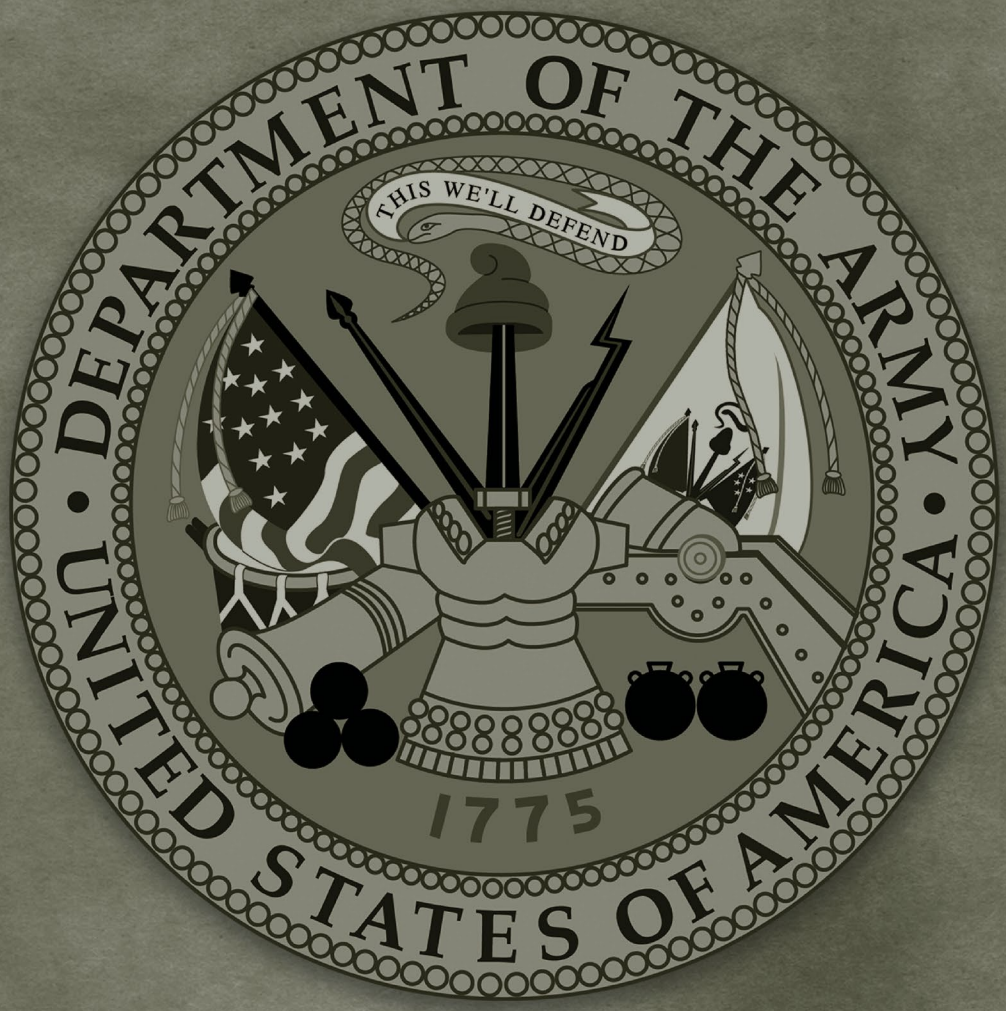
FM 4-1

HUMAN RESOURCES SUPPORT



SEPTEMBER 2025

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HEADQUARTERS, DEPARTMENT OF THE ARMY

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Human Resources Support

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Preface

FM 4-1 provides the fundamentals, principles, and concepts of Army human resources (HR) support doctrine. This publication applies to HR in support of the range of military operations and is nested with ADP 3-0, ADP 4-0, FM 3-0, and FM 4-0. FM 4-1 is the Army's primary source of doctrine for HR support; this publication, along with ATP 1-0.1, provides a complete library detailing HR support at all levels of execution.

The principal audience for FM 4-1 is all personnel who provide HR support as well as those members of the Army 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.)

FM 4-1 uses joint terms where applicable. Selected joint and Army terms and definitions appear in both the glossary and the text. Terms for which FM 4-1 is the proponent publication (the authority) are boldfaced and italicized in the text and are marked with an asterisk (*) in the glossary. For other definitions shown in the text, the term is italicized, and the number of the proponent publication follows the definition.

FM 4-1 applies to the Active Army, Army National Guard/Army National Guard of the United States, and the United States Army Reserve unless otherwise stated.

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Introduction

The publication of FM 3-0 in October 2022 emphasized that operations require integration of Army and joint capabilities from all domains. FM 4-1 contains updates that implement elements of FM 3-0 and FM 4-0 to describe HR support at echelon and the impacts that HR support has on readiness and sustainment. FM 4-1 provides commanders, staffs, and Soldiers at all echelons an understanding of responsive, integrated, synchronized, continuous, timely, and accurate HR support. FM 4-1 further emphasizes how HR professionals, organizations, and systems work together with commanders to support readiness, and to compete against peer threats and prevail during large-scale combat. Human resources doctrine must be complete enough to guide operators, yet not so prescriptive that it limits support for commanders and their Soldiers. HR professionals must apply judgment to improvise innovative solutions to ensure continuing support.

FM 4-1 supersedes and makes numerous revisions from FM 1-0. Significant revisions include aligning current HR doctrine with FM 3-0 and FM 4-0 and discussing HR support during large-scale combat operations and individual replacement operations. Other revisions include removal of redundant verbiage and figures throughout the publication already contained in ATP 1-0.1, updates to applicable figures and tables, administrative changes, and revisions to glossary and reference sections.

FM 4-1 contains five chapters and two appendices.

Chapter 1 discusses HR support under the sustainment warfighting function in the context of HR objectives, principles, and focus. This chapter also discusses the HR core competencies and their subordinate key functions, HR support to operations, Army command and support relationships, and HR planning and operations.

Chapter 2 discusses HR echelons, organizations, and staff elements, including Army Bands. It provides discussion on HR support at all levels of warfare and organizations at echelon. This chapter also articulates the role of the adjutant.

Chapters 3 This chapter discusses the subordinate key functions of man the force.

Chapter 4 discusses the subordinate key functions of provide HR services.

Chapter 5 discusses HR support and planning considerations when providing HR support during each Army strategic context (competition, crisis, and armed conflict) and HR training considerations for large-scale combat operations.

Appendix A discusses various HR databases, systems, and other automation systems and equipment used by HR professionals.

Appendix B presents Rules of Allocation for Human Resources formations in theater.

FM 4-1 does not introduce, modify, or rescind any Army terms or acronyms.

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Chapter 1

Human Resources Support

Army human resources support is a critical function that helps build and maintain combat power for operational commanders throughout the competition continuum and supports warfighters both at home and abroad. This chapter provides an overview of human resources support as it relates to the personnel services element of the sustainment warfighting function, human resources support to Army operations, and Army command and support relationships.

SECTION I – OVERVIEW OF HR SUPPORT

1-1. For the Army, *sustainment* is the provision of logistics, financial management, personnel services, and health service support necessary to maintain operations until successful mission completion (ADP 4-0). The Army conducts sustainment through the execution of the sustainment warfighting function. The *sustainment warfighting function* is the related tasks and systems that provide support and services to enable freedom of action, extend operational reach, and prolong endurance (ADP 3-0). The sustainment warfighting function consists of four elements: logistics, financial management, personnel services, and health service support. These elements must be synchronized across all warfighting functions to ensure the appropriate level of support.

1-2. *Personnel services* are sustainment functions that man and fund the force, maintain Soldier and Family readiness, promote the moral and ethical values of the nation, and enable the fighting qualities of the Army (ADP 4-0). Personnel services contribute to Soldier welfare (readiness and quality of life) and facilitate the Army's ability to prolong endurance. They complement logistics by planning for and coordinating efforts which provide and sustain personnel. Personnel services include human resources (HR) support, legal support, religious support, and band support. Refer to FM 3-84 for more information on legal support, FM 3-83 for religious support, and ATP 1-19 for Army Bands.

1-3. HR support includes all activities and functions executed within the Army Personnel Development System. This system is a comprehensive and dynamic framework that supports the development and management of the Army's workforce, ensuring its readiness and effectiveness. It encompasses all personnel from accession to retirement. It covers various aspects like training, education, experience, and career progression encompassing eight personnel life cycle management functions (structure, acquisition, distribution, development, deployment, sustainment, compensation and transition). These functions man the force by providing HR support and services to Soldiers, their Families, military retirees, and Department of Defense (DOD) and Department of the Army (DA) Civilians. (Refer to AR 600-3 for specific information regarding the Army Personnel Development System life cycle management functions.)

1-4. HR is critical in manning current combat capabilities and projecting future requirements to sustain or build combat power throughout all phases of operations. The effective execution of HR functions determines success on the battlefield. Through the execution of these functions, HR professionals collect and analyze data to provide commanders with the essential personnel information required to make decisions. Regardless of the type of operation, HR support must be tailored to satisfy the requirements of the supported force.

PRINCIPLES OF SUSTAINMENT

1-5. A *principle* is a comprehensive and fundamental rule or an assumption of central importance that guides how an organization approaches and thinks about the conduct of operations (ADP 1-01). All sustainment operations are guided by fundamental principles that apply in any operation along the conflict continuum. The principles of sustainment are integration, anticipation, responsiveness, simplicity, economy, survivability, continuity, improvisation and synchronization. As a component of the personnel services element of the sustainment warfighting function, all HR support operations are guided by these principles.

INTEGRATION

1-6. One of the primary functions of the sustainment staff is to ensure the integration of sustainment with operations plans. Integration combines all sustainment elements within operations, assuring unity of command and effort. Integration requires deliberate coordination and synchronization of sustainment with operations across all warfighting functions. Army forces integrate sustainment with unified action partners to maximize the complementary and reinforcing effects of each Service component and other unified action partners' resources. The success of strategic, operational, and tactical plans depends on the integration of HR concepts and operations with those plans. Proposed courses of action, staff estimates, and assessments must be developed and incorporated into operation plans (OPLANs).

ANTICIPATION

1-7. *Anticipation* is the ability to foresee events and requirements and initiate necessary actions that most appropriately satisfy a response without waiting for operations orders or fragmentary orders (ADP 4-0). That ability requires professional judgment augmented with experience, training, education, intelligence, and intuition. Commanders and staffs need to understand and visualize future operations to identify the appropriate required support; then start the process of acquiring the resources and capabilities to best support the operation. Automation systems help clarify the common operational picture (COP) on which judgments and decisions are based. Commanders integrate risk management into the operations process to identify threats, assess those threats, and emplace controls to mitigate the risk of gaps in support. HR professionals must accurately anticipate the impact that changing tactical situations will have on HR systems and processes. They must also clearly understand the commander's vision and intent to anticipate the requirements of providing critical and timely HR support. Rather than merely reacting to support requirements, HR professionals must use sound judgment to forecast HR requirements to support the operation. This effort requires maintaining running estimates that support a COP and project HR requirements.

RESPONSIVENESS

1-8. *Responsiveness* is the ability to react to changing requirements and respond to meet the needs to maintain support (ADP 4-0). Responsiveness provides the right support to the right place at the right time. Responsiveness involves identifying, accumulating, and maintaining sufficient resources, capabilities, and information necessary to meet rapidly changing requirements. Through responsive sustainment, commanders maintain operational focus and pressure, replace ineffective units, and extend operational reach. Responsive HR support enables commanders to meet changing requirements on short notice. These quick-reaction efforts may temporarily disrupt long-range HR support planning, but they are required for operational success. To provide responsive support, HR professionals must understand the missions of supported units. The COP enables commanders to see all supported forces, anticipate requirements based on situational understanding, and provide support when and where needed. Even in the absence of automated reporting, HR professionals must maintain awareness of the status and capabilities of units to provide timely and effective HR support. Responsiveness means adjusting HR support to meet commanders' needs.

SIMPLICITY

1-9. *Simplicity* relates to processes and procedures to minimize the complexity of sustainment (ADP 4-0). Simplicity enables economy of and efficiency in the use of available resources while ensuring effective HR support of forces and Soldiers. Unnecessarily complex HR support processes and procedures can lead to confusion. HR professionals must understand and clearly communicate elements pertaining to HR support (tasks, functions, systems, and organizations). Clarity of HR requirements, tasks, standardized and interoperable procedures and clearly defined command relationships contribute to simplicity.

ECONOMY

1-10. *Economy* is providing sustainment resources in an efficient manner that enables the commander to employ all assets to the greatest effect possible (ADP 4-0). HR professionals achieve economy through the efficient management, prioritization, and allocation of personnel replacements and HR assets. Economy is further achieved by eliminating redundancies (unnecessary HR processes and procedures) and capitalizing on collaboration with other staff sections for efficiency and effectiveness of HR support.

SURVIVABILITY

1-11. *Survivability* is a quality or capability of military forces which permits them to avoid or withstand hostile actions or environmental conditions while retaining the ability to fulfill their primary mission (ATP 3-37.34). It represents the degree to which a formation is hard to kill. Survivability is relative to a unit's capabilities and the type of enemy effects it must withstand, its ability to avoid detection, and how well it can deceive enemy forces. Survivability is also a function of how a formation conducts itself during operations.

1-12. Survivability is based on being able to protect HR support functions from destruction or degradation. HR professionals contribute to ensuring HR support (tasks, functions, systems, and organizations) are adaptable and can endure in any type of operational environment (OE). An HR element's survivability is also contingent on it performing appropriate security and avoiding situations that constrain its mobility or freedom of action. Dispersed HR formations improve survivability and complicate enemy targeting using camouflage, cover, concealment, and by conducting electromagnetic protection—including noise and light discipline. During large-scale combat operations, HR elements survivability measures may also include radio silence, communication through couriers, or alternate forms of communication (FM 3-0).

CONTINUITY

1-13. *Continuity* is the uninterrupted provision of sustainment across all levels of war (ADP 4-0). HR leaders must strive to seek integrated and focused networks linking HR support to operations. Execution of HR support employs the principle of continuity that allows commanders freedom of action, operational reach, and endurance.

IMPROVISATION

1-14. *Improvisation* is the ability to adapt sustainment operations to unexpected situations or circumstances affecting a mission (ADP 4-0). HR leaders must meet requirements or create methods that adapt to developments in an OE. HR leaders must visualize complex operations and understand additional possibilities to improvise operational and tactical actions when enemy actions or unexpected events disrupt HR support to operations.

SYNCHRONIZATION

1-15. Synchronization ensures that HR support operations effectively align with military actions in time, space, and purpose. HR professionals must understand the commander's vision of the end state and how to sequence activities to achieve it. Early entry, build-up, and sustainment can be highly complex when resources are not already forward deployed. Joint and combined operations also demand careful synchronization of HR support to ensure effective interoperability and efficient use of all available resources.

PRINCIPLES OF HR SUPPORT

1-16. In addition to the principles of sustainment, HR professionals are guided by two additional enduring principles: timeliness and accuracy. HR support uses a competency based and performance-oriented strategy guided by these principles that sets the conditions for manning a higher quality, more diverse, and ready total Army. HR professionals consider and apply these principles during the planning, execution, and assessment of missions.

TIMELINESS

1-17. Timely receipt and analysis of relevant HR information allows leaders to make decisions affecting current and future operations. It also supports a near-real-time COP across all echelons of HR support. Maintaining a near-real-time COP is challenging during large-scale combat operations against a near-peer adversary, and HR professionals must plan for ways to improve the timeliness of the HR COP in both connected and disconnected environments.

ACCURACY

1-18. Accuracy of information not only influences the decisions made by commanders, but it also impacts Soldiers and their Families. For Soldiers, accurate information affects their careers (for example,

compensation, promotion, and retention) while supporting the general well-being of their family members. Accuracy of information is critical to ensure the integrity of the HR processes.

FOCUS OF HR SUPPORT

1-19. Effective HR support relies on multi-functional HR leaders who focus their knowledge and skills to support the Army's most important asset—its people. HR professionals should focus on the following:

- **Agile and clear HR policies**. HR policies must be clear, encompassing, and flexible enough to apply to the greatest number of personnel and address the widest range of circumstances. They must be adaptable enough to guide and inform personnel in complex and changing circumstances (both in connected and disconnected environments).
- **Effective HR practices**. HR practices emanating from the policy level should be streamlined, intuitive, and foster stable and predictable process results.
- **Competency-based skills**. HR professionals must possess the knowledge, skills, and behaviors needed to fulfill mission requirements. Core competencies align the responsibilities, knowledge, skills, and behaviors needed to fulfill mission requirements.
- **Outcome-oriented actions**. In an environment that evaluates HR performance, the focus is on successful outcomes that directly support the fulfillment of mission priorities.
- **Self-development**. This requires leaders to display discipline and a desire for excellence in lifelong learning. HR leaders must invest the time to become competent and confident across all facets of HR operations and support.
- **Data Literacy**. Data literacy includes the skills, knowledge, and attributes required to read, manipulate, analyze, and communicate with data to effectively enable commanders to make accurate and timely decisions. HR professionals must move beyond simply collecting personnel data; they must be able to derive meaningful information from data to effectively understand trends in retention, identify skill gaps in readiness, optimize talent management strategies, and ultimately make informed decisions that strengthen the force and support commanders' priorities (See ADP 3-13).

CORE COMPETENCIES AND SUBORDINATE KEY FUNCTIONS

1-20. HR professionals must execute two fundamental core competencies to provide HR support for assisting commanders in manning units and sustaining individual soldiers and personnel. A *core competency* is an essential and enduring capability that a branch or an organization provides to Army operations (ADP 1-01). The two core competencies for providing HR support are man the force and provide HR services. These core competencies provide a clear statement of what the adjutant general branch does. As depicted in figure 1-1, each of the two core competencies includes subordinate key functions that contribute to achieving success. This figure also emphasizes personnel information management (PIM) as the connective force supporting the execution of all HR core competencies and subordinate key functions.

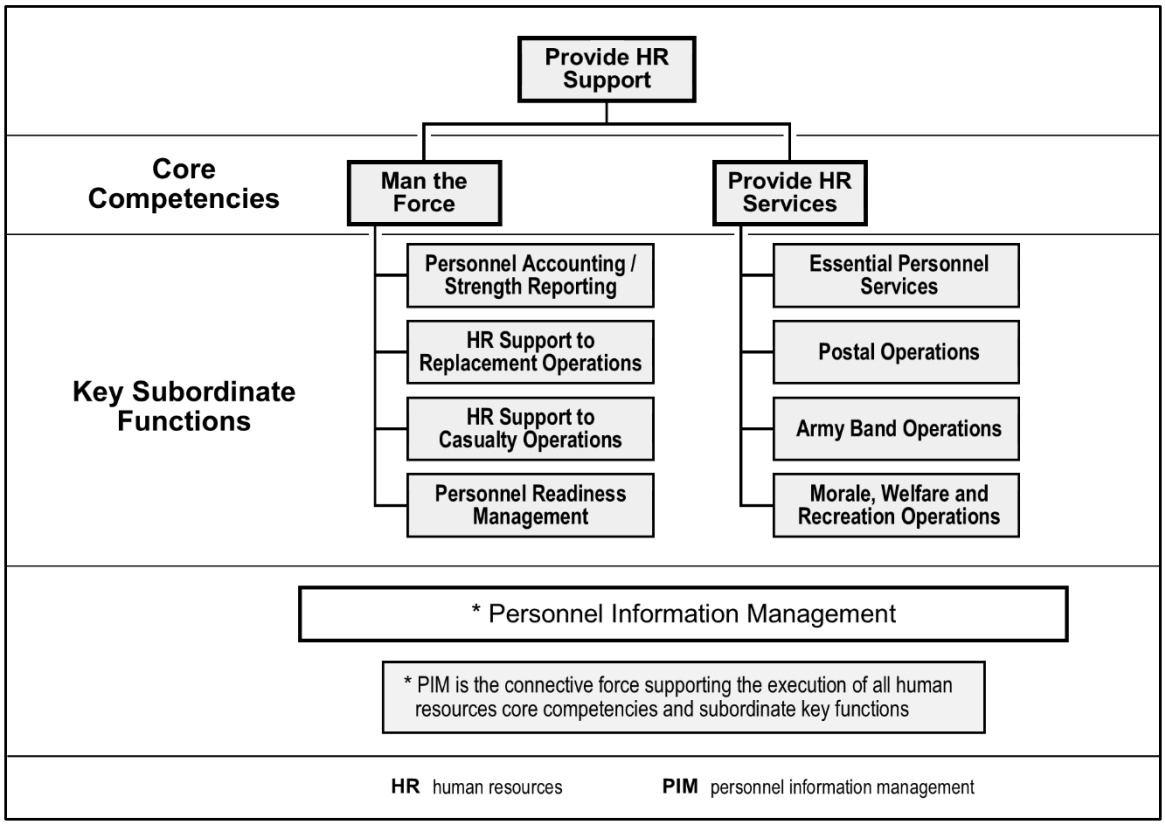


Figure 1-1. Human resources support

1-21. HR professionals perform the core competencies and subordinate key functions at all levels. For example, company commanders account for Soldiers and DOD Civilians and accurately report their duty status daily to the battalion S-1. In turn, the S-1 conducts personnel accounting and strength reporting (PASR) for the battalion, which is monitored at higher echelons. Commanders and HR leaders use these core competencies and key subordinate functions along with the Army Collective Task List and the Central Army Registry websites as a reference tool for developing general mission essential task lists, core capabilities mission essential tasks, operation orders (OPORDs), and standard operating procedures (SOPs) for HR operations.

MAN THE FORCE

1-22. 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 PIM, PASR, HR support to replacement operations, HR support to casualty operations, and personnel readiness management (PRM). Successfully executing these subordinate key functions facilitates the flow of Soldiers to the battlefield and ensures accurate accountability and reliable data for all Soldiers, DOD Civilians, and contractors authorized to accompany the force (CAAF). The following paragraphs provide a brief description of each subordinate key function of man the force. (Refer to chapter 3 for detailed information regarding each function.)

Personnel Accounting and Strength Reporting

1-23. The objective of PASR is to account for Soldiers and report strength-related information. Personnel accounting is the by-name management of the location and duty status of every person assigned or attached to a unit and must be accurate. It includes tracking the movement of personnel as they arrive and depart from a unit, to include maintaining visibility of individuals as they enter, transit, and depart the theater. Strength reporting is the numerical end product of by-name data and is conducted at all levels of command and must be tabulated in a timely manner. The process starts with by-name personnel accounting data submitted at

battalion or separate unit level and ends with personnel systems updates. Strength reports reflect the combat power of a unit and inform PRM actions such as prioritizing replacements, monitoring deployable and non-deployable personnel, executing personnel distribution, and making decisions. HR professionals manage HR systems supporting theater and Army-wide PASR. The Service for Analytics and Business Intelligence Reports (SABIR) in Integrated Personnel and Pay System-Army (IPPS-A) is the primary tool that HR professionals use for PASR (Refer to chapter 4 for detailed information regarding SABIR). HR professionals also manage personnel accountability in IPPS-A.

HR Support to Replacement Operations

1-24. Replacement operations can be complex, and they depend on extensive coordination at all echelons and extensive support from sustainment formations. Replacement operations facilitate the movement of units and individual personnel from point to point to regenerate or maintain combat power and readiness. At the macro level, these operations include housing, feeding, transportation, training, equipment, and medical support during transit and until delivery to the gaining unit. HR support to replacement operations is an ongoing and enduring effort that begins in the planning phase and continues through redeployment. HR support to replacement operations is the responsibility of the G-1 in conjunction with the G/3/5/7. It includes communicating the priority of manning in coordination with the Headquarters, Department of the Army (HQDA), deputy chief of staff (DCS), G-1 and the HQDA, DCS, Logistics (G-4); maintaining personnel accountability; executing orders processing; and conducting coordination with the appropriate sustainment support units and agencies.

HR Support to Casualty Operations

1-25. The objective of HR support to casualty operations is the collecting, recording, reporting, verifying, and processing of casualty information from unit level to HQDA. The recorded information facilitates casualty tracking, status updates, next of kin (NOK) notification, and casualty assistance. It also provides the basis for historical and statistical reports. This information is also shared with other DOD and Army agencies. Accuracy of data and timeliness of reporting are critical components of HR support to casualty operations and depend on access to correct personnel information and communications. Army Bands play a significant role in supporting these operations, specifically by providing casualty management operations augmentation support to HR capabilities.

Personnel Readiness Management

1-26. The objective of PRM is to maximize wartime preparedness by distributing Soldiers to subordinate commands based on the commander's intent and documented manpower requirements and authorizations. PRM supports and maintains a state of mission preparedness. The process involves analyzing personnel strength and readiness data to determine current combat capabilities, projecting future requirements, and assessing individual and unit readiness. It starts with the comparison of an organization's personnel strength against its requirements or authorizations, and it ends with a personnel readiness assessment and allocation decision. PRM is directly interrelated and interdependent with the functions of PASR, HR support to replacement and casualty operations, and PIM.

PROVIDE HR SERVICES

1-27. The core competency of provide HR services includes those functions conducted by HR professionals that specifically affect Soldiers and their Family members, DOD Civilians, and organizations. These services include essential personnel services (EPS), postal operations, Army Band operations, and morale, welfare, and recreation (MWR) operations. The following paragraphs describe each subordinate key function of provide HR services (Refer to chapter 4 for detailed information regarding each function).

Essential Personnel Services

1-28. EPS include HR actions affecting Soldier status, readiness, and quality of life and enable Army leaders to manage the force. EPS include awards and decorations, evaluation reports, promotions and reductions, transfers and discharges, identification (ID) documents, absences, line of duty (LOD) investigations, Soldier applications, and processing military pay and entitlements.

Postal Operations

1-29. Postal operations provide mail and postal finance services during normal and contingency operations. Processing mail involves receiving, separating, sorting, dispatching, coordinating for transportation, and redirecting ordinary, official, insured, certified, return receipt, and registered mail. Postal operations also include conducting multinational and international mail exchange and handling official, casualty, contaminated/suspicious, and detainee mail. Postal finance services include selling postage stamps, cashing and selling money orders, mailing packages, providing insured and certified mail services, and registered and special services (including classified up to secret level), and processing postal claims and inquiries.

Army Band Operations

1-30. Army Band operations provide support to the deployed force by tailoring music support throughout military operations. Army Bands promote Army and national interests, enable commanders to shape the environment to accomplish their mission, and set the conditions that lead to trust and confidence in America's Army and its readiness to conduct operations in peacetime, conflict, and war. Army Bands contribute to unit readiness by building morale and cohesion, enhancing quality of life for Soldiers, DOD Civilians, and other personnel who deploy with the force, and by supporting HR organizations in casualty operations. See ATP 1-19 for more information on Army Bands.

Morale, Welfare, and Recreation Operations

1-31. MWR programs support readiness by assisting personnel with maintaining physical fitness and alleviating combat stress. The G-1 and S-1 coordinate for MWR support with the Army and Air Force Exchange Service (AAFES), the American Red Cross, and other nongovernmental organizations (AR 215-1).

PERSONNEL INFORMATION MANAGEMENT

1-32. PIM is the connective force that 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. PIM provides essential personnel information to commanders, Soldiers, and families. It integrates and distributes the information products necessary to man and sustain Soldiers and their systems on the battlefield. Commanders, HR professionals, and planners rely on data literacy and PIM systems when performing their mission.

1-33. HR systems and network transport capabilities 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 data network transport systems 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 communications plan when planning for and operating in denied, degraded, intermittent, and limited bandwidth network environments.

1-34. 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 data literacy tools and systems to include IPPS-A. IPPS-A is a web-based HR system that provides integrated personnel, pay, and talent management capabilities and a comprehensive HR record for all Soldiers. HR professionals use IPPS-A as the HR system of record across all Army components. IPPS-A provides Soldiers with 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. It interfaces with other authoritative data sources and HR systems. IPPS-A automates most legacy processes done on paper forms or memorandums. HR professionals must understand manual processes when IPPS-A and other HR systems are not available for extended periods of time during disconnected operations. If using manual processes, HR professionals must enter transactions into IPPS-A as soon as possible after connectivity is restored. See appendix A of this publication for specific information regarding IPPS-A, HR systems, and other automation systems and equipment needed to perform HR missions.

1-35. HR support and services become more challenging as the enemy disrupts communications and command and control systems and networks. This is especially true when the enemy targets mission command nodes and critical network transport infrastructure. Enabling HR mission command nodes by establishing, operating, and maintaining connectivity to HR data and voice communications is essential for effective HR operations. HR mission command nodes and network transport systems allow HR professionals to access HR systems across all commands and echelons (See ATP 6-0.5 for additional information on mission command nodes).

COORDINATE PERSONNEL SUPPORT

1-36. Although coordinate personnel support is no longer a core competency, talent acquisition, recruiting and retention operations, and command interest programs are support functions that may fall under or align under the purview of the G-1 and S-1; however, different staff officers or unit commanders at different echelons may perform them as well. These programs link personnel manning and readiness, facilitating the commands' ability to acquire and manage talent at all echelons across the force. The following paragraphs provide a brief description of each subordinate key function associated with coordinate personnel support.

TALENT ACQUISITION

1-37. Talent acquisition is the process of identifying, attracting, and acquiring skilled individuals to meet an organization's workforce needs. It plays a crucial role in the recruitment process as it focuses on finding the right prospect who not only possesses the required skills and qualifications but who also aligns with the Army's culture and values. By effectively managing talent acquisition, organizations can build a strong workforce, enhance retention, and drive overall mission success. Key responsibilities within the talent acquisition field include—

- Leveraging digital tools and analytics to find the best candidates.
- Engaging with communities, schools, and businesses to promote Army careers.
- Enhancing the Army brand through modern outreach strategies.

1-38. Talent acquisition personnel receive training in—

- Advanced marketing and communication skills.
- Social media and digital recruitment techniques.
- Relationship-building and community outreach strategies.
- Data-driven decision-making for talent assessment.
- Market intelligence, targeting, and their roles in recruiting operations and planning.

RECRUITING OPERATIONS

1-39. The purpose of recruiting operations is to ensure the Army identifies, sources, screens, and acquires the right candidates for service. Recruiting is focused on acquiring the right talent to fill military occupational specialties that align the right person in the proper grade/rank and specialty to man the force. HR professionals are closely aligned with commands at all levels to help assist with the process of identifying requirements and tracking and managing the fills (see AR 601-2).

RETENTION OPERATIONS

1-40. 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. Career counselors determine retention eligibility and options, while HR professionals assist with eligibility for special commissioning programs consistent with published regulations and DA directives (AR 601-280, ATP 1-0.1).

COMMAND INTEREST PROGRAMS

1-41. Commanders at all levels are responsible for establishing and executing their command interest programs. HR professionals can serve as staff principals to commanders to facilitate the successful accomplishment of some command interest programs based on command or echelon.

1-42. All command interest programs must follow regulatory guidance or statutory requirements. The S-1 can help 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 (ATP 1-0.1).

SECTION II – HR SUPPORT TO ARMY OPERATIONS

ARMY OPERATIONS

1-43. The Army's primary mission is to organize, train, and equip its forces to conduct prompt and sustained land combat to defeat enemy ground forces and seize, occupy, and defend land areas. Personnel services support the Army in achieving its primary mission through the integration and synchronization of each element of the sustainment warfighting function. The integration and synchronization of each element is essential in enabling freedom of action, extending operational reach, and prolonging endurance. 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, Vol 1). The integration and synchronization of the sustainment warfighting function with the other warfighting functions is key to success during operations.

1-44. Effective HR support helps enable freedom of action, especially with manning requirements. Proper manning allows maneuver units to support mission requirements and maintain flexibility to support large-scale combat operations. To support maneuver commanders during large-scale combat operations (where heavy losses are expected), HR planners and leaders must properly plan for and allocate a continuous flow of non-unit-related personnel (NRP) replacements to fulfill unit personnel needs. NRP replacements become the primary means of replacements because units will likely remain deployed for the duration of the conflict. Beyond personnel replacements, HR support is crucial for estimating casualties and maintaining PASR in all aspects of operations. Sustainment provides the support necessary to ensure operations continue until mission accomplishment. Sustainment also provides the capabilities necessary for maintaining the health of the force, as well as the personnel and materiel replacements essential to maintaining combat power.

1-45. *Multidomain operations* are the combined arms employment of joint and Army capabilities to create and exploit relative advantages to achieve objectives, defeat enemy forces, and consolidate gains on behalf of joint force commanders (FM 3-0). HR forces support the Army's execution of multidomain operations through the provision of organic staff elements and task-organized HR capabilities that support forces at echelon. Staff elements and task-organized HR capabilities enable commanders to man the force and provide HR services to facilitate operations across all domains to support and sustain operations across the competition continuum.

1-46. Combatant commands and theater Armies campaign across the competition continuum. Army tactical formations typically conduct operations within a context dominated by one strategic relationship at a time. Army sustainment enables operations by providing the support required to keep the Army, other Services, and allies engaged in operations through three contexts: competition below armed conflict, crisis, and armed conflict. During competition and crisis, HR forces are crucial for building and maintaining readiness and facilitating the building of combat power by properly manning the force and ensuring personnel services are in place to facilitate operations that will help deter adversaries and reassure allies. During conflict, HR plays an essential role in ensuring the force is properly and adequately manned to deliver the combat power commanders require to conduct operations to destroy the enemy, defeat enemy formations, seize critical terrain, and control populations

1-47. Additionally, Army forces may be required to conduct operations in support of joint campaigns that occur as part of a larger coalition operation. HR leaders must understand the interdependencies between their assigned forces and the forces or capabilities provided by others. HR support helps sustainment increase the effects of employed unified action partner capabilities through efforts such as PASR, replacement operations, and casualty reporting and tracking.

