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## **S-1 Operations**

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# S-1 Operations

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# Preface

An interim field manual (FMI) is a Department of the Army publication that provides expedited delivery of urgently needed doctrine. The doctrine contained in this FMI is approved for immediate use in training and operations. This FMI document is intended to help guide actions, provide procedures, and enable decision making. FMI 1-0.01 is the Army's source of doctrine for brigade (BDE) and battalion (BN)-level Human Resources (HR) support. When coupled with FMI 1-0.02, Theater-level Human Resources Support and FM 1-0, Human Resources Support, the Army has a complete library which describes HR support at all levels of execution. It is the intent of this FMI to add a greater level of detail to S-1 operations than that found on FM 1-0, to include Tactics, Techniques, and Procedures (TTP)-level of doctrine.

## PURPOSE

FMI 1-0.01 promotes a common understanding of HR support fundamentals at Brigade/Brigade Combat Team (BDE/BCT) and BN S-1 sections in both home station and the deployed theater. This manual does not prescribe detailed procedures for the HR support functions. However, it does provide a common baseline for conducting HR support at BDE/BCT and BN levels, as well as other HR core competencies executed at the BDE/BCT level. FMI 1-0.01 relates to, supports, and drives HR operations aligned under Personnel Services Delivery Redesign (PSDR). This manual provides sufficient information to allow for execution of all required HR missions and functions dictated by current operational requirements and anticipated future actions. It outlines the doctrinal base for developing operational plans and associated standing operating procedures (SOPs). Leaders and HR operators at all levels must apply these fundamentals using the military decision making process (MDMP), troop leading procedures, and Mission, Enemy, Terrain and weather, Troops and support available, Time available, Civil considerations (METT-TC). This publication is authoritative, but requires judgment in application.

## WHAT HAS CHANGED

As the Army continues to transform, HR support and services have evolved. Gone are the stovepipe structures of the Cold War era. They've been replaced with modular organizations that provide commanders with tailorable, flexible options to cope with the many challenges HR professionals face during military operations. Another key change involves making brigades capable of independent HR operations, regardless of location. In the past, S-1 sections at the BDE/BCT and BN levels have had to rely on support from higher echelons (Division G-1, Installation Military Personnel Division (MPD)), and/or the supporting Personnel Services Battalion (PSB) which provided area support for HR to support commanders and Soldiers. PSDR migrates the core of HR support for Essential Personnel Services (EPS) from the inactivating PSBs and Personnel Detachments, into professionalized BDE/BCT and BN S-1 HR sections. This HR transformation initiative adds over 20 new tasks to the BDE/BCT and BN S-1s and expands many of the current tasks. Some key HR support typically provided to the S-1s by Division/Corps/Army G-1s will be assumed by the BDE/BCT S-1 section as it is linked directly to the top of the HR system (Human Resources Command (HRC)). A combination of increased training, newly fielded equipment, more robust communications and improved constant NIPRNET connectivity, and additional manpower have made S-1-centric HR support to the BDE/BCT-centric Army possible. This manual assists in ensuring the S-1 sections are capable of absorbing and executing the expanded mission and workload by providing TTP-level of doctrine.

## SCOPE

Chapter 1 discusses the organization and structure of BDE/BCT and BN S-1 sections transformed under the PSDR concept. Chapter 2 describes Personnel Readiness Management (PRM) and the process of distributing Soldiers based on documented requirements, authorizations, and predictive analysis to support commanders' priorities. Chapter 3 covers Personnel Accountability and Strength Reporting (PASR) which is one of the most important functions a BN or BDE/BCT S-1 must perform in peace or wartime. Chapter 4 describes Personnel Information Management (PIM) and provides information on automation systems used by HR operators and required connectivity for overall mission accomplishment. Chapter 5 discusses Reception, Replacement, Return to Duty (RTD), Rest and Recuperation (R&R), and Redeployment (R5) Operations management at BDE/BCT and BN level. Chapter 6 describes Casualty Operations Management. Chapter 7 discusses Essential Personnel Services (EPS). Chapter 8 covers Postal Operations.

## APPLICABILITY

This doctrine applies across components of full spectrum operations (offense, defense, and stability). These are components of Full Spectrum Operations, not Spectrum of Conflict. Further, it builds on the collective knowledge and experience gained through recent operations (lessons learned), numerous exercises, and the deliberate process of informed reasoning.

This publication applies to the Active Army, the Army National Guard (ARNG)/Army National Guard of the United States (ARNGUS), and the U. S. Army Reserve (USAR) unless otherwise stated. For ARNG and USAR Soldiers there are additional layers of authority and often the processes require going through Reserve Component (RC) channels, and in the case of ARNG personnel, working through a State Adjutant General. The Personnel Policy Guidance (PPG) for Contingency Operations in Support of GWOT is the base document.

## ADMINISTRATIVE INFORMATION

This FMI will expire after two years from its approved publication date. Throughout its life, proponents will collect feedback to refine the emerging doctrine that will be incorporated into new or revised field manuals.

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

The proponent of this publication is United States Army Training and Doctrine Command (TRADOC). The preparing agency is the U. S. Army Adjutant General (AG) School. Send comments and recommendations to [agdoctrine@jackson.army.mil](mailto:agdoctrine@jackson.army.mil) or on Department of the Army (DA) Form 2028 directly to Commandant, U. S. Army AG School, ATTN: ATSG-AG-CD, 10000 Hampton Parkway, Fort Jackson, South Carolina 29207-7025.

# Introduction

This doctrine addresses the Army's HR Transformation concept and PSDR, which embeds HR capabilities in the BDE/BCT sufficient to perform the required HR core competencies. This is in response to the major aspect of the evolution of Army HR support, structure, modularity, and available resources. As the Army continues its transformation from a forward deployed force to an expeditionary force based primarily in the Continental United States (CONUS), it has recognized the need to continually transform to meet the global challenges of the 21st Century. Additionally, the Army understands the need to respond more rapidly and decisively across full spectrum operations. Structurally, it is transitioning from an Army based around large, powerful fixed organizations, typically a division, to a design based on smaller, more self-contained organizations, BDE/BCTs, non-modular brigades, modular multifunctional Sustainment Brigades, and Special Troop Battalions (STB). Likewise, the HR structure is built to support the Army's modular, Joint, expeditionary, and operational concept. This structure will adapt and change to support long term operations.

HR Transformation of the BDE/BCT S-1 section was principally motivated by two conditions: the Army's decision to deactivate Personnel Detachments (PD) and PSBs and the Chief of Staff, Army (CSA) decision to create a Brigade-centric modular force. The loss of PD and PSB structure, which provided area-based HR support to organizations, left a support void and the Army's focus on a Brigade-centric design drove HR planners to consider embedding sufficient HR capability in the BDE/BCT to support Soldiers and commanders. This plan evolved into PSDR and led to the creation of capable, empowered S-1 sections embedded in units capable of supporting assigned and attached Soldiers. This process also led to the careful determination of HR task responsibility, ensuring that task duplication was limited such that available structure could be maximized. HR transformation is focused on the following strategic objectives, all of which impact S-1 sections:

- Reshaping HR processes.
- Using technology to apply a relevant, reliable, and achievable multi-component HR system.
- Realigning the Army HR structures.
- Delivering and executing HR service functions as close to Soldiers as possible in support of transformed BDE-centric tactical Army.

The primary focus of HR professionals assigned to Modified Table of Organization and Equipment (MTOE) units in garrison is to provide HR support and services to assigned/attached Soldiers, and to train for deployment and combat operations. The Installation Management Command (IMCOM) will handle all routine, high volume, career management, and life cycle tasks for Table of Distribution and Allowance (TDA) garrison-assigned Soldiers, family members, and retirees. Theater HR structure can support a force including personnel from other services, US government agencies, and multinational forces, as well as Department of Defense (DoD) civilians.

With the decrease in layered personnel action processing, BDE/BCTs must be adequately resourced to interface and process actions directly from HRC. PSDR resources and equips S-1 sections to perform HR support described by the tasks assigned to BN and BDE/BCT S-1 sections. This new concept is centered on a professionalized S-1 section with an additional Lieutenant (42B), a Warrant Officer (420A), a Master Sergeant (42A), and two 42F HR Systems Specialists assigned to each BDE/BCT S-1 section. These school-trained, experienced HR personnel significantly increase the capability of the BDE/BCT S-1 section. MTOE BN S-1 sections will have an AG (42B) officer in charge. S-1 officers, warrant officers, and noncommissioned officer (NCO) leaders will receive training at the AG School, the Soldier Support Institute (SSI) NCO Academy, and the Human Resource Management Qualification Course to better prepare them for the challenges of service in an S-1 section. Training at the AG School is clearly S-1 centric today.

Decentralized HR support under PSDR supports the HR core competencies of: Essential Personnel Services (EPS), Postal Operations Management, R5 (Reception, Replacement, Return-to-Duty, Rest and Recuperation, and Redeployment) Operations Management, Morale, Welfare, and Recreation (MWR) Support, Personnel Accountability and Strength Reporting (PASR), Personnel Information Management (PIM), Personnel Readiness Management (PRM), and Casualty Operations Management.

Automation and communications connectivity/bandwidth are the pacing items for HR transformation. PSDR provides the Very Small Aperture Terminal (VSAT), Combat Service Support Automated Information Systems Interface (CAISI), and the Non-Secure Internet Protocol Router Network (NIPRNET) connectivity for the S-1 sections as an element of the Connect-the-Logistician program managed by the Army G-4. Secure Internet Protocol Router Network (SIPRNET) connectivity is required for DTAS in the deployed theater; therefore, the S-1 must position at least a portion of their element where SIPRNET is available as DTAS requires daily inputs.

Determining the proper HR organization to provide the required support is a major element of PSDR and HR transformation, as limited structure and resources make it impractical to have redundant capabilities or significant task overlap. To assist S-1s, other HR managers, and commanders determine the proper organization to accomplish a specific task, the following rule of thumb was developed:

- If a task is performed while deployed and in garrison for Soldiers, then the BN or BDE/BCT S-1 will accomplish the task.
- If a task is only performed while deployed for Soldiers, then SRC12 HR organizations (HR Companies, Platoons and Teams) will assist in accomplishing the task.
- If a task is only performed in garrison for Soldiers and other supported populations, then the IMCOM MPD on the installation will accomplish the task.

Note: MPDs provide all military HR support to TDA units/Soldiers and on TDA installations formerly provided by PDs and PSBs. Select support for geographically separated MTOE units will be provided by the garrison MPD and is limited to those services requiring the physical presence of the Soldier – Common Access Cards (CAC) and selected military personnel file (MPF) maintenance.

These organizations and processes are significantly different from the legacy concepts and structure. They better support the modular BDE/BCT, STB, and BN S-1 sections by giving commanders integrated HR support. Increased network connectivity provides visibility of human resources and combat power as geographically dispersed units organize for missions. Through the common operational picture, commanders have total visibility of assigned or attached personnel, regardless of component.

Finally, this FMI provides BDT/BCT and BN-level HR guidance by consolidating the latest concepts and processes for MTOE and TDA organizations in the AC and Reserve Components (RC) and ensuring both their interoperability and the support of multi-service personnel.

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# Chapter 1

## Organization and Structure

This chapter discusses the organization and structure of BN and BDE/BCT S-1 elements transformed under the PSDR concept. PSDR empowers commanders and provides direct support to Soldiers by assigning HR professionals to the organization. The organizational design embodies modularity. New HR unit designs are tailorable, scalable, flexible, and capable of providing sustained HR support across full spectrum operations. The design reduces layers of HR structure and recognizes technological enhancements that enable a more timely and effective delivery of HR support and decisions.

1-1. The BN and BDE/BCT S-1 staff officer is the principal staff officer responsible for the delivery of HR support to the unit. HR support is also a key element of the newly defined Sustainment Warfighting Function and is an integral piece of the Sustainment structure and doctrine. The revised FM 3-0, Operations: Full Spectrum Operations replaces Battlefield Operating Systems with Warfighting Functions, which are defined as: a group of tasks and systems united by a common purpose that commanders use to accomplish missions and training objectives.

1-2. The Sustainment Warfighting Function is defined in FM 3-0 as: **The *sustainment warfighting function* is the related tasks and systems that provide support and services to ensure freedom of action, extend operational reach, and prolong endurance.** It includes those tasks associated with:

- Maintenance.
- Transportation.
- Supply.
- Field Services.
- Explosive ordnance disposal.
- Human resources support.
- Financial management support.
- Health service support.
- Religious support.
- Band support.
- Related general engineering.

### STRUCTURE

1-3. Figure 1-1 depicts the migration of the core competencies from the legacy force structure based on PDs and PSBs providing area-based support to the PSDR structure (shown at the top right of Figure 1-1), with some core competencies migrating to S-1 sections and some migrating to the HR theater structure (shown at the lower right of Figure 1-1). The Standard Requirements Code (SRC)12 structure performs theater-level tasks in support of the Postal; Reception, Replacement, Return to Duty (RTD), Rest and Recuperation (R&R), and Redeployment (R5) Operations; Casualty; Personnel Accountability and Strength Reporting (PASR); and Personnel Information Management (PIM) core competencies. The SRC12 HR organizations execute postal, R5, and casualty operations, and they provide infrastructure support (at the Human Resources Sustainment Center (HRSC)-level) for the PASR and PIM core competencies. Not all of the core competencies highlighted as moving to the S-1s are completely new to the section, but their roles and capabilities are expanded under PSDR. For example, PSDR expanded the

S-1 section role in personnel actions, an element of Essential Personnel Services (EPS). S-1 sections have always assisted Soldiers to prepare the DA Form 4187 (Personnel Action) and then, in the past, would forward it to the PDs and PSBs for processing. The role of the S-1 section is now expanded in personnel actions, as the section now prepares the action for the Soldier, processes it and then forwards it either to a higher headquarters S-1 or G-1, or direct to Human Resources Command (HRC) for action.

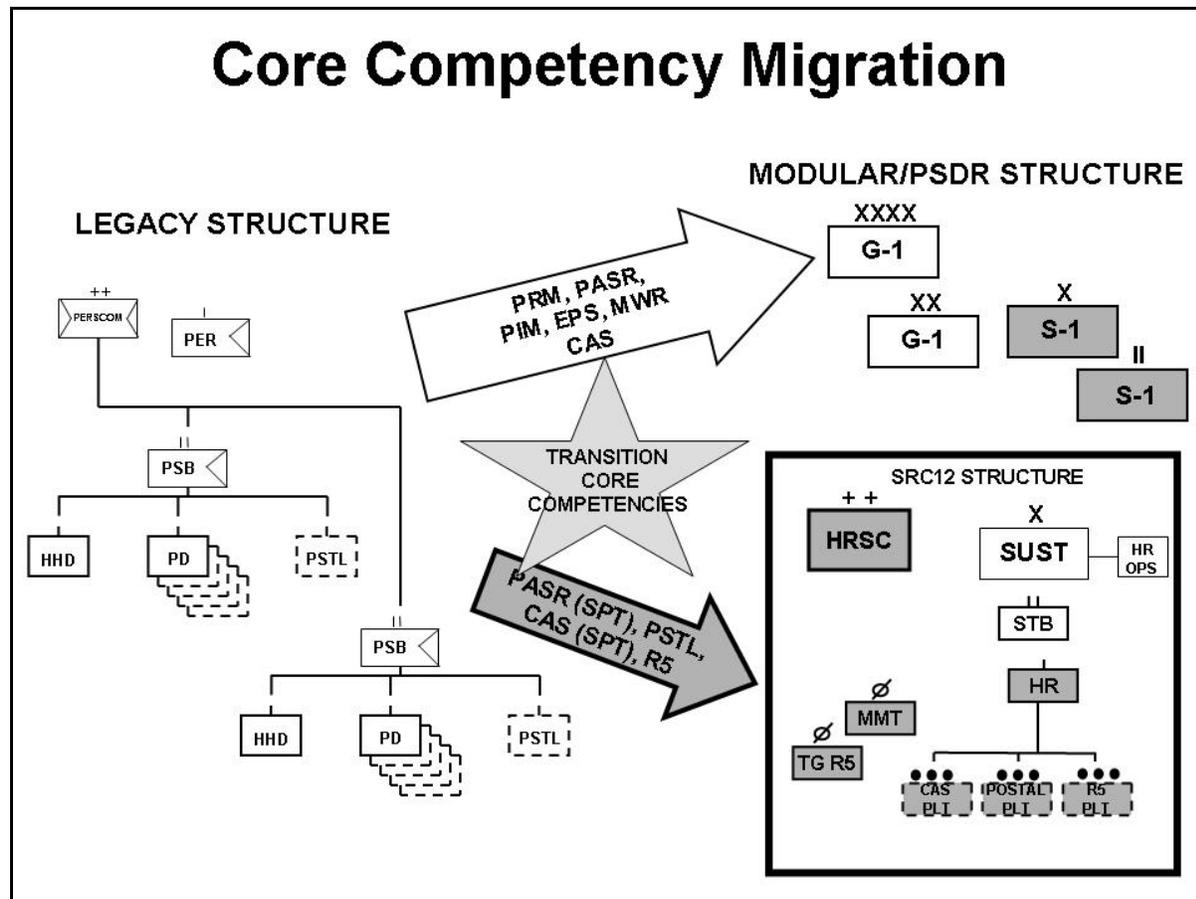


Figure 1-1. Structure Conversion Based on Core Competency Migration

## BATTALION (BN) S-1 SECTION

1-4. Manning of BN S-1 sections, unlike BDE/BCT S-1 sections, is still based on manpower requirements criteria (MARC); which created legacy S-1 section structure based on supported population. PSDR adds two Soldiers to the existing MTOE BN S-1 section strength, regardless of the type of unit.

