*FM 1-0 (FM 12-6)

Human Resources Support

February 2007

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Headquarters, Department of the Army

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Human Resources Support

Contents

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Preface

This document provides fundamental principles to help guide actions, make decisions, and establish policies in support of national objectives. FM 1-0 is the Army's single source of doctrine for Human Resources Support. It describes human resource doctrine and how it fits into the Army's current and future operational concept across the full spectrum of conflict. Execution of this doctrine requires well-trained, values-based Soldiers imbued in the Warrior ethos who are capable of operating in a joint and expeditionary environment.

PURPOSE

FM 1-0 promotes a common understanding of human resource support fundamentals. This manual does not dictate procedures for any particular operational scenario. It provides the doctrinal base for developing operational plans (OPLANs) and standard operating procedures (SOPs). Leaders and human resource operators at all levels must apply these fundamentals using the military decision-making process (MDMP), troop leading procedures (TLP), and METT-TC. This publication is authoritative; but requires judgment in application.

WHAT HAS CHANGED

As Army transformation has progressed, human resources support and services have evolved. The stovepipe structures of the cold war era have been replaced with modular organizations that provide the commander with tailorable, sustainable, and flexible options to cope with any challenges faced during military operations. Another key change involves making brigades capable of independent human resources operations, regardless of location. Prior to HR transformation, S-1 sections at the Brigade/BCT and Battalion levels were never capable of fully supporting the commander and the Soldier. A combination of increased training, equipment, and manning have made S-1-centric HR support to the Brigade/BCT-centric Army possible. FM1-0 delineates these changes and many others in the HR arena; carefully outlining the capabilities and responsibilities of HR leaders and organizations as they operate across the full spectrum of conflict.

SCOPE

Chapter 1 discusses the mission, characteristics, core competencies, and functions of Human Resource Support. Chapter 2, which outlines Human Resource Support in Army Transformation, is more historical in nature, and discusses the philosophy behind the personnel transformation and the implications that it has on the future force and the way ahead. Chapter 3 describes Human Resources, Brigade/BCT, and Battalion organizations, their responsibilities, employment and support requirements. Chapter 4 describes Brigade/BCT and Battalion S-1 section operations. Chapter 5, which covers Human Resource Support of Force Projection Operations, discusses the deployment life cycle and how human resources support these operations. The appendices are planning and management tools for HR core competencies and HR operations and are designed to assist commanders and human resource operators in establishing SOP's, OPLANS, and command policies.

APPLICABILITY

FM 1-0 applies to all Army leaders regardless of component. This doctrine applies across the full spectrum of conflict (from stable peace to general war). Army headquarters serving as a joint force land component command or joint task force headquarters should also refer to JP 1-0, *Doctrine for Personnel Support to Joint Operations*, and other joint personnel publications. The publication applies to the Active Army, the Army National Guard/Army National Guard of the United States, and the United States Army Reserve unless otherwise stated. Elements may be included in other doctrinal publications.

ADMINISTRATIVE INFORMATION

Although this manual does not implement any international agreements, the material presented herein is in accordance with related international agreements. Unless this publication states otherwise, masculine nouns and pronouns do not refer exclusively to men.

The proponent of this publication is the United States Army Training and Doctrine Command (TRADOC), and the preparing agency is the U.S. Army Adjutant General School. Send comments and recommendations to agdoctrine@jackson.army.mil or on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to Commandant, US Army Adjutant General School, ATTN: ATSG-AG-CD, Fort Jackson, South Carolina.

Introduction

Human Resources (HR) doctrine must be complete enough for HR professionals to determine tasks and competencies that must be accomplished, yet not so prescriptive that it prohibits the freedom to adapt to operational circumstances. Much like the tactical commander, HR professionals must be versatile and flexible enough to sustain uninterrupted HR support in today's contemporary operating environment. Knowledge of doctrine, combined with expertise and experience, provides a strong foundation for superior planning and execution and establishes a consistent understanding of required HR proficiencies.

This manual outlines processes through which the HR professional ensures reliable, responsive, and flexible support for commanders, Soldiers, DoD civilians, contractors, and their families. It defines objectives and standards for conducting continuous HR operations whether at home station or deployed in support of contingency operations throughout the world. Additionally, this field manual outlines those conditions and missions the HR professional must anticipate. We must stay focused on these capabilities because they are among the key components in conducting and sustaining successful full spectrum operations. If we rely too much on prescription and deny commanders flexibility, then we undermine the ability of units and commanders at all levels to operate effectively.

HR doctrine describes how HR support contributes to current and future forces operations and how HR professionals, organizations, and systems play a critical role in support of maneuver, maneuver support, and maneuver sustainment forces in Army, Joint, Interagency, and Multinational (JIM) operations. This manual reinforces the Army's vision that **Soldiers and readiness** are the focus of HR support.

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Chapter 1

Human Resources Support

"*The Army - is People. "The magnificence of our moments as an Army will continue to be delivered by our people. They are the engine behind our capabilities, and the Soldier remains the centerpiece of our formation.*"

General Eric Shinseki, CSA, 12 Oct 99, at the Eisenhower Luncheon of the 45th Annual Meeting of the Association of the United States Army

MISSION

1-1.   The mission of any HR element is to coordinate timely and effective manpower and personnel support for commanders at all echelons to enhance the readiness and operational capabilities of the total force and ensure success across the full spectrum of military operations. This includes Joint, Inter-agency, and Multinational (JIM) operations.

1-2.   HR support applies at all levels of war; strategic, operational, and tactical.

STRATEGIC SUPPORT

1-3.   Strategic HR support involves the national-level capability to plan, resource, manage, and control the HR 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. At the strategic level, the Army G-1 provides HR support to all Army forces. The Army G-1 develops Army policy for all HR systems and functions, while the Assistant Secretary of the Army (Manpower and Reserve Affairs) is responsible for civilian personnel policy and operations. The Human Resources Command (HRC) applies and implements these policies for military personnel of all components (RC while mobilized). The Assistant Chief of Staff for Installation Management (ACSIM), the U.S. Army Community and Family Support Center (USACFSC), the Army and Air Force Exchange System (AAFES), and the Military Postal Service Agency (MPSA) also provide strategic support to the force for Morale, Welfare, and Recreation (MWR) services, and postal operations. The Chief, Army Reserve and the Director of the National Guard Bureau provide strategic HR support for the Army Reserves and National Guard elements respectively.

OPERATIONAL AND TACTICAL SUPPORT

1-4.   Policies and procedures translate into action at the operational and tactical levels. G-1/S-1s provide HR support to service members, DOD civilians, and contractors within the AOR. They are responsible for executing HR functions for assigned or attached personnel.

FUNCTIONS OF HUMAN RESOURCES SUPPORT

HUMAN RESOURCES CORE COMPETENCIES

1-5.   The objective of HR support is to maximize operational effectiveness and to facilitate enhanced support to the Army. Reliable, responsive, and timely HR support in the operational area is critical to supporting the Operational Commander and the force. HR Support relies on non-secure, continuous, and survivable communications and digital information systems. These systems provide a common operational

picture, asset visibility, predictive modeling, and by-exception reporting, all of which are needed to facilitate accurate and timely manning decisions.

1-6.   HR support encompasses ten fundamental capabilities, or core competencies. Each of these core competencies includes tasks that support Army tactical and operational-level operations. These core competencies are:

- Personnel Readiness Management (PRM).
- Personnel Accountability and Strength Reporting (PASR).
- Personnel Information Management (PIM).
- Reception, Replacement, Return to Duty (RTD), Rest and Recuperation (R&R), Redeployment (R5) Operations.
- Casualty Operations.
- Essential Personnel Services (EPS).
- Postal Operations.
- Morale, Welfare, and Recreation (MWR) Operations.
- HR Planning and Staff Operations.
- Band Operations.

> The Army core competencies are the essential and enduring capabilities of our service. While they are not necessarily unique to The Army, they define our fundamental contributions to our Nation's security. Technology may change the ways The Army contributes to America's security, but not the contributions themselves.

1-7.   HR core competencies define overall functional responsibilities: they are the foundation on which HR support is based. The core competencies will be introduced in the following paragraphs and will be referred in following chapters. Each core competency is described in detail in an individual Appendix. These core competencies are further broken down into specific collective tasks called Army Tactical Tasks (ARTs).

1-8.   FM 7-15, Army Universal Task List (AUTL), is the basis for determining specific HR tasks needed to support execution of the Army's tactical mission. The AUTL provides a standard, doctrinal foundation and catalogue of all Army collective tasks that support Army tactical missions and operations. Figure 1-1 defines the proposed HR collective tasks. It should be noted that the FM 7-15 is expected to be revised in FY 2007 and as such it is anticipated that HR tasks will be aligned under the Sustainment Warfighting Function.

1-9.   Units and staffs perform these tactical collective tasks at theater level and below. Commanders and HR leaders should utilize the AUTL as a reference tool for developing mission essential task lists (METLs), operational orders, and SOPs. The AUTL does not include tasks Army forces perform as part of joint and multinational forces. Joint organizations should use the CJCS (Chairman of the Joint Chiefs of Staff) Manual 3500.04C, Universal Joint Task Listing.
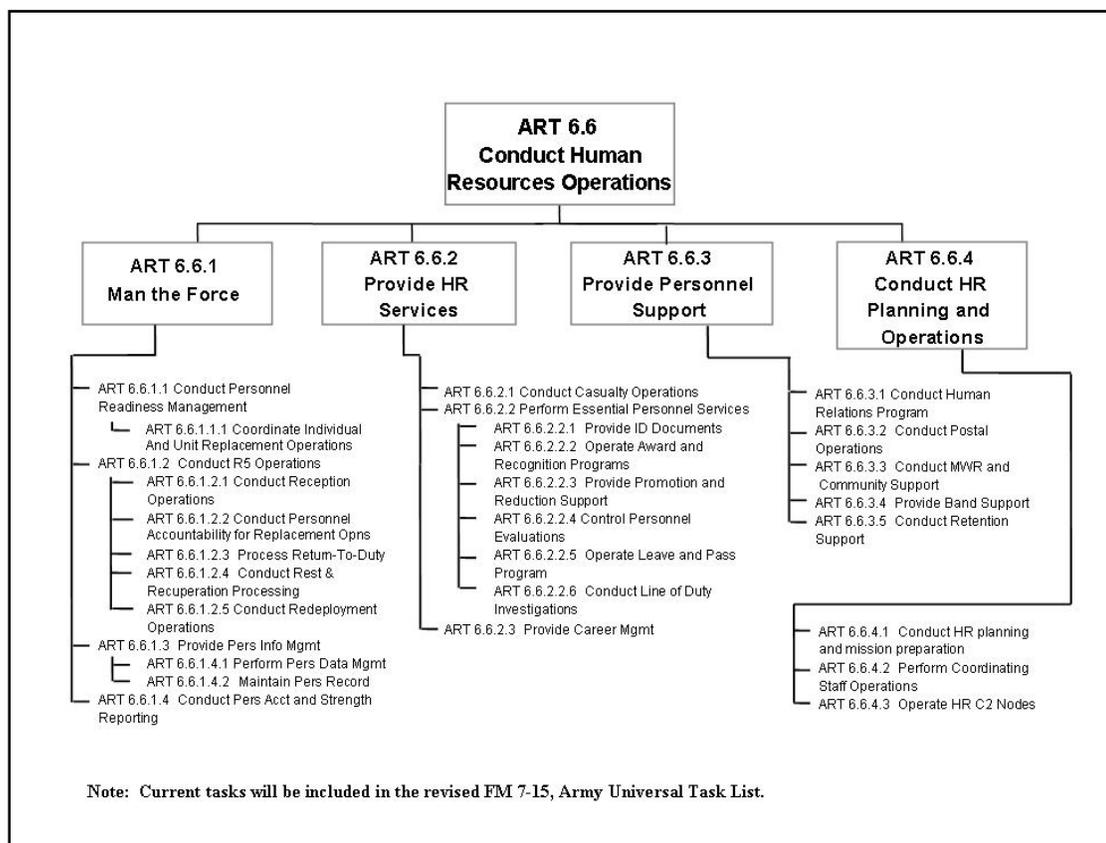
Figure 1-1. Proposed AUTL Task, Conduct HR Operations

1-10. The revised AUTL will align HR core competencies under four areas of responsibility:

- Man the Force.
- Provide HR Services.
- Provide Personnel Support.
- Conduct HR Planning and Staff Operations.

MANNING THE FORCE

1-11. Manning the force consists of Personnel Readiness Management, Personnel Accounting and Strength Reporting, Personnel Information Management, and R5 Operations Management. The manning challenge is getting the right Soldier to the right place at the right time. Manning combines anticipation, movement, and skillful positioning of personnel assets. It relies on non-secure, secure, continuous, and survivable communications and digital information systems.

1-12. Personnel Readiness Management (Appendix A). Personnel Readiness Management distributes Soldiers to units based on documented requirements/authorizations, commanders' priorities, and anticipated needs to maximize mission preparedness and provide the manpower needed to support full spectrum operations. This process involves analyzing personnel strength data to determine current mission capabilities and projecting future requirements. It compares an organization's personnel strength to its requirements, and results in personnel readiness assessments and allocation decisions. This process requires personnel asset visibility from the foxhole to the strategic national provider-level. The coordination, allocation, and management of replacement operations are elements of PRM. PRM includes strength management, strength distribution, individual Soldier readiness, replacement operations and

results in the ability of the Army to maintain the personnel readiness of units required to conduct full spectrum operations.

1-13. **Personnel Accounting and Strength Reporting (PASR) (Appendix B).** Personnel accounting is the recording of by-name data on personnel to include arrivals and departures from units, duty status changes, grade changes, etc. Strength reporting is a numerical end product of the accounting process. It starts with strength-related data submitted at unit level and ends with a database update through all echelons to the Army/ASCC G-1 in the deployed theater and HRC.

1-14. **Personnel Information Management (PIM) (Appendix C).** Personnel information management encompasses the collecting, processing, storing, displaying, and disseminating of relevant information about units and personnel. Commanders, HR professionals, and planners all use personnel information databases when performing their mission.

1-15. **R5 Operations Management (Appendix D).** R5 (Reception, replacement, return-to-duty, rest and recuperation, and redeployment) operations management tracks the movement of personnel from designated points of origin to their ultimate destinations and focuses on the gaining and maintaining of personnel accountability as individuals and units enter, transit, and depart a deployed theater. There are two elements of R5 operations management: R5 management and R5 support. R5 management relates to accounting and processing transiting Soldiers and units, while R5 support is the physical reception, support, and delivery of military and civilian personnel. This includes replacements, return-to-duty (RTD), Rest and Recuperation (R&R), emergency leave Soldiers, and other Soldiers in transit. R5 support coordinates sustainment actions that provide life support and transportation for transiting Soldiers and units. R5 management requires real-time access to information concerning personnel movement status from the point of initial movement, and personnel readiness management information to determine the final destination for individuals entering the theater for the first time. The reception portion of R5 operations is a critical component of the Reception, Staging, Onward movement, and Integration (RSO&I) process and an integral process in the establishment of an accurate theater personnel database. Initial R5 operations, to include the establishment of the Theater Gateway R5 Center are critical elements of the theater opening function. HR planners at the theater level must ensure that R5 units are on the ground prior to personnel flow starting in a developing theater of operations. The critical task accomplished by successful R5 operations is gaining and maintaining the personnel accountability of Soldiers (and other reported populations) in the deployed theater.

HR SERVICES

1-16. HR services are integral to unit readiness and the maintenance of the human dimension of the force. HR services encompass casualty operations management and essential personnel services. It relies on non-secure, continuous, and survivable communications and digital information systems.

1-17. **Casualty Operations Management (Appendix E).** Casualty operations management is the collecting, recording, reporting, verifying and processing of casualty information from unit level to Headquarters, Department of the Army (HQDA). The recorded information facilitates next of kin notification, casualty assistance, casualty tracking and status update, and provides the basis for historical and statistical reports. This information is also shared with other Department of Defense and Army agencies to initiate required actions. For example, the mortuary affairs system relies upon the casualty operations management information to ready the preparing mortuary, to collect identification of remains, and to track the collection and movement of personal effects. Accuracy and timeliness are critical components of casualty management, and depend on assured communications and reliable access to personnel information.

1-18. **Essential Personnel Services (Appendix F).** Essential personnel services provide timely and accurate HR functions that efficiently update Soldier status, readiness, and quality of life and allow Army leadership to effectively manage the force. Essential personnel services include awards and decorations, enlisted and officer evaluations, promotions and reductions, transfers and discharges, identification documents, leaves and passes, line of duty investigations, officer procurement, military pay, etc.

PERSONNEL SUPPORT

1-19. Personnel support activities encompass the elements of postal operations management; morale, welfare, and recreation; and band operations. It relies on non-secure, secure, continuous, and survivable communications and digital information systems.

1-20. Postal Operations Management (Appendix G). The postal operations management system provides a network to process mail and provides postal finance services within the deployed AOR. Processing mail involves: receiving, separating, sorting, dispatching, transporting and redirecting ordinary, official, insured, certified, return receipt and accountable mail, conducting coalition and international mail exchange, handling official casualty, contaminated/suspicious and EPW mail. Postal finance services involve: selling postage stamps, cashing and selling money orders, mailing packages, providing registered and special services (including classified up to SECRET level), insured, and certified mail services, and processing postal claims and inquiries.

1-21. Morale, Welfare, and Recreation Operations (Appendix H). The MWR network provides unit recreation, sports programs, and rest areas for military and deployed DOD civilian personnel. MWR personnel provide these services and facilities in coordination with unit Points of Contact (POC). G-1/S-1s coordinate MWR operations and plan for MWR operations. HR organizations are not the executers of MWR centers. MWR support includes coordinated AAFES and American Red Cross (ARC) support.

1-22. Band Support (Appendix J). The Army bands provide music to enhance unit cohesion and Soldier morale, and musical support to civil-military operations, multinational operations, recruiting operations, and national and international community relations operations. During contingency operations, mobilization and demobilization, and major training exercises, the mission may expand to include musical support for civil affairs and psychological operations.

HR PLANNING AND STAFF OPERATIONS

1-23. HR Planning and Operations (Appendix I) is the means by which the HR provider envisions a desired HR end state in support of the operational commander's mission requirements; lays out the effective ways of achieving it; and communicates to subordinate HR providers and HR unit leaders the intent, expected requirements, and outcomes to be achieved to provide the support in the form of an OPLAN, OPORD or Annex (Planning); and the process of tracking current and near-term (future) execution of the planned HR support to ensure effective support to the operational commander through the following process (Operations).

- Assessing the current situation and forecasting HR requirements based on the progress of the operation.
- Making execution and adjustment decisions to exploit opportunities or unforecasted requirements.
- Directing actions to apply HR resources and support at decisive points and time.

1-24. Effective HR Planning and Operations require extensive technical and tactical expertise in terms of HR capabilities and support available; the requirements established by the HR Core Competencies; the maneuver plan to be supported and the relationship between the HR organization providing support and the maneuver units supported. HR Plans and Operations elements must be expert in a myriad of HR systems, HR processes, communications (voice and data) systems, and the requirements and resources available to accomplish the HR core competencies for supported organizations of various components. Additionally, HR Planning and Operations are those functions necessary to plan, coordinate, and ensure HR support is accomplished according to METT-TC. These functions include conducting mission and planning analysis, generating courses of actions, comparing courses of action, selecting a solution, and producing the results in an operations plan or order annex. The planning process should determine the type of HR support needed (postal, R5, casualty, etc.), the number and type of units required, when support is needed, what additional resources will be required, and the establishment and maintenance of HR C2 nodes. HR C2 nodes are those communications nodes required for all HR operations and include those needed to operate across commands and echelons, and to higher and lower elements. Also included in this task is the conduct

of coordinating staff operations for elements aligned or organized under the staff supervision of the G-1/S-1.

CHARACTERISTICS OF HUMAN RESOURCES SUPPORT

1-25. As a function of sustainment, HR support is characterized by the same elements used to describe effective and efficient Sustainment Operations (formerly referred to as Combat Service Support Operations). When planning for future operations, HR professionals should consider the following eight characteristics:

RESPONSIVENESS

1-26. Responsiveness is providing the right support in the right place at the right time. It is a crucial characteristic of HR support; in a dynamic global society demands on the military can and do change rapidly. Responsiveness also involves anticipation. While HR planners must be able to foresee operational requirements, they also must continually stay abreast of current operations and future plans so that they are ready to respond to any new or changing requirement.

SIMPLICITY

1-27. Simplicity means avoiding unnecessary complexity in conducting (planning, preparing, executing, and assessing) operations. Mission orders, drills, rehearsals, and standardized procedures that are clean and concise, contribute to simplicity.

FLEXIBILITY

1-28. Flexibility is the ability to adapt HR support structures and procedures to changing situations, missions, and concepts of operations. When established procedures do not accomplish the mission, HR personnel seek innovative solutions, rapidly devise new procedures, or take extraordinary measures to adapt to the situation.

ATTAINABILITY

1-29. Attainability is generating the minimum essential HR support and services necessary to conduct the required operations.

SUSTAINABILITY

1-30. Sustainability is the ability to maintain HR support during all phases of major operations. Sustainability ensures that operations are not delayed or suspended because of personnel shortages.

SURVIVABILITY

1-31. Survivability is the ability to protect personnel, equipment, information, and facilities from attacks by hostile forces. Reducing redundant operations within the AOR, and making maximum use of reach back capability reduces the support footprint and increases survivability by providing fewer targets for the enemy.

ECONOMY

1-32. Economy means providing the most efficient support to accomplish the mission. Merging the most recent information technology with modern software packages, enhance the economy of HR support resources.

INTEGRATION

1-33. Integration consists of synchronizing HR operations with all aspects of Army, and JIM operations.

HR SUPPORT TO OPERATIONS

1-34. HR support to military operations is dependant on METT-TC and will be capable of providing support from home station, an intermediate staging base, when deployed with the organization, or from multiple deployed locations. HR support is also a critical enabler to successful military operations. Without accurate and timely HR support, combatant commanders would not be able to determine the effective personnel combat power of the force, nor would they be capable of providing HR support to units already deployed for the military operation. Fig. 1-2 provides an overview of HR support for Army/ASCC, Corps and Division.

1-35. When planning HR support during military operations, HR planners must consider the numbers of units and organizations involved, task organization of the force, the level of support needed, and whether the area of operation will be austere or immature with limited resources (i.e., reduction of HR personnel during combat operations, technological enablers not established, transportation assets unavailable, etc.). Regardless of the type of military operation, HR support in the early stages of operations must continuously perform the critical wartime tasks of personnel readiness management, PASR, casualty, theater R5 operations, and personnel information management. As military operations progress or as the situation permits, other HR support operations can be initiated or conducted (i.e., postal operations, MWR operations, and essential personnel services). HR planners should also plan Band support for military operations. While band operations are METT-TC dependant, they can provide morale enhancing music at various ceremonies (departure, arrival, etc.).

1-36. Battalion and Brigade/Brigade Combat Team S-1 Sections are the focal point for HR support for the majority of the core competencies. S-1 sections provide the majority of direct support to Soldiers. Critical theater-level support in postal, R5, casualty, and PASR operations is provided by HR units tailored specifically as modular, scalable structures to provide the required mission support.

HUMAN RESOURCES SUPPORT
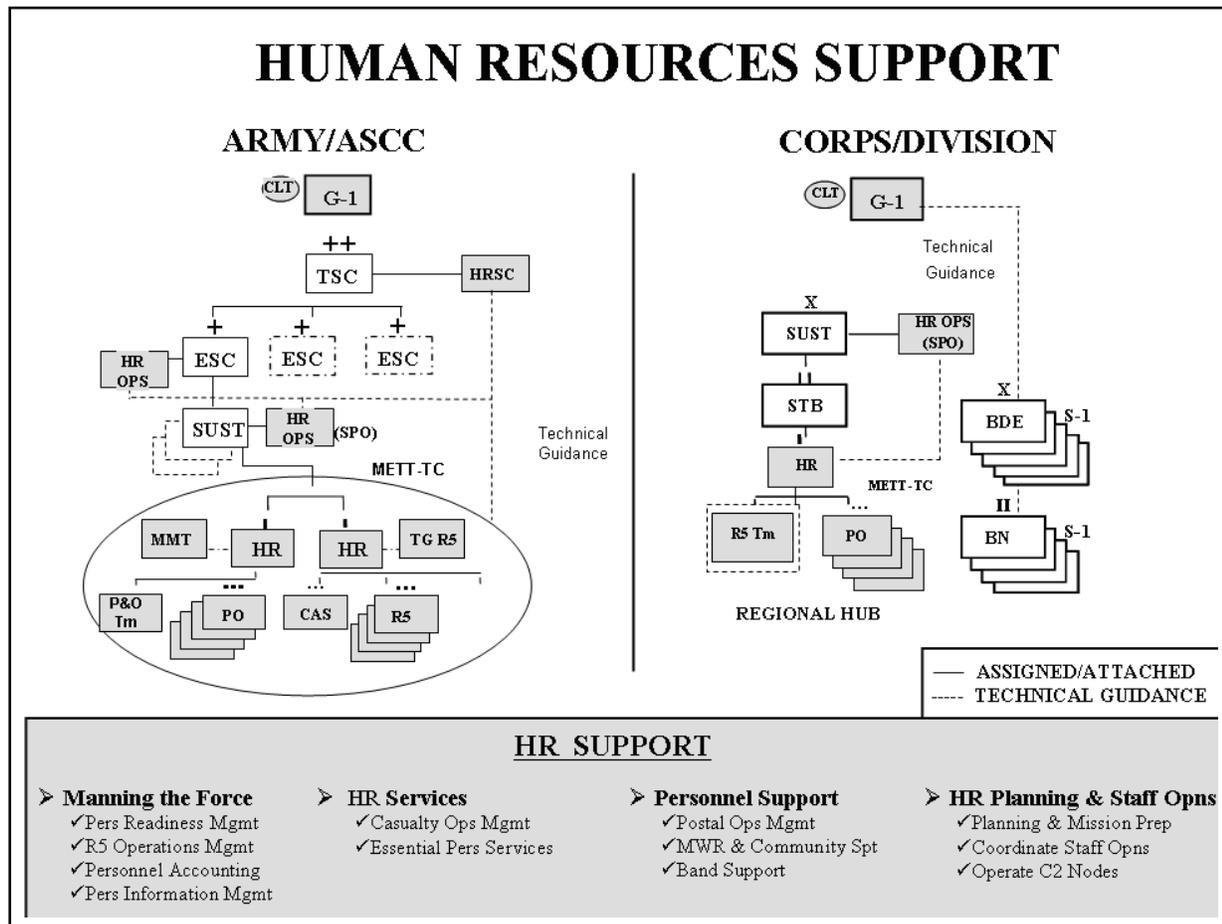
Figure 1-2. Human Resources Support to Army/ASCC, Corps, and Division

1-37. When planning for military operations, HR planners must project the type and level of HR support required to accomplish the tasks associated with the supported operation or mission. A key note to remember is that military operations will change and HR planners must be prepared to provide HR support regardless of the type of military operation (offensive, defensive, stabilization and, civil support, etc.). Failure to properly plan for HR support can have a serious impact not only on the commander's ability to make military decisions based on personnel, but can also impact the morale of the forces deployed. Given limited HR theater structure, HR planners must be prepared to coordinate the contracting of HN support for HR operations as soon as the security situation allows.

1-38. Prior to the deployment of forces, the HR emphasis is on Soldier and unit readiness and the detailed HR planning describing how HR core competencies and tasks will be conducted during the military operation. This is a joint effort of HR personnel within the Brigade/BCT and Battalion S-1 sections the G-1 and theater-level HR planners. It may also include personnel from Military Personnel Division (MPD), or other installation support activities. Results of the detailed planning and integration of HR support must be included in all operational plans and orders. Primary emphasis is placed on ensuring the personnel effectiveness/combat power of the unit is maintained by monitoring personnel accountability and individual readiness through pre-deployment checks on legal, military pay, HR, medical and dental status, support of rear detachment operations, family readiness and Soldier well-being matters affecting the preparedness for immediate deployability. HR support personnel also concentrate on ensuring teams, squads, and crews are fully staffed and any shortfalls are eliminated via cross-leveling or individual/crew replacements. Priority tasks generally include (but are not limited to): PASR, PRM, PIM, R5 operations, and selected essential personnel services.

1-39. Initially, HR support focus should be on deployment from home station to the aerial or sea ports of debarkation (APOD or SPOD) and arrival into the area of operations. Critical HR tasks include maintaining personnel accountability, creating passenger manifests, and managing the personnel readiness data and personnel information on all deploying personnel. Key to the success of personnel information reliability and accuracy is ensuring that a sufficient number of HR personnel (S-1/G-1) are included as part of the early entry element or AOR opening package. On arrival within the AOR, the S-1/G-1 must ensure arriving personnel are integrated into the deployed theater database. This is especially critical for theater accountability and casualty reporting during entry operations. Priority tasks include: PASR, PRM, PIM, R5, and casualty operations.

1-40. When an organization is engaged, the HR support focus is on maintaining accountability, performing casualty operations and the resulting personnel readiness management to replace losses, and selected essential personnel services (wartime awards for casualties). HR providers within the S-1/G-1 accomplish these tasks by monitoring, collecting, and verifying HR-related information provided by operational combat systems (Battle Command System, Future Combat System, etc.) and reporting the information within personnel channels. HR personnel should be prepared to provide the combatant commanders with HR information impacting the combat capability of the unit—crew status, critical shortages, unit strengths, etc. Priority tasks include: PASR, casualty operations, PRM, PIM, and R5 operations.

1-41. During combat operations, certain HR functions may have to be limited or delayed, depending on TEMPO. This is the time for HR planners to continue to plan for sustainment functions such as most essential personnel services and MWR activities. HR sustainment generally follows any type of operation as units prepare for the next mission. HR sustainment can take place in the area of operations or in some cases become part of the operations. Priority tasks include: PASR, casualty operations, PRM, PIM, R5 operations, casualty operations, essential personnel services, postal operations and band operations.

1-42. As military operations conclude, the focus of HR support is three-fold: managing the personnel flow to home station, reducing or eliminating the HR structure in the theater of operations, and supporting the reconstitution of units to pre-mobilization levels of readiness. It is critical that sufficient HR personnel remain in theater to continue the re-deployment of units and personnel. Priority tasks include: R5 operations, PASR, PRM, PIM, postal operations, essential personnel services, MWR and band operations.

THEATER OPENING

1-43. Theater opening HR support is critical to the success of the RSO&I process as well as compliance with US Code Title 10 requirements. Sufficient HR structure must arrive in theater prior to the flow of main body forces to establish the PASR deployed theater database, establish R5 Operations at inter-theater APODs, establish the casualty reporting system, and begin to establish the postal MMT facility. Elements of the supporting Human Resources Sustainment Center (HRSC), the Theater Gateway (TG) R5 Center Team with supporting HR (R5) Company, and elements of the Military Mail Terminal (MMT) Team must accompany the Theater Opening plug of the lead Sustainment Brigade into theater.

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Chapter 2

HR Support In Army Transformation

> *"The only difficult thing about getting a new idea into a military mind is getting an old one out".*
>
> B.H.L. HART

HR TRANSFORMATION

2-1. The United States Army is currently transitioning from a forward deployed force to a power projection force based primarily in the Continental United States (CONUS). It continues to transform to meet the security challenges of the 21st Century as the pace and proliferation of technology increases. The Army understands the need to respond more rapidly and decisively across full spectrum operations. It is transitioning from traditional divisional brigades to modular organizations, currently defined as Brigade Combat Teams (BCT), Brigades and modular Division, Corps and Army Service Component Command (Army/ASCC) headquarters. The most significant element of the Army's transformation is the transition form a Division-centric tactical force to a Brigade-centric tactical force. The emergence of the Brigade-centric paradigm poses significant challenges for the HR community.

2-2. Lessons Learned from recent operations (including Operation Desert Storm and Operations Iraqi/Enduring Freedom) determined that current systems/processes are unable to effectively provide total asset visibility and account for personnel in a given theater of operations. The Army's personnel systems architecture is not fully integrated; has myriad legacy systems that are costly to maintain, inadequately supported; and operate numerous manpower-intensive functional processes. Many of these systems are stove-piped and cumbersome, produce marginal results, have limited or no records keeping capability, require intensive interface resolution, and are not consistent across all components. Many of the supporting processes are manual or semi-automated with unnecessary steps that can and should be eliminated. Additionally, significant differences between active and reserve component HR systems complicate the ability of HR providers to support multi-component units; which are serving together more and more often during current combat operations.

2-3. HR Transformation is a multi-component, military and civilian approach to the Army's Personnel Services Support and Information Technology design objectives. To accomplish our transformation goals, the HR Community is transforming to meet the increasing demands of a more deployable, agile, and versatile force. HR Transformation is focused on the strategic objectives of (1) reshaping HR processes, (2) using technology to apply a relevant, reliable, and achievable multi-component HR system, (3) realigning the Army HR structures, and (4) delivering and executing HR service functions as close to the Soldier as possible (to include Soldier self-service) in support of a transformed, Brigade-centric tactical Army. Simultaneously, a reduction of the support footprint in the operational area is imperative to overall mission success.

2-4. The Future Force involves fundamental changes that affect the entire Army – the way it organizes, the way it equips, the way it trains, and the way it fights. To be relevant in the Future Force, HR support will undergo fundamental changes in how and at which level the support is provided. Typical HR organizations of today, such as Postal Companies and Personnel Detachments are transforming to HR Companies comprised of specialized platoons based on METT-TC. HR support for the Future Force will be embedded in the Brigade/BCT structure in S-1 sections and supported by HR units at the Division/Corps/Army/ASCC level.

Figure 2-1 demonstrates how HR units are transforming to support the future force—HR organizations will no longer need to be aligned under HR command and control, but will use common platforms, systems and components to simplify the HR support structure. The commonality of systems will enable HR organizations to be Joint-capable and provide support to all deployed personnel throughout full spectrum operations. The Army's transformational concept indicates that units are to be organized, manned, equipped, and trained to be more strategically responsive, deployable, agile, versatile, lethal, survivable, and sustainable. FAB XXI transforms Army bands to a modular design for ready and relevant delivery of music support to an expeditionary Army.
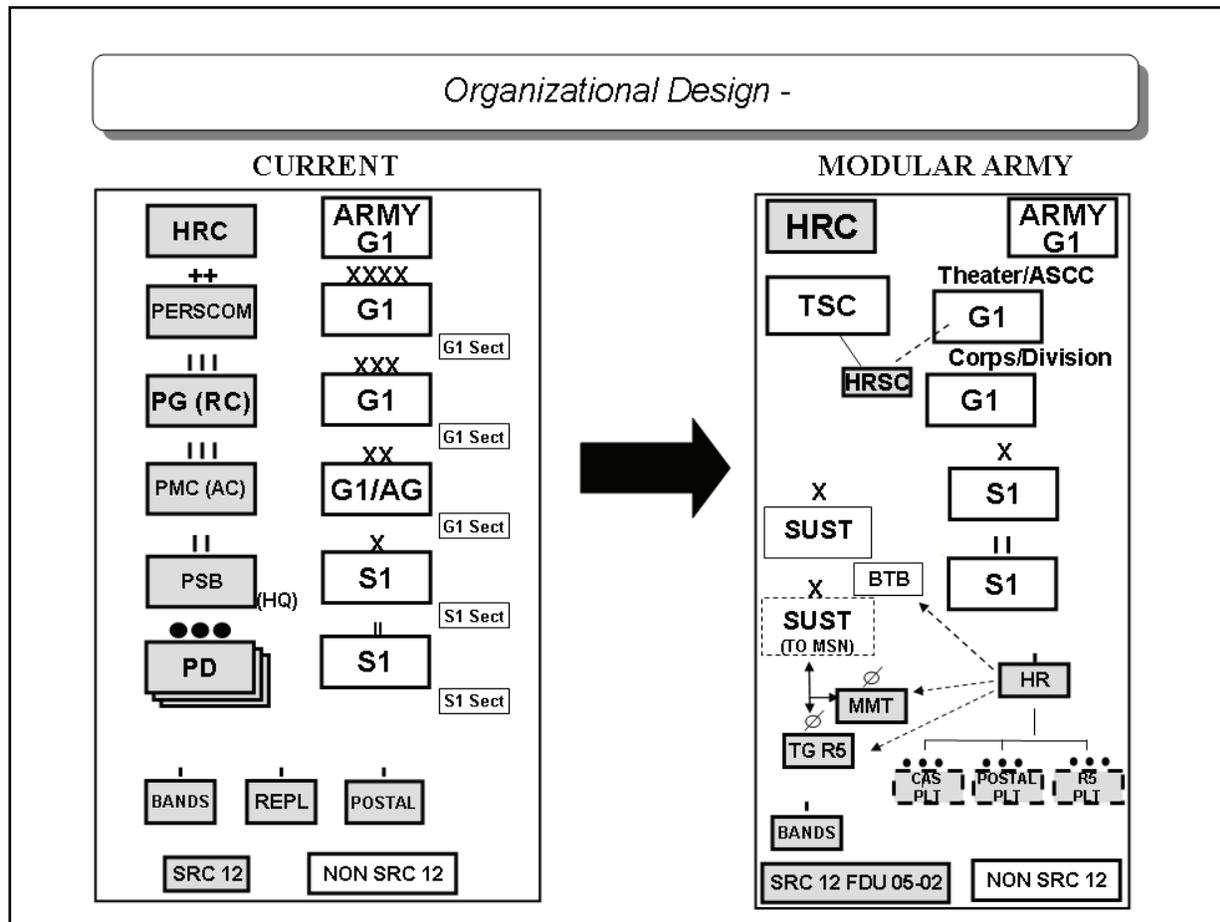
Figure 2-1. Human Resources Transformation with the Modular Army

2-5. HR support is transitioning from a centralized stovepipe support philosophy, where AG force structure provided the majority of support, to a decentralized support structure. This transition places the majority of HR support closer to Soldiers and embeds required capabilities in all Battalion and Brigade/BCT S-1 sections. This transition links the "top of the HR system" directly to the Battalion and Brigade/BCT S-1 sections, no matter the component. HR support remains focused on the core competencies; it is the manner and location of delivery which changes. The HR transformation process is the Personnel Services Delivery Redesign (PSDR) and it will modify all HR structures and all S-1 sections in every TOE Battalion and Brigade/BCT. Transformation (PSDR) commenced in FY2005 and will be complete in FY2009.

2-6. Battalion and Brigade/BCT S-1 sections are the focal point for the execution of the majority of the core HR competencies for their units. The S-1 section will perform the PRM, PASR, PIM, EPS, MWR and HR planning and operations for all Battalions and Brigade/BCTs. The S-1 section will coordinate and integrate the performance of R5 operations, casualty operations, postal operations, and band operations that

support the Battalion and Brigade/BCT through the supporting HR Operations Cell of the Support Operations Section of the supporting Sustainment Brigade and supporting Expeditionary Sustainment Command (ESC) and higher headquarters G-1 sections.

2-7.   Battalion and Brigade/BCT S-1 sections will be properly resourced to perform the de-centralized tasks assigned to them. The resourcing includes increasing the number of assigned HR personnel to address the added workload and ensuring that the personnel are trained in the technical skills required to perform the core competencies. The large majority of Brigade/BCT S-1 sections will now include thirteen 42/43-series officers, warrant officers and enlisted Soldiers. This S-1 section is properly resourced with equipment to include the AHRS computer system, DEERS-Rapid CAC identification card capability, and, most importantly, VSAT/CAISI NIPR connectivity equipment. The VSAT/CAISI allows the S-1 sections to maintain sufficient NIPR connectivity on-the-go throughout the world to support required HR systems. In order to enable the S-1 section to directly link to the "top of the HR system", HR system accesses must be granted to the lowest user level. It is essential that Battalion S-1 sections have all required accesses to utilize the HR systems designed to accomplish HR core competencies. Additionally, all TOE Battalion S-1s will now be 42B officers, either a Captain or Lieutenant based on the size of the Battalion.

2-8.   Army/ASCC level HR structure is deployed to plan, integrate, coordinate and execute the R5, casualty, and postal competencies and to assist with the execution of the PASR core competency at the theater-level. The HR Company is the basic modular structure which provides the theater-level support, and it is tailored to fit the requirements of a specific mission. The HR Company is tailored by adding R5 and postal plans and operations teams, R5 platoons, postal platoons and casualty platoons as required by METT-TC. The concentration of these competencies under the HR Company allows the development of modular HR structures that can be trained, sourced and deployed for specific contingencies and operations. The HR Company is deployed as an element of the Brigade Troops Battalion (BTB) or a Combat Sustainment Support Battalion (CSSB) of a Sustainment Brigade.

2-9.   S-1 sections and HR organization TOEs are shaped to provide and sustain the essential manpower and equipment requirements necessary to facilitate the essential HR support functions required to deploy, fight, and win on the battlefield. The primary peacetime mission of TOE units is to provide HR support as they would during deployment, to train Soldiers to survive in battlefield conditions, and to continually prepare to project (deploy) teams or entire TOE organizations to provide critical HR support to Brigade/BCTs and Divisions/Corps/Army/ASCC. Routine (non-essential) HR support, volume services, career management, family and retiree services, and similar functions are provided at home station by garrison (Installation Management Command - IMCOM) and personnel organizations such as MPD, HRC, Regional Readiness Sustainment Commands (RRSC), Joint Force Headquarters-State, and other TDA agencies. **HR TOE units are not intended to be consumed in part or totally in support of Installation/MPD operations, but are intended to provide HR support to deployed units and Soldiers.**

2-10.   Command support is critical to HR operations. Fully equipped, technologically enabled, well-trained Soldiers are essential to quality HR support. The requirement for sustained combat power, prioritization challenges for replacement and postal operations, and the time-sensitive nature of casualty operations require HR leaders to have direct access to commanders and other HR organizations that support full spectrum operations.

2-11.   Providing essential HR support and reducing the total number of Soldiers providing that HR support in the battlespace (the support footprint) will remain essential to the Army's overall force structure objectives and will remain a Future Force imperative.

2-12.   The IMCOM Military Personnel Division (MPD) is another integral element of the total HR support system for Soldiers and other supported populations. Detailed task analysis has provided an effective distribution of tasks among the S-1 sections, MPDs and the SRC12 HR structures.

2-13.   HR transformation (PSDR) directs garrison HR support functions be divided between tactical and non-tactical units. The garrison MPD provides home station routine and volume HR services to tactical units, while tactical HR elements (S-1/G-1) perform "essential" HR functions.

2-14.   "Routine and volume" services are those services delivered to all installation tenants, regardless of unit affiliation. Examples are installation in/out processing, retirement services, transition and separation

processing, etc…services which do not deploy with the tactical force. "Essential" services are those functions which deploy with the tactical force. The MPD also provides similar "essential" services to non-tactical units, family members of both tactical and non-tactical units, and retires.

2-15. Garrison military HR support is delivered at home station by the Military Personnel Division under direction of the IMCOM garrison Director of Human Resources (DHR). The DHR is the garrison commander's single-source HR provider. The mission commander's single-source HR provider is the G-1, with home station HR support provided by the garrison MPD. The G-1 will coordinate with the DHR and/or Chief MPD on required home station support to the tactical force. The garrison Military Personnel Division (MPD), as prescribed under PSDR, provides routine and volume HR support to tactical forces at home station. The MPD also provides support to all installation tenants to include all family members, tactical and non-tactical units and retirees. Garrisons provide installation support in accordance with CLS funding constraints. CLS is designed to ensure support is equitably provided to all Soldiers, civilians, retirees, and families at all Army installations. During deployment, rear detachments may not be capable of providing certain essential HR services to rear detachment personnel. In such cases, the MPD may provide services as resources permit.
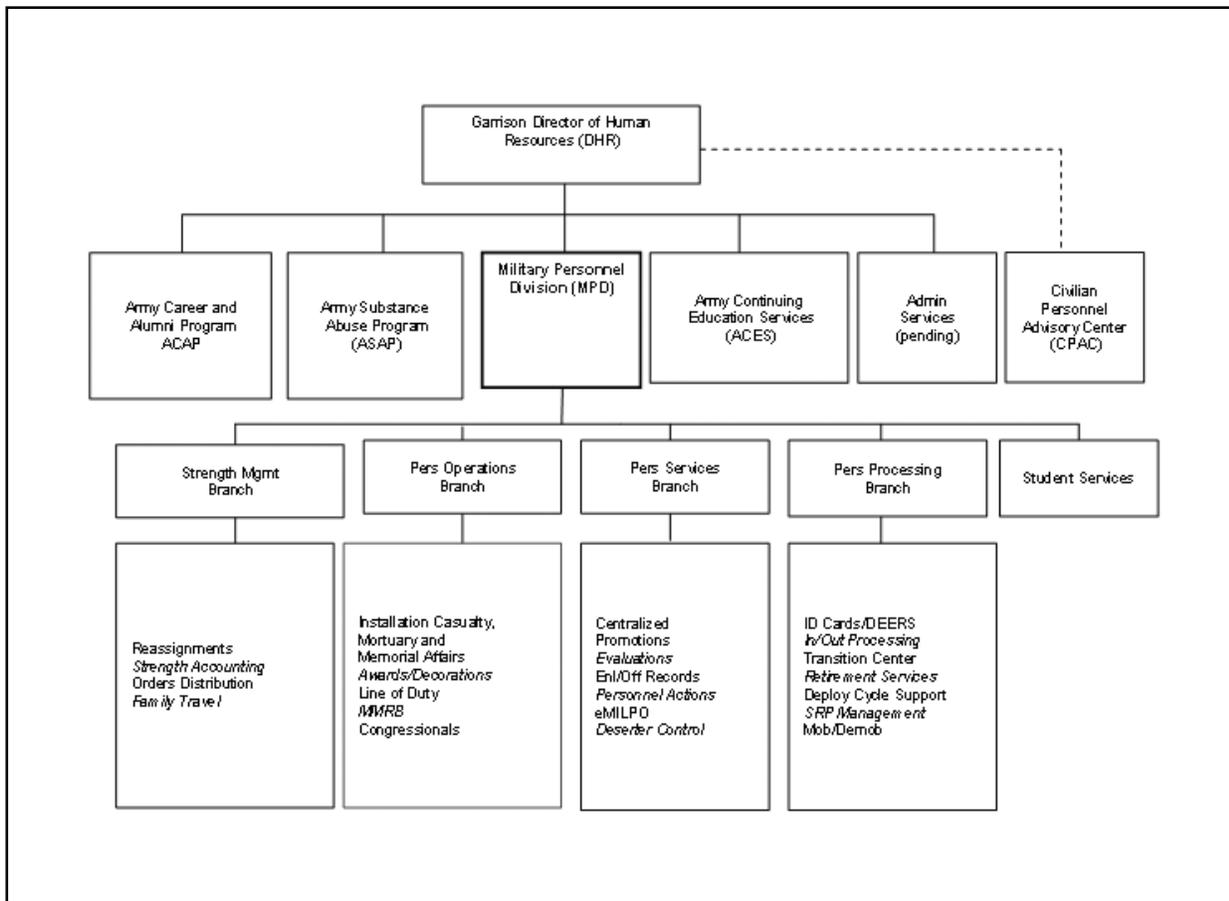
Figure 2-2. MPD Organizational Design

2-16. The PSDR rule of thumb describes which HR organizations should accomplish tasks based on the following:

- If a task is performed for Soldiers **both deployed and in garrison**, then the S-1 section performs the task.
- If a task is performed for Soldiers **only deployed**, then SRC12 HR structures perform the task.

● If a task is performed for Soldiers and other supported populations **only in garrison**, then the MPD performs the task.

2-17. The way ahead depends on teamwork and the involvement of every member of the Army HR community. The challenges are great. The focus must remain on the functional relevance of HR support to the commander and the Soldiers. The integration of the HR Support providers with other Army "People Support" communities - medical, chaplain, judge advocate, and finance - is critical to the Army's transformation to the Future Force. HR Support providers must work together to achieve a fully integrated HR community. Process reengineering must accelerate to maximize the potential of the emerging personnel service support concepts. Action is essential to *"... demonstrate responsible stewardship for the national treasure entrusted to us – our men and women…"* (GEN Shinseki, 12 Oct 99).

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Chapter 3

Human Resources Organizations and Responsibilities

This chapter discusses the mission, responsibilities, and organization of HR structures.

3-1. HR Support organizations are as follows:
- Battalion S-1 Section.
- Brigade/BCT S-1 Section.
- Division G-1
- Corps G-1.
- CONUS Replacement Center.
- Replacement Company.
- Human Resources Command (HRC).
- Department of the Army G-1.
- Army/ASCC G-1.
- Human Resources Sustainment Center (HRSC).
- Military Mail Terminal Team.
- Theater Gateway R5 Team.
- HR Company.
- HR Company Postal Plans & Operations Team.
- HR Company R5 Plans & Operations Team.
- Postal Platoon.
- R5 Platoon Headquarters.
- R5 Team.
- Casualty Platoon Headquarters.
- Casualty Liaison Team.
- Human Resources Operations Cell.
- Army Bands.

BATTALION S-1 SECTION

3-2. The mission of the Battalion S-1 is to plan, coordinate and execute Battalion HR Support.

RESPONSIBILITIES

3-3. The Battalion S-1 Section is the Battalion commander's principal staff section for HR support. The S-1 has the following responsibilities:
- Plan, direct and manage HR core competencies.
- Maintain accountability of all assigned, attached, or other personnel who deploy with the Battalion.
- Ensure timely personnel accounting and strength reporting is conducted in compliance with all local, theater, and Army policies.

- Coordinate all aspects of force health protection, military pay, religious, legal, and command information support within the Battalion. Ensure activities support tactical plans, their branches and sequels, and the commander's desired end-state.
- Prepare personnel estimates and annexes to plans.
- Provide oversight for internal Army Records Information Management System (ARIMS) compliance. (Note: The Military Personnel File (MPF) is maintained at the MPD/Brigade/BCT S-1).
- Provide or coordinate forms and publications management, official mail distribution, Privacy Act and Freedom of Information Act inquiries, and Congressional Inquiries (CI) within the Battalion headquarters and subordinate units.
- Establish and document Battalion HR policies and standing operating procedures (SOP).
- Coordinate with higher headquarters to obtain external HR support.
- Coordinate essential personnel services as directed for all assigned or attached personnel.
- Coordinate legal support of certain personnel activities to include service transfers and discharges, line of duty investigations, conscientious objector processing, summary court officer appointments, and military justice.
- Ensure compliance with command responsibility for casualty correspondence (e.g., letters of condolence and sympathy).
- Coordinate command interest programs as directed; e.g. voting assistance program, CFC, AER, community support programs, etc.

EMPLOYMENT

3-4. The Battalion S-1 Section operates in accordance with METT-TC analysis. Location on the battlefield must allow for full voice and data connectivity (Secure/Non-secure) in order to provide HR support. The S-1 Section organizes within specific functional areas in order to synchronize personnel management activities, manage current and plan future operations.

ORGANIZATION

3-5. The Battalion S-1 organizes the section to execute the responsibilities listed above. The S-1 will normally organize personnel functionally (assign specific personnel to an area of responsibility), then cross train within the section for continuity and consistency. Typical areas of responsibility include manning, personnel support, HR services, and legal. Figure 3-1 depicts a Battalion S-1 staffing and organizational architecture for a 10 person S-1 section.

Note: Battalion S-1 section size varies based on the size of the assigned TOE supported population.

Figure 3-1. Example Battalion S-1 Section Organizational Architecture

SUPPORT REQUIREMENTS

3-6.   The Battalion S-1 Section is dependent upon the appropriate elements of the Battalion or Brigade for systems connectivity, religious, legal, force health protection, field feeding, unit maintenance, logistical support, and supplemental transportation support. The BN S-1 relies on secure, continuous, and survivable communications and digital information systems.

SPECIAL TROOPS BATTALION (STB) S-1 SECTION

3-7.   The mission of the STB S-1 Section is to plan, coordinate and execute STB HR Support and provide HR support to STB Soldiers and others attached or ADCON'ed to the supported headquarters. Due to the size of the supported population in the STB, the likelihood of significant attachments when deployed, and the independent nature of STB operations, the STB S-1 section has similar capabilities to the Brigade/BCT S-1 section. The section is manned and equipped accordingly.

RESPONSIBILITIES

3-8.   The STB S-1 is the STB Commander's principal staff officer for HR Support. The STB S-1 provides HR policy, information and support for assigned or attached personnel to the Division/Corps/Army/ASCC staff and to the separate companies assigned or attached to the Special Troops Battalion. The STB S-1 has the following responsibilities:
- Plan, direct and manage HR core competencies.
- Prepare personnel estimates and annexes to plans.

- Ensure timely personnel accounting and strength reporting is conducted in compliance with all local, theater, and Army policies.
- Provide oversight for internal Army Records Information Management System (ARIMS) compliance.
- Serves as the personnel records custodian for the Military Personnel File (MPF).
- Provide or coordinate forms and publications management, official mail distribution, Privacy Act and Freedom of Information Act inquiries, and manage Congressional Inquiries (CI).
- Establish and document STB HR policies and SOPs.
- Coordinate essential personnel services as directed for all assigned or attached personnel. Prepare ID documents for all supported Soldiers as required.
- Execute PRM for all assigned and attached Soldiers in coordination with the element G-1.
- Prepare casualty reports in compliance with all local, theater, and Army policies.
- Coordinate with HR Ops cell of supporting Sustainment Brigade for external HR support.
- Ensure compliance with command responsibility for casualty correspondence (e.g., letters of condolence and sympathy).
- Coordinate and execute command interests programs as directed; e.g. voting assistance program, CFC, AER, community support programs, etc.
- Coordinate legal support of certain personnel activities to include service transfers and discharges, line of duty investigations, conscientious objector processing, summary court officer appointments, and military justice.

EMPLOYMENT

3-9. The STB S-1 operates in accordance with METT-TC analysis. This facilitates Division/Corps/Army/ASCC-wide HR technical and systems integration. The STB S-1 may organize functional area managers within the section to synchronize personnel management activities and plan current and future operations.

ORGANIZATION

3-10. The STB S-1 organizes section personnel functionally (assigns specific personnel to an area of responsibility), then cross trains within the section for continuity and consistency in accordance with METT-TC.
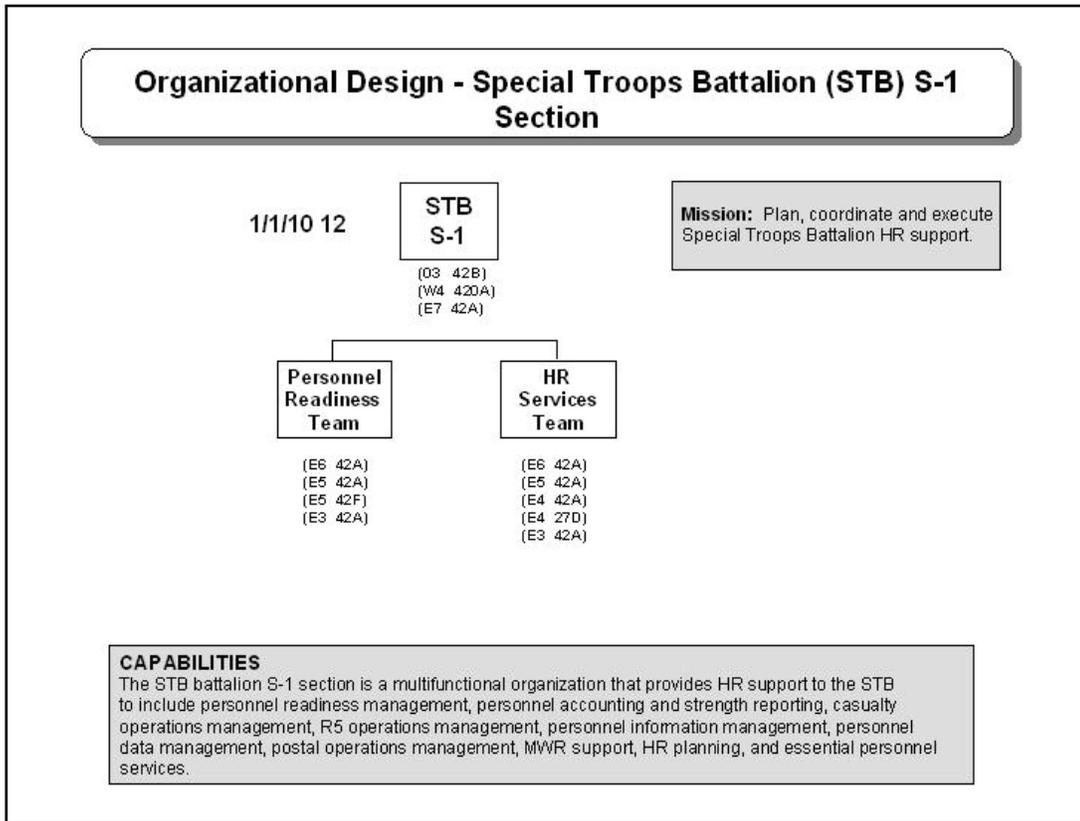
Figure 3-2. Example Special Troops Battalion S-1 Section Organizational Architecture

SUPPORT REQUIREMENTS

3-11. The STB S-1 Section is dependent upon the appropriate elements of the STB for religious, force health protection, field feeding, unit maintenance, logistical support, equipment and facilities, public affairs, and supplemental transportation support. The STB S-1 relies on secure, continuous, and survivable communications and digital information systems.

BRIGADE/BCT S-1 SECTION

3-12. The mission of the Brigade/BCT S-1 Section is to plan, coordinate and execute brigade HR Support.

RESPONSIBILITIES

3-13. The Brigade/BCT S-1 is the Brigade Commander's principal staff officer for HR Support. The Brigade/BCT S-1 also provides technical direction to subordinate unit S-1 sections and is responsible for the mentorship and leader development of junior HR officers and Soldiers. The Brigade/BCT S-1 has the following responsibilities:

- Plan, direct and manage HR core competencies.
- Coordinate all aspects of force health protection, military pay, and religious support within the Brigade. Ensure activities support tactical plans, their branches and sequels, and the commander's desired end-state.
- Prepare personnel estimates and annexes to plans.

- Manages the personnel strength of the Brigade/BCT and all subordinate units. Manages the assigned strength distribution Distribution Management Sub-Level (DMSL).
- Provide oversight for internal Army Records Information Management System (ARIMS) compliance.
- Perform PAS management for the Brigade/BCT.
- Serves as the personnel records custodian for the Military Personnel File (MPF).
- Provide or coordinate forms and publications management, official mail distribution, Privacy Act and Freedom of Information Act inquiries, and manage Congressional Inquiries (CI) within the brigade headquarters and subordinate units.
- Establish and document Brigade/BCT personnel policies and SOPs.
- Coordinate with the HR Ops cell of the supporting Sustainment Brigade to obtain external HR support for the brigade.
- Coordinate essential personnel services as directed for all assigned or attached personnel.
- Prepare casualty reports in compliance with all local, theater, and Army policies.
- Ensure compliance with command responsibility for casualty correspondence (e.g., letters of condolence and sympathy).
- Coordinates command interests programs as directed; e.g. voting assistance program, CFC, AER, community support programs, etc.
- Coordinate legal support of certain personnel activities to include service transfers and discharges, line of duty investigations, conscientious objector processing, summary court officer appointments, and military justice.
- Performs limited HR support functions other S-1 Sections cannot perform such as records management, casualty information processing, data reconciliation, systems administration, strength management and production of ID cards.

EMPLOYMENT

3-14. The Brigade/BCT S-1 section operates in accordance with METT-TC analysis. This facilitates brigade-wide technical and systems integration. The S-1 may organize functional area managers within the section to synchronize HR operations and plan current and future operations. All or portions of the Brigade/BCT S-1 Section may be task-organized to support a brigade/battalion deployment across the full spectrum of military operations.

ORGANIZATION

3-15. The Brigade/BCT S-1 organizes section personnel functionally (assigns specific personnel to an area of responsibility), then cross trains within the section for continuity and consistency in accordance with METT-TC.
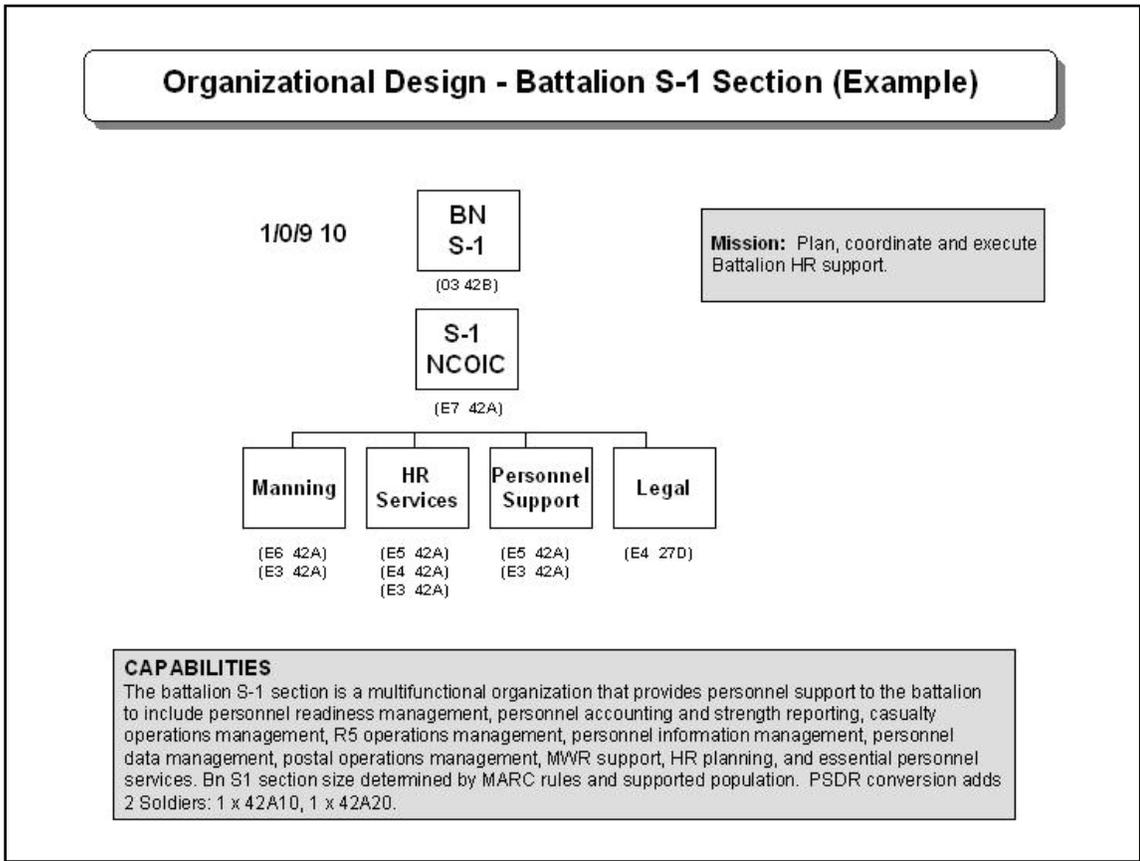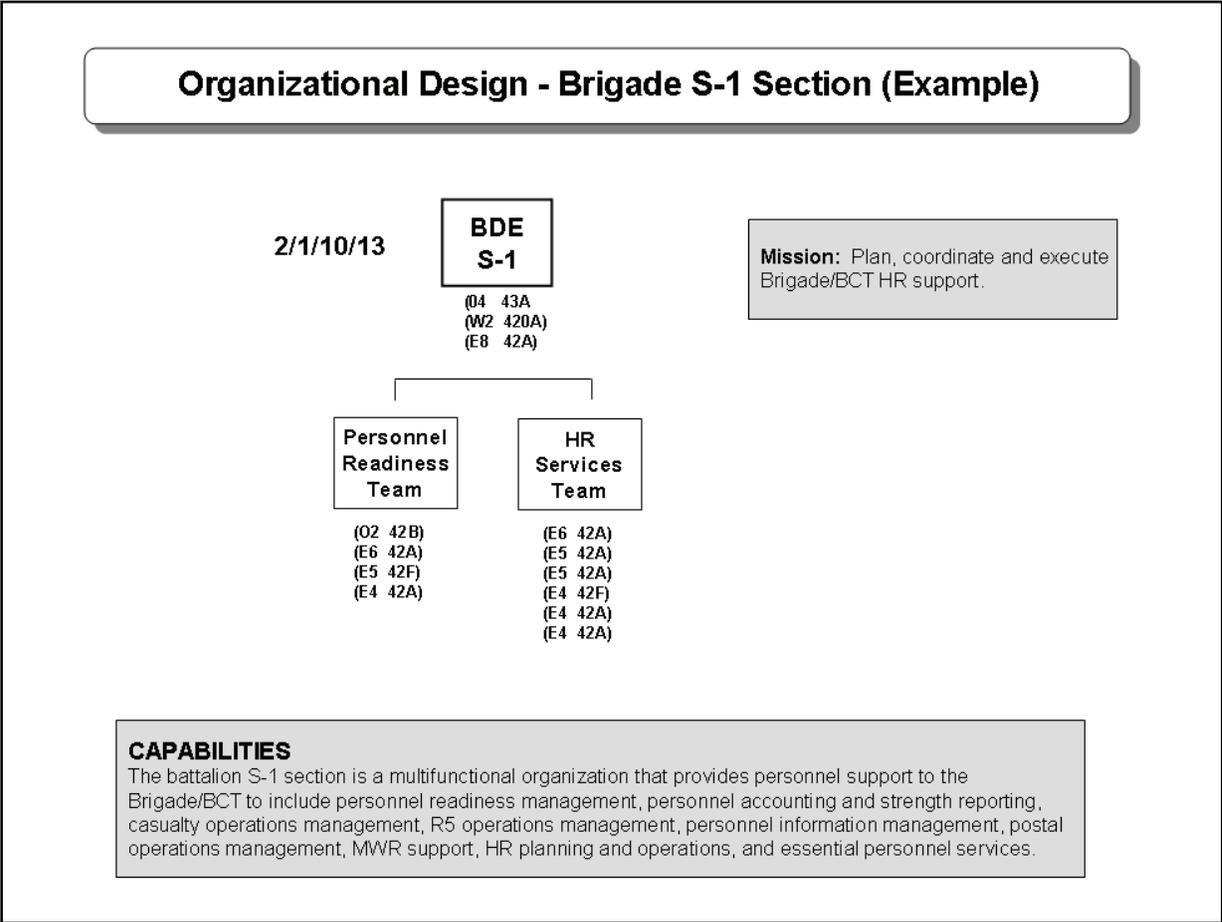
Figure 3-3. Brigade/BCT S-1 Section Organizational Architecture

SUPPORT REQUIREMENTS

3-16. The Brigade/BCT S-1 Section is dependent upon the appropriate elements of the Brigade/BCT for religious, legal, force health protection, field feeding, unit maintenance, logistical support, equipment and facilities, public affairs, and supplemental transportation support. The Brigade/BCT S-1 relies on non-secure, secure, continuous, and survivable communications and digital information systems.

