation (both voluntary and involuntary). For ARNG and USAR separations, refer to AR 135-175, AR 135-178, and NGR 635-100.

4-47. HR professionals manage separations. Separations occur when a Soldier resigns or discharges with no remaining service obligation. Separations moves a Soldier to an inactive HR status and terminates pay effective the date of separation or retirement. Additionally, the process to discharge a member is the same as Create Assignment for Voluntary Separation. These processes affect all three Army components. Separations also affect a Soldier's military personnel code. Movement from one Army component without a break in service are transfers, not separations.

4-48. A voluntary separation is an action initiated by the Soldier. An involuntary separation is an action initiated by the Army, which originates from the Soldier's command or higher authorities inside the Soldier's component. Soldiers may voluntarily request a separation. HR professionals and commanders also process separations using a PAR.

4-49. MDTF, brigade, and battalion S-1s provide for orderly administrative separation of Soldiers by preparing and tracking proper documentation and coordinating for the execution of administrative separation boards. While deployed, unit S-1s establish sound policies and procedures with their respective rear detachments to move Soldiers from deployment areas to established separation transfer points. This supports expeditious separation, discharge processing, and facilitates efficient replacement operations, which require close coordination with the installation military personnel division.

ABSENCES

4-50. Absences (formerly leaves and passes) are for several different types of events. Authorized absences support health, morale, motivation, and efficiency of Soldiers. Absences can be chargeable, non-chargeable, or administrative. Chargeable absences reduce a Soldier's absence accrual, while non-chargeable and administrative do not. AR 600-8-10 provides specific details on which types of absences are chargeable and non-chargeable as leave. Consistent with mission requirements, unit commanders may authorize absence for most or all of a given unit during a specified period (such as block leave). Block leave is IAW local policy. HR professionals process Soldier absences IAW regulatory guidance and unit SOPs.

MILITARY PAY

4-51. Military pay transactions are an integrated and embedded process within the HR architecture. Battalion S-1s are the central link between Soldiers and changes to military pay entitlements. They must be familiar with DOD financial management regulations and the Joint Travel Regulation. They are responsible for resolving routine pay inquiries for their Soldiers. Military pay transactions are triggered by personnel actions and selected EPS. The S-1's responsibilities include the following:

- Review and submit pay inquiries with supporting documents to the Defense Military Pay Office.
- Submit and track Unit Transmittal Letters.
- Verify completion of finance actions against the Daily Report of Transactions received from the finance office.
- Interpret the Leave and Earnings Statement.
- Ensure monthly validation of the Unit Commander's Finance Report.
- Manage access and roles in the Unit Commander's Finance Report portal for subordinate units.
- Advise commanders on the application of military pay changes and entitlements.
- Perform record reviews and validate supporting documents.
- Process forfeitures of pay and allowances directed as the result of nonjudicial punishment or a court-martial.

4-52. Soldiers can perform limited self-service pay transactions through the myPay portal. These capabilities include start, stop, or modify discretionary allotments and savings bonds; modify thrift savings plans; change direct deposit information; and submit employee withholding requests (W-4).

4-53. Future IPPS-A capability release will automate military pay transactions based on input into the system without leveraging Unit Transmittal Letters. It is critical that HR professionals fully understand substantiating documentation required to approve pay transactions as they will be the final check on the system to ensure pay and entitlements are valid and accurate.

LINE OF DUTY INVESTIGATIONS

4-54. The Army LOD investigation program protects the interest of the Soldier and the U.S. Government where service is interrupted by injury, illness, disease, or death. An LOD investigation will be conducted for all Soldiers, regardless of component, if the Soldier experiences a loss of duty time for a period of more than 24 hours and—

- The injury, illness, or disease is of lasting significance (to be determined by a physician, physician assistant, or nurse practitioner).
- There is a likelihood that the injury, illness, or disease will result in a permanent disability.
- If an RC Soldier requires follow-on care for an injury, illness, or disease incurred during a period of active duty (see AR 600-8-4 for Service-aggravated conditions).

4-55. Although LOD investigations begin with the unit commander, the S-1 has overall responsibility for uploading LODs involving injury, illness, or disease into iPERMS to update the Soldier's record accordingly. An investigating officer will be a commissioned (no less than O2) or warrant officer (no less than chief warrant officer 2) who is senior in rank to the Soldier being investigated. Once appointed, the investigating officer will complete the investigation and forward to the appointing authority. In coordination with the unit's servicing Office of the Staff Judge Advocate, the S-1 will forward all death cases and not-in-line-of-duty recommendations to the HRC commander for final review and disposition. The Army currently authorizes a restricted LOD for sexual assault-related cases. Only the unit sexual assault response coordinator is authorized to process restricted LODs.

4-56. Depending on the circumstances of the case, in cases where no intentional misconduct or gross negligence is suspected, a formal LOD investigation may not be required. Only HRC can make a presumptive in-line-of-duty finding per AR 600-8-4. Presumptive in-line-of-duty determinations may be made when cases involve the following situations:

- In the case of injuries clearly incurred because of enemy action or attack by terrorists.
- In the case of death due to natural causes.
- Injury or death as a passenger in a common commercial carrier or military aircraft or vehicle.

ARMY REGULATION 15-6 INVESTIGATIONS

4-57. AR 15-6 prescribes methods for conducting formal and informal investigations into allegations of misconduct or negligence or into the circumstances surrounding a serious incident or a fatality. Only certain personnel, as prescribed in AR 15-6, may act as an appointing authority. Additionally, the appointed investigating officer or board of officers is required to consult with the legal advisor designated in the investigation appointment memorandum before an investigation begins. AR 15-6 investigations are required for many categories of Soldier, DA Civilian, or contractor deaths. These categories include hostile deaths, military-related fatal accidents, and suspected suicides. The S-1 coordinates with the staff judge advocate's office to initiate the necessary appointment memorandum for designated individuals. For individuals under investigation, commanders must ensure favorable personnel actions are suspended IAW the criteria contained in AR 600-8-2.

SUSPENSION OF FAVORABLE PERSONNEL ACTIONS AND BARS TO CONTINUED SERVICE FOR SOLDIERS

4-58. Suspensions of Favorable Personnel Actions (flags) prevent or preclude execution of favorable actions to a Soldier and movement of a Soldier when it is in the best interest of the Army for the Soldier to remain in their current unit or at their current location. See AR 600-8-2 for specific policy on flags.

4-59. Bars to continued service are initiated on Soldiers whose immediate separation under administrative procedures is not warranted, but whose reentry into or service beyond their expiration term of service (ETS) with the Regular Army is not in the best interest of the military service. Policies and procedures for bars to continued service are contained in AR 601-280. While bars to continued service are initiated in coordination with the brigade retention NCO and the Soldier's commander, S-1s as HR managers monitor these actions.

DISCIPLINARY ACTIONS

4-60. Commanders at all levels implement and enforce the chain of command and Army command policies. They administer disciplinary actions on a case-by-case basis as determined by the appropriate authority. The level of discipline to the individual responsible shall be commensurate with the nature and seriousness of the offense, the record of the person responsible, their level of experience, the degree, and level of responsibility of the individual. Civilian disciplinary and adverse actions shall consider all relevant Douglas Factors IAW AR 690-752. Commanders consider any mitigating circumstances.

4-61. HR professionals process Soldier disciplinary actions and verify that the disciplinary information is in the Soldier's record. When applicable, submit finance key documents supporting forfeiture of pay to the local finance office.

CITIZENSHIP AND NATURALIZATION

4-62. Non-citizen Soldiers serving the U.S. Army may be eligible to apply for naturalization under special provisions of the Immigration and Nationality Act. Battalion S-1s have the following citizenship and naturalization responsibilities:

- Assist non-citizen Soldiers with their applications for citizenship to include cover sheets, fingerprint cards, and U.S. Citizenship and Immigration Services Form N-426 (*Request for Certification of Military or Naval Service*). DOD collaborates with the Immigration and Naturalization Service to assist non-citizen military members with their citizenship applications. The goal is to streamline and expedite the handling of their applications. Battalion S-1s serve as the conduit to assist Soldiers with their applications and to coordinate with HRC as necessary to facilitate the process. Soldiers and S-1 personnel can obtain citizenship and naturalization information at the U.S. Citizenship and Immigration Services web site.
- Verify the application and service data and then complete the backside of the U.S. Citizenship and Immigration Services Form N-426.
- Certify the character of the Soldier's service is honorable. Generally, a Soldier is serving honorably unless the Soldier's commander or a conviction by court martial has decided to the contrary.
- Send an email message to the appropriate overseas U.S. Citizenship and Immigration Services office after mailing the Soldier's citizenship application packet. The email must contain the Soldier's name, U.S. Citizenship and Immigration Services number, social security number, date of birth, email address, current or projected country of assignment or deployment, current or projected (if available) mailing address, and the projected date of arrival in country per the Soldier's permanent change of station or deployment orders.
- Process posthumous citizenship applications for deceased Soldiers.

4-63. Deploying non-citizen Soldiers who have applications for citizenship pending must call the U.S. Citizenship and Immigration Services Customer Service to inform them of mailing address changes when they occur. Soldiers with pending applications for citizenship are reminded of this requirement during SRP, during in or out-processing, mobilization, extended TDY, deployment, redeployment, and reintegration (for example, personnel processing upon return from a deployment). Soldiers who fail to notify the U.S. Citizenship and Immigration Services of changes to their mailing address will risk denial of citizenship due to lack of response to notices of action from the U.S. Citizenship and Immigration Services.

CONGRESSIONAL INQUIRIES

4-64. Congressional inquiries are specific requests made by members of Congress. Normally, commanders are required to respond to congressional inquiries within a designated timeline and format. While congressional inquiries are not always HR specific, the commander designates the G-1/AG and S-1 to process these actions. The G-1/AG and S-1 must ensure congressional inquiries are processed within designated timelines. Refer to AR 1-20 for further information regarding congressional inquiries.

IDENTIFICATION CARDS AND TAGS

4-65. An identification card provides a means to identify personnel entitled to specific DOD benefits and identify personnel who fall under the 1949 Articles of the Geneva Convention. Policy, procedures, and the type of card to be issued are determined by the following:

- DODM 1000.13.
- AR 600-8-14.
- AR 690-11.

4-66. CACs are the standard for Servicemember identification cards. The brigade or STB S-1 (general officer-level) issues CACs for assigned or attached personnel; the TG PAT may provide CAC services, if required, to personnel transiting through the theater gateway. CACs and identification cards are used to—

- Identify Soldiers (active and retired), members of other Services, and their family members.
- Identify DOD and DA Civilians, CAAF, and prisoners of war.
- Provide a means to identify, control access, and track civilians (physical security).
- Expedite access to stored, sharable personnel data.

4-67. Identification tags are a requirement to be worn while deployed overseas, in a field environment, and while traveling in an aircraft. Brigade or STB S-1s issue identification tags for assigned or attached personnel, and the TG PAT issues them for transiting personnel.

4-68. In preparing for deployments, MDTF S-1s and brigade S-1s must ensure the early entry element of the S-1 has the capability to provide CACs. As such, MDTF S-1s and brigade S-1s must ensure the deployable RAPIDS workstation and supporting communications equipment ships early in the deployment process. Deployed S-1s must coordinate with the rear detachment S-1 and battalion or brigade S-6 a minimum of 90 days before deployment to process the RAPIDS accreditation packet through the servicing network enterprise center. This ensures identification card capability is available immediately upon redeployment to home station.

4-69. Civilians (DOD and DA Civilians and CAAF) are required to obtain a CAC before deploying to a theater of operations. In cases of lost or destroyed CACs, civilians can obtain a CAC from the Army field support brigade S-1, the TG PAT, or from a nearby brigade S-1. Brigade S-1s supporting a large population of CAAF (including other designated contractor personnel) need to ensure enough replacement cards are on-hand. Guidelines for issuing and verifying eligibility for CACs for civilians remain the same as outlined in AR 600-8-14. Additionally, CAAF (including other designated contractor personnel) must be entered in the Trusted Associate Sponsorship System.

EXCEPTIONAL FAMILY MEMBER PROGRAM

4-70. The Exceptional Family Member Program (EFMP) is a mandatory enrollment program that works with other military and civilian agencies to provide comprehensive and coordinated community support, housing, educational, medical, and personnel services to Families with special needs. Soldiers on active duty enroll in the program when they have exceptional Family members (children and adults) with a physical, emotional, developmental, or intellectual disorder requiring specialized services so their needs can be considered in the military personnel assignment process. The overall goal of EFMP is to help Families accompany the Soldier to the right duty locations, not to exclude them.

4-71. EFMP provides a mechanism for DA Civilians to inform DOD dependent schools of the arrival of dependent children with special education and medically related service needs. It also provides a mechanism for DA Civilians to inform the gaining medical activity of the arrival of Family members with medical needs.

4-72. HRC implements and maintains an automated data system for assessing the needs of exceptional Family members in the military personnel assignment process. Military personnel divisions and reassignment work centers establish EFMP SOPs, query Soldiers about the existence of an exceptional Family member during in processing, readiness processing, during reassignment interview, and out processing. See AR 608-75 for specific information on EFMP.

4-73. Soldiers initiate enrollment in EFMP by contacting their nearest Army MTF EFMP case coordinator. Participants in EFMP are enrolled permanently in the program unless medical or special education needs warrant case closure or the Soldier is separated from the Army. Soldiers are responsible for keeping the medical and special education needs documentation current as exceptional Family member condition changes or at least every three years, whichever comes first. Completion of DD Form 2792 (*Family Member Medical Summary*) and/or DD Form 2792-1 (*Early Intervention/Special Education Summary*) will constitute enrollment in EFMP for TRICARE Extended Care Health Option enrollment purposes.

4-74. Soldiers who are members of the Army Married Couples Program will both enroll in the EFMP when they have a Family member that qualifies. This process will ensure that the assignment manager of each sponsor considers the Family's special needs.

4-75. Soldiers that have a dependent enrolled in EFMP will need to complete a DA Form 5888 (*Family Member Deployment Screening Sheet*) upon notification of any reassignment in which Family accompaniment is authorized. This screening will assist in identifying treatment facilities at the Soldier's new duty station and ensure proper access and continuum of care for the exceptional Family member.

4-76. The Respite Care Program is a component of EFMP that provides a temporary rest period for Family members responsible for regular care of persons with disabilities. Care may be provided in the EFMP respite care user's home and other settings such as special needs camps and enrichment programs. Respite care is important because it decreases Family stress, increases Family stability, and reduces costly out-of-home placements, thereby contributing to Soldier readiness.

PEOPLE ANALYTICS

4-77. The Army People Strategy mission is for the Total Army to acquire, develop, employ, and retain Soldiers and Civilians of diverse talents needed to achieve Total Army readiness. The Army meets the Army People Strategy mission and vision using a modern talent management system that includes the following:

- Mature people analytics with data infrastructure and reporting.
- Statistical analyses, model-building, and data science techniques.
- Organizational research that employs scientific methods to develop and deploy leading edge approaches to solving Army people challenges.
- Diagnostic, developmental, and predictive assessments of Soldiers to gain critical talent management information.

4-78. People analytics encompass data-driven and goal-focused methods of studying people processes, functions, challenges, and opportunities at organizations to elevate these systems and achieve sustainable success in unit operations and missions. People analytics often is referred to as talent analytics or HR analytics. Commanders and decision makers require access to data in a real-time, useable, secure, and linked manner. Gathering and assessing people analytics leads to better decision making through the application of statistics and other data interpretation techniques.

4-79. When conducting HR support operations during large-scale combat operations, HR professionals must be aware of the Army strategic roles and the joint phases to ensure that planning and executing HR operations is in support of the combatant commander. People analytics provide leaders with HR information and analysis that aids in decision making. In the Shape strategic role, the information provided to the combatant commander assists in planning, training, combat actions implementation, and provides current and future analysis on the strength and readiness of units. HR professionals use people analytics in the Shape role to train, plan, and implement HR policies and procedures in support of the commander’s assigned mission.

4-80. People analytics support strength and talent management within organizations and units and keep pace with proven best practices while balancing the care of Soldiers and Civilians against enduring requirements and unanticipated contingencies. The focus of people analytics is to acquire, develop, employ, and retain career-focused professionals whose collective capabilities help the Army compete and win in large-scale combat operations against peer threats in multidomain environments.

TALENT MANAGEMENT

4-81. Talent management is transformational; it increases organizational agility, focuses on productivity, and manifests as readiness and lethality. Talent management extracts the most productivity and value from an organization's greatest asset—its people. Army talent management integrates people acquisition, development, employment, and retention strategies. It begins with entry-level personnel and aligns their talents against the demand for them during their entire careers, to include positions at the very top of the Army. Talent management provides an opportunity for the HR community to dominate the human capital arena if properly executed. HR professionals should be experts in talent management initiatives and processes.

4-82. Talent is defined as the unique intersection of the knowledge, skills, behaviors, and preferences (KSB-P) inherent in Army professionals. Talent management integrates people practices, generating a positive effect on organizational outcomes and leveraging each individual's KSB-P for the mutual benefit of the Army and the individual (based on The Army People Strategy reference). The term KSB-P is described as—

- Knowledge – Facts, information, and skills acquired by a personal experience, education, or training.
- Skills – The ability to apply knowledge to a task.
- Behaviors – The way one acts or conducts oneself, especially toward others.
- Preferences – Interests, career ambitions, and personal life goals.

4-83. The Army must effectively manage diverse talent for a complex world by optimizing the human performance of every Soldier and Civilian in the Army total force and by building cohesive teams of trusted professionals who thrive in ambiguity and chaos. The Army must also optimize talent management through work force planning and the acquisition, employment, development, and retention of Army professionals. Teams that are built better and comprised of the right individuals will improve the Army. The Army must take a holistic approach to support human capital management transformation by implementing and sustaining policies and practices that will optimize talent management.

4-84. The Army talent alignment process is a decentralized regulated assignment marketplace operationalized through the Assignment Interactive Module 2.0 (AIM2) and the Assignment Satisfaction Key-Enlisted Module (ASK-EM). Strength and talent management capabilities within IPPS-A support strength reporting and processes to fill vacancies for the Army. Strength reporting is achieved using IPPS-A capability areas such as readiness and manning, restrictions, physical profiles, and HR analytics. Talent management is achieved using outputs in IPPS-A from profile management and assignments to aid HR professionals and leaders in placing the right personnel in the right position at the right time. The process incentivizes the exchange of accurate and granular KSB-P improving alignment of the Army talent supply with unit talent demands utilizing three phases: set the market, execute the market, and clear the market.

Phase I – Set the Market

4-85. A commander and unit have various roles and responsibilities during the Army talent alignment process. Commanders can delegate some of these roles to maximize the efficiency of their talent search. A unit commander, brigade executive officer, brigade or MDTF S-1, or brigade or MDTF strength manager cannot be solely responsible for preparing a unit to navigate the Army talent alignment process. While the process may be time consuming, establishing lines of effort, task organizing, and taking a team approach to the process will pay dividends to the unit. It is highly recommended that units create an internal conference style meeting before a manning cycle to maximize efforts for talent management. Commanders, brigade S-1s and MDTF S-1s strength managers should refer to the *Commander's Guide to Army Talent Alignment Process* as a resource to navigate the Army talent alignment process for their officer populations.

4-86. The Set the Market phase begins with identifying unit position vacancies and officers available to move. It ends with validating both the unit positions to be filled and the population of officers available. Units inventory their officers, validate projected position vacancies, and post detailed position descriptions within AIM2 describing the KSB-P desired for the positions. Officers identified to move update their resumes in the module, describing the unique KSB-P they possess. HRC validates the list of vacant positions IAW the officer's year-month available to move (YMAV), manning priorities, and senior leader guidance.

4-87. HR professionals can assist commands in identifying all movers and vacancies, determining priority of position vacancies, and recording the desired KSB-P of inbound officers. It is recommended that the brigade and MDTF S-1 or brigade and MDTF strength manager conduct a variety of strength management actions to include the following:

- Validate and adjust YMAV for verified officers identified to move as soon as possible before Phase I, Set the Market.
- Submit mission essential requirements through the Army talent alignment process in AIM2.
- Fill out information and KSB-Ps for each advertised position. It is critical for the brigade S-1 and MDTF S-1 or strength manager to keep this information up to date throughout the Army talent alignment process market.
- Rank order all position vacancies to indicate the commander's priority of fill to inform HRC of the commander's requirements list, enabling validation of priority vacancies within a unit.

Phase II – Execute the Market

4-88. This phase begins when the Army talent alignment process opens and ends with a predetermined date-time-group published by HRC. After a unit submits its mission essential requirements for the upcoming Army talent alignment process cycle, HRC will execute their internal processes for validating requirements. Requirements will be validated based on AC manning guidance. The process opens with officers reviewing unit position vacancies, interacting with unit points of contact or the position incumbent to gather more information, and then indicating their desired assignments in rank order. Units assess available officers' resumes, dialogue with interested officers and officers who may have yet to express interest, conduct interviews, and preference available officers in rank order.

Phase III – Clear the Market

4-89. This phase begins with the conclusion of the market and ends with officers receiving their request for orders. Commanders will ensure that officers inbound to their unit are sponsored IAW Army regulations. The brigade or MDTF S-1 confirms incoming officer data and provides the unit commander with the data before the officer's arrival. Officer and unit preferences will be the primary factors to determine assignment matches. Professional development and senior leader guidance are secondary assignment considerations.

Note: While the current marketplace processes only apply to active duty officer and warrant officer cohorts, the Army is engaged along multiple lines of effort among all cohorts to create a modern talent management program. Many of the new policies around promotions, evaluations, and accessions are designed to attract, develop, and retain talent.

ASSIGNMENTS, REASSIGNMENTS, DELETIONS, DEFERMENTS, AND TRANSFERS

4-90. Assignments are the movement of Soldiers from their current location or position to another. HR professionals in various HR support echelons and organizations have varying responsibilities in the assignment process and must review unit and installation SOPs before creating or modifying Soldier assignments.

4-91. Reassignment processing is key to ensuring Soldiers complete permanent changes of station. Deletion, deferment, transfers, or early arrival functions include requests initiated by Soldiers on assignment instructions, HRC deletions and deferments, operational deletions and deferments initiated by local chain of command requests, and compassionate action requests. The S-1s address the following when processing reassignment actions:

- Establish a reassignments SOP.
- Initiate deletions and deferments if disqualifying factors are identified.
- Submit requests for deletion and deferment within prescribed timelines.
- Take appropriate action to delete a Soldier's assignment instructions when they have not reenlisted or extended to meet service remaining requirements within 30 days from the cycle date.

ASSIGNMENT SATISFACTION KEY-ENLISTED MODULE

4-92. ASK-EM empowers enlisted personnel to make informed career decisions IAW their professional development model and Army manning guidance. ASK-EM supports enhanced interaction between enlisted Soldiers and talent managers while allowing enlisted Soldiers more input into where they would like to be assigned based on their KSB-Ps. Through ASK-EM, NCOs (E-5 promotable through E-8) can access a virtual marketplace where they can prioritize their preferences for valid and available worldwide assignments within their movement cycle. ASK-EM provides enlisted Soldiers the ability to inform their talent manager of their preferences against all assignments for a given enlisted manning cycle (EMC). Market participants can view their manager's notes on recommended assignments based on their KSB-Ps, professional development, and promotion potential. Talent management tools such as the Personnel Assessment and Availability Tool and an updated Manner of Performance allow talent managers to identify the strengths, talents, experiences, and qualifications of enlisted personnel.

Year-Month Available to Move

4-93. The enlisted YMAV aligns a Soldier or NCO to an EMC based on their availability to move after a tour, tour type, and assignment availability check. Soldiers and NCOs with certain movement non-available reasons, pending any medical, legal, administrative actions, or are approaching retention control point or reenlistment window will have their YMAV set to their ETS or retention control point date and will be ineligible for an EMC until resolved. This allows talent managers to focus on the EMC moveable population.

Enlisted Manning Cycle

4-94. Enlisted personnel are aligned to an EMC by their YMAV date. The EMC is used to inform talent managers of availability for the upcoming market. Enlisted personnel whose YMAV is set to their ETS or retention control point date, or personnel outside the continental U.S. whose Date Eligible for Return from Overseas is set to two days prior to their ETS, are ineligible for an EMC or market.

Year-Month Available to Move to Enlisted Manning Cycle Alignment

4-95. **Stabilizations.** For sergeants promotable through E8 whose YMAV aligns to an upcoming market, requests for individual, organizational, or nonroutine stabilization must be received at HRC not later than 45 days prior to the start of the NCO's market opening. This provides the Enlisted Personnel Management Directorate (EPMD) time to review, decide, and make required YMAV changes for each request in advance of EPMD building the market and determining market requirements. Requests received after the published suspense will not normally be approved.

4-96. **ASK-EM Market.** The EMC defines ASK-EM market participation, and NCOs receive an email from their branch 30 days prior to market opening to determine if they may have any friction points affecting their availability for the upcoming market. Market participants then receive an auto-email at 0700 Eastern Standard Time the day of market opening informing them to access their ASK-EM market tab and begin providing their preference ranking of all available assignments for their manning cycle.

4-97. **Mid-Market Updates.** Enlisted markets allow for a mid-market update to add or modify market requisitions or add new participants to the market. NCOs whose YMAV aligns to the currently open market will be reviewed by their talent manager for inclusion prior to the mid-market update. All market participants, including newly inserted NCOs, receive an auto-email at 0700 Eastern Standard Time informing them of potential market updates.

4-98. **ASK-EM Status.** The Director, EPMD or the Enlisted Readiness Division provide unit G-1s a market status. Units requesting NCO participation or requisition status must contact either their local G-1 or their Enlisted Readiness Account Manager for assistance.

4-99. **Branch-Specific Rules.** Career Branch market rules of engagement can be found on the enlisted module rules of engagement webpage repository.

4-100. **Market Length.** Enlisted markets are accessible for up to six weeks or up to three weeks for mid-market injected NCOs. All participants in the currently open market will receive an auto-email seven days prior to market closing advising them to submit their preferences while they still can.

4-101. **Market Preferences.** During slating after the market closes, EPMD strives to optimize the top five of all market preferences based on job code or MOS, grade, special qualifications identifier, additional skill identifier, language, clearance, and Army readiness requirements. NCOs that elect to provide no or few preferences will be considered against all that market's available assignments based on the same criteria. Any market assignment that the NCO does not preference will automatically become the NCO's next preference, such as if the NCO preferences only one assignment, then all remaining assignments will be ranked as the NCO's number 2 preference.

4-102. **ASK Stabilization Preference.** All Soldiers are highly encouraged to update their ASK Stabilization Preference via IPPS-A to inform EPMD of their desire to remain at their current location (for a period), their desire to depart their current location, or their indifference for EPMD to weigh all options. NCOs participating in ASK-EM markets must provide assignment preferences in the event EPMD cannot support their stabilization preference. Although EPMD strives to support the Soldier's preference, EPMD does not guarantee stabilization, nor does EPMD replace stabilization requests requiring a PAR. A Soldier's YMAV is not impacted by their ASK stabilization preference.