### RESPONSIBILITIES

1-5. The BN S-1 section is the BN commander's principal staff section for HR support, as the BN S-1 is the commander's principal advisor for HR matters. The S-1 has the following responsibilities:

- Plan, direct, and manage HR core competencies.
- Input required Soldier personnel data accurately and in a timely fashion in the HR system of record, currently Electronic Military Personnel Office (eMILPO) for Active Component (AC) and deployed Reserve Component (RC) units, soon to be the Defense Integrated Military Human Resources System (DIMHRS) for all Soldiers of all components.

- Maintain accountability of assigned, attached, or other personnel, including civilians, who are assigned or attached with the BN.
- Execute required EPS actions to include awards, evaluations, personnel actions, promotion boards and assist the BDE/BCT S-1 with the management of semi-centralized promotion actions.
- Ensure timely personnel accountability and strength reporting is conducted in compliance with local, theater, and Army policies.
- Update Soldier records as required.
- Monitor, track and update personnel elements of individual Soldier readiness status.
- Prepare monthly personnel portion of the Army Strategic Readiness Update (ASRU) for submission to Headquarters, Department of the Army (HQDA).
- Perform strength distribution within the BN, allocating newly assigned Soldiers, NCOs and officers.
- Coordinate postal operations, health service support, military pay, religious activities, legal, and command information support within the BN, as required by the commander. Ensure activities support tactical plans, their branches and sequels, and the commander's desired end-state.
- Prepare personnel estimates and appendixes to service support annexes to operational plans (OPLAN) and operation orders (OPORD).
- Provide oversight for internal Army Records Information Management System (ARIMS) compliance. Note: The military personnel file (MPF) is maintained at the Military Personnel Division (MPD) (TDA), BDE/BCT S-1, or STB S-1.
- Provide or coordinate forms and publications management, Privacy Act and Freedom of Information Act inquiries, and Congressional Inquiries (CI) within the BN headquarters and subordinate units.
- Establish and document BN HR policies and SOPs.
- Coordinate with higher headquarters to obtain external HR support.
- Coordinate legal support of certain personnel activities to include service transfers and discharges, line of duty (LOD) investigations, conscientious objector processing, summary court officer appointments, and military justice.
- Prepare casualty reports in compliance with local, theater, and Army policies.
- Ensure compliance with command responsibility for casualty correspondence (e.g., letters of condolence and sympathy).
- Coordinate command interest programs as directed (e.g., Morale, Welfare, and Recreation (MWR), Voting Assistance Program, Combined Federal Campaign (CFC), Army Emergency Relief (AER), Community Support Programs, etc).
- Perform Adjutant duties as required.

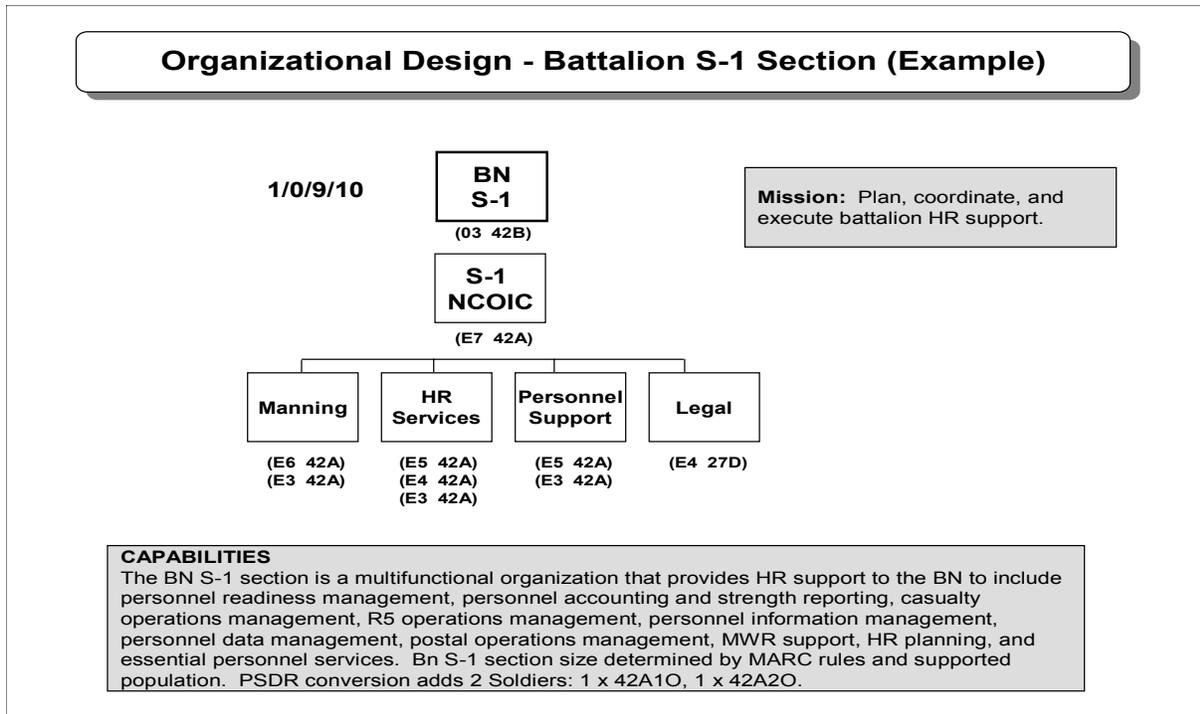
## EMPLOYMENT

1-6. The BN S-1 section operates in accordance with (IAW) METT-TC analysis. Location on the battlefield must allow for full voice and data connectivity (SIPRNET/NIPRNET) in order to provide HR support. The S-1 section organizes within specific functional areas in order to synchronize personnel management activities, manage current and plan future operations. NIPRNET connectivity may be provided by the Very Small Aperture Terminal (VSAT)/Combat Service Support Automated Information Systems Interface (CAISI) Connect-the-Logistician system by connecting the BN S-1 CAISI either through the Forward Support Company (FSC) VSAT, or the BDE/BCT S-1 VSAT. SIPRNET connectivity is coordinated through the BN S-6, and the S-1 should ensure that the S-6 includes the DTAS system in the BN SIPRNET bandwidth requirement. Secure voice data is critical to remain linked to subordinate companies and the BDE/BCT S-1. Additionally, the BN S-1 section requires access to Force XXI Battle Command, Brigade-and-Below (FBCB2), Blue Force Tracker (BFT), or similar system to allow secure text capability with subordinate companies.

**ORGANIZATION**

1-7. The BN S-1 organizes the section to execute the responsibilities listed above. The S-1 will normally organize personnel functionally (assign specific personnel to an area of responsibility; then cross train within the section for continuity and consistency). Typical areas of responsibility include manning, personnel support, HR services, and legal. Figure 1-2 depicts a BN S-1 staffing and organizational architecture for a typical 10-person S-1 section.

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



**Figure 1-2. BN S-1 Section Structure**

**SUPPORT REQUIREMENTS**

1-8. The BN S-1 relies on secure, continuous, and survivable secure communications and NIPRNET and SIPRNET-based digital information systems. The BN S-6 must ensure S-1 communication requirements are supported.

**BATTALION (BN) S-1 POSITIONING**

1-9. The BN S-1 Section must be positioned with access to both secure (SIPRNET) and non-secure (NIPRNET) data connectivity. All HR systems, with the exception of the Deployed Theater Accountability Software (DTAS), operate in NIPRNET. S-1 sections have been provided with CAISI for NIPRNET connectivity; but, connectivity requirements direct that at least an element of the section must be within line of site (3-5 km) of the VSAT in the FSC providing sustainment support for the BN or to the BDE/BCT S-1 section, which also has a VSAT capability.

1-10. The only direct SIPRNET data outlet in the BN is provided by the Joint Network Node (JNN) Battalion Command Post Node (BCPN), located at the BN Tactical Operations Center (TOC). The S-1 must have at least one clerk access that location daily to update the DTAS database – which is the S-1’s responsibility to input, by exception, Soldier location daily in DTAS. Once the manual Joint Personnel

Status Report (JPERSTAT) is transitioned to a DTAS-system generated JPERSTAT (FY2007), the daily location updates in DTAS are even more critical. While JNN will support the BN S-1 requirement, it generally does not provide universal SIPRNET access to companies. Company ISGs and executive officers (XO) can make daily deployed PASR (DTAS) reports or updates to the BN S-1 via FBCB2 text capability.

1-11. The S-1 section can split; with a small element and the S-1 at the Combat Trains Command Post (CTCP) in proximity to the BN TOC, with the S-1 linked to the TOC via FBCB2, while the remainder of the section is either in the Task Force Support Area (TFSA) or the Brigade Support Area (BSA) in proximity to the FSC VSAT or the BDE/BCT S-1 section VSAT. Elements of the S-1 section could also be located in the BN Main Command Post (CP) (or TOC). Figure 1-3 depicts the positioning of the BN S-1 section.

1-12. The Army Campaign Plan, the Army's transformation roadmap, is developing a concept which will impact BN S-1 section positioning. Battle Command as a Weapons System (BCAWS), Army Campaign Plan Decision Point (DP) 94, is the initiative to standardize all BN and BDE/BCT Main CPs. BCAWS would position both the S-1 and the S-4 sections in the Sustainment Cell of the Main CP and provide the cell with a VSAT for NIPRNET connectivity. Additionally, collocation with the Main CP also co-locates the Sustainment Cell with the JNN BCPN, assuring SIPRNET connectivity for the daily DTAS updates and maintaining the COP. The BCAWS concept was piloted with the 3<sup>rd</sup> Infantry Division in FY 2007, and the fielding decision was pending at the time of publication. Figure 1-4 provides two examples of the standardized BN Main CPs with a Sustainment Cell. The Brigade Support BN (BSB) has a third shelter in the Main CP for the SPO section.

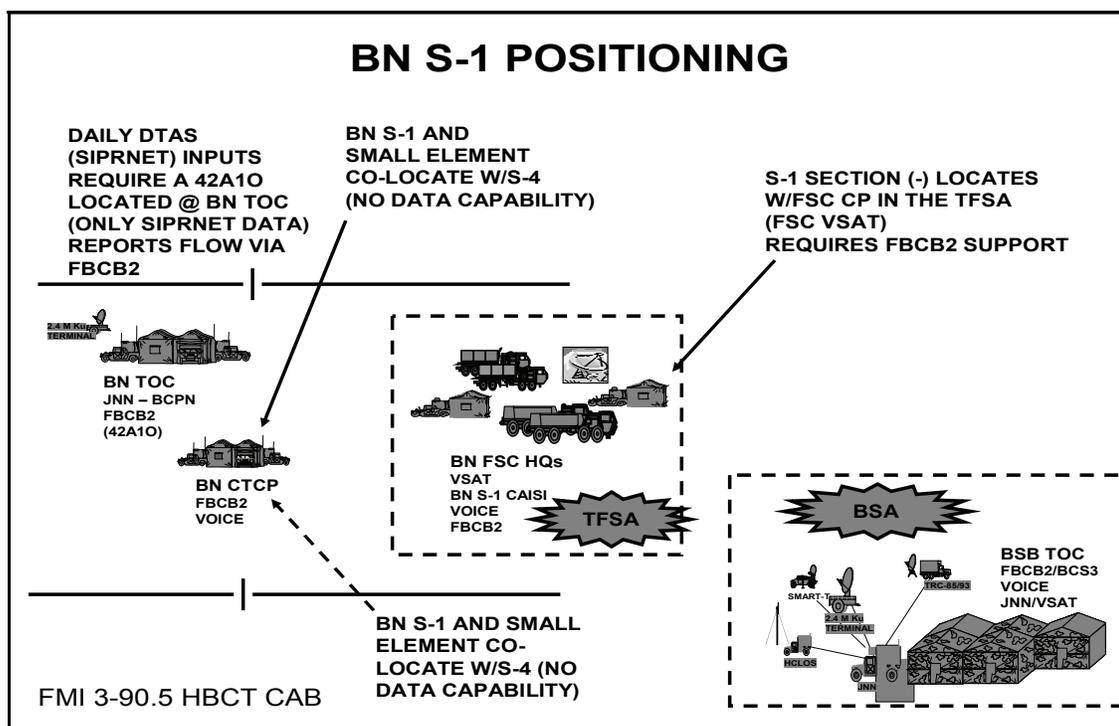
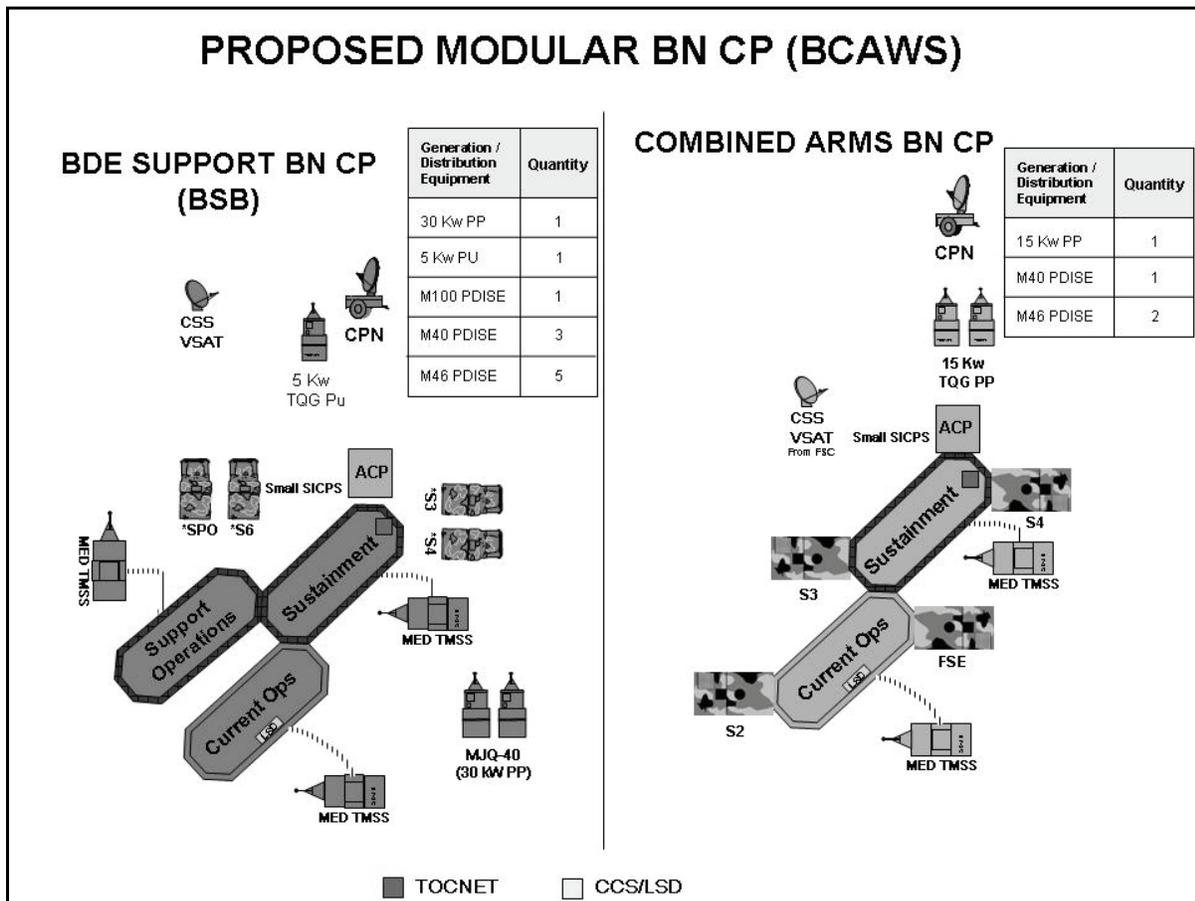