DIVISION G-1

3-17. The Division G-1 is the Division Commander's principal staff officer for HR management. The Division G-1 also provides technical direction to subordinate unit S-1 sections and is responsible for the mentorship and leader development of junior HR officers and Soldiers.

RESPONSIBILITIES

3-18. The Division G-1 has the following responsibilities:
- Plan, direct and manage HR core competencies.
- Monitor the Division PASR system in order to cross-level strength as required to support the operational requirements of the Commander. While not directly performing strength management, the G-1 ensures the PRM priorities of the Commander and the Army are enforced,

and facilitates the "by exception" management of the Commander in subordinate personnel readiness of assigned organizations.

- Coordinate all aspects of HR support within the Division. Ensure activities support tactical plans, their branches and sequels, and the commander's desired end-state.
- Prepare personnel estimates and annexes to plans.
- Provide oversight for internal Army Records Information Management System (ARIMS) compliance.
- Provide or coordinate forms and publications management, official mail distribution, Privacy Act and Freedom of Information Act inquiries, managing Congressional Inquiries (CI) within the Division headquarters and subordinate units.
- Establish and document Division HR policies and SOPs.
- Coordinate with higher headquarters G-1s and the supporting Expeditionary Sustainment Command and Sustainment Brigades to obtain external HR support for the Division.
- Coordinate essential personnel services as directed for all assigned or attached JIM personnel.
- Coordinate legal support of certain personnel activities to include service transfers and discharges, line of duty investigations, conscientious objector processing, summary court officer appointments, and military justice.
- Monitor and review casualty reports in compliance with all local, theater, and Army policies.
- Ensure compliance of command responsibility for casualty correspondence (e.g., letters of condolence and sympathy).
- Coordinates command interests programs as directed; e.g. voting assistance program, CFC, AER, community support programs, etc.
- Integrate all HR support activities within the Division.
- Coordinate the preparation of plans and orders for all HR Support activities to include the chaplain, surgeon, dentist, civilian personnel officer, and staff judge advocate, if directed by the Chief of Staff.
- Direct the military and civilian HR systems.
- Manage the Soldier readiness program.
- Recommend replacement allocations and priorities of fill to the Division Commander/Division G-3 if executing theater replacement operations.
- Serve as a member of any Force Sustainment Boards within the staff which require HR expertise.
- Be prepared to serve as JTF/CJTF/JFLCC J/C-1, with JIIM augmentation, as required when Division is designated as a joint forces headquarters.

EMPLOYMENT

3-19. The Division G-1 operates from the Division Main Command Post (CP). There may be situations which require the presence of a small element of the G-1 section collocated with the supporting Sustainment Brigade if a Division Support Area is created. Additionally, the Division G-1 must be prepared to support the Tactical Command Post if a G-1 presence is required.

3-20. The early deploying element should be a combination of resources from the Division G-1. It must be organized to support early entry/assault echelons. The minimum essential resources are those required to establish and operate the critical personnel accounting and strength reporting and casualty reporting systems in the theater of operations. The expected situation duration and magnitude of operations will be deciding factors in determining the size and composition of lead and follow-on elements.

3-21. HR Support capability will be established as early as the tactical situation permits. As the deployment develops, it will be necessary to deploy additional resources in incremental packages from the Division G-1 to coincide with the stages of the Division deployment.

ORGANIZATION

3-22. The Division G-1 consists of a headquarters element and three divisions: HR, PASR/PRM, and the Operations Divisions. All, or portions of these divisions, may be deployed to support Division contingency operations. Their responsibilities are described in the following paragraphs.

3-23. Human Resources Division. This division is responsible for essential personnel services in support of the Division those EPS actions which require the approval or recommendation of the Commanding General), generating HR policy for the Division, providing technical oversight of HR support, and for other HR tasks as directed by the G-1 and Division Chief of Staff.

3-24. PASR/PRM Division. This division is responsible for the manning of the Division. The division tracks personnel readiness through the PASR tools employed as elements of HR systems to ensure the operational preparedness of the manning of subordinate attached and assigned organizations. The Division G-1 no longer performs the individual allocation role of strength management, but still closely monitors the manning of subordinate brigades and is prepared to accomplish the Division Commander's manning priorities in concert with HRC. This division provides assistance to subordinate S-1 sections as they perform PRM with direct linkage to HRC. This section coordinates PIM requirements for the Division and ensures that the deployed database is properly updated and that R5 operations maintain timely and accurate status of transiting Division Soldiers.

3-25. Operations Division. This division is responsible for the monitoring and influencing of current and future operations from the HR perspective as members of the DMAIN Command Post. Additionally, this division interfaces with all planning elements with the Division and supporting joint and interagency elements. This section plans and coordinates MWR operations for the Division and performs all casualty operations. This section is augmented by a 5-Soldier Casualty Liaison Team (CLT) from a supporting HR Company during deployment.

SUPPORT REQUIREMENTS

3-26. The Division G-1 is dependent upon the Division Special Troops Battalion or other appropriate elements if task organized, for religious, legal, force health protection, military pay, personnel, administrative support, field feeding, unit maintenance, logistical support, equipment and facilities, and supplemental transportation support. The Division G-1 relies on secure, continuous, and survivable secure and non-secure communications and digital information systems.
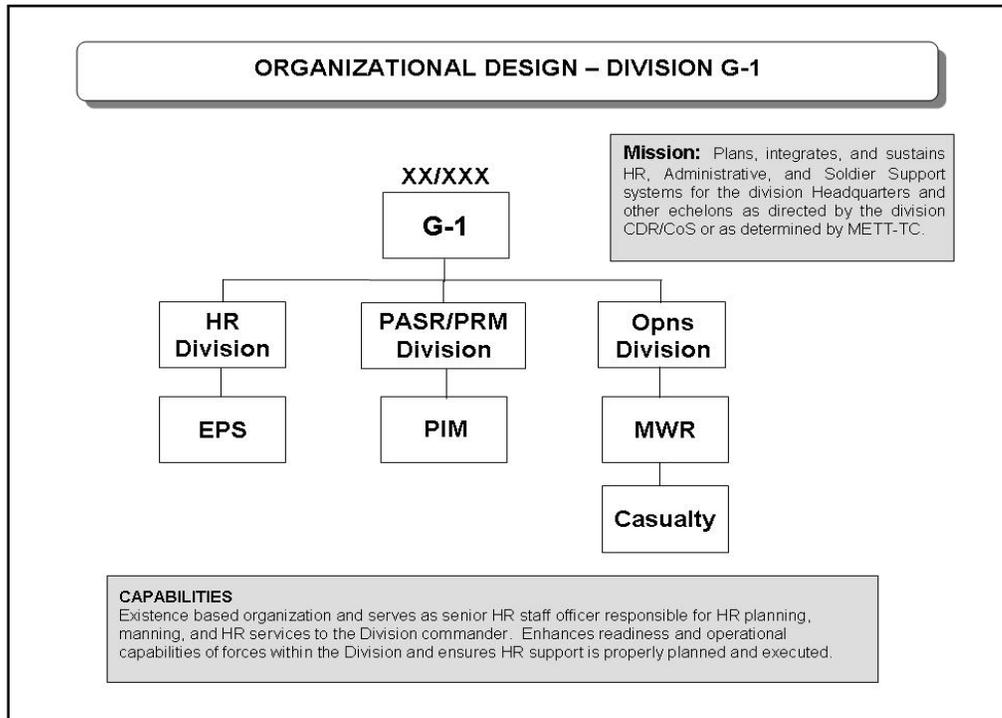
Figure 3-4. Example Division G-1 Organizational Architecture

CORPS G-1

3-27. The Corps G-1 is the Corps Commander's principal staff officer for HR management, and when the Corps serves as a Joint Task Force (JTF), serves as the coordinating staff officer responsible for the development of joint personnel plans, policies, and guidance on manpower and personnel issues. When serving as an element of a JTF, the G-1 (J-1) becomes the principle coordinating staff element for manpower and personnel support and synchronizes the efforts of subordinate service components. The Corps G-1 also provides technical guidance to subordinate G-1s, S-1 sections, and other component personnel staff sections and is responsible for the mentorship and leader development of junior HR officers and Soldiers.

RESPONSIBILITIES

3-28. The Corps G-1 has the following responsibilities:

- Plan, direct and manage HR core competencies and joint personnel core competencies when serving as a JTF.
- Monitor PASR system to accurately track personnel status of subordinate elements, and where necessary, direct the cross-leveling of strength as required to support the operational requirements of the Commander.
- Coordinate all aspects of HR support within the Corps/JTF. Ensure activities support tactical plans, their branches and sequels, and the commander's desired end-state.
- Prepare personnel estimates and annexes to plans.
- Establish and document Corps/JTF HR policies and SOPs.
- Coordinate with higher headquarters G-1s/J-1s and the supporting Theater Sustainment Command, Expeditionary Sustainment Command and Sustainment Brigades to obtain external HR support for the Corps/Army element of the JTF.

- Coordinate essential personnel services as directed for all assigned or attached JIIM personnel.
- Monitor and review casualty reports in compliance with all local, theater, and joint policies. Ensure all subordinate service element casualty office provides guidance and information foe service-specific reporting.
- Ensure compliance of command responsibility for casualty correspondence (e.g., letters of condolence and sympathy).
- Coordinates command interests programs as directed; e.g. voting assistance program, CFC, AER, community support programs, etc.
- Direct the military and civilian HR/personnel systems.
- Serve as a member of any Force Sustainment/Joint Logistics Boards within the staff which require HR expertise.
- Manage all JMD requirements to fill and augment the JTF staff, as required/directed.
- Cooridinate all required individual augmentation requirements to fill/maintain the JTF staff.
- Be prepared to serve as JTF/CJTF/JFLCC J/C-1, with JIIM augmentation, as required when Corps is designated as a joint forces headquarters.

EMPLOYMENT

3-29. The Corps G-1 operates from the Corps Main Command Post (CP). There may be situations which require the presence of a small element of the G-1 section collocated with the supporting Sustainment headquarters if a Corps support area is established. Additionally, the Corps G-1 must be prepared to support the Tactical Command Post if a G-1 presence is required.

3-30. HR Support capability will be established as early as the tactical situation permits. As the deployment develops, it will be necessary to deploy additional resources in incremental packages from the Corps G-1 to coincide with the stages of the deployment. Additionally, joint and multinational augmentees must be received and integrated in the staff section as efficiently as possible and must flow as their respective services or nations flow troops. The Corps G-1, while serving as a JTF, is responsible for the timely manning of the staff. HR Transformation, established the direct Personnel Readiness Management (PRM) relationship between Human Resources Command (HRC) and the Army's Brigade-level units to unencumber the Corps G-1 as much as possible in executing PRM functions. Army PRM is generally defined as: The process of distributing Soldiers to TOE brigades, groups or other equivalent units and managing personnel readiness in concert with the unit S-1. Managing to the Brigade level enhances personnel readiness in a brigade-centric Army by empowering S-1s to man all subordinate units regardless of geographic location. This direct HRC to Brigade relationship is significant as it removes one or more layers of involvement which enhances the precision distribution of Soldiers. The Corps G-1 will normally have the following PRM responsibilities:

- Coordinate cross levels, when required, with HRC for subordinate units.
- Monitor DMSL personnel strength for subordinate units.
- Execute PRM conflict resolution for subordinate units and serve as the honest broker for the Corps Commander.

SUPPORT REQUIREMENTS

3-31. The Corps G-1 is dependent upon the Corps Special Troops Battalion or other appropriate elements if task organized, for religious, legal, force health protection, military pay, personnel, administrative support, field feeding, unit maintenance, logistical support, equipment and facilities, and supplemental transportation support. The Corps G-1 requires reliable, continuous, and survivable secure and non-secure communications and digital information systems.

CONUS REPLACEMENT CENTER (CRC) / REPLACEMENT BATTALION

3-32. The CRC provides processing and life support for non-unit related personnel (NRP) replacements designated for deployment to OCONUS operations or redeployment from OCONUS operations.

EMPLOYMENT

3-33. Upon notification the Army G-1 coordinates the establishment of a CRC with TRADOC. The TRADOC commander orders designated installation commanders to establish and operate the CRC. Once established, CRC operations are then normally assigned to CONUS Replacement Battalions. The CRC processing cycle takes five days from the time replacements report until they arrive at the Port of Embarkation (POE). However, the CRC may reduce the processing time to 72 hours with substantial garrison augmentation in order to meet operational requirements. Each replacement Battalion consists of four Replacement Companies that may command and control up to four Replacement Platoons. Each platoon has a capacity of 100 NRP replacements per processing cycle. When in a reserve status, replacement units are organized at cadre level. Upon mobilization, these units must report to their CRC stations at C3 status or higher in personnel readiness. This manning level is essential for the units to plan and conduct operations on a continuous basis and perform their command and control mission.

RESPONSIBILITIES

3-34. CRC Battalions have responsibility for the following critical tasks:

- Certifies Soldier readiness processing qualifications.
- Coordinates for installation processing requirements as required.
- Coordinates for equipping Soldiers and DOD civilians, contract civilians, and ARC and AAFES personnel.
- Coordinates training.
- Provides / coordinates for AOR-specific briefings.
- Coordinates movement around the installation and to the POE.
- Creates and provides manifests.
- Enters data into the replacement processing database, and transmits to HRC daily.
- Reports non-deployable personnel to the post AG or parent unit for separation or reassignment.
- Receives all classes of individuals arriving from the AOR, and coordinates with the installation for disposition and security.
- Coordinates outprocessing procedures with the installation.
- Reports personnel that can not be immediately discharged to the post AG.
- Generates / documents / proliferates unit SOP.

ORGANIZATION

3-35. Each CRC works closely with the installation staff and consists of a Command Section, a Unit Ministry Team, a primary staff section, and two to six Replacement Companies.

3-36. The Installation staff is responsible for physically processing replacements, to include administration, expendable supplies, Soldier Readiness Program verification, food service, billeting, data processing, transportation, medical, dental, laundry, family assistance support, weapons qualification, chemical defense equipment, and Organizational Clothing and Individual Equipment (OCIE) issue. Installation training responsibilities include range operation, Nuclear Biological Chemical (NBC) training, and other directed requirements.

3-37. The Command Section is responsible for the command and control of the processing and training of replacements. The headquarters detachment provides the unit with administrative and personnel functions,

while maintaining accountability of up to 2,000 Soldiers awaiting onward movement or resolution of administrative issues delaying deployment, "holdovers".

3-38. The UMT provides counseling and religious support for Battalion personnel, subordinate units, replacements, and associated family members.

3-39. Primary staff section responsibilities involve the management of internal Battalion support actions. The S-1 personnel and administrative support branch's duties are centered on developing, coordinating, and conducting initial processing stations, and certifying the deployability of each NRP. The S-2 / S-3 is further charged with maintaining a 24-hour reception, communication and operations center that coordinates and establishes NRP processing agendas with supporting activities. The movement's branch of a CONUS Replacement Battalion is responsible for project scheduling and coordination of all short and long term transportation requirements.
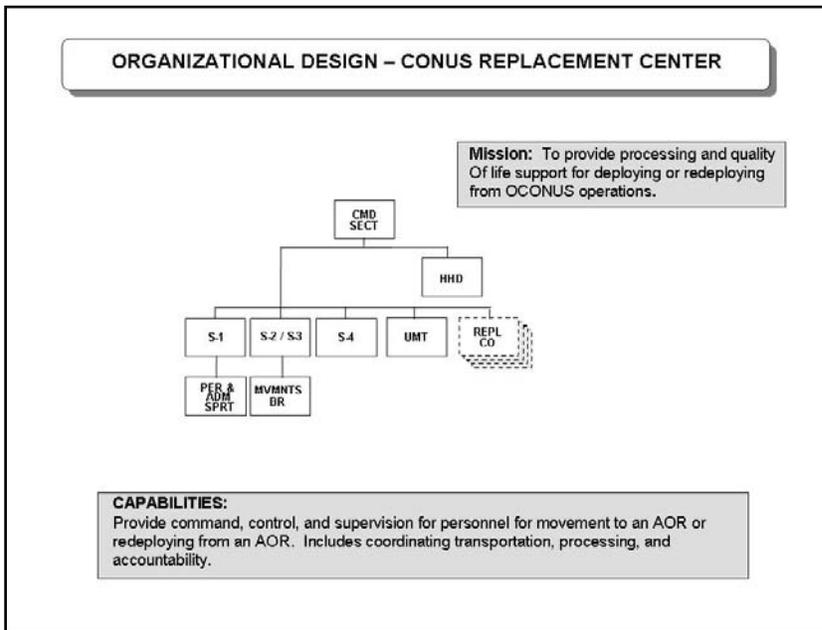
Figure 3-5. CONUS Replacement Center Organizational Architecture

SUPPORT REQUIREMENTS

3-40. The CONUS Replacement Battalion is dependent upon the installation to which assigned for all support to include billeting, training equipment and facilities, quarters & rations, supplemental transportation, health services, unit maintenance, legal assistance, financial management, personnel and administrative support and consulting staff. The CONUS Replacement Battalion/CRC relies on a robust communications and digital information system.

REPLACEMENT COMPANY

3-41. Replacement Companies provide command and control, supervision, processing and quality of life for 400 NRP during a five-day cycle under the control of a CONUS Replacement Center.

EMPLOYMENT

3-42. Replacement Companies usually operate as part of a CONUS Replacement Center. A Replacement Battalion or CRC exercises command and control over replacement companies. The company's primary role is to receive, process, support, and coordinate transportation for replacements.

RESPONSIBILITIES

3-43. A Replacement Company is responsible for the following functions:

- Provides internal administration support.
- Provides processing quarters and rations for up to 400 customers per day.
- Provides internal logistical support.
- Coordinates operational orders, plans, and guidance necessary for mission execution.
- Coordinates for battlefield orientation.
- Provides accountability of Soldiers, DOD civilians, contractors, JIM forces.
- Processes and assigns replacements against distribution plans from the ASCC G-1 readiness manager.
- Assembles crews or squads for weapons systems.
- Coordinates for transportation of replacements.
- Coordinates external intelligence and security support.
- Coordinates personal sundry supplies for replacements.
- Coordinates the re-equipping of returning to duty (RTD) personnel.
- Generates / documents / proliferates unit SOPs.

ORGANIZATION

3-44. Three sections are found within the organizational architecture of a CONUS Replacement Company:

- The Company Headquarters is the command and control element of the company.

- The Operations Section maintains continuous 24-hour reception and operational capability.

- Replacement Platoons are responsible for maintaining the physical accountability of all personnel assigned to the platoon, and ensuring that they complete all required training and processing in accordance with applicable policy. One replacement platoon is authorized per 100 replacements processed per day.
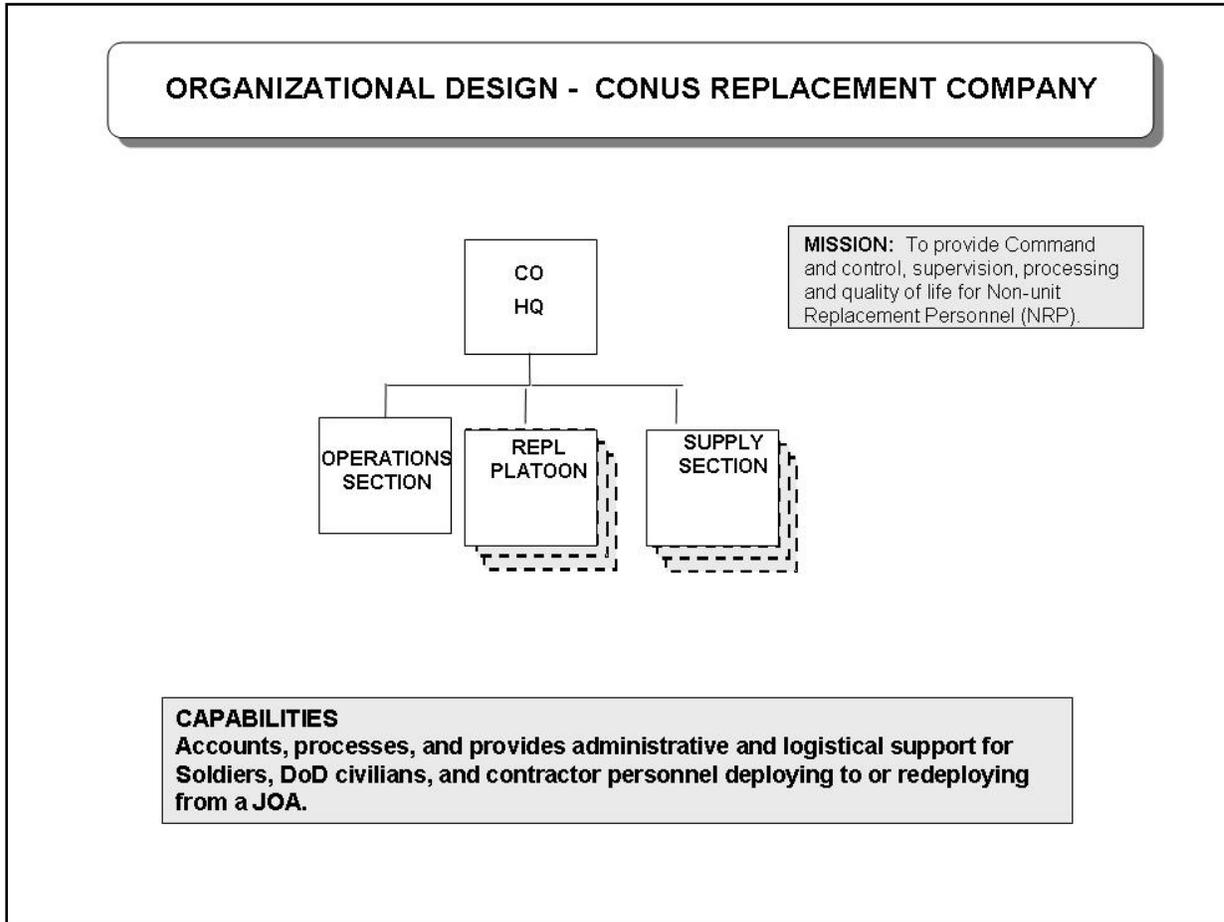
Figure 3-6. CONUS Replacement Company Organizational Architecture

SUPPORT REQUIREMENTS

3-45. This unit is dependent upon the Replacement Battalion and CONUS installation to which it is assigned or attached for all support to include quarters and rations, training equipment and facilities, health services support, unit maintenance, legal, religious, military pay, personnel, administrative services, consulting staff, and supplemental transportation support in order to conduct replacement processing operations.

HUMAN RESOURCES COMMAND (HRC)

3-46. HRC is the Army G-1's field operating agency responsible for executing personnel process policies. Process policy execution focuses on developing business rules and procedures to deal with current and anticipated functional processes. The execution activity links the supportive organizational operations to personnel strategy and measures overall progress towards established goals.

DEPARTMENT OF THE ARMY G-1

3-47. The Army G-1 is the Army National HR Provider. As the senior Army HR decision-maker, the DA G-1 develops policy and ensures HR support is synchronized between various personnel staff elements and operating agencies. The mission of the Army G-1 is to develop, manage and execute all manpower and personnel plans, programs, and policies across all Army components for the entire Army team. The G-1

vision is responsive, reliable, and joint-networked personnel services and systems, which are continuously available worldwide across the spectrum of conflict to man and sustain the Army team.

ARMY/ASCC G-1

3-48. The Army/ASCC G-1 is the senior HR advisor to the Army/ASCC Commander. The mission of the Army/ASCC G-1 is to enhance the readiness and operational capabilities of forces within the ASCC and ensure HR support is properly planned and executed.

RESPONSIBILITIES

3-49. The Army/ASCC G-1 has responsibility for the following:

- Manages and supports all HR core competencies.
- Planning, development, and coordination for long term and current operational personnel policies.
- Provides technical oversight for policy execution across the entire spectrum of Theater level HR support.
- Coordinate and manage force flow of HR units.
- Identifying and coordinating external requirements in support of HR operations.
- Conducting HR functions for all supported personnel when serving as a Joint HQ.
- Establish deployed theater Casualty Area Command (CAC) utilizing the Casualty Operations Division of the supporting HRSC.
- Establish and monitor the deployed theater database for all Army forces, and, on order, joint forces.
- Planning and integrating civilian HR support.
- Maintaining the manpower staffing for the Army/ASCC headquarters (e.g. Joint Manning Document, individual augmentees, etc.). May include the development of modified documents.
- Integrate all HR Support for the Army/ASCC in both the Army/ASCC AOR and any contingency JOAs. As Army/ASCC G-1 priority of support is to Army component forces, when serving as CFLCC/JFLCC C-1/J-1, the G-1 must ensure HR support for not only Army forces but all land component forces.
- Direct other Command Interest Programs as directed by the CDR.
- Direct operations for all military bands assigned or attached to the Army/ASCC headquarters and synchronize band operations with MWR activities.

EMPLOYMENT

3-50. The Army/ASCC G-1 is responsible for all HR support in the Army/ASCC area of operations. The Army/ASCC G-1 is comprised of a main command post element and a Land Component Command/Operational Command Post (LCC/OCP) element. Part of the LCC/OCP is an early entry element which is part of the Early Entry Command Post (EECP).

ORGANIZATION

3-51. The Army/ASCC G-1 organizational structure includes Headquarters Section, a Postal Division, Manpower Division, Programs and Policy Division, Plans and Operations Division, and an Operational Command Post element.

3-52. The Headquarters Section directs, prioritizes and supervises the operations and functions of the G-1 divisions.

3-53. The Postal Division provides management oversight of AOR-wide postal operations and services. The Postal Division establishes AOR-wide postal policies, assists in coordinating the establishment of an MMT, and conducts postal planning for military operations.

3-54. The Manpower Division is comprised of a Headquarters Section and four branches, Awards and Actions Branch, Individual Augmentee (IA) Branch, Enlisted Management Branch, and an Officer Management Branch. The division establishes and manages the Army/ASCC awards and decorations program, identifies and establishes manpower requirements for the Army/ASCC headquarters, including personnel augmentation, maintains task force personnel summary, conducts personnel distribution analysis, establishes distribution plans when theater replacement and casualty replacement shelves are created, collects and correlates critical personnel enlisted and officer readiness information, plans and manages rotation policy, and assists in reconstitution efforts.

3-55. Programs and Policy Division is comprised of a Headquarters Section and three branches, an MWR Branch, Retention Branch, and Education, Drug and Alcohol Branch. The division develops and evaluates installation plans, policies and procedures for mobilization, develops and promulgates Army/ASCC policies and procedures; coordinates with MWR, AAFES, Red Cross, USO/AFE, provides oversight of forward command's Unit Funds, Army/ASCC R&R Program, maintains and publishes statistics on Retention Program reenlistment eligible, missions, and accomplishments; maintains retention mission projections, identifies potentially detrimental trends and/or retention mission shortfalls, advises the Army/ASCC commander on the allocation and employment of Education Specialists assigned/attached to the Army/ASCC, manages the Education Program, and manages the Drug & Alcohol Program as required to support and sustain the Commander's Program.

3-56. Plans and Operations Division manages Army/ASCC HR operations. The division facilitates the tracking and management of HR operations in the Army/ASCC AOR and ensures Commander's HR guidance and priorities are resourced. The division develops RC unit and individual mobilization plans, provides G-1 representation for Army/ASCC planning and exercises, develops future HR plans, coordinates future operations, participates in joint operational planning, conducts replacement planning and prepares estimates; prepares plans and orders, prepares daily updates to CHOPS (Chief of Operations), conducts operational mission analysis, and conducts analysis of HR operations and support.

3-57. The Land Component Command/Operational Command Post (LCC/OCP) is the early entry element for the Army/ASCC G-1. The LCC/OCP establishes and coordinates initial HR support operations for the theater.
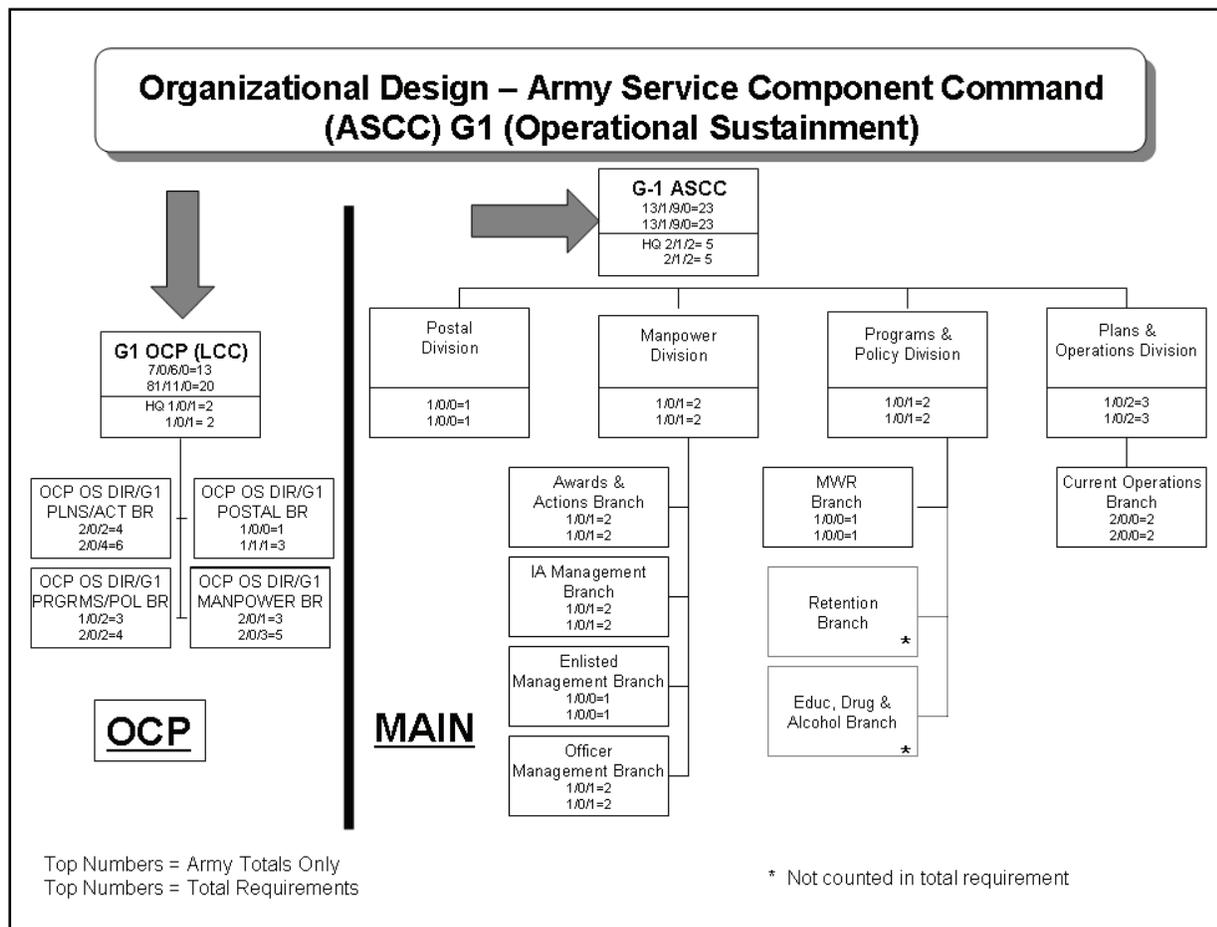
Figure 3-7. ASCC G-1 Organizational Architecture

SUPPORT REQUIREMENTS

3-58. The Army/ASCC G-1 is dependent upon the Army/ASCC STB for religious, legal, health service support, military pay, HR support and administrative services, quarters & rations support, logistics, unit maintenance of organic equipment, and supplementary transportation. The Army/ASCC G-1 relies on secure, continuous, and survivable communications and digital information systems.

HUMAN RESOURCE SUSTAINMENT CENTER

3-59. The HRSC is a multi-functional and modular element of the Theater Sustainment Command with the mission to provide theater-level HR support to the Army/ASCC G-1 and the Theater Sustainment Command (TSC) to plan, integrate and coordinate HR support to the theater. The HRSC provides technical guidance to the TSC Support Operations Section (SPO) and the Army/ASCC G-1 and technical guidance to the HR Operations Cells in the Expeditionary Sustainment Commands (ESC) and Sustainment Brigades, and subordinate G-1s. The HRSC's flexible, modular, and scalable design increases the Director's ability to tailor theater HR planning and operations support based upon the complexity of the theater and the composition and size of theater forces supported and METT-TC. The modular design of the HRSC further recognizes the requirement to provide support to the ASCC/Army G-1 which establishes HR support requirements, priorities, and policies for the theater and the TSC SPO which is responsible for providing the HR support, especially in the areas of postal, R5 operations, and PASR support.

RESPONSIBILITIES

3-60. HRSC responsibilities include:

- Integrates HR support as defined by the Army/ASCC Commander and TSC Commander.
- Sustains combat power and synchronizes HR functional responsibilities within its geographical area.
- Plans, coordinates, and integrates theater HR support for the Army/ASCC, with emphasis on theater-level core competencies which include postal operations, R5 operations, casualty operations and PASR support.
- Establishes the theater deployed database (DTAS) and provides hierarchy management.
- Integrates HR support at the Army/ASCC level and provides technical guidance to subordinate HR Operations SPO cells and subordinate S-1s and G-1s, and HR Companies and their subordinate platoons.
- Manages personnel accountability, data access/reporting/analysis, casualty operations, postal and R5 operations.
- Provides technical support to Postal, R5 and Casualty units as well as provide personnel guidance to G-1s and S-1s as needed.
- Establishes deployed theater Casualty Area Command (CAC) under control of the Army/ASCC G-1.

EMPLOYMENT

3-61. Deploy to the JOA to support the Army/ASCC with HR support as directed by the TSC Commander. The HRSC will be required to conduct split-based operations and an increase in its mobility capability is required to allow it to support both the TSC SPO and the Army/ASCC G-1.

ORGANIZATION

3-62. The HRSC consists of an Office of the Director, HRSC; Plans and Operations Division, PASR/PRM/IM Division; Casualty Operations Division; R5 Operations Division; and Postal Operations Division. Functions of the HRSC include providing technical guidance to HR Companies and S-1 Sections in the area of operations, coordinating postal, casualty and R5 sourcing and resourcing and location; ensuring connectivity and resource support for postal, R5 and casualty units; and integrating personnel data when necessary.

3-63. The Plans and Operations Division of the HRSC assists the Army/ASCC G-1 and TSC SPO as needed in managing current operational requirements and planning, both long and short range, for HR management missions across the theater. The division develops and maintains internal plans and policies for training as well as during contingency operations. The Plans and Operations Division manages internal deployment plans, and contingency operations as well as assists the HRSC Chief and Army/ASCC G-1 with internal mission support, planning, and executing support operations.

3-64. The PASR/PRM/PIM Division provides the Army/ASCC G-1 with all the theater readiness analysis, personnel accounting and strength reporting and information management. The division will focus on assessing unit readiness and identifying critical personnel requirements. The strength reports from the theater are collected, analyzed and reported to the Army/ASCC G-1. The division analyzes and provides projected readiness status allowing the G-1 and the Commander to assess combat capability and support intelligence and logistical preparation on the battlefield. This division ensures the R5 Division has all necessary strength reports to implement appropriate replacement priorities based on guidance from the Army/ASCC G-1 and for those replacements who arrive in theater without pinpoint assignment orders. PSDR minimizes this role, as the replacement system continues to operate in a peacetime-type operation, with strength being managed from HRC direct to the Brigade/BCT. Current manning levels preclude the creation of theater replacement shelves, minimizing the replacement decision-making required of the R5 Division. The division's Information Management duties include providing management of the theater databases (currently DTAS/eMILPO in the future DIMHRS). The division manages the theater hierarchy

and makes adjustments as the G3 updates and modifies task organization. The division is responsible for synchronizing data and providing real-time information to all other divisions in the HRSC as well as the Army/ASCC G-1 and the TSC SPO. The division assists units in the theater with establishment of the theater database and any top of the system error resolution needed throughout the operations. The division provides assistance and training as needed to units in the theater on PASR, PRM, and PIM. The server hardware required to operate the theater DTAS database will be found in this section. Two sets of the hardware will be maintained to ensure support to both the TSC SPO and the Army/ASCC G-1. The majority of the section will normally support the Army/ASCC G-1 while deployed, as PASR is the responsibility of the G-1.

3-65. The Casualty Operations Division will oversee all casualty reporting in a theater of operations and will establish the Theater deployed Casualty Area Command (CAC) under the Army/ASCC G-1 which is responsible for the receipt and forwarding of all casualty reports in the theater. The Casualty Operations Division will collect casualty reports from the BCT S-1s and the Casualty Liaison Teams and submit to HRC as well as maintain and provide casualty data and briefings for the Army/ASCC G-1. The division must coordinate with G-4 on all mortuary affairs issues including research needed to identify remains or determine the disposition of remains. The division assists with validating casualty mail information. The Casualty Operations Division reports all casualties from contractors, DOD civilians, multi-national forces, and personnel from other services and coordinates all joint casualty requirements as directed by the JFC and as guided by established ASOS requirements. CLTs and the casualty platoon headquarters will be OPCON'd to the Casualty Operations Division/Theater Casualty Area Command during deployed operations.

3-66. The R5 Operations Division assists the Army/ASCC G-1 with planning and operational oversight of the R5 operations in the theater. The division coordinates with various staff elements for deployment and redeployment plans and interfaces with Air Force elements for movement requirements and scheduling. The division monitors, analyzes, and predicts projected passenger flow rates for the various R5 categories in both directions to ensure theater R5 assets are adequately resourced and effectively positioned. The division interfaces with the PASR/PRM Division for the Army/ASCC G-1's guidance on replacement priorities and also ensures the CONUS Replacement Centers are following theater replacement guidance. The R5 Operations Division assists the Army/ASCC G-1 in developing the theater R&R Policy and implementation plan based on Army/ASCC G-1 and Commander's guidance. The division does all analysis on R&R policies to provide necessary projected flow rates for the G-1 for proper distribution of R5 platoons and teams across the theater. Once the operation begins, the R5 Ops Division continues to coordinate with CONUS APODs and Air Force planners concerning personnel flow. The division also develops Return to Duty policies and procedures based on Army/ASCC G-1 guidance in conjunction with the Army/ASCC surgeon. The division continuously maintains, analyzes and reports Reception, Replacement, Return to Duty, R&R, and Redeployment statistics to the Army/ASCC G-1. The R5 Operations Division provides technical support to the Theater Gateway R5 Team and all R5 elements in the theater. In the event theater replacement shelves are created, the R5 division will assist the PASR/PRM/IM division with management of the shelf.

3-67. The Postal Operations Division (POD) will provide through the Army/ASCC G-1 or TSC SPO technical oversight and compliance support to all postal units in the theater including the MMT Team. The POD is capable of deploying a portion of the division to assist in Theater Gateway or to perform inspections during Sustainment. The POD assists with theater locator and directory service. The POD, with guidance from the Army/ASCC G-1, establishes theater postal policy and assists with execution of EPW mail. The Postal Operations Directorate ensures appropriate Military Postal Services resources for postal responsibilities in the theater as requested by the Army/ASCC or JFLCC Commander.

3-68. The HRSC receives HR Policy guidance from DA G-1 Personnel Policy Guidance (PPG), and in some areas HRC and other national-level HR Organizations (Reserve Component) and receives all employment and command guidance from the TSC Commander, in some cases the ESC Commander if supporting an ESC, and Army/ASCC G-1. The HRSC receives life support from the TSC, or if conducting split section operations, the Army/ASCC STB. The HRSC is capable of deploying Teams from every Division to support both the TSC and Army/ASCC G-1 or Expeditionary Sustainment Commands (ESC) as required based on the nature of the deployment.
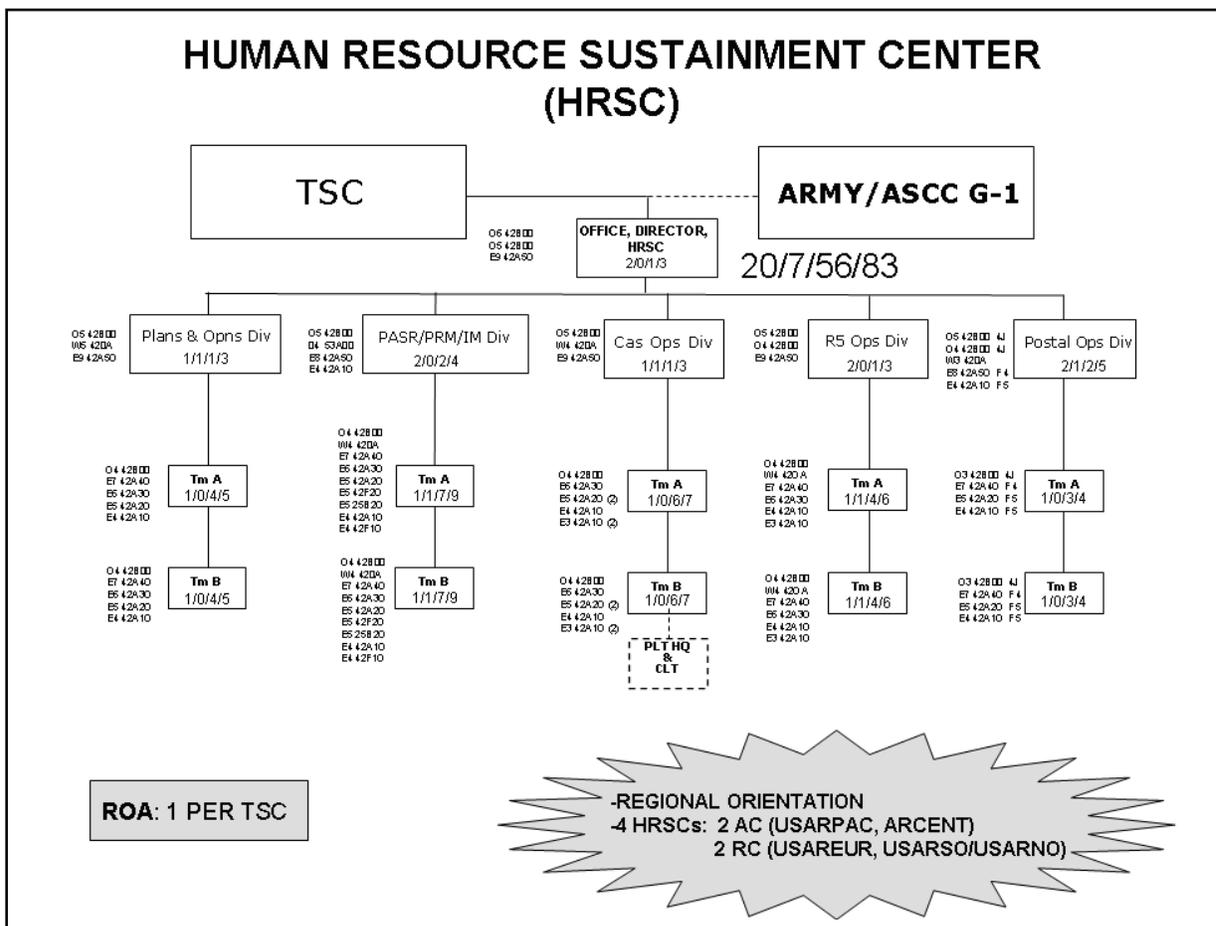
Figure 3-8. Human Resources Sustainment Center Organizational Architecture

SUPPORT REQUIREMENTS

3-69. The HRSC is a staff section assigned to the TSC, and as such is completely dependent upon the TSC STB for all administrative support, to include company-level UCMJ, and during split section operations, the Army/ASCC STB for religious, legal, health service support, military pay, HR and administrative services, quarters & rations support, logistics, unit maintenance of organic equipment, and supplementary transportation. The HRSC relies on non-secure, secure, continuous, and survivable communications and digital information systems.

MILITARY MAIL TERMINAL TEAM

3-70. The Military Mail Terminal Team provides postal support to an Area of Operations by establishing a military mail terminal (MMT), coordinating, receiving, processing incoming mail, and dispatching mail to CONUS.

RESPONSIBILITIES

3-71. MMT Team Responsibilities include:

- Establish the Army component of a Joint Military Mail Terminal in conjunction with other services or an MMT in a single service environment.

- Provide integrated, accurate and timely processing and distribution of all mail arriving in the AO.

EMPLOYMENT

3-72. The MMT Team is initially employed in the Theater Opening Mission as an element of a Sustainment Brigade with theater-opening mission to establish the JMMT or MMT with the augmentation of one or more HR-Postal Companies. It establishes and provides the Army Component of a Joint Military Mail Terminal at the inter-theater Aerial Port of Debarkation (APOD). As the JOA matures, the MMT Team and the augmenting HR-Postal Company will transition to the Theater Distribution Mission. The MMT Team receives technical guidance from MPSA and the Postal Operations Division of the HRSC through the HR Operations Cell of the Expeditionary Sustainment Command (ESC) SPO) and the HR Operations Cell of the Sustainment Brigade SPO. The MMT does not have C2 over the HR-Postal Company, but does have overall control of the JMMT or MMT and provides all technical direction to the HR-Postal Commander operating at the JMMT or MMT. It is employed as an assigned or attached element of a Sustainment Brigade's Brigade Troops Battalion (BTB) or a Combat Sustainment Support Battalion (CSSB).

ORGANIZATION

3-73. The modular structure is the direct link to other services for postal support. The MMT Team provides specialized postal expertise and experience and limited augmentation manpower. The modular structure allows the commander to add the necessary level of seniority and experience appropriate for a JTF level mission and to consolidate the necessary specialty equipment to do this bulk mission. The main function of this Team is to process incoming mail and dispatch mail to CONUS at the APOD.

3-74. The MMT Team consists of a Headquarters Section, Operations Section, and 2 Postal Squads. The Headquarters Section consists of a Director, Deputy Director, and Team Sergeant Major as well as 2 vehicle mechanics. The Director becomes the senior Army leader in the JMMT for all technical matters. The Headquarters Section provides a direct link with other services for operating space at the terminal, flight schedules and ground transportation of mail. The Headquarters Section also provides a single JOA level executor with the expertise and experience to support the Army/ASCC G-1 and TSC Commander.

3-75. The Operations Section consists of a 4-man team providing logistical planning, operating guidance, and all other postal staff support. The operations section is the vital link for all theater postal operations planning and implementing all necessary input from the other services and guidance from Military Postal Service Agency (MPSA) into the operating plan. It is the operational interface between the MMT and Sustainment BRIGADE SPO HR Ops Sections which coordinate the distribution of mail received from the MMT.

3-76. Equipment is crucial to the success of this AOR-level postal team. All heavy postal equipment for the AOR is associated with the MMT Team. The Team has both a T-RTCH and large forklifts to move the bulk mail in and out of the APOD. Satellite Phones, radios and CAISI connectivity provide the necessary communication to track unit movements and control mail movement from CONUS to the AOR and throughout the AO.

3-77. HR-Postal Company augmenting the JMMT or MMT will receive all technical supervision and guidance from the MMT Director. The HR-Postal Company Commander retains all command and control functions for the company. The MMT Team receives policy and technical assistance from the Postal Operations Division of the HRSC through the TSC SPO, ESC HR Ops Section and receives all employment and operating decisions and guidance from the Sustainment Brigade that it is attached or OPCON'd to. The MMT Team is initially part of the Sustainment Brigade with Theater Opening mission and on order, transitions to Theater Distribution mission to continue theater support (can transition to contract support in a stable sustainment environment). The team relies on the Sustainment BRIGADE BTB or a CSSB for all life support as an attached or assigned subordinate unit.
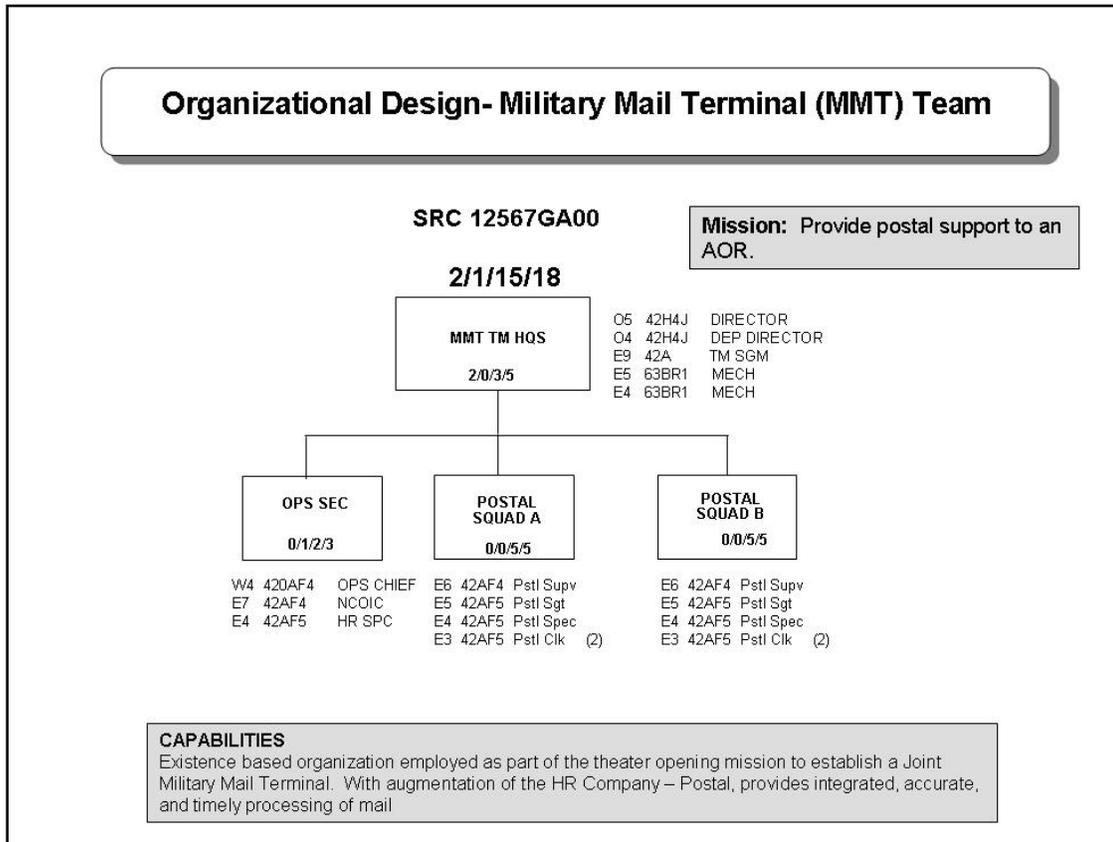
Figure 3-9. Military Mail Terminal Organizational Architecture

SUPPORT REQUIREMENTS

3-78. The MMT Team receives operational guidance and directives from the HR Operations Cell (HROC) of the Sustainment Brigade SPO and the BTB or CSSB Battalion Commander and technical guidance from the HROC of the ESC SPO and the POD of the HRSC through the HR Ops Cell. The MMT is dependent upon the BTB or a CSSB in the Sustainment Brigade for religious, legal, health service support, military pay, HR and administrative services, quarters & rations support, logistics, unit maintenance of organic equipment, and supplementary transportation. The MMT relies on secure and non-secure, continuous, and survivable communications and digital information systems.

THEATER GATEWAY R5 TEAM

3-79. The Theater Gateway R5 Team provides R5 support to the theater of operations by coordinating and providing R5 operations which provide personnel accountability and database inputs as Soldiers enter, transit, and depart the theater at the inter-theater APOD; and executes tasks supporting the personnel accountability task. The TG R5 Team operates as an element of the inter-theater APOD performing personnel accountability tasks and associated supporting tasks under the control of the Sustainment organization responsible for the operation of the inter-theater APOD, normally a Combat Support Sustainment Battalion (CSSB).

RESPONSIBILITIES

3-80. TG R5 Team responsibilities include:

- Establish initial Personnel Processing Center (PPC) in the inter-theater APOD/Reception area.
- Establish personnel accountability of all personnel entering, transiting, or departing the AO.
- Assist the HRSC PASR/PRM/IM Division with establishing the deployed theater database.
- Coordinate transportation for inbound Soldiers from the PPC to the staging area.
- Coordinate transportation for outbound Soldiers from the PPC to aircraft.
- Coordinate billeting for transiting Soldiers awaiting onward movement.
- As required, coordinate with the HRSC PASR/PRM/IN Operations Division for pinpoint assignment instructions for replacements and RTD Soldiers entering the theater without a pinpoint assignment.
- Assist with command and control of Theater replacement and casualty shelves, if the situation and METT-TC allow their creation.
- Maintain accountability of R&R personnel.
- Execute R5 processing for both units and individuals entering, transiting, or departing the AO.

EMPLOYMENT

3-81. Deploys and establishes a Theater-level Theater Gateway R5 Center with an HR-R5 Company at the primary inter-theater Aerial Port of Debarkation (APOD) as an element of the Sustainment Brigade with Theater-opening mission for reception, replacement, return-to-duty, R&R, and redeployment personnel accountability operations. The TG R5 Team receives technical guidance from the R5 Operations Division of the HRSC through the HR Operations Cell of the Expeditionary Sustainment Command (ESC) SPO and the HR Operations Cell of the Sustainment Brigade SPO. Requires capability to communicate digitally through web and voice, both secure and non-secure, to R5 elements, G-1 Sections, logistical support elements and other branches of service. It is employed as an assigned or attached element of a Sustainment Brigade's Brigade Troops Battalion (BTB) or a Combat Sustainment Support Battalion (CSSB).

ORGANIZATION

3-82. The Theater Gateway R5 Team is an organization in the Sustainment Brigade with Theater Opening (and Theater Distribution) mission to establish and execute a theater level R5 Center with the manpower support of an HR-R5 Company at the principle inter-theater Aerial Port of Debarkation (APOD). More than one TG R5 Center will be required if more than one inter-theater APOD is active. It is an existence based organization in the Sustainment Brigade employed as part of the Theater Opening Mission to establish a JOA TG R5 Center. As the JOA matures, the Theater Gateway R5 Team and the augmenting HR-R5 Company will transition to the JOA Distribution Mission. The Theater Gateway R5 Team receives technical guidance from R5 Operations Division of the HRSC through the HR Operations Cells of the ESC and Sustainment Brigade SPO. Operational guidance and directives are initiated by the Army/ASCC G-1 and passed to the HRSC in OPLAN or OPORD format. The Theater Gateway R5 Team does not have command and control over the HR-R5 Company, but does have overall control of the TG R5 Center and provides all technical direction to the HR-R5 Commander.

3-83. The modular structure is the direct link to other services regarding replacement, reception, R&R, return-to-duty and redeployment personnel flow into and out of the theater. The Theater Gateway R5 Team with supporting HR-R5 Company is capable of supporting a population including other services, multinational forces, contractors, DOD civilians, and US government agencies when directed by ASOS and JFC orders. The Theater Gateway R5 team provides specialized R5 expertise and experience to oversee the entire spectrum of R5 functions from large scale unit reception missions (RSOI) during Theater Gateway to labor intensive R&R missions in sustainment operations. The modular structure allows the commander to add the necessary level of seniority and experience appropriate for a high visibility theater level mission. The main functions of this team is to provide the supporting staff to do all the necessary coordination, planning and implementation for a large scale R5 mission during the various stages of an operation.

3-84. The Theater Gateway R5 Team consists of a headquarters section and operations section. See Figure 3-10.

3-85. The headquarters section consists of a Director, Deputy Director, Personnel Tech and Team Sergeant Major. The Director becomes the senior officer in the Theater Gateway R5 Team for all technical matters. The headquarters section provides a direct link with other services and other supporting units for operating space at the terminal, flight schedules, follow-on transportation and all logistical support. The headquarters section also provides a senior authority with the expertise and experience to interact with the Theater/ASCC G-1 and other senior military leaders in the theater on all R5 matters.

3-86. The operation section consists of a 6-man team providing logistical planning, movement control and transportation planning, operating guidance, and all other necessary coordination. The operations section is the vital link with supporting Sustainment support units (CSSB), forward S-1 and G-1 sections, and CONUS-based staging areas.

3-87. To provide vital personnel services capability for Soldiers in transient, the R5 Plans and Operations Team of the supporting HR-R5 Company has equipment and system accesses to produce CAC identification cards and identification tags as well as world-wide eMILPO access to update DD Form 93 (Record of Emergency Data) and SGLV.

3-88. The HR-R5 or R5 Company augmenting the inter-theater level TG R5 mission will receive all technical supervision and guidance from the Theater Gateway R5 Director. The HR-R5 Company Commander retains all command and control functions for the company. The Theater Gateway R5 team receives policy and technical assistance from the R5 Operations Division of the HRSC and receives all employment and operating decisions and guidance from the Sustainment BRIGADE Commander through the Sustainment BRIGADE SPO HR Ops section. The Theater Gateway R5 team is initially part of the Sustainment Brigade with Theater Opening mission and on order, transitions to a Theater Distribution mission to continue theater support (can transition to contract support in a stable sustainment environment). The team relies on the BTB or the CSSB for life support as an assigned or attached subordinate element.
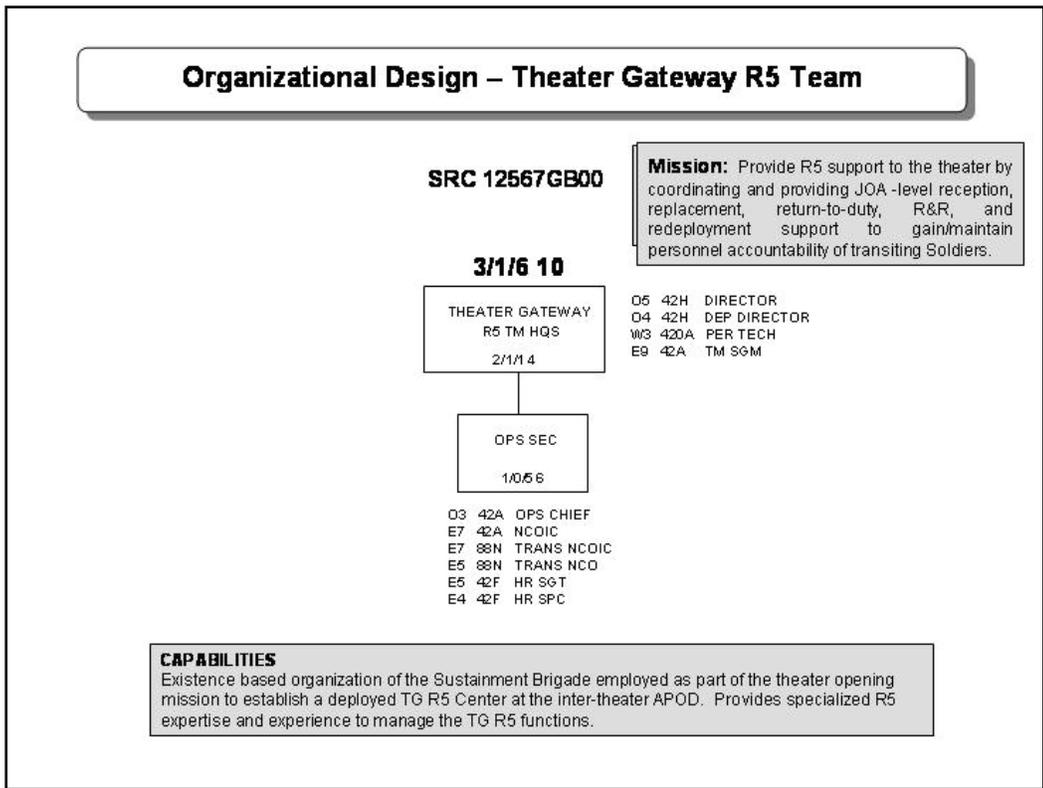
Figure 3-10. Theater Gateway R5 Team Organizational Architecture

SUPPORT

3-89. The Theater Gateway R5 Team is initially part of the Sustainment Brigade with Theater Opening mission and, transitions to a JOA Distribution mission to continue JOA support. The team relies on either the Sustainment Brigade BTB or a CSSB for life support as an assigned or attached subordinate element.

HR COMPANY HEADQUARTERS

3-90. The HR Company headquarters provides command and control and technical support to all assigned or attached platoons and teams (R5, Casualty and/or Postal). It is both an existence and workload-based modular headquarters.

RESPONSIBILITIES

3-91. HR Company's Headquarters responsibilities include:

- Provide command and control of all assigned or attached specialized teams or platoons R5, Casualty, Postal).
- Provide HR manpower in support of MMT and TG R5 operations as an element of the theater-opening module of a Sustainment Brigade.
- Coordinate external support functions, such as life support, force protection, logistics, and transportation.
- Provide logistical, maintenance, and field feeding support to all assigned or attached R5, Casualty and/or Postal platoons.
- Provide support to area S-1 sections regarding postal, R5 or casualty matters as required.
- Provide execution planning and current operations tracking for R5 and postal operations, when augmented with R5 or Postal plans and operations teams.
- Training and readiness oversight for all assigned and attached specialized HR platoons and teams.

EMPLOYMENT

3-92. Deploys and provides command and control for postal, R5 and/or casualty platoons/teams. Requires capability to communicate by both secure and non-secure voice and data to elements of attached platoons, STB/CSSB, Sustainment Brigade HR Ops cell (SPO), G-1 and S-1 Sections, transportation and other sustainment and joint elements.

3-93. The HR Company Headquarters is an existence and workload based command and control organization employed with 2-6 postal, R5 or casualty platoons, and either a Postal Plans and Operations Team, an R5 Plans and Operations Team or both. The HR Company can be employed in a Division/Corps or Army/ASCC in area support and attached to a MMT Team or Theater Gateway R5 Team. HR Company Headquarters may be located at the APOD and in the Division/Corps AOR as directed by the Army/ASCC G-1.

3-94. The company is capable of employing independently to support postal, R5 and casualty operations to a smaller force or employing as a functionally pure HR-R5 or HR-Postal company capable of large scale single function missions for a robust Theater. The company headquarters element will have the capability and mobility to provide C2 to multiple teams or platoons operating from multiple locations.

ORGANIZATION

3-95. This headquarters is very modular, flexible and scalable allowing the AOR commanders to tailor their R5, Postal and Casualty support in the most effective and least invasive manner with the smallest possible footprint required to provide the directed support. The HR Company headquarters provides capability to adapt to a joint or multinational environment.

3-96. The Command Section, consisting of a Commander, an Executive Officer, and a First Sergeant, plans, supervises, and monitors the activities of the HR Company and is aided by the Headquarters Support Section. The Command Section provides leadership to all attached personnel and units. The Headquarters Support Section provides limited maintenance, logistics, field feeding and automation support to the company.

3-97. The HR Company headquarters receives its short and long term planning as well as current and future operations management capability from the Postal and/or R5 Plans and Operations Team when postal or R5 platoons are attached. The company receives policy guidance from the R5, Postal or Casualty Ops Division of the HRSC, planning guidance from the Sustainment Brigade SPO HR Ops Cell and overall HR planning priorities from the Army/ASCC G-1, as passed through the theater sustainment structure. The Sustainment Brigade SPO HR Ops Cell will provide the planning and resourcing assistance within the Sustainment Brigade. The HR Company falls under the BTB or CSSB of the Sustainment Brigade for all administrative support.
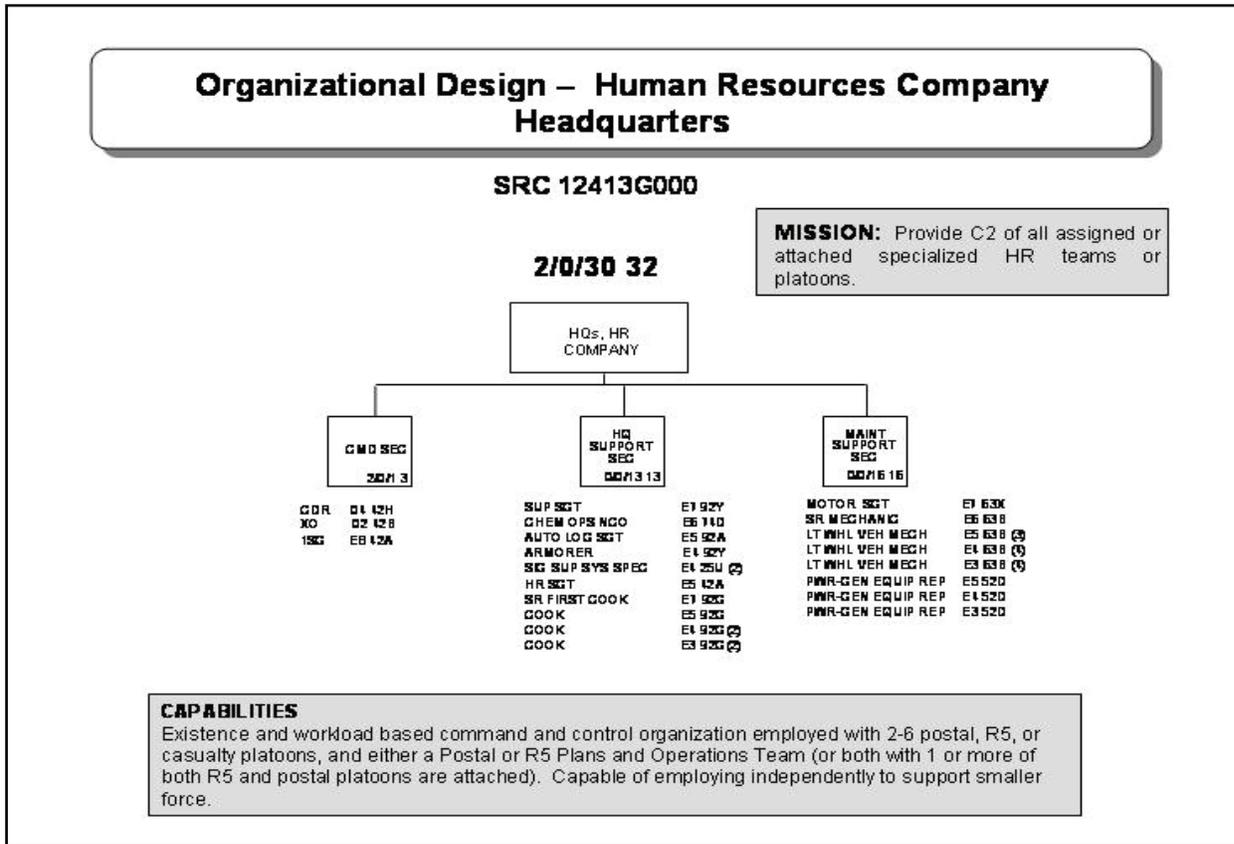
Figure 3-11. HR Company Headquarters Organizational Architecture

SUPPORT

3-98. The HR Company headquarters receives its short and long term planning as well as operational management capability from the Postal and/or R5 Team when postal or R5 platoons are attached. The Sustainment Brigade SPO HR Ops Cell provides the planning and resourcing assistance within the Sustainment Brigade for all required sustainment support. The HR Company falls under the STB of the Sustainment Brigade for all administrative support. The HR Company Headquarters requires secure and non-secure voice and digital communications support.

