Human Resources Support

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Contents

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Preface

This publication provides fundamental principles to help guide actions, make decisions, and establish policies in support of national objectives. Field Manual (FM) 1-0 is the Army's single source of doctrine for Human Resources (HR) Support. It describes HR 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 or unified environment.

FM 1-0 promotes a common understanding of HR support fundamentals. This manual does not dictate procedures for any particular operational scenario, nor does it provide specific system procedures for HR enablers. It provides the doctrinal base for developing operation plans (OPLANs) and standing operating procedures (SOPs). Leaders and HR operators at all levels must apply these fundamentals using Army planning and decision making processes. This publication is an authoritative guide that requires judgment in application.

As the Army continues transformation to brigade-centric operations, HR support operations remain relevant and agile by capitalizing on technological advancements and system capabilities to provide timely and accurate information to commanders. These changes include how we are organized, how we are supported, and how we support other units. This approach allows HR providers to understand their responsibilities while executing traditional functions more responsively at lower unit levels. All previous functions remain intact, but have been consolidated into four HR core competencies that encompass all HR functions and tasks. The competencies are: Man the Force, Provide HR Services, Coordinate Personnel Support, and Conduct HR Planning and Operations. This change reflects a detailed analysis of critical HR tasks as they relate to operational and tactical environments and aligns HR tasks with those contained in the upcoming FM 7-15, The Army Universal Task List (AUTL).

Chapter 1 describes HR objectives, enduring principles, discusses the core competencies and essential functions of HR Support, and describes the HR community command and control relationships with the sustainment community. Chapter 2 describes standard requirements code (SRC) 12 and other organizations that provide HR support, how they are organized, and their support requirements. Chapter 3 describes the core competency of Man the Force and includes the functions of Personnel Readiness Management (PRM), Personnel Accountability (PA), Strength Reporting (SR), Retention Operations, and Personnel Information Management (PIM). Chapter 4 describes the core competency of Provide HR Services and discusses Essential Personnel Services (EPS) (to include military pay transactions), Postal Operations, and Casualty Operations. Chapter 5 discusses the core competency of Coordinate Personnel Support and includes those tasks which battalion S-1s and above are required to coordinate. It also briefly describes Band Operations. Chapter 6 discusses the core competency of Conduct HR Planning and Operations and includes Operations of HR Command and Control Nodes, establishing SOPs and operation orders (OPORDs), and HR staff operations. The appendices are planning and management tools for conducting HR rear detachment operations, theater opening and redeployment, casualty estimations, and civilian support.

FM 1-0 applies across the full spectrum of operations to all Army leaders regardless of component. Army headquarters serving as a Joint Force Land Component Command or Joint Task Force Headquarters should also refer to Joint Publication (JP) 1-0, Personnel Support to Joint Operations, and other Joint personnel publications. These publications apply to the Active Army, the Army National Guard/Army National Guard of the United States (U.S.), and the U.S. Army Reserve, unless otherwise stated.

Although this manual does not implement any international agreements, the material presented herein is in accordance with (IAW) 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, and the preparing agency is the U.S. Army Adjutant General School, Soldier Support Institute. Send comments and recommendations on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to Commander, Soldier Support Institute, ATTN: ATSG-CDI, 10000 Hampton Road, Fort Jackson, SC 29207.

Introduction

HR doctrine must be complete enough for HR professionals to determine functions and tasks 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 functions and tasks, which the HR professional must be knowledgeable of to ensure reliable, responsive, and flexible support for commanders, Soldiers, Department of Defense (DoD) civilians, contractors, and their Families. This publication 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. HR professionals must stay focused on these capabilities as 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 the total Force. 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 (HR) Support

The HR community has undergone significant transformation in the execution and delivery of HR support that enables a greater HR support capacity within the battalion and brigade S-1 section. This transformation provides continuity of service and support to Soldiers whether they are deployed or at home station. This increased capacity allows for decentralized execution of HR support and provides higher-level G-1/AGs the ability to focus on planning and analysis and less on the day-to-day management of the force. Additionally, this transformation created new HR organizations responsible for integrating HR support as part of the Sustainment warfighting function. HR support is executed at tactical, operational, and strategic levels. It includes all activities and functions executed within the Army Personnel Life Cycle Model (Acquire, Develop, Distribute, Structure, Deploy, Compensate, Transition, and Sustain) to man the force and provide personnel support and services to Soldiers, their Families, DoD civilians, and contractors.

OBJECTIVE

1-1. The objective of HR support is to maximize operational effectiveness of the total force by anticipating, manning, and sustaining military operations across the full spectrum of conflict. HR support operations accomplishes this by building, generating, and sustaining the force providing combatant commanders the required forces for missions and supporting leaders and Soldiers at all levels. The operational mission determines the relative weight of HR effort among the different HR core competencies in support of full spectrum operations as outlined in FM 3-0, Operations.

1-2. HR providers must understand the fluid nature of Army policies and procedures within the HR domain. As such, they must monitor and implement changes received through Army regulations, Military Personnel messages, All Army Activities messages, Headquarters, Department of the Army (HQDA) G-1 Personnel Policy Guidance (PPG), etc., and understand the intent of these changes in order to best support the force.

STRATEGIC HR SUPPORT

1-3. Strategic HR support involves the national-level capability to plan, resource, manage, and control the HR management life cycle functions for the Army. It involves integrating HR functions and activities across the Army staff, among the respective components, and among the Services. At the strategic level, the Army G-1, Chief, Army Reserve, and Director, National Guard Bureau (NGB) manages HR support for their respective component. The Assistant Secretary of the Army (Manpower and Reserve Affairs) is responsible for civilian personnel policy and operations. The Army G-1 develops Army policy for all HR systems and functions, while the U.S. Army Human Resources Command (HRC) applies and implements these policies for military personnel. The Installation Management Command (IMCOM), the Family and Morale, Welfare, and Recreation Command (FMWRC), and the Military Postal Service Agency (MPSA) provide strategic support to the Force for Morale, Welfare, and Recreation (MWR) services and postal operations.

OPERATIONAL AND TACTICAL HR SUPPORT

1-4.   HR policies and procedures developed at the national level translate into action at the operational and tactical levels. FM 7-15, The Army Universal Task List (AUTL), provides a detailed list of tasks at the operational and tactical level.

1-5.   Joint tasks are contained in the Universal Joint Task List. The Universal Joint Task List is a comprehensive collection of tasks in a common language and serves as the foundation for capabilities-based planning across the range of military operations.

ENDURING PRINCIPLES

1-6.   HR support uses a competency-based and performance-oriented strategy guided by HR enduring principles that assure a higher quality, more diverse and ready Total Army enabled by effective HR systems and agile policies. HR leaders have a responsibility to not only understand the importance of their efforts and unit mission, but also the missions of all their supported and supporting units. To meet the challenges of current and future operations, leaders are guided by six interdependent enduring principles of HR support that must be thoughtfully weighted and applied during the planning, execution, and assessment of missions. These six principles are:

- Integration. Integration maximizes efficiency by joining all elements of HR support (tasks, functions, systems, processes, and organizations) with operations ensuring unity of purpose and effort to accomplish the mission.

- Anticipation. Anticipation relies on professional judgment resulting from experience, knowledge, education, intelligence, and intuition to foresee events and requirements in order to initiate the appropriate HR support.

- Responsiveness. Responsiveness is providing the right support to the right place at the right time. It is the ability to meet ever-changing requirements on short notice and to apply HR support to meet changing circumstances during current and future operations. It involves identifying, accumulating, and maintaining sufficient resources, capabilities, and relevant information to enable commanders to make rapid decisions.

- Synchronization. Synchronization is ensuring HR support operations are effectively aligned with military actions in time, space, and purpose to produce maximum relative readiness and operational capabilities at a decisive place and time. It includes ensuring the HR operational process is planned, executed, and assessed.

- Timeliness. Timeliness ensures decision makers have access to relevant HR information and analysis that support current and future operations. It also supports a near real-time common operational picture across all echelons of HR support.

- Accuracy. Accuracy of information impacts not only on decisions made by commanders, but impacts Soldiers and their Families. For Soldiers, accurate information impacts their careers, retention, compensation, promotions, and general well being. For Family members, accuracy of information is critical for next of kin (NOK) notification if a Soldier becomes a casualty. HR providers must understand the dynamic nature of HR system's architecture and the fact that data input at the lowest level has direct impact on decisions being made at the highest level.

FOCUS OF HR OPERATIONS

1-7.   Meeting the goal of providing efficient and effective HR support relies on multi-functional HR leaders who focus their knowledge and skills in support of the Army's most important asset—its people. Only those who think strategically and work collaboratively, while inspiring and leading Soldiers and civilians can achieve desired outcomes. In all areas, HR personnel should focus on the following:

- Agile and clear HR policies. HR policies must be clear, encompassing, and flexible enough to apply to the greatest number of personnel and address the widest range of circumstances. They must be adaptable enough to be able to guide and inform personnel in complex and changeable circumstances.

- Effective HR practices. HR practices that emanate from the policy-level should be streamlined, intuitive, and able to effect stable and predictable process results.
- Competency-based skills. HR personnel must be competent and able to accomplish HR core competencies and key functions. Competencies align the responsibilities, knowledge, skills and attributes needed to fulfill mission requirements.
- Outcome-oriented actions. In an environment that measures HR performance, the emphasis is on successful outcomes in fulfillment of mission priorities. While it is important to have effective HR processes and practices in place, it is critical that the ends drive the means.
- Self development. Self development is one of three domains of leader development and requires leaders to display discipline and a desire for excellence in lifelong learning. Using assessments, HR leaders must invest the time to become competent and confident in HR operations.

FUNCTIONS OF HR SUPPORT

HR CORE COMPETENCIES

1-8. Figure 1-1 depicts the four fundamental core competencies that all HR personnel must accomplish in HR support operations. Each of the four competencies includes subordinate key functions which contribute to the success of the core competency. HR core competencies and their subordinate key functions are:

- Man the Force.
    - Personnel Readiness Management (PRM).
    - Personnel Accountability (PA).
    - Strength Reporting (SR).
    - Retention Operations.
    - Personnel Information Management (PIM).
- Provide HR Services.
    - Essential Personnel Services (EPS).
    - Postal Operations.
    - Casualty Operations.
- Coordinate Personnel Support.
    - MWR Operations.
    - Command Interest Programs.
    - Army Band Operations.
- Conduct HR Planning and Operations.
    - HR Planning and Operations.
    - Operate HR Command and Control Nodes.

Note: The alignment of the above core competencies and subordinate key functions will be reflected in the next update to FM 7-15.
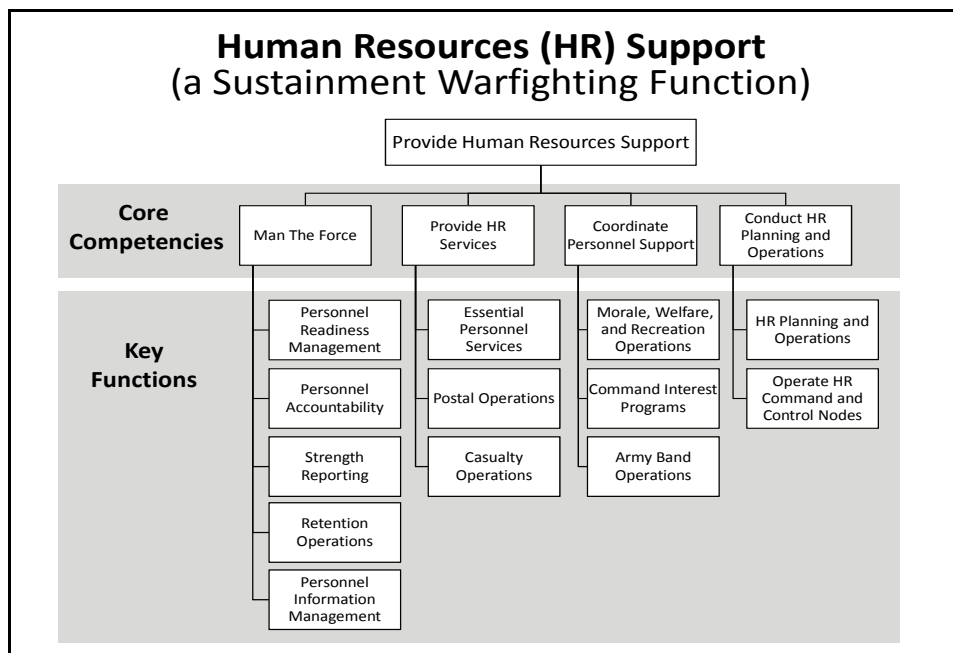
Figure 1-1. Human Resources (HR) Support

1-9. HR units and staffs perform the core competencies and key functions at theater-level and below. Not all HR key functions are executed at each level of command. For example, personnel accountability is conducted at the S-1 level and monitored at division and above levels. Commanders and HR leaders should use this Field Manual (FM) and the AUTL as a reference tool for developing general mission essential task lists, core capabilities mission essential tasks, operational orders, and SOPs.

MAN THE FORCE

1-10. Man the Force consists of all functions and tasks that affect the personnel aspects of building combat power of an organization. This includes PRM, PA, SR, Retention Operations, and PIM. The challenge is getting the right Soldier with the right qualifications to the right place at the right time.

1-11. Personnel Readiness Management. Personnel Readiness Management involves analyzing personnel strength data to determine current combat capabilities, projecting future requirements, and assessing conditions of individual readiness. PRM is directly interrelated and interdependent upon the functions of Personnel Accountability, Strength Reporting, and Personnel Information Management.

1-12. Personnel Accountability. PA is the by-name management of the location and duty status of every person assigned or attached to a unit. It includes tracking the movement of personnel as they arrive at, and depart from, a unit for duty. For deployed units, this includes maintaining visibility of individuals as they enter, transit, and depart theater for reasons that range from normal Rest and Recuperation (R&R) to treatment at a medical treatment facility (MTF). Battalion and brigade S-1 Personnel Readiness teams are at the tip of the spear for managing the automation systems that support Army-wide personnel accountability and require a team of HR professionals who are competent with automated HR systems and understand the personnel accountability process.

1-13. Strength Reporting. SR is turning by-name data into a numerical end product. Strength reporting is conducted at all levels of command (G-1/AG and S-1). The personnel strength reporting process starts with by-name strength related transactions submitted at battalion or separate unit level and ends with personnel database updates at all echelons of command. Strength reports reflect the combat power of a unit and are used to monitor unit strength, prioritize replacements, execute strength distribution, and make tactical and HR support decisions.

1-14. Retention Operations.   The objective of retention operations is to improve readiness, force alignment, and maintain Army end-strength through the development and retention of Soldiers. While unit commanders and unit leaders are ultimately responsible for retaining Soldiers at their level, Career Counselors located at brigade and above organizations are technical experts charged with advising commanders on all aspects of the Army Retention Program. They also assist in determining Soldier eligibility for options and programs consistent with published regulations and directives.

1-15. Personnel Information Management.   PIM encompasses the collecting, processing, storing, displaying, and disseminating of relevant HR information about units and personnel. Commanders, HR professionals, and planners rely on personnel information databases when performing their mission.

PROVIDE HR SERVICES

1-16. HR services are those functions conducted by HR professionals that specifically impact Soldiers and organizations and include EPS, Postal Operations, and Casualty Operations. EPS functions are performed by G-1/AG and S-1s.   Postal operations are performed by HR personnel in G-1/AG and S-1s, postal organizations, Military Mail Terminal (MMT) Teams, HR Sustainment Centers (HRSCs), and monitored within the HR Operation Branches (HROBs). Casualty operations are performed by S-1s and by HR unit personnel (HRSC, HR company, CLT, etc.).

1-17. Essential Personnel Services. EPS provides timely and accurate HR functions that affect Soldier status, readiness, and quality of life and allow Army leadership to effectively manage the force. EPS includes awards and decorations, evaluation reports, promotions and reductions, transfers and discharges, identification documents, leaves and passes, line of duty investigations, Soldier applications, coordination of military pay and entitlements, etc.

1-18. Postal Operations. Postal operations provide mail and postal finance services within the deployed area of operation (AO). 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; and handling official casualty, contaminated/suspicious, and Enemy Prisoner of War (EPW) mail. Postal finance services includes: selling postage stamps, cashing and selling money orders, mailing packages, providing insured/certified mail services and registered/special services (including classified up to SECRET level), and processing postal claims and inquiries.

1-19. Casualty Operations.   Casualty operations management is the collecting, recording, reporting, verifying and processing of casualty information from unit level to HQDA. The recorded information facilitates NOK notification, casualty assistance, casualty tracking and status updates, and provides the basis for historical and statistical reports. This information is also shared with other DoD and Army agencies to initiate required actions.   Accuracy and timeliness are critical components of casualty management, and depend on assured communications and reliable access to personnel information.

COORDINATE PERSONNEL SUPPORT

1-20. Coordinate personnel support functions normally require coordination by G-1/AG and S-1s or generally fall under the G-1/AG and S-1 responsibility. These functions include MWR, command interest programs, and band operations.

1-21. MWR Operations. MWR operations include 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. G-1/AGs and S-1s coordinate MWR operations and plan for MWR operations. MWR support includes coordinated AAFES and American Red Cross (ARC) support.

1-22. Command Interest Programs. Command interest programs are of general interest to organizations and Soldiers and include such programs as the Family Readiness Group (FRG) Program, Equal Opportunity (EO), Voting Assistance, Army Substance Abuse Program (ASAP), Army Weight Control Program (AWCP), Army Continuing Education System (ACES), Combined Federal Campaign, and Army Emergency Relief.

1-23. Army Band Operations. Army band operations provide support to the deployed force by tailoring music support throughout military operations. Music instills in our Soldiers the will to fight and win, fosters the support of our citizens, and promotes our national interests at home and abroad. Detailed information on band operations is contained in FM 12-50, Army Bands.

CONDUCT HR PLANNING AND OPERATIONS

1-24. Conduct HR Planning and Operations. HR planning and operations are the means by which HR leaders envision a desired HR end state in support of the operational commander's mission requirements. It communicates to subordinate HR providers and HR unit leaders the intent, expected requirements, and desired outcomes in the form of an OPLAN or OPORD, 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.

1-25. Operate HR Command and Control (C2) Nodes. Operation of HR C2 nodes includes establishment, operation, and maintaining connectivity to HR data and voice communications nodes needed for HR operations. HR C2 nodes are required to enable HR personnel access to HR databases and should provide access across all commands and echelons, and to higher and lower elements.

DETERMINING WHERE HR SUPPORT IS PERFORMED

1-26. In determining the organizational level of where HR support is conducted, leaders should use the following guidance:

- Tasks performed by Table of Organization and Equipment (TOE) units while in garrison and deployed are performed by S-1 sections at the brigade and battalion level. Examples of these include: awards and decorations, issuance of Identification (ID) cards and tags, promotions and advancements, personnel accountability, etc. The installation Military Personnel Division (MPD) may provide selected support to non-deployed TOE units that are geographically separated from their battalion or brigade S-1. This support may include ID cards, promotions, evaluations, personnel accountability, etc.
- Tasks performed while in garrison only are performed by the installation MPD. Examples include: retirement processing, mobilization and demobilization, Army Career and Alumni Program, and centralized in and out processing.
- Tasks performed while deployed only are performed by SRC 12 HR units. Examples include: postal and wartime casualty operations.

1-27. HR organizations, such as the MPD of the Installation Directorate of HR, are important partners in the overall HR support plan for units and organizations. The MPD provides HR support to all Table of Distribution and Allowances units and to TOE units, battalion and below, that are geographically separated from their brigade. Additionally, the MPD provides support and services to all units in accordance with (IAW) the above rules. This partnership requires planning and preparation to ensure uninterrupted HR support to units and Soldiers whether they are deployed or at home station. Appendix E provides a division of labor matrix for HR tasks.

HR AND SUSTAINMENT RELATIONSHIPS

1-28. HR support is an element of personnel services and is aligned under the sustainment warfighting function. The sustainment warfighting function, as described in FM 3-0, Operations, is the related tasks and systems that provide support and services to ensure freedom of action, extend operational reach, and

prolong endurance. The sustainment warfighting function consists of logistics, personnel services, and health service support. All are necessary to maintain and prolong operations until successful mission accomplishment. Personnel services are those sustainment functions related to Soldier welfare, readiness, and quality of life. Personnel services complement other sustainment warfighting functions by planning for and coordinating efforts that provide and sustain personnel. Personnel services include:

- HR Support.
- Legal Support.
- Religious Support.
- Financial Management Support.
- Band Support.

1-29. For HR support providers, sustainment leaders, and staffs, it is important to understand the HR and sustainment relationship as it relates to supporting and supported roles and responsibilities. Supported organizations include G-1/AGs, S-1s, and Sustainment Brigade or ESC HROB. Supporting organizations are HR (SRC 12) units.

1-30. Command and control of all HR SRC 12 organizations is mission, enemy, terrain and weather, troops and support available, time available, civilian considerations (METT-TC) driven and resides within the theater sustainment organizations. HR leaders provide C2 of HR SRC 12 organizations at company level and below. At higher levels, HR organizations are aligned under sustainment units within the sustainment structure. For example, the HRSC is assigned to the Theater Sustainment Command (TSC). HR companies, the Theater Gateway (TG) Personnel Accountability Team (PAT), and MMT Team are assigned to a Sustainment Brigade. This C2 alignment further enhances the ability of the HR unit to accomplish its mission set, as the sustainment commander has the sustainment assets and resources needed for non-HR related support.

1-31. Within the Sustainment Brigade, it is the individual Sustainment Brigade Commander's decision which sustainment unit the HR organization is assigned or attached. There is no "right" C2 solution universal to every situation—commanders make task organization decisions based on the mission and the requirements. However, HR units are normally attached to the Combat Sustainment Support Battalion (CSSB) or Special Troops Battalion (STB). Figure 1-2 provides a schematic overview of the HR organizations and their relationship with sustainment units and supported units within a theater of operations.

1-32. Further C2 considerations should be made for the TG PAT and the MMT Team as they are led by an Area of Concentration (AOC) 42 Lieutenant Colonel. While the teams are normally attached to a Sustainment Brigade, the commander of a Sustainment Brigade with a theater opening mission may elect to form a temporary task force for the purpose of carrying out a specific operation or mission associated with the TG PAT or MMT.

1-33. The role of the G-1/AG and S-1 section remains constant and they continue to be responsible for performing all HR core competencies and key functions. G-1/AGs and S-1s focus their support on providing internal HR support to their unit. External support is provided or coordinated by the supporting HROB in sustainment organizations and HR organizations. HR organizations are only responsible for executing the theater postal, casualty, and personnel accountability missions.

1-34. Commanders of sustainment organizations are responsible for the training readiness authority and mission execution of assigned or attached HR organizations.
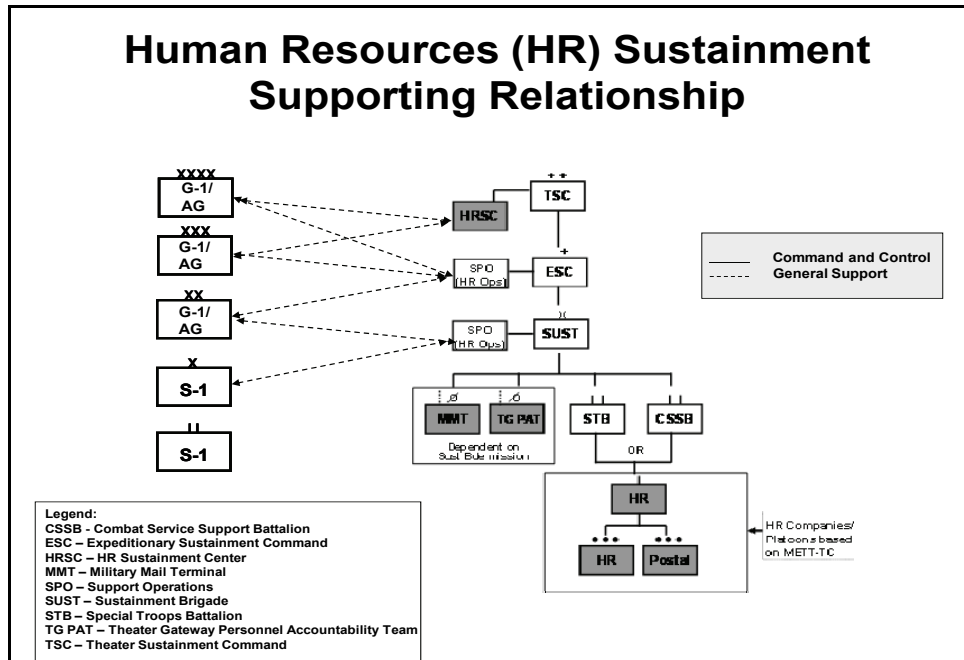
Figure 1-2. Human Resources (HR) Sustainment Supporting Relationship

HR SUSTAINMENT ROLES

1-35. Army Service Component Command (ASCC). The ASCC G-1/AG is the senior Army HR representative/advisor in the theater of operations. The function of the ASCC G-1/AG is to enhance the readiness and operational capabilities of Army Forces within the theater of operations and ensure HR support is properly planned, prioritized, and managed. This includes ensuring HR support is adequately resourced and executed through the OPORD process and through direct communications between subordinate G-1/AGs and S-1s IAW the ASCC commander's priorities, intent, and policies. Specific roles and responsibilities for the ASCC G-1/AG are contained in Chapter 2 and subsequent chapters of this manual.

1-36. In today's operational environment, Army Forces normally operate as part of a Joint Task Force (JTF). As such, it is critical for the ASCC G-1/AG to coordinate closely with the JTF J-1, Combined Force Land Component Commander (CFLCC) (if not part of the ASCC), or Joint Force Land Component Commander (JFLCC) to ensure Army HR policies do not conflict with Joint HR policies, procedures, and reporting requirements. JP 1-0, Personnel Support in Joint Operations, applies when operating as part of the Joint Force.

1-37. At the ASCC, corps, and division level, the staff headquarters is aligned with the warfighting functions as defined in FM 3-0. Alignment with the Sustainment Directorate does not change the role and responsibilities of the G-1/AG. The G-1/AG retains its unique interrelationships with other staff elements and subordinate staff elements and serves as senior advisor to the commander on all HR matters.

1-38. Theater Sustainment Command. The TSC is the senior sustainment organization for a theater of operations. The TSC is the key linkage between the ASCC G-1/AG and the HRSC. The TSC provides a centralized sustainment C2 of most deployed sustainment organizations and is responsible for planning, controlling, and synchronizing all operational-level sustainment operations for the ASCC or JTF, while conducting full spectrum operations during deployment, employment, sustainment, and redeployment. Note: The TSC G-1/AG's focus is on TSC specific (internal) HR support, while the HRSC focus is theater-wide. Figure 1-3 depicts a TSC with an assigned HRSC.
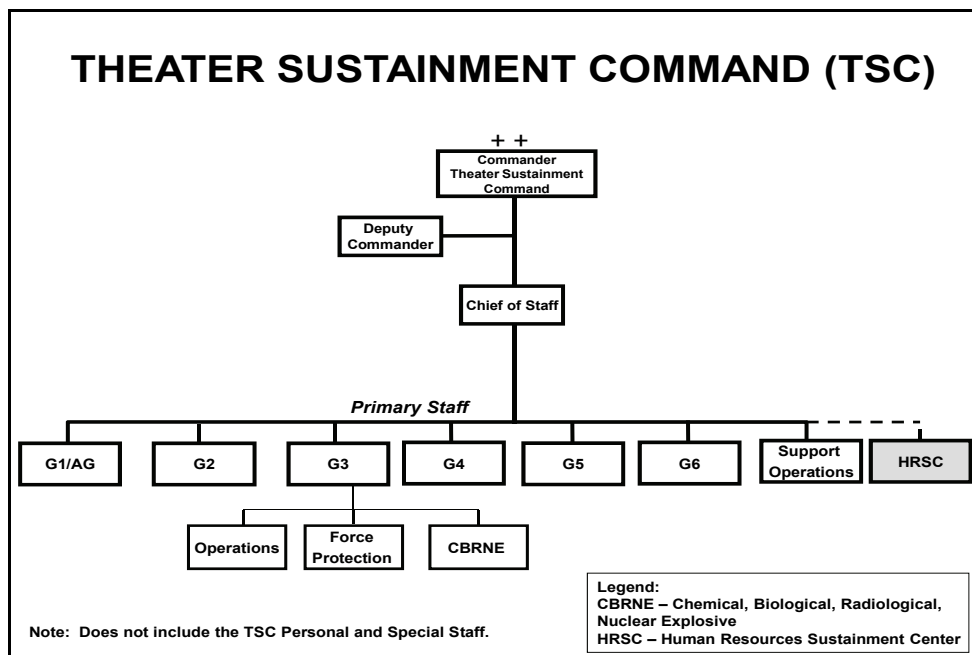
Figure 1-3. Theater Sustainment Command with an HRSC

1-39. HR Sustainment Center. The HRSC is a TSC staff element that provides theater-level HR personnel accountability, casualty, and postal support to Army Forces within the theater IAW the policies, procedures, and priorities established by the ASCC. As a staff element of the TSC, the HRSC is the primary participant in the planning, integration, and execution of theater-wide HR support.

1-40. Expeditionary Sustainment Command. The role of the ESC is to provide forward-based C2 of sustainment forces. The ESC normally deploys to provide C2 when multiple Sustainment Brigades are employed or when the TSC determines that forward command presence is required.

1-41. Sustainment Brigade. The Sustainment Brigade is a flexible, modular organization. Organic to the Sustainment Brigade are the brigade headquarters and an STB. All other assets are task organized to the Sustainment Brigade to enable it to accomplish its sustainment warfighting roles and mission. Sustainment Brigades provide sustainment support at the operational and tactical levels and are capable of providing C2 for theater opening and theater distribution missions.

1-42. HR Operations Branch. The HROB is an embedded element within each Sustainment Brigade and ESC Support Operations (SPO). The HROB has the mission to plan, coordinate, integrate, and assess the emplacement and operations of HR elements executing the personnel accountability, casualty, and postal operations functions. This includes providing technical guidance and assistance to supported G-1/AGs and S-1s in the personnel accountability, casualty, and postal mission. As part of the SPO, the HROB has the responsibility to coordinate the execution of non-HR related sustainment in support of HR operations.

1-43. The establishment of a close relationship between G-1/AGs, S-1s and the supporting HROB is critical for timely support. HR support requirements for subordinate or supported organizations within the theater are established by either the G-1/AG or the S-1 of the organization and forwarded to the Sustainment Brigade HROB. Once requests are received, the HROB evaluates the request against available resources and unit priorities. If the requested support can be provided by the Sustainment Brigade, then it is coordinated with the HR company. If the request cannot be supported, it is forwarded to the ESC HROB. HR organizations remain a constrained asset in the deployed theater; therefore, the HROB must recommend support priorities to the sustainment commander. Any HR support issues that cannot be resolved by the Sustainment Brigade or ESC/TSC are forwarded to the ASCC G-1/AG for prioritization and reconciliation. The ASCC G-1/AG, in coordination with the TSC (with the support of

the HRSC), reconciles prioritization issues to ensure required HR support structure is available for the theater, within the ability of the Army to resource.

ADJUTANT FUNCTIONS

1-44. HR transformation professionalized the S-1 sections of brigades and battalions, increasing their responsibilities and capabilities to improve the delivery of HR support. This transformation should be taken into consideration when setting the scope of duties assigned to the Adjutant, a role traditionally associated with the S-1. While Adjutants will continue to serve in a capacity that extends beyond HR doctrine, thoughtful delegation of administrative tasks to the appropriate corresponding staff sections can greatly increase the efficiency and focus of personnel in this role.

Chapter 2

HR Organizations and HR Staff Elements

This chapter discusses the mission, organization, and employment of HR (SRC 12) organizations and HR staff elements. HR organizations and non-SRC 12 staff elements are designed to be tailorable, scalable, flexible, and capable of providing or sustaining HR support across full spectrum operations.

2-1. HR organizations (SRC 12) and HR staff elements (G-1/AG, S-1, HROB) responsible for providing HR support are:

- ASCC Sustainment Cell (G-1/AG).
- Corps Sustainment Cell (G-1/AG).
- Division Sustainment Cell (G-1/AG).
- Brigade S-1 section.
- Special Troops Battalion (STB) S-1 section.
- Battalion S-1 section.
- HR Operations Branch (HROB) (Sustainment Brigade and ESC).
- HR Sustainment Center (HRSC).
- Military Mail Terminal (MMT) Team.
- Theater Gateway (TG) Personnel Accountability Team (PAT).
- HR Company.
- Postal Platoon.
- HR Platoon.
- Army Bands.

ASCC G-1/AG

2-2. The ASCC G-1/AG's primary function is to plan and prioritize HR support to assure a unity of purpose and effort that maximizes the readiness and operational capabilities of forces within the theater.

ORGANIZATION

2-3. The ASCC G-1/AG is an element of the ASCC operational sustainment directorate. The operational sustainment directorate combines the G-1/AG, G-4, G-8, Surgeon, and general engineering into a single staff cell that provides oversight, policy, planning and synchronization of personnel services, logistics, and health service support missions. The ASCC G-1/AG relies on secure, continuous, survivable communications, and digital information systems.

2-4. The ASCC G-1/AG primarily operates from the Main Command Post (CP), but has a two-person team within the Sustainment Cell of the Contingency CP. This two-person team establishes and coordinates initial HR support operations for the theater and forms the basis for the G-1/AGs forward presence in the AO. The Sustainment Cell of the Contingency CP may be augmented by other elements of the ASCC G-1 main staff sections or through individual augmentation.

2-5.   The ASCC G-1/AG does not exercise command and control of any HR organization. The TSC ensures HR organizations (HRSC, MMT, TG PAT, HR Company) execute their HR missions IAW the policies, priorities, and timelines established by the ASCC G-1/AG.

2-6.   The ASCC G-1/AG is comprised of a Headquarters element and two branches: the Manpower Branch and the Plans and Operations, Programs, and Policy Branch.

2-7.   The Headquarters section is responsible to:
- Monitor and manage inter-service agreements.
- Direct Army Force HR policy IAW combatant command and Army policy.
- Coordinate with the Geographical Combatant Command J-1 and Service Personnel and Policy managers.
- Provide oversight of senior leadership responsibilities for the G-1/AG staff.
- Integrate HR related personnel services support within the theater.
- Direct military and civilian HR systems.
- Monitor and integrate HR systems.
- Coordinate HR command programs, as directed.

2-8.   The Manpower Branch is comprised of three sections: the Awards and Actions section, Individual Augmentee (IA) Management section, and the Personnel Readiness section. The Manpower Branch is responsible to:
- Establish EPS policy and procedures for the theater.
- Process awards and decorations.
- Monitor evaluations, promotions, reductions, and other EPS programs.
- Monitor theater personnel readiness.
- Advise the theater commander on personnel readiness.
- Collect and analyze personnel status (PERSTAT) data.
- Assist the G-3 determine manpower requirements for the theater headquarters.
- Monitor accountability of all theater personnel (military and civilian).
- Validate and submit personnel replacement requirements for theater and key personnel.
- Maintain theater and JTF personnel summary.
- Manage IAs for the Army Force/Combined Joint Task Force (CJTF) staff.
- Report all required manning data to the combatant commander, as directed.
- Coordinate/receive Joint augmentation.
- Prepare Commanding General casualty correspondence, as required.
- Monitor execution of casualty notification and assistance program.
- Monitor casualty database.
- Monitor Line of Duty (LOD) investigations.
- Monitor the deployed personnel database to ensure hierarchy reflects current task organization.
- Advise subordinate elements on new and changing HR automated system's requirements that affect their ability to provide support. This may include new versions of HR automated hardware and software, procedural changes within HR automated systems or implementation plans for new hardware/software.
- Manage personnel database roles and permissions for the theater staff and command group.
- Conduct liaison with G-6 to resolve connectivity, security, and other systems issues, as necessary.

2-9.   The Plans and Operations, Programs, and Policy Branch is comprised of three sections: the Current Operations section, MWR section, and a Postal section. Branch responsibilities are to:
- Monitor conditions and operations that might require reconstitution and regeneration.

- Assess the progress of current HR support.
- Ensure casualty reporting is integrated in current operations tracking.
- Coordinate HR support requirements with the TSC.
- Produce annexes, commander's estimates, etc., in support of current/future plans.
- Coordinate with staff planners across functional areas.
- Develop and coordinate current and long-term operational HR policy.
- Establish and monitor policy execution of all theater-level HR support.
- Monitor postal support for the theater.
- Manage command interest programs for the theater.
- Augment the Current Operations Integration Cell (COIC) or Tactical cell, as necessary for HR support.
- Track the common operational picture ensuring HR support provides timely input to current operations.
- Interface with HQDA, ASCC, subordinate units, and multinational partners, if serving as the J-1.
- Build/modify/coordinate the personnel services portion of the task force deployment plan.
- Plan for the integration of Reserve Component (RC) assets.
- Plan and coordinate MWR support for the theater.
- Manage the leave and pass program, to include R&R.
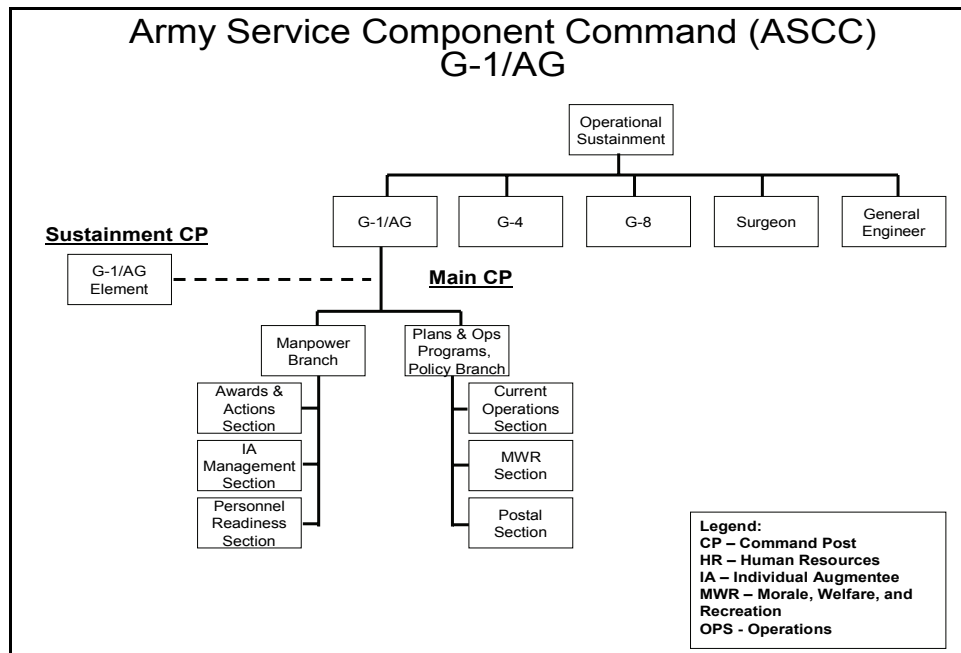
Figure 2-1. Organizational Design—ASCC G-1/AG

CORPS/DIVISION G-1/AG

2-10. Corps/division G-1/AGs serve as the Assistant Chief of Staff for personnel and are the corps and division principal HR advisors. Both the corps and division G-1/AG are elements of the sustainment warfighting cell and operate from the Main CP. The sustainment cell consists of the G-1/AG, G-4, G-8, and the Surgeon. At corps-level, the G-4 serves as the chief of sustainment.

2-11. Corps and division G-1/AG elements are multifunctional organizations with a responsibility to ensure HR support is properly planned, resourced, coordinated, monitored, synchronized, and executed for

organizations assigned or attached. The corps and division G-1/AG have responsibility for the tasks below:

- Strength Reporting.
- Personnel Readiness Management.
- Personnel Information Management.
- Casualty Operations.
- Essential Personnel Services.
- Family and Morale, Welfare, and Recreation.
- HR Planning and Staff Operations.

2-12. G-1/AG's also have the responsibility to maintain visibility for assigned and attached units to ensure the HR tasks of personnel accountability and postal operations are properly conducted and adequately support the corps or division. All issues or concerns for these functions are coordinated with the Sustainment Brigade HROB or the TSC.

2-13. METT-TC determines the employment of the corps G-1/AG. While the G-1/AG operates from the Main CP, the corps COIC and division COIC may co-locate with the G-3 COIC. Depending on the operational pace, other command post representation may be required. However, as the transformation of the HR structure limits manpower, consideration should be given to IAs to meet additional operating requirements.

2-14. Both the corps and division G-1/AG rely on non-secure, secure, continuous, and survivable communications and digital information systems. The G-1/AG depends on the availability of both secure and non-secure data systems and secure and non-secure voice systems, requiring Non-secure Internet Protocol Router Network (NIPRNET) and SECRET Internet Protocol Router Network (SIPRNET) connectivity with sufficient bandwidth to facilitate web-based applications. The G-1/AG relies on various HR automated databases to support their operations.

2-15. The corps may be designated to serve as the Army Force, JTF, CJTF, or as a JFLCC. If serving as part of any Joint Force, the J-1 (G-1/AG) has the responsibility to conduct or manage tasks outlined in JP 1-0, Personnel Support to Joint Operations. When serving in the position of Army Forces G-1/AG, the corps G-1/AG is responsible for all functions and duties of the ASCC G-1/AG.

2-16. In some cases the division may be designated as the Army Force. If designated as the Army Force, the G-1/AG will be required to perform theater-level functions normally conducted by the ASCC G-1/AG. As the Army Force G-1/AG, the G-1/AG serves as the coordinating staff advisor responsible for the development of Army Force personnel plans, policies, and guidance on manpower and personnel issues.

ORGANIZATION

2-17. The corps G-1/AG staff section is comprised of a headquarters element and seven sections/cells (see Figure 2-2). The division G-1/AG staff section is comprised of a headquarters element and six sections/cells (see Figure 2-3).

2-18. The Headquarters section of the corps/division is responsible to:

- Monitor and manage inter-service agreements.
- Direct Army Force HR policy IAW combatant command, Army, ASCC, and higher policy.
- Coordinate with the Geographical Combatant Command J-1 and Service Personnel and Policy managers, if serving as the Army Force G-1/JTF J-1.
- Provide oversight of senior leadership responsibilities for the G-1/AG staff.
- Integrate HR related personnel services support.
- Direct military and civilian HR systems.
- Monitor and integrate HR systems.
- Monitor personnel readiness.
- Coordinate HR command programs, as directed.

2-19. The HR Operations section of the corps/division is responsible to:
- Monitor conditions and operations that might require reconstitution or regeneration.
- Assess the progress of current personnel support.
- Ensure casualty reporting is integrated in current operations tracking.
- Develop casualty estimation.
- Coordinate HR support requirements with supporting ESC/Sustainment Brigade.
- Produce annexes, commander's estimates, etc., in support of current/future plans.
- Augment the COIC or Tactical cell, as necessary. (Corps only)
- Track the common operational picture ensuring HR support provides timely input to current operations.
- Interface with HQDA, ASCC, subordinate units, and multinational partners, if serving as the J-1.
- Build/modify/coordinate the personnel services portion of the task force deployment plan.
- Plan for the integration of RC assets.
- Coordinate with staff planners across functional areas.
- Plan and coordinate MWR support.
- Manage leave and pass program, to include R&R.

2-20. The HR Policy section of the corps and the HR Division of the division are responsible to:
- Develop and coordinate current and long-term operational personnel policy.
- Provide technical oversight for policy execution of all HR support.
- Manage IA program.
- Manage rotation policy.
- Monitor postal support.
- Manage command interest programs.

2-21. The Essential Personnel Services section of the corps/division is responsible to:
- Establish EPS policy and procedures.
- Process awards and decorations.
- Monitor evaluations, promotions, reductions, and other EPS programs.
- Receive, process, and manage congressional inquiries and special actions.

2-22. The HR COIC of the corps and the Current Operations section of the division are responsible to:
- Monitor conditions and operations that might require reconstitution and regeneration.
- Assess the progress of current HR support.
- Ensure casualty reporting is integrated in current operations tracking.
- Coordinate HR support requirements with supporting ESC/Sustainment Brigade.
- Produce annexes, commander's estimates, etc., in support of current/future plans.
- Track the common operational picture ensuring HR support provides timely input to current operations.
- Coordinates with staff planners across functional areas.

2-23. The Casualty Operations section of the corps/division is responsible to:
- Prepare all Commanding General casualty correspondence, as required.
- Develop casualty notification and assistance program policy.
- Monitor casualty database.
- Monitor patient tracking/accountability through the Surgeon.
- Monitor LOD Investigations.
- Monitor prisoner of war and Missing In-Action (MIA) cases.

- Develop casualty estimation.
- Maintain liaison with CLTs, Mortuary Affairs (MA), postal units, medical commands, MTFs, etc.
- Coordinate and execute Civilian, Joint, and multinational casualty actions as directed and augmented.
- Accept Liaison Officer teams from Civilian agencies, and Joint, multinational, and Host nation military Services.

2-24. The Personnel Information Management section of the corps/division is responsible to:

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

2-25. The Personnel Readiness Management section for the corps/division is responsible to:

- Conduct PRM.
- Collect and analyze critical personnel readiness information.
- Collect and analyze PERSTAT data.
- Prepare all required manning reports.
- Determine manpower requirements for the headquarters.
- Determine manpower reporting requirements for subordinate elements.
- Monitor accountability of all personnel (military and civilian).
- Manage officer, enlisted, and civilian personnel.
- Monitor personnel replacement requirements.
- Submit replacement requirements for key personnel.
- Maintain task force personnel summary.
- Recommend fill priority.
- Monitor in-transit visibility of incoming personnel.
- Report all required manning data to the combatant commander/ASCC, as directed.
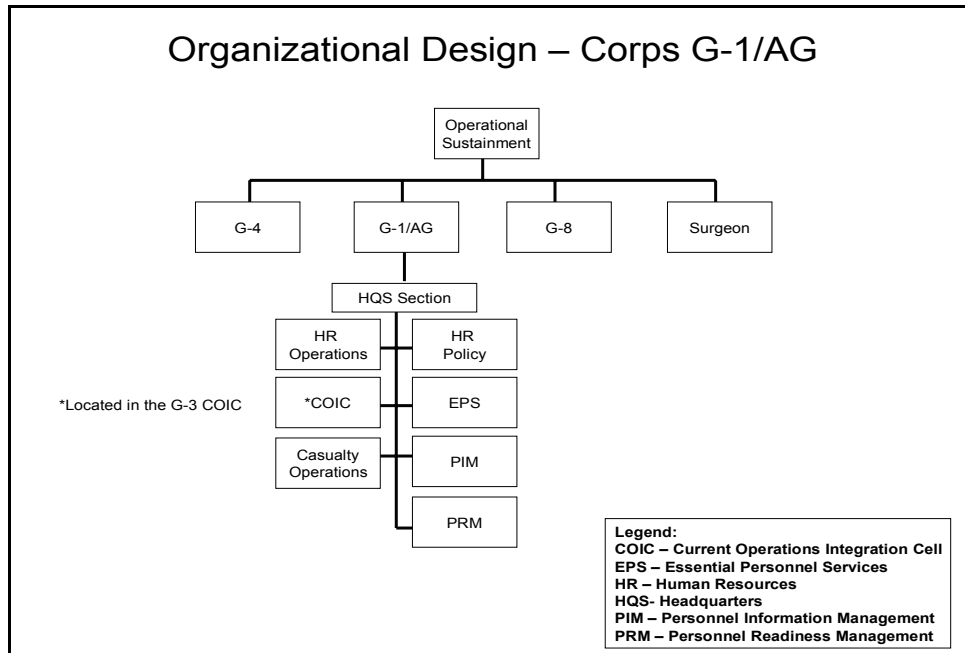
Figure 2-2. Organizational Design—Corps G-1/AG
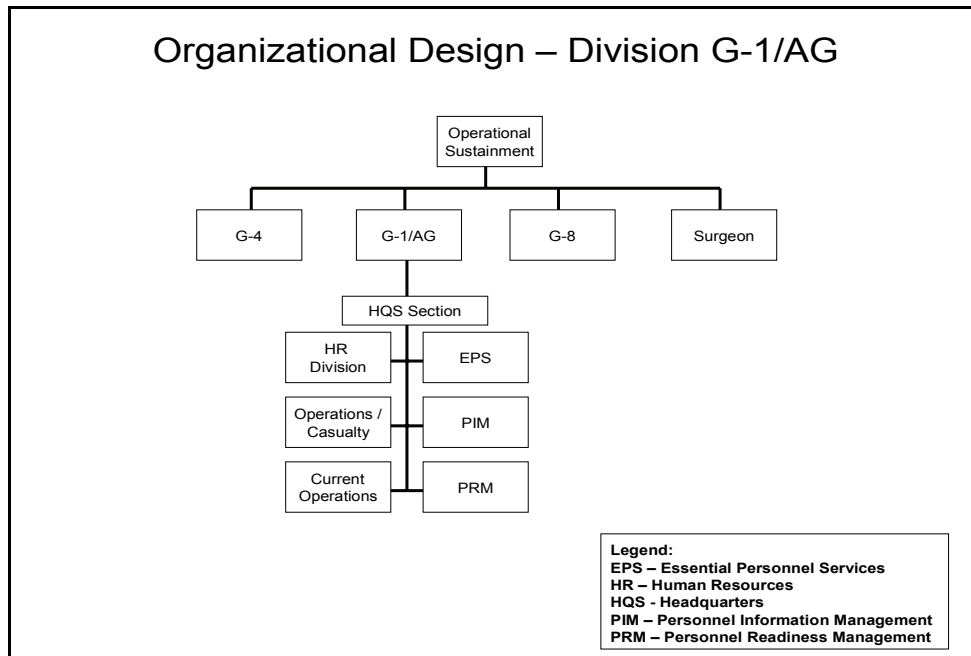
Figure 2-3. Organizational Design—Division G-1/AG

BRIGADE S-1 SECTION

2-26. The function of the brigade S-1 section is to plan, provide, and coordinate the delivery of HR support, services, or information to all assigned and attached personnel within the brigade and subordinate battalions and companies. The brigade S-1 is the principal staff advisor to the brigade commander for all matters concerning HR support. The S-1 may coordinate the staff efforts of brigade religious activities,

and is the staff point of contact for EO, retention, Inspector General, and morale support activities. The brigade S-1 provides technical direction to subordinate unit S-1 sections.