1-48. HR leaders must be familiar with the tents and imperatives of operations. They should consider how the tenets and imperatives impact their units and the units they support when planning and executing HR support operations. See FM 3-0 for additional details on imperatives of operations and FM 4-0 for

sustainment considerations for each. The following is a list of HR considerations and actions that facilitate achieving success in operations:

- Analyze personnel running estimates against operational requirements.
- Understand impacts to combat power and coordinate with the primary staff to ensure personnel replacements and NRP replacement operations
- Manage personnel tracking and reporting.
- Predict required personnel strength and update HR operations plans.
- Support displaced persons and detainee operations and support host-nation civilians.
- Plan and prepare for unit replacement.
- Develop a detailed casualty operations plan encompassing personnel accountability procedures, notification protocols, mortuary affairs coordination, and support services for affected families.
- Manage personnel replacement operations.
- Reconstitute the force to transition.
- Adjust decisions to exploit opportunities or unforecasted requirements.
- Assess casualty estimates and return to duty rates.
- Manage personnel and postal actions throughout the competition continuum.
- Support MWR activities.

THREATS TO HR SUPPORT

1-49. During large-scale combat operations, friendly forces should anticipate ongoing enemy cyber and information environment attacks and reconnaissance. Emerging threat weapons technologies place mission command systems at direct risk of disruption. Advanced informatics, data mining, and artificial intelligence allow threats to attack U.S. and coalition systems across domains. The enemy denies, degrades, and disrupts friendly communications networks as a central part of their operational concept. HR professionals should anticipate increased demand for readily available, dependable, accurate, and legitimate information to support sustainment operations. Enterprise resource planning systems such as IPPS-A necessitate a stable, reliable communications and digital information infrastructure that may not be present in large-scale combat operations. Training and routine practice on analog and manual systems and processes in a disconnected environment is essential to mitigate this risk. HR professionals should routinely incorporate purposeful training events to practice these techniques and develop others to ensure that, in the absence or degradation of HR systems and other technology, they can remain combat effective to accomplish assigned missions.

1-50. HR systems are essential in executing Army-wide PIM during large-scale combat operations. HR professionals rely heavily on HR systems to provide commanders accurate reports and information. The inability to collect, process, and disseminate relevant HR information about units and personnel in a timely manner can seriously impede operations. HR professionals and organizations must be prepared to support forces in degraded operations. HR leaders and planners should plan and train for the impacts of physical attacks, cyberspace attacks, degradation, denial of service and displacement operations on their ability to access HR systems to provide commanders with accurate and timely PASR (for example, planning for corrupted personnel status [PERSTAT] reports) and casualty reporting.

1-51. Considering potential adversary capabilities, HR leaders and planners at all echelons must maintain manual reporting formats and be prepared to operate in denied, degraded, intermittent, and limited communications environments. In the event access to HR systems is denied, degraded, or disrupted, HR professionals must use alternative methods (for example, FM radio, telephone, messenger/courier) to manually manage PASR, replacement management, casualty reporting, and postal operations.

1-52. Essential to HR operations, cyberspace is a global domain within the information environment consisting of interdependent networks of information technology infrastructures and resident data, including the internet, telecommunications networks, computer systems, and embedded processors and controllers. Cyberspace includes friendly, enemy, adversary, and host-nation networks, communications systems, computers, cellular phone systems, social media, the internet, and technical infrastructures. As a contested domain, cyberspace is highly vulnerable for several reasons, including ease of access, network and software complexity, lack of security considerations in network design and software development, and inappropriate user activity.

1-53. At corps and below, efficient and effective HR support increasingly depends upon the Department of Defense Information Network-Army. Threats to the network include state and non-state actors, criminals, insider threats, and unwitting individuals who intend no malice. A single vulnerability within this network can place units and operations at risk, potentially resulting in mission failure. Every individual is responsible for compliance with the proper practices and procedures for safeguarding information and information technology (FM 3-12, AR 25-2, ATP 6-02.71).

SECTION III – ARMY COMMAND AND SUPPORT RELATIONSHIPS

1-54. Army command relationships define superior and subordinate relationships between unit commanders. The five Army command relationships are organic, assigned, attached, operational control, and tactical control. By specifying a chain of command, command relationships join efforts and empower commanders to use subordinate units and forces with maximum flexibility. It is extremely critical to have HR support capabilities flexible enough to assist commanders in making important decisions and assessing risks.

1-55. When commanders establish command relationships, they determine if the command relationship includes administrative control (known as ADCON). *Administrative control* is direction or exercise of authority over subordinate or other organizations in respect to administration and support (JP 1, Vol 2). It is not a command or support relationship; it is a Service authority. It is exercised under the authority of and is delegated by the Secretary of the Army. Typically, attachment orders state whether the parent unit retains administrative control of the attached unit or if it belongs to the gaining unit. For operational control and tactical control relationships, the parent unit retains administrative control.

1-56. Army support relationships are not a command authority and are more specific than joint support relationships. They are direct support, reinforcing, general support-reinforcing, and general support. Commanders establish support relationships when subordination of one unit to another is inappropriate. Assigning support relationships is one aspect of command and control. Commanders assign a support relationship for several reasons, including when—

- The support is more effective if a commander with the requisite technical and tactical expertise controls the supporting unit rather than the supported commander.
- The echelon of the supporting unit is the same as or higher than that of the supported unit. For example, the supporting unit may be a brigade, and the supported unit may be a battalion. It would be inappropriate for the brigade to be subordinate to the battalion; hence, the echelon uses an Army support relationship.
- The supporting unit supports several units simultaneously. The requirement to set support priorities to allocate resources to supported units exists.

1-57. Army support relationships give supporting commanders the ability to employ their units' capabilities to achieve results required by supported commanders. The proximity of agile HR support capabilities is vital, as it empowers commanders to make strategic decisions and evaluate personnel-related risks in real time, ultimately driving operational success. See FM 3-0 and FM 4-0 for further information on Army command and support relationships.

HR COMMAND AND SUPPORT RELATIONSHIPS BY ECHELON

1-58. All HR functions and tasks integrate under the sustainment warfighting function. 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 and division G-1s and brigade and battalion S-1s. Supporting organizations include the human resources operations center (HROC), theater personnel operations center (TPOC), expeditionary sustainment command (ESC), corps sustainment command (CSC), 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. HR units at echelons above division are Reserve Component (RC) units except the TPOC, ASCC HROC, MMT, and TG PAT. Figure 1-2 on page 12 depicts HR organizations and their relationship with sustainment units and supported units within a theater of operations.

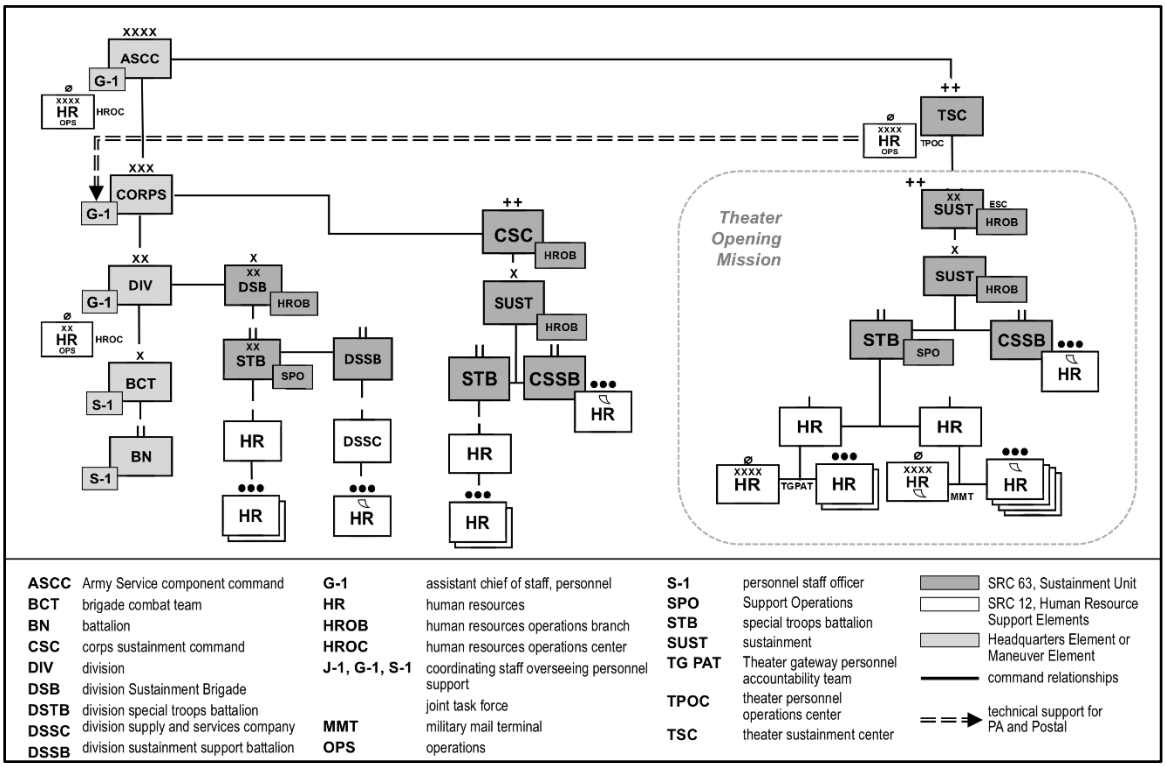


Figure 1-2. Human resources and sustainment structure relationship

1-59. Task organization of all HR organizations is driven by mission variables. At higher levels, HR organizations are assigned or attached to sustainment units within the sustainment structure or to operational units. For example, the TPOC is assigned to a theater sustainment command (TSC), and the TG PAT and MMT teams are 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 organization is attached. Commanders make task organization decisions based on the mission requirements.

1-60. Echelons above corps, such as the Army Service component command (ASCC) G-1, focus on external and internal HR support, while subordinate echelon G-1s and S-1s focus on internal support. The HROBs focus on external HR support within the ESC/CSC/DSB area of operations (AO). 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 and S-1 at all echelons. Army Bands provide casualty operations support to HR organizations and staffs. Commanders are responsible for the training readiness authority 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.

HR ROLES

1-61. The TSC is the senior sustainment organization for an area of responsibility (AOR). The TPOC is the key linkage between the ASCC G-1 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.

1-62. The DMC, in coordination with each commodity branch (to include the TPOC), develops the theater distribution plan 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 reception, staging, onward movement, and integration (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. (See ATP 4-93 for specific information on the mission and organization of the TSC DMC and the duties and responsibilities of the TSC/ESC G-1.)

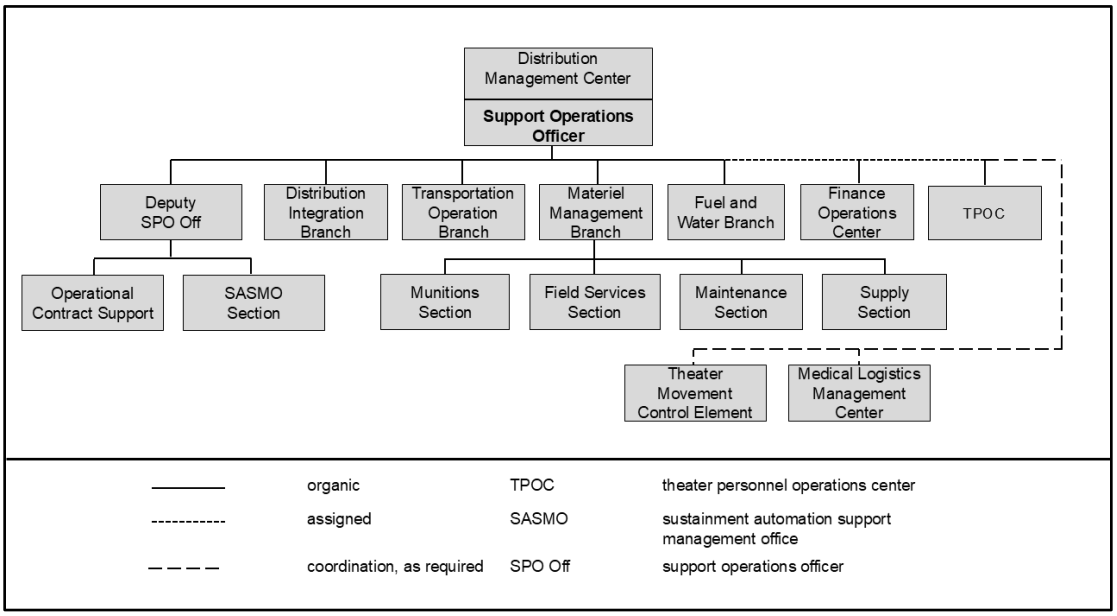


Figure 1-3. Distribution management center with a theater personnel operations center

1-63. The ESC is attached to a field army or a TSC, and the CSC is assigned to a corps. The role of the ESC/CSC headquarters (HQ) is to execute command and control for task-organized units and to plan and synchronize current and future sustainment operations. Both HQ are task organized with sustainment brigades and functional logistics organizations. Each of their G-1's focus on organization-specific (internal) HR support, while their HROBs focus on the AO in concert with the overall concept of support for sustainment. (See ATP 4-92 for more information on the mission and organization of the ESC/CSC.)

1-64. The sustainment brigade is task organized to support theater opening, theater distribution, area sustainment, or life support missions. The sustainment brigade has an organic HQ and an STB; all other assets are task organized to the brigade to enable it to accomplish its mission. 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.

1-65. The DSB is assigned to a division and is responsible for the integration, synchronization, and execution of division sustainment operations. The DSB and its subordinate units provide direct support to all assigned and attached units in an operational area 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 an organic division sustainment support battalion (DSSB) 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. (See ATP 4-91 for specific information on the mission, organization, and operations of the DSB.)

1-66. The HROB is an organic element within each sustainment brigade and DSB SPO section and ESC/CSC DMC. The HROB has the mission to plan current and future operations and coordinate, integrate, and assess the emplacement and operations of HR elements executing personnel accountability, HR support to casualty operations, and postal operations. This includes providing technical assistance to supported G-1s and S-1s in personnel accountability, casualty, and postal missions.

1-67. The establishment of a close relationship between G-1s/S-1s and their supporting ESC/CSC, sustainment brigade, or DSB HROB is critical for timely support. The G-1/S-1 of the organization establishes

HR support requirements for subordinate or supported organizations within the theater and forwards the HR support requirements to the appropriate HROB.

ARMY EXECUTIVE AGENT RESPONSIBILITIES

1-68. *Executive agent* is a delegation of authority by the Secretary of Defense or Deputy Secretary of Defense to a subordinate to act on behalf of the Secretary of Defense (JP 1, Vol 2). Executive agent refers to Secretary of Defense directives and instructions to the head of a DOD component to provide specific categories of support to other agencies or Service components. For example, DOD designated the Secretary of the Army executive agent responsibilities for the Military Postal Service (MPS) and the official mail program, of which the Army DCS, G-1 is the designated office of primary responsibility. The Secretary of Defense designates and funds the Army as the executive agent for numerous DOD common support requirements. These DOD-level executive agent requirements are often related to lead Service responsibilities. The use of an executive agent reduces redundancy of common support requirements across the DOD. However, in many cases, lead Service requirements will be closely related to the DOD executive agent requirements. The combatant commander has the authority to assign the lead Service responsibilities for support that are not executive agent related to a Service.

1-69. The Secretary of Defense or the Deputy Secretary of Defense may designate an executive agent for specific responsibilities, functions, and authorities to provide defined levels of support for operational missions, administrative, or other designated activities involving two or more DOD components. The designation as an executive agent makes that organization responsible for a joint capability. (See DODD 5101.11E)

Chapter 2

Human Resources Echelons, Organizations, and Staff Elements

This chapter discusses the mission and employment of HR organizations at echelon and staff elements from national strategic to tactical levels and their rules of allocation. HR organizations and staff elements are designed to be flexible and capable of providing and sustaining HR support across the range of military operations.

OVERVIEW

2-1. HR support is executed at all levels of warfare. At the national strategic level, HR support centers on shaping and implementing effective military and civilian manpower policy and HR policies and programs that build sustained personnel readiness across the Army. HR support at this level encompasses national mobilization and falls within the purview of national political and military strategic leaders. It deals with mobilization of the Reserve Component and national manpower acquisition and integration, deployment, and demobilization. National strategic HR support transitions into theater strategic support that considers the missions of combatant and theater-level commands. Theater strategic HR support links national-level support to theater military operations, integrating and synchronizing force deployment in the strategic support area facilitating reception, staging, and onward movement of forces. Operational HR support focuses on reception, allocation, management, and redeployment of units and Soldiers. Tactical HR support focuses on the specific functions of manning units and sustaining Soldiers and units. Figure 2-1 below depicts a notional array of Army HR staff elements and organizations that man the force and provide HR services across the levels of warfare.

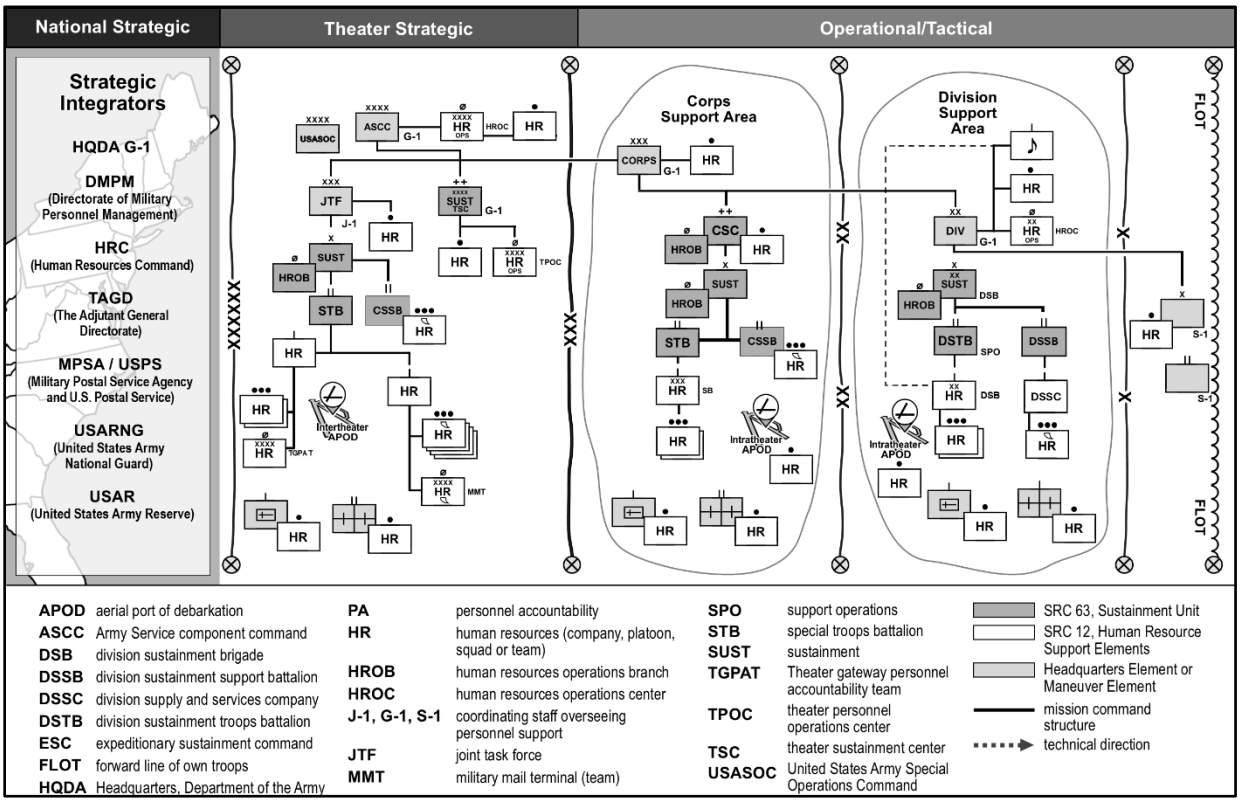


Figure 2-1. Notional human resources forces across the levels of warfare

NATIONAL STRATEGIC LEVEL HR SUPPORT

2-2. National strategic level HR support centers on shaping and implementing effective military and civilian manpower policy and HR policies and programs that 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, national 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, Regular Army, Army National Guard [ARNG], United States Army Reserve [USAR][military], civilian, and CAAF). Army HR management oversight and direction also extends to training, readiness, and mobilization policies, plans, and programs affecting the Army (both Active and Reserve Components) with a strong emphasis on all policies and programs pertaining to mobilization, demobilization, and accessibility of the RC.

2-3. At the national strategic level, the Army G-1; Director, ARNG; and Chief, USAR manage HR support for their respective components. The Assistant Secretary of the Army (Manpower and Reserve Affairs) is responsible for the supervision of the manpower, personnel, and RC affairs for the Department of the Army. The Civilian HR 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 Human Resources Command (HRC) applies and implements these policies for military personnel. Installation Management Command (IMCOM) and the Military Postal Service Agency (MPSA) provide strategic support to the force for MWR services and postal operations respectively.

MILITARY POSTAL SERVICE AGENCY

2-4. The MPSA is a jointly staffed organization which serves as the single point of contact with the United States Postal Service (USPS). It oversees MPS operations, which include the Official Mail Program for the DOD and serves as the managing authority over MPS operations. The Secretary of the Army is the designated DOD executive agent for the MPS, and the Adjutant General of the Army is the Executive Director of MPSA. The 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. The MSPA operates in accordance with (IAW) DOD policy to ensure that DOD components comply with DOD, USPS, and General Services Administration policies and procedures regarding the processing, distribution, and transportation of DOD postal items.

UNITED STATES ARMY DEPUTY CHIEF OF STAFF G-1

2-5. The Army 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 the 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. 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.

2-6. 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

2-7. 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.

2-8. 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

2-9. The FORSCOM DCS, G-1 is the principal staff officer for all matters concerning HR support (military and civilian). The FORSCOM DCS, G-1'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 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 plans and coordinates all other personnel support.

2-10. The FORSCOM DCS, G-1 is responsible for managing the personnel readiness of the command. As a member of the staff, the FORSCOM DCS, G-1 participates in all FORSCOM G-3 force management-related actions. The FORSCOM DCS, G-1 also participates in Readiness Reviews and Joint Forces Readiness Reviews to validate personnel readiness of units sourced to meet combatant commander force requirements, OPLANs, and develops the personnel support portion of annex F (Sustainment) to the OPLAN and OPORD.

UNITED STATES ARMY TRAINING AND DOCTRINE COMMAND

2-11. The TRADOC G-1 interfaces with Army staff and commands with HR systems and policy functions to support mission priorities, which include Army force generation, force development, capability development, future force design, operational architecture initiatives, and professional military education and leader development for the Army. The G-1 also advocates for TRADOC's mission in enterprise forums and synchronizes its associated lines of effort with subordinate three-star commands as a comprehensive and integrated process to achieve the desired Army Campaign end state across TRADOC.

2-12. The TRADOC G-1 provides strategic plans and initiatives that increase readiness and efficacy of TRADOC's military and civilian workforces. The G-1 supports the Center for Initial Military Training, the Combined Arms Center, TRADOC centers of excellence and schools, while facilitating transformational initiatives. The TRADOC G-1 provides strategic vision and synchronizes the development and implementation of a comprehensive human capital strategic plan through ongoing and new initiatives IAW TRADOC priorities.

2-13. The Sustainment Center of Excellence is the force modernization proponent for sustainment. It oversees and coordinates the functions of the five sustainment branches of the Army (Quartermaster, Ordnance, Transportation, Adjutant General and Finance Corps) and Army Sustainment University. The Soldier Support Institute, under the Sustainment Center of Excellence, strengthens the U.S Army by investing in the professional development of Soldiers and Civilians in key areas such as financial management, HR support, Army Band, postal operations, and recruiting/retention operations. The Adjutant General School trains and develops agile leaders and Soldiers who provide HR and music support to the force and provides input and oversight of HR concepts, doctrine, training and organizational design to support an expeditionary Army in war and peacetime.

UNITED STATES ARMY MATERIEL COMMAND G-1

2-14. The United States Army Materiel Command G-1 collaborates with Army and Defense Department partners to develop an innovative and responsive human capital framework that supports the entire workforce, including Soldiers and DA Civilians through expert HR consultation, leadership, and guidance. The G-1 develops, implements, and administers policies and procedures to maximize workforce capability.

THEATER STRATEGIC LEVEL HR SUPPORT

2-15. HR policies and procedures developed at the national strategic level drive HR support at the theater strategic, operational, and tactical levels. HR support considers the missions of supported and supporting units and operates under a variety of command relationships that vary by echelon. HR organizations perform activities and tasks to sustain HR functions to maximize operational effectiveness and facilitate support to Soldiers, their Families, DOD Civilians, and CAAF. This section discusses the HR organizations that provide theater strategic level HR support.

2-16. At the theater strategic level, G-1s under Army commands and ASCCs manage HR support for their respective commands. G-1s must understand the relationships of supporting and supported elements when providing HR support in operational theaters.

ASCC G-1

2-17. The ASCC G-1 is the principal staff officer for all matters concerning HR support (military and civilian). The ASCC G-1 interacts with the combatant command (J-1) to support the combatant commander's performance of Title 10 responsibilities. The ASCC G-1'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 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 also coordinates personnel support.

2-18. The ASCC G-1 is responsible for managing the personnel readiness of the command. As a member of the staff, the ASCC G-1 participates in the theater Army commander's operations process and develops the personnel support portion of annex F (Sustainment) to the OPLAN and OPORD. (See ATP 1-0.1 for detailed organizational functions and responsibilities on the ASCC G-1.)

ASCC HUMAN RESOURCES OPERATIONS CENTER

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 provides strength management capacity, personnel accountability, technical expertise, analysis, assessment, training, and assistance. It also provides casualty, replacement, and postal planning capabilities to support the execution and management of operational and tactical HR support for organizations assigned or attached to divisions. The HROC uses HR planning considerations to develop performance indicators to measure the accomplishment of HR support. The HROC assesses and analyzes HR systems, processes, and procedures, and can execute HR training to support organizations assigned or attached within the corps and division areas. The HROC provides the G-1 and supported units visibility of the employment and integration of Army HR information and systems. (See ATP 1-0.1 for more information on the ASCC HROC.)

HROC (THEATER CASUALTY INFORMATION CENTER).

2-20. The theater Army HROC establishes the casualty information center (CIC) and manages casualty reporting within the theater of operations IAW policies established by the theater Army G-1. The theater CIC is the focal point for casualty report processing and serves as the point of contact for all casualty reporting actions by establishing a direct link to HRC, Casualty and Mortuary Affairs Operations Division (CMAOD). In coordination with the theater Army G-1, the theater CIC serves as the repository for casualty reports, tracks locations of medical facilities within the AOR, and performs all necessary communication and coordination with hospitals, mortuary affairs company HQ, supported units, and subordinate HQ to perform casualty reporting operations.

THEATER PERSONNEL OPERATIONS CENTER

2-21. The TPOC is a multifunctional organization assigned to the 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 or determined by mission variables. 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. It 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 coordinates Class VI movement of mail with the MPSA and within the theater through the TSC DMC. The TPOC is responsible for synchronizing replacement priorities with the sustainment community. The TPOC integrates and provides guidance and technical support for HR units executing personnel accountability and postal functions throughout the theater as defined by the policies and procedures established by the ASCC G-1. It monitors the execution of the TG PAT and MMT missions at the theater gateway. (See ATP 1-0.1 for detailed organizational functions and responsibilities on the TPOC.)

THEATER GATEWAY PERSONNEL ACCOUNTABILITY TEAM

2-22. The TG PAT is assigned to the sustainment brigade with the theater opening mission. It is placed by the ASCC G-1 at the primary intertheater aerial port of debarkation (APOD). As the theater matures, the TG PAT and the augmenting HR company will transition to the theater distribution mission. The TG PAT receives its technical guidance from the TPOC. However, operational guidance and directives come from the ASCC G-1. The mission to establish and operate a personnel processing center for a theater includes an HR company HQ, TG PAT, and HR platoons. The TG PAT executes in and out flow processes for all personnel types (such as rest and recuperation [called R&R], emergency leaves, temporary duty, and deployment and redeployment) and establishes accountability reporting procedures and database operations.

2-23. The TG PAT 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 supporting the 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. (See ATP 1-0.1 for detailed organizational functions and responsibilities of the TG PAT.)

MILITARY MAIL TERMINAL

2-24. The MMT is assigned to the sustainment brigade with the theater opening or distribution mission. The MMT serves as joint military mail terminal with augmentation or as an MMT and provides technical expertise for postal planning, operations, and integration, serving as the primary gateway for postal operations into and out of the deployed AO. It coordinates, receives, and processes prograde mail and dispatches retrograde mail to destinations worldwide. The MMT receives technical guidance from the MPSA and the TPOC POD. Operational guidance and directives come from the ASCC G-1. 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 operational planning, field maintenance, supplemental transportation support, religious, legal, health services support, finance, field feeding, logistics, communication, and personnel services. (See ATP 1-0.1 for more information on the MMT.)

OPERATIONAL AND TACTICAL LEVEL HR SUPPORT

2-25. HR policies and procedures developed at the national strategic and theater strategic levels drive HR support at operational and tactical levels. Field army, corps, and division G-1s serve as assistant chiefs of staff for personnel and are the field army, corps, and division principal HR advisors at operational and tactical levels. Brigade and battalion S-ls, or their equivalents, serve as principal HR advisors responsible for providing HR support at unit level.

Note. Within this publication, the term brigade refers to all types of brigades, the STBs of general officer commands, or other HQ that have brigade-level responsibilities. For example, an HQ company may provide brigade-level support to units commanded by a colonel or general officer.

FIELD ARMY G-1

2-26. The field army is a provisional operational HQ. During large-scale combat operations, forces will be assigned or attached to the field army. In theaters where 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.

2-27. Field army G-1s execute IAW ASCC policies and procedures in their respective AOs. 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.

CORPS AND DIVISION G-1

2-28. Corps and divisions are the formations central to conducting large-scale combat operations. Corps 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 and division G-1s serve as assistant chiefs of staff for personnel and principal HR advisors to their commanders. Corps and division G-1s are elements of the sustainment warfighting cell, which consists of the G-1, G-4, G-8, and surgeon. Corps and division G-1s are comprised of an HQ section and six internal elements. The division G-1 is augmented with an HROC. (Refer to ATP 1.0-1 for different command post elements and responsibilities.)

DIVISION HROC

2-29. The division HROC, assigned to the division, receives technical and operational guidance from the division G-1. It provides direct support data analytics to the division G-1 section on the impacts to personnel readiness and strength management as well as readiness management, planning capability, talent management, and HR operational training for subordinate units to support the phases of large-scale combat operations (including replacement prioritization recommendations). The division HROC provides visibility and integration of Army HR information and enterprise systems at echelons above brigade. It also provides technical oversight and guidance to 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.

BRIGADE S-1

2-30. The brigade S-1 is the principal staff advisor to the brigade commander for all matters concerning HR support including talent management. The function of the brigade S-1 section is to plan, provide, and coordinate the delivery of HR support, services, and technical direction to all assigned and attached personnel within the brigade and subordinate elements as well as provide technical direction. The brigade S-1 may also coordinate the staff efforts of the brigade equal opportunity section, staff judge advocate, and MWR operations. (Refer to ATP 1-0.1 for specific duties, responsibilities, and detailed organizational functions of the brigade S-1 section.)

HEADQUARTERS AND HEADQUARTERS BATTALION S-1

2-31. The corps and division headquarters and headquarters battalion S-1 sections perform the same functions as a brigade S-1. General officer level HQ without a headquarters and headquarters battalion S-1 section or equivalent must be augmented by their higher HQ for support in deployed areas.

BATTALION S-1

2-32. 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. (Refer to ATP 1-0.1 for specific duties, responsibilities, and detailed organizational functions of the battalion S-1 section.)

ADJUTANT

2-33. The adjutant is not a separate position or billet in an organizational structure, but rather the dual role an individual performs. The function of the adjutant should not be confused with certain routine or specialized duties which may be performed. Routine duties may include clerical work, scheduling management, and correspondence management. Specialized duties include 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 it 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. (See ATP 1-0.1 for more information on the adjutant.)

HUMAN RESOURCES OPERATIONS BRANCH

2-34. The HROB is a critical sustainment planning and coordinating element on the battlefield for the delivery of personnel accountability, postal, and casualty support. The HROB is an organic section in the ESC/CSC DMC and the sustainment brigade and DSB SPO. The HROB plans current and future HR operations and coordinates, integrates, synchronizes, and assesses the emplacement and operations of HR units executing personnel accountability, postal operations, and HR support to casualty operations. The HROB is the key integrator between G-1s and 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. (See ATP 1-0.1 for more information on the HROB.)