HR COMPANY POSTAL PLANS AND OPERATIONS TEAM

3-99. Provides the HR Company with both long and short term postal planning, current and future operations management, technical support and directory services when postal platoons are attached to the company to facilitate the HR (Postal) Company's ability to execute its specific tasks.

RESPONSIBILITIES

3-100.   Postal Plans and Operations Team responsibilities include:

- Provides long and short term postal planning to the HR company commander.
- Provides current and future operations management for postal platoons attached/assigned to HR Companies.
- Manage directory service for all associated postal platoons.

EMPLOYMENT

3-101.   Deploys as part of an HR company with postal platoons to the area of operation and provide postal staff support and directory service. Requires capability to communicate both digitally and voice both secure and non-secure to elements of attached platoons, HR Company, Sustainment Brigade SPO HR Operations Cell, S-1 Sections, transportation and logistics elements.

ORGANIZATION

3-102.   The Postal Plans and Operations Team is a staff section attached to an HR Company headquarters when one or more postal platoons are assigned or attached. It provides postal planning and operational management to the HR Co Commander as well as company level directory service. The team can be employed anywhere an HR Company is employed.

3-103.   The Postal Plans and Operations Team consist of a Plans and Operations Section and a Directory Service Section. The Postal Plans and Operations Section manage current operational requirements and plans both long and short range postal missions. The Postal Directory Service operates a central mail directory based on personnel data from the G-1 and S-1 sections of the supported population.

Figure 3-12. Postal Plans and Operations Team Organizational Architecture

SUPPORT

3-104.   The Postal Plans and Operations Team receives it policy guidance from the Sustainment Brigade SPO HR Ops cell and the Postal Operations Division of the HRSC. Any coordination for resources or Sustainment Brigade involvement for planning or operations will be done through the HR Ops Cell of the corresponding Sustainment Brigade. All HR planning prioritization will flow from the Army/ASCC G-1 through the HRSC and/or the ESC to the Sustainment Brigade HROC. The Postal Plans and Operations Team is attached to the HR Company HQ for administrative and C2 support and relies on secure and non-secure, continuous, and survivable communications and digital information systems.

HR COMPANY R5 PLANS AND OPERATIONS TEAM

3-105.   Provides the HR Company with both long and short term R5 planning, technical support, current and future operations management and personnel accountability data integration when R5 platoons are attached to the company to facilitate the HR (R5) Company's ability to execute its specific R5 tasks.

RESPONSIBILITIES

3-106.   The R5 Plans and Operations Team responsibilities include:
- Provides long and short term R5 planning to the HR company commander.
- Provide current and future R5 operations management.
- Consolidates and manages R5 personnel accountability data.
- Produces CAC cards and ID tags as required for transient personnel.
- Makes changes to DD Form 93 and SGLV as needed for transient personnel.

EMPLOYMENT

3-107. Deploys as part of an HR company with R5 platoons to provide R5 staff support and data integration. R5 Plans and Operations Team is a staff section attached to an HR Company headquarters when one or more R5 platoons are attached. It deploys as an element of the HR Company and provides R5 planning, operations management and data integration to the HR Co Commander. Requires capability to communicate both digitally and voice, both secure and non-secure, to elements of attached R5 platoons and teams, HR Company, Sustainment Brigade SPO HR Operations cell, G-1/S-1 Sections, transportation (A/DACG or MCT) and logistical elements operating in the APOD area of operations.

ORGANIZATION

3-108. The R5 Plans and Operations Team consists of a 5-man Plans and Operations Section and a 4-man Data Integration Section. The R5 Plans and Operations Section manages current operational requirements and plans for long and short-range R5 missions. The Data Integration Section manages and integrates personnel accountability data into the deployed theater database. The integration Section consolidates data from various sources, performs quality control measures and manages transmittal of data to higher headquarters and affected units, as well as providing consolidated unit data to transiting G-1/S-1s. The Section also facilitates the preparation of transiting S-1 section AHRS computers to use DTAS, as well as assisting the creation of DTAS hierarchy.

3-109. To provide vital personnel service capability for Soldiers in transient, the R5 Plans and Operations Team has equipment and system accesses such as DEERS RAPIDS machines to produce CAC identification cards and identification tags, as well as eMILPO access to update DD Form 93 and SGLV.
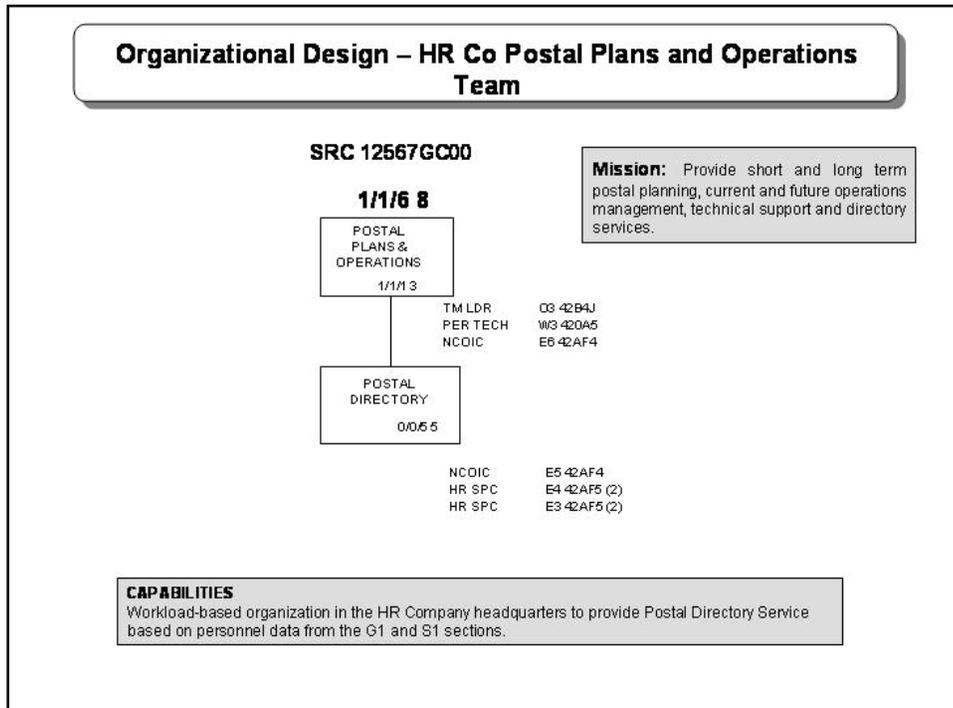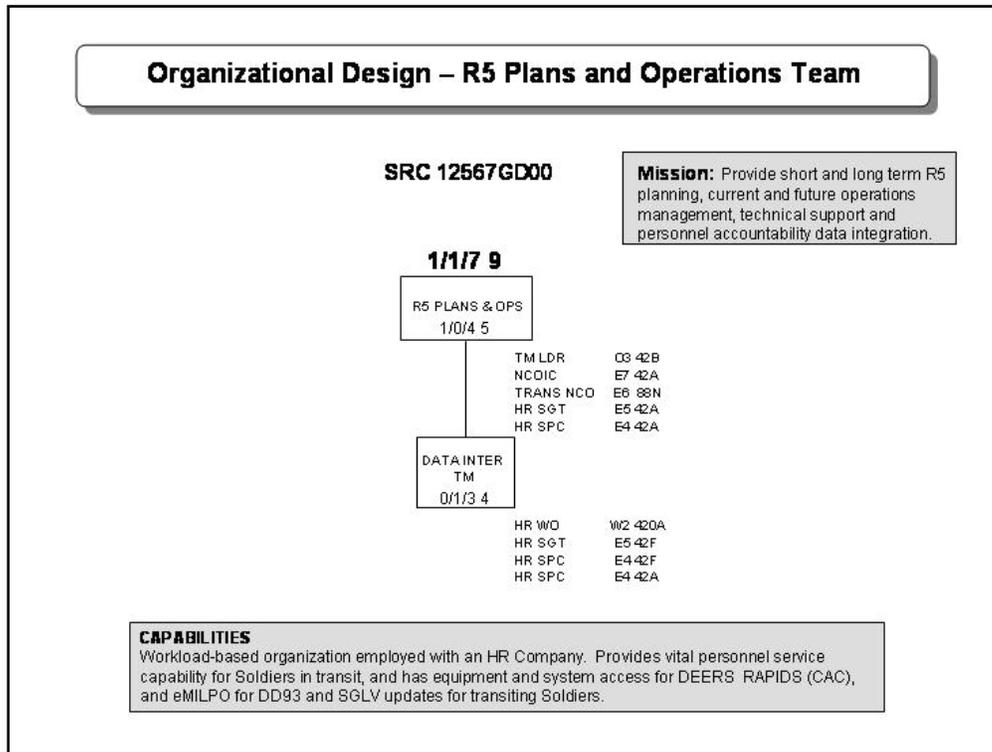

Figure 3-13. R5 Plans and Operations Team Organizational Architecture

SUPPORT

3-110.   The R5 Plans and Operations Team receives technical guidance from the Sustainment Brigade SPO HR Ops Cell and the R5 Operations Division of the HRSC. Any coordination for resources or Sustainment Brigade involvement for planning or operations will be done through the HR Ops Cell of the corresponding Sustainment Brigade SPO. All HR planning priorities will originate from the Army/ASCC G-1 or Corps/Division G-1 and be passed through the HRSC and/or the Sustainment BRIGADE to the HR Company HQ. The R5 Plans and Operations Team is attached to the HR Company HQ for administrative and C2 support, and relies on secure and non-secure, continuous, and survivable communications and digital information systems.

POSTAL PLATOON

3-111.   The mission of the postal platoon is to provide postal support to all individuals and units in an assigned area of operations or to serve as an element of a military mail terminal. Postal platoons operate in conjunction with Postal Plans and Operations teams within HR Companies.

RESPONSIBILITIES

3-112.   Postal Platoon responsibilities include:
- Supervise/control the platoon.
- Coordinate with HR Company Hqs.
- Direct daily postal operations.
- Receive and distribute intra-theater mail.
- Prepare mail for unit mail clerks.
- Receive, process, and dispatch outgoing mail.
- Receive, process, and redirect incoming mail.
- Update postal routing schemes.
- Conduct casualty mail and EPW mail operations.
- Conduct postal financial management.

EMPLOYMENT

3-113.   Deploys to the AOR and provides modular, scalable and flexible postal support including postal financial management, services, and mail distribution as part of an HR Company. The Postal Platoon is a multifunctional organization providing postal support for up to 6,000 personnel or serving as one of four platoons in support of an MMT. This universal modular platoon is capable of performing the complete spectrum of postal functions from postal service and postal finance to postal operations. It also includes processing incoming bulk mail and coordinates mail transportation to forward platoons. Processes outgoing mail to CONUS. Requires capability to communicate digitally and voice to HR Company headquarters, and G-1/S-1 Sections of units in the supported area.

ORGANIZATION

3-114.   The postal platoon consists of a headquarters section, postal finance section, and two postal squads. The headquarters section provides command and control, leadership, and resourcing. The postal finance section sells money orders, stamps, and provides accountable mail services. Each postal squad has the capability to perform operations or services missions or to perform independently as needed as a mobile mail team. The platoons are each equipped with three variable reach forklifts to provide efficient mail movement in whatever type of area the platoon is supporting.
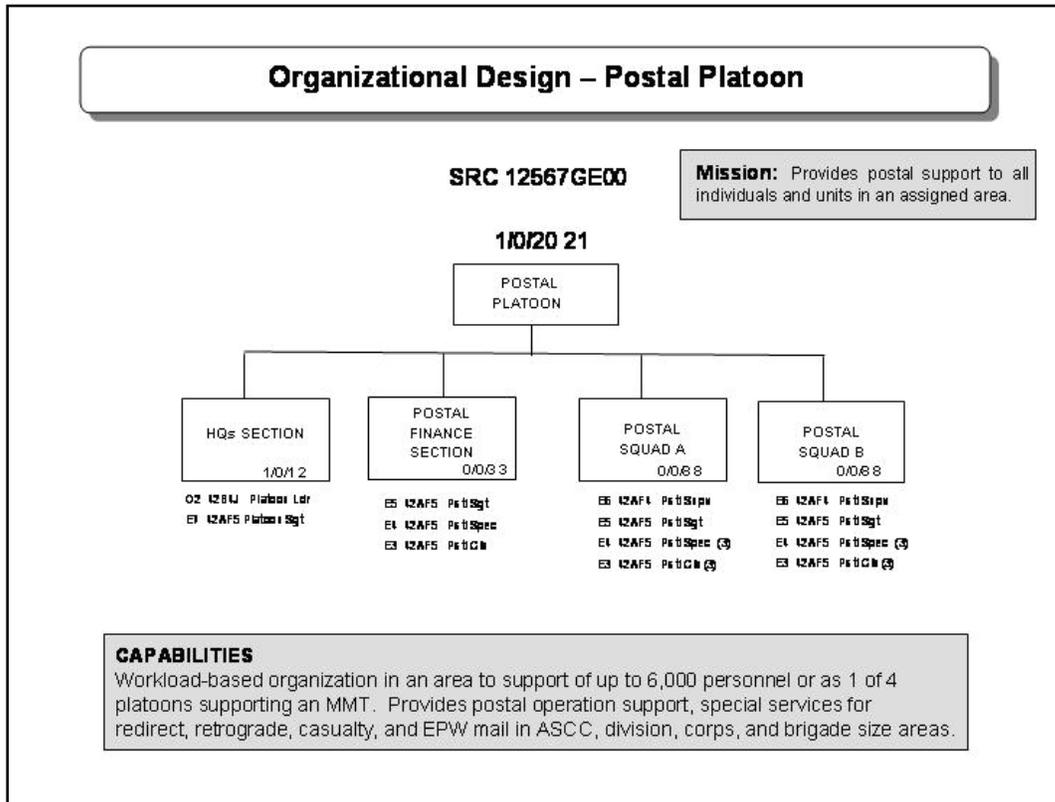
Figure 3-14. Postal Platoon Organizational Architecture

SUPPORT

3-115.   The Postal Platoon receives all technical guidance through the HR Company headquarters and the corresponding Postal Plans and Operations Team. The HR Company HQ provides all command and control to the attached postal platoons.

R5 PLATOON HEADQUARTERS

3-116.   The R5 Platoon Headquarters provides command and control to R5 Personnel Accounting Teams.

RESPONSIBILITIES

3-117.   The R5 Platoon Headquarters responsibilities include:
- Supervise and control the platoon and attached/assigned Personnel Accounting teams.
- Coordinate with HR Company HQs.
- Facilitate the coordination of onward movement transportation for transiting Soldiers.
- At inter-theater APODs, coordinate with A/DACG/MCT for intra-theater transportation for transiting Soldiers/units.
- At inter-theater APODs, coordinate temporary storage of transiting Soldier equipment when Soldier will return to theater after a short-duration absence (R&R).
- At intra-theater APODs, coordinate temporary transient billeting for transiting Soldiers.
- Directs daily platoon operations.

EMPLOYMENT

3-118.   Deploys to an area of operations and provides command and control as well as technical support to R5 Personnel Accounting Teams and may be required to execute R5 operations separate of the TG R5 Center at an intra-theater APOD with a daily flow between 600-1200 Soldiers. Requires capability to communicate digitally and voice, secure and non-secure, to R5 Personnel Accounting Teams, HR Company headquarters, transportation elements (A/DACG or MCT), Sustainment Brigade SPO HR Operations cell, logistical support elements and G-1/S-1 Sections of units in the assigned area.

3-119.   The R5 Platoon HQ is an existence-based command and control organization employed in support of two-three R5 Personnel Accounting Teams. The R5 platoons will largely be employed either at the APOD in support of the Theater Gateway R5 Center (inter-theater APOD) or in the Division/Corps sustainment area supporting Division/Corps personnel at an intra-theater APOD. As a JOA becomes more established and additional APODs are opened, R5 Personnel Accounting Teams or R5 platoons will be dispersed to cover all entry points into the JOA for accurate personnel accountability. The R5 platoon headquarters relies on the HR Company HQ with an R5 Plans and Operations Team for all technical guidance and support.

ORGANIZATION

3-120.   The headquarters consists of an 8-man team that provides technical guidance, leadership, logistical support and command and control for attached R5 Personnel Accounting teams, while also providing a transportation element critical in coordinating the movement of personnel flowing through R5 Centers, especially critical if the platoon is executing an intra-theater R5 center at an APOD without further R5 support. Further, the team tracks emergency leaves, inter-theater and intra-theater transfers as dictated by METT-TC.
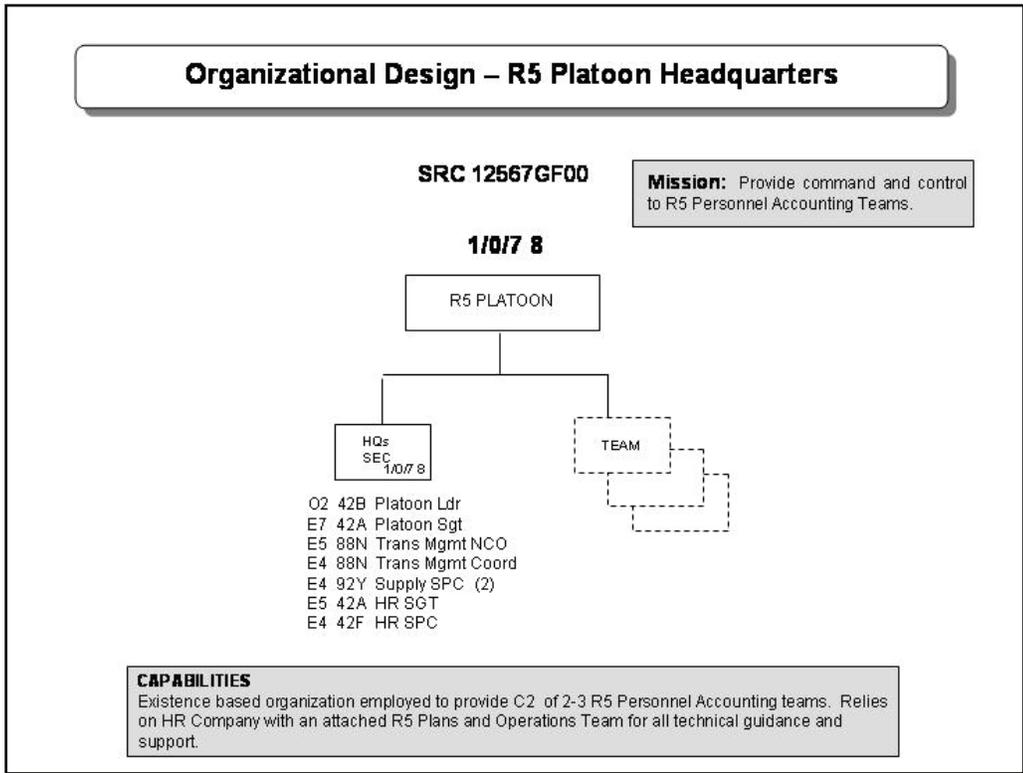
Figure 3-15. R5 Platoon Headquarters Organizational Architecture

SUPPORT

3-121.   The R5 platoon headquarters receives all technical guidance from the HR Company headquarters and the corresponding R5 Plans and Operations Team. The HR Company HQ provides all command and control to the attached R5 platoons. The R5 Platoon relies on secure and non-secure, continuous, and survivable communications and digital information systems.

R5 PERSONNEL ACCOUNTING TEAM

3-122.   The R5 Personnel Accounting Team provides personnel accounting and personnel movement coordination support including accurate personnel accountability of transient personnel and coordination of movement for reception, replacements, returns-to-duty, R&R, and redeployment personnel entering, transiting, or exiting the Army/ASCC theater APOD/APOE and at those major intra-theater APOD/APOE with daily passenger flow sufficient to merit the R5 platoon support (passenger flow of 600-1200 per day).

RESPONSIBILITIES

3-123.   R5 Personnel Accounting Team responsibilities include:
- Ensure personnel accounting of all personnel that enter/depart the theater.
- Capture personnel accounting of those personnel transiting the theater, if located at intra-theater APOD/APOE.
- Process Soldiers transiting theater at TG R5 Center.

EMPLOYMENT

3-124.   Deploys as an element of an R5 Platoon to provide reception (individual and unit), replacement, R&R, return-to-duty, and redeployment passenger tracking and accountability for 600 personnel a day moving in or out of an assigned area or theater of operations. Requires capability to communicate digitally and voice, secure and non-secure, to R5 platoon headquarters, R5 Plans and Operations Team of the HR Company, and G-1/S-1 Sections of units in the assigned area if providing support at a small intra-theater APOD/APOE.

3-125.   The general functions include personnel accounting, administrative processing, and coordination of logistical support of transient personnel. The team is capable of operating in a joint or multinational environment. This modular, scalable and flexible structure allows the commander to support the large population flow for port operations with numerous teams organized into platoons and HR-R5 companies, but also support the small, but essential mission of managing sustainment missions such as R&R at the Corps/Division level with one team or a platoon as necessary at an intra-theater APOD/APOE.

ORGANIZATION

3-126.   The R5 Personnel Accounting Team is a workload-based organization that provides reception (individual and unit), replacement, R&R, return-to-duty, and redeployment tracking and accountability for 600 personnel a day. R5 Personnel Accounting Team is comprised of 6 personnel led by a Staff Sergeant. The team provides immediate processing, accountability and coordination for logistical support to individuals and units arriving to and departing from the area of operations.
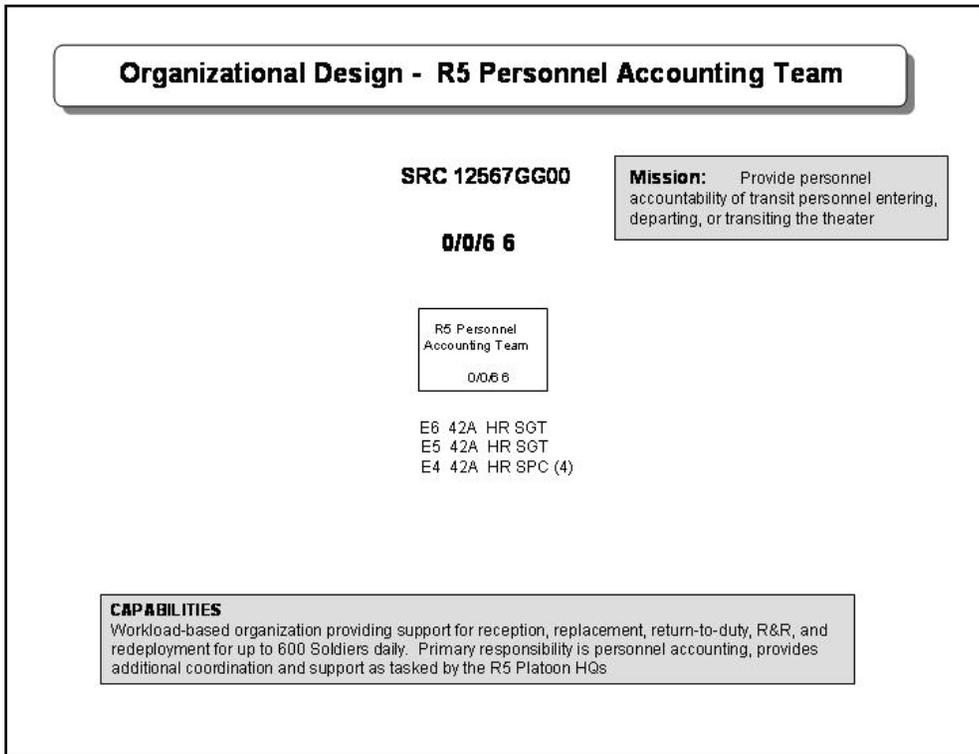
Figure 3-16. R5 Personnel Accounting Team Organizational Architecture

SUPPORT

3-127. R5 Personnel Accounting Teams rely on their platoon headquarters for all guidance. When necessary due to geographical dispersion, R5 Personnel Accounting Teams can use the HR Ops cell to assist in coordination and communication with the platoon headquarters or other necessary elements

3-128. The R5 Personnel Accounting Team receives all guidance and command and control from the R5 platoon headquarters. All transportation coordination support comes from the R5 platoon headquarters, and if operating separately, a supporting MCT. When geographically dispersed without a platoon headquarters to support a population under 600 personnel a day, the R5 team will rely on the HR Ops Cell in the supported Sustainment BRIGADE or the DIV/Corps G-1 for assistance in coordinating with the R5 platoon headquarters or other necessary elements. The R5 Personnel Accounting Team relies on secure and non-secure, continuous, and survivable communications and digital information systems.

CASUALTY PLATOON HEADQUARTERS

3-129. The Casualty Platoon Headquarters provides command and control to between three and six Casualty Liaison Teams.

RESPONSIBILITIES

3-130. The Casualty Platoon Headquarters responsibilities include:
- Supervise and control the platoon.
- Provide training and readiness oversight of attached/assigned Casualty Liaison Teams.
- Coordinate with HR Company headquarters.

- Be prepared to augment the HRSC Casualty Operations Division during theater CAC operations.
- Ensure geographically separated CLTs receive required operational and life support.

EMPLOYMENT

3-131.   Deploys and provides command and control to Casualty Liaison Teams. Requires 100% mobility of the platoon headquarters. Requires capability to communicate digitally and voice, secure and non-secure, to CLTs, HR Company headquarters, Sustainment Brigade SPO HR Operations Cells, Army/ASCC G-1 Casualty Operations Division, logistical support elements and organizations where CLTs are attached. The Casualty Platoon HQ is an existence-based command and control organization employed in support of three to six Casualty Liaison Teams (CLTs) and will be attached to the Casualty Operations Division of the HRSC. This employment allows the command and control element to align with the technical element to better support the CLTs and Army/ASCC Commander with accurate and timely casualty information collection. The Casualty Platoon leader still relies on the HR Company for administrative guidance, but due to geographic dispersion, relies on the unit supporting the CLT for daily life support.

ORGANIZATION

3-132.   The Casualty Platoon HQ provides leadership, training assistance and administrative support to geographically separate CLTs. The casualty platoon receives all administrative guidance through the HR Company headquarters and functions as part of the Casualty Area Command (based on the Casualty Operations Division of the HRSC) in a deployed environment. The headquarters ensures that all CLTs are properly resourced to perform the casualty reporting tasks.
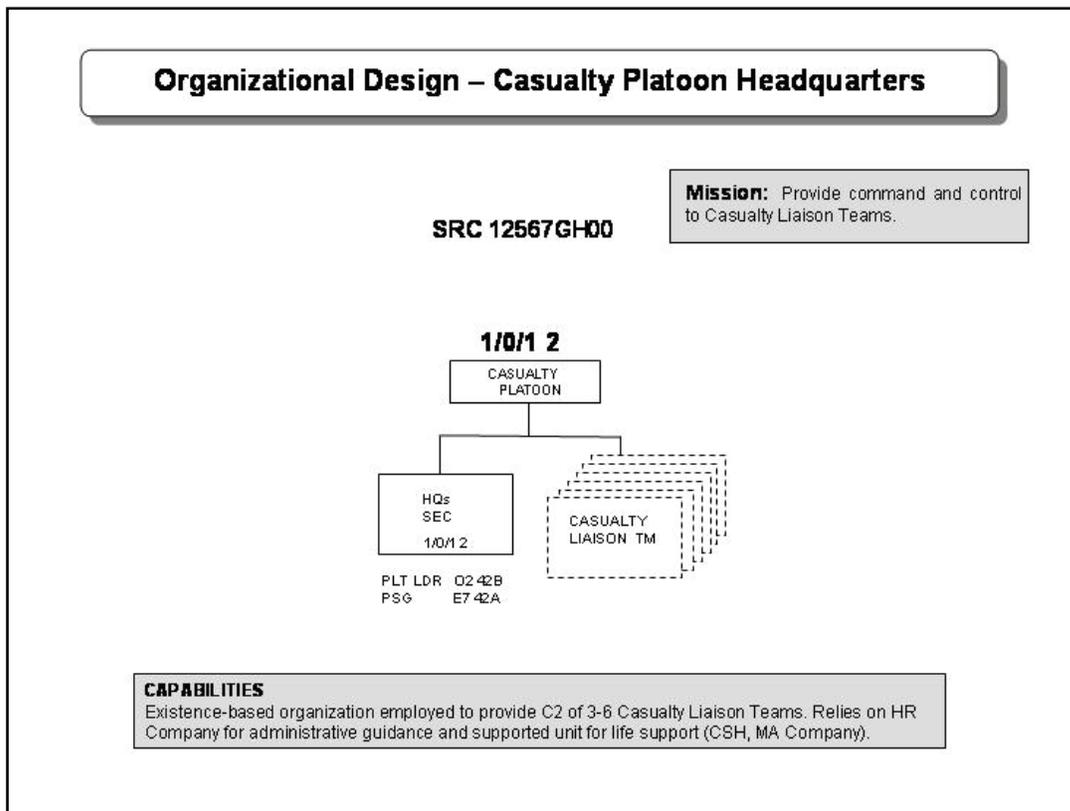
Figure 3-17. Casualty Platoon Headquarters Organizational Architecture

SUPPORT

3-133.   The casualty platoon receives all administrative guidance through the HR Company headquarters and functions as part of the theater Casualty Area Command (Casualty Operations Division of the HRSC) in a deployed environment. The headquarters ensures that all CLTs are properly resourced to perform the casualty reporting tasks. The Casualty Platoon relies on secure and non-secure, continuous, and survivable communications and digital information systems.

CASUALTY LIAISON TEAM

3-134.   The Casualty Liaison Team (CLT) provides accurate casualty information (reporting and tracking) at medical facilities, mortuary affairs collection points and higher headquarters as well as facilitate real-time casualty information for commanders. Assist in management of casualty operations as needed based on location.

RESPONSIBILITIES

3-135.   Casualty Liaison Teams primary function is:

- Ensure accurate and timely casualty reporting to the theater Casualty Area Command (Casualty Operations Division of the HRSC in support of the Army/ASCC G-1).
- Assist commanders in keeping accurate casualty statistics throughout the course of an operation.

EMPLOYMENT

3-136.   Deploys and establishes Casualty Liaison Teams at Combat Support Hospitals (CSH) and half CSHs when they are doctrinally split over two locations, Mortuary Affairs Collection Points (at the MA Company-level), as well as Division/Corps G-1 and HRSC Casualty Operations Division to obtain and provide accurate and timely casualty information and assist with casualty operations management as necessary. Requires capability to communicate digitally and voice, secure and non-secure, to theater CAC (Casualty Operations division of the HRSC), Casualty platoon headquarters and S-1/G-1 Sections of units in the assigned area.

ORGANIZATION

3-137.   The Casualty Liaison Teams is employed to provide casualty reporting support to CSHs, Mortuary Affairs Collection Points, Division/Corps headquarters and the HRSC Casualty Operations Division. A CLT and the Casualty Platoon headquarters are collocated with the Casualty Operations Division at the HRSC. The HRSC Casualty Operations Division provides technical and administrative guidance to the CLTs. CLTs are OPCON'd to the HRSC Casualty Operations Division during deployed wartime operations.

3-138.   The CLTs primary function is to ensure timely casualty reporting to the Army/ASCC G-1 and HRSC and, ultimately, HRC CMAOC. They also assist commanders in keeping accurate casualty statistics throughout the course of an operation. When necessary, based on a split mission, the CLT is capable of splitting to support smaller more forward locations such as a mortuary affairs collection point smaller than an MA Company theater MA collection point.

3-139.   CLTs not only provide accurate casualty information, but they also act as a liaison for each affected commander. The CLT provides updated status reports to the affected unit and informs the unit if the Soldier leaves the Theater. The CLTs assist with coordinating a Soldier's return to duty with the unit and/or an R5 unit. The CLT acts as an administrative liaison for the injured Soldier ensuring he or she has access to necessary services such as military pay, MWR, or any HR related service.
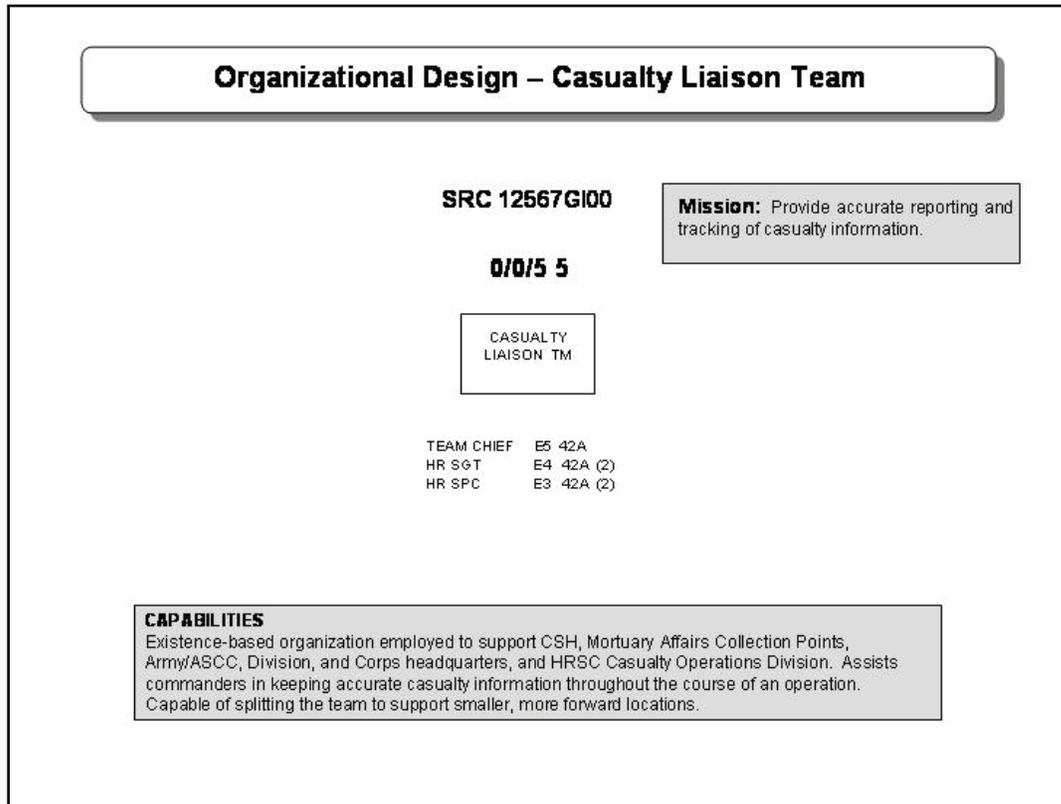
Figure 3-18. Casualty Liaison Team Organizational Architecture

SUPPORT

3-140.   CLTs receive technical guidance from the Casualty Operations Division of HRSC. When attached to a CSH, Mortuary Affairs Collection Point, Division/Corps G-1 or HRSC, the CLT relies on that organization for life support. The Casualty Platoon headquarters provides assistance with any administrative issue and technical guidance. The CLTs rely on the units they are attached to for daily life support. The CLT relies on secure and non-secure, continuous, and survivable communications and digital information systems.

HUMAN RESOURCES OPERATIONS CELL

3-141.   The Human Resources Operations Cell (HROC) plans, coordinates, integrates and manages HR support within the Sustainment Brigade/Expeditionary Sustainment Command (ESC) area of operations. The HROC is an element of the Support Operations Section (SPO) in the Sustainment Brigade and the SPO of the ESC, and provides the HR technical guidance for those two organizations.

RESPONSIBILITIES

3-142.   The HROC conducts the full spectrum planning and staff management needed to synchronize HR support organizations that are assigned or supported within the Sustainment Brigade's area of responsibility. The HROC receives technical and support guidance from the ASCC/Division/Corps G-1 for establishment of priorities and concept of support. The HROC has the following responsibilities:

- Receive the HR mission support requirements for attached/assigned HR units
- Receive HR requirements from supported G-1s and S-1s

- Conduct mission analysis to determine concept of support
- Determine best course of action to support mission requirements
- Coordinate, integrate and synchronize HR support for supported units within the Sustainment Brigade AO
- Plan, coordinate, and synchronize HR support during MSO/SRO operations
- Synchronize the Sustainment Brigade HR network
- Collect, correlate, analyze, and report HR support information to the Sustainment Brigade commander
- Plan and coordinate the location and resourcing of HR units
- Establish and manage HR support for theater opening operations (if in a Sustainment Brigade with theater opening mission)
- Plan and coordinate deployment and redeployment HR support
- Maintain liaison, coordinate, and synchronize TG R5 and MMT operations if these organizations are attached to Sustainment Brigade
- Assist HR units in securing resources to accomplish their mission
- Assist the Army/ASCC/Division/Corps G-1 and HRSC in providing HR technical training and support to supported units
- Ensure adequate numbers of HR units are available to support HR missions and functions
- Assist and support the personnel portion of reconstitution efforts
- Provide the Sustainment Brigade commander the forecast for HR support requirements
- Coordinate with the HRSC PASR/PRM/IM Division for the establishment of a PASR database for initial entry (if part of theater opening) operations
- Coordinate communications support for HR operations with Sustainment Brigade S-6/ESC G-6 and CSSAMO
- Collect and correlate critical personnel readiness information
- Provide technical assistance to HR units
- Coordinate CLT operations within Sustainment Brigade/ESC AO – ensure supported units provide required life support

EMPLOYMENT

3-143. The HROC operates in accordance with METT-TC analysis. Location on the battlefield must allow for full voice and data connectivity (Secure /Non-secure) in order to provide HR Support, synchronize personnel management activities, manage current and plan future operations.

3-144. The HROC organizes the section to execute the responsibilities listed above. And will normally organize personnel functionally (assign specific personnel to an area of responsibility), then cross train within the section for continuity and consistency.
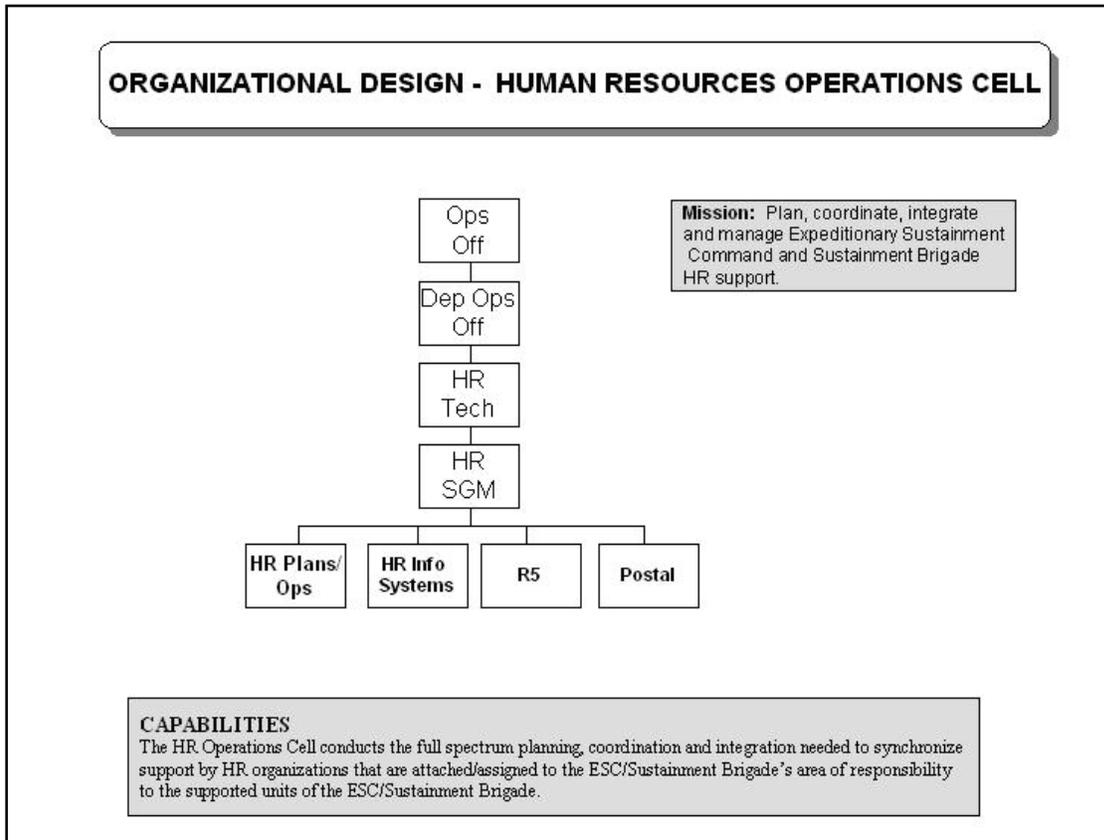
Figure 3-19. Human Resources Operations Cell Architecture

ARMY BANDS

3-145.   For the employment, organization, and support requirements of bands see FM 1-19 (FM 12-50) U.S. Army Bands. Army Bands provide music throughout the entire area of operations, instill in our soldiers the will to fight and win, foster the support of our citizens, and promote our national interests at home and abroad. The modular organization of Army Bands allows subordinate Music Support Teams to operate concurrently in more than one location. Army Bands or individual Music Support Teams may be deployed with Army commands, Army/ASCC HQ, Corps HQ, Division HQ, or installation/activity and will normally operate from the Main or Rear Command Post. See Appendix J.

RESPONSIBILITIES

3-146.   Army Band responsibilities include the following:
- Provide troop entertainment music support.
- Provide music for ceremonies.
- Provide music to support protocol functions.

EMPLOYMENT

3-147.   Army Band Music Support Teams deploy separately or in combination to provide music support across the full range of military operations. Each band is capable of deploying Music Support Teams for

split-based operations and of combining teams to provide additional capabilities by forming larger musical formations.

ORGANIZATIONS

3-148.   Organizational structure is dependent on the type of band and the organization supported. The four types of bands are the Special Band, Army Band (Large), Army Band (Medium), and Army Band (Small). Each band has different or additional capabilities based on its TOE or the number and types of Music Support Teams.

3-149.   The Army Band (Small) is allocated to Division HQ, and to selected Training Centers, major Army commands or activities. It is designed to provide ceremonial music support, protocol music support, and troop entertainment music support. This organization can be task organized independently or collectively. The unit is structured into a Band Headquarters and four Music Support Teams. The Music Support Teams must be combined to support ceremonial functions.
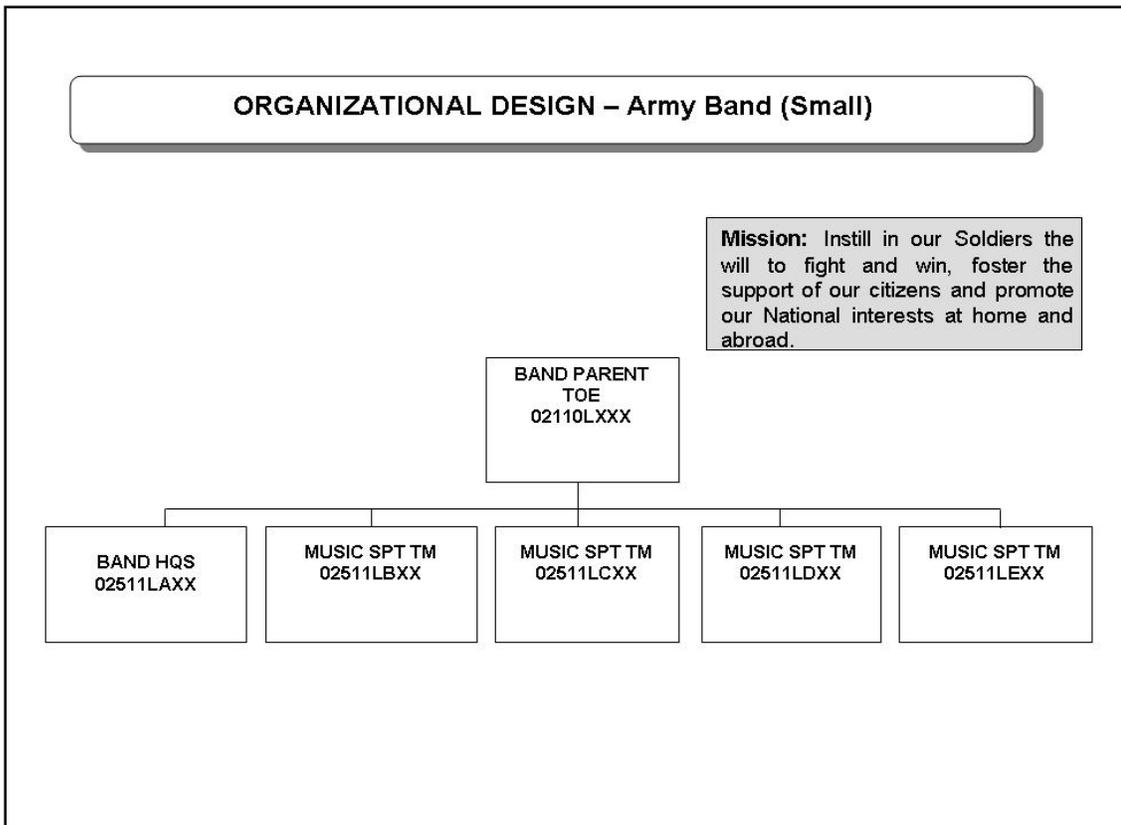
Figure 3-20. Army Band (Small)

3-150.   The Army Band (Medium) is allocated to selected Corps HQ and selected major Army commands or activities. It is designed to provide ceremonial music support, protocol music support, and troop entertainment music support. The organization can be task organized independently or collectively. The unit is organized into a Band Headquarters and eight Music Support Teams. The Music Support Teams must be combined to support ceremonial functions.
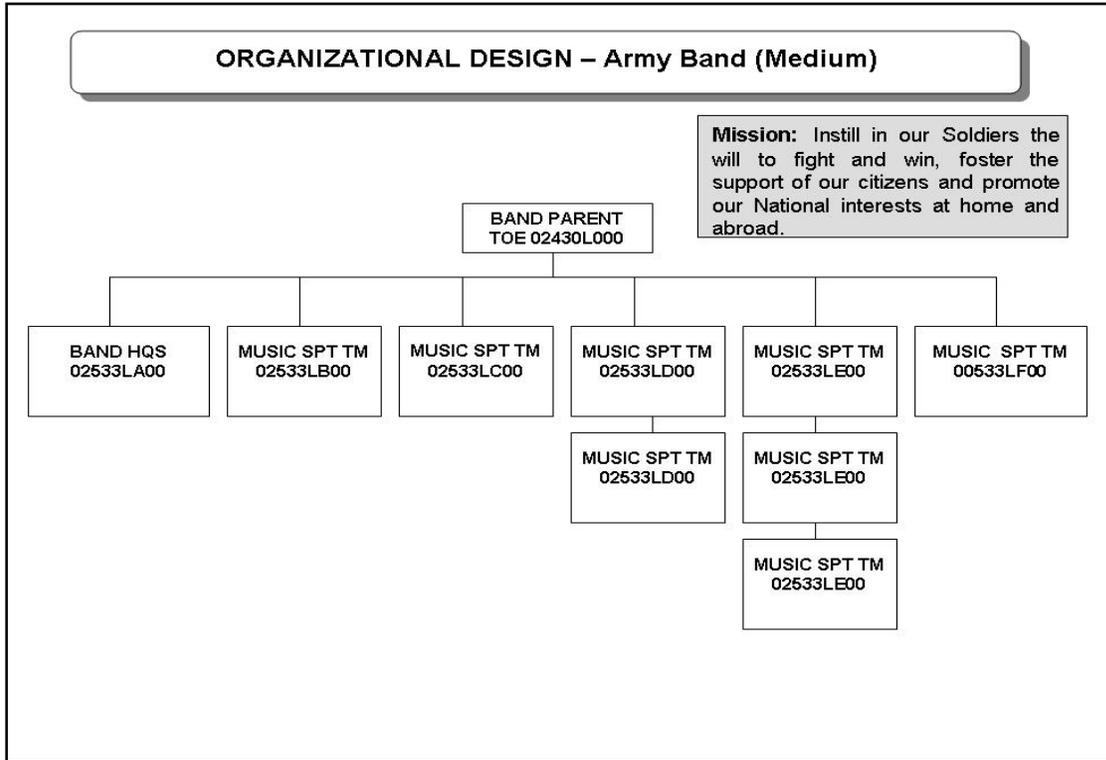
Figure 3-21. Army Band (Medium)

3-151. The Army Band (Large) is allocated to select Army Commands or activities. It is designed to provide ceremonial music support, protocol music support, and troop entertainment music support. This organization can be task organized independently or collectively. The unit is structured into a Band Headquarters and eight Music Support Teams. The Music Support Teams must be combined to support ceremonial functions.
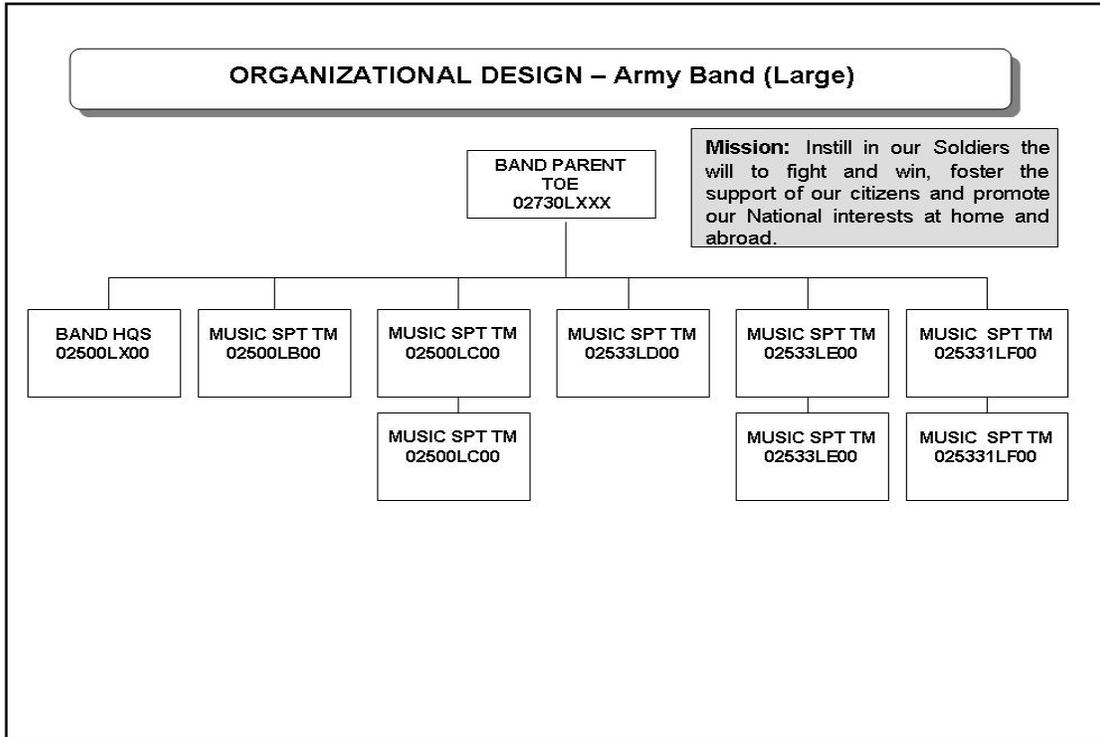
Figure 3-22. Army Band (Large)

SUPPORT

3-152. Army Bands have limited provisions for transporting personnel and equipment. Army bands are dependent on other organizations to provide life support. The Army Band relies on secure, robust, and survivable communications and digital information systems.

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Chapter 4

Brigade/BCT S-1 Section Operations

The Brigade/BCT S-1 is the principle coordinating staff officer responsible for the delivery of HR Support for the Brigade/BCT. The S-1 is responsible for the execution of all of the HR core competencies within the Brigade/BCT, which include: Personnel Readiness Management (PRM), Personnel Accounting and Strength Reporting (PASR), Personnel Information Management (PIM), R5 (Reception, Replacement, RTD, R&R, Redeployment) Operations, Casualty Operations, Essential Personnel Services (EPS), HR Planning and Operations, Postal Operations, and MWR Operations. HR Transformation has resourced the Brigade/BCT S-1 section to execute the core competencies with the assistance of enhanced Battalion S-1 sections and limited theater-level HR organizations for postal, R5, and casualty operations support.

ORGANIZATION

4-1. The Brigade/BCT S-1 Section consists of thirteen personnel that are aligned in three teams: a headquarters team, a personnel readiness team, and a HR services team. The S-1 Section is led by an FA43 (AOC 42H) Major and has a CW2 HR Technician and a Master Sergeant NCOIC. The experience and technical competence of these three critical HR professionals determines the success of the decentralized HR Support provided under the PSDR transformation.
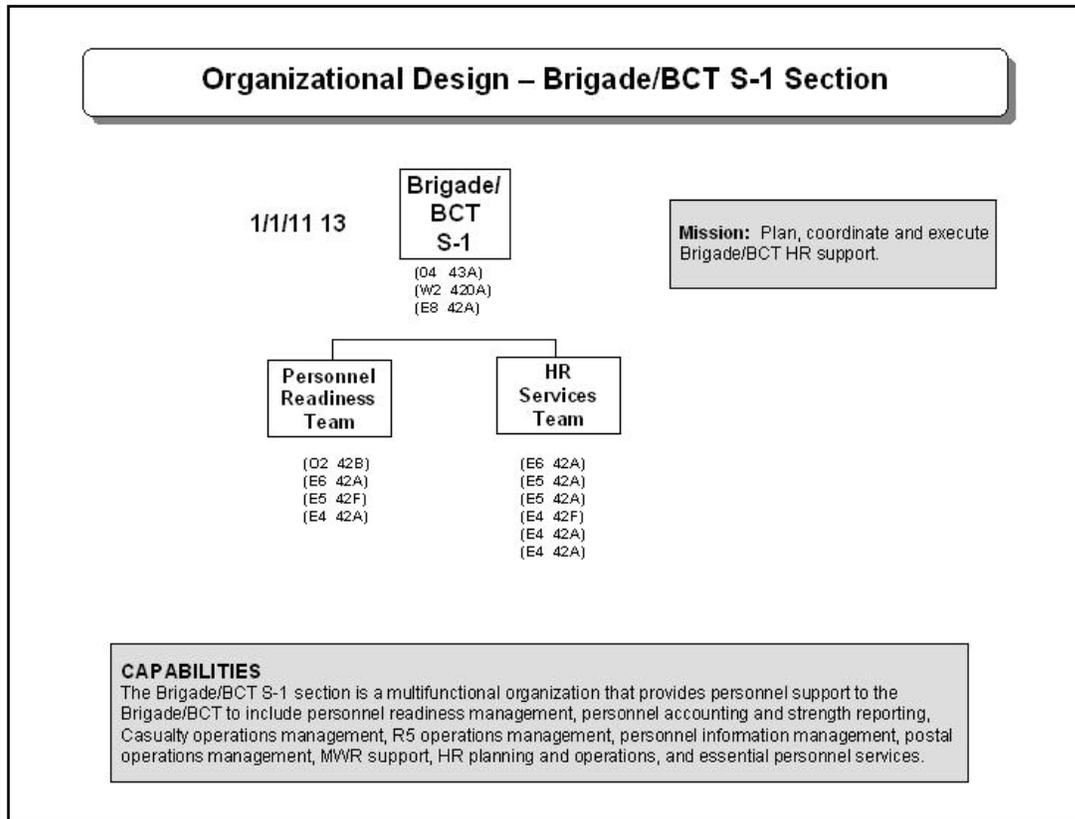
Figure 4-1. Brigade/BCT S-1 Section Organizational Structure

SPLIT SECTION OPERATIONS

4-2. The Brigade/BCT S-1 section normally operates as an element of the Sustainment Cell in the Brigade Main Command Post. During operations conducted from a Forward Operating Base (FOB), when the Brigade Support Battalion (BSB) is located with the remainder of the Brigade/BCT, the S-1 section will remain together and will maintain voice and data links to the BSB for the execution of some HR tasks. When the BSB is operating separate from the Brigade/BCT Main Command Post, elements of the S-1 section will collocate with the BSB Command Post to facilitate EPS, postal operations, R5 operations and casualty operations. Normally when the S-1 section separates, the HR Services Team will move to the BSB Command Post with either the HR Technician or the Senior HR NCO leading the split section. The majority of PRM and PASR actions will be performed at the Brigade/BCT Main Command Post, while the majority of EPS, Postal, and R5 functions will be performed in the BSA. Casualty operations will be conducted at both locations. Each Brigade/BCT S-1 section has redundant transportation, so splitting the section is feasible. It is critical that the split section maintains tactical voice, NIPR, and SIPR data connectivity with the remainder of the S-1 section at the Brigade/BCT Main Command Post and the Battalion S-1 sections.

POSITIONING CRITERIA

4-3. The success of Brigade/BCT S-1 Sections depends on the availability of both secure and non-secure data systems and secure and non-secure voice systems, and requires close coordination with the Brigade/BCT S-6. HR systems require, for the most part, NIPR connectivity with bandwidth sufficient to facilitate web-based applications. The introduction of DTAS as the theater deployed database imposes a

daily SIPR requirement for all Battalion and Brigade/BCT S-1 Sections. S-1 Sections must consider these requirements when planning tactical positioning.
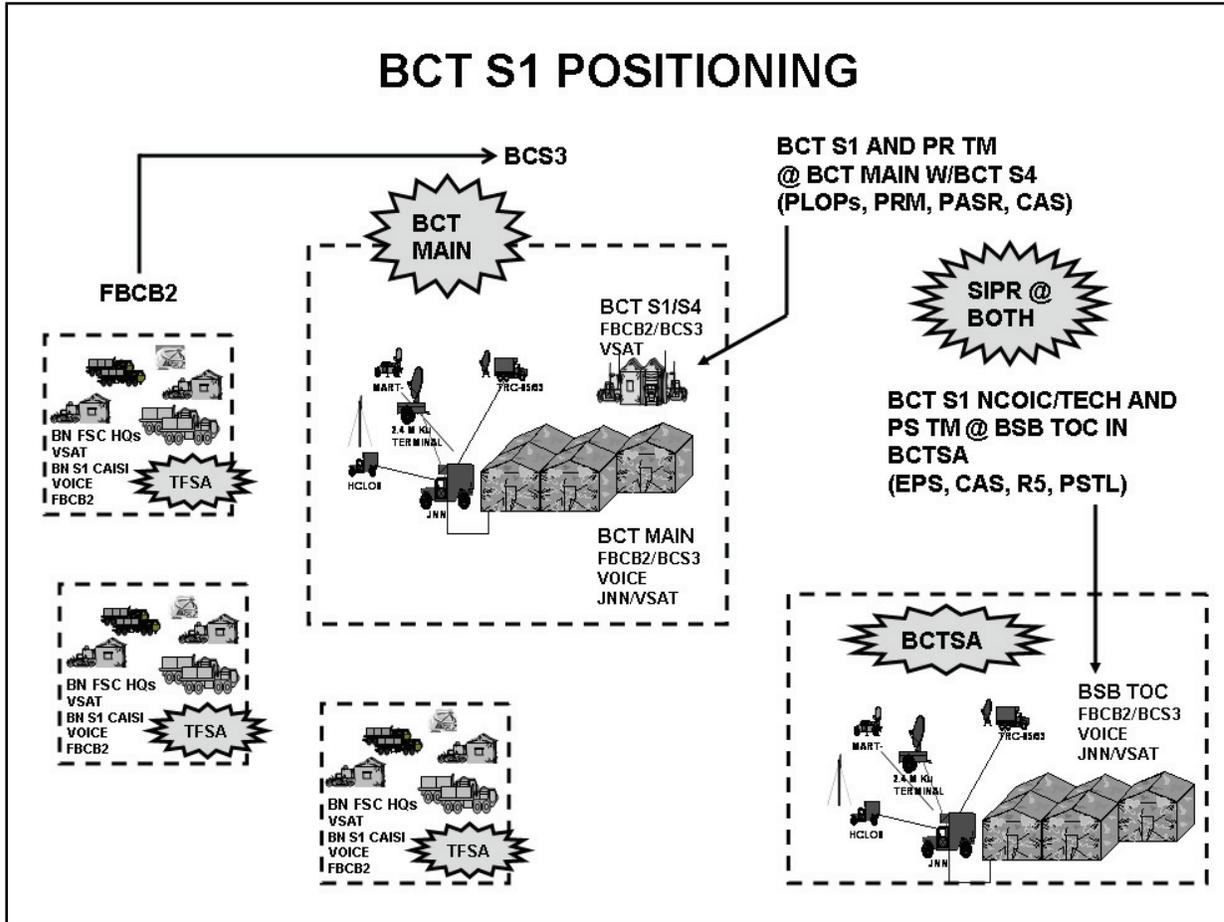
Figure 4-2. Brigade/BCT S-1 Section Connectivity and Positioning

CONNECTIVITY

4-4.   Connectivity is essential for the success of S-1 operations in the tactical environment. S-1 sections must have access to continuous tactical voice, NIPR and SIPR data systems to perform core competencies. S-1s must ensure that sections are positioned in proximity of this connectivity. The majority of HR systems operate on NIPR data networks. S-1 sections gain NIPR connectivity through the Connect the Logistician VSAT/CAISI system. All BCT S-1 sections are equipped with VSAT terminals and CAISI bridge modules which allow the creation of a satellite-based NIPR feed at all times. Battalion S-1 sections have CAISI client modules which can tie into either the BCT S-1 VSAT or the VSAT terminal found in the Forward Support Company (FSC) supporting the Battalion. CAISI devices must be positioned within 3-5 km of the supporting VSAT to allow the wireless technology to properly function. NIPR connectivity is critical in enabling S-1 sections to perform routine actions with HRC on a daily basis while deployed. SIPR connectivity is available through JNN nodes found supporting Brigade/BCTs and Battalions. S-1 sections must position a portion of its element in the vicinity of the JNN to utilize the SIPR connectivity provided to perform daily DTAS inputs. S-1s must coordinate with Brigade/BCT and Battalion S-6s for this daily access. Tactical voice connectivity is critical for reporting, especially for casualty reporting. ABCS systems such as BCS3, FBCB2, and BFT allow the S-1 section to maintain the COP and ensure HR operations support the tactical plan. These enablers also allow the S-1 to proactively react to the changing operational situation. FBCB2 and BFT also allow the S-1 Section to remain connected to SIPR-data without requiring

the hard-wired connectivity to a JNN node. Secure data can be passed from one portion of the split S-1 Section to another via FBCB2, BFT, BCS3 and then be inputted into standard SIPR data networks.

HR CORE COMPETENCIES IN S-1 OPERATIONS

MANNING

4-5.   The Brigade/BCT S-1 section performs the manning function through the core competencies of PRM, PASR, PIM and R5 operations. PASR is one of the two critical core competencies performed by the S-1 section during wartime operations. The key enabling systems for manning are Electronic Military Personnel Office (eMILPO), Enlisted Distribution and Assignment System (EDAS), Total Officer Personnel Management Information System (TOPMIS), Common Operating Picture Synchronizer (COPS), and Tactical Personnel System/Deployed Theater Accountability System (TPS/DTAS). DTAS is the deployed personnel database and is a SIPR-based system which requires daily inputs from the Battalion S-1 sections which include Soldier status and daily location.

Personnel Readiness Management (PRM)

4-6.   PRM is the process of distributing Soldiers based on documented requirements, authorizations, and predictive analysis to support Commanders' priorities. Strength management is an element of PRM. Replacement operations as described in FM 12-6 are an element of PRM. The Personnel Readiness Team of the Brigade/BCT S-1 section is primarily responsible for this process. The S-1 section analyzes on-hand personnel strengths against documented authorizations to determine shortages. The shortages are reported to the G-1 and also to Human Resources Command (HRC) through the use of automated systems and the USR process. HRC fills valid requirements direct to the Brigade/BCT based on the prioritization of fill provided by the Army G-1 Readiness Officer. The art of PRM includes predictive analysis that assesses operational conditions to predict shortages through casualties and other conditions (rate of RTD flow, non-deployable rates, projected gains and losses, etc). This predictive analysis must be included in the data provided to HRC to ensure strength managers at the top of the system have full visibility of wartime requirements. Additionally distribution managers at the HRC perform similar predictive actions and force feed (push) replacements to deployed Brigade/BCTs. The Brigade/BCT S-1 will serve as the principle strength manager for the Brigade/BCT, and will use the Personnel Readiness Team to execute that task. The Brigade/BCT will receive a Distribution Management Sub-Level (DMSL) to facilitate the management of strength directly from HRC to the Brigade/BCT. The Brigade/BCT S-1 is responsible for making the allocation decisions within the Brigade/BCT to fill documented shortages based on the priority of fill determined by the Commander. The Brigade/BCT S-1 and S-3 make priority recommendations to the Commander. PRM is a continuous process which is the end state of the Personnel Estimate, which is prepared and maintained by the Brigade/BCT S-1. Key enablers are eMILPO, EDAS, TOPMIS, COPS, SIDPERS 2.75 (ARNG), Regional Level Application Software (RLAS) (USAR), and when fielded, DIMHRS.

Personnel Accounting and Strength Reporting (PASR)

4-7.   PASR is the process used to provide personnel strength information critical to Commanders and HR providers and the PRM system. The accuracy of PASR data directly impacts all elements of the Sustainment Wartime Function. Personnel Accounting is the process of recording by-name data on Soldiers when they arrive, depart, change duty location, or change duty status. Company 1SGs and Battalion S-1 sections are critical participants in this process. S-1s must be very sensitive to the accuracy and timeliness of all personnel accounting reports, and must pay special attention to Soldiers who have changed status in the medical treatment process and to task organize changes effecting assigned and attached units.. Timely data input through eMILPO, DTAS and other PASR systems is the mechanism for reporting shortages, placing the burden on S-1 sections to provide the inputs the system requires. Strength Reporting is the numerical end product of the by-name accounting process. All companies, Battalions and Brigade/BCTs conduct strength reporting daily in accordance with unit SOPs. While deployed, FBCB2 and TPS/DTAS are the primary tools to report the data and process it into the required PERSTAT (or

JPERSTAT) form for reporting to higher headquarters. Normally during deployed or wartime operations, strength data is rolled up from the company to the theater-level daily. Company-level accuracy is the key to an accurate theater strength report. Changing task organizations are of critical concern to S-1s, as they impact the strength reporting process. The most common mistake made in this process is double counting resulting from task organization changes. Task organization changes occur regularly and are generally described in Operations Orders (OPORDs) and Fragmentary Orders (FRAGOs), and require the S-1 section to be constantly linked to the Brigade/BCT S-3 section. Key enablers are eMILPO, FBCB2, BCS3, TPS/DTAS.