2-27. Brigade-level S-1 sections include the STB S-1 of General Officer-level organizations. These STB S-1 sections have the same capabilities and responsibilities of brigade-level S-1s. Under HR transformation, units are responsible for their own EPS and other HR support as defined throughout this manual. General officer headquarters (HQs), without an STB S-1 section or equivalent, must be augmented by their higher HQ's in order to receive this support in a deployed area. G-1/AG sections of these HQs do not have the authority, personnel, or equipment to provide this internal STB S-1 support.

ORGANIZATION

2-28. The brigade S-1 organizes section personnel functionally (assigns specific personnel to an area of responsibility), then cross trains within the section for continuity and consistency IAW METT-TC. The brigade S-1 normally organizes with a leadership section consisting of the S-1, a warrant officer, and a noncommissioned officer in-charge (NCOIC) with two ad-hoc teams: a Personnel Readiness Team (PR TM) and an HR Services team.

2-29. The S-1 leadership performs the core competency Conduct HR Planning and Operations and supervises the execution of all other HR mission essential tasks within the brigade.

2-30. The brigade PR TM focuses on the core competency of Man the Force which includes the functions of PRM, PA, SR, Casualty Operations, and PIM. The PR TM is responsible for executing PRM and strength distribution. While the brigade strength manager is responsible for supervising all PRM/strength distribution actions, and is the leader of the PR TM, he/she generally focuses on officer PRM. The brigade S-1 NCOIC provides direction for enlisted PRM and interfaces with the brigade Command Sergeant Major (CSM). The brigade CSM normally plays an active role in managing enlisted personnel; however, the S-1 has ultimate responsibility for the enlisted PRM process. This team manages the brigade Distribution Management Sub-level (DMSL) for both officer and enlisted strength distribution. The PR TM coordinates the call forward of brigade replacements and executes the personnel portion of the Unit Status Report (USR) process. The PR TM uses the electronic Military Personnel Office (eMILPO) or other systems that feed into the Total Army Personnel Database (TAPDB), Defense Casualty Information Processing System (DCIPS), Deployed Theater Accountability Software (DTAS), and Common Operational Picture Synchronizer (COPS) to execute brigade PRM and the Battle Command Sustainment Support System (BCS3) for limited PERSTAT functions.

2-31. The HR Services team performs the core competencies of Provide HR Services and Coordinate Personnel Support. The functions include EPS, Postal, and MWR. EPS functions, which include military pay, are the primary focus of the team and are processed via eMILPO, Regional Level Application Software (RLAS), and the Standard Installation/Division Personnel System (SIDPERS). This section provides common access cards and ID tags to all brigade personnel. In some cases, the brigade S-1 also provides area support to contractors/civilians for ID Cards. Figure 2-4 depicts an example of a brigade S-1-section.
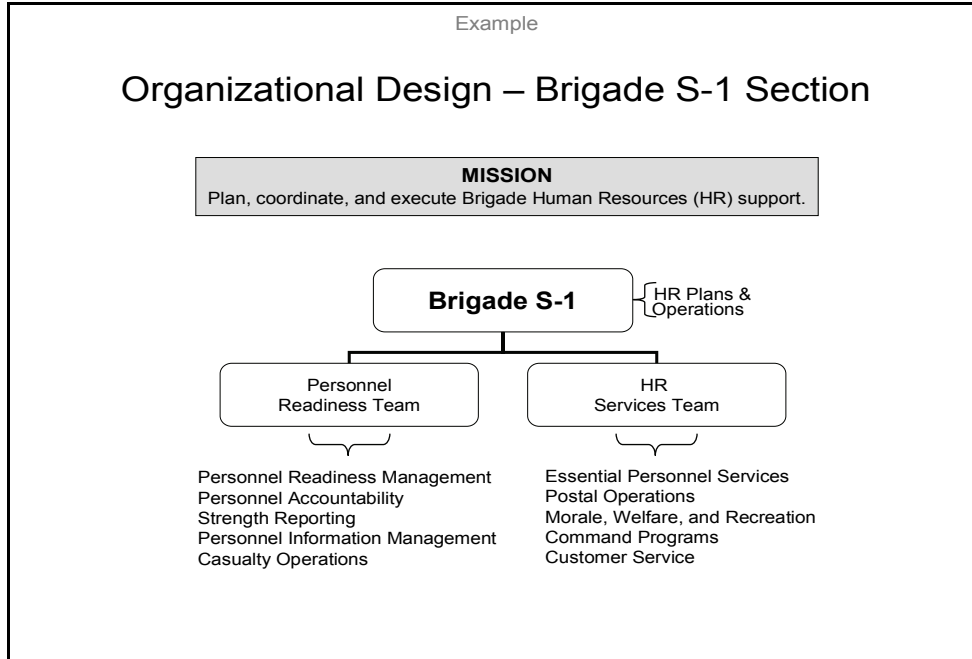
Figure 2-4. Organizational Design—Brigade S-1 Section

2-32.   The brigade S-1 section relies on non-secure, secure, and continuous digital information systems. Their success depends on the availability of both secure and non-secure data and voice systems which requires close coordination with the brigade S-6. NIPRNET connectivity is provided by either Very Small Aperture Terminal (VSAT), Combat-Service-Support Automated Information Systems Interface (CAISI), or with the Joint Network Node. The brigade S-1 section requires access to the Force XXI Battle Command Brigade and Below (FBCB2), Blue Force Tracker, and similar systems that provide a common operational picture through the Army Battle Command System (ABCS) infrastructure.

BRIGADE S-1 POSITIONING

2-33. The brigade S-1 section must be positioned with access to both secure (SIPRNET) and non-secure (NIPRNET) data connectivity. S-1's have organic capabilities to connect into the NIPRNET, but must coordinate with the unit S-6 for SIPRNET access.

2-34. Brigade S-1 sections normally operate as an element of the Sustainment Cell in the brigade Main CP.   When the S-1 section separates, the HR Services team will move to the Brigade Support Battalion/STB CP with either the HR Technician or the senior HR noncommissioned officer (NCO) leading the split section. The majority of PRM, PA, and SR actions are performed at the brigade Main CP, while the majority of EPS and postal functions are performed in the Brigade Support Area. Virtual connectivity and the advent of enablers like the digital signature and forms content management better facilitate split-based operations. Casualty operations are conducted at both locations. It is critical that the split section maintains tactical voice, NIPRNET, and SIPRNET data connectivity with the remainder of the S-1 section at the brigade Main CP and the battalion S-1 sections.

BATTALION S-1 SECTION

2-35. The function of the battalion S-1 section is to plan, provide, and coordinate the delivery of HR support, services, or information to all assigned and attached personnel within the battalion. The S-1 is the principal staff advisor to the battalion commander for all matters concerning HR support. The S-1 is the coordinating office for religious and medical activities. The S-1 is also the staff point of contact for EO, retention, Inspector General, morale support activities, and command interest programs.

2-36. The S-1 section depends on the availability of both secure and non-secure data systems and secure and non-secure voice systems, requiring NIPRNET and SIPRNET connectivity with sufficient bandwidth to facilitate web-based application. The S-1 section uses various HR automated systems to coordinate or execute HR support for Soldiers within the battalion.

2-37. The battalion S-1 section organizes within specific functional areas in order to synchronize personnel management activities and manage current and plan future operations. NIPRNET connectivity may be provided by VSAT and the CAISI Connect-the-Logistician system by connecting the battalion S-1 CAISI either through the Forward Support Company's VSAT, or the brigade S-1 VSAT. SIPRNET connectivity is coordinated through the battalion S-6. The S-1 ensures the S-6 includes DTAS in the battalion SIPRNET bandwidth requirement. Secure voice data is critical to remain linked to subordinate companies and the brigade S-1. Additionally, the S-1 section requires access to FBCB2, Blue Force Tracker, or similar systems to allow secure text capability with subordinate companies. The battalion S-1 section generally operates from the Main CP and may be collocated with the brigade S-1.

ORGANIZATION

2-38. The battalion S-1 normally organizes personnel functionally (assign specific personnel to an area of responsibility), then cross trains within the section for continuity and consistency. Figure 2-5 depicts a battalion S-1 organizational structure for a 10 person S-1 section. (Note: The battalion S-1 section size varies based on the size of the supported population.)

2-39. The battalion S-1 normally organizes with a leadership section consisting of the S-1 and the S-1 NCOIC and two ad-hoc sections or teams, a PR TM, and an HR Services team. The S-1 leadership team performs the HR Planning and Operations core competency, as well as supervises the execution of all other HR core competencies within the battalion.

2-40. The battalion PR TM focuses on the core competency of Man the Force. The PR TM is responsible for executing PRM and strength distribution under the supervision of the PR TM Chief, a 42A Staff Sergeant. While the battalion strength manager is responsible for supervising all PRM/strength distribution within the battalion, the general focus is on enlisted PRM and interface with the battalion CSM. The battalion CSM normally plays an active role in managing enlisted personnel; however, the S-1 has ultimate responsibility for the enlisted PRM process. The PR TM coordinates battalion replacement operations and uses various systems fed by TAPDB to execute battalion-level PRM. The PR TM executes error reconciliation and deviations to ensure consistency between TAPDB and eMILPO/RLAS/SIDPERS.

2-41. The HR Services team performs the core competency of Provide HR Services and Coordinate Personnel Support. These core competencies include EPS, Postal, and MWR. The EPS function is the primary focus of the team. Awards, evaluation reports, promotions (to include semi-centralized Sergeant/Staff Sergeant promotions), and personnel actions for all assigned and attached personnel are executed by the HR Services team. The HR Services team processes replacements and maintains and updates Soldier records, including the Soldier's military HR record (MHRR). The MHRR is defined as a collection of documents maintained as a single entity that pertains to a particular Soldier's career. The MHRR is comprised of documents formerly located in the Official Military Personnel File, Military Personnel Records Jacket, and mobilization records. It is the permanent historical official record of a Soldier's military service.

Example

Organizational Design – Battalion S-1 Section

MISSION
Plan, coordinate, and execute Battalion Human Resources (HR) support.

BN S-1 — HR Plans & Operations

Personnel Readiness Team | Legal | HR Services Team

Personnel Readiness Management
Personnel Accountability
Strength Reporting
Personnel Information Management
Casualty Operations

Essential Personnel Services
Postal Operations
Morale, Welfare, and Recreation
Command Programs
Customer Service

Figure 2-5. Organizational Design—Battalion S-1 Section

2-42. The S-1 depends on the availability of both secure and non-secure voice and data systems requiring NIPRNET and SIPRNET connectivity with sufficient bandwidth to facilitate web-based applications. The S-1 section uses various HR systems for automated HR support, as well as for coordinating military pay, legal, and postal services for the battalion. All HR systems, with the exception of DTAS, operate in NIPRNET. S-1 sections should have CAISI for NIPRNET connectivity. Connectivity requirements direct that at least an element of the section be within line of site (3-5 km) of the VSAT in the Forward Support Company providing sustainment support for the battalion S-1 or to the brigade S-1 section, which also has VSAT capability. The S-1 updates the DTAS daily. Company First Sergeants and executive officers can make daily strength reports or updates to the battalion S-1 via FBCB2.

2-43. The S-1 section can operate from multiple locations. If operating from multiple locations, it is common for a small element and the S-1 officer to be located at the Combat Trains Command Post in proximity to the battalion Tactical Operations Cell, with the S-1 linked to the Tactical Operations Cell via FBCB2. The remainder of the section is either in the Task Force Support or Brigade Support Area in proximity to the Forward Support Company's VSAT or the brigade S-1 section VSAT. Elements of the S-1 section could also be located in the battalion Main CP or Tactical Operations Cell.

HR OPERATIONS BRANCH (HROB)

2-44. The HROB is a subordinate branch of the SPO within the Sustainment Brigade and ESC. The branch is responsible for the planning, coordinating, integrating, and synchronizing PA, casualty, and postal operations missions within the Sustainment Brigade's or ESC's AO. Figure 2-6 provides the recommended standardized structure for the Branch.

2-45. Critical functions of the HROB are to:
- Serve as integrator between the HRSC and assigned or attached HR organizations (HR Company, MMT Team, and TG PAT) for execution of HR support.
- Serve as integrator between supported units (G-1/AG and S-1) and the sustainment organizations for the execution of external HR support.
- Synchronize non-HR support requirements with other sustainment elements and organizations (e.g., transportation, billeting, feeding, etc., for transient personnel).

- Plan, project, and recommend HR support requirements for current and future military operations (MDMP).
- Ensure the emplacement and displacement of HR support organizations are in synchronization with the concept of support plan for PA, casualty, and postal operations.
- Deploy as part of the Sustainment Brigade or ESC early entry element to assist in establishing initial theater PA, Casualty Assistance Center (CAC), and postal operations.

2-46. The HROB receives technical guidance from the HRSC and operational guidance from sustainment command and control channels. Technical guidance includes mission analysis, determining the best method of support, and passing the requirement to the HR element for execution.

2-47. To enhance the effectiveness and understanding of how HR support is an integrated element of sustainment, it is highly encouraged that HR officers serving in the HROB complete the Support Operations Course, either by correspondence or through an Intermediate-Level Education program.

Example

Organizational Design – Human Resources Operations Branch (HROB)

MISSION
Plan, coordinate, integrate and manage Sustainment Brigade Human Resources (HR) Support.

Human Resources Operations Branch

| HR Plans & Operations | Personnel Accountability / Personnel Information Management | Postal |
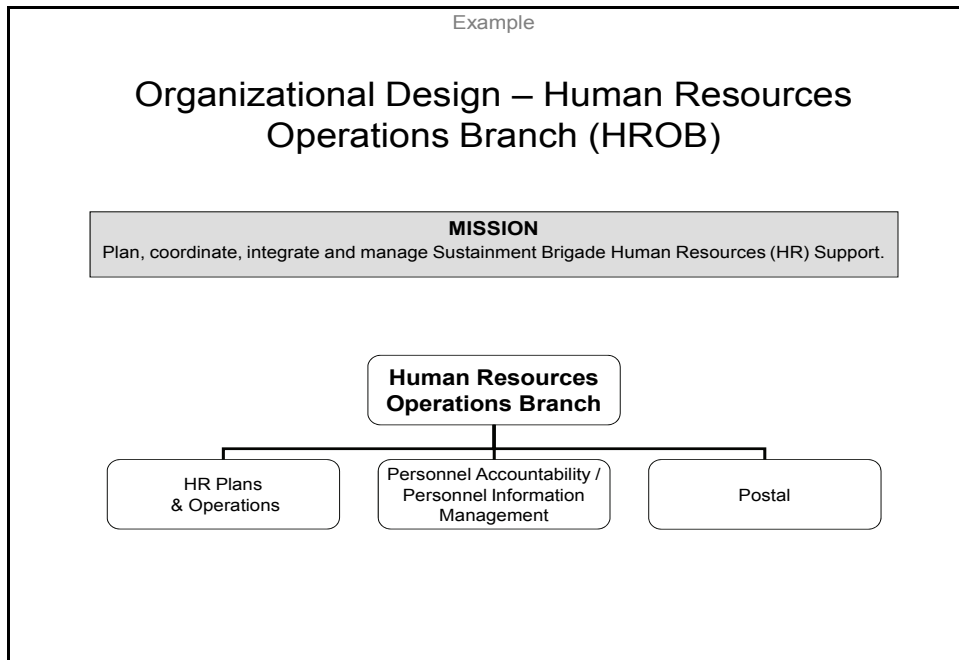
Figure 2-6. Organizational Design—HR Operations Branch (HROB)

2-48. Select members of the HROB are included as part of the early entry element of the SPO, focusing on the establishment of the PA portion of the Reception, Staging, Onward Movement, and Integration (RSO&I) process. Early entry element personnel also ensure initial postal support and casualty operations are established.

2-49. The HROB requires voice, SIPRNET and NIPRNET connectivity to communicate with the HRSC, subordinate HR organizations, supported organizations, and with other HROBs. The HROB requires access to ABCS, BCS3, FBCB2, COPS, and other systems fielded in the deployed AO.

2-50. It is critical for the ESC and Sustainment Brigade Commander to ensure support relationships are clear to supported and supporting organizations. This is especially important for specialized support relationships the HRSC has with HR units. Figure 2-7 depicts how units are normally aligned and supported by the HROB.
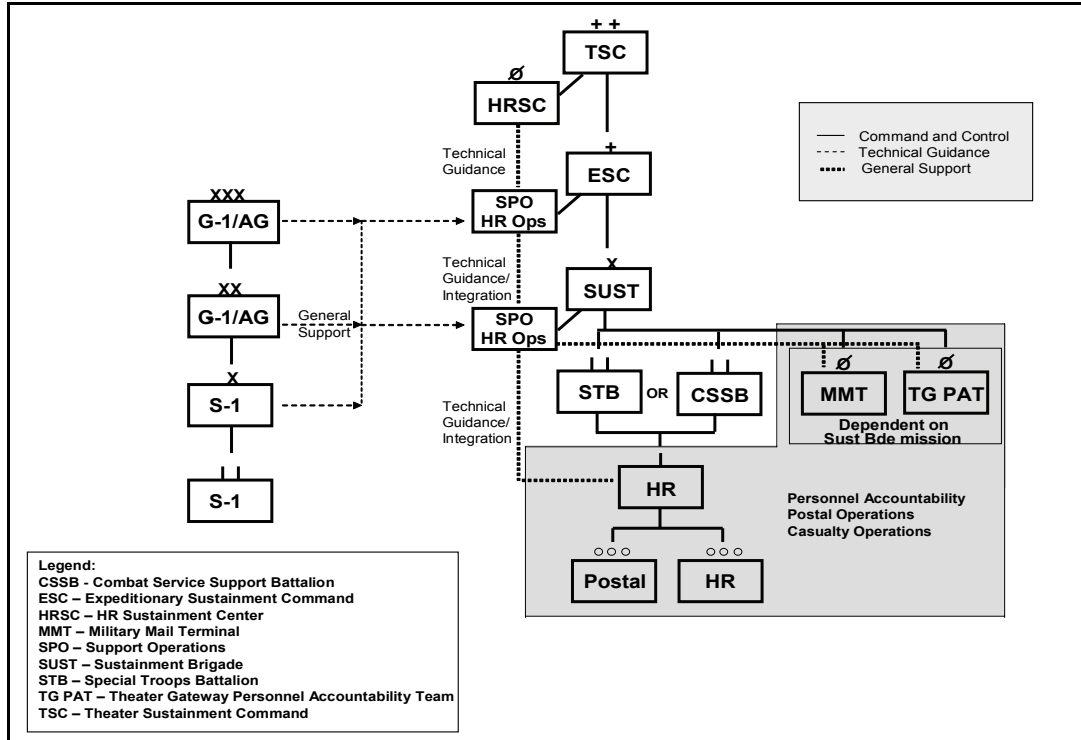
Figure 2-7. HROB Relationships

2-51. The HROB provides technical guidance and resources to HR organizations (supporting units) ensuring they have the capability to provide the required PA, casualty, and postal support directed in the HR concept of support. The left side of the figure displays the supported organizations represented by the G-1/AG and S-1s. Guided by supported/supporting relationships, the G-1/AG and S-1s request support and resources for postal and PA through the HROB. The HROB processes these requests, prioritizes the requests based on the available HR resources, and scope of requested support to determine supportability. If the HROB is unable to support the request with HR assets internal to its Sustainment Brigade, the HROB forwards the request to the HROB in the ESC or the HRSC for support by other HR organizations. The location of the HROB allows rapid coordination for required sustainment resources to execute the postal and PAT missions.

PERFORMANCE INDICATORS MONITORED BY THE HROB

2-52. The HROB tracks key performance indicators and is the Sustainment Brigade's element responsible for ensuring HR operations are fully integrated into overall sustainment operations. The HROB ensures a sufficient number of HR organizations are available to provide HR area support, monitor support provided by HR organizations and manage HR support within the AO. The HROB provides technical guidance and resources to the HR organizations (supporting units) and ensures they have the capability to provide the required PA, casualty, and postal support directed in the HR concept of support. They provide a supported/supporting relationship with the G-1/AG and S-1s within the AO. To effectively manage HR support, the HROB must communicate and coordinate with supported and supporting HR elements. The HROB uses HR planning considerations to develop performance indicators to ensure HR operations are integrated into the overall sustainment plan.

2-53. Postal Operations performance indicators include:

- Is accountable and casualty mail secure, accounted for, and redirected?
- Number and type of postal offenses.
- Number of days mail is static or undelivered.

- Listing of Forward Operating Bases (FOBs) in the Sustainment Brigade AO and are they receiving mail daily or as the operational pace permits? (Red, Green, Amber).
- Most recent postal inspection, status of inspection, and next scheduled inspection.
- Number of tons of mail received versus dispatched.
- Changes in population supported that may require reallocation of HR assets.

2-54. PAT Operations performance indicators include:

- Location of PAT assets and operational status. PATs are required at Aerial Port of Debarkation (APOD)/Sea Port of Debarkation (SPOD) when the daily flow rate is 600 or more per day.
- Number of personnel arrived or departed in last 24 hours and number of projected in the next 24 hours.
- Red, Amber, Green status of each Personnel Processing Center (PPC).
- Are the TG PAT and HR Company PATs capturing all categories of personnel (Soldiers, Joint personnel, DoD civilians, and contractors)?
- Number of days personnel remain at the APOD/TG.

2-55. Casualty Operations performance indicators include:

- Number of casualties reported last 24 hours.
- Red, Amber, Green status of each CLT.

HR SUSTAINMENT CENTER (HRSC)

2-56. The HRSC is a multifunctional, modular SRC 12 organization (staff element), and theater-level center assigned to a TSC that integrates and executes PA, casualty, and postal functions throughout the theater and as defined by the policies and priorities established by the ASCC G-1/AG. The HRSC provides support to the ASCC G-1/AG in the accomplishment of their PRM and PIM missions. They provide planning and operations technical support to the TSC Distribution Management Center. HRSCs flexible, modular, and scalable design increases the director's ability to recommend HR support requirements based upon the number of units and Soldiers supported and METT-TC. The HRSC also provides theater-wide technical guidance and training assistance for PA, casualty, and postal functions performed by TG PATs, MMT Teams, HR companies, platoons, and the HROB in the Sustainment Brigades and ESC.

2-57. The HRSC has the ability to tailor its organization to support the TSC theater-wide HR mission, as well as supporting other theater-level organizations such as a CJTF headquarters. However, providing HRSC teams to other Army or Joint organizations should only be considered after a detailed analysis and should only be temporary in nature until IA for the organization arrives in theater. The HRSC is capable of providing selected theater-level HR support simultaneously from the deployed location as well as from home station, through increased connectivity and the increased abilities of theater-level headquarters to operate virtually.

ORGANIZATION

2-58. The HRSC, in coordination with the TSC, has a defined role to ensure that the theater HR support plan is developed and then supported with available resources within the TSC. This includes collaborating with the ASCC G-1/AG and TSC to ensure appropriate HR support relationships are established and properly executed through the OPORD process. As the senior Army HR organization within the theater, the HRSC serves as the technical link and advisor to theater G-1/AGs, S-1s, HROBs, and HR companies for PA, casualty, and postal. The HRSC also operates and manages the theater personnel database and provides theater-wide assistance for database issues and access.

2-59. The HRSC's Modified Table of Organization and Equipment (MTOE) structure provides the capability to conduct split-based operations in support of the TSC. This capability supports the HRSC's ability to support the ESC during theater opening operations when they are the senior sustainment command. METT-TC analysis drives task organization. In cases where the TSC remains at home station,

or during early entry operations when the TSC has not yet deployed, the HRSC may be required to deploy forward to establish theater capabilities for postal, casualty operations, and PA/PRM/PIM.

2-60. The HRSC, as the senior HR element responsible for executing PA, casualty, and postal missions, has a responsibility for providing technical guidance to theater HR organizations executing these missions. This technical guidance is provided by the various divisions of the HRSC and is passed to the ESC and Sustainment Brigade SPO HROBs, who then pass the information to the HR organizations assigned to sustainment units. The HRSC also provides technical guidance and support to the MMT and TG PAT. HR companies and platoons receive both technical and operational guidance from the supporting HROB.

2-61. The HRSC consists of an Office of the Director and five divisions: Plans and Operations, PA/PRM/PIM, Casualty Operations (COD), Postal Operations (POD), and the Reception, Staging, and Onward Movement (RSO) Division. Figure 2-8 depicts the organization of an HRSC. Each division is further divided into teams for theater mission support. Since the HRSC is a modular unit, the HRSC Director has the capability to task organize teams to provide support as the mission dictates.

2-62. The Plans and Operations Division provides the HRSC Director the capability to manage current operational requirements and planning for both long and short range HR operations. The division develops and maintains internal HR plans and policies for training HR organizations. It also manages internal deployment plans and contingency operations as well internal mission support, plans and execution of support operations. Specific responsibilities of the Plans and Operations Division are to:

- Assist the HRSC Director in managing current HR operational requirements.
- Provide long and short range planning for the execution of HR tasks supported by HR organizations (PA, casualty, and postal operations).
- Manage internal HRSC deployment plans, deployment preparation, and support of contingency operations in the allocated AO.
- Track force flow and monitor down-trace HR organizations deployment plans, deployment preparations, and support of contingency operations in the allocated AO.
- Develop and maintain internal plans and policies for the collective training of HR personnel.
- Integrate HRSC operations involving multiple divisions of the HRSC.

2-63. The PA/PRM/PIM Division produces data, reports, and other information required for the analysis of SR, casualty, postal, and PAT operations. Specific responsibilities of the PA/PRM/PIM are to:

- Establish the theater deployed database utilizing DTAS servers organic to the division. Once the database is established (during early entry operations), the division ensures the database remains active and is properly synchronized to receive data from both the supporting PAT elements and the S-1 and G-1/AG sections operating in the AO.
- Use DTAS, eMILPO/RLAS/SIDPERS, and other systems that feed into TAPDB to prepare, collect, and analyze required reports to maintain situational awareness of the theater PA status and PA operations.
- Notify the ASCC G-1/AG of all replacements who arrive in theater without pinpoint assignments.
- Manage the theater database hierarchy and make adjustments as the ASCC G-1/AG and G-3 updates and modifies task organization. This includes providing management of the theater personnel database (DTAS). The division is responsible for synchronizing personnel data and providing real-time information to all other divisions in the HRSC as well as the ASCC G-1/AG and the TSC SPO. The server hardware required to operate the theater DTAS database is located in this section. Two sets of hardware will be maintained to ensure redundancy for the theater deployed personnel database. The section will continuously provide updated information to the ASCC G-1/AG to support strength reporting which is the responsibility of the G-1/AG.

2-64. The COD establishes the theater CAC and manages casualty reporting within the theater of operations and IAW policies established by the ASCC G-1/AG. Specific responsibilities of the COD are to:

- Receive, process, and forward all casualty reports in the theater.

- Serve as the central point of contact (POC) for all Casualty and Mortuary Affairs Operations Center (CMAOC) actions by establishing a direct link to CMAOC. The CAC receives casualty reports from theater units and the CLT supporting the AO based on established rules of allocation and then submits them to the CMAOC located at HRC. Based on METT-TC analysis or unit location, the ASCC G-1/AG, in coordination with the JTF or combatant commander, may allow corps-level commanders to submit casualty reports directly to CMAOC and to the CAC.

- Maintain and provide casualty data and briefings for the ASCC G-1/AG. The division coordinates with G-4 on all MA issues including research needed to identify or determine the disposition of remains. The division assists the POD with validating casualty mail information.

- Report all casualties from DoD civilians, contractors, and personnel from other Services (if the sponsoring Service is not in the immediate area). In addition, they coordinate all Joint casualty requirements as prescribed by established Army Support to other Services requirements. The format for this report is the same as when reporting Army personnel. The CAC forwards these reports to CMAOC, which coordinates with the responsible Service. The CAC establishes critical links to the National HR provider through daily, direct contact with the CMAOC.

- Assist CMAOC through monitoring formal LOD investigations on deceased Soldiers. Coordinates the actions and information between CMAOC and supported units.

- Assist commanders, as required, by providing information and scripts to execute NOK notification in the deployed theater and coordinates closure of notification to CMAOC.

2-65. The POD provides postal assistance and technical guidance to HROBs and HR companies and ensures they are in compliance with postal operations policies and regulations. The POD directly supports the execution of the theater postal policy and the EPW mail mission. The POD ensures appropriate postal resources are identified to support the theater postal mission. Specific responsibilities of the POD are to:

- Provide technical guidance and postal compliance support to all subordinate HROBs.

- Assist the ESC HROB in the establishment of theater opening postal operations.

- Implement, coordinate and ensure compliance of ASCC-imposed postal limitations with supporting HR companies and postal platoons.

- Establish the deployed AO postal inspection plan and ensure all Army Post Offices (APOs) are inspected in conjunction with all applicable Army and Joint standards.

- Assist in the establishment of the deployed AO directory system with guidance from the ASCC G-1/AG and HRSC Director.

- Establish direct coordination and interface with both the MPSA and the servicing Joint Military Postal Agency (JMPA).

- Ensure DoD civilian, contractor and multinational support requirements are determined by the combatant commander and ASCC commanders and disseminated to all supporting G-1/AGs, S-1s, and HR postal organizations.

- Monitor and determine appropriate mail flow rates and ensure current data is integrated into all TSC and ESC SPO planning, especially with supporting transportation planners and executers, while also passing these rates to MPSA.

- Conduct detailed postal planning and coordination with the MPSA in support of theater plans.

2-66. The RSO Division is responsible for planning and providing technical guidance, and maintaining visibility of personnel transiting inter/intra theater APOD/Aerial Port of Embarkation (APOE). Specific roles and responsibilities of the RSO Division are to:

- Provide planning and support for theater-level reception and redeployment operations.

- Monitor, analyze, and predict projected passenger flow rates for the various transit categories in both directions to ensure theater PA assets are adequately resourced and effectively positioned. Transit categories include replacement, R&R, leave, and unit movements to and from the theater.

- Ensure theater HR training requirements are provided to deploying HR units and/or Continental United States Replacement Centers (CRCs).

- Provide assistance and support to the theater G-1/AG in developing and executing the R&R program.
- Coordinate with the PA/PRM/PIM Division on all matters affecting personnel accountability.
- Coordinate with the Continental United States (CONUS) APOD and Air Force planners on personnel flows and capabilities.
- Monitor and recommend distribution and emplacement of PATs.
- Coordinate with the Plans and Operations Division and the TSC SPO (Mobility Branch) for deployment and redeployment plans. Assist the TSC commander/SPO and the ASCC G-1/AG with planning and operational oversight of PAT operations in the deployed AO.
- Coordinate with appropriate agencies for external sustainment support, life support, and onward transportation for transiting personnel.
- Provide technical guidance to the HROBs in the ESC and Sustainment Brigade SPO, the TG PAT, and all PAT elements in the deployed AO.
- Ensure CRCs are following theater replacement guidance, by ensuring all entering Soldiers have pinpoint assignments, which mitigates the ASCC G-1/AG replacement mission (if needed) and reduces the transit time for replacements to join expecting units.

2-67. The HRSC receives HR Policy guidance from the ASCC G-1/AG, HQDA G-1 PPG, and in some areas HRC and other national-level HR organizations (Reserve Component). The HRSC receives employment and operational guidance from the TSC or the ESC commander. The HRSC receives life support from the TSC, or if conducting split based operations, the ASCC STB.
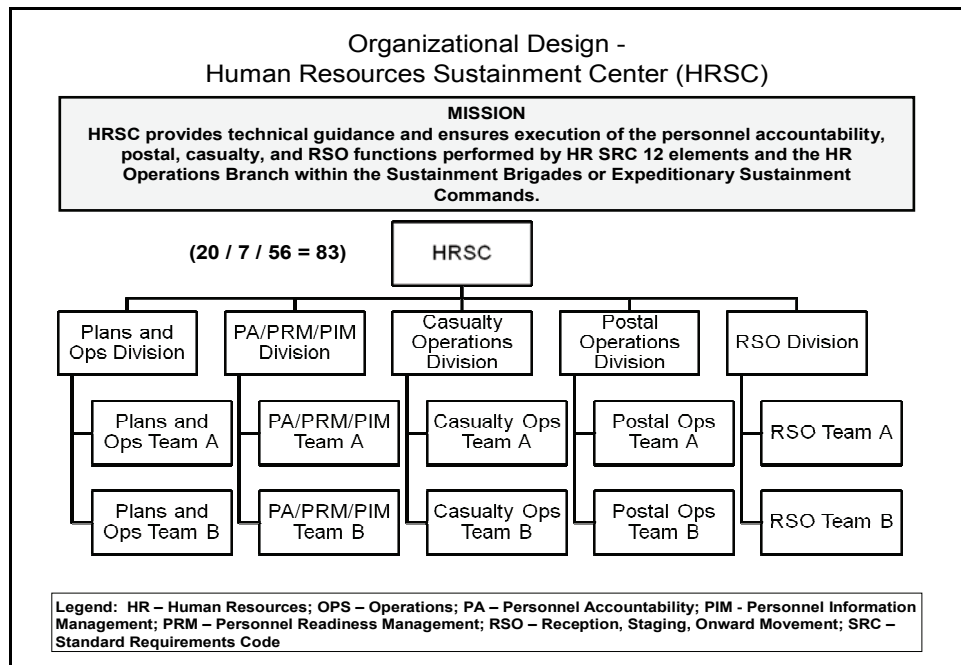
Figure 2-8. Organizational Design—Human Resources Sustainment Center (HRSC)

2-68. The HRSC, a staff section assigned to the TSC, is dependent upon the TSC STB for administrative support, to include company-level Uniform Code of Military Justice (UCMJ), religious, medical, legal, HR, administrative services, quarters and rations, logistics, unit maintenance of organic equipment, supplementary transportation support, and military pay. The HRSC relies on non-secure, secure, continuous, and survivable communications and digital information systems.

MILITARY MAIL TERMINAL (MMT) TEAM

2-69. The MMT Team provides postal support to an AO by establishing an MMT which coordinates, receives, processes incoming mail, and dispatches mail to CONUS.

2-70. 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 Joint MMT (JMMT) or MMT. It is augmented with one or more HR companies with postal platoons. It establishes and provides the Army Component of a JMMT at the inter-theater APOD. As the theater matures, the MMT Team and supporting HR Company will transition to the theater distribution mission. The MMT Team receives technical guidance from the HRSC POD. The MMT does not have C2 over the HR Company, but does have overall control of the JMMT or MMT and provides all technical guidance to the HR Company commander. It is normally employed as an assigned or attached element of a Sustainment Brigade's STB.

ORGANIZATION

2-71. 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.

2-72. The MMT Team consists of a Headquarters section, Operations section, and two Postal Squads. The MMT Director becomes the senior Army postal leader 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 joint operations area (JOA)-level executor with the expertise and experience to support the ASCC G-1/AG and TSC commander. Figure 2-9 depicts the organization of an MMT Team.

2-73. 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 MPSA into the operating plan. It is the operational interface between the MMT and Sustainment Brigade SPO HR Ops sections which coordinates the distribution of mail within their AO.

2-74. Equipment is crucial to the success of MMT functions. All heavy postal equipment for the AO is associated with the MMT Team. The team has a Rough-Terrain Container Handler and 10-k forklifts to move bulk mail in and out of the APOD. Satellite phones, radios and CAISI connectivity provide the necessary communication link to track unit movements and control mail movement from CONUS to the AO and throughout the AO.

2-75. The MMT Team receives operational guidance and directives from the HROB of the Sustainment Brigade SPO and technical guidance from the ESC SPO HROB and the HRSC POD. The MMT is dependent upon the Sustainment Brigade for religious, medical, legal, HR, administrative services, quarters and rations, logistics, unit maintenance of organic equipment, and supplementary transportation support, and military pay. The MMT relies on secure and non-secure, continuous, and survivable communications and digital information systems in order to perform its theater-level postal mission.

Example

Organizational Design – Military Mail Terminal (MMT) Team

MISSION
Provide postal support to an area of operations.

(2 / 1 / 15 = 18)   MMT Team Headquarters

Operations Section | Postal Squad A | Postal Squad B

Rule of Allocation:
One per Inter-theater Aerial Port of Debarkation.
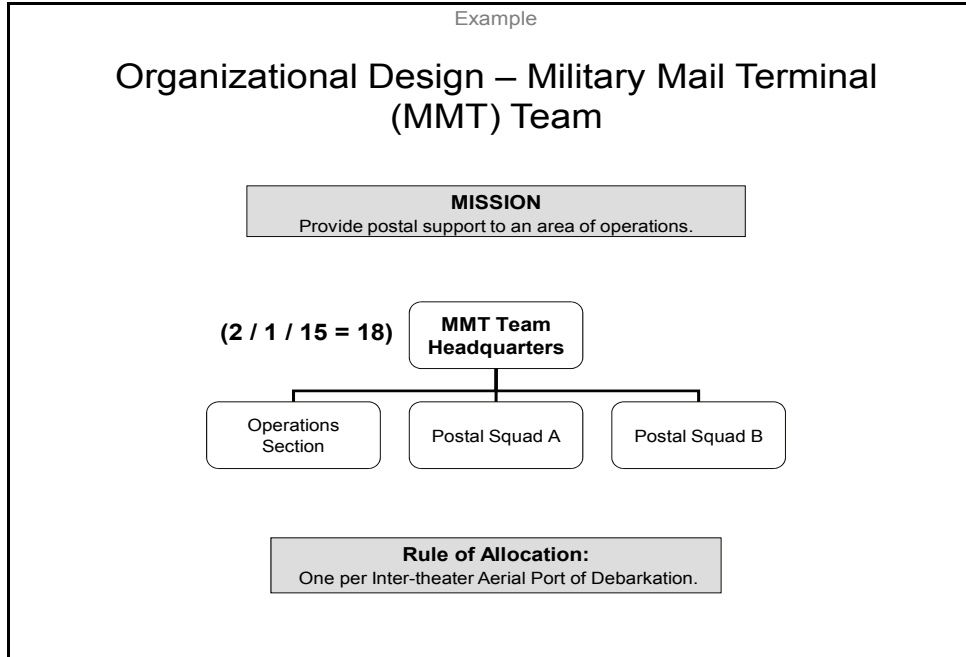
Figure 2-9. Organizational Design—Military Mail Terminal (MMT) Team

TG PERSONNEL ACCOUNTABILITY TEAM (PAT)

2-76. The TG PAT provides PA support to the theater of operations by coordinating and providing PA operations and database inputs as Soldiers enter, transit, and depart the theater at the inter-theater APOD; and executes tasks supporting the PA task. The TG PAT operates as an element of the inter-theater APOD performing PA tasks and associated supporting tasks under the control of the sustainment organization responsible for the operation of the inter-theater APOD, normally a CSSB.

2-77. The TG PAT deploys and establishes a theater-level TG PAT Center with augmentation of an HR Company at the primary inter-theater APOD. The TG PAT receives technical guidance from the supporting HROB and the HRSC Plans and Operations Division. The TG PAT requires a capability to communicate digitally through web and voice, both secure and non-secure, to PAT elements, G-1/AG sections, logistical support elements and other branches of Service. It is employed as an assigned or attached element of a Sustainment Brigade's STB. Operational guidance and directives are initiated by the TSC (HRSC) and should be issued in OPLAN or OPORD format. To support unit S-1's during RSO&I and redeployment operations, the TG PAT has the capability to perform limited EPS i.e., ID documents, DD Form 93, (Record of Emergency Data) and SGLV Form 8286 (Servicemembers' Group Life Insurance Election and Certificate).

ORGANIZATION

2-78. A TG PAT center is an existence based organization in the Sustainment Brigade. It may be employed in a theater opening mission to establish a JOA TG PAT Center. As the JOA matures, the TG PAT, and the augmenting HR Company, will transition to the JOA Distribution Mission.

2-79. The TG PAT, with a supporting HR Company, is capable of supporting a population including other Services, multinational forces, contractors, DoD civilians, and U.S. government agencies when directed by Army Support to other Services and Joint Force Command orders. The TG PAT provides specialized PAT expertise and experience to oversee the entire spectrum of PAT functions from large scale unit reception missions (RSO&I) during TG 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 are to provide the supporting staff which will do all necessary coordination, planning and implementation for a large scale PAT mission during the various stages of an operation. The TG PAT consists of a Headquarters and Operations section as depicted in Figure 2-10.

Example

Organizational Design – Theater Gateway (TG) Personnel Accountability Team (PAT)

MISSION
Provide personnel accountability support to the theater by coordinating and providing Joint Operations Area-level reception, replacement, and redeployment support to gain / maintain personnel accountability of transiting personnel.

(3 / 1 / 6 = 10)   **Theater Gateway PAT Headquarters**

Operations Section

Rule of Allocation: One per Inter-theater Aerial Port of Debarkation.

Figure 2-10. Organizational Design—Theater Gateway (TG) Personnel Accountability Team (PAT)

HR COMPANY HEADQUARTERS

2-80. The HR Company headquarters provides C2, planning and technical support to all assigned or attached HR and Postal platoons. It is both an existence and workload-based modular headquarters. The HR Company has both long and short term capability for:

- PA, casualty operations, and postal planning.
- Current and future operations management.
- Postal directory services.
- Database integration.
- Postal inspections.
- Establishing CLTs and PATs.
- Leadership/oversight of two-six platoons.
- Transportation coordination.

2-81. The Plans and Operations section provides planning and operations management for long and short-term PA, casualty, and postal operations. All HR planning priorities originate from the ESC/Sustainment Brigade SPO HROB and are passed to the HR Company.

ORGANIZATION

2-82. The HR Company consists of a Command section, Plans and Operations section, and Headquarters Support section as depicted in Figure 2-11.

2-83. The Command section exercises C2 over assigned HR or Postal platoons based on restricted operations areas and METT-TC. Administers discipline and UCMJ, and assumes operational control over attached, co-located HR elements. Coordinates external support functions such as life support, force protection, logistics, and transportation.

2-84. The Plans and Operations section provides policy review and direction for HR operations, coordinates the consolidation of critical wartime function reports for the commander, advises and coordinates with higher, lateral, and subordinate organizations on personnel matters. Provides long and short range planning and guidance during the execution of current operations. Coordinates with the HR commander, the Sustainment Brigade and ESC HROBs for all related operations. This section prepares operational orders and plans, exercises control, and provides guidance regarding PA, casualty liaison, and postal operations.

2-85. The HQ Support section manages personnel actions, ammunition and limited (petroleum, oils, and lubricants, messing, billeting), supply, energy conservation, sanitation, and transportation for assigned and attached personnel. Personnel perform integrated materiel maintenance for automotive and ground support equipment including tactical wheeled and general-purpose vehicles.

2-86. The HR Company deploys and provides C2 for postal and HR platoons responsible for PA, casualty, and postal. Requires capability to communicate by both secure and non-secure voice and data to supported platoons, STB/CSSB, Sustainment Brigade/ESC HROB, supported, G-1/AG and S-1 sections, HRSC, MMT, TG PAT, and other sustainment and Joint elements.

2-87. The HR Company can be employed to support an MMT, TG PAT, or with a Sustainment Brigade providing area support. When deployed, the HR Company may be attached to a STB or a CSSB. Specific attachment is dependent upon METT-TC analysis, the operating environment, and the Sustainment Brigade commander preference. The HR Company relies on the supporting Sustainment Brigade for logistical, maintenance, and field feeding support to all assigned or attached platoons.
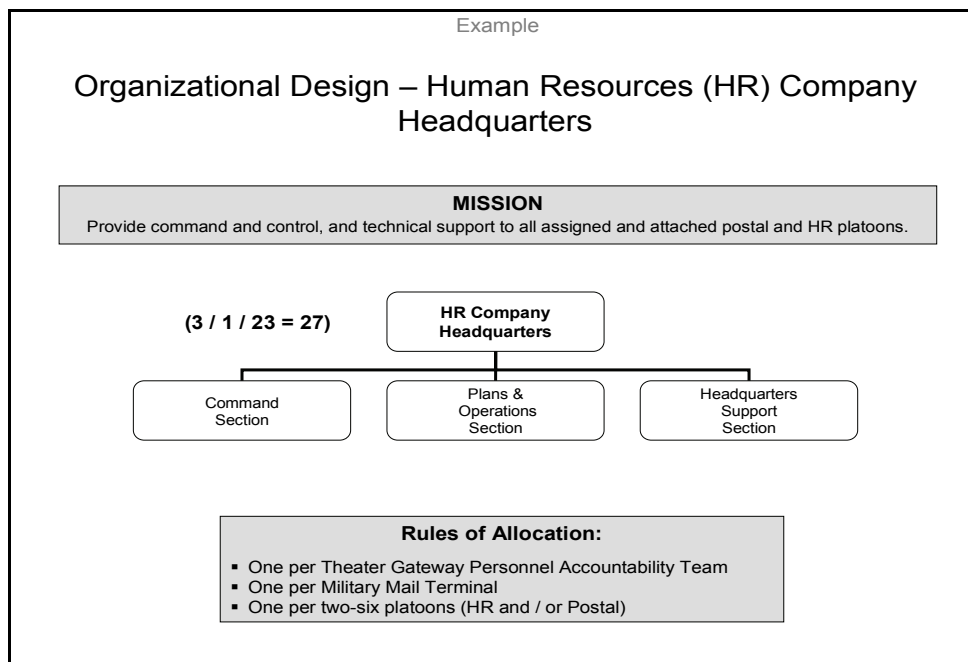
Figure 2-11. Organizational Design—HR Company Headquarters

POSTAL PLATOON

2-88. The mission of the postal platoon is to provide postal support to all individuals and units in an assigned AO or to serve as an element of an MMT. Postal platoons operate in conjunction with Plans and Operations teams within HR companies.

2-89. The platoon deploys to the AO and provides modular, scalable and flexible postal support including postal financial management, services, and mail distribution. 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 includes processing incoming bulk mail, coordinating mail transportation to forward platoons, and processing outgoing mail to CONUS. The platoon requires capability to communicate digitally and via voice to HR Company headquarters, and G-1/AG and S-1 sections of units in the supported area.

ORGANIZATION

2-90. As depicted in Figure 2-12, the postal platoon consists of a Headquarters section, Postal Finance section, and two postal squads. The headquarters section provides C2, 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.
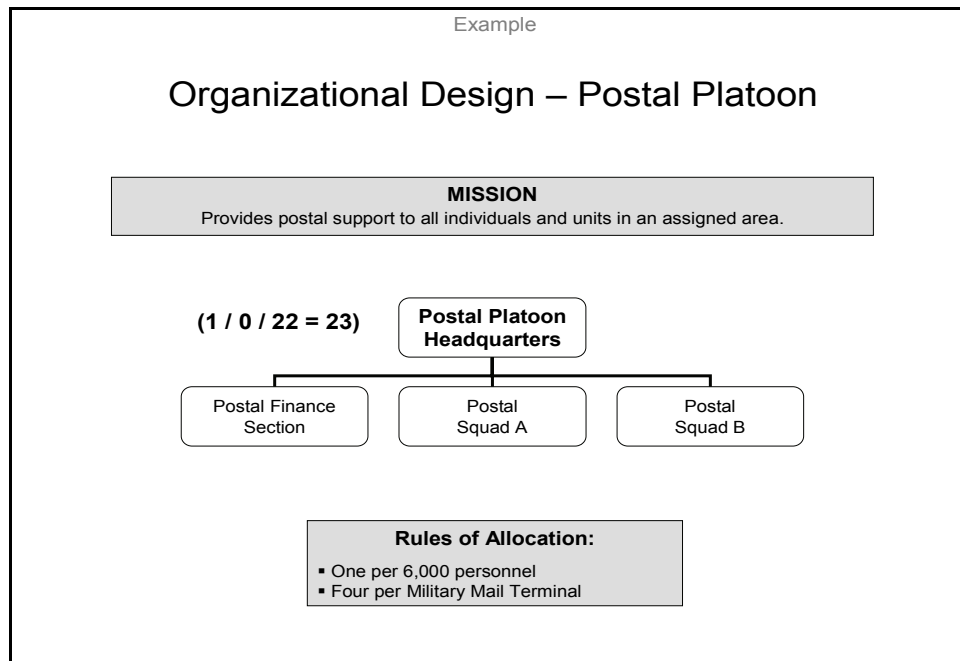
Figure 2-12. Organizational Design—Postal Platoon

2-91. The postal platoon receives all technical guidance through the HR Company headquarters and the corresponding Plans and Operations team. The HR Company headquarters provides all C2 to the attached postal platoons.