DIVISION SUSTAINMENT SUPPORT BATTALION SPO

2-35. The DSSB SPO is responsible for planning, coordinating, integrating, synchronizing, and directing the execution of postal support in the division area. This includes ensuring postal missions are—

- Resourced.
- Positioned correctly.
- Allocated properly to provide required postal support.

DIVISION SUSTAINMENT TROOPS BATTALION SPO

2-36. The DSTB SPO is the DSTB staff officer within the division who oversees the division's casualty reporting and personnel accountability missions. The DSTB SPO receives HR mission requirements to support the division's HR sustainment operations from the DSB. (See ATP 1-0.1 for more information on the DSTB SPO.) The DSTB SPO is responsible for planning, coordinating, integrating, synchronizing, and directing the execution of 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 personnel accountability and casualty reporting assistance from assigned or attached HR squads or platoons.

HR COMPANY

2-37. The HR company is assigned to DSBs or sustainment brigades. It provides command and control of assigned or attached multifunctional HR and postal platoons providing direct and general support for personnel accounting and mail capability above the division level, in addition to HR support to casualty operations and postal operations to external units and personnel in an assigned AO. The HR company has a plans and operations section that provides technical support, coordination, and direction for all assigned or attached platoon operations in coordination with the HROC or HROB supporting the DSB, sustainment

brigade, ESC, or CSC. The HR company is configured to command and control up to seven platoons (comprised of squads or teams) performing personnel accountability, casualty operations, and postal operations by task organizing multifunctional HR and postal platoons, TG PATs, and MMTs. The HR company receives guidance from the DSTB, DSSB, STB, TPOC, or HROB to employ platoons where needed to best support personnel accountability, casualty tracking and reporting, and postal support. (See ATP 1-0.1 for more information on the HR company.)

HR Platoon

2-38. The HR platoon is a multifunctional platoon that executes personnel accounting missions and conducts HR support to casualty operations across the various levels of warfare from theater strategic to tactical. The HR platoon consists of three HR squads capable of performing either a personnel accounting or a casualty reporting mission. HR platoons provide the capability to increase mission flexibility and can augment G-1 and S-1 sections. They can also support TG PATs executing personnel accounting operations in support of RSOI operations. Multifunctional HR platoons and squads normally provide direct support to brigade-level maneuver units and general support to other units operating in the division, corps and theater AO. (See ATP 1-0.1 for detailed organizational functions and responsibilities of the HR platoon.)

2-39. If accomplishing the personnel accounting function, the HR squad captures personnel accounting data on personnel entering, transiting, or departing from an intertheater or 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.

2-40. If supporting the casualty reporting mission, the HR squad is responsible for providing accurate and timely casualty reporting and tracking information at Role 3 medical treatment facilities (MTFs), mortuary affairs company HQ, general officer-level HQ, and the ASCC HROC. HR squads facilitate real-time casualty information for commanders at all echelons. 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 Soldier return-to-duty (RTD). (Refer to ATP 1-0.1 for specific duties and responsibilities of the HR squads.)

Postal Platoon

2-41. The HR company and subordinate postal platoons located at the theater-level MMT receive and coordinate arriving mail through the distribution process. Mail sorting to UIC level of detail is predominantly done at the theater and pushed through the distribution channels to the supply support activity. The postal platoons receive the mail dispatched from the MMT and prepare it for dispatch to designated mail delivery points. Company and battalion mail clerks pick up mail from the mail delivery point and coordinate delivery to addressees. Mail clerks coordinate collection of retrograde and redirect mail from Soldiers and deliver it daily to the mail delivery point simultaneously with pick-up of unit mail. The same transportation used to deliver mail to delivery points transports retrograde and casualty mail through the postal network. Figure 4-1 depicts the mail flow from CONUS to unit/Soldier (ATP 1-0.1).

Note. Postal capabilities expand or contract based on supported population (for example, 1 postal platoon per 6,000 supported).

ARMY BANDS

2-42. Army Bands provide ready, trained, and certified Soldiers who, on orders, can deploy as a full unit and provide support through the DSB or sustainment brigade HR company to assist with individual and collective casualty reporting and casualty management tasks during surge periods. This support requires Army Band Soldiers to have a working understanding of casualty management and be technically proficient in identified tasks. (Refer to ATP 1-19 for detailed information regarding band support during large-scale combat operations.)

2-43. Army Bands promote the Army and U.S. interests, enable commanders to shape the environment to accomplish their mission, and set the conditions that lead to trust and confidence in the Army and its readiness to conduct operations in peacetime, conflict, and war. Army Bands' flexibility and versatility enable

performances by using a full band or small teams. These teams allow commanders to meet strategic and tactical goals while simultaneously fulfilling home station requirements. Army Bands are designed to support joint, interagency, and multinational operations, providing broad flexibility to use customized music performances to fulfill deployed and home-station mission requirements. Through these music performances, Army Bands boost Soldier resilience, morale, and esprit de corps.

2-44. Army Bands have a variety of resources with which to accomplish musical support missions. Army Bands are task organized into music performance teams that offer the flexibility to support concurrent musical missions in multiple geographical areas. The teams are identified by their additional skill identifier organization and provide an array of situationally and culturally appropriate performances. Army Bands can concurrently support both deployed operations and home station missions. This permits commanders to spread the positive impact of Army Bands across the deployed force, to the military and their Families, the American public, and the international community. Deployed bands may support the rear detachment with a music performance team. In this circumstance, musical support is generally limited to providing military or patriotic music for static ceremonies, protocol functions, Family readiness group functions, and religious and hospital support activities. Army Bands based in the U.S. and its territories continue to provide music support of Army recruiting and deliver targeted messaging during overseas contingency operations.

2-45. Army Bands have two standard structures—direct support and general support:

- Direct support bands are intended to meet the needs of a single command, at an installation and geographical area with local or specific support responsibilities.
- General support bands are intended to meet the needs of multiple collocated commands that have regional support responsibilities, high density of troop and other service populations to be supported, and a greater density of civilian and retired military population.

2-46. Special bands are an exception and are structured differently. Both direct support and general support bands have administrative and musical support functions, a ceremonial marching band, and multiple musical performance teams that provide both concurrent independent musical support capabilities to the installation and surrounding community, as well as increased collective capabilities when combined.

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Chapter 3

Man the Force

This chapter discusses the subordinate key functions of man the force that affect the personnel aspects of building and maintaining the combat power of organizations. Man the force ensures there is an uninterrupted flow of Soldiers to the battlefield and accurate accounting for all Soldiers, DOD Civilians, and CAAF. Properly manned units are vital to assuring the fulfillment of missions as a strategic element of national policy, enhancing predictability, and ensuring commanders have the personnel required to perform assigned tasks.

3-1. 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. 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.

3-2. HR professionals rely on HR databases and systems to accomplish man the force functions at all echelons. HR providers must take ownership of data they control to eliminate or reduce errors affecting man the force functions (ATP 1-0.1). Man the force includes four subordinate key functions:

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

PERSONNEL ACCOUNTING AND STRENGTH REPORTING

3-3. 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, including intra-continental United States (CONUS) movement, intertheater and intratheater movement legs, and staging and holding areas; these activities all use various HR accountability and strength reporting resources. The objective of PASR is to account for Soldiers, military members of other Services, DOD 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 with the details necessary to analyze personnel strength as a component of combat power. This information is also used by other HR leaders to plan and provide HR support. 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.

3-4. Personnel accounting is the reporting of by-name data on Soldiers and DOD Civilians as they arrive and depart units, and the management of the location and duty status of every person assigned or attached to a unit. Readiness and manning functions in IPPS-A support unit personnel accountability, readiness reporting, and manning requirements. Strength reporting is a numerical end product of the personnel accounting process. It 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.

3-5. 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—

- Account for military personnel individually in Deployed Theater Accountability System (DTAS), SABIR via IPPS-A, and Regional Level Application Software.
- Collect, process, and sort personnel accounting data about Soldiers, DOD Civilians, and CAAF (including other theater-designated contractor personnel) in both connected and disconnected environments.
- Track and account for transiting personnel in DTAS.

3-6. The Army uses DTAS in a deployed environment as 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 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 operational area. In the event 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. These reports can be easily transmitted via voice if necessary and are compatible in a joint/multinational environment. Refer to FM 6-99 for the Army's standardized PERSTAT format.

3-7. Contractor personnel accounting includes using SPOT to identify, capture, and record the personal identification information and assigned location of individual contractor employees. This information is used 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 OEs. Contractor personnel accounting information can also be aggregated and used to provide commanders with contractor personnel visibility. Contractor personnel visibility includes information on the location, movement, status, and identity of contractor personnel. Commanders can act upon this information to improve the overall performance of contracted support to the mission.

3-8. Commanders maintain accountability of Army Civilians, CAAF, and AAFES and American Red Cross employees assigned or attached to support contingency operations. The Army field support brigade assists in establishing and maintaining the tracking and accountability of all CAAF and other contractors as directed. Army units use SPOT and the Joint Asset Movement Management System to accomplish CAAF accountability and tracking and incorporate contractor numbers in reports to the TPOC and ASCC G-1. The Joint Asset Movement Management System is an information technology application developed to capture movement and location information for federal government contractors, operating forces, and government civil servants throughout specified operational theaters. The ASCC G-1 is responsible for developing PASR policies for contractors. The G-1 monitors the personnel accountability process to ensure subordinate units are executing it properly (see ATP 4-98, ATP 4-10, and ATP 1-0.1).

3-9. HR professionals commonly use several key terms when performing personnel strength reporting:

- **Assigned Strength** includes all Soldiers currently assigned on orders to the unit.
- **Attached Strength** includes attached units and Soldiers in the personnel strength report of the gaining commander. Attached units provide the gaining HQ personnel data on their Soldiers (normally in an electronic format). The next higher HQ that owns both units provides the attachment orders.
- **Authorized Strength** includes unit peacetime requirements; the number against which personnel assignments are made and can normally be found on a unit's modified table of organization and equipment or Table of Distribution and Allowance.
- **Operating Strength** reflects the number of Soldiers who are available to deploy as compared to authorizations. This relates to available strength on the unit status report and does not include Soldiers who are non-deployable or not available.
- **Personnel Requirements Report** lists unit personnel replacement requirements by grade and military occupational specialty (MOS) and is based on a comparison of authorized versus assigned strength. The standard information source at all echelons is the HR system of record. If that source is unavailable, units must prepare reports manually.
- **Personnel Summary Report** displays a unit's personnel strength in aggregate numbers as of a given time. It reports strength by personnel category (officer, warrant, enlisted, civilian, and CAAF), gains, losses, and duty status changes since the last report. Commanders and personnel readiness managers use the report to assess organizational combat power and set priorities.
- **Required Strength** includes unit wartime requirements found on a unit's modified table of organization and equipment or an RC unit's mobilization/deployment order.
- **Task Organization** includes military forces, units, and individuals grouped under one command for the accomplishment of a specific operation or assignment.

3-10. The ASCC G-1 establishes theater policy for personnel strength reporting to include reporting standards and timelines. Coordination with the ASCC G-6 is necessary to ensure that access to network data transport systems is established for required HR databases and systems. The U.S Army's modernization efforts, driven by advancements in artificial intelligence, are prioritizing a data-centric approach to command and control through portfolios such as Next Generation Command and Control (known as NGC2) and others. The sustainment warfighting function requires significant modernization to automation and network data transport systems to ensure current and future systems are adequately postured to support large-scale combat operations with robust mission command systems and seamless data exchange. A critical component of this modernization is the development of advanced HR applications capable of synchronizing personnel data, dynamically assessing unit combat power, and forecasting HR asset placement for functions like transient personnel accountability and casualty tracking. This data-centric approach is essential for accelerating decision-making and ensuring the right personnel resources are available when and where they are needed to sustain combat power. During large-scale combat operations, strength managers must be prepared to operate with limited or no connectivity because the OE will likely result in disconnected, degraded, or disrupted communications access.

3-11. The TG PAT enters all arriving personnel (Soldiers, DOD Civilians, and CAAF) and units in DTAS to ensure accurate personnel strength reporting throughout the duration of operations. As units and individuals arrive in theater, the HR squad assigned the personnel accounting mission records their arrival in theater. S-1 sections perform all personnel accounting tasks within their units for small-scale movements conducted within the brigade AO and for movement to the intratheater APOD. Units are ultimately responsible for the reported status of their entire formation (AR 600-8-6 and ATP 1-0.1). Figure 3-1 depicts the PASR reporting process and the PASR information flow.

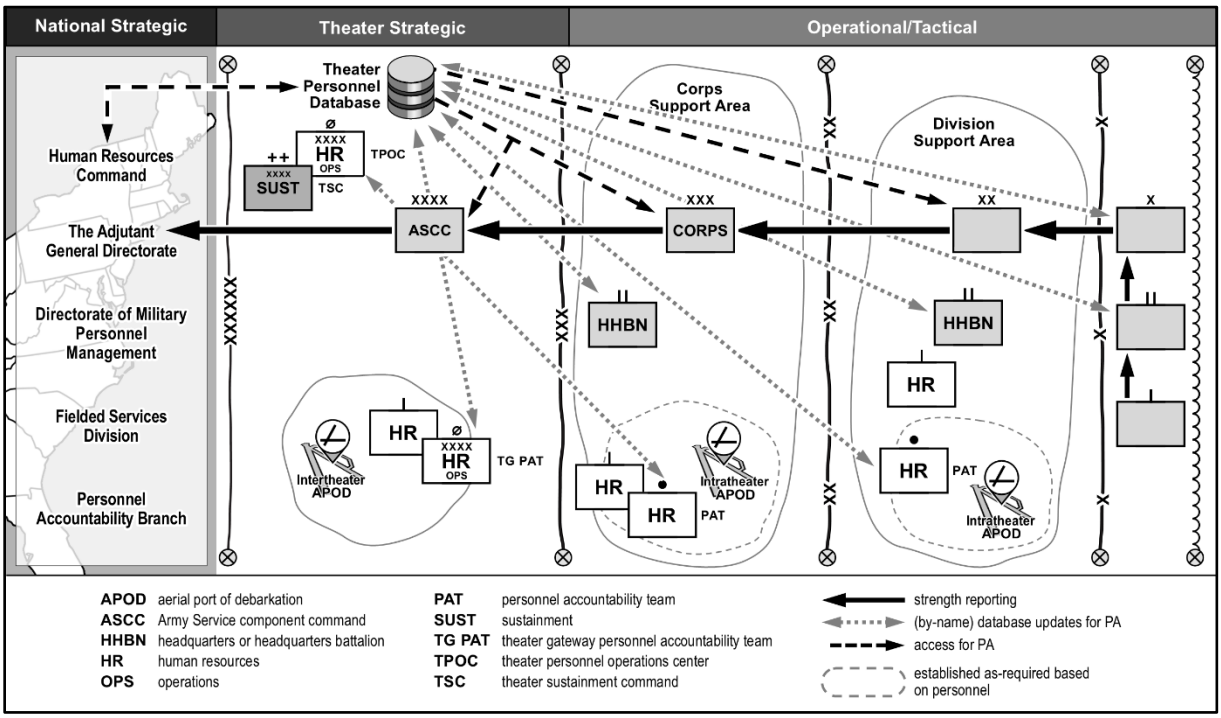


Figure 3-1. Personnel accounting and strength reporting flow

HR SUPPORT TO REPLACEMENT OPERATIONS

3-12. The ASCC G-1 is responsible for replacement operations during large-scale combat operations until the arrival or designation of a regeneration task force (RTF); however, the regional support group could fulfill this role once in theater. 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 including both replacement and RTD Soldiers. It does not include the decision-making process associated with determining allocation of replacements, which is described under PRM. HR support to replacement operations includes the following:

- PASR as part of the reception process at echelon.
- Providing EPS to NRP.
- Informing the sustainment enterprise of allocation decisions so movement of personnel (NRP, RTD personnel, and DOD Civilians) within the theater can be coordinated/synchronized.

3-13. 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. Replacement requirements go to the Army G-3 to determine sourcing using the Individual Replacement System, Small Team Replacement System, Unit Replacement System (company/troop/battery) or larger, or a hybrid approach.

3-14. The HQDA DCS, G-3/5/7 reviews, assesses, and validates unfilled manning requirements and sets 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 USAR units. The DCS, G-1 reviews and assesses all unfilled individual requirements validated by DCS, G-3/5/7 and provides a sourcing solution through HRC for military personnel and through the U.S. Army Civilian Human Resources Agency for civilian personnel. HRC sources NRP as determined by HQDA IAW approved replacement policy from Army G-1, Directorate of Military Personnel Management and HQDA DCS G-3/5/7 prioritization. When required, NRP move from their home station to the CONUS Replacement Center for training for those requirements sourced by NRP (AR 600-8-111).

3-15. To provide individuals as personnel replacements, active Army personnel arrive at the installation and are in-processed by the installation and unit. These filler personnel will move forward as theater requirements demand. RC filler personnel process through the CONUS Replacement Center. Diversions from the original assignment should be made by exception and only to meet operational requirements. To enable speed of replacements during large-scale combat operations, NRP may not be sent to an installation. NRP may be sent to an RTF and distributed IAW ASCC staffing priorities. NRP, 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.

3-16. The ASCC G-1 coordinates with corps and divisions to establish theater replacement management networks, personnel flow, and postal flow estimates. To ensure initial HR capabilities are established prior to the arrival of the main flow of forces, HR support elements are included as part of the early entry element of the sustainment brigade assigned to the theater opening mission. The TG PAT establishes initial theater personnel accountability and theater replacement networks. Its mission is to conduct personnel accountability in the RSOI process, load and unload personnel data from DTAS, and conduct limited EPS for transient personnel. Additionally, the ASCC G-1 refines and validates the casualty estimate and establishes and manages the NRP and personnel portion of reconstitution efforts. See ATP 4-93 for more information on NRP.

3-17. The management and distribution of personnel replacements plays a large role in reconstitution operations. Since no resources exist solely to perform reconstitution, reconstitution operations require the full support of commanders and staffs at all levels to achieve the necessary results. Reconstitution encompasses two major efforts—reorganization and regeneration.

3-18. Reorganization is the expedient cross-leveling of internal resources within an attritted unit in place to restore necessary combat effectiveness as directed by the unit commander. There are two types of reorganization operations: immediate and deliberate. Immediate reorganization normally requires the reassignment or cross-leveling of personnel inside the unit using internal resources to fill critical positions in an organization, normally after achieving an objective. Deliberate reorganization may, in some situations, use some limited NRP or RTD personnel depending on the normal distribution flow of replacements to the unit.

3-19. Regeneration is the rebuilding of a unit and requires time and resource-intensive operations which include equipment repairs/replacements, supply replenishment, mission-essential training, and personnel replacements IAW theater commander guidance. Regeneration requires the commander to designate an RTF command structure to assist with building new units. This will normally not take place in the assigned AO except under unique circumstances and usually occurs at the corps level and above, out of contact with enemy forces. Personnel replacements to build units are normally comprised of NRP and/or RTD replacements or individually reassigned personnel from other ineffective units outside the command, either as individual replacements or as reassigned subunits to build a new organization. In some cases, the commander may decide to redistribute the remaining combat power of an ineffective unit to fill other units. Redistribution is the reassignment of unit personnel and equipment among other units within the command, either as individual replacements or as subunits. (See ATP 3-94.4 for more information on reconstitution operations.)

3-20. PRM is a critical factor in the reconstitution process. Personnel readiness managers and HR planners at all levels must understand the concepts of reconstitution and plan to support commanders in their efforts to sustain combat power. Figure 3-2 depicts a notional NRP replacement operations framework.

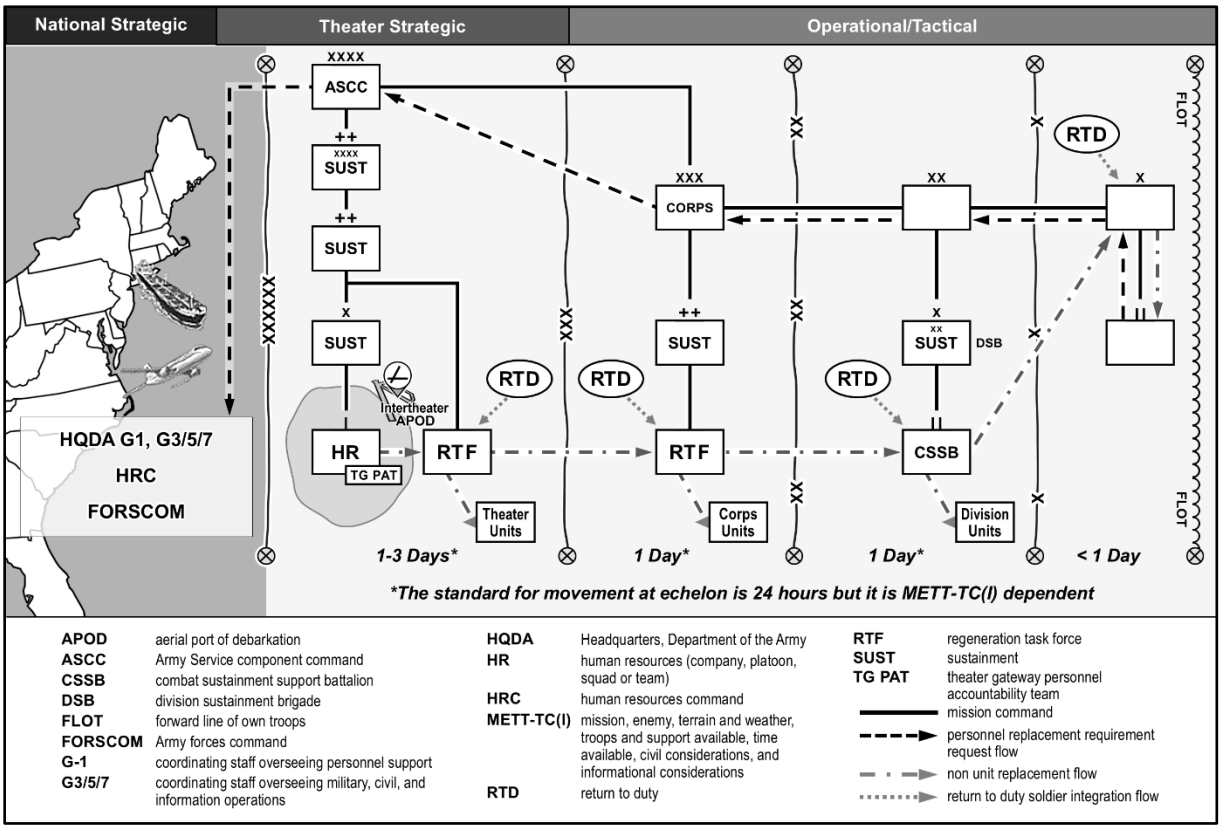


Figure 3-2. Notional NRP replacement operations framework

3-21. The ASCC will normally assign responsibilities for NRP replacement operations to the TSC or RTF. The ASCC, corps, and field army G-1s receive personnel reports of NRP arrival and onward movement from units tasked to support RSOI to ensure proper accountability and monitor the length of time Soldiers stay at theater level before moving to the next destination. Specific tasks to support NRP replacement operations are assigned to an RTF or TSC subordinate units from the ESC all the way down to the movement control team level. These tasks include feeding, billeting, limited supply, finance, personnel accountability, role one medical support, battlefield orientation, and transportation of replacements to their assigned units. Due to limited organic support force structure, NRP replacement operations may require extensive commercial support. The TSC DMC and SPO conduct mission analysis and planning with the theater TPOC and HROC to identify gaps and develop requirements packages to ensure the availability of commercial support when needed (ATP 1-0.1). Figure 3-3 on page 30 depicts a notional crosswalk of NRP replacement functions.

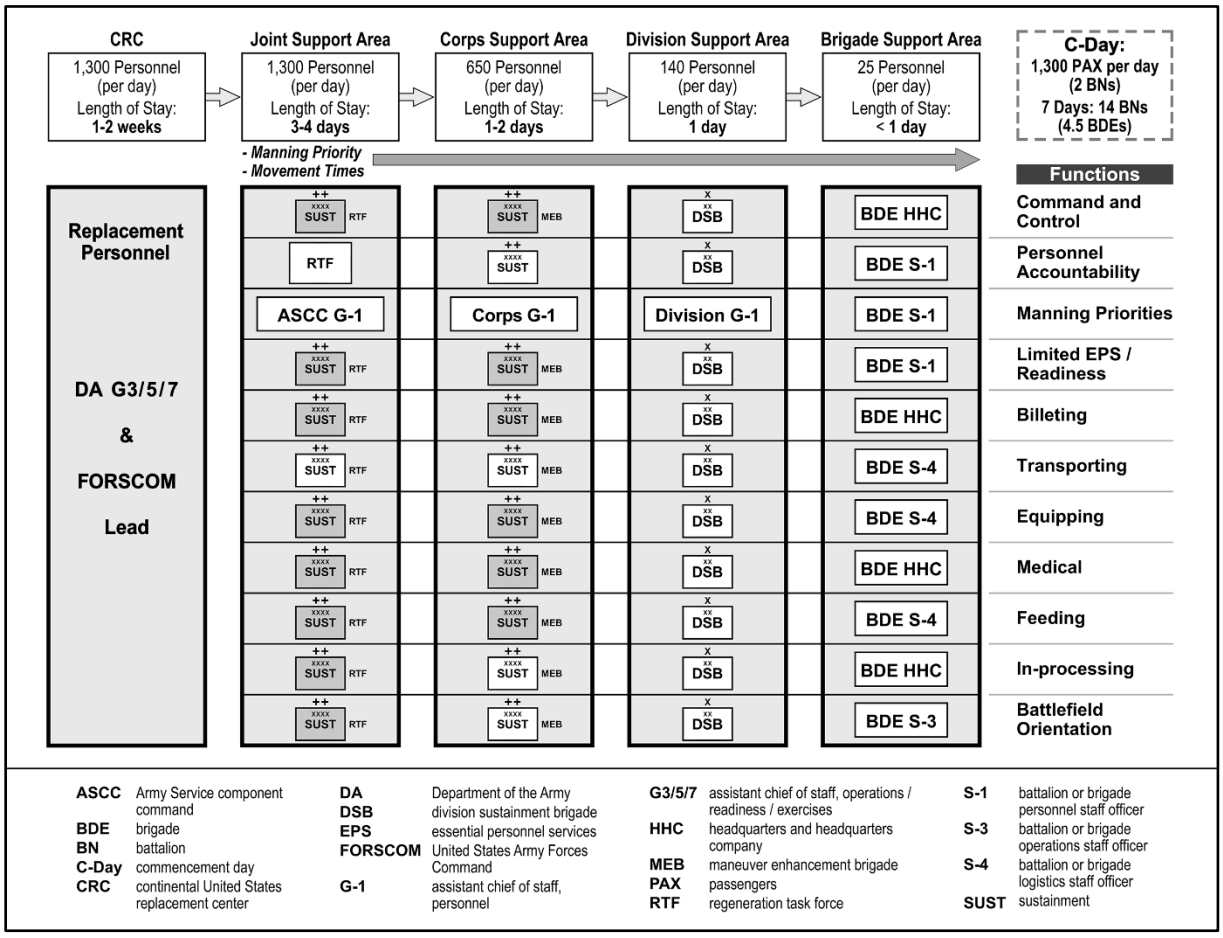


Figure 3-3. Notional NRP replacement functions crosswalk

HR SUPPORT TO CASUALTY OPERATIONS

3-22. 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.

3-23. 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 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.

3-24. Holistic casualty operations involve a wider array of missions and organizations to oversee things like LOD determinations, disposition of remains and personal effects, 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 Civilians.

3-25. Units are ultimately responsible for casualty reporting for their Soldiers. HR staffs and 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 may augment HR personnel accountability and casualty reporting operations.

3-26. 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 performing casualty liaison missions at Role 3 MTFs. 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 (AR 638-8 and DA Pam 638-8).

3-27. The Defense Casualty Information Processing System (DCIPS) is the DOD authoritative system of record for casualty and mortuary affairs reporting and case management for Soldiers and families. Its primary purpose is to record, report, and verify casualty information from unit level to HRC and assist the NOK. DCIPS also tracks casualty data, including incident details, disposition of remains, mortuary affairs, and personal effects, facilitating cross-functional case management and interactive data exchange. The tactical casualty report or applicable Defense Casualty Information Processing System-Personnel Casualty Reporting spreadsheet (single casualty or multiple casualties) may be used to submit an initial report when a casualty incident is observed. (See appendix A for more information).

3-28. Casualty information is collected and reported to the CMAOD with the highest priority and urgency to enable timely command decisions. CMAOD typically receives notifications within the initial reporting cycle shortly after confirmation of an 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 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 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 to gather and report casualty information in a timely manner. Figure 3-4 on page 32 depicts an illustration of the casualty reporting and tracking flow.

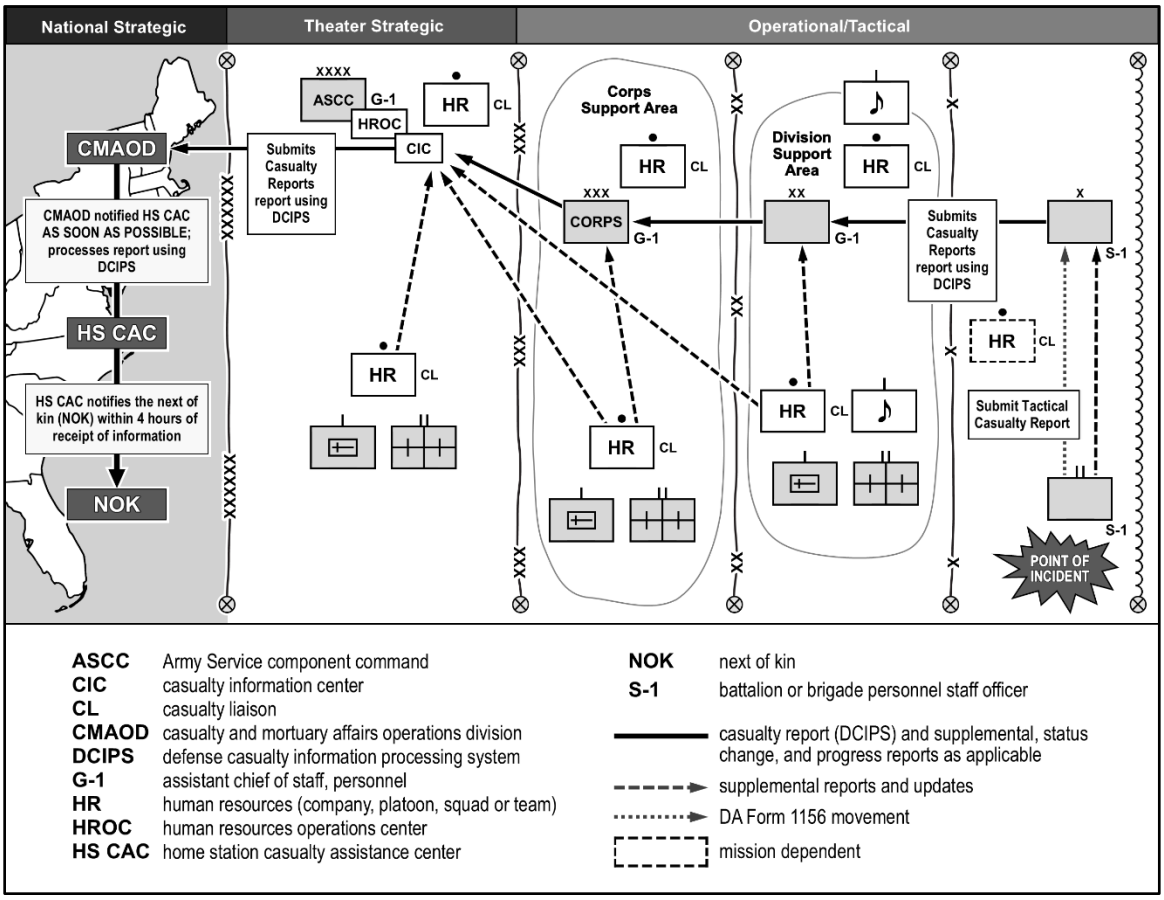


Figure 3-4. Casualty reporting and tracking flow

PERSONNEL READINESS MANAGEMENT

3-29. 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.

3-30. In support of operations, 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. HQDA G-3/5/7, which identifies target fill levels, establishes the manning levels for units. (See ATP 1-0.1 for more information on PRM.)

PERSONNEL DISTRIBUTION LEVELS

3-31. G-1s and S-1s rely on various HR systems and databases for strength-related information. Personnel distribution levels are based on senior mission command readiness levels. The Army has four distribution levels:

- Senior mission command level. Management of grouped units under the same command at a specific location.

- Distribution management level. Management of division-level or two-star command equivalent organizations.
- Distribution management sub-level. Management of brigade or colonel command equivalent organizations.
- Virtual distribution management level. Strength management categorization of grouped units that would otherwise take a combination of distribution management level and distribution management sub-level codes.

3-32. G-1s and S-1s at all echelons assist commanders in developing their personnel priorities. The use of HR systems provides G-1s and S-1s a COP with the national HR provider and allows them the ability to provide a detailed analysis to the commander. Brigade S-1s work with higher HQ to fill authorized vacancies and develop personnel distribution plans within their organization. G-1s and S-1s at all levels maintain situational understanding of competing priorities and assist brigades, higher HQ, and the national HR provider when shifting priorities, changes in operational plans, or other unforeseen events create situations where the personnel fill for an organization is no longer in synchronization with Army manning guidance. The G-1 is responsible for attempting to resolve subordinate command manning issues internally before involving higher echelons.