Personnel Information Management (PIM)

4-8.   PIM is collecting, processing, storing, displaying, and disseminating critical Soldier information. PIM includes both manual and digital processes which record and transfer Soldier data. It supports the execution of all other core competencies. As part of HR transformation, access to the majority of digital PIM systems has been pushed to the Brigade/BCT and Battalion S-1 sections. The maintenance of the local (paper) Military Personnel File (MPF) for each Soldier has also been migrated to the Brigade/BCT S-1, who will retain that responsibility until the approval of a digital signature mechanism for the DD93 and SGLV forms mitigate the requirement for paper records. Brigade/BCT S-1s must maintain 100% accountability of the unit's MPF records in order to execute effective and timely casualty notification. S-1s now have the resources required to maintain and update Soldier data to ensure greater timeliness and accuracy in processing changes. For example, S-1 sections now directly update records through ORB/ERB updates. SRP files created prior to deployment are an element of PIM. Effective PIM is critical to enable timely PRM which maintains unit personnel combat power. All HR IT systems are key enablers for PIM. The 420A and 42Fs assigned to the Brigade/BCT S-1 section are the primary managers of PIM in the Brigade/BCT and all assigned and attached Battalions. The Brigade/BCT S-1 Personnel Readiness Team will assume the Personnel Automation Section (PAS) responsibilities previously performed by the PSB or installation PAS for the Brigade/BCT. The Brigade/BCT HR Technician (420A) and the two 42F personnel are the principle members of the PAS.

RECEPTION, REPLACEMENT, RETURN TO DUTY, REST AND RECUPERATION, AND REDEPLOYMENT (R5)

4-9.   R5 operations include planning, preparing, assessing, and executing the movement and tracking of Soldiers from designated points of origin to final destinations, and to coordinate life support as required during the movement process. The majority of R5 operations are executed at the theater or Army/ASCC level by Theater Gateway (TG) R5 Teams and HR Companies with R5 platoons. TG R5 Teams and HR Companies will execute the major inter-theater and intra-theater APOD R5 operations. Within the Brigade/BCT, R5 operations consist of monitoring the flow of the 5 categories of Soldiers into and out of the Brigade/BCT AO. PRM will establish replacement requirements based on shortages of assigned personnel against authorizations, and HRC will place corresponding Soldiers of the correct MOS and grade on orders to the Brigade/BCT and subordinate Battalions. R5 will track them as they flow into the Brigade/BCT area, normally at the BSA. When the Personnel Services Team of the S-1 section is split and is operating at the BSB CP, they will execute R5 tasks at the BSA and coordinate the onward movement of Soldiers flowing into the Brigade/BCT through the BSA to the Battalions. If the S-1 section has no elements in the BSA, the BSB S-1 section may assume R5 duties in support of the Brigade/BCT at that location. The Brigade/BCT S-1 will generally determine R&R allocations for subordinate Battalions, based on guidance from the higher headquarters G-1. The Brigade/BCT S-1 section may have to operate a small R5 operation to facilitate the movement of Brigade/BCT Soldiers to the intra-theater APOD without losing personnel accountability. Generally, Brigade/BCT S-1 sections will perform R5 operations for daily flow rates less than 300 Soldiers per day. APOE/APOD operations of this magnitude will be supported by a Movement Control Team (MCT). The most critical R5 task is the constant updating of the DTAS database as Soldiers move through the R5 process. DTAS allows near real-time visibility of Soldier movement. R5 operations allow for Soldier visibility as they move within the theater and records when they leave the theater. The flow of replacements impacts the manning function of HR.

HR SERVICES

4-10. The Brigade/BCT S-1 section provides HR services through executing the core competencies of EPS and casualty operations. HR transformation migrates all Soldier EPS support to the Brigade/BCT and Battalion S-1 sections and flattens the process by linking those sections directly to HRC. Casualty operations is the second critical wartime core competency performed by S-1 sections. Casualty reporting MUST be performed as a zero-defects operation. Timeliness and accuracy are critical to ensure proper notification of NOK and the tracking of injured and wounded Soldiers in the medical treatment system. Enabling HR services systems are eMILPO, DCIPS-FWD, JPTA, DEERS-Rapid (CAC), and iPERMS (for electronically filing records).

ESSENTIAL PERSONNEL SERVICES

4-11. The Brigade/BCT and Battalion S-1 sections perform EPS to provide timely and accurate personnel services that efficiently update Soldier status, readiness, and quality of life and allow Army leadership to effectively manage the force. EPS includes processing awards and decorations, evaluations, transfers, leaves and passes, managing promotions (to include semi-centralized NCO promotions), and personnel actions (requests for special training or reclassification), creating identification cards and tags, and processing LODs and MMRBs for the Soldiers assigned and attached to the Brigade/BCT. EPS has both manual and automated elements. The decentralized execution of EPS places a greater burden on the S-1 section but also makes Soldier support much more responsive and timely. Brigade/BCT S-1 sections are equipped with deployable DEERS-Rapid technology to produce CAC cards at both home station and deployed. Additionally, Brigade/BCT and Battalion S-1 sections are equipped with digital senders to expedite the processing of manual actions and integration of approved orders into a Soldier's permanent MPF. Digital senders and emerging technology allow the S-1 section to maintain a real-time link to PERNET/iPERMS, so that S-1 sections have the capability to update permanent records for Soldiers. With the iPERMS interface, S-1 sections will have the capability to input supporting documentation for Soldiers and then seeing the documentation in the Soldiers official MPF at the top of the system.

CASUALTY OPERATIONS

4-12. Brigade/BCT and Battalion S-1 sections are critical elements in the theater casualty operations network. The single most important S-1 function in casualty operations is ensuring the timely and accurate reporting of all casualties in the required format to ensure the accurate and expeditious notification of NOK and management of changes in Soldier status. Additionally, commanders demand effective tracking of Soldiers in the medical treatment process, especially when Soldiers are evacuated from the theater. S-1s should expect to participate in the tracking of evacuated Soldiers – a process which often involves personal involvement to locate Soldiers and monitor their status. The emerging Joint Patient Tracking Application (JPTA) and it's interface with eMILPO and DTAS, provides a very effective tool for S-1s to better provide Soldier location data to Commanders. Casualty reporting is a critical S-1 task.

4-13. Casualty reporting starts at the point of injury with the preparation of the DA form 1156 (Casualty Feeder Card). Data required to properly prepare this form is transmitted to the Company headquarters and subsequently to the Battalion S-1 section by the most expedient means available, either messenger, voice (FM or in some cases TACSAT), or data (free text FBCB2, BFT or EPLARS). The Battalion S-1 receives the data, verifies the data using unit Soldier Readiness Processing (SRP) folders, and forwards the data to the Brigade/BCT S-1 section on the DA form 1156. The Brigade/BCT S-1 section prepares the DCIPS-Fwd text casualty report. Brigade/BCT S-1 sections ensure the DCIPS-Fwd reports are accurate and complete and forward to the higher HQs G-1. It is possible that a Casualty Liaison Team will initiate an initial DCIPS-Fwd report prior to the S-1 verifying data. The S-1 must still verify casualty information. Ultimately, all casualty reports are processed at the Theater CAC (formed from the HRSC Casualty Operations Division) and are forwarded to the Casualty and Memorial Affairs Operations Center (CMAOC) at HRC. DCIPS-Fwd reports prepared by Brigade/BCT S-1 sections are reviewed by several levels of command, but they are the basis for the report submitted to Army leadership. Accuracy and timeliness are CRITICAL. The Brigade/BCT S-1 section may place an ad hoc Casualty Liaison Team (CLT) in the Brigade Medical Support Company (BMSC) Medical Treatment Facility (MTF) in the BSA

to ensure proper reporting of casualties received at that location. This team is normally taken from the Personnel Services Tm of the Brigade/BCT S-1 section and can be augmented by members of Battalion S-1 sections, as required. Supporting HR Companies locate CLTs at all Combat Support Hospitals (CSH) and with the Division G-1, as directed by the HRSC Casualty Operations Division. DCIPS-Fwd is the official means of casualty reporting and is intended to be a NIPR-based system, although currently, OIF is using SIPR to transmit DCIPS-FWD casualty reports.

4-14. Casualty tracking will take place as Brigade/BCT Soldiers flow through the medical treatment system and the graves registration system. Brigade/BCT S-1 sections must monitor DCIPS-Fwd traffic for updates on evacuated Soldiers and remains and must be prepared to perform required eMILPO transactions as status changes. JPTA will facilitate the tracking process. S-1s will be required to call medical treatment facilities for information in some cases. Ensure tactical phone numbers are disseminated for all supporting medical treatment facilities. Higher headquarters G-1s will have this information for CLTs located at CSHs and their equivalent USAF and USN hospitals in the theater. Brigade/BCT Commanders will require S-1 sections to know the whereabouts of all evacuated Soldiers and remains. S-1s coordinate with the Brigade/BCT S-4 to track the movement of remains.

4-15. Additional S-1 responsibilities include ensuring all casualty notification documentation is always updated and accurate and properly filed in both the local MPFR and SRP packets. eMILPO is the means for preparing DD93 and SGLV documents located in the local MPF and the SRP packet. These documents are the source of NOK data and are the responsibility of the Brigade/BCT and Battalion S-1s. S-1s will track the NOK notification process through DCIPS-Fwd traffic. S-1s must emphasize the requirement to allow official NOK notification to take place before any information is provided to family members through unofficial voice or data means. Unofficial notification is detrimental to the NOK and may not be as accurate as required. The S-1 will normally prepare letters of condolence for Commanders and will ensure that award of Purple Hearts, any other posthumous award and any posthumous promotions are properly prepared and executed. It is the intent of Army leadership that all possible posthumous awards are presented by the Senior Army official present not later than funeral services for the deceased Soldier. S-1s may be required to appoint Summary Court officers for handling personal effects and LOD investigating officers, and to return mail delivered to casualties.

PERSONNEL SUPPORT

4-16. The Brigade/BCT S-1 performs the personnel support function by executing the postal operations and MWR core competencies, as required.

POSTAL OPERATIONS

4-17. The Brigade/BCT S-1 is responsible to develop and coordinate the postal operations plan and to coordinate for required support from HR Company postal platoons as required for postal finance and outgoing mail support for the Soldiers of the Brigade/BCT. The Brigade/BCT S-1 coordinates external postal support with the HR Operations Cell of the Sustainment Brigade SPO. Normally, Soldier mail will arrive at the BSA already sorted by unit. 4-digit zip code extensions make unit sorting easier, but may not always be available. S-1s will establish Unit Mail Rooms (UMR) as required and will ensure that adequate unit mail clerks are trained and on orders. S-1s will ensure that the Brigade/BCT S-1 and G-1 receive daily updates for Mail Delivery Points (MDP) for subordinate units and that all changes to task organization are provided to supporting APOs. S-1s will coordinate with the Brigade/BCT S-6 for the processing of official mail. S-1s will ensure that Soldiers have the opportunity to send mail out of theater as often as the tactical situation allows. Brigade/BCTs may receive an augmentation of a postal platoon in the BSA if the bulk of the projected flow of mail warrants it or if the FOB has a density approaching 6000 Soldiers. The postal platoon is supported by the BSB.

MWR OPERATIONS

4-18. Brigade/BCT and Battalion S-1s plan, coordinate and integrate MWR activities for their units. MWR programs are found at all echelons on the battlefield and requirements are based on the combat

environment and the availability of resources. MWR activities include athletics and recreation programs, AAFES Imprest Fund Activities (AIFA) which provide mobile AAFES facilities for Soldiers, local R&R facilities, coordination for MWR athletic kits, book kits and health and comfort packs (HCPs) through the S-4. MWR phone and data facilities may be available during sustainment operations that may be controlled by the S-1. Any MWR activity or resource which may temporarily ease a Soldier's deployed burden is of benefit.

HR PLANNING AND OPERATIONS

4-19. HR Planning and Operations is the core competency which impacts all others as it is the process which Brigade/BCT S-1 sections use to prepare to perform other core competencies in garrison or deployed. HR Planning and Operations is the means by which the S-1 envisions a desired HR end state in support of the Brigade/BCT Commander's mission requirements; determines effective ways of achieving it; and communicates to subordinate S-1s and supporting HR unit leaders the intent, expected requirements, and outcomes desired to provide the support in the form of an OPLAN, OPORD or Annex (Planning); and the process of tracking current and near-term (future) execution of the planned HR support to ensure effective support to the operational commander.

4-20. First and foremost, effective HR Planning and Operations at the Brigade/BCT-level depend on a detailed knowledge of the Army's Military Decision Making Process (MDMP) in order to perform planning processes and also a current and detailed understanding of the operational Common Operating Picture (COP). S-1s must closely monitor the COP to better plan for and react to operational requirements requiring HR inputs or which impact HR core competencies.

4-21. HR planning is a continuous process which is an integral element of the Brigade/BCT planning process. The S-1, as a coordinating staff officer, must be fully integrated in Brigade/BCT planning process. The principle product prepared by the S-1 and utilized during the MDMP process is the Personnel Estimate. The S-1 also uses casualty estimation tools to ensure predictive casualty data is available to planners during the Brigade/BCT planning process.

4-22. Brigade/BCT S-1s receive planning data from many sources. Higher headquarters G-1 guidance, OPLANs, OPORDs, and published guidance is generally the first source. S-1s also find important information in the Army G-1 Personnel Policy Guidance, and the theater Personnel Planning Guidance (PPG) published by either the Army/ASCC G-1 or the Combatant Commander J-1. The remainder of the Brigade/BCT Coordinating staff also provides useful information to the S-1.

4-23. Key HR planning information includes:
- Operational task organization.
- Projected changes to task organization during conduct of the operation by phase.
- Updated unit strength data.
- Projected unit strength data during the operation.
- Updated loss projections (casualty estimates).
- Key MOS shortages and loss predictions.
- Replacement policies and flow.
- Theater evacuation policy.
- Manning priorities (Priority of fill).
- Crew/key leader reconstitution planning.
- Casualty reporting scheme.
- Location of medical facilities and evacuation assets.
- Location of CLTs.
- Postal flow rates and the location of supporting postal units.
- R&R policy and projections during the operation.
- PASR reporting means during the operation and timings.
- Wartime theater awards policy (as impacted by task organization).

- Location of supporting HR organizations.
- Location of subordinate S-1 sections.

- Location of higher headquarters G-1 section.
- Location and amount of secure/non-secure connectivity and bandwidth.

4-24. The S-1 is an active participant in the Brigade/BCT planning process. HR impacts are projected during the development and analysis of courses of action, and the S-1 must ensure that the S-3 understands which COAs are likely to have the best and least preferred HR impact. The S-1 participates in the wargaming process and indicates likely casualty rates resulting from different phases of an operation and integrates that data with the Brigade/BCT Surgeon to ensure proactive medical evacuation is planned. In some cases, the S-1 may represent the Surgeon and develop/discuss the medical treatment and evacuation plan during the MDMP. The S-1 prepares and Annex to the Brigade/BCT OPORD to provide instructions to subordinate S-1 sections and supporting HR units. It is critical during the planning process that the Brigade/BCT S-1 keep the Sustainment Brigade SPO HR Operations Cell informed of projected HR support required from the supporting Sustainment Brigade.

4-25. The Brigade/BCT S-1 participates in the tracking and management of current and future tactical operations. Awareness of the COP and predictive analysis of HR impacts are the responsibility of the S-1. For example, the COP will indicate when casualties are suffered which indicates to the S-1 that casualty reporting is required. S-1 HR operations processes should develop SOPs to address recurring requirements resulting from operational actions. The Brigade/BCT S-1 TACSOP should be fully developed and shared with subordinate S-1 sections to ensure timely compliance.

4-26. Brigade/BCT S-1 sections must be equipped with all relevant COP systems used in the unit. ABCS, FBCB2, BFT, EPLARS and MCS are several of the systems currently being used in various organizations. Often, the Brigade/BCT S-1 and S-4 share COP assets.

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Chapter 5

Human Resources Support of Force Projection Operations

HR personnel are deployed to support operations throughout the world. This chapter summarizes the force-projection process and describes HR activities that occur during force-projection operations. Throughout the Force Projection process, the most critical HR function is 100% accountability of Army, civilian, contracted, and JIM personnel. The entire force projection process, fort-to-port, is covered in FM 3-35.4 (100-17-4), 18 June 2002. The force-projection process, depicted in Figure 4-1 involves the elements summarized below.

FORCE PROJECTION PROCESS

OVERVIEW

5-1.   Mobilization. Mobilization involves assembling and organizing personnel, supplies, and materiel in preparation for war or national emergencies. It is the process through which USAR/ARNG units are brought to a state of readiness, activated, and prepared for deployment.

5-2.   Deployment. Deployment involves moving military forces and materiel from their point of origin into an Area of Operations. These forces and equipment typically leave aerial or seaports of embarkation (APOEs or SPOEs) and arrive in AO at aerial or seaports of debarkation (APODs or SPODs). From there, they proceed to marshaling areas, where they are prepared and configured for later movement into staging and tactical assembly areas (TAAs), in accordance with Reception, Staging, Onward Movement, and Integration (RSOI).

5-3.   Employment. Employment involves conducting military operations to support the objectives of the joint-force commander. Employment encompasses a variety of operations including entry operations (opposed or unopposed), shaping operations (lethal and non-lethal), decisive operations, and post-conflict operations.

5-4.   Redeployment. Redeployment involves re-posturing personnel and materiel to prepare for demobilization or force reconstitution. Units that do not participate in post-conflict operations are sent to one or more staging areas within a redeployment assembly area, then via air or sea to APODs or SPODs to new AOR's, stations, or to home station.

5-5.   Sustainment. Sustainment involves providing and maintaining levels of personnel and materiel needed to sustain an operation throughout its duration.
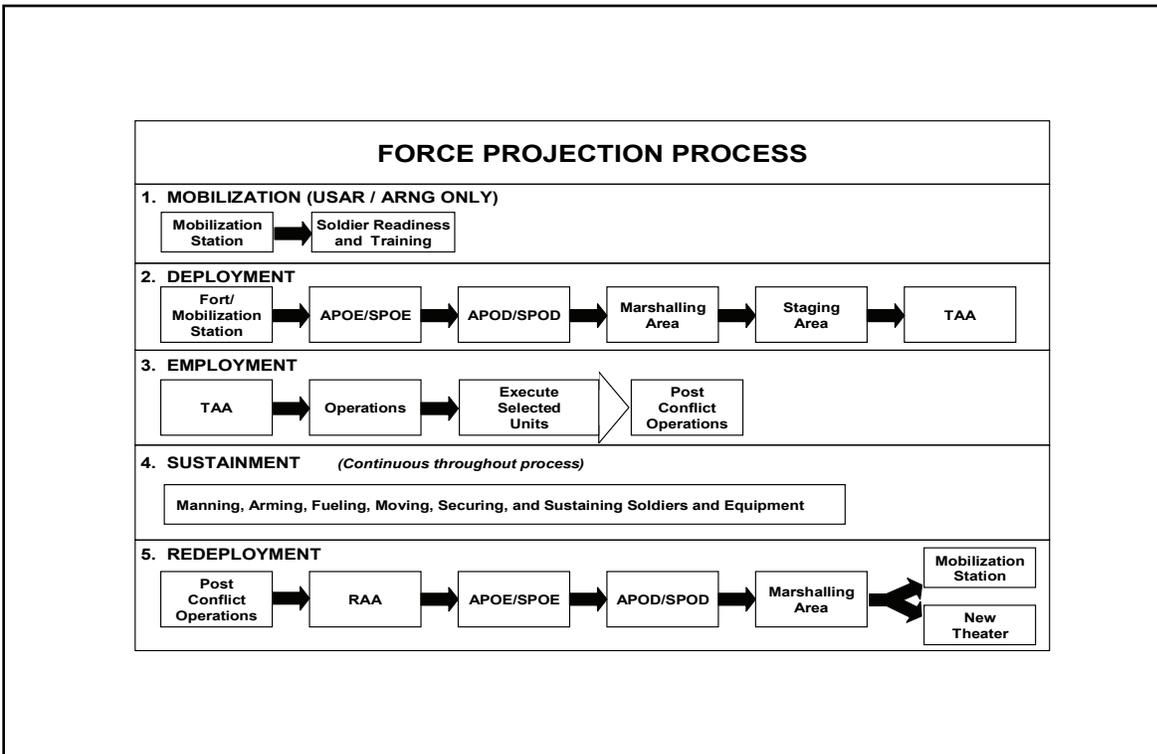
Figure 5-1. Force projection process

MOBILIZATION

5-6. Mobilization may or may not occur to support military operations. The Army could mobilize Reserve Forces in support of force projection operations, or execute a small-scale force projection operation without using RC units. A large-scale sustained operation, in comparison, may include JIM personnel, RC units, and individual augmentees for mobilization. Personnel requirements in support of mobilization are discussed in detail in FM 100-17. The five phases of mobilization are depicted in Figure 4-2.

5-7. Mobilization is a five-phased process designed to be a concurrent and continuous operation rather than a sequential process. The five phases are planning, alert, home station actions, mobilization station, and port of embarkation operations. Specific tasks and standards are contained in FORSCOM Regulation 500-3-3

MOBILIZATION PHASE

1. PLANNING AND PREPARATION

Mobilization Planning → Training → MOBEX

2. ALERT

Notify Unit Members → Prepare To Move → Coordinate w/ Mob Station

3. HOME STATION

Home Station Activation → Advance Party Movement → Execute Movement Plans → Convoy Assistance → * SI / CI Assistance → Commo Enroute

4. MOBILIZATION STATION (MS)

Access RC Personnel → Cross-level Personnel & Equipment → Mission Essential Training → Validate Mission Readiness → Update USR → Report Available For Movement

5. PORT OF EMBARKATION (POE)

IAW Movement Directive → Convoy and Commercial Movement

* Support Installation; Coordinating Installation

Figure 5-2. Mobilization phase

PLANNING

5-8.   The planning and preparation phase includes many of the normal day-to-day efforts of RC units at their home stations. During this phase, HR units and sections plan, train, and prepare to accomplish assigned mobilization missions. This includes preparing mobilization plans, conducting mobilization training, and developing post-mobilization training plans. Units must provide unit personnel, logistics, and training data electronically to their respective power projection and power support platforms, and then develop plans for movement to the mobilization station. This phase ends when units receive official alert notification.

ALERT

5-9.   The alert phase includes those actions taken by units following receipt of an alert notification. Units take specific actions to prepare for transition from reserve to active status including screening and cross leveling of personnel. Unit commanders must contact the receiving unit commander to determine mission requirements in order to modify the units' mission essential task list. Upon alert, unit commanders will provide unit data files to the mobilization station effective M-date (mobilization-date). The unit should review the mission, conduct a thorough predeployment mobilization brief, assess how the force should be packaged for deployment, and develop deployment plans.

HOME STATION

5-10. The home station phase begins on the effective date of unit mobilization (M-Day). Actions during this phase include the cross-leveling of personnel, SRP verification processing, inventory and loading of unit property and dispatch of an advance party to the mobilization station. Unit Commander must adhere to the specific tasks and standards in FORSCOM Regulation 500-3-3, and unit movement planning requirements in FORSCOM Regulation 55-1. The units must coordinate directly with the mobilization

station prior to departing their home stations. Units also establish and staff HR Rear Detachment cells. This phase ends with the arrival of the units at the mobilization station. Specific HR Support functions include:

- Screen and cross-level personnel.
- Conduct Soldier Readiness Processing.
- Prepare electronic alpha roster for mobilization station.

MOBILIZATION STATION

5-11. The mobilization station phase encompasses all actions necessary to meet deployment requirements. Actions at the mobilization station include the processing of personnel and equipment and the actual accession of the unit into the active structure. This phase also includes any necessary individual or collective training as well as appropriate cross-leveling actions, Soldier readiness processing, and validation for deployment. This phase ends with the arrival of the unit at the POE. Specific HR Support functions include:

- Screen and cross-level personnel.
- Conduct Soldier Readiness Processing (as needed).
- Access personnel into the Active Component rolls/database.
- Coordinate with gaining unit HR professional.
- Prepare an initial manifest.

REAR DETACHMENT OPERATIONS CELL

5-12. All unit HR support operations continue throughout deployment. As such, the detachment HR support element will:

- Provide all essential personnel services for RD Soldiers.
- Maintain personnel accountability of all non-deployed personnel.
- Process newly arrived Soldiers and make arrangements to deploy as required.
- Ensure Soldiers and family members receive required predeployment briefings not normally received during initial installation inprocessing.
- Maintain an FRG Leader on appointment orders.
- Maintain the rear detachment personnel alert roster.
- Prepare and publish assumption of RD Command orders. Produce orders for the Battalion RD Commander to include UCMJ authority.
- Collect and maintain SRP packets on non-deploying Soldiers.
- Maintain OER/NCOER rating schemes for RD Soldiers.
- Publish mail room hours of operation and establish procedures for accountability and receipt of mail. Assist the FRG with mailing newsletters and flyers.
- Maintain an inventory of personal property for deployed personnel and place in the Soldier's SRP packet.
- Coordinate reception of unit personnel during redeployment.
- Provide support to Soldiers temporarily returned from deployment.
- Coordinate between deployed HR elements, home station, and higher echelon HR support organizations.

PORT OF EMBARKATION (POE)

5-13. This phase begins with the arrival of the unit at its POE. The POE phase includes both final manifesting and loading of personnel and equipment, and ends with the departure of personnel and equipment from the POE.

DEPLOYMENT

5-14. Successful operations involving the projection of force require tailorable and flexible HR Support. The type and size of HR elements that deploy depend upon the nature of the operation, size of the force, maturity of the theater, availability of in-theater assets, and host nation capabilities. Force projection may require the development of forward support bases, intermediate staging bases, and a lodgment within the AOR. HR Support units must demonstrate the ability to rapidly mobilize, deploy, and conduct operations anywhere in the world across the full spectrum of operations. The deployment process is conducted in four major phases: pre-deployment activity, movement to and activities at the POE, movement to the POD, and RSOI. The RC mobilization process corresponds to the AC pre-deployment activities and movement to and activities at the POE.

PREDEPLOYMENT ACTIVITIES

5-15. The predeployment activities phase takes place during normal peacetime operations. Based on operational requirements of the supported AO, HR units are designed, equipped, and trained with force-projection capabilities in mind. During this phase, units conduct collective deployment training to ensure manning and materiel are sufficient to meet the combatant commander's missions. The units also revise their movement plans to reflect the exact equipment being deployed, and conduct the necessary training to attain the desired mission support capability. Specific HR support functions include:

- Screen and cross-level personnel.
- Conduct Soldier Readiness Processing.
- Coordinate with gaining unit HR professional.
- Prepare an initial manifest.

MOVEMENT TO AND ACTIVITIES AT THE POE

5-16. Movement to the POE normally begin with the receipt of an execute order. The order, along with any additional guidance, is forwarded to the appropriate subordinate commands, deploying units, and installations. The movement to the POE phase involves moving units from their home installations to the POE. Unit activities include updating automated unit equipment lists (AUELs) to deployment equipment lists (DELs) and submitting these items to the appropriate authorities. Accordingly, units must also plan installation departure and POE processing to ensure personnel and equipment arrive at the POD when required. Deploying units are then validated and configured for movement. Specific HR support functions include:

- Maintain accountability of all personnel.
- Prepare manifests.

MOVEMENT TO THE POD

5-17. Units receive movement instructions from transportation component commands and are advised via movement directives when their equipment is required to be at the POD. This phase ends when the units and their equipment depart the POD.

RECEPTION, STAGING, ONWARD MOVEMENT, AND INTEGRATION (RSOI)

5-18. RSOI is a sequential process that generates combat power in an Area of Operations. In a power projection environment the ability to execute missions largely depends on the speed with which combat power can be assembled at required locations. Regardless of the situation, it is critical that HR units are deployed in the earliest stages of an operation to ensure accurate personnel accountability and other key core competencies are provided at each APOD. Soldiers and equipment arriving in the AOR must be efficiently received, rapidly formed into self-supporting units, expeditiously moved to Tactical Assembly Areas (TAA), and seamlessly integrated into mission operations. The number, type, and sequencing of these units must support the commander's concept of operations. Personnel considerations in the RSOI

process must be included in the earliest stages of operational planning to ensure that sufficient capabilities exist to support and sustain the rapid build up of combat forces. FM 100-17-3, RSOI, provides detailed information on RSOI operations. The key HR support function that must be maintained throughout the RSOI process is accounting for all Army, civilian, contracted JIM personnel for which the Army is tasked with accountability.

RECEPTION

5-19. Maximum throughput at limited APODs is paramount. The APOD is by nature a joint facility and may also be a multinational facility. It is a port of debarkation (POD) for deploying forces, and a POE for forces moving to other theaters and for casualty and noncombatant evacuation. The host nation may limit the APOD to military use or the military may share the facility with commercial activities. The military will most likely be competing for use of the APOD with other governmental and non-governmental agencies. Key functions during reception are:

- PASR (Army, civilian, contracted, JIM personnel).
- Ensuring personnel accounting data is entered into the theater database.

STAGING

5-20. Staging begins when the first equipment or personnel arrive (from reception) at the staging areas and ends when personnel and equipment are rejoined for onward movement. It involves organizing and preparing for movement of personnel and materiel to designated areas to incrementally build forces capable of meeting the operational and tactical commanders' requirements. Similar to reception, staging applies to resources, not units. Throughout the RSOI process, but more specifically in the staging area, the Task Force is accomplishing all of the actions required to transform it into a combat-ready unit. This includes, but is not limited to, units reassembling and uniting with their equipment, acclimatization to the theater, training, force protection, weapons screen and zero, class V and supplies uploaded, and planning for future operations. The critical HR function remains PASR for Army, civilian, contracted, and JIM personnel throughout this phase.

ONWARD MOVEMENT

5-21. During this phase forces that are capable of meeting the commander's operational requirements relocate to the initial point of their mission execution. Rail, road, or air movement can accomplish this. The mode of transportation depends on the tactical and logistical situation. The critical HR function remains PASR throughout this phase. Casualty Operations and HR Planning and Operations are also critical core competencies during this phase.

INTEGRATION

5-22. This step involves the synchronized and systemic process of projecting forces into a tactical commander's organization prior to mission execution. The force structure can be a joint task force or a combined force. Integration is the final step in the RSOI process of force projection and is only achieved after successful completion of reception, staging, and onward movement. Integration planning and coordination, however, must begin early and be continuous throughout the force projection process. The critical HR core competencies remain PASR of Army, civilian, contracted, and JIM personnel, Casualty Operations and HR Planning and Operations.

EMPLOYMENT

5-23. The specific requirements for military HR units to support a force projection will be established by the G-1 of the responsible Army/ASCC Commander. If no ARFOR commander is designated, the G-1 of the Army/ASCC exercising geographic responsibility will specify HR unit requirements. Selected units will be employed as follows:

- Large-scale force projections (Corps or larger) -- HR units are under the operational control of the Sustainment Brigade in the AO, with the technical guidance of the HRSC (if established), or HR Operations Cell of the Expeditionary Sustainment Command Distribution Management Center.
- Small-scale force projections (Division or smaller) -- HR units will be under the operational control of the Sustainment Brigade with the technical guidance provided by the HR Operations Cell of the Sustainment Brigade SPO.
- Units which have not converted, through PSDR, to the Brigade/BCT S-1-centric construct for HR support will have to be placed under the administrative control of converted Brigade/BCTs, as area support HR support is not available. Special Troop Battalions S-1 sections will support Division/Corps/Army Troops supporting Division/Corps/Army headquarters. This must be identified during the planning process for support of the deploying task force. The Army/ASCC G-1 and HRSC Director ensure HR assets are deployed as determined by METT-TC and consider the nature of the operation, size of the force utilized, maturity of the AOR, availability of in-theater assets, and host nation capabilities.

SUSTAINMENT

5-24. The sustaining base supports the deployed force in the following areas: Soldier readiness processing, database management (RC only), custody and maintenance of personnel records for Soldiers and DOD civilians, family readiness and support, casualty operations management in CONUS. PSDR-converted units will be responsible for HR core competencies, to include personnel records. See Appendix M – Garrison Human Resource Support for further information.

REDEPLOYMENT

5-25. There are three major concerns for the HR community during redeployment: assisting in managing the personnel flow to home stations, reducing or eliminating the HR support structure in the JOA, and supporting reconstitution of units to pre-deployment levels of readiness. When reducing the HR support structure, it is critical that HR leaders ensure an adequate number of HR units remain in AOR to conduct the redeployment process. The key HR function during this phase is personnel accountability.

PERSONNEL FLOW

5-26. The most desirable mode of personnel flow is by unit. However, if units were provisionally organized in AOR or have received replacements during operations, individual redeployment may be necessary. Accordingly, the Army/ASCC G-1 is responsible for developing redeployment policies that dictate the routing procedures for units, as well as for individual Soldiers and DOD civilians who cannot redeploy with their units.

5-27. In order to support R5 surge operations associated with the redeployment process, the HRSC or Army/ASCC G-1 must ensure sufficient R5 organizations to support units and individuals moving through the APOE. The TG R5 Team and supporting HR Company (R5) establish personnel processing centers to support inter-theater APOEs. Specific HR functions include:

- Maintaining personnel accounting and strength reporting.
- Providing emergency personnel services for ID documents and DD93/SGLV.
- Conducting casualty operations support for all personnel entering or exiting its assigned area of responsibility.
- Verifying Soldier identification against unit manifests and generate / adjust manifests as necessary.
- Conducting liaison with the mobile aeromedical staging facilities to obtain manifests for medically evacuated personnel.
- Coordinating changes to manifests with Movement Control Team (MCT) or A/DACG personnel.

● Ensuring departing Soldiers/units are removed from theater database.

PERSONNEL STRUCTURE

5-28. The disengagement process for HR units is complex. Sufficient structure must remain to continue performing the critical HR core competencies and supporting the redeployment process. Consequently, the Army/ASCC G-1 and HRSC Director must carefully consider these requirements in timing HR unit redeployment. Based on this assessment, HR units will either redeploy incrementally or as complete units.

UNIT REDEPLOYMENT RESPONSIBILITIES

5-29. The redeployment of individuals and units depends on actions from the following:

UNIT COMMANDERS:

● Identify and report to the S-1 those Soldiers, DoD civilians, contractors, and JIM personnel assigned / attached who should redeploy individually.
● Submit personnel evaluation reports.
● Submit award recommendations.
● Ensure that Soldiers inform families of any change of unit and/or unit address.

UNIT S-1:

● Maintain accountability of all Soldiers, DoD civilians, contractors, and JIM personnel who are redeploying.
● Assist unit commanders to identify assigned / attached personnel who should redeploy individually.
● Assist unit commanders to prepare Soldiers for redeployment.
● Manage personnel evaluation requirements.
● Process award recommendations.
● Ensure all required RC Line of Duty (LOD) actions are completed.

HRSC:

● Coordinate for the HR structure necessary to support the redeployment process, and continue managing critical HR core competencies.
● Develop the theater-level plan for redeploying the HR support structure.
● Determine the need for HR support to sustain a residual force and support post conflict activities
● Maintain the theater database.

ARMY/ASCCC G-1:

● Establish accountability and processing procedures in theater to facilitate redeployment and demobilization for RC Soldiers.
● Accomplish redeployment in accordance with combatant commander's guidance and priorities.
● Conduct hand off of responsibility for support of all assigned / attached DoD civilians, contractors, or JIM personnel.

INSTALLATION MANAGEMENT AGENCY (IMA):

● Coordinate activities at installations to ensure rapid, orderly and effective redeployment, reconstitution, and demobilization support.
● Develop and execute procedures to ensure media coverage of returning individuals and units.

HUMAN RESOURCES COMMAND (HRC):

- Prescribe transition processing requirements for demobilization/release from active duty.
- Prescribe pre-redeployment processing required for all assigned / attached personnel.
- Provide individual augmentation for the Army/ASCC Commander's residual force requirements and/or post conflict activities.
- Develop and implement HR plans required for Deployment Cycle Support (DCS), which includes the maintenance of personnel readiness; the movement of Soldiers (AC and RC), DoD civilians, and contractors from OCONUS to CONUS and vice versa; personnel records management, PASR, and required personnel action processing, and the separation of Soldiers.
- Coordinate with the Office of the Chief of the Army Reserves (OCAR), the National Guard Bureau (NGB), HRC – St. Louis (through OCAR), and Joint Headquarters (JHQs) (through Army National Guard (ARNG) G-1) for the incorporation of component specific personnel management requirements.
- Coordinate with component commanders to develop procedures and systems to track individual returnees, to include personnel on emergency leave, and execution of DCS.

ARMY G-1:

- Provide Army military and civilian HR policy guidance for all planning and execution in support of an operation.

OFFICE OF THE CHIEF, ARMY RESERVE (OCAR):

- In coordination with Army G-1, participate fully in HR policy development, planning, and execution in support of an operation involving the U.S. Army Reserve.

DIRECTOR, ARMY NATIONAL GUARD (DARNG):

- In coordination with Army G-1, participate fully in HR policy development, planning, and execution in support of an operation involving to the ARNG.

FORSCOM:

- Serve as executive agent for redeployment, recovery, and reconstitution for all FORSCOM units and for demobilization of RC units and individuals.
- Develop detailed procedures for recovery, accountability, demobilization, and reconstitution activities.
- Coordinate activities of the appropriate Major United States Army Reserve Command (MUSARC) and installations to ensure rapid, orderly demobilization.
- Ensure all reshaping actions support HQDA policy.
- Establish procedures enabling HRC, STARC and USAR Regional Support Commands (RSC) to provide personnel assistance teams to Mobilization Stations to assist in processing their respective Soldiers/units in component unique actions.

ARCOM:

- Develop detailed procedures for redeployment, personnel accountability, recovery, and reconstitution of all assigned units and individuals and for the demobilization of RC units and individuals permanently assigned to the MACOM.
- Develop detailed procedures for demobilization in coordination with FORSCOM to ensure rapid, orderly demobilization.
- Develop and execute procedures to separate individuals assigned to USAREUR/USARPAC units from other AC/RC units.

DEMOBILIZATION

5-30. The overall proponent for unit / individual demobilization is the Army G-3. The Forces Command (FORSCOM) commander is the executing agent for unit demobilization, while the proponent for the HR dimension of demobilization is the Army G-1.

PERSONNEL DEMOBILIZATION PLANNING

5-31. Personnel demobilization planning involves analyzing the personnel actions and workload required to efficiently complete the demobilization process over a specified timeline. Planning in the theater will consider those personnel actions that commanders can initiate before the Soldier, DOD civilian, or unit returns to the sustaining base. Most notably, units should complete award recommendations and evaluation reports before departing the AOR.

PERSONNEL DEMOBILIZATION

5-32. The demobilization process is initiated when FORSCOM directs that the Continental United States Armies (CONUSA) issue orders announcing unit demobilization. For mobilized Individual Ready Reserve (IRR) Soldiers, their individual mobilization orders are produced by Human Resources Command – St. Louis (HRC – St. Louis), and serve as demobilization orders one year from the date of mobilization. However, HRC – St. Louis may issue individual release from active duty (REFRAD) orders prior to the directed demobilization date. For those Soldiers scheduled for release from active duty before their unit's scheduled demobilization date will remain assigned to the unit until their separation date. While Soldiers projected to separate after their unit's demobilization date will be reassigned by the demobilization station to an active duty unit or installation transition activity pending separation.

5-33. Individual Soldier demobilization processing is conducted primarily at designated CRCs while the installation of assignment will process those Soldiers stationed in CONUS. CRCs are also charged to provide demobilization processing for RC Soldiers who reside OCONUS. RC unit members redeploying with their unit demobilize at the unit's designated mobilization / demobilization station. However, members of RC units that did not deploy outside CONUS will demobilize at the unit's duty station. While operational or other factors may affect unit / individual demobilization, personnel processing should require no more than five days.

5-34. Soldiers serving involuntarily on active duty and those on active duty beyond their scheduled relief date will have priority for demobilization processing. However, the time required to locate records, obtain prior service documentation, resolve pay problems, and medical and dental issues, may delay demobilization. When necessary, demobilization stations may retain Soldiers voluntarily for up to 30 days to complete administrative actions associated with demobilization. Ultimately, the goal is to accomplish transition processing without undue delay while not sacrificing accuracy in document preparation.

PERSONNEL DEMOBILIZATION RESPONSIBILITIES

5-35. The military personnel dimension of the demobilization process depends on the following units and agencies. They have critical roles in establishing and operating the demobilization system.

INSTALLATION MANAGEMENT AGENCY:
- Plan and document personnel required to support the de-mobilization mission.
- Support units and individuals during demobilization.
- Provide family support. Coordinate with any applicable family program coordinators and family support groups.
- Provide installation facilities and equipment, as required, to support replacement mission.

TRADOC:
- Designate and supervise CRC demobilization centers and demobilization stations on TRADOC installations.
- Ensure that TRADOC installations with a demobilization mission prepare adequate plans for executing that mission, to include but not limited to provision of adequate billeting, food service, automation, transportation, quartermaster support, etc.
- Coordinate activities at training base installations to ensure rapid, orderly demobilization.
- Prepare to quickly demobilize all RC Soldiers and training organizations who were activated to support the training surge at their duty station.
- Ensure all reshaping actions support HQDA policy.
- Establish procedures enabling HRC – St. Louis, JHQ, and USARC RSC's to provide personnel assistance teams to Mobilization Stations to assist in processing their respective Soldiers / units in component-unique actions.

FORSCOM:
- Designate and supervise demobilization stations on FORSCOM installations.
- Ensure that FORSCOM installations with a demobilization mission prepare adequate plans for executing that mission, to include but not limited to provision of adequate billeting, food service, automation, transportation, quartermaster support, etc.

HRC:
- HRC will publish implementation guidance from Army G-1 policy.

ARMY G-1:
- Announce any policy modification required in transition processing (for example, special briefings, special medical processing, involuntary retention reversal, accrued leave, and release dates).
- Monitor the demobilization process through strength reports from demobilization stations.

5-36. Force projection of a supported unit will impact severely on the effectiveness of the critical military HR systems that sustain that force. These systems are manned by the TOE force structure, and should be deployed incrementally as discussed below. Specific HR capability requirements will vary across the full spectrum of military operations.

EARLY ENTRY OPERATIONS

5-37. In order to establish mission essential HR core competencies it is critical that HR elements are deployed during the earliest stages of an operation. Lessons learned from previous operations indicate that, unless such teams are deployed early, the development of an accurate deployed personnel database, and the establishment of in-theater strength accounting and reporting procedures becomes virtually impossible. During Operations Enduring Freedom and Iraqi Freedom for example, there was an initial 18% deviance of personnel accountability versus strength reporting, while the DA standard is only 2% deviance. Personnel managers were eventually able to reduce the deviance to acceptable levels, but only through extremely labor intensive efforts. Additional lessons have also illustrated the need for casualty operations, advance postal planning, and emergency personnel service assets upon the immediate arrival into an area of operations. As the area of operations matures and HR functions become stabilized, the mission of the early entry personnel team will likely become less manpower-intensive, requiring the redistribution of these personnel to support other personnel sustainment operations.

5-38. The standard Theater Opening HR requirements are as follow:
- Early Entry elements of the HRSC supporting the TSC and Army/ASCC G-1.
- TG R5 Team.
- HR (R5) Company to operate the TG R5 Center.

- Military Mail Terminal (MMT) Team.
- HR (Postal) Company to operate MMT.
- Additional TG R5 Teams and MMT Teams with corresponding HR Companies if more than one inter-theater APOD is used for personnel and postal flows.

FOLLOW-ON FORCES / SUSTAINMENT OPERATIONS

PERSONNEL READINESS MANAGEMENT

5-39. During deployment, the initial personnel readiness management focus will be on ensuring that units deploy at the established personnel readiness level. Planned policy changes restricting personnel losses will stabilize the force and minimize replacement requirements.

5-40. R5 operations remain critical as the JOA matures. These requirements will track the unassigned replacement flow and maintain accountability of return to duty personnel. At this point, the personnel readiness management network must be in place to conduct R5 operations, to include personnel fill plans in support of the replacement management system and the commander's priorities if theater replacement and casualty shelves are to be created. Current manning challenges of the All Volunteer Army make theater replacement and casualty shelves impractical.

PERSONNEL ACCOUNTING AND STRENGTH REPORTING

5-41. The personnel accounting and strength reporting system depends on the personnel automation element within the HRSC for the theater database.

5-42. HRC personnel assistance point (PAP) personnel coordinate with (and are usually collocated with) transportation elements at points of embarkation to update and transmit unit and individual manifests. Senior HR leaders in forward-deployed theaters designate R5 element(s) to meet this requirement.

5-43. An automation element at the theater level must be able to provide theater accountability and by-name reporting. It may also act as the data entry point for units deploying to the theater.

CASUALTY OPERATIONS MANAGEMENT

5-44. The demand for casualty information during any contingency operation establishes a critical requirement for casualty managers and liaison personnel. Leaders must establish the casualty management network without delay. The HRSC Casualty Operations Division forms the theater Casualty Area Command under the deployed element of the Army/ASCC G-1.

R5 OPERATIONS MANAGEMENT

5-45. R5 elements units must arrive early to man the ports of debarkation in order to support and account for incoming and outgoing personnel. In addition to supporting Soldiers in the normal deployment and subsequent replacement flow, R5 elements will have to support Soldiers, DOD civilians, and other assigned/attached personnel returning to duty from medical facilities, R&R, emergency leave, and stragglers, and redeploying personnel. As the JOA matures, unassigned replacement personnel may begin to arrive for further assignment from the Army/ASCC level.

POSTAL OPERATIONS MANAGEMENT

5-46. There will be an immediate demand for postal services in any contingency operation. Postal system managers must deploy early at Army/ASCC G-1-level and the HRSC to recommend, disseminate, and enforce policy, establish the postal delivery network and manage the JOA mail routing scheme. Additionally, HR (Postal) Companies must deploy early to provide postal services. . See appendix F for greater detail.

MORALE, WELFARE, AND RECREATION (MWR) AND COMMUNITY SUPPORT

5-47. The mission of the MWR system in force projection is to improve unit readiness by promoting fitness, building morale and cohesion, increasing family wellness and self reliance, and enhancing Soldier and civilian quality of life. The synchronized systems of Army MWR, the ARC, family support, and AAFES provide recreational, social, health and comfort, and family support services to deployed forces. The ARC supplements those family support services of the military that affect the health, welfare, and morale of the Soldiers and families. Mission accomplishment for forward-deployed units is directly linked to Soldiers' confidence that their families are safe and are able to carry on during their absence. The exchange system provides basic health, hygiene, and personal care needs to all assigned / attached personnel. See appendix H for greater detail.

ARMY BANDS OPERATIONS

5-48. Through music, Army bands support deployed forces in a wide range of tactical and garrison environments. Army bands can be effective when used to augment the senior commander's strategic communications plan.

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Appendix A

PERSONNEL READINESS MANAGEMENT (PRM)

The mission of PRM is to distribute Soldiers and Army civilians to subordinate commands based on documented manpower requirements, authorizations, and predictive analysis in support of Commanders' plans and priorities. Effective personnel readiness describes a state of operational preparedness. PRM is a process of achieving and maintaining that state. The process involves analyzing personnel strength data to determine current combat capabilities, projecting future requirements, and assessing conditions of individual readiness. It starts with the comparison of an organization's personnel strength against its required authorizations, includes predictive analysis of manpower changes (e.g. casualty rates, replacement flows, non-deployable rates, evacuation policies), and ends with a personnel readiness assessment and allocation decision. Effective PRM is the end state of the Personnel Estimate, individual and unit readiness, and strength management.

PRM is the cornerstone of successful and sustained HR support to combat operations. It is a continuous process that starts at the individual Soldier and continues through the full spectrum of operations. PRM is not solely a wartime task for HR professionals; it is a continuous process, which must occur during peacetime, pre-mobilization, mobilization, deployment, RSOI, major combat operations, sustainment operations, redeployment, reconstitution, and de-mobilization. Discipline in PRM must be maintained at all levels of command.

REFERENCES

A-1. The following regulations provide policy and procedural guidance for the personnel readiness management system:

- AR 135-205, Enlisted Personnel Management.
- AR 600-8, Military Personnel Management.
- AR 600-8-101, Personnel Processing (In-Out, Soldier Readiness, Mobilization and Deployment Processing).
- AR 600-8-6, Personnel Accounting and Strength Reporting.
- AR 614-100, Officer Assignment Policies, Details and Transfers.
- AR 614-200, Enlisted Assignment and Utilization Management.
- AR 690-11, Use and Management of Civilian Personnel in Support of Military Contingency Operations.
- DA Pam 600-8-101, Personnel Processing (In-Out, Soldier Readiness, Mobilization and Deployment Processing).
- FM 100-9, Reconstitution.

PROPONENCY

- The functional proponent for PRM is the Army G-1.

RESPONSIBLITIES

A-2. The personnel management directorates of HRC, USARC G-1, Regional Readiness Commands, Joint Force Headquarters-State, and the G-1/S-1 at each echelon of command from Army/ASCC to Battalion are responsible for PRM. PRM is a continuous process that is performed in the area of responsibility (AOR), from an ISB, at home station, or a combination of one or more. Critical to forecasting personnel readiness status is the casualty estimate. Casualty estimation requires characterizing projected operations with appropriate casualty rates and affected MOSs and grades. Figure A-1 shows the PRM functions and responsible agencies at each level.

PESONNEL READINESS MANAGEMENT					
FUNCTION / TASK	**RESPONSIBLE AGENCY**				
	Battalion	Brigade	Division	Corps/JTF	Army/ASCC
Personnel Reporting	S-1	S-1	G-1	G-1	G-1
Priority of Fill	S-3	S-3	G-3	G-3	G-3
PASR	S-1	S-1	G-1	G-1	G-1
Casualty Estimation	S-1	S-1	G-1	G-1	G-1
Projected Gains/Losses	S-1	S-1	G-1	G-1	G-1
Return to Duty Projection	MED PLT/ S-1	SURGEON/ S-1	SURGEON	SURGEON	MEDCOM

Figure A-1. PRM Responsibilities

PERSONNEL READINESS MANAGER

A-3. Responsibilities of personnel readiness managers at all echelons of command include the following:
- Evaluate current and anticipated strength levels to determine replacement personnel requirements and availability using current PASR documents and reports.
- Advise the commander on current and projected unit personnel strength.
- Prepare casualty estimates to predict operational losses.
- Ensure PRM data is included in the Personnel Estimate.
- Manage replacement operations for respective units.
- Coordinate replacement requirements based on projected losses and operational tempo.
- Coordinate replacement flows with other staff members for equipping and transportation support.
- Distribute personnel replacements in accordance with the commander's priorities.
- Coordinate the processing of personnel returning to duty from medical facilities.
- Conduct PRM data updates.
- Ensure changes in status impacting PRM are updated in the database of record.
- Evaluate impact of R5 Operations on PRM status reporting.
- Ensure rear detachment/non-deploying personnel are listed in the home/rear detachment UICs.

BATTALION S-1 SECTION

A-4. Battalion S-1 personnel readiness responsibilities include the following tasks:
- Ensure all Soldier transactions and status changes are updated in the database of record in a timely manner and accurately.

- Monitor, and report to the commander, the personnel readiness status of subordinate units to include: key leaders, combat squads, crews and teams – the focus of the Battalion PRM is combat-capable platoons.
- Synchronize replacement flow with equipment (coordinate with S-4).
- Advise the commander on current and projected personnel readiness status.
- Recommend replacement priorities based on current and forecasted readiness status and commander's intent (S-3 determines priorities).
- Ensure all strength changes are reported to the Brigade/BCT S-1.
- Assign individual, squad, crew, or team replacements.
- Report critical personnel requirements for individual Soldiers and/or teams.
- Plan the personnel portion of reconstitution operations.
- Prepare PERSTAT or JPERSTAT as required.
- Ensure data in HR systems is continuously updated and accurate.
- Ensure strength data reflects current task organization.

BRIGADE/BCT S-1 SECTION

A-5. Brigade/BCT S-1 personnel readiness responsibilities include the following tasks:

- Emphasize the importance of timely and accurate Soldier status change updates in the system/database of record to all subordinate Battalion S-1s.
- Monitor and report to the commander the personnel readiness status of subordinates units to include: key leaders, critical combat squads, crew and teams – the focus of Brigade/BCT PRM is combat-capable companies.
- Predict personnel requirements - based on current strength levels, projected gains, estimated losses, and the projected number of Soldiers and Army civilians returned to duty from medical facilities.
- Coordinate call-forward replacement operations if replacements continue to arrive at home station versus joining the unit deployed.
- Synchronize replacement flow with equipment (coordinate with S-4).
- Advise the commander on current and projected personnel readiness status.
- Recommend replacement priorities (based on recommendations with the S-3).
- Assign individual, squad, crew, or team replacements.
- Report critical personnel requirements to higher headquarters.
- Plan and coordinate the personnel portion of reconstitution operations.
- Prepare PERSTAT or JPERSTAT as required.
- Ensure data in HR systems is continuously updated and accurate – perform error reconciliation
- Ensure strength data reflects current task organization.

DIVISION G-1

A-6. Division G-1 PRM tasks include:

- Establish electronic link to HR systems (if serving as the ARFOR G-1).
- Provide PRM during theater opening operations (if serving as the ARFOR G-1).
- Monitor and ensure personnel distribution executed from HRC to the Brigade/BCTs supports Commanders' operational priorities and requirements.
- Coordinate operational personnel diversions with both HRC and the gaining/losing Brigade/BCT.
- Predict and validate personnel requirements - based on current strength levels, projected gains, estimated losses, and the projected number of Soldiers and Army civilians returned to duty from medical facilities.
- Manage division personnel readiness network.

- Collect, consolidate, analyze, and report personnel strength information (PERSTAT).
- Coordinate call-forward replacement operations if replacements continue to arrive at home station versus joining the unit deployed.
- Manage the personnel portion of reconstitution operations.
- Maintain information on combat teams and crews.
- Advise leaders on combat leader personnel status.
- Conduct readiness analysis, assess combat capabilities, and identify PRM (skill and rank).
- Support Brigade/BCT PRM managers to predict personnel requirements - based on current strength levels, projected gains, estimated losses, and the projected number of Soldiers and Army civilians returned to duty from medical facilities.
- Assess new equipment and weapons systems' impact on personnel requirements.
- Recommend replacement allocation and priorities of to the G-3 when the HRC-managed Brigade/BCT flow does not support the operational plan.
- Provide replacement priorities to Army/ASCC G-1, HRSC PASR/PRM/IM Division, or senior HR element.
- When theater and casualty replacement shelves are used, coordinate replacement flow with subordinate Brigade/BCT S-1s.
- Conduct reassignments to meet operational requirements by exception, when the top of the system does not react to operational conditions in a timely manner.

ARMY/ASCC G-1

A-7. Army/ASCC G-1 PRM tasks include:

- Provide PRM during theater opening operations.
- Monitor the PRM system within the Army/ASCC, ensure top-of-the-system management to Brigades/BCTs supports the Commander's operational requirements.
- Manage Army/ASCC personnel readiness network and establish deployed theater personnel database (currently using DTAS).
- Monitor and analyze strength reports.
- Advise commander on personnel readiness.
- Monitor and maintain readiness information on units deploying into the Theater.
- Monitor, analyze, and validate unit strengths to determine personnel requirements and priorities.
- Predict and validate personnel requirements - based on current strength levels, projected gains, estimated losses, and the projected number of Soldiers and Army civilians returning to duty from medical facilities.
- Recommend replacement priorities to the G-3.
- Manage theater replacement system if replacement and casualty shelves are utilized. Coordinate theater replacement shelf operations with the HRSC PASR/PRM/IM Division and required supporting R5 elements.
- Develop Theater distribution plans.
- Execute approved replacement fill priorities.
- Conduct reassignments to meet operational requirements.

INSTALLATION MANAGEMENT AGENCY

A-8. IMA (sustaining base installation) PRM tasks include:

- Conduct cross leveling of non-deploying personnel, in coordination with unit S-1/G-1.
- Facilitate reassignment of non-deploying personnel in coordination with unit S-1/G-1.

ARCOM/FORCE PROVIDER

A-9. MACOM/Force Provider PRM tasks include:

- Support PRM requirements for deploying units.
- Provide DML/DMSL mapping for deploying units.

HRC

A-10. HRC PRM tasks include:

- Support PRM requirements for deploying and deployed units.
- Realign personnel automated systems to recognize the deployed force composition.
- Ensure that Brigade/BCT DMSLs transfer to gaining deployed headquarters to allow visibility of inbound Soldiers.
- Establish predictive modeling that allows the push of replacements to deploying and deployed units to maintain target operational strengths.

PRINCIPLES OF PERSONNEL READINESS SUPPORT

INITIAL READINESS

A-11. Department of the Army (DA) establishes personnel readiness standards for deploying units through the publishing of updated Personnel Manning Guidance. Current authorized strength levels serve as the basis of personnel readiness management unless the Army G-3 directs a change.

A-12. The Army/ASCC develops, as part of the deliberate planning process, an operations plan (OPLAN) shelf requisition to support these requirements if replacement shelves can be supported. The All-Volunteer Army has limited the number of unassigned Soldiers available, which has made replacement shelves unsupportable. The Army has been constrained by existing structure and constrained end-strength numbers that do not allow shelves to be manned. Unit peacetime replacement flow has become the standard means of replacing wartime losses during the GWOT and during previous operations. HRC has made every attempt to use predictive modeling to place individuals on assignment instructions to deploying and deployed units such that they arrive, as replacements are required. Current operational doctrine directs the rotation of units to replace combat-depleted structures no longer capable of performing assigned combat tasks due to personnel or equipment losses.

A-13. During the planning phase of operations the Army/ASCC identifies unit and personnel requirements, to include civilian personnel. At OPLAN execution, if replacement shelves are to be used, the system delivers filler and casualty replacements to the theater to bring units to combat-required strength. HRC maintains a copy of the pre-established theater shelf requisitions and performs annual maintenance. HRC maintenance includes a review for consistency with Army manning guidance and MOS/AOC structure changes.

A-14. Replacement Shelf Requisitions. The replacement shelf requisitions reflect the number of Soldiers by MOS/AOC and grade needed to bring AOR units to wartime-authorized strength.

A-15. Casualty Shelf Requisitions. The casualty shelf requisitions reflect the number of expected casualties (killed in action, wounded in action, missing in action, non-battle injuries) by MOS/AOC/rank and operational phase. Medical planning models and casualty estimation are the basis for developing the casualty shelf requisition. Casualty shelf requisitions normally include requirements for the first 90-120 days.

CRITICAL REQUIREMENTS

A-16. Although PRM managers bring deploying units to a designated readiness level, some critical personnel requirements may remain after the units arrive in the AOR. In these cases, commanders need to include critical personnel requirements when reporting their PRM status, and if these replacements

continue to flow to home station rear detachments, S-1s and G-1s at all levels must plan for a timely and rapid call forward mechanism to deliver these unit individual replacements.

SPECIAL REQUIREMENTS AND KEY LEADERS

A-17. Special requirements are those personnel needed by units to conduct operations (linguists, EOD, etc.) beyond their required/authorized strength. The Force provider and Army G-3 validate special requirements, and these assets are either deployed as individuals or cross-leveled to fill the requirement.

A-18. Key leader losses require special attention and possibly special support from HRC. S-1s and G-1s must closely monitor and report key leader losses based on Army/ASCC or HRC guidance. Units may have to fill key leader losses internally for short periods while the Army/ASCC G-1 and HRC can initiate and coordinate permanent key leader replacement.

REPLACEMENTS

A-19. Individual replacements will continue to arrive at home station after their designated units have deployed. The home station is responsible for processing and deploying these Soldiers to their units in the AOR. S-1s and G-1s must ensure efficient and timely call-forward operations are executed. Timely coordination with the supporting Transportation Officer (Division/Corps) based on predicted operational requirements is critical to successful execution.

A-20. In most circumstances, the standard for replacements is individual personnel; however, HR managers must be prepared to assemble, provide, and track key leader, squad, crew or team replacements when required.

RECONSTITUTION

A-21. Reconstitution is an action planned and implemented by a Commander to restore units to a desired level of combat effectiveness commensurate with mission requirements and available resources. FM 100-9, Reconstitution, provides further guidance. Reconstitution transcends normal day-to-day sustainment actions but uses existing systems and units to do so. The decision authority to reconstitute a unit is two echelons above the unit to be reconstituted. For example, a Brigade/BCT Commander can order the reconstitution of a company.

A-22. Commanders have two reconstitution options: reorganization and regeneration. The commander can execute them separately but most often will execute them sequentially. It depends on the current and anticipated situations, command priorities, resources, and time available. The reconstitution mission also includes an assessment element.

REORGANIZATION

A-23. Reorganization is an action to shift resources within a degraded unit to increase its combat effectiveness. Commanders of all types of units at each echelon conduct it. Units reorganize before considering regeneration.

A-24. Reorganization include the following measures:
- Cross-leveling equipment and personnel.
- Matching operational weapons and systems with crews.
- Forming composite units (joining two or more units with high attrition rates to form a single mission-capable unit).

REGENERATION

A-25. Regeneration is the action of rebuilding a unit. It requires large-scale replacement of personnel, equipment, and supplies. These units may then require further reorganization. Regeneration may involve reestablishing or replacing the chain of command. It also involves conducting mission-essential collective training to get the regenerated unit to standard with its new personnel and equipment.

A-26. Because of the intensive nature of regeneration, it occurs at locations after the unit disengages. It requires participation by higher echelons. Since regeneration typically requires large quantities of personnel and equipment, commanders carefully balance these needs against others in the command.

BATTLEFIELD FLOW

A-27. It is the responsibility of PRM managers to continuously collect, correlate, and analyze critical personnel strength information to develop a vision of current and future personnel requirements. Developing an accurate battle assessment, PRM managers require the latest known personnel strength, recent casualties, recent replacement allocations, RTD rates, and projected replacement gains and casualty losses. From this analysis, PRM readiness managers make recommendations to commanders on various courses of action for a given operation.

MODULAR FORCE

A-28. HR Support for the Modular Force will continue to focus on personnel combat power and personnel readiness. As the personnel transformation process progresses and technology enablers are fielded, PRM managers must have access to accurate and near real-time automated personnel readiness information. Accurate and near real-time information provides commanders the necessary information they need in assessing the effectiveness of combat power or mission capability of their formations. Near real-time information also affects the timeliness and effectiveness of the replacement system in its ability to provide individual, key leader, unit, squad, crew or team requirements at a specific point and time on the battlefield. For example, a casualty report should automatically generate a report to requisition replacements (personnel requirements report). Near real-time information will result in reactive PRM; however, readiness managers must exercise caution and not allow near real-time information to replace forecasting and execution of predictive personnel readiness analysis. Readiness managers at all levels need to ensure PRM requirements and information rapidly flows from the lowest command levels to the "top of the system" with info to higher command channels. Common Operating Picture (COP) enablers currently fielded and being fielded provide very valuable PRM information to S-1s and G-1s. These systems must continue to be allocated and made available to S-1s and G-1s.
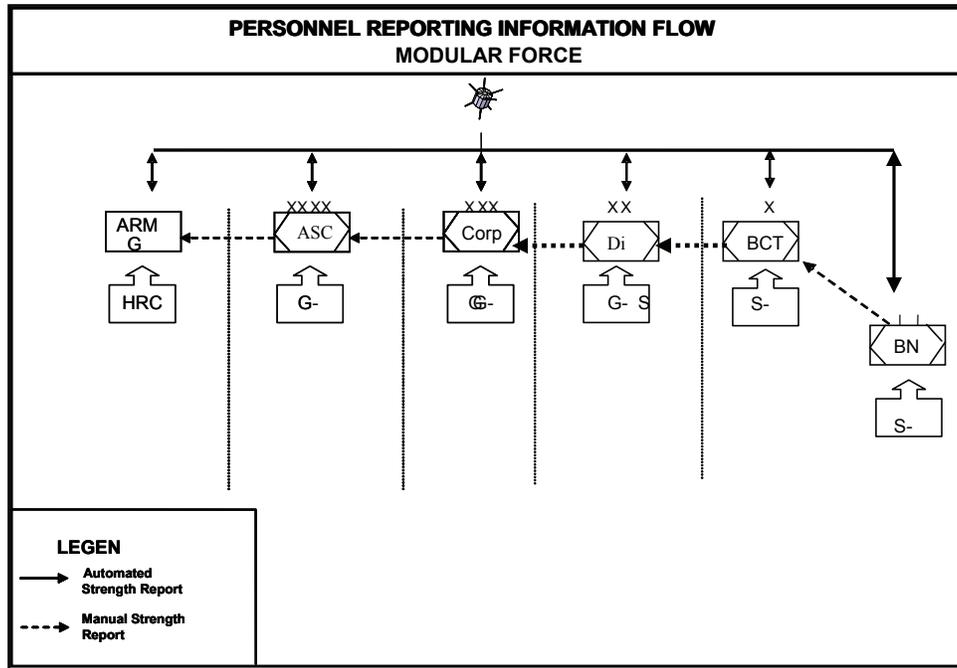
Figure A-2. Modular Force Personnel Readiness Reporting

A-29. During pre-deployment/deployment, the focus for brigade and below readiness managers is the tracking of individual personnel, specifically readiness and deployability status. Included are tasks such as legal, military pay, HR, medical, dental, family support and well being matters affecting the preparedness for immediate deployability. Readiness managers at all levels focus on what is needed to increase unit readiness (i.e., what personnel requirements are needed by the unit, cross-leveling of personnel, calculating unit strengths, pending gains and losses, and coordinating critical personnel requirements affecting the combat power of the organization with higher headquarters HR Managers). In preparing for deployment, PRM managers should be included as part of the Early Entry Command Post (EECP) element.

A-30. During deployment, PRM managers operate from the JOA, at an intermediate sustainment base (ISB), home station, or a combination of these locations. Accurate and timely readiness data is critical information that all commanders need before, during, and after any type of operation. It is the responsibility of readiness personnel at all levels to ensure critical readiness information impacting individual or unit readiness flows from the foxhole to the top of the system as rapidly as possible, regardless of location.

A-31. TOPMIS-II/EDAS/ACPERS/eMILPO/ DTAS are systems that the Human Resources Command (HRC) uses to manage personnel readiness. These systems require adjustment at HRC to support revised organizational relationships and recognize new requisitioning agencies. PRM managers at ASCC and corps level must coordinate with forward - deployed elements of HRC to gain access to their TOPMIS-II / EDAS / ACPERS / eMILPO / DTAS accounts from the area of operations. This connection provides the means to manage the requisitioning system for the deployed force.

ENABLING SYSTEMS

A-32. Total Officer Personnel Management Information System (TOPMIS). Automated system used by HRC to distribute and assign officers, and by HQDA / MACOMs / installations / and Brigade/BCT S-1s to manage officer strength and distribution / assignment and maintain officer record data on the Total Army Personnel Data Base-Active Officer (TAPDB-AO).