HR PLATOON

2-92. A multifunctional platoon with the capability to provide casualty and/or PA support to all individuals and units in an assigned AO or to serve as a supporting element of the TG PAT.

2-93. The HR platoon accomplishes the casualty and PA functional mission with its capability to form teams (CLTs and PATs). This capability increases mission flexibility and its ability to support G-1/AG and S-1 sections by maintaining visibility and accountability of casualties and as personnel transit the theater.

2-94. During RSO&I, an HR platoon is assigned the responsibility for executing the PA portion of the RSO&I mission. Execution of logistics functions remain the responsibility of logistics organizations. For example, the ESC/Sustainment Brigade HROB is responsible for coordinating the execution of logistics and other non HR support requirements.

2-95. The HR platoon requires the capability to communicate, secure and non-secure, to PATs, CLTs, HR Company headquarters, HR Company Plan and Operations section, HROB, TG PAT, supported G-1/AG and S-1, HRSC, and logistics support elements (for example, Airfield Arrival or Departure Control Group or Movement Control Team).

2-96. The platoon headquarters section provides technical guidance, leadership, logistical support and C2 for each squad. The platoon operates according to METT-TC. Further, the team tracks emergency leaves, inter-theater and intra-theater transfers as dictated by METT-TC. Figure 2-13 depicts the organization of a HR platoon.
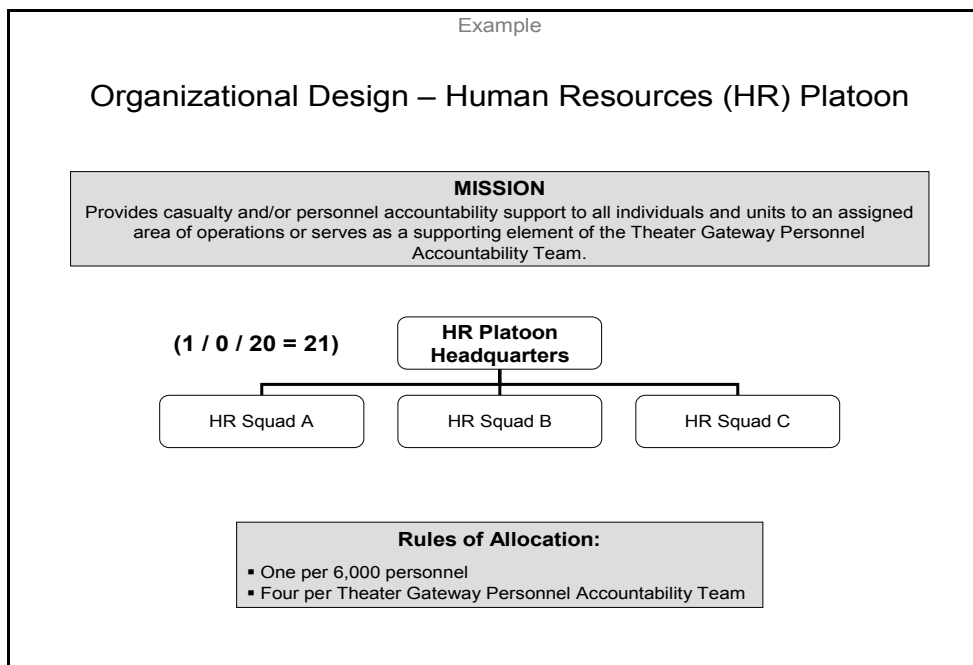
Figure 2-13. Organizational Design—HR Platoon

PERSONNEL ACCOUNTABILITY TEAM (PAT)

2-97. To accomplish the PA function, the HR platoon will form PATs from platoon personnel. These teams provide PA at APOE/APOD, SPOD/Sea Port of Embarkation (SPOE), and at FOBs where the daily transit numbers exceed 600 personnel per day. The PAT provides PA of personnel entering, transiting, or departing the specific theater location. PATs rely on the supported organization for daily life support. See Chapter 3 for PAT responsibilities.

CASUALTY LIAISON TEAM (CLT)

2-98. CLTs are formed by the HR platoon to support the theater casualty operations mission. The CLT provides accurate casualty information (reporting and tracking) at MTFs, MA collection points, and higher

headquarters G-1/AGs, General Officer commands, and other locations as specified by the HRSC. CLTs facilitate real-time casualty information for commanders. 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 them if the Soldier is medically evacuated from theater. CLTs rely on the supported organization for daily life support.

2-99. Each CLT requires the capability to communicate digitally and via voice, secure and non-secure, to theater (HRSC COD), HR platoon headquarters, and G-1/AG and S-1 sections of supported units.

ARMY BANDS

2-100. Army bands are designed to support Army, Joint, and Coalition operations. Army band units are SRC 02 organizations. The design provides flexibility to employ tailored Music Performance Teams (MPTs) in support of both deployed and home station mission requirements. Bands support the recruiting mission, provide comfort to recovering Soldiers, support host nation relations and information operations, and contribute to a positive climate for Army Families.

2-101. MPTs are the modular building blocks of Army bands. MPTs provide tailored music support, operate independently, and have the capability to integrate with other MPTs to form larger ensembles depending on mission requirements and unit capabilities. Each MPT has its own unique functional capability and is designed to be highly portable and easily transported by air or ground assets.

2-102. Army bands are organized into four types: Small, Medium, Large, and Special. Army bands Small is further subdivided based upon their operational capabilities with regard to support of on-going operations. RC bands are normally classified as Army bands Small. Special bands have unique responsibilities in support of the Military District of Washington, HQDA Public Affairs, or the U.S. Military Academy. Figures 2-14 through 2-16 reflects the organization of Small, Medium, and Large bands.
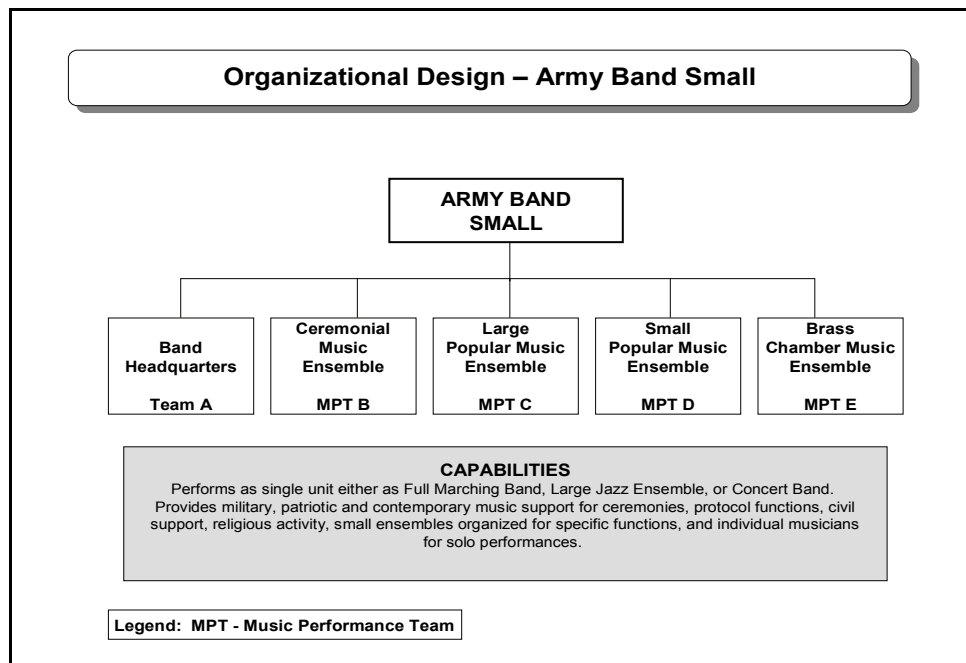
Figure 2-14. Organizational Design—Army Band Small

Organizational Design – Army Band Medium

**ARMY BAND
MEDIUM**

Band Headquarters	Ceremonial Music Ensemble	Large Popular Music Ensemble	Small Popular Ensembles	Brass Chamber Music Ensemble	Woodwind Chamber Music Ensemble
Team A	MPT B	MPT C	MPT D (x2)	MPT E (x2)	MPT F

CAPABILITIES
Performs as single unit either as Full Marching Band, Large Jazz Ensemble, or Concert Band. Provides military, patriotic and contemporary music support for ceremonies, protocol functions, civil support, religious activity, small ensembles organized for specific functions, and individual musicians for solo performances.

Legend: MPT - Music Performance Team

Figure 2-15. Organizational Design—Army Band Medium

Organizational Design – Army Band Large

**ARMY BAND
LARGE**

Band Headquarters	Ceremonial Music Ensemble	Large Popular Music Ensemble	Small Popular Ensembles	Brass Chamber Music Ensemble	Woodwind Chamber Music Ensemble
Team A	MPT B	MPT C (x2)	MPT D	MPT E (x2)	MPT F (x2)

CAPABILITIES
Performs as single unit either as Full Marching Band, Large Jazz Ensemble, or Concert Band. Provides military, patriotic and contemporary music support for ceremonies, protocol functions, civil support, religious activity, small ensembles organized for specific functions, and individual musicians for solo performances.

Legend: MPT - Music Performance Team

Figure 2-16. Organizational Design—Army Band Large

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Chapter 3

Manning the Force

Manning the Force is an HR core competency. The objective of the manning the force strategy is to ensure that the right people are in the right places with the right skills to fully capitalize on their warfighting expertise. Properly manning units is vital to assuring the fulfillment of missions as a strategic element of national policy; it enhances predictability; and ensures that leaders have the people necessary to perform assigned tasks.

GENERAL

3-1. Manning the Force impacts the effectiveness of all Army organizations, regardless of size, and affects the ability to successfully accomplish all other HR core competencies and key functions. Manning the Force is described as any action or function that impacts on strength or readiness of an organization. Manning combines anticipation, movement, and skillful positioning of personnel so that the commander has the personnel required to accomplish the mission.

3-2. HR providers rely on numerous personnel databases and automated systems to accomplish manning the force functions. The enduring priniciple of accuracy is paramount in manning the force because data integration occurs at multiple levels with multiple systems used by decision makers at the National Provider level. HR providers must take ownership of data they control to eliminate or reduce errors that affect manning the force functions.

3-3. Manning the force includes five functional tasks:
- Personnel Readiness Management.
- Personnel Accountability.
- Strength Reporting.
- Retention Operations.
- Personnel Information Management.

3-4. Since the Army operates in simultaneous and complex environments, manning the force is a critical function which can only be efficient and responsive to commanders and HR leaders if database changes are made as soon as they become known. This is especially important if skills, capabilities, and special needs of units continue to change to meet operational mission needs.

SECTION I—PERSONNEL READINESS MANAGEMENT

GENERAL

3-5. Personnel Readiness Management involves analyzing personnel strength data to determine current combat capabilities, projecting future requirements, and assessing conditions of individual readiness. PRM is directly interrelated and interdependent upon the functions of Personnel Accountability, Strength Reporting, and Personnel Information Management.

3-6.   During military operations, there are two HR communities that directly support PRM. They are HR units which execute theater HR operations, and the G-1/AGs and S-1s which are responsible for executing and managing their command's readiness.

3-7.   PRM standards for deploying units are established by the Army (HQDA) G-1, which uses authorized strength levels, target fill levels, Personnel Manning Authorization Document (PMAD) directed authorizations, and the operational (deployment) timelines established by the Army G-3.

3-8.   PRM in brigades and battalions starts with comparing its organization's personnel strength against its required authorizations. By adding predictive analysis of manpower changes (non-deployable rates, projected casualty rates, evacuation policies, and replacement flows), units can assess the personnel readiness of the organization and determine replacement allocation priorities. As HRC has a direct linkage with brigade units, replacement decisions are now streamlined and replacements arrive at the unit in a timely manner. This process also enables G-1/AGs and S-1s to more effectively manage unit personnel readiness, and when necessary, assist units in obtaining replacement personnel or changing the priority of replacement fills. Changing the priority of replacement fills should only be made based on operational input from the commander or the G-3/S-3.

3-9.   PRM is a function that must be performed on a continuing basis. Units have little time to "peak" for combat operations and rely on the S-1 to execute its mission diligently, everyday. Critical Military Occupational Specialty (MOS) shortages or large numbers of non-deployable Soldiers, for example, can not easily be overcome once a unit is alerted for movement. Battalion and brigade S-1s play a crucial role in the PRM process by ensuring duty status changes or non-deployability data is changed in DTAS (deployed duty status only) and eMILPO/RLAS/SIDPERS and post them to the MHRR, if required. Unforecasted losses such as those that result from administrative or legal actions or which result from medical issues can have a significant impact on unit readiness. If losses cannot be replaced by HRC, S-1s must be prepared to initiate appropriate measures, such as cross-leveling or reorganizing unit personnel.

REPLACEMENTS

3-10. In support of Army Force Generation (ARFORGEN), the National HR Provider determines replacement force packages based on forecasted losses and allocates to brigade-level IAW HQDA manning guidance. The replacement flow is depicted in Figure 3-1.

3-11. Replacement personnel arrive at the brigade's installation and are in-processed by the installation and unit. If unit replacements are assigned after the unit is deployed, they are then called forward by the deployed unit. Diversions from original assignment should be by exception and only made to meet operational requirements. All deviations from the original assignment will be coordinated directly with the National HR Provider that directed the assignment.

3-12. The ASCC G-1/AG is responsible for developing replacement and casualty shelf requisitions, as part of the deliberate planning process. HRC G-3 is responsible for assisting Army commands in developing these shelves. Likewise, HRC G-3 is responsible for assisting Army commands, during wartime operations, by establishing predictive modeling that estimates the push/pull of replacements needed (push/pull packages) to maintain target operational strengths of deploying and deployed units.

3-13. As soon as possible, the ASCC G-1/AG is responsible for developing pull packages, to support wartime operations, with estimates of the number of replacements for anticipated casualty losses that need to be sent to the combatant command. When the ASCC G-1/AG is unable to do so, due to operational circumstances, HRC G-3 is responsible for developing push packages for the same purpose. The predictive modeling for these should take into consideration actual casualty losses that have occurred, and wartime circumstances in theater.

Replacement Flow

```
                    National
                    Provider
     Pre-deployment    *         Deployed

                                CRC

          x                   Rear        x
         S-1              Detachment  APOD  S-1
      Home Station
```

Legend:
APOD - Aerial Port of Debarkation
CRC – CONUS Replacement Company
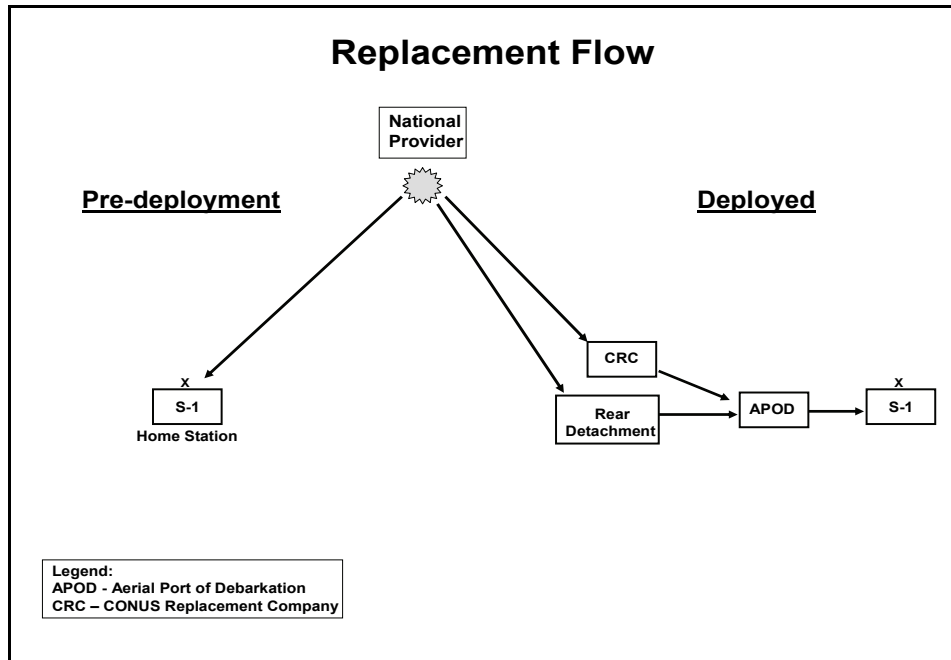
Figure 3-1. Replacement Flow

PRM RESPONSIBILITIES

ASCC G-1/AG

3-14. During the planning phase of operations, the ASCC G-1/AG identifies unit and personnel requirements, to include civilian personnel. During operational planning and execution, and if replacement or casualty shelves are 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 HQDA manning guidance and MOS/AOC structure changes. ASCC G-1/AG PRM responsibilities include:

- Develop theater PRM plans, policies, milestones, and priorities.
- Advise the commander on PRM.
- Monitor and assess the PRM (strength reports, projected gains, estimated losses, and projected numbers of personnel returning to duty) of theater units via DTAS and various HR systems that feed off TAPDB information.
- Monitor and maintain personnel readiness status of subordinate units.
- Coordinate reassignments to meet urgent operational requirements.
- Ensure PRM is included in OPORDs and OPLANs.
- Prepare casualty estimate in coordination with the National HR Provider.
- Establish and manage the personnel portion of reconstitution or reorganization efforts.
- Obtain RTD data from surgeon.

3-15. If shelf requisitions are implemented, the ASCC G-1/AG has the following additional responsibilities:

- 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 MTFs.
- Determine replacement priorities in coordination with the G-3.

- Monitor the theater replacement system.
- Monitor reassignments to ensure they meet operational requirements.

CORPS/DIVISION G-1/AG

3-16. Corps and division G-1/AGs maintain overall responsibility for PRM of subordinate elements. Corps and division G-1/AGs maintain the responsibility to assist brigade S-1s and the National Provider in shaping the force to meet mission requirements. While not involved in the day-to-day distribution of every Soldier assigned to brigade-level, G-1/AGs must maintain an accurate common operational picture of unit level strengths IAW HQDA manning guidance. Corps/division G-1/AG PRM responsibilities are to:

- Establish and ensure PRM SOPs are in synchronization with ASCC PRM policies and procedures.
- Monitor PRM for subordinate units, to include task organized units in a deployed theater.
- Advise the commander on PRM.
- Validate replacement priorities for displaced units.
- Determine replacement priorities (based on G-3 priorities to ensure personnel distribution management is executed by HRC and supports the operational plan). Coordinate diversions as required.
- Monitor subordinate assignment priorities to ensure they meet the commander's guidance.
- Prepare casualty estimate.
- Coordinate and monitor return-to-duty projections with the surgeon.
- Include PRM in OPORDs and OPLANs.
- Establish electronic link to HR systems.
- Monitor PRM for non-deployed personnel, to include Rear Detachments.
- Participate in the personnel portion of reorganization or reconstitution efforts.
- Maintain and monitor the status of key combat leaders and request replacements when required.
- Cross-level corps/division assets as required.
- Direct brigade resets.
- Conduct assessment of PRM using strength reports, projected return-to-duty reports, and information contained in various HR systems that feed off TAPDB information. Include gains, losses, and estimates not included in strength reports.
- Assess new equipment and weapons systems' impact on personnel requirements.
- Perform the duties of the ASCC G-1/AG if serving as the Army Force or JTF.

BRIGADE S-1/STB S-1 (FOR GENERAL OFFICER-LEVEL HQS)

3-17. The brigade S-1 and STB S-1 sections are responsible for PRM. The brigade or STB S-1 has a direct link with HRC and maintains communication and coordination with the higher-level G-1/AG for the execution of its PRM responsibilities, which include:

- Establish a link with the HRC for replacement of key personnel.
- Confirm deployment operational timelines with HRC, G-3.
- Manage PRM for subordinate units.
- Establish and execute brigade/STB PRM/distribution fill plan and coordinate with HRC on modifications based on operational requirements or commander's priorities.
- Distribute Soldiers to subordinate units and publish orders.
- Develop unit-level PRM policies and SOPs.
- Input timely and accurate Soldier personnel data, strength, and duty status transactions in eMILPO/RLAS/SIDPERS.
- Verify the accuracy of manning status in subordinate units.

- Provide feedback to HRC on issues of training, gender, additional skill identifier (ASI), special instructions, etc.
- Determine, in coordination with the S-3, replacement priorities based on current and forecasted readiness status and commander's intent.
- Monitor and advise the commander on the personnel readiness status (current and projected) of subordinate units to include: key leaders, critical combat squads, crews and teams.
- Predict personnel requirements, based on current strength levels, projected gains, estimated losses, and the projected number of Soldiers and Army civilians returning to duty from MTFs.
- Monitor losses (e.g., combat, non-combat, legal actions, medical, MOS Medical Retention Boards (MMRBs), Medical Evaluation Boards (MEBs), etc).
- Monitor and maintain visibility of non-available or non-deployable Soldiers, to include Rear Detachments.
- Coordinate the call forward of replacements.
- Coordinate and synchronize with the S-4 on equipment for replacement personnel.
- Plan and coordinate the personnel portion of reorganization or reconstitution operations.
- Manage Soldier Readiness Processing (SRP) to validate individual readiness and ensure visibility through updates to appropriate systems and databases.
- Manage Soldier utilization; distribute and properly slot Soldiers within the brigade/STB.
- Report critical personnel requirements to HRC for individual Soldiers and/or teams.
- Monitor and reconcile strength deviations.
- Prepare the personnel portion of the USR to ensure unit personnel readiness is accurately reflected, identifies critical shortages, and establishes manning expectations.
- Manage Unit Identification Code (UIC) hierarchies through various databases to ensure an accurate readiness common operational picture to the National HR Provider.
- Ensure PRM is included in all OPORDs and OPLANs.

BATTALION S-1

3-18. The battalion S-1 implements the priorities of fill established by the commander by conducting and executing PRM for the unit. This includes personnel accountability, strength reporting, managing casualty information, monitoring projected gains and losses, and managing RTD Soldiers (in coordination with the medical platoon). Battalion S-1s directly impact PRM by ensuring the accuracy of Soldier status in DTAS and eMILPO/RLAS/SIDPERS—PRM starts with complete, accurate, and timely Soldier data updates at the battalion. Battalion S-1 section responsibilities include:

- Develop unit-level PRM policies and SOPs.
- Ensure timely and accurate updates in DTAS and eMILPO/RLAS/SIDPERS for all required personnel data, strength, and duty status changes.
- Prepare the personnel portion of the USR to ensure unit personnel readiness is accurately reflected, identifies critical shortages, and establishes manning expectations.
- In coordination with the battalion S-3, determine replacement priorities based on current and forecasted readiness status and commander's intent.
- Monitor and report to the commander the personnel readiness status (current and projected) of subordinate units to include: key leaders, critical combat squads, crews and teams.
- Predict personnel requirements, based on current strength levels, projected gains, estimated losses, and the projected number of Soldiers and Army civilians returning to duty from MTFs.
- Monitor losses (e.g., combat, non-combat, legal actions, medical, MMRBs, MEBs, etc).
- Monitor status of non-available or non-deployable Soldier status, to include Rear Detachments.
- Coordinate and synchronize with the S-4 on equipment for replacement personnel.
- Plan and coordinate the personnel portion of reorganization or reconstitution operations.

- Manage the SRP to validate individual readiness and ensure visibility through updates to appropriate systems and databases.
- Manage Soldier utilization; distribute and properly slot Soldiers within the battalion.
- Report critical personnel requirements for individual Soldiers and/or teams.
- Prepare the personnel portion of the USR to ensure unit personnel readiness is accurately reflected.
- Ensure PRM is included in all OPORDs and OPLANs.

DISTRIBUTION PROCESS

3-19. The responsibility for PRM is an inherent responsibility of command and is accomplished by G-1/AGs and S-1s. G-1/AGs and S-1s rely on various HR systems and databases and DTAS for strength related information. Figure 3-2 provides a process for distribution. The Army has three distribution levels:

- Distribution Management Level (DML). Management of division-level or two-star command equivalent organizations.
- Distribution Management Sub-Level (DMSL). Management of brigade or Colonel command equivalent.
- Virtual Distribution Management Level. Management of grouped units that would otherwise take a combination of DML and DMSL codes.
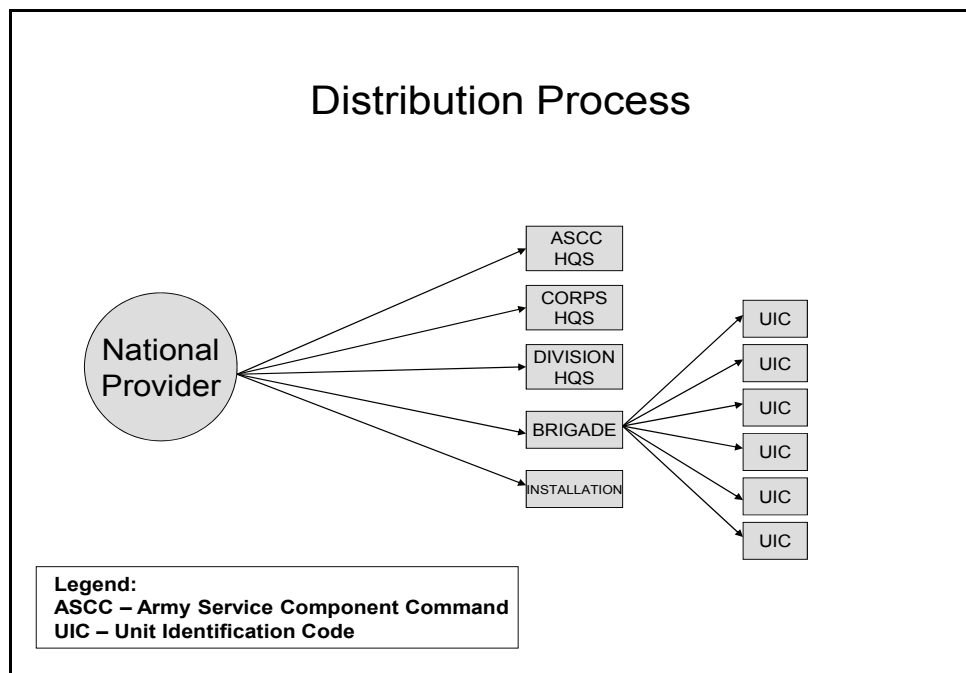
Figure 3-2. Distribution Process

DETERMINING PRIORITIES

3-20. G-1/AGs and S-1s at all levels assist commanders in developing their personnel priorities. The use of automated HR systems provides G-1/AGs and S-1s a common operational picture with the National Provider and allows them the ability to provide detailed analysis to the commander. Brigade S-1s work directly with the National Provider to fill authorized vacancies and develop a distribution plan within their organization. G-1/AGs at all levels maintain situational awareness of competing priorities and assist brigades and the National Provider when shifting priorities, changes in operational plans, or other

unforeseen events create situations where the personnel fill for an organization is no longer in synchronization with Army manning guidance.

3-21. The distribution plan allows the G-1/AG and S-1 section to know where to assign incoming Soldiers. Based on the mission, a brigade S-1 may maintain different fill levels for subordinate units which may not be consistent with their authorized manning level. Key considerations for developing the distribution plan include:

- Commander's priorities.
- Unit Personnel Readiness Reports, Tactical SOPs, OPLANS, and related plans and reports.
- Replacement forecasts and casualty, filler, and RTD estimates. Lessons learned from recent deployments highlighted the need for S-1s to manage these Soldiers as they often return from different roles of medical support, both within the theater and from locations outside the theater.
- Critical shortages by grade, ASI, AOC, and MOS.
- Changes to OPORD/OPLAN.
- Specific manning requirements for squads, crews and teams.
- Timelines for exercises, train-up, and deployment (ARFORGEN process).

RECONSTITUTION

3-22. Reconstitution is defined as extraordinary actions that commanders plan and implement to restore units to a desired level of combat effectiveness commensurate with mission requirements and available resources. It transcends normal day-to-day force sustainment actions. Reconstitution includes two methods of regenerating combat strength when a unit is not engaged; they are reorganization and regeneration. Though not executed very often, the G-1/AG and S-1 team should be prepared to organize and execute either one of these actions.

3-23. Reorganization. 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. 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).

3-24. Regeneration. Regeneration involves rebuilding a unit requiring large scale replacement of personnel, equipment, and supplies. Current manning practices have limited the ability of units to execute regeneration actions as the preferred approach has been to rotate entire units in and out of the theater. 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.

UNIT RESET

3-25. Unit Reset is an Army imperative to restore balance to the Army and systematically restore deployed units to a level of personnel and equipment readiness that permits units to resume training for future missions and is an integral element of the ARFORGEN model. It involves the reintegration of Soldiers and their Families, post-deployment medical assessments, professional education, restoring equipment readiness, and individual training.

3-26. Through on-time HR support, Unit Reset enables Army operations and achieves maximum personnel readiness. Unit Reset supports the success of Overseas Contingency Operations and Army transformation, Soldier professional development, and individual Soldier preferences. Unit Reset decisions affect all Soldiers assigned to deployed units that are returning to home station.

3-27. Unit Reset is the decision process that determines whether Soldiers assigned to units returning from deployment will remain assigned to their current unit; be assigned to a different unit on the same installation; or be placed on assignment instructions to another installation.

3-28. Units are reset based on current HQDA manning guidance. At "Return minus 6 months," Unit Reset procedures and rules of engagement are provided to unit leadership by HRC. A number of Soldiers are selected to fill Army requirements to serve as Drill Sergeants, Recruiters, and other special duty assignments. Assignment and schooling report dates are after deployment stabilization end dates. Soldiers with less than 24 months time on station at the end of the deployment stabilization period will be stabilized unless required for higher priority mission requirements.

3-29. HQDA will measure Unit Reset from return to deployment and track via the USR. Units have returned when 51% of their personnel (not equipment) have arrived at home station. The phases of the Unit Reset Model are depicted in Figure 3-3.

UNIT RESET MODEL

Phase Name	Start Point	End Point
In-Theater	Return - 180 Days	Return
RESET		
Active Component	Return	Return + 180 Days
Reserve Component	Return	Return + 365 Days
Train/Ready		
Active Component	Return + 181 Days	Entry into ARFORGEN available Force Pool
Reserve Component	Return + 366 Days	Entry into ARFORGEN available Force Pool

Legend: ARFORGEN – Army Force Generation

Figure 3-3. Unit Reset Model

3-30. Reset Phase. AC brigade-sized units are C5 and have no readiness expectation for 180 days following return. However, units must continue to report their rating on the USR. This phase focuses on Soldier and Family reintegration. For AC units, HRC will ensure that the unit's authorized field grade officers, company grade officers, and Master Sergeant/Sergeant First Class NCOs are either retained or replaced as soon as, and to the extent possible, after return from deployment. Successful accomplishment of these goals will allow the unit to fill its company commander, key staff, and NCO leadership positions, and facilitate leader development, team building, and the completion of Unit Reset actions.

3-31. Train-Ready Phase. HRC will man units IAW HQDA manning guidance.

3-32. HRC will manage all brigade-sized units IAW ARFORGEN Focused Manning. Under ARFORGEN Focused Manning, the Army will apply the following principles to all AC brigade-size units:

- ARFORGEN Focused Manning is event-driven. The Army will man and prioritize units based on deployment at the latest arrival date (LAD), Mission Readiness Exercise (MRE)/Mission Rehearsal Exercise (MRX), and redeployment (Return) dates. HRC will coordinate with brigade-sized units to complete the Officer Personnel Disposition Roster and issue the enlisted rules of engagement required to plan and execute Personnel Reset.

- HRC will establish a manning goal IAW HQDA manning guidance.
- For units identified to deploy, manning standards will vary by unit type but will be tied to the MRE/MRX and LAD. HRC will assign as many new Soldiers as possible with sufficient retainability to meet the timeline of the pending deployment. For units not identified to deploy, manning will be based on available inventory IAW HQDA manning guidance.

PRE-DEPLOYMENT READINESS

3-33. Successful pre-deployment readiness for units begins with an SOP that outlines specific steps the G-1/AG and S-1 must complete prior to deployment. During the early phase of pre-deployment, or during unit reset, is the time for G-1/AG and S-1s to plan unit and Soldier readiness activities. Pre-deployment readiness:

- Includes all subordinate units, even those that are not scheduled to deploy.
- Applies to individuals identified to support rear detachment or home station operations as they may be called forward.
- Includes the functions of personnel accountability, individual readiness, replacement of non-deployable personnel, and PRM. Also includes legal, financial, medical and dental, Family support, and Soldier well-being matters.

3-34. As part of the planning process, the G-1/AG and S-1 HR team decides how to execute PRM in various deployment scenarios. Some of these factors include:

- Size of the deployed force.
- Size of the stay behind force and the Rear Detachment.
- Length of deployment.
- S-1 manning requirements.
- Availability of connectivity at the forward location.
- Number of replacements expected at home station.

3-35. The Soldier Readiness Program is outlined in AR 600-8-101, Personnel Processing (In-, Out-, Soldier Readiness, Mobilization, and Deployment Processing) and is the Army's program to ensure Soldiers meet readiness criteria for deployment. Each organization (brigade and battalion) should include SRP in their unit SOP. Units need to be aware that pre-deployment may vary even in the same brigade from deployment to deployment. Regardless of the approach, the G-1/AG and S-1 must clearly outline for subordinate units the pre-deployment process and what commanders are expected to accomplish. Units should also advise their higher headquarters and HRC of the process to ensure there are no conflicts.

3-36. Individual Soldier readiness is just as important as training and vehicle maintenance prior to deployment. HR leaders must learn they are the conduit for all matters that involve personnel readiness. This requires active discussion of issues and priorities with the commander, G-3/S-3, Chief of Staff/Executive Officer, and CSM. Failure to properly plan for HR support can seriously impact not only on the commander's ability to make manning decisions based on personnel, but can also impact the readiness and morale of the forces deployed.

3-37. Upon notification of deployment, initial efforts must be concentrated in the following areas:

- Accountability for assigned/attached personnel. This is crucial as personnel may be on Temporary Duty (TDY), attending school, or in authorized leave status. If required, the S-1 may recommend the commander recall personnel on TDY, attending non-DA sponsored schools, or in authorized pass/leave status. Recall of personnel attending DA sponsored schools must be requested through the chain of command to HQDA.
- Verify the non-available status of all Soldiers and update required databases as required.
- Initiate reassignment actions for Soldiers who will remain non-available for the duration of the deployment.
- Cross-level personnel within the unit as necessary.

3-38. Other pre-deployment actions may include:

- Support or coordinate PRM requirements for deploying units.
- Ensure HRC has the correct DMSL mapping for deploying units.
- Publish a unit SRP schedule; conduct SRPs.
- Complete Train-up/Preparation stage of DA Form 7631 (Deployment Cycle Support (DCS) Checklist).
- Conduct a deployment brief for unit personnel and their spouses.
- Coordinate appropriately with the FRG leaders.
- Issue or coordinate the issuance of ID cards for DoD civilian employees and Contractors Authorized to Accompany the Force (CAAF) prior to deployment.
- Request G-3 to establish Derivative Unit Identification Codes (DUIC) for personnel accountability of personnel not deploying. Units can also use the DUIC as an interim placement until replacement personnel are assigned to a specific unit.
- Ensure the Rear Detachment is fully capable of providing HR support during deployment as outlined in Appendix A. Under most circumstances, the G-1/AG and S-1 section should leave sufficient rear detachment personnel to maintain accountability as well as to process replacements.
- Ensure the Rear Detachment has been granted access and permissions to the appropriate HR systems.
- Ensure all S-1 personnel are trained on eMILPO/RLAS/SIDPERS, interactive Personnel Electronic Records Management System (iPERMS), DTAS, Defense Enrollment Eligibility Reporting System (DEERS), Real-Time Automated Personnel Identification System (RAPIDS), Tactical Personnel System (TPS), and DCIPS.
- Coordinate with supporting medical and dental activities (i.e., medical records review for immunization requirements; verification that the Panographic Dental X-Ray and the Deoxyribonucleic Acid or DNA sample is on file; verify profiles of medically disqualified personnel via the Medical Protection System, etc.).
- Verify Soldier financial readiness.
- Update Soldier data elements that affect pay using the appropriate HR system.
- Review and update Soldier records, with particular attention to data elements that affect deployable status.
- Ensure DD Form 93 and SGLV Form 8286 is correctly reflected in iPERMS.
- Coordinate with the appropriate staff section for preparation of Isolated Personnel Reports.
- Verify security clearances of S-1 personnel.
- Identify evaluation reports that are required.
- Verify ID Cards and ID tags; replace or reissue as required.
- Coordinate for legal services, wills, and powers of attorney.
- Ensure all Sergeant First Class through Sergeant Major, Chief Warrant Officer 2, and Captain through Colonel Rear Detachment personnel are trained and certified as Casualty Notification Officers (CNOs) and Casualty Assistance Officers (CAOs).

3-39. As deployment time nears, S-1s should provide S-3s with the unit's incoming gains roster to designate times and resources for theater specific individual readiness training. This coordination and successful execution prior to the LAD will directly affect a unit's deployed strength.

3-40. S-1s coordinate with the unit CSM and First Sergeants to ensure they are involved and monitor medical readiness programs closely. The non-deployable categories that increase the most prior to deployment are temporary and permanent profiles and referrals to MMRB/MEB/Physical Evaluation Board (PEB). S-1s should reinforce to unit commanders the need for them to monitor their Soldiers to ensure they complete their regular birth-month medical checks—Physical Health Assessments. These checks are a precautionary step in identifying medical conditions and fixing them prior to the LAD. Commanders need

to be encouraged to make decisions on Soldiers who are "borderline" for deployment as early as possible. If deployability decisions are made just before deployment, there is insufficient time for brigade S-1s to work backfills with HRC distribution managers prior to deployment. Below are the common medical boards/program that the S-1 will be involved with:

- MOS Medical Retention Board. An MMRB is an administrative board held to determine if Soldiers with a permanent P3/P4 profile meet retention standards in their current Primary MOS. Every Soldier who has been issued a permanent P3/P4 profile must appear before an MMRB (unless the Soldier is referred directly to the MEB/PEB process by the medical profiling officer due to the Soldier not meeting medical retention standards).

- Medical Evaluation Board. The MEB is an informal process comprised of at least two medical officers who evaluate the medical history of the Soldier and determine if the Soldier meets medical retention standards. If Soldiers are determined not to meet medical retention standards, they are referred to a PEB. If Soldiers are determined to meet medical retention standards, they are returned to duty. However, if the MEB was generated from an MMRB referral, regardless of its findings, the case is forwarded to a PEB.

- Physical Evaluation Board. The PEB is comprised of an informal board and a formal board presided over by a three member panel which makes a determination for the purpose of a Soldier's retention, separation, or retirement.

- Warrior Transition Unit (WTU). Personnel undergoing medical care and rehabilitation may be assigned or attached to a WTU. WTUs are for Soldiers with complex medical needs requiring six months or more of treatment or rehabilitation. Commanders must clear UCMJ actions, other legal actions, investigations, property/hand receipt issues, and LOD determinations prior to transferring Soldiers to a WTU.

3-41. Maintaining Personnel Readiness. To minimize the number of non-deployable personnel, S-1s need to take the following steps:

- Identify as early as possible in the deployment cycle non-deployable Soldiers.

- Intensively manage physical profiles and MMRB/MEB/PEB processes. The earlier in a unit's deployment cycle that these determinations and referrals can be made the better it allows HR leaders the ability to dialogue with HRC distribution managers to work reassignment/backfill actions.

- Aggressively execute SRP requirements and allocate time to conduct regular reoccurring Soldier personnel readiness maintenance events. Specific time should be allocated on a reoccurring basis for leaders to manage the readiness of their personnel.

- Input status changes to DTAS and eMILPO/RLAS/SIDPERS of individuals as it becomes known. This permits strength managers at HRC to update information on the unit and facilitates dialogue with HRC distribution managers when working reassignment/backfill actions.

- Actively engage with the HRC distribution manager for your specific unit. Active and regular communication with HRC distribution managers is essential in obtaining timely reassignment/backfill actions of identified "hard" unchangeable non-available/non-deployable Soldiers.

3-42. As directed by AR 220-1, Unit Status Reporting, Army units report their combat readiness each month on the USR. This document identifies the current status of personnel, supply, equipment, and training readiness. It informs HQDA of current factors that degrade the unit's readiness and helps commanders at all levels to allocate resources, determine trends, and identify authorizations versus the unit's wartime requirement. The personnel data portion reflects the unit's assigned strength percentage, available strength percentage, available senior grade percentage, available MOS qualified strength, personnel turnover rate percentage, total non-available personnel by category, and the unit's overall personnel rating.

3-43. Management of Derivative UICs. DUICs are used in HR systems for identification of units and their cellular teams, as well as split-unit elements that are associated with a parent organization (battalion

or brigade-units). UICs and DUICs must be included in the Army Status of Resources and Training System; otherwise, S-1s will not be able to view authorization reports.

- Split-unit elements are physically located away from the parent organization. Cellular teams may or may not be located with the parent organization. DUICs also have a PRM replacement function. HRC assigns incoming personnel replacements directly to a UIC that is associated with a brigade, and in some cases to separate/dispersed battalion units as needed. Brigades in turn assign these incoming personnel to subordinate units.

- DUICs are also used to 'place' personnel who remain in the Rear Detachment during a deployment in a different UIC from the parent unit. If DUICs are used, the unit should have two DUICs to place Soldiers. One DUIC should hold rear detachment cadre who will not deploy forward with the unit and will conduct rear detachment operations. The second DUIC should hold Soldiers that are neither deploying, nor are rear detachment cadre.

- Under modularity, brigades have a greater responsibility for self managing the use of their own DUICs. HR leaders and S-1s must in turn reconcile all UICs and DUICs on a monthly basis, ensuring Soldiers are assigned/slotted in the correct location.

SECTION II—PERSONNEL ACCOUNTABILITY

GENERAL

3-44. PA is the by-name management of the location and duty status of every person assigned or attached to a unit. It includes tracking the movement of personnel as they arrive at, and depart from, a unit for duty. The Army's personnel accountability system is designed to account for:

- Soldiers.
- Reportable Army civilians.
- CAAF.
- Joint, interagency, intergovernmental, and multinational personnel when directed.

3-45. Personnel accountability is one of the most important functions a battalion or brigade S-1 performs on a continuing basis regardless of location or environment. Data accuracy is critical to the personnel accountability process. Promptly entering personnel accountability changes allows HR leaders at all levels to have timely and accurate personnel accountability data and enables S-1s to balance MOSs within brigades, battalions, and companies. Personnel accountability is the key factor used for conducting strength reporting.

3-46. Personnel accountability includes the by-name recording of specific data on arrivals and departures from units (e.g., unit of assignment, location), duty status changes or grade changes, Assignment Eligibility and Availability (AEA) codes, and MOS/specialty codes, etc. Battalion and brigade S-1 Personnel Readiness sections are at the "tip of the spear" for Army-wide personnel accountability execution and require a team of HR professionals who are competent with automated HR systems and understand the personnel accountability process. S-1 section leaders need to ensure their Soldiers are trained to work in a deployed or austere environment. Figure 3-4 depicts the personnel accountability process and the PA flow for data and individuals.

Figure 3-4. Personnel Accountability Process
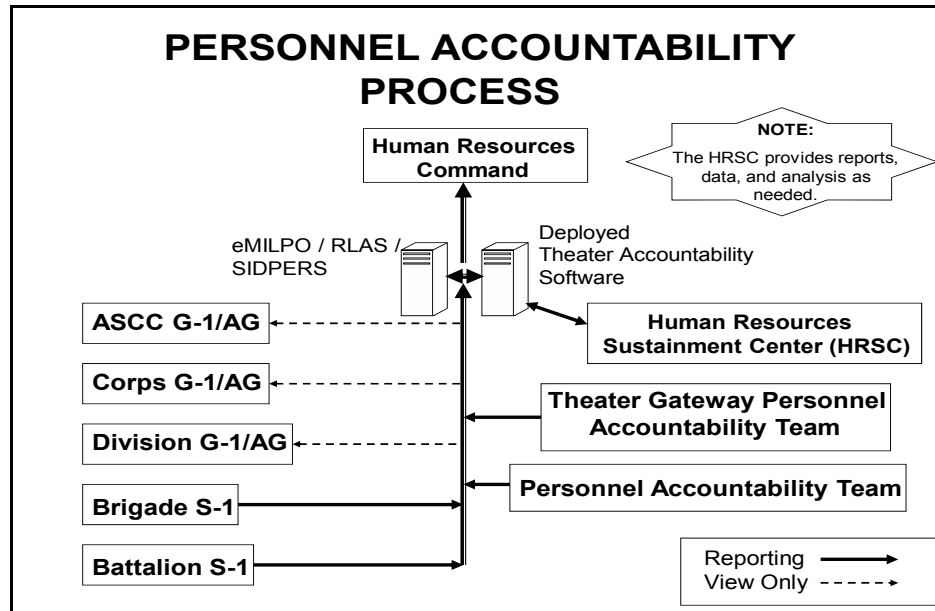
3-47. For accountability of contractor personnel, the Synchronized Pre-deployment and Operational Tracker (SPOT) is designated as the Joint Enterprise contractor management and accountability system. SPOT maintains by-name accountability for all contractors. The CAAF coordination cell attached to the Army Field Support Brigade assists in establishing and maintaining the tracking and accountability of all CAAF and other contractors as directed. The Army Field Support Brigade reports SPOT CAAF, and other contract employee data as directed, who incorporates contractor numbers in their reports to the HRSC and ASCC G-1/AG. The ASCC G-1/AG is responsible for developing personnel accountability and reporting policies for contractors. The HRSC, G-1/AGs, and S-1s execute these policies. G-1/AGs monitor the accountability process to ensure subordinate units are properly executing the accountability process. See FMI 4-93.41, Army Field Support Brigade Tactics, Techniques, and Procedures and JP 4-10, Contracting and Contractor Management in Joint Operations for additional information on SPOT.

3-48. Army commanders will maintain accountability of Army Civilians, AAFES employees, and ARC workers assigned or attached in support of contingency operations. These personnel are entered into DTAS upon arrival in theater.

3-49. The personnel accountability process is crucial to the Army's entire personnel information management system and impacts all HR core competencies. Personnel accountability is not only to be maintained by units, but must be maintained as personnel enter, transit, and depart the theater. The HR Authorization Report (formerly known as the Unit Manning Roster) serves as the source document for battalion and brigade S-1s, reflecting the slotting of assigned personnel. Other personnel accountability tasks include:

- Account for military personnel individually in DTAS and eMILPO/RLAS/SIDPERS.
- Collect, process, and sort critical information about Soldiers, units, and DoD civilians.
- Track and account for transiting Soldiers in DTAS, especially as R&R operations and redeployment operations commence.

3-50. The Army has an automated personnel accountability software package (DTAS) for use in a deployed theater. In the event DTAS is not available (due to lack of bandwidth or other issues) manual reports can be used such as the PERSTAT, Personnel Summary (PERSUM), and Personnel Requirements Report (PRR).

PERSONNEL ACCOUNTABILITY RESPONSIBILITIES

ASCC G-1/AG

3-51. The ASCC G-1/AG Manpower Division has the following responsibilities:

- Deploy individuals as part of the early entry element to manage and monitor personnel accountability as part of the early entry module.
- Establish personnel reporting plans, policies, and timelines reflecting detailed reporting procedures and responsibilities (who reports to whom), in coordination with the J-1 combatant command.
- Monitor DTAS and eMILPO/RLAS/SIDPERS to obtain personnel accountability information.
- Establish connectivity with HRC, RC Personnel Offices, Rear Detachments (as required), appropriate Joint HQ/other Services/federal agencies, and CRC.
- Collect, reconcile, correlate, analyze, and present critical personnel accountability information to the ASCC commander/personnel readiness managers.
- Establish and provide oversight for CLTs at MTFs in the AO (executed by the COD of the HRSC).
- Conduct reassignments to meet operational requirements (coordinate with subordinate G-1/AG and S-1s and HRC).
- Direct a Personnel Asset Inventory (PAI) for any subordinate unit when the unit's strength imbalance between eMILPO/RLAS/SIDPERS and TAPDB is 2% or more or when DTAS and unit PERSTATs are out of balance IAW theater policy.

CORPS/DIVISION G-1/AG

3-52. The corps/division G-1/AG personnel accountability responsibilities include:

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

BRIGADE S-1/STB S-1

3-53. The brigade S-1 and STB S-1 personnel accountability responsibilities include:

- Operate a manifesting cell at ports of embarkation, collect manifest data at ports of debarkation and enter those personnel into the theater database.
- Maintain 100% accountability on all assigned or attached personnel, to include replacements, RTD Soldiers, R&R personnel, individual redeployers, Army civilians, contractors, multinational personnel, as required.
- Ensure the brigade/STB meets higher headquarters personnel accountability policies and timelines.

- Collect, summarize, analyze, update, and report by-name personnel strength information using SIPRNET or NIPRNET, in the directed format.
- Ensure the Rear Detachment maintains accountability of non-deployed personnel and that their duty status changes are promptly entered into eMILPO/RLAS/SIDPERS.
- Process and monitor AEA information for assigned/attached personnel.
- Process duty status change information, i.e. Present for Duty to Wounded In-Action (WIA), Killed In-Action (KIA), MIA, etc., and update the appropriate databases and HR systems.
- Process information on replacements and RTD personnel, as required, into the appropriate database.
- Track transiting unit personnel (leave, R&R, etc.).
- Reconcile manual with automated strength information; identify and resolve discrepancies by submitting the appropriate transaction.
- Update automated AO DTAS, as required.
- Coordinate CLTs, MA, hospitals, and military police for information on casualties, patient tracking, and stragglers and update the database as appropriate.
- Coordinate connectivity for secure and non-secure voice and data systems with battalion S-6 and the brigade S-1, where appropriate.
- Manage HR databases and systems access for the brigade.
- Ensure S-1 personnel have the appropriate security clearances and access/permissions to the appropriate HR databases and systems required to perform their mission.