TALENT MANAGEMENT PROFILE MANAGEMENT

4-103. Talent management functions are organized in talent management work centers. Each work center provides Soldiers and HR professionals the capability to review or manage talent management elements. Soldiers and HR professionals at all echelons may use one or more of the following talent management work centers:

- Talent Management Soldier Work Center – Accessible through self-service to view and modify talent profile and make position and location preferences related to future assignments. Soldiers can apply for jobs in the Open Market or set preferences in the Closed Marketplace.
- Talent Management Unit Work Center – HR system administrators and Unit Career Management subcategory users use work centers to manage unit and position description details. Units can preference positions and members for the Closed Marketplace. Units may extend offers and fill vacant positions through work center tools.
- Talent Management Administrator Work Center – Primarily used by top of system subcategory users, this work center enables management of marketplaces and job openings. It also allows for the management of configuration.

4-104. Talent management profile management in IPPS-A allows Soldiers to update their profile as desired. Talent management profile management also allows HR professionals to update self-professed profile attributes on behalf of Soldiers as unit SOP dictates. Talent management in IPPS-A encompasses the following processes:

- Self-Profess Knowledge, Skills, and Behaviors on behalf of Soldier – Assists the HR professional in understanding how to navigate to the Person Profile page and self-profess knowledge, skills, and behaviors on the Soldier's behalf.
- ARNG Recruiting Teams – Assists career management in creating recruiting teams.
- Create/Update a Department Description in the Department Posting Library – Assists HR professionals in understanding how to create and update a department description in the Department Posting Library.
- Create/Update a Position Description in the Position Posting Library – Assists the HR professionals in understanding how to create and update a position description in the Position Posting Library.
- Search and Compare Profiles – Assists those with the Talent Management Configuration subcategory in understanding how to compare a position profile identification to multiple members and make a comparison of their person profiles.
- Prioritize Vacant Positions – Assists HR system administrators in understanding how to prioritize vacant positions in a closed market prior to opening the market.
- Enter Unit Preferences in a Closed Market – Assists HR system administrators in understanding how to use the marketplace preferences page to enter unit preferences in a closed market.

- View Promotion Assignment Matching Slate Dashboard – Assists career management, talent management, HR system administrators, and promotions centralized in viewing the promotion assignment matching slate dashboard.
- Manually Slate an Applicant and Job Opening – Assists career management, talent management, and promotions centralized in processing semi-centralized promotion assignment matching results.
- Manually Remove a Member and Job Opening from Slate – Assists career management, talent management, and promotions centralized in removing a member and job opening from the promotion assignment matching slate dashboard.

PERSONNEL ACTIONS

4-105. Personnel actions impact a Soldier's assignment, military schooling, training, citizenship or naturalization, and reenlistment and require a commander's approval or disapproval. Unit commanders verify personnel actions prior to submission to the battalion S-1. The S-1s adhere to regulatory guidance as required for processing PARs.

4-106. As the focal point for organization HR actions and requests, S-1s must ensure PARs are complete and factual and monitor timely processing through appropriate channels. Processing includes reviewing applications; verifying (if necessary) eligibility and completeness of the action; approval or disapproval of the request; forwarding the action, with or without comment, to HRC; or returning the action for further information or action.

4-107. The S-1 section must ensure PARs are processed daily and forwards documentation to the Soldier's Army Military Human Resource Record as required by DA PAM 600-8-104. S-1s must also be responsive and responsible in providing HR support to Soldiers and units. Providing effective and efficient HR support not only increases the morale and well-being of Soldiers, but also can affect the readiness and personnel combat power of the organization.

HUMAN RESOURCES DIVISION OF LABOR

4-108. HR organizations, such as the installation Directorate of HR, are important partners in the overall HR support plan for units and organizations. The installation Directorate of HR provides HR support to all Table of Distribution and Allowance (TDA) units and table of organization and equipment units, battalion and below, geographically separated from their brigades. Whether deployed or at home station, this partnership requires planning and preparation to ensure uninterrupted HR support to units and Soldiers. ARNG Joint Forces Headquarters and USAR geographic commands respectively perform similar functions in the military personnel division for the ARNG and USAR in nondeployed environments. To determine where organizational level HR support is conducted, leaders should use the following guidance:

- Tasks performed by table of organization and equipment units while in garrison and deployed are performed by S-1 sections at brigade and battalion levels (for example, awards and decorations, issuance of CACs and identification tags, promotions and advancements, and PASR). The installation Directorate of HR may provide selected support to nondeployed table of organization and equipment units geographically separated from their battalion, brigade, or MDTF S-1. This support may include issuance of CACs and promotions.
- Tasks performed while in garrison only are performed by the installation Directorate of HR (for example, retirement processing, mobilization and demobilization, Transfer and Discharge Program, Army Career and Alumni Program, and centralized in and out-processing). ARNG Joint Forces Headquarters and USAR sustainment commands perform similar functions in the military personnel division for the ARNG and USAR in their garrison environments.
- Tasks performed while deployed only are performed by HR organizations (for example, postal and wartime casualty operations).

SECTION II – POSTAL AND UNIT MAILROOM OPERATIONS

4-109. The military postal service (MPS) is operated as an extension of the USPS as authorized by 39 USC § 406 and IAW the domestic agreement between DOD and USPS which is known as USPS Publication 38. DOD and the USPS agreed to furnish mail services to the military as close as practical to that provided to the civilian population in the U.S.

4-110. Postal operations have a significant effect on the morale of Soldiers and their Families. Depending on the combatant commander's priorities, mail service could be available within the first 30 days of operations. Postal operations consist of a network of military HR organizations. Efficient and effective postal operations require dedicated postal organizations with trained postal clerks and HR leaders knowledgeable of postal operations laws, regulations, and procedures needed in the execution of providing postal services globally to deployed units and personnel. There are two types of postal mission support: general and direct support. General support missions are normally assigned to an MMT but can also be assigned to a MPO supporting on an area basis. Direct support missions are normally assigned to an MPO but can also be assigned to an MMT when multiple MMTs are assigned to a theater due to size and dispersion. Mail delivery to DOD patrons is through either an MPO or a unit mailroom for both personal and official mail.

PROPONENCY

4-111. The Army's functional proponent for the postal operations management system is the Adjutant General Directorate, HRC. It is also the executive director for MPSA. DODI 4525.09 establishes policy, assigns responsibilities, and prescribes guidance governing the use of MPS. Statutory requirements are found in United States Code and Code of Federal Regulations listed by topic in the above references.

ORGANIZATION RESPONSIBILITIES

4-112. Units and agencies listed in the following paragraphs have critical roles during various stages of the deployment, sustainment, and redeployment process. During this process, units establish, execute, and manage MPS support for deployed forces.

MILITARY POSTAL SERVICE AGENCY

4-113. The Secretary of the Army is the DOD executive agent for the MPS. MPSA operates under that authority, direction, and control to oversee the MPS, which operates globally as an extension of the USPS consistent with public law, federal regulations, and international and domestic agreements. It provides postal services to all DOD patrons in deployed and nondeployed environments. MPSA is the single DOD point of contact with USPS HQ. The responsibilities of MPSA are as follows:

- Act as the single DOD point of contact with the USPS and other government agencies on MPS operations and on all policy and operational matters.
- Coordinate with other federal agencies on military postal services, to include the Federal Aviation Administration and Department of Homeland Security, on any restrictions which may require the screening of mail.
- Coordinate with the theater/combatant command to ensure the appointment of a SPM. The SPM is the point of contact to ensure optimum postal support is provided to theater prior to execution of postal service. The SPM is involved in all planning for military operations.
- Advise USPS of any mail embargos or restrictions to theater.
- Initiate action to obtain or terminate free mail (if requested by the combatant commander).
- Coordinate air and surface movement of military mail from USPS to the postal gateways. The SPM determines commercial and military APODs and the required level of frequency, pouching, sacking, or labeling requirements.
- Request personnel augmentation to support APOEs and SPOEs, if required.
- Approve or disapprove all requests for exception to policy from the combatant commander.
- Activate and deactivate contingency MPOs in coordination with Service representatives, direct reporting units, combatant commands, and Service component commands.

- Coordinate initial mail routing schemes with the joint military postal activity (JMPA).
- Coordinate an integrated network of major military mail distribution and transportation facilities in overseas areas.
- Provide MPS expertise as needed to support DOD staff and combatant commanders, to include participation in the OPORD process.

JOINT MILITARY POSTAL ACTIVITY

4-114. The JMPA is a subordinate organization of the MPSA collocated at the USPS international and military service center and is the single point of contact with USPS at the postal gateways. It coordinates mail routing schemes, surface containers, and supply and equipment requests and facilitates processing and transportation of military mail. The responsibilities of the JMPA are as follows:

- Acts as the single DOD point of contact with USPS at the postal gateways.
- Coordinates transportation of mail with the host nation.
- Coordinates mail movement transportation needs with commercial carriers and the military Air Mobility Command.
- Coordinates mail routing scheme changes with postal gateways and maintains the military zip code database for the automated dispatch of mail.
- Coordinates postal supply equipment requests.
- Provides Army commands and military department postal representatives with information on mail processing and irregularities.
- Assists the U.S. postal inspection service when requested in matters relating to the processing, distribution, dispatch, and transportation of military mail.

DEPARTMENT OF THE ARMY POSTAL

4-115. DA Postal provides oversight of all Army postal functions as part of the MPS to ensure efficient postal services are provided to all authorized personnel and activities within CONUS and outside of CONUS during large-scale combat operations and other operations. Responsibilities of DA Postal are as follows:

- Develop Army postal policy.
- Act as the functional proponent for AR 600-8-3.
- Act as the subject matter expert for technical and functional postal operations (peacetime and contingency).
- Inform DA leaders of initiatives and challenges regarding postal operations.
- Act as a liaison with the ASCC, MPSA, and other Services.
- Assist Army postal units with deployment, planning, preparation, execution, assessment, and transition.
- Review the Interservice Postal Training Activity curriculum and Soldier Support Institute doctrine to meet the needs of the Army.
- Investigate and respond to congressional inquiries concerning DA postal operations.
- Provide customer service for Army inquiries regarding mail, and monitor customer comments to identify systemic issues and areas which require regulatory guidance.

SERVICE POSTAL MANAGER

4-116. The SPM implements and coordinates postal operations throughout the JOA under the authority of the combatant commander or joint force postal staff and serves as the liaison between the AO and MPSA. The SPM responsibilities include the following:

- Adjust planning factors and execution to allow operational control, ADCON, or tactical control of all theater postal resources until theater sustainment or stability is established.
- Establish joint MPS procedures in the AO. Assign responsibilities to JTF forces in coordination with the combatant commander and J-6 postal.

- Identify postal augmentation requirements and coordinate logistics sourcing as soon as possible during the planning phase in coordination with the combatant commander and J-6 postal.
- Ensure postal personnel, assets, and infrastructure requirements integrate into the time-phased force and deployment data list to support the early flow of mail into the AO. Mail should flow no later than 30 days after RSOI.
- Request MPSA to activate and deactivate contingency zip codes.
- Plan and integrate all contracted postal efforts by Service components in coordination with the combatant commander and J-6 postal.
- Coordinate reports for all MPOs and MPS activities.
- Process requests for restrictions, such as mail embargoes or other restrictions, in coordination with the JOA. (Note: The JTF submits free mail requests through the SPM).

ARMY SERVICE COMPONENT COMMAND G-1/AG

4-117. The ASCC G-1/AG is responsible for postal operations within their AO. While the G-1/AG does not execute postal operations, it is the agency responsible for developing postal policies, priorities, guidelines, and monitoring postal operations within the theater. The ASCC G-1/AG accomplishes this in coordination with the TSC/ESC and TPOC. All policies developed should adhere to joint policy guidelines. Responsibilities of ASCC G-1/AGs include:

- Plan, coordinate, integrate, and assess postal operations within the theater G-1/AG AO.
- Ensure postal operations are included as part of Tab A, to Appendix 2, to Annex F of the OPORD or contingency plan. If Army postal organizations provide postal support to joint and multinational forces, they must be addressed in the OPORD.
- Maintain liaison with the SPM, TSC, ESC, TPOC, and host nation for postal functions.
- Process requests to the SPM for APO activations and deactivations.
- Assist the TSC, ESC, TPOC, and MMT in obtaining postal resources to support the theater postal mission.
- Monitor postal irregularities and postal offenses reported by the TPOC.
- Ensure the TSC, ESC, TPOC, and MMT have systems in place to identify deficiencies in the postal operating system and take appropriate corrective actions to correct deficiencies.
- Develop, in coordination with the TSC, ESC, TPOC, and MMT, procedures for addressing customer complaints, inquiries, suggestions, and for the expeditious return of casualty mail.
- Address or forward to the SPM all theater postal issues not resolved by the TSC, ESC, TPOC or MMT.
- Monitor force management issues within theater.

CORPS G-1/AG AND DIVISION G-1

4-118. Corps G-1/AGs and division G-1s monitor unit mailroom operations for their assigned or attached units. If serving as the ARFOR G-1, the corps G-1/AG performs the duties and responsibilities of the theater G-1/AG. The corps G-1/AG and division G-1 do not have postal assets; however, the corps and division as a command does. All postal issues or requirements are coordinated directly with the supporting APO or HROB within the supporting sustainment brigade. Corps and division G-1/AG specific unit mailroom operations responsibilities include the following:

- Implement joint and theater-level unit mailroom policies for assigned or attached units.
- Coordinate with the supporting APOs, HROB, and TPOC on changes to brigade mail delivery points.
- Coordinate the handling of official mail.
- Reconcile postal problems, issues, or changes in postal support requirements with their supporting APO or HROB.
- Include mailroom operations support in all OPLANs and OPORDs.

BRIGADE S-1

4-119. Brigade S-1s develop and coordinate unit mailroom operations for their respective assigned and attached units within the brigade. The brigade S-1 performs the following critical tasks in support of unit mailroom operations:

- Establish, manage, and support all brigade mailroom operations in coordination with subordinate battalion S-1s. (Note: In cases where a brigade establishes a unit mailroom, community mailroom, and postal service center, perform mail operations and procedures like the battalion S-1.)
- Coordinate the handling of official mail with the official mail manager.
- Ensure unit mail clerks handle all mail IAW all postal regulations by conducting inspections.
- Coordinate with the HROB and supporting postal platoon to provide postal finance services for units and activities at remote locations.
- Coordinate with the supporting APO for establishment and execution of routine postal assistance visits for all subordinate unit mailrooms.
- Investigate and reconcile any problems and congressional inquiries within the brigade hindering the delivery of mail to Soldiers and units in a timely manner.

BATTALION S-1

4-120. Battalion S-1s develop and coordinate unit mailroom operations for their respective assigned and attached units. The battalion S-1 perform the following critical tasks in support of unit mailroom operations:

- Appoint the unit postal officer in writing by the battalion commander.
- Coordinate with the brigade S-1 and servicing APO for mail support within the designated AO.
- Supervise all subordinate unit mail operations.
- Coordinate with all subordinate units and individuals for establishment of mail pick up at the unit mailroom, community mailroom, or postal service center.
- Collect and route daily retrograde mail received by unit mail clerks to the supporting postal platoon.
- Coordinate with the S-4 for transportation support for mail pick up at the servicing APO.
- Ensure mail clerks are appointed, trained, and certified by the supporting APO and can perform mail handling duties IAW DODI 4525.09 and AR 600-8-3.
- Conduct mailroom inspections IAW DODI 4525.09 and AR 600-8-3.
- Allow sufficient time for unit mail clerks to perform daily unit mailroom, community mailroom, or postal service center functions.
- Inform the assistant chief of staff, G-1/AG, and supporting postal units, through the brigade S-1 of all individual and unit additions/deletions for routine update of the unit directory system.
- Collect and forward mail for wounded, deceased, or missing Soldiers and Civilians to the supporting APO for further processing.
- Coordinate with the official mail manager for handling of official mail.
- Investigate and reconcile problems within the battalion hindering the delivery of mail.
- Establish and execute an internal unit mailroom, community mailroom, or postal service center inspection program IAW DODI 4525.09 and AR 600-8-3.
- Immediately report postal problems to the unit postal officer, commander, and brigade S-1. Be familiar with suspicious (such as explosive, bioterrorist) profiles, and be knowledgeable of what to do in the event suspicious mail is delivered.

THEATER PERSONNEL OPERATIONS CENTER, POSTAL OPERATIONS DIVISION

4-121. The TPOC POD plans, integrates, synchronizes, and coordinates postal operations support within a theater of operations by serving as the bridge between the ASCC G-1/AG and the TSC. It provides postal assistance and technical guidance to the MMT and HROBs and ensures they comply with postal operations policies and regulations. The division directly supports the execution of theater postal policies and the enemy prisoner of war mail mission. It identifies appropriate resources to support the theater postal mission,

particularly during large-scale combat operations when the postal flow depends heavily on METT-TC(I) and the combatant commander's guidance. Specific responsibilities of the TPOC POD include, but are not limited to the following:

- Plan and coordinate with the combatant command and SPM to request and ensure appropriate MPS resources (for example, host-nation support, transportation, facilities, and equipment) are assigned for the execution of postal responsibilities in the AO.
- Participate with the TSC, ESC, HROB, and theater G-1/AG in planning, executing, and assessing postal operations for theater.
- Coordinate with the ASCC G-1/AG for policy guidance and resourcing by the TSC (for example, postal elements, facilities, transportation, and equipment).
- Appoint a theater and assistant postal finance officer to ensure establishment and functionality of postal finance accounting and claims policies and procedures. This includes providing daily postal finance support to finance clerks within MPOs.
- Appoint the theater postal supply officer to coordinate all theater-level postal supplies, equipment accountability, and ordering.
- Provide technical guidance to the MMT and HROB.
- Provide technical guidance and postal compliance support to all subordinate HROBs.
- Assist the ESC HROB in the establishment of theater opening postal operations.
- Establish the deployed AO postal inspection plan to ensure compliance with USPS and DOD regulatory guidance.
- Establish direct coordination with both the MPSA and the servicing JMPA and conduct detailed postal planning and coordination with the MPSA.
- Ensure DOD and DA Civilian, CAAF, and multinational support requirements are determined and disseminated.
- Monitor and determine appropriate mail flow rates and ensure current data integrates into all TSC and ESC DMC planning.
- Ensure postal operations are included in OPLANs and OPORDs.
- Maintain a list of all theater postal delivery points, and immediately post and distribute changes to postal organizations.
- Coordinate with the TSC or ESC for augmentation support for postal elements. (Note: This may be necessary during peak holidays periods).
- Coordinate theater-level training for MPO representatives to ensure compliance with DOD and USPS policies and procedures.
- Develop procedures for postal support of the Service component command’s voting program.
- Plan and coordinate with the SPM, TSC, ESC, and HROB for MPO openings, closings, and relocations when establishing a theater of operations.
- Ensure the manning and operation of MMTs and mail control activities in coordination with the theater SPM and theater Air Force postal representative.
- Consult with the SPM and JMPA to develop mail routing instructions and procedures for optimum mail delivery in theater.
- Plan and provide unit mail routing information to the servicing JMPA in coordination with the MMT.
- Ensure the theater postal locater and procedures for casualty mail and redirect services are established.
- Manage the local theater unit locator service.
- Assist the HROB as necessary in the coordination of theater-level mail transportation support for mail movement to and from all necessary locations.
- Manage the theater enemy prisoner of war mail plan and monitor the execution of enemy prisoner of war mail.
- Coordinate requests for coalition mail support.

- Employ, establish, and develop suspicious mail procedures. Ensure MPO personnel at all levels are knowledgeable of policies, procedures, and guidance related to suspicious mail incidents.
- Collect postal statistical and historical workload information from postal units to identify trends, inefficiencies, and improve postal network services from the HROB.
- Conduct inspections/audits and assist locations with on-site training as needed.
- Implement procedures for responding to congressional inquiries, customer complaints, inquiries, and suggestions.
- Review statements of work in coordination with the supporting contracting office to ensure level of support remains consistent within theater.
- Consider host-nation postal limitations and restrictions and work with MPSA to implement for prograde and retrograde mail.

MILITARY MAIL TERMINAL TEAM

4-122. The MMT is the primary gateway for postal operations in and out of the deployed AO. It coordinates, receives, and processes prograde mail and dispatches retrograde mail to destinations worldwide. With their specialized postal expertise and experience, the MMT team aligned to an HR company HQ, and postal platoons establish and provide the Army component of a joint MMT team at the inter-theater APOD.

4-123. The MMT is the mail control activity for theater. The MMT team establishes a mail terminal to support postal operations at the theater entry point (APOD and SPOD) for receiving and processing incoming mail as well as dispatching mail to CONUS. The MMT operates IAW DODI 4525.09. The MMT operates as a subordinate technical element of the HR company assigned the MMT mission. It is reliant upon the HR company and the STB or CSSB for religious, legal, health services, military pay, HR and administrative services, quarters and rations, logistics, unit maintenance of organic equipment, and supplementary transportation support. Once the theater matures, the MMT serves as the Army component of a joint military mail terminal (JMMT) and is assigned as an element of the theater land component command (see JP 1-0).

4-124. The MMT receives its technical guidance through the TPOC POD, SPM, and MPSA, and technical assistance from the HROBs. If establishing more than one APOD and SPOD, a second MMT must deploy. In addition, the MMT or JMMT has oversight of mail operations at air stops, air mail terminals, and ground mail terminals within the APOD and SPOD for the purpose of mail synchronization throughout theater. Figure 4-1 depicts an example of an MMT layout.

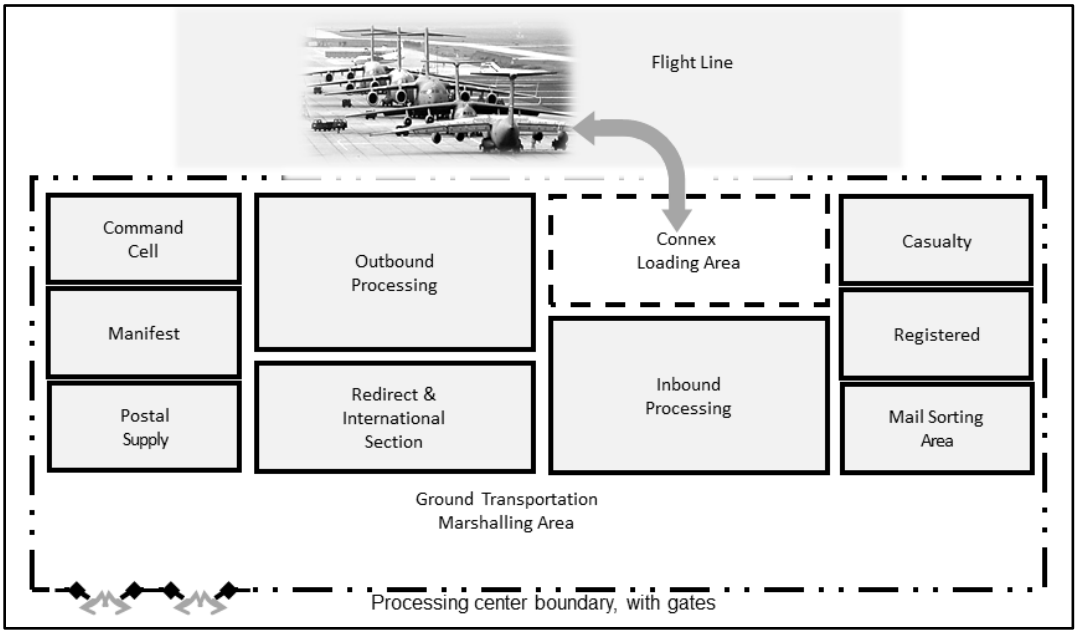


Figure 4-1. Example military mail terminal layout

4-125. The MMT utilizes existing or sustainment brigade-provided airfield support to conduct operations. These facilities operate full-time with a capability of up to 250,000+ pounds of mail per day and have surge capabilities to handle variances, such as holiday mail increases. The MMT must be scalable to handle the operational requirements of the theater. Coordination with the supporting APOD and APOE movement control team is required for visibility and provision of sufficient transportation assets for the movement of mail into the deployed AO, as organic transportation assets are not assigned to the MMT. As the gateway point for deployed AO mail entry and exit, the MMT often employs a host-nation representative to ensure compliance with host-nation requirements.

4-126. The MMT is minimally staffed to provide the theater with specialized postal expertise and experience to support postal operations within theater. The MMT is attached to an HR company with postal platoons for it to be fully capable of moving and sorting mail at all designated air stop locations. Materials handling equipment (such as rough terrain container handlers and large forklifts) is required to move bulk mail, and other specialized equipment is required to perform mail inspections, x-ray packages, and meet regulatory and security requirements. The USPS provides some specialized equipment. (Note: Refer to DODI 4525.09 for equipment specifics and how to obtain the equipment).

4-127. The basic working space for an MMT is one square foot per two supported members. For instance, if the MMT provides full support for five bases, with a total combined population for 100,000, the facility is calculated at an estimated 50,000 square feet. (Note: Refer to JP 1-0 for further information).

4-128. A full-service MMT provides service via ground and air is a primary regional or country APOD. It operates within the confines of the servicing active aircraft runway with full unrestricted access to arriving and departing aircraft for on and off-loading purposes.

4-129. The MMT operations section is the element responsible for conducting logistics planning, developing operating guidance, and coordinating all other postal staff support. The section links all theater postal operations and the MPSA. Additionally, it serves as the operational interface between the MMT and HROBs for coordinating the distribution of mail and related postal transportation requirements.

4-130. The MMT postal squads are responsible for managing the routing of all inbound and outbound mail and ensuring its timely and accurate processing. Additionally, the MMT postal squads establish a casualty mail section, and distribute the mail to the HR company's postal platoons operating at an APO and they distribute the mail to unit mail clerks when the MMT or JMMT acts as a mail local sort facility rather than a bulk transfer hub. The MMT chief and senior HR sergeant organize the postal assets as dictated by the mail flow and operational and mission variables. The MMT postal squads also provide all required heavy equipment operators for the large forklifts.

4-131. An HR company or postal platoons provide the MMT augmentation. Key planning factors in determining augmentation requirements are the number of pounds processed daily, and the number of tons of mail received and transported to CONUS. All augmentation personnel must be capable of operating all postal equipment. The TPOC POD provides specialized training and compliance for the MMT and supporting HR company.

4-132. The MMT operates IAW USPS, MPSA, DOD, and combatant command guidance and instructions. The MMT, like the TG PAT, operates under the operational control of the sustainment brigade during a theater opening mission and the operational control of the land component command G-1/AG in a mature theater (refer to JP 1-0 for further information). The MPSA and TPOC POD provide technical guidance. The SPO sections and HROBs provide support to mission operations. HR companies or platoons operate under the guidance and direction of the sustainment brigade HROB. While the MMT does not provide operational guidance to its HR company augmentation, it does provide technical guidance to ensure all functions of the MMT are within regulatory standards. It submits issues which cannot be resolved to the TPOC POD for resolution.