3-33. The personnel distribution plan allows G-1 and S-1 sections to know where to assign incoming Soldiers. Based on the mission, a brigade S-1 may maintain different fill levels for subordinate units that may not be consistent with their authorized manning level. Key considerations for developing the personnel distribution fill plan include—

- Commander's priorities.
- Unit personnel readiness reports, tactical SOPs, OPLANS, and related plans and reports.
- Replacement forecasts, as well as casualty and RTD estimates. Lessons learned from deployments highlight the need for S-1s to manage these Soldiers as they often return from different roles of medical support, both within theater and from locations outside theater.
- Critical shortages by grade, additional skill identifier, special qualification identifier, MOS, and area of concentration.
- Changes to OPLANs and OPORDs.
- Specific manning requirements for squads, crews, and teams.
- Timelines for exercises, training, and deployment.

Casualty Estimation and Replacement Requirements

3-34. The Army G-1 is the functional proponent for overall casualty estimation (killed, captured, missing, wounded, and disease and non-battle injury) and coordinates with the Army Surgeon General for Army evacuation rates to support projected manning requirements. Casualty estimation is conducted at ASCC level and above as part of the planning process for contingency operations and approved by the combatant commander. Casualty estimates should also be conducted at levels below the ASCC for specific operations and to provide better fidelity in personnel replacement and medical requirements for planners at those echelons. Casualty estimation is always conducted in collaboration with the other staff planners.

3-35. HR planners require close coordination with the ASCC G-1/HROC theater CIC, as well as the SPO officer in the TSC, ESC, DSB, and sustainment brigade concerning casualty estimates and replacement requirements to properly synchronize efforts with logistics and medical planners. Casualty estimates support operations planning, future force planning, and staff training. Casualty estimation and replacement requirements are planned during course of action development to assess force strength for missions within the concept of operations and scheme of maneuver.

3-36. HR planners include mass casualties in the planning process, as well as processing large-scale replacements. The ASCC G-1 must continuously coordinate with corps and divisions for proper replacement allocation of replacement seats in the time-phased force and deployment data (TPFDD). During large-scale combat operations, planners must consider a large, sustained rate of casualties. Specific estimates are established by the ASCC during the planning process. These casualties will vary in severity of injury and represent killed, wounded, disease, and non-battle injuries. Due to a portion of injured Soldiers being RTD, Army HR planners should anticipate having to replace only a portion of the total casualties and any detainee or missing personnel based on approved casualty estimates. HR planners are responsible for developing

replacement requests as part of the deliberate planning process. For those requirements that are not sourced with unit replacements, HRC assists Army commands in developing NRP force packages.

3-37. Ensuring realistic casualty estimates is critical to the planning and resourcing of replacement operations. The Medical Planners' Toolkit (MPTk) is the designated casualty estimation tool of record for the Army Human Resources planners at echelons above brigade. It integrates several tools, including the Casualty Rate Estimation Tool, which provides the capability for planners to calculate the combat and noncombat injuries and illnesses that would be expected during military operations. Casualty estimation results can be used within the joint medical planning community and provide users with a means of estimating required replacements by MOS and pay grade.

SUSTAINABLE READINESS OVERVIEW

3-38. The Army must sustainably generate ready and responsive forces over time to enable their projection and employment as an essential part of joint and combined forces. The Army uses sustainable readiness to inform, synchronize, and integrate force generation tasks and processes at strategic, operational, and tactical levels across the near, mid, and long term. Sustainable readiness does this by providing the Army with a common set of processes, models, and mindset that seek to maximize opportunities to always build and maintain combat power and readiness. Sustainable readiness operates on the understanding that a modern military force necessitates the integration of force generation elements and readiness attributes across key DOD and Army-wide processes down to the unit level to sustainably build and maintain force readiness.

3-39. Sustainable readiness encompasses the planning, preparation, execution, and assessment of the Army's force generation process. Sustainable readiness informs the Army's resource decisions to maximize both mission and response readiness of the total Army force to meet known, emergent, and contingent requirements. The execution goal of the sustainable readiness process is to meet the readiness objectives agreed to by the Army's senior leaders. These readiness objectives are developed during sustainable readiness planning and preparing phases and are informed by the readiness requirements placed upon the force as well as the resources available. Sustainable readiness must focus on increasing and maintaining unit personnel, supply, readiness, and training rating, maximizing the use of available resources. Sustainable readiness achieves readiness consistent with current military strategy, threats to national security, and resourcing levels. For detailed information regarding sustainable readiness, refer to AR 525-29, which describes Army policy for force generation operations and processes and establishes policy for its sustainable readiness process.

SOLDIER AND UNIT READINESS

3-40. Successful unit readiness begins with outlining specific steps G-1s and S-1s must complete to be prepared for deployment. The time for G-1s and S-1s to plan Soldier and unit readiness activities is continual to ensure units and individuals are prepared to deploy if notified. (Refer to ATP 1-0.1 for detailed organizational functions and responsibilities pertaining to Soldier and unit readiness, pre-deployment and deployment actions, Soldier readiness processing, and Army unit status reporting process.)

MANAGEMENT OF DERIVATIVE UNIT IDENTIFICATION CODES

3-41. Derivative unit identification codes (DUICs) must be registered in the Defense Readiness Reporting System-Army database; otherwise, G-1s and S-1s will not be able to view authorization reports. The Defense Readiness Reporting System-Army is the Army's official unit status reporting database and the authoritative database of record and central registry for all approved Army units, organizations, and installations. The DUICs are used in HR systems to identify units and their teams, as well as split-unit elements associated with a parent organization (battalion or brigade units). The DUICs are assigned to organic elements of organizations that require separate unit identification code registration. Split-unit elements are physically located away from the parent organization.

3-42. DUICs are also used to assign a different unit identification code from the parent unit to elements that remain at the unit's home location under the purview of the unit commander when the commander and a portion of the unit deploy. Under the DUIC, the rear detachment accounts for non-deploying personnel assigned to it during a deployment to receive replacements and maintain property accountability. The DUIC is inactivated when the unit redeploys to the home station and may be maintained for future use.

3-43. Commanders have a responsibility for validating and registering their own DUICs. To ensure Soldiers are assigned to the correct location, HR leaders and S-1s must reconcile all unit identification codes and DUICs monthly (AR 220-1, AR 71-32, and DA Pam 71-32).

NONCOMBATANT EVACUATION OPERATIONS SUPPORT

3-44. The DCS, G-1's office has the primary responsibility for noncombatant evacuation personnel accountability reporting. The Noncombatant Tracking System is the DOD system managed by the Defense Manpower Data Center that provides visibility and accountability of evacuees as they depart from their ports of debarkation at the evacuation location and arrive at a safe haven location and/or repatriation site. Evacuated Army personnel, family members, and designated aliens reporting will be transferred from the Noncombatant Tracking System to the Army Disaster Personnel Accountability and Assessment System (ADPAAS) for continued reporting once they arrive at the safe haven location.

3-45. Personnel accountability occurs at the lowest level. Noncombatant evacuation operations will likely be enacted during the initial phases of any large-scale combat operation. ASCC HROCs and TPOC planners may be required to develop plans for reception centers with teams that are trained in ADPAAS and the Noncombatant Tracking System to capture Army evacuee information. HR leaders must be aware that evacuated military members will be placed on temporary duty or receive permanent change of station orders that will require the G-1/S-1 to update the PERSTAT accordingly. Not all Army-affiliated personnel will be accounted for in ADPAAS (AR 525-94, JP 3-68).

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Chapter 4

Provide Human Resources Services

HR services are functions directly affecting a Soldier's status, assignment, qualifications, financial status, career progression, morale and cohesion, and quality of life. Additionally, HR services provide recreational, social, and other support services for Soldiers, DOD Civilians, and other personnel who deploy with the force. This chapter covers the HR services subordinate key functions of EPS, postal and unit mailroom operations, Army Band 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-1s 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 outside of the HR system of record (for example congressional inquiries and Servicemembers' Group Life Insurance). 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.

4-2. To provide effective and prompt HR services, it is critical that actions affecting Soldiers be processed or routed promptly by the chain of command and HR professionals. All EPS actions are processed, verified, or routed by HR professionals at each level of command, less those items updated through Soldier self-service capabilities. Some EPS actions require processing by command elements above brigade. Common actions normally processed above brigade include awards and decorations, congressional inquiries, deletions, officer procurement, and developing EPS policies and priorities (ATP 1-0.1).

4-3. 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. The following paragraphs provide a brief description of the EPS functions and tasks that HR professionals are responsible for processing.

AWARDS AND DECORATIONS

4-4. The awards and decorations program provides a mechanism to recognize Army Soldiers, DOD Civilians, and military personnel of multinational forces for valor, meritorious service, and achievements. IPPS-A is the authoritative data source for Army awards, and it provides Soldiers, HR professionals, and commanders the capability to process and maintain awards within the system. Awards processed and approved using the Awards Eligibility Roster or Award Recommendation personnel action request (PAR) result in an IPPS-A generated order that automatically updates the Soldier's record in iPERMS. See the IPPS-A User Manual for detailed information regarding processing awards in IPPS-A (ATP 1-0.1).

4-5. Commanders may establish award boards to review award recommendations and recommend award decisions. 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.

4-6. During joint operations, HR elements (J-1, G-1, and S-1) must determine Soldier eligibility for joint awards and decorations (DODM 1348.33, Volume 4). During the deployment planning process, commanders with award approval level need to ensure sufficient stocks of individual awards and certificates.

INDIVIDUAL AWARDS AND BADGES

4-7. Combat operations typically see an increase in certain individual awards. Published award criteria and processing guidance may be supplemented via military personnel messages from HQDA. Awards clerks and supervisors should frequently consult their G-1 or S-1 to ensure they have the most current guidance.

UNIT AWARDS

4-8. Commanders authorized to approve unit awards announce those awards in permanent orders. Permanent orders are published announcing the award of a unit decoration and contain the citation of the award, name of the unit or units, and inclusive dates. All unit awards approved at HQDA are announced in HQDA General Orders. Unit commanders and military records custodians must reference AR 600-8-22, in conjunction with personnel records, to determine and confirm entitlement of individuals to wear the insignia pertinent to each type of unit recognition. Verify all entitlements and enter in the Soldier's personnel records IAW AR 600-8-104. HR elements should plan accordingly when requesting unit awards and anticipate a longer than usual processing timeline.

MILITARY EVALUATION REPORTS AND CIVILIAN PERFORMANCE APPRAISALS

4-9. Evaluation reports provide a systematic approach for assessing the performance and potential of military personnel. For noncommissioned officers (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.

4-10. HQDA may implement changes to the evaluation policy during deployments, mobilizations, or emergencies. 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.

RATING SCHEMES

4-11. 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 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 that 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

4-12. HQDA emphasizes the timely and accurate submission of evaluation reports (officer and NCO) and appraisals (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

4-13. 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. 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, NGR 600-101, and NGR 600-200.

4-14. It is important for all personnel involved in the enlisted and officer promotion system to understand that 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. Commanders and S-1s audit promotion point worksheets in IPPS-A to ensure compliance. For example, notification or approval may be required from the State before promoting ARNG Soldiers.

4-15. The promotions functionality in IPPS-A provides commanders and HR professionals with 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 reductions functionality in IPPS-A enables commanders and HR professionals to manage and process reductions in IPPS-A to reduce a Soldier’s rank and grade. IPPS-A reductions include both automated and manual transactions (ATP 1-0.1, IPPS-A User Manual).

SEPARATIONS AND TRANSFERS

4-16. HR professionals process separation and transfer transactions in IPPS-A. Separation and transfer transactions provide 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. The Army separation policy promotes readiness by providing a means to—

- Determine suitability of personnel to serve in the Army based on conduct and ability to meet required standards of duty performance and discipline.
- Achieve authorized force levels and grade distribution.
- Provide for the orderly administrative separation of Soldiers.

4-17. HR professionals perform separation transactions in IPPS-A when a Soldier resigns or discharges with no remaining service obligation. Separation moves a Soldier to an inactive HR status and terminates pay effective the date of separation or retirement. HR professionals perform discharge transactions as required in IPPS-A for regular Army separations where the Soldier has no remaining service obligation with Regular Army or any other components. 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.

4-18. 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 separation. HR professionals and commanders also process separations using a PAR.

4-19. The retirement points functionality in IPPS-A provides HR professionals with the ability to manage and calculate creditable time for all periods of relevant, creditable service for Soldiers in all components. HR professionals use retirement points functionality to capture and calculate creditable and non-creditable periods of active duty. The retirement points functionality maintains calculations on updates to the Soldier’s service record based on personnel actions. The retirement points functionality handles transfers between components and component categories, and applies appropriate rules based on the Soldier’s status in each of these organizations.

Note. IPPS-A consolidates data from Soldiers with prior service data in the legacy Retirement Point Accounting System and Retirement Points Accounting Management application. ARNG retirement points are read-only in IPPS-A as the Reserve Component Automation System remains the authoritative data Source for all ARNG points, including current and prior ARNG Soldiers.

ABSENCES

4-20. Absences are processed utilizing IPPS-A for several different types of events. Authorized absences support the 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, administrative, and parental absences do not. AR 600-8-10 provides regulatory guidance 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 conducted IAW local policy. HR professionals and commanders may view and print approved absence reports (IPPS-A Handbook).

4-21. The Secretary of the Army may suspend all absences for Soldiers upon declaration of a national emergency by Executive Order of the President or upon declaration of war by Congress. Unit commanders and S-1s are responsible for managing absences. During war or contingency operations, the Army may implement procedures for special absences (for example, environmental and morale absences and other rest and recuperation programs). All Army components are eligible for these programs. The Army G-1 publishes instructions for special absences in the Army Mobilization and Deployment Reference.

MILITARY PAY

4-22. 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, and they must be familiar with AR 637-1, DOD financial management regulations, and the Joint Travel Regulation. They are responsible for resolving routine pay inquiries for their Soldiers (ATP 1-0.1).

4-23. 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).

INTEGRATED PERSONNEL AND PAY SYSTEM-ARMY PAY TRANSACTIONS

4-24. IPPS-A automates military pay transactions based on input into the system. IPPS-A processes multiple Format Identifiers and Transaction Identification Numbers. HR professionals have a key role in HR pay impacting transactions and pay error resolution. HR professionals must ensure they understand HR pay impacting transactions generated in IPPS-A and sent to the Defense Joint Military Pay System (DJMS). It is critical that HR professionals fully understand the substantiating documentation required to approve pay transactions as they are the final check on the system to ensure pay and entitlements are accurate. HR professionals review their submitted Format Identifiers and Transaction Identification Numbers report regularly as well as any Customer Relationship Management cases that impact pay. HR professionals use Format Identifier and Transaction Identification Number Reports to reconcile transactions to the DJMS Reject Report in coordination with the theater finance company.

PAY TRANSACTIONS OUTSIDE IPPS-A

4-25. HR professionals use the legacy unit transmittal letters process for pay transactions not processed in IPPS-A. HR professionals process other pay transactions outside of IPPS-A through the theater finance company. DJMS continues to be the pay system of record with myPay support until the transition to IPPS-A Army Military Pay. Servicing finance offices at all echelons continue to process pay transactions in DJMS not sent by IPPS-A.

LINE OF DUTY INVESTIGATIONS

4-26. 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).

4-27. 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.

Note. See ATP 1-0.1 for S-1 LOD investigation responsibilities.

AR 15-6 INVESTIGATIONS

4-28. 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. AR 15-6 identifies personnel that may act as appointing authorities. 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 various categories of deaths including Soldiers, DA Civilians, and contractors. 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

4-29. Suspension of Favorable Personnel Actions (Flags) prevent or preclude execution of favorable actions for 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.

4-30. Commanders authorize restrictions or flags to be applied to a Soldier's record in IPPS-A. HR professionals enter restrictions on a Soldier's record using the personnel restrictions page in IPPS-A. HR professionals can use a restriction for various reasons as they are not always negative (such as Personnel Tempo and Exceptional Family Member Program [EFMP]). Suspension of Favorable Personnel Actions flags a Soldier's record and can prevent promotions, transfers, separations, and retirements through a Suspension of Favorable Personnel Actions PAR. See AR 600-8-2 for specific policy on flags.

4-31. 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 with the 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 unit career counselor and the Soldier's commander, S-1s monitor these actions.

CITIZENSHIP AND NATURALIZATION

4-32. 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 are responsible for assisting non-citizen Soldiers serving the U.S. Army with applying for naturalization (see ATP 1-0.1 for battalion S-1 naturalization responsibilities). Non-citizen Soldiers serving the U.S. Army may apply for naturalization if

they meet Immigration and Nationality Act requirements. While some general naturalization requirements apply under the Immigration and Nationality Act, other requirements may not apply or are reduced.

CONGRESSIONAL INQUIRIES

4-33. Congressional inquiries are specific requests made by members of Congress. Normally, commanders are required to respond to congressional inquiries within a designated time frame and format. While congressional inquiries are not always HR-specific, the commander designates the G-1 or S-1 to process these actions. The G-1 or 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

4-34. An ID 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.

4-35. CACs are the standard for Servicemember ID 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.

4-36. Soldiers are required to wear ID tags at all times while on duty in uniform unless otherwise directed by the commander. Brigade or STB S-1s issue ID tags for assigned or attached personnel, and the TG PAT issues them for transiting personnel (ATP 1-0.1).

EXCEPTIONAL FAMILY MEMBER PROGRAM

4-37. 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.

4-38. 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.

4-39. 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 and query Soldiers about the existence of an exceptional family member during in-processing, readiness processing, during reassignment interview, and out-processing (AR 608-75 and ATP 1-0.1).

PEOPLE ANALYTICS

4-40. 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 real time that is useable, secure, and integrated with Army enterprise systems. Gathering and assessing people analytics allows and enhances leader decision making through the application of statistics and other data interpretation techniques.

4-41. When conducting HR support operations during large-scale combat operations, HR professionals must be aware of the Army's strategic roles and the joint phases to ensure that planning and executing HR operations supports the combatant commander's overall intent. People analytics provide leaders with HR

information and analysis that aids in decision making. People analytics provide the commander with insights into unit's strength and readiness and informs planning, training, and operations. HR professionals leverage these analytics to align HR policies and procedures that directly support the commander's mission (ATP 1-0.1)

BUSINESS INTELLIGENCE TOOLS

4-42. HR professionals use business intelligence tools for data visualization, which allows them to create user-friendly reports with data obtained from HR systems and a variety of sources. Business intelligence tools provide HR professionals and leaders with the capability to visually explore data and publish reports for leaders to manage and make decisions in their formations.

Oracle's Business Intelligence Enterprise Edition

4-43. IPPS-A uses Oracle's Business Intelligence Enterprise Edition (OBIEE) suite to bring data from transactional modules to the business intelligence data warehouse. Reporting and analytic capabilities include a suite of predefined queries and reports that users at all levels can access and manipulate to suit unit reporting needs. Ad-hoc capabilities enable users to build and share unique queries within IPPS-A. IPPS-A reports and analytics provide leaders and HR professionals with a common operating picture of their organizations. IPPS-A's business intelligence framework includes—

- **Workflow Analytics.** Displays the transactional system in real time.
- **Data Warehouse.** OBIEE delivers IPPS-A's ad-hoc capabilities and presents captured IPPS-A data (generally on a six-hour delay).
- **SABIR.** Data visualization tool that includes pre-generated interactive metrics and dashboards.

Reports and Analytics Tiles

4-44. IPPS-A reports and analytics tiles provide quick access to dynamic reports and dashboards primarily using business intelligence functionality. The IPPS-A manual lists tiles that default to the HR professional homepage and OBIEE tile that can be added to personalize the homepage as desired.

Human Resources Authorization Report

4-45. The Human Resources Authorization Report displays the relationship between authorizations and Soldiers within the unit. The report includes sections for total Soldiers, slotted Soldiers and their authorizations, unfilled positions, and grade analysis. The Human Resources Authorization Report functionality provides HR professionals with the capability to customize the Human Resources Authorization Report Dashboard default view to apply custom filters and use the page options menu to save the customized dashboard.

Readiness and Manning Analytics Tile

4-46. The Readiness and Manning Analytics tile is a strength and readiness management tool consisting of dynamic unit views. It consists of four tabs: PERSTAT, Readiness, Vacancy Management, and Unit Excess. It provides HR professionals with the capability to generate and analyze the readiness and manning report.

Historical Strength Dashboard

4-47. The Historical Strength Dashboard tile is an OBIEE tool that provides HR professionals historical views of unit strength for a specified date range based on unit authorizations, current assignments, gains, and losses. The dashboard is split into three sections: Search Criteria, Strength Summary, and Strength Detail.

Projected Strength Dashboard

4-48. The Projected Strength Dashboard tile is an OBIEE tool that provides HR professionals views of unit strength projections for a specified date range based on unit authorizations, current assignments, gains, and losses. The dashboard is split into three sections: Search Criteria, Strength Summary, and Strength Detail.

Ad hoc Reporting – OBIEE Tile

4-49. The ad hoc reporting tile contains multiple data elements that provide HR professionals with numerous query options. This tile provides the capability to create and share unique queries within IPPS-A using OBIEE functionality to facilitate interactive ad hoc reporting capabilities.

Predefined Queries

4-50. The predefined queries process provides HR professionals with the capability to generate queries to view unit personnel data and modify view of data results. The predefined queries functionality provides standardized reports of personnel information (IPPS-A Manual).

Service for Analytics and Business Intelligence Reports

4-51. SABIR is an Army HR data analytics platform used by the Army to provide accurate strength reporting utilizing live data from IPPS-A. SABIR expedites data gathering and includes pre-generated interactive metrics and dashboards, which allows HR professionals, commanders, and leaders more time for analysis. SABIR provides commanders and leaders with business insights and information about their Soldiers, delivering more opportunities to interpret and act on data to make more informed, data-driven decisions, improve readiness, and optimize talent management. SABIR provides HR professionals and leaders the capability to compare the unit and the total force to examine the unit's business intelligence posture. HR professionals use SABIR to access data in the following three categories: Force Composition, Unit Strength and Readiness, and Enterprise.

TALENT MANAGEMENT

4-52. 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. HR professionals should be experts in talent management initiatives and processes.

4-53. Talent is defined as the unique intersection of the knowledge, skills, behaviors, and preferences (known as KSB-P) inherent in Army professionals. Talent management integrates people practices, generating a positive effect on organizational outcomes and leveraging each individual's knowledge, skills, behaviors, and preferences for the mutual benefit of the Army and the individual (based on The Army People Strategy reference).

4-54. The Army Talent Alignment Process (Regular Army and Active Guard Reserve) is a decentralized and regulated assignment marketplace operationalized through IPPS-A. 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 knowledge, skills, behaviors, and preferences, improving alignment of the Army talent supply with unit talent demands utilizing three phases: set the market, execute the market, and clear the market (ATP 1-0.1).

ASSIGNMENTS, REASSIGNMENTS, DELETIONS, DEFERMENTS, AND TRANSFERS

4-55. 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.

4-56. Effective reassignment processing ensures Soldiers complete permanent changes of station by managing requests for deletion, deferment, transfers, or early arrival initiated by Soldiers, the chain of command, HRC, or for compassionate reasons (ATP 1-0.1).

HR CUSTOMER SERVICE

4-57. Customer service is a critical service performed by all S-1 sections as it affects a Soldier's status, readiness, career management, benefits, pay, and quality of life. The S-1 section is the office responsible for ensuring that assigned and attached personnel receive assistance with EPS actions and answering their questions or concerns. The S-1 section must ensure it provides the time and resources to meet the customer service needs of the personnel it supports through in-person inquiries or IPPS-A Customer Relationship Management. HR professionals must establish routine processes for addressing Customer Relationship Management cases. Unit personnel expect HR systems and processes to be responsive to meet their needs. S-1 sections must strive to provide the best customer service possible.

HR DIVISION OF LABOR

4-58. 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 allowances units and table of organization and equipment units, battalion and below, that are geographically separated from their brigade. This partnership requires planning and preparation to ensure uninterrupted HR support to units and Soldiers whether they are deployed or at home station. Army National Guard Joint Forces Headquarters and USAR geographic commands respectively perform similar functions in the military personnel division for the ARNG and USAR in non-deployed environments. Leaders should use the following guidance to determine where organizational-level HR support is conducted:

- 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 ID 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 multi-domain task force 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).

4-59. Senior mission commanders are responsible for base support, services, and enabling readiness in support of large-scale combat operations while enhancing the well-being of Soldiers, DA Civilians, and Families across Army installations. The Army formalized and resourced installation reception centers at several installations to support senior mission commanders and their staffs. Installations with no supporting installation reception center may depend on borrowed military manpower to facilitate installation reception operations. G-1s manage HR service and support activities and shaping programs that support senior mission commanders and must work with them to best provide reception support for their installations.

REAR DETACHMENT HR RESPONSIBILITIES

4-60. Rear detachment operations are an important unit function during deployment. The rear detachment assumes the daily workload of the deployed unit and provides home station support for the unit. The rear detachment leaders maintain regular contact with the deployed unit and are responsible for the administrative operations of the rear detachment, including maintaining command and control, accounting for unit property and equipment, and managing personnel. Regardless of the availability of HR professionals in the rear detachment, the rear detachment leaders are required to maintain these responsibilities IAW Army policy.

4-61. The rear detachment serves as a vital communications link between the deployed unit and Family members. The rear detachment's mission works in tandem with that of the deployed commander and provides support to Soldiers and Families at the lowest level. Rear detachments should be established at two levels (brigade and battalion) to perform the following HR roles and responsibilities:

- Publish the rear detachment assumption of command order.

- Establish and maintain two-way communication with forward-deployed units to facilitate the flow of timely and accurate HR support and information, and to resolve HR issues that cannot be solved by the forward unit.
- Provide HR support to brigade, battalion, and company rear detachments.
- Maintain PASR of non-deployed Soldiers and closely track casualties, family issues, and wounded-warrior care.
- Execute, coordinate, or synchronize HR operations and HR support for rear detachment personnel.
- Maintain connectivity to HR systems and input/update rear detachment changes as needed.
- Provide custodian verification of emergency data (DD Form 93 [*Record of Emergency Data*] and Servicemembers' Group Life Insurance Certificate of Coverage) as casualties occur.
- Coordinate installation support for rear detachment personnel and families of deployed personnel (for example, CAC and ID cards, housing, and vehicle registration).
- Coordinate with the deployed S-1 and S-3 for call forward of personnel.
- Develop and maintain rating schemes for rear detachment personnel.
- Ensure adherence to customer service hours of operation, procedures for accountability, and receipt of mail.
- Provide HR support to Soldiers temporarily returned from deployment.
- Support planning for reception of unit personnel upon redeployment.
- Serve as coordinator between deployed HR elements, home station, and higher-echelon HR support organizations.
- Maintain a family readiness group program with a group leader who is on appointment orders.
- Conduct or support casualty notification as defined in the unit SOP and IAW the installation casualty assistance center.
- Maintain a roster of Soldiers trained and certified for appointment as casualty notification officer and casualty assistance officer when a casualty occurs; monitor the performance of those Soldiers assigned as casualty notification and assistance officers
- Coordinate with the American Red Cross regarding emergency information on Soldiers and Family members. This includes logging, tracking, and processing Red Cross emergency messages and notifying the forward unit of impending messages.
- Ensure trained Soldiers are available for appointment as summary court martial officers and LOD investigating officers as needed.

4-62. To ensure continuity of HR operations during deployments, it is crucial that rear detachments be established and operational as far in advance of the deployment as possible. This not only ensures rear detachment HR operations are properly functioning before deployment, but it also enables deploying S-1 personnel to participate in unit pre-deployment training.

4-63. When considering which HR professionals should be part of the rear detachment, brigade and battalion S-1s must ensure selected personnel are familiar with HR operations. HR professionals designated to be members of the rear detachment should fully understand the HR relationships with family readiness groups, installation HR support, and community resource activities. As HR professionals will likely be involved in HR support to casualty operations, it is recommended the command select a senior NCO who demonstrates the professional characteristics of competence, character, and commitment as well as maturity and compassion. HR rear detachment professionals also deal with family members, and as such, should have good leadership and communication skills and have some experience in dealing with family support issues. The following are keys to successful HR rear detachment operations:

- Establish HR rear detachment operations early.
- Work as a team with the deployed S-1, rear detachment commander, and the family readiness group.
- Be knowledgeable of HR policies and be proficient with HR databases and systems required to perform the HR mission.
- Possess strong communication, listening, and people skills.
- Establish individual roles and responsibilities in the rear detachment SOP.
- Cross-train HR professionals.
- Maintain and foster genuine care and concern for family needs.

- Coordinate with the S-3 training NCO to ensure all qualified rear detachment personnel receive training on casualty notification and assistance procedures.

SECTION II – POSTAL AND UNIT MAILROOM OPERATIONS

4-64. The 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.

4-65. 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 military post office (MPO) supporting on an area basis. Direct support missions are normally assigned to an MPO, but they 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

4-66. The Adjutant General is the functional proponent for the Army's postal operations management system and is 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.

ORGANIZATIONAL RESPONSIBILITIES

4-67. 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

4-68. The Secretary of the Army is the DOD executive agent for the MPS. The 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 providing postal services to all DOD patrons in deployed and non-deployed environments. The MPSA is the single DOD point of contact with USPS HQ (ATP 1-0.1).

JOINT MILITARY POSTAL ACTIVITY

4-69. The joint military postal activity (JMPA) is a subordinate organization of MPSA collocated at the USPS international and military service center and is the single point of contact with the USPS at the postal gateways. The JMPA coordinates mail routing schemes, surface containers, supply and equipment requests, and facilitates processing and transportation of military mail (ATP 1-0.1).

DEPARTMENT OF THE ARMY POSTAL

4-70. 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 (ATP 1-0.1).

SERVICE POSTAL MANAGER

4-71. The Service postal manager (SPM) implements and coordinates postal operations throughout the joint operations area (JOA) under the authority of the combatant commander or joint force postal staff and serves as the liaison between the AO and MPSA (ATP 1-0.1).

ARMY SERVICE COMPONENT COMMAND G-1

4-72. The ASCC G-1 is responsible for postal operations within the AO. While the G-1 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 accomplishes this in coordination with the TSC/ESC and TPOC. All policies developed should adhere to joint policy guidelines (ATP 1-0.1).

CORPS G-1 AND DIVISION G-1

4-73. Corps G-1s 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 performs the duties and responsibilities of the theater G-1. Corps and division commands have postal assets; however, the corps and division G-1 do not. All postal issues or requirements are coordinated directly with the supporting MPO or HROB within the supporting sustainment brigade (ATP 1-0.1).

BRIGADE AND BATTALION S-1

4-74. Brigade and battalion S-1s develop and coordinate unit mailroom operations for their respective assigned and attached units (ATP 1-0.1).

THEATER PERSONNEL OPERATIONS CENTER, POSTAL OPERATIONS DIVISION

4-75. 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 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 detainee 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 mission variables and the combatant commander’s guidance (ATP 1-0.1).

MILITARY MAIL TERMINAL TEAM

4-76. The MMT is the primary theater 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 assigned or attached to an HR company establishes and provides the Army component of a joint MMT team at the intertheater APOD.

4-77. 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 seaport of debarkation) 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 combat sustainment support battalion 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 and is assigned as an element of the theater land component command (JP 1-0, ATP 1-0.1).

HUMAN RESOURCES OPERATIONS BRANCH

4-78. The CSC, ESC, DSB, and sustainment brigade HROBs are responsible for planning, coordinating, integrating, and synchronizing postal operations in conjunction with the appropriate SPO. They serve as the key integrators between G-1s, DMCs, and SPO officers and HR organizations attached or assigned to sustainment battalion and company units within a designated AO. The HROB provides technical guidance from the TPOC and operational guidance from command and control channels to appropriate sustainment and HR organizations to ensure postal capabilities are resourced, positioned, and properly allocated to provide postal support. During large-scale combat operations, postal flow operations will depend heavily on mission variables and the combatant commander's guidance (ATP 1-0.1).

COMPANIES IN SUPPORT OF POSTAL OPERATIONS

4-79. There are two types of companies that command and control postal platoons for the Army that are normally collocated with a supply support activity. They are the HR company and the division supply and services company. At echelons above division, HR companies have assigned or attached postal platoons in support of the postal mission providing direct and general postal support to designated areas of operations. The echelon above division postal platoons are normally assigned or attached to HR companies that are mainly RC units assigned or attached to sustainment brigades that provide general support to units operating outside the division. In the division area, the division supply and services company operating in the DSB has an organic postal platoon that provides direct support for postal functions to units operating in the division AO. Additional postal platoons may be attached to the division supply and services company under the DSSB based on mission workload. These companies and postal platoons are Active Component units assigned to each division and command and controlled by the DSSB.

HR Company

4-80. The HR company provides command and control, short- and long-term planning, and technical guidance to subordinate multifunctional HR platoons, postal platoons, and at theater, the MMT performing the postal mission. The HR company is normally assigned or attached under the command and control of the supporting sustainment brigade and STB and receives technical guidance from the TPOC POD and HROB (ATP 1-0.1).