BATTALION S-1 SECTION

3-54. Battalion S-1 personnel accountability responsibilities include:
- Maintain 100% accountability on all assigned or attached personnel, to include replacements, RTD Soldiers, R&R personnel, Army civilians, contractors, multinational personnel, as required.
- Collect, summarize, analyze, update, and report by name personnel strength information using SIPRNET or NIPRNET, in the directed format.
- Ensure all personnel are entered into the theater database on entry or departure from the theater.
- Process and monitor AEA information for assigned/attached personnel.
- Process duty status change information, i.e. Present for Duty to WIA, KIA, MIA, etc., and update the appropriate databases and HR systems.
- Ensure the Rear Detachment maintains accountability of non-deployed personnel and that their duty status changes are promptly entered into eMILPO/RLAS/SIDPERS.
- Process information on replacements and RTD personnel, as required, into the appropriate database.
- Track transiting unit personnel (leave, R&R, etc.).
- Reconcile manual with automated strength information; identify and resolve discrepancies by submitting the appropriate transaction.
- Coordinate with CLTs, MA, hospitals, and military police for information on casualties, patient tracking, and stragglers and update HR databases and systems as appropriate.
- Coordinate connectivity for secure and non-secure voice and data systems with battalion S-6 and the brigade S-1, where appropriate.
- Ensure S-1 personnel have the appropriate security clearances and access/permissions to the appropriate HR databases and systems required to perform their mission.
- Ensure personnel accountability is included in the unit Tactical SOP.

HRSC

3-55. The HRSC has the following personnel accountability responsibilities:

- Deploy a personnel accountability team/section with the early entry module to establish the theater deployed personnel database prior to Soldiers' arrival.
- Execute theater personnel accountability operations IAW the ASCC G-1/AG policies, plans, timelines and other guidance.
- Establish and maintain the DTAS theater database and ensure connectivity to the DTAS enterprise server.
- Ensure required data is entered into the database to generate Joint Personnel Status (JPERSTAT) requirements.
- Operate the automated theater personnel accountability management system servers.
- Conduct data reconciliations and quality control checks (this is critical as personnel accountability information is the basis for strength reporting).
- Inform the ASCC G-1/AG when a theater unit's percent of strength imbalance between DTAS and the daily PERSTAT exceeds theater policy.
- Ensure adequate resources and training is available for database.
- Coordination with the Personnel Accountability Operations Division to ensure database mobile units are synchronized at the PPC for reception operations.
- Provide guidance and oversight for accountability cells at ports of embarkation and debarkation in JOA.
- Coordinate with the appropriate HROB and S-1 to resolve any personnel accountability issues or problems.
- Provide training and guidance to theater units.

THEATER GATEWAY (TG) PERSONNEL ACCOUNTABILITY TEAM (PAT)

3-56. The Theater Gateway PAT has the following personnel accountability responsibilities:

- Establish initial theater PPC during early entry operations.
- Input and account for all personnel by date as they enter into, transit, or depart the theater.
- Coordinate the execution of logistics support (billeting, transportation, etc.) of transiting personnel as necessary.
- Identify proposed theater locations for placement of other PATs (in coordination with HRSC and the Sustainment Brigade (HROB)).
- Ensure PATs have the necessary access to HR databases.
- Coordinate personnel accountability issues with the HRSC and supporting Sustainment Brigade HROB.

HR COMPANY

3-57. The HR Company has the following personnel accountability responsibilities:

- Provide supporting HR platoons and PATs to support the TG PAT PA mission.
- Provide PATs at locations designated by the HRSC, TG PAT, or HROB of the supporting Sustainment Brigade. Teams should be located at all FOBs that have a transit population of 600 personnel per day.
- Coordinate the execution of logistics support (billeting, transportation, etc.) of transiting personnel as necessary.
- Coordinate personnel accountability issues with the HROB of the supporting Sustainment Brigade.
- Ensure all PATs have the necessary access to HR database systems.

SECTION III—STRENGTH REPORTING

GENERAL

3-58. Personnel strength reporting is a numerical end product of the accountability process. It is achieved by comparing the by-name data obtained during the personnel accountability process (faces) against specified authorizations (spaces or in some cases requirements) to determine a percentage of fill. Strength data reflects a unit's authorization and required base-line strength. It starts with strength-related data submitted at unit level and ends with an updated database visible at all echelons, to include HRC. Personnel strength reporting is a command function conducted by G-1/AGs and S-1s to enable them to analyze manning levels and readiness, which provide a method of measuring the effectiveness of combat power. As strength reports may impact tactical decisions, the timely and correct duty status of individuals are critical to the strength reporting process.

3-59. Personnel strength reporting includes reporting all personnel who deploy with the force. This includes Soldiers, military Servicemembers from other Services, DoD civilians, and contractors.

3-60. The strength reporting process begins by unit S-1s processing strength related transactions into various HR automated systems that update the HR common operational picture at all levels and ends with the production of a PERSTAT report (JPERSTAT in a Joint environment). This report can be either manual or automated. Greater accuracy in the strength reporting process can be gained by generating reports from automated systems that perform personnel accountability functions. These automated reports reduce error by treating each entry as a record versus a data element that requires separate update. Additionally, automated processing is capable of simultaneous versus sequential reporting, which provides greater responsiveness to HR providers and their commanders. The strength reporting process is shown at Figure 3-5.
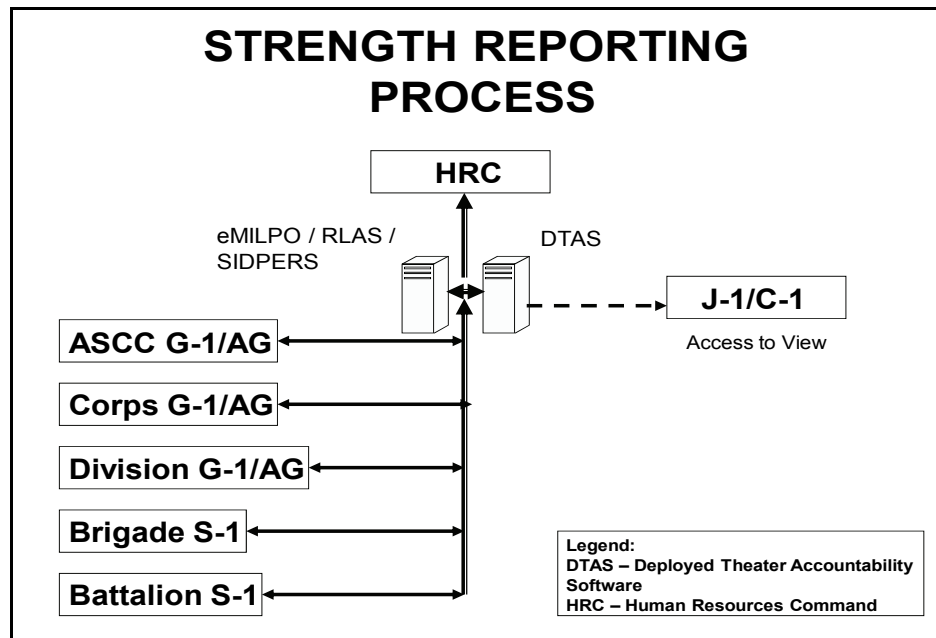

Figure 3-5. Strength Reporting Process

3-61. The strength reporting process provides commanders with a snapshot of the personnel component of their combat power and capabilities. Every level of command develops their requirements for data elements reflected on the strength report. At a minimum, commands should report strengths by unit,

location, component, category (military, DoD civilian, contractor, etc.), and duty status. Internally, commanders may use additional data elements that provide a better snapshot of actual capabilities by weapon system, cohort (officer/warrant/enlisted), MOS additional specialties, language ratings, etc. Unit G-1/AGs and S-1s should develop strength reports that best represent the personnel component of combat power for their organizations. Within a deployed theater, the ASCC G-1/AG will establish PERSTAT reporting requirements for unit strengths to include required "as of" times. If operating in a Joint environment, the PERSTAT should require the same data elements as the JPERSTAT. An example of the JPERSTAT report is reflected in Figure 3-6.
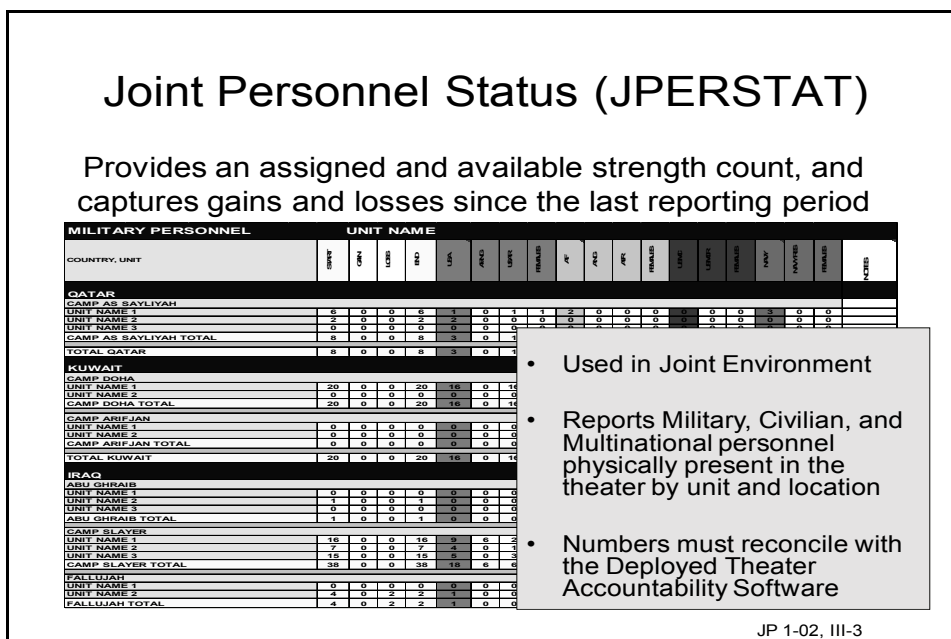

Figure 3-6. Sample Joint Personnel Status (JPERSTAT)

3-62. The PERSTAT captures military and civilian personnel who are present for duty, Soldiers on R&R or emergency leave, those TDY in CONUS, etc. The PERSTAT provides "boots on the ground" numbers and reflect all civilians (DoD and contractors) and all Servicemembers from each military service who are assigned, attached, or are under operational control (OPCON) and present in the theater of operations at the time of the report.

3-63. HR providers must understand command relationships as outlined in FM 3-0, Appendix B. Unless stated otherwise in orders, strength reporting requirements follow along administrative control lines. G-1/AGs and S-1s must be a part of all decisions to change task organizations to ensure strength reporting requirements are communicated to subordinate commands.

KEY TERMINOLOGY

3-64. Key terms commonly used in personnel strength reporting are described below:

- 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—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—HR managers report personnel requirements through a PRR. This report lists unit personnel replacement requirements by grade/MOS, and is based on comparison of authorized versus assigned strength.

- Required Strength—Unit wartime requirements, which can normally be found on a unit's MTOE or an RC unit's mobilization/deployment order; normally the same as authorized strength given recent Army leadership guidance.
- Authorized Strength—Unit peacetime requirements; the number against which personnel assignments are made and can normally be found on a unit's MTOE or an RC unit's mobilization/deployment order, may be directed by PMAD.
- Operating Strength—Soldiers who are available to deploy as compared to authorizations. This relates to available strength on the USR and does not include Soldiers who are non-deployable or not available.
- Assigned Strength—Includes all Soldiers currently assigned on orders to the unit; however, the Soldier's duty status may vary.
- Attached units/Soldiers are included in the personnel strength report of the gaining commander (attached units are fed, housed, armed, receive replacements, mail, and so forth, by the gaining commander). Commanders (S-1s) of attached units provide the gaining headquarters personnel data on their Soldiers, normally in an electronic format. The next higher headquarters that owns both units provides the attachment orders.
- Operational Control (OPCON)—Unit strength is included in the personnel strength report of the parent unit of assignment. OPCON relationships are normally temporary in nature and are directed by task organization for a specific operational mission. Generally, OPCON units are not logistically supported (fed, housed, armed, receive replacements, or mail) by the gaining unit. When an OPCON unit is receiving those services, clarification of command relationships needs to be made through detailed instructions initiated by the higher headquarters of both organizations. Generally, a unit receiving services is attached. Although the gaining commander does not include the strength of an OPCON unit in his/her strength report, its personnel readiness is operationally important to the gaining commander. OPCON Soldiers may be reported by the task force they are operating under by annotating in the remarks section of the personnel status report of the parent and gaining organization. Command and control relationships are covered in FM 3-0, Operations.
- Direct support and general support or any other term that defines support relationships does not determine command relationships. Personnel strength reporting is guided by command relationship, not support relationship.

3-65. The use of command and support relationships in personnel strength reporting operations must be clearly understood by the losing and gaining S-1 section, to ensure there is no "double counting" of task organized units. The most common discrepancy with strength reporting is the double counting of units the day of a change in task organization. Effective date/time groups for task organization changes are critical to reporting timelines and the "as of" data reflected in strength reports. Battalion and brigade S-1 sections maintain operational awareness for task organization changes and ensure strength reporting reflects task organization changes. S-1s must communicate laterally to ensure gaining and losing S-1s are clear on reporting conditions.

RESPONSIBILITIES

ASCC G-1/AG

3-66. The ASCC G-1/AG Manpower Division has the following responsibilities:

- Establish personnel strength reporting plans and policies reflecting detailed reporting procedures, timelines, formats and responsibilities (who reports to whom), in coordination with the JTF/JFLCC/CFLCC J-1.
- Manage and maintain ASCC personnel strength reporting information.
- Prepare and maintain PERSTAT/JPERSTAT reports.
- Monitor DTAS to obtain strength reporting information.

- Direct a PAI for any subordinate unit when the unit's strength imbalance between DTAS and the daily PERSTAT exceeds theater policy.
- Establish connectivity with HRC, RC Personnel Offices, Rear Detachments (as required), appropriate Joint HQ/other Services/federal agencies, and CRC.
- Monitor, analyze, and validate unit strengths to determine personnel requirements and priorities.
- Prepare and maintain PERSUMs and PRRs.
- Predict and validate personnel requirements based on current strength levels, projected gains, estimated losses, and the projected number of Soldiers and Army civilians RTD.
- Recommend replacement priorities to the G-3 (if replacement shelves are created).
- Develop theater personnel distribution plans and manage the theater replacement system (if replacement and casualty shelves are used).
- Conduct reassignments to meet operational requirements (coordinate with subordinate G-1/AG, S-1, and HRC).

CORPS/DIVISION G-1/AG

3-67. The corps/division G-1/AG has the following responsibilities:
- Perform ASCC personnel strength reporting responsibilities when serving as the Army Force.
- Establish and enforce strength reporting requirements for subordinate units.
- Notify subordinate G-1/AGs and S-1s of all pending and potential task organization changes.
- Ensure reports reflect the latest task organization.
- Consolidate/submit PERSTATs, PERSUMs, and PRRs, as required.
- Coordinate with the HRSC, if necessary, to establish an automated personnel accountability system that aligns assigned and attached element UICs with supporting S-1s.
- Ensure arriving battalions and separate units provide copies of their flight/sea manifests to the appropriate PAT at the port of debarkation.
- Conduct personnel strength reporting quality control checks.
- Coordinate with the G-3 for replacement priorities.

BRIGADE S-1/STB S-1 (FOR GENERAL OFFICER-LEVEL HQS)

3-68. Responsibilities include:
- Collect, summarize, analyze, update, and report personnel strength information to G-1/AG or higher HQs.
- Monitor duty status change information (i.e., Present for Duty, WIA, KIA, MIA) and update the personnel database and HR management systems.
- Process information on replacements, RTD Soldiers, Army civilians, multinational personnel, as required.
- Perform error reconciliation and correct deviations in strength between eMILPO/RLAS/ SIDPERS and TAPDB and between DTAS and the manual PERSTAT.
- Update DTAS daily.
- Submit personnel status reports (i.e., PERSTAT/JPERSTAT) to higher HQs.
- Submit PERSUMs and PRRs when required by higher headquarters.
- Coordinate with the Rear Detachment, appropriate staff sections, and external agencies for information on casualties, patient tracking, and stragglers and ensure battalion S-1s update the database.
- Plan and coordinate for connectivity for secure and non-secure data systems, as well as access to secure voice communications systems.

- On order or in support of, operate a manifesting cell at ports of embarkation, collect manifest data at ports of debarkation and enter those personnel into the theater database.

BATTALION S-1

3-69. Responsibilities include:

- Collect, summarize, analyze, update, and report personnel strength information, using secure or non-secure data systems in the directed format with the proper enabling HR system.
- Perform error reconciliation between the manual PERSTAT and DTAS when required.
- Process information on replacements, RTD Soldiers, Army civilians, and multinational personnel, as required.
- Submit personnel status reports (i.e., PERSTAT/JPERSTAT) to the brigade S-1.
- Submit PERSUMs and PRRs by unit SOPs or established procedures from higher HQs.
- 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 with the battalion S-6 and brigade S-1, where appropriate.
- Ensure deploying members of the PR TM have been granted clearances and accesses to the appropriate HR systems.

BATTLEFIELD FLOW

3-70. Prior to arriving in theater, the ASCC G-1/AG or Army Force G-1/AG establishes theater policy for personnel strength reporting to include reporting standards and timelines. Coordination with the G-6 is necessary to ensure access to NIPRNET and SIPRNET is established for required HR databases and automated systems. During initial entry, strength managers must be prepared to operate with limited or no connectivity.

- The early entry element of the HRSC establishes the DTAS and initiates database hierarchy management.
- The TG PAT, supported by an HR Company, establishes theater personnel accountability operations at theater reception points (APOD/SPOD).
- The TG PAT ensures all personnel and units arriving in theater are accurately entered into DTAS. For units, the S-1 normally provides a copy of their unit's database which the TG PAT then uploads into DTAS.
- The HR Company establishes PATs at designated locations to maintain accountability and tracking of personnel as they transit the theater of operations.
- CLTs are established at the APOD and at other designated locations.

3-71. All arriving personnel (Soldiers, civilians and contractors) and units must be accurately entered in the system to ensure accurate personnel strength reporting throughout the duration of the theater-level operation. As units and individuals arrive in theater, the PAT, which directly impacts the effectiveness of deployed personnel strength reporting operations, records their arrival in theater.

3-72. HR PAT elements capture and record data into DTAS information on Soldiers and units who can be tracked as they enter, transit, and depart the theater. PATs are only located at locations where the personnel flow equals 600 or more per day. S-1 sections complement this system by performing personnel accountability tasks within their elements for small-scale movements conducted within the brigade AO and in movement to the intra-theater APOD where no HR organization assets are assigned.

SECTION IV—RETENTION OPERATIONS

3-73. The Army Retention Program plays a continuous role during military operations. Army retention is a program that ensures all Soldiers, regardless of the operation (offensive, defensive, stabilizing, or civil support), have access to career counseling and retention processing. Army Career Counseling is the fundamental element of the Army Retention Program which provides commanders the internal command climate knowledge needed to adjust their individual Retention Programs to ensure the needs of the Soldiers and Families are met without jeopardizing the manning requirements necessary to provide for the defense of this country. Army Retention affects unit strength.

3-74. Commanders are the Retention Officers for their respective commands and CSMs are the senior Retention NCOs for their units. To be truly effective, the Army Retention Program requires enthusiastic command involvement and dedicated expert advice to retain high quality Soldiers. Retaining quality Soldiers ensures the stability of the Army's future force.

3-75. While unit commanders and unit leaders are ultimately responsible for retaining Soldiers at their level, Career Counselors located at brigade and above organizations are technical experts charged with advising commanders on all aspects of the Army Retention Program. They also assist in determining Soldier eligibility for options and programs consistent with published regulations and directives.

CAREER COUNSELOR'S ROLE IN PREPARATION FOR DEPLOYMENT

3-76. The Army Retention Program is the long-term answer for maintaining end strength. At the center of this program is the Career Counselor. Retention operations is a function that is conducted at home station and during military operations. While Career Counselors are not TOE assets in most organizations, they play an important role not only during pre-deployment, but while deployed. Plans officers need to ensure Career Counselors are included as part of the deployment force and included in operational orders and contingency plans. Retention operations should be included in unit SOPs.

3-77. At home stations, Career Counselors accomplish unit specific retention missions consistent with goals of the Army Retention Program. While deployed, Career Counselors continue to implement the Army Retention Program through reenlistment and other retention initiatives. Stop-movement efforts do not eliminate the requirement for Career Counselors to deploy. It is only a temporary tool used to maintain Army end strength.

3-78. During deployments, unit commanders need to ensure adequate Career Counselor support is available to rear detachment or non-deployed personnel. This can be accomplished via a memorandum of understanding/agreement between units or with the post retention office.

3-79. When planning for deployment operations, the following actions must be accomplished:
* Screen all Soldiers' records not serving on indefinite status to ensure they are entered into the Reenlistment, Reclassification, and Assignment System (RETAIN), and complete a DA Form 4591-R (Retention Data Worksheet) for all non-indefinite Soldiers.
* Coordinate with unit G-6/S-6 for network connectivity into required databases and automated systems.
* Obtain sufficient office equipment and supplies (Laptop computer, appropriate software, scanner, printer, digital sender, U.S. flag, storage containers, necessary forms, digital camera, etc.).

3-80. During pre-deployment processing, Career Counselors should brief Soldiers on deployment extensions and the stop-movement program, if necessary. Company additional duty Reenlistment NCOs should also be identified and trained for continual retention support, especially for geographically dispersed units.

RESPONSIBILITIES

ASCC/CORPS/DIVISION

3-81. ASCC/corps/division Career Counselor responsibilities include the following critical tasks:

- Oversee all operations, actions, and incidences to ensure compliance with established standards and regulatory guidance.
- Include retention operations in all OPORDs, OPLANs, and SOPs.
- Monitor subordinate units to ensure retention programs are staffed with MOS qualified Career Counselors.
- Assist Career Counselor as needed in obtaining equipment and assets.
- Maintain and publish statistics on Army Retention Program eligible's, missions, and accomplishments.
- Ensure subordinate commanders accomplish missions, functions, tasks, and responsibilities.
- Analyze and report retention impacting trends to command and higher HQs.
- Establish a retention awards program for command recognition.
- Accomplish retention missions consistent with goals of the Army Retention Program.
- Maintain communications with subordinate units and higher echelons.
- Conduct Staff Assistance Visits and training for all subordinate units.
- Establish and monitor quality control for all pertinent Soldier data and retention related contractual documents.
- Establish and manage attrition management controls (i.e., Bars to Reenlistment and Declination Statements to Continued Service).

BRIGADE

3-82. Brigade Career Counselor responsibilities include the following critical tasks:

- Oversee operations, actions, and incidences of subordinate units to ensure compliance with regulatory guidance and directives.
- Maintain and publish statistics on command retention eligible's, missions, and accomplishments.
- Establish a retention awards program for command recognition.
- Conduct Staff Assistance Visits and training for all subordinates.
- Coordinate with staff principals to ensure subordinate units have all required equipment, software, and supplies needed for retention operations at all levels of readiness.
- Ensure units have screened all Soldiers' records.
- Include retention in unit SOPs.
- Ensure Soldiers not on an indefinite status are entered in RETAIN.
- Accomplish retention missions consistent with goals of the Army Retention Program.
- Oversee and assist retention efforts of subordinate units.
- Establish and monitor quality control for all pertinent Soldier data and retention related contractual documents.
- Establish and manage attrition management controls (i.e., Bars to Reenlistment and Declination Statements to Continued Service).
- Coordinate with the brigade S-3 to ensure communications (network) are available to support retention mission.
- Verify Career Counselors and unit leadership locations.
- 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.

UNIT

3-83. Unit Career Counselor responsibilities include the following critical tasks:

- Accomplish retention missions consistent with goals of the Army Retention Program.
- Include retention operations in unit SOPs.
- Coordinate with staff principals to ensure subordinate units have all required equipment, software, and supplies for retention operations at all levels of readiness.
- Maintain Career Counselors and unit leadership locations.
- Locate/contact local finance, HR services, and other supporting agencies and establish working procedures.
- Provide reports as required.
- Coordinate transportation to Soldiers' locations.
- Ensure workspace is secured.
- Counsel Soldiers on how current Army policies, bonus incentives, and opportunities in the RC affect retention options.
- Establish and monitor quality control for all pertinent Soldier data and retention related contractual documents.
- Establish and manage attrition management controls (i.e., Bars to Reenlistment and Declination Statements to Continued Service).

SECTION V—PERSONNEL INFORMATION MANAGEMENT

GENERAL

3-84. PIM is defined as a process to collect, process, store, display and disseminate information about Soldiers, DoD civilians, units, and other personnel as required. PIM supports the execution of all HR core competencies. The information provided by PIM assists commanders in their decision-making process for HR functions. It satisfies the Army's legal obligation to retain historical information about veterans, retirees, and civilians who deploy with the force. Updating an HR database or automated system does not eliminate the requirement to ensure changes are also reflected in the MHRR. Changes to the MHRR are normally based on a source document or form and the image must be provided to the Soldier's permanent record (iPERMS) as required by AR 600-8-104.

3-85. Every decision or action taken by the Army is based on information. Information management is included as part of all military operations (planning, preparation, execution, and continuous assessment). PIM is the process of collecting, processing, storing, displaying, validating, and disseminating information on Soldiers, their Family members, DoD civilians, and military retirees.

3-86. The goal of PIM is to provide timely and accurate personnel data used to:
- Provide accurate personnel information to support the execution of functions and actions.
- Provide relevant and accurate personnel information to assist commanders in their decision-making process for HR functions and actions.
- Provide personnel information for developing essential elements of friendly information.
- Provide personnel information data required in the execution of the warfighting function of sustainment.

3-87. PIM information is contained, displayed or processed using the NIPRNET for unclassified information and SIPRNET for sensitive PIM information. As PIM systems are web-based, access to the web is required. Effective PIM is critical to enable timely PRM which maintains unit personnel combat power.

3-88. PIM supports the life cycle management of Soldiers (Access/Retain, Assign, Sustain, Evaluate/Promote, and Separate).

RESPONSIBILITIES

SOLDIERS/DoD CIVILIANS

3-89. Soldiers and DoD civilians have a responsibility to ensure PIM self-service items and other essential personnel data are correctly and promptly entered into appropriate database when changes occur.

COMMANDERS

3-90. Commanders at all levels are responsible for taking active or pro-active actions that protect and defend PIM data and to ensure that actions requiring their attention or processing are conducted in a timely, accurate, and prompt manner.

ASCC G-1/AG

3-91. The ASCC G-1/AG is responsible for all PIM policies in their operational area. Specific responsibilities include:

- Manage PA and SR using eMILPO/RLAS/SIDPERS, DTAS, and other HR automated systems.
- 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 ASCC deployed theater personnel database.

CORPS/DIVISION G-1/AG

3-92. The corps/division G-1/AG indirectly manages/monitors PIM on all assigned units. The corps/division exercises these responsibilities primarily in its role of coordinating EPS and managing the casualty reporting system for the corps/division. Corps/division G-1/AG PIM responsibilities include:

- Monitor personnel information on all assigned/attached personnel with particular attention to information that updates specific HR databases and automated systems.
- Manage PA and SR using eMILPO/RLAS/SIDPERS, DTAS, and other HR automated systems.
- Manage personnel files and records IAW governing regulations and policies.
- Establish and manage policies and procedures that affect PIM for subordinate units.

BRIGADE S-1/STB S-1 (FOR GENERAL OFFICER-LEVEL HQS)

3-93. The brigade/STB PR TM (HR Technician (420A) and two 42F personnel) is normally responsible for PIM within the brigade/STB Personnel Processing Activity (PPA). PIM managers at brigade should anticipate an implied PIM mission during contingency operations, to include Joint/multinational personnel. During stability and civil support operations, brigade S-1s may assist host nation security forces with the development of their own PIM system, as security partnerships are formed and transfer of security responsibilities occur.

3-94. PIM responsibilities include:

- Establish local PIM SOPs.
- Manage brigade/STB PPA.
- Manage subordinate unit access to PIM systems, to include: determine user roles and grant access, manage permission levels to HR systems, resolve/reconcile discrepancies in databases, and manage PIM hierarchy.
- Provide direct oversight of subordinate units on maintenance of Soldier personnel data. This fundamental change provides brigade commanders the ability to gather and analyze personnel data to assist in decision making.
- Manage strength related information/deviations for the PPA.
- Update eMILPO/RLAS/SIDPERS, DTAS, and other required automated systems as required.

- Ensure the following key automation enablers are accessed and updated in a timely manner: DEERS, iPERMS (posting of DD Form 93(s) and SGLV form-series in particular), DTAS, Defense Casualty Information Processing System—Casualty Forward (DCIPS-CF), etc.
- Manage personnel files IAW governing regulations and policies.
- Provide technical assistance on all HRC operated personnel automation systems to supported users.

BATTALION S-1

3-95. The battalion S-1 is the starting point for personnel information updates. Battalion S-1 PIM responsibilities include:

- Establish battalion PIM SOP.
- Update strength-related information in automated databases to include gains, losses, grade changes, and duty status changes.
- Manage personnel information (manual and/or electronic) on assigned/attached personnel that update the following systems: eMILPO/RLAS/SIDPERS, DTAS, DCIPS-CF, iPERMS, and others as required.
- Manage personnel files IAW governing regulations and policies.
- Coordinate with the brigade/STB to obtain/manage access and permissions to PIM systems.

HRSC

3-96. The HRSC PASR/PRM/PIM Division manages theater-wide PIM. It maintains and operates the PIM database for the theater. Specific responsibilities include:

- Establish and maintain ASCC personnel database.
- Manage personnel information (manual and/or electronic) on assigned/attached personnel that updates the following systems: eMILPO/RLAS/SIDPERS, DTAS, DCIPS-CF, and others as required.
- Manage user access, roles, and permissions within DTAS.
- Reconcile differences between DTAS and other HR automated databases and systems as required.
- Manage unit hierarchy in DTAS for all theater units.
- Manage theater PA.
- Manage personnel files and records IAW governing regulations and policies.
- Provide technical guidance for PIM to HROB, G-1/AGs, and brigade/STB S-1s.
- Publish implementing instructions for personnel policies and programs for support units and the theater.
- Provide technical assistance to supported units on all personnel automated systems in theater.

PRIMARY HR INFORMATION SYSTEMS

3-97. The Army Disaster Personnel Accountability and Assessment System (ADPAAS). ADPAAS is the Army's official tool for reporting the status of personnel accountability subsequent to a natural or man-made catastrophic event. ADPAAS is a web-based, user friendly system to determine the status and whereabouts of Soldiers, DoD civilians, Overseas Continental United States (OCONUS) contractors, and Family members. The ADPAAS is designed to meet the policy requirements outlined in the DoD Instruction (DoDI) 3001.02, Personnel Accountability in Conjunction with National Emergencies or Natural Disasters (8 Aug 06), which requires each Service Component to provide the most expeditious accountability of designated personnel categories following a disaster.

3-98. Common Operational Picture Synchronizer (COPS). The most powerful PIM enabling system available to AC brigade S-1s is COPS, which allows a common view of authorized unit strength and

PMAD authorizations. COPS is designed to give HRC and Strength Managers the capability to view officer and enlisted strength and authorization data. COPS takes feeds from TAPDB, the Army Authorization Document System, and the PMAD and provides an automated strength report for AC units. The top of the system, HRC, and the unit have an identical view which allows managers at both ends to manage shortages based on the same situational awareness. COPS further emphasizes the need for S-1s to ensure eMILPO, and other automated systems that update personnel readiness statuses (i.e. Medical Protection System), are maintained and monitored on a continual basis

3-99. The Defense Casualty Information Processing System (DCIPS). DCIPS is the web-based online database tracking system used by all Services for casualty reporting, MA, and casualty case management for casualties and Family members from current and prior conflicts. The online casualty reporting component of DCIPS is used by units and CACs located in areas with consistently reliable NIPRNET capability. DCIPS-CF is a standalone component of DCIPS and provides the capability for forward deployed units, or units in emerging theaters, with little to no NIPRNET connectivity to create, manage, and submit casualty reports to higher headquarters for upload into the DCIPS online system.

3-100. Defense Enrollment Eligibility Reporting System (DEERS). DEERS maintains personnel and benefits information for active, retired, and reserve uniformed Service personnel; eligible Family members of active, retired, and reserve uniformed Service personnel; DoD Service personnel; and DoD contractors requiring logical access. DEERS is also responsible for producing ID cards (RAPIDS and common access cards). DEERS supports benefit delivery including medical, dental, educational, and life insurance. In addition, DEERS enables DoD e-business, including identity management, and reduces fraud and abuse of government benefits and supports force health protection and medical readiness.

3-101. Deployable Real-Time Automated Personnel Identification System (RAPIDS). The deployable RAPIDS workstation is a laptop version of a fixed RAPIDS workstation designed for use in both tactical and non-tactical environments. It provides the brigade S-1 with the ability to provide DEERS updates and issue common access cards to Soldiers at home station or in a deployed environment. The deployable workstation also provides the brigade S-1 with a common access card/personal identification number reset capability. This system works only when connected to DEERS and has the same operational capability as the standard desktop version of the RAPIDS workstation.

3-102. Deployed Theater Accountability 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. This capability is critical for immediate and future operations.

3-103. 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.

3-104. 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 TAPDB—Active Enlisted. Field users use EDAS to create requisitions and to read data that they are authorized (e.g., information on Soldiers assigned to their commands and incoming personnel).

3-105. Human Resources Command User Registration System (HURS). HURS is a web-based application used by unit administrators to request access to HRC controlled databases and automated systems (does not support requests for eMILPO access).

3-106. Integrated Total Army Personnel Database (ITAPDB). ITAPDB integrates individual records from the five physical TAPDB databases into a single physical database. 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.

3-107. Interactive Personnel Electronic Record Management System (iPERMS). iPERMS is the repository of official military personnel file legal artifacts for all active Army personnel (includes Active duty, Reserves, and National Guard).

3-108. Regional Level Application Software (RLAS). RLAS is used by the Army Reserve and is a client-server web enabled application for the management of personnel and resources. RLAS shows overall readiness posture of the unit by Soldier and generates TAPDB—Reserves transactions and electronically transmits the data to HRC.

3-109. Reserve Component Automation System (RCAS). RCAS is an automated information system that supports commanders, staff, and functional managers in mobilization, planning, and administration of the Army's RC forces. It is primarily a National Guard system, but the Army Reserve uses some mobilization modules. It is a web-based information system that provides visibility of personnel management data, tools for retirement points accounting, and mobilization planning. Unit-level personnel can view all data for Soldiers assigned. RCAS is populated by SIDPERS-Army National Guard (ARNG) daily; however, RCAS changes do not update SIDPERS-ARNG.

3-110. Standard Installation/Division Personnel System-ARNG (SIDPERS-ARNG). SIDPERS-ARNG performs functions similar to those performed in eMILPO for the AC. It is the National Guard's database of record for personnel—each of the 54 States/Territories maintains its own database. Each state transmits their updates to NGB and the NGB loads these state-level changes into TAPDB—Guard.

3-111. Tactical Personnel System (TPS). TPS is a standalone database that provides an ad hoc ability to create a temporary system to account for unit personnel. TPS has limited ability to perform robust PA or SR and is used primarily to create manifests for transportation by air. TPS is capable of producing automated manifests that can be loaded in Air Force manifesting systems and DTAS.

3-112. Total Army Personnel Database (TAPDB). TAPDB is the Army's corporate HR database. It is implemented as five separate databases: TAPDB—Guard for the Headquarters, National Guard; TAPDB— Reserves; TAPDB—Active Enlisted; TAPDB—Active Officer; and TAPDB—Civilian.

3-113. 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/Army Commands/Installations to manage officer strength and distribution of officers and to maintain officer record data on the Total Army Personnel Database—Active Officer.

Chapter 4

Provide HR Services

HR services are those functions which directly impact a Soldier's status, assignment, qualifications, financial status, career progression, and quality of life which allows the Army leadership to effectively manage the force. HR services include the functions of EPS, Postal, and Casualty operations. To ensure the effectiveness and promptness of HR services it is critical that actions which impact Soldiers be processed or routed promptly by the chain of command and HR technicians. Many HR services are available through self-help, web-enabled applications.

SECTION I—ESSENTIAL PERSONNEL SERVICES

4-1. EPS functions are initiated by the Soldier, unit commanders, unit leaders, G-1/AGs and S-1s, or from the top of the HR system (HRC). Figures 4-1 and 4-2 depict the responsibilities for EPS functions. The majority of EPS actions are processed via eMILPO/RLAS/SIDPERS, with documentation added to the MHRR. However, there are some actions that must be processed separately by the commander or S-1 (e.g., congressional inquiries, customer service, participation in boards, etc). Typical actions initiated by the Soldier are personnel action requests, request for leaves or passes, changes to record of emergency data or life insurance elections, changes to dependent information, allotments, saving bonds, and direct deposit information. Typical actions initiated by commanders include request for awards or decorations, promotions, reductions, bars to reenlistment, etc. Evaluation reports (change of rater, complete the record reports, etc.) are normally initiated by the supervisor at all levels.

Essential Personnel Services (EPS) Responsibilities

FUNCTION / TASK	Responsible Agencies					
	BN	BDE	DIV	CORPS	ASCC	IMCOM
Develop EPS Policy / Timelines / SOP	√	√	√	√	√	*
Awards and Decorations	√	√	√	√	√	
Evaluation Reports	√	√				
Promotions	√					*
Transfers / Discharges	√	√	√	√	√	√
Leaves and Passes	√	√	√	√	√	
Military Pay / Entitlements	√					
Officer Accessions	√	√	√	√	√	
Personnel Action Requests	√	√	√	√	√	*
Line of Duty Investigations	√	√	√	√	√	*
AR 15-6 Investigations Appointment	√	√	√	√	√	
Bars to Reenlistment	√					
Issue Identification Cards / Tags		√				*
Citizenship / Naturalization	√	√				*
Deletions / Deferments		√	√	√	√	*
Reassignments	√	√	√	√	√	√

* IMCOM Military Personnel Divisions have responsibility for these functions / tasks for non-Personnel Services Delivery Redesign units on the installation.

Legend: ASCC – Army Service Component Command; IMCOM – Installation Management Command; SOP – Standing Operating Procedure

Figure 4-1. Essential Personnel Services (EPS) Responsibilities

Essential Personnel Services (EPS) Responsibilities (Cont' .)

FUNCTION / TASK	Responsible Agencies					
	BN	BD	DI	CORPS	ASCC	IMCO
Branch	√	√				
Congressional	√	√	√	√	√	*
Conscientious Objector Status	√	√	√	√	√	
Exceptional Family Member	√	√				
Medical Boards (MMRB / MEB /	√	√	√	√	√	√
Reclassifications	√	√				
Request for Schools / Training	√	√				*
Retiremen	√	√	√	√	√	√
Servicemembers' Group Life Insurance Election	√	√				*
Sponsorship	√	√				
Statement of Service		√				√
Suspensions of Favorable Action	√	√				*

* IMCOM Military Personnel Divisions have responsibility for se functions / tasks for non-Personnel Delivery Redesign units on the installation.

Legend: ASCC – Army Service Component Command; – Installation Management Command; – Medical Evaluation Board; – Military Occupational Specialty (MOS) Medical Review Board; PEB – Physical Board

Figure 4-2. Essential Personnel Services Responsibilities

4-2. All EPS actions, less those items changed through Soldier self-service capabilities, must be processed, verified, or routed by HR technicians at each level of command (battalion, brigade, division, corps, and ASCC). With brigade-centric operations the norm for HR support, some EPS actions do require processing by C2 elements above brigade. G-1/AGs at all levels have staff responsibility for EPS actions. While normally executed at brigade S-1 and below, G-1/AGs maintain oversight of all EPS functions.

Actions that are normally processed above brigade include awards and decorations, congressional inquiries, deletions, officer procurement, and developing EPS policies and priorities.

4-3.   With limited HR resources in G-1/AGs and S-1s, determining the proper HR organization to provide EPS support to assigned or attached personnel is crucial to processing efficient and timely EPS actions. This determination is also affected by whether the unit is deployable, deployed, assigned to garrison units, or for units that are geographically separated from the brigade.

HR CUSTOMER SERVICE

4-4.   HR customer service is a critical service performed by all S-1 sections as it impacts a Soldier's status, readiness, career management, benefits, and quality of life. The S-1 section is the responsible office for ensuring that assigned/attached personnel receive assistance with EPS actions and answering their questions or concerns. S-1 sections need to ensure they provide the time and resources to meet the customer service needs of the personnel they support. Unit personnel along with the leadership expect the HR system and processes to be responsive to them to meet their needs. As such, S-1s need to strive to provide the best customer service possible. At a minimum, the following items to be considered when developing customer service support:

- Establish and publish specific times for providing customer service. Customer service times should be sufficient in length to ensure personnel do not have to wait long for service. Changes to customer service times should not routinely be made. Consider training or operational availability issues when establishing customer service hours.

- Consider the time necessary to process some EPS actions. Some customer service functions are more involved than others or may require research or further explanation by S-1 personnel. Other actions require the individual to be physically present to complete the action.

- Develop a plan of action for equipment failures, e.g., ID card machine not operational, special printer not available, etc. The plan of action should include alternate point for support. For example, another brigade may be able to provide ID cards, or issue ID tags.

- Ensure knowledgeable HR personnel are available to answer HR questions or to process the EPS action. This includes knowledge of specific documents that may be required to be provided by Soldiers.

- Adjust the customer service plan as needed. Talking with Soldiers and leaders can determine if customer service is adequate.

- Provide a workstation for Soldiers to use. Not all Soldiers have access to HR web-based services at their unit.

AWARDS AND DECORATIONS

4-5.   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 NOK, members of sister Services, military personnel of multinational countries, and civilians for their meritorious contributions. Multi-name award orders should not be issued due to privacy issues. If a multi-name order is issued, third party name and social security number information must be redacted. Award orders and memoranda are forwarded for placement in the MHRR.

4-6.   Approval authority for awards and decorations is prescribed by AR 600-8-22, Military Awards, and AR 672-20, Incentive Awards, for civilian personnel. During wartime, the Secretary of the Army may further delegate approval authority for awards and decorations to the combatant commander. Upon request, JTF commanders may be granted exceptions to the approval level.

4-7.   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. For posthumous awards, the goal is to have the award approved for presentation to the Family at the funeral. Posthumous valorous awards require special handling IAW Army policy.

4-8. Award boards may be established by commanders to review award recommendations and recommend award decisions. Awards boards, if established, 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. Deploying units must ensure sufficient stocks of award certificates.

4-9. During Joint operations, HR elements (J-1, G-1/AG, and S-1) must determine Soldier eligibility for Joint awards and decorations. During the deployment planning process, commanders with award approval level, need to ensure sufficient stocks of individual awards and certificates are included.

INDIVIDUAL AWARDS AND BADGES

4-10. Combat operations typically see an increase in certain individual awards. Published award criteria and processing guidance may be supplemented via military personnel messages from HQDA. Awards clerks and supervisors should frequently consult their G-1/AG and/or S-1 to ensure they have the most current guidance.

UNIT AWARDS

4-11. Commanders authorized to approve unit awards will announce awards in Permanent Orders of their headquarters. Permanent Orders are published announcing the award of a unit decoration and will contain the citation of the award, name of the unit or units, and inclusive dates. All unit awards approved at HQDA are announced in HQDA General Orders. Unit commanders and military records custodians will reference DA Pam 672–3, Unit Citation and Campaign Participation Credit Register, in conjunction with personnel records, to determine and confirm entitlement of individuals to wear the insignia pertinent to each type of unit recognition. All verified entitlements are entered into their personnel records IAW AR 600-8-104, Military Personnel Information Management/Records. HR elements should plan accordingly when requesting unit awards and anticipate a longer than usual processing timeline.

EVALUATION REPORTS

4-12. Evaluation reports provide a systematic approach for assessing the past performance and future potential of all personnel. For NCOs, warrant officers, and officers, these reports provide information to HQDA for use in making personnel management decisions that can affect promotions, assignments, centralized selections, or qualitative management. For civilian personnel, evaluations assist in making decisions concerning compensation, training, rewards, reassignments, promotions, reductions in grade, retention, reductions in force, and removal.

4-13. During deployments, mobilizations, or emergencies, HQDA may implement changes to the evaluation policy. These changes may affect report periods, reasons for submission, processing procedures, processing timeliness, use of counseling checklists, and appeals procedures. S-1s are responsible for maintaining visibility of evaluation report status to facilitate timely submission.

4-14. In addition to maintaining visibility on evaluation reports, HR leaders are expected to be subject matter experts on all aspects of the evaluation reporting process. One specific area that S-1s are often engaged for their assistance is in guidance on managing a senior rater profile. Although this profile is ultimately the responsibility of the senior rater, S-1s should be prepared to discuss this topic and be ready to advise senior raters on how to maintain credible profiles that provide the flexibility to recognize top performing individuals.

4-15. AR 623-3 and DA Pam 623-3, Evaluation Reporting System, provide policy and procedural guidance for processing officer and NCO evaluation reports. Forms content management facilitates the process of forwarding completed evaluation reports to HRC for final action and placement in the MHRR. The Total Army Performance Evaluation System evaluates and documents the performance of DA civilian personnel. AR 690-400, Total Army Performance Evaluation System, is the authority for DA civilian government employees.

RATING SCHEME

4-16. Commanders are required to establish and maintain rating schemes for all officer, NCO, and DoD civilian personnel within their respective commands. S-1s assist commanders by coordinating communication at all levels to ensure rating schemes are up-to-date and free of errors. Frequent checks and updates are required due to the personnel turbulence units experience while in garrison or changes to the task organization while deployed. Established rating schemes become critical tools when processing evaluation report appeals.

TIMELINESS

4-17. HQDA continues to emphasize timely and accurate submission of evaluation reports (officer, enlisted, and DA civilian) while in garrison or deployed. The cover page of a senior rater's Evaluation Timeliness Report, which includes information on delinquent reports (except DA civilian and ARNG Noncommissioned Officer Reports), is now authorized to be filed in that senior rater's MHRR.

PROMOTIONS

4-18. The Army's Promotion and Reductions system provides principles of support, standards of service, policies, tasks, rules, and steps governing the promotion and reduction of its personnel. Promotions are made through a system of centralized, semi-centralized, and unit-level selections. Reductions occur as a result of non-judicial punishment, courts martial, and inefficiency proceedings. Ensure that a copy of the promotion order, advancement document, reduction document, etc., is forwarded to the Soldier's MHRR.

4-19. It is important for all personnel involved in the promotion system to understand that Soldiers from their unit may be comprised of Soldiers from the AC, ARNG, or RC. Each of the three categories has its own separate promotion policies, rules, and steps governing promotions. When conducting promotions at unit level, commanders and S-1s need to be knowledgeable of each category's policies and rules as depicted in the PPG. For example, for ARNG Soldiers, notification or approval may be required from the State. Unless immediately advised otherwise by the unit commander, CMAOC will posthumously promote all Soldiers selected for promotion and on a HQDA promotion standing list.

TRANSFER AND DISCHARGE PROGRAM

4-20. 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 Separations, provides policy and procedural guidance for enlisted separations. AR 600-8-24, Officer Transfer 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 officers and the discharge of Regular Army officers prior to the completion of their contractual obligation (both voluntary and involuntary).

4-21. 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.

4-22. S-1s provide for the orderly administrative separation of Soldiers by preparing and tracking proper documentation and assisting with the execution of administrative separation boards. While deployed, unit S-1s establish sound policies and procedures with their respective Rear Detachments to move Soldiers from deployment areas to established separation transfer points. This supports expeditious separation or discharge processing and facilitates efficient replacement operations. Close coordination with the installation MPD is required. Ensure that a copy of transfer document and/or discharge order is forwarded to the Soldier's MHRR.

LEAVE AND PASS PROGRAM

4-23. 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, Leave and Passes, provides policy, procedures, and guidance for managing leave and passes. Unit commanders and the S-1 are responsible for managing leave and passes.

4-24. 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.

4-25. Special Leave and Pass Programs. During war or contingency operations, the Army may implement procedures for special leave and pass programs. Examples include: environmental and morale leave, Fighter Management Pass Program, Freedom Rest Program, and other R&R programs. AC, RC, and ARNG Soldiers are eligible for these programs. The Army G-1 will publish specific instructions for any of these programs not included in AR 600-8-10.

4-26. Rest and Recuperation. The R&R is a program that provides Soldiers and units an opportunity to rest and recuperate at a secure location. Transportation shall be to another location outside the U.S. having different social, climatic, or environmental conditions than those at the duty station at which the Servicemember is serving; or to a location in the U.S. The combatant commander may establish an R&R chargeable leave program.

4-27. Special Leave Accrual. Soldiers who serve in a duty assignment in support of a contingency operation during a fiscal year, or whose primary duties are in direct support of a contingency operation, may be authorized to carry over leave.