Figure 1-3. BN S-1 Positioning



**Figure 1-4. BN Main CP with Sustainment Cell (BCAWS)**

### KEY ENABLERS

1-13. Figure 1-5 depicts the active component HR systems used in the BN S-1 section. There are fewer systems at BN level than at the BDE/BCT level. Several of the systems are also used at the BN level for the accomplishment of different tasks than at the BDE/BCT level. The system accesses are different, more limited at BN level, based on tasks to be accomplished. This is due to the task variance between the two sections. An example of this variance would be in the use of Enlisted Distribution and Assignment System (EDAS). At the BN level, EDAS is used to query Soldier records; while at the BDE/BCT level, it is used to create and monitor requisitions, and to manipulate several data points for Soldier records. While both sections use the same system, they use it to different ends and for different tasks. Several HR systems are not designed for widespread use at the lowest level – they do not have the infrastructure to support the high number of users increased access at the BN level would create.

1-14. Another key enabler which benefits the S-1 is the S1NET. The S1NET is part of an Army-wide knowledge management system supporting the flow of knowledge throughout the HR community. It is partnered with a network of professional forums where HR professionals can share knowledge and ultimately become more efficient and effective in supporting our Army at war. Through S1NET, S-1s can share thoughts, ideas, experiences, knowledge, lessons learned, and seek assistance from subject matter experts and peers. S-1s can access the S1NET home page at <https://s1net.bcks.army.mil>.

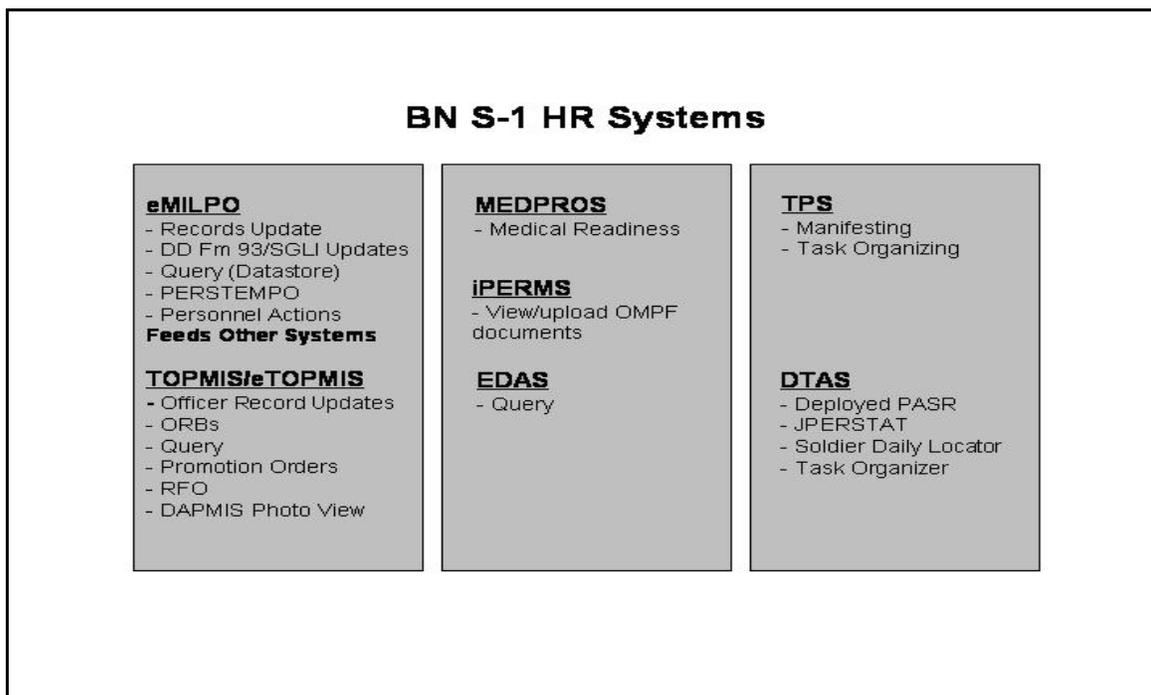


Figure 1-5. BN S-1 HR Systems

## SPECIAL TROOPS BATTALION (STB) S-1 SECTION

1-15. The STB supports the headquarters personnel for echelons above brigade headquarters – TSC, Division, Corps, and Army Service Component Command (ASCC). STB S-1 sections plan, coordinate, and execute HR support to STB Soldiers and others attached or administratively controlled by the supported headquarters for division and higher headquarters, to include the Theater Sustainment Command (TSC). Due to the size of the supported population in the STB, the likelihood of significant attachments when deployed, and the independent nature of STB operations, the STB S-1 section has similar structure and capabilities of a BDE/BCT S-1 section and is manned and equipped accordingly. Note: This section only applies to STB S-1 sections at echelons above BDE.

### RESPONSIBILITIES

1-16. The STB S-1 is the STB commander's principal staff officer for HR support. The STB S-1 provides HR services, information, and support for assigned or attached personnel to the Division/Corps/ASCC/Theater staff and to the separate companies assigned or attached to the STB. In addition to the BN S-1 responsibilities outlined in paragraph 1-5, the STB S-1 has the following responsibilities:

- Execute error reconciliation for the Soldier HR database of record.
- Manage Distribution Management Sub-Level (DMSL) for strength distribution.
- Serve as the personnel records custodian for the MPF.

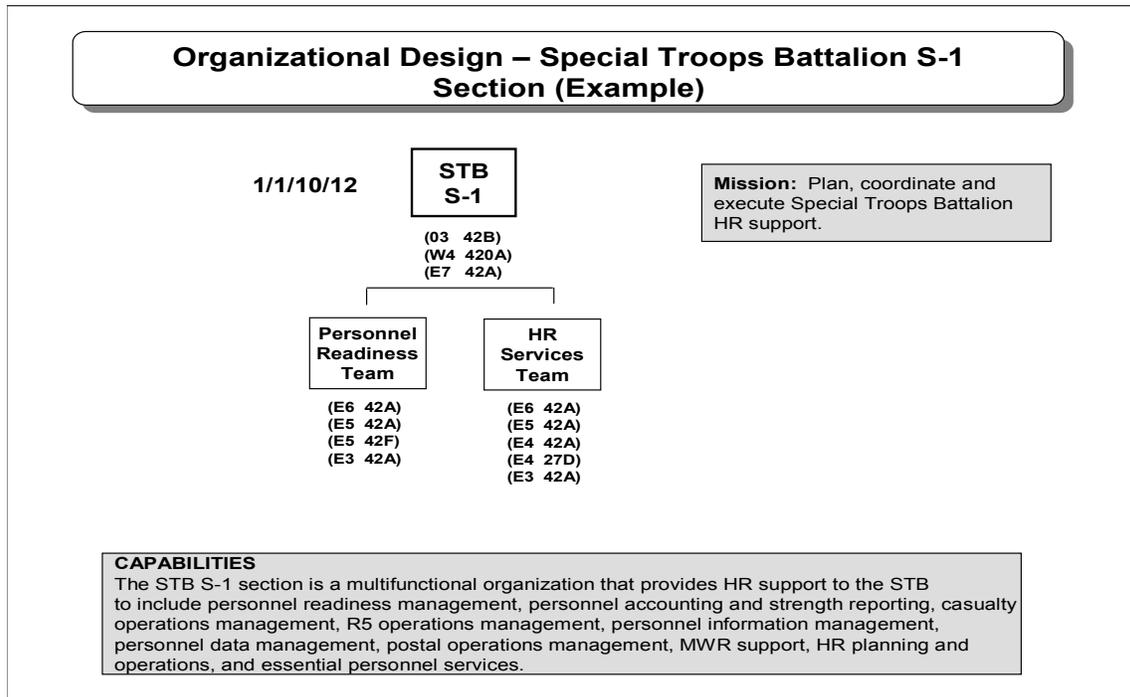
- Establish and document STB HR policies and SOPs.
- Prepare Common Access Cards (CAC) and identification (ID) tags for all supported Soldiers as required.
- Execute PRM for assigned and attached Soldiers in coordination with the G-1 element.
- Coordinate with HR Operations Cell (HROC) of the supporting Sustainment Brigade for external HR support.

**EMPLOYMENT**

1-17. The STB S-1 operates IAW METT-TC analysis. This facilitates Division/Corps/ASCC/Theater HR technical and systems integration. The STB S-1 section organizes within specific functional areas in order to synchronize personnel management activities and manage current and plan future operations.

**ORGANIZATION**

1-18. The STB S-1 organizes the section to execute the responsibilities above. The STB S-1 normally organizes personnel functionally (assigns specific personnel to an area of responsibility; then cross trains within the section for continuity and consistency). Typical areas of responsibility include manning, personnel support, HR services, and legal. Figure 1-6 depicts an STB S-1 staffing and organizational architecture for a typical 12-person S-1 section.



**Figure 1-6. Special Troops BN S-1 Section Structure**

**SUPPORT REQUIREMENTS**

1-19. The STB S-1 relies on secure, continuous, and survivable voice communications and NIPRNET and SIPRNET-based digital information systems. The STB S-6 must ensure S-1 communication requirements are supported.

**KEY ENABLERS**

1-20. The HR systems for the STB closely resemble the BDE/BCT S-1 Section (see Figure 1-11).

1-21. Another key enabler which benefits the S-1 is the S1NET. The S1NET is part of an Army-wide knowledge management system supporting the flow of knowledge throughout the HR community. It is partnered with a network of professional forums where HR professionals can share knowledge and ultimately become more efficient and effective in supporting our Army at war. Through S1NET, S-1s can share thoughts, ideas, experiences, knowledge, lessons learned, and seek assistance from subject matter experts and peers. S-1s can access the S1NET home page at <https://s1net.bcks.army.mil>.

## BDE/BCT S-1 SECTION

1-22. The mission of the BDE/BCT S-1 section is to plan, coordinate and execute brigade HR support. The section consists of thirteen personnel, capable of executing split-based operations if required (see Figure 1-7). The S-1 section is led by an HR Functional Area (FA43) Major, a CW2 HR Technician (420A), and a Master Sergeant (42A), noncommissioned officer in charge (NCOIC). Note: FA43 Major's positions convert to 42H as a result of the FA43 and Area of Concentration (AOC) 42B merger in FY 2009. 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 BDE/BCT.

1-23. The Personnel Readiness Team (PR TM) focuses on the Personnel Readiness Management (PRM), PASR, and PIM core competencies and is responsible for executing strength management and strength distribution under the supervision of the Brigade Strength Manager, a 42B Lieutenant. While the Brigade Strength Manager is responsible for supervising all strength management/strength distribution actions and is the leader of the PR TM, he/she will generally focus on officer management and the BDE/BCT S-1 NCOIC will provide direction for enlisted strength management and interface with the BDE/BCT Command Sergeant Major (CSM). The BDE/BCT CSM normally plays an active role in managing enlisted personnel; however, the S-1 has ultimate responsibility for the enlisted strength management process. This team manages the BDE/BCT DMSL for both officer and enlisted strength distribution. The PR TM will coordinate BDE/BCT replacement operations in terms of distribution and will execute the personnel portion of the ASRU process. The PR TM utilizes eMILPO (when fielded, DIMHRS), EDAS, Total Officer Personnel Management Information System (TOPMIS), and Common Operating Picture Synchronizer (COPS) to execute BDE/BCT strength management. The PR TM executes error reconciliation for the eMILPO transactions performed within the BDE/BCT. The PR TM will also execute elements of the R5 core competency.

1-24. The HR Services Team performs the EPS, Casualty, Postal, MWR and R5 (most processing elements) core competencies for the BDE/BCT. The EPS core competency is the focus of the team. Awards, evaluations, promotions (to include semi-centralized Sergeant (SGT)/Staff Sergeant (SSG) promotions), CAC and ID tags, and personnel actions for all assigned and attached personnel are executed by the HR Services Team. The HR Services Team processes replacements and maintains Soldier records; the brigade Postal Clerk is also in this section.

1-25. There are no paralegals in the BDE/BCT S-1 section. Brigade legal assets are part of the Brigade Operational Legal Team (BOLT) located in the BDE/BCT S-3 section. The Brigade Judge Advocate is the primary legal advisor to the BDE/BCT and operates as an element of the BDE/BCT S-3 in the Main CP. The BOLT provides administrative legal support for the BDE/BCT both in garrison and deployed, as well as operational law support.

## RESPONSIBILITIES

1-26. The BDE/BCT S-1 section serves as principal staff section for HR support for all assigned and attached Soldiers of the BDE/BCT. Additionally, the BDE/BCT S-1 is the principal HR advisor to the brigade commander. The BDE/BCT S-1 provides technical guidance to BN S-1s and is responsible for the mentorship and leader development of junior HR officers and Soldiers. The BDE/BCT S-1 has the following responsibilities:

- Plan, direct and manage HR core competencies.
- Coordinate aspects of postal operations, health service support, military pay, and religious activity support within the brigade, as directed by the brigade commander.

- Input required Soldier personnel data accurately and in a timely fashion in the HR system of record, currently eMILPO for AC and deployed RC units, soon to be DIMHRS for all Soldiers of all components.
- Ensure subordinate battalions input required Soldier personnel data accurately and in a timely fashion in the HR system of record.
- Execute error reconciliation for the Soldier HR database of record.
- Prepare personnel estimates and appendices to OPLANs/OPORDs.
- Ensure HR concept of support compliments tactical plans, their branches and sequels, and the commander's desired end-state.
- Execute required EPS actions to include awards, evaluations, personnel actions, promotion boards, and the management of semi-centralized promotion actions.
- Manage the personnel strength of the BDE/BCT and subordinate units; manage the assigned DMSL.
- Execute oversight on personnel readiness reporting, to include ASRU, conducted by subordinate BN S-1 sections.
- Execute oversight on PASR reporting, to include DTAS daily updating, conducted by subordinate BN S-1 sections.
- Execute BDE/BCT replacement operations.
- Provide oversight for internal ARIMS compliance.
- Perform Personnel Automation Systems (PAS) management for the BDE/BCT.
- Serve as the personnel records custodian for the MPF.
- Prepare casualty reports in compliance with local, theater, and Army policies.
- Provide or coordinate forms and publications management, Privacy Act and Freedom of Information Act inquiries, and manage CIs within the brigade headquarters and subordinate units.
- Establish and document BDE/BCT personnel policies and SOPs.
- Coordinate with the HROC of the supporting Sustainment Brigade to obtain external HR support for the brigade.
- Ensure compliance with command responsibility for casualty correspondence (e.g. letters of condolence and sympathy).
- Coordinate command interests programs as directed (e.g. MWR, Voting Assistance Program, CFC, AER, Community Support Programs, Protocol, etc).
- Coordinate legal support of certain personnel activities to include service transfers and discharges, LOD investigations, conscientious objector processing, summary court officer appointments, and military justice.
- Perform limited HR support functions subordinate S-1 sections cannot perform such as records management, casualty information processing, data reconciliation, systems administration, strength management, and production of CACs/ID Tags.
- Perform Adjutant duties as required.