Division Supply and Services Company

4-81. The division supply and services company is responsible for command and control of the company HQs, supply support activity, and postal and mortuary affairs platoons. It provides general supply, class I perishable and semi-perishable supply, retrograde support, postal operations, and the full range of mortuary affairs operations to supported units. The organic postal platoon is normally co-located with the supply support activity to integrate and synchronize mail distribution with supply services.

POSTAL PLATOON

4-82. 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 MMT. Postal platoons operate under the command and control of either the HR company or the division supply and services company and receive technical guidance from the HROB operations section or the TPOC POD. Personnel from the postal platoon may serve as contracting officer representatives overseeing contracted postal operations (ATP 1-0.1).

BATTLEFIELD FLOW

4-83. During large-scale combat operations, the combatant commander determines mail flow priorities based on mission variables. Prior to deployment, the ASCC G-1 determines the initial postal support requirements in coordination with the combatant commands, other Service components, and the supporting TSC TPOC. In determining the requirements, the ASCC G-1 considers the infrastructure in the AO, deployment timing, force composition, and expected deployment duration. Through operational analysis and input from the TSC, the ASCC determines what postal unit structure is necessary to support the operation and where to place the MMT within the AO. The normal postal unit requirement for supporting a deployed force is one MMT per intertheater APOD receiving bulk mail, and a postal platoon providing postal finance services support for up to 6,000 Soldiers and DOD Civilians. Depending on the scope and expected duration of an operation, postal platoons and HR companies deploy with the main body of the operational Army. A trained and fully equipped postal unit requires a minimum of 48 hours to establish full service postal operations. Postal units must be established before the movement of mail in or out of the AO.

4-84. The USPS sorts mail based on its physical plant capacities. It works with DOD to provide sortation to ZIP Codes, and more specifically, to geographic areas or major clusters of military personnel. The MPSA, to support force deployment in coordination with the USPS, combatant commands, and Service component commands, assigns ZIP Codes to forces after requirements have been met (for example, postal personnel and equipment, transportation, and host-nation agreement concerns). These requirements are processed through the Automated Military Postal System. The ZIP Code may be provided to a unit before deployment, but only

if all the prerequisites for that ZIP Code have been met. The MPSA also coordinates with the JMPA for mail transportation from CONUS to the JOA. During operations, mail may be transported by commercial, contract, or military ground, sea, rail, and air transportation segments.

4-85. Upon notification from MPSA, the USPS sorts and packages mail in time of war or emergency as determined by the Secretary of Defense. The postal service agrees to—

- Allow the DOD to control ZIP Code assignment to all military units.
- Specify jointly with the MPSA the sorting of mail for overseas forces.

4-86. The HR company and subordinate postal platoons located at the theater-level MMT receive the mail and coordinate to distribute it through the distribution process to postal platoons normally collocated with supply companies supporting theater and corps units, or postal platoons organic to the division. The postal platoons receive mail dispatched from the MMT, sort it by supported units, and prepare it for dispatch to designated mail delivery points. Company and battalion mail clerks pick up mail from the mail delivery point and coordinate delivery to addressees. Mail clerks coordinate collection of retrograde and redirect mail from Soldiers and deliver it daily to the mail delivery point simultaneously with pick-up of unit mail. The same transportation used to deliver mail to delivery points transports retrograde and casualty mail through the postal network. Figure 4-1 depicts the mail flow from CONUS to unit/Soldier (ATP 1-0.1).

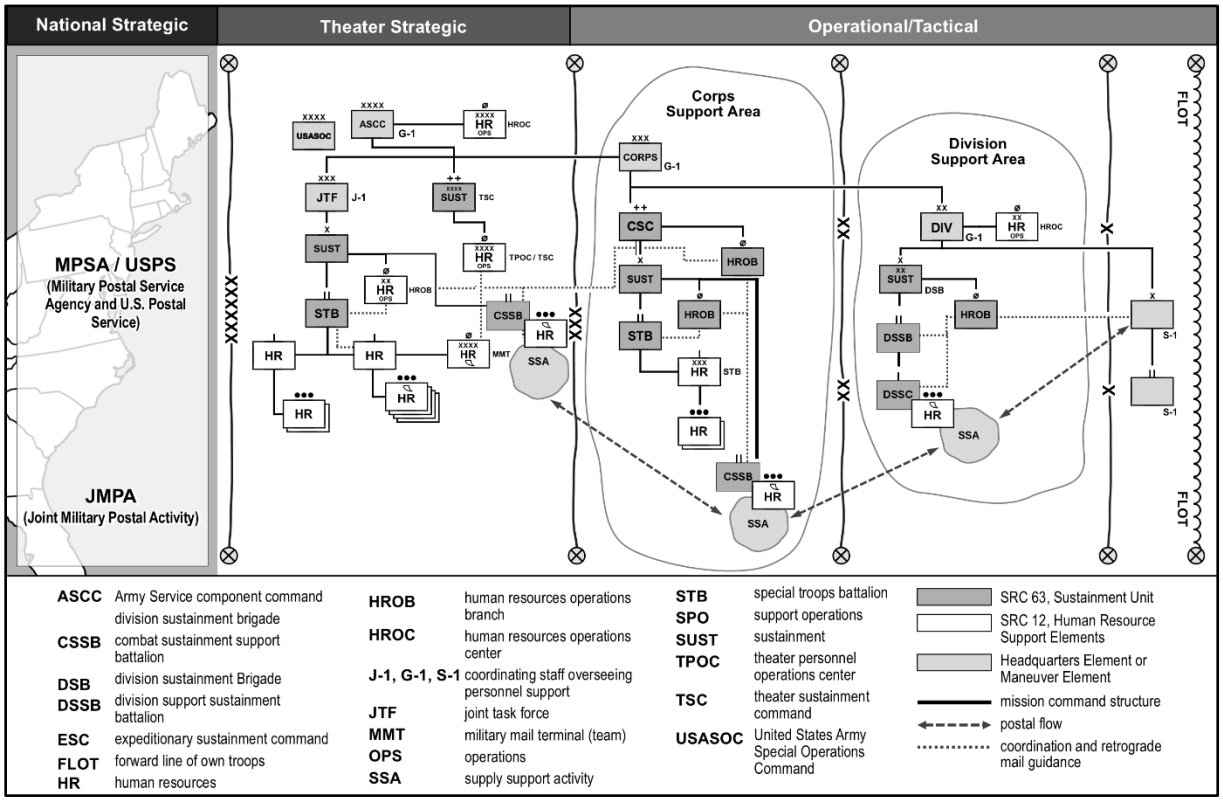


Figure 4-1. Mail flow

4-87. The initial standard for the JOA is restricted mail service, including restrictions imposed by the host nation. Mail is limited to official and first-class mail items, including audio and video media, weighing 13 ounces or less. The commander may lift restrictions and permit parcels as the JOA matures, more postal personnel become available, and the theater ground transportation and airlift systems mature.

4-88. It is important to note that organic transportation assets within units performing postal missions are structured to move assigned personnel and equipment, not mail. The postal operations management network must coordinate all inbound and outbound mail transportation requirements with supply support activity operations and distribution and transportation managers at each level of command, from the MMT to the brigade mail delivery point. Ultimately, effective mail movement requires assured military, contracted,

and/or host-nation transportation support. The standard mail delivery time from CONUS to the JOA MMT can take up to 14 days contingent upon a developed transportation network and mission variables. Additional delivery timelines from the MMT through the MPO and to the unit mail room are dependent upon the lines of communication established in theater.

ADDITIONAL ELEMENTS OF POSTAL OPERATIONS

4-89. Personnel supporting postal operations have additional considerations when conducting operations. The following paragraphs discuss these considerations.

ACCOUNTABLE MAIL

4-90. Accountable mail is registered, insured, certified, signature confirmation, return receipt for merchandise, or express military mail service. Postal platoons receive, sort, and dispatch accountable personal mail to appointed unit mail clerks IAW DOD 4525.09. Once received, unit mail clerks maintain a chain of custody with appropriate documentation through delivery to the recipient. Unit mail clerks ensure accountable mail is properly secured IAW DOD 4525.09. Return undeliverable accountable mail to the servicing MPO the following day with the appropriate endorsements.

CASUALTY MAIL

4-91. Casualty mail processed within the mail distribution system requires special attention to prevent premature casualty information disclosure and mail returned home before NOK notification. Casualty mail consists of unopened mail in the delivery system that has been received by the unit mail clerk for a Soldier or DOD Civilian who has become a casualty (injured, wounded, deceased, missing, or ill). When processing casualty mail, unit mail clerks validate the Soldier's location, hold the mail for the Soldier's return, forward the mail to the MTF, or return to the servicing postal platoon. Undelivered casualty mail will be labeled as "Search," forwarded to the theater-level casualty section, and verified there before it is returned to the sender or forwarded to the NOK. The MPO forwards casualty mail to the casualty mail section for processing. The postal platoon verifies casualty information, makes appropriate endorsements, then forwards casualty mail to the theater casualty section at the MMT for final processing.

Note. Any mail that has been previously opened by the Soldier is considered personal effects and is shipped with the rest of the Soldier's belongings.

CONTAMINATED AND SUSPICIOUS MAIL

4-92. The postal network must make special provisions for handling and processing contaminated and suspicious mail IAW postal regulations. Suspicious mail items may include chemical, biological, radiological, nuclear, or explosive materials. The postal network screens for contaminated and suspicious mail and stops the mail flow when discovered. Any suspicious package or letter must be considered dangerous and handled IAW established policies and procedures (Military Postal Service Procedures Manual, ATP 1-01.1).

DETAINEE MAIL

4-93. The Geneva Convention relative to the treatment of prisoners of war identifies the need for detainee mail operations. The Army G-1 coordinates with the Provost Marshal, an appropriate international neutral agency, and an American neutral agency to assess detainee mail requirements. The ASCC G-1 coordinates with the TSC to identify a postal platoon to handle detainee mail.

FREE MAIL

4-94. Free mail is authorized by Executive Order 12556, Mailing Privileges of Members of Armed Forces of the United States and of Friendly Foreign Nations, and Title 39, USC 3401(a), as determined by the Secretary of Defense. Free mail is a privilege specifically granted by this law and intended solely to expedite transmission of military members' personal letter and mail correspondence to the U.S. in times of operational contingency in arduous circumstances or armed conflict, including large-scale combat operations. Free mail

privileges apply to Service members in a declared free mail operational area as well as those hospitalized in a facility under military jurisdiction because of service in the designated area.

4-95. Free mail is limited by Title 39, USC 3401 (a) to personal letters or sound-recorded correspondence (to include video tapes) and must be addressed to a place within the delivery limits of the USPS or MPS. Free mail privileges normally are not allowed when mail is processed, handled, or delivered by a foreign postal administration. The Army/ASCC requests free mail through the combatant commander for the specific theater and is considered authorized when the combatant commander receives official approval from the Secretary of Defense. Upon completion of the joint operation, the combatant commander requests termination of free mail via MPSA. Refer to DODI 4525.09 for more information regarding free mail.

HOST-NATION POSTAL SUPPORT

4-96. If an agreement is made by the ASCC, combatant command, and the host nation via Memorandum of Agreement and Status of Forces Agreement, this support can be a critical element of the postal support structure. It frees military and civilian postal personnel for more critical duties. Host-nation personnel can be military or civilian, and they can handle all mail classes except official registered mail. Postal unit commanders must indoctrinate Soldiers supervising host-nation personnel in the customs, language, religion, and political conditions of the AO.

INTERNATIONAL MAIL

4-97. The ASCC G-1 and the combatant command, in conjunction with the TPOC POD and HROB, assess and assign postal platoons to manage international mail exchange within the theater of operation. All requests for prograde mail support for multinational forces are submitted by the ASCC to the combatant command for submission to DA Postal and MPSA for approval. Additional security measures should be implemented to safeguard against hazardous materials entering the MPS.

OFFICIAL MAIL AND DISTRIBUTION MANAGEMENT

4-98. The Army G-1 is the functional proponent for the Official Mail and Distribution Management Program and serves as the senior Army policy official for Army-wide official mail. Official mail is mail addressed to or originating from military or other governmental organizations. Official mail is moved through the MPS until it reaches the postal platoon of the unit addressed. Official mail is delivered from the postal platoon to the unit mail clerk/unit mail orderly who then delivers it to the addressee or agent through unit mail distribution channels. Refer to AR 25-51 for procedures regarding official mail.

PERSONAL MAIL

4-99. Personal mail is mail addressed to individual Soldiers and civilians. Postal platoons receive, sort, and dispatch personal mail to appointed unit mail clerks. Personal mail is picked up daily by unit mail clerks or as directed by unit commanders IAW mission variables. Unit mail clerks coordinate with the servicing postal platoon on unit and personnel status changes for mail delivery.

POSTAL FINANCE SERVICES

4-100. Postal platoons provide customer service for postal finance support consistent with the commander's mail policies. These services include money order and postage stamp sales, special services, and package mailing. Postal platoons may provide finance services to Service members and other authorized personnel within battalion and brigade support areas when coordinated with supporting HR (postal) companies. Services are provided as often as the tactical situation and manning level allows at outlying locations and can be increased or decreased based on command directives and mission variables. Electronic postal finance terminal operations require commercial internet service for USPS updates to the system. Manual methods would have to be used without this capability.

4-101. Units coordinate with the postal platoon leader to provide limited mobile postal finance services to units or teams not located near the main servicing postal platoon. The MTF commander coordinates with the postal platoon in their location to provide necessary postal finance services. Policy for mobile postal missions is directed by the TPOC SOPs.

REDIRECT SERVICE

4-102. The postal network provides personal, official, and accountable mail redirect services starting at the unit mail clerk level. There are two forms of redirect services: Soldier redirect and unit redirect. Soldier redirect applies to individual pieces of mail requiring directory service before processing. This includes mail for individual Soldiers who changed units or locations or were separated from the unit. The unit redirect function involves redirecting bags, trays, or pallets of mail because of task organization changes, unit relocation, or unit redeployment.

4-103. Redirect services depend on the AO postal policy and the tactical situation. All postal platoons provide redirect services. Designated postal platoons provide ASCC-level redirect services. Corps-level postal platoons provide the primary redirect services for the corps. Postal platoons handle redirect of unit mail within their supported AO. The TPOC POD and ESC HROB provide personnel and unit assignment and location information in automated form via local theater unit locator services, DTAS, and the Postal Directory and Addressing System to all postal platoons.

USE OF CONTRACTORS FOR POSTAL SUPPORT

4-104. *Operational contract support* is the process of planning for and obtaining supplies, services, and construction from commercial sources in support of combatant commander-directed operations (JP 4-10). During military operations, it may become necessary to contract out selected postal services. Contracting postal support is usually an optimum option when there are insufficient numbers of postal platoons to maintain rotation policies, or when the theater of operations is so vast that the military Services cannot support the area. Oversight of all contractual postal operations requires statements of work to be completed annually at a minimum (or more often, as needed) by the ASCC G-1 and the TPOC POD.

4-105. The success of contracting postal operations when shifting from a military operated and military supervised postal operation to a contractor operated postal operation is ensuring the government maintains oversight of the service and ensuring the tactical situation supports the approach. The military accomplishes this by ensuring trained and experienced postal personnel serve as the primary and alternate contracting officer's representative (COR). A *contracting officer's representative* is an individual designated in writing by the contracting officer to perform specific technical or administrative functions (JP 4-10). Although CORs can be employed on all types of service contracts, they are critically important for more complex services (for example, in the MMT). In no case shall contractor personnel serve as CORs. Not everyone can be a COR; they must be a government employee (either military or civilian) and possess the necessary qualifications (training) and experience commensurate with the responsibilities delegated to them.

4-106. When contractors are used to perform postal missions, a qualified, knowledgeable, postal technical supervisor must be onsite IAW USPS Publication 38, DODI 4525.09, and DFARS PGI Part 201.602-2. Consider the following recommendations when contracting postal operations:

- Establish postal operational contract support (OCS) teams to serve as the nexus for contracted postal efforts. The teams manage the COR training and appointment program and consolidated Performance Evaluation Board reports. The OCS team prepares monthly roll-up briefings to the contracting officer and for the Award Fee Evaluation Board.
- Work with contract managers and legal support offices regarding requirements letters, administrative change letters, and other contract management tools.
- Schedule periodic meetings with the contracting officer and contractors to discuss postal issues.
- Plan contractor support carefully. It is imperative to identify alignment of property early in the process to ensure it is operational and meets the standard before a transfer of authority. Ensure contracts specify what government-furnished equipment will be provided. Define the exact equipment, by location, to be turned over to the contractor during the transfer of authority process.
- Understand the differences between government-furnished equipment, theater-provided equipment, and installation-provided equipment.
- Include the G-1 and the G-8 as required. If there is a requirement for contracting postal support, the G-8 should be a part of the planning and resourcing to provide the proper funding (if available) for this requirement.
- Schedule COR training as necessary to meet rotation requirements.

SECTION III – ARMY BAND OPERATIONS

4-107. Army Bands provide support to the force by tailoring music support through military operations. Music instills the will to fight and win, fosters the support of the nation's citizens, and promotes America's interests at home and abroad. Music serves as a useful tool to reinforce relations with host-nation populations and favorably shapes the civil situation throughout the peace-building process. Inherently capable of providing a climate for international relations, Army Bands serve as ambassadors in multinational operations or to the host-nation population.

4-108. Army Bands provide support across the range of military operations. Military engagement, security cooperation, and deterrence activities build networks and relationships with partners, shape regions, and keep day-to-day tensions between nations and groups below the threshold of armed conflict. As tensions escalate, Army Bands stand ready to support the Army's mission in large-scale combat operations. Army Bands provide casualty operations support to HR staffs and organizations.

4-109. Army Bands' primary functions directly support large-scale combat operations by providing support to Soldiers in deployed and austere environments. They are at the forefront of Soldier and leader engagement activities, actively engaging with and communicating important information to local and regional audiences. Army Bands are designed, equipped, and trained for three primary functions:

- Engaging local, regional, national, and international audiences through world-class musical performances.
- Rendering honors and providing musical support to military ceremonies.
- Providing live music to Soldiers in deployed and austere environments and to Families and veterans on the home front.

4-110. Mission categories describe the function for which Army Bands are designed, equipped, and trained to support. All missions fall into one or more of the following categories:

- Funeral honors: Missions that honor the service of fallen Soldiers including funeral honors and support for memorial services, memorial ceremonies, and dignified transfer (ramp) ceremonies.
- Reviews: Missions conducted within the framework of a ceremony or review, used to honor or recognize unit achievements, present decorations and awards, or mark command transitions IAW TC 3-21.5.
- Morale and welfare: Missions supporting the physical and social dimensions of comprehensive Soldier and Family fitness, strengthen unit morale, and promote esprit de corps.
- Historic and organizational: Missions supporting command recognition of historical observances.
- Community engagement: Missions that are open to the public and intended to generate interest in the Armed Forces, stimulate patriotism, celebrate national holidays, engage with the local public, or enhance relations with local nationals and allies.
- Media: Missions intended for broadcast on television or radio and products developed for physical distribution (recordings) or for social media.
- Official entertaining: Missions performed exclusively for high-ranking officers, government officials, dignitaries, ambassadors, or embassies. These events are usually by invitation only.
- Education outreach: Missions performed to support schools and music education programs.
- Recruiting: Missions to support the U.S. Army Recruiting Command's mission, with or without recruiter presence.

4-111. The type of missions Army Bands perform depends upon the supported command's phase of operations, the location of music performance teams, or the concurrent mission capabilities of the teams. Army Bands are configured in teams that can be employed independently or collectively.

4-112. The ASCC G-1, in coordination with subordinate G-1s and G-3s, determines which of the senior commander's overarching objectives for the AO are appropriate for band support. Operational oversight of the band often comes through the G-3 to achieve G-3 desired effects. The capabilities required to achieve those effects determine the number of bands needed in theater. The ASCC G-1 may establish an Army Band Liaison Officer to synchronize and integrate musical support for Soldiers, HQ, and diplomatic organizations for ceremonial, protocol, strategic outreach, entertainment, and multinational events.

4-113. The band commander is the senior staff advisor to the G-1 on band operations. Scheduling band support is completed by the G-1 through the G-3 in coordination with the band commander. For command and control purposes, Army Bands are attached to the headquarters and headquarters battalion/TSC STB at theater, corps, or division level for administrative and life support purposes. Refer to ATP 1-19 for specific duties and responsibilities of Army Bands.

SECTION IV – MORALE, WELFARE, AND RECREATION OPERATIONS

4-114. MWR programs are activities supporting and improving the morale and well-being of Soldiers and their Families. These include activities sponsored by the IMCOM G-9, Family and MWR Programs Division, other agencies, and commands at all levels. The terminology used in this publication is not synonymous with official Family and MWR programs sponsored by the Army but may include such programs.

4-115. MWR support is mission essential to combat readiness. MWR programs enhance the quality of life for deployed Soldiers, DOD Civilians, and CAAF forces and address the strategic imperatives of the joint expeditionary Army.

4-116. Commanders at all levels are responsible for ensuring MWR support programs 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 mission variable driven, and commanders must be able to revise plans, programming, and support levels quickly to adapt to changing situations and requirements (AR 215-1).

4-117. The combatant commander, through the J-1/G-1 and J-4/G-4, determines MWR requirements based on operational tempo and available resources. 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 Civilian Augmentation Program or other contracted personnel (FM 4-0 and ATP 1-0.1).

4-118. To execute their duties, MWR managers may require COR training certification to assist with managing any contracts. MWR program managers can coordinate with non-appropriated fund contracting representatives to assist with the development of contract performance work statements for certain services and products. This may include arts, crafts, officiating services, entertainment, shipments of non-appropriated funds cargo, or concessions. (See AR 215-1 for more information on non-appropriated fund contracting for MWR activities.)

4-119. There are established guidelines for a time-phased deployment schedule for MWR resources to support military operations. Actual timelines and operations depend on mission variables (ATP 1-01).

ORGANIZATIONAL RESPONSIBILITIES

4-120. Commanders at all levels are responsible for the MWR support provided to their Soldiers and civilians. Support requirements are based 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 (ATP 1-0.1).

AMERICAN RED CROSS

4-121. The American Red Cross consistently delivers essential Red Cross services to all Army components, civilians, and their families worldwide to assist them in preventing, preparing for, and coping with emergencies. It provides services such as emergency communication (for example, deaths and births, emergency financial assistance, counseling, and comfort kits in the deployed environment).

4-122. Submit all requests for Red Cross personnel to accompany U.S. Forces into the JOA to the IMCOM G-9, Family and MWR Programs Division, which serves as the DOD executive agent for the deployment of Red Cross personnel during these situations. The division is responsible for coordinating and securing support for Red Cross personnel to support military operations, managing and monitoring military support to the American Red Cross, funding travel to and from the AO for Red Cross personnel, and coordinating

and preparing Red Cross personnel for deployment and return. The American Red Cross National HQ is responsible for supplying the staff and managing and monitoring Red Cross operations in the field.

4-123. A designated Red Cross representative is involved with the IMCOM G-9, Family and MWR Programs division, the appropriate military command, and the American Red Cross National HQ in contingency planning to ensure proper coordination and clarification of requirements. In the JOA, coordination for Red Cross support (logistics and life support) falls under the ASCC G-1. Red Cross representatives are available at division and higher levels to assist with family emergencies and emergency communication between family members and deployed personnel (AR 930-4).

ARMY AND AIR FORCE EXCHANGE SERVICE

4-124. An AAFES Board of Directors directs AAFES operations worldwide. The system supports major installations both in and outside of CONUS, units deployed to remote areas, and field operations and exercises. Logistical support of AAFES operations and personnel is provided by direct support or through the Logistics Civilian Augmentation Program.

4-125. During operations, the ASCC commander, in coordination with AAFES, plans for and supports exchange operations. These plans may include a combination of direct operations exchange-tactical operations, tactical field exchanges, and/or AAFES Imprest Fund Activities.

4-126. AAFES deploys personnel to assist the Army in establishing direct retail operations and an exchange warehousing and distribution system. The ASCC and corps G-1s coordinate with their G-4s in the process of designating, training, deploying, and employing Army and Air Force personnel to support the AAFES system in the AO. AAFES may establish these activities using employees, which consist of U.S. nationals, contract operators, host-nation employees, third country national employees, or vendors.

4-127. Military personnel normally operate tactical field exchanges, and AAFES personnel operate direct operation exchange-tactical operations. Tactical field exchanges provide merchandise and services on a temporary basis in areas where permanent exchange activities are not present. Tactical field exchanges and direct operation exchange-tactical operations serve Soldiers and civilians and may be located as far forward as the brigade support area provided the tactical situation allows.

4-128. The AAFES Imprest Fund Activity is a military-operated retail activity, usually operated in small or remote sites when regular direct operation exchanges cannot be provided. Should commanders choose to employ these activities, they must select and train personnel from their units to operate them. The unit is issued an initial fund by AAFES to purchase a beginning inventory. Money generated from sales is used to replenish the merchandise stock. A site commander can request the establishment of an AAFES Imprest Fund Activity from the general manager of the AAFES geographical area (AR 215-8).

Chapter 5

Human Resources Support and Planning Considerations

This chapter discusses planning considerations when providing HR support during each Army strategic context (competition, crisis, and armed conflict). Each section describes the context, and HR planning considerations by echelon for conducting PASR, HR support to replacement and casualty operations, postal operations, and other HR considerations incorporated during large-scale combat operations. This chapter also discusses HR training considerations for large-scale combat operations.

HR SUPPORT DURING COMPETITION

5-1. Army Forces present in an AO during competition below armed conflict require HR support. HR support operations help provide the operational commander with the freedom of action, operational reach, and endurance necessary to shape the OE.

5-2. During competition, the Army must anticipate peer threat capabilities extending across the battlefield throughout all domains (land, maritime, air, space, and cyberspace), from the strategic support area to the extended deep area. These threat capabilities will likely degrade sustainment information systems and interdict friendly air, land, and maritime operations. To counter these threats during the steady-state competition period, major activities take place across the extended battlefield and at all levels: military readiness at home station; coordinating efforts at the strategic, operational, and tactical levels; and regional partnership-building activities to ensure access and resource availability in theater.

5-3. During competition, HR support consists of various long-term military engagements, security cooperation, and deterrence missions, tasks, and actions intended to assure allies, build partner capacity and capability, and promote regional stability. HR support during competition typically occurs to support the combatant commander's theater campaign plan or theater security cooperation plan. HR resources contribute to national security by supporting efforts to stabilize regions and counter actions by adversaries that threaten U.S. interests.

5-4. Sustainment plays a key role during competition and HR planners must be involved from the very beginning. During competition, key HR activities within the overall sustainment requirements are ongoing and directly support building, generating, and sustaining the force to provide combatant commanders with the forces required to set conditions to win future conflicts. This list is not all-inclusive but is intended to demonstrate the volume of activities for consideration while shaping the OE to support the combatant commander's theater campaign plan. Conceptually, each activity aims to optimize sustainment capabilities in the context of the combatant commander's theater campaign plan (analysis to optimize unit and individual readiness and support deployment and personnel/unit distribution—which feeds into effectively executing RSOI). These shaping activities occur continuously to support global and theater requirements during competition and help set the conditions for successful execution of operations during conflict. During competition, key HR activities to consider while shaping the OE include—

- Conduct home station training.
- Perform OPLAN/concept plan refinement.
- Conduct HR support to RSOI planning/coordination.
- Perform casualty estimation and replacement planning (individual versus unit).
- Conduct band operations.
- Maintain reliable postal support for deployed personnel and their Families
- Provide recreational opportunities and support services to enhance quality of life and maintain readiness.
- Ensure enterprise integration (GCSS-Army, IPPS-A, General Fund Enterprise Business System).
- Refine the TPFDD.
- Conduct transition planning.
- Conduct planning for HR OCS.

5-5. Successful HR support is dependent on careful planning, coordination, synchronization, and continuous integration with strategic partners and must occur prior to, during, and after military action. The objective of HR support is to maximize operational effectiveness by anticipating, manning, and sustaining military operations. HR support operations accomplish this by building, generating, and sustaining the force. During competition, supporting and maintaining operational readiness occurs through key home station activities that directly build, generate, and help sustain the force. Relationship building and maintenance with key HR strategic enablers (for example, HQDA G-1, HRC, the Adjutant General Directorate, Directorate of Military Personnel Management, and MPSA/USPS) is critical while shaping the OE.

5-6. During competition, HR support involves the national-level capability to plan, resource, manage, and control the HR management life cycle functions for the Army. It involves integrating HR functions and activities across the Army staff, among the respective components, and among the Services. HR support that occurs while shaping the OE includes functions and tasks planned, coordinated, integrated, and executed by operational-level HR organizations. Deliberate coordination and synchronization of these functions with strategic-level partners like the CMAOD for HR support to casualty operations, MPSA for postal operations, and Army HRC for HR support to replacement operations are critical to prolong endurance during large-scale combat operations. These habitual support relationships facilitate the combatant commander's ability to extend operational reach.

5-7. Setting the theater is a continuous activity conducted as part of steady-state posture to develop support for contingency or crisis response operations. Setting the theater involves opening the theater and receiving initial forces, equipment, and supplies. Once received, forces are assembled into mission-tailored units and transported to their destination. The combatant commander has overall responsibility for this activity; however, the ASCC, in large part via the TSC, coordinates a broad range of actions conducted to establish the conditions. The ASCC conducts theater analysis to identify risks in terms of access, capabilities, and capacities across the AOR as part of setting the theater. Setting the theater includes actions taken by sustainment and HR planners to optimize means for supporting the commander's plan. This includes rapid response to emerging crises by employing the theater gateway with HR squads and immediately setting conditions for HR support to replacement and casualty operations.

5-8. The ASCC G-1 performs a critical role for the combatant commander in gaining operational access and positions of relative advantage throughout the AOR. During competition, the ASCC G-1 coordinates with the corps/division to establish theater replacement management networks and personnel flow and performs estimates for each. The ASCC G-1 also coordinates with the TPOC POD for postal flow. The ASCC G-1 refines and validates casualty estimates and establishes and manages the personnel portion of reconstitution or reorganization efforts. To ensure initial HR capabilities are established before the main flow of forces arrive, HR support elements are included as part of the early entry element of the sustainment brigade assigned to the theater opening mission. The TPOC personnel accountability and systems division and the TG PAT establish initial theater PASR and theater replacement networks. The TG PAT's mission is to conduct PASR during the RSOI process, import and export personnel data from the Tactical Personnel System and DTAS, and conduct limited EPS for transient personnel.

5-9. Additional TG PATs and MMTs with corresponding HR companies and platoons could be required if more than one intertheater port of debarkation is used for RSOI or mail flows. However, with multiple entry points, it may be necessary for initial PASR to be completed by the deploying units themselves. In this case, the arriving personnel data file is given to the TG PAT at the primary port of debarkation.

Note. The TG PAT mission does not include conducting any other sustainment-related requirements for life support and RSOI (for example, billeting, feeding, equipping, and transporting transient personnel).

5-10. Theater opening planning requirements include determining the required number and placement of HR elements and units within a theater of operations. Critical HR functions required during theater opening that must be considered during the military decision-making process (MDMP) for early entry elements include—

- Initiate and establish theater PASR and personnel tracking.
- Establish, operate, and maintain the theater personnel database.
- Establish the replacement operations plan.

- Initiate, establish, and operate the theater CIC and conduct HR support to casualty operations.
- Coordinate and synchronize the establishment of an MMT to support theater postal operations.
- Estimate intratheater mail movement (usually by ground) between the MMT and MPOs.

5-11. The HROB is part of the early entry element of the theater opening sustainment brigade SPO, focusing on ensuring TG PAT personnel are included as part of the early entry element for theater opening and the establishment of initial personnel accounting and postal support. Early establishment of postal infrastructure during theater opening or early entry operations limits the requirements for postal restrictions and allows the flow of mail to commence earlier. The HROB receives technical guidance from the TPOC and higher-level HROBs and HROCs while receiving sustainment and execution guidance from the SPO section and the commander.

HR Planning Considerations by Echelon for Competition

5-12. In general, planning considerations include a known or anticipated support requirement, a known or anticipated problem, a readiness issue, a capability shortfall, a threat, or an aspect of operational or mission variables influencing HR support. HR staff officers at every command level, starting with the battalion S-1, perform HR planning. Early establishment of SOPs is required to determine type and frequency of data in the event of degraded, disrupted, or denied operations.

5-13. HR planning is also conducted by the HROB within the ESC DMC and sustainment brigade SPO, the HR company, the theater CIC, and all divisions within the TPOC. HR planning is a continual process that supports a commander's ability to exercise command and control. It requires an understanding of how to deliver HR support in the OE during large-scale combat operations. The following paragraphs, listed from the national strategic to the tactical level, include HR planning considerations by echelon during competition.

MPSA/USPS

5-14. HR planning considerations for the MPSA/USPS during competition may include, but are not limited to—

- Conduct a postal estimate to identify rules of allocation based on postal service levels.
- Plan for restriction of mail service to letter class mail only.
- Plan for availability of free mail.