4-133. The MMT is not assigned transportation assets. It must closely coordinate transportation support through the SPO HROB, which coordinates with the CSSB movement control team to transport mail to forward operating areas. Close coordination with planners assists with forecasting future actions as the theater matures and assists in determining feasibility and viability of mail routes. Mail is normally included in convoys or travels via air and moves with other sustainment items for transportation from the MMT (located

in a support area) to the supported APOs. In mature theaters, mail handlers and transportation assets supporting the JMMT mission may be contracted out for additional support.

4-134. The MMT team has specific responsibilities to perform in support of postal operations in and out of the deployed AO. Responsibilities of the MMT team include, but are not limited to the following:

- Establish the Army component of a JMMT in conjunction with other Services when operating in a joint or multi-service environment. (Note: The team can operate the MTT in a single-Service environment.)
- Develop and coordinate mail routing schemes, mail distribution points, and schedules in coordination with the combatant command, SPM, supported MPOs, and direct reporting units.
- Obtain sufficient vaults, safes, and other adequate storage facilities to safeguard registered mail, postal effects, and other appropriate support to ensure compliance with DODI 4525.09 and directives.
- Ensure adequate funding for the postal activities to maintain acceptable service levels.
- Provide specialized postal expertise, experience, and limited augmentation manpower.
- Provide all technical direction to the HR postal company commander operating at the MMT.
- Provide integrated, accurate, and timely processing and distribution of all mail arriving in the AO.
- Establish a casualty mail section to provide casualty mail services to the AO.
- Distribute mail to HR (postal) companies providing area support. If the tactical situation dictates, distribute directly to postal platoons (depending on the size of the supported force).
- Serve as a collection point and routing agency for all retrograde mail coming from within the AO.
- X-ray all retrograde packages for potential non-mailable matter.

HUMAN RESOURCES OPERATIONS BRANCH

4-135. The ESC and DSB and sustainment brigade HROBs are responsible for planning, coordinating, integrating, and synchronizing postal operations support. They serve as the key integrators between G-1/AGs, DMCs and SPO officers, and SRC 12 HR organizations attached, assigned, and supported within a designated AO. The HROB provides technical guidance from the TPOC and operational guidance from command and control channels to SRC 12 HR organizations to ensure they are resourced, positioned, and properly allocated to provide postal support. During large-scale combat operations, postal flow operations will depend heavily on METT-TC(I) and the combatant commander's guidance. Postal platoons are multifunctional and can be dedicated to personnel accounting or casualty missions when necessary.

4-136. The HROB is responsible for ensuring that HR elements are resourced, positioned, and properly allocated to provide postal support. Postal responsibilities include, but are not limited to the following:

- Serve as integrator between the TPOC and assigned or attached HR organizations (for example, HR company and MMT team).
- Ensure the emplacement and displacement of HR support organizations are in synchronization with the concept of support plans for postal operations.
- Deploy as part of the ESC or sustainment brigade early entry element to assist in establishing initial theater postal operations.
- Conduct staff assistance visits with the MMT and MPOs.
- Coordinate with the MMT for postal issues or TPOC POD support.
- Coordinate with other SPO section branches to establish and perform recurring logistics requirements for postal operations.
- Coordinate all mobile postal missions within the AO.
- Review, monitor, and recommend postal asset distribution within the AO and review OPORDs and fragmentary orders for HROB mission impact.
- Request Automated Military Postal System accounts for all supported postal platoons.
- Monitor and track mail movement throughout the AO.

HR COMPANY

4-137. The HR company provides command and control, short and long term planning, and technical guidance to subordinate postal and HR platoons and MMT (if performing the MMT mission). The HR company is under the command and control of the supporting sustainment brigade and receives technical guidance from the MMT and HROB. Responsibilities of the HR company HQ include, but are not limited to, the following:

- Participate in the planning, implementation, and assessment of postal operations.
- Provide data integration support for the MMT and dispersed platoons.
- Coordinate with base or FOB mayor for support at all outward locations.
- Manage and plan postal operations support for current and future operations.
- Coordinate with the HROB for transportation and equipment needed for postal operations.
- Provide augmentation support to the MMT during early entry operations.
- Assist in establishing and operating the theater directory and redirect mail services.
- Maintain voice and data communications with the MMT, HROB, TPOC, and subordinate platoons.
- Establish MPOs as directed.
- Coordinate with the brigade STB for facilities and site assignment.
- Coordinate HR company requirements for base cluster support and defense.
- Establish company support activities for postal platoons.
- Provide the contracting officer's representative when postal services are contracted.
- Identify postal unit locations and FOB locations.
- Provide current operational status.
- Conduct staff assistance visits.
- Monitor population serviced (for example, area population).
- Monitor mail volume (for example, 20' military van = approximately 8,000 pounds of mail).
- Monitor delivery delays.
- Monitor transportation and storage issues.
- Establish and close APOs in coordination with the HROB and TPOC, with the approval of MPSA.
- Coordinate postal plans with the HROB.
- Reconcile postal issues.
- Track and monitor APO reports (for example, status and submission).
- Plan for and monitor execution of postal support to authorized contractors.
- Monitor postal-related contracts to include contracting officer's representative support.

POSTAL PLATOON

4-138. The mission of the postal platoon is to provide postal support to all individuals and units in an assigned AO, to include providing mobile mail teams or serving as an element of an MMT. Postal platoons operate under the command and control of the HR company HQ and receive technical guidance from the HQ plans and operations section and MMT. All postal platoons must be trained on and capable of conducting personnel accounting and casualty reporting HR squad functions (with additional access and equipment – for example, Tactical Personnel System scanners) as needed during operations. Limited SRC 12 HR structure and available resources will require this multifunctional capacity, especially during early entry and theater opening operations for large-scale combat operations. Postal platoons must be able to perform these functions until the remaining HR units are in theater and operational. Personnel from the postal platoon may serve as contracting officer representatives overseeing contracted postal operations.

Note: Postal platoon structure is being examined to determine if all assigned Soldiers require formal postal training (additional skill identifier F4/F5). Although it provides additional flexibility for finance services in the platoon, it may not be an efficient use of available resources (for example, training time for the force).

4-139. The postal platoon has specific responsibilities to perform when providing postal support to individuals and units in an assigned AO. Responsibilities of the postal platoon include, but are not limited to, the following:

- Perform postal operations as part of the MMT as directed by the HR company.
- Conduct daily postal operations.
- Plan for mobile postal missions.
- Plan and perform all mobile mail missions.
- Establish MPOs as directed.
- Supervise and control the platoon.
- Coordinate with the HR company HQ on postal matters.
- Receive and distribute intratheater mail.
- Designate registered mail clerks.
- Prepare mail for unit mail clerks.
- Receive, process, and dispatch incoming and outgoing mail.
- Receive, process, and maintain a chain of custody for all mail with special services.
- Update postal routing schemes.
- Conduct casualty and enemy prisoner of war mail operations.
- Conduct postal, financial, and supply support and management.
- Conduct unit mail room and consolidated mail room inspections.
- Perform MPO openings, closings, and relocations.
- Respond to all customer complaints and inquiries.
- Assist contracting officer's representative in contract oversight IAW the performance work statement and DODI 4525.09.

4-140. The postal platoon is a multifunctional organization providing postal support for up to 6,000 personnel. The platoon can perform the complete spectrum of postal functions from postal service and postal finance to postal operations. The postal platoon receives all technical guidance through the HR company HQ and the HROB or MMT. The HR company provides command and control of postal platoons, which may or may not deploy with the unit's main body. Once on the ground, a fully manned and equipped postal platoon can be operational within 48 hours. Postal units must have adequate facilities, transportation, personnel, and equipment prior to the movement of mail in or out of the AO.

4-141. Postal platoons provide customer service for postal finance support consistent with theater mail policies and priorities. These services include money orders, postage stamp sales, special services, and package mailing. They provide services at consolidated locations as the tactical situation and manning level allow. Services provided at FOBs can be increased or decreased based on command directives, along with operational and mission variables. Postal finance support for outlying tactical areas is coordinated through the HROB of the sustainment brigade and HR company. It is the responsibility of the HROB to coordinate with the S-1s located at the FOBs to ensure postal operations meet the needs and support of the FOBs.

4-142. Typically, postal platoons are located either at the APOs in sustainment brigade-level or above support areas. Postal platoons should be prepared to support mobile mail missions based on mission requirements. The postal platoon, when located at a FOB, remains under the command and control of the HR company and does not work directly for the S-1. Again, it is critical for the HROB to coordinate with the S-1 at the FOB to ensure mail operations are responsive to the needs of postal support at the FOB.

4-143. Postal platoons conduct mailroom inspections to ensure compliance with both U.S. and international requirements. The cultural customs of the deployed AO, Uniform Code of Military Justice prohibitions, and

United States Customs Service requirements must be met for all incoming and outgoing mail to prevent illegal or prohibited items from being shipped through military channels. Limitations on mail are often contained in a Status of Forces Agreement or other international agreement, such as limitations on mailing items that are subject to taxes or duties (such as alcohol, tobacco, or coffee), or prohibitions against certain classes of items (such as fresh produce or pornography).

SECTION III – MORALE, WELFARE, AND RECREATION OPERATIONS

4-144. MWR programs are activities supporting and improving the morale and well-being of the deployed force. These include activities sponsored by the IMCOM G-9 FMWR Programs Division, other agencies, and commands at all levels. The terminology used in this publication is not synonymous with official FMWR programs sponsored by the Army, but it may include such programs.

4-145. MWR support is mission essential to combat readiness. MWR programs enhance the quality of life for deployed Soldiers, DOD and DA Civilians, and CAAF and address the strategic imperatives of the joint expeditionary Army.

4-146. Commanders at all levels are responsible for ensuring MWR support programs and recreation and fitness facilities (where feasible) are available. They are responsible for determining different levels of required support based on the mission, anticipated duration of deployment, theater environmental conditions, and higher command requirements. MWR support is METT-TC(I) driven, and the availability may be limited during the initial deployment and early sustainment phase of military operations. Commanders must be able to revise plans, programming, and support levels quickly to adapt to changing situations and requirements. MWR support includes a wide variety of services. Support programs may include activities such as—

- Sports activities.
- Libraries.
- Clubs.
- Entertainment.
- Army and Air Force Exchange Service support.
- Fitness and recreation.
- American Red Cross support.
- USO support.
- Internet facilities.
- Health and comfort packs.
- Other activities that support the well-being of the deployed force.

4-147. The combatant commander, through the J-1/G-1 and J-4/G-4, determines MWR needs and requirements based on OPTEMPO and available MWR resources. Requirements must be communicated to all levels of leadership, especially during the initial deployment phase, to ensure commander and senior leader's expectations and intent are understood. While the J-1/G-1 is the primary staff office responsible for MWR, the J-4/G-4 is responsible for the execution of MWR logistics support requirements. Depending on AO stability and actions, the commander may use alternative sources such as the Logistics Civil Augmentation Program or other contracted personnel.

4-148. The availability of personnel and facilities provided by the MWR network depends on the combatant commander's command policies and the operational and tactical situation. Planners at all levels ensure operational plans include requirements for fitness and recreation, Army and Air Force Exchange Service support, and community support functions such as the American Red Cross and USO.

4-149. The G-1/AG and S-1 staffs at battalion level and above must know the full range of MWR services and programs and incorporate them into OPLANS and OPORDs. They must also be knowledgeable of key staff players who support the execution of MWR programs. For example, the battalion or brigade S-4 is responsible for coordination and execution of logistics support for MWR services and programs. These services are in the form of unit recreation, library book kits, USO to go (also known as USO2GO) kits and comfort kits, sports programs, designated outdoor sports areas, free Wi-Fi in MWR common areas, sports programs, and rest areas at brigade and higher. The MWR network also provides facilities such as recreation

centers, fitness centers, internet cafés, and activity centers for deployed personnel that house several MWR functions.

4-150. Civilian recreation staff is available to assist in the planning and execution of necessary support services. Commanders identify appropriate civilian positions on the mobilization TDA in preparation of deployment into the theater of operations to support recreation requirements. When this method of staffing is used, add civilian MWR personnel to the battle-roster of brigade and larger sized units' staffs. These personnel normally become members of the G-1/AG and S-1 staffs, and they plan and coordinate MWR activities before and during mobilization. These personnel may also deploy with the unit to accomplish brigade and higher staff MWR responsibilities and assist the unit athletic and recreation officer or NCO (military personnel) in planning and executing MWR programs.

4-151. The IMCOM HQ maintains a roster of MWR emergency essential civilian personnel who are available to augment the G-1/AG and S-1 in coordinating and conducting MWR support activities. Upon deployment, MWR emergency essential civilian specialists are paid with contingency funds. Both appropriated fund and non-appropriated fund MWR personnel may be used, but non-appropriated fund salaries of deployed personnel are reimbursed to the appropriate non-appropriated fund account with contingency funds IAW DOD MWR utilization, support, and accountability rules.

4-152. Special duty manpower from ASCC assets and contingent hires may also be used to assist in program execution and facility operation. The Army G-3 may also provide civilian fitness and recreation staff from other installations through the Worldwide Individual Augmentation System tasking authority to IMCOM. Commanders need to establish and validate requirements on their mobilization TDA for MWR emergency essential civilian positions.

4-153. Unit commanders are responsible for procurement of unit-level recreation kits. These kits are packaged and distributed to each company-size unit for all components as appropriate. Recreation kits are part of a unit's table of organization and equipment and deploy with the unit as a portable means to fulfill recreation and leisure needs. They are part of the unit basic load and commanders must include shipment with the higher HQ lift plan and account for them as they would any other equipment. The IMCOM G-9 or regional G-9 level is a source for recreation and sports kits and may assist units with procurement.

4-154. Commanders at all levels must be sensitive to conditions external to the AO that can affect morale. In emergency cases, American Red Cross representatives inside and outside the JOA can support communications between Soldiers, DOD and DA Civilians, and their Families. Under less compelling conditions, commanders may use other means (for example, commanders may send messages through official channels such as the Military Auxiliary Radio System, facsimile transceiver, commercial telephone, or the Army mail system). See AR 215-1 for further information regarding MWR programs.

4-155. The following guidelines are examples of an established time-phased schedule for deploying MWR resources to support military operations. Actual timelines and operations depend on METT-TC(I).

4-156. During the first 30 days of operations, MWR may be limited to unit-level recreation kits and health and comfort packs as part of the unit's basic load. The following actions take place during this period:

- Commanders obtain book kits provided by the home installation library.
- Athletic and recreation officers or NCOs procure unit-level recreation kits using mission funding. The installation director of FMWR may assist with procurement.
- Corps G-1/AGs and division G-1s requisition and distribute MWR service-level kits.
- The ASCC and corps G-1/AG and division G-1 establish a network for distributing and rotating Army and Air Force Exchange Service-provided films and videos.
- The Army and Air Force Exchange Service begins transporting exchange items and coordinates with the theater and corps for transportation, storage, and distribution support.
- The Defense Logistics Agency Troop Support sends additional health and comfort packs to arrive within 30 days.
- Civilian MWR emergency essential civilian personnel deploy to the AO as early as the situation permits and as requested by the ASCC commander. If conditions do not permit or the commander does not request deployment of civilians, military staffs must be prepared to establish and maintain

MWR support. Coordination for supplemental civilian MWR emergency essential civilian personnel is through the IMCOM HQ.

4-157. During 30 to 60 days of operations, other MWR actions take place to support military operations. The following actions take place from 30 to 60 days of operations:

- Coordinate with the G-4 and base camp commanders for the deployment of MWR service-level kits, electronic game kits, theater in a box kits, video messenger kit, and any other available kits. These kits contain fragile, bulky, and heavy items such as televisions, videocassette recorders, digital videodisk players, basketball goals, and free weights.
- Provide appropriate personnel assets to operate MWR programs.
- Develop policies for rest area use.
- Coordinate with the G-4 for distributing health and comfort packs with Class I supplies to units and individuals lacking access to exchange or host-nation retail facilities.
- Coordinate with the G-4 and the Army and Air Force Exchange Service for establishment of a base of operations and distribution center capable of supporting direct operations exchange—tactical operations, tactical field exchanges, and Army and Air Force Exchange Service Imprest Fund Activities.
- Coordinate with the G-4 for designating, training, deploying, and employing Army personnel to support the mission.
- Coordinate with the IMCOM G-9 FMWR Programs Division to implement a system for distribution of deployed unit funds and book kits to units within and every 30 days thereafter. Coordination for supplemental MWR emergency essential civilian personnel is through IMCOM HQ.

4-158. During 60 to 120 days of operations, other MWR actions occur to support military operations. The following actions take place from 60 to120 days of operations:

- The G-4 establishes theater-level DOD activity address codes for MWR. Supply channels stock MWR items on their common table of allowances. MWR supplies and equipment are ordered and shipped to an ASCC MWR DOD activity address code. Examples are weights, amusement machines, lounge and entertainment equipment, and other items for unit recreation and rest area operations. IAW applicable regulations, the unit property book officer accounts for and documents when MWR supplies, and equipment arrive in theater.
- Corps and division bases of operations expand to provide one or more support packages (Force Provider). They develop rest areas to meet the needs of a brigade-size unit, with actual timelines and operations based on METT-TC(I). This package provides recreational activities, Army and Air Force Exchange Service retail outlets, vendors, and personnel services support such as postal, legal, unit ministry, and American Red Cross services. Other services available are billeting, laundry, latrine, shower, food, and medical. The support package's primary mission is to provide R&R facilities for deployed personnel who have suffered stress associated with combat duties. This support package is located in the corps and division areas.
- The ASCC G-1/AG may establish a pass program or rest area within the AO. Request assistance from the assistant chief of staff for installation management and the IMCOM G-9 FMWR Programs Division.
- The ASCC and subordinate commands develop and implement R&R policies. Live entertainment, including Army entertainment productions and Armed Forces entertainment shows (for example, USO), is requested based on availability, ASCC policy, and the tactical situation.
- During redeployment, operations consolidate or close as the number of personnel supported decreases. Commanders ensure adequate support for residual forces. The ASCC and corps staffs establish and implement policies for equipment turn-in and redeployment. Resource accountability is critical during this phase to prevent waste, fraud, and abuse.
- R&R centers request disposition of equipment and supplies from the IMCOM G-9 FMWR Programs Division.

4-159. Commanders at all levels are responsible for the MWR support provided to their Soldiers and DOD and DA Civilians. The MWR programs are at all echelons on the battlefield and in all operational scenarios.

Commanders base MWR support requirements on the combat environment and availability of resources. Battalions and below self-administer their programs using their command appointed unit athletic and recreation officers or NCOs; brigades and above assist all subordinate units in planning and executing their MWR programs. Table 4-2, along with the following paragraphs, addresses the relationship between key players and other staff elements in providing MWR support.

Table 4-2. Morale, welfare, and recreation support

Function/Task	*Responsible Agencies*				
	BN	**BDE**	**DIV**	**CORPS**	**ASCC**
Manage MWR Program/Policies	S-1	S-1	G-1	G-1/AG	G-1/AG
Identify MWR Requirements	S-1	S-1	G-1	G-1/AG	G-1/AG
Execute MWR Logistics Support	S-4	S-4	G-4	G-4	G-4
Issue MWR Material	S-4	S-4	G-4	G-4	G-4
Include MWR OPLAN/OPORD	S-1	S-1	G-1	G-1/AG	G-1/AG
Manage Imprest Funds	S-1	S-1	G-1	G-1/AG	G-1/AG
Coordinate for Family Readiness Support	S-1	S-1	G-1	G-1/AG	G-1/AG
Coordinate MWR Training at CRC	S-1	S-1	G-1	G-1/AG	G-1/AG
Request for MWR Personnel (IMCOM)	S-1	S-1	G-1	G-1/AG	G-1/AG
Coordinate for Health and Comfort Packs	S-4	S-4	G-4	G-4	G-4
Plan and Coordinate Direct Operations Exchange-Tactical	S-1	S-1	G-1	G-1/AG	G-1/AG
Plan and Coordinate Tactical Field Exchange (AAFES)	S-1	S-1	G-1	G-1/AG	G-1/AG
Coordinate American Red Cross and USO Support	S-1	S-1	G-1	G-1/AG	G-1/AG
Allocate Soldiers Time	S-3	S-3	G-3	G-3	G-3

AAFES	Army and Air Force Exchange Service	G-4	assistant chief of staff, logistics
AG	adjutant general	IMCOM	Installation Management Command
ASCC	Army Service component command	MWR	morale, welfare, and recreation
BDE	brigade	OPLAN	operation plan
BN	battalion	OPORD	operation order
CRC	continental United States replacement center	S-1	battalion or brigade personnel staff officer
DIV	division	S-3	battalion or brigade operations staff officer
G-1	assistant chief of staff, personnel	S-4	battalion or brigade logistics staff officer
G-3	assistant chief of staff, operations	USO	United Service Organizations

INSTALLATION MANAGEMENT COMMAND G-9, FAMILY AND MORALE, WELFARE, AND RECREATION

4-160. The IMCOM G-9, Family and Morale, Welfare and Recreation (FMWR) Programs Division assists sustaining base commanders by maintaining MWR (includes child, youth, and school services) and family assistance and readiness support at home stations. The IMCOM G-9 is the executive agent to provide necessary deployment support to the American Red Cross; the Army and Air Force Exchange Service is responsible for exchange support. Activities are based on the needs of the community served. They are available to military personnel and their Families and usually to DOD and DA Civilians and their Families.

4-161. During military operations, installation staff must be cognizant of population fluctuations and be prepared to provide expanded services. The requirement for service for the Families of deployed Soldiers

(Regular Army and RC) and the Families of those back-filling the installation may quickly stress MWR and family programs.

4-162. The installation Directorate of Human Resources and FMWR has specific responsibilities to perform prior to and during deployment. Prior to and during deployment, the installation Directorate of Human Resources and FMWR is responsible to—

- Assist G-1/AGs and S-1s in procurement and transportation of MWR equipment and supplies included in operations and lift plans in coordination with IMCOM G-9 and region G-9 level.
- Train athletic and recreation officers or NCOs in MWR procedures and functions.
- Ensure the execution of MWR services is available during initial deployment.
- Identify MWR emergency essential civilian to support deployments.
- Coordinate with the combatant command for reimbursing salaries of emergency essential civilian personnel through operational funding.
- Assist MWR emergency essential civilian personnel with preparations for deployment.
- Initiate temporary backfill of essential MWR personnel.
- Provide resources for educating about deployment and training for Soldier and Family Readiness Group leaders/support assistants and rear detachment commanders.
- Provide support and assistance to commanders to provide family readiness related training to Soldiers and Family members throughout the deployment cycle and to establish a unit family readiness infrastructure.
- Manage the Soldier and Family Assistance Center.

ARMY SERVICE COMPONENT COMMAND G-1/AG

4-163. The ASCC G-1/AG has specific MWR responsibilities to perform. They include the following:

- Assist corps G-1/AGs and division G-1s in identifying fiscal and personnel requirements for the Total Army Family Program as part of the command operating budget process.
- Coordinate, develop, and manage MWR policy and provide oversight of the MWR program.
- Ensure MWR operations are included in OPLANs and OPORDs.
- Plan for deployment of MWR emergency essential civilian personnel.
- Assist corps G-1/AGs and division G-1s in identifying MWR manpower, materiel, and other assistance required to support MWR operations.
- Coordinate with IMCOM G-9 FMWR Programs Division, ASCC G-4, and Army commands of deploying units for MWR manpower, materiel, supplies, and other assistance in coordination with corps G-1/AGs and division G-1s.
- Prepare ASCC MWR policies and provide guidance to corps G-1/AGs and division G-1s on procedures and base operations to support units, Soldiers, DOD and DA Civilians, and other civilians authorized access to MWR programs and services.
- Establish theater pass policies to support MWR programs.
- Coordinate with the ASCC G-4 to establish AO rest areas.
- Coordinate with other military Services for joint recreational operations if serving as the JTF J-1.
- Assist corps G-1/AGs and division G-1s in coordination with the Army and Air Force Exchange Service for establishment of Army and Air Force Exchange Service support.
- Coordinate with the ASCC G-4 for shipping MWR equipment and supplies in coordination with corps G-1/AGs and division G-1s.
- Assist corps G-1/AGs and division G-1s in transporting Army and Air Force Exchange Service equipment and supplies (at the equivalent security level as military convoys).
- Assist corps G-1/AGs and division G-1s in establishing a system to allocate, distribute, and maintain MWR equipment.
- Assist corps G-1/AGs and division G-1s in establishing a network and procedures for distribution and rotation of films and videos from the Army and Air Force Exchange Service or other services.

- Assist corps G-1/AGs and division G-1s in coordination with Armed Forces Entertainment and IMCOM G-9 FMWR Programs Division for live entertainment for Soldiers and authorized civilians in the AO.
- Establish policy on volunteer or contracted live entertainment.
- Develop plans and policies for the establishment and support of unit lounge activities.
- Coordinate with IMCOM G-9 FMWR Programs Division and ASCC G-4 to develop a system for procuring, transporting, accounting, training, and providing MWR technical assistance to subordinate units.
- Coordinate necessary deployment support for the American Red Cross in coordination with corps G-1/AGs and division G-1s.
- Assist corps G-1/AGs and division G-1s in coordinating with the Army and Air Force Exchange Service and the ASCC G-4 for staffing and supporting exchange sales, name brand fast food and services, and troop-supported tactical field exchange or direct operations exchange—tactical operations.
- Provide corps G-1/AGs and division G-1s with policy guidance on MWR self-administered activities in division-size and smaller units.
- Assist corps G-1/AGs and division G-1s in coordinating transportation for MWR kits and the supply and distribution of health and comfort packs in the theater.
- Provide policy guidance to corps G-1/AGs and division G-1s on monitoring reading material availability in theater and assist corps G-1/AGs and division G-1s with coordinating postal operations support for shipment of book kits and reading material.
- Assist corps G-1/AGs and division G-1s in coordination with the Army Red Cross for support.
- Assist corps G-1/AGs and division G-1s in coordination with the USO for support.

CORPS G-1/AG AND DIVISION G-1

4-164. The corps G-1/AG and division G-1 plans, coordinates, develops, executes, and monitors MWR operations IAW ASCC policies and guidance. Corps G-1/AG and division G-1 MWR responsibilities include the following:

- Plan, coordinate, develop, execute, and monitor MWR programs and support.
- Ensure MWR operations are included in OPLANs and OPORDs.
- Assist subordinate organizations in establishing MWR programs and SOPs, operating unit lounges and exchange facilities, acquiring and transporting equipment and supplies, and accounting for equipment and monies.
- Plan for tactical field exchanges that are established and operated by commands using unit personnel.
- Require subordinate units to include small unit recreation kits and MWR service level kits in their load plans.
- Plan for Army and Air Force Exchange Service Imprest Fund Activity that may be established and operated by unit personnel. See AR 215-8 for more information.
- Establish schedule for rest area utilization and pass programs.
- Provide brigades with allocations for R&R.
- Plan for direct operations exchange—tactical operations established and operated by Army and Air Force Exchange Service personnel in a secure environment (dependent on METT-TC[I]).
- Request name brand fast food and services (concession) operations support (such as barbershop, alterations, gift shops, and new car sales) as the operational pace permits.
- Request and plan transportation for a 30-day supply of book kits from IMCOM and the Assistant Chief of Staff for Installation Management.
- Support self-administered activities in division-size and smaller units.
- Coordinate with the G-3 and band commander on music support requirements and priorities.
- Establish MWR policy and monitor/support corps-level MWR programs for divisional and non-divisional units in the corps area.