A-33. Enlisted Distribution and Assignment System (EDAS). EDAS is a real time, interactive, automated system, which supports the management of the enlisted force. The assignment managers of the Enlisted Personnel Management Directorate (EPMD), HRC, process assignments, deletions, and deferments for

Soldiers via EDAS. The distribution managers use EDAS to create and validate requisitions, and to add or modify requisitions. EDAS also provides enlisted strength management information. The Total Army Personnel Databases (TAPDB) used by EDAS are: Enlisted Personnel Data Base (PERDB), Requisition Data Base (REQDB), Organizational Database (ORGDB), and the Statistical Database (STATDB). Installations primarily use eMILPO to update data in TAPDB. Field users use EDAS to monitor and update requisitions and to read data—for example, information on Soldiers assigned to their commands and incoming personnel. EDAS is the principal automated source for information concerning enlisted assignment actions. It is an interactive, on-line system for enlisted assignments and distribution functions.

A-34. Army Civilian Personnel System – Headquarters (ACPERS-HQ). This system provides information on Army civilian personnel: includes strength accounting, employment, award, and performance data. The HQ ACPERS is a reporting system for Army civilians. The Office of the Assistant G-1 for Civilian Personnel Policy maintains the system. The system reports Army civilian strength to higher headquarters, the Department of Defense, the Office of Personnel Management, and Congress. In addition to strength reporting, the system includes data on employment, training, special employment, performance data, awards, and acquisition data. The system allows users to query the database using online screens and DataCom DataQuery. Numerous ad hoc reporting requirements are met through extensive off-line history files.

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Appendix B

Personnel Accountability and Strength Reporting (PASR)

The mission of the Army's PASR system is to provide personnel accountability; report other strength-related information such as duty status, unit of assignment, location, Assignment Eligibility Available (AEA) codes, and MOS/specialty code; and update command databases at all levels. Information gained through PASR provides readiness managers at all levels the data necessary to analyze personnel strength as a component of personnel combat power.

Historical Perspective

Operation Iraqi Freedom 01

Observation: "*An element of 3d PERSCOM initially augmented the CFLCC C-1 staff. The C-1 accepted the mission of JPERSTAT reporting and tasked the 3d PERSCOM with by-name accounting. There is no automated Army-wide (AC, USAR, ARNG) system, nor is there a joint system in existence to facilitate by-name accounting for personnel from all services including civilians and contractors*". – Chief, Personnel Services Directorate, 3rd PERSCOM

Lesson Learned: Responsibilities for JPERSTAT and PASR accounting must be clearly defined in the planning process. 3d PERSCOM should have been responsible for gathering PERSTAT data for all external OPCON Army units and reported Army PERSTAT to C-1. The C-1 should have compiled joint data for the JPERSTAT. PERSTAT data collection should be in exactly the same format as the final JPERSTAT product.

REFERENCES

B-1. The following publications provide policy and procedural guidance for the personnel readiness management system:

- AR 135-205, Enlisted Personnel Management.
- AR 600-8, Military Personnel Management.
- AR 600-8-6, Personnel Accounting and Strength Reporting.
- AR 614-100, Officer Assignment Policies, Details and Transfers.
- AR 614-200, Enlisted Assignment and Utilization Management.
- AR 690-11, Use and Management of Civilian Personnel In Support of Military Contingency Operations.
- AR 715-9, Contractors Accompanying the Force.
- eMILPO, Functional Guidance.
- Deployed Theater Accountability Software (DTAS), Functional Guidance.

PROPONENCY

B-2. The functional proponent for the PASR system is the Field Systems Division, The Adjutant General's Directorate, United States Army Human Resources Command (HRC).

RESPONSIBILITIES

B-3. Commanders at company level have the responsibility to account for Soldiers and civilians and accurately report their duty status to the Battalion S-1. Commanders at Battalion and Brigade/BCT level must enforce the process of recording and transmitting personnel accounting information accurately and in accordance with established time standards. The following agencies have significant roles in the establishment and operation of the PASR management system (Figure B-1).

PERSONNEL ACCOUNTING AND STRENGTH REPORTING					
FUNCTION / TASK	**RESPONSIBLE AGENCY**				
	Battalion	**Brigade**	**Division**	**Corps**	**Army/ ASCC**
Personnel Accountability	S-1	S-1	G-1	G-1	G-1
Strength Reporting	S-1	S-1	G-1	G-1	G-1
Patient Tracking	S-1	S-1	Surgeon	Surgeon	Surgeon
Straggler Control	S-3	S-3	Provost Marshall	Provost Marshall	Provost Marshall
Mortuary Affairs (MA)	S-4	S-4	MA Team	MA Collection Company	G-4

Figure B-1. PASR Responsible Agencies

BATTALION S-1 SECTION

B-4. Battalion S-1 PASR responsibilities include:
- Collect, summarize, analyze, update, and report by name personnel strength information using directed secure or non-secure data systems, in the directed format.
- Process and monitor AEA information for assigned/attached personnel.
- Process duty status change information, i.e. PDY to WIA, KIA, MIA or vice versa, and update the database and HR management systems.
- Process information on replacements and return to duty (RTD) personnel, as required, into the appropriate database.
- Reconcile manual strength information with automated strength information; identify and resolve discrepancies by submitting the appropriate transaction.
- Update automated AOR deployed personnel accountability system as required.

- Submit personnel status (PERSTAT or JPERSTAT) reports as required to the Brigade/BCT S-1.
- Submit Personnel Summary Reports (PERSUM) and Personnel Requirements Reports (PRR) in compliance with required/directed reporting timelines, format, and detail.
- Coordinate with appropriate agencies for information on casualties, patient tracking, and stragglers and update the database as appropriate.
- Coordinate for connectivity for secure and non-secure voice and data systems.

BRIGADE/BCT S-1 SECTION

B-5.   The Brigade/BCT S-1's PASR responsibilities include:
- Collect, summarize, analyze, update, and report by name personnel strength information using directed secure or non-secure data systems, in the directed format.
- Process and monitor AEA information for assigned/attached personnel.
- Process duty status change information, i.e. PDY to WIA, KIA, MIA or vice versa, and update the database and HR management systems.
- Process information on replacements and RTD personnel as required, and update corresponding database.
- Reconcile manual strength information with automated strength information; identify and resolve discrepancies by entering the appropriate transaction and perform error reconciliation for eMILPO, DIMHRS and DTAS.
- Update automated Theater deployed personnel accountability system as required.
- Submit personnel status (PERSTAT or JPERSTAT) reports as required to the G-1.
- Submit Personnel Summary Reports (PERSUM) and Personnel Requirements Reports (PRR) as directed (if required).
- Coordinate with appropriate agencies for information on casualties, patient tracking, and stragglers and update the database as appropriate.
- Operate a manifesting cell at ports of embarkation, collect manifest data at ports of debarkation and enter those personnel into the theater database.

DIVISION/CORPS G-1

B-6.   The Division/Corps G-1 PASR responsibilities include:
- Establish and enforce reporting requirements for subordinate units.
- Monitor automated Theater deployed personnel accountability system as required. Ensure by name accountability data matches strength data.
- Provide guidance and oversight for accountability cells at ports of embarkation and debarkation in Join Operating Area (JOA), when acting as the ARFOR G-1.
- Synchronize the timely vertical flow of automated personnel information from Battalions and Brigade/BCTs and separate units.
- Submit personnel status (PERSTAT or JPERSTAT) reports.
- Submit Personnel Summary Reports (PERSUM) and Personnel Requirements Reports (PRR) as directed (if required).
- Provide guidance and oversight for accountability cells at ports of embarkation and debarkation in AOR.
- Establish and provide oversight for Casualty Liaison Teams at Medical Treatment Facilities in the AOR if serving as the ARFOR G-1.

ARMY/ASCC G-1

B-7.   The Army/ASCC G-1 Manpower Division and PASR/PRM/IM Division of the HRSC have the following responsibilities:
- Deploy a PASR section with the early entry module.

- Establish the deployed theater database, currently using DTAS as the supporting automated system.
- Assume the PASR management responsibility from the lead TG R5 Team and Sustainment Brigade HROC.
- Develop relationships with subordinate task organized units to ensure timely and accurate PASR.
- Operate the automated Theater PASR management system.
- Collect, reconcile, correlate, analyze, and present critical personnel readiness information to personnel readiness managers.
- Establish and provide oversight for Casualty Liaison Teams at Medical Treatment Facilities in the AOR (executed by the Casualty Operations Division of the HRSC).
- Direct a Personnel Asset Inventory (PAI) for any subordinate unit when the unit's strength imbalance between the eMILPO database and TAPDB database is two percent or more.

INSTALLATION MANAGEMENT AGENCY (IMA)

B-8.   IMA responsibilities include:
- Ensure in coordination with unit S-1/G-1s that non-deploying personnel from deploying units are reassigned/cross leveled to garrison units.
- Assign Soldiers who will deploy with the force on an interim basis (for example, temporary change of station (TCS) from another site).
- Include units in their current field database of record.
- Access mobilized Reserve Component (RC) Soldiers into the Active Component (AC) database.

HUMAN RESOURCES COMMAND (HRC)

B-9.   HRC responsibilities include:
- Provide technical policy and procedures to govern mobilizing RC Soldier accession into the AC database.
- Provide technical instructions to govern reassigning selected Soldiers to fill readiness requirements in deploying units.
- Provide technical instructions for processing civilian and joint personnel information into the theater personnel accountability database.
- Provide oversight for the Army's automated deployed personnel accountability software.
- Provide technical assistance, as required by the Army/ASCC G-1 establishing the deployed theater database.

PRINCIPLES OF PASR

B-10. PASR depends on timely, accurate and complete information. The senior HR element AOR must establish SOPs within the JOA to collect and analyze relevant information for developing HR support plans and personnel estimates. Prior to deployment, HR Support leaders develop reporting standards and timelines. Secure and non-secure voice and data connectivity is key in ensuring the availability of HR personnel management systems; however, personnel readiness managers must be prepared to operate in an environment with little to no connectivity, particularly during the initial phase of the operation or in an area of operations where subordinate units are geographically dispersed. Personnel readiness managers must plan for and train in using standard reports that generate the required data without the assistance of HR automated systems.

PERSONNEL ACCOUNTABILITY

B-11. Personnel accountability is recording by-name data on personnel when they arrive, depart, change deployed duty location, change duty status, or undergo a grade change. The personnel accountability process is crucial to the Army's entire personnel information management system. Current theater database

requirements direct the tracking of Soldiers as they transit a deployed theater. Personnel accountability is critical as Soldiers enter, transit, and depart the theater.

STRENGTH REPORTING

B-12. Strength reporting is the transformation of by name data into a numerical end product. The PASR process starts with by-name strength-related transaction submitted at Battalion and separate unit level and ends with database updates at all echelons of command culminating at HRC and HQDA.

B-13. Numerical strength reports reflect the combat power of a unit and used to make and support tactical decisions. Timely and correct PASR information is critical.

B-14. The Army has an automated personnel accountability software package for use in a deployed theater. In the event the automated system is not available (due to lack of bandwidth or other issue) manual reports can be used. Examples of standard manual reports include, but are not limited to:

- Personnel Status Report (PERSTAT) – The PERSTAT gives the unit and the commander a strength summary. It provides an assigned and available strength count, and captures gains and losses for the last reporting period. The PERSTAT should be in exactly the same format as the Theater JPERSTAT product.
- Task Force Organization – Lists military forces, units, and individuals temporarily grouped under one command for the accomplishment of a specific operation or assignment.
- Personnel Summary (Figure B-2) – This report displays a unit's personnel strength in aggregate numbers, as of a given time. It reports strength by personnel category (officer, warrant, enlisted, and civilian), 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.
- Personnel Requirements Report (Figure B-3) – Human resource managers report personnel requirements through a personnel requirements report. This report lists a unit's personnel replacement requirements by grade/MOS, and is based on comparison of authorized versus assigned strength.

PERSONNEL SUMMARY

REPORTING UNIT: 1/34 AR BN — DATE/TIME OF REPORT (as of:)

MPC	PREVIOUS			GAINS		LOSSES		DYST CHANGES						CURRENT		OP STR%
	AUTH	ASG	OP STR	REPL	ATCH	RSG	KIA	RTD	MIA	WIA	NBL	DICTDY	OTH	ASG	OP STR	
O	5	4	4	0	0	0	0	0	0	0	0	0	0	4	4	80.0
W	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
E	57	57	56	2	0	0	4	0	0	2	0	0	0	53	52	91.2
TOTAL	62	61	60	2	0	0	4	0	0	2	0	0	0	57	56	90.3

EXAMPLE

Figure B-2. Personnel Summary

PERSONNEL REQUIREMENTS REPORT

DATE/TIME OF REPORT (as of:)

REPORTING UNIT 1/34 AR BN	2LT/1LT			CPT			MAJ			LTC			COL			TOTALS		
	AUTH	ASG	REQ	AUTH	ASG	REQ	AUTH	ASG	REQ	AUTH	ASG	REQ	AUTH	ASG	REQ	AUTH	ASG	%FILL
12B	20	19	1	9	6	3	2	2	0	1	1	0	0	0	0	32	28	88
25C	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	100
70B	0	0	0	1	1	0	0	0	0	0	0	0	0	0	0	1	1	100
TOTAL	21	20	1	10	7	3	2	2	0	1	1	0	0	0	0	34	30	88
TOTAL	21	20	1	10	7	3	2	2	0	1	1	0	0	0	0	34	30	88

	WO1			CW2			CW3			CW4			CW5			TOTALS		
	AUTH	ASG	REQ	AUTH	ASG	REQ	AUTH	ASG	REQ	AUTH	ASG	REQ	AUTH	ASG	REQ	AUTH	ASG	%FILL
131A	2	1	1	1	0	1	2	2	0	1	1	0	0	0	0	6	4	66
251A	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	100
915d	0	0	0	1	1	0	0	0	0	0	0	0	0	0	0	1	1	100
TOTAL	24	23	1	2	1	1	2	2	0	1	1	0	0	0	0	8	6	75
TOTAL	24	23	1	2	1	1	2	2	0	1	1	0	0	0	0	8	6	75

	SL10			SL20			SL30			SL40			SL50			TOTALS		
	AUTH	ASG	REQ	AUTH	ASG	REQ	AUTH	ASG	REQ	AUTH	ASG	REQ	AUTH	ASG	REQ	AUTH	ASG	%FILL
19K	196	192	4	42	39	3	24	23	1	15	14	1	5	5	0	282	273	97
54B	1	1	0	1	1	0	0	0	0	0	0	0	0	0	0	2	2	100
92Y	0	0	0	1	1	0	0	0	0	1	1	0	0	0	0	2	2	100
TOTAL	197	193	4	44	41	3	24	23	1	16	15	1	5	5	0	286	277	97
TOTAL	197	193	4	44	41	3	24	23	1	16	15	1	5	5	0	286	277	97

Figure B-3. Personnel Requirements Report

BATTLEFIELD FLOW

B-15. Commanders at every echelon are responsible for accounting for Soldiers/civilians/JIM personnel and summarizing unit strength. Utilizing automated personnel enabling systems and manual reports, G-1s and S-1s are able to accomplish their Commander's strength accounting responsibilities through submission of timely and accurate personnel status reports.

MODULAR FORCE

B-16. During the Mobilization and Deployment phases of Force Projection, S-1s and G-1s must concentrate their efforts in accounting for all assigned personnel, and reassigning non-deploying Soldiers from deploying Unit Identification Code's (UICs). The future database will incorporate all components and services, eliminating the need to access personnel onto the database. It is necessary to account for all personnel deploying with the force (Soldiers, DOD civilians, contractor, and JIM personnel). The following are some of the required tasks during the Mobilization and Deployment phases of Force Projection:

- Reassign non-deploying Soldiers from deploying units to other non-deploying units or to DUICs established for home detachments.
- Establish a PASR system and requirements prior to arrival in AOR (Army/ASCC G-1 may revise these requirements upon arrival).
- Deploy with databases reflecting only deploying Soldiers' records.
- Ensure accurate personnel data is entered into the theater database as the unit processes through the TG R5 Team at the inter-theater APOD. The Data Integration Team of the R5 Plans and

Operations section of the HR (R5) Company ensures that units depart the TG R5 Center with a copy of the inputted theater database data.

B-17. During the Employment, Sustainment and Redeployment phases, units will continue to update their Soldiers' records in the electronic personnel database. The following are some of the required tasks. The following are some of the required tasks during the Employment, Sustainment and Redeployment phases of Force Projection:

- Update Soldier records in the electronic personnel database as changes occur.
- Track and report assigned and attached personnel.
- Provide strength reports.
- Track transiting Soldiers in the theater database – especially as R&R operations and redeployment operations commence.
- Redeploy with databases reflecting only redeploying Soldiers' records.

B-18. Figure B-4 depicts the information flow for both automated and manual personnel accountability reporting.

B-19. Commanders account for Soldiers by reporting strength accountability and duty status changes though the automated AOR deployed personnel accountability software. (Note: This software is not always at the lowest echelon due to connectivity.) Units below the connectivity level send the accountability and duty status changes to the level of connectivity. These entries flow directly to the ASCC database and are then visible to the command.
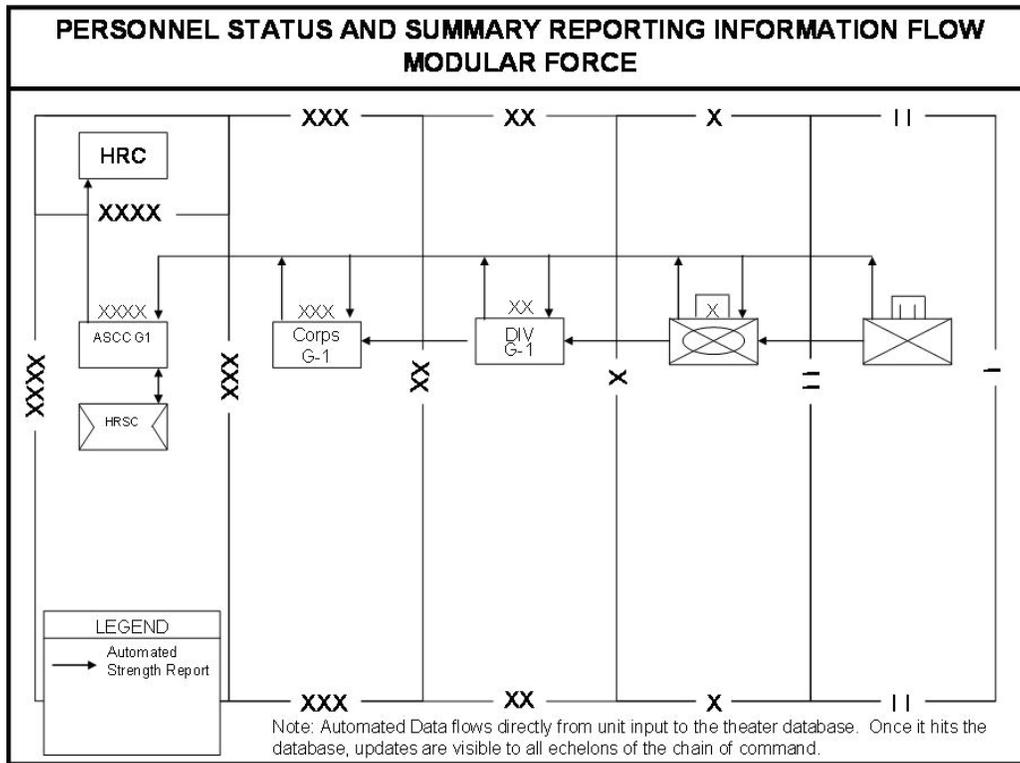
Figure B4. Personnel Accounting and Strength Reporting (PASR) – Modular Force
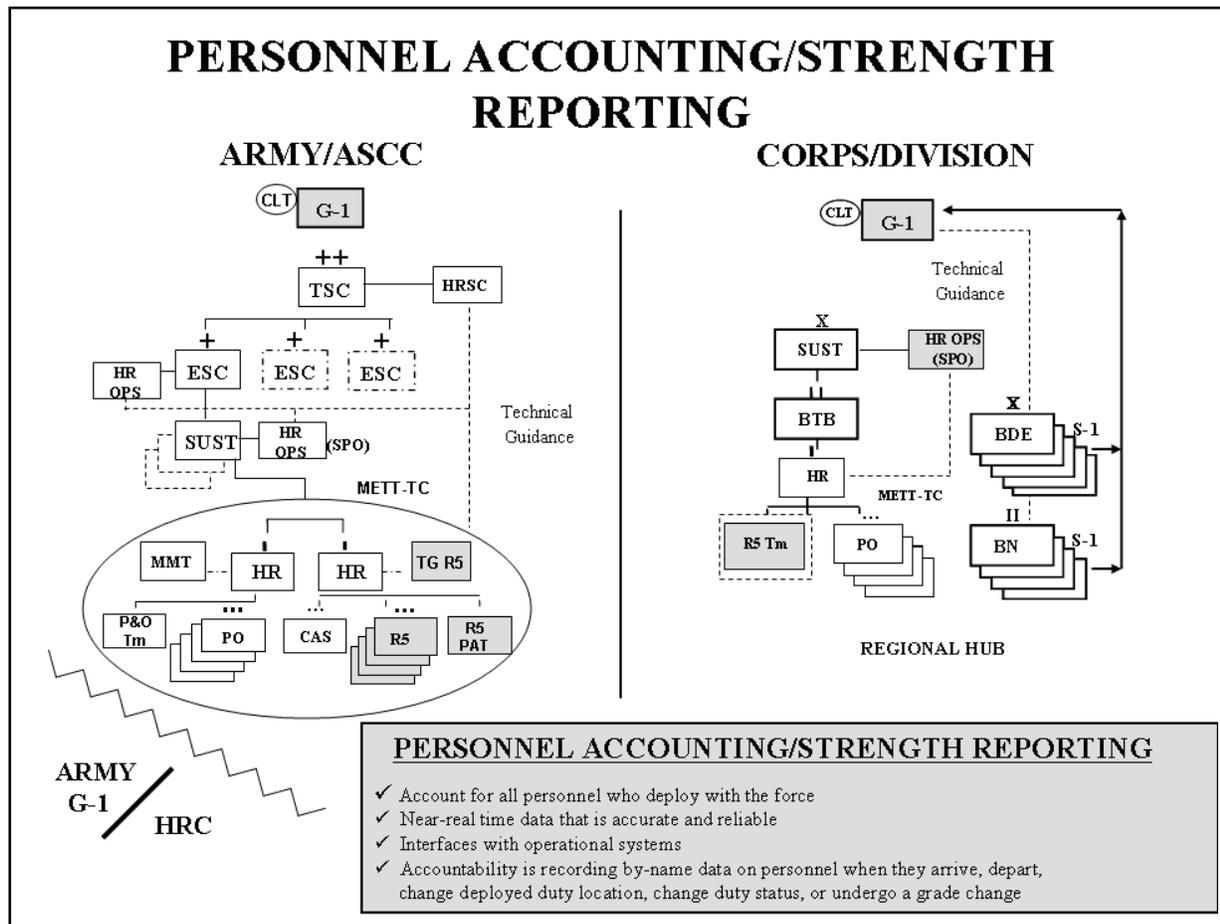
Figure B-5. Personnel Accounting and Strength Reporting (PASR) – S-1 and SRC 12 Roles

ENABLING SYSTEMS

B-20. Deployed Theater Accountability Software (DTAS). DTAS provides land force commanders with a standardized software tool and database for tracking and reporting the duty status of all deployed personnel by Name (SSN), Unit Location, and Day. DTAS will collect, process, store, display and disseminate personnel accounting data for active duty personnel (including mobilized), joint service members, DOD civilians, and contractors using standardized software. It is a web enabled software application accessible worldwide via physical connection to the Secret Internet Protocol Router Network (SIPRNET) or by mobile computers. DTAS provides near real-time visibility and accountability for military and civilian personnel in a deployed theater of operations. This visibility is vital in determining the war fighting capability for all ground forces within a specific AOR.

B-21. Tactical Personnel System (TPS). TPS supports a commander's tactical decision-making process by creating a deployable "go to war" personnel strength automated file. TPS performs functions of Manifest, Jump Manifest, System Administration, Personnel, Task Force Operations, Crew Status, Ad hoc Query, and Unit Identification Code (UIC) Authorizations. It serves as a deployment manifesting platform for all military personnel, DOD civilians, contractors, and Foreign Nationals. TPS automatically establishes the deployed personnel database for Army, Joint and Multinational operations. It allows for immediate human resource monitoring during deployment and reception by the receiving AOR. Standardized reports created by TPS facilitate the creation of a deployed force database for the ASCC commander. TPS creates and

monitors personnel by task force organizations, provides duty status monitoring of deployed personnel, and is mobile, which maximizes personnel accountability for the tactical commander during "split-base" or other operations.

B-22. Electronic Military Personnel Office (eMILPO) application provides the Army with a reliable, timely, and efficient mechanism for managing strength accountability and performing personnel actions. This system provides visibility of location, status, and skills of Soldiers both from a high level (top of the system) and a unit level (bottom of the system). This visibility is vital in determining the war fighting capability of the Army and subordinate commands.

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Appendix C

Personnel Information Management

The mission of Personnel Information Management (PIM) is to collect, process, store, display and disseminate critical information about Soldiers, Department of the Army (DA) Civilians, units and other personnel as directed. This information assists the Commander's decision-making process and satisfies the Army's legal obligation to retain historical information about veterans, retirees, and civilians who deploy. It also supports policy and personnel management decisions at DA level. The Army currently maintains personnel information in two forms: manual and electronic. Personnel Information Management is the foundation of the HR core competencies; it either directly or indirectly supports all.

REFERENCES

- AR 600-8, Military Personnel Management
- AR 600-8-1, Army Casualty Operations/Assistance/Insurance
- AR 600-8-6, Personnel Accounting and Strength Reporting
- AR 600-8-11, Reassignments
- AR 600-8-14, Identification Cards for Members of the Uniformed Services, Their Family Members, and Other Eligible Personnel
- AR 600-8-22, Military Awards
- AR 600-8-101, Personnel Processing (In-,Out-, Soldier Readiness, Mobilization and Deployment Processing)
- AR 600-8-103, Battalion S-1
- AR 600-8-104, Military Personnel Information Management/Records

PROPONENCY

C-1. The proponent for Personnel Information Management is the Army G-1. The Army G-1 administers management of most automated personnel information systems through Human Resources Command (HRC).

RESPONSIBILITIES

C-2. The Army's current corporate database is the Total Army Personnel Database (TAPDB). Most of the personnel automation systems in use interface with or update the TAPDB. Due to the integrated nature of current personnel systems and databases, it is essential for all HR professionals to ensure accurate and timely updates on systems they operate. The goal of PIM is to provide timely and accurate personnel data on Soldiers and civilians to Commanders and other decision makers that affect the other HR core competencies. Current legacy systems rely heavily on the HR provider understanding the underlying business processes involved in updating and storing personnel data. Future systems will move toward a more integrated concept with automated processing of business processes. Additionally, future systems will consolidate personnel and military pay information in a single database. As this transition happens, HR providers must understand how one process affects/updates other processes.

Historical Perspective

Personnel accountability is paramount in HR and at no time is this more evident than on the battlefields supporting today's Global War on Terrorism. Commanders at all levels depend on accurate and timely troop strength and accountability information during the operational planning process. During the first operational rotation of Operation Iraqi Freedom, strength reporting up to theater level proved both difficult and suspect. The theater developed an online database on SIPR that gave those with access a personnel accountability tool, however most units did not have access nor did they provide timely and accurate updates. Commanders and HR professionals voiced their frustrations to the Army Human Resources Command (HRC). HRC's Field Systems Division conducted theater interviews with commanders and HR professionals to determine their requirements for a theater-based accountability system and developed Deployed Theater Accountability Software (DTAS). DTAS was fielded and put in use in Operations Enduring and Iraqi Freedom (OIF/OEF) during 2004/2005. eMILPO and manual inputs to DTAS provided the backbone of critical data elements in DTAS while field users provided input on locations and task organization. The software linked personnel accountability to strength reporting allowing both to use the same data. DTAS is functional for the joint nature of the personnel accountability process and operates on the existing communications' network in theater. Tactical Personnel System (TPS) generated manifests are collected upon arrival to theater and uploaded into the DTAS system at the theater C1/J1. DTAS creates an initial electronic record for each Soldier, Sailor, Airman, Marine and DOD civilian and contractor entering the theater. In the operational area, commanders now had a tool to conduct accurate personnel accountability, on a system capable of operating offline and then transmitting current information to the theater C1/J1, allowing for an automated, theater-wide horizontal reporting process for the first time in our history.

Figure C-1. Personnel Information Management Process

BATTALION S-1/SEPARATE COMPANIES

C-3. The Battalion S-1 / Separate Company is generally the first point at which the majority of personnel updates are made and personnel related files/records are initiated. These units exercise PIM through the following processes:

- Update strength-related information in automated databases to include gains, losses, grade changes, and duty status changes.
- Management of personnel information (manual and/or electronic) on assigned/attached personnel that update the following systems: eMILPO, Tactical Personnel System (TPS), Deployed Theater Accountability Software (DTAS), Defense Casualty Information Processing Systems – Forward (DCIPS-Fwd), Interactive Personnel Electronic Records Management System (iPERMS).
- Manage personnel files IAW governing regulations and policies.

BRIGADE/BCT S-1

C-4. The Brigade/BCT S-1 exercises HR staff supervision of the Battalion S-1s and separate companies. The Brigade/BCT S-1 exercises direct management and oversight of PIM for all subordinate units. This fundamental change (resulting from HR transformation – PSDR) will directly enable the Brigade/BCT Commander the ability to gather, affect, and analyze personnel data to assist in their decision making process. The Brigade/BCT S-1 executes PIM through the following processes:

- Update strength related information in automated databases to include gains, losses, grade changes, and duty status changes.

- Provide oversight on the management of personnel information (manual and/or electronic) on assigned/attached personnel that updates the following systems: eMILPO, TPS, DTAS, DCIPS-Fwd, iPERMS.
- Access and/or update the following systems: Dependent Eligibility and Enrollment Reporting System (DEERS), Enlisted Distribution and Assignment System (EDAS), Total Officer Personnel Management Information System (TOPMIS) II, eMILPO, DCIPS-Fwd, iPERMS, and DTAS.
- Manage personnel files IAW governing regulations and policies.
- Manage hierarchy access for PASR systems in the Brigade/BCT.
- Conduct PAS management for all subordinate units

DIVISION/CORPS G-1

C-5. The Division/Corps G-1 either directly or indirectly manages PIM on all assigned units. The Division/Corps exercises these responsibilities primarily in its role of managing PASR, coordinating EPS, and managing the casualty reporting system for the Division/Corps. The Division will manage PIM through the following processes.

- Monitor personnel information (manual and/or electronic) on assigned/attached personnel that updates the following systems: eMILPO, TPS, DTAS, DCIPS-Forward, iPERMS
- Manage PASR through access to eMILPO, DTAS and other theater systems
- Manage personnel files IAW governing regulations and policies
- Establish and manage policies and procedures that affect PIM for subordinate units

PERSONNEL AUTOMATION SYSTEMS (PAS) SECTION OF THE PERSONNEL PROCESSING ACTIVITY (PPA) OR BRIGADE/BCT S-1

C-6. Responsible for the following:

- Maintaining the architecture, user roles and permissions, and resolving/reconciling discrepancies in eMILPO for supported units
- Establish permissions and access levels to eMILPO for users assigned within their PPA/Brigade/BCT
- Manage and provide oversight of error resolution within their PPA/Brigade/BCT
- Manage and provide oversight of strength deviations within their PPA/Brigade/BCT
- Ensure compliance with policies and procedures for PIM within their PPA/Brigade/BCT
- Provide technical assistance on all HRC operated personnel automation systems to supported users

ARMY/ASCC G-1

C-7. The Army/ASCC G-1 is responsible for all PIM policy in their operational area.

- Monitor personnel information (manual and/or electronic) for assigned/attached personnel that updates the following systems: eMILPO, TPS, DTAS, DCIPS-Forward, iPERMS, EDAS, and TOPMIS II
- Manage PASR through access to eMILPO and DTAS
- Establish and manage policies and procedures that affect PIM for subordinate units and the theater
- Publish implementing instructions for personnel policies and programs for supported units
- Establish and maintain Army/ASCC deployed theater personnel database

HRSC PASR/PRM/IM DIVISION

- Manage personnel information (manual and/or electronic) on assigned/attached personnel that updates the following systems: eMILPO, TPS, DTAS, DCIPS-Forward.

● Monitor PASR through access to eMILPO, DTAS
● Manage personnel files IAW governing regulations and policies
● Provide technical guidance for PIM to subordinate HR Operations Cells, G-1s and Brigade/BCT S-1s
● Publish implementing instructions for personnel policies and programs for support units and the theater.
● Establish and maintain Army/ASCC personnel database
● Provide technical assistance to supported units on all personnel automated systems in theater

MODULAR FORCE

C-8.   The Army's modular HR Structure will affect how PIM operates and supports the other critical HR core competencies. The advent of the Defense Information Management Human Resource System (DIMHRS) will create a single source joint data base responsible for personnel and pay processes. Future systems will capitalize on self-service opportunities that allow individuals to make direct changes to the corporate database. This system will also allow unprecedented access to information at all levels.
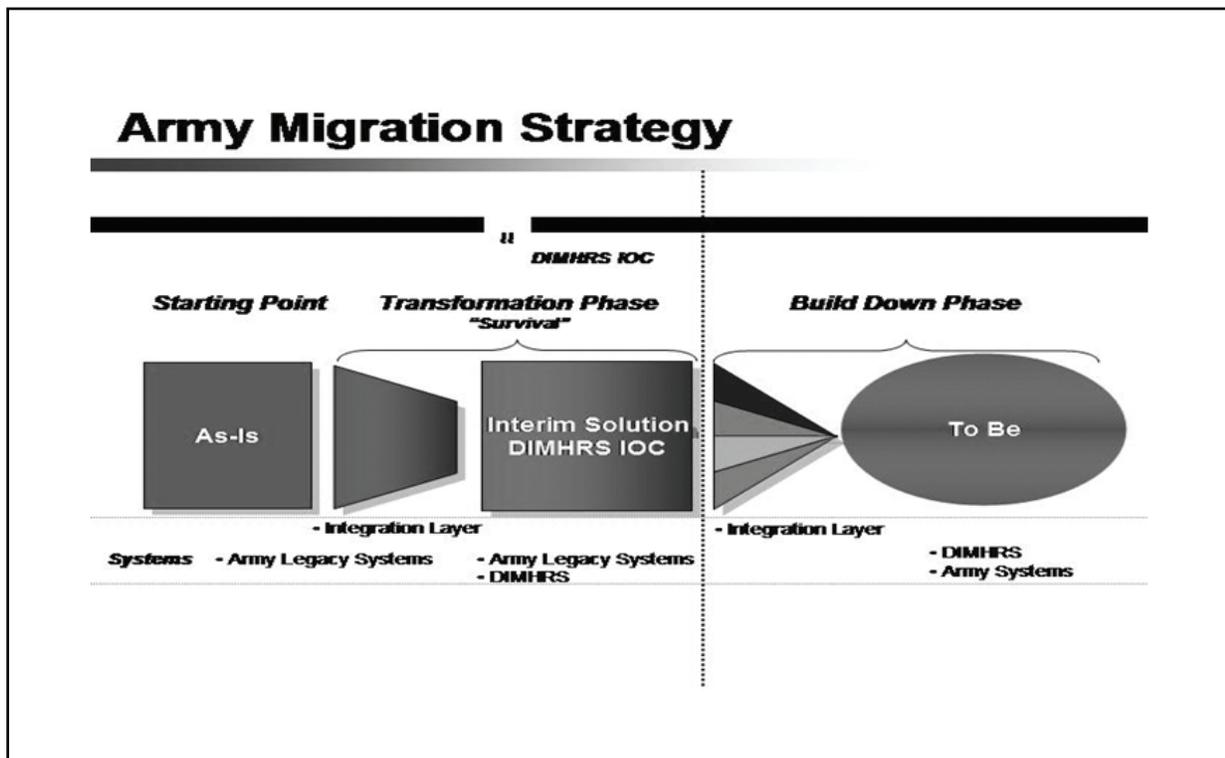
Figure C-3. Army Migration Systems

C-9.   NIPRNET is the Unclassified but Sensitive Internet Protocol Router Network that provides secure unclassified data communication to the deployed force

C-10. SIPRNET is the worldwide secure internet routing system that provides secure classified data communication data

C-11. Very Small Aperture Terminal (VSAT) provides the HR provider with dedicated access into the NIPRNET. Developed as the combat service support (CSS) data unclassified communication infrastructure, the VSAT in conjunction with the CAISI bridging and client modules allows the HR provider access to the NIPRNET without competing for bandwidth dedicated for C2 nodes in the deployed area.

C-12. Two Times a Citizen (2xCitizen) – A web passed portal allowing reserve components access to their automated personnel files. RC personnel can update some elements of their personnel record through this portal

C-13. Assignment Satisfaction Key (ASK) - ASK is a self service web-based application that enables active component enlisted Soldiers to directly update TAPDB-AE with assignment preferences, to volunteer for duty locations and special duty, and to update personal data.

C-14. Enlisted Distribution and Assignment System (EDAS) - EDAS is a real time, interactive, automated system which supports the management of the enlisted force. Assignment and distribution managers in HRC-Alexandria use EDAS to create requisitions and process assignments, to create and validate requisitions, and to add or modify requisitions. It also provides enlisted strength management information. Installations primarily use eMILPO to update data on the TAPDB-AE. Field users use EDAS to create requisitions and to read data that they are authorized—for example, information on Soldiers assigned to their commands and incoming personnel.

C-15. Deployment and Readiness Tracking System (DARTS) – A tool used to automatically track Soldier Readiness Program (SRP). Currently the tool requires a manual downloads from other systems to initially populate. Once populated, the tool allows commanders and supporting agencies in the SRP process to track deployability of personnel. The tool is maintained by US Army Forces Command.

C-16. Defense Casualty Information Processing System (DCIPS) - Single uniform casualty reporting system in place for use by all services. Authority: Under Secretary of Defense, Memorandum, dated 26 July 95, Subject: Designation of a DOD Migration System Supporting Casualty Affairs and Mortuary Affairs Management.

C-17. Defense Casualty Information Processing System - Forward (DCIPS - Fwd) – An automated system to record and report casualty data. The system is employed with HR units performing casualty reporting missions and is capable of producing automated casualty reports.

C-18. Department of the Army Photo Management Information System (DAPMIS) - The DA repository for official DA digital photographic images. Photo labs take digitized photos of Soldiers and use DAPMIS to deliver photos to the central electronic storage. There is a Soldier self-service component of DAPMIS that allows a Soldier to accept or reject the photo as his/her photo of record.

C-19. Deployed Theater Accounting Software (DTAS) – DTAS is software developed to provide personnel accountability in a theater of operations. It provides HR professionals and commanders with a tool to accurately account for and report military and civilian personnel in the AOR.

C-20. Electronic Military Personnel Office (eMILPO) - eMILPO is a web-based application which provides the U.S. Army with a reliable, timely, and efficient mechanism for performing personnel actions and managing personnel accountability. The eMILPO system is user friendly and provides varying levels of visibility of the location, status, and skills of Soldiers. This visibility is vital in determining the strength and capability of the Army and its subordinate commands.

C-21. Interactive Personnel Electronic Record Management System (iPERMS) - Repository of Official Military Personnel File (OMPF) legal artifacts for all active Army personnel (includes Active Duty, Reserve, and National Guard).

C-22. Integrated Total Army Personnel Data Base (ITAPDB) – ITAPDB integrates individual records from the five physical TAPDB data bases into a single physical data base. Ownership rules determined by the three Army components are applied, so ITAPDB shows which component "owns" the Soldier at the time the records are loaded.

C-23. MyBoardFile (MBF) – Soldier self-service application that allows officers and civilians scheduled for a board to review and certify the documents that go before promotion and selection boards.

C-24. My Enlisted Record Brief (MyERB) – Soldier self-service capability that allows active component enlisted Soldiers to view their ERB over the web.

C-25. My Officer Record Brief (MyORB) – Soldier self-service capability that allows active component officers to view their ORB and official photo over the web.

C-26. My Promotion File (MPF) - Soldier self-service application that allows enlisted Soldiers scheduled for a centralized board to review and certify the documents that go before promotion and selection boards.

C-27. NCO Evaluation Report Support System (NES) - A system that obtains and processes NCOERs in an accurate and timely manner. It also provides EER information to DA Promotion/Selection Boards and PSC, MACOM, and DA activities with statistical data regarding the administration of the EER system.

C-28. Office Evaluation Report System - Enhanced (OERS-E) - A system that processes Officer Evaluation Reports (OER), Academic Evaluation Reports (AER), and DA Photos. The system identifies errors and enables examiners to resolve errors on reports; flags reports and photos for routing to Selection Boards: calculates and tracks Senior Rater profiles; system produces the official AER and the official OER with electronically generated HQDA label which are provided to PERMS and Selection Boards; and the system provides numerous system-wide management reports for feedback to the Army leadership and the rating officials in the field. The system updates TAPDB-AO and IWRS with the date of the last evaluation and date of last photo for each officer. System is used at HRC, National Guard Bureau and the Army Reserve Personnel Command levels for each component.

C-29. Official Military Personnel File Online (OMPF-Online) – Soldier self-service capability that allows Soldiers to view and print documents from their OMPF over the web.

C-30. Total Officer Personnel Management Information System II (TOPMIS II) – TOPMIS II is a real time, interactive, automated system which supports the management of the officer force. Assignment and distribution managers in HRC-Alexandria use TOPMIS II to create requisitions and process assignments It is used by HQDA/ MACOMs/installations to manage officer strength and distribution of officers and to maintain officer record data on TAPDB-AO.

C-31. Replacement Operations Automation Management System (ROAMS) - ROAMS provides automated support to HRC in its task of projecting filler and casualty replacement requirements and managing filler and replacement flow.

C-32. Deployed Theater Accountability Software - DTAS fills the current void within the Personnel Automation Architecture and provides the essential personnel functionality to support a commander's tactical decision-making process. DTAS is a SIPR-based theater PASR system. DTAS builds a deployed database. This capability is critical for immediate and future operations. DTAS also:

- Bridges the gap between hasty strength reporting and deliberate personnel accounting.
- Assists S-1/G-1 in personnel accounting, strength reporting, and replacement operations management through reports and queries.
- Updates personnel strength when duty status changes are received from units, medical facilities, mortuary affairs, and MP straggler control.
- Allows HR managers to initiate verification of duty status changes.
- Produces and edits task force structures by UIC, SSN, and/or crew.

C-33. Total Army Personnel Data Base (TAPDB) – The TAPDB is the Army's corporate human resource data base. It is implemented as five separate data bases: TAPDB-Guard (TAPDB-G) for the Headquarters National Guard, TAPDB-Reserves (TAPDB-R), TAPDB-Active Enlisted (TAPDB-AE), TAPDB-Active Officer (TAPDB-AO), and TAPDB-Civilian (TAPDB-C).

Figure C-4. Current Self Service HR Systems

C-34. Transient R&R Accountability and Manifesting System (TRAMS). TRAMS is a computer based system that provides comprehensive in-transit visibility (ITV) of all R&R leave program participants moving through the CONUS and OCONUS aerial ports on Air Mobility Command chartered airlift. It's designed to meet the PAP mission requirements for receiving, processing manifesting and accounting for personnel traveling on Special Assignment Airlift Missions (SAAM).

C-35. Regional Level Application Software (RLAS). Reserve Component personnel accountability database.

C-36. Defense Integrated Military Human Resource System (DIMHRS) - DIMHRS is a congressionally-mandated program with efforts spearheaded by DoD and supported by all military Services. DIMHRS is the system which will provide Personnel and Pay capabilities to the Army.

C-37. Enterprise Human Resource System (eHRS) – The mission of eHRS is to ensure the continuity of Army HR operations during the transition to DIMHRS and provide improved HR capabilities in the future. The Vision of eHRS is that people, processes, and technology integrated to provide reachable, relevant, and reliable Human Resources (HR) capabilities to an Army at war. eHRS aligns technology to changing HR business processes and provides HR capabilities to all Army communities.

> "*DIMHRS (Personnel and Pay) is the vehicle through which the Department will transform military personnel and pay management. It will be the modern, responsive system that supports commanders,*
> *the Services, and Service members and their families in the 21st century.*"
>
> Paul Wolfowitz

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Appendix D

Reception-Replacement-Return to Duty-Rest and Recuperation-Redeployment (R5) Operations Management

The mission of R5 operations is to manage or administer the HR support activities of tracking and coordinating the movement of Soldiers into, through, or out of a theater during reception, replacement, return-to-duty, rest and recuperation, and redeployment operations. Principal activities include the personnel accountability of transiting Soldiers and the planning, coordinating and executing of R5 activities and centers to process transiting Soldiers, maintaining personnel accountability throughout, from designated points of origin (APOD/APOE) to final destination and to coordinate critical life support requirements while in transit as determined by METT-TC.

- *"The centerpiece of all we do is the Soldier. Although we have made incredible improvements in technology and weaponry, we cannot fight and win without well-trained, motivated, and dedicated Soldiers."*

> Provide oversight/technical control of Army band operations.
>
> Sergeant Major Kenneth O. Preston
> Sergeant Major of the Army

REFERENCES

D-1. The following regulations provide policy and procedural guidance for R5 Management:
- CJCSM 3500.04B CH 1 01 Nov1999 Universal Joint Task List.
- JP 1-0. Doctrine for Personnel Support to Joint Operations.
- JP 3-35. Joint Deployment and Redeployment operations.
- JP 4-01.8, Joint Tactics, Techniques, and Procedures for Joint Reception, Staging, Onward Movement, and Integration.
- DoD Instruction 1400.32, DoD Civilian Work Force Contingency and Emergency Planning Guidelines and Procedures.
- Department of Defense Instruction Number 1000.1, Identity Cards Required by the Geneva Conventions.
- AR 600-8-6, Personnel Accounting and Strength Reporting.
- AR 600-8-103, Battalion S-1.
- AR 600-8-111, Wartime Replacement Operations.
- AR 600-8-101, Personnel Processing (In-, Out-, Soldier Readiness, Mobilization, and Deployment Processing).
- AR 614-1, The Army Replacement System.
- DA PAM 600-8-101, Personnel Processing (In-, Out-, Soldier Readiness, Mobilization, and Deployment Processing).
- DA PAM Pamphlet 600–41 1 January 1987, Military Personnel Managers Mobilization Handbook.

- DA PAM 600–81, Information Handbook for Operating Continental United States (CONUS) Replacement Centers and Individual Deployment Sites.
- FM 100-9, Reconstitution.
- FM 100-10-1, Theater Distribution.
- FM 4-93.4 (FM 63-4), Theater Support Command.
- FM 4-0 (FM100-10), Sustainment.
- FM 7- 15 The Army Universal Task List.
- FM 6-0 Mission Command: Command and Control of Army Forces.
- FM 100-17-3, Reception, Staging, On-Ward Movement, and Integration (RSOI).

PROPONENCY

D-2. The functional proponent for the R5 operations management system is the Army G-1.

RESPONSIBILITIES

D-3. The following agencies and sections must prepare for critical roles in establishing and executing the R5 operations management system for the deploying forces.

R5 OPERATIONS MANAGEMENT

FUNCTION / TASK	RESPONSIBLE AGENCY				
	Battalion	Brigade	Division	Corps	Army/ASCC
Soldier Readiness	S-1	S-1	G-1	G-1	G-1
Training	S-3	S-3	G-3	G-3	G-3
Equipping	S-4	S-4	Sust Bde	Sust Bde	Sust Bde
Reception / In-processing	S-1	S-1	G-1	R5 Plt	TG R5
Accountability	S-1	S-1	G-1	R5 Plt	TG R5
Support	HHC	HHC	Sust Bde	Sust Bde	Sust Bde
Command and Control	S-1	S-1	G-1	HR Co	TG R5
Transportation	S-4	S-4	Sust Bde	MCT	MCT
Coordination / Reconciliation	S-1	S-1	G-1	G-1	HRSC

Figure D-1. R5 Operations Management Responsibilities

*Note: Division and Corps may also serve as the ARFOR. In these cases, the senior HR element of these organizations performs theater R5 management functions.

FUNCTION / TASK	RESPONSIBLE AGENCY							
	BN S-1	BDE S-1	DIV G-1	CORPS G-1	ASCC G-1	HRSC	HR CO	R5 PLT
Conduct R5 Operations	X	X	X	X	X	X	X	X
Prepare R5 Policies			X	X	X	X		
Execute R5 Policies	X	X					X	X
Conduct Personnel Reception Operations	X	X				X	X	X
Manage Personnel Reception Operations			X	X	X	X		
Conduct Personnel Redeployment Operations	X	X					X	X
Manage Personnel Redeployment Operations			X	X	X	X		
Manage Replacements	X	X	X	X	X	X		
Operate Joint Replacement Center						X		X
Inprocess Personnel	X	X					X	X
Coordinate Feeding, Billeting, and Onward Transportation For Intransit Personnel	X	X					X	X
Provide and Coordinate Training							X	X
Process RTD Personnel	X	X						X
Manage R&R Program	X	X	X	X	X	X		
Process R&R Personnel	X	X						X

Figure D-2. R5 Operations Management Responsibilities by Task

R5 MANAGEMENT OPERATIONS RESPONSIBILITIES

BATTALION S-1 SECTION

D-4. The Battalion S-1's R5 management responsibilities include the following tasks:
- Conduct PASR.
- Coordinate Battalion orientation requirements.
- Coordinate equipment, ammunition, and transportation with the Battalion S4.
- Make allocation decisions for incoming replacements and R&R opportunities.
- Execute initial DTAS status prior to each Soldier movement.
- Coordinate meals and lodging.

BRIGADE/BCT S-1 SECTION

D-5. The Brigade/BCT S-1's R5 management responsibilities include the following tasks:
- Conduct PASR.
- Establish, as required, Brigade/BCT R5 processing center with internal personnel.
- Coordinate with the Brigade/BCT S-4 for any required temporary transient Soldier billeting/feeding required in support of Brigade/BCT R5 operations.
- Coordinate with the Brigade/BCT S4 for transportation for movement of transiting Brigade/BCT Soldiers both to and from subordinate units.

- Coordinate with the Brigade/BCT S-4 to resolve individual equipment shortages for arriving Brigade/BCT Soldiers, with emphasis on arriving replacement and RTD personnel.
- Make allocation decisions for incoming replacements and R&R opportunities.
- Ensure accurate and timely casualty tracking to maintain situational awareness on projected RTD flow.
- Coordinate with Division/Corps G-1 for replacement call forward, if home station-based replacement operations in effect.
- Ensure all transiting Brigade/BCT Soldiers status is updated in the deployed theater database (DTAS).
- Facilitate Brigade/BCT manifesting, cross-loading, and flow scheduling (during redeployment operations).
- Ensure all redeploying Soldiers are purged from deployed theater database.

DIVISION/CORPS G-1

D-6. The Division/Corps G-1's R5 management responsibilities include the following tasks:

- Supervise PASR within the Division/Corps AOR/JOA.
- Determine fill priorities for subordinate units (if replacement/casualty shelves established).
- Coordinate with supporting Sustainment Brigade SPO HR Ops Cell for intra-theater APOE/APOD R5 team/platoon support if required.
- Coordinate movement of transiting Soldiers from subordinate units to intra-theater APOE/APOD.
- Coordinate movement of transiting Soldiers from intra-theater APOE/APOD to subordinate units.
- Assist Brigade/BCT S-1s with flow visibility, especially with replacement and RTD flow.
- Determine replacement call forward priorities, if strategic lift is constrained.
- Determine allocations for R&R opportunities for subordinate units.
- Coordinate with HRSC R5 Operations Division or HR Operations Cell of Sustainment Brigade or Expeditionary Sustainment Command for flow data and processing requirements.
- Coordinate with ASCC/Army G-1 for changes or modifications in R5 policy.
- Provide technical guidance to HR Company operating intra-theater APOE/APOD R5 Center.(if tasks organization directs).
- Provide guidance for R5 operations in AOR/JOA (when serving as ARFOR G-1.
- Coordinate orientation requirements.
- Coordinate with Division/Corps Surgeon and supporting medical facilities for visibility of RTD flow.

ARMY/ASCC G-1

D-7. The Army/ASCC G-1 will establish AOR-wide R5 policy and provide planning guidance for R5 functions in the AOR. The R5 Operations Division, HRSC, manages Army/ASCC R5 operations in support of both the Army/ASCC G-1 and the TSC. The supporting TSC exercises operational control over R5 units and adheres to Army/ASCC R5 policy and planning guidance.

D-8. The Army/ASCC G-1 Manpower Branch manages personnel readiness and R5 management systems. R5 management tasks include the following:

- Develop and manage theater R5 policy and plans.
- Develop HR elements of the theater deployment and redeployment plans and ensure adequate R5 assets are available to execute surge flow support.
- Coordinate, through the HRSC, with the TSC or ESC to ensure R5 assets are positioned in support of the Army/ASCC movement plan and schedule.
- Establish the deployed theater personnel database.

- Analyze and report R5 personnel accountability data.
- Operate the theater R5 personnel accountability reporting network (currently DTAS on SIPR).
- Establish theater replacement and casualty shelves and determine fill priorities and determine requisitioning process (if applicable).
- Coordinate with Army/ASCC G-6 for sufficient SIPR connectivity to establish and execute a SIPR-based deployed theater personnel database.
- Provide technical direction to R5 units as they execute the theater R5 policy and plan.
- Coordinate with Army/ASCC G-4 and Movement Control elements to establish systemic and surge transportation requirements for transiting R5 Soldier support – both tactical and strategic lift.
- Maintain coordination with subordinate unit G-1s and S-1s to ensure total visibility of various R5 flows exist throughout the HR system.
- Coordinate with Army/ASCC Surgeon for theater evacuation policy and determine impact on projected RTD flows.
- Establish RTD processing policy as a result of evacuation policy.

HRSC R5 OPERATIONS DIVISION

D-9. The R5 Operations Division assists both the Army/ASCC G-1 and the TSC SPO with the planning and operational oversight of the theater R5 operation. Principle responsibilities include:

- Coordinate with various staff sections for deployment and redeployment plans.
- Interface with Air Force elements and A/DACG/MCT personnel for movement requirements and scheduling.
- Monitor, analyze, predict projected passenger flow rates for various R5 categories.
- Ensure theater R5 assets are properly allocated and resourced to manage predicted flow rates in both directions of travel.
- Interface with HRSC PASR/PRM/IM Division and Army/ASCC G-1 for replacement priorities and ensure CRCs are following theater replacement guidance.
- Assist Army/ASCC G-1 develop theater R&R policy and allocations.
- Coordinate with CONUS APODs, Air Force planners for flow rates.
- Report R5 statistics to the HRSC Director and ASCC G-1.
- Provide technical R5 guidance to ESC HR Operations Cell, Sustainment Brigade HR Operations Cell, Subordinate G-1s, TG R5 Teams and HR (R5) Companies.

THEATER GATEWAY (TG) R5 TEAM

D-10. The TG R5 Team coordinates and provides theater R5 support which provides personnel accountability and database inputs as Soldiers arrive, depart, or transit the theater and executes the associated tasks supporting the personnel accountability effort. Responsibilities include:

- Establish initial Personnel Processing Center (PPC) in the inter-theater APOD/reception area.
- Establish personnel accountability of all reportable personnel entering, transiting, departing the theater.
- Assist the HRSC PASR/PRM/IM Division to establish the deployed theater database.
- Coordinate transportation for inbound Soldiers from the PPC to the staging area.
- Coordinate transportation for outbound Soldiers from the PPC to the aircraft.
- Coordinate billeting for transiting Soldiers remaining in the reception area awaiting follow-on movement.
- As required, coordinate with the HRSC for pinpoint assignment instructions for replacements and RTD Soldiers entering the theater without a pinpoint assignment.
- Assist with the Command and Control of theater replacement shelves, if the situation and METT-TC allow them to be established.

● Maintain accountability of R&R personnel.

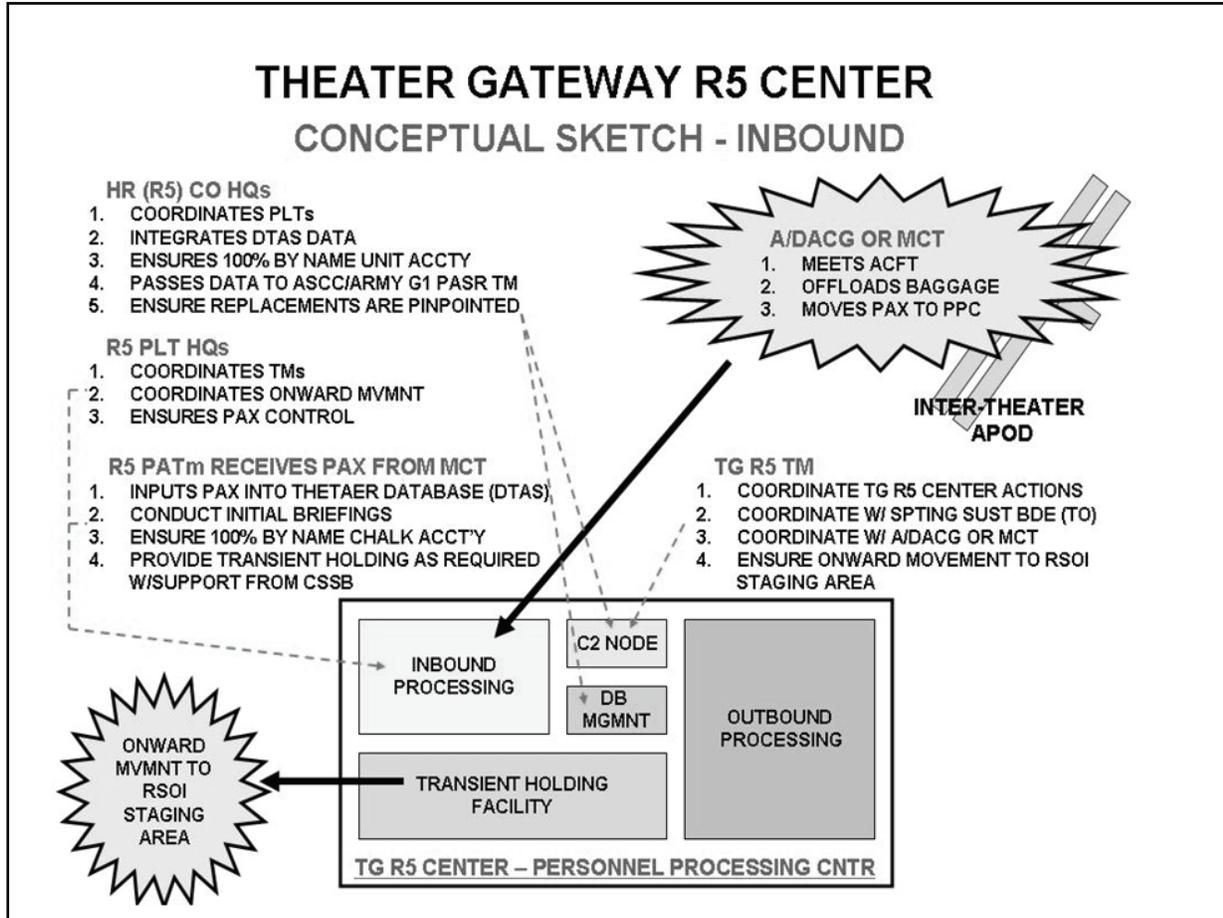# CONCEPTUAL TG R5 INTER-THEATER PERSONNEL PROCESSING CENTER

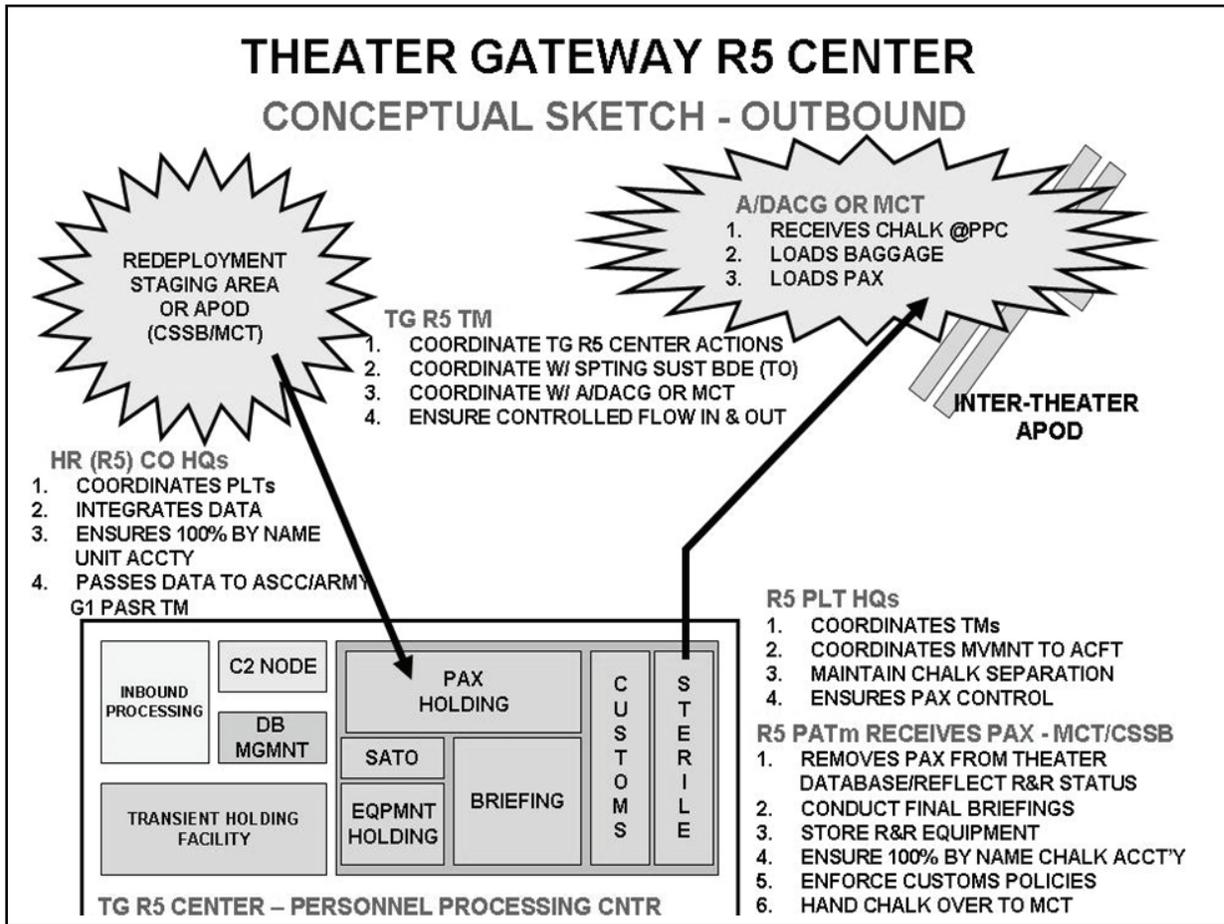**Figure D-3. TG R5 PPC – Inbound Flow**

Figure D-4. TG R5 PPC – Outbound Flow

INSTALLATION MANAGEMENT AGENCY / SUSTAINING BASE

D-11. IMA must equip, train, and ship Soldiers and civilians unable to deploy with units and those reporting after their units deploy. IMA serves as mobilization stations, power projection platforms, and demobilization stations for all Army components. IMA provides assistance in the operation and management of the CRC.

D-12. HRC identifies individual requirements and tasks MACOMs and/or the sustaining base to fill personnel requirements. The sustaining base installation issues orders, prepares Soldiers and civilians for deployment and coordinates transportation to the CRC or point of embarkation (POE). The CRC reviews Soldier and civilian readiness status, coordinates designated training, equipment and weapons issue, and transportation to the AOR.

D-13. In early stages of deployment, replacement operations managers focus their efforts in the following areas:

- Establishing CRC operations and an interim replacement channel.
- Accounting for personnel as they pass through the replacement system.
- Coordinating training requirements and support, to include: transportation and equipment.

D-14. Interim Replacement Channel. Replacement managers in the sustaining base must be prepared to coordinate equipping, training, and transportation support for replacements deploying individually (after

their unit's departure). Unit Rear Detachments may assume this function as part of the direct personnel flow pattern from HRC to Brigade/BCT.

D-15. CONUS Replacement Centers. Training and Doctrine Command (TRADOC) will activate CRCs and required R5 units early to support the deploying force. CRC installation commanders ensure the CRC is operational at least ten days prior to the NRP flow begins. HRC will control the flow of NRP through the CRCs to the POE.

D-16. FORSCOM establishes replacement units to support CRC operations in coordination with TRADOC and Army G-4 guidance.

PRINCIPLES OF R5 MANAGEMENT OPERATIONS

D-17. R5 (Reception, replacement, return-to-duty, rest and recuperation, and redeployment) operations management involves planning, preparing, executing, and assessing the control of movement of personnel and accountability of moving personnel from designated points of origin (APOD/APOE) to ultimate destinations and to coordinate life support requirement while in transit at consolidated R5 processing centers. There are two parts to R5 operations management: R5 management and R5 support. R5 management relates to accounting and processing while R5 support is the physical reception, support, and delivery of military and civilian personnel. This includes replacements, return-to-duty (RTD), Rest and Recuperation (R&R), and emergency leave Soldiers and other Soldiers in transit.

RECEPTION

D-18. Reception is the initial support, coordination, and management provided at the port of debarkation (APOD/SPOD). It includes the physical reception and accountability of all forces entering the AOR. During reception, HR units (TG R5 Team and supporting HR (R5) Company)) establish by-name accountability for all personnel entering, transiting or departing the AOR/JOA. Coordination for life support and onward movement of personnel to their designated units is conducted with the transportation elements supporting the Army/ASCC-level sustainment elements (TSC/ESC/Sustainment Brigade). R5 activities are focused on the establishment of personnel accountability in the deployed theater database and the coordination of onward movement. Theater R5 elements assist other HR elements to maintain visibility of Soldiers transiting the theater.

REPLACEMENTS

D-19. Replacement categories include:
- Individual replacements.
- Non-unit related personnel (NRP).
- Unit replacements.

D-20. Replacements receive RSOI support services based on METT-TC.

RETURN TO DUTY (RTD)

D-21. R5 units serve as the conduit for Soldiers and civilians returning to duty from hospitals. Although RTD personnel enter the R5 system at all levels, R5 managers must insure that their status is accurately entered in the theater personnel database and that the regaining unit is aware that the Soldier is in transit. The decision to begin assigning RTDs to other than their original unit is an operational decision recommended by the Army/ASCC G-1 and made by the G-3 or commander.

REST AND RECUPARATION (R&R)

D-22. Rest and Recuperation (R&R) is a program that provides Soldiers and units an opportunity to rest and recuperate at a secure location within the operational area or in Sanctuary. The combatant commander may establish an R&R chargeable leave program which permits Soldiers to use ordinary leave away from hostile fire and imminent danger areas. R5 elements track and process transiting R&R Soldiers to ensure

that the Commander's intent is met and to limit the amount of time spent away from the unit while in transit.