HQDA G-1

5-15. HR planning considerations for the HQDA G-1 during competition may include, but are not limited to—

- HR support to replacement operations:
  - Synchronize with Army staff elements to optimize force-wide personnel readiness to serve the needs of the Army.
  - Coordinate with HQDA DCS G-3/5/7 to determine manning levels and turbulence thresholds for units within the operational force, operational depth, and generating force to include the institutional Army.
  - Integrate with the ASCC to identify personnel replacement requirements for each OPLAN.
- HR support to casualty operations: Develop casualty reporting policy contingencies that go into effect in the event casualty reporting requirements exceed capacity. Army bands are trained to provide support to casualty operations when casualty reporting requirements exceed capacity.

HRC

5-16. HR planning considerations for HRC during competition may include, but are not limited to—

- PASR: Error reconciliation and deviations in strength between HR systems.
- HR support to replacement operations:
  - Execute total Army strength management on behalf of the HQDA DCS, G-1 to distribute Soldiers across the total force IAW HQDA's established priorities during periods of mobilization when all three Army components are heavily leveraged to support large-scale combat operations or major contingency operations.

  - Maintain a manning COP that tracks MOS/area of concentration and grade composition of all sources of Soldiers available for distribution; authorities, resources, and amount of time to access each population of distributable Soldiers; and personnel strengths of units appropriately categorized to enable command decision making based on current mission requirements.
  - Distribute low-risk members of the training, transient, holdee, and student (for example, professional military education) populations and cross-level over-strength personnel to meet the Army's prioritized personnel needs.
  - Redistribute excess members of units from the operational depth not deploying to a combat theater to theater Armies as required to resource their personnel requirements.
  - Initiate mobilization of members of the individual ready reserve to mitigate personnel shortfalls during large-scale combat operations.
  - Identify and provide filler, personnel replacements, and rotational personnel requirements.
- Postal operations: Facilitate information flow between ASCCs, major commands, and MPSA/USPS on postal matters.
- HR support to casualty operations:
  - Develop casualty reporting contingency plans based on HQDA G-1 policy that will go into effect if casualty reporting requirements exceed current capacities.
  - Synchronize with the theater CIC.
  - Synchronize with installation casualty assistance centers.

ASCC G-1

5-17. HR planning considerations for the ASCC G-1 during competition may include, but are not limited to—

- PASR:
  - Identify and train HR personnel as part of the early entry element to establish initial PASR for the theater.
  - Plan and establish PASR policies, set priorities, identify internal and external HR support requirements for the theater, and coordinate with the combatant commander to ensure Army PASR policies are synchronized with joint policies.
  - Plan for and train on procedures for manual PASR in preparation for degraded, disrupted, or denied operations.
- HR support to replacement operations:
  - Provide HQDA and HRC with critical personnel planning assumptions associated with major OPLANs (for example, Army personnel replacement requirements).
  - Establish theater hierarchy associated with annex A (Task Organization) based on desired command relationships between the theater's organic, assigned, and attached units. Unit hierarchy is used to establish permissions between strength managers who assign NRP and, when required, cross-level personnel amongst units.
  - Develop and approve replacement estimation and program individual casualty filler replacements in the TPFDD in coordination with HRC.
  - Plan for and train on the process/method for replacement flow to lower echelons.
  - Plan for changes to TPFDD forces' geographic location of assignment in the event of a prolonged conflict.
  - Plan for and train on procedures for manual replacement operations in preparation for degraded and disconnected operations.
  - Maintain awareness of the positioning of replacement staging areas.
  - Request DUIC through HQDA, DCS G-3/5/7 Force Management.
  - Anticipate the volume of personnel replacements required and the associated personnel flow requirements.
  - Coordinate with the Soldier Support Institute, Fort Jackson, SC to train personnel to use MPTk, and to receive permission to download and install the software. Ensure the organization has trained personnel available to access and operate these programs.
- Postal operations:
  - Plan and coordinate postal operations within the theater G-1 AO.
  - Plan for disrupted postal flow – restricted to letter mail only (postal flow estimates).

- Plan for and train on procedures for postal operations in preparation for degraded and disconnected operations.
- Consider/authorize placement of the MPO in the corps area due to mobility of division HQ.
- Consider adjusting roles and responsibilities by echelon depending on the OE.
- Plan for processing/handling procedures for casualty mail (mass casualties).
- When available, coordinate commercial internet for mail processing and USPS retail to support postal operations as the theater matures to support the ASCC's contingency plan.
- Ensure postal operations are included as part of tab A, 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.
- Plan to liaise with the SPM, TSC/ESC, TPOC, and host nation for postal functions.
- Identify and process requests for MPO activations and deactivations to the SPM.
- Plan to assist the TSC/ESC, TPOC, and MMT in obtaining postal resources to support the theater postal mission.
- Plan to 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 actions to correct them.
- Develop, in coordination with the TSC/ESC, TPOC, and MMT, procedures for addressing customer complaints, inquiries, and suggestions and for the expeditious return of casualty mail.
- Plan to address or forward to the SPM all theater postal issues not resolved by the TSC/ESC, TPOC, or MMT.

- HR support to casualty operations:
  - Develop a casualty OPLAN and policies for theater.
  - Establish policy for positioning HR squads performing casualty liaison missions and identify additional locations requiring placement of casualty liaison support (outside of the normal placement with G-1s, Role 3 MTFs, and mortuary affairs collection points). Planning considerations should include division bands.
  - Establish 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).
  - Develop a contingency policy authorizing the corps to approve and release casualty reporting directly to CMAOD (important during large-scale combat operations).
  - Establish the theater CIC as part of theater opening operations with the ASCC HROC.
  - Develop plan for DCIPS/casualty reporting requirements and time restraint adjustments in preparation for increased volume (mass casualties) or when degraded, disrupted, or denied operations occur.
  - Develop augmentation plan for possible increased workload of the theater CIC (mass casualties).
  - Train personnel to use MPTk, and to receive permission to download and install the software. Ensure the organization has trained personnel available to access and operate these programs.

TPOC

5-18. HR planning considerations for the TPOC during competition may include, but are not limited to—

- PASR (TPOC Personnel Accountability and Systems Division):
  - Identify and train HR personnel to deploy as part of the early entry element to establish initial PASR for the theater.
  - Initiate coordination with CONUS APOD, CONUS Replacement Centers, and Air Force planners to determine projected personnel flow rates.
  - Plan for and train on procedures for manual PASR in preparation for degraded, disrupted, or denied operations.
  - Reconcile deviations in strength between HR systems.
  - Train on the operation of DTAS to track all theater and rotational unit personnel; train to operate the DTAS Help Desk.
  - Coordinate with the ASCC G-1 to modify PASR policies and priorities.

- HR support to replacement operations:
  - Assist the ASCC G-1 and HRC in the development of replacement plans.
  - Plan for additional personnel accountability locations in theater based on potential large-scale replacement flow.
- Postal operations (TPOC POD):
  - Establish direct coordination with both the MPSA and the servicing JMPA.
  - Conduct detailed postal planning and coordination with the MPSA; close coordination with corps/division planners is also key.
  - Determine logistics requirements for postal support.
  - Determine potential MMT locations in theater.
  - Determine DOD Civilian, CAAF, and multinational postal support requirements.

Theater Casualty Information Center

5-19. HR planning considerations for the theater CIC during competition may include, but are not limited to—

- Identify and train HR personnel to deploy as part of the early entry element to establish theater casualty operations.
- Coordinate with the ESC and/or sustainment brigade HROB to ensure the HR company establishes the required casualty liaison at potential locations.
- Train all personnel on casualty reporting operations.
- Develop manual casualty reporting procedures for use during degraded, disrupted, or denied operations.

TG PAT

5-20. HR planning considerations for the TG PAT during competition may include, but are not limited to—

- Identify and train HR personnel to deploy as part of the early entry element to establish initial PASR for the theater.
- Coordinate with sustainment command and HROB for site location and logistical support.
- Establish personnel processing centers at aerial ports and/or seaports of embarkation.
- Establish data integration for all personnel entering, departing, and transiting theater.
- Plan for and train on procedures for manual PASR in preparation for degraded, disrupted, or denied operations.

MMT

5-21. HR planning considerations for the MMT during competition may include, but are not limited to—

- Postal operations:
  - Identify HR personnel to deploy as part of the early entry element to establish the MMT.
  - Coordinate mail transportation and security with the HROB, TPOC POD, and sustainment brigade SPO in and out of theater.
  - Plan locations in theater to receive mail.
  - Establish communications systems to support postal operations.
  - Plan contingency storage for mail overflow.
  - Requisition required equipment for mail processing.
  - Develop customs procedures in coordination with local customs authorities.
  - Plan for and train on procedures for manual tracking systems for postal operations in preparation for degraded, disrupted, or denied operations.
  - Request technical guidance and support from the HROB, TPOC POD, and MPSA.
  - Plan for and train on procedures for processing casualty mail.
  - Disseminate retrograde mail guidance to MPOs and units.
- Other HR considerations:
  - Coordinate personnel augmentation to the MMT with the HROB and HR company.
  - Coordinate with the TPOC POD for automated systems access.

Corps and Division G-1

5-22. HR planning considerations for the corps and division G-1 during competition may include, but are not limited to—

- PASR:
  - Coordinate Soldier readiness processing.
  - Create passenger manifests; provide information for force flow into theater.
  - Manage personnel readiness data and personnel information on all deploying personnel.
  - Plan for and train on procedures for manual PASR in preparation for degraded, disrupted, or denied operations.
  - Monitor error reconciliation and deviations in strength between HR systems.
  - Determine PASR reporting requirements for subordinate elements.
  - Develop and refine corps and division SOPs for PASR incorporating manual procedures for degraded and disconnected operations.
- HR support to replacement operations:
  - Assist the ASCC G-1 and HRC in the development of replacement plans.
  - Determine personnel replacement flow to lower echelons. For example, corps-level controls individual fills (priority) and direct replacement movement within the corps AO.
  - Coordinate with the Soldier Support Institute, Fort Jackson, SC to train personnel to use MPTk, and to receive permission to download and install the software. Ensure the organization has trained personnel available to access and operate these programs.
  - Inform the commander's decisions pertaining to replacement prioritization.
  - Develop and refine corps and division SOPs for replacement operations incorporating manual procedures for degraded and disconnected operations.
- Postal operations:
  - Plan to implement joint and theater-level postal policies for assigned and attached units.
  - Plan coordination with the HROB and TPOC to determine brigade mail delivery points.
  - Plan to reconcile postal problems or changes in postal support requirements with the HROB, TPOC, or the ASCC G-1.
  - Plan to include postal operations support in all OPLAN/OPORDs.
  - Develop and refine corps and division SOPs for postal operations incorporating manual procedures for degraded and disconnected operations.
- HR support to casualty operations:
  - Identify processes to liaison with HR company elements performing casualty liaison activities.
  - Develop casualty estimates.
  - Ensure casualty reporting is integrated into current operations tracking.
  - Develop corps/division casualty notification and assistance program policy.
  - Plan for and train on procedures for manual casualty reporting in preparation for degraded, disrupted, or denied operations.
  - Develop summary court martial officer and LOD procedures for theater.
  - Train personnel to use MPTk and receive permission to download and install the software. Ensure the organization has trained personnel available to access and operate these programs.
  - Develop and refine corps and division SOPs for casualty operations incorporating manual procedures for degraded and disconnected operations.
- Other HR considerations:
  - Coordinate HR support requirements with supporting ESC and sustainment brigades.
  - Produce annexes and commander's estimates.
  - Build, modify, and coordinate the personnel services portion of the task force deployment plan.
  - Plan for the integration of RC assets.
  - Plan and coordinate MWR and command interest programs.
  - Provide HR guidance and training to brigade and battalion S-1s.
  - Plan and coordinate early; establish SOPs required to determine type and frequency of data in the event of information systems black out. Manual use of logging actions will be the only alternative for HR systems.

HROB

5-23. HR planning considerations for the HROB during competition may include, but are not limited to—

- PASR:
  - Properly allocate HR resources throughout the division AO.
  - Coordinate logistics support for HR units.
  - Provide and coordinate PASR training and guidance.
  - Identify gaps or excessive overlaps in HR assets.
  - Ensure timely transfer of personnel in and out of the APOD.
- HR support to replacement operations: Gather personnel allocation decisions and inform the SPO of movement requirements.
- Postal operations:
  - Coordinate logistics support for the establishment of MPOs and mail transportation.
  - Plan and coordinate future mobile postal missions within the AO.
  - Assist with establishing HR contracting efforts for use during stabilization and enabling civil authorities.
- HR support to casualty operations:
  - Ensure resourcing and distribution of casualty elements.
  - Ensure HR personnel are trained and capable of performing HR support to casualty operations.

HR Company

5-24. HR planning considerations for the HR company during competition may include, but are not limited to—

- PASR:
  - Identify and train HR personnel to deploy as part of the early entry element to establish initial theater PASR.
  - Plan for and train squads/teams on procedures for manual PASR in preparation for degraded, disrupted, or denied operations.
  - Plan for HR RSOI support.
- Postal operations (tasks also apply to DSSC postal platoons):
  - Identify and train HR personnel to deploy as part of the early entry element to establish theater postal operations.
  - Plan for and train postal platoons on procedures for manual postal operations in preparation for degraded, disrupted, or denied operations.
  - Assist as a liaison for logistical support between postal elements and the brigade/battalion S-4 and SPO.
  - Cross-train postal elements (multi-functional postal platoon).
  - Plan for and train postal platoons on the processing and handling procedures for casualty mail (mass casualties).
- HR support to casualty operations:
  - Identify and train HR personnel to deploy as part of early entry elements attached to general officer-level commands and the ASCC HROC (theater CIC) to establish theater casualty operations.
  - Plan for and train squads/teams on procedures for manual casualty tracking and reporting in preparation for degraded, disrupted, or denied operations.
  - Coordinate appropriate HR systems access for squads/teams through the authorized HR systems access manager.
- Other HR considerations:
  - Assist in coordinating signal support between HR, postal, and the battalion or brigade S-6.
  - Cross-train HR and postal platoons on PASR, postal operations, and HR support to casualty operations (multi-functional platoons).

Brigade and Battalion S-1

5-25. HR planning considerations for the brigade and battalion S-1 during competition may include, but are not limited to—

- PASR:
  - Plan for and train on procedures for manual PASR in preparation for degraded, disrupted, or denied operations.
  - Plan for S-1 personnel to accompany advance parties to maintain PASR while deploying.
  - Plan to provide liaisons at intertheater APODs to track unit personnel flow.
  - Establish HR systems for reporting with command nodes.
  - Develop and refine brigade/battalion SOPs for PASR incorporating manual procedures for degraded and disconnected operations.
- HR support to replacement operations:
  - Identify and report critical MOS and key leader shortages to higher echelons.
  - Identify secondary MOS of assigned Soldiers for potential backfills.
  - Maintain and assess Soldier and unit readiness.
  - Coordinate with the S-3 and S-4 during replacement operations for operational and logistics support.
  - Develop and refine brigade/battalion SOPs for replacement operations incorporating manual procedures for degraded and disconnected operations.
- Postal operations:
  - Plan for and train on procedures for handling casualty mail (mass casualties).
  - Designate unit mail clerks and postal officers.
  - Refine unit mail SOPs.
  - Identify mail capabilities and restrictions.
  - Advise commanders and staff on unit mailroom operations.
  - Identify mail flow and unit responsibilities in receiving mail.
  - Develop and refine brigade/battalion SOPs for postal operations incorporating manual procedures for degraded and disconnected operations.
- HR support to casualty operations:
  - Advise and train commanders and staff on casualty reporting procedures.
  - Train on DCIPS/casualty reporting (manual reporting) in preparation for possible degraded, disrupted, or denied operations.
  - Establish lines of communications with casualty liaison personnel and casualty collection areas to monitor casualty reporting and transportation of remains.
  - Develop and refine brigade/battalion SOPs for casualty operations incorporating manual procedures for degraded and disconnected operations.

HR Training Considerations During Competition

5-26. The complex and uncertain environment of large-scale combat operations presents several new challenges for HR training. Large-scale combat operations will be conducted across a geographically dispersed area without defined secure areas in all domains (for example, land and cyberspace) requiring an accurate and near-real-time sustainment COP (including HR) to inform commanders. HR organizations and their commands will continually move to avoid detection and hostile intent (for example, long-range fires, special operation forces, criminals, and non-state actors) during large-scale combat operations, making HR support and personnel asset visibility much more difficult.

5-27. The training and readiness of HR elements are critical to plan and accomplish HR functions and are key to the development of a shared understanding of sustaining manpower. In preparation for large-scale combat operations, HR training must include the planning for HR operations to support replacement and casualty operations, casualty estimation, and PASR. When developing training, it is essential to include training for conducting HR operations during denied, degraded, intermittent, and limited bandwidth network conditions and rehearse manual back-up and validation procedures. HR organizations and professionals that are appropriately trained provide commanders a shared understanding of manpower and the planning and resourcing of personnel in all phases.

Home Station Training Recommendations for HR Soldiers and Organizations

5-28. HR organizations should maximize real-world training opportunities focusing on unit-specific core functions, capabilities, and technical roles to ensure their own unit preparedness to deploy. The following home station training opportunities for HR Soldiers and organizations include—

- Readiness training:
  - Process mail at MPOs.
  - Inspect installation and unit mailrooms.
  - Conduct mission readiness exercise/mission rehearsal exercise reception operations.
  - Serve as a liaison at a casualty assistance center.
  - Serve as an observer, controller, or mentor.
  - Conduct installation manifesting.
  - Assist with installation PRM/PASR/PIM.
  - Provide Soldier readiness processing support.
  - Provide assistance and training on HR systems to supported units, agencies, and the military personnel division.
  - Provide record updates for installation units.
  - Provide support in the areas of promotions, administrative separation actions, medical readiness requirements, compassionate reassignments, officer candidate school applications, military testing, and voting assistance.
  - Provide records accountability and maintenance, in and out processing of personnel, ID card and CAC issuance, Defense Enrollment Eligibility Reporting System (DEERS) enrollment, and installation mobilization activities.
  - Provide transition support for all Active, ARNG, and USAR Soldiers separating from the military.
  - Cross-train to increase multifunctional effectiveness of HR organizations.
- Individual capabilities:
  - Demonstrate proficiency in utilizing HR systems (IPPS-A, DTAS, DCIPS) and their associated functional guidance.
  - Train with Warrior Training Support Packages from the Soldier Support Institute Learning Resource Center website https://ssilrc.army.mil
  - Attend installation training (for example, S-1 Course and HR systems training).
  - Attend formal HR functional training.
  - Utilize FORSCOM, Soldier Support Institute, and Sustainment Center of Excellence Mobile Training teams.
  - Attend SPO Course.
  - Coordinate a leader professional development session or brown bag lunch with a sustainment brigade commander or SPO.
  - Train and certify leaders. Apply to all trainers, evaluators, and leaders involved in unit training.
  - Conduct a rehearsal.
  - Conduct troop-leading procedures.
  - Establish communications.
  - Receive an OPORD or fragmentary order and issue a warning order.
  - Conduct HR-related mission analysis.
  - Analyze missions using mission variables.
  - Identify specified, implied, and essential tasks.
  - Identify constraints such as requirements for action and prohibition of actions for HR support.
  - Generate HR support options. Analyze courses of action, determine advantages and disadvantages, and compare courses of action.
- Pre-deployment training:
  - Incorporate sustainment brigade and ESC HROBs into training crosswalks.
  - Evaluate HR application of MDMP.
  - Evaluate individual and collective tasks.
  - Establish mock MPOs.
  - Train on the Automated Military Postal System using a training ZIP Code.

- Train on DTAS, DCIPS, Tactical Personnel System, and the Sustainment Transport System (network).
- Utilize non-HR specific systems.
- Attend regional HR and sustainment conferences.
- Attend regional multi-echelon, multi-component, net-centric mission readiness exercises and mission rehearsal exercises in Active, Reserve, and ARNG communities.
- Participate in exercises as an observer/controller/mentor.
- Provide sample situational training exercises for use by leaders to develop training exercises for their units.
- Establish training and evaluation outlines to provide the training criteria for tasks that the unit must master to perform critical wartime functions. These training criteria orient on the levels of collective training executed by the unit. Each outline can be applicable to one or more operations.
- Train postal platoons to be multi-functional (capable of personnel accounting and casualty reporting missions).
- Participate in early planning conferences for all major exercises to ensure HR support is exercised in a realistic manner to replicate the scope and scale of HR (for example, PERSTAT and personnel requirements report submission, casualty reporting fully implemented, NRP operations only occur if coordinated and realistic).

HR Leader Development

5-29. Development of HR leaders must include training that enables them to properly understand and plan all HR functions during large-scale combat operations. HR leaders must ensure HR operations can continue in conditions of degraded or denied networks to include cyberspace and electromagnetic warfare environments. Trained HR leaders will be able to perform HR operations and communicate HR operational impacts of manning in concert with battle tracking to ensure commanders have a shared understanding of combat power. During large-scale combat operations, comprehension of HR operations and manning allows commanders to make rapid and informed operational decisions based on the manning resources of the force.

5-30. Brigade S-1s must ensure subordinate battalion S-1s assess training tasks and objectives at least quarterly. Additionally, brigade S-1s must validate or coordinate for validation of all battalion S-1 training assessments. Listed below are some key areas HR leaders can train on in competition to ensure mission success during large-scale combat operations:

- Understand and plan the mission:
  - Train on the operations process (plan, prepare, execute, and assess).
  - Understand and execute planning horizons: short-range planning and execution, mid-range planning, and long-range planning.
  - Train on executing MDMP.
  - Train on executing the rapid decision-making and synchronization process.
  - Understand what HR, postal, and casualty input goes into OPORDs.
  - Use the orders process to ensure coordination with other staff and support elements to accomplish HR operations.
- Degraded or denied networks:
  - Practice coordinating with higher echelons to receive reporting requirements during periods of degraded or denied communications.
  - Conduct battle drills that require reporting with little to no connectivity
  - Leverage standardized HR reports and timelines.
- Operational impacts of manning:
  - Train on PRM so leaders can analyze personnel strength data to determine current combat capabilities, project future requirements, and assess conditions of individual readiness.
  - Train on personnel accountability to ensure commanders know the location and duty status of every person assigned or attached to their organization.
  - Train on strength reporting to accurately reflect the combat power of the unit to monitor unit strength, prioritize replacements, monitor deployable and non-deployable personnel, and execute strength distribution to make tactical and HR support decisions.

HR SUPPORT DURING CRISIS

5-31. Operations during crisis may include mobilization, tailoring of forces, and other pre-deployment activities, initial deployment into a theater, and developing 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.

5-32. 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 of evaluating current and future operations from the functional perspective of the HR professional. Throughout MDMP, HR staff planners consider how the information affects HR support in each phase of a military operation. HR planners must consider the frequency of occurrence for HR tasks in each strategic context. The ASCC conducts theater analysis to identify risks in terms of access, capabilities, and capacities across the 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.

5-33. In the operational support area, the ASCC G-1 continues planning, establishing policy, setting priorities, and managing PASR for the theater and identifies internal and external HR support requirements. The ASCC G-1 continues coordinating with the combatant commander to ensure Army PASR policies synchronize with joint policies and field army requirements. The ASCC G-1 continues planning, coordinating, and managing casualty operations for the theater and identifies any additional locations requiring placement of casualty liaison elements (outside of the normal G-1s, Role 3 MTFs, and mortuary affairs collection points). The ASCC G-1 also continues planning, coordinating, establishing, and managing postal operations for the theater and identifies and coordinates with the TSC and TPOC to ensure adequate postal operations resources are available throughout the theater.

5-34. The division G-1 conducts key HR tasks in the division AO such as PASR, HR support to casualty operations, PRM, EPS, and PIM. The G-1 also maintains personnel asset visibility throughout all operations and collects data gathered by subordinate S-1s to adjust HR support to subordinate organizations as required.

5-35. Generally, there are no HR companies or any other HR augmentation elements in the brigade AO providing support. However, additional support may be requested from the supported division with proper coordination between brigade S-1s and the division G-1. In support of RSOI, S-1s continue to focus on manning the force and HR support to casualty operations (casualty reporting). They also perform mailroom operations and continue providing EPS for their organizations. Brigade and subordinate S-1s receive and track all attached and assigned Soldiers, DOD Civilians, and CAAF operating in the unit's AO. Maintaining visibility through operations and tactical enablers assists S-1s in gathering data necessary to perform their missions. Tactical communications can provide information on unit moves, casualties, task organization changes, and other information affecting HR operations. Maintaining this visibility provides redundant and new information that S-1s can input into the HR system of record.

5-36. The following paragraphs, listed from the national strategic to the tactical level, include HR planning considerations by echelon during crisis.

MPSA/USPS

5-37. HR planning considerations for the MPSA/USPS during crisis may include but are not limited to conducting a postal estimate to identify rules of allocation based on postal service levels, determining mail service restriction levels (for example, letter class mail only), planning for availability of free mail, and planning for processing/handling procedures for casualty mail during large-scale combat operations.

HQDA G-1

5-38. HR planning considerations for the HQDA G-1 may include, but are not limited to—

- HR support to replacement operations:
  - Ensure readiness of personnel to serve the needs of the Army across the range of military operations.

  - Coordinate with HQDA DCS G-3/5/7 to determine manning levels and turbulence thresholds for units within the operational force, operational depth, and generating force to include the institutional Army.
  - Continue to integrate with the ASCC to identify personnel replacement requirements for each OPLAN.
- HR support to casualty operations: Synchronize with HRC to determine the effectiveness of current casualty reporting policy.

HRC

5-39. HR planning considerations for HRC during crisis may include, but are not limited to—

- PASR: Conduct error reconciliation and deviations in strength between HR systems.
- HR support to replacement operations:
  - Perform total Army strength management on behalf of the HQDA DCS, G-1 to distribute Soldiers across the total force IAW HQDA's established priorities during periods of mobilization when all three Army components are heavily leveraged to support large-scale combat operations or major contingency operations.
  - Maintain a manning COP that tracks MOS/area of concentration and grade composition of all sources of Soldiers available for distribution; authorities, resources, and amount of time to access each population of distributable Soldiers; and personnel strengths of units appropriately categorized to enable command decision making based on current mission requirements.
  - Distribute low-risk members of training, transient, holdee, and student (for example, professional military education) populations and cross-level over-strength personnel to meet the Army's prioritized personnel needs.
  - Redistribute excess members of units from the operational depth not deploying to a combat theater to theater Armies as required to resource their personnel requirements.
  - Initiate mobilization of members of the individual ready reserve to mitigate personnel shortfalls during large-scale combat operations.
  - Identify and provide filler, personnel replacement, and rotational personnel requirements.
  - Validate ASCC casualty replacement requirements by MOS and grade.
  - Execute replacement flow to theater.
- Postal operations: Ensure information flow between ASCCs, major commands, and MPSA/USPS on postal matters.
- HR support to casualty operations:
  - Synchronize with the HQDA G-1 to integrate casualty reporting contingency plans in the event casualty reporting requirements exceed current capacity.
  - Coordinate with the theater CIC to establish connectivity for casualty reporting.
- Other HR considerations: Obtain authorization for units to implement stop loss and stop move.

ASCC G-1

5-40. HR planning considerations for the ASCC G-1 during crisis may include, but are not limited to—

- PASR:
  - Train HR personnel as part of the early entry element to establish initial PASR for the theater.
  - Plan, establish policy, set priorities, and manage PASR for the theater.
  - Identify internal and external HR support requirements for the theater.
  - Coordinate with the combatant commander to ensure Army PASR policies are synchronized with joint policies.
  - Continue training on procedures for manual PASR in preparation for degraded, disrupted, or denied operations.
- HR support to replacement operations:
  - Provide HQDA and HRC with critical personnel planning assumptions associated with major OPLANs (for example, Army personnel replacement requirements).
  - Establish theater hierarchy associated with annex A (Task Organization) based on desired command relationships between the theater's organic, assigned, and attached units. Unit

hierarchy is used to establish permissions between strength managers who assign NRP and, when required, cross-level personnel amongst units.
    - Develop and approve replacement estimate and program individual casualty filler replacements in the TPFDD in coordination with HRC.
    - Request DUIC through HQDA, DCS G-3/5/7 Force Management.
    - Assign casualty filler personnel to an ASCC DUIC, process through the TG PAT, and forward to an RTF until onward movement and integration is determined.
    - Plan for replacement flow to lower echelons.
    - Plan for changes to the TPFDD-Rotational Forces geographic location of assignment if a prolonged war is expected.
    - Monitor establishment of replacement staging areas.
- Postal operations:
    - Establish postal operations within the theater G-1 AO.
    - Plan for disrupted postal flow – restricted to letter mail only (postal flow estimates).
    - Consider/authorize placement of the MPO in the corps due to mobility of division HQ.
    - Consider adjusting roles and responsibilities by echelon depending on the OE.
    - Plan for processing/handling procedures for casualty mail (mass casualties).
    - Continue coordinating commercial internet for mail processing and USPS retail to support postal operations as the theater matures to support the ASCC's contingency plan.
    - Ensure postal operations are included as part of tab A, 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, and TPOC, and host nation for postal functions.
    - Process requests to the SPM for MPO activations and deactivations.
    - Assist the TSC, 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 actions to correct them.
    - Develop, in coordination with the TSC, TPOC, and MMT, procedures for addressing customer complaints, inquiries, and suggestions and for the expeditious return of casualty mail.
    - Address or forward to the SPM all theater postal issues not resolved by the TSC, TPOC, or MMT.
- HR support to casualty operations:
    - Implement casualty OPLAN and policies for theater.
    - Provide oversight for theater casualty operations.
    - Implement policy for location of casualty liaison elements; identify additional locations requiring placement of casualty liaison elements (outside of the normal G-1s, Role 3 MTFs, and mortuary affairs collection points).
    - Establish casualty reporting authorities for casualty reports submission (based on guidance and agreements from the JTF, joint force land component command, and coalition forces land component command).
    - Establish guidance for the authority to delegate to the corps the approval and release of casualty reporting directly to CMAOD (important during large-scale combat operations).
    - Implement plan for DCIPS/casualty reporting requirements and time restraint adjustments in preparation for increased volume (mass casualties) or when degraded, disrupted, or denied operations occur.
    - Implement plan for possible increased workload of the theater CIC (mass casualties).
    - Develop plan to monitor LOD investigations.

TPOC

5-41. HR planning considerations for the TPOC during crisis may include, but are not limited to—

- PASR (TPOC Personnel Accountability and Systems Division):
    - Include trained and skilled HR personnel as part of the early entry element to establish initial PASR for the theater.

  - Establish the initial theater database.
  - Continue coordination with CONUS APOD, CONUS Replacement Centers, and Air Force planners to maintain projected personnel flow rates.
  - Establish procedures for manual PASR in degraded/disconnected operations.
  - Continue monitoring error reconciliation and deviations in strength between HR systems.
  - Utilize DTAS to track all theater and rotational unit personnel; continue operating the DTAS Help Desk and provide training to theater and rotational units enabling G-1 and S-1s.
  - Continue coordination with the ASCC G-1 to modify PASR policies and priorities during operations.
- HR support to replacement operations:
  - Continue assisting the ASCC G-1 and HRC in the development of replacement plans.
  - Identify personnel accountability locations in theater based on initial personnel flow.
  - Coordinate logistics and communications support.
- Postal operations (TPOC POD):
  - Assist the MMT team in establishing and executing initial postal operations.
  - Provide operational postal support and battle track all theater postal operations.
  - Establish the deployed AO postal inspection plan.
  - Determine processing/handling procedures for casualty mail (mass casualties).
  - Maintain close coordination and postal planning with the MPSA, the servicing JMPA, and corps/division planners.
  - Coordinate MPOs and locations IAW guidance from the ASCC G-1 and MPSA.
  - Monitor and determine appropriate mail flow rates and ensure current data integrates into all TSC/ESC/CSC DMC planning.

Theater Casualty Information Center

5-42. HR planning considerations for the theater CIC during crisis may include, but are not limited to—

- Provide trained and skilled HR personnel to establish theater casualty operations.
- Establish the theater CIC as part of theater opening.
- Anticipate possible increased workload of the theater CIC (mass casualties).
- Coordinate with the ESC, CSC, and/or sustainment brigade HROB to ensure the HR company establishes the required casualty liaison at designated locations.
- Consider recommending adjustments to casualty reporting requirements due to increased volume (mass casualties) or during degraded/disconnected operations.
- Disseminate manual casualty reporting procedures during disconnected operations.

TG PAT

5-43. HR planning considerations for the TG PAT during crisis may include, but are not limited to—

- PASR:
  - Operate personnel processing centers at aerial ports and/or seaports of embarkation.
  - Obtain database information from the S-1.
  - Provide data integration for all personnel entering, departing, and transiting theater.
  - Account for and ensure accuracy of personnel in DTAS.
  - Maintain connectivity for communications and PASR.
  - Continue training on procedures for manual PASR in preparation for degraded, disrupted, or denied operations.
  - Coordinate with casualty liaison elements to collect data on casualties medically evacuated out of theater.
  - Multiple points of entry may require additional personnel accounting elements or internal support from respective units.
- Other HR considerations:
  - Monitor rules of allocation for possible addition of HR platoons if numbers exceed TG PAT capability.
  - Conduct EPS as required.
  - Provide RSOI support to the G-1 and S-1.