- Operate and manage corps and division rest areas; assist subordinate commands in operating activity centers and lounges; and coordinate MWR services with replacement and reconstitution operations.
- Coordinate training (to include CRC processing) for MWR program personnel transiting to and from the theater.
- Request MWR personnel to assist subordinate commands in planning and assisting in MWR tasks and activities.
- Coordinate support for the American Red Cross.
- Coordinate MWR support team activities, Family assistance, and communications with the rear detachment.
- Coordinate for non-appropriated unit fund support during deployments.
- Establish liaison with the American Red Cross, USO, and other supporting agencies and force enablers upon arrival in theater.

BRIGADE S-1

4-165. The brigade S-1 staff facilitates and coordinates MWR programs. The brigade S-1 staff and has the following MWR responsibilities:

- Coordinate with higher headquarters for support from American Red Cross, USO, and other supporting agencies and force enablers upon arrival in theater.
- Ensure MWR operations are included in all OPLANs and OPORDs.
- Ensure commanders appoint athletic and recreation officers or NCOs at battalion and company as an additional duty.
- Plan for tactical field exchanges that are established and operated by commands using unit personnel.
- Plan for Army and Air Force Exchange Service Imprest Fund Activity that may be established and operated by unit personnel.
- Plan for direct operations exchange—tactical operations established and operated by Army and Air Force Exchange Service personnel in a secure environment.
- Plan for MWR service-level kits.
- Schedule Soldiers and Civilians for R&R periods based on allocations provided by the corps/division G-1/AG.
- Schedule unit personnel and Civilians for rest area utilization and pass programs, as applicable.
- Coordinate establishment and operation of activity centers, recreation activities, exchanges, and unit lounges for Soldiers and all other assigned personnel.
- Coordinate unit athletic and recreation programs to include acquisition, use, and maintenance of equipment and supplies.
- Coordinate for non-appropriated unit fund support during deployments.
- Ensure that commanders appoint Soldier and Family Readiness Group personnel and family readiness liaison Soldiers at the appropriate battalion and company as an additional duty.

BATTALION S-1

4-166. The battalion S-1 appoints athletic and recreation officers or NCOs to coordinate MWR programs and maintain equipment. The battalion S-1 MWR responsibilities include the following:

- Coordinate with the battalion S-4 to ensure Soldiers and Civilians deploy with a 30-day supply of health and comfort packs.
- Determine the type and quantity of health and comfort packs carried by individual Soldiers.
- Plan for unit MWR programs prior to deployment and upon return from deployment.
- Requisition book kits at the sustaining base or mobilization station.
- Ensure units include MWR equipment, to include unit-level recreation kits and book kits, in their basic load plans.

- Plan for Army and Air Force Exchange Service Imprest Fund Activity that may be established and operated by unit personnel.
- Schedule Soldiers and Civilians for R&R periods based on allocations established by the brigade.
- Coordinate establishment and operation of Soldier activity centers, recreation activities, exchanges, and unit lounges.
- Coordinate unit programs to include acquisition, use, and maintenance of equipment and supplies.
- Coordinate unit Family Readiness Programs and policies.
- Coordinate for non-appropriated unit fund support during deployments.
- Ensure unit commanders appoint family readiness points of contact as an additional duty IAW AR 600-20.
- Ensure unit commanders establish Soldier and Family Readiness Groups.
- Coordinate with higher headquarters for support from American Red Cross, USO, and other supporting agencies and force enablers upon arrival in theater.

Chapter 5
Coordinate Personnel Support

This chapter provides an overview of personnel support functions for command interest programs and retention operations. These personnel support functions require coordination and generally fall under the responsibility of G-1/AGs and S-1s.

SECTION I – COMMAND INTEREST PROGRAMS

5-1. Command interest programs are of general interest to organizations and Soldiers. The following paragraphs briefly discuss the general responsibilities of the S-1 with respect to any command interest program demanding specific attention as directed by the commander. Some programs that traditionally fall within the purview are provided as examples to understand the principles of support involved. These should not be considered all-inclusive. Command interest programs generally have five key components that include the responsible agent or agency, regulatory or statutory guidance, checklist, compliance protocols, and reporting requirements.

5-2. A responsible agent or agency is someone specific or a subordinate element that is appointed, in writing, by order or policy memorandum, that establishes the scope and responsibilities of the duty to be performed, the length of time the duty is performed, and any applicable references authorizing the order. The commander or the commander's designated representative must sign any order or policy memorandum establishing a responsible agent or agency for a command interest program. The S-1 ensures the order is completed and maintained IAW the requirements for the program.

5-3. All command interest programs must follow regulatory guidance or statutory requirements for successful execution of the program. The S-1 can assist to ensure the responsible agent has access to the current regulations or policies governing the program. For example, AR 600-20 establishes the Army Equal Opportunity Program. For the commander, it highlights all the essential elements of the program to ensure equal opportunity and fair treatment to all Soldiers and their Family members.

5-4. Most programs have specific requirements or procedures to follow. A checklist ensures completion of each component is on time and in the proper order. As procedures change, the S-1 or responsible staff proponent updates the checklist to reflect any changes in procedures. In some cases, the S-1 may not perform some or any of the duties on the checklist beyond assuring that a responsible agent is appointed. For example, the Army Voting Assistance Program educates eligible Soldiers on the importance of voting and provides every opportunity to register and cast their votes. However, the program manager may not necessarily be in the S-1. Any Soldier meeting the requirements outlined in AR 608-20 may be appointed as the voting assistance officer. That individual, once appointed in writing, is responsible for following the checklist, maintaining compliance with the regulation, and reporting periodically to the commander the status of the program.

5-5. Compliance protocols are the methods and procedures to provide quality assurance as mandated by law for any federal agency. Simply put, these are the inspections performed by higher HQ, inspector general, or other agency to measure, through appropriate metrics, the command's compliance with the requirements established by the regulation or law. Most often, these are performed when a principal responsible agent changes, the governing guidance changes, or annually if no other circumstance has prompted a review. The S-1 tracks the timeline for inspections; coordinates or schedules, where appropriate, the inspection and any follow up actions; and maintains any historical inspections, as required.

5-6. Each command interest program's governing regulation or implementing guidance usually provides the time and manner by which progress reports are submitted to the commander, higher HQ, or external agencies. The S-1 may act as the staff command principal for consolidating, formatting, and presenting the

required information to the commander. This is especially true for programs that require the commander's signature for certification or authentication.

SECTION II – RETENTION OPERATIONS

5-7. The Army Retention Program plays a continuous role during military operations. Army retention is a program that ensures all Soldiers, regardless of the operation, have access to career counseling and retention processing. Army career counseling is the fundamental element of the Army Retention Program. It provides commanders the internal command climate knowledge needed to adjust their individual retention programs, ensuring they meet the needs of Soldiers and Families without jeopardizing the manning requirements necessary to provide for the defense of the Nation. Army retention affects unit strength.

5-8. Commanders are the retention officers for their respective commands and command sergeants major are the senior retention NCOs for their units. To be truly effective, the Army Retention Program requires enthusiastic command involvement and dedicated expert advice to retain high quality Soldiers. Retaining quality Soldiers certified in competence, character, and commitment ensures the stability of the Army's future force.

5-9. While unit commanders and leaders are ultimately responsible for retaining Soldiers at their level, career counselors located at battalion and above organizations are technical experts charged with advising commanders on all aspects of the Army Retention Program. Career counselors, due to their advisory role to the commander, are on the commander's special staff. They also determine retention eligibility, retention options, and assist with eligibility for special commissioning programs consistent with published regulations and DA directives. (See AR 601-280 for specific information on the Army Retention Program).

CAREER COUNSELOR'S ROLE IN PREPARATION FOR DEPLOYMENT

5-10. The Army Retention Program is the long-term answer for maintaining end strength. At the center of this program is the career counselor. Retention operations are functions conducted at home station and during military operations. While career counselors are not table of organization and equipment assets in most organizations, they play an important role not only during pre-deployment, but during deployment as well. Unit leaders need to ensure career counselors are included as part of the deployment force and included in operational orders and contingency plans. Retention operations should be included in unit SOPs.

5-11. At home stations, career counselors accomplish unit-specific retention missions consistent with goals of the Army Retention Program. While deployed, career counselors continue to implement the Army Retention Program through reenlistment and other retention initiatives. Stop-movement efforts do not eliminate the requirement for career counselors to deploy. It is only a temporary tool used to maintain Army end strength.

5-12. During deployments, unit commanders need to ensure adequate career counselor support is available to rear detachment or nondeployed personnel. This is accomplished via a memorandum of understanding or agreement between units or with the post retention office.

5-13. When planning for deployment operations, career counselors must conduct the following actions:

- Screen all Soldier records not serving on indefinite status to ensure records are entered in the Reenlistment, Reclassification, and Assignment System, and complete a DA Form 4591 (*Retention Counseling Record*) for all non-indefinite status Soldiers with a current enlisted records brief.
- Coordinate with the battalion or brigade S-6 for telephone and network connectivity into required databases and automated systems.
- Obtain sufficient office equipment and supplies (for example, laptop computer, appropriate software, scanner, printer, digital sender, U.S. flag, storage containers, necessary forms, and digital camera).

5-14. During pre-deployment processing, career counselors should brief Soldiers on deployment extensions and the stop-movement program, if necessary. Unit commanders should identify additional duty reenlistment

NCOs and ensure the NCOs complete required training to provide continual retention support, especially for geographically dispersed units.

ORGANIZATION RESPONSIBILITIES

5-15. Listed in the paragraphs below are unit responsibilities for retention operations. These responsibilities are not all-inclusive and should only be used as a guide.

ARMY SERVICE COMPONENT COMMAND/CORPS/DIVISION

5-16. The ASCC, corps, and division career counselors have specific responsibilities for retention operations, which include the following critical tasks:

- Oversee all operations, actions, and incidences to ensure compliance with established standards and regulatory guidance.
- Include retention operations in all OPLANs, OPORDs, and SOPs.
- Monitor subordinate units to ensure retention programs have MOS qualified career counselors.
- Assist career counselors as needed in obtaining equipment and assets.
- Maintain and publish statistics on Army Retention Program eligible, missions, and accomplishments.
- Ensure subordinate commanders accomplish missions, functions, tasks, and responsibilities.
- Analyze and report trends affecting retention to the command and higher HQ.
- Establish retention awards and incentive programs for the command.
- Accomplish retention missions consistent with goals of the Army Retention Program.
- Maintain communications with subordinate units and higher echelons.
- Conduct staff assistance visits and training for all subordinate units.
- Establish and monitor quality control for all pertinent Soldier data and retention-related contractual documents.
- Establish and manage attrition management controls such as the Bar to Continued Service and Declination Statement to Continued Service.
- Manage and monitor Soldiers in the MAR2 process.
- Update ETS dates on medical extensions IAW current applicable messages and policies.
- Maintain communication with the military personnel division on approved medical extensions.

MULTI-DOMAIN TASK FORCE/BRIGADE/BATTALION

5-17. The MDTF, brigade, and battalion senior career counselors have specific responsibilities for retention operations, which include the following critical tasks:

- Oversee operations, actions, and incidences of subordinate units to ensure compliance with regulatory guidance and directives.
- Maintain and publish statistics on command retention eligible, missions, and accomplishments.
- Establish retention awards and incentive programs for their units.
- Conduct staff assistance visits and training for all subordinate units.
- Coordinate with staff principals to ensure subordinate units have all required equipment, software, and supplies needed for retention operations at all levels of readiness.
- Ensure units screen Soldier records.
- Include retention in unit SOPs.
- Input Soldiers not on an indefinite reenlistment status into the Reenlistment, Reclassification, and Assignment System.
- Accomplish retention missions consistent with goals of the Army Retention Program.
- Oversee and assist retention efforts of subordinate units.
- Establish and monitor quality control for all pertinent Soldier data and retention-related contractual documents.

- Establish and manage attrition management controls such as the Bar to Continued Service and Declination Statement to Continued Service.
- Coordinate with the unit S-3 and S-6 to ensure communications (network) are available to support the retention mission.
- Verify career counselor and unit leader locations.
- Locate and contact local finance, HR services, and other supporting agencies and establish working procedures.
- Establish a communication and distribution system with rear detachment retention elements.
- Secure appropriate workspace.
- Manage and assist Soldiers in the MAR2 process.

COMPANY

5-18. The company retention NCO has specific responsibilities for retention operations, which include the following critical tasks:

- Accomplish retention missions consistent with goals of the Army Retention Program.
- Include retention operations in unit SOPs.
- Coordinate with staff principals to ensure subordinate units have all required equipment, software, and supplies for retention operations at all levels of readiness.
- Maintain career counselors and unit leaders' locations.
- Coordinate bonus entitlement payments, including selective reenlistment bonus, anniversary payments, and payments of accrued leave through the servicing career counselor.
- Provide retention reports as required.
- Coordinate transportation to Soldiers' locations.
- Secure appropriate workspace.
- Counsel Soldiers on how current Army policies, bonus incentives, and opportunities in the RC affect retention options.
- Establish and monitor quality control for all pertinent Soldier data and retention-related contractual documents.
- Establish and manage attrition management controls such as the Bar to Continued Service and Declination Statement to Continued Service.
- Assist Soldiers in the MAR2 process.

Appendix A

Mobilization and Demobilization Processing for Army National Guard and Army Reserve Soldiers

This appendix provides key information to MDTF, brigade, and battalion S-1 personnel on the management of ARNG and USAR Soldiers who may be mobilized in support of Army military operations. ARNG and USAR Soldiers can be assigned or attached to RC units or utilized as fillers for active duty units. Similarly, active duty Soldiers can also serve in RC units.

CATEGORIES OF RESERVE COMPONENT PERSONNEL

A-1. **Individual Ready Reserve.** Individual Ready Reserve personnel are part of the Army's ready reserve and include individuals who have had training, served previously in the AC or the selected reserve (such as a member of an Army Reserve unit), and may have some period of military service obligation remaining. Unlike new Soldiers, these personnel are seasoned, experienced Soldiers who can contribute significantly to the unit. Individual ready reserve personnel are selectively used for military and civilian operations and may be mobilized to serve as both filler personnel and casualty replacements in AC and RC units if needed.

A-2. **Individual mobilization augmentee.** Individual mobilization augmentee is an individual reservist that assists in facilitating the rapid expansion of the Active Army wartime structure of the DOD and other departments or agencies of the U.S. Government to meet military manpower requirements in the event of military contingency, pre-mobilization, mobilization, sustainment, and demobilization operations. Individual mobilization augmentees attend drills, receive training, and are pre-assigned to an AC organization, a Selective Service System, or a Federal Emergency Management Agency billet on, or shortly after, mobilization. Individual mobilization augmentees train on a part-time basis with these organizations to prepare for mobilization. Individual mobilization augmentee and the Selective Service System applies to USAR only.

A-3. **Troop program unit.** Troop program unit personnel are the heart and soul of the Army Reserve. These individuals typically train on selected weekends and perform annual training. Soldiers in the Army Reserve may be called to active duty to provide their expertise.

A-4. **Active Guard and Reserve.** Active Guard and Reserve (also known as AGR) personnel are individual RC personnel (ARNG and USAR) who are on voluntary active duty orders providing full-time support to Army and joint commands. Active Guard and Reserve personnel organize, administer, recruit, instruct, and train. The Active Guard and Reserve is one of three pools of reserve personnel in the selected reserve. Active Guard and Reserve personnel provide units the ability for expansion and staff capability to meet wartime requirements.

A-5. **Active Duty Operational Support, Reserve Component.** The Active Duty Operational Support, Reserve Component are Army Reserve Soldiers of all ranks that help units and local recruiters complete a mission beyond normal drilling time, or recruiters that will result in Army Reserve enlistments. Active Duty Operational Support orders allow a Soldier to be used in a variety of ways by adding temporary manpower support to a State's more permanent USAR and ARNG units' permanent workforce. The Active Duty Operational Support orders can last one day or in some cases years. The latter has become very rare since the Global War on Terrorism OPTEMPO has decreased. The type, length, and grade for each job varies based on the local command that is looking for help.

MOBILIZATION

A-6. Mobilization is the process by which all or parts of the Armed Forces are expanded and brought to a state of readiness for war or other national emergency. This includes activating all or part of the RCs, assembling, and organizing personnel and materiel. The call of RC Soldiers to active duty may include a Presidential Reserve call-up, partial mobilization, or full mobilization. The processing procedures for mobilization also apply to the support of contingency operations.

A-7. The authority to order mobilization resides with the President and Congress. The Secretary of Defense, with the advice of the Joint Chiefs of Staff, recommends to the President and Congress the level of mobilization required to support a given contingency or national emergency. Upon approval, the Secretary of Defense directs the mobilization of RC units and individuals through the military departments. The mobilization processing requirements (whether for unit or individual activations) are the same as those for the SRP (level 1 state of readiness). All mobilized RC Soldiers will be informed about their reemployment rights under the Uniformed Services Employment and Reemployment Rights Act (see also, 38 USC Chapter 43) to the Guard and Reserve Program.

A-8. Generally, mobilization consists of nine phases: preparation and planning; notification of sourcing; alert; home station; mobilization station; port of embarkation; redeploy; reception and arrival at demobilization station; and reconstitution and reintegration. Each phase includes tasks that should be completed by the S-1. While there are no specific timelines to accomplish specific tasks during each phase, there are specific HR tasks associated with each phase. Each of these phases is discussed in the following paragraphs. Refer to AR 600-8-101 for specific policies, standards, and requirements for performing the functions of the Soldier readiness program and mobilization processing and deployment processing. For further information regarding Army mobilization, refer to the Army Mobilization and Deployment Reference on the U.S. Army G-1 Personnel website.

PHASE I – PREPARATION AND PLANNING

A-9. The preparation and planning phase includes many of the normal day-to-day efforts of RC units at their home stations. MDTF, brigade, and battalion S-1s continue to conduct HR support for their Soldiers. They also ensure HR professionals are trained and cross-trained in the functions and tasks they will conduct during active duty. Special emphasis should be on automated HR databases and systems they will utilize during their mobilization.

A-10. Units should coordinate with their higher HQ to obtain training for HR systems that operate on classified networks. This phase ends when units receive official alert notification. Preparation and planning include the following HR tasks:

- Maintain 100 percent accountability of personnel.
- Develop and refine the personnel estimate.
- Conduct initial SRP (Levels 1 and 2) per AR 600-8-101.
- Complete DA Form 7425.
- Identify and verify nondeployable personnel; resolve or reassign prior to reporting to mobilization station. Soldiers categorized in medical readiness class 3B (P3 and P4 permanent profiles) require completion of a MAR2. If they do not meet medical retention standards, they require a Medical Evaluation Board.
- Conduct HR collective tasks and shared tasks training as required.
- Ensure mail clerks obtain mail handler's certification.
- Provide Army Community Service and Soldier and Family Readiness Group information as needed.
- Identify Soldiers who have record of a conviction of a misdemeanor crime of domestic violence (Lautenberg Amendment).
- Issue CACs and identification tags and reset CAC PINs (brigade and brigade equivalent units).
- Update assignment eligibility and availability codes for AC.
- Obtain stock of forms and award certificates.
- Update SOPs.

- Ensure Health Insurance Portability and Accountability Act certifications cover all phases of mobilization and deployment.
- Update rating schemes and ensure all required evaluation reports are processed and forwarded as required.
- Identify critical positions required to maintain mission capable eligibility. For the ARNG, obtain a copy of the current National Guard Bureau cross-leveling and pass-back policy.
- Identify and report replacement requirements.
- Update DD Form 93 and complete SGLV Form 8286 and SGLV Form 8286A.
- Maintain awareness of the Army Mobilization and Deployment Reference for processing actions and HR functions.
- For the ARNG, ensure medically nondeployable Soldiers are identified in the appropriate HR database for tracking and processing. Coordinate with the rear detachment for follow up, tracking, and processing.

PHASE II – NOTIFICATION OF SOURCING

A-11. This phase starts with receipt of notification of sourcing. Once received, RC commanders are supported by the ASCC. The unit begins focusing on its mission essential task list while building the deployment training plan. It also concentrates on manning and equipping to meet the mission requirements. Although the notification of sourcing could be shorter or in conjunction with an alert, the Army's goal for this period begins 24 months prior to mobilization. Phase II ends upon receipt of official alert order. HR tasks during this phase include maintaining 100 percent accountability of all personnel.

PHASE III – ALERT

A-12. The alert phase starts following receipt of the official alert or mobilization order. The alert order precedes the mobilization date by 12–24 months whenever possible. This phase includes those actions taken by units following receipt of an alert notification. Actions such as final screening of records, recruiting for mobilization, and cross-leveling of personnel are essential during the alert phase. This includes authority for man-day spaces funding from United States Army Reserve Command HQ to pay additional unit members for full-time surge. Unit commanders must contact the receiving unit commander to determine mission requirements to modify the unit's mission essential task list. Upon alert, unit commanders provide personnel data files to the mobilization station effective the mobilization date. The unit should review the mission, conduct a thorough pre-deployment mobilization brief, assess how the force should be packaged for deployment, and develop deployment plans. Commanders ensure completion of Soldier readiness program requirements during this phase and complete all identified pre-mobilization tasks (to include training and Soldier readiness). This phase ends with the mobilization date at home station. HR tasks during this phase include maintaining 100 percent accountability of all personnel.

PHASE IV – HOME STATION

A-13. The home station phase begins on the effective date of unit mobilization and assumption of command by First Army at which time the unit transitions from management under RC regulations to management under AC regulations (pay and promotion of activated RC Soldiers remains within the RC system). This phase includes movement to and ends with the arrival of the unit at its mobilization station. HR tasks during this phase include the following:

- Maintain 100 percent accountability of personnel.
- Ensure HR professionals are trained and have access to HR systems being used during deployment.
- Continue SRP.
- Establish contact with the military personnel division at the mobilization station.
- Prepare load plans.
- Provide mobilization station an electronic copy of the alpha roster and other data required.
- Finalize and dispatch completed evaluation reports.

- Complete all LOD and AR 15-6 investigations.
- Ensure an S-1 representative is included as part of the advance team to the mobilization site.
- Identify HR rear detachment personnel (if unit qualifies for a rear detachment) and ensure they are trained in all the necessary HR areas and have access to automated HR databases and systems.
- Ensure individual mobilization orders are published and distributed; input pay action per State, Territory, or regional SOP.

PHASE V – MOBILIZATION STATION

A-14. The mobilization station phase begins with arrival of the unit at its mobilization station and encompasses all actions necessary to ensure the unit meets required deployment criteria to include the assurance of mission capability. Actions at the mobilization station include the processing of personnel and equipment and the actual accession of the unit into the active structure. This phase also includes any necessary individual or collective training as well as appropriate cross-leveling actions, SRP, and validation for deployment. This phase ends with the arrival of the unit at the APOE. Specific HR support functions include the following:

- Maintain 100 percent accountability of all personnel.
- Develop and refine the personnel estimate.
- Coordinate with mobilization station to complete final SRP per AR 600-8-101, to include the Pre-Deployment Health Assessment.
- Complete DA Form 7425.
- Screen and cross-level personnel.
- Participate in the USR process.
- Assess personnel into the AC rolls and appropriate HR system.
- Coordinate with higher HQ (G-1/AG) and, if replacing a deployed unit, coordinate with the outgoing S-1.
- Prepare an initial manifest for APOD and APOE.
- Conduct collective task and other training as required.
- Verify mail clerks completed mail handler's certification.
- Provide Army Community Service and Soldier and Family Readiness Group information as needed.
- Coordinate with the military personnel division for reassignment of personnel not eligible to deploy.
- Recheck CACs and identification tags; reissue as needed. (CACs should not have an expiration date that is earlier than the deployment timelines, redeployment, demobilization, and reconstitution.)

PHASE VI – PORT OF EMBARKATION

A-15. This phase begins with the departure of the unit from its mobilization station and serves as the first phase of deployment. The order, along with any additional guidance, is provided to appropriate subordinate commands, deploying units, and installations. The movement to the APOE phase involves moving units from their home installations or mobilization station to the APOE. This phase ends with departure of personnel and equipment from the APOE and transfer of authority to the ASCC. HR tasks during this phase include maintaining 100 percent accountability of all personnel.

PHASE VII – REDEPLOY

A-16. This phase begins with release of the unit from the tactical commander. Theater or Service operational requirements determine the schedule for delivering units and individuals to the appropriate demobilization station. Redeployment must support post-conflict activities related to the strategic end state, the transition to peace, and reconstitution. The ARFOR commander ensures redeployment scheduling visibility as quickly as possible. Commanders ensure completion of required personnel readiness processing tasks (adjusting for

split redeployment) during this phase. Phase VII ends as command of redeploying units passes from the supported combatant commander to the supporting force provider upon transfer of authority.

A-17. Battalion S-1 sections should ensure all LOD investigations are completed prior to redeployment for RC Soldiers who incur, aggravate, or receive medical treatment for a medical condition while on active duty. For RC Soldiers, LODs must be processed electronically through the electronic Medical Management Personnel System. Ensure RC Soldiers have hard copies of all evaluations, awards and badges, and LOD investigations (DA Form 2173) with the LOD approval memorandum for all medical conditions incurred, aggravated, or treated while on active duty. Specific HR support functions include the following:

- Maintain 100 percent accountability of all personnel.
- Assist unit commanders in preparing Soldiers for redeployment.
- Conduct relief in place and transfer of authority operations.
- Ensure Soldiers conduct Post Deployment Health Assessments.
- Ensure Health Insurance Portability and Accountability Act certifications cover all phases of redeployment.
- Complete all awards and evaluations.
- Clear Soldier records from the theater database (DTAS).
- Identify Soldiers, DOD and DA Civilians, CAAF, and multinational personnel assigned or attached who should redeploy individually.
- Send advance team, including the S-1, to the demobilization station.
- Begin yellow ribbon and welcome home warrior preparations and reestablish communication with the Soldier and Family Readiness Group or rear detachment, if applicable.

PHASE VIII - RECEPTION AND ARRIVAL AT DEMOBILIZATION STATION

A-18. This phase begins at transfer of authority for the returning unit. Installation commanders perform all demobilization and personnel readiness processing tasks to include support for welcome home ceremonies prior to releasing units or individuals for movement to home station. The demobilization station completes all Defense Readiness Reporting System-Army required actions. This phase ends with departure from the demobilization station. Specific HR support functions include the following:

- Maintain 100 percent accountability of all personnel.
- Ensure individual Soldiers complete demobilization station reverse SRP. Collect and send necessary documents per State, Territory, or regional SOP.
- Conduct reverse SRP.
- Ensure the demobilization station completes all individual release from active duty orders.
- Ensure DD Forms 214 (*Certificate of Uniformed Service*) are completed.
- Clear Soldiers' records from the appropriate HR system.
- Request medical readiness processing (orders). Establish a point of contact at the medical readiness unit.
- Ensure Soldiers receive final pay and input pay inquiries as needed.
- Finalize yellow ribbon and welcome home warrior plans.
- Collect and prepare Soldiers' paperwork for iPERMS transactions.