REDEPLOYMENT

D-23. Redeployment operations manage the personnel flow to home station, reducing or eliminating the HR structure in the theater of operations, and supporting the reconstitution of units to pre-mobilization levels of readiness. R5 units provide support by processing redeploying Soldiers for inter-theater movement and by ensuring the theater personnel database is purged as Soldiers redeploy from the AOR/JOA. The TG R5 Team and supporting HR (R5) Company operating the Personnel Processing Center at the inter-theater APOE/APOD are critical in the efficient and controlled movement of personnel out of the AOR/JOA.

R5 MANAGEMENT CRITICAL REQUIREMENTS

D-24. Soldier Readiness Processing. Commanders/CRCs ensure Soldiers meet all deployment processing requirements and that civilians meet equivalent standards set by the Army G-1. Each replacement carries a complete deployment packet upon departure. The CRC verifies deployment readiness.

D-25. PASR. HR managers / units report arrivals and departures to the senior personnel unit in the AOR. R5 elements / units will use the Deployed Theater Database System (DTAS) as the accounting system of record for all newly arrived personnel. Personnel accounting is the most critical R5 task.

D-26. Logistical Support. There are two critical logistical support requirements that will demand intensive management. First, R5 operations managers establish the requirement for recurring transportation support with the supporting transportation organization to move transiting personnel within the AOR. Second, they establish a system, in coordination with the supporting sustainment organization, to overcome equipment shortages, quarters and rations support, and other administrative services for arriving replacements and the re-equipping of Soldiers and civilians returning to duty from medical facilities and provost channels. Note: HR units are not resourced to conduct training or provide sustainment support. HR commanders/managers coordinate with the G-3/S-3s, G-4/S-4, or HROC to arrange for training and sustainment support.

BATTLEFIELD FLOW

R5 FLOW

D-27. The Theater Gateway R5 Team establishes the R5 Center at the most favorable location based on projected flow rates in the area of the inter-theater APOD. The Theater Gateway R5 Team receives and processes all units (RSOI) arriving to the AOR, and coordinates onward movement of the units to their designated staging areas through coordination with the supporting Sustainment Brigade or Expeditionary Sustainment Command. Individual replacements flow in a similar manner from the R5 Center to the BRIGADE/BCT S-1 of the unit assigned. The Theater Opening R5 team and supporting HR (R5) Company coordinate all onward movement, logistical support and personnel tracking of units and individual replacements. As the JOA matures, other ports of entry may be established requiring R5 support at more than one location. The size of this R5 element will be based on the projected flow. During sustainment, the R&R program requires intense coordination to ensure proper accountability and movement control. Soldiers on R&R will move with coordination from the BRIGADE S-1 to an R5 platoon or team at the Division/Corps-level executing an intra-theater APOD, based on daily personnel flow. The R5 team will ensure accountability and necessary processing is done for follow-on travel to the R5 Center or to in-theater R&R programs. At the R5 center the Soldiers on R&R are briefed, processed and manifested for R&R travel. Upon return from R&R, the R5 Center processes and moves Soldiers back into the AOR by coordinating tactical lift assets to supporting intra-theater APODs in the Division/Corps AOR. Return-to-Duty Soldiers return from Army/ASCC-based hospital or military medical treatment facilities to the Theater Gateway R5 Center, subordinate intra-theater APOE/APOD R5 elements or Division G-1 or Brigade/BCT S-1 managed R5 operation, or directly to the unit based on the location of the medical facility. The R5 element will coordinate with the CLTs for movement back to the units through the

BRIGADE S-1. On completion of a rotation, or the completion of a mission, the Theater Gateway R5 team will coordinate onward movement with other services, coordinate logistical support and properly account for individuals and units as they leave the AOR. The R5 Operations Division of the HRSC provides technical guidance and Army/ASCC policy information to the Theater Gateway R5 Team and supporting HR (R5) Companies on all R5 matters. The Sustainment Brigade HR Ops Cell assists the forward R5 elements with coordinating logistical needs from assets within the Sustainment Brigade.
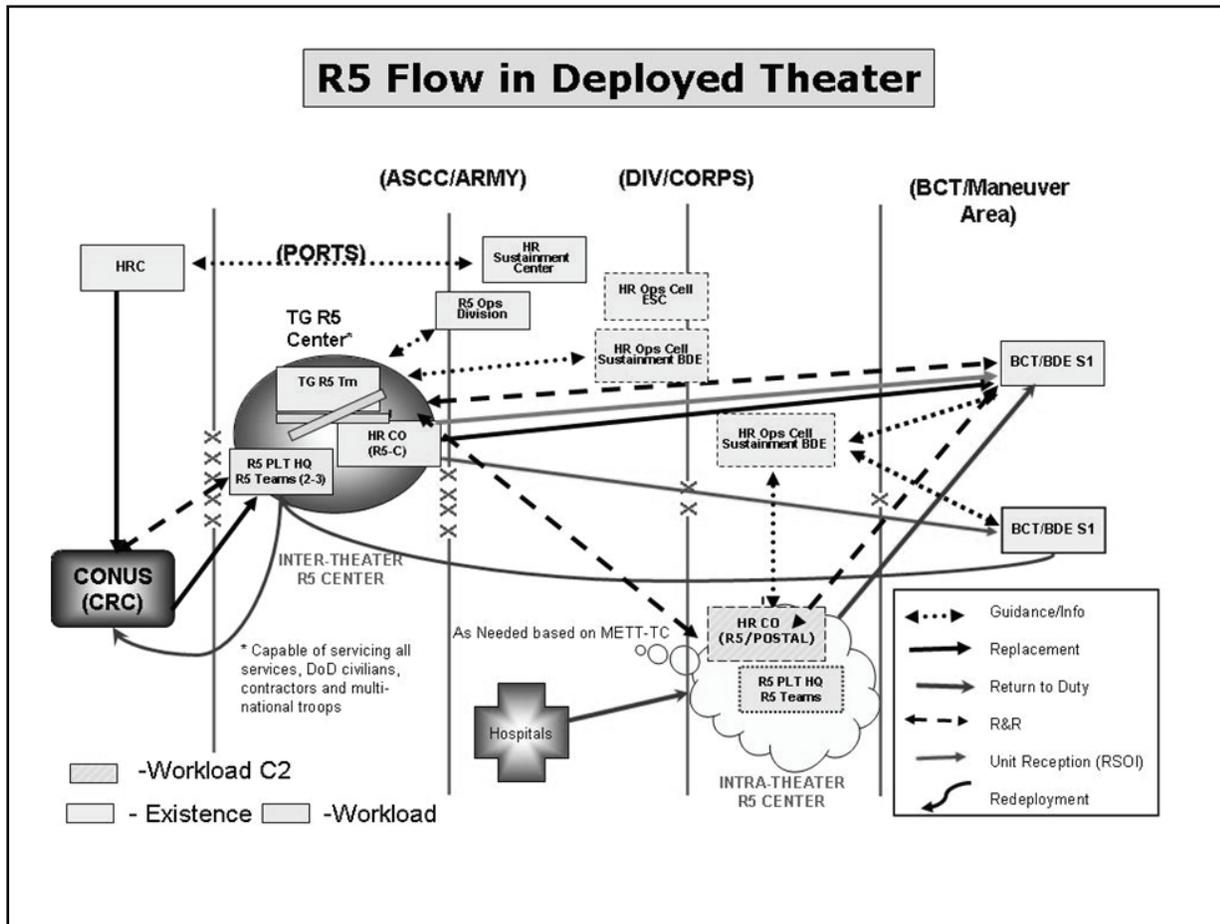
Figure D-5. R5 Personnel Flow

R5 REPORTS

D-28. Advance Arrival Report (AAR). Report is organized by personnel category (officer, warrant officer, enlisted, and civilian). Within each category the by-name list is organized by AOC / MOS and civilian specialty code. For military personnel, the AOC / MOS include nine characters. The AAR also includes the POD, personnel increment number (PIN), transportation mission number, and aircraft tail number. If secure communication is available, the AAR reports the estimated time of arrival (ETA).

D-29. In-flight report (IFR). The IFR reports the names of Soldiers and civilians aboard an aircraft. The IFR includes the same type of data elements as the AAR.

D-30. JPERSTAT – Joint Personnel Theater Accountability Table. Reports provide the status of theater personnel and interfaces with DTAS to maintain most current data.

Appendix E

Casualty Operations Management

The mission of the casualty operations management is to record, report, verify, and process casualty information from unit level to Department of the Army, notify appropriate individuals, and provide casualty assistance to next of kin.

Historical Perspective

Operation Iraqi Freedom Lesson Learned

Observation: "*In some cases commanders or Soldiers felt compelled to inform family members in the rear of injuries or deaths involving their loved ones. In some cases the information relayed was incorrect or vague causing unnecessary anxiety to families whose loved ones may not have even been involved in the incident. Though the information was relayed out of genuine concern it often caused more harm than good, and resulted in unnecessary damage control by DA CMAOC*".
Chief, Personnel Services Directorate, 3rd PERSCOM

Lesson Learned: Leaders at all levels must strictly enforce transmittal of casualty data through proper channels and control Soldier impulse to directly contact families.

REFERENCES

- AR 600-8-1, Army Casualty Operations / Assistance / Insurance
- AR 638-2, Care and Disposition of Remains and Disposition of Personal Effects
- AR 600-8-4, Line of Duty
- AR 600-34, Fatal Accident
- USC Title 10 Section 1501-1512, Missing Personnel Act (Hostile)
- USC Title 10 1481-1490
- USC Title 37 Section 551-559, Missing Persons Act (Non-hostile)

PROPONENCY

E-1. The functional proponent for casualty operations management is the Casualty and Memorial Affairs Operations Center (CMAOC), The Adjutant General Directorate, United States Army Human Resources Command (HRC).

RESPONSIBILITIES

E-2. The following agencies have critical roles in establishing and operating the casualty operations management system:

CASUALTY OPERATIONS MANAGEMENT					
FUNCTION / TASK	**RESPONSIBLE AGENCY**				
	Battalion	**Brigade**	**Division**	**Corps**	**Army/ASCC**
Report And Record Casualty Information	S-1	S-1	G-1/CLT	G-1/CLT	G-1/CLT
Duty Status Whereabouts Unknown	CDR	S-1	G-1	G-1	G-1
Manage Casualty Files	S-1	S-1	G-1	G-1	G-1
Mortuary Affairs	S-4	S-4	MA TEAM	MA CO	G-4
Personal Effects	S-I/S-4	S-1/S-4	MA TEAM	MA CO	G-4
Line Of Duty Investigations	S-1	S-1	G-1	G-1	G-1
Survivor Assistance	S-1	S-1	G-1	G-1	G-1
Casualty Mail	S-1	S-1	HR Co (Postal)	HR Co (Postal)	HR Co (Postal)

Figure E-1. Casualty Operations Management Responsibilities

BATTALION S-1

E-3.   The Battalion S-1 has the following responsibilities:
- Maintain personnel asset visibility on all assigned or attached personnel
- Ensure that all assigned or attached personnel are trained on and maintain required copies of DA Form 1156 (Casualty Feeder Card)
- Receive casualty information from subordinate or attached units (information may be received via casualty reporting system, 1156s, radio, or by other available methods)
- Review casualty reports submitted by theater CLTs direct to the theater CAC. Ensure all submitted reports concerning Battalion Soldiers are accurate
- Review and approve casualty information (verified through CLT, mortuary affairs collection points, straggler information, provost marshal channels, or individual personnel)
- Submit initial casualty reports to Brigade/BCT S-1 using DA Form 1156 or DCIPS-FWD
- Coordinate with Battalion aid station / medical company to monitor status of casualties
- Provide supplemental casualty report information
- Process posthumous promotions, awards, US citizenship actions, if applicable
- Appoint Summary Court Martial Officer for Personal Effects
- Coordinate with Battalion S4 for movement of Personal effects
- Coordinate for an investigating officer to conduct AR 15-6 collateral investigations (required for accidental or operational non-hostile and hostile friendly fire incident)

- Appoint Line of Duty investigating officer for non-hostile injuries and deaths, as directed by Commander
- Prepare, review and dispatch letters of sympathy and/or condolence
- Track evacuated casualties back to home station
- Update the commander on the status of casualties

BRIGADE/BCT S-1

E-4.   The Brigade/BCT S-1 has the following responsibilities:
- Maintain personnel asset visibility on all assigned or attached Soldiers, other Service personnel, DoD / DA civilians, and DA contractors
- Ensure that all assigned or attached personnel are trained on and maintain required copies of DA Form 1156 (Casualty Feeder Card)
- Receive casualty information from subordinate Battalion S-1 sections, from tactical voice and data nets, Brigade/BCT ad hoc CLTs
- Verify casualty information from consolidated subordinate unit MPF DD Form 93
- Submit casualty reports to the Division/Corps G-1 using DCIPS-FWD or directed system
- Maintain coordination with the medical treatment facility/medical company to monitor status of casualties, both those further evacuated and those ultimately RTD'd from the medical company
- Submit supplemental casualty reports when the status of the casualty changes
- Monitor/appoint Summary Court Martial Officers for personal effects, as required
- Process posthumous promotions, awards, and US citizenship, if appropriate
- Coordinate with Brigade S4 for movement of Personal effects
- Appoint an investigating officer to conduct AR 15-6 collateral investigations into all accidental or operational non-hostile and hostile friendly fire incidents
- Monitor and appoint Line of Duty investigating officer for non-hostile injuries and deaths, as directed by the Commander
- Prepare and dispatch letters of sympathy/condolence as required by the Commander. Battalion Commanders are required to prepare letters IAW AR 600-8-1, para 2-13, but many Brigade/BCT Commanders will also have the S-1 prepare a corresponding letter
- Update status of casualties as they move through the medical system using DCIPS-FWD (by monitoring ant PROG reports submitted), the Brigade/BCT Surgeon, and, when required, verbal coordination with MTFs
- Update the commander on the status of casualties

DIVISION/CORPS G-1

E-5.   The Division/Corps G-1 has the following responsibilities:
- Maintain personnel asset visibility on all assigned or attached personnel
- Ensure casualty reports are submitted within 12 hours from time of incident to submission of Initial Casualty DCIPS-FWD report to the supporting CAC
- Administer authority levels for submission of casualty reports for assigned and attached units
- Maintain casualty information of all assigned or attached personnel
- Ensure supplemental casualty reports are submitted in a timely manner
- Ensure DA 1156 is received or distributed as required
- Ensure letters of sympathy and /or condolence are completed
- Synchronize casualty matters between the G-1 and G-4
- Advise the commander on the status of casualties

Note: If the Division/Corps is also serving as the ARFOR, the following responsibilities are added:

- Serve as the casualty manager for the area of operations
- Establish the CAC for the area of operations
- Ensure data links are established with HRC and casualty information flow is maintained
- Ensure CLTs are located at hospitals, and mortuary affairs collection points
- Ensure casualty operations is synchronized between the G-1, CLTs, military police, combat support hospitals, mortuary affairs, intelligence activities, and others as directed by DA
- Ensure casualty reports are submitted on all military personnel, DoD civilians, and DA contractors complete with required and accurate data
- Include casualty managers as part of all early entry modules/ teams

HRSC CASUALTY OPERATIONS DIVISION

E-6.   The HRSC is the contingency CAC for the JOA and has the following responsibilities:
- Serve as the casualty manager for the JOA under the control of the Army/ASCC G-1
- Ensure casualty data links are established with HRC
- Ensure initial casualty reports flow through the contingency CAC to HQDA NLT 12 hours from incident to submission of the initial casualty message
- Maintain casualty information of all Army/ASCC personnel
- Provide CLTs to Level III hospitals and mortuary affairs collection points
- Review and transmit initial (INIT) and supplemental (SUPP) casualty reports from all theater reporting elements
- Synchronize casualty operations between the G-1, CLTs, military police, medical facilities, and mortuary affairs activities
- Update the Army/ASCC Commander on the status of casualties through the Army/ASCC G-1

THEATER ARMY CASUALTY AND RECORDS CENTER

E-7.   When the tactical situation dictates, the HRSC will form a Theater Army Casualty Records Center (TACREC).

E-8.   The TACREC normally locates at the Casualty Operations Center of the CAC. The HRSC Casualty Operations Division headquarters section supervises TACREC operations. The TACREC is the focal point at the Theater for casualty report processing. It also serves as the casualty records repository for all records (digital and paper) within the Theater.

CASUALTY ASSISTANCE CENTERS

E-9.   The casualty operations management program extends beyond the area of operations and includes casualty assistance centers (CAC) within CONUS and other AORs. The CACs, with direction from the Casualty and Memorial Affairs Operations Center (CMAOC), provide casualty notification and assistance, to include assisting the families with survivor's benefits and entitlements, coordinate escorts for remains, makes funeral arrangements to include family funeral travel, provide military burial honors and personal effects disposition (JPED handles personal effects from theater and the rear detachment Summary Court Martial Officer handles personal effects at home station). CACs operate based upon a geographic area of responsibility. CACs are responsible for training Soldiers from all components as casualty notification officers and casualty assistance officers. CACs operate during both peacetime and contingency operations.

HRC-CMAOC

E-10.   Responsibilities of HRC are the following:
- Publish regulatory and procedural guidance governing the casualty operations, assistance and insurance management, the care and disposition of remains, disposition of personal effects, and the line of duty programs
- Provides direction and assistance to casualty assistance centers relating to the casualty operations management, disposition of remains and disposition of personal effects programs
- Assist the lead Army/ASCC or ARFOR G-1 in establishing a casualty data link for casualty reporting
- Provides mortuary liaison team to control flow of information between the armed forces medical examiner, preparing mortuary and Army casualty operations managers
- Coordinate collection of identification of remains media
- Synchronize casualty operations with Army G-1/G-4
- Process Invitational Orders for family members of Very Seriously Injured (VSI) and Seriously Injured (SI), and Not Seriously Injured (NSI) Soldiers hospitalized in CONUS.
- Conduct boards required by the Missing Persons Act and the Missing Personnel Act
- Coordinate fatal training accident briefs to the primary next of kin
- Serve as the DoD Executive Agent for Casualty Operations and Mortuary Affairs Programs (to include the Central Joint Mortuary Affairs Board)
- Serves as the DoD proponent for the DCIPS and DCIPS-F

PRINCIPLES OF CASUALTY OPERATION MANAGEMENT

E-11.   Casualty management includes the production, dissemination, coordination, validation and synchronization of casualty reporting, casualty notification, casualty assistance, line-of-duty determination, disposition of remains, disposition of personal effects, military burial honors and casualty mail coordination.

E-12.   Casualty Operations Information Requirement. Casualty operations management requires the production, verification and dissemination of information from:
- Casualty Feeder Cards (DA Form 1156)
- Individual personnel information from the supporting Brigade/BCT S-1
- Strength-related / duty status change information from CLTs and Brigade/BCT S-1s
- Admissions and disposition reports from level III/IV combat support hospitals
- Individual diagnosis and prognosis reports from medical facilities
- Status of remains from the preparing mortuary
- Straggler information from the provost marshal

E-13.   Casualty Reporting. The casualty report is the source document used to provide information to the next of kin concerning a casualty incident. The categories of reportable casualties are found in AR 600-8-1. The casualty report consists of a minimum of 15 data fields including: incident circumstances, military personnel information, individual's personal and family information, etc.

E-14.   Casualty Notification. Process of informing the next of kin (NOK) of Soldiers and DA civilians who have been reported as a casualty. CMAOC is responsible for the notification process in coordination with the CACs and home station units. In the event of death, Duty Status Whereabouts Unknown (DUSTWUN), or missing status, a representative of the Army in uniform will notify the individual's primary next of kin (PNOK) and secondary next of kin (SNOK). The Army may extend invitational travel orders for family members of wounded Soldiers, if requested by the wounded Soldier's attending physician.

E-15.   Casualty Assistance. The process of aiding the PNOK and other persons designated to receive benefits of deceased personnel during the period immediately following casualty notification. CACs are responsible for appointing both the Casualty Notification Officer (CNO) and the Casualty assistance Officer (CAO) for the next of kin.

E-16.   Fatal Accident Family Briefs. A presentation of the facts and findings of a collateral investigation of all operational/training accidents.

E-17.   Casualty Liaison Team. HR personnel attached to medical facilities and theater mortuary affairs activities with the mission to obtain, verify, update and disseminate casualty information to the appropriate personnel section or organization in the casualty reporting chain.

E-18.   The Office of the Surgeon General is responsible for identifying the medical facilities within the sustaining base to be used to treat casualties within an AOR. Once identified, the ASCC commander tasks the appropriate HRSC to establish a CLT with the medical facilities.
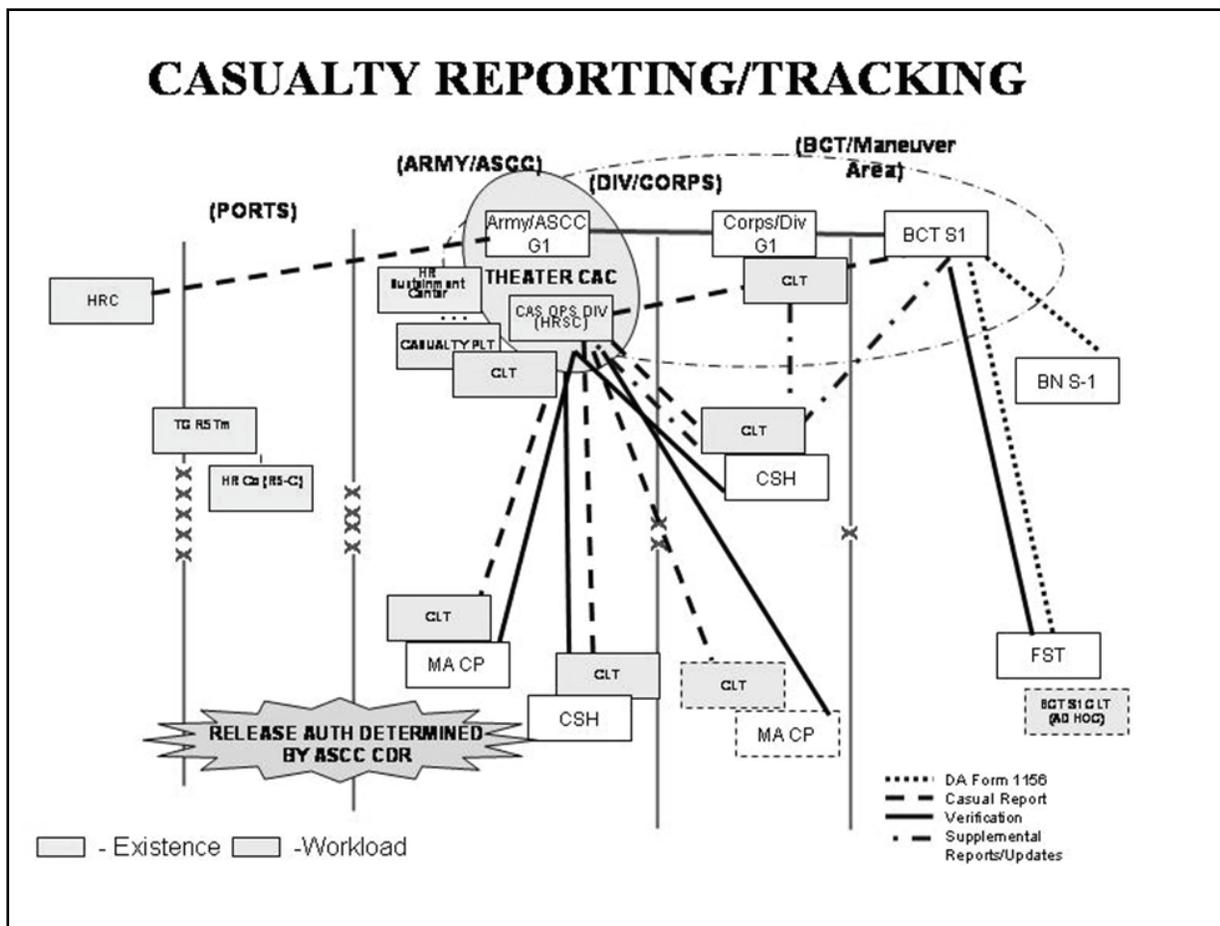

Figure E-2. The Casualty Reporting and Tracking Flow

BATTLEFIELD FLOW

E-19.   This section identifies the formal flow of casualty information. Collect casualty information on the battlefield from all available sources and report though official channels as quickly as possible. Since casualties can occur on the first day of an operation, casualty managers from each echelon of command

need to deploy as part of each echelon's early entry elements. In the absence of an HRSC, the senior element S-1/G-1 must be ready to immediately assume the role of the CAC.

MODULAR FORCE

E-20.   The Army will always have a requirement to account for casualties and conduct accurate strength reconciliation. Future force operations will continue to require interface between HR systems and medical management, mortuary affairs, and provost marshal databases. Critical elements of casualty operations are accuracy and timeliness. Casualty reports or casualty information received are to be reconciled and verified by Battalion or Brigade/BCT HR professionals. As casualties can occur on the first day of a contingency operation, HR professionals, along with CLTs must deploy as members of all early entry elements. Casualty reports or casualty information received via tactical operational systems must be reconciled and verified by Battalion S-1s and forwarded to Brigade/BCT S-1 personnel, who submit the casualty report. This reconciliation involves coordinating with the unit, medical personnel, casualty liaison teams, mortuary affairs collection points, or other sources to substantiate the casualty information and to obtain basic information needed in completing and submitting casualty reports. Information includes date and time of incident causing the casualty, along with circumstances and location. Brigade S-1 personnel will be capable of performing any supplemental casualty or accountability actions necessary. It is critical to note that, when deployed, CLTs work directly for the Casualty Operations Division of the HRSC operating the theater CAC and provide support to hospitals and G-1 sections, unless otherwise determined by OPORD.

E-21.   In the event of multiple casualties, or when the unit sustains a significant number of casualties within a short period of time, the brigade or Battalion may require augmentation to meet the casualty reporting timelines. Augmentation is normally provided by higher echelon S-1 or G-1 sections, and if available, Casualty Liaison teams.

E-22.   The medical evacuation system may move injured Soldiers from the battlefield to corps hospitals while the unit is still engaged. The information gathered by the CLT flows directly to the Army/ASCC CAC operated by the Casualty Operations Division of the HRSC unless the Army/ASCC G-1 directs that reports be routed to subordinate G-1s for Commander release approval. CLTs and Brigade/BCT S-1s prepare reports in DCIPS (FWD). The Army/ASCC CAC verifies the information and sends it to HRC. HRC then directs / coordinates telephonic notification actions through the appropriate casualty assistance centers who may contact rear detachment commanders who execute the notification to the next of kin. If notification is not done by the rear detachment commander then HRC will telephonically notify the next of kin.
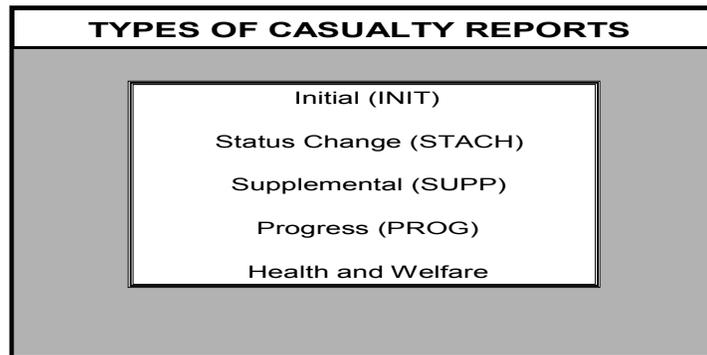

TYPES OF CASUALTY REPORTS

Initial (INIT)

Status Change (STACH)

Supplemental (SUPP)

Progress (PROG)

Health and Welfare

Figure E-3. Type of Casualty Reports

REPORTS

E-23.   There are five types of casualty reports: Initial (INIT), Status Change (STACH), Supplemental (SUPP), Progress (PROG), and Health and Welfare. All personnel must be sensitized to the confidentiality of casualty information. Commanders must ensure DA Form 1156 is processed only through official channels. Casualty information is assigned the protective marking of For Official Use Only (FOUO) which may not be removed until verification that next of kin have been notified. Information on a Soldier, DA civilian, or contractor in a missing status will remain FOUO until the person is returned to military control or a change in status is made by The Adjutant General. Emphasis on confidentiality and sensitivity of casualty information should be part of training on the DA Form 1156 and integrated into formal training programs at all levels. Speed is important, accuracy is essential.

Figure E-4. DA Form 1156 (Front Side)

Figure E-5. DA Form 1156 (Back Side)

ENABLING SYSTEMS

E-24.   Defense Casualty Information Processing System (DCIPS). This system manages receipt of the casualty messages, permits interactive update of casualty information, allows data exchange with CACs and mortuaries, the Armed Forces Medical Examiner, the Defense Manpower Data Center, and various other medical surveillance organizations, and formulates required documents and reports. Interfaces with

military personnel databases to obtain personnel data. DCIPS interfaces with the U.S. Air Force Mortuary Operations Management System at Dover Air Force Base to exchange the casualty personnel information, identification of remains information, family disposition instructions, and remains shipping information.

E-25.   Defense Casualty Information Processing System - Forward (DCIPS-FWD). A component of DCIPS used to create and send casualty reports through casualty channels. It is the system used by forward deployed units and CACs worldwide in support of full spectrum operations.

Appendix F

Essential Personnel Services

The mission of Essential Personnel services (EPS) is to provide Soldiers and units timely and accurate personnel services that efficiently update Soldier status, readiness and quality of life and allows Army leadership to effectively manage the force.

"*As the Army transforms into a more modular, mobile and lethal force, the AG community will be required to stay relevant. Regardless of the AGs future structure, essential personnel services (EPS) will always be required and it will be incumbent upon all future HR professionals to provide these services.*"

CSM Timothy P. Livengood
1st Cav Div

REFERENCES

F-1.   The following regulations provide policy and procedural guidance for Essential Personnel Services:

- AR 350-100, Officer Active Duty Service Obligations
- AR 600-6, Special Duty Pay.
- AR 600-8-4, Line of Duty Investigations.
- AR 600-8-10, Leave and Passes.
- AR 600-8-14, Identification Cards.
- AR 600-8-19, Enlisted Promotions & Reductions.
- AR 600-8-22, Military Awards.
- AR 600-8-24, Officer Transfers & Discharges.
- AR 600-8-29, Officer Promotions.
- AR 623-105, Officer Evaluation Reporting Systems.
- AR 623-205, NCO Evaluation Reporting System.
- AR 635-5-1, Separation Program Designator (SPD) Codes.
- AR 635-200, Active Duty Enlisted Administrative Separations.
- AR 672-3, Unit Citation and Campaign Participation Credit Register.
- AR 672-20, Incentive Awards.
- AR 690-11, Use and Management of Civilian Personnel in Support of Military Contingency Operations.
- DA Pamphlet 635-4, Pre-separation Guide.
- DOD Manual 1348.33, Manual of Military Decorations & Awards.
- Title 10, United States Code.

PROPONENCY

F-2.   The functional proponents for EPS are:

- The Adjutant General (TAG).

- Army Human Resources Command (HRC).
- Army G-1.

RESPONSIBLITIES

F-3.   Essential Personnel Services (EPS) is a HR core competency. Figure F-1 depicts responsibilities for providing EPS to Soldiers & units.

ESSENTIAL PERSONNEL SERVICES					
FUNCTION / TASK	**RESPONSIBLE AGENCY**				
	Battalion	**Brigade**	**Division**	**Corps**	**Army/ ASCC**
Awards & Decorations	S-1	S-1	G-1/ST Bn	G-1/ST Bn	G-1/ST Bn
NCOER	S-1	S-1	G-1/ST Bn	G-1/ST Bn	G-1/ST Bn
OER	S-1	S-1	G-1/ST Bn	G-1/ST Bn	G-1/ST Bn
Enlisted Promotions & Reductions	S-1	S-1	G-1/ST Bn	G-1/ST Bn	G-1/ST Bn
Officer Promotions	S-1	S-1	G-1/ST Bn	G-1/ST Bn	G-1/ST Bn
Transfers & Discharges *	S-1	S-1	G-1/ST Bn	G-1/ST Bn	G-1/ST Bn
Leave & Pass	S-1	S-1	G-1/ST Bn	G-1/ST Bn	G-1/ST Bn
Officer Procurement		S-1	G-1/ST Bn	G-1/ST Bn	G-1/ST Bn
Personnel Records Maintenance		S-1	ST Bn	ST Bn	ST Bn
Line of Duty *	S-1	S-1	G-1/ST Bn	G-1/ST Bn	G-1/ST Bn
Military Pay		S-1/Fin Det	G-1/Fin Det	G-1/Fin Det	G-1/F MC
Personnel Actions	S-1	S-1	G-1/ST Bn	G-1/ST Bn	G-1/ST Bn
ID Documents		S-1	ST Bn	ST Bn	ST Bn
* IMA Responsibilities				ST Bn (special Troops Battalion)	

Figure F-1. Responsibilities for Provision of EPS

PRINCIPLES OF ESSENTIAL PERSONNEL SERVICES

AWARDS AND DECORATIONS:

F-4.   The awards and decorations program enables the Army to provide Soldiers and DOD civilians tangible recognition for valor, meritorious service, and achievements. The awards program also provides a mechanism for recognizing next of kin, members of sister services, military personnel of allied countries, and civilians for their meritorious contributions.

F-5.   Approval authority for awards and decorations is prescribed by regulation. During wartime, the Secretary of the Army may further delegate approval authority for awards and decorations to the Combatant Commander. Upon request, Joint Task Force (JTF) commanders may be granted exceptions to the approval level.

F-6.   Recommendations for awards and decorations must be initiated, processed, and submitted through the chain of command to the approval authority. Commanders in the chain of command process the award expeditiously with the goal of presenting the award prior to the individual's departure from the unit, or

within 60 days of the act or achievement. Award boards may be established by commanders to review award recommendations and recommend award decisions. Awards boards must reflect the composition of the command as much as possible. For example, if a unit is task organized with active and reserve component units, then the board should have representatives from each component. Awards and decorations are historical in nature and approval authorities maintain a record of each recommendation and decision. Recent advances in forms content management have made award recommendations easier to prepare and require less "paper-only" processes. Additionally, a standard DA form has been developed for the processing of unit awards.

NONCOMMISSIONED OFFICER EVALUATIONS

F-7.   The Noncommissioned Officer Evaluation Report (NCOER) system evaluates and documents the performance of Noncommissioned Officers (NCOs). AR 623-205, NCOER System provides policy and procedural guidance for processing NCO evaluation reports. The NCOER system is designed to:

- Strengthen the ability of the NCO Corps to meet the professional challenges of the Army.
- Ensure selection of the best qualified to serve in positions of increasing responsibility.
- Determine how the Army can best use the NCO.
- Provide the basis for personnel actions, school selection, and promotion.

F-8.   HQDA, during deployments, mobilizations, or emergencies, may implement changes to the evaluation policy. These changes may affect report periods, reasons for submission, processing procedures, processing timeliness, use of counseling checklists, and appeals procedures. Units need to maintain visibility and control of NCO evaluation reports to ensure timely submission of reports.

OFFICER EVALUATONS

F-9.   The Officer Evaluation Report (OER) system evaluates and documents the performance of officers (through the grade of MG). AR 623-105, Officer Evaluation Reporting System, provides policy and procedural guidance for processing officer evaluation reports. The OER system is designed to:

- Set objectives for the rated officer that support the organization's mission.
- Review the rated officer's objectives and update them to meet current needs.
- Promote performance–related counseling to develop subordinates to enhance the mission of the organization.
- Evaluate the officer's performance.
- Assess the rated officer's potential.

F-10.   HQDA, during deployments, mobilizations, or emergencies, may implement changes to the evaluation policy. These changes may affect report periods, reasons for submission, processing procedures, processing timeliness, use of counseling checklists, and appeals procedures. Units need to maintain visibility and control of OERs to ensure timely submission of reports.

ENLISTED PROMOTIONS & REDUCTIONS

F-11.   The Enlisted Promotions and Reductions system provides principles of support, standards of service, policies, tasks, rules, and steps governing the promotion and reduction of enlisted personnel. AR 600-8-19, Enlisted Promotions and Reductions, provides policy and procedural guidance. The enlisted promotions and reductions system is designed to:

- Fill authorized enlisted spaces with the best-qualified Soldier available.
- Provide career progression and rank that is in line with potential.
- Preclude promoting a Soldier who is not productive or not best-qualified.

F-12.   Promotions are made through a system of centralized, semi-centralized, and unit-level selections. Reductions occur as a result of nonjudicial punishment, courts martial, and inefficiency proceedings.

OFFICER PROMOTIONS

F-13.   The officer promotion system provides principles of support, standards of service, policies, tasks, rules, and steps governing the promotion and reduction of officers. AR 600-8-29, Officer Promotions, provides policy and procedural guidance. The officer promotion system is designed to:

- Fill authorized vacancies with the best-qualified officer available.
- Provide career progression and determine grade that is in line with potential.
- Support the life cycle of professional development.

F-14.   Promotions are made through a centralized system established by The Army G-1 for the active component and the Army Reserve and are controlled by the various state Adjutant Generals in the Army National Guard.

TRANSFER AND DISCHARGE

F-15.   The Transfer and Discharge program provides a mechanism for the orderly administrative separation, transfer or discharge (component/service) of Soldiers for a variety of reasons. AR 635-200, Active Duty Enlisted Administrative Separation, provides policy and procedural guidance for enlisted separations. AR 600-8-24, Officer Transfers and Discharges, provides policy and procedural guidance for officer transfers and discharges. Title 10, United States Code, is the authority for voluntary and involuntary officer transfers. It includes the release of Other Than Regular Army (OTRA) officers and the discharge of Regular Army officers prior to the completion of their contractual obligation (both voluntary and involuntary).

F-16.   The Army separation policy promotes readiness by providing an orderly means to:

- Judge suitability of personnel to serve in the Army on the basis of 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.

ID CARDS

F-17.   An Identification Card (ID) provides a means to identify personnel who are 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 is determined by AR 600-8-29, Identification Cards for Members of the Armed Services, and AR 690-11, Use and Management of Civilian Personnel in Support of Military Contingency Operations. Controlled Access Cards (CAC) ID cards have become the standard for service member ID cards. ID cards are used to:

- Identify Soldiers (active and retired), members of other services, and their family members.
- Identify DOD civilians.
- Identify DoD-recognized contractors and other essential civilians deploying with the force.
- Identify EPWs.
- Identify civilian noncombatants who have been authorized to accompany the force.
- Provide a means to identify, control access, and track civilians (force protection/security).
- Expedite access to stored, sharable personnel data.

F-18.   ID cards are issued at brigade level, through the Div/Corps Special Troops Battalion S-1 section, and at the R5 Platoon Headquarters.

LEAVES & PASSES

F-19.   The Leave and Pass program promotes the maximum use of authorized absences to support health, morale, motivation, and efficiency of Soldiers. AR 600-8-10, Leaves and Passes, provides policy, procedures, and guidance for managing leaves and passes. Unit commanders and the S-1 are responsible for managing leaves and passes.

F-20.   Upon declaration of a national emergency by Executive Order of the President or upon declaration of war by the Congress, the Secretary of the Army may suspend all leave for Soldiers.

OFFICER PROCUREMENT

F-21.   The Officer procurement program seeks to obtain personnel of a high military potential, in the right numbers, to meet the Army's authorized officer strength level. AR 135-100 Appointment of Commissioned and Warrant Officers of the Army, and AR 601-100, Appointment of Commissioned and Warrant Officers in the Regular Army, provide policy, procedures, and guidance for officer procurement in the USAR and Regular Army. During wartime, the Secretary of the Army may authorize field commanders to appoint officers to fill battlefield requirements. Officer procurement is managed by the Army G-1.

LINE OF DUTY

F-22.   Line of Duty (LOD) investigations determine if a Soldier's or Army civilian's disease, injury, or death occurred in the LOD. AR 600-8-4, Line of Duty Policy, Procedures, and Investigations, provides policy, procedures, and guidance for managing the LOD investigation process. LOD investigations protect the interest of the Army and the individual, as finding may impact on entitlements to medical, dental, or other benefits. The two types of LOD investigations are formal and informal. Informal investigations are conducted when there is no indication of misconduct or negligence. Specific requirements for a formal investigation are contained in AR 600-8-4.

F-23.   The appointing authority for LOD investigations is the commander having Special Court Martial Convening Authority (SPCMCA). Army G-1, provides guidance for LOD determinations for civilians.

F-24.   LOD investigations are conducted promptly after disease, injury, or death occurs. The Army/ASCC G-1 is responsible for managing the LOD program and ensuring LOD are conducted.

F-25.   Timely LOD completion is exceptionally important for injured reserve component Soldiers serving on active duty, to document injury, disease or wounds suffered prior to demobilization.

PERSONNEL RECORDS MAINTENANCE

F-26.   Personnel Records Maintenance is recording personnel information on individuals. Recording of personnel information is required to track promotions, assignments, military education, awards, emergency notification, and other actions or entitlements. Under PSDR, Battalion and Brigade/BCT S-1 sections will perform the majority of all records updates.

F-27.   Updates or changes to personnel records are made by HR professionals at all levels of command. Selected personal information updates can be made by individuals providing the information does not require verification.

MILITARY PAY TRANSACTIONS

F-28.   Military pay transactions define military pay entitlements for Soldiers. As the Army transforms, military pay will become an integrated and embedded process within the HR architecture once a PERPAY HR system (DIMHRS) is fielded. For Future Force units, HR professionals, at Battalion and brigade level, are the central link between Soldiers and changes to military pay entitlements.

PERSONNEL ACTIONS

F-29.   Personnel Actions are those actions impacting on a Soldier's assignment, military schooling, training, citizenship, naturalization, reenlistment, or other request requiring a Commander's approval or disapproval. Personnel actions are initiated by the Soldier accessing a web-based system, requesting the specific action, and submitting the automated request to the chain of command.

Appendix G

Postal Operations

The mission of the military postal system is to operate as an extension of the United States Postal Service (USPS) consistent with public law and federal regulations beyond the boundaries of US sovereignty and shall provide postal services for all DOD personnel where there is no USPS available. The Military Postal System (MPS) provides efficient postal services to authorized personnel and activities overseas during normal and contingency operations. Organizations and personnel authorized the use of the MPS will not serve as intermediaries for any person or organizations not specifically authorized such service.

> "*Few things impact a unit's morale more than mail. Letters are not left behind on a nightstand or on a cot when Soldiers go into battle. They are taken along and read over and over. A small piece of correspondence from home means the world to these brave young men and women who fight for freedom.*"
>
> Brigadier General Sean J. Byrne
> Commander, 3rd PERSCOM

REFERENCES

G-1.   The following references address postal policy, procedures, and guidance throughout the postal network:
- DoD 4525.6-M, DoD Postal Manual
- DoD 4525.6-C, DoD Postal Supply and Equipment Catalog
- DoD 4525-6-STD, Transit Time Information Standard System for Military Mail
- DoD Directive 4525.6, Single Manager for Military Postal Service
- DoD Directive 5200.33, Defense Courier Service (DCS)
- DoD Directive 8320. 1, DoD Data Administration
- DoD Directive 8910.1, Management and Control of Information Requirements
- AR 600-8-3, Unit Postal Operations
- Title 10, United States Code, Armed Forces
- Title 31, United States Code, Money and Finance
- Title 39, United States Code, Postal Service
- Title 32, Code of Federal Regulations, National Defense
- Title 49, Code of Federal Regulations, Transportation
- USPS Domestic Mail Manual (DMM) and International Mail Manual (IMM)
- USPS Publication 38, Department of Defense and USPS Postal Agreement
- USPS Transportation Handbook Series T-7, Handling, Dispatching, and Transporting Military Mail by Air

PROPONENCY

G-2.   The Army functional proponent for the postal operations management system is The Adjutant General Directorate, U.S. Army Human Resources Command (HRC). The Adjutant General (TAG) is, the Executive Director for the Military Postal Service Agency (MPSA). MPSA is the Department of Defense (DOD) Executive Agent for military mail for all service components.

G-3.   DoD Manual 4525.6-M, DoD Postal Manual and AR 600-8-3, Unit Postal Operations, provides mandatory policy and procedural guidance for postal operations management during military operations. Statutory requirements are found in United States Code and Code of Federal Regulations listed by topic in the above references.

RESPONSIBLITIES

G-4.   The units and agencies in the following paragraphs have critical roles during various stages of the deployment, sustainment, and redeployment process in establishing, executing, and managing Military Postal System support for deployed forces.

POSTAL OPERATIONS MANAGEMENT					
FUNCTION / TASK	**RESPONSIBLE AGENCY**				
	Battalion	**Brigade**	**Division**	**Corps**	**ASCC**
Receiving / Sorting / Postal Finance Services	S-1 *	S-1 *	Postal PLT	Postal PLT	Postal PLT
Identify / Coordinate Mail Delivery Points	S-1	S-1	G-1	G-1	G-1
Mail Routing Instr (APO Zip Code Mgmt)	---	---	---	G-1	G-1
Transportation / Delivery	S-4	S-4	Sust Bde	Sust Bde	TSC
Redirect Mail	S-1	S-1	Postal PLT	Postal PLT	Postal PLT
Coalition Mail	---	---	---	---	G-1
Casualty Mail	S-1	S-1	Postal PLT	Postal PLT	Postal PLT
EPW Mail	---	---	---	---	Postal PLT
Official Mail	S-1	S-1	---	---	---
AMT / MMT Postal Operations	---	---	---	---	MMT
Directory Services	---	---	Postal P&O TM	Postal P&O TM	Postal P&O TM
Unit Mail Clerk Training / Certification	S-1	S-1	Postal PLT	Postal PLT	Postal PLT
Portal Theater – Specific / Refresher Training	S-1	S-1	Postal PLT	Postal PLT	Postal PLT

* No postal finance services at this level unless coordinated for.

Figure G-1. Postal Operations Responsibilities

MAIL CLERKS

G-5.   Unit Mail Clerks (UMC) are appointed in writing by unit commanders and are key to ensuring that all letters and parcels are properly and expeditiously delivered to the supported populations. They assume a great deal of responsibility, and are faced with daily ethical and legal decisions in providing addressee mail delivery. They must possess strong character and good judgment and must perform all duties IAW Army Values (Qualifications must be IAW DoD 4525.6-M and AR 600-8-3). Unit mail clerks do not require an F5 Additional Skill Identifier (ASI), but they are required to carry a valid DD Form-285 (Appointment of Military Postal Clerk, Unit Mail Clerk or Mail Orderly) and should be a 42L or 42A, when that MOS is available.

- Receive mail from servicing APOs normally sorted to unit level
- Deliver mail to addressees
- Collect all mail from unit personnel; provide unit mail room level of sorting as prescribed in governing regulations; and transport it to the servicing postal services platoon, APO, terminal, etc. via the Mail Delivery Points (MDP.
- Forward pro-grade mail to the supporting postal platoon/mail delivery point separated by outgoing and intra-theater (local) military mail
- Ensure that all mail is safeguarded and handled without exception IAW DoD postal regulations
- Coordinate with the S-1 to maintain an accountability roster of unit Soldiers (by location) to ensure efficient mail redirect for Soldiers who become casualties or change location
- Establish and maintain DD-3955(s) (Directory Card) either in hard copy or electronically, on all supported unit personnel. Routinely update directory cards through coordination with supported units and agencies. Provide this information to the servicing APO
- Appropriately process and label redirect and casualty mail to the supporting postal platoon for forwarding
- Deliver accountable mail to the addressee IAW DoD postal regulations
- Immediately report any postal problems to the unit postal officer, commander and/or S-1. Be familiar with suspicious (i.e. explosive, bio-terrorist) profiles and be knowledgeable of SOPs in the event suspicious mail is identified

BATTALION S-1 SECTION

G-6.   The Battalion S-1 develops and coordinates a postal operations plan for assigned and attached units within the Battalion AO by performing the following critical tasks:

- Appointed in writing as the unit postal officer by the BN commander
- Coordinate with the Brigade/BCT S-1 for mail support within the designated area of operations
- Supervise all subordinate unit mail operations
- Coordinate with all subordinate units/ individuals for establishment of mail pick up at the designated unit mail rooms (UMR)/ consolidated mail rooms (CMR)
- Collect and route daily retro-grade mail received by unit mail clerks to the supporting postal platoon
- Coordinate with the S-4 for transportation support for mail pick up at the servicing APO
- Ensure that mail clerks are appointed, trained, and certified by the supporting APO and can execute mail handling duties IAW AR 600-8-3 and DOD 4525.6-M
- Allow sufficient time for UMCs to perform daily UMR/CMRs functions
- Inform the ACofS G-1 and supporting postal units, through the Brigade/BCT S-1 of all individual/unit additions and deletions for routine update of the unit directory system
- Collect and forward mail for wounded, deceased, or missing Soldiers and civilians to the supporting APO for further processing

- Coordinate with the Brigade/BCT S-6, Official Mail Manager, and Brigade/BCT S-1 for handling of official mail
- Investigate and reconcile any problems within the Battalion hindering the delivery of mail.
- Establish and execute an internal UMR/CMR Inspection Program IAW the DOD 4526.6-M and AR 600-8
- Immediately report any postal problems to the Unit Postal Officer and/or Commander and Brigade/BCT S-1. Be familiar with suspicious (i.e. explosive, bio-terrorist) profiles, and be knowledgeable of what to do in the event suspicious mail is identified

BRIGADE/BCT S-1 SECTION

G-7.   The Brigade/BCT S-1 develops and coordinates a postal operations plan for assigned and attached units within the brigade by performing the following critical tasks:

- Establish, manage and support all Brigade/BCT mail operations in coordination with subordinate Battalion S-1s. (In cases where a Brigade/BCT establishes a UMR/CMR, mail operations/procedures will be performed similar to the BN S-1)
- Provide the Division G-1 with grid coordinates or geographical location for the daily MDP and alternate MDPs for the Brigade
- Coordinate with the Division G-1 and G-6 (Official Mail Manager) for the handling of official mail in coordination with the Brigade/BCT S-6 (OMM)
- Ensure that unit mail clerks handle all mail IAW all postal regulations
- Coordinate with the Division G-1 and/or supporting postal platoon to provide postal finance services for units/ activities at remote locations
- Coordinate with the supporting APO for establishment and execution of routine Postal Assistance Visits for all subordinate UMRs/CMRs
- Investigate reconcile any problems and congressional inquiries within the Brigade/BCT hindering the delivery of mail to Soldiers/ units in a timely manner

DIVISION / CORPS G-1

G-8.   The Division/Corps G-1 provides policy guidance for mail operations. The G-1, in coordination with the supporting Sustainment Brigade HROC, develops and coordinates postal operations plans for all assigned and attached units within the Division/Corps by performing the following critical tasks:

- Ensure postal operations are included in all plans and OPORDs as required
- Coordinate with higher headquarters to ensure the required numbers of postal units or teams are made available to support the deployed force
- Reconcile problems between the Sustainment Brigade HROC, postal units, transportation units, and units served with Army/ASCC G-1 and HRSC Postal Operations Division
- Maintain operational awareness of postal operations within the AOR
- Coordinate with the Army/ASCC G-1 to communicate the Division/Corps commander's guidance on all mail operations
- Coordinate with the Division/Corps G-6 (Official Mail Manager-OMM) for the handling of official mail in coordination with the OMM
- Maintain a list of Brigade/BCT mail delivery points (MDPs)

MILITARY MAIL TERMINAL (MMT)

G-9.   Military Mail Terminal provides postal support to an Area of Operations by: coordinating, receiving, processing incoming mail, and dispatching outgoing mail as described in the Battlefield Flow section (G-32). Responsibilities of the MMT include:

- Establish the Army component of a Joint Military Mail Terminal in conjunction with other services or an MMT in a single service environment
- Control mail movement within the AOR and throughout the AO
- Provides specialized postal expertise and experience and limited augmentation manpower
- Provides all technical direction to the HR-Postal Company Commander operating at the MMT
- Provides integrated, accurate and timely processing and distribution of all mail arriving in the AO.
- Establish a Casualty Mail section to provide casualty mail services to AOR
- Coordinate with HRSC and MPOs to resolve mail dispatching and transportation problems
- Distribute mail to HR (Postal) Companies providing area support, or as the tactical situation directs, direct to postal platoons depending on the size of the supported force
- Serve as a collection point and routing agency for all retrograde mail coming from within the AOR

HRSC POSTAL OPERATIONS DIVISION

G-10.   The HRSC Postal Operations Division assists the HRSC Director and the Army/ASCC G-1 in matters of postal management within the AOR and for performing the following critical functions:

- Ensure the manning and operation of MMTs and Mail Control Activities (MCAs) in coordination with Single Service Manager and/or theater Air Force Postal Representative
- Establish and operate an AOR locator system and redirect services
- Coordinate AOR level mail transportation support for mail movement to and from all necessary locations within postal platoon(s) AO within the TSC/ESC Distribution Management Center (SPO)
- Implement AOR postal policies and procedures
- Establish and monitor procedures for casualty mail operations
- Determine the location and function of AOR postal units
- Coordinate the AOR EPW mail plan, and monitor its execution IAW the Geneva Convention
- Coordinate with the Unified Commander to request and ensure appropriate MPS resources (i.e. Host Nation Support, Transportation, Facilities, Equipment, etc.) are assigned for the execution of postal responsibilities in AOR
- Provide unit mail routing information to the servicing Joint Military Postal Activity (JMPA)
- Consult with JMPA to develop mail routing instructions and procedures for optimum mail delivery in theater
- Employ, establish, and develop suspect mail procedures. Ensure MPS personnel at all levels are knowledgeable of policies, procedures, and guidance IAW suspect mail incidents
- Collect postal statistical and historical workload information from postal units to identify trends, inefficiencies and improve postal network services
- Coordinate for AOR level postal supplies and equipment
- Appoint the AOR Postal Finance Officer (PFO) and coordinate with all AOR COPEs to establish postal finance policies, procedures and support
- Conduct Postal Inspections/ Audits

ARMY/ASCC G-1

G-11.   The responsibilities of the Army/ASCC G-1s are the following:

- Coordinate with other service components to develop contingency plans to ensure appropriate postal support for US, joint, allied and coalition forces and authorized personnel within an AOR
- Request contingency Army Post Office (APO) activation/ deactivation from MPSA in coordination with deploying command G-1s and other MACOMs
- Develop theater postal policies and procedures
- Provide resources to perform the MPS mission throughout the AOR
- Maintain liaison with host-nation agencies
- Ensure postal irregularities and postal offenses are reported to the appropriate levels
- Identify deficiencies in the postal operating systems and take appropriate corrective actions with corresponding agency
- Develop procedures for addressing customer complaints, inquiries and suggestions

MILITARY POSTAL SERVICE AGENCY (MPSA)

G-12.   The responsibilities of the MPSA are as follows:
- Establish policy and procedures required for proper administration of the MPS
- Act as the single DOD point of contact with the USPS and other government agencies on MPS policy and operational matters
- Activate/deactivate contingency APOs in coordination with MACOMs and service components.
- Coordinate initial mail routing schemes with the JMPA(s)
- Coordinate an Integrated network of major military mail distribution and transportation facilities in overseas areas
- Establish and maintain liaison with the DOD transportation operating agencies
- Provide military postal transportation planning support to DOD components in support of the plans of the Joint Chiefs of Staff (JCS) and other military operations

JOINT MILITARY POSTAL AGENCY (JMPA)

G-13.   The responsibilities of the JMPA are as follows:
- Act as a single point of contact with USPS at the postal gateways
- Coordinate transportation of mail in the host nation
- Coordinate mail movement transportation needs with commercial carriers and the military Air Mobility Command (AMC)
- Coordinate mail routing scheme changes with postal gateways and maintain the Military Zip Code database for the automated dispatch of mail
- Coordinate Postal Supply Equipment Requests
- Provide major commands and Military Department Postal Representative with information on mail processing and irregularities
- Assist the U.S. Postal Inspection Service when requested in matters relating to the processing, distribution, dispatch and transportation of military mail

PRINCIPLES OF POSTAL OPERATIONS

FINANCE SERVICES

G-14.   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 Soldiers and civilians finance services within Battalion and brigade support areas, when coordinated with supporting HR (Postal) Companies. Services are provided a minimum of 5 days of week at consolidated locations, and as often as the tactical situation and

manning level allows at outlying locations, and can be increased or decreased based on command directives and METT-TC.

G-15.   Units will 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 medical treatment facility (MTF) commander coordinates with the postal platoon in its area to provide the MTF with necessary postal finance services to patients.

PERSONAL MAIL

G-16.   Personal mail is that mail addressed to individual Soldiers and civilians. Postal platoons receive, sort and dispatch personal mail to appointed unit mail clerks/ mail orderlies. Personal mail pick by unit mail clerks/ orderlies is accomplished daily or as directed by unit commanders IAW METT-TC.

G-17.   Unit mail clerks/ orderlies coordinate with the servicing postal platoon on unit/ personnel status changes for mail delivery.

OFFICIAL MAIL

G-18.   Official mail is that mail addressed to or originating from military or other governmental organizations. Official mail is moved through the military postal system until it reaches the postal platoon of the unit addressed. Official mail is delivered from the postal platoon to the Official Mail Manager Unit Mail Clerk, who then delivers to the addressee or agent through official mail distribution channels, a Signal Corps responsibility. Official mail is addressed in FM 11-45, Signal Support to Theater of Operations and AR 25-51, Official Mail and Distribution Management.

ACCOUNTABLE MAIL

G-19.   Accountable mail is registered, numbered insured, un-number insured, certified, Return Receipt for Merchandise or Express Military Mail Service (EMMS). Postal platoons receive, sort and dispatch personal mail to appointed unit mail clerks/ mail orderlies. Personal mail pick by unit mail clerks/ orderlies is accomplished daily or as directed by unit commanders IAW METT-TC.

G-20.   Unit mail clerks/ orderlies will ensure accountable mail is properly secured IAW DoD 4525.6-M. Undeliverable accountable mail must be returned to the servicing APO the following day with the appropriate endorsements.

REDIRECT SERVICES

G-21.   The postal network provides personal, official and accountable mail redirect service 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 prior to processing. This includes mail for individual Soldiers who have changed units or locations or have been 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.

G-22.   Redirect services depend on the AOR postal policy and the tactical situation. All postal platoons provide redirect services. A designated postal platoon(s) provides ASCC level redirect services. The corps level postal platoon(s) provides the primary redirect services for the corps. Postal platoons handle redirect of unit mail within their supported area of operation. The HRSC Postal Operations Division, and ESC HR Operations Cell provide personnel and unit assignment and location information in automated form to all postal platoons.

CONTAMINATED / SUSPICIOUS MAIL

G-23.   The postal network must develop and implement an SOP for handling and processing contaminated/suspicious mail IAW postal regulations. Contamination may consist of nuclear, biological, or chemical agents. Suspicious mail may include conventional explosives or contraband. The postal network screens for contaminated/ suspicious mail and stops the mail flow when it is discovered. It separates contaminated/ suspicious mail , evacuate the post office and immediately notifies the servicing military police (MPs)/ Explosive Ordinance Disposal unit or provost marshal. Postal Officers are also responsible for notifying their chain of command and HRSC Postal Operations Division of the incident. The MPs decontaminate the mail, if possible, and return it to the postal network. If decontamination is not possible, they destroy the mail under appropriate postal supervision.

CASUALTY MAIL

G-24.   Casualty mail processing requires special attention. This is essential to prevent premature casualty information disclosure and mail return before notification of the next of kin.

G-25.   In accordance with DOD 4525.6-M unit mail clerks will return all undelivered casualty mail without any endorsements to the servicing postal platoon as soon as possible. The postal platoon(s) will coordinate and verify casualty information with the area casualty section, make appropriate endorsements IAW DOD 4525.6-M, then forward the mail to the theater casualty mail section at the MMT for final processing.

ENEMY PRISONER OF WAR (EPW) MAIL

G-26.   The Geneva Convention, relative to the treatment of prisoners of war, identifies the need for EPW mail operations. TC 27-10-2, Prisoners of War, Chapter 2, addresses EPW mail.

G-27.   The Army/G-1 will coordinate with the Provost Marshal, an appropriate international neutral agency, and an American neutral agency to assess EPW mail requirements. The Army/ASCC G-1 will identify the postal platoon(s) to handle EPW mail.

FREE MAIL

G-28.   The Combatant Commander may request through MPSA to the Secretary of Defense free mail services during a specific operation. Free mail must originate from a free mail area designated by the President or Secretary of Defense or from any Armed Forces medical facility. Free mail is limited to letter mail, sound or video-recorded communications having characteristics of personal correspondence and addressed to a location within the delivery limits of the USPS and MPS. Free Mail privileges do not apply to mail delivered by a foreign postal administration. In accordance with the National Defense Authorization Act of 30 November 1993, this privilege is extended to civilians, DOD employees, and DOD contractor employees who are essential to and directly supporting the military operation, as determined by the Combatant Commander. Routine analysis of the Free Mail program by the combatant command is required to determine continued use and validity.

INTERNATIONAL MAIL

G-29.   The HRSC Postal Operations Division will assess the needs for international mail exchange within the theater of operation and identify the postal platoon to conduct that mission. All requests for pro-grade mail support for coalition forces will be submitted by the Army/ASCC to the combatant command. Additional security measures should be implemented to safeguard against hazardous materials entering the Military Postal System.

G-30.   International mail is discussed in the following: DOD Directive 4525.6-M, and the individual country listings (ICL) of the USPS International Mail Manual.

HOST NATION POSTAL SUPPORT

G-31.   If supported by the host nation, this support can be a critical element of the postal support structure. It frees the military/ civilian postal personnel for more critical duties. Host nation personnel can be military or civilian, and they can handle all mail classes except registered mail (domestic or official). Postal unit commanders must indoctrinate Soldiers supervising host nation personnel in the customs, language, religion, and political conditions of the area of operations.

BATTLEFIELD FLOW

G-32.   Prior to deployment, the Army/ASCC G-1 must determine the initial postal support requirements in coordination with the Combatant Command, other service components, and the supporting HRSC of the Theater Sustainment Command. In determining the requirements, the Army/ASCC G-1 must consider the infrastructure in the area of operations, deployment timing, force composition, and expected deployment duration. From operational analysis, the Army/ASCCG-1 will determine what postal unit structure will be necessary to support the operation and where to place the AOR MMT within the AOR. The normal postal unit requirement for supporting a deployed force is one MMT per inter-theater APOD receiving bulk mail, and a postal platoon providing postal finance services support for up to 6,000 Soldiers and civilians, and a HR company headquarters with a postal team for every two to six postal platoons. Depending on the scope and expected duration of an operation, postal platoons and / or HR (Postal) Companies must deploy with the main body of combat forces. A trained and fully equipped postal unit requires a minimum of 48 hours to establish postal operations. Postal units must be established prior to the movement of mail in or out of the AOR. All METT-TC considerations must be addressed.