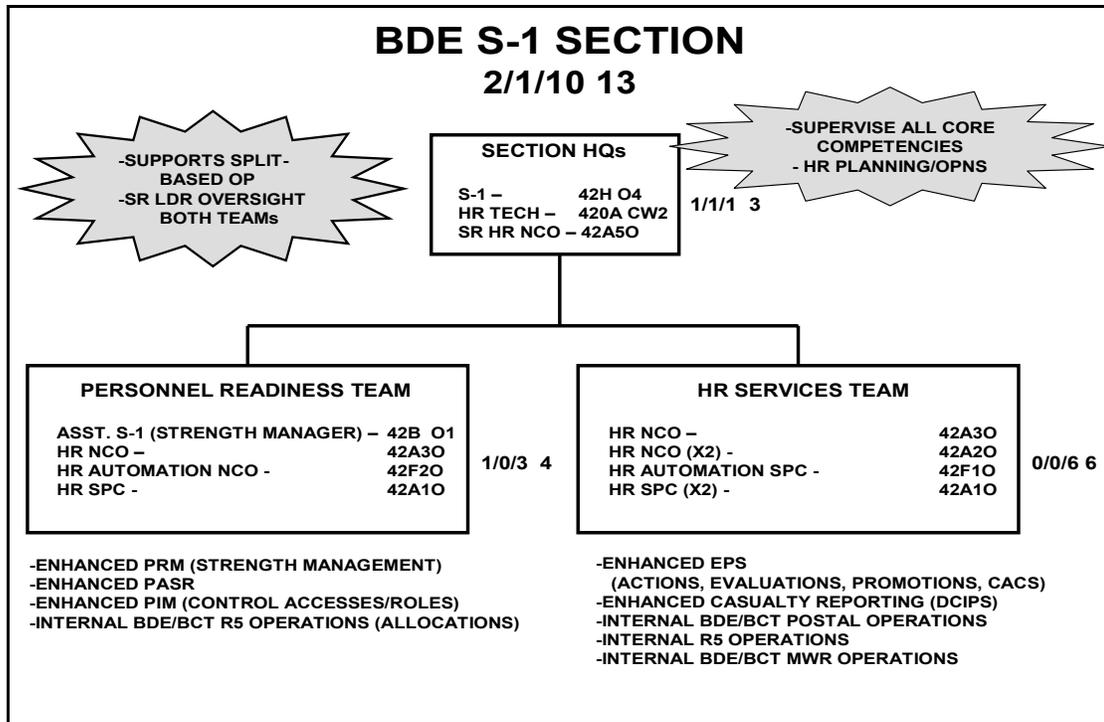
## **EMPLOYMENT**

1-27. The BDE/BCT S-1 section operates IAW METT-TC analysis. This facilitates brigade-wide HR technical and systems integration. The BDE/BCT S-1 section organizes within specific functional areas in order to synchronize personnel management activities and manage current and plan future operations. All or portions of the BDE/BCT S-1 section may be task-organized to support a BDE/BCT/BN deployment. NIPRNET connectivity to be provided by either VSAT/CAISI Connect-the-Logistician system or JNN (utilizing an S-6-controlled NIPRNET switch). SIPRNET connectivity is coordinated through the BDE/BCT S-6, and the S-1 should ensure that the S-6 includes the DTAS system in the BDE/BCT SIPR bandwidth requirement. Secure voice data is critical to remain linked to subordinate battalions, the supporting HROC of the Sustainment BDE Support Operations Section (SPO), and the Division/Corps G-1. Additionally, The BDE/BCT S-1 section requires access to FBCB2, BFT, or similar system, to allow

secure text capability with subordinate battalions, as well as access to both the sustainment and the operational COP through various Army Battle Command System (ABCS) infrastructure.

**ORGANIZATION**

1-28. The BDE/BCT S-1 organizes the section to execute the responsibilities listed above. The S-1 will normally organize personnel functionally (assign specific personnel to an area of responsibility; then cross train within the section for continuity and consistency). From lessons learned, some BDE/BCT S-1’s have elected to organize their sections multifunctionally instead of functionally; establishing teams that are responsible for actions related to a specific supported battalion. Figure 1-7 depicts a BDE/BCT S-1 staffing and organizational architecture for a typical 13-person S-1 section.



**Figure 1-7. BDE/BCT S-1 Section Organizational Structure**

**SUPPORT REQUIREMENTS**

1-29. The BDE/BCT S-1 relies on non-secure, secure, continuous, and survivable communications and digital information systems. The BDE/BCT S-6 must ensure S-1 communication requirements are supported, with emphasis on secure voice and SIPRNET data support. The BDE/BCT S-1 will provide VSAT capability for NIPRNET connectivity.

**SPLIT SECTION OPERATIONS**

1-30. The BDE/BCT S-1 section normally operates as an element of the Sustainment Cell in the brigade main command post; however, the exact location and composition of the S-1 section will be determined by METT-TC analysis performed by the S-1 in conjunction with the BDE/BCT XO. During operations conducted from a FOB, when the BSB is located with the BDE/BCT, the S-1 section remains together and maintains voice and data links to the BSB for the execution of some HR tasks. When the BSB is operating separately from the BDE/BCT main command post (see Figure 1-8), elements of the S-1 section may collocate with the BSB command post to facilitate EPS, postal, R5, and casualty operations. Normally, when the S-1 section separates, the Personnel Services Team will move to the BSB command post with either the

HR Technician or the senior HR NCO leading the split section. The majority of PRM and PASR actions will be performed at the BDE/BCT main command post, while the majority of EPS, postal, and R5 functions will be performed in the BSA. Virtual connectivity and the advent of enablers like the digital signature and Forms Content Management (executed in the PureEdge system) better facilitate split-based operations. Casualty operations will be 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 BDE/BCT main command post and the BN S-1 sections.

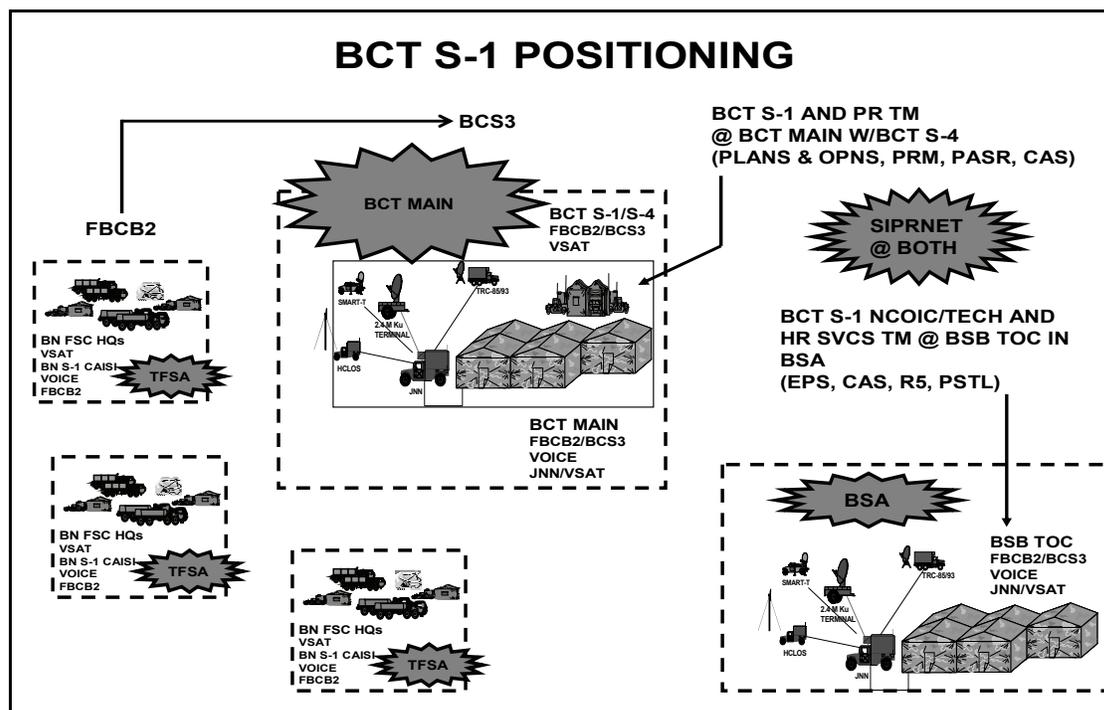


Figure 1-8. BCT S-1 Positioning

1-31. BCAWS, described in paragraph 1-12 for the BN Main CP, also applies to the BDE/BCT Main CP. In fact, standardization of the BDE/BCT Main CP is one of the principle intents of Army Campaign Plan DP94. BCAWS positions both the S-1 and the S-4 sections in the Sustainment Cell of the Main CP, and provides the cell with a VSAT for NIPRNET connectivity. Additionally, collocation with the Main CP also co-locates the Sustainment Cell with the JNN BCPN, assuring SIPRNET connectivity for the daily DTAS updates and maintaining the COP. Army HR Workstations, elements of the PSDR equipment set for transformed S-1 sections, are included in the BCAWS BDE/BCT configuration. Initially, all 13 members of the S-1 section were located in the only Sustainment Cell shelter in the BCAWS design. The fact that the HR Services Team performs Soldier-oriented support made placing the entire section in one shelter problematic, as Soldiers waiting for service would be lingering in the area of the BDE/BCT Main CP. Soldiers weren't allowed into the shelter without a SECRET security clearance, as classified COP-generating ABCS systems were used in the Sustainment Cell. The recommendation made to alleviate these challenges was a separate shelter, in proximity to the Sustainment shelter (to allow VSAT support) where the HR Services Team of the BDE/BCT S-1 section would execute Soldier-support tasks. The task organization of the S-1 section allows the split section operations required to provide required HR support. The BCAWS BDE/BCT concept was piloted with the 4<sup>th</sup> HBCT/3<sup>rd</sup> Infantry Division in FY 2007, and the fielding decision was pending at the time of publication. Shown below are two concept sketches of the S-1 section setup in the BDE/BCT Main CP (see Figure 1-9) and a blow-up of the Sustainment Cell (see Figure 1-10).

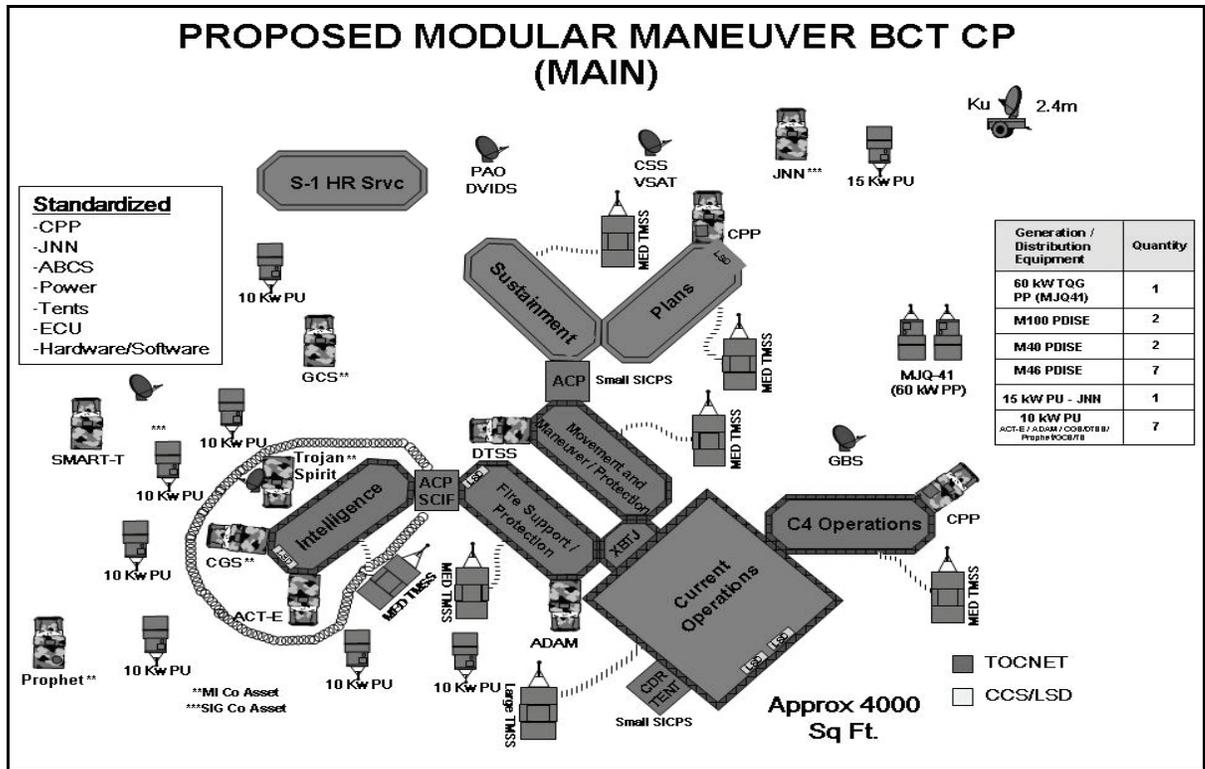


Figure 1-9. Standardized BCT Main CP (BCAWS, Army Campaign Plan DP94)

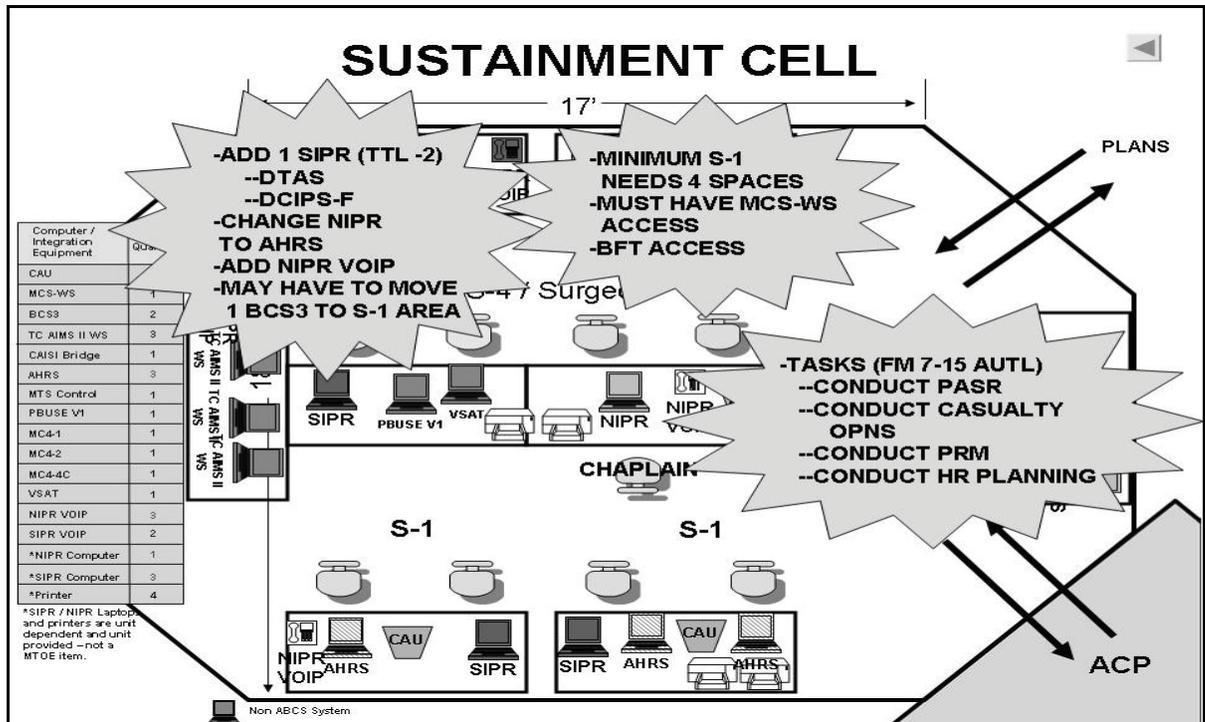


Figure 1-10. S-1 Portion, Sustainment Cell, BCT Main (BCAWS, Army Campaign Plan DP94)

## BDE/BCT S-1 KEY ENABLERS

1-32. The success of the BDE/BCT S-1 section depends on the availability of both the secure and non-secure data and voice systems which requires close coordination with the BDE/BCT S-6. HR systems require, for the most part, NIPRNET connectivity with bandwidth sufficient to facilitate web-based applications; however, there is an increasing requirement for SIPRNET connectivity. The introduction of the DTAS as the theater deployed personnel database normally imposes a daily SIPRNET requirement for all BDE/BCT and BN S-1 sections. All S-1 sections are equipped with various elements of the VSAT and CAISI to facilitate NIPRNET connectivity and bandwidth. S-1 sections must consider these communications requirements when planning tactical positioning. Listed below are HR automations systems and their functionality found in the BDE/BCT S-1 section. See Chapter 4 for an explanation of these systems. Beyond the systems themselves, the key enabling element is the enhanced access to systems at the BDE/BCT S-1 level. Increased access allows the BDE/BCT S-1 section to use the systems which allow more direct communication to the top of the HR system and the HR Total Army Personnel Data Base (TAPDB) in various forms and eMILPO datastore. Additionally, the ABCS COP systems are key enablers for the BDE/BCT S-1, in terms of monitoring the current operation and ensuring timely and focused HR support, as required. FBCB2 provides an additional secure communications medium linking the BDE/BCT S-1 with subordinate battalions and companies.