PHASE IX - RECONSTITUTION AND REINTEGRATION (HOME STATION)

A-19. The final phase of demobilization ends with release from federal service at the unit's home station or the Soldier's home of record. Units are returned to a pure RC status. Commanders ensure completion of required personnel readiness processing tasks, which transcend normal day-to-day force sustainment. Reintegration tasks may continue past the unit's return to RC status. Specific HR support functions include the following:

- Maintain 100 percent accountability of all personnel.
- Ensure Soldiers complete Post Deployment Health Reassessment.
- Complete Soldier iPERMS transactions.
- Conduct yellow ribbon and welcome home warrior ceremony.

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Appendix B

S-1 Assessment Checklist

This appendix provides an assessment checklist for MDTF, brigade, and battalion S-1s to assist them with the effectiveness of HR core competencies during S-1 operations. Although the checklist is not all-inclusive, it should be used as a guide.

MAN THE FORCE

B-1. Man the force influences the effectiveness of all Army organizations, regardless of size, and may affect the ability to accomplish all other HR core competencies and subordinate key functions. The lists provided below are for MDTF, brigade, and battalion S-1s to assist them in assessing the effectiveness of the PRM, PASR, and casualty operations subordinate key functions. The lists also provide information for brigade and battalion S-1s to assist them in assessing the effectiveness of PIM.

GENERAL

B-2. Man the force ensures an uninterrupted flow of Soldiers to the battlefield and accurate accounting for all Soldiers, DOD and DA Civilians, and CAAF. Properly manned units are vital to assuring the fulfillment of missions. They enhance predictability and ensure commanders have the people necessary to perform assigned tasks. MDTF, brigade, and battalion S-1s use the following questions to assess the effectiveness of their units:

- Is the S-1 properly manned to have the capability to perform 24/7?
- Do all S-1 personnel understand how the S-1 contributes to the mission of the unit?
- Are S-1 personnel trained on HR doctrine, HR core competencies, and subordinate key functions?
- Do S-1 personnel understand the overall mission of the S-1 and the role of each team member?
- Are S-1 personnel knowledgeable of the mission of subordinate units and of their higher headquarters?
- Do S-1 personnel understand the ReARMM cycles and what the key S-1 functions are during each force pool (reset, train-ready, and available)?
- Do S-1 personnel understand how S-1 support is conducted in garrison and while deployed?
- Are S-1 personnel aware of the specific tasks performed during the deployment cycle support process?
- When cross-leveled RC Soldiers return to their home station unit following a deployment, does the home station S-1 coordinate those Soldiers' attendance at yellow ribbon training and events?

PERSONNEL READINESS MANAGEMENT

B-3. PRM starts by comparing the organization's personnel strength against its requirements or authorizations and ends with a personnel readiness assessment and allocation decision. Personnel readiness managers continuously collect, correlate, and analyze critical personnel strength information to develop a vision of future requirements by addressing the following questions:

- Has a link been established with HRC for MDTF or brigade replacement personnel?
- Are critical positions (billets) identified?
- Are deployment operational timelines confirmed with G-3, HRC, and S-3?
- Is a distribution fill plan established based on manning guidance and commander's priorities?
- Are Soldiers properly utilized, distributed, and slotted?
- Has the manning status in subordinate units been verified?

- Is the MDTF or brigade S-1 in contact with HRC on issues of training, additional skill identifier, or other special instructions?
- Have replacement priorities, based on current and forecasted readiness status and commander's intent, been coordinated with the S-3?
- Has the commander been advised on the personnel readiness status (current and projected) of subordinate units to include key leaders, critical combat squads, crews, and teams?
- Has the S-1 projected personnel requirements based on current strength levels, projected gains, estimated losses, and the projected number of Soldiers and Army Civilians returning to duty from MTFs?
- Are losses monitored (such as combat, non-combat, Uniform Code of Military Justice actions, administrative separations, medical, MAR2s, medical evaluation boards, and physical evaluation boards)?
- Have non-available or nondeployable Soldiers been identified and had their issues resolved, or have the Soldiers been reassigned to non-deploying units?
- Have policy and procedures for the call forward of replacements been established?
- Have equipment requirements for replacement personnel been coordinated with the S-4?
- Is SRP managed to validate individual readiness and ensure visibility through updates to appropriate HR systems and databases?
- Are Soldiers properly utilized and slotted?
- Are critical personnel requirements reported by the MDTF or brigade S-1 to HRC for individual Soldiers and teams?
- Does the S-1 monitor and reconcile strength deviations?
- Are UIC hierarchies managed through various databases to ensure an accurate readiness COP to the national HR provider?
- Is PRM included in all OPLANs and OPORDs?
- Have RC Soldiers completed civilian employment information annually and during pre-mobilization (except Active Guard Reserves)?
- Does the S-1 conduct a final check of Soldiers in processing to ensure non-deployment conditions are corrected or reported to the commander?
- Does the S-1 conduct follow-up on all suspense actions required for Soldiers' readiness processing requirements?
- Are Soldiers identified who arrive to the unit with high personnel tempo (PERSTEMPO) historical report and identified as high deployers?
- Have stop movement actions been initiated IAW manning guidance?

B-4. Unit status reporting provides a commander's assessment of the unit's readiness. Unit status reporting provides commanders a view of the ability of a unit to perform as designed. MDTF, brigade, and battalion S-1s address the following questions when performing unit status reporting:

- Has a USR SOP been established?
- Is the non-available listing with the correct non-available codes (which match what is reported on Net USR) submitted via email prior to arrival at G-1/AG for USR?
- Is the critical MOS shortage list (top 5) submitted in the order of priority to support briefings to commanders?
- Does the critical MOS shortage list provide a statement of operational impact if an MOS is not filled?
- Does the HR database match the Net USR Personnel Report for USR?
- Are units checking their replacement UIC account daily?
- Is the monthly G-1/AG USR pre-scrub attended by a knowledgeable MDTF or brigade S-1 representative (such as the strength manager, officer in charge, or NCO in charge)?
- Are the current modified table of organization and equipment (MTOE) and TDA used to determine required strength?
- Are the projected MTOE and TDA used to determine required strength?

- Does the required strength exclude augmented TDA for non-MTOE positions?
- Does the required strength include authorized MTOE Assigned Personnel IAW AR 601-142.
- Is the assigned strength percentage determined by comparing assigned versus required strength?
- Are MTOE Assigned Personnel—also known as MAP, (formerly the Professional Officer Filler Information System) assigned to required positions?
- Is the assigned strength adjusted to the as of date of the USR (15th of the month)?
- Is a list of non-available personnel, by name and condition, maintained?
- Is available strength percentage based on a comparison of available strength and required strength?
- Are MTOE Assigned Personnel included in available strength?
- Is MOS qualified percentage based on a comparison of available strength and required strength?
- Does MOS qualified exceed available strength?
- Are officers counted on a one-for-one basis?
- Are personnel in over-strength skills being reported as excess in Net Unit Status Reporting?
- Have procedures been established for identifying available personnel for squad crew manning?

PERSONNEL ACCOUNTABILITY

B-5. MDTF, brigade, and battalion S-1s manage HR systems supporting theater and Army-wide personnel accountability. MDTF, brigade, and battalion S-1s address the following questions when performing personnel accountability:

- Has a personnel accountability SOP been established?
- Is 100% personnel accountability being maintained?
- Are appropriate HR databases updated as changes occur?
- Are higher headquarters personnel accountability policies and procedures being conducted in prescribed timeframes?
- Is personnel accountability being maintained for in-transit personnel at the APOD or APOE during theater of operations entry, during military operations, and redeployment?
- Are rear detachment personnel maintaining 100% accountability of nondeployed personnel?
- Is assignment eligibility and availability code information processed and monitored for the AC?
- Are duty status changes and changes in locations made as soon as the change becomes effective, and is the S-1 made aware of the change (such as return to duty, R&R, absence, or hospital)?
- Do S-1 personnel have access to HR systems?
- Do S-1 personnel have the appropriate permission levels to conduct personnel accountability?
- Are unit accountability reports and unit personnel accounting notices monitored and processed daily?
- Are S-1s producing the appropriate reports twice monthly to reconcile with the personnel accounting system (USR and end of month)?
- Are suspension of favorable personnel actions management, reports of AWOL, and good conduct medal reports being monitored and processed monthly?
- Are PARs completed and transactions submitted on AWOL Soldiers?
- Have DA Form 1506 (*Statement of Service*) and appropriate transactions been properly calculated and submitted to reenlistment for Soldiers who return from AWOL or DFR status to reflect service computation adjustments?
- Does the S-1 maintain a copy of the latest personnel asset inventory with the proper documentation attached?
- Was the personnel asset inventory completed within five duty days of the muster formation?
- Are Soldiers properly in-processed and out-processed by the installation prior to reporting or departing the unit?
- Are S-1s and units completing in-processing as required using the DA Form 5123-1 (*In-Processing Personnel Record*), Section B?

- Is the DA Form 647 (*Personnel Register*) or DA Form 647-1 (*Personnel Register*) being maintained?
- Does the S-1 obtain a copy of the Soldier's orders, verify unit of assignment, and have the Soldier sign in on DA Form 647 or DA Form 647-1?
- Do S-1 personnel understand procedures on how to input transactions on mass arrivals or on a group of Soldiers assigned to same UIC?
- Are Soldiers being slotted in valid positions as part of the arrival transaction process?
- Does the S-1 ensure the current MTOE document is correctly reflected in the HR database?

Absent Without Leave and Dropped from the Roles

B-6. MDTF, brigade, and battalion S-1s manage AWOL and DFR personnel actions. MDTF, brigade, and battalion S-1s address the following questions when performing AWOL and DFR actions:

- Has an AWOL and dropped from the roles SOP been established?
- Do commanders conduct an immediate inquiry to determine Soldiers' true status?
- Are PARs completed and transactions submitted on AWOL Soldiers within 24 hours after scheduled return date?
- Do PIM records reflect AWOL or DFR status?
- Is the provost marshal notified after 24 hours of Soldier's absence and provided information which could lead to early apprehension?
- Did the S-1 or unit commander initiate a flag immediately upon determination that a Soldier was AWOL?
- Did the S-1 prepare a letter notifying the absentee's NOK by the 10th day of absence?
- Did the S-1 drop the Soldier from the rolls at 0001 on the 31st consecutive day of AWOL?
- Did the S-1 submit a DFR transaction?
- Is a PAR prepared for DFR?
- Has DD Form 553 (*Deserter/Absentee Wanted by the Armed Forces*) been forwarded to the local provost marshal office?
- Has the Soldier received an O-6 LOD Approval Memorandum and has a DA Form 2173 been generated?
- Is DD Form 458 (*Charge Sheet*) completed, reviewed by a legal officer, and forwarded along with DFR packet to the MDTF or brigade S-1?
- Did the MDTF or brigade S-1 forward the original copy of the DFR packet within 48 hours to the U.S. Army Deserter Information Point, Fort Knox, Kentucky, after Soldier had been placed in a DFR status?
- After a Soldier is DFR, did the S-1 coordinate with the SCMO to have the Soldier's belongings inventoried and coordinate with S-4 to have personnel belongings secured and unit equipment returned to supply?
- Are files maintained IAW AR 25-400-2?
- Has a strength reporting SOP been established?
- Does the S-1 collect, analyze, update, and report personnel strength information to G-1/AG or higher headquarters?
- Does the S-1 monitor duty status change information (such as present for duty, wounded in action, killed in action, missing in action) and update the personnel database and HR management systems?
- Are error reconciliation and deviation corrections resolved between HR systems, DTAS, and the manual PERSTAT?
- Are DTAS and other HR systems updated daily or as required?
- Are PERSTATs submitted to higher headquarters?
- Are personnel summary and personnel requirement reports submitted when required by higher headquarters?

- Has the S-1 coordinated with the rear detachment, appropriate staff sections, and external agencies for information on casualties and patient tracking to ensure the database is updated?
- Does the S-1 plan and coordinate for connectivity for secure and non-secure data systems, as well as access to secure voice communications systems?
- Is manifesting conducted at APODs and APOEs, and is the information entered into the theater of operations database?

Enlisted Strength Management

B-7. Enlisted strength management encompasses monitoring and managing all enlisted assignments to ensure equitable distribution of personnel throughout the unit. MDTF, brigade, and battalion S-1s address the following questions when performing enlisted strength management actions:

- Has an enlisted strength management SOP been established?
- Has access to appropriate HR systems been established?
- Are enlisted Soldiers assigned to duty positions IAW established DA priorities?
- Are Soldiers assigned in the primary MOS at the same rank or up to two ranks higher (normal progression in the MOS career pattern)?
- Are non-bonus, first-term Soldiers slotted in their primary MOS during their first term of service or through the first 12 months after completion of advanced individual training?
- Are exceptions to the above based on urgent military requirements and are they limited to no more than 90 days, except during combat?
- Have Soldiers in the organization been assigned a position number on the Human Resources Authorization Report?
- Are data transactions submitted and processed?
- Is the current MTOE document, correct?
- Is reconciliation retained for one month then destroyed?
- Are commanders familiar with the Optional Protocol on the Involvement of Children in Armed Conflict ("Child Soldier Treaty") prohibiting service members younger than 18 from taking a direct part in hostilities? Have Soldiers under the age of 18 been identified?
- Are Soldiers appropriately assigned and attached?

Suspension of Favorable Personnel Actions

B-8. MDTF, brigade, and battalion S-1s process suspension of favorable personnel actions and address the following questions when processing flag actions:

- Do unit commanders suspend favorable personnel actions on a Soldier when military or civilian authorities initiate any investigation or inquiry that may potentially result in disciplinary action or other loss to the Soldier's rank, pay, or privileges IAW AR 600-8-2? (Note: This action is mandatory for the unit commander.)
- Do unit commanders notify the S-1 when a Soldier is flagged within two days or when the flag should be lifted?
- Are flag transactions promptly submitted, using the correct transaction code?
- Does the S-1 ensure the unit commander coordinates flagging actions with the battalion or brigade intelligence officer or security manager?
- Does the S-1 send a copy of the final flag to HQDA for Soldiers who are on a HQDA selection list?
- Are appropriate officials authenticating the DA Form 268 (*Report to Suspend Favorable Personnel Actions [Flag]*)?
- Are copies of DA Form 268 forwarded to finance via the unit transmittal letter, as necessary?
- Has the S-1 provided a copy of DA Form 268 to the retention NCO to ensure the proper immediate reenlistment prohibition code is applied and removed?
- Is the suspension of favorable personnel actions (flag) report, AAA-095, posted with changes?

- Are final flags filed IAW AR 25-400-2 and AR 600-8-2?
- Is the appropriate report sent to unit commanders for review, verification, and correction?
- Is the appropriate report sent to battalion commanders for review, verification, and authentication for all flags older than six months?
- Are initial and removal flag transactions submitted with the correct effective date?
- Is the weekly AWOL report sent to unit commanders for review, verification, and correction?
- Does the S-1 verify that flags are processed in iPERMS no earlier than 30 days before Soldiers clear the losing installation?
- Does the S-1 verify that all supporting documents are processed (for transferrable flags only) from the iPERMS not later than 30 days after Soldiers arrive to the gaining installation?

Officer Strength Management

B-9. Officer strength management encompasses monitoring and managing all officer assignments to ensure equitable distribution of personnel throughout the unit. MDTF, brigade, and battalion S-1s address the following questions when performing officer strength management actions:

- Has an officer strength management SOP been established?
- Has access to appropriate supporting HR systems been established?
- Have officers been properly assessed into the unit? (Failure to do this and over-assessing company grade officers will result in no career progression for a large part of this population).

CASUALTY OPERATIONS

B-10. Casualty operations includes collecting, recording, reporting, verifying, and processing casualty information from unit level to HQDA. The recorded information facilitates casualty tracking, status updates, NOK notification, and casualty assistance, and provides the basis for historical and statistical reports. Units are responsible for casualty reporting for their Soldiers. MDTF, brigade, and battalion S-1s are responsible for coordinating and managing casualty operations in a unit and address the following questions:

- Has an SOP been developed for casualty operations in garrison, during deployments, and redeployments?
- Have all personnel been trained on unit-level casualty reporting using the Soldier Support Institute and CMAOD-produced exportable training package?
- Has contact been established with the supporting casualty reporting elements (or home station casualty assistance center when in garrison)?
- Has the S-1 contacted Army Case Management personnel at the U.S. Air Force Mortuary Affairs Operations Center, located in Dover, Delaware, before forwarding unit patches and sets of unit crests, prior to a deployment? (Note: Army Case Management personnel can be reached at the U.S. Air Force Mortuary Affairs Operations web site link found in the Reference section of this manual.)
- Does the rear detachment maintain a roster of trained and certified casualty notification and casualty assistance officers?
- Has the rear detachment been properly trained and are they making timely and sensitive telephonic notifications for all injured and ill casualties?
- Has the rear detachment identified and trained sufficient personnel to serve as SCMOs to secure and process home station personal effects?
- Is personnel asset visibility maintained on all assigned or attached personnel, other Service personnel, DOD and DA Civilians, and CAAF?
- Does the S-1 maintain a personnel information database as directed by the ASCC G-1/AG for the purposes of assisting personnel recovery operations?
- Does the personnel recovery cell require information on isolated, missing, detained, or captured personnel? (Note: This is especially important if the individual in question did not complete DD Form 1833 or civilian equivalent form.)

- Are all assigned or attached personnel trained to use the DA Form 1156 as a prompter template for electronically transmitting essential casualty information from the incident location to the S-1 and maintain required copies of DA Form 1156 for this purpose?
- Is casualty information from subordinate battalion S-1s obtained from tactical voice and data nets using the DA Form 1156 as a template to collect all essential elements of the casualty report from brigades' ad hoc HR squads performing casualty reporting missions?
- Has casualty information such as DD Form 93, SGLV Form 8286, and SGLV Form 8286A been verified and current on the Soldier's Army Military Human Resource Record?
- Are DA Forms 1156 submitted to the battalion, brigade, corps/division G-1/AG, or deployed theater of operations CIC IAW ASCC G-1/AG reporting guidance and timelines? Is circumstance information compared with information reported through serious incident reports, CCIRs, medical evacuation requests, and other available sources to ensure accuracy?
- Is the S-1 informed of duty status whereabouts unknown incidents and casualty reports?
- Is coordination maintained with the surgeon, MTF, or medical company to monitor status of casualties?
- Are DA Forms 1156 submitted when the status of the casualty changes or whenever additional information becomes available, to include the initiation of or completion of any death investigation?
- Does the S-1 ensure the SCMO is appointed and monitor the SCMOs for disposition of personal effects, as required, to include submission of the SCMO report and required attachments?
- Are posthumous promotions, awards, and U.S. citizenship actions processed, if appropriate?
- Does the S-1 coordinate with the S-4 for movement of personal effects?
- Are appointment orders issued for investigation officers to conduct AR 15-6 collateral investigations into all hostile deaths, suspected suicides, and military-related accidental deaths and friendly fire incidents?
- Does the S-1 monitor and ensure that an investigating officer is appointed for non-hostile injuries and deaths, to include any RC Soldier that incurs, aggravates, or is treated for a medical condition while on active duty, as directed by the commander?
- Does the S-1 prepare and dispatch letters of sympathy and condolence, as required?
- Are casualty operations included in all OPLANs and OPORDs?
- Does the S-1 use DCIPS forward to update the status of casualties to the commander, subordinate S-1s, and rear detachment commander as they move through the medical system?
- Does the S-1 analyze personnel strength data to determine current capabilities and project future requirements as casualties occur?
- Does the MDTF or brigade S-1 establish and convene a casualty working group to ensure all actions that require completion after a casualty incident are coordinated and completed? (Note: Usual attendees may include, but are not limited to, the MDTF commander, brigade support battalion commander, MDTF and brigade command sergeant major, battalion command sergeants major, MDTF S-1, brigade S-1, battalion S-1s, brigade surgeon, S-4, SPO point of contact, mortuary affairs NCO, chaplain, and a rear detachment point of contact.)
- Have unit personnel been trained on how to operate DCIPS forward and monitor online casualty reporting?
- Are casualty reports authenticated by the proper authority/grade?
- Do units have required resources to conduct casualty document and reporting functions?
- Are the Soldier's authorized dependents reflected in DEERS and HR systems?
- Is the person authorized to direct disposition using the DD Form 93 signed by a sergeant first class, General Schedule-5, or above?
- Have rural routes and box number addresses been provided in Block #14 of DD Form 93 along with driving directions?
- Is guardian information provided in Block #5d of DD Form 93 for minor children not residing with Soldier?

- Does the DD Form 93, SGLV Form 8286, and SGLV Form 8286A possess original signatures and are they dated less than five years from current date?
- Are units using the revised DD Form 93?
- Are units having Soldiers who previously reduced or declined SGLI coverage complete the SGLV Form 8286 to request increase or reinstatement of SGLI coverage and complete the SGLV Form 8286A to increase or reinstate Family SGLI coverage for a spouse after previously reducing or declining coverage?
- Does the S-1 have a system in place to check iPERMS to determine if assigned Soldiers have current DD Form 93, SGLV Form 8286, and SGLV Form 8286A forms posted?
- Are individuals designating unusual beneficiary designation on SGLV Form 8286 being briefed and counseled by appropriate rank (sergeant first class or General Schedule-5 and above)?
- Are Soldiers afforded an opportunity to designate non-medical attendant and medical geographical location as additional information in the remarks section of the DD Form 93 if they choose to do so?
- Does the S-1 send spousal notification letters when a married Soldier designates another individual in addition to or other than the spouse to receive all or a portion of the death gratuity pay?
- Does the S-1 ensure Soldiers review Taking Care of Business – a Personal Readiness Action Plan for Soldiers and Spouses, and ensure that Soldiers receive training on how to complete the DD Form 93, SGLV Form 8286, and SGLV Form 8286A prior to in and out-processing SRP or completing forms at unit?
- Are records for casualties reviewed for eligibility (such as posthumous promotion and citizenship)?
- Do S-1s understand the task organization of the units they provide services to and ensure that those units, in turn, understand the task organization to facilitate accurate and timely casualty reporting?

PERSONNEL INFORMATION MANAGEMENT

B-11. The MDTF, brigade, and battalion S-1 is the primary entity responsible for data input and updates and is the starting point for PIM. MDTF, brigade, and battalion S-1s address the following questions when performing PIM responsibilities:

- Has a records management SOP been established?
- Has a schedule for completing annual finance and personnel records reviews in iPERMS been established?
- Are finance and personnel records reviews being completed correctly? Are missing documents being added to Soldiers' records?
- Do the S-1 and unit have required system accesses and resources (such as applicable HR systems, iPERMS, applicable regulations, and military personnel messages) to conduct records management functions?
- Is 100% accountability of all Soldier records compared to the unit accountability roster?
- Are copies of DD Form 93, SGLV Form 8286, SGLV Form 8286A, and enlistment/reenlistment documents being maintained in iPERMS?
- Are all required Army Military Human Resource Record updates uploaded to iPERMS? (Note: The list of required documents can be found by using the iPERMS web site link in the Reference section of this manual.)
- Has the S-1 appointed a records manager and assistant records manager?
- Are military personnel files being maintained IAW AR 600-8-104 and filed IAW AR 25-400-2?
- Are records managers registered in the Army Records Information Management System, and have they completed the training on Army Records Information Management System redesign computer-based training or the web-based tutorial?

PROVIDE HUMAN RESOURCES SERVICES

B-12. The lists provided below are for MDTF, brigade, and battalion S-1s to assist them in assessing the effectiveness of the following EPS, postal (unit mailroom) operations, and MWR operations subordinate key functions. The lists are not all-inclusive and should be used as a guide.

AWARDS AND DECORATIONS

B-13. MDTF, brigade, and battalion S-1s are responsible for managing and processing individual awards and decorations and address the following questions:

- Has an awards and decorations SOP been established?
- Is an effective system in place to ensure Soldiers receive awards prior to their redeployment or departure from the installation?
- Are awards being processed in a timely manner and is there a system in place to track the status of awards?
- Are awards submitted to the approving authority within established timelines?
- Are proper enclosures being submitted with the Combat Action Badge, Purple Heart, and Bronze Star Medal?
- Are Bronze Star, Unit, Joint, State, and Sister Service awards, Air Medal, Medal of Honor, Silver Star, Distinguished Flying Cross, Distinguished Service Cross, Distinguished Service Medal, and Soldier's Medal awards processed outside of IPPS-A on a DA Form 638 and manually added to a Member's Person Profile record using Profile Management?
- Is distribution Block 31 of DA Form 638 properly completed IAW AR 600-8-22?
- Are award orders maintained and disposed of properly IAW AR 25-400-2?
- Are award orders amendments, recessions, or revocations of permanent awards prepared on a separate order?
- Are order numbers properly assigned IAW AR 600-8-105?
- Is Standard Form 135 (*Records Transmittal and Receipt*) properly processed for records transfer and retirement IAW AR 25-400-2?
- Are Award Recommendation PARs processed, approved, and an order automatically generated in IPPS-A automatically sent to iPERMS or when required, are DA Forms 638 and award certificates uploaded in iPERMS?
- Is the Good Conduct Medal suspense roster sent to unit commanders for review and approval?
- Are commander memorandums of disqualification for award of the Good Conduct Medal received and processed properly, to include uploading the document via iPERMS to the disqualified Soldier's Army Military Human Resource Record?

ENLISTED PROMOTIONS

B-14. MDTF, brigade, and battalion S-1s are responsible for managing and processing enlisted promotions in a unit and address the following questions:

- Has an enlisted promotions SOP been established?
- Does the unit have the required resources to conduct promotion functions?
- Is the enlisted advancement report generated by the second working day of the month prior to the promotion month, and are necessary corrections made and then forwarded to the promotion authority within one working day?
- Is the enlisted advancement report generated and reconciled against the previous month's report to determine if previous actions have processed?
- Are promotion or deny promotion transactions being input through required HR systems by the 20th of the month prior to the promotion month?
- Is the S-1 calculating specialist waivers and consolidating at battalion level?
- Are promotion allocations computed correctly?
- Are units adhering to waiver computations IAW AR 600-8-19?