G-33.   To support force deployment, the Military Postal Service Agency (MPSA), in coordination with the United States Postal Service (USPS) and operational MACOMs, assigns APO numbers to contingency forces. The MACOM provides the contingency APO numbers to deploying personnel at least 24 hours prior to deployment if no permanent contingency APO numbers for the unit if no APO have not been assigned. The establishment of contingency APO numbers will enable the USPS to sort mail to brigade level. However, mail for a contingency operation will not be sorted or packaged for shipment until MPSA coordinates the activation of specified APOs with the USPS. The MPSA also coordinates with the JMPA for mail transportation from CONUS to the JOA. During contingency operations intra/ inter- theater mail may be transported by commercial, contract, or military ground, sea, rail, and air transportation segments.
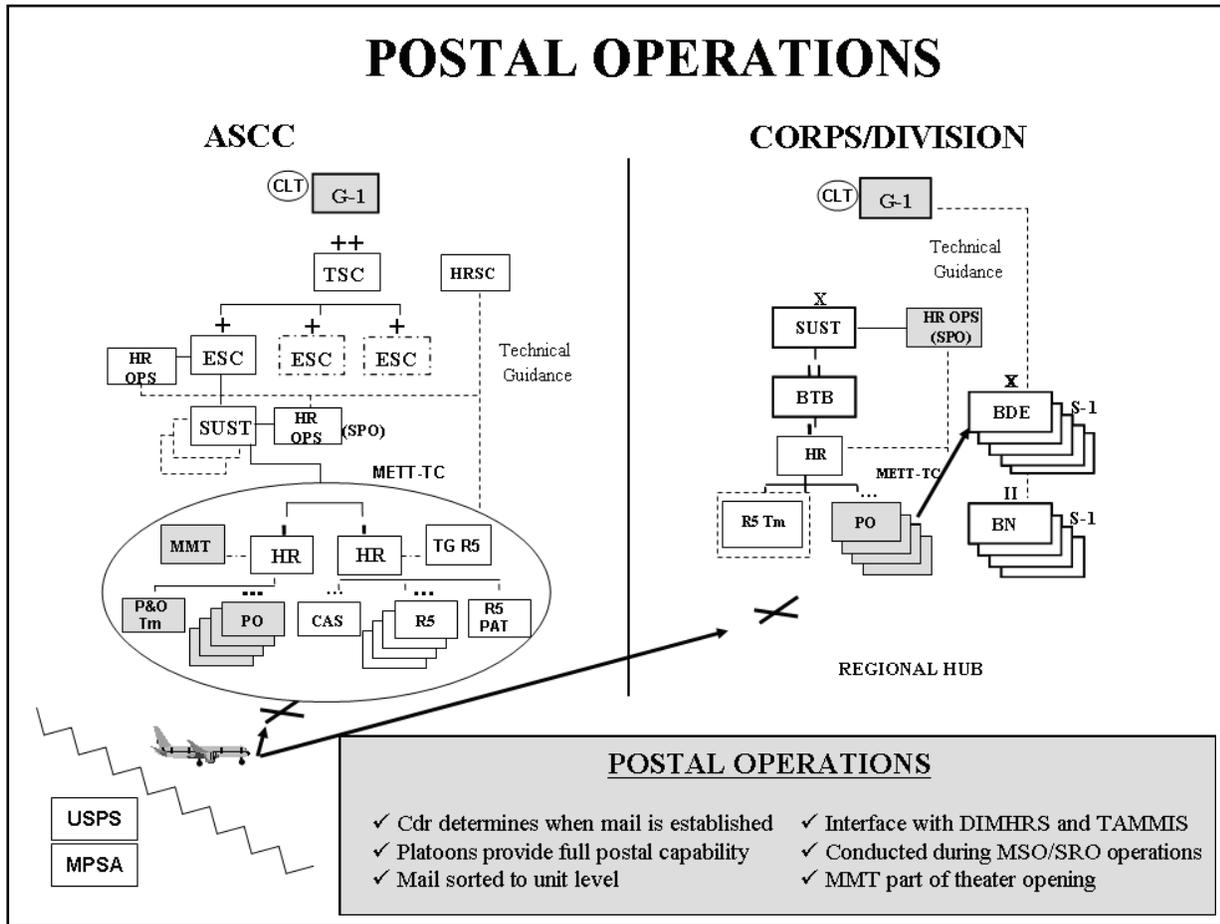
POSTAL OPERATIONS

Figure G-2. Theater Postal Operations
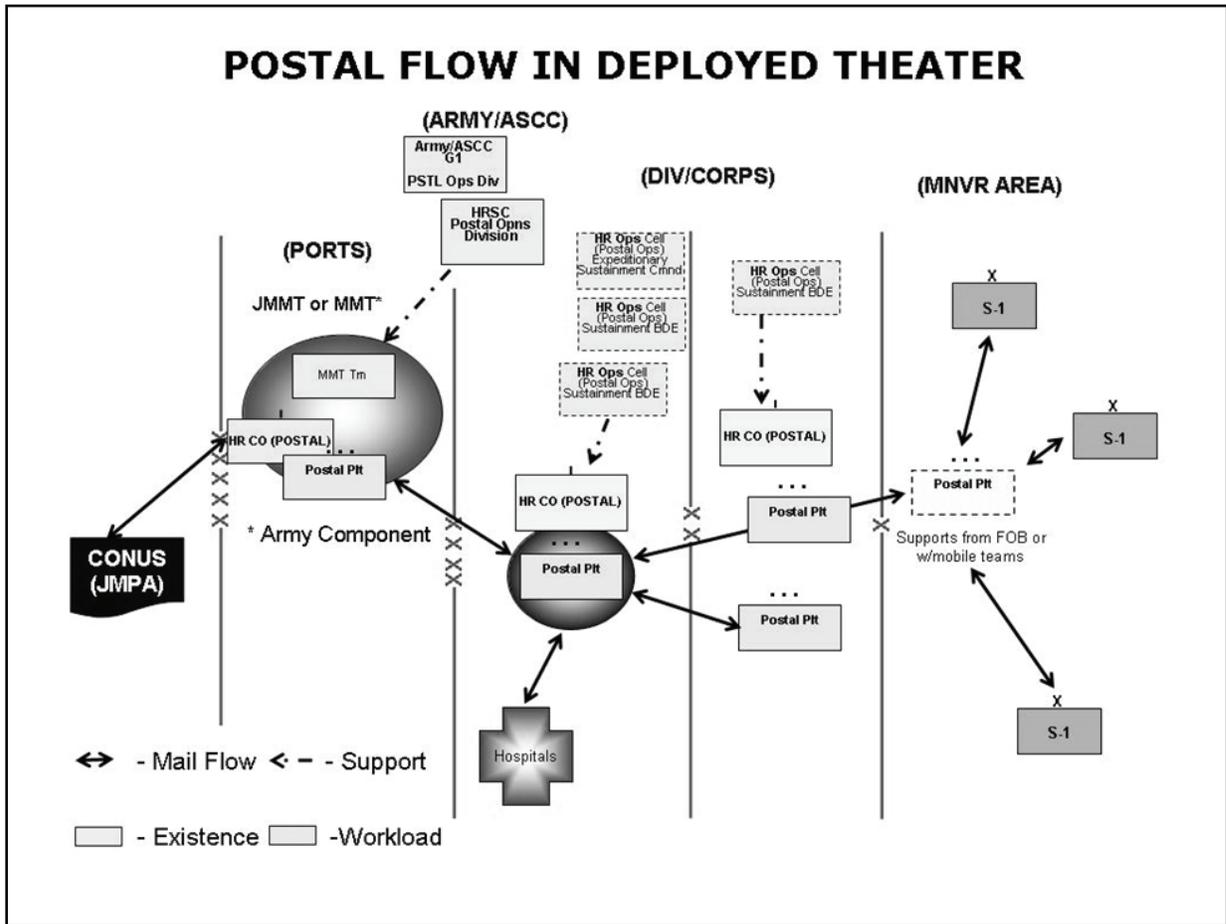
Figure G-3. Theater Postal Flow

G-34.   Upon notification from MPSA, the USPS will sort and package mail, in time of war or emergency as determined by the Secretary of Defense. The Postal Service agrees to:

- Allow the department of defense to control ZIP Code assignment to all military units
- Specify jointly with the MPSA the sorting of mail for overseas force

G-35.   The HR (postal) Company and subordinate postal platoons located at the military mail terminal will receive the mail; distribute the mail to HR (Postal) companies supporting subordinate Corps and Division units, or postal platoons supporting subordinate Brigade/BCTs depending upon the size of the supported force. The postal platoon(s) receives mail dispatched from the MMT, sorts it by supported units, and prepares it for dispatch to designated mail delivery points. The company and / or Battalion mail clerks pick up mail from the MDP and coordinates delivery to addressees. Mail clerks coordinate collection of retrograde mail from unit Soldiers and deliver it daily to the MDP at the same time as pick-up of unit mail. The same transportation used to deliver mail to MDPs transports retrograde mail in reverse through the postal network.

G-36.   The standard for JOA is unrestricted mail service, except for restrictions imposed by host nation. During the early stages of a contingency operation, it may be advisable for the commander to use the (X Restriction) for personal mail, cassette tapes, post cards, and / or first class letters weighing more than 13 ounces. The commander may lift restrictions and permit parcels as the JOA matures, more postal personnel become available, and the theater ground transportation and airlift logistical systems mature.

G-37.   It is important to note that the organic transportation assets within postal units are structured to move assigned personnel and equipment, not JOA mail. The postal operations management network must coordinate all inbound and outbound mail transportation requirements with transportation managers at each level of command, from the MMT to the Brigade/BCT MDP. Ultimately, effective mail movement will require assured military, contracted, and / or host nation transportation support. The standard mail delivery time from CONUS to the JOA MMT is 14 days contingent upon a developed transportation network and METT-TC.

G-38.   The postal operations management system also requires an information support module, which provides interface with EHRS/DIMHRS, DTAS and the Automated Postal System (AMPS). This module must support unit mail relocation, unit reassignment, and individual reassignment from one unit to another. The use of EHRS/DIHMRS, DTAS and AMPS along with other postal directory systems/software must assist postal teams and platoons with individual and unit mail redirect services.

Appendix H

Morale, Welfare, and Recreation (MWR) and Community Support

Soldiers are entitled to the same quality of life as is afforded the society they are pledged to defend. The mission of the MWR program is to improve unit readiness by promoting fitness, building morale and cohesion, enhancing quality of life, and providing recreational, social, and other support services for Soldiers, civilians, and their families.

"*The Army is not made of people; the Army is people. By people I do not mean personnel. I mean living, breathing…human beings. They have needs and interests and desires. They have spirit and will, strengths and abilities. They are the heart of our preparedness, and this preparedness…depends upon the spirit of our Soldiers. It is the spirit that gives the Army…life. Without it we cannot succeed.*"

General Creighton Abrams
Chief of Staff, United States Army

REFERENCES

H-1.   The following regulations provide policy and procedural guidance for MWR and community support.

- AR 60-10, Army and Air Force Exchange Service General Policies
- AR 60-20, Army and Air Force Exchange Operating Policies
- AR 215-1, Morale, Welfare and Recreation (MWR) Activities and Nonappropriated Fund Instrumentalities
- AR 215-3, Nonappropriated Funds Personnel Policy
- AR 215-4, Nonappropriated Fund Contracting
- AR 600-20, Army Command Policy
- AR 608-1, Army Community Service Center
- AR 608-10, Child Development Services
- AR 608-18, The Army Family Advocacy Program
- AR 930-4, Army Emergency Relief
- AR 930-5, American National Red Cross Service Program and Army Utilization
- Memorandum, Morale, Welfare and Recreation Unit Fund Support to Deployed Troops
- NGR 600-12, The National Guard Family Program
- USARC Reg 608-1, Family Readiness Handbook
- Commanders Guide to AAFES Tactical Exchange Support
- Unit Guide to AAFES Imprest Fund Activity Operations

PROPONENCY

H-2.   The functional proponent for MWR and community support is the US Army Community and Family Support Center (CFSC). Other agencies managing programs established to support military personnel, family members and eligible civilian personnel include the Army and Air Force Exchange Service (AAFES) and the American Red Cross (ARC).

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*Note: Division and Corps may also serve as the ARFOR. In these cases, the senior

HR element of these organizations performs theater personnel management functions.

FUNCTION / TASK	RESPONSIBLE AGENCY					
	Battalion	Brigade	Division	Corps	ASCC	CONUS
Allocate Soldier Time	S-3	S-3	G-3	G-3	G-3	G-3
Issue MWR Materiel	S-4	S-4	G-4	G-4	G-4	CFSC
Request External Support	S-1	S-1	G-1	G-1	G-1	CFSC
R & R Center	----	----	----	----	G-1	CFSC
Coordinate for AAFES	S-4	S-4	G-4	G-4	G-4	CFSC
Coordinate for Family Support/ Readiness	S1/Rear Det Cdr	S-1/Rear Det Cdr	G-1	G-1	G-1	CFSC/ USARC/ NGB
Unit Funds	S-1	S-1	G-1	G-1	G-1	G-1
Coordinate for Health & Comfort Packs (HCP)	S-4	S-4	G-4	G-4	G-4	G-4

Table title: MORALE, WELFARE, AND RECREATION SUPPORT

Figure H-1. MWR Responsibilities

RESPONSIBLITIES

H-3.   Commanders at all levels are responsible for the MWR support and family support/readiness provided for their Soldiers and civilians. MWR programs are found at all echelons on the battlefield and in all scenarios. MWR 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 (A&R) officers / NCOs; brigades and above assist all subordinate units in planning and executing their MWR programs. MWR programs involve both managing programs such as recreation activities and monitoring or coordinating morale-related programs such as exchange services. The following paragraphs address the relationship between key players and other staff elements in MWR.

COMPANY / BATTALION

H-4.   The Battalion S-1/ A&R officer/NCO (additional duty for military) has the following MWR responsibilities:

- Coordinate with the Battalion S-4 to ensure that Soldiers and civilians deploy with a 30-day supply of health and comfort packs (HCPs)
- Determine the type and quantity of HCPs carried by individual Soldiers
- Plan for unit MWR programs prior to deployment
- Requisition book kits at the sustaining base or mobilization station
- Ensure units include MWR equipment, to include unit level recreation kit(s), and book kits in their basic load plans
- Appoint unit A&R officers/NCOs(military) to coordinate MWR programs and maintain equipment
- Plan for AAFES Imprest Fund Activities (AIFA) that may be established and operated by unit personnel
- Schedule Soldiers and civilians for R&R periods based on allocations established by Brigade/BCT
- Coordinate establishment and operation of Soldier activity centers, recreation activities, exchanges, and unit lounges
- Coordinate unit programs to include acquisition, use, and maintenance of equipment/supplies
- Coordinate the unit Family Readiness programs and policies
- Ensure that unit commanders appoint Family Readiness liaison personnel as an additional duty (AR 600-20, pp 5-10)
- Ensure that unit commanders establish Family Readiness Groups

BRIGADE/BCT S-1

H-5.   The Brigade/BCT S-1 staff facilitates and coordinates MWR programs. The Brigade/BCT S-1 has the following MWR responsibilities:

- Ensure commanders appoint A&R officers at Battalion and company level as an additional duty
- Plan for Tactical Field Exchanges (TFEs) that are established and operated by commands using unit   personnel
- Plan for AIFAs that may be established and operated by unit personnel
- Plan for Direct Operation Exchange-Tactical (DOX-Ts) operations established and operated by   AAFES personnel in a secure environment
- Plan for MWR service level kits
- Schedule Soldiers and civilians for R&R periods based on allocations provided by Division/Corps G-1
- Schedule unit personnel and civilians for rest area utilization and pass programs, as applicable
- Coordinate establishment and operation of activity centers, recreation activities, exchanges, and unit   lounges for Soldiers and all other assigned personnel
- Coordinate unit athletic and recreation programs to include acquisition, use, and maintenance of   equipment/supplies
- Ensure that commanders appoint Family Readiness personnel at the Battalion and company level as an additional duty

DIVISION

H-6.   The Division G-1 has the following MWR responsibilities:

- Coordinate with the G-4 to ensure Small Unit Recreation Kits and MWR service level kits are included in load plans
- Plan for Tactical Field Exchanges (TFEs) that are established and operated by commands using unit personnel
- Plan for AIFAs that may be established and operated by unit personnel.
- Plan for Direct Operation Exchange-Tactical (DOX-Ts) operations established and operated by AAFES personnel in a secure environment (Dependent on METT-TC)
- Schedule unit personnel and civilians for rest area utilization and Pass Programs, as applicable
- Request and plan transportation for a 30-day supply of book kits from USACFSC / ACSIM
- Coordinate the distribution of MWR service level kits
- Coordinate delivery of health and comfort packs (HCPs) with the S4/G-4 to individuals and units operating without exchange facilities
- Coordinate corps/AOR-provided rest facilities in the division area
- Serve as liaison with ASCC and assist units in MWR planning operations, training, and logistics
- Coordinate Army Band activities
- Coordinate support for American Red Cross
- Establish division policy, and coordinate support to include MWR and transportation
- Coordinate establishment and operation of brigade-and Battalion-level Soldier activity areas and unit lounges
- Coordinate MWR support team activities. Coordinate family assistance and communication with rear detachments

CORPS

H-7.   The Corps G-1 has the following MWR responsibilities:

- Assist Divisions and below in establishing MWR programs, operating unit lounges and exchange facilities, acquiring and transporting equipment/supplies, and accounting for equipment and monies
- Plan for Tactical Field Exchanges (TFEs) that are established and operated by commands using unit personnel
- Plan for AIFAs that may be established and operated by unit personnel.
- Plan for Direct Operation Exchange-Tactical (DOX-Ts) operations established and operated by AAFES personnel in a secure environment (Dependent on METT-TC)
- Request Name Brand Fast Food (NBFF) and services (concession) operations support, i.e. barber shop, alterations, gift shops, new car sales, etc. , as the OPTEMPO permits
- Establish in-AOR rest areas.
- Request and plan transportation for a 30-day supply of book kits from USACFSC /ACSIM
- Support self-administered activities in division-size and smaller units
- Establish MWR policy and monitor/support corps-level MWR programs for divisional and non-divisional units in the corps area
- Establish Corps rest areas; assist subordinate commands in operating activity centers and lounges; and coordinate MWR services with replacement and reconstitution operations
- Coordinate training, to include CONUS Replacement Center processing, for MWR program personnel through the MACOMs or theater
- Request MWR personnel to assist subordinate commands in planning and assisting in MWR tasks
- Coordinate support for American Red Cross

ARMY/ASCC

H-8.   The Army/ASCC G-1 has the following MWR responsibilities:
- Coordinate, develop, and manage MWR programs
- Plan for deployment of civilian MWR Emergency Essential Civilian (EEC) personnel
- In coordination with USACFSC/ACSIM, G-4, and MACOMs of deploying units, prepare plans to support the Army/ASCC with MWR manpower, materiel, and other assistance needed
- Prepare Army/ASCC MWR policies and procedures and the base of operations to support units, Soldiers, and civilians
- Establish in-AOR pass program or AOR rest area
- Coordinate with other military services for joint recreational operations
- MWR, to include AAFES, equipment and supplies will be shipped through normal G-4 channels or commercial methods as determined by the ASCC Commander
- Coordinate with USACFSC/ACSIM, and MACOMs for assistance and support to requisition and transport MWR equipment and supplies
- Coordinate for assistance and support to transport AAFES equipment and supplies at the equivalent security level as military convoys
- Establish a system to allocate, distribute, and maintain MWR equipment
- Establish a network for distribution and rotation of films and videotapes from AAFES or other services
- Coordinate with Armed Forces Entertainment/USACFSC for live entertainment for Soldiers and civilians in AOR. Establish policy on volunteer or contracted live entertainment
- Develop plans and policies for the establishment and support of unit lounge activities
- With assistance from USACFSC/ACSIM, and G-4, arrange a system for procuring, transporting, accounting, training, and providing technical assistance to subordinate units
- With assistance from USACFSC/ACSIM, establish policy and develop an operational support system for club operations
- Coordinate support for American Red Cross
- With assistance from AAFES and the Army/ASCC G-4, plan for manning and support for Exchange sales, NBFF, services and troop-supported TFEs or DOX-T operations
- Support self-administered activities in Division-size and smaller units
- Coordinate the supply and distribution of HCPs in the theater
- Coordinate transportation for MWR kits
- Coordinate Postal Operations support for shipment of book kits and reading materials.
- Monitor reading material availability in the theater

INSTALLATION MANAGEMENT AGENCY

H-9.   Installation/sustaining base commanders maintain MWR, ARC, family support/readiness, child and youth services and exchange activities at home station. Activities are based on the needs of the particular community served. They are available to military personnel and their families and usually to civilians and their families. During wartime and full spectrum operations, installation staff must be cognizant of population fluctuations and be prepared to provide expanded services. The requirement for service for the families of deployed Soldiers and reserve Soldiers and their families back-filling the installation may quickly stress MWR and family programs.

H-10.   Prior to and during deployment, the installation Director of Personnel and Community Activities/Director Community Activities (DPCA/DCA) is responsible for:
- Assist S-1/G-1 in procurement and transportation of MWR equipment and supplies included in operations plan and lift plans

- Train A&R officers/NCOs in MWR procedures and functions so that execution of MWR services are available during initial deployment
- The Director of Personnel and Community Activities/ Director of Morale, Welfare and Recreation (DPCA/DMWR) will ensure MWR emergency essential civilians (EECs) have been identified. Plans for backfill of designated EEC positions will be in place. Once notified for deployment, DPCA/DMWR will assist deploying MWR EEC with preparations for deployment

H-11.   The position of the designated MWR EEC can be temporarily filled during the length of the deployment. Funds for backfill are installation responsibility. The Combatant Commander is responsible for reimbursing salaries of EEC personnel thru operational funding.

PRINCIPLES OF MORALE, WELFARE, AND RECREATION SUPPORT

MORALE, WELFARE, AND RECREATION

H-12.   During peacetime, the scope of MWR includes sports activities, recreation centers, libraries, family programs, child and youth services, clubs, bowling centers, golf centers, outdoor recreation, arts and crafts, auto skills centers, and entertainment. During full spectrum operations, the MWR network provides services to the AOR. These services are in the form of unit recreation, library book kits, sports programs, and rest areas at brigade level and higher. These activities and services are staffed by military or civilian MWR EEC personnel for program oversight. The Army/ASCC commander through the World Wide Individual Augmentation System (WIAS) requests MWR EEC personnel to fill critical billets in the AO. Tasking is sent through G-3 to the Installation Management Agency (IMA) HQ for fill from the roster of pre-designated MWR EEC personnel. MWR EECs deploy for up to 179 days. Extended duration MWR personnel support may be provided by limited tenure MWR personnel. The MWR network also provides facilities such as recreation centers, internet cafés and activity centers for deployed personnel that house a number of MWR functions. The facilities provided by the MWR network depend on the ASCC/corps command policies and the operational/tactical situation.

AMERICAN RED CROSS (ARC)

H-13.   The ARC consistently delivers essential Red Cross services to active duty military, National Guard, reservists, Army civilians, and their families worldwide in order to assist them in preventing, preparing for, and coping with emergency situations. The ARC provides services such as emergency messages, i.e. deaths and births, as well as comfort kits in the deployed environment.

H-14.   All requests for ARC personnel to accompany U.S. Forces into the JOA must be forwarded to the U.S. Army Community and Family Support Center, Directorate of Family Programs (USACFSC-FP), the DOD executive agent for the deployment of ARC personnel during these situations. USACFSC-FP is responsible for coordinating and securing support for ARC personnel to support military operations, managing and monitoring military support to the ARC, funding travel to and from the AOR for ARC personnel, and coordinating and preparing ARC personnel for deployment and return. The ARC national headquarters is responsible for supplying the staff and managing and monitoring ARC operations in the field.

H-15.   A designated ARC representative will be involved with the U.S. Army Community and Family Support Center (USACFSC), the appropriate military command, and the ARC national headquarters in contingency planning to ensure proper coordination and clarification of requirements. In the JOA, coordination for Red Cross support (logistical and life support) falls under the G-1. ARC representatives are available at division and higher levels to assist with family emergencies and emergency communication between family members and deployed personnel.

AMERICAN RED CROSS MATRIX						
FUNCTION / TASK	**RESPONSIBLE AGENCY**					
	Battalion	Brigade	Division	Corps	ASCC	CONUS
Request ARC Support	CDR	CDR	G-1	G-1	G-1	CFSC & HQ ARC
Coordinate Deployment with Units	CDR	CDR	G-1	G-1	G-1	CFSC & HQ ARC
Coordinate Deployment without Units						CFSC & HQ ARC
Central Deployment						CFSC & HQ ARC
Coordinate Emergency Communications	S-1	S-1	G-1	G-1	G-1	CFSC & HQ ARC
Red Cross Support in Theater	S-1	S-1	G-1	G-1	G-1	CFSC & HQ ARC
Redeployment	S-1	S-1	G-1	G-1	G-1	CFSC & HQ ARC

Figure H-2. American Red Cross Matrix

FAMILY SUPPORT AND READINESS

H-16.   The chain of command helps Soldiers and civilians resolve personal problems and communicate with their families through the family support system. Departure of Soldiers during operations creates substantial stress on Soldiers and their family members throughout the period of separation. The morale of both the Soldier and the family has a significant impact on Soldier performance.

H-17.   Families of deploying personnel are provided all possible services to which they are authorized by the sustaining base/rear detachment. Services include pre-deployment briefings/readiness checks (wills, allotments, family care plans, insurance), frequent family briefings, survival skills training (stress management, problem solving, household and auto maintenance), and the family assistance center (counseling, DEERS (Defense Enrollment Eligibility Reporting System) enrollment, TRICARE information, legal, information and referral, and ACS). These services may need to be expanded to the families of Soldiers in the USAR and ARNG who have been called to active duty. Operation Ready and DA PAM 608-47 (DRAFT), Family Readiness Group Support and Funding, provide more detailed information and training materials.

ARMY AND AIR FORCE EXCHANGE SERVICE (AAFES)

H-18.   An AAFES Board of directors includes senior Army and Air Force Military and Civilian leaders directs AAFES operations worldwide. The system supports major installations in CONUS, OCONUS, and units deployed to remote areas. It also supports field operations and exercises. The Army provides APF (Afloat Pre-positioning Force) support in the form of materiel, facilities, transportation, field site support, postal support, military air and logistical support of AAFES operations. Logistical support of AAFES operations and personnel will be provided by direct support or through LOGCAP (Logistics Civil Augmentation Program).

H-19.   During operations, the Army/ASCC commander in coordination with AAFES plans for and supports exchange operations. These plans may include a combination of Direct Operation Exchange-Tacticals (DOX-Ts) operations, Tactical Field Exchanges (TFEs), and AAFES Imprest Funds Activities (AIFAs).

H-20.   AAFES deploys personnel to assist the Army in establishing direct retail operations and an exchange warehousing and distribution system. The Army/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 AOR AAFES system. AAFES may establish these activities using employees which consist of US nationals, contract operators, host nation employees, third country national employees, or vendors.

H-21.   TFEs (military manned) and DOX-Ts (AAFES manned) are exchanges designated to provide merchandise and services on a temporary basis in areas where permanent exchange activities are not present. TFEs/DOX-Ts serve Soldiers and civilians, and they may locate as far forward as the brigade support area and tactical situation allow. Additional information is available in the Commanders Guide to AAFES Tactical Exchange Support.

H-22.   AIFA 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 AIFA they must select and train personnel from their units to operate these activities. 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 AIFA from the general manager of the AAFES geographical area. Additional information is available in the Unit Guide to AAFES Imprest Funds Activity Operation.

BATTLEFIELD FLOW

H-23.   MWR is a mission-essential activity as declared by the Chairman of the Joint Chiefs of Staff in JP 1-0. During military operations, it will be funded by mission dollars. Commanders at all levels are responsible for the morale, welfare, and recreation support provided for their Soldiers, civilians, and contractor personnel. They are responsible for determining different levels of required support based on the mission, anticipated duration of deployment, theater environmental conditions, higher command requirements, and METT-TC. Commanders must be able to quickly revise plans, programming, and support levels to adapt to changing situations and requirements.

H-24.   Operational plans must include requirements for fitness and recreation, exchange activities, and community support functions such as ARC. The S-1/G-1 staffs at Brigade through Corps/Army/ASCC levels must be aware of requirements and coordinate with appropriate planners and staff counterparts such as the S4/G-4 for logistical support. Civilian recreation staff may be available to assist in the planning and execution of necessary support services. However, staff responsibility for this area of support in deployment situations remains an S-1/G-1 function whether civilian recreation staff are available or not. Military S-1/G-1 staffs must plan and be prepared to execute all necessary actions to ensure timely and effective support.

H-25.   Commanders may identify appropriate civilian positions on the mobilization table of distribution and allowances (MTDA) to be prepared to deploy into the theater of operations to support recreation requirements. When this method of staffing is used, civilian MWR personnel are battle-rostered to the staffs of brigade and larger-sized units. These personnel will be part of the S-1/G-1 staffs and will plan and coordinate MWR activities prior to and during mobilization. They may also deploy with the unit to accomplish brigade and higher staff MWR responsibilities and assist the unit A&R officer/NCO (military personnel) in planning and executing their MWR programs. Upon deployment, MWR EEC specialists are battle-rostered to the Army/ASCC staff and paid for with contingency funds. Both appropriated fund and non-appropriated fund (NAF) MWR personnel may be used, but NAF salaries of deployed personnel should be repaid to the appropriate NAF account with contingency funds IAW DOD MWR Utilization, Support and Accountability (USA) rules.

H-26.   The IMA HQs maintains a roster of MWR EEC personnel who are available for initial staffing of MWR programs in deployed areas. Use of this program will augment the military A&R officers' mission. Depending on AOR stability and actions, the commander may use alternative sources, e.g. Logistical Civilian Augmentation Program (LOGCAP) or contracted personnel. Special Duty manpower from ASCC assets/contingent hire may be used to assist in program execution and facility operation. DA G3 may also provide civilian fitness and recreation staff from other installations through WIAS tasking authority to IMA. Commanders should establish and validate requirements on their MTDA for battle-rostered civilian positions.

H-27.   Commanders are responsible for procurement of unit level recreation kits. The kits are designed to be packaged and distributed to each company size unit in the active, guard and reserve forces. Kits will be part of a unit TO&E and will be deployed with units as a portable/ready means to fulfill recreation/leisure needs. These kits are part of the unit basic load and Commanders must include shipment with the higher headquarters lift plan and account for them as they would any TO&E equipment.

H-28.   Commanders at all levels must be sensitive to conditions external to the AOR that can affect morale. In emergency cases, ARC representatives inside and outside the JOA can support communications between Soldiers, civilians, and their families. Under less compelling conditions, commanders may use other means. For example, commanders may send messages through official channels such as the Military Affiliate Radio System (MARS), facsimile transceiver, commercial telephone, or the Army mail system.

H-29.   For planning purposes, the following guidelines establish a time-phased schedule for deploying MWR resources to support military operations. Actual timelines and operations will be based on METT-TC.

C - C+30

H-30.   During the first 30 days of operation, MWR may be limited to unit level recreation kits and health and comfort packs (HCPs) as part of the units' basic load. This initial phase prepares units for deployment into a JOA. Commanders obtain book kits provided by the home installation library (DPCA/DMWR). A&R officers/NCOs procure unit level recreation kits using mission funding. DPCA/DMWR may assist with procurement.

H-31.   Division/Corps G-1s requisition and move MWR service level kits. The Army/ASCC and/or the Corps G-1 establishes a network for distributing and rotating AAFES-provided films and videotapes. AAFES begins transporting exchange items and coordinates with theater/corps for transportation, storage, and distribution support. Defense Personnel Support Center (DPSC)) sends additional health and comfort packs to arrive by C+30.

H-32.   Civilian MWR EEC specialists deploy to the AOR as early as the situation permits and as requested by the ASCC commander. This may be as early as the initial C to C+30 time frame. If conditions do not permit or the commander does not request deployment of civilians, military staffs must be prepared to establish and maintain support.

C+30 - C+60

H-33.   As soon as possible, the Army/ASCC G-1 and appropriate Division/Brigade/BCT G-1/S-1s coordinate with rest areas and base camp commanders to deploy MWR service level kits, electronic game kits, theater in a box kits, and video messenger kit. These kits contain fragile, bulky, and heavy items such as televisions, VCR/DVD players, basketball goals and free weights. Appropriate personnel assets to operate MWR programs are identified and deployed/assigned.

H-34.   As soon as possible after C+30, the Corps G-1 coordinates rest areas. These rest areas provide MWR support and field exchange services within division and corps rear areas. Army/ASCC and the Corps G-1s develop policies for rest area use.

H-35.   The Corps G-1 coordinates with the G-4 for distributing HCPs with class I supplies to units and individuals lacking access to exchange or host nation retail facilities.

H-36.   In coordination with the Corps G-1 and G-4, AAFES establishes a base of operations and distribution centers capable of supporting DOX-T, TFE and AIFA.

H-37.   The Army/ASCC/Corps G-1s coordinate with their G-4s in the process of designating, training, deploying, and employing Army personnel to support the mission. The G-1s coordinate with USACFSC for a system for distribution of unit funds, and book kits to units at C+30 and every 30 days thereafter. Coordination for supplemental civilian MWR EEC personnel is done through the IMA HQs.

H-38.   Army/ASCC staffs provide oversight and services such as financial management, procurement, contracting, warehousing, and distribution.

C+60 - C+120

H-39.   G-4 will establish theater level DOD activity address codes (DODAACs) for MWR. The supply channels will stock MWR items on their common table of allowances (CTA). MWR supplies and equipment will be ordered by and shipped to an Army/ASCC MWR DODAAC. Examples are weights, amusement machines, lounge and entertainment equipment, and other items for unit recreation and rest area operations.

H-40.   The Army/ASCC and/or Corps base of operations expands to provide one or more support package (Force Provider) rest areas developed to meet the needs of a brigade-size unit. Actual timelines and operations will be based on METT-T. This package provides recreational activities, AAFES retail outlets, vendors, and personnel services support such as postal, financial management, legal, unit ministry, and ARC services. Other services available are billeting, laundry, latrine, shower, food, and medical. The support package's primary mission is to provide rest and recuperation facilities for deployed personnel who have suffered stresses associated with combat duties. The location of this support package will be in the corps and division rear area. Secondarily, it provides a capability to support reception, humanitarian, and disaster relief missions.

H-41.   The Army/ASCC G-1 may establish a pass program or Army/ASCC rest area within the AOR. Technical guidance may be requested from the Assistant Chief of Staff for Installation Management (ACSIM) and the USACFSC. Army/ASCC and subordinate commands develop and implement R&R policies. Live entertainment, to include Army Entertainment productions and Armed Forces Entertainment shows (i.e. USO), may be requested based on availability, Army/ASCC policy, and the tactical situation.

H-42.   During redeployment, operations consolidate or close as the number of personnel supported decreases. Commanders ensure adequate support for residual forces. Army/ASCC and Corps staffs establish and implement policies for equipment turn-in and redeployment. Resource accountability is critical during this phase to prevent waste, fraud, and abuse. Rest areas and R&R centers request disposition of equipment and supplies from the USACFSC.

Appendix I

HR Planning and Operations

HR Planning and Operations is the means by which the HR provider envisions a desired HR end state in support of the operational commander's mission requirements; lays out the effective ways of achieving it; and communicates to subordinate HR and other providers and HR unit leaders the intent, expected requirements, and outcomes to be achieved to provide the support in the form of an OPLAN, OPORD or Annex (Planning); and the process of tracking current and near-term (future) execution of the planned HR support to ensure effective support to the operational commander through the following process (Operations):

- Assessing the current situation and forecasting HR requirements based on the progress of the operation

- Making execution and adjustment decisions to exploit opportunities or unforecasted requirements

- Directing actions to apply HR resources and support at decisive points and time.

Effective HR Planning and Operations require extensive technical and tactical expertise in terms of HR capabilities and support available; the requirements established by the HR Core Competencies; the maneuver plan to be supported and the relationship between the HR organization providing support and the maneuver units supported. HR Plans and Ops elements must be expert in a myriad of HR systems, HR processes, communications (voice and data) systems, and the requirements and resources available to accomplish the HR core competencies for supported organizations of various components.

REFERENCES

I-1. The following regulations provide policy and procedural guidance for the personnel readiness management system:
- FM 1, The Army
- FM 3-0, Operations
- FM 4-0, Combat Service Support
- FM 5-0, Planning
- FMI 5-0.1, The Operations Process
- FM 6-0, Mission Command: Command and Control of Army Forces
- AR 600-8, Military Personnel Management

PROPONENCY

I-2.   The functional proponent for HR Planning and Operations is Combat Developments Directorate, Adjutant General School.

RESPONSIBILITIES

I-3.   G-1s and S-1s at all levels, HRSC divisions, Expeditionary Sustainment Command (ESC) and Sustainment Brigade SPO HR Operations Cells, HR Company headquarters, TG R5 Teams, MMT Teams, R5 Plans and Operations Teams, and Postal Plans and Operations Teams are responsible for executing the core competency of HR Planning and Operations to ensure that effective and efficient HR support is provided to both units and individuals.

PRINCIPLES OF HR PLANNING AND OPERATIONS

I-4.   HR Planning sets the conditions for effective, decentralized HR support to the modular force. The MDMP (FM 5-0) outlines the specific requirements of staff planning and provides an excellent process model for the execution of staff planning. Planning activities initially focus on gathering information and mission analysis, then on the development of Courses of Action (COAs), the assessment of the COAs and ultimately result in the staff recommendation to the Commander for decision on the most favorable course of action to execute. Staff sections perform the following critical tasks during this process:

- Develop and maintain the staff estimate
- Identify specified and implied tasks
- Identify constraints
- Identify key facts and assumptions
- Formulate the concept of support in line with the concept of operation and the Commander's intent
- Determine HR resources required to support the operation by COA
- Prepare, authenticate, and distribute the HR plan in the form of approved annexes, estimates, OPLANS

I-5.   Throughout planning, HR staff officers prepare recommendations within their functional area, such as:

- HR unit and system capabilities, limitations, and employment
- Risk identification and mitigation
- HR organization for operations, allocations to subordinate units, command and support relationships among subordinate units
- Resource allocation and employment synchronization of organic and supporting units (including other joint assets)
- General locations and movements of HR units

MILITARY DECISION MAKING PROCESS

I-6.   The S-1/G-1 is the Commander's primary staff officer for HR planning and coordinating the execution of HR Title X responsibilities. Therefore, the S-1/G-1 has an obligation to be heavily involved in the MDMP. FM 5-0 includes detailed description of the MDMP and discusses the role of the S-1/G-1 in various phases of the process. Throughout the MDMP, the S-1/G-1 should consider how the information being developed impacts the HR support to the operation. The S-1/G-1 must also consider how the personnel strength of subordinate units as well as individual and organizational readiness impacts the analysis and recommendations of the staff conducting MDMP.

I-7.   The Personnel Appendix (App 4) to the Service Support Annex (Annex I) is where the majority of HR direction is located in the completed OPLAN or OPORD which results from the MDMP. Remember

that not only does the appendix describe the concept of HR support, it also communicates directives to subordinate commanders and staffs. Figure I-1 describes HR linkages in MDMP.
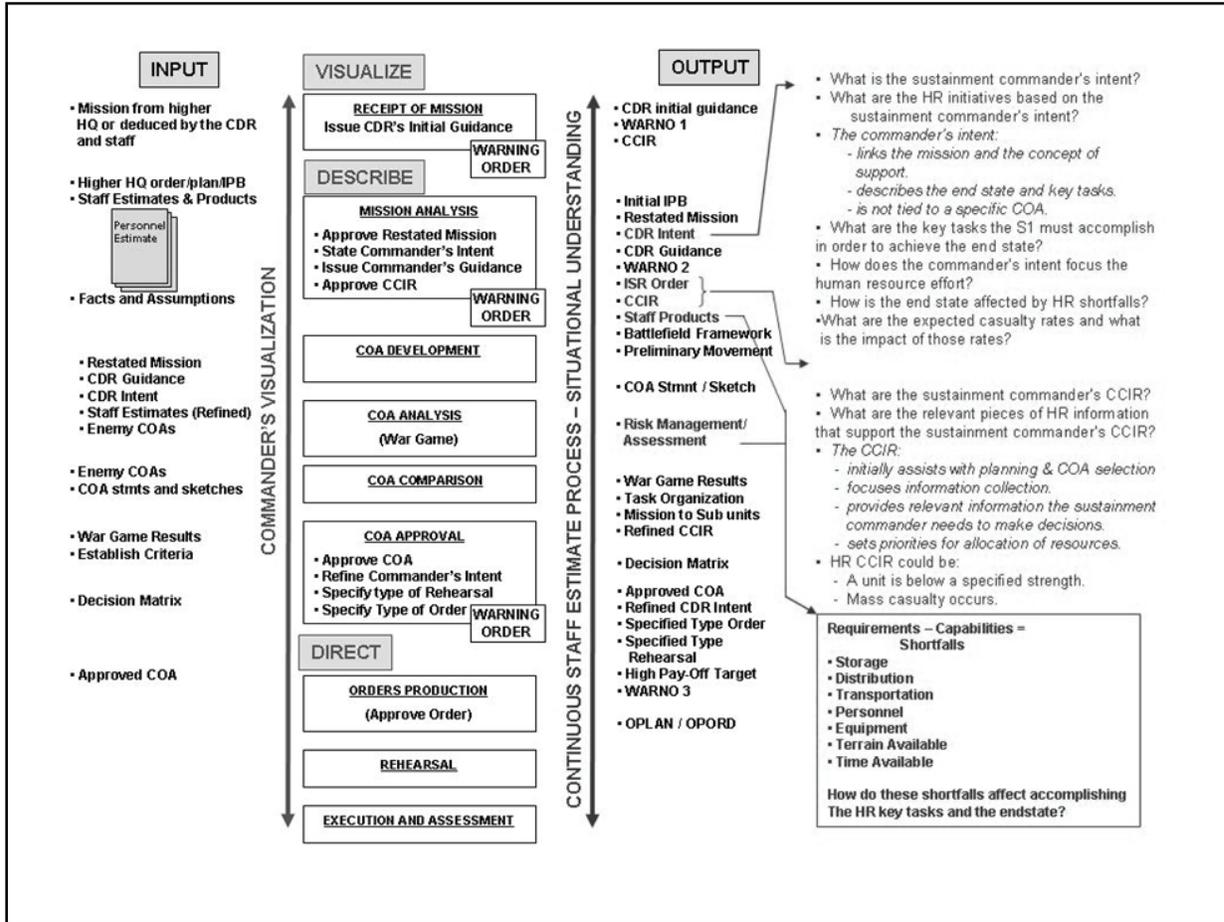

Figure I-1. HR/Sustainment Linkages with Inputs and Outputs to MDMP

I-8.   Mission analysis is a critical early step in the MDMP. The HR planner/G-1/S-1 has specific responsibilities that establish favorable conditions for the remainder of the MDMP from the HR perspective. The following are G-1/S-1 mission analysis responsibilities:

- Analyze personnel strength data to determine current capabilities and project future requirements
- Analyze unit strength maintenance, including monitoring, collecting, and analyzing data affecting Soldier readiness
- Prepare estimates for personnel replacement requirements, based on estimated casualties, non-battle losses, and foreseeable administrative losses to include critical MOS requirements
- Determine personnel services available to the force (current and projected)
- Determine personnel support available to the force (current and projected)
- Determine HR specified, implied, and essential tasks (if any)
- Determine any HR constraints which may impact successful completion of the mission
- Identify critical HR facts and assumptions which will impact the mission
- Determine any HR Commander's Critical Information Requirements (CCIR) and Essential Elements of Friendly Information (EEFI) which may impact the mission (if any)

PERSONNEL ESTIMATE

I-9.   One of the primary tools used by HR planners is the Personnel Estimate, and like any staff estimate it: "Is an assessment of the situation and an analysis of those COAs a Commander is considering that best accomplishes the mission. It includes an evaluation of how factors in the HR staff section's functional area influence each course of action and includes conclusions and a recommended COA to the Commander" from the perspective of the HR supporter. The personnel estimate is a continuous process that evaluates current and future operations from the functional perspective of the HR provider. Once the commander has selected a COA, the Personnel Estimate becomes an assessment tool to evaluate the relative success of the COA and a means for HR operations cells to track the progress of the operation from an HR support perspective. Format is not the critical element of the personnel estimate. It is a tool that facilitates the collection and processing of key HR information, and may be adapted by HR planners for their own organization or purposes. FM 5-0 provides general guidance in Appendix C. Figure I-1 provides more specific guidance.

I-10.   The following are general characteristics of the personnel estimate:
- Prepared as thoroughly as time allows in either a simple form or a preformatted digital product
- Revised continuously as planning factors, manning levels, facts and assumptions change
- Prepared at all levels of command from Battalion to Army/ASCC by S-1s/G-1s and HR Operations Cell planners
- Not necessarily prepared in a fixed sequence
- Provides a thorough, clear, unemotional analysis of all pertinent data

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1. **MISSION**: Commander's restated mission resulting from mission analysis
2. **SITUATION AND CHARACTERISTICS:**
    a. **Characteristics of the AO:** Discuss how the weather, terrain, civil considerations, and other AO-specific conditions affect the HR support to the planned operation
    b. **Enemy Forces:** Discuss any affect enemy dispositions, composition, strength, capabilities and COAs may have on the HR support to the planned operation
    c. **Friendly Forces:** Discuss current status of resources available from the HR perspective and other resources which impact HR support and compare requirements and capabilities to develop recommendations to solve discrepancies. Specific examples follow:
        1) Current subordinate unit manning levels/critical MOS shortages (consider all manning influences – Task Organization, R&R flow, Boots On Ground data, etc.)
        2) New personnel requirements resulting from the operation (language skills, ASI, etc.)
        3) Casualty estimates (as developed)
        4) Forecasted replacement availability
        5) Evacuation policy for the operation
        6) Supporting HR organizations (location, command/support relationship, controlling element)
        7) Supporting medical elements
        8) Replacement fill priority (Coordinate w/S-3/G-3)
        9) Crew/key leader replacement
        10) Projected postal flow/limitations
        11) Change to established PASR reporting flow/times
        12) Change to casualty reporting flow (CLT change, reporting changes)
        13) RSOI Reception HR impacts
        14) R&R schedule/flow operational impact (during operations conducted during sustained operations)
        15) Civilian and JIM manning impacts on the operation focusing on strengths and personnel service requirements
        16) Specific Army G-1 Personnel Planning Guidance (PPG) impacts on the operation
        17) Status of other personnel service or personnel support factors (postal, MWR, legal support, MILPAY support)
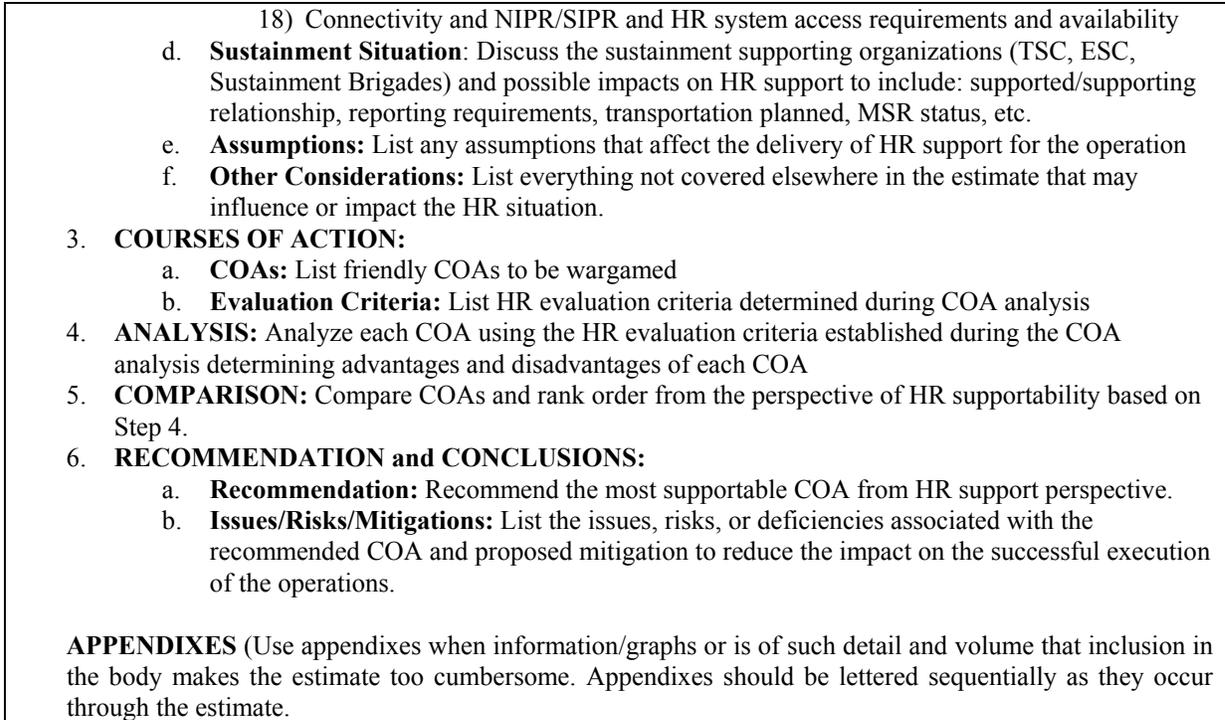
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18) Connectivity and NIPR/SIPR and HR system access requirements and availability
    d. **Sustainment Situation**: Discuss the sustainment supporting organizations (TSC, ESC, Sustainment Brigades) and possible impacts on HR support to include: supported/supporting relationship, reporting requirements, transportation planned, MSR status, etc.
    e. **Assumptions:** List any assumptions that affect the delivery of HR support for the operation
    f. **Other Considerations:** List everything not covered elsewhere in the estimate that may influence or impact the HR situation.
3. **COURSES OF ACTION:**
    a. **COAs:** List friendly COAs to be wargamed
    b. **Evaluation Criteria:** List HR evaluation criteria determined during COA analysis
4. **ANALYSIS:** Analyze each COA using the HR evaluation criteria established during the COA analysis determining advantages and disadvantages of each COA
5. **COMPARISON:** Compare COAs and rank order from the perspective of HR supportability based on Step 4.
6. **RECOMMENDATION and CONCLUSIONS:**
    a. **Recommendation:** Recommend the most supportable COA from HR support perspective.
    b. **Issues/Risks/Mitigations:** List the issues, risks, or deficiencies associated with the recommended COA and proposed mitigation to reduce the impact on the successful execution of the operations.

APPENDIXES (Use appendixes when information/graphs or is of such detail and volume that inclusion in the body makes the estimate too cumbersome. Appendixes should be lettered sequentially as they occur through the estimate.

Figure I-2. Sample Personnel Estimate

PLANNING GUIDANCE

I-11.   There are many sources of planning data key to the HR planner. Postal and R5 flow rates and HR unit rules of allocation are essential to effectively prepare a personnel estimate or perform generic HR planning. Some planning guidance is systemic and some will be determined by the Army/ASCC G-1 or the operational conditions of the theater.

I-12.   HR organization rules of allocation allow HR planners to determine the number of HR units required to provide the intended support. These rules of allocation are also used in the Total Army Analysis (TAA) system to model operational requirements of the units. The following are the rules of allocation for modular HR organizations:

- Human Resources Sustainment Center (HRSC):
    - One per Theater Sustainment Command
- Theater Gateway (TG) R5 Team:
    - One per inter-theater APOD
- Military Mail Terminal (MMT) Team:
    - One per inter-theater APOD which receives bulk mail
- HR Company Headquarters:
    - One per two – six platoons (R5, Postal, Casualty)
    - One per MMT Team
    - One per TG R5 Team
- R5 Plans and Operations Team:
    - One per HR Company Headquarters with one or more R5 Platoons
- R5 Platoon Headquarters:
    - One per two – three R5 PATs

Four per TG R5 Team (for daily flow to 4800 personnel/day – additional flow will generate additional R5 PATs and R5 Platoon Headquarters at the rate of one additional R5 PAT per each additional flow of 600 personnel per day and one R5 Platoon Headquarters per each additional two R5 PATs)

- R5 Personnel Accounting Team (PAT):

  Twelve per TG R5 Team (for daily personnel flow in any R5 category in either direction equal or less than 4800 personnel)

  One per flow of 600 personnel in any R5 category in either direction per day at an intra-theater APOD

  One per each additional 600 daily personnel flow in any R5 category in either direction at an inter-theater APOD (beyond 4800 per day)

- Postal Plans and Operations Team:

  One per HR Company Headquarters with one or more Postal Platoons

- Postal Platoon:

  One per 6000 personnel

  Four per MMT Team

- Casualty Platoon:

  One per three – six Casualty Liaison Teams

- Casualty Liaison Team:

  One per Combat Support Hospital (CSH) or ½ CSH during split-CSH operations

  One per Mortuary Affairs Company

  One per Corps/Division G-1

  One per HRSC Casualty Operations Division

CASUALTY ESTIMATION

I-13.   The Army's functional proponent for casualty estimation is the DA G-1. DA G-1 oversees policy on Army casualty estimation (to include methods and procedures) to ensure forces-wide planning coherence. DA G-1 is proponent for battle casualties (killed, captured, missing, wounded—total battle casualties, TBC). The Surgeon General is proponent for disease and nonbattle injury (DNBI) casualties.

I-14.   Casualty estimates support operations planning, future force planning, and training at all levels. Operations' planning includes deliberate and contingency plans. Force planning describes options for out-year force structure and force capability designs. Training includes the Battle Command Training Program and other unit exercises. Supported functions include:

- Commander's evaluation of Courses of Action, by assessment of force strength for missions within the concept of operations and scheme of maneuver
- Personnel replacements and flow planning, and allocation among forces
- Medical support planning, for both force structure and logistics support
- Transportation planning, including both inter- and intra-theater requirements, to deliver medical force structure and to evacuate and replace personnel
- Evacuation policy options to sustain the force by balancing minimal support force footprint, maximum in-theater returns-to-duty, and stable personnel rotation.

I-15.   At all echelons, the G-1/S-1, as the principal staff officer for manning and personnel readiness requirements projections and recommendations, prepares the casualty estimate as part of the Personnel Estimate. The G-1 (S-1) estimates battle casualties and administrative losses, and combines this with the medical staff's DNBI estimate.

I-16.   The G-1/S-1 and Surgeon (medical staff) coordinate with the battle staff so estimated casualties reasonably reflect projected force activity in the planning scenario. The G-1/S-1:

- Consolidates the overall casualty estimate, stratifies the projected losses by skill and grade, projects personnel readiness requirements, and recommends and plans the support for appropriate replacements and evacuation flows.
- Coordinates with other staff elements that use casualty projections to guide their planning process. Examples include the C1/J1 at both component and COCOM (and higher) levels for a range of force planning needs, the Surgeon (who uses the wounded-in-action estimate, and possibly an EPW or other estimate, to help size medical support) and Army and/or Joint lift planners regarding transportation of the replacements and evacuation flows.

ACHIEVING REASONABLE CASUALTY ESTIMATES

I-17.   Ensuring reasonable casualty estimates requires more than a numeric estimating procedure or set of rates; a rates frame of reference is critical to show which rates relate to which variables, and how. The Benchmark Rate Structure (BRS) orients the planner by showing how rates vary as forces (size, type), time (duration of rate application), and operational settings vary. The BRS describes rate ranges and patterns seen in actual operations for both maneuver forces (Battalions, brigades, divisions) and support forces across the spectrum of conventional operations, including major combat and stability operations. The operating environments described range from peer or near-peer confrontations, to overwhelming dominance by one side, to isolated asymmetric events. It is critical to note that numerous non-standard and non-authorized casualty estimation tools are available to various planners, and that these various other estimators do not provide accurate casualty data. The use of non-standard casualty estimators will provide inaccurate data which may have significant impact on the PRM systems in the deployed theater and at the top of the system.

I-18.   The BRS permits bracketing optimistic-to-pessimistic rate possibilities and settling on a risk-based recommendation. An estimate may be built directly from the BRS, or the planner may use it to assess the reasonableness of rates from any source or method. Functional area planning rests, ultimately, on projected numbers of casualties. However, the reasonableness of the numbers must first be established. This requires use of casualty rates, which reference (normalize) the numbers to the population-at-risk (PAR) and the time (number of days) during which the casualties are generated. Rates are expressed in numbers of casualties per 1000 personnel (PAR) per day. Standard notation is [number]/1000/day.
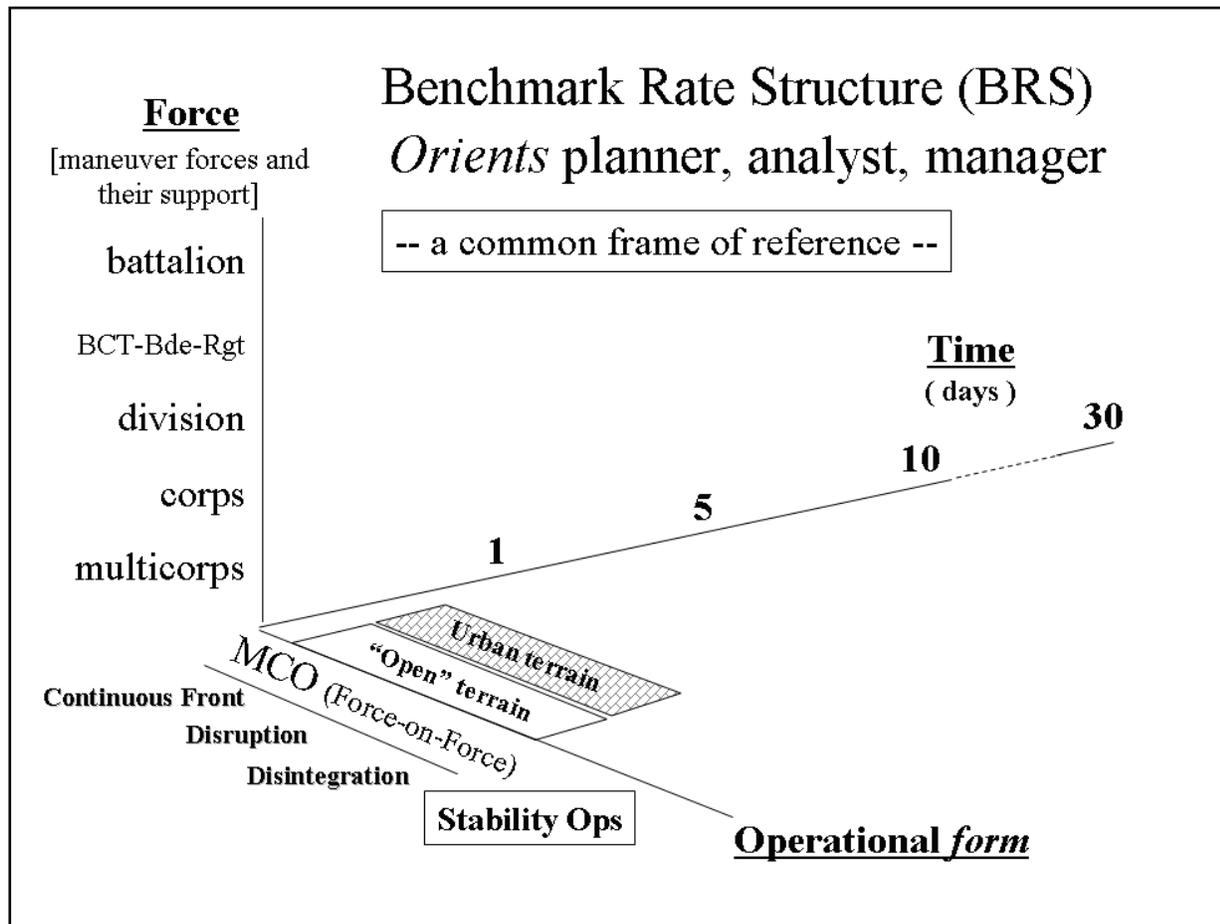
Figure I-3. BRS with Key Parameters

I-19. Rates vary in terms of three broad operational parameters: forces, time, and operational setting. Forces and time are straightforward. Four distinctive operational settings have been observed in modern distributed ground operations: three major combat (force-on-force) settings, one stability operations setting. A planning projection accounts for the METT-TC, including force postures (offense/defense) and roles (decisive/shaping). But key to rate reasonableness is the commander's intent and visualization of force results over time in the METT-TC.

I-20. Major combat (force-on-force) operational settings feature combat episodes (focused, with respect to casualty experience, in ground maneuver elements) that exhibit a spectrum of attacker dominance. The key indicator is the effect of the attack on the coherence of the main defense:

- Episodes—usually involving peer opponents—where the attacker's maneuvers and fires (to penetrate, envelop, turn, etc) fail to undermine the coherence of the defender's main defense. Combat episodes (offensive and defensive) will recur; operations may continue indefinitely, possibly over long periods.
- Episodes—involving peer or nonpeer opponents—where the attacker's scheme of maneuver and fires effects one or more breaches of the main defense's coherence. Episodes may be low-order (with no, or only limited, exploitation) or high-order (deeper exploitation). However, the defender effectively resists in some sectors; the attack culminates before achieving full operational objectives.
- Episodes where the attacker overwhelmingly dominates the defender: all attacking forces (decisive and shaping) reach operational and strategic depths rapidly. Operations to secure a larger area following main defenses collapse may blend into stability operations.

I-21.   Stability operations setting. Stability operations cover a spectrum of threat environments with a wide range of hostility levels. Instead of rates tied to force role and effectiveness in a scheme of maneuver, the force operates in an area of responsibility (all-aspect, 360° orientation). Casualty incidents occur across the force, centered in higher-risk regions or force elements. Force rates are defined for 30-day periods (with particular incidents then definable probabilistically and in terms of variable force risk levels across units, functions, or regions). Three broad threat environments, showing ranges of hostility levels, have been seen:

- Peacekeeping (PKO) / humanitarian assistance (HA) — no hostilities; DNBI only. Examples: Sinai, Bosnia, Haiti, others
- Peace enforcement (PEO) — a range of hostility levels seen (low, medium, high); battle casualty and DNBI. Examples: Kosovo, Afghanistan, Somalia, Iraq
- Foreign internal defense (FID) — a range of hostility levels seen (low, medium, medium-high, high); battle casualty and DNBI. Example: Vietnam

PLANNING ESTIMATE PRODUCTS

I-22.   The estimate may present three views of a casualty profile ("casualty stream"):
- Multi-day force averages as they vary over time, notably for maneuver forces
- Peak 1-day ("hot spot") rates, especially for maneuver forces during pulses
- Cumulative casualties—full scenario or user-defined periods (as appropriate)

I-23.   The battle casualty estimate identifies:
- Killed-/Captured-/Missing-in-Action (KCMIA), in KIA and MCIA parts, and
- Wounded-in-Action (WIA): admissions and RTD72 (returns-to-duty in 72 hours)

I-24.   The DNBI estimate identifies both disease and nonbattle injury admissions.

Note: The medical planner may also describe the medical force's fuller workload—overall "presentations" to medical staff (headcount in addition to admissions, termed "total attendances" or TA by SABERS).

AUTHORIZED METHOD AND ENABLING APPLICATION

I-25.   The BRS and its "rate patterns" approach support battle casualty estimates for field forces. A planning tool—SABERS (System to Automate the Benchmark Rate Structure)—allows planners at all echelons to project battle and/or DNBI casualty profiles appropriate to the overall force and its nested elements, in varied settings and time periods, with both casualty rates and numbers by day or multi-day period, by type.
I-26.   Fig I-4 shows forces, operations (per FM 3-0 and 3-24), and casualty types that may be described. Fig. I-5 shows sample screenshots for differing force elements and settings.
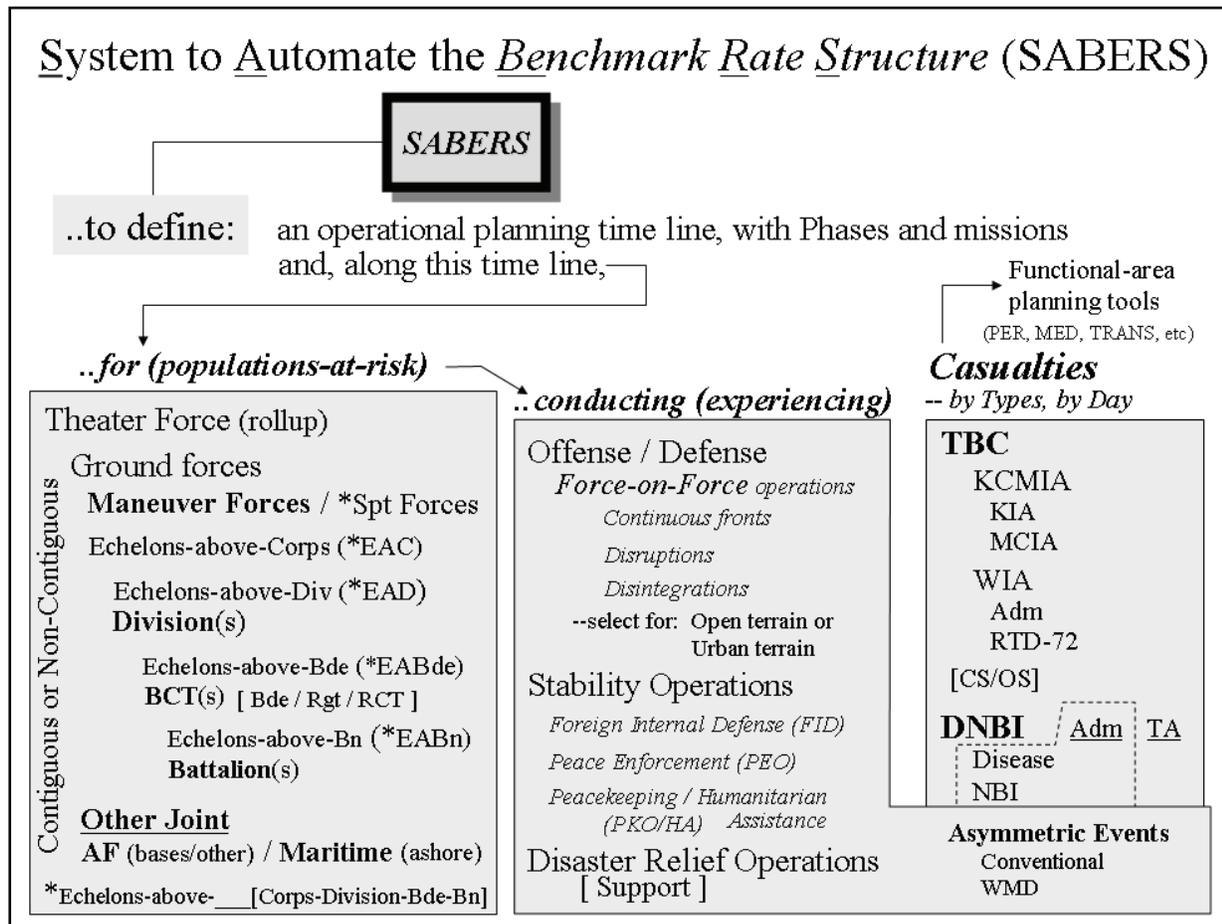
System to Automate the _Benchmark Rate Structure_ (SABERS)

SABERS

..to define: an operational planning time line, with Phases and missions and, along this time line,

Functional-area planning tools
(PER, MED, TRANS, etc)

..for (populations-at-risk)

..conducting (experiencing)

Casualties
-- _by Types, by Day_

Theater Force (rollup)

Ground forces

Maneuver Forces / *Spt Forces

Echelons-above-Corps (*EAC)

Echelons-above-Div (*EAD)

Division(s)

Echelons-above-Bde (*EABde)

BCT(s) [Bde / Rgt / RCT]

Echelons-above-Bn (*EABn)

Battalion(s)

Other Joint

AF (bases/other) / **Maritime** (ashore)

*Echelons-above-___[Corps-Division-Bde-Bn]

Contiguous or Non-Contiguous

Offense / Defense

Force-on-Force operations

Continuous fronts

Disruptions

Disintegrations

--select for: Open terrain or Urban terrain

Stability Operations

Foreign Internal Defense (FID)

Peace Enforcement (PEO)

Peacekeeping / Humanitarian (PKO/HA) Assistance

Disaster Relief Operations
[Support]

TBC
  KCMIA
  KIA
  MCIA

WIA
  Adm
  RTD-72

[CS/OS]

DNBI   Adm TA
  Disease
  NBI

Asymmetric Events
  Conventional
  WMD

Figure I-4. SABERS (automated planning tool)

I-27.   Planners may save their scenario estimates, including all user-selected settings, for later review and revision or to send them to other or higher planners for coordination. User-defined output files show casualty stream details: rates or numbers, by selected casualty type, for the overall force or by unit, for any defined time period. Casualty profiles may be further analyzed or graphically displayed in spreadsheet tools, or fed into other functional planning tools (e.g., personnel, medical, transportation, or operations).
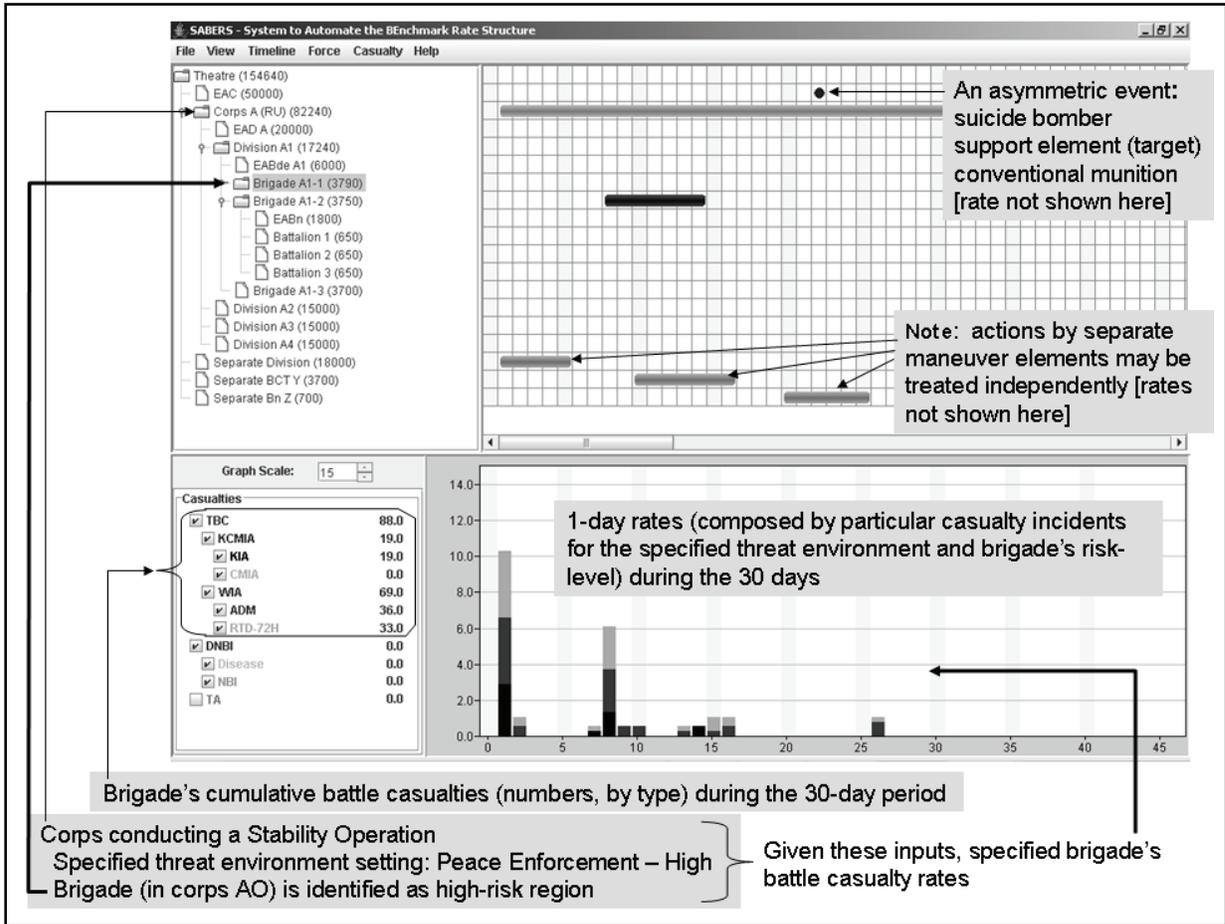
Figure I-5[1]. Hypothetical scenario showing multiple echelons and setting (SABERS screenshots)
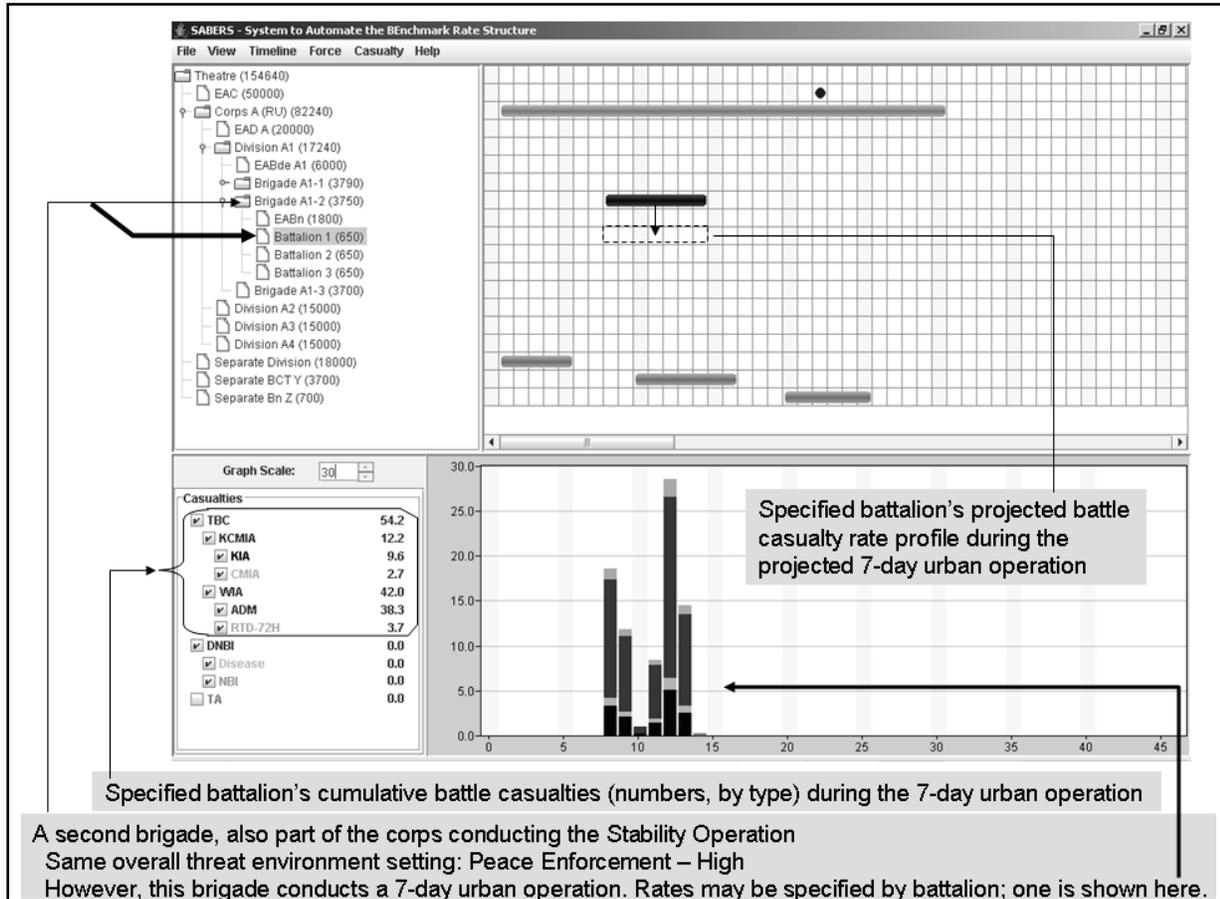
Figure I-5[2]. Hypothetical scenario showing multiple echelons and setting (SABERS screenshots)

I-28.   The Medical Analysis Tool (MAT)—used at senior commands, and required for Service and Joint scenarios casualty planning—is not an estimation tool. It requires that planners define their own rates. SABERS outputs are fully compatible with and loadable into MAT, once the planner ensures that the specified forces in the two tools match.