4-28. Army Post-Deployment/Mobilization Respite Absence Program. A program to recognize military personnel who are required to mobilize or deploy with a frequency beyond established rotation policy goals. The program applies to both AC and RC personnel. See the HQDA G-1 PPG for more information.

4-29. Individual Dwell Time Deployment Program. This is a commander's program to compensate or provide incentives to individuals who are required to mobilize or deploy early or often, or to extend beyond the established rotation policy goals. The program identifies dwell time as the time a Soldier spends at home station after returning from a combat deployment, operational deployment (non-combat), or a dependent restricted tour (e.g., Korea). Individual Soldiers who exceed the dwell time may accrue administrative absences.

MILITARY PAY

4-30. Military pay transactions have become an integrated and embedded process within the HR architecture. Brigade and battalion S-1s are the central link between Soldiers and changes to military pay entitlements. They are responsible for resolving routine pay inquiries for their Soldiers. Military pay transactions are automatically triggered by personnel actions and other selected EPS. Soldiers have the ability to perform limited self-service pay transactions through the "My Pay" portal on Army Knowledge On-line. These capabilities include: start, stop, or modify discretionary allotments and savings bonds, enroll in thrift savings plans, change direct deposit information, submit employee withholding request (W-4), etc.

4-31. S-1s at all levels are the supporting office for most Soldier generated pay change requests. These requests include resolving routine pay inquiries for their Soldiers (e.g., submitting a Basic Allowance for Housing request for a recently married Soldier, determining why a Soldier is in a no pay due status, submitting documentation to change a Soldier's pay entitlements, etc.).

4-32. Units may or may not have Soldiers within their organization that may be authorized special pay. S-1s will monitor special pay entitlements which may be authorized due to an ASI, MOS, special qualification identifier, or hazardous duty. Commanders/First Sergeants review the Unit Commander's Finance Report at the end of a pay period and routinely check for Soldiers receiving special pay. In cases where the S-1/commander finds that the Soldier is not entitled to special pay, the pay entitlement must be

stopped and the Soldier counseled. S-1s must be diligent to ensure reinstatement of special pay that has been erroneously terminated.

PERSONNEL ACTION REQUESTS AND OTHER S-1 SUPPORT

4-33. Personnel Action requests and other HR related S-1 support requirements include those EPS functions and tasks not discussed in the preceding paragraphs, but are services provided in support to Soldiers and units within the battalion or brigade.

4-34. S-1s have the following responsibilities for personnel action requests and other HR related support:

- Serve as the focal point for the unit in providing regulatory guidance and support as required for personnel action requests and other HR related actions.
- Process personnel action requests in a timely manner. Processing includes reviewing applications; verifying (if necessary) eligibility and completeness of the action; approval or disapproval of the request; forwarding the action, with or without comment, to HRC; or returning the action for further information or action. S-1 sections must ensure personnel action requests are processed on a daily basis. Ensure that documentation is forwarded to the Soldier's MHRR as required by AR 600-8-104.
- Be responsive and responsible in providing HR support to Soldiers and units. Providing effective and efficient HR support not only increases the morale and well-being of Soldiers, but can affect the readiness and personnel combat power of the organization.

LINE OF DUTY INVESTIGATIONS (LOD)

4-35. LOD determinations are required when a Soldier on active duty is diagnosed with an illness regardless of the cause of the illness, is injured (except injuries so slight as to be clearly of no lasting significance), or dies. Most LOD determinations require the completion of an informal or formal investigation. Criteria and guidance for LOD determinations are found in AR 600-8-4, Line of Duty Policy, Procedures, and Investigations.

4-36. To ensure Soldiers receive appropriate medical care after leaving active duty, commanders must complete an LOD investigation or prepare a presumptive LOD determination memo at the time the injury or illness is aggravated or occurs. Presumptive LOD determinations can be made in some cases for Soldiers who die, incur, or aggravate injuries or illnesses while on active duty. LOD determinations are required for RC Soldiers serving on active duty, as well as any AC Soldier, who may separate from the service prior to retirement eligibility or require continued medical treatment or disability compensation upon separation or retirement to ensure they receive appropriate medical care after leaving active duty. AC commanders and their S-1s must be especially sensitive to the LOD requirements for RC Soldiers assigned or attached to their unit during deployments.

OFFICER PROCUREMENT

4-37. 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 U.S. Army Reserve 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.

AR 15-6 INVESTIGATIONS

4-38. AR 15-6 and investigations are fact-finding procedures initiated by commanders with Special or General Courts Martial Convening Authority to investigate allegations of misconduct or negligence or to obtain a more complete understanding of the circumstances surrounding a serious incident or fatality. AR 15-6 investigations can be formal or informal and require consultation with the Staff Judge Advocate.

They are required for many categories of Soldier, DA civilian, or contractor deaths. These categories include hostile deaths, military-related fatal accidents, and suspected suicides. The S-1's role and responsibility in AR 15-6 investigations is to initiate the necessary appointment memorandum for individuals designated by the commander to conduct an investigation. S-1s may also be requested to provide administrative support to investigation boards.

SUSPENSION OF FAVORABLE PERSONNEL ACTION/BARS TO REENLISTMENT

4-39. Suspension of favorable personnel actions is mandatory when an investigation (formal or informal) is initiated on a Soldier by military or civilian authorities. See AR 600-8-2, Suspension of Favorable Personnel Actions (Flags), for specific policy on flags.

4-40. Bars to reenlistment are initiated on Soldiers whose immediate separation under administrative procedures is not warranted, but whose reentry into or service beyond their Expiration Term of Service with the Active Army is not in the best interest of the military service. Policies and procedures for bars to reenlistment are contained in AR 601-280, Army Retention Program. While bars to reenlistment are initiated in coordination with the brigade Retention NCO and the Soldier's commander, S-1s as HR managers, monitor these actions.

CITIZENSHIP/NATURALIZATION

4-41. Deploying non-citizen Soldiers who have an application for citizenship pending will use the Citizenship and Immigration Services (CIS) Customer Service Number (1-800-375-5283) to inform CIS of the Soldier's mailing address when any change occurs. Soldiers with pending applications for citizenship will be reminded of this requirement during SRP, during in or out processing, mobilization, extended temporary duty, deployment, redeployment, and reintegration (i.e., personnel processing upon return from a deployment). Soldiers who fail to make this telephone call could have their applications for citizenship denied due to failure to respond to a non-received mailed notice from CIS.

4-42. S-1s and installation MPDs have the following citizenship/naturalization responsibilities:

- Manage and establish citizenship/naturalization policies.
- Assist non-citizen Soldiers with their applications for citizenship to include cover sheets, fingerprint cards, and Form N-426 (Certification of Military or Naval Service). DoD partnered with the Immigration and Naturalization Service to assist non-citizen military members with their citizenship applications. The goal is to streamline and expedite the handling of their applications. S-1s and the installation MPD serve as the conduit to assist Soldiers with their applications and to coordinate with HRC as necessary to facilitate the process. Naturalization forms and handbooks can be obtained by calling 1-800-870-3676 to request a "Military Packet" and to obtain a copy of the handbook, "A Guide to Naturalization." Soldiers and S-1 personnel can also obtain information at the www.uscis.gov website.
- Verify the application and service data and then complete the back side of Form N-426.
- Certify that the character of the Soldier's service is "honorable." As a general rule, a Soldier is considered to be serving honorably unless a decision has been made to the contrary, either by the Soldier's commander or a conviction by court martial.
- Send an e-mail message to the appropriate overseas CIS office after the Soldier's citizenship application packet has been mailed. This message must contain the Soldier's name, Alien Number, Social Security Number, date of birth, e-mail address, current or projected country of assignment or deployment, current or projected (if available) mailing address, and the projected date of arrival in country according to the Soldier's Permanent Change of Station or deployment orders.
- Process posthumous citizenship applications for Soldiers who are deceased.

CONGRESSIONAL INQUIRIES

4-43. Congressional inquiries are specific requests made by members of Congress. Normally, commanders are required to respond to congressional inquiries within a designated timeline and format. While congressional inquiries are not always HR specific, the G-1/AG and S-1 is generally designated by the commander to process these actions. G-1/AGs and S-1s will ensure congressional inquiries are processed within the designated timelines.

IDENTIFICATION (ID) CARDS AND TAGS

4-44. An ID card 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 600-8-14, Identification Cards for Members of the Uniformed Services, Their Eligible Family Members, and Other Eligible Personnel and AR 690-11, Use and Management of Civilian Personnel in Support of Military Contingency Operations. Common access cards have become the standard for Servicemember ID cards. The brigade or STB S-1 issues ID cards for assigned or attached personnel by utilizing the TG PAT for transiting personnel. ID cards are used to:

- Identify Soldiers (active and retired), members of other Services, and their Family members.
- Identify DoD civilians and CAAF and EPWs.
- Provide a means to identify, control access, and track civilians (force protection/security).
- Expedite access to stored, sharable personnel data.

4-45. ID tags are required to be worn while deployed overseas, in a field environment, and while traveling in an aircraft. ID tags are issued by brigade or STB S-1s for assigned or attached personnel and by the TG PAT for transiting personnel.

4-46. In preparing for deployments, brigade S-1s need to ensure the early entry element of the S-1 has the capability to provide ID cards. As such, brigade S-1s need to ensure the ID card machine and supporting communications equipment is shipped early in the deployment process.

4-47. Civilians (CAAF/DoD civilians) are required to obtain an ID card prior to deploying to a theater of operations. In cases of lost or destroyed ID cards, civilians can obtain an ID card from the Army Field Support Brigade S-1, the TG PAT, or from a near-by brigade S-1 if the Army Field Support Brigade or TG PAT is not accessible. S-1s supporting a large population of contractors need to ensure sufficient number of replacement cards are on-hand. Guidelines for issuing/verifying eligibility for ID cards for civilians remain the same as outlined in AR 600-8-14. Additionally, contractors must be entered into the Contractor Verification System.

SECTION II—POSTAL OPERATIONS

4-48. 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 U.S. sovereignty and provide postal services for all DoD personnel and U.S. contractors 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.

PROPONENCY

4-49. The Army's functional proponent for the postal operations management system is The Adjutant General Directorate, HRC. The Adjutant General is also the Executive Director for the MPSA. MPSA is the DoD Executive Agent for military mail for all Services to include the Department of State.

- Act as the single DoD point of contact with the USPS and other government agencies on MPS policy and operational matters.
- Establish policy and procedures required for proper administration of the MPS.
- Activate/deactivate contingency Military Post Offices (MPOs) in coordination with Service representatives, direct reporting units, combatant commands, and Service Component Commands (SCCs).
- 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 and other military operations.

ASCC G-1/AG

4-54. Responsibilities of ASCC G-1/AGs include:

- Coordinate with other Service components to develop contingency plans to ensure appropriate postal support for U.S., Joint, and multinational forces and authorized personnel within an AO.
- Request contingency APO activation/deactivation from MPSA in coordination with deploying command G-1/AGs and other direct reporting units.
- Develop theater postal policies and procedures.
- Provide resources to perform the MPS mission throughout the AO.
- Maintain liaison with host-nation agencies for postal functions.
- Monitor postal irregularities and postal offenses reported by the HRSC.
- Identify deficiencies in the postal operating systems and take appropriate corrective actions with corresponding agency.
- Develop procedures for addressing customer complaints, inquiries and suggestions.
- Develop policy for expeditious return of casualty mail IAW DoD 4525.6M.

CORPS/DIVISION G-1/AG

4-55. The corps/division G-1/AG provides policy guidance for mail operations. The G-1/AG, in coordination with the supporting Sustainment Brigade HROB, develops and coordinates postal operations plans for all assigned and attached units within the corps/division by performing the following critical tasks:

- Ensure postal operations are included in all OPLANs and OPORDs as required.
- Coordinate with the TSC or higher headquarters to ensure the required numbers of postal units or teams are made available to support the deployed force.
- Reconcile postal problems with the supporting Sustainment Brigade HROB, HRSC POD or with the ASCC G-1/AG.
- Maintain operational awareness of postal operations within the AO.
- Coordinate with the ASCC G-1/AG to communicate the corps/division commander's guidance on all mail operations.
- Coordinate with the corps/division G-6 Official Mail Manager (OMM) for the handling of official mail.
- Maintain a list of brigade mail delivery points (MDPs).

BRIGADE S-1 SECTION

4-56. The brigade S-1 develops and coordinates postal operation plans for assigned and attached units within the brigade by performing the following critical tasks:

- Establish, manage and support all brigade mail operations in coordination with subordinate battalion S-1s. (In cases where a brigade establishes a unit mailroom/consolidated mailroom (UMR/CMR), mail operations/procedures will be performed similar to the battalion S-1.)
- Provide the division G-1/AG with grid coordinates or geographical location for the daily MDP and alternate MDPs for the brigade.
- Coordinate with the division G-1/AG and G-6 OMM for the handling of official mail in coordination with the brigade S-6 OMM.
- Ensure that unit mail clerks handle all mail IAW all postal regulations by conducting inspections.
- Coordinate with the division G-1/AG 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 and reconcile any problems and congressional inquiries within the brigade hindering the delivery of mail to Soldiers/units in a timely manner.

BATTALION S-1 SECTION

4-57. 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:

- Appoint in writing the unit postal officer by the battalion commander.
- Coordinate with the brigade 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 UMR/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.
- Conduct mailroom inspections IAW DoD 4525.6-M and AR 600-8-3.
- Allow sufficient time for Unit Mail Clerks to perform daily UMR/CMR functions.
- Inform the Assistant Chief of Staff, G-1/AG and supporting postal units, through the brigade 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 S-6 OMM and brigade 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 600-8-3.
- Immediately report any postal problems to the Unit Postal Officer and/or commander and brigade 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 delivered.

HRSC POSTAL OPERATIONS DIVISION

4-58. The HRSC Postal Operations Division assists the HRSC Director and the ASCC G-1/AG in matters of postal management within the AO and for performing the following critical functions:

- Plan and coordinate with the combatant command and Single Service Postal Manager to request and ensure appropriate MPS resources (e.g., Host Nation Support, Transportation, Facilities, Equipment, etc.) are assigned for the execution of postal responsibilities in the AO.

- Implement AO postal policies and procedures.
- Appoint the AO Postal Finance Officer and coordinate with all AO Custodian of Postal Effects (COPE) to establish postal finance accounting/claims policies, procedures, and provide daily postal finance support to finance clerks within the MPOs.
- Appoint the AO Postal Supply Officer and coordinate all AO level postal supplies and equipment accountability and ordering.
- Determine the location and function of AO postal units.
- Coordinate strategic-level training for MPO representatives to ensure compliance with DoD and USPS policy and procedures.
- Develop procedures for postal support of the SCC's voting program.
- Plan and coordinate MPO openings, closings, and relocations when standing-up a theater of operations.
- Ensure the manning and operation of MMTs and Mail Control Activities (MCAs) in coordination with the theater Single Service Postal Manager and/or theater Air Force Postal Representative.
- Consult with JMPA to develop mail routing instructions and procedures for optimum mail delivery in theater.
- Plan and provide unit mail routing information to the servicing JMPA in coordination with the MMT.
- Establish and operate an AO locator system and redirect services.
- Coordinate AO-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).
- Establish and monitor procedures for casualty mail operations.
- Coordinate the AO EPW mail plan, and monitor its execution IAW the Geneva Convention.
- Coordinate requests for Coalition Mail support.
- Employ, establish, and develop suspicious mail procedures. Ensure MPS personnel at all levels are knowledgeable of policies, procedures, and guidance related to suspicious mail incidents.
- Collect postal statistical and historical workload information from postal units to identify trends, inefficiencies, and improve postal network services.
- Conduct Postal Inspections/Audits.
- Implement procedures for responding to congressional inquiries, customer complaints, inquiries and suggestions.

MILITARY MAIL TERMINAL (MMT) TEAM

4-59. The MMT Team provides postal support to an AO by coordinating, receiving, processing incoming mail, and dispatching outgoing mail as described in the Battlefield Flow section. Responsibilities of the MMT Team include:

- Establish the Army component of a JMMT in conjunction with other Services when operating in a Joint or multi-service environment. The team is capable of operating the MTT in a single-service environment.
- Develop and coordinate mail routing schemes, mail distribution points and schedules in coordination with the combatant command, Single Service Postal Manager, supported MPOs and direct reporting units.
- Control mail movement within and throughout the AO.
- Provide specialized postal expertise and experience and limited augmentation manpower.
- Provide all technical direction to the HR Postal company commander operating at the MMT.
- Provide integrated, accurate, and timely processing and distribution of all mail arriving in the AO.

- Establish a Casualty Mail section to provide casualty mail services to the AO.
- 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 AO.

HR COMPANY HEADQUARTERS

4-60. The HR Company headquarters provides C2 and technical support to all assigned or attached platoons and teams. It is both an existence and workload based modular headquarters. Responsibilities of the HR Company headquarters include:

- Provide C2 and oversee training and readiness oversight of all assigned or attached postal platoons.
- Provide HR manpower in support of MMT as an element of the theater opening module of a Sustainment Brigade.
- Coordinate external support functions such as life support, force protection, transportation and logistics.
- Provide logistical and maintenance support to all assigned or attached postal platoons.
- Provide execution planning and current operations tracking for postal operations, when augmented with postal plans and operations teams.

POSTAL PLATOON

4-61. The mission of the postal platoon is to provide postal support to all individuals and units in an assigned AO or to serve as an element of a MMT. Postal platoons operate in conjunction with Plans and Operations teams within the HR companies. Responsibilities of the postal platoon include:

- Appoint an onsite supervisor(s), COPE, and an accountable mail clerk.
- Supervise/control the platoon.
- Coordinate with HR Company headquarters.
- 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.
- Receive, process, and maintain a chain of custody for all mail with special services.
- Update postal routing schemes.
- Conduct casualty mail and EPW mail operations.
- Conduct postal financial and supply support and management.
- Conduct UMR/CMR inspections.
- Plan MPO openings, closings, and relocations.
- Respond to all customer complaints, inquiries, and suggestions.

MAIL CLERKS

4-62. Unit mail clerks are appointed in writing by unit commanders and are key to ensuring 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 ASI F5,

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 MOS 42A, when that MOS is available. Mail clerk responsibilities include:

- 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 mail to the servicing postal services platoon, APO, terminal, etc. via the MDP.
- Forward pro-grade mail to the supporting postal platoon/MDP 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 Form 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.

PRINCIPLES OF POSTAL OPERATIONS

POSTAL FINANCE SERVICES

4-63. 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 five days a 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.

4-64. 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 MTF commander coordinates with the postal platoon in its area to provide the MTF with necessary postal finance services to patients.

PERSONAL MAIL

4-65. Personal mail is mail addressed to individual Soldiers and civilians. Postal platoons receive, sort, and dispatch personal mail to appointed unit mail clerks/mail orderlies. Personal mail is picked up daily by unit mail clerks/orderlies or as directed by unit commanders IAW METT-TC.

4-66. Unit mail clerks/orderlies coordinate with the servicing postal platoon on unit/personnel status changes for mail delivery.

OFFICIAL MAIL

4-67. 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 OMM who then delivers to

the addressee or agent through official mail distribution channels, a Signal Corps responsibility. Official mail is addressed in AR 25-51, Official Mail and Distribution Management.

ACCOUNTABLE MAIL

4-68. Accountable mail is Registered, Insured, Certified, Return Receipt for Merchandise or Express Military Mail Service. Postal platoons will properly receive, sort and dispatch accountable personal mail to appointed unit mail clerks/mail orderlies IAW DoD 4525.6-M and unit mail clerks will maintain chain of custody with appropriate documentation through delivery to the recipient. 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

4-69. The postal network provides personal, official, and accountable mail redirect services starting at the unit mail clerk level. There are two forms of redirect services: Soldier redirect and unit redirect. Soldier redirect applies to individual pieces of mail requiring directory service 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.

4-70. Redirect services depend on the AO 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 POD and ESC HROB provide personnel and unit assignment and location information in automated form to all postal platoons.

CONTAMINATED/SUSPICIOUS MAIL

4-71. The postal network must develop and implement an SOP for handling and processing contaminated/suspicious mail IAW postal regulations. Contamination may consist of radiological, 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. Postal Officers are also responsible for notifying their chain of command and HRSC POD of the incident. If decontamination is not possible, they destroy the mail under appropriate postal supervision. For information on actions taken once contaminated/suspicious mail is detected, see FM 3-11.4, Multiservice Tactics, Techniques, and Procedures for Nuclear, Biological, and Chemical (NBC) Protection.

CASUALTY MAIL

4-72. Casualty mail processing requires special attention. This is essential to prevent premature casualty information disclosure and mail return before notification of the NOK.

4-73. IAW 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) forwards casualty mail to the theater casualty mail section at the MMT for endorsement and final processing.

EPW MAIL

4-74. 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, addresses EPW mail.

4-75. The Army G-1 coordinates with the Provost Marshal, an appropriate international neutral agency, and an American neutral agency to assess EPW mail requirements. The ASCC G-1/AG will identify the postal platoon(s) to handle EPW mail.

FREE MAIL

4-76. 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 MTF. 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. IAW 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 commander is required to determine continued use and validity.

INTERNATIONAL MAIL

4-77. The HRSC POD will assess the need 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 ASCC to the combatant command. Additional security measures should be implemented to safeguard against hazardous materials entering the MPS.

4-78. International mail is discussed in the DoD Directive 4525.6-M and the individual country listing of the USPS International Mail Manual.

HOST NATION POSTAL SUPPORT

4-79. 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 AO.

USE OF CONTRACTORS FOR POSTAL SUPPORT

4-80. During military operations, it may become necessary to contract out selected postal services, to include operating entire APOs. Contracting postal support is usually an optimum option when there are insufficient numbers of HR postal platoons to maintain rotation policies or when the theater of operations is so vast that the military Services cannot support the area.

4-81. The success of contracting postal operations when shifting from a "military operated and military supervised" postal operation to a "contractor operated" postal operations is ensuring the government maintains oversight of the service. The military accomplishes this by ensuring trained and experienced postal personnel serve as the primary and alternate Contracting Officer Representatives (CORs). The CORs serve as the "eyes and ears" of the contracting officer and ensures the contractor is meeting its contractual requirements as defined in the performance work statement. It also ensures feedback to the combatant command, but validates processes and product audits. When contractors are used to perform postal missions, a knowledgeable, postal technical supervisor must be onsite IAW USPS Publication 38 and DoD Contracting Policy.

4-82. The following recommendations should be considered when contracting postal operations:
- Establish postal contracting teams to serve as the nexus for the postal contracting efforts. The teams manage the COR training/appointment program and consolidated Performance Evaluation Board reports. The contracting team prepares monthly roll-up briefings to the contracting officer and for the Award Fee Evaluation Board.
- Capability to work with contract managers and legal support offices regarding requirements letters, administrative change letters, and other contract management tools.
- Periodically meet with the contracting officer and contractors to discuss postal issues.

- Plan contractor support carefully. It is imperative to identify how property is aligned early in the process to ensure it is operational and meets the standard prior to a transfer of authority. Ensure contract specifies what government furnished equipment (GFE) will be provided. Define the exact equipment, by locations, to be turned over to the contractor during the transfer of authority process.

- Understand the differences between GFE, theater provided equipment, and installation provided equipment.

- Include the G-1/AG and G-8 as needed.

- Schedule COR training as necessary to meet rotation requirements.

BATTLEFIELD FLOW

4-83. Prior to deployment, the ASCC G-1/AG must determine the initial postal support requirements in coordination with the combatant commands, other service components, and the supporting HRSC. Figure 4-4 depicts postal operations in a theater of operations and mail flow from CONUS to the theater. In determining the requirements, the ASCC G-1/AG must consider the infrastructure in the AO, deployment timing, force composition, and expected deployment duration. From operational analysis, the ASCC G-1/AG determines what postal unit structure will be necessary to support the operation and where to place the AO MMT within the AO. The normal postal unit requirement for supporting a deployed force is one MMT per inter-theater APOD receiving bulk mail, 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 AO. All METT-TC considerations must be addressed.

4-84. To support force deployment, the MPSA, in coordination with the USPS, operational combatant commands, and SCCs, assigns MPO numbers to contingency forces. The SCCs provide the contingency MPO numbers to deploying personnel at least 24 hours prior to deployment if no permanent contingency MPO numbers for the unit have been assigned. The establishment of contingency MPO numbers will enable the USPS to sort mail to the brigade. However, mail for a contingency operation will not be sorted or packaged for shipment until MPSA coordinates the activation of specified MPOs 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.
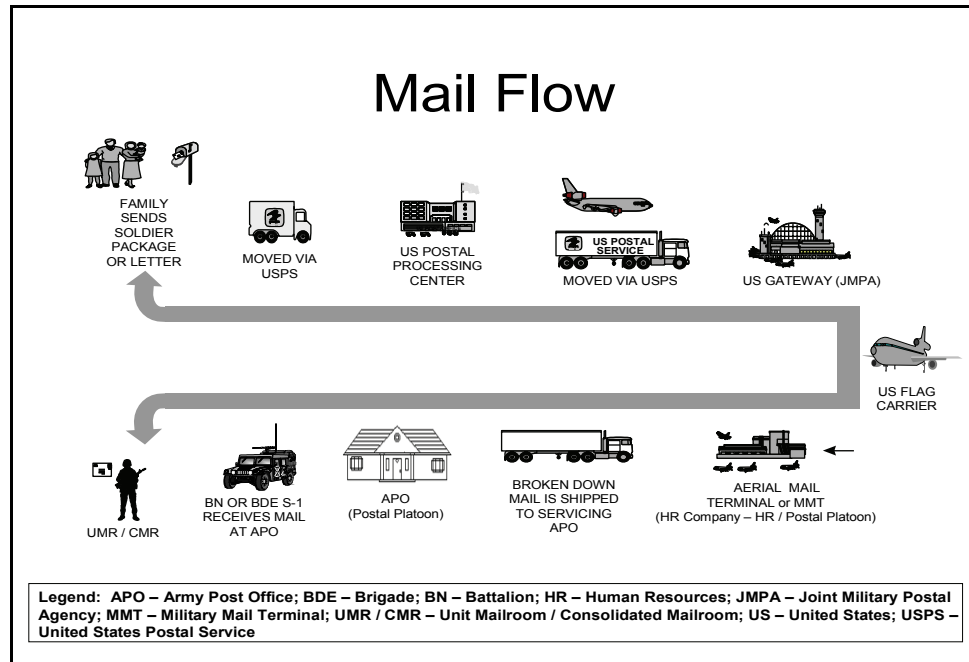
Mail Flow

Legend: APO – Army Post Office; BDE – Brigade; BN – Battalion; HR – Human Resources; JMPA – Joint Military Postal Agency; MMT – Military Mail Terminal; UMR / CMR – Unit Mailroom / Consolidated Mailroom; US – United States; USPS – United States Postal Service

Figure 4-4. Mail Flow

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

- Allow the DoD to control ZIP code assignment to all military units.
- Specify jointly with the MPSA the sorting of mail for overseas force.

4-86. The HR (Postal) Company and subordinate postal platoons located at the MMT receives the mail; distributes it to HR (Postal) companies supporting subordinate corps and division units, or postal platoons supporting subordinate brigades 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 MDPs. The company/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 delivers 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.

4-87. 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.

4-88. 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 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.

4-89. The use of eMILPO/RLAS/SIDPERS, DTAS, and the Automated Military Postal System, along with other postal directory systems/software, support postal units with individual and unit mail redirect services.

SECTION III—CASUALTY OPERATIONS

GENERAL

4-90. The mission of casualty operations to record, report, verify, and process casualty information from unit level to CMAOC, notify appropriate individuals, and provide casualty assistance to the NOK.

4-91. A clear, collaborative system for casualty operations information is critical for effective management. When developing theater casualty operations policies and procedures, casualty managers must consider regulatory and doctrinal guidance. Casualty operation sections should include very clear verbiage regarding the mandate to safeguard casualty information to prevent premature/erroneous disclosure and to protect patient privacy.

4-92. Casualty operations include all actions relating to the production, dissemination, coordination, validation, and synchronization of casualty reporting. It includes submission of casualty reports, notification of NOK, assistance to the NOK, line-of-duty determination, 15-6 investigation, disposition of remains and personal effects (a responsibility of the MA organization of the supporting sustainment command), military burial honors, and casualty mail coordination. The role of the CAC varies during contingency operations and they may be more involved in the casualty reporting functions. All CACs are engaged in the notification and assistance aspect of casualty operations as prescribed in AR 600-8-1, Army Casualty Program. Critical responsibilities in a contingency operation include:

- Casualty Reporting: As depicted in Figure 4-5, the DA Form 1156, is a required template or tool Soldiers and units use to gather and report essential reporting information on all casualties as they occur. Accurate and timely casualty reporting is paramount. Use the DA Form 1156 template as a prompter to transmit essential elements of the casualty report by voice or electronically as soon as possible after the casualty occurs. Contingency related casualty reports are sent through command channels to the appropriate theater CAC where all information is verified and forwarded to the CMAOC as soon as possible, but no later than 12 hours from the time of the incident. The CMAOC is the functional proponent for Army-wide casualty operations and interfaces and synchronizes all casualty and MA operations between deployed units/commands, the Installation CACs and DoD agencies supporting Family members.

- Casualty Notification: CACs are responsible for notifying the NOK residing within their area of responsibility. The method of notification varies, depending upon the type of casualty and circumstances surrounding the incident. Unit Rear Detachments must be capable of telephonically notifying the next of kin of deployed injured/ill casualties when directed by CMAOC. CMAOC must approve any exception to the established notification procedures outlined in AR 600-8-1.

- Casualty Assistance: Casualty assistance is provided to individuals listed on the DD Form 93 and those receiving benefits or entitlements in death, missing, or categorized as duty status-whereabouts unknown (DUSTWUN). CACs are responsible for providing assistance to the NOK residing within their area of responsibility. There is no time limitation for CAOs to provide assistance. During contingency operations, the duties of the CAO may last six to 12 months or more.

- Fatal Incident Family Briefs: A fatal incident Family brief is the presentation of the facts and findings of an AR 15-6 investigation of all deaths resulting from military related operational/training incidents and friendly fire incidents as well as other fatalities, such as confirmed suicides, that Army leadership determines appropriate per AR 600-34. The intent of the brief is to provide a thorough explanation of releasable investigative results to the Primary NOK (PNOK) (and other Family members as designated by the PNOK) in a timely and professional manner. Additional information is available in AR 15-6 and AR 600-34.

- Casualty Liaison Team: CLTs consists of HR personnel attached to MTFs, theater MA activities, and G-1/AG sections with the mission to obtain, verify, update, and disseminate casualty information to the appropriate personnel or organization in the casualty reporting chain. When deployed, CLTs assigned to an HR Company report casualty information directly to the

COD of the HRSC operating the theater CAC and provides support to MTFs and G-1/AG and S-1 sections. CLTs begin coordination with patient administration offices to handle those casualties evacuated to military or civilian hospitals within their AO. Mass casualty incidents or transfer of injured personnel may require treatment at hospitals outside the theater. Therefore, the HRSC must be prepared to place CLTs at these facilities or arrange to receive casualty statuses. CLTs are essential in providing updated information on all incapacitated, injured or ill personnel through the theater CAC to CMAOC. CMAOC then notifies the appropriate CAC, who then provides updated information to the Family. Updated information is provided as personnel transit through the MTF system.

4-93. The Office of the Surgeon General is responsible for identifying the MTFs within the sustaining base to treat casualties in the AO through MTF sourcing and outside the deployed AO for those casualties evacuated from the deployed AO. Once identified, the HRSC COD ensures the CLT network is established, positioned, and resourced to support the deployed AO for casualty reporting.

4-94. CACs, in coordination with their Civilian Personnel Activity Center, ensure the availability, training, and preparation of military and civilian personnel to provide casualty notification and assistance to the NOK of deceased Soldiers and civilians. CMAOC has prepared numerous training tools to better prepare casualty notification and assistance personnel to effectively perform their tasks. Properly certified CNOs and CAOs are critical elements in taking care of Families. CNOs and CAOs must attend the CMAOC approved classroom training in-person to obtain certification. The on-line training at the CMAOC website can be used for recertification.

4-95. Type of Casualty Reports. There are five types of casualty reports: Initial (INIT), Status Change (STACH), Supplemental (SUPP), Progress (PROG), and Health and Welfare (peacetime only). All personnel must be sensitized to the confidentiality of casualty information. Commanders should ensure use of the DA Form 1156 as the template or tool to collect essential elements of casualty information that should be transmitted by voice or electronic means as quickly as possible. Casualty information is assigned the protective marking of "For Official Use Only" which may not be removed until verification that NOK have been notified. Information on a Soldier, DA civilian, or contractor in a missing status will remain "For Official Use Only" until the person is returned to military control or a change in status is made by The Adjutant General. Emphasis on accuracy, completeness, confidentiality and sensitivity of casualty information should be part of training on use of the DA Form 1156 to call in an initial casualty report and integrated into formal training programs, to include DCIPS training, at all levels. Speed is important and accuracy is essential.

Figure 4-5. DA Form 1156, Casualty Feeder Card, Screenshot

4-96. Casualty Operations Information Requirement. Casualty operations management requires the production, verification, and dissemination of information from:

- DA Form 1156.
- Individual information from the supporting brigade S-1.
- Strength-related/duty status change information from CLTs and brigade S-1s.
- Admissions and disposition reports from Role III combat support hospitals.
- Individual diagnosis and prognosis reports from MTFs.
- Status of remains from the preparing mortuary.
- Straggler information from the Provost Marshal.

4-97. The casualty report is the source document used to provide information to the Family. Therefore, it is important that the information reported, especially the circumstances of the casualty incident, be as detailed and accurate as possible, and in terminology that can be readily understood by someone with no military background. The reportable categories of casualties and the procedures for preparing a Casualty Feeder Card are outlined in AR 600-8-1. Casualty information is collected on the battlefield from available sources and reported through official channels as quickly as possible. Since casualties can occur on the first day of an operation, casualty managers from the S-1 section need to deploy as part of each command's early entry element.

4-98. Each individual Soldier should carry a blank DA Form 1156 for casualty reporting purposes. The 2007 version of DA Form 1156 also serves as the witness card. Persons having firsthand knowledge of a reportable casualty should prepare the casualty feeder card. Squad leaders and platoon sergeants are encouraged to carry extra copies of DA Form 1156. Soldiers will report casualties they witness or find, to include American civilians, personnel of other Services, Joint, and multinational forces, using DA Form 1156 as a prompting tool when calling in or electronically transmitting the essential elements of the casualty report. If DA Form 1156 is not available, casualty information will be written on blank paper and called in to higher command channels, where the report collector can prompt for information using the DA Form 1156 or DCIPS-Casualty Forward (CF). The written information will then be forwarded to the company commander/First Sergeant as a follow-up to the initial transmission.

RESPONSIBILITIES

4-99. Commanders must ensure procedures are followed IAW established timelines for AR 15-6 investigations and presentation to NOK. G-1/AG, C-1, J-1s and Staff Judge Advocates have the primary responsibility to ensure CMAOC is updated on the status of all death investigations that have been initiated and provided an unedited copy of any finalized death investigation.

4-100. Multiple agencies, units, and echelons of command have critical roles in establishing and operating the casualty operations system. The levels of commands and their supporting agencies' responsibilities for casualty functions and tasks are listed in Figure 4-6.

CASUALTY OPERATIONS RESPONSIBILITIES

FUNCTION / TASK	S-1/G-1/AG	S-4/G-4	Mortuary Affairs	Postal Platoon	Contingency CAC (HRSC)	Home Station CAC	CMAOC
Report Casualty	X				X		
Manage Casualty File	X				X	X	X
Appointment of Summary Court Officer	X						
Disposition of Remains			X				
Disposition of Personal Effects		X					
Line of Duty Investigations	X						
Survivor Assistance						X	X
Casualty Mail	X			X			
Burial Honors						X	
Posthumouus Awards and Decorations	X						
Letter of Sympathy / Condolence	X						
Fatal Training / Operational Accident Brief	X						
Establish Casualty Working Group						X	
Issue Next of Kin Travel Orders						X	

Legend: CAC – Casualty Assistance Center; CMAOC – Casualty and Mortuary Affairs Operations Center; HRSC – Human Resources Sustainment Center

Figure 4-6. Casualty Operations Responsibilities

HRC-CMAOC

4-101. CMAOC publishes regulatory and procedural guidance governing casualty operations, assistance and insurance management, care and disposition of remains, disposition of personal effects, and LOD programs. Specific responsibilities of the CMAOC include:

- Provide direction and assistance to CACs relating to casualty operations management, disposition of remains, LOD processing, and disposition of remains.
- Assist the HRSC or ASCC G-1/AG in establishing a casualty data link for casualty reporting.
- Develop field training products and training programs of instruction to support all aspects of the Army Casualty and Mortuary Affairs Program.
- Provide 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 and CACs.
- Process Invitational Travel Orders for Family members of deceased Soldiers who died in a theater of combat operations and whose remains are evacuated to the Dover Port Mortuary.
- Coordinate for Family presentation for fatalities caused by operational/training accidents, friendly fire, or other fatal incidents as directed by Army leadership.

- Act as final determination authority for all death-related LOD determinations.
- Establish and operate the Joint Personal Effects Depot to support expeditious return of personal effects during contingency operations.
- Conduct boards required by Missing Persons Act and Missing Personnel Act.
- Serve as the DoD Executive Agent for Casualty and Mortuary Affairs Programs (to include the Central Joint Mortuary Affairs Board).
- Serve as the DoD proponent for DCIPS.
- Provide training packages to CACs for all CAOs and CNOs.

ASCC G-1/AG

4-102. The ASCC G-1/AG has the following casualty operations responsibilities:

- Develop casualty operations plans and policies for theater.
- Provide oversight for theater casualty operations.
- Establish and administer casualty reporting authorities for submission of casualty reports to the theater CAC.
- Establish policy for the location of CLTs.
- Coordinate with the TSC to ensure the HRSC established the theater CAC as part of theater opening operations.
- Ensure casualty and mortuary operations are included in all OPORDs and OPLANs.
- Advise the commander on the status of casualty operations.
- Ensure casualty operations and capabilities are included as part of early entry operations.

CORPS/DIVISION G-1/AG/GENERAL OFFICER COMMANDS

4-103. The corps/division G-1/AGs have the following casualty operations responsibilities:

- Develop an SOP for casualty operations.
- Maintain personnel asset visibility on all assigned or attached personnel, other Service personnel, DoD/DA civilians, and contractors who deploy with the force.
- Ensure casualty reports are submitted within 6 hours from time of incident to submission of Initial Casualty DCIPS-CF report to the supporting theater CAC. Theater CAC submits to CMAOC within 12 hours of casualty notification when conditions permit.
- Ensure Rear Detachment maintains a Records Custodian at home station to ensure casualty verification procedures are executed.
- 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 Form 1156 is used as the template or tool to capture casualty information for generating the initial casualty report.
- Ensure letters of sympathy and/or condolence are completed.
- Ensure casualty operations are included in all OPORDs and OPLANs.
- Synchronize casualty matters between the G-1/AG and G-4.
- Ensure initiation, completion, and reporting to CMAOC of all investigations and boards as required.
- Advise the commander on the status of casualties.
- Ensure operations and capabilities are included as part of early entry operations.
- Perform those functions and responsibilities of the ASCC G-1/AG when serving as the Army Force G-1/AG.

BRIGADE S-1/STB S-1 (FOR GENERAL OFFICER-LEVEL HQS)

4-104. The brigade S-1 has the responsibility to maintain casualty reports and the status of all assigned/attached personnel at MTFs. The brigade S-1 is the point of entry for casualty data into DCIPS within 6 hours, conditions permitting, and is required to submit supplemental, status change, and progress reports as applicable. Field grade commanders or their designated field grade representative must authenticate casualty reports for accuracy and completeness. Brigades are responsible for coordinating with the Fatal Accident section of CMAOC whenever there is a military-related accidental death or any death within the unit that is covered by AR 600-34 for the required Family briefing. During contingencies, the brigade S-1 has the following casualty operations responsibilities:

- Ensure the Rear Detachment maintains a roster of trained and certified CNOs and CAOs.
- Ensure the Rear Detachment makes telephonic notification for all injured/ill casualties as directed by CMAOC.
- Ensure the Rear Detachment has identified and trained sufficient personnel to serve as Summary Court Martial Officers (SCMOs) to secure and process home station personal effects.
- Develop an SOP for casualty operations.
- Maintain personnel asset visibility on all assigned or attached personnel, other service personnel, DoD/DA civilians, and CAAF. Provide accountability information to Personnel Recovery (PR) Cells and other staff agencies to ensure 100% force accountability is maintained.
- Maintain a personnel information database as directed by the ASCC G-1/AG for the purposes of assisting PR operations; PR Cell requires information on isolated, missing, detained, or captured personnel. This is especially important if the individual in question did not complete DD Form 1833 Test (V2), (Isolated Personnel Report [SOPREP]) or civilian equivalent form.
- Ensure that all assigned or attached personnel are trained on and maintain required copies of DA Form 1156.
- Receive casualty information from subordinate battalion S-1 sections, from tactical voice and data nets, using the DA Form 1156 as a template to collect all essential elements of the casualty report, from brigades' ad hoc CLTs.
- Verify that casualty information (DD Form 93/SGLV Form 8286) on Soldiers' MHRR is current. Forward updates to CMAOC through appropriate CAC, as required.
- Submit casualty reports to the corps/division G-1/AG, or deployed theater CAC, IAW ASCC G-1/AG casualty reporting guidance using DCIPS-CR/CF or directed system within 6 hours of casualty producing incident when conditions permit; PR Cell must be informed of DUSTWUN incidents and casualty reports.
- Maintain coordination with the Surgeon/MTF/Medical Company to monitor status of casualties, both those further evacuated and those ultimately RTD from the Medical Company.
- Submit supplemental casualty reports when the status of the casualty changes or whenever additional information becomes available, to include the initiation of or completion of any death investigation.
- Monitor/appoint SCMOs for personal effects, as required, and ensure compliance with provisions of AR 638-2, Care and Disposition of Remains and Disposition of Personal Effects, to include submission of the interim and final SCMO report to CMAOC. Additional guidance is contained in DA Pam 638-2.
- Process posthumous promotions, awards, and U.S. citizenship, if appropriate.
- Coordinate with brigade S-4 for movement of personal effects.
- Prepare appointment orders for investigation officers to conduct AR 15-6 collateral investigations into all hostile deaths and military-related accidental deaths and friendly fire incidents.

- Monitor and appoint LOD 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, but many brigade commanders will also have the S-1 prepare a corresponding letter.
- Ensure casualty operations are included in all OPORDs and OPLANs.
- Update status of casualties to the commander, subordinate S-1s, and Rear Detachment commander as they move through the medical system using DCIPS-CF (by monitoring PROG reports submitted), the brigade Surgeon, and when required, verbal coordination with MTFs.
- Analyze personnel strength data to determine current capabilities and project future requirements. Track the status and location of recovered personnel until they complete the reintegration process. PR Cells might require additional staffing to fulfill assigned responsibilities. Additional maneuver forces may also be required for PR missions.
- Ensure casualty operations and capabilities are included as part of early entry operations.
- Establish and convene a casualty working group to ensure all actions that are required to be completed in the aftermath of a casualty incident are coordinated and completed.

BATTALION S-1

4-105. The battalion S-1 has the responsibility to prepare casualty reports and maintain the status of assigned/attached personnel at MTFs. Battalion S-1s will forward all original casualty forms (to include DD Form 93 and SGLV Form 8286) to the brigade. The battalion processes casualty reports using the DA Form 1156 as a template to capture the information needed to complete a casualty report and ensures the form is completely filled out and submitted to the brigade S-1 within 3 hours, conditions permitting. Field grade commanders or their designated field grade representative at battalion must approve casualty reports for accuracy and completeness. During contingency operations, battalion S-1s have the following casualty operations responsibilities:

- Develop an SOP for casualty operations.
- Maintain personnel asset visibility on all assigned or attached personnel. Provide account-ability information to PR Cells and other staff agencies to ensure 100% force accountability is maintained.
- Ensure that all assigned or attached personnel are trained on and maintain required copies of DA Form 1156 and understand how to use the form as a template or prompter to relay the essential elements of the casualty report by voice or electronic means as quickly as possible after a casualty incident occurs.
- Provide Soldiers the opportunity to update their DD Form 93 and SGLV Form 8286 when changes are necessary.
- Receive casualty information from subordinate or attached units (information may be received via casualty reporting system, DA Form 1156(s), radio, or by other available methods).
- Notify the commander and Chaplain when a casualty occurs.
- Review and approve casualty information (verified through CLT, MA collection points, straggler information, provost marshal channels, or individual personnel).
- Submit initial casualty reports to brigade S-1 using DCIPS-CF when available or via DA Form 1156 when DCIPS-CF is not available. When required, ensure a field grade officer from the battalion reviews and authenticates casualty information prior to submission of the initial report. If the tactical situation does not allow a review, follow-up the initial report with a supplemental update as soon as possible. Verification of the accuracy of reported data on DA Form 1156 is essential to an accurate casualty reporting system. Remember, the DA Form 1156 is a required template or tool to gather information in order to complete the casualty report.
- Coordinate with the Surgeon/Battalion Aid Station/Medical Company to monitor status of casualties.

- Provide supplemental casualty report information whenever any additional casualty information is confirmed or when the circumstances as initially reported require updating.
- Process posthumous promotions, awards, U.S. citizenship actions, if applicable.
- Appoint SCMO for personal effects.
- Coordinate with battalion S-4 for movement of personal effects.
- Coordinate for an investigating officer to conduct AR 15-6 investigations (required for hostile deaths, suspected suicides, deaths resulting from military-related accidents, or friendly fire incidents).
- Ensure casualty operations are included in all OPORDs and OPLANs.
- Appoint LOD 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.
- Analyze personnel strength data to determine current capabilities and project future requirements. Track the status and location of recovered personnel until they complete the reintegration process. PR Cells might require additional staffing to fulfill assigned responsibilities. Additional maneuver forces may also be required for PR missions. See resource allocation discussion in FM 3-50.1, Chapter 2.
- Maintain a personnel information data base; PR Cell requires information on isolated, missing, detained, or captured personnel. This is especially important if the individuals in question did not complete DD Form 1833 Test (V2), or civilian equivalent form.
- Update the commander on the status of casualties.
- Ensure casualty operations and capabilities are included as part of early entry operations.

HR OPERATIONS BRANCH

4-106. The HROB has the following casualty operations responsibilities:
- Monitor and provide recommendations on placement of CLTs.
- Assist the HR Company in establishing required communications (voice and data) links for CLTs.

HRSC

4-107. HRSC has the following casualty operations responsibilities:
- Serve as the casualty manager for the JOA.
- Establish the Theater Army Casualty Records Center (TACREC).
- Develop an SOP for casualty operations.
- 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 ASCC personnel.
- Provide CLTs to Role III MTFs and MA collection points.
- Review and transmit INIT, SUPP, and STACH casualty reports from all theater reporting elements.
- Synchronize casualty operations between the G-1/AG, CLTs, military police, MTFs, and MA activities.
- Monitor status of all AR 15-6 and LOD death investigations and ensure that CMAOC receives status and POC updates at least every 30 days until the investigation is complete.
- Update the ASCC commander on the status of casualties through the ASCC G-1/AG.

4-108. When the tactical situation dictates, the HRSC establishes a TACREC. The TACREC is normally located at the Casualty Operations Center of the theater CAC. The HRSC COD 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. DCIPS enables CACs, G-1/AGs, and S-1s (based on permissions) to create, supplement, or view casualty information pertaining to a specified individual.

HR COMPANY (CASUALTY LIAISON TEAM)

4-109. The HR Company, through its CLTs, provides accurate and timely casualty reporting and tracking information at MTFs, MA collection points and other locations. CLTs must deploy as members of all early entry elements to facilitate the casualty information flow of accurate and timely reporting. CLTs serve as a liaison for each affected commander and unit, provide updated status reports to the affected unit and inform the unit if the affected Soldier leaves theater. HR companies with a CLT mission, have the following responsibilities for casualty operations:

- Maintain liaison with supported units, MTFs, and G-1/AG.
- Develop an SOP for casualty operations.
- Ensure timely reporting of casualty information to the theater CAC, the G-1/AG, and unit S-1.
- Verify casualty information and forward it to theater CAC, the G-1/AG, and the unit S-1.
- Assist commanders in maintaining accurate casualty information throughout the duration of an operation.
- Ensure personnel are cross-trained to allow for rotations in duty assignments between the G-1/AG, MTF, and MA collection points to provide a break from the emotional nature of the duty.
- Assist with coordinating a Soldier's RTD with the unit and/or a PAT.
- Review each patient's status, document newly arrived patients, and collect casualty related information for entry into the DCIPS database.
- Assist injured Soldiers in obtaining access to necessary services such as military pay, MWR, etc.

4-110. CLTs report directly to the COD of the HRSC operating the theater CAC and provide support to hospitals and G-1/S-1s.