- Coordinate personnel augmentation with the HROB and HR company.
- Coordinate onward movement for incoming personnel.
- Coordinate with the HROB and SPO for all transportation visibility in and out of theater.

MMT

5-44. HR planning considerations for the MMT during crisis may include, but are not limited to—

- Postal operations:
  - Establish and operate the MMT.
  - Coordinate mail transportation and security with the HROB, TPOC POD, and sustainment brigade SPO in and out of theater.
  - Determine locations in theater to receive mail.
  - Establish communications systems to support postal operations.
  - Determine contingency storage area for mail overflow.
  - Establish customs procedures in coordination with local customs authorities.
  - Continue training on procedures for manual tracking systems for postal operations in preparation for degraded, disrupted, or denied operations.
  - Establish technical guidance and support from the HROB, TPOC POD, and MPSA.
  - Disseminate retrograde mail guidance to MPOs and units.
- Other HR considerations:
  - Coordinate personnel augmentation with the HROB and HR company.
  - Coordinate with the TPOC POD for automated postal systems access.

Corps and Division G-1

5-45. HR planning considerations for the corps and division G-1 during crisis may include, but are not limited to—

- PASR:
  - Execute PASR reporting requirements.
  - Monitor force flow into theater.
  - Maintain personnel readiness data and personnel information on all deploying personnel.
  - Publish and practice procedures for manual PASR in degraded/disconnected operations.
  - Consider forward deploying the HROC to augment the G-1 PRM section.
  - Oversee technical functionality of automated HR systems and databases associated with corps and division levels.
  - Collect and analyze critical strength reporting information.
  - Monitor the deployed personnel database to ensure hierarchy reflects current task organization.
- HR support to replacement operations:
  - Monitor personnel replacement requirements.
  - Communicate with higher HQ for replacement operations requirements.
  - Recommend fill priority.
  - Assist the ASCC G-1 and HRC in developing replacement plans.
  - Manage replacement flow to lower echelons. For example, corps-level controls individual fills (priority) and direct replacement movement within the corps AOR.
  - Assist with increased personnel replacement flow; consider liaisons at APODs an increased demand on corps and division HR assets.
  - Monitor conditions and operations that may require reconstitution or regeneration.
- Postal operations:
  - Implement joint and theater-level postal policies for assigned and attached units.
  - Coordinate with the HROB and TPOC on changes to brigade mail delivery points.
  - Reconcile postal problems or changes in postal support requirements with the HROB, TPOC, or the ASCC G-1.
  - Include postal operations support in all OPLAN/OPORDs.
- HR support to casualty operations:

  - Advise the ASCC G-1 of casualty reporting requirements and time constraints that may need adjusting due to increased volume (mass casualties) or during degraded, disrupted, or denied operations.
  - Refine and validate the casualty estimate.
  - Ensure casualty reporting and tracking information is integrated.
  - Monitor patient tracking and accountability through the surgeon.
  - Monitor duty status-whereabouts unknown, missing, and detainee cases.
  - Maintain liaison with casualty liaison elements, mortuary affairs, medical commands, and MTFs.
  - Coordinate and execute civilian, joint, and multinational casualty actions as directed and augmented.
  - Direct casualty reporting requirements during degraded, disrupted, or denied operations.
  - Monitor progress of all summary court martial officers and LODs.
- Other HR considerations:
  - Develop and coordinate operational personnel policies.
  - Manage the rotation policy (if applicable).
  - Manage MWR and command interest programs.
  - Produce annexes and commander's estimates to support large-scale combat operations.

HROB

5-46. HR planning considerations for the HROB during crisis may include similar considerations as in competition, but with additional emphasis on PASR:

- PASR:
  - Properly allocate HR resources throughout the division.
  - Coordinate logistics support for HR units.
  - Provide and coordinate PASR training and guidance.
  - Identify gaps or excessive overlaps in HR assets.
  - Ensure timely transfer of personnel in and out of the APOD.
- HR support to replacement operations: Gather personnel allocation decisions and inform the SPO of movement requirements.
- Postal operations:
  - Coordinate logistics support for the establishment of MPOs and mail transportation.
  - Plan and coordinate future mobile postal missions within the AO.
  - Assist with establishing HR contracting efforts for use during stabilization and enabling civil authorities.
- HR support to casualty operations:
  - Plan for and track placement of HR elements conducting casualty liaison.
  - Ensure HR personnel are trained and capable of performing HR support to casualty operations.

HR Company

5-47. HR planning considerations for the HR company during crisis may include, but are not limited to—

- PASR:
  - Facilitate training of HR squads/teams on personnel accounting reporting procedures for PASR, including procedures for manual PASR in preparation for degraded, disrupted, or denied operations.
  - Provide and forecast future HR elements to operate the TG PAT and other intratheater APOD personnel accounting locations.
- Postal operations (tasks also apply to DSSC postal platoons):
  - Coordinate with the MMT to facilitate training of postal platoons on postal operations.
  - Consider missioning postal platoon personnel to support HR critical tasks as required.
  - Anticipate postal platoon shortages based on division-size elements (assigned population).
  - Train postal platoons on the processing and handling procedures for casualty mail (mass casualties).

  - Continue training postal platoons on procedures for manual postal operations in preparation for degraded, disrupted, or denied operations.
  - Assist as a liaison for logistics support between postal elements and the brigade/battalion S-4 and SPO.
- HR support to casualty operations:
  - Embed HR squads/teams in mortuary affairs companies and Role 3 MTFs as they become established.
  - Rotate casualty liaison personnel based on operating tempo.
  - Coordinate appropriate HR systems access for casualty liaison elements through the authorized HR systems access manager.
  - Continue training on procedures for manual casualty tracking and reporting from casualty liaison elements in preparation for degraded, disrupted, or denied operations.
- Other HR considerations:
  - Monitor rules of allocation and coordinate with HROB and TPOC for potential additional HR augmentations.
  - Develop and improve tracking metrics for all HR elements assigned.
  - Advise HROBs on location and workload of HR elements conducting personnel accounting, casualty liaison, and postal missions.
  - Disseminate mission changes from the HROB and TPOC to subordinate HR and postal elements.
  - Coordinate signal support between HR, postal, and the battalion/brigade S-6 to ensure uninterrupted personnel services during a crisis.

Brigade and Battalion S-1

5-48. HR planning considerations for the brigade and battalion S-1 during crisis may include, but are not limited to—

- PASR:
  - Continue training on procedures for manual PASR in preparation for degraded/disconnected operations.
  - Maintain communication with command nodes.
- HR support to replacement operations:
  - Identify and report critical MOS and key leader shortages to higher echelons.
  - Identify secondary MOS of assigned Soldiers for potential backfills.
  - Maintain and assess Soldier and unit readiness.
  - Coordinate with the S-3 and S-4 during replacement operations.
- Postal operations:
  - Continue training on procedures for handling casualty mail (mass casualties).
  - Designate unit mail clerks and postal officers.
  - Reevaluate postal capabilities considering current and future operations.
  - Advise commanders and staff on unit mailroom operations.
  - Monitor changes in mail flow and unit responsibilities for receiving mail.
- HR support to casualty operations:
  - Train on DCIPS/casualty reporting (manual reporting) in preparation for possible degraded/disconnected operations.
  - Advise commanders and staff on HR support to casualty operations.
  - Monitor changes to casualty reporting procedures. The DCIPS casualty reporting requirements and/or time restraints may need adjusting due to increased volume (mass casualties) and/or during degraded/disconnected operations.
  - Maintain lines of communications with casualty liaison elements and casualty collection areas to monitor reporting and transportation of remains.
- Other HR considerations:
  - Consider how changes in Soldier readiness will affect deployability and replacement operations.
  - Provide MWR support for prolonged operations.

HR SUPPORT DURING ARMED CONFLICT

5-49. When combat 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 OEs. Operations during conflict require greater sustainment than other types of operations because of their higher operating tempo, 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 operating tempo during the operations process as they plan, prepare, execute, and assess operations.

HR SUPPORT TO LARGE-SCALE COMBAT OPERATIONS

5-50. Characteristics of sustaining large-scale combat operations include volume, lethality, precision, and tempo. Peer threats with modern weapons employed en masse will have the potential to overwhelm maintenance, medical, replacement personnel, and mortuary affairs capabilities. Peer threats can influence and direct irregular forces, criminal elements, and hostile populations, and can impose disruptive effects in cyberspace, challenging Army sustainment during force projection. Enemy forces will employ their resources across multiple domains to attack U.S. vulnerabilities including sustainment facilities, networks, and formations. They create lethal and non-lethal effects throughout the OE, seeking to inflict significant damage across multiple domains in a short period and delay friendly forces long enough to achieve their goals.

5-51. Based on the peer threat capability across multiple domains, formations conducting operations within the JOA will need to establish smaller temporary bases that are more dispersed and mobile than conventional bases. Considering the credible threat capability and dispersed array of friendly forces, large-scale combat operations will require a higher volume of personnel, materiel, and equipment significantly greater than other types of operations. Large-scale combat operations will necessitate high operating tempo and are more lethal than other types of operations resulting in more casualties (mass casualties), replacement personnel, and equipment on a larger scale.

5-52. During defensive and offensive operations, HR planners should expect large numbers of casualties in a short period or over extended depths of the battlefield. They must be prepared to process mass casualties and replacement personnel on a large scale to include reconstitution to maintain PASR and to build and sustain combat power. Personnel replacements must be forecast, and any lack of replacement capacity briefed to maneuver commanders as a risk to the mission. A high-intensity operating tempo, coupled with potentially degraded systems and communications, will negatively impact personnel status and casualty reporting. HR planners can also utilize push package planning to forward position replacements and assist with replacement flow. If communications are degraded, sustainers automatically dispatch these push packages to supported units.

5-53. During large-scale combat operations, HR elements focus on accurate and timely personnel accounting and readiness management to rapidly generate and sustain combat power. Key HR entities supporting defensive and offensive operations during large-scale combat operations will be challenged by degraded communications (reporting latency and accuracy issues) and highly contested, lethal and non-lethal environments. Key HR activities identified for large-scale combat operations include—

- Personnel asset visibility/strength reporting.
- HR support to RSOI.
- HR support to casualty operations (casualty reporting).
- HR support to reconstitution operations.

5-54. During large-scale combat operations, the ASCC G-1 continues planning and prioritizing HR support to assure a unity of purpose and effort to maximize the readiness and operational capabilities of forces within theater. The ASCC G-1 continues to monitor strength and determines replacement priorities with the commander and G-3, monitor replacement operations, and monitor any reassignments to meet operational requirements.

5-55. The TPOC continues to integrate and execute planning, PASR, and postal operations (with respective restrictions, if any) throughout the theater as defined by the ASCC G-1. The TPOC provides technical guidance and oversight to theater HR elements and coordinates with the TSC for replacement flow.

5-56. HROBs, collocated with ESC and CSC DMCs and sustainment brigade SPOs, continue planning, coordinating, integrating, synchronizing, and allocating HR support to casualty operations, postal operations missions, and HR assets within the AOs of the units they support. They also continue to serve as the main integrator for external HR support between HR units, supported units (G-1/S-1), and sustainment organizations. The HROBs also continue synchronizing support requirements with other sustainment elements and organizations; planning, projecting, and recommending HR support requirements for current and future military operations using MDMP; and ensuring the emplacement and displacement of HR support organizations are in synchronization with the concept of support plan for PASR, HR support to casualty operations, postal operations, and commander-designated reconstitution operations during large-scale combat operations.

5-57. In corps support areas, corps G-1s continue to execute procedures IAW ASCC policies and procedures. They continue to review and refine HR plans, strength reporting, casualty reporting and tracking, and PRM as necessary to ensure they report timely and essential information to inform replacement priorities set by the ASCC.

5-58. In division support areas, division G-1s continue to execute IAW ASCC and corps policies and procedures. They continue to conduct HR planning, strength reporting, HR support to casualty operations (casualty reporting), and PRM as necessary to ensure they report essential information to inform replacement priorities.

5-59. In brigade support areas, brigade and battalion S-1s across the battlefield continue to plan, provide, and coordinate the delivery of HR support, services, or information to all assigned/attached personnel within their HQ and subordinate battalions or companies. Their primary focus during large-scale combat operations is PASR and casualty reporting, which directly affects the PRM functions supporting replacement and reorganization operations. They accomplish these tasks by monitoring, collecting, and verifying HR-related information and then reporting the information in the appropriate HR system of record. HR support information directly impacts the commander's COP as it pertains to combat capability (for example, crew status, personnel shortages, and unit strengths). Brigade and battalion S-1s continue coordinating with higher HQ S-1s/G-1s and the HROB SPO for external HR assets and support as necessary. During operational pauses, or as the commander directs, HR support may also include EPS or Army Band support for morale and welfare, recognizing historical and organizational traditions, and memorial and ceremonial events.

HR Planning Considerations by Echelon for Large-Scale Combat Operations

5-60. The following paragraphs, listed from the national strategic to the tactical level, include HR planning considerations by echelon for large-scale combat operations.

MPSA/USPS

5-61. Postal operations planning considerations for the MPSA/USPS during large-scale combat operations may include, but are not limited to, determining restriction of mail service level (for example, letter class mail only), availability of free mail, and processing/handling procedures for casualty mail (mass casualties).

HQDA G-1

5-62. HR planning considerations for the HQDA G-1 during large-scale combat operations may include, but are not limited to—

- HR support to replacement operations:
  - Ensure readiness of personnel to serve the needs of the Army across the range of military operations.
  - Continue coordination with HQDA, DCS G-3/5/7 to determine manning levels and turbulence thresholds for units within the operational force, operational depth, and generating force to include the institutional Army.
  - Continue integrating with the ASCC to identify personnel replacement requirements for each OPLAN.
- HR support to casualty operations:
  - Determine if the Army's casualty reporting policy capacity meets current casualty reporting requirements.

- Implement new Army casualty reporting policy that meets current casualty reporting requirement capacity, as needed.

HRC

5-63. HR planning considerations for HRC during large-scale combat operations may include, but are not limited to—

- PASR: Reconcile deviations in strength between HR systems.
- HR support to replacement operations:
  - Execute total Army strength management on behalf of the HQDA DCS, G-1 to distribute Soldiers across the total force IAW HQDA's established priorities during periods of mobilization when all three Army components are heavily leveraged to support large-scale combat operations or major contingency operations.
  - Maintain a manning COP that tracks MOS/area of concentration and grade composition of all sources of Soldiers available for distribution; authorities, resources, and amount of time to access each population of distributable Soldiers; and personnel strengths of units appropriately categorized to enable command decision making based on current mission requirements.
  - Distribute low-risk members of training, transient, holdee, and student (for example, professional military education) populations and cross-level over-strength personnel to meet the Army's prioritized personnel needs.
  - Redistribute excess members of units from the operational depth not deploying to a combat theater to theater Armies as required to resource their personnel requirements.
  - Initiate mobilization of members of the individual ready reserve to mitigate personnel shortfalls during large-scale combat operations.
  - Identify and provide filler, personnel replacement, and rotational personnel requirements.
  - Validate ASCC casualty replacement requirements by MOS and grade.
  - Facilitate replacement flow to theater; examine higher-level management for NRP and reconstitution from HRC to divisions.
- Postal operations: Maintain continuous information flow between ASCCs, major commands, and MPSA/USPS on postal matters and postal service levels.
- HR support to casualty operations:
  - Assess installation casualty assistance center readiness for casualty reporting requirements.
  - Implement updated casualty reporting plans that meet the demands of current casualty reporting requirement capacity.
  - Synchronize with the theater CIC.
  - Coordinate with the theater CIC to ensure all in-theater casualty notifications are complete.
- Other HR considerations: Obtain authorization for units to utilize the stop loss and stop move program.

ASCC G-1

5-64. HR planning considerations for the ASCC G-1 during large-scale combat operations may include, but are not limited to—

- PASR:
  - Continue planning, refining policies, setting priorities, and managing PASR for the theater.
  - Identify internal and external HR support requirements for the theater.
  - Coordinate with the combatant commander to ensure Army PASR policies are synchronized with joint policies.
  - Execute manual PASR during degraded, disrupted, or denied operations.
  - Oversee technical functionality of automated HR systems and databases associated with corps and division levels.
- HR support to replacement operations:
  - Maintain theater hierarchy associated with annex A (Task Organization) based on desired command relationships between the theater's organic, assigned, and attached units. Unit hierarchy is used to establish permissions between strength managers who assign NRP and, when required, cross-level personnel amongst units.

  - Develop and approve replacement estimation and program individual casualty filler replacements in the TPFDD in coordination with HRC.
  - Assign casualty filler personnel to an ASCC DUIC, process through the TG PAT, and forward to an RTF until onward movement and integration is determined.
  - Plan for replacement flow to lower echelons.
  - Plan for changes to the TPFDD-Rotational Forces geographic location of assignment if a prolonged war is expected.
  - Continue integrating with the TSC, ESC, corps, and divisions for proper replacement flow in theater.
- Postal operations:
  - Continue management of postal operations within the theater.
  - Plan for possible disrupted postal flow – restricted to letter mail only (postal flow estimates).
  - Consider/authorize placement of the MPO in the corps area due to mobility of division HQ.
  - Consider adjusting roles and responsibilities by echelon depending on OE.
  - Process casualty mail.
  - Continue coordinating commercial internet for mail processing and USPS retail to support postal operations as the theater matures to support the ASCC's contingency plan.
  - Maintain liaison with the SPM, TSC, TPOC, and host nation for postal functions.
  - Process requests to the SPM for MPO activations and deactivations.
  - Assist the TSC, 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, TPOC, and MMT have systems in place to identify deficiencies in the postal operating system and take appropriate actions to correct them.
  - Monitor, in coordination with the TSC, TPOC, and MMT, procedures for addressing customer complaints, inquiries, and suggestions and for the expeditious return of casualty mail.
  - Address or forward to the SPM all theater postal issues not resolved by the TSC, TPOC, or MMT.
- HR support to casualty operations:
  - Monitor casualty OPLAN and policies for theater.
  - Provide oversight for theater casualty operations.
  - Anticipate changes to location of casualty liaison elements; identify additional locations requiring placement of casualty liaison capabilities (other than the normal G-1s, Role 3 MTFs, and mortuary affairs collection points).
  - Establish 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).
  - Establish guidance for the authority to delegate to the corps the approval and release of casualty reporting directly to CMAOD (important during large-scale combat operations).
  - Implement plan for DCIPS/casualty reporting requirements and time restraint adjustments in preparation for increased volume (mass casualties) or when degraded, disrupted, or denied operations occur.
  - Implement plan for possible increased workload of the theater CIC (mass casualties).
  - Monitor LOD investigations.
- Other HR considerations:
  - Anticipate cyberspace threats/attacks; cyberspace attacks on automation and communications systems will deny, degrade, and disrupt PASR and the casualty tracking and reporting flow.
  - Update SOPs; they may be required to determine type and frequency of data in the event of information system black out. Manual use of logging actions will be the only alternative for HR systems.
  - Plan for the inability to feed the commander's COP with appropriate information. Timeliness and accuracy of PERSTAT reports will likely be degraded during large-scale combat operations, which limits responsiveness to supported units.

TPOC

5-65. HR planning considerations for the TPOC during large-scale combat operations may include, but are not limited to—

- PASR (TPOC Personnel Accountability and Systems Division):
  - Continue maintenance of the theater database.
  - Continue coordination with CONUS APOD, CONUS Replacement Centers, and Air Force planners to maintain projected personnel flow rates.
  - Execute manual PASR during degraded, disrupted, or denied operations.
  - Continue monitoring error reconciliation and deviations in strength between HR systems.
  - Continue using DTAS to track all theater and rotational unit personnel; continue operating the DTAS Help Desk and provide training to theater and rotational units enabling G-1 and S-1s.
  - Continue coordination with the ASCC G-1 to modify PASR policies and priorities during large-scale combat operations.
- HR support to replacement operations:
  - Continue assisting the ASCC G-1 and HRC in refining the replacement plan.
  - Adjust personnel accounting locations in theater based on rules of allocation.
  - Coordinate logistics and communications support.
- Postal operations (TPOC POD):
  - Continue providing operational postal support and battle track all theater mail operations.
  - Monitor processing/handling procedures for casualty mail (mass casualties).
  - Maintain close coordination and postal planning with the MPSA, the servicing JMPA, and corps/division planners.
  - Coordinate MPOs and locations IAW guidance from the ASCC G-1.
  - Monitor and determine appropriate mail flow rates and ensure current data integrates into all TSC, ESC, and CSC DMC planning.

Theater Casualty Information Center

5-66. HR planning considerations for the theater CIC during large-scale combat operations may include, but are not limited to—

- Operate the theater CIC.
- Anticipate possible increased workload of the theater CIC (mass casualties).
- Coordinate with the ESC, CSC, and/or sustainment brigade HROB to ensure the HR company maintains the required HR squads (casualty liaison elements) at designated locations.
- Consider adjustments to DCIPS/casualty reporting requirements and time restraints due to increased volume (mass casualties) or during degraded, disrupted, or denied operations.
- Disseminate any changes to manual casualty reporting procedures during disconnected operations.

TG PAT

5-67. HR planning considerations for the TG PAT during large-scale combat operations may include, but are not limited to—

- PASR:
  - Perform personnel accountability at aerial ports and/or seaports of embarkation.
  - Provide data integration for all personnel entering, departing, and transiting theater.
  - Account for and ensure accuracy of personnel in DTAS.
  - Maintain connectivity for communications and PASR.
  - Account for replacements entering the theater.
  - Execute manual PASR during degraded, disrupted, or denied operations.
  - Coordinate with casualty elements to collect data on casualties medically evacuated out of theater.
- Other HR considerations:
  - Plan for the possibility of HR (theater HR organizations) quickly losing capability to support multiple points of theater entry while simultaneously conducting HR support to replacement

and casualty operations during large-scale combat operations. To mitigate this, additional HR platoons/squads/teams and/or internal S-1 support would be necessary for multiple entry points.
    - Conduct EPS as required.
    - Coordinate onward movement for incoming personnel.
    - Coordinate with the HROB and SPO for all transportation visibility in and out of theater.

MMT

5-68. HR planning considerations for the MMT during large-scale combat operations may include, but are not limited to—

- Postal operations:
    - Reestablish communications systems to support postal operations, if applicable. Lack of connectivity during degraded, disrupted, or denied operations hinders the necessary communication link used to track unit movements and control mail movements from CONUS to and throughout the AO.
    - Coordinate mail transportation and security with the HROB, TPOC POD, and sustainment brigade SPO in and out of theater and between MMT and MPOs.
    - Maintain communications systems to support postal operations.
    - Utilize contingency storage facilities for mail overflow.
    - Identify essential tasks for MMT operations with reduced personnel.
    - Maintain customs procedures in coordination with local customs authorities.
    - Execute manual tracking systems for postal operations during degraded, disrupted, or denied operations.
    - Request technical guidance and support from the HROB, TPOC POD, and MPSA.
    - Disseminate retrograde mail guidance to MPOs and units.
    - Conduct casualty mail operations.
- Other HR considerations: Reestablish automated postal systems access as needed.

Corps and Division G-1

5-69. HR planning considerations for the corps and division G-1 during large-scale combat operations may include, but are not limited to—

- PASR:
    - Execute PASR reporting requirements.
    - Monitor force flow into theater.
    - Manage personnel readiness data and personnel information on all deploying personnel.
    - Manage personnel asset visibility when conducting PASR while moving to a new tactical operations cell with multiple command nodes, anticipating latency in communication, intermittent communication, and loss of contact in the AO.
    - Execute manual PASR during degraded, disrupted, or denied operations.
    - Communicate to the HROC to augment the G-1 PRM section when necessary.
    - Monitor error reconciliation and deviations in strength between HR systems.
    - Collect and analyze critical personnel readiness information.
    - Monitor the deployed personnel database to ensure hierarchy reflects current task organization.
    - Oversee technical functionality and automated HR systems and databases associated with corps and division levels.
- HR support to replacement operations:
    - Monitor conditions and operations that may require reconstitution or regeneration.
    - Monitor personnel replacement requirements.
    - Recommend fill priority.
    - Assist the ASCC G-1 and HRC in refining replacement plans.
    - Plan replacement flow to lower echelons. For example, corps-level controls individual fills (priority) and direct replacement movement within the corps AOR.
    - Assist with increased personnel replacement flow; additional corps and division liaisons may be required at APODs.
    - Communicate with liaisons at the APODs.

- Postal operations:
  - Coordinate with the HROB and TPOC on changes to brigade mail delivery points.
  - Reconcile postal problems and changes in postal support requirements with the HROB, TPOC, or the ASCC G-1.
  - Include postal operations support in all OPLANs and OPORDs.
- HR support to casualty operations:
  - Execute casualty reporting requirements and advise the ASCC G-1 of time restraints that may need adjusting due to increased volume (mass casualties) and/or during degraded, disrupted, or denied operations.
  - Refine and validate casualty estimates.
  - Ensure casualty reporting and tracking is integrated.
  - Monitor patient tracking and accountability through the surgeon.
  - Monitor duty status-whereabouts unknown, missing, detainee, and missing cases.
  - Maintain liaison with casualty liaison elements, mortuary affairs companies, medical commands, and MTFs.
  - Coordinate and execute civilian, joint, and multinational casualty actions as directed and augmented.
  - Monitor the progress of all summary court martial officers and LODs.
- Other HR considerations:
  - Understand how terrain and distance may limit/degrade communication and force utilization of retransmission stations (division G-1). This is important for the Sustainment Transport System.
  - Anticipate cyberspace threats/attacks. Cyberspace attacks on automation and communications systems will deny, degrade, and disrupt PASR and the casualty tracking and reporting flow.
  - Update SOPs. This may be required to determine the type and frequency of data in the event of information system blackout. Manual use of logging actions will be the only alternative for HR systems.
  - Plan for the inability to provide timely and accurate information to the commander's COP. Implications associated with large-scale combat operations will hinder timely and accurate submission of PERSTAT reports, which will limit responsiveness to supported units.
  - Anticipate degraded corps and division G-1s. Casualty reporting, strength management, and replacement operations may require additional (theater HR organizations) support at echelon.
  - Manage rotation policy (if applicable).
  - Manage MWR and command interest programs as dictated by mission and the commander.
  - Produce annexes and commander's running estimates to support large-scale combat operations.

HROB

5-70. HR planning considerations for the HROB during large-scale combat operations may include, but are not limited to—

- PASR:
  - Continue coordination and synchronization with OCS cells to ensure any gaps associated with PASR are covered or accounted for.
  - Maintain visibility of inbound and outbound transportation.
- HR support to replacement operations:
  - Serve as the link between operational units, the TPOC, and ASCC G-1 on the status and support of replacement operations.
  - Gather personnel allocation decisions and inform the SPO of movement requirements.
- Postal operations:
  - Continue coordination and synchronization with OCS cells to ensure any gaps associated with postal are covered or accounted for.
  - Plan for increased storage space for backlogged mail.
- HR support to casualty operations: Continue tracking the placement of HR squads/teams conducting casualty liaison.
- Other HR considerations:
  - Continue key integration between G-1s at echelon and the sustainment enterprise.

- Recommend reallocation of HR assets based on PASR, HR support to replacement operations, and casualty reporting requirements.

HR Company

5-71. HR planning considerations for the HR company during large-scale combat operations include, but are not limited to—

- PASR:
  - Disseminate refined personnel accounting reporting procedures for PASR.
  - Provide and forecast future HR platoons to operate the TG PAT and other intratheater APOD personnel accounting elements.
- Postal operations (tasks also apply to DSSC postal platoons):
  - Anticipate possible postal platoon shortages based on division-sized element (assigned population).
  - Assist as a liaison for logistics support between postal elements and the battalion and brigade S-4 and SPO.
  - Establish and coordinate with commanders for mobile mail teams for battlefield circulation. Plan for handling casualty mail; an increased volume of casualties then increases the requirements to hold mail until notification takes place. Anticipate longer casualty reporting and notification times (due to sheer volume), which in turn affects storage capacity and distribution for large volumes of mail.
- HR support to casualty operations:
  - Prioritize and rotate casualty liaison elements based on operating tempo and proximity to troop engagement.
  - Plan for possible increased requirements for casualty liaison and grave registration sites beyond rules of allocation due to high number of casualties and temporary interment sites.
  - Anticipate increased numbers of casualties as corps and division forces advance. Casualty liaison elements must coordinate with Role 3 MTFs to ensure accurate tracking and PASR.
  - Plan for casualty liaison elements to execute manual casualty tracking and reporting during degraded, disrupted, or denied operations.
  - Reestablish appropriate HR systems access for HR squads providing support to casualty operations through the authorized HR systems access manager if needed.
- Other HR considerations:
  - Monitor rules of allocation and coordinate with the HROB and TPOC for potential additional HR units.
  - Refine tracking metrics for all HR elements assigned.
  - Advise HROBs on location and workload of HR elements conducting personnel accounting, casualty liaison, and postal missions.
  - Disseminate mission changes from the HROB and TPOC to subordinate HR and postal elements.
  - Plan for loss of HR platoons if attacked, and the possible use of RC forces or OCS to replace HR platoons.

Brigade and Battalion S-1

5-72. HR planning considerations for the brigade and battalion S-1 during large-scale combat operations may include, but are not limited to—

- PASR:
  - Integrate arriving personnel into the theater personnel database.
  - Manage personnel asset visibility; conduct PASR while moving to new tactical operations cells. Plan for possible multiple command nodes, latency in communications, and intermittent communication while units move.
  - Implement procedures for manual PASR during degraded, disrupted, or denied operations.
  - Focus efforts on accurate and timely PASR.
- HR support to replacement operations:
  - Coordinate with division G-1 for replacement timelines.

  - Coordinate with the S-3 and S-4 for operational and logistics support during replacement operations.
- Postal operations:
  - Implement procedures for handling casualty mail.
  - Advise commanders and staff on mail flow restrictions.
- HR support to casualty operations:
  - Plan for DCIPS/casualty reporting. Brigade and battalion capacity during large-scale combat operations will likely require adjustments to reporting/timeliness expectations due to increased volume (mass casualties) and degraded communications. It will be difficult to continue maintaining communication, as well as casualty tracking and reporting, while units move.
  - Maintain alternate casualty reporting methods to meet reporting timelines during the event of decreased connectivity.
  - Focus efforts on accurate and timely casualty reporting.
- Other HR considerations:
  - Understand how terrain and distance may limit and degrade communication and force utilization of retransmission stations (brigade S-1s). This is important for the Sustainment Transport System.
  - Anticipate cyberspace threats/attacks. Cyberspace attacks on automation and communications systems will deny, degrade, and disrupt PASR and the casualty tracking and reporting flow. Plan for operations under decreased connectivity and in a mobile environment.
  - Plan for the inability to provide timely and accurate information to the commander's COP. Implications associated with large-scale combat operations will hinder timely and accurate submission of PERSTAT reports, which will limit responsiveness to supported units.

HR Support to Consolidate Gains

5-73. 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 competition, crisis, and 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. They may conduct stability tasks for a sustained period over large land areas. While Army forces must continuously consolidate gains throughout an operation, consolidating gains becomes the overall focus after large-scale combat operations have concluded (to include during redeployment). To enable Army forces to consolidate gains during operations, HR planners—

- Anticipate and plan for HR support requirements for the JOA.
- Prioritize competing demands of HR support to forces and stability tasks.
- Identify and plan for joint, interagency, intergovernmental, and multinational personnel, who 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 OCS personnel.

5-74. Key HR activities to consolidate gains aim to enhance sustainment capabilities that directly support the combatant commander's theater campaign plan. The plan feeds into effectively maintaining tempo and enabling the transitions between the Army strategic contexts to renewed competition, one of the key tasks of sustainment to consolidating gains. Key HR activities to operations to consolidate gains include—

- Maintain personnel asset visibility.
- Conduct transition planning.
- Coordinate redeployment.
- Continue reorganization operations.
- Conduct postal operations.

Redeployment Considerations

5-75. The redeployment of forces from a theater of operations requires the same level of preparation and planning as for theater opening. For the HR community, there are four major redeployment concerns:

- Ensure an adequate number of HR elements remain in theater to conduct the redeployment process while reducing the HR support structure.
- Maintain PASR of redeploying forces.
- Assist in the reconstitution or redistribution effort, if applicable.
- Manage the flow of personnel to home stations.

5-76. Throughout the redeployment process, the TPOC maintains the capability and ability to maintain PASR and limited postal support during all phases of redeployment. This is crucial, as not all forces redeploy simultaneously. As forces redeploy incrementally, there should be a corresponding drawdown of HR units.

5-77. Proper planning is critical for the successful redeployment of forces from theater. HR planners from the ASCC G-1, TPOC, and ESC and CSC HROB are involved in all phases of redeployment planning to—

- Ensure the theater-wide plan for redeployment includes incremental drawdown of the HR support structure.
- Determine if HR units or support elements should redeploy by unit or element.
- Determine the need, if any, to sustain a residual force to support post-conflict activities.
- Develop redeployment procedures for individuals and units.
- Plan to conduct unit reconstitution or reorganization before redeployment (if necessary or required).
- Identify any additional theater departure points. As forces redeploy, additional departure points may be used. As such, planning should include the need to provide or add personnel accounting capabilities at these locations.
- Consider if additional liaison personnel are needed, and if so, the proposed locations. This includes liaison with aeromedical evacuation to maintain accountability.
- Determine if a need exists to add additional CAC issuance capability at departure points. It may be necessary to replace many lost or expired CACs.
- Maintain connectivity during the redeployment process for PASR and HR support to casualty operations.
- Identify other specific requirements. For example, when redeployment, deployment, and sustainment operations occur simultaneously, the TSC, ESC, CSC, and TPOC may find it necessary to rebalance or surge HR support personnel to support ongoing operations and redeployment.