HR OPERATIONS

I-29.   HR Operations is the process of tracking current and near-term (future) execution of the planned HR support to ensure effective support to the operational commander through the following process (Operations):

- Assessing the current situation and forecasting HR requirements based on the progress of the operation
- Making execution and adjustment decisions to exploit opportunities or unforecasted requirements
- Directing actions to apply HR resources and support at decisive points and time

I-30.   HR operations are performed at every level starting with the Battalion. HR operations sections must be located where they can track the current operation and can influence the operation as required with HR support. Generally, at the Division and higher level of command, elements of the G-1 operations section will be located in the Main Command Post (often referred to as the Battle Command Center

(BCC)). Second and third order requirements for the G-1 section are determined by closely tracking the COP. For example, an action which results in casualties that is monitored on the command voice or data network will indicate to S-1/G-1 operations personnel the requirement for casualty reports, possible EPS actions (awards, letters of condolence, etc), PASR and PRM impacts to replace casualty losses. By closely monitoring the COP, S-1/G-1s may better support subordinate HR elements.

I-31.   HR operations elements require:
- Access to COP systems.
- Access to voice and data C2 systems
- Detailed knowledge of the plan directing current ongoing operations
- Ability to coordinate and synchronize with other staff sections

I-32.   HR operations elements track ongoing operations and also track the following HR operations and collect and present data on:
- Casualty operations ongoing in support of the maneuver plan
- R5 operations
- Postal operations as they impact current operations
- MWR operations in final coordination or execution phase
- PASR status of subordinate units

I-33.   HR operations elements must always be fully integrated with the remainder of their S-1 or G-1 section or HR element, as well as being fully integrated with the remainder of the operations staff elements. For example, the G-1 operations element must work closely with the G-3 current operations section for the most updated COP, the G-2 operations section for any enemy activity which may impact HR operations and ESC or Sustainment Brigade HR Operations Cells to track the location, resourcing, and capabilities of supporting HR companies, platoons and teams.

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Appendix J

Army Bands

The mission of Army Bands is to instill in our Soldiers the will to fight and win, foster the support of our citizens and promote our national interests at home and abroad.

Historical Perspective

"*Hours are to be assigned to all the drums and fifes of each regiment, and they are to attend them and practice; nothing is more agreeable and ornamental than good music; every officer, for the credit of his corps, should take care to provide for it.*"

From Library of Congress: Writings of George Washington,
June 4, 1777
John C. Fitzpatrick, Editor

REFERENCES

J-1.   The following regulations and other publications provide policy and procedural guidance for Army Bands:
- DOD Instruction 5410.18, Public Affairs Community Relations Policy
- AR 220-90, Army Bands
- AR 360-1, Community Relations
- DA Pam 220-90, Army Bands, A Guide for Senior Commanders
- FM 1-19, U.S. Army Bands
- FM 4-0, Combat Service Support

PROPONENCY

J-2.   The functional proponent for Army Bands is the Chief, Army Bands (C, AB), and United States Army Soldier Support Institute (USASSI).

PRINCIPALS OF BAND SUPPORT:

OVERVIEW

J-3.   Army bands can provide tailored music support throughout the full spectrum of military operations. The missions being executed vary depending upon the phase of operations the supported command is engaged in and where the Music Support Teams of the Band are located. The modular organization of the Band allows its teams to be mission and deployed independently or collectively.

J-4.   Army bands provide critical support to the senior commander's strategic outreach. All parts of their mission connect this effort. The bands' role in strategic outreach includes performing music in support of:
- Friendly forces to instill in them the will to fight and win
- Recruiting to help young Americans and their key influencers to see military service favorably

● Public diplomacy to positively influence foreign governments, media, and populations
● Connecting the Army to the American people

EMPLOYMENT

J-5.   Bands are a command asset in peacetime and provide support in both garrison and battlefield environments. They provide musical support indoors and outdoors in most climate conditions but support should be withheld when weather conditions would impair or damage musical instruments, or threaten the welfare of the performers. In addition, bands will not perform music or carry instruments while double timing to avoid causing injury to band soldiers or musical instruments. Based upon specific band mission, bands will provide support to any geographical area of operation.

SUSTAINMENT

J-6.   Army Bands are dependent on the appropriate elements of the ASCC, MACOM, Corps, or Division for: Religious, Legal, Health Service Support, Quarter and Rations, Finance, Personnel, and Administrative Services, Unit Maintenance (Except for musical instrument), and supplemental Transportation.

RESPONSIBILITIES

BAND COMMANDER

J-7.   The band commander is an officer (area of concentration (AOC) 42C) or warrant officer bandmaster (military occupational specialty (MOS) 420C) responsible for all aspects of unit level command and control. Responsibilities include Uniform Code of Military Justice (UCMJ) authority, training, administration, budget, operations, security, and supply. The band commander is the primary conductor of the marching band and the concert band. They advise the command on band missions, proper utilization of the band in support of echelon missions, and proactively seek opportunities to provide musical support for the command and its soldiers.

J-8.   Band commanders have extensive training and experience in the application of laws and regulations governing bands, in how to maximize the band's productivity, and in their unit's capabilities. The band commander should be permitted to provide recommendations on all requests for band support.

BATTALION/BRIGADE COMMANDER

J-9.   Command of the band for administrative and UCMJ purposes will be vested in a major subordinate command. Coordination and cooperation between the G-1/J-1/C-1 and the installation/activity commander (see below) higher headquarters commander of the band is imperative.

G-1/J-1/C-1

J-10.   The G-1 (J-1 or C-1 in task forces) is responsible for oversight of band operations. The Public Affairs Officer (PAO) should provide input on all off post/community relations requests for band support. Tactical plans involving the band should include input from the G5, the G-1, and the PAO to ensure band operations are integrated into Information Operations and the band is used properly for troop morale support.

J-11.   The G-1, with oversight of both band operations and MWR entertainment, must synchronize their efforts to ensure maximum support to US forces and information operations. Army bands are able to provide entertainment/music support to deployed forces in a wide range of tactical and garrison environments. Additionally, Army bands can be effective in support of Civil Affairs (CA) and Public

Affairs (PA) efforts with performances for host nation civilians. Comprehensive G-1 management will ensure Army band operations and MWR entertainers are employed in a complementary and synergistic fashion.

J-12.   The band commander will recommend and the G-1 will develop a local command policy that specifies procedures and guidelines for requesting band support. A comprehensive policy deters disputes over band, and identifies activities that are authorized band support.

INSTALLATION/ACTIVITY COMMANDER

J-13.   Installation and activity commanders that exercise command and control of bands will provide administrative and logistical support including, but not limited to: food service, quarters/billeting, secure/non-secure telecommunications/ automation support, and transportation. Such support will be provided through the Installation Management Agency (IMA) as appropriate. In addition, commanders will provide adequate funding for mission accomplishment. The band commander will draft, and the installation/ activity commander will publish, a local policy that outlines the guidelines for requesting band support.

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Appendix K

Civilian Personnel, Contractor, and Non-Governmental Agency Support

Civilian personnel have always accompanied our deployed armed forces. The increasingly hi-tech nature of our equipment and rapid deployment requirements, have significantly increased the need to properly integrate civilian personnel support into all military operations. Recent reductions in military structure, coupled with high mission requirements and the unlikely prospect of full mobilization, mean that to reach a minimum of required levels of support, deployed military forces will often have to be significantly augmented with civilian personnel. As these trends continue, the future battlefield will require ever-increasing numbers of often critically important contractor employees.

Historical Perspective

During Desert Shield/Desert Storm, Army civilians deployed in Southwest Asia reached a high mark of over 1500 in over 100 different occupational specialties. They came from various commands from throughout the Army.

REFERENCES

K-1.   The following regulations provide additional policy and procedural guidance for the civilian personnel support system:
- Title II, Section 2311 (a) of Public Law 96-465, "Foreign Service Act of 1984."
- Chapter 47 of Title 10, United States Code
- DOD Directive 1200.7, "Screening the Ready Reserve."
- DOD Directive 1404.10, "Emergency-Essential (E-E) DOD U.S. Citizen Civilian Employees."
- DOD Directive 1400.31, "DOD Civilian Work Force Contingency and Emergency Planning and Execution (Draft)."
- DOD Instruction 1400.32, DOD Civilian Work Force Contingency and Emergency Planning Guidelines and Procedures
- DOD Directive 3025.14 "Noncombatant Evacuation Operations."
- DOD Instruction 1000.1, "Identity Cards Required by the Geneva Convention."
- DOD Instruction 1444.2, "Consolidation of Automated Civilian Personnel Records."
- DOD Pub 1400.25-M, "Civilian Personnel Manual (CPM)."
- AR 5-3, Installation Management and Organization.
- AR 215-3, Nonappropriated Funds Personnel Policies and Procedures.
- AR 500-5, The Army Mobilization Operations, Planning, and Execution System (AMOPES).
- AR 600-8-14, Identification Cards, Tags, and Badges.
- AR 690-11, Use and Management of Civilian Personnel in Support of Military Contingency Operations.
- AR 700-137, Logistics Civil Augmentation Program (LOGCAP)
- AR 715-9, Contractors Accompanying the Force

- AR 930-5, American National Red Cross Service Program and Army Utilization.
- DA PAM 690-47, DA Civilian Deployment Guide
- FM 100-22, Installation Management (Draft).
- FM 3-100.21, Contractors on the Battlefield.

TYPES OF CIVILIANS

K-2.   Civilians have always supported our armed forces. Numerous examples exist throughout our nation's history, from settlers supporting the Continental Army, Army and DOD civilians, nurses, to Contractors supporting complex weapons and equipment systems. Without the support and services the civilian force provides, the military would be unable to accomplish many of its missions

DOD CIVILIANS

K-3.   Civilian personnel who are employed by the Department of Defense (DOD) or one of its field operating agencies.

CONTRACTORS

K-4.   Personnel or firms contracted to support a critical enabler for the deploy, employ, and sustain (DES) concept of operations and contribute to the effective personnel combat power of the combatant commander.

NON-GOVERNMENTAL

K-5.   Includes those who are employed by private organizations, such as American Red Cross (ARC) personnel, civilian media representatives, visiting dignitaries, personnel from other governmental agencies (inter-agency), representatives of DOD-sponsored organizations such as the United Services Organization, banking facilities, and citizens for whom local State Department officials have requested support. In certain situations, their presence may be command-directed or sponsored, and require the Army to provide limited support.

PROPONENCY

K-6.   The following organizations are proponents for various categories of civilians who may be deployed in support of an operation.

K-7.   The functional proponent for Army personnel support to DA civilians (appropriated and nonappropriated fund (NAF) employees) is the Army G-1. The functional proponent for Contractors accompanying the force is G-4. Contracting activities and contracting officers provide contractual oversight for Contractors. The Army and Air Force Exchange Service (AAFES) perform NAF civilian personnel management for AAFES personnel.

K-8.   The functional proponent for deployed ARC personnel is the U.S. Army Community and Family Support Center, Family Support Directorate (USACFSC-FS). Deployed ARC personnel are considered special staff under the G-1 of the unit they are deployed or collocated with. The unit's G-1 is responsible for coordinating and providing their personnel support.

RESPONSIBILITIES

K-9.   Army mobilization planners of each functional component, at all organizational levels, will plan for Army civilians and contractors who provide weapons systems and equipment maintenance and other support services. Deliberate planning must be accomplished in order to effectively integrate military, Army

civilians, and contractors. The planning process must include all types of logistical, administrative, medical, and other support to ensure sufficient CS and CSS resources in the AOR to support them.

K-10. The HQDA, G-1 is responsible for civilian personnel management. The Army G-4 is responsible for contractors accompanying the force.

K-11. The following units/agencies have the responsibility to plan, establish, and provide HR support to deployed civilians:

UNIT

- Units with embedded/assigned civilians are responsible for ensuring that all embedded/assigned civilians meet individual readiness processing requirements prior to deployment. Personnel managers at Battalion, brigade, division, corps and ASCC account for and coordinate HR support to civilians, to include contractors.

INSTALLATIONS

- Provide initial readiness processing (to the best of their capabilities) of deploying civilians before their movement to the CONUS Replacement Center (CRC). Provide them with documentation that readiness requirements have been fulfilled. Civilian, to include contractors, readiness processing will parallel military SRP (to the extent possible). The CRC will validate the readiness processing completed by the installation and/or will do readiness processing of those civilians not able to have readiness processing completed by the home station.
- Equip, train, and complete readiness processing for all deploying civilians not accompanying units to AOR and provide/coordinate for transportation to the CRC.

MACOM

- MACOMs ensure that deploying civilians complete the initial readiness processing before moving to the CRC or other central processing center (if used). If a central processing center has not been established or the CRC has not been activated, MACOMs will ensure that the installations deploying civilians have adequate procedures in place to ensure that all deployment actions have been completed prior to the individuals' departure from the installation. These actions will include (but not be limited to) issuance of the appropriate ID card and briefing deploying civilians on the host nation's laws and customs.

HRC

- Develop operational plans and procedures for implementing the policy requirements pertaining to the mobilization and deployment of Army civilians.
- Maintain status of mobilization and deployment requirements for Army civilians and others as designated identify shortfalls, and make recommendations, as required.
- Establish procedures to ensure the orderly deployment of E-E employees and others through designated CRC sites.
- Execute procedures to track and report status of all civilians, i.e., Army, Red Cross personnel, AAFES and contractors deployed in the area of operations.
- Serve as point of contract for individual civilian replacement and augmentation actions.

ARMY G-1

- Establish policy for the mobilization and deployment of civilians.
- Issues policy on the establishment of positions for and the use of Army civilian employees as E-Es.
- Determine functional requirements of management information system that allow for the identification and tracking of employees who have been designated as E-E.
- Coordinate automation actions with the Office of Secretary of Defense, other Department of Defense (DOD) components, internal Army organizations to ensure that mobilization planning

and execution requirements for the identification and deployment of civilian employees are supported.

- Develop and coordinate Army mobilization and deployment personnel procedures and plans for the accountability and reporting of all deployed civilians, to include contractors.
- COMBATANT COMMANDER
- Establish requirements for E-E employees, e.g., numbers, skills, in the theater of operations.
- Establish procedures and coordinate (with the G-3) for individual replacements and augmentees.
- Receive and in-process deployed civilians during military operations
- Account for and report the status of all civilians, to include contractors, assigned or attached in support of a contingency operation and provide SITREPs.
- Establish and announce the administrative workweek to ensure that E-E employees receive proper payment for all hours worked.
- Determine AOR specific operation deployability requirements such as medical and physical, clothing and equipment, weapons issue policy for E-E employees, deployed personnel tracking and reporting procedures, theater unique cultural and environmental training and provide this information to Army G-1 prior to deployment of all civilians.

ARMY CONTRACTING AGENCIES

- Management and control of contractors is the responsibility of Army contracting agencies and contracting officers/Contracting Officer Representatives (CORs). Contractors are expected to be self-sufficient, handling all actions necessary to perform under the conditions of the contract without additional assistance from the government. However, in some circumstances, it is appropriate and necessary for the government to provide support.
- Contractor personnel may be US nationals, foreign nationals, and local nationals. It is important to understand that the terms and conditions of the contract establish the relationship between the military (US Government) and the contractor. Generally, support to contractor personnel is based on pre-arranged contracts and needs to be clearly set forth in the terms of the contract. As a minimum, contracts should provide information to the deploying contractor regarding notification procedures, pre-deployment processing requirements, and the date and time required to be in the AO. Additionally, the contract should provide for the establishment of management controls that require contractors to establish and implement in-transit visibility procedures. The extent of government provided support is generally limited to force protection, mortuary affairs, or other logistical or administrative support and should be clearly stated in the contracts. Support to contractors must be identified and coordinated with the appropriate staff agency early in the planning process to ensure adequate support is available.

PRINCIPLES OF CIVILIAN PERSONNEL SUPPORT

ARMY CIVILIANS

K-12.   E-E positions are pre-identified, where possible, to fill known AOR requirements. For example, AMC's Logistics Assistance Representatives (LARs) are identified as E-Es. Volunteers are sought to fill all other AOR requirements.

K-13.   The Logistics Civil Augmentation Program (LOGCAP), an Army initiative, has been implemented to allow for the planning during peacetime for the use of civilian contractors to perform selected services in wartime and other contingencies to augment US Forces. It is a program that allows for the use of global corporate resources to support worldwide contingency operations. Under this contract advanced acquisition planning is accomplished in conjunction with the overall commander. The LOGCAP umbrella Support Contract focuses on prioritized peacetime contingency planning for civilians (US, Third

country Nationals, and Local Nationals) augmentation logistics, engineering and construction services support as determined by the commander.

PERSONNEL ACCOUNTING AND STRENGTH REPORTING (PASR)

K-14.   The commander has the overall responsibility to account for all civilian personnel deployed to the AOR. This accountability includes DOD civilian personnel, contractor personnel, non-government organizations (NGOs), inter-agency personnel, and in some cases, local nationals. Personnel accountability includes the recording of by-name and other personnel information needed in providing authorized support. Accountability is established upon entry into the AOR and maintained until departure from the AOR.

DOD CIVILIANS

K-15.   DOD civilians generally deploy in a TDY status. Consequently, their official personnel records are continued to be kept in the Defense Civilian Personnel Data System (DCPDS). While deployed, civilians should be accounted for and tracked in the Army's accountability system, currently CIVTRCKS. (The DTAS is currently being implemented and upon completion of the implementation, all civilians will be accounted for and tracked in DTAS).

CONTRACTORS

K-16.   There is no centralized database for all contractors. Consequently, contractors are required to enter tracking data into the Army's civilian accountability and tracking system (currently, C IVTRACKS) until such time that DTAS is fully implemented. Note: Army is currently working towards the development of a single accountability and tracking system for all civilians, to include contractors.

OTHER

K-17.   Local Nationals. Previously, the G-1 did not normally include accountability of local nationals hired by contactor or contracting officers to perform support functions, e.g., laundry, food service, truck drivers, etc. However, for future operations, Local Nationals will be accounted for and tracked the same as DOD /Army contractors.

CASUALTY OPERATIONS MANAGEMENT

K-18.   Casualty reporting for deployed DOD civilians is conducted in the same manner as for Soldiers, as outlined in Appendix C, Casualty Operations Management. This includes proper notification of civilians' next of kin. They are notified using the same procedures as prescribed for the notification of Soldiers, as outlined in Chapter 6, AR 600-8-1. Emergency POCs at their organizations are notified by HRC. Categories of civilians for which a casualty report is required are listed in Chapter 2 of AR 600-8-1. Upon notification of an Army civilian casualty, a representative from the Army's Benefits Center will make contact with the NOK to discuss benefits and entitlements.

K-19.   Casualty reporting of contractor personnel is conducted in the same manner as for Soldiers and Army civilians, i.e., casualty reports are submitted through the casualty channels back to the Casualty and Memorial Affairs Operations Center (CMAOC). Upon receipt of reports, CMAOC notifies the contracting company/firm who conducts NOK notification.

REPLACEMENT MANAGEMENT

K-20.   Army civilians typically deploy in a TDY status for a period of 179 days. MACOMs are responsible for providing replacements. In those instances where the MACOM is unable to provide replacements, the fill requirement is developed and requested by the ASCC via the World wide Individual Augmentation System (WIAS)

K-21.   Replacements for contractor personnel are the responsibility of the contractor.

PERSONNEL INFORMATION MANAGEMENT

K-22.   Each deploying civilian should have a deployment packet prepared and provided by the individual's home station /installation HR Office (CPAC) or employer. A copy of that deployment should be hand carried to the CRC. The CRC will validate the completion of the deployment requirements and provide the individual with a copy to take to the personnel support activity in the AOR. The deployment packet serves as a field file. It consists of a personnel data sheet from the CPAC, DA Form 7425, (Readiness and Deployment Checklist) medical summary, copy of the DD Form 93, clothing and organizational equipment record, AOR clearance, and other requirements listed on the DA Form 7425.

K-23.   For contractor personnel, the company name and its emergency POC and POC phone number will be obtained by the CRC, mobilization station, or the AOR point of entry. This information will also be entered into the civilian personnel data system, currently CIVTRACKS, and also placed in the deployment packet.

POSTAL OPERATIONS MANAGEMENT

K-24.   Postal services, to include free mail, are provided to deployed DOD civilian personnel in the same manner as for Soldiers. Contract civilians who are authorized postal support may use the zip code of the primary unit they support (for example, the zip code of the HHC of the division or corps support group) unless the Military Postal Service Agency (MPSA) has designated a separate zip code. The postal platoon and the S-1 provide the same support to contract civilians who move from unit to unit as they would for a Soldier who changes units. Just as with Soldiers, civilian addresses must be kept current, primarily with change of address cards.

POSTAL SUPPORT FOR CONTRACTORS AND OTHER CIVILIANS

K-25.   The nationality of the contractor employee usually determines postal support. US citizen contractor employees, who deploy in support of US armed forces, may be authorized use of the military postal service (MPS) if there is no US postal service available and if MPS use is not precluded by the terms of any international or host-nation agreement. Local nationals hired in-country by DOD, or subcontracted by a DOD contractor, normally are provided with postal support through the existing host-nation system or through arrangements made by the employing contractor. The effectiveness of postal support is directly related to the personnel accountability system in place in the AO. The contractor accountability system being used must interface with the AO postal system.

MORALE, WELFARE, AND RECREATION AND COMMUNITY SUPPORT

K-26.   Deployed DOD civilians will have access to recreational activities, goods, services, and community support programs such as the ARC, family support, and the exchange system.

CONTRACTOR MWR SUPPORT

K-27.   Maintaining an acceptable quality of life is important to the overall morale of any organization, including contractors. Deployed contractors have a responsibility to provide MWR and other quality-of-life

support to their employees as much as practical. AOR support contractors (local nationals) generally are not provided MWR support.

K-28.   The military may provide MWR support to contractor employees when contractor sources are not available, subject to the combatant commander's discretion and the terms of the contract. The availability of MWR programs in an AO vary with the deployment location. MWR activities available may include self-directed recreation (e.g., issue of sports equipment), entertainment in coordination with the United Service Organizations (USO) and the Armed Forces Professional Entertainment Office, military clubs, unit lounges, and some types of rest centers.

K-29.   US citizen contractor employees may be eligible to use Army and Air Force Exchange Service, Navy Exchange, or Marine Corps Exchange facilities for health and comfort items. Use of these facilities is based on the combatant commander's discretion, the terms and conditions of the contract, and any applicable status of forces agreements.

ESSENTIAL PERSONNEL SERVICES

K-30.   The home and AOR supervisor of deployed civilians ensure that deployed DOD civilians receive essential personnel services and treatment comparable to that received by civilians who are not deployed. These services may include such areas as DA civilian awards (performance, QSI, special act monetary suggestions awards), DA civilian performance appraisals/ratings, supervisory documentation, appointments, career programs, promotions and reductions, identification documents, health insurance, and leaves. The supervisor within the local area provides input to deployed civilians' award and performance appraisals. That input is used by the home station supervisor in the completion of the official performance appraisals and awards.

MOBILIZATION AND DEPLOYMENT

DOD CIVILIANS

K-31.   AR 690-11, Civilian Personnel Mobilization Planning and Management, AR 500-5 (AMOPES, Annexes C and E), and Chapter 3 of this manual provide further guidance on deployment of civilians. To ensure accountability and preparedness of deploying DOD civilians, HQDA G-1 may designate a single deployment site for all CONUS-based DA civilians, Army contractors, and ARC employees departing on TDY or individually deploying to an operation.

K-32.   MACOMs and Installations' managers pre-identify DOD civilians (and potential replacements) who will deploy in an operation and ensure that they maintain a state of wartime preparedness to include preparation of family care plans. The Army Materiel Command Logistics Assistance Program is an excellent example of how a command can pre-identify CONUS-based employees who will deploy. When deploying civilians are not pre-identified, commanders seek volunteers or exercise management authority as a last resort. HR management leaders must plan for the support of deployed civilians and plan to assimilate them into the military personnel support system where appropriate.

DEPLOYMENT OF CONTRACTORS

K-33.   The activities and movement of contractors on the battlefield must be orchestrated along with the combat forces. To accomplish this, commanders must have accountability over all system- and external support contractors.

K-34.   HR managers will account for contractor personnel who deploy with the force, just as with military and DACs. Accountability is best established in the pre-deployment stage, capturing the overall deploying contractor employee presence supporting an operation from the point of origin.

K-35.   The Army has created several sites within CONUS for expeditiously preparing individuals for deployment and to process individuals during redeployment back to CONUS. These sites, CRCs, expeditiously receive and certify individuals for deployment, redeployment, or demobilization; they receive, out-process, and account for individuals returning from JOA. When it is not practical or affordable, contractors deploying from Hawaii, Alaska, or Europe may not be required to process through either a CRC, but may be processed from a location similar to a CRC or an installation in CONUS.

K-36.   For various reasons, some system and external support contractors may inadvertently deploy without processing through either a force-projection-platform processing center or a CRC. When this occurs, the pre-deployment processing is conducted in the AO as soon as possible during the reception processing.

K-37.   Some contractors have what is called a "habitual relationship" with a military unit or organization. A habitual relationship is usually a relationship where the Army is not able to deploy some weapon-systems without also deploying the supporting contractors. In these types of relationships, contractor personnel will normally conduct pre-deployment processing with the unit in which they have the habitual relationship. This includes being TPFDD and deployed.

K-38.   Contractor employees must flow into the AO in a controlled and managed fashion, usually in accordance with the TPFDD. This provides the combatant commander and subordinate ASCC with visibility over incoming contractor employees. Contractor arrival is handled in the same manner as with arriving military forces. A formal reception and integration process is essential for both system and external support contractors deploying into the theater.

K-39.   During reception, accountability is continued for contractors originating from established military POEs or established for those contractors entering the military system for the first time. Once initial processing is completed, contractor employees and equipment are integrated into the military movement control system for movement to their designated destinations. Contractors who have a habitual relationship will normally undergo the RSOI process with the unit or organization with which they have the habitual relationship.

K-40.   During redeployment, civilians who deployed through a CRC are required to return back through the same CRC. While deployed, all Army civilians are provided with the same career opportunities they would have had if not deployed. Chapter 3 provides redeployment guidance.

CONTRACTOR REDEPLOYMENT

K-41.   Upon completion of an operation, contractors re-deploy out of the AO as quickly as METT-TC will allow. The timing of the departure of contractor support operations is as critical as that for military forces. Orderly withdrawal or termination of contractor operations ensures that essential contractor support remains until no longer needed and that movement of contractor equipment and employees does not inadvertently hinder the overall re-deployment process. Essentially, contractor personnel should undergo the same re-deployment process as military personnel. However, planners must determine the specific steps desired and be aware of the cost associated with doing so.

K-42.   Redeployment POEs perform essentially the same functions as those involved in deployment. The procedures are similar, whether contractors are redeploying to their point of origin (home station) or to another AO. Redeploying contractors will normally do so in the same manner in which they deployed (either under government control or self-deploy).

K-43.   Prior to arriving at the aerial ports of embarkation (APOE) /seaports of embarkation, contractors should have accomplished the same preparations as the military forces. Similar to deployment, contractor accountability measures continue, enabling the military to maintain accountability of and manage contractors as they proceed through the re-deployment process.

K-44.   Contractor employees who deployed through the CRC or individual deployment site should be required to return through the same processing center for final out processing. The CRC or individual deployment site is responsible for assisting the return of individual contractor employees and ensuring employee protection, privacy, and transition from the deployment area to home. Contractor employees that deployed with their habitually supported unit normally redeploys with that unit.

EMERGENCY-ESSENTIAL POSITIONS

K-45.   A key element in identifying DOD civilians who will deploy is to define emergency-essential positions, as outlined in DOD Directive 1404.10, Emergency-Essential (E-E) DOD U.S. Citizen Civilian Employees. An E-E position is a position overseas or to be transferred overseas during a crisis situation, or which requires the incumbent to deploy or perform temporary duty (TDY) assignments overseas in support of a military operation. E-E designations are limited to positions that ensure success of combat operations or that support combat-essential systems. E-E positions require uninterrupted performance to provide immediate and continuing support. All E-E position descriptions and vacancy announcements should be properly documented to reflect the E-E designation and requirements.

K-46.   E-E civilians must be U.S. citizens, not subject to military recall. Family members of forward-deployed E-E civilians are evacuated from a crisis location with the same priority and afforded the same services and assistance as family members of military personnel.

K-47.   A signed E-E statement of understanding is required to ensure that civilian members are fully aware of the Army's expectations. However, a commander can direct DOD civilians, not designated E-E, to deploy in a TDY status or to remain in an area already on TDY or permanent assignment in order to perform duties essential to the military mission.

ENABLING SYSTEMS

K-48.   Army Civilian Personnel System - Headquarters (ACPERS-HQ)

K-49.   The System provides information on Army civilian personnel dynamic and static data; includes strength accounting, employment, award, and performance data. The Headquarters Army Civilian Personnel System (HQ ACPERS) is a reporting system for Army civilians. The Office of the Assistant G-1 for Civilian Personnel Policy maintains the system. The system reports Army civilian strength to higher headquarters, the DOD, the Office of Personnel Management, and Congress. In addition to strength reporting, the system includes data on employment, training, special employment, performance data, awards, and acquisition data. The system allows users to query the database using online screens and DataCom DataQuery. Numerous ad hoc reporting requirements are met through extensive off-line history files.

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Appendix L

Retention Operations

Throughout most of American history, our military has been composed of volunteers. However, conscription was the primary means of obtaining sufficient numbers of military personnel during World Wars I and II and the Korean Conflict, to the point that its renewal became perfunctory. In the late 1960s, President Richard Nixon established a commission to study how best to procure military manpower – retain the draft or institute a volunteer military. After much debate within the Administration, the Congress, and across the country, it was decided that an all-volunteer force was feasible, affordable, and would enhance the nation's security. Thus, the authority for conscription was allowed to lapse on July 1, 1973. The last conscript entered the Army on June 30 of that year.

The All Volunteer Force (AVF) has served the nation for more than a quarter century, providing a military that is experienced, smart, disciplined, and representative of America. Moreover, the AVF is more cost-effective than a conscripted force according to many studies, including an external review by the auditing arm of Congress, the U.S. General Accounting Office (GAO). The AVF continues to exceed all expectations and supports the world's best military force.

Vital to maintaining the AVF is the Army's Retention Program. Although reenlistment is an important element, it is only a small facet of the overall program. When Soldiers reenlist, they are demonstrating a selfless commitment to their nation, mission, unit, and fellow Soldiers. The Army's challenge is to retain the right mix of Soldiers with a Warrior Ethos mindset that are flexible, adaptive and competent. The Army's Retention Program is about Army readiness.

At the heart of Army readiness is people. The American Soldier remains the centerpiece of the Army's formations and will remain so in the future. Without adaptive, confident and competent people, the lethality of our weapons or the strategic responsiveness of our formations will not matter. Soldiers are the Army. The Army's ability to retain Soldiers that are bright, honest, dedicated and totally committed to the mission will remain a vital task for the Army.

The American Soldier represents the strength of liberty, justice, and hope. There is no moral comparison between American Soldiers and their adversaries in wars throughout our history. Soldiers believe in what they do. Despite danger, hardship, and separation from family, they value their service to the country. Soldiers understand, as a part of our non-negotiable contract with the American people, to fight and win the Nation's wars; the sacrifices they make are part of Army life. These same American people who have entrusted us to protect and defend freedom have also entrusted the leaders of the Army to care for their most precious resource, their sons and daughters…the American Soldier.

Historical Perspective

"The volunteer G.I.s of today stand watch in Korea, the Persian Gulf, Europe and the dangerous terrain of the Balkans. We must never see them as mere hirelings, off in a corner of our society. They are our best, and we owe them our full support and our sincerest thanks."

General Colin Powell
Chairman of the Joint Chiefs of Staff

REFERENCES

L-1.   The following regulations provide policy and procedural guidance for the Army Retention Program:
- AR 601-280,   Army Retention Program
- AR 600-8-19, Enlisted Promotions and Reductions
- AR 614-30, Overseas Service
- AR 614-200, Enlisted Assignment and Utilization Management
- AR 635-200, Active Duty Enlisted Administrative Separations
- DA Pam 611-21 , Military Occupational Classification and Structure

PROPONENCY

L-2.   The functional proponent for the Army's Retention Program is the Army G-1.

RESPONSIBILITY

L-3.   The Army Retention Program is a commander's program. Commanders are the Retention Officer for their respective commands. The program requires active involvement, support, and interest at all levels of command, including the senior Noncommissioned Officer (NCO) Corps. Additionally, the Command Sergeant Major as the senior enlisted Soldier in the command, is the Retention NCO for their respective command. To be truly effective, enthusiastic involvement of all leaders to retain high quality Soldiers is required to ensure the future of the Army's NCO Corps. Their total involvement is essential to strengthen and sustain retention programs at all organizational levels.

MISSION

L-4.   Improve readiness, force alignment and maintain Army end-strength through the development and retention of Soldiers. Specifically, advise leaders and counsel Soldiers, employing the four phases of the Army Career Counseling System to increase retention, and reduce unit level attrition.

CONCEPT OF OPERATIONS

L-5.   The Army Career Counseling System is designed to increase retention and reduce attrition by empowering Soldiers through counseling and mentoring. The Army's Retention System is intended to enhance good leadership. The Army Career Counselor is a trained professional. Soldiers are required to meet certain standards to achieve and maintain their qualifications for retention. It is the first line supervisor's role to ensure the Soldier is meeting the standards and it the responsibility of the command team to ensure effective programs are in place. Soldiers are required to see an Army Career Counselor annually to establish their career goals and to follow-up to ensure they are progressing towards those goals. This system enables Soldiers to make educated decisions about their career.

THE ARMY CAREER COUNSELING LIFE CYCLE MODEL

L-6.   The Army Career Counseling life cycle model reflects the stages that Soldiers will experience at one time or another, and often concurrently, during service in the Army. Focusing on Quality Soldiers as the centerpiece of the model, the functions performed in these stages train and develop Soldiers into competent and versatile leaders, able to accomplish missions in a challenging and ever changing global environment. The model details the critical stages through which a Soldier will move during their career. Generally, the model depicts the life cycle of a Soldier from their arrival at the unit through their life cycle of service progression (clockwise around Figure K–1) to separation or retirement. The challenge of the model, displayed by the interconnecting lines, is that the Army must manage all of the stages simultaneously, since various Soldiers will be in each stage at any one time. Any change to a stage or function within a stage will affect the Soldiers in most, if not all of the other stages. In other words, if you fail to properly manage a Soldier's life cycle the response will vibrate through the entire model affect all other stages.
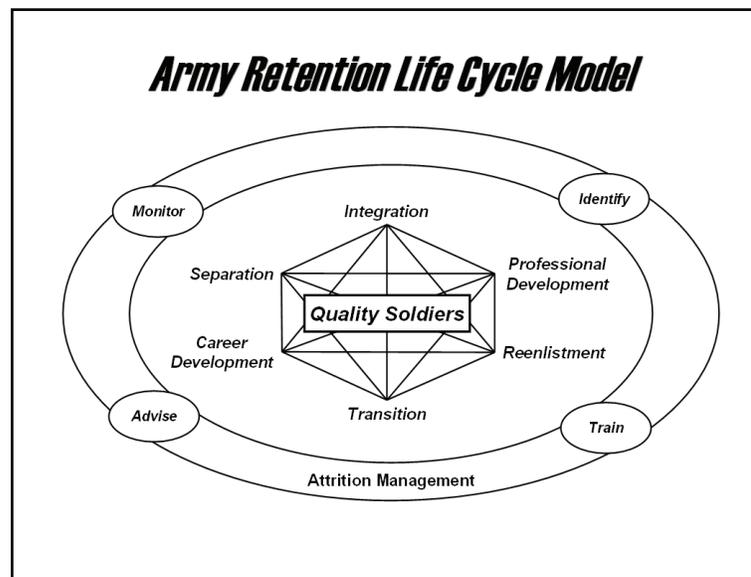
Figure L-1. The Army Career Counseling Life Cycle

LIFE CYCLE STAGES

L-7.   Integration. The first phase of the life cycle model, integration, is the foundation for all other functions. The Integration Phase helps reduce turbulence with Soldiers when they arrive at their units. The Soldier's first impression usually is the basis for most, if not all, of his career decisions.

L-8.   Professional Development. Soldiers must understand the Army as a profession before they can make informed decisions about their long-term career. During the professional development phase, Soldiers experience a new way of life. This phase provides Soldiers the "how to" of being a professional Soldier. It addresses the promotion and education systems (military and civilian), military schools, reclassification, special programs, assignment processes, and short/long term goals.

L-9.   Reenlistment. Reenlistment is the Soldiers conscious decision to bridge the gap between the Army as an experience and the Army as a career. Reenlistment also serves to balance the force structure and meet Army end-strength requirements.

L-10.   Transition. Transition is the process of Soldiers separating from the active Army, but remaining active in a Troop Program Unit (TPU). Transition provides the Soldier a means to separate from active service and still remain a part of the Army. Transition also helps balance force structure and end-strength by redistribution of Soldier resources between the Active and Reserve components.

L-11.   Career Development. This stage focuses on career Soldiers. This function educates Soldiers on maintaining a balancing the Army's missions with the Soldier's career goals. This system focuses on centralized promotion systems, education (military and civilian), special duty assignments, retention control points, and retirement. Soldier goals established earlier will be evaluated to meet career and Army needs. The Career Development phase supplements the leader development process through counseling and educating Soldiers.

L-12.   Separation. Soldiers may separate voluntarily by not reenlisting or transitioning into the reserve components following completion of an obligated or contracted service period, or by retiring. Involuntary separation may occur due to a reduction in force structure or qualitative reasons. The Army must separate Soldiers to maintain the quality and quantity of the force and to balance grade structure.

L-13.   Attrition Management Band. The Attrition Management Band is designed to monitor attrition in the unit. Once an attrition reason has been identified, it is the Career Counselor's responsibility to advise the commander and recommend training and or solutions to correct the problem. When attrition is actively managed, the Army saves its most valuable investment and resource, its Soldiers.

THE ARMY CAREER COUNSELING SYSTEM

L-14.   The Army Career Counseling System (Figure K-2) is a four-phase system that continues to develop Soldiers throughout their career. The four phases of the Army Career Counseling System are Integration, Professional Development, Sustainment and Career Development.
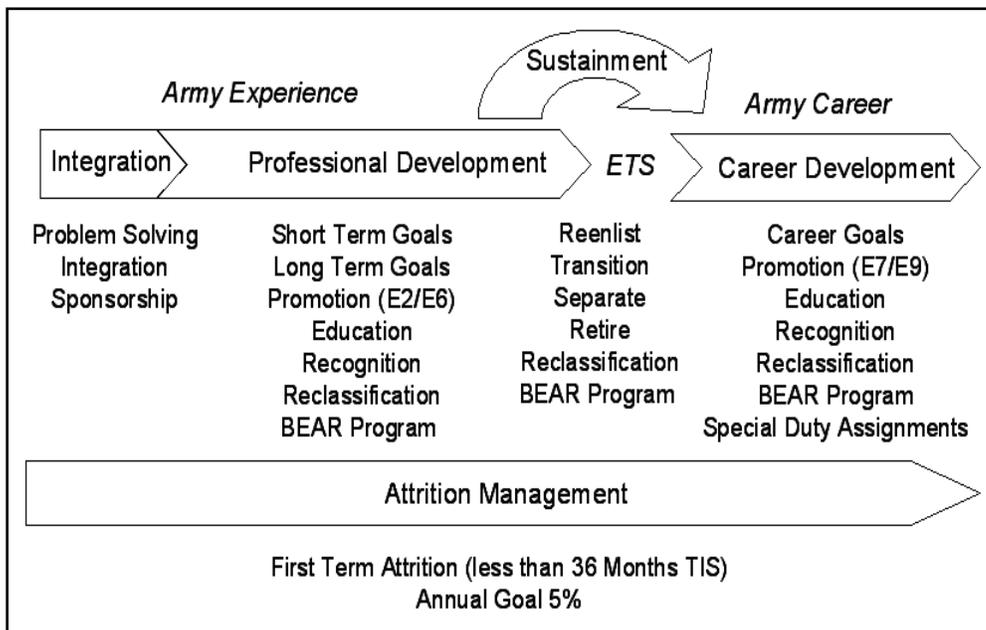
Figure L-2. The Army Career Counseling System

INTEGRATION PHASE

L-15.   The Integration Phase reduces turbulence for Soldiers when they arrive at their new units. All Soldiers will be counseled by their servicing career counselor within five working days after arrival to ensure that critical areas have been addressed, i.e., sponsorship, basic human needs, personnel and financial issues, military programs and family support groups.

PROFESSIONAL DEVELOPMENT PHASE

L-16.   The Army Career Counseling System uses development to educate and retain quality Soldiers. The Professional Development Phase develops Soldiers serving on their initial enlistment. This phase focuses on educating Soldiers on the Decentralized and Semi-centralized promotion systems, the Army Continuing Education System, various military schools, reclassification (**Career Counselors are responsible for processing reclassification actions, to include eligibility and qualifications for voluntary reclassification, special application procedures, medical reclassification and mandatory PMOS disqualification**.), special programs, important of diverse assignments, finding a mentor and establishing short/long term goals. This phase helps the Soldiers understand the Army as a profession. It provides the Soldier with an IPR (In-Progress Review) on their professional development and the accomplishment of their goals. During this phase Soldiers must receive the following counseling, 30-60 days after assignment counseling by their career counselor, 90-120 days after assignment counseling by their unit commander, and annually on their BASD (Basic Active Service Date) anniversary counseling by the career counselor.

SUSTAINMENT PHASE

L-17.   The Sustainment Phase helps Soldiers make the right career choices. The overall goal is to match the needs, wants, and desires of a Soldier with current Army needs and to assist the Soldier during the transition process. Retaining quality Soldiers enhances Army readiness in all components. Reenlistment enhances Army readiness by aligning the current force with Army force structure requirements based on established priorities at the time of reenlistment. Reenlistment supports Army needs. The Commander and unit leaders are ultimately responsible for the retention of Soldiers at their level. Career Counselors are technical experts charged with advising commanders on their retention programs and determining Soldier eligibility for options and programs consistent with published regulations and directives. Career Counselors provide advice and counsel. Transition comes in several forms; enlistment in the Army National Guard, transition/enlistment in the U.S. Army Reserves, retirement, ETS (Expiration of Term of Service) or administrative separation. No matter what decision a Soldier makes, it is imperative the Soldier is counseled and mentored throughout the period of transition. Ultimately Soldiers will become ambassadors for the Army within their civilian community.

CAREER DEVELOPMENT PHASE

L-18.   Soldiers serving on their second or subsequent term of service in the Army will receive career development counseling. It focuses on counseling Soldiers on the Army as a career. This function will educate Soldiers on the Centralized Promotion System, education (military and civilian), special programs and assignments, retention control points, retirement, indefinite reenlistment, mentoring, establishing short/long term goals, etc. Short and long term goals established in the Professional Development Phase will be adjusted to the individual Soldier. During this phase Soldiers receive the following counseling; 30-60 days after reenlistment counseling by their Career Counselor, and annually on their BASD anniversary counseling by the Career Counselor. The Career Development phase will supplement the leader development process by counseling and educating Soldiers.

ATTRITION MANAGEMENT

L-19.   Attrition is to be expected; however, it should not be willingly accepted. Leaders must ensure that Soldiers have been given the opportunity to develop. The Army is a family; our Soldiers are our future and the next generation. Soldiers are not expendable; they are critical resources and must be conserved. Every separated Soldier must be replaced on a one for one basis. Leaders must take the steps to keep attrition at minimum without lowering standards. Soldiers who do not respond to rehabilitation measures will be separated. Soldiers who are separated prior to completing their contractual obligation will be counseled on their entitlements. Soldiers separated for failure to meet Army standards can have a negative impact on the Army's recruiting effort. Leaders need to ensure that these Soldiers are separated with their dignity intact. The Attrition Management Program is designed to monitor attrition; identify problem areas or units with high attrition, provide training to fix the problems and advise commanders and leaders on alternatives to separation and rehabilitation.

"What this country needs, it cannot buy. It needs dedicated Soldiers who see service to their country as an affair of the heart."

General Creighton Abrams
Chief of Staff, United States Army

CAREER COUNSELOR'S ROLE IN PREPARATION FOR FULL SPECTRUM OPERATIONS

L-20.   In preparation for deployment in support of full spectrum operations, it must be ensured that all Career Counselors deploy with their units. The implementation of stop-loss and stop-movement does not eliminate the requirement for Career Counselors to deploy. In the AVF stop-loss/stop-movement is a temporary tool used to maintain Army end strength. The stop-loss program cannot be relied upon to maintain sufficient numbers of highly qualified Soldiers on a long-term basis. The Army Retention Program is the long-term answer for maintaining end strength. At the center of this program is the Career Counselor.
L-21.   The mission of the Career Counselor is two fold during Full Spectrum Operations. The first, Counselors will continue to accomplish their unit's specific missions consistent with goals of the Army Retention Program. The second is to accomplish other missions as assigned by the Commander and Command Sergeant Major.

L-22.   Upon deployment notification, units must ensure all deployed Soldiers have adequate Career Counselor support. Rear detachment coverage will be accomplished IAW unit contingency SOP.

L-23.   All units must establish a documented contingency plan. Contingency plans must be reviewed and updated based upon known and expected missions / JOA. Subordinate units must also have a detailed contingency plan that corresponds with plans of higher headquarters.

L-24.   The contingency plan must include a detailed packing list to include the following (at a minimum):
- Laptop
- Scanner
- Printer (preferably all-in-one)
- Digital Sender
- U.S. flag
- Storage containers
- Software support package
- Office supplies
- Required forms

L-25. The contingency plan must address the following critical areas:
- Screening all Soldiers' records not serving on indefinite status and building them in RETAIN prior to deployment
- Notifying the proper agency of the connectivity requirements for the deployment duration (NIPRNET accounts)
- Establishing all necessary accounts
- Reenlistment, Reclassification, And Assignment System (RETAIN)
- Electronic Military Personnel Office (EMILPO)
- Enlisted Distribution and Assignment System (EDAS)
- Army Training Requirements and Resources System (ATRRS)
- NIPR

L-26. Career Counselors must also be incorporated into the Deployment Processing to ensure Soldiers are briefed on vital retention subjects (i.e. deployment extensions, stop-loss/stop-movement). Company-level additional duty Reenlistment NCOs must be identified and trained for continual retention support, especially for dispersed units. It is essential that Career Counselors stay actively engaged in every part of the deployment processing, such as manifest planning.

PREPARATION FOR DEPLOYMENT

UNIT

L-27. Career Counselor responsibilities include the following critical tasks:
- Establish a unit (Standing Operating Procedure (SOP) or review /update the current one. Have it reviewed by Career Counselors at higher HQ. Review and compare against higher HQs
- Follow the guidelines of the Deployment Contingency Plan in unit SOP
- Equipment Packing List.
  - Laptop IAW most current requirements to operate RETAIN
  - All in one printer, fax, copier, and scanner
  - Flash memory stick
  - Digital camera
  - Communication access (phone, fax, and internet with appropriate band width)
  - Electronic document sender (digital sender)
  - Minimum of two "TAC" tote boxes per counselor
  - US Flag
  - General Office Supplies
  - Obtain military drivers license for the units vehicles type
  - Software/Army Systems Access
  - Adobe Professional (Read/Write Adobe .PDF Files)
  - RETAIN
  - E-MILPO
- Identify Deploying Soldiers, Screen Records and create Digital Retention Data File
- Career Counselors will review the records of all Soldiers not serving on indefinite status
- Career Counselors will review each Soldier's MPRJ (201 File), current Enlisted Records Brief (ERB), and current APFT with BF% worksheet (if applicable)
- Complete DA Form 4591-R (Rentention Data Worksheet) for all Non-Indefinite Soldiers
- Prepare all Non-Indefinite Soldiers in RETAIN
- Coordinate Connex support as required and needed

BCT/BRIGADE

L-28.   BCT/BRIGADE level Career Counselor responsibilities include the following critical tasks:
- Ensure units have all required equipment, software, and supplies
- Ensure units have screened all Soldiers' records
- Ensure units have a comprehensive Retention SOP
- Ensure units have all Soldiers prepared in RETAIN

DIVISION

L-29.   Division level Career Counselor responsibilities include the following critical tasks:
- Ensure the unit and BCT retention programs are staffed with MOS qualified Career Counselors.
- Ensure BCTs have all required equipment and provide assets if needed
- Ensure BCTs have processed all assigned personnel for retention processing
- Ensure BCTs have an established Retention SOP and are utilizing it

CAREER COUNSELOR'S ROLE IN SUPPORT OF FULL SPECTRUM OPERATIONS

L-30.   The Army Retention Program plays a continuous role throughout full spectrum operations including offensive, defensive, stability, and support operations. Army retention is a system that ensures deployed forces have access to career counseling and reenlistment processing. The Army Career Counseling System is designed to provide commanders with the flexibility needed to adjust priorities, as the situation requires. Army Retention affects unit strength. During periods of deployment the Army Career Counselor may assist other members of the unit staff, depending on the OPTEMPO as directed by the Commander and Command Sergeant Major.

RESPONSIBILITIES

UNIT

L-31.   Unit Career Counselor responsibilities include the following critical tasks:
- Accomplish specific missions consistent with goals of the Army Retention Program
- Establish communications (network) capable of supporting RETAIN, E-MILPO, EDAS, ATRRS, and e-mail
- Verify all Career Counselors', Reenlistment NCOs', and unit leadership locations and establish a communication channel with reliable information flow; report to higher headquarters
- Establish a communication and distribution system with Rear Detachment retention elements
- Coordinate transportation to Soldiers' locations
- Ensure workspace is secured
- Counsel Soldiers on how options are affected by current Army movement policies
- Counsel Soldiers on current bonus incentives while deployed
- Counsel Soldiers on Career opportunities in the Reserve Component
- Plan and conduct reenlistment ceremonies

BCT/BRIGADE

L-32.   BCT/BRIGADE level Career Counselor responsibilities include the following critical tasks:
- Accomplish specific missions consistent with goals of the Army Retention Program
- Receive retention mission from higher headquarters
- Issue retention mission to BCT/BRIGADE-level units

- Establish communications (network) capable of supporting RETAIN, E-MILPO, EDAS, ATRRS, and e-mail
- Verify all Career Counselors and unit leadership locations and establish a communication channel with reliable information flow; report to higher headquarters
- Locate/contact local Finance, HR services, and other supporting agencies and establish working procedures
- Establish a communication and distribution system with Rear Detachment retention elements.
- Ensure workspace is secured

DIVISION

L-33.   The Division retention cell is responsible for retention management. Its responsibilities include the following critical tasks:

- Accomplish specific missions consistent with goals of the Army Retention Program
- Maintain communications with all subordinate units and higher Retention headquarters
- Ensure communications with home station is intact and consistent
- Ensure distribution is established and maintained
- Ensure all subordinate units are provided with full support on Retention issues

SUMMARY

L-34.   To ensure the continued success of the Army Retention Program, command involvement is crucial. Leaders at all levels must support the retention program through active support, and interest. Every Soldier that leaves the Army must be replaced with another. Leadership can make the difference between an Army experience and an Army career. Leaders at all levels must continue to focus on taking care of Soldiers and retaining quality Soldiers. By doing this, we can ensure the continued quality and success of the Army, Army Reserve, and Army National Guard of today and the future.

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Appendix M

HR Rear Detachment (RD) Operations

REFERENCES

M-1.   The following regulations provide additional policy and procedural guidance for HR RD operations.
- AR 600-20 Command Policy, May 02
- 600-8 Publication Series
- DA PAM 608-47, Family Readiness Group Support and Funding, 2 June 2005
- The Army Family Readiness Handbook, CFSC

PROPONENCY

M-2.   The proponent for HR RD Operations is the Army G-1. The functional proponent is The Adjutant General (TAG), Human Resources Command.

RESPONSIBILITIES

M-3.   HR support personnel at all levels are responsible for HR RD operations. Rear Detachments provide a vital link between the units' deployed Soldiers, home station, and family readiness groups (FRG). HR RD support personnel are responsible for sustaining all HR core competencies during unit deployment.

HR RD OPERATIONS

M-4.   All unit HR support operations continue throughout deployment for RD personnel. As such, the HR RD support element will:
- Provide and coordinate all essential personnel services for RD Soldiers.
- Maintain personnel accountability of all non-deployed personnel.
- Process newly arrived Soldiers who are replacements and coordinate deployment as requested from deployed S-1/G-1 personnel.
- At Brigade/BCT level, provide record custodian for MPF for all assigned deployed Soldiers.
- At Brigade/BCT level, remain connected to all HR systems, to ensure RD data is correct and updated.
- Record custodian verifies SGLV/DD93 data for local CAC as casualties occur.
- Maintain an FRG Leader on appointment orders.
- Maintain the rear detachment personnel alert roster.
- Prepare and publish assumption of RD Command orders. Ensure orders for the Battalion RD Commander include UCMJ authority.
- Collect and maintain SRP packets on non-deploying Soldiers.
- Maintain OER/NCOER rating schemes are established for RD Soldiers.
- Publish mailroom hours of operation and establish procedures for accountability and receipt of mail.

- Maintain an inventory of personal property for deployed personnel and place in the Soldier's SRP packet.
- Coordinate reception of unit personnel upon redeployment.
- Provide support to Soldiers temporarily returned from deployment
- Coordinate between deployed HR elements, home station and higher echelon HR support organizations.

Glossary

Acronym/Term	Definition
AAFES	Army Air Force Exchange Service
ACE	Army Caualty Estimator
ACPERS	Army Civilian Personnel System
ACSIM	Assistant Chief of Staff for Installation Management
ADP	Automatic Data Processing
AIFA	AAFES Imprest Fund Activities
AIT	Automated Identification Technology
AMEDD	Army Medical Department
AMEDDC&S	Army Medical Center Department Center and School
AMOPES	Army Mobilization and Operations Planning and Execution
AO	Area of Operation
APO	Army Post Office
APOD	Air Port of Debarkation
APOE	Air Port of Embarkation
A&R	Athletic and Recreation
ARFOR	Army Forces
ASCC	Army Service Component Commander/Army Service Component Command
ASI	Additional Skill Identifier
AUEL	Automated Unit Equipment List
AVF	All Volunteer Force
BCT	Brigade Combat Team
BSA	Brigade Support Area
C2	Command and Control
CCIR	Commander's Critical Information Requirements
CJTF	Combined Joint Task Force/Commander of the Joint Task Force
CAC	Casualty Area Command
CLT	Casualty Liaison Team
CMAOC	Casualty and Memorial Affairs Operations Center
COCOM	Combatant Command
CONUS	Continental United States
CRC	Continental United States Replacement Center
CTA	Common Table of Allowances
DA	Department of the Army
DCS	Deployment Cycle Support
DEERS	Defense Enrollment Eligibility Reporting System
DCIPS	Defense Casualty Information Processing System
DH	Death Hostile

DIMHRS	Defense Integrated Military Human Resources System
DO	Death Other
DoD	Department of Defense
EDAS	Enlisted Distribution and Assignment System
EEC	Emergency Essential Civilian
EECP	Early Entry Command Post
eMILPO	Electronic Military Personnel Office
EO	Equal Opportunity
EPW	Enemy Prisoner of War
FBCB2	Force XXI Battle Command-Brigade and Below
GCSS	Global Combat Support System
GTN	Global Transportation Network
HCP	Health and Comfort Pack
HQDA	Headquarters, Department of the Army
HR	Human Resources
HRC	Human Resources Command
HROC	Human Resources Operations Cell
HRS	Human Resources Support
HRSC	Human Resources Sustainment Center
IFR	In-Flight Report
IM	Information Management
IMA	Installation Management Agency
IOI	Injured other Ill
IPB	Initial Planning Brief
IPR	In-Progress Review
IRR	Individual Ready Reserve
ISB	Intermediate Staging Base
ITAPDB	Integrated Total Army Personnel Database
JCS	Joint Chiefs of Staff
JFC	Joint Force Commander
JHQ	Joint Headquarters
JIM	Joint, Interagency, and Multi-national
JIMB	Joint Information Management Board
JMAO	Joint Mortuary Affairs Office
JMPA	Joint Military Postal Activity
JOA	Joint Operations Area
JOPES	Joint Operations Planning and Execution System
JPERSTAT	Joint Personnel Status Report
JMD	Joint Manning Document
JMPA	Joint Military Postal Agency
JPG	Joint Planning Group

JPRC	Joint Personnel Reception Center
JTF	Joint Task Force
KIA	Killed In Action
LOD	line Of Duty
LOGCAP	Logistical Civilian Augmentation Program
MCA	Movement Control Agency
MCC	Movement Control Center
MCT	Movement Control Team
M-DAY	Date of Unit Mobilization
MDP	Mail Delivery Point
METT-T	Mission, Enemy, Troops, Terrain, Time
METT-TC	Mission, Enemy, Troops, Terrain, Time, Civillians
MIA	Missing In Action
MMT	Military Mail Terminal
MPSA	Military Postal Service Agency
MTF	Medical Treatment Facility
MWR	Morale, Welfare, and recreation
NAF	Non-Appropriated Fund
NBI	Non-Battle Injury
NEO	Noncombatant Evacuation Operations
NGB	National Guard Bureau
NGO	Non-Government Organization
NOK	Next Of Kin
OCAR	Office of the Chief, Army Reserve
OD	Other Detainee
OEF	Operation Enduring Freedom
OIF	Operation Iraqi Freedom
OPCON	Operational Control
OPTEMPO	Operational Tempo
PASR	Personnel Accounting and Strength Reporting
POD	Point Of Debarkation
POE	Point Of Embarkation
PRR	Personnel Requirements Report
PSM	Personnel Strength manager
R5	Reception, Replacement, Rest and Recuperation, Redeployment, and Return to Duty
ROAMS	Replacement Operations Automated Management Systems
RSO&I	Reception, Staging, Onward Movement, and Integration
RTD	Return To Duty
SITREP	Situation Report
SJA	Staff Judge Advocate

SOP	Standard Operating Procedure
SOSAHR	The Army Human Resources System of Systems Architecture
SPOD	Sea Port Of Debarkation
SPOE	Sea Port Of Embarkation
SRP	Soldier Readiness Processing
TAG	The Adjutant General
TAMMIS	Theater Army Medical Management Information System
TAPDB	Total Army Personnel Database
TPFDD	Time-Phased Force Deployment Data
TPFDL	tTme-Phased Force Deployment List
TOE	Table Of Organization
TOPMIS-II	The Officer Personnel Management Information System-II
TPS	Tactical Deployment System
TTHS	Trainee, Transient, Holdee, and Student
UCMJ	Uniform Code of Military Justice
USACFSC	United States Army Community and Family Support Center
USACFSC	United States Army Community and Family Support Center, Directorate of Family Programs
USAFSC-FS	United States Army Community and Family Support Center, Family Support Directorate
USO	United Service Organizations
USPS	United States Postal System
WH	Wounded Hostile
WIA	Wounded In Action

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- FM 100-9, Reconstitution
- FM 100-10-1, Theater Distribution
- FM 100-17-3, Reception, Staging, On-Ward Movement, and Integration (RSOI)
- FM 100-22, Installation Management (Draft).

DEPARTMENT OF THE ARMY FORMS
- DA Form 1156, *Casualty Feeder Card*
- DA Form 4591-R, *Retention Data Worksheet*
- DA Form 7425, *Readiness and Deployment Checklist*
- DA Form 2028, *Recommended Changes to Publications and Blank Forms*

DEPARTMENT OF DEFENSE FORMS
- DD Form 93, *Record of Emergency Data*
- DD Form 285, *Appointment of Military Postal Clerk, Unit Mail Clerk or Mail Orderly*

JOINT PUBLICATIONS
- CJCSM 3500.04B CH 1 01 Nov1999 Universal Joint Task List
- JP 1-0. Doctrine for Personnel Support to Joint Operations
- JP 3-35. Joint Deployment and Redeployment operations
- JP 4-01.8, Joint Tactics, Techniques, and Procedures for Joint Reception, Staging, Onward Movement, and Integration

READING RECOMMENDED
- Commanders Guide to AAFES Tactical Exchange Support
- Deployed Theater Accountability Software (DTAS), Functional Guidance
- Installation Management Agency (IMA) Organization and Operation (O&O) Plan (revised)
- 600-8 publication series
- General Order 4, Assistant Chief of Staff for Installation Management, 22 August 2002
- Commanders Guide to AAFES Tactical Exchange Support
- Memorandum, Morale, Welfare and Recreation Unit Fund Support to Deployed Troops
- NGR 600-12, The National Guard Family Program
- Unit Guide to AAFES Imprest Fund Activity Operations
- USARC Reg 608-1, Family Readiness Handbook
- USC Title 10, United States Code, Armed Forces
- USC Title 10 Section 1501-1512, Missing Personnel Act (Hostile)
- USC Title 10 1481-1490
- USC Title 31, United States Code, Money and Finance
- USC Title 32, Code of Federal Regulations, National Defense
- USC Title 39, United States Code, Postal Service
- USC Title 37 Section 551-559, Missing Persons Act (Non-hostile)
- USC Title 49, Code of Federal Regulations, Transportation
- USPS Domestic Mail Manual (DMM) and International Mail Manual (IMM)
- USPS Publication 38, Department of Defense and USPS Postal Agreement

- USPS Transportation Handbook Series T-7, Handling, Dispatching, and Transporting Military Mail by Air

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By order of the Secretary of the Army:

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