CASUALTY ASSISTANCE CENTER (CAC)

4-111. CACs provide casualty notification and assistance to include: assisting Families with survivor's benefits and entitlements, coordinating escorts for remains, making funeral arrangements to include Family funeral travel, and providing military burial honors and personal effects disposition. CACs operate based upon a geographic area of responsibility and may, depending on the situation, extend beyond their area of responsibility. CACs operate both in peacetime and during contingency operations. During contingency operations, the theater CAC is primarily involved with the casualty reporting process and the Installation CAC is mainly involved with the notification and assistance to the NOK. The CAC, with direction from CMAOC, is responsible to:

- Develop an SOP for casualty operations.
- Provide notification and assistance to NOK.
- Assist Families with survivor's benefits and entitlements.
- Coordinate escorts for remains.
- Make funeral arrangements to include Family funeral travel.
- Provide military burial honors and personal effects disposition (CONUS CACs handle personal effects from theater and the Rear Detachment SCMO handles personal effects at home station).

- Provide training for Soldiers and personnel from all components as CNOs and CAOs.
- Coordinate fatal training accident briefs to the PNOK.

PRE-DEPLOYMENT ACTIONS

4-112. Brigades will ensure the following tasks are accomplished by subordinate units prior to deployment:

- Appoint a SCMO for the AO and for the Rear Detachment to process the personal effects of a deceased Soldier in coordination with the S-4. Coordinate SCMO appointment with the command's servicing judge advocate.
- Ensure all deploying Soldiers and Family members view the pre-deployment casualty preparedness training videos.
- Brief Soldiers on the importance of updating wills and give each the opportunity to update DD Form 93 and SGLV Form 8286.
- Include awards scrubs as part of pre-deployment operations; ensure each Soldier reviews and updates their officer or enlisted record brief, with special emphasis on awards during pre-deployment operations.
- Ensure each Soldier's current DD Form 93 and SGLV form-series are posted to the Soldier's iPERMS record and maintain a copy of DD Form 93 and SGLV Form 8286 on file for each Soldier assigned or attached at Soldier's home station and with the deployed unit. Home station will maintain the documents with original signatures.
- Coordinate with the S-6 to ensure capability to email casualty reports to brigade.
- Provide the Rear Detachment POC information to home station CAC and ensure rear detachment personnel are trained on how to conduct telephonic notification to the NOK of injured/ill Soldiers.
- Ensure all DCIPS-CF users are fully trained on DCIPS and casualty reporting procedures.
- Create a list of mature Soldiers to be trained as CNOs and CAOs and coordinate with the home station CAC to ensure the appointed personnel are trained and certified by the supporting center.
- Contact the Army Mortuary Liaison at the U.S. Air Force Port Mortuary, located in Dover, Delaware, before forwarding unit patches and sets of unit crests. The Army Mortuary Liaison can be reached at (302) 677-2188, DSN: 445-2188, or at dover.armymort@dover.af.mil.
- Train Soldiers on DA Form 1156; ensure use of DA Form 1156 as a template for calling in essential information after a casualty incident.
- Develop a casualty SOP. Casualty SOPs should include DCIPS-CF/CR training (software should be loaded on several computers); procedures for processing posthumous awards, promotions, and combat badges; casualty notification to Families of injured/ill Soldiers when directed by CMAOC; expediting citizenship requests; conducting unit memorial services; processing LOD investigations and determinations; and for processing of theater and home station personal effects, to include appointment and training of SCMOs; and define unit specifics for Military Funeral Honors.

BATTLEFIELD FLOW

4-113. Collect casualty information on the battlefield from all available sources and report through 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 G-1/AG and S-1 must be ready to immediately assume the role of the CAC. Figure 4-7 depicts the theater casualty reporting and tracking flow.

4-114. The observed casualty incident is initially recorded on a DA Form 1156 to quickly document critical information and is transmitted to the battalion S-1 section by voice or electronic means with hard-copy follow-up. Casualty reports or casualty information received via tactical operational systems must be

reconciled and verified by battalion S-1s and forwarded to brigade S-1 personnel who submit the casualty report. This reconciliation involves coordinating with the unit, medical personnel, CLTs, MA 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 and then the report is forwarded to the brigade S-1. The brigade S-1 section prepares the DCIPS-CF casualty report and forwards it to the division G-1/AG, corps G-1/AG, and the theater CAC for further submission to CMAOC. (Note: Based on guidance from the JTF, JFLCC, or CFLCC, the ASCC G-1/AG may delegate authority for corps commanders to release casualty reports directly to CMAOC with a copy provided to the CAC.) Due to the personal nature of information within casualty reports, the theater CAC reports casualty information to the CMAOC using DCIPS as the official means of casualty reporting.

4-115. Soldiers may be immediately medically evacuated to an MTF where the CLT, in coordination with the Soldier's unit, may generate the DCIPS report for submission to the theater CAC. Information includes date and time of the casualty, inflicting force, detailed circumstances and location using non-military terminology.
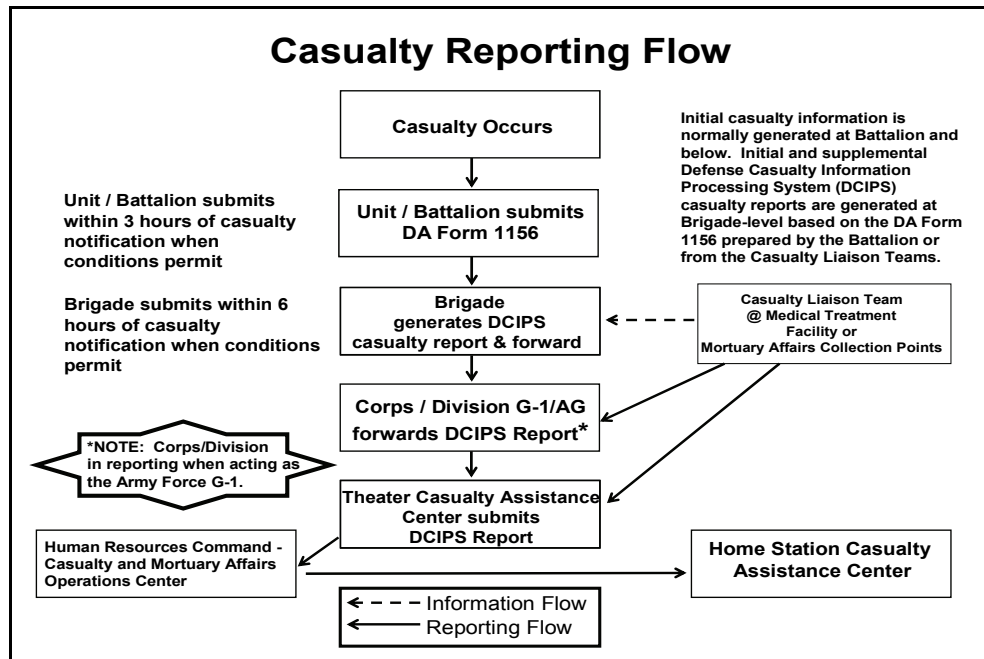
Figure 4-7. Casualty Reporting Flow

4-116. The CMAOC contacts the supporting CONUS/OCONUS CAC to coordinate for notification of NOK (as per the DD Form 93) for deceased Soldiers. For injured/ill Soldiers, CMAOC contacts the supporting CAC who contacts the Soldier's rear detachment. The Rear Detachment makes telephonic notification for injured/ill Soldiers and then reports back to the Installation CAC when notification is complete. Once notification is complete, CMAOC calls the NOK and prepares them for travel (with Invitational Travel Orders) to the bedside if the Soldier's doctor requests their presence on a DA Form 2984 (Very Seriously Ill Special Category Patient Report).

4-117. 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 casualty reporting timelines. Augmentation is normally provided by higher echelon G-1/AG or S-1 sections, and if available, CLTs.

4-118. As sick and injured Solders are moved through the medical evacuation system to theater MTFs, their units may still be actively engaged in combat operations. Information gathered by the CLT flows directly to the ASCC CAC operated by the COD of the HRSC unless the ASCC G-1/AG directs that reports be routed to subordinate G-1/AGs for commander release approval.

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Chapter 5

Coordinate Personnel Support

Personnel support activities encompass those functions and activities which contribute to unit readiness by promoting fitness, building morale and cohesion, enhancing quality of life, and by providing recreational, social, and other support services for Soldiers, DoD civilians, and other personnel who deploy with the force. Personnel support encompasses the following functions: Morale, Welfare, and Recreation (MWR), Command Interest Programs, and Band Operations. The G-1/AG or S-1 has staff responsibility for personnel support.

SECTION I—MORALE, WELFARE, AND RECREATION (MWR) SUPPORT

GENERAL

5-1. MWR programs, as defined in this manual, are those activities that support and improve the morale and well-being of the deployed force. These include activities sponsored by the FMWRC, other agencies, and commands at all levels. The terminology used in this publication is not synonymous with official Family and Morale, Welfare, and Recreation (FMWR) programs sponsored by the Army, but may include such programs.

5-2. MWR support is mission essential to combat readiness (JP 1-0). MWR programs enhance the quality of life for deployed forces and address the strategic imperatives of the Joint expeditionary Army. The deployed force includes:

- Soldiers.
- DoD civilians.
- CAAF.

5-3. Commanders at all levels are responsible for ensuring MWR support programs are available. They are responsible for determining different levels of required support based on the mission, anticipated duration of deployment, theater environmental conditions, and higher command requirements. MWR support is METT-TC driven, and commanders must be able to quickly revise plans, programming, and support levels to adapt to changing situations and requirements. MWR support programs may include such activities as:

- Sports activities.
- Libraries.
- Clubs.
- Entertainment.
- AAFES.
- Fitness and recreation.
- ARC support.
- Internet facilities.
- Health and Comfort packs (HCPs).
- Other activities that support the well-being of the deployed force.

5-4. MWR support includes a wide variety of services. During the initial deployment and early sustainment phase of military operations, only minimum MWR services are provided. Minimum services include brigade sports equipment, health and comfort packs, ARC, and limited AAFES.

5-5. The combatant commander, through their J-1/G-1 and J-4/G-4, determine MWR needs and requirements based on operational tempo and available MWR resources. While the J-1/G-1 is the primary staff office responsible for MWR, the J-4/G-4 is responsible for the execution of MWR logistics support requirements. Depending on AO stability and actions, the commander may use alternative sources such as the Logistical Civilian Augmentation Program (LOGCAP) or contracted personnel.

5-6. The availability of personnel and facilities provided by the MWR network depends on the combatant commander's command policies and the operational/tactical situation. Planners at all levels ensure operational plans include requirements for fitness and recreation, AAFES support, and community support functions such as ARC.

5-7. G-1/AG and S-1 staffs at battalion and above need to be aware of the full range of MWR services and programs, and ensure they are incorporated into operational plans and orders. They must also be knowledgeable of key staff players who support the execution of MWR programs. For example, the S-4 is responsible for coordination and execution of logistics support for MWR services and programs. These services are in the form of unit recreation, library book kits, sports programs, and rest areas at brigade and higher. 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.

5-8. Civilian recreation staff will be available to assist in the planning and execution of necessary support services. Commanders will identify appropriate civilian positions on the Mobilization Table of Distribution and Allowances 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 added to the "battle-roster" of brigade and larger-sized units' staffs. These personnel normally become members of the G-1/AG and S-1 staffs and they plan and coordinate MWR activities prior to and during mobilization. These personnel may also deploy with the unit to accomplish brigade and higher staff MWR responsibilities and assist the unit Athletic and Recreation (A&R) officer/NCO (military personnel) in planning and executing MWR programs.

5-9. IMCOM Headquarters maintains a roster of MWR Emergency Essential Civilian (EEC) personnel who are available to augment the G-1/AG and S-1 in coordinating and conducting MWR support activities. Upon deployment, MWR EEC specialists are paid with contingency funds. Both appropriated fund and non-appropriated fund (NAF) MWR personnel may be used, but NAF salaries of deployed personnel are reimbursed to the appropriate NAF account with contingency funds IAW DoD MWR Utilization, Support and Accountability rules.

5-10. Special duty manpower from ASCC assets/contingent hires may also be used to assist in program execution and facility operation. The Army G-3 may also provide civilian fitness and recreation staff from other installations through the Worldwide Individual Augmentation System tasking authority to IMCOM. Commanders need to establish and validate requirements on their Mobilization Table of Distribution and Allowances for MWR EEC civilian positions.

5-11. Unit commanders are responsible for procurement of unit level recreation kits. These kits are designed to be packaged and distributed to each company size unit in the AC, ARNG, and RC. Recreation kits will be part of a unit TOE and will deploy with units as a portable means to fulfill recreation/leisure needs. They 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 TOE equipment.

5-12. Commanders at all levels must be sensitive to conditions external to the AO 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, facsimile transceiver, commercial telephone, or the Army mail system.

MWR RESPONSIBILITIES

5-13. Commanders at all levels are responsible for the MWR support provided to their Soldiers and civilians. MWR programs are found at all echelons on the battlefield and in all operational 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 A&R officers/NCOs; brigades and above assist all subordinate units in planning and executing their MWR programs. Figure 5-1, along with the following paragraphs, addresses the relationship between key players and other staff elements in MWR.

MORALE, WELFARE, AND RECREATION (MWR) SUPPORT					
FUNCTION / TASK	**Responsible Agencies**				
	BN	**BDE**	**DIV**	**CORPS**	**ASCC**
Manage MWR Program/Policies	S-1	S-1	G-1/AG	G-1/AG	G-1/AG
Identify MWR Requirements	S-1	S-1	G-1/AG	G-1/AG	G-1/AG
Execute MWR Logistics Support	S-4	S-4	G-4	G-4	G-4
Issue MWR Material	S-4	S-4	G-4	G-4	G-4
Include MWR in OPLAN / OPORD	S-1	S-1	G-1/AG	G-1/AG	G-1/AG
Establish Imprest Funds	S-1	S-1	G-1/AG	G-1/AG	G-1/AG
Request External MWR Support	S-1	S-1	G-1/AG	G-1/AG	G-1/AG
Coordinate for Family Readiness / Support	S-1	S-1	G-1/AG	G-1/AG	G-1/AG
Establish Theater Rest Areas			G-1/AG	G-1/AG	G-1/AG
Coordinate MWR Training at CRC					G-1/AG
Request FMWRC MWR Personnel	S-1	S-1	G-1/AG	G-1/AG	G-1/AG
Coordinate Postal Support for Book Kits and Reading Materials	S-1	S-1	G-1/AG	G-1/AG	G-1/AG
Coordinate for Health and Comfort Packs	S-4	S-4	G-4	G-4	G-4
Plan and Coordinate Direct Operations Exchange - Tactical	S-1	S-1	G-1/AG	G-1/AG	G-1/AG
Plan and Coordinate TFE (AAFES)	S-1	S-1	G-1/AG	G-1/AG	G-1/AG
Coordinate Red Cross Support	S-1	S-1	G-1/AG	G-1/AG	G-1/AG
Allocate Soldiers Time	S-3	S-3	G-3	G-3	G-3

Legend: AAFES – Army and Air Force Exchange Service; AG - Adjutant General; ASCC – Army Service Component Command; CRC – CONUS Replacement Center; FMWRC – Family and Morale, Welfare, and Recreation Command; OPLAN / OPORD – Operation Plan /Operation Order; TFE – Tactical Field Exchange

Figure 5-1. Morale, Welfare, and Recreation (MWR) Support

U.S. ARMY FAMILY AND MORALE, WELFARE, AND RECREATION COMMAND (FMWRC)

5-14. FMWRC assists sustaining base commanders by maintaining MWR (includes Child, Youth, and School Services (CYSS)) and Family assistance and readiness support at home stations. FMWRC is the executive agent to provide necessary deployment support to the ARC; AAFES is responsible for exchange support. 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.

5-15. During military operations, installation staff must be cognizant of population fluctuations and be prepared to provide expanded services. The requirement for service for the Families of deployed Soldiers (Active and Reserve), and the Families of those back-filling the installation may quickly stress MWR and Family programs.

5-16. Prior to and during deployment, the installation Directors of HR and Family and Morale, Welfare and Recreation are responsible to:

- Assist G-1/AGs and S-1s in procurement and transportation of MWR equipment and supplies included in operations and lift plans.
- Train A&R officers/NCOs in MWR procedures and functions.
- Ensure the execution of MWR services is available during initial deployment.
- Identify MWR EEC to support deployments.

- Coordinate with the combatant command for reimbursing salaries of EEC personnel through operational funding.
- Assist MWR EEC personnel with preparations for deployment.
- Initiate temporary backfill of essential MWR personnel.
- Accomplish Army Community Service (ACS) and CYSS DCS tasks listed in the DCS Army Directive.
- Conduct Operation Resources for Educating About Deployment and You (READY) training for FRG leaders, Family Readiness Support Assistants, and Rear Detachment commanders.
- Provide support and assistance to commanders to provide Family readiness related training to Soldiers and Family members throughout the deployment cycle and to establish a unit Family readiness infrastructure.
- Manage the Soldier and Family Assistance Center.

ASCC G-1/AG

5-17. The ASCC G-1/AG has the following MWR responsibilities:

- Identify and input fiscal and personnel requirements for the Total Army Family Program as part of the command operating budget process.
- Coordinate, develop, and manage MWR programs and policies.
- Ensure MWR operations are included in all OPORD and OPLANs.
- Plan for deployment of MWR EEC personnel.
- Identify MWR manpower, materiel, and other assistance required to support MWR.
- Coordinate with FMWRC/IMCOM, G-4, and Army Commands of deploying units for MWR manpower, materiel, supplies, and other assistance.
- Prepare ASCC MWR policies, procedures, and the base of operations to support units, Soldiers, DoD personnel, and other civilians authorized access to MWR programs and services.
- Establish theater pass policies in support of MWR programs.
- Coordinate with the G-4 to establish AO rest areas.
- Coordinate with other military services for Joint recreational operations if serving as the JTF J-1.
- Coordinate with AAFES for establishment of AAFES support.
- Coordinate with the G-4 for execution of shipping of MWR equipment and supplies.
- Coordinate and provide assistance/support for transporting 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/FMWRC for live entertainment for Soldiers and authorized civilians in the AO.
- Establish policy on volunteer or contracted live entertainment.
- Develop plans and policies for the establishment and support of unit lounge activities.
- Coordinate with FMWRC/IMCOM/G-4 to develop a system for procuring, transporting, accounting, training, and providing MWR technical assistance to subordinate units.
- Coordinate with FMWRC/IMCOM for development of a policy and operational support system for club operations.
- Coordinate necessary deployment support for the ARC.
- Coordinate with AAFES and the ASCC G-4 for manning and support for exchange sales, Name Brand Fast Food, services and troop-supported Tactical Field Exchange (TFE) or Direct Operations Exchange—Tactical (DOX-T) operations.
- Coordinate and monitor MWR self-administered activities in division-size and smaller units.

- Coordinate transportation for MWR kits and the supply and distribution of HCPs in the theater.
- Monitor reading material availability in the theater and coordinate postal operations support for shipment of book kits and reading material.

CORPS/DIVISION G-1/AG

5-18. The corps/division G-1/AG has the following MWR responsibilities:

- Coordinate, develop, and manage MWR programs IAW ASCC guidance. If serving as the JTF or Army Forces G-1/AG, the corps/division G-1/AG will perform those ASCC G-1/AG duties as outlined above. Policy and programs should include non-corps/division units in the corps/division area.
- Ensure MWR operations are included in all OPORD and OPLANs.
- Assist subordinate organizations in establishing MWR programs, operating unit lounges and exchange facilities, acquiring and transporting equipment/supplies, and accounting for equipment and monies.
- Plan for TFEs that are established and operated by commands using unit personnel.
- Require subordinate units to include small unit recreation kits and MWR service level kits in their load plans.
- Plan for AAFES Imprest Fund Activities (AIFA) that may be established and operated by unit personnel. See AR 215-8, Army and Air Force Exchange Service Operations for more information.
- Establish policy and schedule for rest area utilization and pass programs.
- Provide brigades with allocations for R&R.
- Plan for DOX-T operations established and operated by AAFES personnel in a secure environment (dependent on METT-TC).
- Request name brand fast food and services (concession) operations support, i.e., barber shop, alterations, gift shops, new car sales, etc., as the operational pace permits.
- Establish in-AO rest areas.
- Request and plan transportation for a 30-day supply of book kits from FMWRC and the Assistant Chief of Staff for Installation Management (ACSIM).
- Support self-administered activities in division-size and smaller units.
- Coordinate Army band activities.
- Establish MWR policy and monitor/support corps-level MWR programs for divisional and non-divisional units in the corps area.
- Establish corps/division rest areas; assist subordinate commands in operating activity centers and lounges; and coordinate MWR services with replacement and reconstitution operations.
- Coordinate training, to include CRC processing, for MWR program personnel transiting to and from the theater.
- Request MWR personnel to assist subordinate commands in planning and assisting in MWR tasks and activities.
- Coordinate support for the ARC.
- Coordinate MWR support team activities, Family assistance, and communications with the Rear Detachment.

BRIGADE S-1

5-19. The brigade S-1 staff facilitates and coordinates MWR programs and has the following responsibilities:

- Ensure MWR operations are included in all OPORD and OPLANs.
- Ensure commanders appoint A&R officers/NCOs at battalion and company as an additional duty.

- Plan for TFEs that are established and operated by commands using unit personnel.
- Plan for AIFA that may be established and operated by unit personnel.
- Plan for DOX-T 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 corps/division G-1/AG.
- Schedule unit personnel and civilians for rest area utilization and pass programs, as applicable.
- Coordinate establishment and operation of activity centers, recreation activities, exchanges, and unit lounges for Soldiers and all other assigned personnel.
- Coordinate unit athletic and recreation programs to include acquisition, use, and maintenance of equipment/supplies.
- Ensure that commanders appoint Family Readiness personnel at the battalion and company as an additional duty.

BATTALION S-1

5-20. The battalion S-1 ensures an A&R officer/NCO has been appointed to coordinate MWR programs and maintain equipment. The battalion S-1 has the following MWR responsibilities:

- Coordinate with the battalion S-4 to ensure that Soldiers and civilians deploy with a 30-day supply of HCP.
- Determine the type and quantity of HCP carried by individual Soldiers.
- Plan for unit MWR programs prior to deployment and upon return from deployment.
- Requisition book kits at the sustaining base or mobilization station.
- Ensure units include MWR equipment, to include unit-level recreation kit(s), and book kits in their basic load plans.
- Plan for AIFA that may be established and operated by unit personnel.
- Schedule Soldiers and civilians for R&R periods based on allocations established by the brigade.
- Coordinate establishment and operation of Soldier activity centers, recreation activities, exchanges, and unit lounges.
- Coordinate unit programs to include acquisition, use, and maintenance of equipment/supplies.
- Coordinate unit Family Readiness programs and policies.
- Ensure unit commanders appoint Family Readiness points-of-contact as an additional duty IAW AR 600-20.
- Ensure unit commanders establish FRGs.
- Establish liaison with the ARC upon arrival in theater.

AMERICAN RED CROSS (ARC)

5-21. The ARC consistently delivers essential Red Cross services to active duty military, ARNG, 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 communication, i.e. deaths and births, emergency financial assistance, counseling, as well as comfort kits in the deployed environment.

5-22. All requests for ARC personnel to accompany U.S. Forces into the JOA must be forwarded to the U.S. Army FMWRC, the DoD executive agent for the deployment of ARC personnel during these situations. FMWRC 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 AO 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.

5-23. A designated ARC representative will be involved with the FMWRC, 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 ARC support (logistical and life support) falls under the G-1/AG. ARC representatives are available at division and higher levels to assist with Family emergencies and emergency communication between Family members and deployed personnel. Figure 5-2 displays the responsible agencies for ARC support.

AMERICAN RED CROSS (ARC) SUPPORT					
FUNCTION / TASK	Responsible Agencies				
	BN	BDE	DIV	CORPS	ASCC
Request ARC Support	S-1	S-1	G-1/AG	G-1/AG	G-1/AG
Coordinate Deployment with Units	S-1	S-1	G-1/AG	G-1/AG	G-1/AG
Coordinate Emergency Communications	S-1	S-1	G-1/AG	G-1/AG	G-1/AG
Red Cross Support in Theater	S-1	S-1	G-1/AG	G-1/AG	G-1/AG
Redeployment	S-1	S-1	G-1/AG	G-1/AG	G-1/AG

Legend: AG – Adjutant General; ASCC – Army Service Component Command; CDR – Commander

Figure 5-2. American Red Cross (ARC) Support

ARMY AND AIR FORCE EXCHANGE SERVICE (AAFES)

5-24. An AAFES Board of Directors 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 Afloat Pre-positioning Force support in the form of materiel, facilities, transportation, field site support, military air and logistical support of AAFES operations. Logistical support of AAFES operations and personnel is provided by direct support or through LOGCAP.

5-25. During operations, the ASCC commander, in coordination with AAFES, plans for and supports exchange operations. These plans may include a combination of DOX-T operations, TFEs, and/or AIFAs.

5-26. AAFES deploys personnel to assist the Army in establishing direct retail operations and an exchange warehousing and distribution system. The ASCC and corps G-1/AGs coordinate with their G-4s in the process of designating, training, deploying, and employing Army and Air Force personnel to support the AO AAFES system. AAFES may establish these activities using employees which consist of U.S. nationals, contract operators, host nation employees, third country national employees, or vendors.

5-27. TFEs are normally military manned and DOX-Ts are manned by AAFES personnel. TFEs are designated to provide merchandise and services on a temporary basis in areas where permanent exchange activities are not present. TFE/DOX-T serves Soldiers and civilians, and they may locate as far forward as the Brigade Support Area provided the tactical situation allows.

5-28. 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.

BATTLEFIELD FLOW

5-29. For planning purposes, the following guidelines establish a time-phased schedule for deploying MWR resources to support military operations. Actual timelines and operations depend on METT-TC.

5-30. C–C+30. During the first 30 days of operation, MWR may be limited to unit-level recreation kits and HCP as part of the units' basic load. The following actions take place during this period:

- Commanders obtain book kits provided by the home installation library.
- A&R officers/NCOs procure unit-level recreation kits using mission funding. The installation Director of Family, Morale, Welfare and Recreation may assist with procurement.
- Corps/division G-1/AGs requisition and distribute MWR service-level kits.
- The ASCC and/or the corps/division G-1/AG establish 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 sends additional health and comfort packs to arrive by C+30.
- Civilian MWR EEC personnel deploy to the AO as early as the situation permits and as requested by the ASCC commander. If conditions do not permit or the commander does not request deployment of civilians, military staffs must be prepared to establish and maintain MWR support. Coordination for supplemental civilian MWR EEC personnel is done through the IMCOM headquarters.

5-31. C+30–C+60. The following actions take place during this period:

- Coordinate with the G-4 and base camp commanders for the deployment of MWR service-level kits, electronic game kits, theater in a box kits, video messenger kit, and any other available kits. These kits contain fragile, bulky, and heavy items such as televisions, videocassette recorder/digital video disk players, basketball goals, and free weights.
- Provide appropriate personnel assets to operate MWR programs.
- Develop policies for rest area use.
- Coordinate with the G-4 for distributing HCP with Class I supplies to units and individuals lacking access to exchange or host nation retail facilities.
- Coordinate with the G-4 and AAFES for establishment of a base of operations and distribution centers capable of supporting DOX-T, TFE, and AIFA.
- Coordinate with their G-4 for designating, training, deploying, and employing Army personnel to support the mission.
- Coordinate with FMWRC for a system for distribution of deployed unit funds, and book kits to units at C+30 and every 30 days thereafter. Coordination for supplemental MWR EEC personnel is done through the IMCOM headquarters.

5-32. C+60–C+120. The following actions take place during this period:

- G-4 establishes theater-level DoD Activity Address Codes for MWR. Supply channels will stock MWR items on their Common Table of Allowances. MWR supplies and equipment will be ordered by and shipped to an ASCC MWR DoD Activity Address Code. Examples are weights, amusement machines, lounge and entertainment equipment, and other items for unit recreation and rest area operations.

- Corps/division 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 are based on METT-TC. 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 stress associated with combat duties. The location of this support package will be in the corps and division areas.

- The ASCC G-1/AG may establish a pass program or ASCC rest area within the AO. Assistance may be requested from the ACSIM and the FMWRC.

- ASCC and subordinate commands develop and implement R&R policies. Live entertainment, to include Army Entertainment productions and Armed Forces Entertainment shows (i.e., United Service Organization (USO)), may be requested based on availability, ASCC policy, and the tactical situation.

- During redeployment, operations consolidate or close as the number of personnel supported decreases. Commanders ensure adequate support for residual forces. 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 FMWRC.

SECTION II—COMMAND INTEREST PROGRAMS

FAMILY READINESS

5-33. Family readiness is a critical issue for DoD. Quality of life and Family matters are priority issues for all military personnel. The ability to assist Servicemembers and their Families to prepare for separations during short and long term deployments is paramount to sustaining mission capabilities and mission readiness. The Army has worked closely with FMWRC to develop seamless, integrated Family readiness and support programs that provide information and services to all members, regardless of the parent service or component of the member.

5-34. The chain of command is committed to providing a full range of essential support and services to Soldiers, civilians and their Families throughout the entire spectrum of operations. This commitment is implemented by caring leaders at all levels of command, from the first-line supervisor to the Secretary of the Army. A vast array of Army work-life programs are provided at installations worldwide to help Families respond to various transitions they experience such as relocation, separations and deployments.

5-35. The Family and Soldier readiness system for all components of the Army includes Family assistance center facilities, FRGs, Rear Detachments, and other unit Family readiness personnel. Unit commanders work with the ACS, RC Family programs and other agencies to ensure each component of the program contributes effectively to the goal of caring for Soldiers and Families. Installation ACS directors reach out to the ARNG and Army Reserve units in their geographic area of responsibility to assist RC Family program personnel with providing information, training, and other deployment readiness assistance to RC Families. At the unit level, commanders use ACS, RC Family programs, and other Army and community resources to ensure Soldiers and Families are prepared prior to deployments, cared for during deployments, and successfully reunited after deployments.

5-36. Family Programs provide a wide range of services to Soldiers, DoD civilians, retirees, and their Family members. The full range of programs and services are available from Army OneSource, through the Installation ACS, or RC Family Services. Some of the programs available are:

- Information and Referral, to include casualty preparedness training.
- Citizen Immigration Services Liaison.
- Deployment and/or Mobilization Assistance.

- Exceptional Family Member Respite Care.
- Family Advocacy.
- Family Member Employment Assistance.
- Family Member Readiness Training.
- Family Member Readiness Group Training.
- Financial Assistance.
- New Parent support.
- Outreach Services.
- Relocation Assistance.
- Sexual Assault Prevention and Response Program.
- Soldier Family Assistance Center.
- Survivor Outreach Services.
- Transitional Compensation.
- Victim Advocacy.
- Volunteers.

RESPONSIBILITIES

ASCC G-1/AG

5-37. The ASCC G-1/AG has the following Family readiness responsibilities:
- Plan, manage, and supervise Family readiness programs.
- Identify fiscal and personnel requirements for the Total Army Family Program.

CORPS/DIVISION G-1/AG

5-38. The corps/division G-1/AG has the following Family readiness responsibilities:
- Coordinate Family assistance.
- Identify fiscal and personnel requirements for the Total Army Family Program.

BRIGADE/BATTALION S-1

5-39. The brigade/battalion S-1 has the responsibility of assisting appointed FRG leaders, as appropriate.

INSTALLATION

5-40. Installations have the following Family readiness responsibilities:
- Accomplish ACS DCS tasks listed in the DCS Army Directive.
- Conduct Operation READY training for FRG leaders, Family Readiness Support Assistants, and Rear Detachment commanders.
- Provide support and assistance to commanders to provide Family readiness related training to Soldiers and Family members throughout the deployment cycle and to establish a unit Family Readiness infrastructure.

EQUAL OPPORTUNITY (EO)

5-41. The Army's EO program formulates, directs, and sustains a comprehensive effort to maximize human potential and ensure fair treatment for all persons based solely on merit, fitness, and capability in support of readiness. The overall objective is to provide EO and fair treatment to all military personnel and Family members without regard to race, color, gender, religion, national origin, and provide an

environment free of unlawful discrimination and offensive behavior, both on and off post and within the limits of the laws of localities, states, and host nations.

5-42. The foundation of the EO program includes:

- Understanding DoD and Army policies concerning EO.
- Command climate surveys/assessments.
- EO complaint processing.
- Human relations and prevention of sexual harassment training.
- Senior leader and executive-level seminar training.
- Quarterly/annual narrative and statistical reporting.
- Equal Opportunity Actions Plans (EOAP).
- Affirmative Employment Plans (for civilian employees IAW AR 690-12, Equal Employment Opportunity and Affirmative Action).

RESPONSIBILITIES

COMMANDERS AT ALL LEVELS

5-43. Commanders at all levels are the EO officers for their commands. All commanders will:

- Develop, manage, and monitor the execution of the EO program for assigned or attached units under their jurisdiction, to include EOAP.
- Publish and post separate, written command policy statements for EO, the prevention of sexual harassment, and EO complaint procedures consistent with Army policy.
- Schedule and provide EO training for units IAW procedures outlined in AR 600-20 and command needs.
- Provide EO support, as appropriate, for EO matters to theater units.
- Ensure EO Advisors are deployed with assigned units.
- Provide EO leader training for units smaller than brigade.
- Ensure military and civilian EO and equal employment opportunity programs complement each other.
- Provide personnel, funding, and other resources to carry out the EO program.
- Compile, maintain, and submit EO statistical data as required.
- Identify unlawful discriminatory practices affecting military personnel and Family members, initiate corrective actions, follow-up and feedback throughout problem resolution.
- Create and sustain effective units by eliminating discriminatory behaviors or practices that undermine teamwork, mutual respect, loyalty, and shared sacrifice of the men and women of America's Army.
- Promote EO and interpersonal harmony for all military personnel and Family members.
- Take appropriate action against those who violate Army EO policy.

VOTING ASSISTANCE PROGRAM

5-44. The purpose of the Army Voting Assistance Program (AVAP) is to make voter registration and voting information, materials, and assistance readily available to all eligible Army personnel. The program educates eligible voters on the importance of voting and provides every opportunity to register and cast their votes.

5-45. IAW AR 608-20, Army Voting Assistance Program, commanders at all levels will provide command emphasis and support to this program on a consistent and continuing basis. As the voter assistance program is a commander's program, the G-1/AG and S-1 are normally designated to ensure appropriate appointments are made and to manage and monitor the program.

RESPONSIBILITIES

ASCC/CORPS/DIVISION G-1/AG

5-46. The ASCC/corps/division G-1/AG has the following voter assistance program responsibilities:

- Appoint in writing, a senior officer(s) (Lieutenant Colonel, Colonel, or above, or DoD civilian equivalent) as the Senior Voting Assistance Officer (SVAO).
- Ensure that each subordinate organization appoints SVAOs and an SVAO alternate to manage the overall subordinate command program.
- Monitor the voter assistance program for subordinate units.
- Maintain a listing of all subordinate installation SVAOs and alternates and provide the listing to higher headquarters as directed.
- Submit recurring reports and provide information and input as required by the HQDA Voting Assistance Office. (Soldier training/contact data will be reported semi-annually.)
- Ensure clear channels of communication are established throughout all Army commands down to unit level.
- Direct internal information media to publicize all aspects of the voting information program in a timely and effective manner.
- Establish evaluation criteria for Voting Assistance Officer (VAO) performance and ensure that VAOs' evaluation reports reflect how well they perform their voting assistance duties.
- Consistently and continually provide command emphasis and support to the AVAP.

BRIGADE/BATTALION S-1

5-47. The brigade/battalion S-1 has the following voter assistance program responsibilities:

- Ensure VAO is appointed in writing for all units with more than 25 permanently assigned personnel and appoint an additional VAO for each 50 unit members above the 25 member base. For example, a company of 125 personnel would require an appointment of three VAOs. Only Lieutenants/Sergeant First Class or above or the civilian equivalent are to be appointed VAO.
- Ensure that appointed VAOs remain assigned through the election cycle or ensure that a VAO who is scheduled for reassignment is replaced before he or she leaves.
- Provide unit VAOs the necessary administrative and logistical support to execute their responsibilities.
- Provide ready access to absentee voter registration, ballot requests, and absentee submission information and deadlines.
- Train all Soldiers, including activated ARNG and RC, on absentee registration and voting. Special attention should be provided to young Soldiers or other first-time voters.
- Provide command emphasis and support to the voting assistance program.

ARMY SUBSTANCE ABUSE PROGRAM (ASAP)

5-48. As defined by AR 600-85, The Army Substance Abuse Program is to integrate, coordinate, and approve all policies pertaining to the ASAP. The purpose of the ASAP is to strengthen the overall fitness and effectiveness of the Army's total workforce and to enhance the combat readiness of its Soldiers.

5-49. The objectives of the ASAP are:

- Increase individual fitness and overall unit readiness.
- Provide services, which are adequate and responsive to the needs of the workforce and emphasize alcohol and other drug abuse deterrence, prevention, education, and treatment.
- Implement alcohol and other drug risk reduction and prevention strategies that respond to potential problems before they jeopardize readiness, productivity, and careers.

- Restore to duty those substance-impaired Soldiers who have the potential for continued military service.
- Provide effective alcohol and other drug abuse prevention and education at all levels of command, and encourage commanders to provide alcohol and drug-free leisure activities.
- Ensure all military and civilian personnel assigned to ASAP staff are appropriately trained and experienced to accomplish their mission.

RESPONSIBILITIES

ASCC G-1/AG

5-50. The ASCC G-1/AG responsibilities for ASAP are:
- Appoint a designated office/staff officer within G-1/AG to serve as point of contact and liaison with HQDA on issues pertaining to substance abuse.
- Appoint a representative to serve on a HQDA Risk Reduction Working Group.
- Ensure theater units execute the ASAP program.

CORPS/DIVISION G-1/AG AND BRIGADE/BATTALION S-1

5-51. Corps/division G-1/AGs and brigade/battalion S-1s have the following ASAP responsibilities:
- Monitor the implementation of appropriate initiatives of the ASAP by their subordinate units.
- Appoint an officer or noncommissioned officer (E-5 or above) on orders as the Unit Prevention Leader (UPL) who must be certified through required training for all subordinate units.
- Recommend that a national background check be accomplished on all UPL candidates. With information provided through background check, commanders will have the final decision regarding UPL eligibility/appointment.

WEIGHT CONTROL PROGRAM

5-52. The purpose of the Army Weight Control Program (AWCP) is to ensure Soldiers are able to meet the physical demands of their duties under combat conditions. As described in AR 600-9, The Army Weight Control Program, is defined as the inability of Soldiers to accomplish their duties which impacts on operational and unit readiness, the health of the individual Soldier, and affects their eligibility for favorable HR actions (retention, promotion, or other career decisions).

RESPONSIBILITIES

ASCC G-1/AG

5-53. The ASCC G-1/AG has the following responsibilities for AWCP:
- Monitor and manage AWCP within the theater of operations.
- Coordinate with the Surgeon to ensure counseling programs are implemented and diet literature is available for theater units/Soldiers.

CORPS/DIVISION G-1/AG AND BRIGADE/BATTALION S-1

5-54. Corps/division G-1/AGs and brigade/battalion S-1s have the following AWCP responsibilities:
- Implement the AWCP for their organizations.
- Ensure continued evaluation of all Soldiers under their command.
- Maintain required weight control data on Soldiers in their command.
- Encourage Soldiers to establish a personal weight goal IAW AR 600-9.
- Ensure that personnel responsible for issuing TDY/Permanent Change of Station orders include the required weight control information.

- Establish an interim process to collect and maintain the data listed below for submission in an annual report.

ARMY CONTINUING EDUCATION SYSTEM (ACES)

5-55. The Army Continuing Education System consists of a series of program and services designed to:

- Provide and manage quality self-development programs and services.
- Provide learning opportunities to enhance job performance, skill qualifications, and career growth for the Army and its future leaders.
- Promote the development of critical thinking and decision-making skills though a variety of educational programs.

RESPONSIBILITIES

5-56. The ASCC G-1/AG has the following responsibilities for ACES:

- Manage ACES programs for the theater of operations.
- Include ACES activities in the deployment planning process.
- Assess and determine level of required support IAW operational pace, anticipated deployment length, and troop needs.
- Ensure ACES funding is resourced and available.
- Coordinate with the JTF J-1 and IMCOM for deployment of education specialist.
- Appoint or establish a Supervisory Education Service Specialist position to provide supervisory control for all deployed area education centers within the theater of operations.

5-57. Once educational needs have been established, IMCOM will assign an educational Functional Support Team who will assist the ASCC in determining which education programs and services will be offered, and determine the number of ACES personnel, or contract personnel, required to support ACES. The team will coordinate with contracted colleges for on-site classes and instructors.

OTHER PROGRAMS

5-58. In addition to the command interest programs discussed above, G-1/AGs and S-1s have the responsibility to manage or implement the following:

- Combined Federal Campaign and Army Emergency Relief Programs.
- Army Well-Being Program.
- Suicide Prevention Program.
- Other programs as directed.

SECTION III—ARMY BAND OPERATIONS

5-59. Army bands provide music for ceremonial and morale support across the full spectrum of operations to sustain Warriors and to inspire leaders. Army bands provide music in keeping with the musical tastes of the target audience. Deployed bands are capable of reinforcing relations with host nations, multinational forces, and Joint Forces.

5-60. The type of missions Army bands perform vary dependent upon the supported command's phase of operations, the location of MPTs, or the concurrent mission capabilities of the MPTs. The modular organization of the band allows its teams to be tasked and deployed independently or collectively.

5-61. The ASCC G-1/AG, in coordination with subordinate G-1/AG and G-3s, determines what musical support capability is required in the AO. The required capability will then determine the number and type of MPTs and Band Headquarters that are needed. In some cases, the ASCC G-1/AG may establish an

Army Band Staff Cell to coordinate band support, provide running estimates, determine courses of action (COA), and provide technical guidance to deployed bands. If established, the staff cell should consist of an Army Band Officer (42C) and a senior NCO (42R). The addition of a senior Chief Warrant Officer (420C) is preferred for optimum efficiency.

5-62. The G-1/AG is the senior staff advisor on band operations. Scheduling of music support is conducted by the G-1 through the G-3 in coordination with the band commander. For C2 purposes, Army bands are attached to the STB at division, corps, or theater-level for administrative and life support purposes.

RESPONSIBILITIES

ASCC/CORPS/DIVISION G-1/AG

5-63. The ASCC/corps/division G-1/AG band responsibilities include:
- Coordinate with the G-3 on music support requirements and priorities.
- Coordinate with the Public Affairs Officer for input on civil affairs, off post, or community relations requests for band support.
- Ensure band operations are included in all operational plans and orders.
- Synchronize band and MWR operations.
- Develop policy for specific procedures and guidelines for requesting band support.

BAND COMMANDER

5-64. The band commander has the following responsibilities:
- Provide advice on band missions and proper utilization of the band.
- Coordinate band operations with the G-1/AG, G-3, Public Affairs Officer, or the STB.
- Conduct mission analysis on receipt of band missions.
- Provide C2 of band personnel.

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Chapter 6

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. As described in FM 5-0, Operations Process, the MDMP is a process that integrates the activities of the commander, staff, and subordinate commanders in developing an operation plan order. It establishes methods for understanding the situation and analyzing a mission; developing, analyzing, and comparing courses of action; selecting the most favorable course of action; and producing an operations plan or order. The Composite Risk Management (CRM) process shall be aligned with each step of the MDMP in order to minimize the hazards/risk level and ensure decisions are being made at the proper level of command. Successful planning of HR support identifies and communicates to subordinate HR and other providers, and unit leaders, the intent, expected requirements, and outcomes to be achieved.

GENERAL

6-1.   Effective HR Planning and Operations requires HR providers to have a firm understanding of the full capabilities of HR units and organizations. This understanding allows the HR provider to better anticipate requirements and inform the commander. HR providers must understand how to employ doctrine in any operating environment and be technically competent in the current HR systems, processes, policies, and procedures required to support Soldiers and commanders engaged in full spectrum operations.

6-2.   HR staff officers at every command level starting with the battalion S-1 perform HR Planning and Operations. HR Planning and Operations are also conducted by the HROB within the Sustainment Brigade and ESC, by the HR Company, and by all divisions within the HRSC. HR Planning and Operations is a continual process that supports a commander's ability to exercise battle command. HR Planning and Operations requires an understanding of how HR support is delivered in the operational environment. The need for collaboration with other staff elements, HR planners, and HR providers is necessary in order to maximize HR support across operational lines. Figure 6-1 depicts the operations process to synchronize the HR planning functions which include:

- Plan: Making plans that support the operational mission and providing commanders with options on how best to use HR assets within their organizations. The HR planner is focused on translating the commander's visualization into a specific COA.
- Prepare: Preparing and setting the conditions for success requires an understanding of the operating environment. HR providers anticipate requirements and set into motion activities that allow the force to transition to execution.
- Execution: Making execution and adjustment decisions to exploit opportunities or unforecasted requirements providing commanders with the flexibility required to be proactive.
- Assess: Continual assessment allows the HR provider to learn and adapt as new information becomes available that provides a clearer picture of the operating environment.
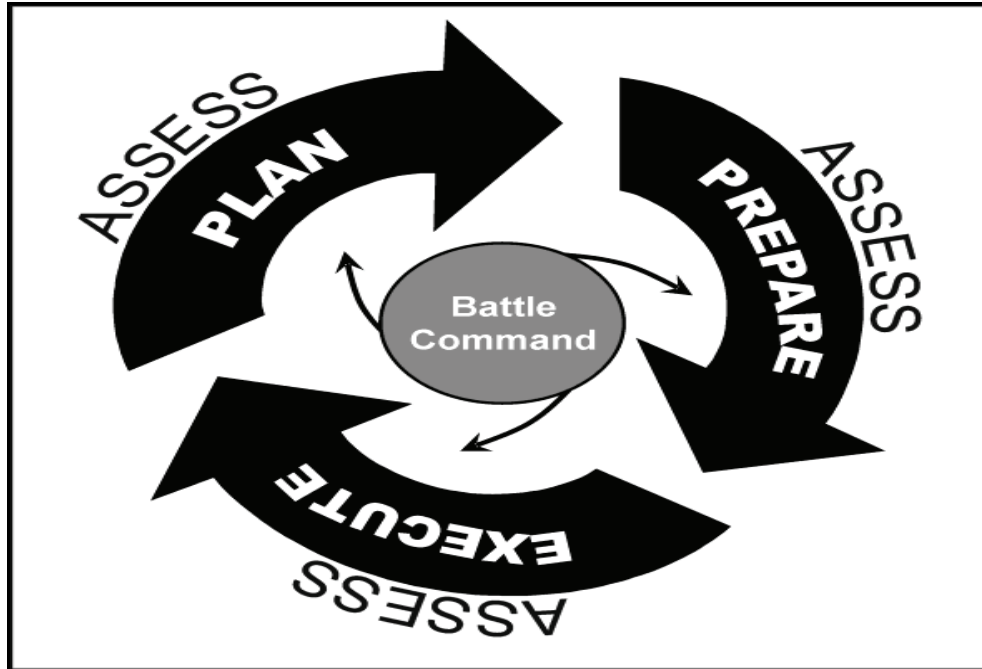
Figure 6-1. The Operations Process

HR PLANNING USING THE MILITARY DECISION MAKING PROCESS (MDMP)

6-3. Each staff officer responsible for HR Planning has an obligation to be thoroughly familiar with the MDMP and CRM processes. As depicted in Figures 6-2 and 6-3, the MDMP consists of seven steps and the CRM process consists of five steps. Each step of the MDMP has various inputs, a method for conducting each step, and outputs that lead to increased understanding of the situation that facilitates continued planning. The detail of each step is dependent on time, resources, experience, and the situation. The MDMP is a time consuming process that must be conducted in a detailed and deliberate process when time allows.

6-4. As a general rule the MDMP is a primary tool that facilitates the collection and processing of key HR information and may be adapted by HR planners for their own organization or purposes. HR planning is a continuous process that evaluates current and future operations from the functional perspective of the HR provider.

6-5. Throughout the MDMP, the G-1/AG, S-1, and HR staff planner should consider how the information being developed impacts HR support to each phase of a military operation. While HR support is conducted in all operational themes, HR planners must consider the frequency of occurrence for HR tasks in each element of military operations, e.g., offense, defense, stability, or civil support. During offensive operations, units will be more focused on casualty reporting and personnel accountability, while other tasks are accomplished as the situation permits.

6-6. To be effective in the planning process, it is important that HR officers/sections be located where they can not only track the current operation, but influence the operation with additional HR support. Generally, at division and higher levels of command, elements of the G-1/AG section are located in the Sustainment Cell of the Main CP. Second and third order requirements for the G-1/AG section are determined by closely tracking the common operational picture. For example, casualties monitored on the command voice or data network should prompt the G-1/AG and S-1 of the requirement to generate casualty reports, possible EPS actions (awards, letters of condolence, etc.), and possible replacement actions necessary to replace casualty losses. By remaining engaged with the operation and maintaining

situational awareness, G-1/AGs and S-1s can better support subordinate and/or supported units (HR and non-HR) in the execution of their HR mission. Similarly, HROBs must remain engaged and integrated with the Sustainment Brigade/ESC staff in order to influence HR support to supported organizations (G-1/AGs and S-1s) and to provide direction and guidance to the HR assets in their organization.

6-7.   Generally, the ability to accomplish personnel accountability (by-name), postal operations, and the full range of casualty operations are not embedded within division and above organizations. However, division and above organizations still have the ability to influence these activities within their commands. As such, division and above organizations have a responsibility to coordinate or synchronize external personnel accountability, postal, and casualty operations support with the supporting Sustainment Brigade HROB. If the HROB is not able to support the requirement with assigned HR units, the request is then forwarded to the ESC HROB or the HRSC for resolution. This enables the HROB to assist supported units and enables them to adequately plan, track the location, resourcing, and capabilities of supporting HR companies, platoons, and teams.