5-78. The same HR elements that conducted PASR, HR support to replacement operations and casualty operations, and postal operations during theater opening perform similar roles during redeployment. HR support requirements vary depending on the nature and scale of redeployment operations. For example, redeployment operations could range from limited personnel to entire units. Depending upon the military strategy, unit rotations may still occur while other units redeploy. Key considerations include, but are not limited to—

- Size of the force redeploying and deploying.
- Infrastructure requirements and limitations.
- Staging area capacities.
- Transportation decisions.

5-79. The challenge for planning HR support operations is effectively coordinating and synchronizing both vertically and horizontally to ensure responsive and simultaneous support to ongoing HR support operations and redeployment operations. The HROBs in the ESC, CSC, and sustainment brigade are critical to the coordination and synchronization effort.

Personnel Accounting and Strength Reporting

5-80. Throughout the redeployment process, the most critical of all HR functions is PASR. PASR includes all personnel listed in the theater database and includes Soldiers, joint and multinational personnel, DOD Civilians, and CAAF.

5-81. The following organizations have responsibilities for the redeployment of personnel:

- The ASCC G-1 develops the theater-level plan in coordination with the TPOC and the ESC HROB. The redeployment plan includes unit and command responsibilities; processing procedures for joint

personnel, DOD Civilians, and CAAF; and specific procedures for processing demobilizing RC Soldiers.

- The TPOC—
  - Establishes and maintains the theater database.
  - Coordinates with the ESC and CSC HROB to identify points of departure.
  - Determines how to provide HR support during the drawdown.
  - Identifies HR units and planned redeployment schedules.
  - If necessary, develops a plan to sustain any residual force for post-conflict activities.
- ESC, CSC, and sustainment brigade HROBs develop redeployment schedules for redeploying HR units while simultaneously maintaining PASR and ensuring that HR units redeploying late in the plan have the necessary communications and logistics support.
- The HR company—
  - Provides HR unit redeployment recommendations to the HROB.
  - Provides personnel accounting coverage at designated points of departure.
  - Provides CAC support at departure points.
  - Considers use of HR elements previously conducting casualty liaison as augmentation to personnel accounting elements or the plans and operations section.

5-82. Generally, most unit personnel redeploy with their unit. However, some unit personnel redeploy before the unit. These personnel can be unit advance parties, individual augmentees, or other personnel who deploy separately from their units. Unit S-1s have a responsibility to maintain accountability of personnel redeploying with the unit. They also have the responsibility to manifest their personnel and to provide the personnel accounting elements at theater exit points a list of their manifested personnel. The personnel accounting elements then have the responsibility to inactivate personnel who have departed from the theater of operations from the theater database. The personnel accounting elements perform the same responsibilities for redeploying personnel as they do for theater opening and sustainment operations.

HR Support to Casualty Operations

5-83. Depending on the OE, casualties may continue to occur during operations to consolidate gains. Individuals may also be killed or injured due to non-battle injuries. As such, Army forces must maintain the capability to provide HR support to casualty operations during the redeployment of personnel and units. This includes the operation of the theater CIC. Casualty operations are one of the last theater HR functions to close.

5-84. Once the decision is made to close the theater CIC, the synchronization and coordination to transfer the casualty function is made with CMAOD to ensure casualty reporting responsibilities are appropriately handed off to another designated theater CIC or casualty element.

Closing Postal Operations

5-85. When closing postal operations, the redeployment of postal units in theater requires more detailed planning than PASR and HR support to casualty operations. Redeployment planning involves not only theater-wide postal units, but also supporting HROBs, the ESC, the CSC, the TPOC, and the ASCC G-1. It also involves coordination and synchronization with external agencies (for example, MPSA and JMPA). The redeployment of postal elements and closing of MPOs is synchronized with the redeployment schedule for units supported by the MPO or postal element.

5-86. It is critical that HR planners at all levels be involved early in the redeployment planning process. At a minimum, closing or relocating an MPO requires 90 days advance notification. If possible, notifications should be at least 120 days before closing the MPO. This notification is needed to—

- Ensure appropriate notifications are submitted to JMPA and MPSA and approved.
- Provide time to coordinate and synchronize turning in excess postal supplies and equipment.
- Conduct necessary audits for accountable items (for example, stamps and money orders).
- Notify supported organizations and family members when mail services will be terminated.
- Notify the MMT at the APOD for redirecting mail.

5-87. The ASCC G-1 responsibilities for managing the redeployment of postal operations and closing of MPOs are—

- Participate with TPOC and ESC and CSC HROBs in preparation of a redeployment postal support plan.
- Provide ASCC-level guidance and establish redeployment priorities.

5-88. The TPOC POD is responsible for notifying MPSA and the servicing JMPA as far in advance of the actual closure date as possible. Notification to MPSA includes—

- Listing affected ZIP Codes.
- Listing closing dates by ZIP Code.
- Listing all organizations and activities using the MPO as their mailing address.
- Providing disposition instructions for mail.
- Designating an MPO to which active postal offense cases are forwarded, and all postal files and records are maintained due to closure of postal facilities.
- Requesting disposition instructions from the appropriate JMPA for USPS equipment and supplies.
- Coordinating and synchronizing with the ESC or sustainment brigade HROB on redeployment schedules and closing of MPOs and the MMT.

5-89. The ESC, CSC, TPOC POD, and the HROB, in a coordinated effort, are responsible for developing a redeployment plan and schedule for redeploying theater postal units. The plan includes redeployment schedules of postal units and ensures postal units have the connectivity needed to conduct postal operations as units redeploy. The TPOC POD and the HROB ensure issues arising during the redeployment are resolved. The HROB also ensures (in coordination with TPOC) that the MMT initiates redirect surface mail for affected units before closing the MPO.

5-90. The TPOC POD provides assistance and oversight to the HR company for ensuring the HROB is aware of proper procedures for closing MPOs. The HR company plans and operations section ensures the following requirements are considered:

- Provide supporting units and customers with at least a 90-day termination of support notice.
- Transfer active postal offense case files to the designated MPO.
- Comply with the DOD Postal Manual for disposition instructions for money orders, stamp stock, and meters.
- Perform an audit of accountable postal effects (including equipment) at the close of business on the last day of operation or as soon thereafter as practical. Two postal officials appointed for this purpose must conduct the audit. The custodian of postal effects may not be an auditor but must be present during the audit. The custodian of postal effects, a position typically held by personnel at the E-5/GS-7 level or above, oversees the management and accountability of postal supplies, equipment, and funds within an MPO
- Dispose of records and comply with appropriate military department, USPS, and MPSA disposition instructions.
- Coordinate new address and mail routing instructions for all units redeploying.
- Coordinate and publicize MPO closures to coincide with the drawdown of personnel.
- Reduce postal services 30 days before closure.
- Include instructions for disposing of mail and equipment in evacuation and destruction plans of all units operating a mail facility. When sufficient warning is received MPOs will—
  - Deliver to addressee or dispatch mail on hand to the nearest postal facility by the safest and most expeditious means available.
  - Suspend operations and transport postal effects and supplies to a safe and secure location.
- Perform emergency destruction of mail and postal effects when there is insufficient warning. If possible, ensure a witness observes personnel conducting the emergency destruction. Submit a list of destroyed items to the ASCC G-1. Perform destruction in the following order:
  - Official registered mail.
  - Directory service information.
  - Blank postal money order forms.
  - Postal stamps and stamped paper.
  - Paid money orders and checks on hand.

- Money order printer.
- Other accountable mail.
- All remaining mail.
- All-purpose date and canceling stamps.
- All other records, equipment, mail sacks, and furniture.

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Appendix A
Human Resources Automation Support

HR systems and databases are essential in accomplishing Army-wide PIM and require a team of HR professionals who are competent in using them. It is critical to ensure HR professionals are cross-trained on all HR systems and databases. This appendix describes specific HR systems, databases, and other automation systems and equipment used by HR professionals to perform HR missions.

HR SYSTEMS AND DATABASES

A-1. The following sections cover the various systems and databases used by HR professionals in performing missions and providing HR support. All HR systems and databases except for DTAS operate on unclassified systems. Units should prioritize immediate data network transport system connectivity when arriving in theater in order for HR professionals to conduct required HR functions and tasks.

INTEGRATED PERSONNEL AND PAY SYSTEM-ARMY

A-2. IPPS-A is an online HR system that provides integrated personnel, pay, and talent management capabilities in a single system. It provides end-to-end tracking of pay and personnel data and gives individual Soldiers access to their Soldier Talent Profile. The system automates the pay process while linking HR transactions such as dependent changes and promotions. IPPS-A provides integrated access by granting visibility and transaction functionality to commanders, Soldiers, and Army HR professionals and reduces the use of paper forms for data entry by allowing direct or automated input into the system. Embedded security and CAC restrictions ensure the safeguarding of critical information. This system gives commanders visibility and transaction role authority over their personnel and improves readiness by synchronizing personnel movement and deployment status.

A-3. IPPS-A provides enhanced analytics capabilities to support PRM, PASR, PIM, talent management, and EPS to support large-scale combat operations and war gaming concepts. IPPS-A also provides Customer Relationship Management, a framework that allows a member to submit a self-service ticket that is tracked through to completion, greatly improving transparency and accountability for HR support to members. The sustainment automation support management office provides Tier 0 and Tier 1 systems administration and network administration support to IPPS-A. The sustainment automation support management office is the only Army section that supports the warfighter with sustainment expertise (limited), systems administration, and network administration. (See ATP 4-0.6 for more information on the sustainment automation support management office.)

A-4. The increased visibility across installations and geographic boundaries is based on command relationship with the Army Organizational Server. This server is the standardized, secure server platform that provides essential information technology services to units within the U.S Army. It enables communication and data access at the tactical edge and optimizes the HR division of labor to be more consistent with the fundamental characteristics of Army HR transformation.

AUTOMATED MILITARY POSTAL SYSTEM

A-5. The Automated Military Postal System is a web-enabled management system that integrates and optimizes business processes across the USPS and the DOD. System users can view information on their desktops for their MPOs and make changes or corrections to information themselves. The Automated Military Postal System provides the deployed MPO with the capability to process Postal Service Form 2942 (*Military Mail AV7*), finance business, postal net alerts, product tracking services, and monitor voting information.

DEFENSE CASUALTY INFORMATION PROCESSING SYSTEM

A-6. DCIPS is the DOD functional information system of record for all casualty and mortuary affairs information processes for the Army, Marines, Navy, Air Force, and Space Force. DCIPS enforces uniform casualty reporting and case management support to survivors to ensure they receive all benefits and entitlements. For deceased personnel, DCIPS provides mortuary affairs visibility and case management of casketed remains from the port of entry mortuary to the final resting place. For injured/ill personnel, DCIPS tracks progress reports to provide designated family members with the status of their Service member. DCIPS is the primary source of information when communicating with family members and provides a real-time worldwide capability, so the entire case history is immediately available to all authorized users (DODI 1300.18).

A-7. DCIPS consists of three main modules that support the creation of casualty reports by units to overarching casualty support for survivors by CMAOD:

- DCIPS-Case Management. This module is the main repository of all casualty reports, Soldier demographic data, incident information, NOK and other interested persons, NOK notification tracking, benefits and entitlements tracking, funeral and interment information, funeral claim adjudication, casualty notification and assistance officer assignments, and management and tracking of missing Soldiers from past conflicts. Access to this module requires approval by CMAOD.
- DCIPS-Casualty Report (DCIPS-CR). This module is used to create initial and supplemental casualty reports on a continuing basis by designated HR casualty personnel. DCIPS-CR collects basic information concerning a casualty and allows the ASCC to manage, verify, and then submit the report to CMAOD. DCIPS-CR allows the verification of entered casualty information against the Army's official personnel database and DCIPS-Case Management. Vetted casualty reports become permanent casualty reports in DCIPS-Case Management. The ASCC commander determines who used DCIPS-CR. Access to DCIPS-CR requires approval by CMAOD.
- DCIPS-Personnel Casualty Reporting (DCIPS-PCR). This module is used primarily by units in a theater of operation that do not have, or need, continuing access to DCIPS-CR. Casualty reports created and submitted using DCIPS-PCR appear in DCIPS-CR for action and further review and processing. Casualty reports submitted using DCIPS-PCR are not viewable or retrievable by a DCIPS-PCR user. Units requiring multiple users to view casualty reports must coordinate with their higher HQ casualty reporting element to gain access to DCIPS-CR. Access to DCIPS-PCR does not require approval by CMAOD.
- DCIPS Casualty Report Import Spreadsheet. This provides the ability to import multiple casualties from a spreadsheet. The spreadsheet template is available on the DCIPS web site. Both DCIPS-CR and DCIPS-PCR users can use the spreadsheet to import casualty reports.

A-8. G-1s and brigade-level S-1s are required to coordinate with HRC and the TPOC before deploying to ensure they have the appropriate access. Before deploying, HR units serving as deployed theater CICs must coordinate with CMAOD to ensure they have access to all required components of DCIPS. User guides are available for DCIPS-CR, DCIPS-PCR, and the DCIPS Import Spreadsheet. The Adjutant General School, Soldier Support Institute, Fort Jackson, SC integrates training on DCIPS-CR and DCIPS-PCR.

DEFENSE ENROLLMENT ELIGIBILITY REPORTING SYSTEM

A-9. DEERS is a system that maintains personnel and benefits information for active, retired, and RC uniformed Service members; eligible Family members of Active, retired, and RC uniformed Service members; DOD personnel; and DOD contractors requiring access. The system verifies eligibility when producing CACs and supports benefit delivery including medical, dental, educational, and life insurance. In addition, the system enables DOD e-business (including identity management), reduces fraud and abuse of government benefits, and supports medical readiness. The following are key points to remember:

- HR personnel can contact the DEERS Help Desk or consult the frequently asked questions published on the TRICARE website.
- The TG PAT and brigade-level S-1s must ensure the RAPIDS deployable workstation accompanies troop deployment and is not shipped by boat to keep operations active and systems updated for the first 30 days.

DEPLOYABLE REAL-TIME AUTOMATED PERSONNEL IDENTIFICATION SYSTEM

A-10. The deployable RAPIDS workstation is a laptop version of a fixed RAPIDS workstation designed for use in both tactical and non-tactical environments. It provides DEERS updates and issues CACs to Soldiers at home station or in a deployed environment. The deployable workstation also provides the user with a CAC personal ID number reset capability. This system works only when connected to DEERS and has the same operational capability as the standard desktop version of the RAPIDS workstation.

A-11. The site security manager is vital to the operation of a RAPIDS site. The Defense Manpower Data Center relies heavily upon the RAPIDS site security manager to provide the leadership needed to operate a RAPIDS workstation and to ensure only eligible individuals receive DOD personnel and medical entitlements as well as to safeguard access to DOD systems and facilities. The site security manager is responsible for the following key areas of operation: policy and procedure compliance; operator and site administration; documentation and training compliance; and cardstock and consumables support. The Defense Manpower Data Center requires two certified site security managers per site to allow continuity of operations for on-demand application overrides and additional application activities that only site security managers have role-based access to support when maintenance or communication issues arise. Additionally, site security managers may need to coordinate with the S-6 or supporting firewall and network administrator, and/or technical staff to ensure adequate local network connection and firewall port access are available to accommodate the RAPIDS deployable system.

A-12. Key to successful operation of the deployable RAPIDS workstation is the continued utilization in both tactical and non-tactical environments. System operators maintain proficiency and certification as well as maintain the RAPIDS workstation with up-to-date software upgrades and system security patches.

A-13. Brigade S-1s must ensure two site security managers are appointed in writing, along with a minimum of two verifying officials, and are trained on how to use the deployable RAPIDS workstation. The RAPIDS site security managers and verifying officials must complete the web-based training certification courseware prior to issuing cards on the system. For training assistance, refer to the Verifying Officials Information System website.

TACTICAL PERSONNEL SYSTEM

A-14. The Tactical Personnel System is a stand-alone system that provides an ad-hoc ability to create manifests and a database to account for unit personnel. It has limited ability to perform robust PASR. HR professionals use the system primarily to create manifests for transportation by air. The system can produce automated manifests that can be loaded in Air Force manifesting systems and DTAS. The system—

- Generates reports (personnel daily summary and personnel requirements) which assist S-1s with PASR and replacement operations.
- Eliminates unnecessary data entry to create manifests, deployed personnel databases, and reports based on embedded capabilities.
- Produces and edits task force structures by unit identification code, social security number, and/or crew.
- Interfaces with RAPIDS, Air Mobility Command/Global Transportation Network, and DOD Smart Card/CAC.
- Generates deployment, redeployment, and aircraft manifests.
- Automatically builds a deployed personnel database.
- Provides queries on deployed personnel.
- Generates transfer files which are uploadable to populate DTAS.

TOTAL ARMY PERSONNEL DATABASE-RESERVE

A-15. The Total Army Personnel Database is the corporate database of record for information pertaining to Soldiers in the Army Reserve. It is a relational database that maintains real-time data on Soldiers and Army organization and authorization data, and it interfaces with IPPS-A.

ARMY DISASTER PERSONNEL ACCOUNTABILITY AND ASSESSMENT SYSTEM

A-16. ADPAAS is a web-based, user-friendly application designed to augment the disaster accountability process by aiding in the determination of the statuses and whereabouts of all Army affiliated personnel (military, DA Civilians, non-appropriated fund employees, and CAAF) and their family members when directed by the Secretary of Defense. It is the official tool for personnel accounting in conjunction with natural or manmade disasters. The information in the system provides DOD and Army leaders a means of determining the status of Army personnel and Family members in an affected area and facilitates the decisions on allocating resources for recovery and reconstitution. ADPAAS meets the policy requirements outlined in DODI 3001.02 and CJCSM 3150.13C, which requires each Service component to provide the most expeditious accountability of designated personnel categories following a disaster. Refer to AR 600-86 for specific policies, standards, and requirements for performing the functions of disaster personnel accountability and assessments.

Note. Army-affiliated personnel affected by the emergency are to report their status and their dependents to their command at the first available opportunity. This provides commanders a means to assess the impact of the disaster on Soldiers and their Families and provide assistance where needed.

DEPLOYED THEATER ACCOUNTABILITY SYSTEM

A-17. DTAS establishes and maintains personnel accountability in a JOA. It is a classified system fielded to all HR commanders, personnel, and organizations. The system has three distinct levels: mobile, major command, and enterprise. It provides reliable, timely, and efficient accountability for Soldiers, DOD Civilians, CAAF, and foreign nationals. It provides this by enabling commanders at echelons the ability to track their personnel by name, unit, location, and date. The system also allows commanders to track their personnel while in-transit, populating duty status changes by synchronizing to the major command system. The major command system transfers historical records to the enterprise server daily. This capability is critical for immediate and future operations. The following are key points to remember:

- Key reports include gains and losses, in-transit, PERSTAT, and unit rosters.
- Prior to deployment, provide a copy of the HR authorization report to the supporting TPOC.
- Reconciliation is required between DTAS and IPPS-A.

EVALUATION ENTRY SYSTEM

A-18. The Evaluation Entry System is a web-based tool used to complete and submit evaluations to HRC. The Army-wide standard for submitting evaluation reports to HQDA is electronic submission of completed and digitally signed evaluation reports on current versions of authorized electronic forms with authorized enclosures using the Evaluation Entry System. It is the primary method for generating, submitting, tracking, and processing all academic evaluation reports for military service schools and civilian institutions. This system consolidates Army Publishing Directorate forms lookup, doctrine references, the Form Wizard, and profile calculators. Benefits include an enhanced wizard to guide rating chains and HR professionals in preparing evaluations. A multi-pane dashboard allows users to view data input and forms simultaneously. A built-in tool to view and manage rater and senior rater profiles and quick reference to AR 623-3 and DA Pam 623-3 eliminates accessing multiple systems and consolidates evaluation tools into one system. A CAC with valid certificates is required to initiate and execute digital signatures on evaluation reports.

HUMAN RESOURCES COMMAND IDENTITY MANAGEMENT SYSTEM

A-19. The Human Resources Command Identity Management System is a web-based application used by unit administrators to request access to HRC-controlled databases and automated systems. Human Resources Command Identity Management System processes requests from in-house and field users for access to systems and applications owned and supported by HRC, to include those supporting recruiting community users from the Army, USAR, ARNG, U.S. Army Cadet Command, and U.S. Army Recruiting System across

user organizations and heterogeneous user repositories, information systems, and applications. Key points to remember include—

- Each brigade-level S-1 organization must establish a Human Resources Command Identity Management System account to access the Common Operational Picture Synchronizer.
- Brigade S-1s may further delegate sponsor privileges to any individual assigned to their distribution management sub-level.

INTERACTIVE PERSONNEL ELECTRONIC RECORDS MANAGEMENT SYSTEM

A-20. iPERMS is the repository of Army military HR record legal artifacts for all components. The Army military HR record contains copies of all permanent documents placed into the Soldier's Army military HR record IAW AR 600-8-104. For Family members, accuracy of information is critical for NOK notification. Key points to remember include—

- Documentation must be placed into the Soldier's Army military HR record IAW AR 600-8-104. For Family members, accuracy of information is critical for NOK notification.
- Documents required for filing in the system and outdated documents, or documents that are no longer authorized to be filed in the Army military HR record, can be found on the iPERMS website.
- Annual personnel record reviews are required for every Soldier using the Record Review Tool in the system, regardless of component.
- One system for all components.

OTHER AUTOMATION SYSTEMS AND EQUIPMENT

A-21. The following paragraphs discuss other automation systems and equipment. These are also used by HR professionals to support HR missions.

ARMY NATIONAL GUARD G-1 PERSONNEL GATEWAY

A-22. The ARNG G-1 Personnel Gateway connects the ARNG G-1 with Soldiers in 54 States and Territories and is a centralized source for all ARNG HR information. It provides streamlined access to resources regarding ARNG programs, processes, benefits, and policies. During joint operations, HR professionals from other components use the ARNG G-1 Personnel Gateway to understand ARNG HR systems and processes to support ARNG Soldiers. The ARNG G-1 HR tools and products can be found on the ARNG G-1 Personnel Gateway Portal using a CAC-enabled workstation.

DIRECTOR'S PERSONNEL READINESS OVERVIEW

A-23. The Director's Personnel Readiness Overview is an ARNG web-based analysis tool. It provides custom reporting on strength management, attrition, retention, accession, and military readiness of each State or unit's personnel posture. These tools allow commanders and staffs at all levels to review data in ARNG hierarchies and make appropriate management decisions.

NET UNIT STATUS REPORTING

A-24. Net Unit Status Reporting is a web-based Army readiness input tool that enables HR users to import current readiness, status information, and data on their units from official sources and assists HR users in preparing and submitting readiness status reports into the Defense Readiness Reporting System-Army. The Defense Readiness Reporting System-Army is a commander's report that provides enhanced features that directly links users to respective Army authoritative databases and provides user-friendly web-based input tools to ease report submission.

SUSTAINMENT TRANSPORT SYSTEM

A-25. The Sustainment Transport System delivers secure, global data transfer including logistics, personnel, and medical information to rapidly deploy resources to warfighters. These deployed resilient systems provide high-capacity connectivity for critical logistics data worldwide.

SYNCHRONIZED PRE-DEPLOYMENT AND OPERATIONAL TRACKER

A-26. SPOT is the DOD-designated enterprise system to manage and maintain by-name accountability of CAAF and other designated contractor personnel in the operational area. SPOT is a web-based application allowing authorized users to view, input, and manage contractor employee pre-deployment, accountability, and location data.

A-27. The Joint Asset Movement Management System provides SPOT-generated CAAF accountability data to the TPOC and ASCC G-1 per local command policy. The ASCC G-1 is responsible for developing mission-specific CAAF accountability and reporting policies and monitors the execution of the CAAF accountability process. The TPOC, corps and division G-1s, and S-1s execute these policies. For additional information on SPOT, see JP 4-10, AR 715-9, and ATP 4-10.

Appendix B

Rules of Allocation for HR Organizations

HR organization rules of allocation allow HR planners to determine the number of HR units required to provide support. These rules of allocation are also used in the Total Army Analysis System to model operational requirements of units and may change based on several factors (for example, geography). The following are the current rules of allocation for HR organizations. The following list includes Rules of Allocation procedures for HR organizations:

- ASCC HROC – One per ASCC (United States Army Europe and Africa, United States Army Central Command, United States Army Pacific Command, United States Army Northern Command (RC), and United States Army Southern Command (RC) (Existence Based).
- Division HROC – One per division HQ (Existence Based).
- TPOC – One per TSC – (Existence Based).
- TG PAT – One per inter-theater APOD – (Existence Based).
- MMT – One per inter-theater APOD that receives bulk mail – (Existence Based).
- HR company HQ –
  - One per TG PAT – (Existence Based).
  - One per MMT – (Existence Based).
  - One per three to seven platoons (HR, postal, or any combination) – (Workload Based).
- DSB HR Company – One per DSB (Active Component only).
- HR platoon –
  - Two per TG PAT (first 3,600 daily personnel flow) – (Existence Based).
  - One per 1800 personnel transitioning through APOD offset by 2 per TG PAT – (Workload Based).
  - One squad per General Officer level command except ASCC – (Existence Based).
  - One squad per division area APOD with transients – (Existence Based).
  - One squad per Role 3 hospital – (Existence Based).
  - One squad per mortuary affairs company – (Existence Based).
  - One squad per corps area APOD with transients – (Existence Based).
  - One squad per ASCC HROC – (Existence Based).
  - One squad per three additional supported functional and multifunctional brigade HQ (for example, engineer, field artillery, air defense artillery, aviation, expeditionary combat aviation brigade, and transportation brigades at echelons above division) – (Existence Based).
- Postal platoon –
  - Four per MMT – (Existence Based).
  - One per 6,000 supported – (Workload Based).
- Army Bands –
  - Direct Support Band – One per division or one per 25K supported with unit of assignment echelons above division Senior Army HQs.
  - General Support Band – One per 25K supported with unit of assignment echelons above division Senior Army HQs or one per Senior Army HQs echelons above division with two or more standard requirements code 02813K000 requirements.

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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

AAFES	Army and Air Force Exchange Service
ADP	Army doctrine publication
ADPAAS	Army Disaster Personnel Accountability and Assessment System
AO	area of operations
AOR	area of responsibility
APOD	aerial port of debarkation
AR	Army regulation
ARNG	Army National Guard
ASCC	Army Service component command
ATP	Army techniques publication
CAAF	contractors authorized to accompany the force
CAC	common access card
CIC	casualty information center
CJCSM	Chairman of the Joint Chiefs of Staff manual
CMAOD	Casualty and Mortuary Affairs Operations Division
CONUS	continental United States
COP	common operational picture
COR	contracting officer's representative
CSC	corps sustainment command
DA	Department of the Army
DA Pam	Department of the Army pamphlet
DCIPS	Defense Casualty Information Processing System
DCIPS-CR	Defense Casualty Information Processing System-Casualty Report
DCIPS-PCR	Defense Casualty Information Processing System-Personnel Casualty Reporting
DCS	deputy chief of staff
DD	Department of Defense (form)
DEERS	Defense Enrollment Eligibility Reporting System
DFARS PGI	Defense Federal Acquisition Regulation Supplement Procedures, Guidance, and Information
DJMS	Defense Joint Military Pay System
DMC	distribution management center
DOD	Department of Defense

DODD	Department of Defense directive
DODI	Department of Defense instruction
DODM	Department of Defense manual
DSB	division sustainment brigade
DSSB	division sustainment support battalion
DSTB	division sustainment troops battalion
DTAS	Deployed Theater Accountability System
DUIC	derivative unit identification code
EFMP	Exceptional Family Member Program
EPS	essential personnel services
ESC	expeditionary sustainment command
FM	field manual, frequency modulation
FORSCOM	United States Army Forces Command
G-1	assistant chief of staff, personnel
G-3	assistant chief of staff, operations
G-3/5/7	deputy chief of staff for operations, plans, and training
G-4	assistant chief of staff, logistics
G-6	assistant chief of staff, signal
G-8	assistant chief of staff, financial management
G-9	assistant chief of staff, civil affairs
GCSS-Army	Global Combat Support System–Army
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
ID	identification
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
JMPA	joint military postal activity
JOA	joint operations area
JP	joint publication
JTF	joint task force
LOD	line of duty
MDMP	military decision-making process
MMT	military mail terminal

MOS	military occupational specialty
MPO	military post office
MPS	Military Postal Service
MPSA	Military Postal Service Agency
MPTk	Medical Planners' Toolkit
MTF	medical treatment facility
MWR	morale, welfare, and recreation
NCO	noncommissioned officer
NGR	National Guard regulation
NOK	next of kin
NRP	non-unit-related personnel
OBIEE	Oracle's Business Intelligence Enterprise Edition
OCS	operational contract support
OE	operational environment
OPLAN	operation plan
OPORD	operation order
PAR	personnel action request
PASR	personnel accounting and strength reporting
PERSTAT	personnel status
PIM	personnel information management
POD	postal operations division
PRM	personnel readiness management
RAPIDS	Real-Time Automated Personnel Identification System
RC	Reserve Component
RSOI	reception, staging, onward movement, and integration
RTD	return-to-duty
RTF	regeneration task force
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
SABIR	Service for Analytics and Business Intelligence Reports
SOP	standard operating procedure
SPM	Service postal manager
SPO	support operations
SPOT	Synchronized Pre-deployment and Operational Tracker
STB	special troops battalion
TC	training circular
TG PAT	theater gateway personnel accountability team
TPFDD	time-phased force and deployment data
TPOC	theater personnel operations center

TRADOC	United States Army Training and Doctrine Command
TSC	theater sustainment command
U.S.	United States
USAR	United States Army Reserve
USC	United States Code
USPS	United States Postal Service

SECTION II – TERMS

administrative control

Direction or exercise of authority over subordinate or other organizations in respect to administration and support. (JP 1, Vol 2)

anticipation

The ability to foresee events and requirements and initiate necessary actions that most appropriately satisfy a response without waiting for operations orders or fragmentary orders. (ADP 4-0)

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, Vol 2)

continuity

The uninterrupted provision of sustainment across all levels of war. (ADP 4-0)

contracting officer's representative

An individual designated in writing by the contracting officer to perform specific technical or administrative functions. (JP 4-10)

contractors authorized to accompany the force

Contractor employees and all tiers of subcontractor employees who are authorized to accompany the force in applicable contingency operations outside of the United States and have afforded such status through the issuance of a letter of authorization. (JP 4-10)

core competency

An essential and enduring capability that a branch or an organization provides to Army operations. (ADP 1-01)

crisis

An emerging incident or situation involving a possible 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 and/or strategic objectives. (JP 3-0)

economy

Providing sustainment resources in an efficient manner that enables the commander to employ all assets to the greatest effect possible. (ADP 4-0)

endurance

The ability to persevere over time throughout the depth of an operational environment. (FM 3-0)

executive agent

A delegation of authority by the Secretary of Defense or Deputy Secretary of Defense to a subordinate to act on behalf of the Secretary of Defense. (JP 1, Vol 2)

improvisation

The ability to adapt sustainment operations to unexpected situations or circumstances affecting a mission. (ADP 4-0)

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)

mobility

A quality or capability of military forces which permits them to move from place to place while retaining the ability to fulfill their primary mission. (JP 3-36)

multidomain operations

The combined arms employment of joint and Army capabilities to create and exploit relative advantages to achieve objectives, defeat enemy forces, and consolidate gains on behalf of joint force commanders. (FM 3-0)

operation

A sequence of tactical actions with a common purpose or unifying theme. (JP 1, Volume 1)

operational contract support

The process of planning for and obtaining supplies, services, and construction from commercial sources in support of combatant commander-directed operations. (JP 4-10)

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 reach

The distance and duration across which a force can successfully employ military capabilities. (JP 3-0)

personnel services

Sustainment functions that man and fund the force, maintain Soldier and Family readiness, promote the moral and ethical values of the nation, and enable the fighting qualities of the Army. (ADP 4-0)

principle

A comprehensive and fundamental rule or an assumption of central importance that guides how an organization approaches and thinks about the conduct of operations. (ADP 1-01)

responsiveness

The ability to react to changing requirements and respond to meet the needs to maintain support. (ADP 4-0).

running estimate

The continuous assessment of the current situation used to determine if the current operation is proceeding according to the commander's intent and if planned future operations are supportable. (ADP 5-0)

simplicity

Relates to processes and procedures to minimize the complexity of sustainment. (ADP 4-0)

survivability

A quality or capability of military forces which permits them to avoid or withstand hostile actions or environmental conditions while retaining the ability to fulfill their primary mission. (ATP 3-37.34)

sustainment

The provision of logistics, financial management, personnel services, and health service support necessary to maintain operations until successful mission completion. (ADP 4-0)

sustainment warfighting function

The related tasks and systems that provide support and services to enable freedom of action, extend operational reach, and prolong endurance. (ADP 3-0)

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15 September 2025

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