- Does the S-1 ensure commanders review the enlisted advancement report to determine advancement potential of each Soldier by circling YES or NO next to the Soldier's name and signing the report?
- Does the S-1 verify that the battalion commander circled YES or NO, initialed, and signed the report for all specialist advancements with waiver?
- Are Soldiers who are eligible for promotion without waiver, but not recommended, being counseled by the first line leader?
- Is the deny promotion summary page being printed and attached to the enlisted advancement report along with the required counseling statements?
- Does the promotion authority, who denies automatic promotion to private second class, private first class, and specialist, circle NO and place initials beside the Soldier's name, sign the report, and return the report within two working days to the S-1 for further processing?
- Is the personnel accounting flag code entered into required HR systems to deny the automatic promotion by the 19th of the month?
- Is the monthly unit commander's finance report being reviewed to ensure those Soldiers were denied automatic promotion or promoted?
- Are promotion boards being conducted monthly no earlier than the 20th day of the month proceeding the board month, and not later than the 4th day of the promotion month?
- Have board members been appointed in writing by the promotion authority and copies filed as part of the board proceedings?
- Has an initial promotion point calculation been prepared for USAR and ARNG for each recommended Soldier and signatures obtained?
- Are promotion board proceedings signed by the president of the board and approved by the promotion authority?
- Is the complete process of recommending Soldiers, conducting board appearances, and approving recommendations for promotion list integration completed no later than the 8th day of the board month?
- Does the S-1 provide a copy of the promotion board proceedings to every Soldier that appeared before the board?
- Were Soldiers who were not recommended, or whose score was less than that required to hold recommended list status, counseled?
- Is the recommended promotion list reviewed and initialed by the Soldiers and posted to the bulletin board?
- At a minimum, are monthly 10% audits conducted not later than the 1st of each month, records reconciled, and filed?
- Is the unit conducting and completing HRC-directed audits within 30 days of notification and reporting findings to HRC within 30 days?
- Are copies of the unit promotion recommended roster authenticated by the unit commander and forwarded to the promotion section by the established suspense date?
- Does the S-1 verify that the latest promotion points are current?
- Have newly arrived Soldiers been integrated on the promotion recommended roster?

EVALUATIONS

B-15. MDTF, brigade, and battalion S-1s are responsible for managing and processing evaluations in a unit and address the following questions:

- Has an evaluations SOP been established?
- Do rating schemes include the effective date each rating official assumed that status for each rated Soldier listed, and is a copy of the scheme provided to each rated Soldier and rating official?
- Does the senior rater explain the reason for the rated Soldier's signature missing on evaluations?
- Has the S-1 established a tracking and notification system to ensure Soldiers receive a change of rater report (permanent or temporary change of station and extended TDY) prior to departure?

- Are evaluations submitted through the Evaluation Entry System?
- Does the S-1 maintain an effective suspense system to ensure all reports are completed and submitted to HQDA?
- Does the S-1 use HRC's automated resources to track evaluations once they are received at HRC?
- Do S-1s understand the evaluation report redress program and appeal procedure?
- Do S-1s ensure each report arrives at HRC not later than the 90th day following the report thru date?
- Have procedures been established to facilitate change of duty, change of rater, annual, and complete-the-record reports?
- Do all rated officers receive a copy of both the rater's and the senior rater's support form shortly after assuming duties?
- Do rating schemes for DA Civilians covered by the DOD Performance Management and Appraisal Program include both a rating official and higher-level reviewer (where required)?
- Have a performance plan and performance elements been established within the appropriate timeframe from the Civilian performance management system (for the DOD Performance Management and Appraisal Program, within 30 days)

COMMON ACCESS CARD/IDENTIFICATION TAG

B-16. MDTF and brigade S-1s are responsible for managing and processing CAC and identification tag personnel actions in a unit and address the following questions:

- Has a CAC and identification tags SOP been established?
- Is the CAC machine connected and operational to receive defense manpower data center pushed updates?
- Does the S-1 have a safe within the MDTF or brigade S-1 area that meets the requirements to secure CACs?
- Is proper mail-in disposition of recyclable CACs conducted on a weekly basis?
- Are an adequate number of CAC forms maintained to support the unit and units without a CAC machine, to include CAAF?
- Does the S-1 have two certified primary and alternate site security managers and verifying officials, and have they completed the certification training?
- Does the S-1 conduct a semi-annual (at a minimum) inventory of blank cards or upon change of accountability officer?
- Are S-1 verifying officials familiar with the verifying official's information system?
- Are CAC holders being briefed about their responsibilities IAW AR 600-8-14?
- Are CACs being confiscated by verifying officials when expired, fraudulently used, or used by a person not entitled to the card?

ABSENCES

B-17. MDTF, brigade, and battalion S-1s are responsible for managing and processing absences (formerly leaves and passes) requests in a unit and address the following questions:

- Has an absences SOP been established to include R&R policies and procedures?
- Have commanders established an absences program to manage and allow the use of authorized absence?
- Are absence requests processed and managed properly in IPPS-A?
- Does the absence request have a supervisor's recommendation or approval?
- Does the absence request have secondary approval if required?
- Does the absence request data in IPPS-A match the data on the absence request document?
- Are PCS absence requests approved or disapproved by proper authority?
- Are pending or approved absence requests cancelled in IPPS-A when required?
- Is the appropriate process followed to update or cancel a submitted absence request?

- Does the S-1 maintain an effective absence suspense system?
- Have the appropriate format identifier or transaction identification number been sent to the Defense Joint Military Pay System via IPPS-A automation to decrement leave balances?
- Is reconciliation completed within two days from the absence end date to reconcile chargeable dates before the Defense Joint Military Pay System updates?
- Are the S-1s and commanders monitoring the unit commander's finance report on absence policies (60 days maximum annual leave accrual, special leave accrual, one-time special leave accrual sell back, and special R&R IAW National Defense Authorization Act 2008)?

LINE OF DUTY PROCESSING

B-18. LOD investigations document the circumstances regarding a Soldier's injury, illness, disease, or death, including a Soldier's duty status at the time of the incident and whether intentional misconduct was involved. MDTF, brigade, and battalion S-1s are responsible for managing and processing LOD actions in a unit and address the following questions:

- Has the appointing authority delegated, in writing, the authority to appoint a formal LOD investigation to a properly trained field grade staff officer? Is a copy of the delegation included with every LOD report?
- Has an LOD SOP been established?
- Does the unit sexual assault response coordinator have a procedure to process a restricted LOD action, and does the unit ensure that only the sexual assault response coordinator, victim advocate, or healthcare provider receive the restricted report?
- Does the S-1 monitor completion of the informal LOD determination process, appoint an LOD investigating officer whenever a formal LOD investigation is required, and monitor for the timely completion and legal review of the informal or formal LOD investigation?
- Are S-1s using the electronic Medical Management Personnel System to process LOD determinations for RC Soldiers who incur, aggravate, or receive medical treatment of a medical condition while on active duty?
- Are RC Soldiers who incur, aggravate, or receive medical treatment for a medical condition while on active duty receiving a copy of the completed LOD investigation to include LOD Approval Memorandum, DA Form 2173, and DD Form 261 (*Report of Investigation - Line of Duty and Misconduct Status)* for formal LOD determinations?
- Are Soldiers provided an opportunity to be informed on the rationale for any unfavorable LOD determination and rebut the findings before the final determination is made?
- Are completed LOD determinations to include LOD Approval Memorandum, DA Form 2173, and DD Form 261 posted as appropriate to the Soldier's record in iPERMS?
- Do commanders have access to the electronic Medical Management Personnel System and have the appropriate UIC associated with their profile?

AUTOMATED MEAL CARD

B-19. All Soldiers authorized subsistence in kind receive an automated meal card. Automated meal cards are meal entitlement codes uploaded to the chip on a Soldier's CAC. MDTF, brigade, and battalion S-1s are responsible for verifying that all Soldiers' CACs are provisioned with the appropriate meal entitlement code. See DA PAM 30-22, AR 30-22, and AR 600-38 for more details on automated meal card requirements. MDTF, brigade, and battalion S-1s verify meal card actions by addressing the following questions:

- Do Soldiers have a meal entitlement code?
- Is the Soldier's CAC provisioned with the appropriate meal entitlement code?

MILITARY OCCUPATIONAL SPECIALTY ADMINISTRATIVE RETENTION REVIEW

B-20. The MAR2 provides commanders a process to identify Soldiers who have medical limitations and require an administrative review to determine if the Soldier meets their primary MOS standards in a

worldwide field or austere environment. The installation retention office, through the career counselor, is responsible for managing and processing MAR2 actions in a unit and addresses the following questions:

- Has a MAR2 SOP been established?
- Do career counselors have available access to AR 635-40 and AR 40-501?
- Have career counselors coordinated with the hospital to receive a list of P3 and P4 profiles on a recurring basis?
- Are MAR2s conducted monthly at a minimum?
- Are Soldiers with P3 profiles scheduled for the first MAR2 possible after receiving their profiles from the hospital?
- Are Soldiers who are scheduled to appear before MAR2s briefed on the procedures?
- Has an automated tracking system been established to monitor Soldiers pending a MAR2?
- Do career counselors monitor the progress of Soldiers in a probationary status, reclassification, and who are referred to the physical disability system?
- Is the MAR2 section involved in the USR lay down process to verify the accuracy of personnel reported nondeployable due to MAR2 proceedings?
- Are departing Soldiers screened to determine if they have a P3 and P4 profile and pending MAR2 action?
- Are Soldiers given an opportunity to comment, as desired, on the complete content of the MAR2 before the packet is referred to the board?
- Are Soldiers informed that they are being referred to the MAR2 for fitness determination, and have they been counseled by the physical evaluation board liaison officer on its findings and related rights and benefits?
- Are Soldiers given the opportunity to review and comment on the medical and non-medical information referred to the MAR2?
- Are Soldiers who miss appointments reported to the commander?
- Is the 60-day rule for allotted time standard for reaching final medical resolution being met?
- Are Soldiers given the opportunity to review the MAR2 findings and recommendations?
- Are Soldiers that disagree with the MAR2, or feel there is information missing or not adequately addressed, advised they have 72-hours to submit a rebuttal?

SPONSORSHIP

B-21. The Total Army Sponsorship Program prescribes a system that helps Soldiers, Civilian employees, and their Families with reception and integration into their unit, installation, facility, and community. Brigade and battalion commanders and command sergeants major are responsible for ensuring newly assigned military personnel (O-5 and below) are assigned a sponsor, and Family members traveling without sponsoring Soldier are offered sponsorship. Brigade and battalion commanders will appoint primary and alternate unit sponsorship coordinators in writing. Unit sponsorship coordinators are responsible for coordinating and managing the sponsorship program in a unit in coordination with MDTF, brigade, and battalion S-1s. The S-1s address the following questions when coordinating with them:

- Has a sponsorship SOP been established?
- Does the S-1 verify subordinate organization sponsorship programs are using command inspection program checklists and AR 600-8-8?
- Does the S-1 provide gains and losses rosters to the unit's sponsorship coordinator confirming incoming and outgoing Soldiers in the Total Army Sponsorship Program Module in the Army Career Tracker?
- Does the S-1 ensure inbound Soldiers are allocated to subordinate units in time for sponsors to be appointed, and are the Soldiers contacted at their previous duty stations?
- Are welcome letters and information being forwarded to incoming Soldiers within 10 working days following appointment of a sponsor?

UNIT MAILROOM OPERATIONS

B-22. The Unit Postal Operations Program is a subprogram of the Army Postal Operations Program. The Unit Postal Operations Program provides the unit commander with guidance for processing personal mail in the field. Postal operations in the field are performed at three primary levels: unit, battalion, and installation (or some equivalent organization in the tactical force). The primary focus of this guidance is on unit and battalion levels. AR 600-8-3 describes a unit as any military organization (brigade to company size), headquarters, staff section, or agency that operates a mailroom. MDTF, brigade, and battalion S-1s address the following questions when coordinating and managing unit mailroom operations:

- Did the commander appoint a staff sergeant or above or Civilian (General Schedule-6 equivalent or above) in writing as the unit postal officer and assistant postal officer?
- Is access to unit mailrooms limited to designated unit and postal personnel conducting official business (such as inspections and visits) at the facility?
- Are unit postal officers or supervisors conducting daily and monthly inspections?
- Is the unit mailroom maintained in an orderly condition and have adequate space and equipment been provided?
- Is DD Form 1115 (*Mail Room Sign*) or other appropriate flyers completed and displayed at the entrance to the unit mailroom?
- Are mail clerks and mail orderlies appointed properly? (Note: Two NOs constitute a NO/GO in this area.)
  - Is DD Form 285 (*Appointment of Military Postal Clerk, Unit Mail Clerk or Mail Orderly*) used to appoint unit mail clerks and mail orderlies?
  - Are appropriate items checked on the DD Form 285 to indicate what items the unit mail clerk is authorized to collect?
  - Is DD Form 285 signed by the unit commander or unit postal officer and validated by the servicing postal facility?
  - Are copies of the DD Form 285 and DD Form 2260 (*Unit Mail-Clerk/Orderly Designation Log*) kept on file at the unit and servicing facility?
  - Do unit mail clerks and mail orderlies carry a copy of DD Form 285 when performing mail duties?
  - Have qualified mail clerks and mail orderlies received on the job training?
- Does the unit mailroom have all references on hand or automation access, to include a unit mail handling SOP (such as DODI 4525.09, AR 600-8-3, and FM 1-0)?
- Does the unit mailroom provide adequate security? (Note: Three NOs constitute a NO/GO in this area.)
  - Is a separate and secure facility provided as the unit mailroom?
  - Do the doors have suitable locks, inside mounted hinges, and locking mechanisms?
  - Are windows too easily accessible from the outside? Are they barred or meshed?
  - Are walls and ceilings constructed of such material as to prevent forcible entry?
  - Are receptacles, when used, installed to prevent access from other receptacles or customer service window?
  - Is a separate security container (meeting requirements for Secret material storage) available for overnight storage of accountable mail?
- Are duplicate keys or combinations properly retained in a separate secure location?
- Is mail transported in official USPS-approved mailbags or approved containers?
- Is mail transported in an authorized closed-body vehicle, with proper protection and security given to the mail?
- Is mail always secure and in the possession of the unit mail clerk during transportation?
- Is accountable mail delivered to the addressee or authorized agent or properly appointed postal representative?

- Is the unit post officer verifying the daily delivery of accountable mail to the addressee or to an authorized agent?
- Are mail handlers familiar with instructions governing the security and delivery of personal accountable mail? (Note: Three NOs constitute a NO/GO in this area.)
  - Is PS Form 3849 (*Delivery Notice/Reminder Receipt*) properly prepared?
  - Are accountable mail articles stored separately from non-accountable mail?
  - Are final notices properly prepared?
  - Is accountable mail held for the appropriate period?
  - Are accountable articles delivered only to the addressee or authorized agent?
  - Is PS Form 3849 properly maintained?
  - Is a chain of receipt maintained for accountable mail?
- Upon receipt, is all incoming mail back-stamped daily to date of receipt?
- Are the directory files cards being properly completed, filed, and maintained for the required period? (Note: Two NOs constitute a NO/GO in this area.)
  - Is DA Form 3955 (*Change of Address and Directory Card*) used for all assigned and attached unit personnel?
  - Are DA Forms 3955 maintained in alphabetical order regardless of grade?
  - Do DA Forms 3955 include all required information?
  - Are DA Forms 3955 destroyed 12 months after the sponsor departs the unit (such as the first week of the 13th month)?
  - Is a DA Form 3955 prepared for a Family member with a different last name, filed separately, and cross-referenced with the sponsor's card?
- Are mail clerks and mail orderlies properly trained, and do they understand all orders and directives applicable to the operation of the unit mailroom? (Note: Three NOs constitute a NO/GO in this area.)
  - Do mail clerks and mail orderlies understand how to handle articles received in damaged condition?
  - Do mail clerks and mail orderlies understand procedures for delivering and forwarding mail addressed to the commander?
  - Do mail clerks and mail orderlies understand procedures for handling mail of individuals due to arrive at the unit?
  - Do mail clerks and mail orderlies understand procedures for processing casualty mail?
  - Do mail clerks and mail orderlies understand procedures for processing mail for unauthorized absences (such as AWOL personnel)?
  - Do mail clerks and mail orderlies understand procedures for handling known or suspected postal offenses?
  - Do mail clerks and mail orderlies understand procedures for redirecting mail undeliverable as addressed?
- Is the mail clerk aware of the privileged nature of mail and the privileged nature of postal records?
- Is the mail clerk's personal mail handled properly, and is the unit mailroom free of any personal stored items?
- Are unit mail clerks picking up mail daily and at the specified times that a unit mail call is conducted at the servicing MPO?
- Do mail orderlies return undeliverable mail to the unit mailroom the same day?
- Are receptacles being utilized and properly maintained?
- Have all discrepancies noted on the last inspection been corrected?

MORALE, WELFARE, AND RECREATION OPERATIONS

B-23. The MWR program is a quality-of-life program that directly supports readiness by providing a variety of community, Soldier, and Family support activities and services. MDTF, brigade, and battalion S-1s coordinate the staff efforts and assess the effectiveness of MWR operations. The questions provided below will assist MDTF, brigade, and battalion S-1s in assessing the effectiveness of MWR operations:

- Has an MWR SOP been developed?
- Are MWR operations included in all OPLANs and OPORDs?
- Have commanders appointed athletic and recreation officers/NCOs at battalion and company as an additional duty?
- Has planning been conducted for tactical field exchanges that are established and operated by commands using unit personnel?
- Has planning been conducted for Army and Air Force Exchange Service Imprest Fund activities that may be established and operated by unit personnel?
- Has planning been conducted for direct operations and exchange-tactical operations which are established and operated by Army and Air Force Exchange Service personnel in a secure environment?
- Has planning been conducted for MWR service-level kits?
- Are Soldiers and DA Civilians scheduled for R&R periods based on allocations provided by corps/division G-1/AG?
- Are unit personnel and Civilians scheduled for rest area utilization and pass programs, as applicable?
- Has coordination been established for the operation of activity centers, recreation activities, exchanges, and unit lounges for Soldiers and all other assigned personnel?
- Has coordination been conducted for band support for MWR, command activities, and troop morale support activities?
- Have unit athletic and recreation programs, to include acquisition, participation, safety, and equipment and supplies been planned?
- Have commanders appointed family readiness personnel at the battalion and company as an additional duty?
- Has coordination with the S-4 been accomplished to ensure that Soldiers and Civilians deploy with a 30-day supply health and comfort pack?
- Has the unit determined the type and quantity of health and comfort packs carried by individual Soldiers?
- Has planning been completed for unit MWR programs prior to deployment and upon return from deployment?
- Are units ensuring that MWR equipment (to include unit-level recreation kits and book kits) is included in their basic load plans?
- Have units and S-1s established liaison with the American Red Cross upon arrival in the JOA?
- Have RC units established MWR non-appropriated fund accounts at the mobilization station?
- Have facilities been designated for essential recreational and fitness activities?
- Have all MWR property and supplies been properly documented IAW applicable property accountability regulations and the organizational SOP?

COORDINATE PERSONNEL SUPPORT

B-24. Coordinate personnel support functions may fall under the purview of the S-1. These functions include command interest programs and retention operations.

COMMAND INTEREST PROGRAMS

B-25. Command interest programs are of general interest to organizations and Soldiers. MDTF, brigade, and battalion S-1s can serve as a staff principal to the commander to facilitate the successful accomplishment of

some command interest programs based on command or echelon (for example, family care plans and voting assistance).

Family Care Plans

B-26. A family care plan is a document that outlines, on Service-specific forms, the person(s) who shall provide care for a member's dependent family members in the absence of the member due to military duty (training exercises, TDY, deployments). The plan outlines the legal, medical, logistical, educational, monetary, and religious arrangements for care of the member's dependent family members. The plan must include all reasonably foreseeable situations and be sufficiently detailed and systematic to provide for a smooth, rapid transfer of responsibilities to the caregiver in the absence of the member. MDTF, brigade, and battalion S-1s coordinate the staff efforts and assess the effectiveness of family care plans. The questions provided below will assist MDTF, brigade, and battalion S-1s in assessing the effectiveness of family care plans:

- Has a family care plan SOP been established?
- Is the S-1 advising commanders on the requirements for managing family care plans IAW AR 600-20?
- Are S-1s monitoring and reporting Soldiers as nondeployable until the plan is approved?
- Are transactions being submitted for Soldiers pending a family care plan chapter IAW AR 600-20?

Voting Assistance

B-27. The Army Voting Assistance Program (AR 608-20) educates eligible Soldiers on the importance of voting and provides them every opportunity to register and cast their votes. The lists provided below are for MDTF, brigade, and battalion S-1s to assist them in assessing the effectiveness of voting assistance:

- Has a voting assistance SOP been established?
- Are sufficient voting assistance officers appointed IAW DOD and DA requirements?

RETENTION OPERATIONS

B-28. The objective of retention operations is to improve readiness, force alignment, and maintain Army end-strength through the development and retention of Soldiers. While unit commanders and leaders are ultimately responsible for retaining Soldiers, HR professionals are charged with coordinating with career counselors (located at battalion and above organizations) who are technical experts in advising commanders on all aspects of the Army Retention Program. HR professionals assist career counselors in determining retention eligibility and options, and they assist with eligibility for special commissioning programs consistent with published regulations and DA directives. See AR 601-280 for detailed information regarding retention operations.

CONDUCT HUMAN RESOURCES PLANNING AND OPERATIONS

B-29. HR planning is a continuous process that requires collaboration with other staff elements, HR planners, and HR providers to optimize HR support across operational lines. MDTF, brigade, and battalion S-1s are responsible for coordinating and managing HR planning in their units and address the following questions:

- Are HR operations integrated into all OPLANs and OPORDs?
- Is risk management considered in developing input to OPLANs and OPORDs?
- Has the commander's intent been considered and integrated into plans?
- How will the commander's planning guidance focus HR support efforts? (Should not be tied to a specific COA.)
- Have unit and system capabilities, limitations, and employment been considered?
- Are manpower allocations determined based on anticipated operations?
- Is access to voice and data systems for HR and command and control addressed?
- Has personnel strength been analyzed to determine current capabilities and project future requirements?

- How will data collection and reporting be determined?
- Has the priority of HR support been analyzed and determined?
- Have estimates for personnel replacements requirements, based on estimated casualties, non-battle losses, and foreseeable administrative losses, to include critical MOS requirements, been completed for each phase of the operation?
- Are command and support relationships known and included in plans?
- Have resource allocations and employment synchronization of organic and supporting units been completed?
- Have locations and movement of HR units and supporting HROBs been identified?
- Have actions impacting on personnel accounting, casualty, and mailroom operations been assessed?
- Is the capability to track the location, resourcing, and capabilities of supporting HR companies, platoons, and teams known and identified?
- Have procedures for updating the running estimate been established?
- Do S-1 personnel have knowledge of unit mission and the mission of supported and supporting units?
- Has the location of HR personnel performing casualty reporting missions been determined?
- Is planned connectivity adequate for communications between casualty reporting elements, SPO HROB, the supported unit, and DCIPS?
- Have all key specified and implied tasks been identified?
- Have HR support operations shortfalls been identified and has requested support been initiated?
- Have HR annexes, estimates, and appendices been prepared and included in OPLANs and OPORDs?
- Has a COA been identified for each action?
- Are HR resources required to support each COA? If so, have they been determined?
- Has each COA been reviewed to ensure it supports the commander's intent?
- Have casualty estimations for each COA been determined?
- Have HR capabilities, strength impacts, and HR asset vulnerabilities been considered?
- Are intratheater transit or movements and redeployment of personnel considered?
- Are current and future HR operations included in the COA?
- Have HR assigned forces been identified?
- Has it been determined how HR events will be evaluated?
- Have potential decision points, branches, or sequels been determined?
- Have COAs been refined based on war game results?
- Have the advantages and disadvantages of each COA been identified?
- Have major deficiencies in manpower been identified?

B-30. PERSTEMPO is an important aspect of HR planning and is vital to determining force readiness. It is a congressionally mandated program directed by the Office of the Secretary of Defense. PERSTEMPO is the Army's method to track and manage individual rates of deployment (time away from home), unit training events, special operations and exercises, and mission support in TDY status. MDTF, brigade, and battalion S-1s are responsible for coordinating and managing PERSTEMPO in their units and address the following questions:

- Have primary and alternate PERSTEMPO personnel been trained via the train-the-trainer program or from the web-based training module?
- Do the primary staff officer and NCO have access to the appropriate HR system for PERSTEMPO reports?
- Has the unit ensured departing PERSTEMPO accounts have been cancelled?
- Does the MDTF or brigade S-1 monitor subordinate battalions to ensure PERSTEMPO transactions are properly completed for deployed Soldiers?

- Are tracking tools, individual history reports, training schedules, and other pertinent documents that impact PERSTEMPO reporting retained IAW the Army Records Information Management System?
- Is a system in place to ensure appropriate assignment eligibility and availability codes (AC only) are being submitted for deploying and redeploying Soldiers?

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Appendix C

Human Resources Planning and Operations

Conducting comprehensive and well-coordinated HR planning is how HR leaders articulate HR operations and requirements to support the operational commander's mission requirements. MDMP, the rapid decisionmaking and synchronization process, and Army design methodology are commonly used planning methodologies that provide a framework to understand the situation and mission, develop a COA, and produce an OPLAN or OPORD. The risk management process aligns with each of these processes to minimize the hazard and risk level and ensure decisions are made at the proper level of command. The successful planning of HR support identifies and communicates to subordinate HR professionals and unit leaders the intent, expected requirements, and achievable outcomes.

PLANNING

C-1. *Planning* is the art and science of understanding a situation, envisioning a desired future, and determining effective ways of bringing that future about (ADP 5-0). Planning helps leaders understand situations; identify and develop solutions to problems; direct, coordinate, and synchronize actions; prioritize efforts; and anticipate events. In its simplest form, planning helps leaders determine how to move from the current state to a more desirable future state and identify opportunities and threats that may arise along the way.

C-2. An output of planning is a plan or order—a directive for future action. The five-paragraph format (situation, mission, execution, sustainment, and command and signal) is the standard for issuing Army plans and orders. Commanders issue plans and orders to subordinates to communicate their understanding of the situation and their vision for how the operation should unfold. Plans and orders synchronize the action of forces in time, space, and purpose to achieve objectives and accomplish the mission. They inform others outside the organization how to cooperate and provide support. The plan serves as a foundation from which the force can adjust based on changing circumstances.

C-3. The S-1 (MDTF and brigade) participates in the operations process and is responsible for developing the plan to ensure personnel support is adequate to accomplish the assigned mission. The S-1 develops paragraph 4.b, Personnel, for the organizations' OPORD. The S-1 prepares annex F, appendix 2 including all tabs for attachment to the OPORD as required. The S-1 is part of the sustainment functional cell within the main command post. The S-1 may also provide personnel to support tactical command post operations.

HUMAN RESOURCES PLANNING AND THE OPERATIONS PROCESS

C-4. Planning is a continuous activity of the *operations process*—the major command and control activities performed during operations: planning, preparing, executing, and continuously assessing the operation (ADP 5-0). Commanders use the operations process to drive the conceptual and detailed planning necessary to understand an operational environment, visualize, and describe the operation's end state and operational approach; make and articulate decisions; and direct, lead, and assess operations as depicted in figure C-1 on page C-2.