6-8.   Figure 6-2 depicts the steps of the MDMP. The following paragraphs describe each of the MDMP steps and how they relate to planning HR support.
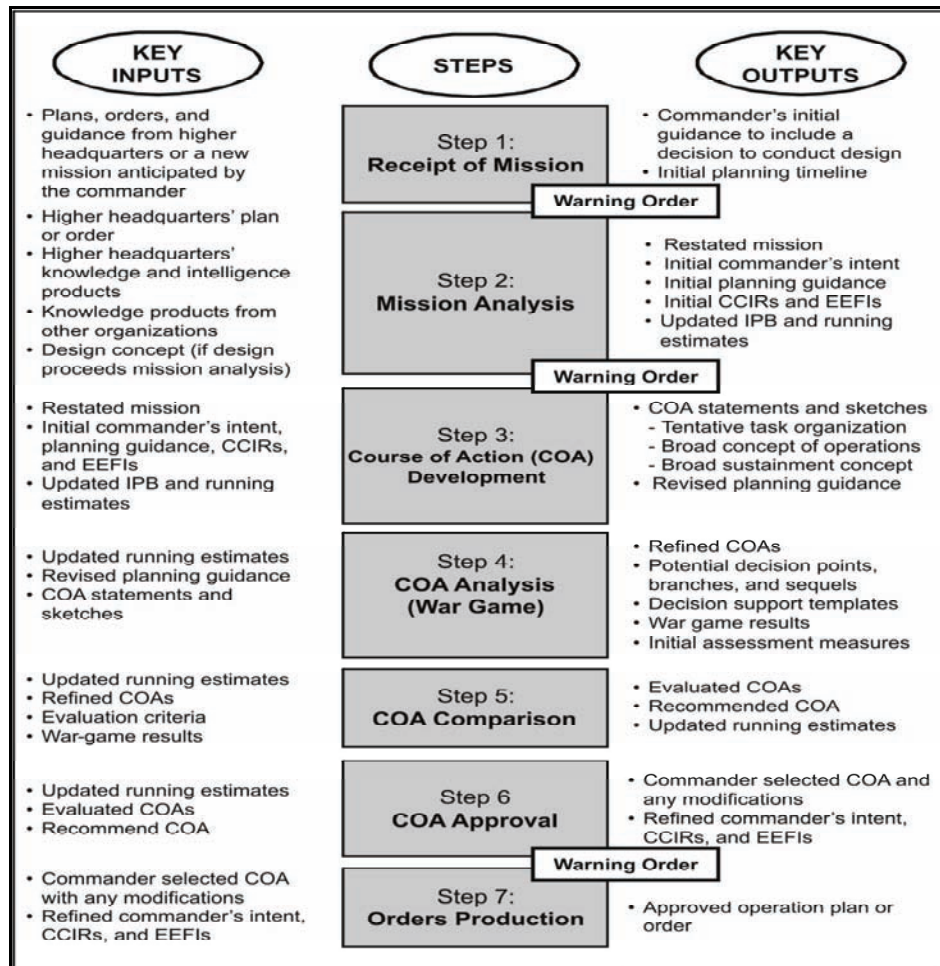

Figure 6-2. Military Decision Making Process

STEP 1. RECEIPT OF MISSION

6-9. Step 1 is the receipt of plans, orders, and guidance from higher headquarters or a new mission anticipated by the commander. This step should include the commander's initial guidance and a decision to conduct initial planning, to include timelines. This step concludes with a warning order to the staff or subordinate units.

6-10. HR planners will ensure the CRM process is included as part of each phase of the operations planning process. Risk is a function of the probability of an event occurring and the severity of the event expressed in terms of the degree to which the incident impacts combat power or mission capability. CRM is the Army's primary decision making process for identifying hazards and controlling risks across the full spectrum of Army missions, functions, operations, and activities. (See FM 5-19, Composite Risk Management, for more information.) CRM is a five-step process that also serves as an integrating process for the sustainment warfighting function in Army operations. (See Figure 6-3.) The CRM subjectively quantifies probability and severity through the use of the Army risk assessment matrix leading to a determination of risk level. Risk levels help show relative significance and serve to alert and inform leaders as they make decisions regarding the COA selection and resource allocation. CRM also assists leaders in deciding where and when to apply sustainment assets and information.

Military Decision-making Process	Risk Management Steps				
	Step 1 Identify Hazards	Step 2 Assess Hazards	Step 3 Develop Controls (+) Decision	Step 4 Implement Controls	Step 5 Supervise (+) Evaluate
Mission Receipt	X				
Mission Analysis	X	X			
COA Development	X	X	X		
COA Analysis	X	X	X		
COA Comparison			X		
COA Approval			X		
Orders Production				X	
Rehearsal	X	X	X	X	X
Execution/Assessment	X	X	X	X	X

Figure 6-3. CRM aligned with the MDMP

6-11. During this step the commander issues a warning order to subordinate organizations.

STEP 2. MISSION ANALYSIS

6-12. During this step HR planners conduct mission analysis. As part of the mission analysis, the mission is clearly stated and the commander provides "commander's intent," planning guidance and identifies initial commander's critical information requirements (CCIR) and essential elements of friendly information are identified. HR planners need to consider the following:

- How does the commander's intent focus HR support efforts? Should not be tied to a specific course of action.
- Unit and system capabilities, limitations, and employment. This includes the ability to access voice and data systems for HR and C2.

- Organization of the unit for HR operations; how manpower allocations will be made to subordinate units.
- 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.
- Determine HR support and HR services available to the force (current and projected).
- Prepare estimates for personnel replacements requirements, based on estimated casualties, non-battle losses, and foreseeable administrative losses to include critical military occupational skill requirements.
- Prepare casualty estimates (when time permits, casualty estimation should be done on each phase of the COA).
- Command and support relationships, to include HR units and supported organizations (G-1/AGs and S-1s), and how these relationships affect the delivery of HR support.
- Resource allocation and employment synchronization of organic and supporting units.
- Locations and movement of HR units and supporting HROB.
- Current and near-term (future) execution of the planned HR support.
- Actions impacting on personnel accountability, casualties, and postal operations must flow to the supporting HROB and the HRSC. This enables the HROB to assist supported units and to track the location, resourcing, and capabilities of supporting HR companies, platoons, and teams.
- Updating the running estimate/personnel estimate.
- Knowledge of unit mission and the mission of supported and supporting units.
- Theater-level HR considerations:
  - Is the MMT resourced to handle mail operations IAW theater plans/policies?
  - If the MMT is serving as the JMMT, is coordination being conducted for appropriate support from Joint assets?
  - Are postal facilities adequate to process, store, and distribute mail?
  - Do postal organizations have adequate and operational equipment to support mail operations (forklifts, transportation, etc.)?
  - Planned location of postal facilities.
  - Can mail operations be integrated into replenishment operations?
  - Are PAT elements adequately staffed to process all categories of personnel flow into and out of the APOD/SPOD?
  - Have recurring transportation requirements been established and are they adequate to support transiting personnel?
  - Do teams have access and resources to update personnel databases from their location?
  - Location of CLT.
  - Is planned connectivity adequate for communications between CLTs, SPO HR Branch, the supported unit, and DCIPS?
- Identify key specified and implied tasks.
- Identify constraints and how the end state affects HR shortfalls.
- Identify HR key facts and assumptions.
- Prepare, authenticate, and distribute the HR plan in the form of approved annexes, estimates, appendices, and OPLANS.
- Identify recommended CCIRs and status of essential elements of friendly information. Examples of CCIRs are: amount of mail not moved within 24 hours of receipt; number of transit personnel awaiting transportation beyond 24 hours; or location and status of CLTs.
- Issue/receive warning order update.

STEP 3. COA DEVELOPMENT

6-13. The COA development phase involves:

- Development of a broad concept of operation and sustainment concept.
- Revising planning guidance as necessary.
- Determining HR resources required to support each COA.
- Reviewing each COA to ensure it supports the commander's intent.
- Determining and refining casualty estimations for each COA.
- Ensuring HR capabilities, strength impacts, and HR asset vulnerabilities are considered.
- Ensuring deployment, intra-theater transit or movements, and redeployment are considered.
- Ensuring current and future HR operations are included in COA.

STEP 4. COA ANALYSIS (WAR GAME)

6-14. The COA (War Game) step is where COAs are refined, the running estimate is updated, and making changes made to the planning guidance. Specific actions include:

- Refining the status of all HR friendly forces.
- Listing critical HR events in war gaming.
- Determining how HR events will be evaluated.
- Determining potential decision points, branches, or sequels.
- Assessing the results of the war gaming (from an HR perspective).

STEP 5. COA COMPARISON

6-15. This step compares the COAs evaluated in Step 4 with the results of the war game to determine the recommended COA. Specific actions include:

- Refining COAs based on war game results.
- Comparing relative success of achieving HR success by each COA.
- Identifying the advantages and disadvantages of each COA.
- Identifying any critical areas of HR support which may impact on each COA, if any.
- Identifying major deficiencies in manpower or in number of HR units, teams, or squads.
- Recommending the best COA from an HR perspective.

STEP 6. COA APPROVAL

6-16. During this step the commander selects and modifies the COA. Specific actions include:

- Selecting best COA; modifies as necessary.
- Refining commander's intent, CCIRs, and essential elements of friendly information.
- Issuing the warning order.

STEP 7. ORDERS PRODUCTION

6-17. Prepare, authenticate, and distribute the OPORD/OPLAN.

RUNNING ESTIMATE/PERSONNEL ESTIMATE

6-18. As defined by FM 5-0, a *running estimate* is a staff section's continuous assessment of current and future operations to determine if the current operation is proceeding according to the commander's intent and if future operations are supportable. Building and maintaining running estimates is a primary task of each staff section. The running estimate helps the staff provide recommendations to commanders on the best COA to accomplish their mission. Running estimates represent the analysis and expert opinion of

each staff section by functional area. Running estimates are maintained throughout the operations process to assist commanders and the staff in the exercise of command and control.

6-19. Each staff section or command post functional cell is required to maintain a running estimate focused on how their specific area of expertise is postured to support future operations. For HR support, HR information is contained in the sustainment estimate and the personnel estimate. As the estimate may be needed at any time, running estimates must be developed, revised, updated, and maintained continuously. FM 5-0 provides detailed information on the running estimate, especially how it is used the in planning process.

HR INPUT TO OPERATIONS ORDERS

6-20. FM 5-0 provides the format for an OPORD/OPLAN. The OPORD/OPLAN format has been modified to integrate the warfighting functions. HR staff planners must understand that not only does the Personnel Annex describe the concept of HR support it also communicates directives to subordinate commanders and staffs.

6-21. HR planners, when developing their portion of the OPORD/OPLAN, need to ensure the following paragraphs are addressed in the plan or order.

6-22. List unit, location, and functional area support provided by supporting unit. All may not apply:

- Human Resources Sustainment Center.
- Theater Gateway Personnel Accountability Team.
- Military Mail Terminal Team.
- Human Resources Company Headquarters.
- Postal Platoon.
- Human Resources Platoon (include PATs and CLTs).
- Human Resources Operations Branch, SPO, Expeditionary Sustainment Command, or Sustainment Brigade.
- Division G-1/AG.
- Corps G-1/AG.
- ASCC G-1/AG.

6-23. Man the Force:
- Personnel Readiness Management (personnel augmentation and manning requirements-stop-move); priority of fill; individual Soldier readiness; replacement operations; cross-leveling guidance; and key leader/crew replacements).
- Personnel Accountability (system of record; initial manifesting/processing; support provided by PATs; guideline for reporting; accountability of contractors and other civilians; location of PAT processing sites; processing tasks and roles; and data integration).
- Strength Reporting (timeline; reporting format; and PERSTAT or JPERSTAT instructions).
- Casualty Operations (initial casualty reporting; location of CLTs; reporting system/format; reporting timelines; and release authority for reports).
- Personnel Information Management (data integration; database hierarchy; and software requirement).

6-24. Provide HR Services:
- Essential Personnel Services (ID cards/tags, awards authority and processing; promotion processing; military pay/entitlements; personnel action requests; leaves and passes; R&R guidance and allocation by subordinate unit; close-out evaluation reports; LOD; and other EPS functions as necessary).
- Postal Operations (initial restrictions; addresses; supporting postal organization; scheduled delivery/retrograde; APO location/supporting units; retrograde mail; redirect mail; casualty mail; and postal contracting).

6-25. Coordinate Personnel Support:

- Morale, Welfare, and Recreation Operations (initial deployment instructions; ARC support/procedures and processing; in-country MWR support; and AAFES support).
- Command Interest Programs.
- Army Band Operations/Support.

6-26. Conduct HR Planning and Operations:

- Conduct HR Planning and Mission Preparation (HR planning considerations; casualty estimates; track current and future HR operations; redeployment planning; and preparation of OPORD/OPLANs).
- Establish HR Command and Control Nodes (communication access, equipment, NIPRNET and SIPRNET access).

6-27. Coordinating Instructions:

- Commander's Critical Information Requirements (Loss of battalion or higher commander, CSM, or primary staff; casualty rates greater than 15% of any battalion's available strength; capture of friendly personnel; unauthorized release of casualty information; loss of any mail flight or convoy; delay of mail flow of 24 hours or more; loss of a replacement flight or convoy; and delay in replacement flow of more than 24 hours).
- Rear Detachment Operations (replacement push; records custodian; support to stay-behind Soldiers and units; IMCOM/MPD CAC coordination, etc.).
- Personnel Policies and Procedures (Red Cross messages; rotation policy).
- EPWs, Civilian Internees, and Other Detained Persons.
- Formerly Captured, Missing, or Detained U.S. personnel.
- Travel Procedures.
- Medical RTDs.
- Unit commanders will identify deployable and non-deployable Soldiers (based on the Army G-1 PPG).
- Non-Standard Reporting Requirements.
- Congressional Inquiries.
- Civilian Personnel.
- Religious Support.
- Legal.

POSTAL INPUT TO OPERATIONS ORDERS

6-28. List unit, location, and functional area support provided by supporting unit. All may not apply.

- Human Resources Sustainment Center.
- Theater Gateway Personnel Accountability Team.
- Military Mail Terminal Team.
- Human Resources Company Headquarters.
- Postal Platoon.
- Human Resources Operations Branch.
- Division G-1/AG.
- Corps G-1/AG.
- ASCC G-1/AG.

6-29. Assumptions:

- Restrictions on inbound mail. Mail restrictions will not be authorized by the Combatant Command.

- Special services will not be restricted in the theater.
- During early operations there will be no military airlift to support intra-theater mail transport requirements.
- Postal personnel to man and operate the Air Mail Terminals (AMTs), MCAs, Fleet Mail Centers (FMCs), MMTs, and MPOs will arrive in theater prior to supported forces to prevent mail restrictions.

6-30. Planning Factor: The planning factor of 1.95 pounds per Servicemember per day is used to determine mail volume. One 20 foot container equals 8,000 pounds and one 40 foot container equals 16,000 pounds.

6-31. Task to Subordinate Units:

- Military Postal Service Agency (coordinate with the USPS and other government agencies on MPS policy and operational matters, to include resolution of CONUS origin mail problems/issues; advise USPS to implement mail embargo or restrictions when requested; initiate action to obtain or terminate free mail privileges and, if approved, promulgate implementing instructions; coordinate through DoD Public Affairs Office, in conjunction with USPS, the level of service that personnel in the area of responsibility will receive; request personnel augmentation at APOEs and/or SPOEs; review, approve or disapprove requests for exceptions to policy received from the J-1 or Single Service Postal Manager; coordinate with the Federal Aviation Administration and Department of Homeland Security on any restrictions that may be imposed requiring the screening of mail; and assign a five-digit number based on available ZIP codes for the geographical region.
- Joint Military Postal Activities (JMPA-Atlantic and JMPA-Pacific) input zip code information into the Address Management System and Global Enterprise Management System/Surface Air Management System, and assign mail routing; coordinate air and/or surface movement of military mail with USPS from the U.S. gateway to the APOEs and/or SPOEs; pass mail routing, massing, labeling, and distribution information for theater MPOs and units, through the designated Single Service Postal Manager.
- Combatant commander (establish the priority of mail movement from APODs/SPODs if not collocated with the MMTs; designate a Single Service Postal Manager to manage the theater postal network; develop and Publish a non-mailable list and customs requirements; coordinate host country/neighboring nation permits; request free mail privileges if not previously requested; and establish guidelines for the level of service to/from and within the theater.
- Single Service Postal Manager (coordinate the establishment of the postal transportation, distribution, and processing networks in the operational area; synchronize efficient postal operations throughout the AO; and serve as the liaison between the AO and MPSA; initiate mail service once postal personnel and assets have arrived and established operations; establish Joint MPS procedures; assign responsibilities to the SCCs; identify postal augmentation requirements; coordinate logistics sourcing; recommend approval/disapproval on all requests to open and close contingency MPOs; request MPSA activate and deactivate contingency ZIP codes; determine commercial and military APODs and the required level of frequency and pouching, sacking, and labeling requirements; adjust planning factors and execution to allow OPCON, administrative control, and tactical control of all theater postal resources until affected theater sustainment or stability is established; ensure standardized reporting procedures are implemented for all MPOs and MPS activities; provide consolidated reports on a regular basis to MPSA on transportation and mail movement operations, terminal operations, mail volume, and backlogs, if applicable; ensure postal personnel, postal assets, and postal infrastructure requirements are included to support the early flow of mail; coordinate and advise on all postal contracting efforts; process requests for restrictions, including programs with theater-wide repercussions, such as mail embargoes or other restrictions; process and maintain all agreements or requests for exception to user policy for support to international military commands, and non-governmental organizations; conduct staff assistance visits and inspections at all AO MPOs coordinate MPS operations at all military postal activities (MPOs, MCAs, AMTs, MMTs, and FMCs) in the operational area;

identify restrictions for retrograde mail, to include size and weight limitations and security screening; ensure that individual SCCs develop and maintain casualty mail procedures and directory services; provide MPS postal net alerts, situation reports, and transit time information; and act as POC for MPS-related queries, congressional inquiries, and service complaints.

- Service Component Command (The Air Force is responsible for air transportation and sorting. This includes management of APOE/APOD AMTs and MCAs; the Army is responsible for land transportation and sorting. This includes management of JMMTs; the Navy is responsible for maritime transportation and sorting. This includes management of FMCs and MCAs; and to consolidate, collocate and jointly man MMTs (AMTs, MCAs, and FMCs), and MPOs where possible).
- Military Mail Terminals (see Postal Operations section).
- Levels of service will be IAW combatant command and SCC requirements.
- Military Post Offices (postal training; inspections; supplies; address management; zip code assignments; opening and closing APOs; mail routing instructions; postal offenses; claims directory service accountable mail, casualty mail; etc.).
- Unit Mail Room Operations (mail clerks; training; mail security; and delivery schedules).
- Mail Transportation (frequency; security; type of air/surface transportation; inter-theater transportation requirement; and contract or military).

6-32. Coordinating Instructions:

- Consolidate official and personal mail processing and distribution operations.
- Consolidate official mail centers to one per geographic location.
- No restrictions will be placed on in-coming or out-going official mail.
- Any Servicemember mail is not authorized.
- All MMTs and MPOs will scan all accountable bar-coded mail including customs tags.
- Mail Transit Times will be reported weekly to MPSA.
- SCCs will designate a minimum of one Postal Finance Officer per theater. Personal mail policies will be IAW DoD Instruction 4525.7, Military Postal Service and Related Services.
- Personal mail procedures will be executed IAW DoD 4525. 6-M, DoD Postal Manual.
- Official mail policies will be IAW DoD Instruction 4525.08, DoD Official Mail Management.
- Official mail procedures will be executed IAW DoD 4525.8-M, DoD Official Mail Manual.
- Identify administration and logistics requirements to support postal operations.
- Identify space criteria required for military postal facility to support population served.
- Establish and maintain postal operations to the extent required.
- Process mail originating in or destined for overseas theaters.
- Implement instructions for international agreements affecting postal operations.
- Identify restrictions for retrograde mail.
- Identify unit sorting requirements (if applicable).
- Identify expected source of transportation for secure mail movement.
- Outline procedures for obtaining postal unique supplies and equipment.

RULES OF ALLOCATION FOR HR UNITS

6-33. 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 system to model operational requirements of units. The following are the rules of allocation for modular HR organizations:

- HRSC—One per TSC.
- TG PAT—One per inter-theater APOD.

- MMT Team—One per inter-theater APOD.
- HR Company—One per two—six platoons, One per MMT Team; One per TG PAT.
- HR Platoon—One per 6,000 personnel (i.e., arrivals and replacements); 0.333 per level III Hospital; MA Company; Army, corps, and division HQs; HRSC; and designated General Officer-level commands; Four per TG PAT.
- Postal Platoon—One per 6,000 personnel (i.e., cumulative population); Four per MMT Team.

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Appendix A

HR Rear Detachment Operations

A-1. One of the most important unit functions during deployment is the Rear Detachment. The Rear Detachment picks up the daily workload of the deployed unit and provides home station support for the unit. The Rear Detachment leadership maintains regular contact with the deployed unit and is responsible for the administrative operations of the Rear Detachment, including maintaining C2, accounting for unit property and equipment, and managing personnel. Regardless of availability of HR personnel in the Rear Detachment, they are required to maintain these responsibilities IAW Army policy.

A-2. An important function of the Rear Detachment is serving as a vital communications link between the deployed unit and Family members. The deployed commander's goal is to accomplish the mission while keeping Soldiers safe so they can return home to their Families and communities. The Rear Detachment's goal works in tandem with that of the deployed commander to help Families solve their problems at the lowest level. This will avoid the problems and resulting anxieties from overflowing to the deployed Soldier or requiring the attention of the deployed commander. Throughout a deployment, the bond between the Rear Detachment and the FRG will determine the effectiveness of the Rear Detachment operation.

A-3. For deployments, Rear Detachments should be established at two levels (brigade and battalion) to perform the functions listed below. Normally, the brigade commander appoints brigade and battalion Rear Detachment commanders. However, the battalion appointment may be delegated to the battalion commander.

A-4. HR roles and responsibilities for Rear Detachments are to:
- Publish rear detachment assumption of command order.
- Establish and maintain two-way communication with forward deployed units to facilitate the flow of timely and accurate information, and to resolve issues that cannot be solved by the Rear Detachment.
- Provide HR support to brigade, battalion, and/or company rear detachments.
- Maintain accountability of non-deployed Soldiers and closely track casualties, Family issues, and wounded-warrior care.
- Maintain a rear detachment alert roster.
- Continue to execute, coordinate, or synchronize rear detachment HR operations and administrative matters.
- Maintain connectivity to HR systems and input/update rear detachment changes as needed.
- Provide custodian verification of emergency data (DD Form 93/SGLV Form 8286) as casualties occur.
- Provide HR support and services to rear detachment personnel.
- Coordinate installation support for rear detachment personnel and Families of deployed personnel (ID cards, housing, vehicle registration, etc).
- Coordinate with deployed S-1/S-3 section for call forward of personnel.
- Establish and maintain rating schemes for rear detachment personnel.
- Ensure hours of operation, procedures for accountability, and receipt of mail are adhered to.
- Provide HR support to Soldiers temporarily returned from deployment.
- Support planning for reception of unit personnel upon redeployment.

- Serve as coordinator between deployed HR elements, home station, and higher echelon HR support organizations.
- Maintain an FRG leader on appointment orders.
- Conduct or support casualty notification as defined in the unit SOP and IAW the installation CAC.
- Coordinate with the ARC regarding emergency information on Soldiers and Family members. This includes logging, tracking, and processing Red Cross emergency messages and notifying the forward unit of impending ARC messages.
- Maintain a roster of Soldiers who are trained and certified to be appointed as CNOs and CAOs when a casualty occurs and monitor the performance of those Soldiers who are assigned as CNOs and CAOs.
- Ensure trained Soldiers are available to be appointed as SCMOs and LOD investigating officers as needed.

A-5.   To ensure continuity of HR operations during deployments, it is crucial that Rear Detachments be established and operational, as far in advance of the deployment as possible. This not only ensures Rear Detachment HR operations are properly functioning prior to deployment, but enables deploying S-1 personnel to participate in unit pre-deployment training and be able to take advantage of unit block leave periods.

A-6.   When considering which HR personnel should be part of the Rear Detachment, brigade and battalion S-1s need to ensure selected personnel are familiar with HR operations. HR personnel designated to be members of the Rear Detachment should fully understand the HR relationships with FRG, installation HR support, and community resource activities. As HR personnel will likely be involved in casualty operations, it is recommended that a senior NCO who demonstrates the characteristics of maturity, dependability, competence, and compassion be selected. HR rear detachment personnel will also be dealing with Family members, and as such, should have good leadership and communication skills and have some experience in dealing with Family support issues.

A-7.   The key to successful HR operations are:

- Establish HR rear detachment operations early.
- Work as a team with the deployed S-1, Rear Detachment commander, and FRG.
- Know HR policies and be proficient with HR databases and systems required to perform your mission.
- Have strong communication, listening, crisis management, and people skills.
- Ensure individual roles and responsibilities are detailed in the SOP (use HR checklist).
- Cross train HR personnel.
- Maintain and foster genuine care and concern for Family needs.
- Ensure all rear detachment personnel are trained on casualty notification and assistance procedures.

Appendix B

Theater Opening and Redeployment Operations

> Theater HR support operations are complex and involve the integrated actions of various G-1/AG staff sections, HR units and staff elements found in sustainment organizations, and the S-1 sections operating within battalion and brigade units.

B-1. This appendix describes the key HR support functions required for successful HR operations during theater opening and those actions that need to be considered after military operations are terminated. The primary focus of this appendix is on the tasks of personnel accountability, casualty, and postal operations; all of which are critical functions and the primary responsibility of HR elements. While G-1/AGs and S-1s are involved in these functions from their unit level perspective, they are not directly involved in the execution of these tasks during theater opening or theater closing.

B-2. Lessons learned from current and previous operations have validated the importance of including HR support as part of the early entry mission as some HR functions must be immediately available after arrival into an AO. As with all military operations, success is dependent on the careful planning, coordination, and synchronization required prior to, during, and after military action.

THEATER OPENING

B-3. Effective, accurate, and timely HR support during theater opening requires the same detailed preparation, and planning required in all military operations. They must be initiated as early as possible within operational timelines. Chapter 6, HR Planning and Operations, provides detailed information on planning and discusses the specific and critical HR functions and capabilities required during the initial phase (theater opening) of operations that must be considered during the MDMP process.

B-4. HR capabilities required by HR support elements/personnel in theater opening are listed below. These capabilities include those tasks that are performed as part of the RSO&I process.

- Establish initial theater PA.
- Establish initial theater CAC operations.
- Establish initial theater postal operations.

B-5. To accomplish the above capabilities requires the designation of selected personnel as members of the early entry element from the following organizations/units:

- ASCC G-1/AG.
- HRSC—personnel from PA/PRM/PIM and Casualty Operations Divisions.
- TG PAT.
- MMT Team.
- HROB of the ESC and designated Sustainment Brigade dedicated to theater opening.
- HR Company.
- HR Platoons to support PA and casualty missions.
- Postal Platoons to support the MMT.

PERSONNEL ACCOUNTABILITY

B-6. PA is the most critical of all HR theater opening tasks. It is also the primary task conducted during the HR portion of the RSO&I process. The most crucial task in the PA process is establishing a deployed personnel database and infrastructure that has the ability to capture accountability data on personnel entering the theater. This includes accounting for all personnel participating as members of the early entry element. Careful and detailed planning for accountability of these personnel is crucial as they include personnel and units involved in the RSO&I process, personnel opening APOEs or SPOEs and coordinating with the Army Field Support Brigade to account for contractors participating in theater opening operations.

B-7. Prior to deployment to the theater, all personnel who are involved as database administrators should be identified, designated, and trained on theater PA systems.

B-8. To establish initial PA operations, personnel from each of the following organizations/units are required:

- ASCC G-1/AG.
- HRSC—personnel from PA/PRM/PIM.
- TG PAT.
- HROB of the ESC and designated Sustainment Brigade dedicated to theater opening.
- HR Company.
- HR Platoon to support TG PAT.

B-9. The ASCC G-1/AG has the responsibility to plan, establish policy, set priorities, and manage PA for the theater. The ASCC G-1/AG also identifies internal and external HR support requirements for the theater and coordinates with the combatant commander to ensure Army PA policies are in sync with Joint policies.

B-10. Actual establishment of the initial theater database is the responsibility of the HRSC (PA/PRM/PIM). The HRSC establishes HR database nodes, initiates theater database hierarchy, and continues the coordination to maintain projected personnel flow rates with CONUS APOD, CRCs, and Air Force planners. They will also provide technical guidance to the TG PAT and the HROB in the ESC or Sustainment Brigade. During initial HR operations, the HRSC element may co-locate with the HROB.

B-11. The function of the TG PAT is to establish communications nodes with the HRSC element for PA and establishment of a PPC at the primary APOE. The PPC is established at the most favorable location based on projected flow rates in the area of the APOE. Once the PPC is established, PA and database integration of all personnel entering the theater becomes the responsibility of the TG PAT and supporting HR Company. More than one TG PAT will be required if multiple inter-theater APOEs become active.

B-12. HROB personnel also play an important role in theater HR opening operations. The HROB is the integrating link between the HRSC, the TG PAT and assigned or attached HR units (HR Company/HR Platoon). The HROB, as part of the ESC or Sustainment Brigade SPO, not only provides technical guidance to HR units, but coordinates and synchronizes the execution of logistical and other non-HR support required to ensure HR units can accomplish the PA mission. For example, incoming flights must be met and transported to the PPC for accountability; transit personnel must be fed, billeted, after processing personnel must be transported, etc. These non-HR specific tasks are not part of the PA process, nor do HR units have the responsibility or capabilities to accomplish or coordinate these non-HR tasks. These non-HR tasks must be coordinated with the theater opening Sustainment Brigade for execution of specific tasks.

CASUALTY OPERATIONS

B-13. Initial entry operations often sustain casualties and generate the requirement for casualty reporting and tracking. As such, it is crucial that casualty operations and casualty reporting capabilities be in place on *"Day one"* of military operations. While Chapter 4 of this FM discusses in detail casualty operations,

the focus of this section is on the roles and responsibilities for establishing initial theater casualty operations.

B-14. To establish initial casualty operations personnel from each of the following organizations/units are required:

- ASCC G-1/AG.
- HRSC—COD.
- HROB of the ESC and designated Sustainment Brigade dedicated to theater opening.
- HR Company.
- HR Platoon.

B-15. The HRSC must be prepared to handle initial casualty operations. Casualty protocol must be established to maintain proper procedures and expedite information back to the CMAOC for NOK notification. The initial establishment of the CAC does not require the entire division of the HRSC and is METT-TC dependent.

B-16. The ASCC G-1/AG has the responsibility to plan, coordinate, and manage casualty operations for the theater. The ASSC G-1/AG when establishing casualty operations policy will:

- Designate or delegate authority to approve and release casualty reports. For example, the ASCC G-1/AG may delegate the authority to approve and release casualty reports to corps commanders.
- Identify any additional locations requiring placement of CLTs. These locations are in addition to the normal General Officer-level headquarters, G-1/AGs, hospitals, and MA collection points.
- Ensure casualty operations are included as part of all OPORD and OPLANs.

B-17. The ASCC G-1/AG coordinates with the TSC to ensure the HRSC has established the theater CAC. The HRSC is the theater-level element with the responsibility to execute the casualty operations mission. The HRSC COD has the responsibility to ensure connectivity is established with the CMAOC, HRC, and that initial casualty reports flow from the theater to the CMAOC within 12 hours of the incident.

B-18. The HRSC COD has the responsibility to ensure casualty operations for the theater are executed. This includes:

- Establishing the theater CAC.
- Establishing the TACREC (normally co-located with the CAC).
- Coordinating with the HROB of the ESC and/or Sustainment Brigade to ensure/verify the HR Company established required CLTs at designated locations.

B-19. The HRSC COD maintains communications with the ESC and Sustainment Brigade HROB as they are the element responsible for planning and resourcing CLTs to perform casualty operations area support.

B-20. The HROB is responsible for planning and coordinating casualty operations support within the HROB AO. This includes planning and resourcing CLTs to General Officer-level headquarters, G-1/AG, Role II and Role III MTFs, mortuary collection points, and other areas as designated by the ASCC G-1/AG. The HROB provides technical guidance to the HR Company and coordinates CLT staffing, locations, and other non-HR support for CLTs.

B-21. The HR Company is a primary player for the conduct of casualty operations. The HR Company through its HR Platoons forms CLTs in the HROB AO. CLTs are provided to:

- ASCC G-1/AG.
- HRSC COD.
- Corps/division G-1/AG.
- Role II and Role III MTFs.
- MA Company.
- Other locations (CONUS/OCONUS) as determined by the ASCC G-1/AG.

POSTAL OPERATIONS

B-22. Postal operations are not part of the initial RSO&I process. Postal services may not be available within the first 30 days after forces begin arriving in theater. However, to ensure postal services are available on D+31, it is necessary to ensure a minimum number of postal personnel are included as part of the theater opening force. Postal operations require a significant amount of planning to ensure that there are an adequate number of postal units with operational equipment. Military operations, theater constraints, and transportation priorities also impact the ability to establish postal operations.

B-23. To establish initial postal operations requires personnel from each of the following organizations/units:

- ASCC G-1/AG.
- HRSC POD.
- HROB of the ESC and designated Sustainment Brigade dedicated to theater opening.
- HR Company.
- Postal Platoon.

B-24. The ASCC G-1/AG has the responsibility to plan, coordinate, establish, and manage postal operations for the theater. The ASCC G-1/AG when establishing initial postal operations will:

- Develop theater postal policies and procedures.
- Coordinate with other Service components to ensure postal operations are in synchronization and capable of providing postal support to all personnel who deploy with the force.
- Identify and coordinate with the TSC and HRSC to ensure adequate postal operations resources are available throughout the theater AO.
- Ensure postal operations are included as part of OPORDs and OPLANs.

B-25. During theater opening, the HRSC POD has a responsibility to assist the MMT Team in establishing and executing initial postal operations. They accomplish this by coordinating with the ASCC G-1/AG and TSC to ensure adequate resources are available to conduct postal operations. Resources include identifying the number of postal elements needed to support theater operations and ensure appropriate transportation assets, facilities, equipment, etc., are available. The POD will also appoint the AO Postal Finance Officer and coordinate with each COPE to enforce postal finance policies, procedures, and support. The POD provides technical guidance to the MMT and the HROB in the ESC and Sustainment Brigade.

B-26. The MMT Team deploys to the theater as an element of a Sustainment Brigade that has a theater opening mission. The primary function of the MMT is to establish a TG mail terminal at the inter-theater APOD. This requires direct coordination with the HRSC POD, MPSA, and the HROB at the ESC and Sustainment Brigade. The MMT relies on the Sustainment Brigade SPO for execution of non-HR support (transportation, airfield facilities, etc.). The MMT is augmented by an HR Company and Postal Platoons for receiving, processing, and dispatching mail.

B-27. The HROB of the theater opening Sustainment Brigade is responsible for planning, coordinating, and integrating postal operations within the HROB AO. The HROB works closely with the HRSC POD, MMT, and the HR Company providing augmentation support to the MMT, and Postal Platoons operating APOs. Responsibilities include:

- Coordinate and assist HR elements in receiving non-HR sustainment support (recurring transportation, facilities, etc.).
- Ensure postal operations requirements are included in OPORDs and OPLANs.
- Coordinate with the HRSC POD on locations for postal operations elements.
- Synchronize and monitor postal operations support provided by HR elements.
- Establish and manage Sustainment Brigade CCIR for postal operations.
- Provide technical guidance and assistance to HR postal elements.

B-28. The HR Company, with assigned postal platoons, is responsible for establishing postal service at designated locations and providing augmentation support to the MMT. The HR Company provides short and long-term postal planning, manages postal platoons, and establishes and manages postal directory service for all postal platoons. The HR Company receives technical guidance from the Sustainment Brigade HROB and the MMT when providing augmentation support. C2 of the HR Company remains within the Sustainment Brigade. This includes the company supporting the MMT.

THEATER REDEPLOYMENT

B-29. The redeployment of forces from a theater of operations requires the same level of preparation and planning as it does for theater opening. For the HR community, there are four major redeployment concerns:

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

B-30. Throughout the redeployment process the HRSC must maintain the capability and ability to maintain PA, casualty operations, and limited postal support during all phases of the redeployment. This is crucial, as all forces will not redeploy simultaneously. As forces will redeploy incrementally, so should the drawdown of HR units be conducted incrementally.

B-31. Like theater opening, planning for the redeployment of forces from a theater is critical to successful execution of the redeployment process. HR planners from the ASCC G-1/AG, HRSC and ESC HROB must be involved in all phases of redeployment planning to:

- Ensure the theater-wide plan for redeploying includes incremental drawdown of the HR support structure.
- Determine if HR units or support elements should be redeployed by unit or element.
- Determine the need, if any, to sustain a residual force to support post conflict activities.
- Develop redeployment procedures for individuals and deploying units.
- Identify specific HR requirements or functions that must be transferred and to what agency. For example, the TACREC.
- Decide how unit reconstitution or reorganization will be conducted prior to redeployment (if necessary or required).
- Identify any additional theater departure points. As forces redeploy additional departure points may be used. As such, planning should include the need to provide or add PAT capabilities at these locations.
- Consider if additional liaison personnel are needed, and if so, the proposed location. This includes liaison with aeromedical evacuation to maintain accountability.
- Determine if a need exists to add additional common access card issuance capability at departure points. May be necessary to replace a large number of lost or expired cards.
- Maintain connectivity during the redeployment process for PA and casualty operations.
- Identify other specific requirements. For example, when redeployment and deployment and sustaining operations occur simultaneously, the TSC/ESC and HRSC may find it necessary to rebalance or surge HR support personnel to effectively support on-going operations and redeployment.

B-32. The "first in, last out" concept applies to redeployment of HR operations. The same HR elements that conducted PA, casualty operations, and postal operations during theater opening or HR sustainment will perform similar roles during redeployment.

B-33. HR support requirements vary depending on the nature and scale of redeployment operations. For example, redeployment operations could range from limited personnel to entire units. Depending upon the

military strategy, unit rotations may still occur while other units redeploy. Key considerations include, but are not limited to: size of the force redeploying and deploying; infrastructure requirements and limitations; staging area capacities; transportation decisions, etc. The challenge for planning HR support operations is the effective coordination and synchronization, vertically and horizontally, to ensure responsive and simultaneous support to on-going HR support operations and redeployment operations. The HROB in the ESC and Sustainment Brigade are critical to the coordination and synchronization effort.

PERSONNEL ACCOUNTABILITY

B-34. Throughout the redeployment process, the most critical of all HR functions is PA. Accountability includes all personnel who are listed in the theater database and includes Soldiers, Joint and multinational personnel, DoD civilians, and contractors.

B-35. The following organizations have responsibilities for the redeployment of personnel:
- ASCC G-1/AG. Develop the theater-level plan in coordination with the HRSC and the ESC HROB. The redeployment plan will include unit and command responsibilities: processing procedures for Joint, DoD civilians, and contractor personnel; and specific procedures for processing for RC soldiers who are demobilizing.
- HRSC. Establish and maintain the theater database; coordinate with the ESC HROB to identify points of departures; how HR support will be provided during the drawdown; identifying HR units and planned redeployment schedules; and if necessary, developing a plan to sustain any residual force for post conflict activities.
- ESC/Sustainment Brigade HROB. Develop a redeployment schedule for redeploying HR units while simultaneously ensuring PA is maintained. Ensure HR units redeploying late in the plan have the necessary communications and logistics support.
- HR Company:
  - Provide HR unit redeploying recommendations to the HROB.
  - Provide PAT coverage at designated points of departure.
  - Provide common access card support at departure points.
  - Consider using CLTs from departing units as augmentation to PAT or the Plans and Operations section.

B-36. Generally most unit personnel will redeploy with their unit. However, there will be some unit personnel who redeploy prior to the unit. These personnel may be unit advance parties, IAs, or other personnel who deploy separately from their unit. Unit S-1s have a responsibility to maintain accountability of personnel redeploying with the unit. They also have the responsibility to manifest their personnel and will provide the PAT at the theater exit point a list of their manifested personnel. The PAT then has the responsibility to ensure personnel are deleted from the database.

B-37. PATs perform the same responsibilities for redeploying personnel as they do for theater opening and sustainment operations.

CASUALTY OPERATIONS

B-38. Depending on the operational environment, casualties may continue to occur. Individuals may also be killed or injured as a result of non-battle injuries. As such, the capability to conduct casualty operations during the redeployment of personnel and units must be maintained. This includes the operation of the theater CAC and TACREC. As forces drawdown, the size of the CAC and TACREC can be reduced. Similar to theater opening, casualty operations are one of the last theater HR functions that are closed.

B-39. Once the decision has been made to close the CAC and TACREC, the synchronization and coordination to transfer the casualty function will be made with the CMAOC to ensure files are transferred, disposed of, or retired as appropriate and that other casualty reporting responsibilities are appropriately handed off to another designated CAC or casualty element.

POSTAL OPERATIONS

B-40. The redeployment of postal units in the theater requires more detailed planning than PA and casualty operations. Redeployment planning involves not only theater-wide postal units, but supporting HROBs, ESC, HRSC, and the ASCC G-1/AG. It also involves coordination and synchronization with external agencies (JMPA/MPSA). Redeployment of postal elements and closing of APOs should be synchronized with the redeployment schedule for units supported by the APO or postal element.

B-41. It is critical that HR planners at all levels be involved early in the redeployment planning process. At a minimum, closing or relocating an APO requires 90 days advance notification. If possible, notifications should be at least 120 days prior to closing the APO. This notification is needed to:

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

B-42. The ASCC G-1/AG responsibilities for managing the redeployment of postal operations and closing of APOs are:

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

B-43. The HRSC POD and Plans and Operations Division responsibilities are notifying MPSA and the servicing JMPA, by message or alternate means, as far in advance of the actual closure date as possible. Notification to MPSA will include:

- Affected ZIP codes.
- Closing dates by ZIP codes.
- List of all organizations and activities that use the APO as their mailing address.
- Disposition instruction for mail.
- Designate an APO to which active postal offenses cases must be forwarded.
- Request disposition instructions from the appropriate JMPA for USPS equipment and supplies.
- Coordinate and synchronize with the ESC or Sustainment Brigade HROB on redeployment schedules and closing of APOs and the MMT.

B-44. ESC/Sustainment Brigade HROB is responsible for developing a redeployment plan and schedule for redeploying theater postal units. The plan will include redeployment schedules of postal units and ensure postal units have the connectivity needed to conduct postal operations as the units redeploy. The HROB will ensure all issues that arise during the redeployment are resolved. It will also ensure (in coordination with HRSC) the MMT initiates redirect surface mail for affected units prior to closing the APO.

B-45. The HR Company has a responsibility to ensure the HROB is aware of the proper procedures for closing APOs. The HR Company Plans and Operations section ensures the following requirements are considered:

- Provide supporting units/customers with at least a 90 day termination of support notice.
- Transfer active postal offense case files to the designated APO.
- Comply with DoD Postal Manual for disposition instructions for money orders, stamp stock, and meters.
- Refer to USPS Publication 247 for instruction for supplies and equipment.
- Ensure an audit of accountable postal affects, including equipment, is performed at the close of business on the last day of operation or as soon thereafter as practical. Two postal officials appointed for this purpose must conduct the audit. The custodian of postal affects shall not be an auditor, but must be present during the audit.

- Dispose of records. Comply with the appropriate Military Department, the USPS, and the MPSA disposition instructions.
- Coordinate new address and mail routing instructions for all units redeploying.
- Coordinate and publicize closure of the APO to coincide with the drawdown of personnel.
- Reduce services 30 days prior to closure.
- Evacuation and destruction plans of all units operating a mail facility will include instructions for disposing mail and equipment. When sufficient advance warning is received APOs will:
  - Deliver to addressee or dispatch mail on hand to the nearest postal facility by the safe and most expeditious means available.
  - Suspend operations and transport postal affects and supplies to a safe and secure location.
- When there is insufficient advance warning, emergency destruction of mail and postal affects will take place in the following order:
  - Official registered mail.
  - Directory service information.
  - Blank postal money order forms.
  - Postal stamps and stamped paper.
  - Paid money orders and checks on hand.
  - Money order printer.
  - Other accountable mail.
  - All remaining mail.
  - All-purpose date and canceling stamps.
  - All other records, equipment, mail sacks, and furniture.

B-46. If possible, the personnel conducting emergency destruction should ensure there is a witness and a list of destroyed items is submitted to the ASCC G-1/AG.

BRIGADE/BATTALION S-1

B-47. Brigade and battalion S-1s plan for unit redeployment with the same attention to detail that they apply to pre-deployment planning and execution. In many respects, this is another deployment; albeit back to home station. Key areas of emphasis for S-1s during redeployment include:

- Maintain accountability of Soldiers and civilians; this will be even more challenging given the phased redeployment of units.
- Coordinate transfer of support provided other units.
- Identify personnel who will redeploy early and provide information to the supporting HR Company.
- Finalize all awards and evaluation reports.
- Ensure all LOD investigations are completed.
- Complete change of address cards.
- Plan/prepare for possibility of unit block leave.
- Coordinate with supporting HROB for guidance on reception activities.
- Coordinate briefings to unit personnel.

Appendix C
Casualty Estimation

CASUALTY ESTIMATION

C-1. The Army G-1 is the functional proponent for Army total battle casualty estimation (killed, captured, missing in-action and WIA). The Army Surgeon General is the functional proponent for Army disease and non-battle injury (DNBI) casualty estimation. The Army G-1 is the functional proponent for overall casualty estimation, covering both total battle casualty and DNBI, in support of projected manning requirements. The Director, Military Personnel Management (DMPM) oversees policy and oversight of Army casualty estimation (to include methods and procedures) for the Army G-1. HRC G-3 provides technical support and recommendations on casualty estimation to the Army G-1 DMPM. The Army G-1 DMPM is responsible to assist G-1/AG planners in developing casualty estimations.

C-2. Casualty estimation is conducted at division-level and above as part of the planning process for contingency operations. Casualty estimates support operations planning, future force planning, and staff training. Supported functions include:

- Commander's evaluation of COAs, by assessment of force strength for missions within the concept of operations and scheme of maneuver.
- Personnel replacements, flow planning, and allocation among forces (if casualty shelves are used).
- Medical support planning, for both force structure and sustainment 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 RTDs, and stable personnel rotation.

C-3. The G-1/AG, as the principal staff officer for manning the force (personnel readiness requirements, projections and recommendations), prepares the casualty estimate as part of the operations order. The G-1/AG estimates battle casualties and administrative losses, and combines this with the medical staff's DNBI estimate.

C-4. The G-1/AG and Surgeon (medical staff) coordinate with the commander's staff so estimated casualties reasonably reflect projected force activity in the planning scenario. The G-1/AG is to:

- Consolidate the overall casualty estimate, stratifies the projected losses by skill and grade, projects personnel readiness requirements, and recommends and plans support for appropriate replacements from home stations and evacuation flows.
- Coordinate with other staff elements that use casualty projections to guide their planning process which includes higher command levels and Army and/or Joint lift planners.

ACHIEVING REASONABLE CASUALTY ESTIMATES

C-5. 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 a significant impact on manning the force (personnel readiness) in the deployed theater and at the top of the system.

C-6.   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 and the time (number of days) during which the casualties are generated. Rates are expressed in numbers of casualties per 1,000 personnel (population-at-risk) per day. Standard notation is [number]/1,000/day.
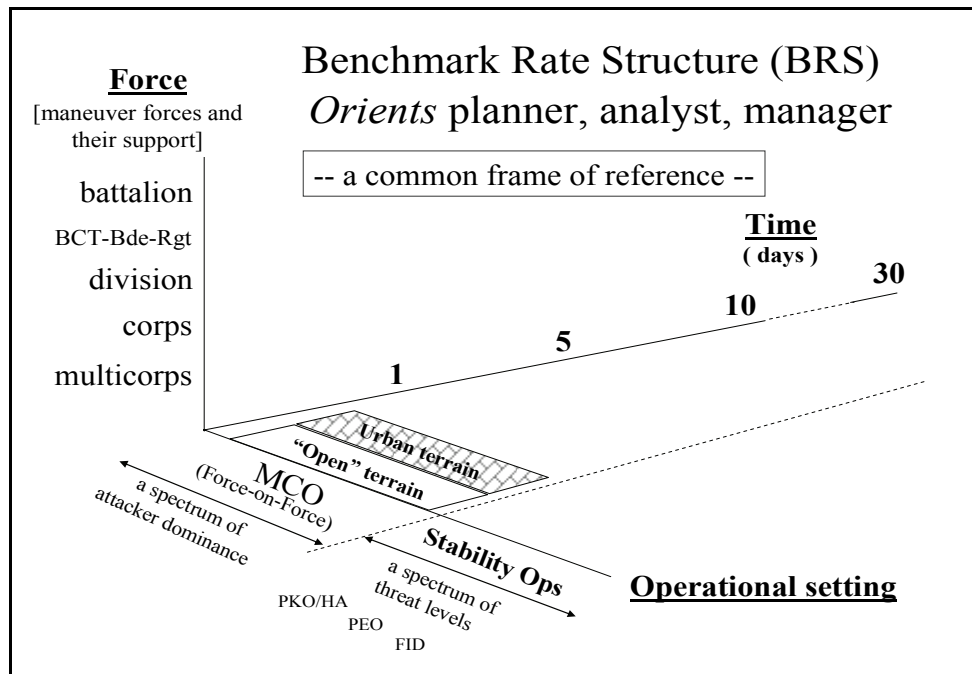
Figure C-1. BRS with Key Parameters

C-7.   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, and one stability operations setting. A planning projection accounts for the METT-TC to include force postures (offense/defense) and roles (shape/dominate). But the key to rate reasonableness is the commander's intent and visualization of force results over time in the METT-TC.