1-33. Another key enabler which benefits the S-1 is the S1NET. The S1NET is part of an Army-wide knowledge management system supporting the flow of knowledge throughout the HR community. It is partnered with a network of professional forums where HR professionals can share knowledge and ultimately become more efficient and effective in supporting our Army at war. Through S1NET, S-1s can share thoughts, ideas, experiences, knowledge, lessons learned, and seek assistance from subject matter experts and peers. S-1s can access the S1NET home page at <https://s1net.bcks.army.mil>.

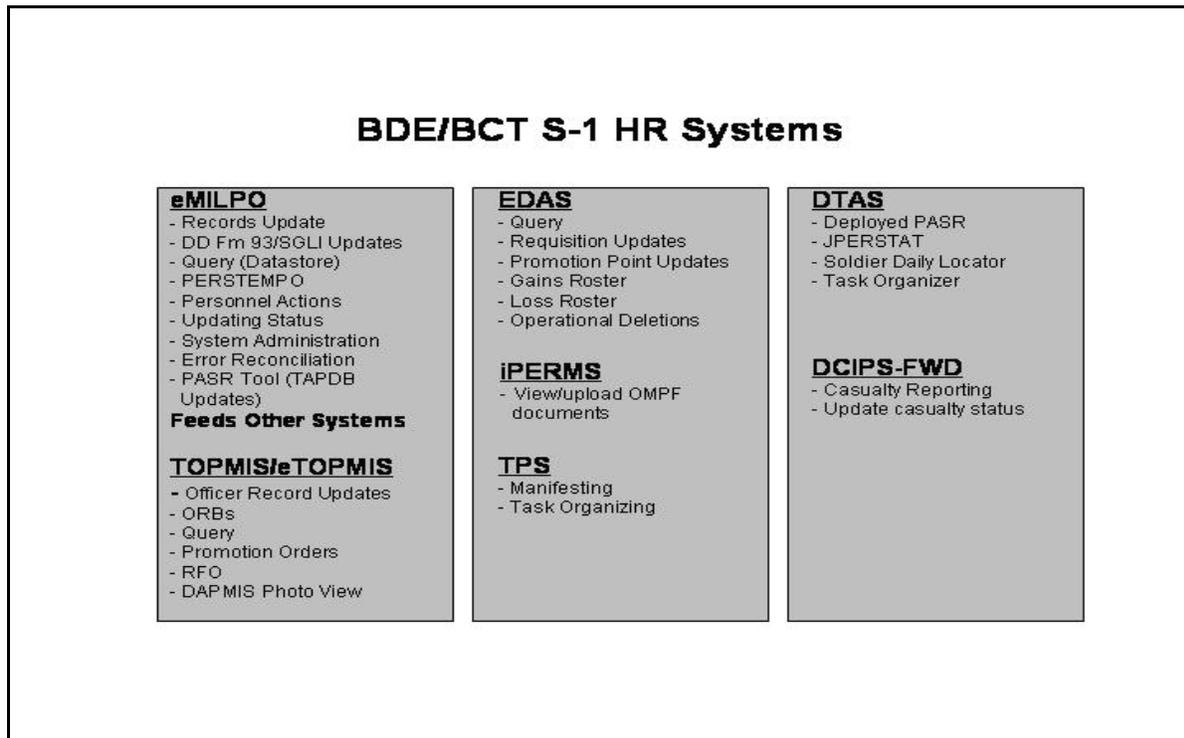


Figure 1-11. BDE/BCT S-1 HR Systems

## STAFF COORDINATION

1-34. The S-1 may be assigned coordinating staff oversight by the commander or the BDE/BCT XO. Normally, the S-1 will have coordinating staff oversight of the Chaplain, Public Affairs Office, Staff Judge Advocate, Surgeon, Civilian Personnel Office, Equal Opportunity (EO), Safety, Financial Management Unit, and Retention both in garrison and while deployed. The S-1 should work closely with the Surgeon on medical evacuation procedures and have a solid understanding of any unit EO issues or retention challenges that may exist. Some organizations do not assign coordinating staff oversight as it is clearly based on the preference of the BDE/BCT commander. As the administrative officer for the BDE/BCT, the S-1 may be required to assist the XO with the coordination and management of any written action. Often, S-1s will review many documents for format and correctness prior to the action being released to the commander or outside the organization. S-1s must be extremely efficient and proficient written communicators.

## BDE/BCT S-1 SECTION KEY LEADER RESPONSIBILITIES

1-35. The following paragraphs outline a suggested distribution of duties between the BDE/BCT S-1, the BDE/BCT Assistant S-1 Strength Manager, the BDE/BCT HR Technician, and the BDE/BCT S-1 NCOIC. These paragraphs are not inclusive, and only serve as a guide for HR leaders to apply in distributing duties within the BDE/BCT S-1 section.

1-36. The BDE/BCT S-1 is the principal HR advisor to the commander and serves as the senior HR leader in the BDE/BCT. The BDE/BCT S-1 is responsible for the HR support delivered to the BDE/BCT and is also responsible to task organize and lead the BDE/BCT S-1 section as well as ensure the professional development of subordinates. The BDE/BCT S-1 sets the tone for HR support in the BDE/BCT. The Army G-1 recently stated “the BDE S-1 is the most important element of HR transformation, they must be technically proficient”. BDE/BCT S-1 responsibilities include:

- Primary HR advisor to the BDE/BCT commander.
- Senior HR leader in the BDE/BCT.
- Supervise all BDE/BCT S-1 section activities.
- Provide HR guidance and priorities to the BDE/BCT S-1 section and subordinate S-1 sections.
- Enforce BDE/BCT commander/XO staff priorities.
- Serve as BDE/BCT Adjutant.
- Mentor subordinate S-1s.
- Execute the HR Officer Professional Development program.
- Execute HR Planning.
- Execute coordination with supporting Sustainment BDE SPO HROC.
- Review monthly personnel portion of ASRU prior to submission to BDE/BCT commander.
- Execute BDE/BCT Personnel Readiness Review and Organizational Inspection Program.
- Serve as HR doctrinal expert.
- Ensure BDE/BCT HR SOP is established and updated.
- Execute officer slating.
- Execute commander-sensitive actions.
- Supervise staff coordination with other BDE/BCT staff sections and higher headquarters G-1 sections.
- Maintain direct coordination and communication with HRC.

1-37. The BDE/BCT Assistant S-1 Strength Manager is an AG Lieutenant whose principle duties include leadership of the PR TM of the S-1 section, execution of BDE/BCT strength management, supervision of Soldier and unit personnel readiness, and performs as the Assistant S-1 and Assistant Adjutant as required by the BDE/BCT S-1. While filling a critical role within the BDE/BCT S-1 section, the placement of the AG Lieutenant in the position also serves as a significant leader development experience for an officer who

will soon serve as a BN S-1. The Assistant S-1 Strength Manager is mentored by the BDE/BCT S-1, the HR Technician, and the NCOIC. BDE/BCT Assistant S-1 Strength Manager duties include:

- Supervise BDE/BCT PRM.
- Supervise Strength Distribution.
- Coordinate BDE/BCT PRM with HRC.
- Supervise replacement operations.
- Execute PASR operations.
- Execute officer PRM.
- Supervise Soldier Readiness Program (SRP) operations.
- Prepare the personnel portion of the ASRU.
- Assist HR planning.
- Review Officer Evaluation Reports (OER).
- Perform additional duties as Assistant S-1 and Assistant Adjutant as directed by the BDE/BCT S-1.
- Prepare BDE/BCT Congressional Inquiry responses.
- Supervise BDE/BCT S-1 Main CP Sustainment Cell actions.
- Serve as BDE/BCT S-1 in absence of the S-1 and as required.

1-38. The BDE/BCT HR Technician serves as the HR technical expert on regulatory matters, HR systems, HR Services and other HR issues. The HR Technician is responsible for the proper execution of HR systems at the BDE/BCT and below level and ensuring the HR database is properly maintained, updated, and is accurate. The HR Technician is the critical technical facilitator for the HR training executed inside the BDE/BCT. BDE/BCT HR Technician duties include:

- Supervise PIM.
- Review and ensure regulatory guidance is applied and enforced.
- Supervise HR services.
- Provide HR technical oversight.
- Provide HR systems oversight.
- Supervise PAS management in the BDE/BCT.
- Supervise timely execution of personnel data error reconciliation.
- Review personnel actions prepared by the BDE/BCT S-1 and BN S-1 sections.
- Supervise HR technical training.
- Supervise HR systems training.
- Supervise LOD process.
- Supervise records management.
- Supervise casualty operations.
- Coordinate with other BDE/BCT HR Technicians and with higher headquarters G-1 sections.

1-39. The BDE/BCT S-1 NCOIC is the senior HR NCO in the BDE/BCT and is the principal advisor on HR support to the BDE/BCT S-1. The BDE/BCT S-1 NCOIC is most importantly responsible for the smooth operation of the entire BDE/BCT S-1 section, the execution of enlisted strength management and the overall ability of the S-1 section to provide required HR support to the BDE/BCT. The S-1 NCOIC is responsible for the professional development of the HR Soldiers and NCO, and the BN S-1 NCOICs in particular. BDE/BCT S-1 NCOIC responsibilities include:

- Supervise S-1 section operations.
- Ensure S-1 section Soldiers are prepared for deployment and perform all required training as specified by the BDE/BCT Headquarters and Headquarters Company (HHC) commander.
- Principal HR advisor to the BDE/BCT CSM.
- Provide NCO supervision of the BDE/BCT S-1 section team NCOICs.
- Assist Assistant S-1 to supervise enlisted PRM, especially strength distribution.

- Supervise enlisted personnel actions.
- Supervise in/outprocessing operations in the BDE/BCT.
- Supervise R5 operations.
- Supervise replacement operations.
- Supervise postal operations.
- Mentor Career Management Field (CMF) 42 Soldiers and NCOs.
- Supervise CMF 42 Military Occupational Specialty (MOS) training and NCO Professional Development.
- Review semi-centralized NCO promotion operations.
- Review Noncommissioned Officer Evaluation Reports (NCOER).
- Ensure maintenance of S-1 section equipment.

### **DUTIES AS THE UNIT ADJUTANT**

1-40. Commanders have missions and responsibilities that go beyond the scope of doctrinal HR core competencies. The S-1 may be tasked to accomplish these missions. The following tasks, though not all inclusive, have traditionally been considered unit Adjutant duties. These duties can add a significant workload to the S-1, and must be managed in such a manner as to allow the successful performance of HR core competencies as well as Adjutant duties. These duties run the gamut from assisting the coordination of ceremonies to administering the unit voting program and executing Joint Visitor Bureau (JVB) duties while deployed. A number of references discuss these responsibilities in greater detail. Some key duties include:

- Manage the commander's calendar and schedule.
- Monitor and report on unit morale and esprit de corps.
- Manage commander Senior Rater profile.
- Manage the commander's correspondence, ensuring that format and punctuation are correct.
- Write correspondence for the commander (e.g., prepare remarks for ceremonies, unit newsletters, etc.).
- Coordinate and execute promotion and award ceremonies as directed by the commander.
- Assist fellow staff officers and subordinate commanders to meet the commander's requirements.
- Manage the unit sponsorship program for newly assigned Soldiers and officers.
- Coordinate Family Support Group (FSG) activities and being the unit point of contact for the FSG leader.
- Serve as Protocol Officer (Chief of JVB, while deployed).

### **HR SUPPORT DURING MILITARY OPERATIONS**

1-41. HR support at BN and BDE/BCT level is an ongoing cycle. Figure 1-12 provides a detailed listing of the critical HR core competencies performed during various phases of military operations. The phases are cumulative in nature. (See Joint Publication (JP) 3-0, Joint Operations, for a full explanation of major operational phases and the planning considerations a commander undertakes.)

<b>HR SUPPORT TO MILITARY OPERATIONS</b>	
<b>OPERATIONAL PHASE</b>	<b>CORE COMPETENCIES PERFORMED BY S-1 SECTIONS</b>
<b>PHASE 0 – PREDEPLOYMENT</b>	<ul style="list-style-type: none"> <li>-HR PLANNING AND STAFF OPERATIONS</li> <li>-PERSONNEL READINESS MANAGEMENT (PRM)</li> <li>-PERSONNEL ACCOUNTABILITY AND STRENGTH REPORTING (PASR)</li> <li>-PERSONNEL INFORMATION MANAGEMENT (PIM)</li> </ul>
<b>PHASE I – DEPLOYMENT/RSO&amp;I</b>	<p><b>-IN ADDITION TO PHASE 0 TASKS:</b></p> <ul style="list-style-type: none"> <li>-CASUALTY OPERATIONS</li> <li>-R5 OPERATIONS</li> </ul>
<b>PHASE II – FULL SPECTRUM OPERATIONS</b>	<p><b>-IN ADDITION TO PHASE 0, I TASKS:</b></p> <ul style="list-style-type: none"> <li>-POSTAL OPERATIONS</li> <li>-ESSENTIAL PERSONNEL SERVICES (EPS) (Awards &amp; Decorations, Evaluations, Leave/Passes, Military Pay, Promotions, etc.)</li> <li>-MORALE, WELFARE &amp; RECREATION (MWR) OPERATIONS</li> </ul>
<b>PHASE III – REDEPLOYMENT</b>	<b>-IN ADDITION TO PHASE 0, I, II TASKS</b>

Figure 1-12. HR Support to Military Operations

**PHASE 0 – PREDEPLOYMENT**

1-42. The S-1's focus in Phase 0 is Soldier and unit readiness. The S-1 section along with other support activities ensure the personnel effectiveness/combat power of the unit: personnel accountability, individual readiness, and processing tasks, such as legal, financial, medical and dental, family support, and Soldier well-being matters affecting the preparedness for immediate deployability are accomplished. S-1s ensure the HR rear element is prepared to process replacements as well as support any stay behind individuals and units. The PR TM within the S-1 section concentrates on ensuring teams, squads, and crews are fully staffed and any shortfalls are obtained via cross-leveling or through individual or crew replacements. Phase 0 is also the phase for planning for HR support during military operations. The S-1 considers the number of units and organizations involved, task organization of the force, the level of support needed, and whether the area of operations (AO) will be austere or immature with limited resources (i.e., reduction of HR personnel during combat operations, technological enablers not established, transportation assets unavailable, etc.). Regardless of the type of military operation, HR support in the early stages of operations must be capable of performing the critical wartime tasks of PRM, PASR, casualty operations, and PIM. As military operations progress or as the situation permits, other HR support operations can be implemented or conducted (i.e., postal operations, R5 operations, MWR operations, and essential personnel services). A key note to remember is that military operations will change and the S-1 must be prepared to provide HR support regardless of the type of military operation. Failure to properly plan for HR support can have a serious impact not only on the commander's ability to make military decisions based on personnel, but can also impact the readiness and morale of the forces deployed.