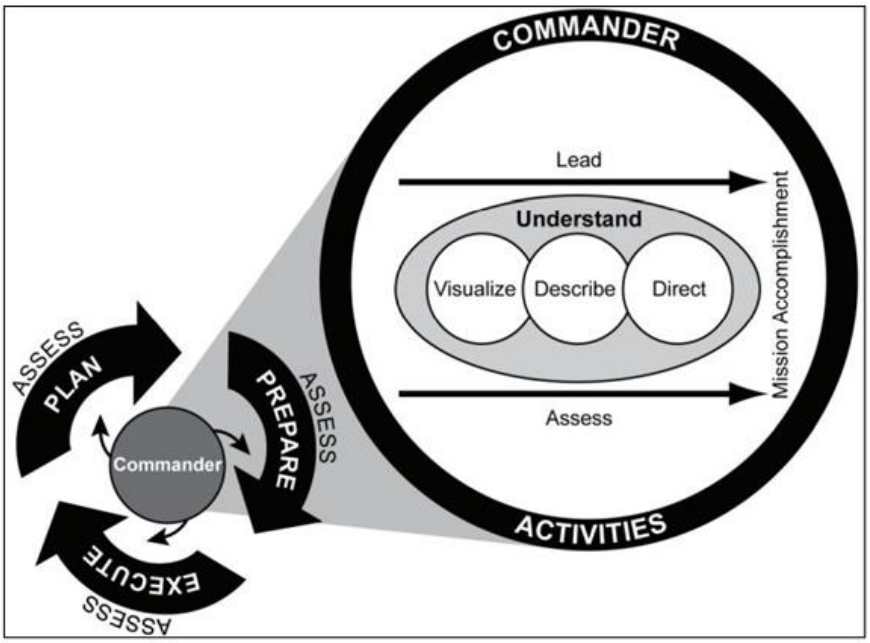


Figure C-1. The operations process

C-5. The activities of the operations process are not discrete; they overlap and recur as circumstances demand. While planning may start an iteration of the operations process, planning does not stop with the production of an order. During preparation and execution, the commander and staff continuously refine the order to account for changes in the situation. Subordinates and others provide assessments about what works, what does not work, and how the force can do things better. In some circumstances, commanders may determine that the current order (including associated branches and sequels) no longer applies. In these instances, instead of modifying the current order, commanders reframe the problem and develop a new plan. See ADP 5-0 for doctrine on the operations process.

C-6. Effective HR planning and operations necessitate a comprehensive understanding of Army HR and sustainment capabilities. This understanding allows HR professionals to better anticipate requirements and inform commanders. HR professionals must recognize how to employ doctrine in any operating environment and be technically competent in the current HR systems, processes, policies, and procedures required to support Soldiers and commanders.

C-7. HR staff officers at every command level, starting with the battalion S-1, perform HR planning and operations. The HROC aligned to the ASCC G-1/AG, corps G-1/AG, and division G-1 sections; the HROB within the ESC DMC, sustainment brigade and DSB SPO, and DSTB SPO; the HR company; and all divisions within the TPOC also perform these actions. HR planning is a continual process supporting a commander's ability to exercise command and control. It requires an understanding of how to deliver HR support in the operational environment and requires collaboration with other staff elements, HR planners, and HR providers to optimize HR support across operational lines. Refer to ADP 5-0 for more information pertaining to the framework used to synchronize HR planning functions which include:

- Plan: Develop plans that support the operational mission and provide commanders with options on how best to use HR assets within their organizations. The HR planner focuses on translating the commander's visualization into a specific COA.
- Prepare: Preparing and setting the conditions for success requires an understanding of the operating environment. HR professionals anticipate requirements and set into motion activities allowing the force to transition to execution.
- Execute: Make execution and adjustment decisions to exploit opportunities or unforecasted requirements providing commanders with the flexibility required to be proactive.

- Assess: Continual assessment allows the HR professionals to learn and adapt as new information becomes available that provides a clearer picture of the operational environment.

PLANNING CELLS AND TEAMS

C-8. Coordinating, special, and personal staff sections are the building blocks for organizing a HQ into command posts for the conduct of operations. Within command posts, staff sections are cross-functionally organized into cells—groupings of personnel and equipment organized by warfighting function or by planning horizon. Functional cells group personnel and equipment by warfighting function (movement and maneuver, intelligence, fires, sustainment, and protection). Integrating cells group personnel and equipment by planning horizons. The three planning horizons are long, mid, and shortrange and are associated with the plans cell, future operations cell, and current operations integrating cell, as depicted in figure C-2.

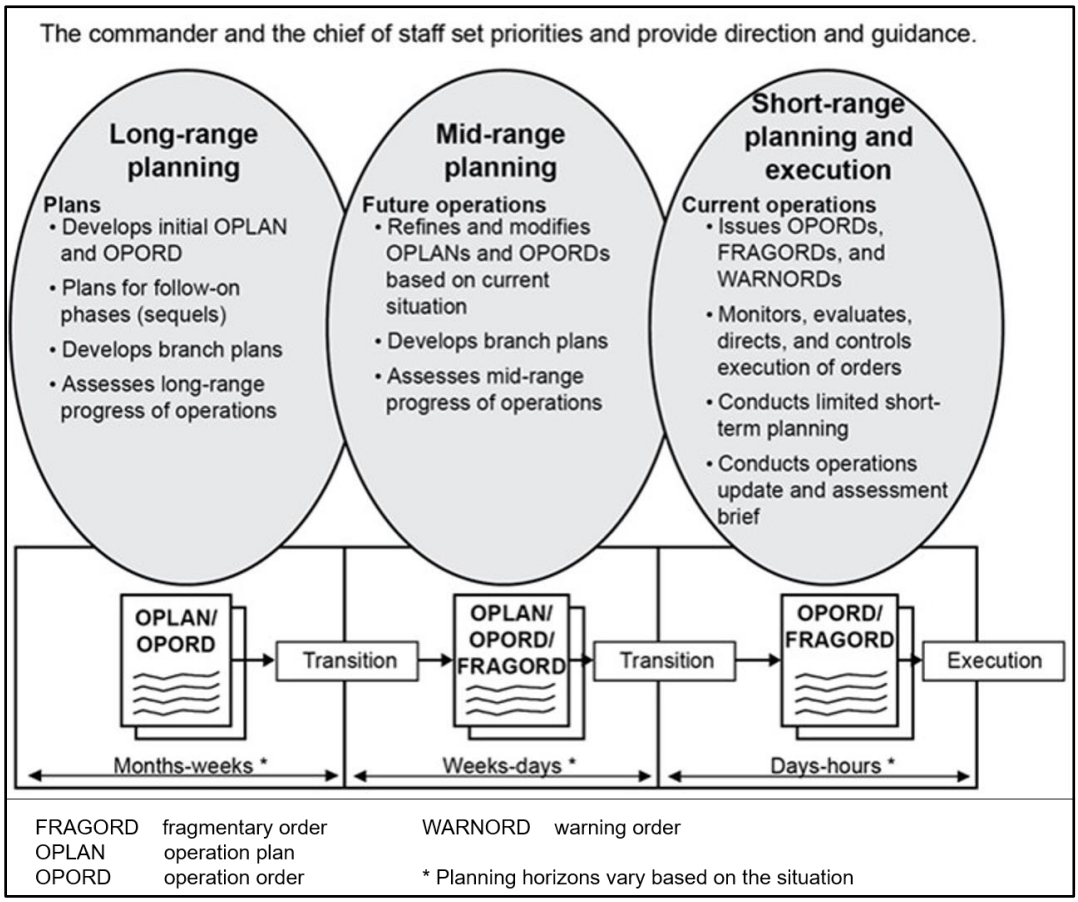


Figure C-2. Integrating cells

Note: Not all echelons and types of units are resourced for all three integrating cells. Battalions, for example, combine planning and operations into one integrating cell in the main command post. The brigade combat team has a small and dedicated plans cell, but it is not resourced for a future operations cell. Divisions, corps, field armies, and theater Armies are resourced for all three integrating cells. See FM 6-0 for a more detailed discussion of the duties and responsibilities of the staff and command post organization and operations.

PLANS CELL

C-9. The plans cell is responsible for planning operations in the long-range planning horizon. It develops the initial OPORD and prepares for operations beyond the scope of the current order, to include developing branch plans and sequels. The plans cell also oversees military deception planning. At brigade and above, the plans cell consists of a core group of planners led by the G-5 or brigade S-3. Staff sections support the plans cell with representatives as required. Battalions are not resourced a dedicated plans cell.

FUTURE OPERATIONS CELL

C-10. The future operations cell is responsible for planning operations in the mid-range planning horizon. This cell focuses on adjustments to current operations and branch planning. The cell consists of a core group of planners led by a deputy G-3, chief of future operations. Staff sections support the future operations cell with representatives as required. Divisions and higher echelon headquarters are resourced a future operations cell, while brigades and battalions are not.

C-11. The future operations cell serves as a bridge between the plans and current operations integrating cells. The future operations cell monitors current operations and determines implications for operations within the mid-range planning horizon. In coordination with the current operations integrating cell, the future operations cell assesses whether ongoing operations must be modified to achieve the current phase's objectives. The commander directs adjustments to operations, or the cell may also recommend options to the commander.

C-12. Once the commander decides to adjust operations, the cell develops the fragmentary orders necessary to implement the change. The future operations cell also participates in the targeting working group, since the same planning horizons normally concern them both, to include shaping operations in the deep area.

CURRENT OPERATIONS INTEGRATING CELL

C-13. The current operations integrating cell is the focal point for controlling the execution of operations and short-range planning. This involves assessing the current situation while regulating forces and warfighting functions IAW the mission, commander's intent, and concept of operations. A deputy G-3, chief of operations or an assistant S-3 leads this cell. Elements or watch officers from each staff section and liaison officers from subordinate and adjacent units form this cell. All staff sections are represented in the current operations integrating cell, either permanently or on call. Staff members in the current operations cell normally employ the rapid decisionmaking and synchronization process (RDSP) when conducting short-range planning.

PLANNING TEAMS

C-14. A planning team is a task-organized planning element established to solve problems and develop plans for future operations. A planning team consists of a lead planner (normally from the G-5, G-3, or S-3 staff sections), a representative for each warfighting function, additional subject matter experts and liaison officers as required, and administrative support. Integrating functional expertise ensures planners will consider all relevant factors, reduce omissions, and share information, resulting in a planning effort that is systematic, coordinated, and thorough. Planning teams are not enduring. They dissolve on completion of their assigned planning tasks.

C-15. Most planning occurs in the plans or future operations cell. Planners in these cells form the core of a planning team. For major planning requirements, such as the development of a new OPORD, core planners from the plans cells, representatives from across the staff, liaison officers, and subject matter experts external to the HQ form a planning team. For lesser planning requirements, smaller teams are established with membership decided based on the mission or specific planning requirements. Unit SOPs should identify standard planning teams based on common planning requirements to facilitate rapidly alerting and forming planning teams.

EXPEDITIONARY SUSTAINMENT COMMAND PARALLEL AND COLLABORATIVE PLANNING

C-16. The parallel and collaborative planning that occurs between the TSC and ESC is essential to the seamless flow of supplies, materiel, and personnel throughout the theater. Parallel and collaborative planning promotes situational understanding, enables unity of effort, and is essential for the successful execution of

mission command. The TSC plans officers work within several different planning horizons simultaneously from a theater-wide perspective; anticipating requirements before they occur rather than responding to events as they unfold.

C-17. The ESC may also engage in parallel planning with the ARFOR in its specified AO or JOA. This planning is then coordinated with the TSC HQ planners to ensure synchronized support to the maneuver commander.

C-18. This parallel and collaborative planning effort provides ESC plans officers enough time to develop regionally focused supporting and contingency plans for their AO or JOA and permits the TSC commander to focus decision making on broader theater-wide issues.

COMMAND POSTS

C-19. It is critical to the planning process that HR professionals distribute their teams across command posts. Command posts should be manned and organized to manage and contribute the information needed to operate effectively. The capacity to conduct (plan, prepare, execute, and continuously assess) operations concerns both staffing and information systems as well as the ability to manage relevant information. Command post personnel must be trained and have the tactical and technical proficiency to provide HR analysis and input to the operation.

C-20. Commanders organize their headquarters into multiple command posts depending on the echelon, type of unit, and situation. A theater Army is resourced with a main command post and a contingency command post. A field army is resourced with a main command post and an operational command post. Corps, divisions, and brigade combat teams can employ a main command post, tactical command post, and a mobile command group. Combined arms battalions and infantry battalions can employ a main command post, tactical command post, combat trains command post, and a field trains command post. Some multifunctional support brigades and support battalions operate from a single main command post.

PRIMARY, ALTERNATE, CONTINGENCY, AND EMERGENCY COMMUNICATION PLAN

C-21. A PACE plan is a key requirement for planning and operating in denied and degraded environments. It establishes the primary, alternate, contingency, and emergency methods of communications for each warfighting function, typically from higher to lower. Establishing a PACE plan requires care that an alternate or contingency method of communications does not rely on the primary. For example, having voice over internet protocol as an alternate method of communication would be a poor choice if the primary method of communication is network data, because when the primary communication method is down, the alternate method of communication may be down as well. The key to a good PACE plan is to establish redundancy so that communications are always available. Most units will have two PACE plans: one for communications to higher HQ and one for subordinate units. The higher HQ will likely establish the PACE plan for the higher HQ.

C-22. The PACE plan should be as simple as possible yet retain flexibility to provide communication support reliably during dynamic operations. It should also revolve around warfighting functions. This assists units in delineating differences in reporting requirements for each warfighting function as each function reports, receives, and processes information differently than the other. There are four principal warfighting functions for the purposes of PACE planning (movement and maneuver, intelligence, fires, and sustainment). The S-6 does not dictate PACE plans for these warfighting functions but does educate the warfighting function leads on available capabilities during operations and assists the warfighting function leads in formulating a PACE plan. Units should identify appropriate PACE systems for each phase of the operation and publish the information in the signal annex. An emergency means of communications does not always have to be equipment, it may be a procedure such as moving back to the last known effective communication point or linking up at a grid coordinate. The PACE concept is a valuable tool to ensure there is a backup communication plan in place in case the primary communication plan fails. Refer to ATP 6-0.5 for additional information on PACE plans and command post communication systems. Table C-1 shows an example of a simple PACE plan that is aligned with warfighting functions.

Table C-1. Example PACE plan by warfighting function

Example PACE Plan by warfighting function				
	M2	**Intelligence**	**Fires**	**Sustainment**
P	Chat	Chat	AFATDS	Sharepoint Portal
A	CPOF	TIGR	FM (Fires Ch. 1)	Email
C	FM (CMD Net)	CPOF	FM (Fires Ch. 2)	FBCB2
E	FBCB2	FM (O&I Net)	Chat	FM (A&L Net)

AFATDS	Advanced Field Artillery Tactical Data System	FM	frequency modulation
A&L	administrative and logistics	M2	movement and maneuver
Ch.	channel	Net	radio network
CMD	command	O&I	operations and intelligence
CPOF	Command Post of the Future	PACE	primary, alternate, contingency, and emergency
FBCB2	Force XXI, Battle Command, Brigade and Below	TIGR	tactical ground reporting

HUMAN RESOURCES PLANNING USING THE MILITARY DECISION-MAKING PROCESS

C-23. The *military decision-making process* is an iterative planning methodology to understand the situation and mission, develop a course of action, and produce an operation plan or order. (ADP 5-0). Commanders with an assigned staff use MDMP to organize and conduct their planning activities. The process helps leaders apply critical and creative thinking to analyze a mission; develop, analyze, and compare alternative COAs; select the best COA; and produce an OPLAN or OPORD. MDMP is applicable across the range of military operations from military engagement, large-scale combat operations, and security cooperation activities to crisis response. Each staff officer responsible for HR planning has an obligation to be thoroughly familiar with MDMP.

C-24. MDMP is a primary tool for commanders to solve problems, make decisions, and develop plans and orders. HR planners may adapt information collected and processed during MDMP for their own organization's purpose. HR planning is a continuous process in evaluating current and future operations from the functional perspective of the HR professional. Throughout MDMP, the HR staff officer considers how the information impacts HR support to each phase of a military operation. When conducting HR support across the range of military operations, HR staff officers must consider the frequency of occurrence for HR tasks during each operational context (competition, crisis, and conflict). Army forces compete within the operational contexts. HR personnel provide support within the operational contexts to ensure the combatant commander's freedom of movement, operational reach, and prolonged endurance. HR personnel focus heavily on PASR and casualty reporting, while other tasks are accomplished as the situation permits.

C-25. To be effective in the planning process, it is important to position HR staff officers where they can not only track the current operation, but also influence the operation with additional HR support. Generally, at division and higher levels of command, elements of the G-1/AG section are in the sustainment cell of the main command post. Requirements stemming from operational situations for the G-1/AG section are determined by closely tracking the COP. For example, casualties monitored on the command voice or data network should prompt the G-1/AG and S-1 of the requirement to generate casualty reports, possible EPS actions (for example, awards and letters of condolence), and HR support to replacement operations necessary to replace casualty losses. By remaining engaged with the operation and maintaining situational understanding, G-1/AGs and S-1s can better support subordinate and supported units (HR and non-HR) in the execution of their HR mission. Similarly, HROBs must remain engaged and integrated with the ESC, sustainment brigade, DSB, and DSTB staff to influence HR support to supported organizations (G-1/AGs and S-1s) and to provide direction and guidance to the HR assets in their organization.

C-26. MDMP consists of seven steps. Each step of MDMP has purpose, inputs, sub-steps, and outputs. The outputs of each step lead to an increased understanding of the situation facilitating the next step of MDMP. Commanders and staffs generally perform these steps sequentially; however, they may revisit steps before producing the plan or order. The following paragraphs describe each of the MDMP steps and how they relate

to planning HR support. Refer to FM 5-0 for detailed information regarding the key inputs, activities, and key outputs for each MDMP step.

STEP 1. RECEIPT OF MISSION

C-27. Step 1 of MDMP begins upon receipt of a mission from higher echelon HQ or in anticipation of a new mission. Commanders often initiate a planning effort based on their visualization and changes to the situation without a formal directive from their higher HQ. Even with a higher HQ directive, commanders and staffs often begin MDMP in the absence of a complete higher echelon OPLAN or OPORD. In these instances, they start planning based on a warning order, a planning order, or an alert order from higher HQ. This requires active collaboration with the higher HQ and parallel planning among echelons as the plan or order is developed. The purpose of this step is to establish conditions for successful planning. This step focuses on alerting the staff, forming the planning team, assessing available time for planning, and deciding on a planning approach. The last task in receipt of mission is to issue a warning order to subordinate and supporting units.

STEP 2. MISSION ANALYSIS

C-28. MDMP continues with an assessment of the situation called mission analysis. The commander and staff conduct mission analysis to better understand the situation and problem, and identify what the command must accomplish, when and where it must be done, and most importantly why—the purpose of the operation. Based on this understanding, commanders issue their initial commander's intent and planning guidance to guide the staff in COA development. HR staff officers consider the following:

- How does the commander's intent focus HR support efforts? Should not be tied to a specific COA.
- Unit and system capabilities, limitations, and employment. This includes the ability to access voice and data systems for HR and command and control.
- Organization of the unit for HR operations; how manpower allocations are made to subordinate units.
- Analyze personnel strength data to determine current capabilities and to project future requirements.
- Analyze unit strength maintenance, including monitoring, collecting, and analyzing all data affecting Soldier readiness.
- Determine HR support and HR services available to the force (current and projected).
- Prepare estimates for personnel replacements requirements, based on estimated casualties, non-battle losses, and foreseeable administrative losses to include critical MOS requirements.
- Prepare casualty estimates (when time permits, casualty estimation should be done on each phase of the COA).
- Command and support relationships, to include HR units and supported organizations (G-1/AGs and S-1s), and how these relationships affect the delivery of HR support.
- Resource allocation and employment synchronization of organic and supporting units.
- Locations and movement of HR units and supporting HROBs.
- Current and near-term (future) execution of the planned HR support.
- Actions that impact PASR, casualty, and postal operations must flow to the supporting HROB and the TPOC (Note: This enables the HROB to assist supported units and to track the location, resourcing, and capabilities of supporting HR companies, platoons, and teams.)
- Updating the running estimate and HR planning considerations.
- Knowledge of unit mission and the mission of supported and supporting units.
- Is the MMT resourced to handle mail operations IAW theater plans and policies?
- If the MMT is serving as the JMMT, is coordination being conducted for appropriate support from joint assets?
- Are postal facilities adequate to process, store, and distribute mail?
- Do postal organizations have adequate and operational equipment to support mail operations (for example, forklifts and transportation)?

- What is the planned location of postal facilities?
- Can mail operations be integrated into replenishment operations?
- Are HR squads with a personnel accounting mission adequately staffed to process all categories of personnel flow into and out of the APOD or SPOD?
- Have recurring transportation requirements been established and are they adequate to support transiting personnel?
- Do teams have access and resources to update personnel databases from their location?
- Where are the HR squads performing casualty reporting missions located?
- Is planned connectivity adequate for communications between HR squads performing casualty reporting missions, SPO HROB, the supported unit, and DCIPS?
- Identify key specified and implied tasks.
- Identify constraints and how the end state affects HR shortfalls.
- Identify HR key facts and assumptions.
- Prepare, authenticate, and distribute the HR plan in the form of approved annexes, estimates, appendices, and OPLANS.
- Identify recommended CCIRs and status of essential elements of friendly information. Examples of CCIRs are:
  - Amount of mail not moved within 24 hours of receipt.
  - Number of transit personnel awaiting transportation beyond 24 hours.
  - Location and status of HR squads performing casualty reporting missions.
- Issue and receive warning order update.

STEP 3. COURSE OF ACTION DEVELOPMENT

C-29. A COA is a broad potential solution to an identified problem. After receiving the restated mission, commander's intent, and updated commander's planning guidance, the staff develops COAs for the commander's approval. The COA development step generates options for subsequent analysis and comparison that satisfy the commander's intent and planning guidance. During COA development, planners use the problem statement, mission statement, commander's intent, planning guidance, and products developed during mission analysis. The COA begins conceptually, and by the end of the first step, the COA develops many of the details necessary for subordinates to act. During COA development, HR staff officers—

- Develop an understanding of the concept of operations and the concept of support.
- Provide HR planning guidance as necessary.
- Determine HR resources required to support each COA.
- Ensure HR capabilities, strength impacts, and HR asset vulnerabilities are considered.
- Ensure deployment, intratheater transit or movements, and redeployment are considered.
- Ensure current and future HR operations are included in COA.

STEP 4. COURSE OF ACTION ANALYSIS (WAR GAMING)

C-30. The COA analysis (war gaming) step is where COA are refined, the running estimate is updated, and changes are made to the planning guidance. COA analysis enables commanders and staffs to identify difficulties, coordination problems, and probable consequences of planned actions for each COA being considered. It helps them to synchronize combat power and resources, identify and mitigate risk, exploit opportunities, reduce friction, and improve COA. This step may require commanders and staffs to revisit parts of a COA as discrepancies arise. COA analysis not only appraises the quality of each COA, but it also uncovers potential execution problems, decisions, and contingencies. In addition, COA analysis influences how commanders and staffs understand a problem, how they understand enemy strengths and weaknesses, and determine what may require the planning process to restart when the desired end state is not achieved. War gaming stimulates ideas, highlights critical tasks, and provides insights that might not otherwise be discovered. It is a critical step in MDMP, and commanders should allocate adequate time to complete it. HR staff officers consider the following:

- Refining the status and location of all HR friendly forces.
- Listing critical HR events in war gaming.
- Determining how to evaluate HR events.
- Assessing the results of the wargaming (from an HR perspective).

STEP 5. COURSE OF ACTION COMPARISON

C-31. COA comparison is an objective process to evaluate COAs independently and against set evaluation criteria approved by the commander or the commander's designated representative. The goal is to identify the advantages and disadvantages of each COA, compare COAs to determine cost and benefit, which enables recommending and selecting a COA with the highest probability of success, and then further developing a COA in an OPLAN or OPORD. HR staff officers consider the following:

- Refining COAs based on war game results.
- Comparing relative success of achieving HR success by each COA.
- Identifying the advantages and disadvantages of each COA.
- Identifying any critical areas of HR support that may impact on each COA.
- Identifying major deficiencies in manpower or in number of HR units, teams, or squads.
- Recommending the best COA from an HR perspective.

STEP 6. COURSE OF ACTION APPROVAL

C-32. After the decision briefing, the commander selects the COA that will best accomplish the mission. If the commander rejects all COAs, the staff starts COA development again. If the commander modifies a proposed COA or gives the staff an entirely different one, the staff develops and analyzes the new COA and presents the results to the commander with a recommendation. After approving a COA, the commander issues the final planning guidance. The final planning guidance includes a refined commander's intent (if necessary) and new CCIRs to support execution. It also includes any additional guidance on priorities for the warfighting functions, orders preparation, rehearsal, and preparation. This guidance includes priorities for resources needed to preserve freedom of action and ensure continuous sustainment. Specific actions include:

- Selecting best COA and modifying as necessary.
- Refining commander's intent, CCIRs, and essential elements of friendly information.
- Issuing the warning order.

STEP 7. ORDERS PRODUCTION, DISSEMINATION, AND TRANSITION

C-33. During this final step, the staff turns the selected COA into a clear, concise order with the required supporting information. The COA statement becomes the concept of operations for the plan. The COA sketch becomes the basis for the operation overlay. Planners use their knowledge, experience, skills, and judgement to fill in missing details for any part of the operation not analyzed during COA analysis. If time permits, the staff may conduct a more detailed analysis of the selected COA to synchronize the operation and complete the plan more fully. The staff writes the OPLAN or OPORD using the Army's OPORD format.

RAPID DECISIONMAKING AND SYNCHRONIZATION PROCESS

C-34. RDSP is a decision-making and planning technique that commanders and staffs commonly use during execution when available planning time is limited. While MDMP seeks an optimal solution, RDSP seeks a timely and effective solution within the commander's intent. Using this process lets leaders avoid the time-consuming requirements of developing decision criteria and multiple COAs. Using RDSP, leaders combine their experience and intuition to reach situational understanding quickly. Based on this, they develop and refine acceptable COAs. Refer to FM 5-0 for detailed information on RDSP.

C-35. Commanders and staffs develop this capability through training. When using this technique, the following considerations apply:

- Rapid planning is often more important than detailed analysis.
- Much of it may be mental rather than written.

- It should become a battle drill for the current operations integration cells, future operations cells, or both.

C-36. RDSP facilitates continuously integrating and synchronizing the warfighting functions to address ever-changing situations. It meets the following criteria for making effective decisions during execution:

- It is comprehensive, integrating all warfighting functions.
- It ensures all actions support ever-changing situations by relating them to the commander's intent and concept of operations.
- It allows rapid changes to the order or mission.
- It is continuous, allowing commanders to react immediately to opportunities and threats.

C-37. RDSP is based on an existing order and the commander's priorities as expressed in that order. The process includes five steps. The first two may be performed in any order, including concurrently. The last three are performed interactively until the commander identifies and decides on a COA:

- Compare the current situation to the order.
- Determine that a decision, and what type, is required.
- Develop a COA.
- Refine and validate the COA.
- Issue and implement.