C-8.   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 near-peer opponents—when the attacker's scheme of maneuver and fires affect 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 when 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.

C-9. 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 AO (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/Humanitarian Assistance—no hostilities; DNBI only. Examples: Sinai, Bosnia, Haiti, others.
- Peace enforcement—a range of hostility levels seen (low, medium, high); battle casualty and DNBI. Examples: Kosovo, Afghanistan, Somalia, Iraq.
- Foreign internal defense—a range of hostility levels seen (low, medium, medium-high, high); battle casualty and DNBI. Example: Vietnam.

PLANNING ESTIMATE PRODUCTS

C-10. 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).

C-11. The battle casualty estimate identifies:

- Killed-/Captured-/Missing-in-Action.
- Wounded-in-Action: admissions and RTD72 (returns-to-duty in 72 hours).

C-12. The DNBI estimate identifies both disease and non-battle injury admissions. (Note: The medical planner may also describe the medical force's fuller workload—overall "presentations" to medical staff (headcount in addition admissions, termed "total attendances" by the System to Automate the Benchmark Rate Structure (SABERS).

ENABLING APPLICATION

C-13. The BRS and its "rate patterns" approach support battle casualty estimates for field forces. The planning tool, SABERS, allows planners 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. While SABERS is not yet an Army enterprise system, units may request support by contacting the Army G-1 DMPM or HRC G-3.
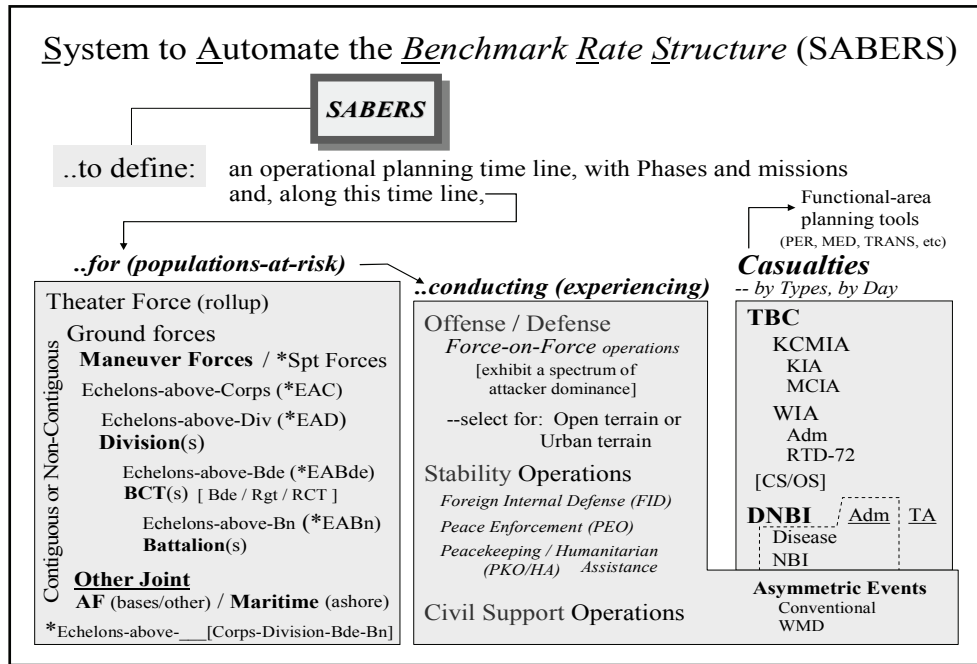
<u>S</u>ystem to <u>A</u>utomate the <u>*Benchmark Rate Structure*</u> (SABERS)

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)*

Theater Force (rollup)
Ground forces
Contiguous or Non-Contiguous
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]

..*conducting (experiencing)*

Offense / Defense
Force-on-Force operations
[exhibit a spectrum of
attacker dominance]

--select for: Open terrain or
Urban terrain

Stability Operations
Foreign Internal Defense (FID)
Peace Enforcement (PEO)
*Peacekeeping / Humanitarian
(PKO/HA)* Assistance

Civil Support Operations

Casualties
-- by Types, by Day

TBC
  KCMIA
  KIA
  MCIA

  WIA
  Adm
  RTD-72

[CS/OS]

DNBI | Adm | TA
  Disease
  NBI

Asymmetric Events
Conventional
WMD

Figure C-2. SABERS (automated planning tool)

C-14. Figure C-2 shows forces, operations (per FM 3-0, Operations and FM 3-24, Counterinsurgency), and casualty types that may be described. Figures C-3 and C-4 show sample screenshots for differing force elements and settings.

C-15. 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).
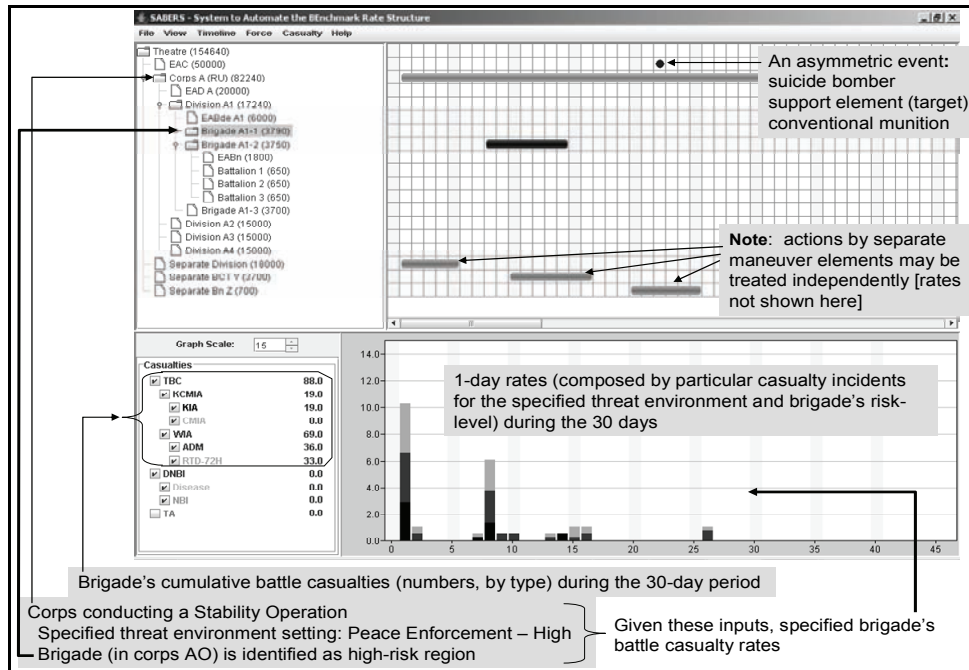
**Figure C-3. SABERS Screenshot 1, Hypothetical Scenario Showing
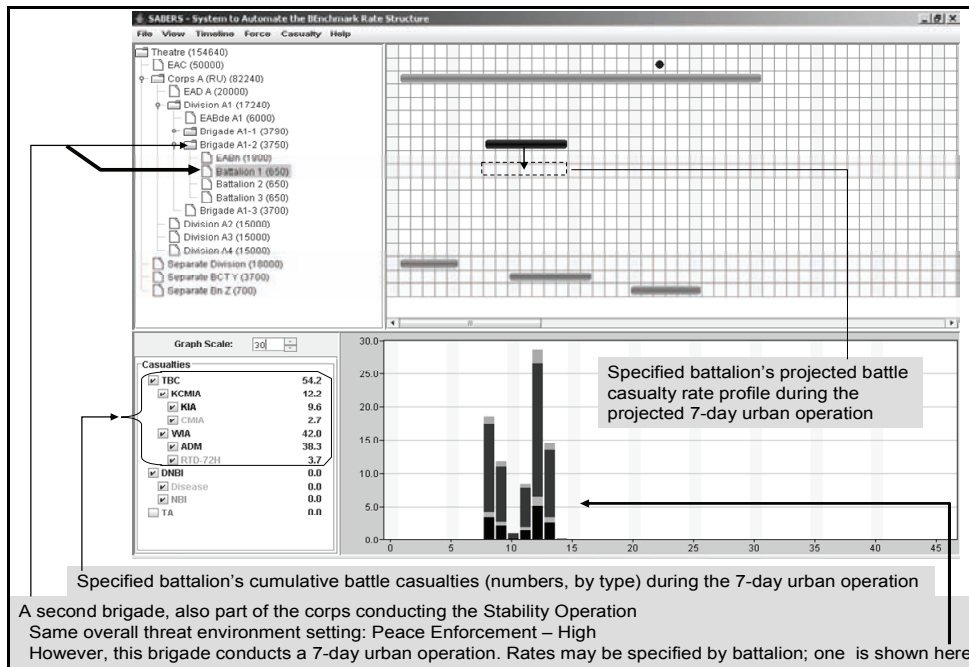Multiple Echelons and Settings**

**Figure C-4. SABERS Screenshot 2, Hypothetical Scenario Showing
Multiple Echelons and Settings**

C-16.   The Medical Analysis Tool, 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 the Medical Analysis Tool, once the planner ensures that the specified forces in the two tools match.

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Appendix D

Civilian Support

Civilian personnel have always accompanied deployed Armed Forces. The increasingly hi-tech nature of equipment and rapid deployment requirements 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.

D-1. The primary focus of this appendix is:
- To identify the role and responsibilities of HR organizations in providing selected HR support to civilians who deploy with the force. This includes DoD civilians and contractors.
- To provide contracting information to HR leaders. In some operational scenarios, contracting support will be required to support PA, casualty operations, or postal functions within a theater.

D-2. Numerous examples exist throughout the nation's history, from settlers supporting the Continental Army, nurses supporting the Civil War and other wars, Army and DoD civilians, 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.

D-3. Army mobilization planners of each functional component, at all organizational levels, will plan for Army civilians and contractors who provide weapons systems, equipment maintenance, and other support services. Deliberate planning is accomplished to effectively integrate Army civilians and contractors. The planning process includes logistical, administrative, medical, and other support to ensure sufficient theater resources are available in the AO to support them. Planning for civilian and contractor support is a key factor and will be included in the early operational planning stage.

D-4. The following are proponents for various categories of civilians who may deploy in support of an operation.
- The functional proponent for Army personnel support to DA civilians (appropriated and NAF employees) is the Army G-1.
- The functional proponent for CAAF is the Army G-4. Contracting activities and contracting officers provide contractual oversight for contractors. AAFES performs NAF civilian personnel management for AAFES personnel.
- The functional proponent for deployed ARC, ACES, and MWR personnel is the ACSIM. MWR support is executed by the U.S. Army FMWRC. Deployed ARC personnel are considered special staff under the G-1/AG of the unit they are deployed or collocated with. ACES support is executed through a Functional Support Team member assigned by IMCOM ACES. The unit G-1/AG is responsible for coordinating and providing their personnel support while deployed.

D-5. Emergency-Essential (E-E) personnel. DoD civilians who deploy with the force are usually coded E-E on authorization documents and will deploy with the unit. Typically, DoD civilians deploy in a TDY status for a period of 179 days. Army commands or units with deployed DoD civilians remain responsible for replacing them after 179 days. If Army commands are unable to provide a replacement, fill

requirements are developed and requested by the ASCC via the Worldwide Individual Augmentation System. All DoD civilians are required to be processed through a CRC prior to deployment.

- An E-E position is a position overseas or expected to transfer overseas during a crisis situation, and requires the incumbent to deploy or perform a TDY assignment overseas in support of a military operation.

- E-E civilians must be U.S. citizens and 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.

- 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.

D-6. DoD civilians generally receive the same level of support as Soldiers, and like Soldiers, the military leadership provides C2 over them. Again, like Soldiers, the HR support mission is to provide HR support to them. While the official database of record for DoD civilians is currently separate from the military, they receive the same level of accountability, are included in PERSTATs, provided postal and MWR support, eligible for certain awards and decorations, and receive evaluation reports, etc.

D-7. Non-governmental personnel. Non-governmental personnel includes those who are employed by private organizations, such as ARC personnel, civilian media representatives, visiting dignitaries, representatives of DoD-sponsored organizations such as the USO, 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.

D-8. Types of contractor employees and their legal status. Contingency contractor employees fall into two primary categories:

- CAAF are contractor employees who are specifically authorized through their contract to accompany the force and have protected legal status IAW international conventions. IAW these international conventions, CAAF are non-combatants, but are entitled to prisoner of war status if detained. CAAF employees receive a Geneva Convention ID card or common access card and are accounted for in SPOT or its successor.

- Non-CAAF personnel are employees of commercial entities not authorized CAAF status, but who are under contract with the DoD to provide a supply or service in the operational area. Non-CAAF includes day laborers, delivery personnel, and supply contract workers. Non-CAAF employees have no special legal status IAW international conventions or agreements and are legally considered civilians. They may not received a Geneva Conventions ID card, thus they are not entitled to prisoner of war treatment if captured by forces observing applicable international law. Non-CAAF employees are normally not included in personnel accountability reports.

RESPONSIBILITIES

ASCC G-1/AG

D-9. The ASCC G-1/AG has the following responsibilities:

- Establish theater policy for support of civilian personnel (DoD civilians and contractors). Policy should include specific entitlements (e.g., force protection, sustainment, etc).
- Include contractors in PERSTAT submissions.
- Ensure civilian contractor support is included in all OPORD/OPLANs.
- Establish requirements for E-E employees (e.g., numbers, skills, in the theater of operations).
- Establish procedures and coordinate (with the G-3) for DoD civilian replacements and augmentees.

- Coordinate with the TSC and HRSC to identify and resolve contractor accountability and reporting issues. Contractors will be integrated into the theater database.
- Account for and report the status of all civilians, to include contractors, assigned or attached in support of contingency operations.
- Ensure DoD civilians and contractors receive appropriate HR support (postal, casualty, MWR, etc).
- Establish and announce the administrative workweek to ensure that E-E employees receive proper payment for all hours worked.
- Determine AO specific operation deployability requirements such as medical and physical, clothing and equipment, weapons issue policy for E-E employees and contractors, deployed personnel tracking and reporting procedures, theater unique cultural and environmental training and provide this information to Army G-1 prior to deployment of civilians.

HRSC

D-10. The HRSC has the following responsibilities:
- Ensure all DoD civilians and contractors are entered into the deployed database (DTAS for DoD civilians and SPOT for contractors).
- Coordinate with the ESC/TSC HROB to resolve any PA, casualty, or postal issues.
- Receive and process casualty reports for DoD civilians and contractors.

ARMY FIELD SUPPORT BRIGADE

D-11. The Army Field Support Brigade has the following contractor personnel responsibilities:
- Receive the Contractor Coordination Cell (CCC) as part of theater opening operations in order to assist in establishing initial contractor accountability in theater (representatives are normally located at each APOD).
- Conduct CAAF reception activities at the APOD to assist in accounting for, receiving, and processing CAAF arriving in and departing from the operational area.
- Assist in maintaining visibility, accountability, and tracking of all Army CAAF and other contractors as directed by the ASCC. The Army Field Support Brigade accomplishes this through the attached CCC using the SPOT system/database or its successor. SPOT maintains contract employee data and reflects the location and status of all contractors based on information entered by the contract company and Joint Mobility Management System scans.
- Maintain the Joint Mobility Management System hardware and software.
- Coordinate with the TG PAT or the Sustainment Brigade HROB supporting the APOD or SPOD to resolve contractor accountability issues.
- Provide SPOT contractor accountability data through the TSC/ESC to the ASCC G-1/AG IAW established timelines.

HR OPERATIONS BRANCH (HROB)

D-12. HROBs have the following responsibilities:
- Ensure civilian contractor support is included in all OPORD/OPLANs.
- Ensure subordinate units maintain visibility and accountability of unit contractors.
- Coordinate or provide life support (protection, billeting, feeding, transporting, etc.) at the APOD/SPOD IAW contract entitlements.
- Coordinate with the HRSC, HR Company, and COR to resolve contractor accountability, postal, or casualty issues.

HR COMPANY

D-13. The HR Company has the following responsibilities:

- Synchronize PA with the Army Field Support Brigade RSO&I Cell at APOD/SPOD.
- Coordinate with the HROB to identify and resolve postal or PA issues.
- Provide full or limited postal service to DoD civilians and contractors IAW theater policy.

PERSONNEL ACCOUNTABILITY

D-14. It is the overall responsibility of the ASCC G-1/AG to collect strength related information on all personnel who deploy with the force. This includes Soldiers, DoD civilians, contractors, and non-governmental (ARC/AAFES, etc.) civilians who provide support to the deployed force. Without accurate strength and accountability information it becomes difficult for the combatant commander to synchronize support with the combat forces being supported into the overall operation. PA for Soldiers, Joint Service-members, and DoD civilians is outlined in Chapter 3.

D-15. For contractors, visibility and PA are of crucial concern by the HR community. As the ASCC G-1/AG has responsibility for reporting strength data to the combatant commander, accurate reporting of contractor strength is necessary in determining and resourcing government support requirements such as facilities, life support and force protection in hostile or austere operational environments.

D-16. Unlike Soldier PA, the accuracy of contractor accountability numbers is not the responsibility of HR organizations. As stated in AR 715-9, Contractors Accompanying the Force, the U.S. Army Materiel Command, normally through the supporting Army Field Support Brigade, assists in establishing and maintaining accountability of Army CAAF in the AO. During major operations, the Army Field Support Brigade normally receives a CCC to assist with PA of CAAF. The CCC will ensure CAAF are aware of the requirement to maintain their specific theater location by using the SPOT database to accurately reflect their location within the theater. SPOT is capable of providing by-name accountability data for all contractors deployed in theater, including pre-deployment certification, contact information, contract POC information, and area of performance. The CCC will provide SPOT contractor PA data to the designated sustainment command HR staff as directed. It is anticipated that SPOT will eventually provide a bridge link to DTAS. SPOT functionality and reliability is the responsibility of the G-4. Contract companies are responsible for the accuracy of the SPOT data for their employees to include employee's status and location.

D-17. The RSO&I Cell located at the APOD/SPOD coordinates directly with TG PAT or supporting HROB to resolve any contractor accountability issues.

CASUALTY OPERATIONS

D-18. Casualty reporting for deployed DoD civilians is conducted in the same manner as for Soldiers. This includes proper notification of civilians' NOK. Casualty reports are submitted through casualty channels back to the CMAOC. The CMAOC then contacts emergency POCs at their organizations. Categories of civilians for which a casualty report is required are listed in 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.

D-19. Casualty reporting of contractor personnel is conducted in the same manner as for Soldiers and DoD civilians (i.e., casualty reports are submitted through casualty channels back to the CMAOC). Upon receipt of reports, CMAOC notifies the contracting company/firm who conducts NOK notification. Units with embedded 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 all civilians, which include contractors.

POSTAL SUPPORT

D-20. 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 TSC) unless the MPSA designates a separate ZIP code for them. 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 (DD Form 3955 [Directory Card]).

D-21. The nationality of the contractor employee usually determines postal support. U.S. citizen contractor employees, who deploy in support of U.S. Armed Forces, may be authorized to use the MPS if there is no U.S. 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 PA system in place in the AO; therefore, the contractor accountability system must interface with the AO postal system.

MWR SUPPORT

D-22. Maintaining acceptable quality of life is important to the overall morale of any organization, including contractors. Deployed DoD civilians have access to recreational activities, goods, services, and community support programs such as the ARC, Family support, and the exchange system.

D-23. Generally, contractors are not entitled to MWR support. However, 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. Local nationals are not provided MWR support.

D-24. 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 USO and the Armed Forces Professional Entertainment Office, military clubs, unit lounges, and some types of rest centers.

D-25. U.S. citizen contractor employees may be eligible to use AAFES, 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 agreement.

OTHER HR SUPPORT

D-26. For DoD civilians, the home station and the deployed supervisor ensure deployed DoD civilians receive HR services and treatment comparable to that received by civilians who are not deployed. These services may include such areas as DA civilian awards (e.g., performance or monetary awards for special acts, suggestions, or inventions), DA civilian performance appraisals/ratings, supervisory documentation, appointments, career programs, promotions and reductions, identification documents, health insurance, and leaves. Normally, the deployed supervisor provides input to deployed civilians' awards and performance appraisals. That input is used by the home station supervisor in the completion of the official performance appraisals and awards.

DEPLOYMENT AND REDEPLOYMENT OF CIVILIANS

D-27. The Army created several sites within CONUS for expeditiously preparing DoD civilians and contractors for deployment. These sites, like the CRC, receive, certify theater entrance eligibility, and process individuals for deployment. Redeploying individuals will process through the same CRC as they initially processed to ensure issued government equipment is recovered. When it is not practical or affordable, contractors or DoD civilians deploying from Hawaii, Alaska, or Europe may not be required to

process through a CRC, but may be processed from locations that have similar processing capabilities as a CRC.

D-28. Each deploying civilian should have a deployment packet prepared and provided by the individual's home station/installation civilian personnel office or employer. A copy of that deployment packet 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 AO. The deployment packet serves as a field file. It consists of a personnel data sheet from the civilian personnel office, DA Form 7425, (Readiness and Deployment Checklist), medical documents, copy of the DD Form 93, clothing and organizational equipment record, AO clearance, and other requirements listed on the DA Form 7425.

D-29. For contractor personnel, the company name and its emergency POC and phone number will be obtained by the CRC, mobilization station, or the AO point of entry. This information will be entered into the civilian personnel data system, currently the Civilian Tracking System, and also placed in the deployment packet. Contractor personnel will also ensure appropriate information is updated in SPOT.

D-30. For various reasons, some system and external support contractors may inadvertently deploy without processing either through a force-projection-platform processing center, an authorized contractor run deployment site, or a CRC. When this occurs, the contract employee will normally be returned to their point of origin at company expense. The pre-deployment processing is conducted in the AO by the CCC as soon as possible during the reception processing.

D-31. Upon completion of an operation, contractors re-deploy out of the AO as quickly as METT-TC allows. 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.

D-32. Redeployment processes are 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).

D-33. Prior to arriving at the APOE/SPOE, contractors accomplish the same preparations as the military forces. Similar to deployment, contractor accountability requirements continue, enabling the military to maintain accountability of and manage contractors as they proceed through the re-deployment process.

D-34. 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 DoD civilian and contractor employees to their organization or to their home. Contractor employees that deploy with their habitually supported unit normally redeploys with that unit.

CONTRACTING HR SUPPORT FUNCTIONS

D-35. During contingency military operations, HR leaders continually assess the capability of HR units to provide or maintain adequate support within their AO. During these assessments, HR leaders may in some cases, determine that the same level of support cannot be sustained without additional resources. Additional resources include manpower, equipment, and supplies. This shortfall may be caused by an insufficient number of HR units to support theater rotation policies or when the theater of operations is so vast that current HR organizations cannot provide adequate area support.

D-36. One method to overcome a shortfall in manning, equipment, or supplies is for HR leaders to consider contracting to purchase needed supplies and equipment, and in limited cases, contracting selected HR related services. This is not a new idea, but one that has been successful in various operational scenarios. For example, mail is now moved by contractors to and from the MMT. Contractors have also been used to perform selected functions within APOs. While contracting-out HR functions may not be the

preferred method, it is an option that may be considered by HR leaders. In all cases, contracted support requires detailed planning and proper government oversight. As such, all HR leaders should consider attending the Contracting Representative Course as a priority prior to deployment.

D-37. HR leaders need to understand that all military operations are not defined as "contingency operations." Contingency operations are defined as "a military operation, designated by the Secretary of Defense, where members of the Armed Forces are or may become involved in military actions, operations, or hostilities against an enemy of the U.S." Contingency operations may also be an operation requiring the use of the military during a national emergency declared by the President or Congress. Examples may be major theater war, small scale contingencies, and stability and support operations. Routine exercises are not categorized as a contingency operation.

D-38. Risk assessment. To properly evaluate the value and feasibility of contracted support to any given military operation, the requiring unit or activity and the supported commander and staff make an assessment of risk. This assessment evaluates the impact of contractor support on mission accomplishment, including the impact on military forces, if they are required to provide force protection, lodging, mess, or any other support to contractors. This assessment will determine if the value the contractor brings to operations is worth the risk and resources required to ensure its performance.

D-39. While a detailed analysis and availability of funds will determine if contracting is feasible or desirable, HR leaders must understand the contracting process and the roles they may have in this process. The HR community is more involved in contracting as the Army continues its transformation. HR personnel may act as requiring activity planners or as contracting officer representatives. As such, it is crucial for HR personnel to become familiar with operational contract support terms, procedures, roles and responsibilities they have in the process. HR leaders must ensure contracts include requirements for the protection of personally identifiable information IAW the Federal Acquisition Regulation.

D-40. Contract support is a key capability for deployed Armed Forces. Due to the importance and unique challenges of operational contract support, HR leaders need to fully understand their role in planning for and managing contracted support. Current doctrine describes three broad types of contracted support: Theater support, external support, and systems support.

- Theater support contracts: Supports deployed operational forces under prearranged contracts, or contracts awarded from the mission area, by contracting officers under the C2 of an Army Contracting Support Brigade (CSB) or designated Joint Theater Support Contracting Command (JTSCC). Theater support contractors are used to acquire goods, services, and minor construction support, usually from local commercial sources, to meet the immediate needs of operational commanders. Theater support contracts are the type of contract typically associated with contingency contracting. HR personnel may serve as requiring activity planners for theater support contract support actions. Theater support contracts in support of HR missions are normally executed through a general support manner through a CSB contingency contract team or JTSCC regional contracting office.
- External support contracts: Provides a variety of support to deployed forces. External support contracts may be prearranged contracts or contracts awarded during the contingency itself to support the mission and may include a mix of U.S. citizens, third-country nationals, and local national subcontractor employees. The largest and most commonly used external support contract is the Army's LOGCAP contract. This Army program is commonly used to provide many sustainment related services to include HR support such as mail and MWR.
- System support contracts: Pre-arranged contracts used by the acquisition program office and are generally not related to HR operations.

D-41. For HR leaders and staff officers, the major challenge is ensuring that any HR related theater support and LOGCAP support actions are properly planned for and incorporated into the overall HR effort in the AO. It is imperative that HR personnel work closely with the supporting CSB and/or the supporting team LOGCAP-Forward personnel during both the planning process and the post-award process. It is also imperative that the HR staff be trained on their role in the operational contract support planning and execution process as described below:

- Contract Planning: The HR staff must be prepared to develop an "acquisition ready" requirement packet to submit to the supporting contracting activity. The packet must include a detailed performance work statement (sometimes referred to as a statement of work) for service requirements or a detailed item description/capability for a commodity requirement. In addition to the performance work statement, this packet must include an independent cost estimate of the item or service required along with a required command and staff (including resource management) approved DA Form 3953 (Purchase Request and Commitment). Additionally, certain items or specific dollar amount requests may require a formal acquisition review board packet as directed by local command policies.

- Post-award Contract Management: The HR staff also plays a key role in the post-award contract management for all theater support contracts and LOGCAP task orders that directly support the HR mission. One of the most important Sustainment Brigade tasks in this process is to nominate and track CORs for service contracts and receiving officials for all commodity contracts. Quality COR and receiving official support is key to ensuring that contractors provide the service or item IAW the contract. HR leaders must also manage funding for each HR related contract and request funds in advance of depletion of current funds or all contract work will stop until adequate funds are available. HR receiving officials and CORs are responsible for completing receiving reports, which certifies that the goods or services contracted for were received by the Army.

D-42. In addition to the basic contract planning and post contract award actions described above, there are many specific operational contract support planning and management tasks that HR leaders and staff officers should be familiar with when contemplating requesting contract support. The following recommendations should be considered when planning to contract out HR or postal operations:

- Establish specific contracting support coordination personnel or teams to serve as the nexus for the contract support planning and integration effort. For example, a postal contract support team is established for planning and integrating contracted postal functions and a PAT is established for PA. These teams manage the COR program and consolidate Performance Evaluation Board reports. The postal contract team may also be required to prepare monthly roll-up briefings to the Defense Contracting Management Agency administrative contracting officer and for the Award Fee Evaluation Board.

- HR contract support teams should have the capability and ability to work with supporting contracting officers, contract managers, and logistics support officers regarding requirements letters, administrative change letters, and other contract management tools.

- Routinely meet with the Defense Contracting Management Agency and contractors to discuss contractor tasks issues. Meetings should be conducted at least bi-weekly.

- Plan contractor support carefully. It is imperative to identify how property or equipment is aligned early in the process to ensure it is operational and meets the standard prior to a transfer of authority. Ensure contracts specify what GFE will be provided. Define the exact equipment, by locations, to be turned over to the contractor during the transfer of authority process.

- Understand the differences between GFE, theater provided equipment and installation provided equipment.

- Include the G-1/AG, G-8, and others throughout the contracting process.

- Schedule COR training as necessary.

- Specify the exact period of the contract need, what the deliverable items are, if needed, and the desired degree of performance flexibility.

- Describe the desired output rather than "how" the work is accomplished or the "number" of hours provided.

- Determine the availability of government support (includes force protection/security support) provided to contractors, and any conditions or limitations upon the availability or use of such services, needs to be clearly set forth in the terms of the contract.

- Identify potential degradation of contractor effectiveness during situations of tension or increased hostility.

D-43. It is also crucial to understand that the terms and conditions of the contract establish the relationship between the military (U.S. Government) and the contractor; this relationship does not extend through the contractor supervisor to his/her employees. Only the contractor can directly supervise its employees. The military chain of command exercises management control through the contract.

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Appendix E

HR Division of Labor

L=Lead; A=Assist; C/NS=Common Not Shared; SH=Shared						
HUMAN RESOURCES MAJOR FUNCTIONS DIVISION OF LABOR TASKS						
	S1	**MPD**	**G1**	**OTHER**	**DP 91**	**REMARKS**
Army Career and Alumni Program (ACAP)	A	L	A		Garrison	Garrison performs for all tenants.
Army Continuing Education Services (ACES)	A		A	L	Garrison	Aligned under garrison DHR.
Army Substance Abuse Program (ASAP)	A		A	L	Garrison	Aligned under garrison DHR.
Awards & Decorations (Military)	L	A	L	L	C/NS	Performed by chain of command. BDE S-1 (modular) or MPD (non-modular) updates records/uploads iPERMS.
Awards——U.S. Awards to Foreign Personnel	L		L		C/NS	
Band Support				L	Tenant	Tenant unit provides support.
Boards——MMRB Board	A	A	L		NA	GCMCA as the MMRB convening authority convenes MMRB board and appoints board members.
Boards——Officer Candidate School (OCS) Board	L		A		C/NS/Sh	Commanders of all Army Commands manage the OCS program under their jurisdiction. Structured interview may be waived under OCS direct select. Modular units to perform both deployed and a home station.
Casualty——Deployed Casualty Reporting	L		A		NA	In deployed theater provided by BDE S-1 and CLTs.
Casualty Assistance Centers (notification, mortuary & memorial affairs; Survivor Outreach Services)	A	L	A	A	Garrison	CACs managed by IMCOM. CACs exercise tasking authority over both AC and RC commands within their geographical area of jurisdiction to provide support.
Citizenship and Naturalization Applications	L	L			C/NS	
Civilian Personnel Policy Support				L	Tenant	Tenant Civilian Personnel Advisory Center (CPAC) or Civilian Personnel Office (CPO).
Congressional Inquiries/Special Actions	A	L	L	A	C/NS	Garrison or deployed G-1 receives inquiries from OCLL; refers TOE BDE inquiries to G-1 or rear detachment for direct reply to OCLL.
Deletions, Deferments and Early Arrivals	L	L			C/NS	MPD (non-modular units) or BDE S-1 (modular units).
Deletions/Deferments——Operational or Compassionate	L	A	L		C/NS	Requests submitted thru BDE S-1 (modular units) or MPD (non-modular) to HRC.

Deployment Cycle Support (DCS) Management (Reverse SRP Reintegration)	A			L	Garrison	Mission commander responsible for theater of operations functions. Under centralized conditions, processing facilities operate under general leadership of the garrison DPTMS or MPD. Garrison plans and coordinates home station DCS activities.
Deserter Control Officer	A	L			Garrison	Installation deserter control officer within MPD. Deserter records maintained by modular BDE S-1 or MPD for non-modular units.
Emergency Leaves, Funded Convalescent Leave	L			L	Unit	Unit function.
eMILPO Database Management	L	L			C/NS	MPD will retain responsibility for personnel database support to non-modular units. BDE provided administrative rights to manage assigned personnel.
Evaluation Processing	L			L	Unit	Unit function.
Family Travel Approval		L		A	Garrison	Part of reassignment processing.
Foreign Service Tour Extensions (FSTE), Curtailments, Consecutive Overseas Tour (COT), Inter-theater Transfer (ITT)	L	A			C/NS	OCONUS (including Hawaii and Alaska). Submitted thru command chain. In coordination with HRC, Command approves/disapproves FSTEs/Curtailments and cuts the orders. If a COT or IPCOT the MPD publishes the order. MPD (for non-modular units) or BDE (modular units) updates the DEROS.
Geographically Separated Unit S-1 Support	L	A			NA	Support for modular units below BN-level that are geographically separated from their servicing S-1 will be provided by the BDE/BN having training and readiness authority as stated in the units permanent order. As an exception, when this capability is not available on the installation, the garrison MPD will provide select services limited to those requiring the physical presence of the soldier—generally ID card support and MPF maintenance. All other services will continue to be performed by the Soldier's parent S-1 thru "reach" capability, i.e. phone, email, postal, fax, scanner, digital sender, digital signature, and other distance capability.
Green to Gold Application	L	L			C/NS	Application verified by S-1 (modular) or MPD (non-modular) and signed by commanding officer and field grade commander.
HR Planning and Preparation	L	L	L	L	C/NS	Part of HR functional operations in all organizations/levels.
ID Documents/DEERS/RAPIDS, ID Tags, Geneva Convention Cards, Medical Category Cards	L	L			C/NS	MPD issues ID card to non-modular unit Soldiers, retirees, civilians, contractors, family members, and others. MPD will also issue to modular-unit Soldiers when geographically separated from their BDE or when BDE loses capability.
In and Out Processing —Installation Centralized	A	L		A	Garrison	MPD provides for all tenants with assistance from supporting agencies and units.

LOD Determination Mgmt—Installation	A	L			Garrison	CACs supervise LOD investigation process, ensures LOD investigations are initiated promptly, and ensures LOD investigations are submitted in proper format.
Manifesting—final deployment	A	L			C/NS	
Manifesting—other than deployment	L	A			C/NS	
Member of Household	A	A		L	Garrison	Soldier submits thru command to garrison commander.
Military Personnel Files (MPF) Maintenance	L	L				BDE S-1 maintains for modular units. MPD maintains for non-modular and geographical separated units w/o S-1 capability.
Mobilization/Demobilization Site Mgmt		A		L	Garrison	Mobilization Sites operate under the management of the garrison DPTMS.
Orders—Amendments	L	L			C/NS	Only the organization that published the original order may amend, rescind, or revoke the order.
Orders—Confinement				L	Garrison	Orders prepared by legal office unless PCS involved—in which case MPD will prepare.
Orders Distribution	L	L		L	C/NS	Organization with approval authority publishes, distributes, files, and posts/inputs as required by applicable regulation.
Orders—Initial Deployment Temporary Change of Station (TCS)	A	L		L	Garrison	Home station MPD will publish initial deployment TCS orders for AC personnel. Initial deployment TCS orders for RC Soldiers will be prepared either at the home station, mobilization station, CRC or, in the case of an IMA/IRR, at the installation where the Soldier is assessed onto active duty. HRC-STL, Joint Forces Headquarters State (JFHQ-ST) or Regional Readiness Support Commands (RRSCs) are responsible for publishing the individual mobilization orders for RC Soldiers. CONUSA, Home Station, Mob Station or the installation will prepare TCS orders for all RC/AC personnel movements to final duty locations.
Orders—Other Than Travel	L	L			C/NS	a) Authority to issue other-than-travel orders is vested in command. Commanders may issue orders based on the authority inherent in their positions, standing authority provided through regulations, or temporary authority delegated under certain circumstances for specific purposes. b) Commanders of Active Army detachments, companies, batteries, or battalions serviced by the garrison MPD will not issue written orders. When written orders are required, commanders who are not authorized to issue written orders will submit a request for orders to the commander responsible for providing administrative support.
Orders—PCS Travel, Separation, Retirement	A	L		A	Garrison	MPD provides for all tenants.

						Remarks
Organizational Inspection Program	L		L	L	C/NS	Command program. BDE S-1 will inspect BN S-1. IMCOM Regions will inspect garrison MPDs. MPDs do not inspect BN/BDE S-1.
Personnel Asset Inventory (PAI) Validation	L	L			C/NS	BDE S-1 and MPD perform PAS functions.
Passports, Visas		L		L	Garrison	Installation commander designates individuals as passport agents. Nondeployable function within garrison. Soldiers initiate application at the MPD in conjunction with PCS.
PCS Management. Levy brief, Unit Notification, Soldier Briefings, PCS Orders Publication, and Distribution	A	L	A	A	Garrison	MPD provides for all tenants with assistance from Soldier units and tenant agencies.
Permanent Party Reception Operations	A	A	A	L	Garrison	Currently resourced by BMM under the general guidance of the garrison MPD. IMCOM resourcing concept plan pending.
Personnel Accounting	L	L	L		C/NS	BN/BDEs conduct for modular units. MPD assists with non-modular units.
Soldier Actions and Applications	L	L			C/NS	BN/BDE S-1s perform for modular units including geographically separated Soldiers. MPD performs for non-modular units.
Personnel Readiness Management	L		A	L	C/NS	Performed by BDE S-1 and HRC. G-1 involvement in coordination with HRC. Non-modular units manage through command channels.
PERSTEMPO	L			L	C/NS	Unit function as part of readiness and strength management for all organizations.
Postal Operations—Consolidated Mail Rooms (CMR)				L	Garrison	OCONUS (not including Hawaii or Alaska).
Postal Operation—OCONUS (not Hawaii or Alaska)				L	Tenant	ASCC responsibility.
Postal Operations—Deployed	L			L	C/NS	Performed by SRC-12 postal platoons and unit mail clerks.
Postal Operations—Installation				L	Garrison	Home station Postal Officer under Garrison DHR for training and inspections.
Promotions—Centralized Pre-Board Process	L	L			C/NS	BDE S-1 performs pre-board process. Installation MPD performs pre-board process for non-modular units.
Promotions—Centralized Post-Board process	L	L	L		C/NS	Preposition list released to Installation Commander (normally G-1). Copies furnished to BDE S-1 and MPD to work for Soldiers for which they have MPF custodial responsibility.
Promotions—Enlisted Advancements	L				C/NS	All BN S-1s conduct their own queries, screening, and actions IAW applicable regulations. BDE/BN update personnel records.
Promotions—Semi-Centralized (SGT/SSG)	L	L			C/NS	Modular BN and BDE to conduct and manage from start to publishing promotion orders. MPD performs for non-modular units.
Rear Detachment (RD) Support	L	A		L	C/NS	Units retain RD mission. MPD may provide select RD support to include common access card, DEERS, Rapids, ID Tag, SGLI, and Emergency Data for RDs w/o capability.
Reassignments—Inter (between Brigades)	L	L			C/NS	Losing BDE coordinates with HRC for approval. HRC generates AI thru EDAS. MPD publishes order.

Task					System	Description
Reassignments—Intra Same Location No Cost (within same Brigade)	L				C/NS	BDE will issue DA Form 4187 (Personnel Action) to announce intra-Brigade reassignment of either individuals or groups when no travel is involved.
Records Management (records holding areas, official mail & distribution)				L	Garrison	Garrison DHR
Retention	L		L	L	C/NS/Sh	Garrison Soldiers receive retention support through the installation. S-1s and MPDs to make MPF and personnel system data available for Retention personnel.
Retirement Services		L				S-1 submits request for retirement. When approved, documents go to transition center which will use TRANSPROC to populate and prepare the 214 Worksheet.
Soldier Readiness Processing (SRP) Level-1	L	A		A	C/NS	Commander responsible for level-1 state of readiness that must be maintained at all times.
Soldier Readiness Processing Checks (SRC) Level-2	A	L		A	Garrison	Level-2. Individual TCS and unit deployments in support of a contingency. Normally performed 60 day prior to LAD. Under Centralized conditions, processing facilities operate under general leadership of the MPD. Functional staff agencies responsible for manning processing stations to include BDE S-1's assistance. Garrison DPTMS performs coordination with deploying units and supporting staff agencies.
Sponsorship	A	A		L	C/NS	Installation commander appoints individual to coordinate and manage program.
Strength Reporting	L	L	L		C/NS	BN/BDE perform strength reporting. MPD assists with non-modular units. BDE provided system administrator permissions.
Student Travel, Early/Advance return of family members, Registration of Birth	A	L		A	Garrison	OCONUS specific (less birth registration in including Hawaii and Alaska).
Transition Processing and Centers		L			Garrison	MPD provides for all tenants.
UCMJ	L			L		Unit 27D or Legal Center function. MPD and S-1 involved in filing documents.
Unit Status Report (USR)	L		L	L	C/NS	Unit function conducted by MTOE & TDA units.

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Glossary

Acronym	Definition
A&R	athletic and recreation
AAFES	Army and Air Force Exchange Service
ABCS	Army Battle Command System
AC	Active component
ACES	Army Continuing Education System
ACS	Army Community Service
ACSIM	Assistant Chief of Staff for Installation Management
ADPAAS	Army Disaster Personnel Accountability and Assessment System
AEA	assignment eligibility and availability
AG	Adjutant General
AIFA	AAFES Imprest Fund Activities
AMT	Air Mail Terminal
AO	area of operation
AOC	area of concentration
APO	Army Post Office
APOD	aerial port of debarkation
APOE	aerial port of embarkation
ARC	American Red Cross
ARFORGEN	Army Force Generation
ARNG	Army National Guard
ASAP	Army Substance Abuse Program
ASCC	Army Service Component Command
ASI	additional skill identifier
AUTL	Army Universal Task List
AVAP	Army Voting Assistance Program
AWCP	Army Weight Control Program
BCS3	Battle Command Sustainment Support System
BMM	borrowed military manpower
BRS	benchmark rate structure
C2	command and control
CAAF	contractors authorized to accompany the force
CAC	Casualty Assistance Center
CAISI	Combat-Service-Support Automated Information Systems Interface
CAO	casualty assistance officer
CCC	Contractor Coordination Cell
CCIR	commander's critical information requirement

CFLCC	Combined Force Land Component Command
CIS	Citizenship and Immigration Services
CJTF	Combined Joint Task Force
CLT	Casualty Liaison Team
CMAOC	Casualty and Mortuary Affairs Operations Center
CNO	casualty notification officer
COA	course of action
COD	Casualty Operations Division
COIC	Current Operations Integration Cell
CONUS	Continental United States
COPE	custodian of postal effects
COPS	Common Operational Picture Synchronizer
COR	Contracting Officer Representative
CP	command post
CRC	CONUS Replacement Center
CRM	composite risk management
CSB	Contracting Support Brigade
CSM	Command Sergeant Major
CSSB	Combat Sustainment Support Battalion
CYSS	Child, Youth, and School services
DA	Department of the Army
DCIPS	Defense Casualty Information Processing System
DCIPS-CF	Defense Casualty Information Processing System-Casualty Forward
DCS	deployment cycle support
DEERS	Defense Enrollment Eligibility Reporting System
DHR	Directorate, Human Resources
DML	distribution management level
DMPM	Director, Military Personnel Management
DMSL	distribution management sub-level
DNBI	disease and non-battle injury
DoD	Department of Defense
DOX-T	Direct Operations Exchange-Tactical
DTAS	Deployed Theater Accountability Software
DUIC	derivative unit identification code
DUSTWUN	duty status-whereabouts unknown
E-E	emergency-essential
EDAS	Enlisted Distribution and Assignment System
EEC	emergency essential civilian
eMILPO	electronic Military Personnel Office
EO	equal opportunity
EOAP	Equal Opportunity Action Plan

EPS	Essential Personnel Services
EPW	enemy prisoner of war
ESC	Expeditionary Sustainment Command
FBCB2	Force XXI Battle Command Brigade and Below
FM	field manual
FMC	Fleet Mail Center
FMWR	Family and Morale, Welfare, and Recreation
FMWRC	Family and Morale, Welfare, and Recreation Command
FOB	forward operating base
FRG	Family Readiness Group
GFE	government furnished equipment
HCP	health and comfort pack
HQ	headquarters
HQDA	Headquarters, Department of the Army
HR	human resources
HRC	Human Resources Command
HROB	Human Resources Operations Branch
HRSC	Human Resources Sustainment Center
HURS	Human Resources Command User Registration System
IAW	in accordance with
IA	individual augmentee
ID	identification
INIT	initial
IMCOM	Installation Management Command
iPERMS	interactive Personnel Electronic Records Management System
ITAPDB	Integrated Total Army Personnel Database
JFLCC	Joint Force Land Component Command
JMMT	Joint Military Mail Terminal
JMPA	Joint Military Postal Agency
JOA	joint operations area
JP	joint publication
JPERSTAT	joint personnel status
JTF	Joint Task Force
JTSCC	Joint Theater Support Contracting Command
KIA	killed in-action
LAD	latest arrival date
LOD	line of duty
LOGCAP	Logistical Civilian Augmentation Program
MA	mortuary affairs
MCA	mail control activity
MDMP	military decision making process

MDP	mail delivery point
MEB	Medical Evaluation Board
METT-TC	mission, enemy, terrain and weather, troops and support available, time available, civil considerations
MHRR	Military Human Resources Record
MIA	missing in-action
MMRB	MOS Medical Review Board
MMT	Military Mail Terminal
MOS	military occupational specialty
MPD	Military Personnel Division
MPO	military post office
MPS	Military Postal Service
MPSA	Military Postal Service Agency
MPT	Music Performance Team
MRE	mission readiness exercise
MRX	mission rehearsal exercise
MTF	Medical Treatment Facility
MTOE	modified table of organization and equipment
MWR	morale, welfare, and recreation
NAF	non-appropriated fund
NCO	noncommissioned officer
NCOIC	noncommissioned officer in-charge
NGB	National Guard Bureau
NIPRNET	Nonsecure Internet Protocol Router Network
NOK	next of kin
OCONUS	Overseas Continental United States
OMM	Official Mail Manager
OPCON	operational control
OPLAN	operation plan
OPORD	operation order
PA	personnel accountability
PAI	personnel asset inventory
PAT	Personnel Accountability Team
PCS	permanent change of station
PEB	Physical Evaluation Board
PERSUM	personnel summary
PERSTAT	personnel status
PIM	personnel information management
PMAD	personnel manning authorization document
PNOK	primary next of kin
POC	point of contact

POD	Postal Operations Division
PPA	Personnel Processing Activity
PPC	Personnel Processing Center
PPG	personnel policy guidance
PR	personnel recovery
PRM	personnel readiness management
PROG	progress
PRR	personnel requirement report
PR TM	Personnel Readiness Team
R&R	rest and recuperation
RAPIDS	Real-Time Automated Personnel Identification System
RC	Reserve component
RCAS	Reserve Component Automation System
READY	Resources for Educating About Deployment and You
RETAIN	Reenlistment, Reclassification, and Assignment System
RLAS	Regional Level Application Software
RSO	reception, staging, and onward movement
RSO&I	reception, staging, onward movement, and integration
RTD	return to duty
SABERS	System to Automate the Benchmark Rate Structure
SCC	Service Component Command
SCMO	summary court martial officer
SGLV	Servicemembers' Group Life Insurance Election and Certificate
SIDPERS	Standard Installation/Division Personnel System
SIPRNET	SECRET Internet Protocol Router Network
SOP	standing operating procedures
SPO	support operations
SPOD	sea port of debarkation
SPOE	sea port of embarkation
SPOT	Synchronized Pre-deployment and Operational Tracker
SR	strength reporting
SRC	standard requirements code
SRP	Soldier readiness processing
STACH	status change
STB	Special Troops Battalion
SUPP	supplemental
SVAO	senior voting assistance officer
TAPDB	Total Army Personnel Database
TACREC	Theater Army Casualty Records Center
TDY	temporary duty
TFE	Tactical Field Exchange

TG	Theater Gateway
TG PAT	Theater Gateway Personnel Accountability Team
TOE	table of organization and equipment
TOPMIS II	Total Officer Personnel Management Information System II
TPS	Tactical Personnel System
TSC	Theater Sustainment Command
UCMJ	Uniform Code of Military Justice
UIC	unit identification code
UMR/CMR	Unit mailroom/Consolidated mailroom
UPL	unit prevention leader
U.S.	United States
USO	United Service Organization
USPS	United States Postal Service
USR	unit status report
VAO	voting assistance officer
VSAT	Very Small Aperture Terminal
WIA	wounded in-action
WTU	Warrior Transition Unit

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