## **PHASE I – DEPLOYMENT/RSO&I**

1-43. During the deployment and reception, staging, onward movement, and integration (RSO&I) phase, commanders must thoroughly plan for sustainment operations and theater movement. Although S-1s continue to focus on manning core competencies, they now begin to execute casualty operations and R5 operations. R5 operations, and ensuring the establishment and accuracy of the initial BDE/BCT and BN portions of the DTAS deployed database, are critical during this phase. Prior to early entry operations or deployment execution, HR support should be on deployment from home station to the Aerial or Sea Port of debarkation (APOD or SPOD) and arrival into the area of responsibility (AOR). Critical HR tasks include maintaining personnel accountability, creating passenger manifests, and managing the personnel readiness data and personnel information on all deploying personnel. Key to the success of personnel information reliability and accuracy is ensuring that a sufficient number of HR personnel are included as part of the early entry element or theater opening package. Upon arrival in the AOR, the S-1 ensures arriving personnel are integrated into the deployed personnel database.

## **PHASE II – FULL SPECTRUM OPERATIONS**

1-44. At this phase of the operation, a decision has been made to deploy Soldiers to engage enemy forces. The S-1 section maintains accountability and performs casualty and PRM operations, particularly the execution of replacement operations. The section receives and tracks all attached/assigned Soldiers and Department of Defense (DoD) civilians operating in the unit's AO. Passive accounting reported via operational and tactical enablers reduces much of the data gathering required to accomplish these tasks. Critical data (not readily accessible digitally) is entered by the S-1 section in eMILPO or DTAS, which will update the TAPDB. This provides the ability to report and track casualties, request replacements, provide the status on pending gains, and to track personnel in medical facilities being returned to duty.

1-45. During offensive or defensive operations, the S-1 section maintains accountability, performs casualty operations, and PRM. In tactical organizations, HR technicians accomplish these tasks by monitoring, collecting, and verifying HR related information and reporting the information in the HR system of record, currently eMILPO (to be the DIMHRS in FY 2008) with the Army Human Resources Workstation (AHRW). At any time, HR personnel are capable of providing the commander accurate and real-time HR support information impacting the combat capability of the unit – crew status, critical personnel shortages, and unit strengths. HR support during Phase II may also include EPS, postal operations, and MWR as depicted in Figure 1-12. These core competencies are normally accomplished during operational pauses, replenishment operations, or as the commander directs, and can take place in the AO or in some cases become part of the operation, METT-TC.

## **PHASE III – REDEPLOYMENT**

1-46. In this phase, military objectives normally have been met and operations have been terminated. Legitimized civil authorities can now manage the situation without further military intervention. S-1s continue to perform Phase I – Phase II HR core competency tasks, with priority on unit reconstitution and redeployment back to home station. When planning for re-deployment, planning factors should consider the need to maintain sufficient HR capability to accomplish re-deployment tasks. At the tactical (BDE/BCT) level, the emphasis is on identifying personnel who will deploy individually, preparing unit personnel for re-deployment, and EPS actions, such as preparing and submitting evaluation reports and award recommendations. Priority continues to be on maintaining accountability, casualty operations, and other essential personnel services.

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## Chapter 2

# Personnel Readiness Management

PRM is the process of distributing Soldiers based on documented requirements, authorizations, and predictive analysis to support commanders' priorities. Effective personnel readiness describes the state of a unit's operational preparedness, in terms of its ability to man its authorized structure. The process of PRM analyzes personnel strength data which indicates current operational readiness compared to expected readiness (authorizations). It also involves projecting future requirements while assessing the readiness of individual Soldiers. PRM starts with PASR, which establishes current personnel strength against authorizations. It starts and ends with a readiness assessment and allocation decisions. Strength management, strength distribution, replacement operations, and SRP operations are key elements of PRM.

### PERSONNEL READINESS MANAGEMENT (PRM)

2-1. The PR TM in the BDE/BCT S-1 section is primarily responsible for this process. This team analyzes on-hand personnel strengths against documented authorizations to determine shortages and compares them to projected losses and gains. The shortages are reported to HRC by updating the personnel system of record (eMILPO) and ensuring the Human Resources Authorization Report (HRAR) is updated. HRC fills valid requirements direct to the BDE/BCT based on the prioritization of fill provided by the Army G-1 and G-3, as described in Army Manning Guidance, which determines priorities, and the Personnel Management Authorization Document (PMAD), which provides direction to HRC from Army G-1. In the contemporary operational environment (COE), units are filled in relation to the Army Force Generation (ARFORGEN) and the deployment timeline. No longer is there a universal level of personnel readiness; units can cycle from a 50% fill to a 105% fill based entirely on the deployment cycle.

2-2. The art of PRM includes predictive analysis that assesses the tactical situation to predict shortages through casualties and other manning related conditions (rate of return-to-duty (RTD) flow, non-deployable rates, etc.). This analysis must be provided to HRC to ensure strength managers at the top of the system have full visibility of the unit's wartime requirements. However, in the COE, replacements are projected for BDE/BCT elements based on an HRC-generated projected loss rate and are placed on assignment instructions (AI) accordingly to the BDE/BCT. Replacements are not currently generated as a loss occurs. The S-1 is responsible for allocating Soldiers within the BDE/BCT to fill documented shortages based on the commander's fill priority, as the replacements arrive. PRM is a continuous process occurring during peacetime, pre-mobilization, mobilization, deployment, RSO&I, redeployment, reconstitution, and de-mobilization. The end state is the BDE/BCT Personnel Estimate, which is prepared and maintained by the BDE/BCT S-1 as an HR planning and operations tool. The S-1 uses the Personnel Estimate to facilitate distribution decisions as replacements arrive forward and to advise the commander concerning projected operational capabilities.

### ARMY G-1 PRM RESPONSIBILITIES

2-3. Figure 2-1 describes the major Army G-1 roles in the PRM process. The Army G-1 develops the Army Manning Guidance and the PMAD and, as required, Updated Authorization Document (UAD) which provides HRC the required guidance needed to make distribution decisions at the top of the HR system constrained by operational requirements and limited resources.

2-4. PRM for RC units is complicated. Constraints on RC mobilization prevent the PRM system from responding in the same manner as it does for the AC. For example, there could be more layers of authority that PRM must deal with in the RC process for personnel replacements than in the AC. The PRM personnel process for RC not only requires going through RC channels, but also in the case of Army National Guard (ARNG) replacements, requires working through a State Adjutant General.

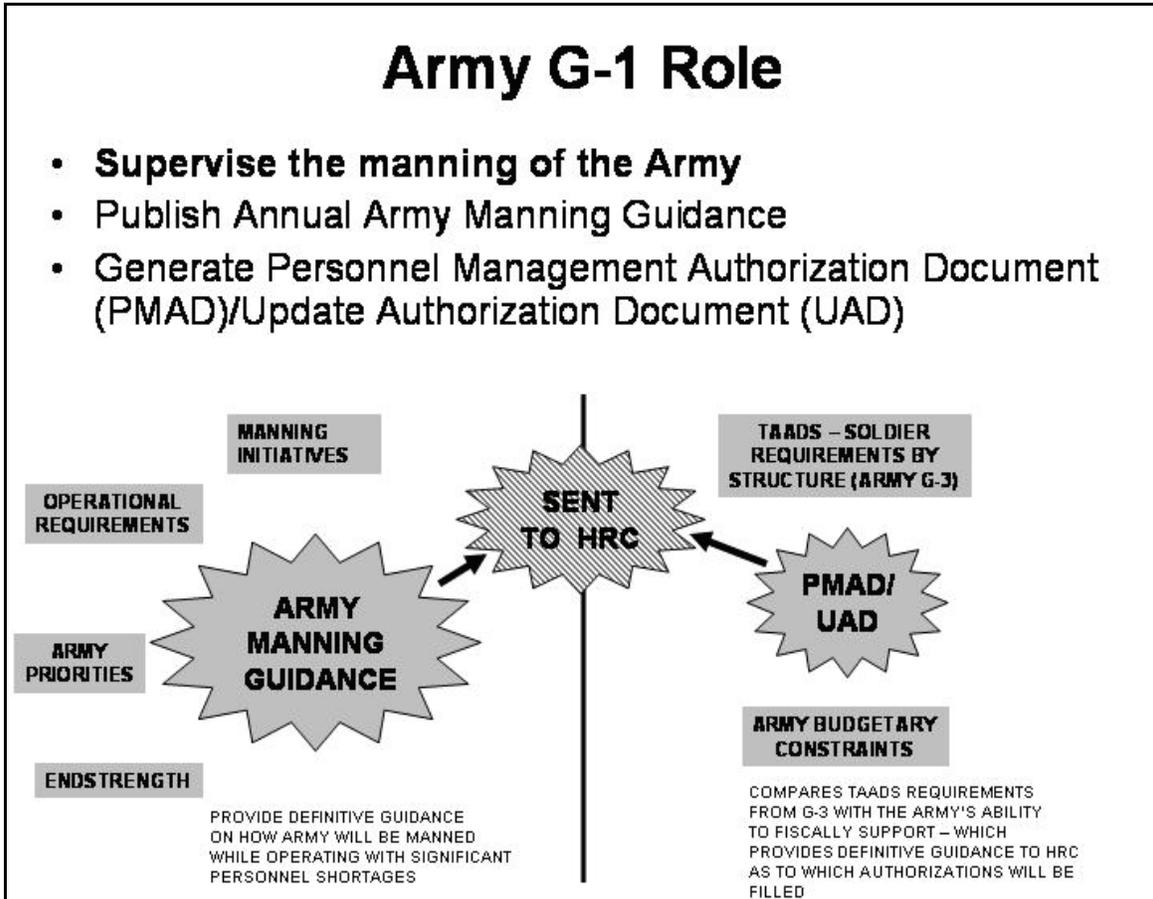


Figure 2-1. Army G-1 Role in PRM

### HRC PRM RESPONSIBILITIES

2-5. Figure 2-2 describes an overview of the role of HRC in the PRM process and describes the inputs which impact on distribution decisions at the top of the HR system. HRC is linked directly to the BDE/BCT S-1 section for PRM as described later in BDE/BCT strength distribution and strength management.

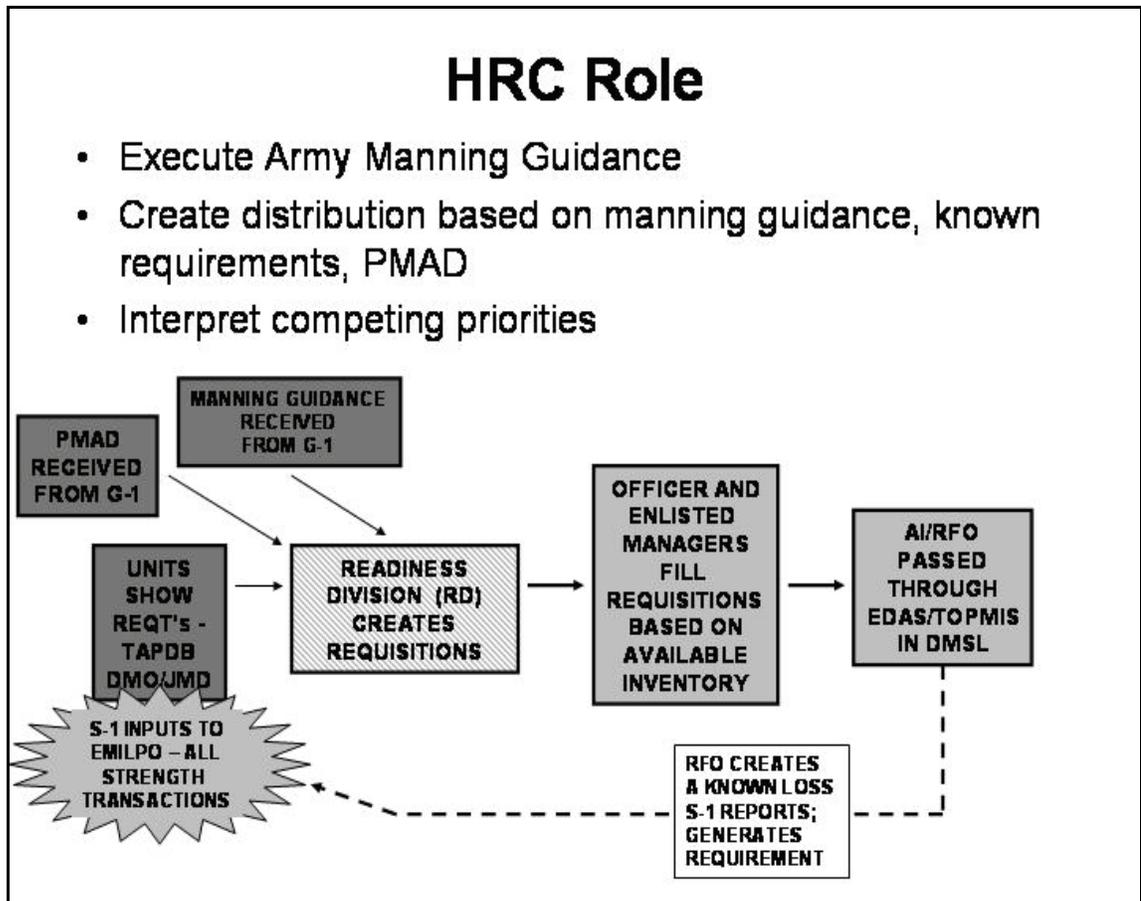


Figure 2-2. HRC Role in PRM

### BATTALION (BN) S-1 SECTION RESPONSIBILITIES

2-6. The BN S-1 implements the priorities of fill established by the commander using PRM and is further responsible for PASR, managing casualty information, monitoring projected gains and losses, and managing RTD Soldiers (in coordination with the medical platoon). BN S-1s directly impact PRM by ensuring the accuracy of Soldier status in the personnel system of record (eMILPO) – PRM starts with complete, accurate and timely Soldier data updates at the BN level. BN S-1 section responsibilities include:

- Ensure all required personnel data is updated in the personnel system of record (eMILPO), and other HR systems, accurately and in a timely fashion.
- Monitor and report to the commander the personnel readiness status (current and projected) of subordinate units to include: key leaders, critical combat squads, crew and teams – the focus of BN PRM is combat-capable companies.
- Predict personnel requirements, based on current strength levels, projected gains, estimated losses, and the projected number of Soldiers and Army civilians returning to duty from medical facilities.
- Monitor losses (e.g., combat, non-combat, legal actions, medical, MOS Medical Retention Boards (MMRB), Medical Evaluation Boards (MEB), etc).
- Monitor non-available Soldier status.
- Synchronize replacement flow with equipment (coordinate with S-4).
- Assign individual, squad, crew, or team replacements.