ARMY DESIGN METHODOLOGY

C-38. When problems are difficult to identify, the operation's end state is unclear, or a COA is not self-evident, commanders employ Army design methodology. This is often the case when developing long-range plans for extended operations. It is a methodology for applying critical and creative thinking to understand, visualize, and describe problems and approaches to solving them. Army design methodology is particularly useful as an aid to conceptual planning, but it must be integrated with the detailed planning typically associated with MDMP to produce executable plans and orders. There is no one-way or prescribed set of steps to employ Army design methodology. There are, however, several activities associated with Army design methodology including—

- Framing an operational environment.
- Framing problems.
- Developing an operational approach.
- Reframing (as required).

C-39. While planners complete some activities before others, the understanding and learning within one activity may require revisiting the learning from another activity. Based on their understanding and learning gained during Army design methodology, commanders issue planning guidance (to include an operational approach) to guide more detailed planning using MDMP. FM 5-0 provides detailed information on the use of Army design methodology.

RUNNING ESTIMATES

C-40. Developing and maintaining accurate running estimates is critical to effective planning. A *running estimate* is the continuous assessment of the current situation used to determine if the current operation is proceeding per the commander's intent and if planned future operations are supportable (ADP 5-0). Running estimates assist commanders and staffs with understanding situations, assessing progress, and making decisions throughout an operation. Effective plans and successful execution hinge on current and accurate running estimates. FM 5-0 provides detailed information on the use of running estimates throughout the operations process.

C-41. Running estimates cover essential facts and assumptions, including a summary of the current situation. Running estimates always include recommendations for anticipated decisions. During planning, running estimates use these recommendations to select valid (feasible, acceptable, suitable, distinguishable, and complete) COAs for further analysis. During preparation and execution, commanders use recommendations from running estimates to inform their decision making.

C-42. Building and maintaining running estimates is a primary task of each staff section and represents the analysis and expert opinion within its specified area of expertise. The running estimate helps the staff provide recommendations to the commander on the best COA to accomplish their mission. To be effective in the planning process, HR staff officers provide the HR running estimate. HR information is contained in the sustainment estimate and HR planning considerations. Because a commander may need a running estimate at any time, HR staff officers must develop, update, and continuously revise running estimates while in garrison and during operations. When building and maintaining a running estimate, HR staff officers monitor current operations and continuously consider the following in context of the operations:

- Facts relating to PASR, HR support to replacement operations and casualty operations, PRM, postal operations, and EPS.
- Assumptions relating to forecasts on readiness, replacements, casualties, postal, and EPS.
- Friendly force status (location, activity, and combat power of subordinate units from two echelons down).
- Enemy activities and capabilities.
- Civil considerations.
- Conclusions and recommendations for future HR operations and COAs for command and staff awareness.

INPUT TO OPERATION PLANS AND ORDERS

C-43. A key output of planning is a plan or order. Plans and orders come in many forms and vary in scope, complexity, and length of planning horizon. HR staff officers are responsible for providing input to the base OPLAN and OPORD, input to annex A, *Task Organization*, and writing portions of annex F, *Sustainment*, specifically appendix 2, *Personnel Services Support*. FM 5-0 provides the format and instructions for preparing an OPLAN and OPORD and integrates the sustainment warfighting functions. HR staff officers are key players in planning how HR support is conducted in current and future military operations. The OPLAN or OPORD is how they envision a desired end state in support of the commander. It is also the primary method for developing, analyzing, and comparing COAs and then selecting the most favorable COA. When participating in the process, leadership elements must ensure the higher level OPLAN or OPORD is considered to ensure any priorities, milestones, or special processes are an integral part of the OPORD prepared by HR staff officers.

MISSION ORDERS

C-44. *Mission orders* are directives that emphasize to subordinates the results to be attained, not how they are to achieve them (ADP 6-0). Mission orders direct subordinates on what to do and why to do it without prescribing exactly how to do it. Mission orders clearly convey the unit's mission and commander's intent. They summarize the situation, describe the operation's objectives and end state, and provide a clear concept of operations to accomplish the mission. Mission orders emphasize the tasks required by subordinate commands as well as the context and purpose of the tasking. Mission orders follow the five-paragraph format (situation, mission, execution, sustainment, and command and signal) and are as brief and simple as possible. Table C-2 on page C-12 depicts a sample list of the attachments (annexes, appendixes, tabs, and exhibits) to the base OPLAN or OPORD and identifies the staff officers responsible for developing each attachment. HR planners are responsible for providing input to appendix 2 (Tab A). Refer to FM 5-0 for detailed information on mission orders.

Table C-2. List of attachments and responsible staff officers to the base operation plan or operation order

ANNEX F- SUSTAINMENT (Chief of Sustainment/S-4)
Appendix 1 - Logistics (G-4/S-4)
Tab A - Sustainment Overlay
Tab B - Maintenance
Tab C - Transportation
Exhibit 1 - Traffic Circulation and Control (Provost Marshal)
Exhibit 2 - Traffic Circulation Overlay
Exhibit 3 - Road Movement Table
Exhibit 4 - Highway Regulation (Provost Marshal)
Tab D - Supply
Tab E - Field Services
Tab F - Distribution
Tab G - Contract Support Integration
Tab H - Mortuary Affairs
Appendix 2 - Personnel Services Support (G-1/S-1)
Tab A - Human Resources Support (G-1/S-1)
Tab B - Financial Management (G-8)
Tab C - Legal Support (Staff Judge Advocate)
Tab D - Religious Support (Chaplain)
Tab E - Band Operations (G-1/S-1)
Appendix 3- Health Service Support (Surgeon)
G-1 assistant chief of staff, personnel G-4 assistant chief of staff, logistics G-8 assistant chief of staff, financial management S-1 battalion or brigade personnel staff officer S-4 battalion or brigade logistics staff officer

HUMAN RESOURCES INPUT TO OPERATION ORDERS

C-45. HR planners, when developing their portion of the OPLAN and OPORD, ensure the following capabilities, units, and functions are addressed in the plan or order. HR planners recommend appropriate command relationships and support relationships for the HR-specific units supporting the command and subordinates. Units, locations, and functional area support provided by a supporting unit should be addressed by HR support to annex A, *Task Organization*. This includes, but is not limited to—

- ASCC G-1/AG.
- Field army G-1/AG.
- Corps G-1/AG.
- Division G-1.
- HROC.
- MDTF S-1.
- Brigade S-1.
- Battalion S-1.
- TSC—TPOC.
- HROB (ESC DMC, sustainment brigade, DSB SPO, and DSTB SPO).
- DSTB.
- MMT.

- HR company HQ.
- HR platoon (HR squads–personnel accountability and casualty reporting).
- Postal platoon.

C-46. HR planners have numerous considerations when developing their portion of the OPLAN and OPORD. Table C-3 depicts HR planners' considerations when providing input to OPLANs and OPORDs.

Table C-3. Human resources planner considerations to operations plans and orders

Man the force	*Provide HR Services*
Personnel accounting and strength reporting considerations: • HR system of record. • Initial manifesting and processing. • Support provided by an HR squad with a personnel accountability mission. • Guidelines for reporting; accountability of DOD and DA Civilians and CAAF (including other designated contractor personnel). • Location of HR squad personnel accountability processing sites. • Processing tasks and roles. • Data integration. • Reporting format and timelines; PERSTAT or joint PERSTAT instructions. • Plan for disconnected operations.	Postal operations considerations: • Initial mail restrictions. • Addresses. • Supporting postal organizations. • Scheduled delivery/retrograde. • Army post office locations and supporting units. • Retrograde mail. • Redirect mail. • Casualty mail. • Ground and air logistical movement. • Operational contract support.
HR support to replacement operations considerations: • Casualty estimates. • Operational strength and forces required. • Critical MOS and key leader shortages. • Reporting capabilities.	EPS considerations: • Issuance of CAC and identification tags. • Awards authority and processing. • Promotion processing. • Military pay and entitlements. • Personnel action requests. • Leaves and passes. • Rest and recuperation guidance and allocation by subordinate unit. • Close-out evaluation reports. • Line of duty investigations. • Other EPS functions as necessary.
HR support to casualty operations considerations • Casualty reporting. • HR squad performing casualty reporting missions. • Location of HR squads performing casualty reporting missions. • Reporting system and format; reporting timelines. • Release authority for reports.	Morale, welfare, and recreation support considerations • Initial deployment instructions. • American Red Cross support/procedures and processing. • In-country MWR support. • Army and Air Force Exchange Service support. • United Service Organizations support. • Property accountability. • Anticipated duration of deployment. • Theater environmental conditions. • Higher headquarters guidance. • Deploy with sufficient equipment to sustain unit morale.

Table C-3. Human resources planner considerations to operations plans and orders (*continued*)

Man the force	*Provide HR Services*
Personnel readiness management considerations • Personnel augmentation and manning requirements. • Stop-move. • Stop loss. • Priority of fill. • Individual Soldier readiness. • HR support to replacement operations. • Cross-leveling guidance. • Key leader and crew replacements.	
Personnel information management considerations • Limited connectivity. • Data integration. • Database hierarchy. • Software requirements.	

CAC	common access card	HR	human resources
CAAF	contractors authorized to accompany the force	MOS	military occupational specialty
DA	Department of the Army	MWR	morale, welfare, and recreation
DOD	Department of Defense	PERSTAT	personnel status
EPS	essential personnel services		

C-47. HR planners must also consider automation support requirements when providing input to the OPLAN and OPORD. HR automation support considerations include:

- Communications access.
- Equipment.
- NIPRNET and SIPRNET access.
- Reporting formats to be used for degraded operations. During degraded operations, HR planners must establish alternate methods of passing critical information during disconnected, degraded, or disrupted communications access by developing and rehearsing alternate, contingency, and emergency plans to ensure continuity for personnel strength reporting. In the event access to HR systems is denied, degraded, or disrupted, HR planners must maintain manual reporting formats and use alternative methods (for example, very small aperture terminal [also known as VSAT], frequency modulation radio [also known as FM radio], telephone, messenger/courier) to manually manage casualty reporting.

C-48. HR planners also consider coordinating instructions that support CCIR, and rear detachment operations as follows.

C-49. A *commander's critical information requirement* is an information requirement identified by the commander as being critical to facilitating timely decision making (JP 3-0). CCIRs help to bring clarity to large volumes of information. Once approved, they fall into one of two categories: priority intelligence requirements and friendly force information requirements (ADP 6-0). HR CCIRs will always be friendly force information requirements. Prior to recommending friendly force information requirement, HR planners must understand how they will impact the plan or decisions:

- CCIR include, but are not limited to—
  - Loss of battalion or higher commander, command sergeant major, or primary staff.
  - Casualty rates greater than 15 percent of any battalion's available strength.
  - Capture of friendly personnel.
  - Unauthorized release of casualty information.
  - Loss of any mail flight or convoy.

  - Delay of mail flow of 24 hours or more.
  - Loss of a replacement transportation asset.
  - Delay in replacement flow of more than 24 hours.
- Rear detachment operations (for example, records custodian, support to stay-behind Soldiers and units, and IMCOM/military personnel division CAC coordination).

HUMAN RESOURCES SUPPORT TO CASUALTY OPERATIONS INPUT TO OPERATION ORDERS

C-50. HR support to casualty operations is a critical process in the operational environment. HR elements initiate the process through accurate casualty reporting. Units and HR organizations facilitate casualty reporting at all echelons. It must be included in all planning and OPORDs. The OPORD should contain all information needed to support efficient and timely casualty operations. Organizations should anticipate lethal effects during large-scale combat operations. As such, considerations regarding mass casualties must be included in OPLANs and OPORDs, as well as processing NRP replacements (such as RTD, NRP, small teams, and units). Units, locations, and functional area support provided by a supporting unit should be addressed by HR support to annex A, *Task Organization*. This includes, but is not limited to—

- ASCC G-1/AG.
- Field army G-1/AG.
- Corps G-1/AG.
- Division G-1.
- HROC.
- MDTF S-1.
- Brigade S-1.
- Battalion S-1.
- Theater CIC–ASCC HROC.
- HROB (ESC DMC and sustainment brigade SPO).
- HR company HQ.
- HR platoon (HR squads).
- Mortuary affairs company.
- Hospital center.

C-51. HR support to casualty operations requires that HR planners address assumptions in OPLANs and OPORDs. Assumptions that must be addressed in OPLANs and OPORDs for HR support to casualty operations include the following:

- Degraded connectivity will drastically reduce casualty reporting capabilities in automated systems such as DCIPS. HR planners must establish alternate methods of passing critical information during disconnected, degraded, or disrupted communications access by developing and rehearsing alternate, contingency, and emergency plans to ensure continuity for personnel strength reporting. In the event access to HR systems is denied, degraded, or disrupted, HR planners must maintain manual reporting formats and use alternative methods (for example, very small aperture terminal [also known as VSAT], frequency modulation radio [also known as FM radio], telephone, messenger/courier) to manually manage casualty reporting. During degraded operations, HR planners must establish measures to ensure information continues to flow, which may include manually completing forms and using radios to submit casualty reports, PERSTAT, or any other information critical to commanders facilitating timely decision making. HR planners coordinate with higher echelons to receive casualty reporting format requirements during periods of degraded or denied communications. Higher echelons should provide the alternate casualty reporting format to reporting units prior to deployment.
- Personnel asset visibility will be complex in the large-scale combat operations environment. The primary focus should be applying information from casualty reporting and operations to PASR and HR support to replacement operations.

C-52. HR support to casualty operations also require that HR planners address coordinating instructions for HR support to casualty operations in OPLANs and OPORDs. Coordinating instructions that must be addressed in OPLANs and OPORDs for HR support to casualty operations include the following:

- Identify casualty reporting and notification requirements and timelines.
- Coordinate adequate connectivity for communications between HR squads, HROBs, the supported unit, and DCIPS.
- Identify responsibilities and conditions for SCMOs and LOD investigations.
- Determine HR squads' locations.
- Coordinate DCIPS training.
- Identify posthumous awards, promotions, and ceremony procedures.
- Identify rear detachment and Soldier and Family Readiness Group responsibilities.
- Determine procedures for returning casualty mail to the servicing postal organization (see Chapter 2 for casualty mail procedures).
- Determine casualty reporting procedures for mass casualties during large-scale combat operations.

POSTAL INPUT TO OPERATION ORDERS

C-53. Postal operations rely on a well-coordinated network to process mail and provide postal services within a theater of operations. They are an important combat multiplier and an essential consideration for military operations. They must be included in all planning and OPORDs. The OPORD should describe all information to support efficient postal operations, including the significant logistics challenges of limited air and ground transportation available during large-scale combat operations. Postal units must have assured real-time communications by voice and data as well as securable transportation. It is the theater commander's responsibility to determine at which point postal operations should begin during large-scale combat operations. Additionally, planners should anticipate and prepare for the lethal effects of large-scale combat operations battlefields and adverse weather conditions affecting postal operations (for example, delayed transportation, increased mail backlog, and possible battle and weather damage). Units, locations, and functional area support provided by a supporting unit should be addressed by HR support to annex A, *Task Organization*. This includes, but is not limited to—

- ASCC G-1/AG.
- Field army G-1/AG.
- Corps G-1/AG.
- Division G-1.
- HROC.
- MDTF S-1.
- Brigade S-1.
- Battalion S-1.
- TPOC POD.
- HROB (ESC DMC and sustainment brigade SPO).
- MMT.
- HR company HQ.
- Postal platoon.

C-54. HR support to postal operations requires that HR planners address assumptions in OPLANs and OPORDs. Assumptions that must be addressed in OPLANs and OPORDs to support postal operations include the following:

- The Status of Forces Agreement, Memorandum of Agreement, USPS International Mail Manual, DODI 4525.09, and agreement between the combatant command and host-nation guide restrictions on inbound mail.
- Special services will be restricted IAW DODI 4525.09, Status of Forces Agreement, and other regulatory guidance agreed upon by the host-nation and combatant command.

- During early entry operations, there is no military airlift to support intratheater mail transport requirements.
- Postal personnel operating the aerial mail terminals, mail control activities, fleet mail centers, MMTs, and MPOs will arrive in theater before supported forces to prevent mail restrictions.
- TPOC integration, guidance, and technical support for SRC 12 HR units executing postal functions throughout the theater. (Note: The TPOC monitors the execution of MMT missions at the theater gateway.)
- HR company command and control, operational planning, and technical support to MMTs.

C-55. HR planners use the planning factor of 1.75 pounds per service member per day to determine mail volume. One 20-foot container equals 8,000 pounds and one 40-foot container equals 16,000 pounds. Coordinating instructions that must be addressed in OPLANs and OPORDs to support postal operations include the following:

- Consolidate official and personal mail processing and distribution operations.
- Consolidate official mail centers to one per geographic location.
- Any service member mail is not authorized.
- All MMTs and MPOs will scan accountable bar-coded mail including customs tags.
- Report mail transit times weekly to the MPSA.
- Service component commands designate a minimum of one postal finance officer per theater. Personal mail policies are IAW DODI 4525.09.
- Personal mail procedures are performed IAW DODI 4525.09.
- Official mail policies are IAW DODI 4525.09.
- Official mail procedures are performed IAW DODI 4525.09.
- Identify administration and logistics requirements to support postal operations.
- Determine if mail operations can be coordinated and integrated into logistics operations.
- Identify space criteria required for military postal facility to support population served.
- Establish and maintain postal operations to the extent required.
- Process mail originating in or destined for overseas theaters.
- Implement instructions for international agreements affecting postal operations.
- Identify restrictions for retrograde mail.
- Identify unit-sorting requirements (if applicable).
- Identify expected source of transportation for secure mail movement.
- Outline procedures for obtaining postal-unique supplies and equipment.
- Plan for and coordinate for the use of commercial internet service to be used by the point of sale system used by postal units in theater.

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Glossary

The glossary lists acronyms and terms with Army or joint definitions. Where Army and joint definitions differ, (Army) precedes the definition. The proponent publication for terms is listed in parentheses after the definition.

SECTION I – ACRONYMS AND ABBREVIATIONS

AC	Active Component
ADCON	administrative control
ADP	Army doctrine publication
AFPD	available force pool date
AG	adjutant general
AIM2	Assignment Interactive Module 2.0
AO	area of operations
AOR	area of responsibility
APO	Army post office
APOD	aerial port of debarkation
APOE	aerial port of embarkation
AR	Army regulation
ARNG	Army National Guard
ASCC	Army Service component command
ASK-EM	Assignment Satisfaction Key-Enlisted Module
ATP	Army techniques publication
AWOL	absent without leave
CAAF	contractors authorized to accompany the force
CAC	common access card
CCIR	commander's critical information requirement
CIC	casualty information center
CMAOD	casualty and mortuary affairs operations division
COA	course of action
CONUS	continental United States
COP	common operational picture
CRC	continental United States replacement center
CSSB	combat sustainment support battalion
DA	Department of the Army
DA PAM	Department of the Army pamphlet
DCIPS	Defense Casualty Information Processing System
DCIPS-PCR	Defense Casualty Information Processing System-Personnel Casualty Report

DCS	deputy chief of staff
DD Form	Department of Defense Form
DFR	dropped from the rolls
DMC	distribution management center
DOD	Department of Defense
DODI	Department of Defense instruction
DODM	Department of Defense manual
DSB	division sustainment brigade
DSTB	division sustainment troops battalion
DTAS	Deployed Theater Accountability System
EFMP	Exceptional Family Member Program
EMC	enlisted manning cycle
EPMD	Enlisted Personnel Management Directorate
EPS	essential personnel services
ESC	expeditionary sustainment command
ETS	expiration term of service
FM	field manual
FMWR	family and morale, welfare and recreation
FOB	forward operating base
FORSCOM	United States Army Forces Command
G-1	assistant chief of staff, personnel
G-2	assistant chief of staff, intelligence
G-3	assistant chief of staff, operations
G-3/5/7	assistant chief of staff, operations/readiness/exercises
G-4	assistant chief of staff, logistics
G-5	assistant chief of staff, plans
G-6	assistant chief of staff, signal
G-8	assistant chief of staff, financial management
G-9	assistant chief of staff, civil affairs operations
HQ	headquarters
HQDA	Headquarters, Department of the Army
HR	human resources
HRC	Human Resources Command
HROB	human resources operations branch
HROC	human resources operations center
IAW	in accordance with
IMCOM	Installation Management Command
iPERMS	interactive Personnel Electronic Records Management System
IPPS-A	Integrated Personnel and Pay System-Army
J-1	manpower and personnel directorate of a joint staff
J-4	logistics directorate of a joint staff

J-6	communications system directorate of a joint staff
JMMT	joint military mail terminal
JMPA	joint military postal activity
JOA	joint operations area
JP	joint publication
JTF	joint task force
KSB-P	knowledge, skills, behaviors, and preferences
LOD	line of duty
MAR2	Military Occupational Specialty Administrative Retention Review
MDMP	military decision-making process
MDTF	multi-domain task force
METT-TC(I)	mission, enemy, terrain and weather, troops and support available, time available, civil considerations, and informational considerations
MMT	military mail terminal
MOS	military occupational specialty
MPO	military post office
MPS	military postal service
MPSA	military postal service agency
MTF	medical treatment facility
MTOE	modified table of organization and equipment
MWR	morale, welfare, and recreation
NCO	noncommissioned officer
NCOER	noncommissioned officer evaluation report
NGR	National Guard Regulation
NIPRNET	Nonsecure Internet Protocol Router Network
NOK	next of kin
NRP	non-unit related personnel
OER	officer evaluation report
OPLAN	operation plan
OPORD	operation order
OPTEMPO	operating tempo
PACE	primary, alternate, contingency, and emergency
PAR	personnel action request
PASR	personnel accounting and strength reporting
PERSTAT	personnel status
PERSTEMPO	personnel tempo
PIM	personnel information management
POD	postal operations division
PRM	personnel readiness management
R&R	rest and recuperation
RC	Reserve Component
RDSP	rapid decisionmaking and synchronization process

ReARMM	Regionally Aligned Readiness and Modernization Model
RSOI	reception, staging, onward movement, and integration
RTD	return-to-duty
S-1	battalion or brigade personnel staff officer
S-3	battalion or brigade operations staff officer
S-4	battalion or brigade logistics staff officer
S-6	battalion or brigade signal staff officer
SCMO	summary court-martial officer
SGLI	Servicemembers' Group Life Insurance
SIPRNET	SECRET Internet Protocol Router Network
SOP	standard operating procedure
SPM	service postal manager
SPO	support operations
SPOD	seaport of debarkation
SPOE	seaport of embarkation
SPOT	Synchronized Pre-deployment and Operational Tracker
SRC	standard requirements code
SRP	Soldier readiness processing
STB	special troops battalion
TDA	Table of Distribution and Allowance
TDY	temporary duty
TG PAT	theater gateway personnel accountability team
TPOC	theater personnel operations center
TRADOC	United States Army Training and Doctrine Command
TSC	theater sustainment command
UIC	unit identification code
U.S.	United States
USAR	United States Army Reserve
USC	United States Code
USO	United Service Organizations
USPS	United States Postal Service
USR	unit status report
YMAV	year-month available to move

SECTION II – TERMS

ARFOR

The Army component and senior Army headquarters of all Army forces assigned or attached to a combatant command, subordinate joint force command, joint functional command, or multinational command. (FM 3-94)

command and control

The exercise of authority and direction by a properly designated commander over assigned and attached forces in the accomplishment of the mission. (JP 1, Volume 2)

Department of Defense information network-Army

An Army-operated enclave of the Department of Defense information network that encompasses all Army information capabilities that collect, process, store, display, disseminate, and protect information worldwide. (ATP 6-02.71)

large-scale combat operations

Extensive joint combat operations in terms of scope and size of forces committed, conducted as a campaign aimed at achieving operational and strategic objectives. (ADP 3-0)

military decision-making process

An iterative planning methodology to understand the situation and mission, develop a course of action, and produce an operation plan or order. (ADP 5-0)

mission orders

Directives that emphasize to subordinates the results to be attained, not how they are to achieve them. (ADP 6-0)

operation

A sequence of tactical actions with a common purpose or unifying theme. (JP 1, Volume 1)

operational environment

The aggregate of the conditions, circumstances, and influences that affect the employment of capabilities and bear on the decisions of the commander. (JP 3-0)

operational framework

A cognitive tool used to assist commanders and staffs in clearly visualizing and describing the application of combat power in time, space, purpose, and resources in the concept of operations. (ADP 1-01)

operations process

The major command and control activities performed during operations: planning, preparing, executing, and continuously assessing the operation. (ADP 5-0)

planning

The art and science of understanding a situation, envisioning a desired future, and determining effective ways to bring that future about. (ADP 5-0)

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This page intentionally left blank.

Index

Entries are listed by paragraph number unless indicated otherwise.

A-B

Army Service component command G-1/AG, 2-14, 2-15, 2-16, 3-16, 3-55, 3-150

Army strategic contexts 1-5

C

CMAOD, 2-16, 2-92, 2-116, 3-61, 3-62, 3-63, 3-65, 3-67, 3-68, 3-71, 3-73, 3-74, 3-75, 3-77, 3-78, 3-80

contractors authorized to accompany the force, 1-23, 3-4, 3-9, 3-10, 3-11, 3-14, 3-16, 3-17, 3-18, 3-39, 3-40, 3-41, 3-42, 3-43, 3-44, 3-74, 3-82, 3-138, 4-69

coordinate personnel support, 1-17, 1-25, B-24

corps G-1/AG, 2-30, 2-33, 2-34, 2-35, 2-37, 2-38, 2-39, 2-40, 2-41, 2-42, 3-21, 3-84, 3-139, 3-151, 4-118, 4-164

D-G

division G-1, 2-30, 2-33, 2-34, 2-35, 2-37, 2-38, 2-39, 2-40, 2-41, 2-42, 3-21, 3-84, 3-139, 3-151, 4-118, 4-164

H

HRC, 2-2, 2-5

HR company, 2-104, 2-105, 2-106

HROB, 2-84

HROC,2-17, 2-18, 2-19, 2-48, 2-49, 2-50, 2-51, 3-22, 3-82

human resources and the sustainment warfighting function, 1-26

I-K

IPPS-A, 1-21

M-O

man the force, 1-15, 1-23, 3-1, B-1

MWR, 4-158

P-S

PASR, 1-3, 1-23, 2-42, 3-4, 3-6, 3-15, 3-19, 3-20, 3-21, 3-22, 3-23, 3-24, 3-25, 3-26, 3-40, 3-41, 3-56, 3-57, C-53

postal operations, 1-3, 1-17, 2-26, 2-84, 2-97, 2-104, 2-117, 4-110, 4-116, 4-117, 4-121, 4-122, 4-123, 4-126, 4-129, 4-134, 4-135, 4-136, 4-137

provide HR services, 1-17, 1-24, 2-68, 2-76, 4-1

T-Z

TG PAT, 1-26, 2-28, 2-29, 3-27, 3-28, 3-29, 3-30

TPOC, 1-26, 1-29, 1-30, 2-22, 2-23, 2-24, 2-25, 2-27, 3-25, 3-154

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16 November 2023

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Chief of Staff

Official:



MARK F. AVERILL
Administrative Assistant
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