- Plan and coordinate the personnel portion of reorganization or reconstitution operations for platoons.
- Prepare Personnel Status (PERSTAT) reports; ensure strength data reflects current task organization.
- Manage the SRP including Soldier Readiness Processing, Soldier's emergency data (SGLV Form 8286 (Servicemember's Group Life Insurance Election and Certificate) and DD Form 93 (Record of Emergency Data)), and Medical Protection System (MEDPROS). BN S-1s should be prepared to assume the MEDPROS input execution mission, to include Army civilians.
- Manage Soldier utilization; distribute and properly slot Soldiers within the BN.
- Submit strength and duty status transactions in eMILPO in a timely manner.
- Prepare current and forecasted readiness status and commander's intent; S-3 determines priorities.
- Report critical personnel requirements for individual Soldiers and/or teams.
- Prepare the personnel portion of the ASRU to ensure unit personnel readiness is accurately reflected.

### **STB S-1 SECTION RESPONSIBILITIES**

2-7. The STB S-1 section is responsible for the following tasks:

- Ensure all required personnel data is updated in the personnel system of record (eMILPO), and other HR systems, accurately and in a timely fashion.
- 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 medical facilities.
- Monitor losses (e.g., combat, non-combat, legal actions, medical, MMRB, MEB, etc).
- Synchronize replacement flow with equipment (coordinate with S-4).
- Prepare PERSTAT reports; ensure strength data reflects current task organization.
- Manage the SRP including Soldier Readiness Processing, Soldier's emergency data (SGLV Form 8286 and DD Form 93), and Medical Protection System (MEDPROS). STB S-1s should be prepared to assume the MEDPROS input execution mission, to include Army civilians.
- Manage Soldier utilization; distribute and properly slot Soldiers within the STB.
- Submit strength and duty status transactions in eMILPO in a timely manner.
- Execute STB strength management/distribution in-conjunction with HRC.
- Monitor known gains and losses; requires interface with HRC strength managers and the use of the TOPMIS and EDAS to ensure requisitions are created when required.
- Report critical personnel requirements to higher headquarters and HRC.
- Monitor and reconcile strength deviations.
- Manage DMSL hierarchy to ensure HRC has visibility of the same data.

### **BDE/BCT S-1 SECTION RESPONSIBILITIES**

2-8. The BDE/BCT S-1 section is responsible for the following tasks:

- Ensure subordinate BNs enter complete, accurate and prompt data to the personnel system of record (eMILPO) and other HR systems; perform error reconciliation.
- Verify the accuracy of manning status in subordinate units utilizing COPS.
- Monitor and report to the commander the personnel readiness status (current and projected) of subordinate units to include: key leaders, critical combat squads, crew and teams. Focus of BDE/BCT PRM is combat-capable BNs and separate companies.
- Execute BDE/BCT strength management/distribution in-conjunction with HRC.

- 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 medical facilities.
- Synchronize replacement flow with equipment (coordinate with S-4).
- Recommend replacement priorities based on input from the S-3, S-4, Surgeon, and other staff officers.
- Monitor known gains and losses; requires interface with HRC strength managers and the use of the TOPMIS and EDAS to ensure requisitions are created when required.
- Manage replacement operations; assign individual, squad, crew, or team replacements and coordinate replacement call forward and flow to the deployed AOR.
- Distribute personnel to subordinate BNs and separate companies.
- Report critical personnel requirements to higher headquarters and HRC.
- Plan and coordinate the personnel portion of reorganization or reconstitution operations.
- Prepare PERSTAT reports.
- Monitor and reconcile strength deviations.
- Ensure strength data reflects current task organization.
- Manage DMSL hierarchy to ensure HRC has visibility of the same data.
- Maintain visibility of Soldier readiness processing and MEDPROS status data entry.

## PRINCIPLES OF PRM SUPPORT

2-9. PRM standards for deploying units are established by the Army (HQDA) G-1, which uses authorized strength levels, target fill levels, PMAD-directed authorizations, and the operational (deployment) timeline, unless the Army G-3 directs a change. Under modularity, HQDA now manages to the BDE/BCT level, giving S-1s both the responsibility and the tools (systems and accesses) required for managing the personnel readiness of their organizations. Prior to deployment and during combat operations, S-1s determine what is needed to increase unit readiness (e.g., what personnel requirements are needed by the unit, cross-leveling of personnel, calculating unit strengths, pending gains and losses, and coordinating critical personnel requirements affecting the combat power of the organization with higher headquarters HR managers). To do this, the S-1 maintains an operational focus which requires frequent contact with the BDE/BCT S-3, subordinate BN S-1s and DMSL managers at HRC. By maintaining a strong tactical awareness, the S-1 is better able to determine personnel requirements and can therefore properly prioritize assignments for newly arriving replacements. Further, as operations and the theater mature, the S-1 begins to manage the flow of RTD Soldiers and assesses the impact of combat and non-combat losses on the combat power of the command. In extreme cases, the S-1 must be prepared to execute reorganization or reconstitution actions as outlined in FM 1-0. Additionally, the BDE/BCT S-1 must establish the link with HRC for the replacement of key leader losses and for assistance in the instance of a mass casualty event which was not forecasted, or grossly exceeds the modeled loss rate applied by HRC.

## MAINTAINING READINESS

2-10. PRM is a 24/7 critical task. Most units will have little time to “peak” for combat operations and must rely on the S-1 organization to execute its mission diligently, everyday. Critical MOS shortages or large numbers of non-deployable Soldiers, for example, can not easily be overcome once a unit is alerted for movement. S-1s can assist both the unit and HRC by maintaining complete, accurate, and prompt updates of duty status changes and non-deployability status for assigned Soldiers. Additionally, un-forecasted losses such as those that result from administrative or legal actions or which result from medical issues can have a significant impact on unit strength and readiness. S-1s must be prepared to initiate appropriate measures, such as cross-leveling or requesting replacements, should those numbers rise.

## PRE-DEPLOYMENT ACTIONS AND CONSIDERATIONS

2-11. Upon notification of deployment, initial efforts must be concentrated in these areas:

- Arrive new Soldiers into the database (eMILPO); DTAS if joining the unit after deployment.
- Account for assigned/attached personnel.
- Verify the Non-available status of non-deployable Soldiers to determine length of Non-available status, initiate reassignment actions for Soldiers who will remain Non-available for the duration of the deployment.
- Reassign Soldiers, who will not deploy, from deploying units to non-deploying units if they do not remain in the rear detachment.

2-12. The S-1 recommends cross-leveling actions to the commander, as required, and highlights the status of personnel on Temporary Duty (TDY), attending school, in authorized leave status, and identified as non-deployable. If required, the S-1 recommends the recall of personnel on TDY, attending non-Department of the Army (DA) sponsored school, and in authorized pass/leave status IAW commander's guidance (recall of personnel attending DA sponsored schools must be requested through the chain of command to DA).

2-13. Other key actions that occur prior to deployment include:

- Publish a unit Soldier Readiness Processing schedule, and plan a deployment brief for unit personnel and their spouses. Coordination with the FSG leaders can occur at this time.
- Issue CAC to reportable DoD civilian employees and contractor personnel who will accompany the unit prior to deployment. The ASCC/Army G-1 will establish CAC support responsibilities for DoD civilians and contractors. BDE/BCT S-1s are not required to provide CAC support to DoD civilians and contractors not under the unit's operational control.
- Create Derivative Unit Identification Codes (UIC) for personnel accountability, separate deployed personnel from Rear Detachment and non-deployable Soldiers.

## CONDUCTING SOLDIER READINESS PROCESSING

2-14. Soldier readiness processing is conducted periodically in most units, but unless one has been completed within 30 days of movement, S-1s should plan on conducting another one to ensure Soldiers are prepared for deployment and the unit is brought to the highest possible state of readiness. Organizations should have an SOP to act as a guide for conducting this key readiness event. As a minimum, Soldier readiness processing should include the following actions:

- Identify medically disqualified personnel; verify profiles via MEDPROS.
- Coordinate required immunizations.
- Verify Soldier financial readiness and complete any necessary pay transactions.
- Review and update individual records.
- Accurately process record of emergency data, DD Form 93 and SGLV Form 8286; S-1s maintain a hard copy back-up of these documents in the event electronic data systems are limited, not available or fail during deployment.
- Prepare Isolated Personnel Reports (DD Form 1833); coordinate with S-2.
- Verify security clearances; coordinate with S-2.
- Identify evaluation reports that are required.
- Verify CAC and ID tags; replace or reissue as required.
- Arrange for legal services, wills and powers of attorney.

2-15. The BDE/BCT S-1 has responsibility for coordinating Soldier readiness processing with supporting agencies that provide medical, dental, legal, and similar support to this event. Additionally, the BN S-1 will conduct a final review of each processing checklist to ensure that Soldier non-deployable readiness deficiencies are corrected or that the unit commander is notified of Soldiers who remain non-deployable following readiness processing.

## CONDUCTING REPLACEMENT OPERATIONS

2-16. Replacement operations is one element of PRM and is a continuous process. In the COE, replacement operations intensify as an organization is identified for deployment and are executed throughout the deployment. The deployment cycle drives the objective fill rates for deploying units and serves as a benchmark for the replacement system. The COE AC replacement system is a push system executed by HRC based on a historical loss rate derived from Operation Iraqi Freedom/Operation Enduring Freedom operations, which has proven to be accurate. To be effective, BDE/BCT S-1s set the conditions for this forecasting by ensuring the information in the personnel system of record (currently eMILPO, soon to be DIMHRS) is completely updated, maintained, and accurate in a timely manner. This allows HRC to have accurate visibility of the organizations status through eMILPO and COPS. Additionally, S-1s ensure that Non-available Soldiers are accurately reflected in the database and the correct actions are efficiently processed to resolve and define the conditions of non-availability. Replacements will be processed in the standard assignment instruction/Request for Orders (RFO) process as for any permanent change of station (PCS) Soldier. It continues to be the intent of the Army leadership to assign replacements to the BDE/BCT and have them arrive at the home station, receive inprocessing, settle and integrate family members, and then deploy as a replacement based on the call forward actions of the BDE/BCT S-1 and G-1. As noted earlier, S-1s must keep eMILPO current and accurate. Non-available/non-deployable Soldiers impact the readiness of the unit, especially when the positions are only one or two-deep (i.e., Information Management Officer, Chaplain Assistant, selected intelligence and medical MOS, etc.). If annotated correctly within eMILPO, HRC may be able to assist by reassigning Non-available Soldiers to a non-deploying unit on the installation or PCS non-deployable Soldiers and assign replacements to the DMSL of the BDE/BCT.

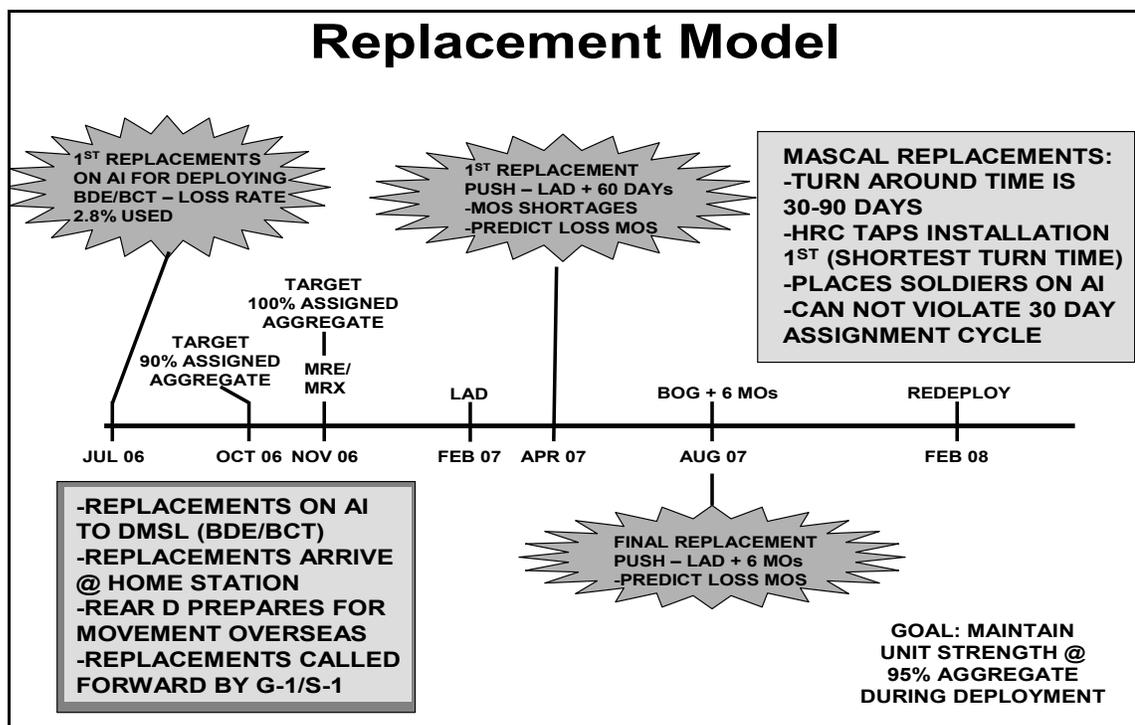


Figure 2-3. Current Deployed Replacement Process and Model

2-17. Figure 2-3 describes the replacement process. HRC places potential replacements on AI so that the first group of replacements arrive at the BDE/BCT home station with sufficient time to inprocess, integrate and process for overseas movement to arrive in the deployed AOR 60 days after the unit’s Latest Arrival Date (LAD). Generally, the first group of replacements consist of predominant MOSs and reflect HRC’s effort to fill key MOS and grade shortages which were temporarily filled through aggregate strength

management. Replacements continue to flow until approximately six months prior to the redeployment of the unit. Figure 2-3 is based on a 12-month deployment. The goal of HRC is to maintain deployed units at 95% authorized strength in the aggregate (this rate could change during the lifetime of this publication as Army Manning Guidance is updated). HRC will process replacements for key leader losses and for mass casualty incidents which exceed forecasted loss patterns as rapidly as possible. Key leader losses will be managed on a case-by-case basis, and the BDE/BCT S-1 must maintain direct communication with HRC. Mass casualty losses will be replaced as rapidly as possible by HRC, first attempting to identify Soldiers at the home station installation with the required MOS and grade and sending them forward. Short notice temporary change of station or PCS actions may be required.

2-18. Figure 2-4 describes the flow of replacements from home station to the deployed unit in the AOR. BDE/BCT S-1s are critical in this process, especially under the conditions of BDE/BCT PRM linked directly to HRC. Replacements report to the gaining BDE/BCT S-1 Rear Detachment. The Rear Detachment integrates the Soldier and their family and processes them for overseas movement. Replacements are called forward by the BDE/BCT S-1. Replacements are processed through the R5 system in the deployed AOR and entered in the DTAS deployed personnel database at the Theater Gateway (TG) R5 center. DTAS allows the S-1 to track the replacements through the theater as R5 elements at the intra-theater APODs update the database. Replacements flow into the theater from home station with pinpoint orders to the BDE/BCT. Diversions by higher headquarter G-1s or commanders should be coordinated with the BDE/BCT commander.

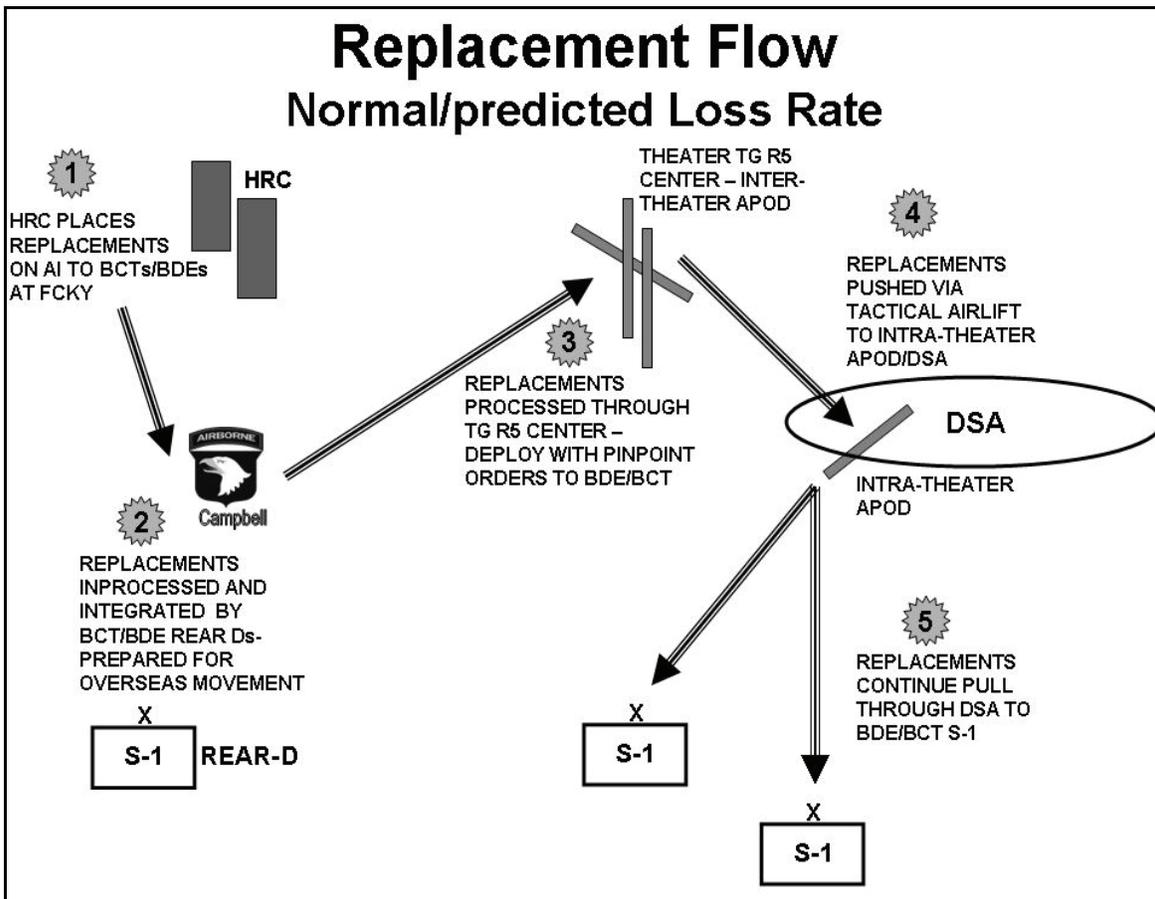


Figure 2-4. Current Deployed Replacement Flow from HRC to Home Station to Deployed AOR

2-19. United States Army Reserve (USAR) and ARNG replacement flow is executed differently and is described in detail in the Army G-1 Personnel Policy Guidance (PPG). The PPG is an excellent tool for BDE/BCT and BN S-1s and is available on line at: <http://www.armyg1.army.mil/MilitaryPersonnel/PPG/>.

## **STRENGTH MANAGEMENT AND DISTRIBUTION**

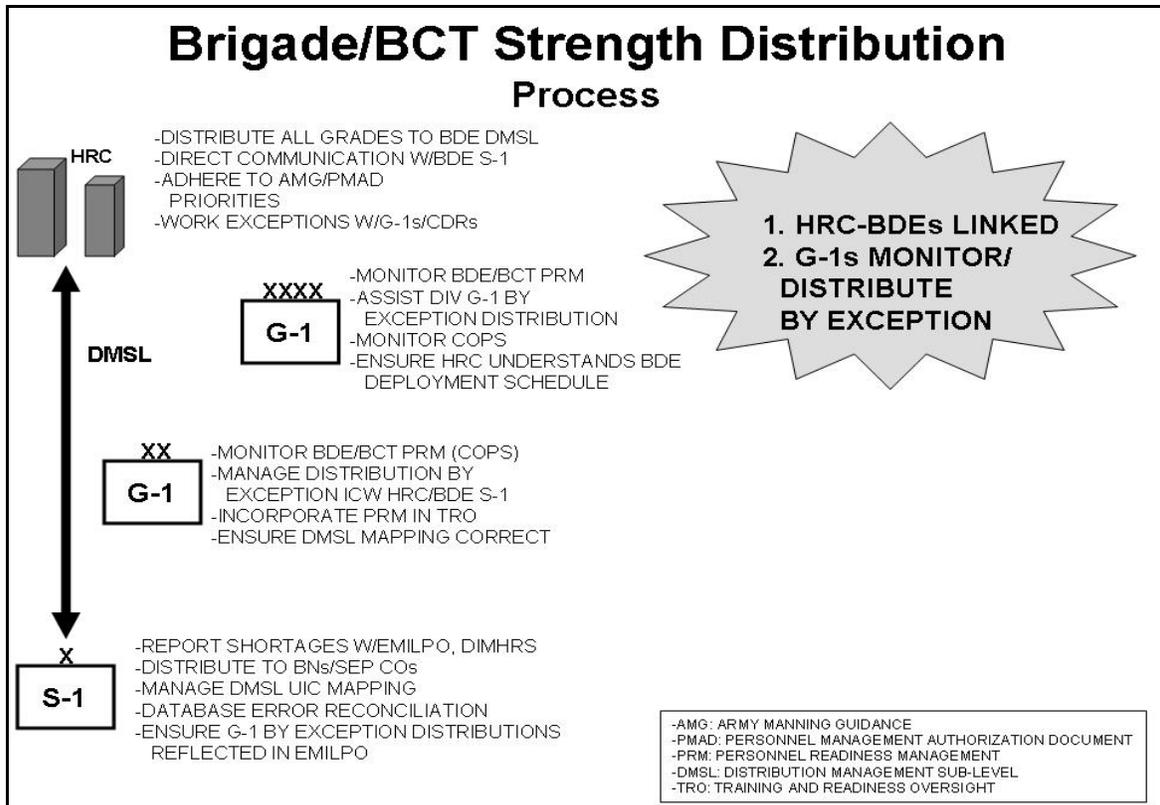
### **MANAGING TO THE BDE/BCT LEVEL**

2-20. The modular transformation of the Army led to BDE/BCT-centric design that concentrates the Army's warfighting capabilities in BDE/BCTs and has led to many changes which support the BDE/BCT design. Strength management and distribution is one of those constructs changed by the modular design. The Chief of Staff, Army (CSA) directed in 2004, as part of the modular design, that strength would be managed directly from HRC to the BDE/BCT. BDE/BCT strength management/distribution requires new Tactics, Techniques, and Procedures (TTP). Changes are required in the system both at HRC and at the BDE/BCT level to successfully implement. Critical within the BDE/BCT is an S-1 section with the right training, the right HR systems and the proper accesses to use those systems. PSDR resources the BDE/BCT S-1 to be able to implement BDE/BCT strength management/distribution.

2-21. The Army Manning Guidance now requires HRC to manage and distribute Soldiers in EDAS and TOPMIS at the DML and DMSL levels to support the Army's transformation efforts. Each Major Combat Reporting Unit brigade is aligned with a DMSL. This enhances precision management and enables the personnel system to better support modularity and force stabilization.

- DML codes are used to manage and distribute Soldiers to units at the division level or other major units subordinate to an Army command or agency led by a general officer.
- DMSL codes are used to manage and distribute Soldiers to units at the brigade level, groups, or other units commanded or directed by a general officer or colonel.

2-22. Figure 2-5 describes the PRM processes of strength management and strength distribution directed by the CSA as part of the Modular Transformation HR Integrated Process Team; strength is managed from HRC directly to BDE/BCTs. The left portion of the figure describes the major roles and tasks which comprise this process. The critical players are the DMSL managers at HRC and the BDE/BCT S-1 section. The majority of assignments will be made direct from HRC to the BDE/BCT and all gains will be reflected in HR systems so that the BDE/BCT S-1 can track future strength changes and finally initiate a responsive sponsorship program. Note that the Division G-1/commander are still involved in this process, but focus on by-exception distribution management. The Division Commanding General is directed with training and readiness oversight for subordinate BDE/BCTs and has an interest in BDE/BCT PRM. However, the current efficiencies of HR systems and directive Army Manning Guidance make BDE/BCT-direct distribution (for the majority of inbound Soldiers) not only viable, but the most efficient means of distributing Soldiers as the Army prepares BDE/BCTs for combat deployments. Division G-1s may make by-exception distribution diversions, but coordinates these moves with HRC and the gaining/losing brigades to ensure that the personnel system of record is fully updated once the diversion is executed and the requisition for the losing unit is still recognized. HRC is developing detailed policies and procedures for this process to better prepare BDE/BCTs and Divisions.



**Figure 2-5. BDE/BCT Strength Distribution Process**

2-23. As division/installation strength managers transition their duties and strength management responsibilities to BDE/BCTs, S-1s have the mission of adequately manning subordinate units regardless of geographic location. This evolving HRC to brigade linkage has a number of impacts. Most significant for brigades is the removal of one or more layers of management, which means Soldiers get to where they need to be quicker. This manning paradigm supports the Army's ARFORGEN system which focuses on the deployability and combat capabilities of BDE/BCTs.

2-24. For enlisted strength management/distribution operations, the BDE/BCT S-1 has the following responsibilities:

- Manage enlisted strength projections by MOS and create a distribution plan to subordinate units.
- Reconcile EDAS data with HRC based on assignments.
- Allocate requisitions built by HRC to a derivative replacement UIC in the BDE/BCT to determine where unit and installation future gains will arrive to for S-1's of geographically dispersed units.
- Maintain the ability to allocate requisitions from either a deployed location or from the rear detachment during brigade deployments.
- Incorporate HRC Initial Entry Training distribution plan into the brigade allocation plan. Provide HRC feedback as required on issues of timing (year/month of requisitions), gender, additional skill identifier (ASI), special instructions, etc.
- Assess the BDE/BCT strength posture, identify critical shortages, and establish manning expectations through the monthly ASRU process.
- Validate gains/losses to the BDE/BCT headquarters and subordinate units, including geographically dispersed units.
- Coordinate with HRC to ensure valid, open requisitions with appropriate special instructions exist for known requirements.

- Assign Soldiers to subordinate units and ensure orders are published.
- Coordinate with HRC to ensure subordinate units are mapped to the appropriate DMSL. Inform HRC of any changes in unit relationships or organization (does not include Task Organizations) that require UIC remapping and provide a copy of the orders directing the change.
- Ensure HRC, Deputy Chief of Staff, Operations is aware of deployment operational timeline.
- Ensure assignment data, medical status, etc., is entered into eMILPO.
- Notify HRC of a one-for-one diversion with another BDE/BCT, with no change in MOS or grade, and submit the appropriate eMILPO transaction.

2-25. For officer strength management/distribution operations, the BDE/BCT S-1 has the following responsibilities:

- Reconcile eMILPO & TOPMIS data to ensure the year and month available is current and accurate.
- Ensure the organizational structure, as requested in TOPMIS aggregate strengths, is accurate for both grade and AOC.
- Assess the BDE/BCT strength posture, identify critical shortages, and establish manning expectations through the monthly ASRU process.
- Validate gains/losses to the BDE/BCT headquarters and subordinate organizations.
- Coordinate with HRC to ensure valid, open requisitions exist for known officer requirements.
- Assign officers to subordinate units, ensuring orders are published.
- Advise the BDE/BCT commander on issues which impact the professional development of assigned officers.
- Ensure assignment data, medical status, etc., is entered into eMILPO.

2-26. Enlisted Personnel Management Division provided guidance to BDE/BCT S-1 DMSL managers. Below are several of their comments:

- Identify and report problems in a clear manner.
- Understand the “total Army” picture described in the Army Manning Guidance.
- Review Army Manning Guidance, Lifecycle Manning, Army Campaign Plan, and Deployment Cycles.
- Understand the difficulties with Lifecycle Management.
- Communicate with your representatives at HRC.
- Learn and understand the capabilities of EDAS and COPS.
- Review the S-3 training calendar, especially key deployment training events that drive manning levels.
- Assist the S-3 or brigade commander by providing comments for the S-1 portion during the ASRU.
- Review the Forces Command, Command and Control Execution Order/Concept.

## **MANAGING PRM WHILE DEPLOYED FOR STAY BEHIND ELEMENTS OF THE BDE/BCT**

2-27. A BDE/BCT deployment may create situations where the S-1 is managing PRM for units that are deployed as well as BDE/BCT units who remain at home station. As part of the planning process, the BDE/BCT S-1 and HR team decides how to execute PRM in this scenario. There is no doctrinal answer as many factors will impact the decision, and the execution will vary even in the same BDE/BCT from deployment to deployment. Some of these factors include size of the deployed force, size of the stay behind force and the rear detachment, length of deployment, manning of the S-1 section, available connectivity at the forward location, and number of replacements expected at home station. Options can range from the S-1 executing all PRM from the deployed location leveraging technology, to leaving a small PRM cell at home station to manage those units that did not deploy. Regardless of the approach, the S-1 must clearly outline for both subordinate units and higher headquarters, to include HRC, how they plan to manage PRM. HR support provided under existing rules by either the S-1 section or the installation MPD are generally not affected by the deployment. Changes to command and control and training readiness and

oversight responsibilities will not impact the PRM mission. Under all circumstances, the BDE/BCT S-1 section is required to leave at least sufficient rear detachment personnel to serve as Records Custodian, as well as to process replacements.

## **DETERMINING PRIORITIES**

2-28. In concert with other staff members, the S-1 is tasked to determine fill priorities for subordinate units so that members of the PR TM of the BDE/BCT S-1 section know where to assign incoming Soldiers. Based on the mission, a BDE/BCT S-1 may maintain different fill levels for subordinate units which may not be consistent with their authorized manning level. Often, the process of determining the fill priority for units is driven by the military decision making process (MDMP) and the Personnel Estimate. Conversely, the commander may issue orders directing which units to fill and to what levels reducing the S-1's requirement to conduct further analysis. However, the true value of developing the Personnel Estimate is that it synchronizes the S-1 team with the rest of the staff and allows the S-1 to advise which courses of action are supportable from a HR standpoint. More detail on preparing the Personnel Estimate and MDMP can be found in FM 1-0, Appendix I.

2-29. Prior to and during deployment, PRM managers have a responsibility to work closely with HRC to ensure the unit achieves its authorized level of manning in compliance with the established fill levels determined by the operational timeline. Fill levels are based on deployment timelines, with targets based on Mission Readiness Exercise dates, LAD in the deployed theater, and the boots on the ground timeline. Currently, fill is managed in the aggregate, which means that fill will not be entirely based on MOS and grade. HRC normally mans to a unit's approved "authorized" level of fill, vice wartime "requirements". For AC units that maintain Rear Detachments, care must be given to consider this group of Soldiers when determining the overall personnel readiness of the deployed unit. Based on competing Army-wide requirements, HRC may not be able to provide replacements to a deployed unit for Soldiers in the Rear Detachment; especially if the unit has met its manning deployment standards.

2-30. The common practice of cross-leveling at installation or division level is complicated under this new BDE/BCT PRM manning concept, but can still be accomplished provided:

- Reassignment does not violate unit focused stabilization policies.
- Reassignment does not cause a unit to fall below mandated manning priority fill levels for skill/grade.
- Reassignment does not result in a new DA-level replacement requirement.

## **DEVELOPING DISTRIBUTION PLANS**

2-31. For the S-1 section to successfully accomplish its mission, a sound, executable distribution management plan is necessary. This plan allows members of the PRM team to understand the personnel priorities of the organization and becomes a tool to execute should no further command guidance be provided. Key considerations for developing the distribution plan include:

- Unit Personnel Readiness Reports, Tactical SOP (TACSOP), OPLANS, and related plans and reports.
- Replacement shelf (pre-positioned) personnel forecasts, and casualty, filler, and return to duty estimates.
- Critical shortages by grade, ASI, AOC, and MOS.

2-32. Changes to the Personnel Estimate and operational situation may require updates to the distribution plan. Another consideration is managing RTD Soldiers. Recent deployments highlighted the need for S-1s to manage these Soldiers as they return from different echelons of medical support both within the theater and from locations outside the theater. Establishing contact with the supporting Medical Treatment Facility (MTF) early in the deployment is a key event; this coordination should include the Casualty Liaison Team (CLT). The distribution plan is a living document that should be periodically reviewed.

2-33. Distribution plans should also address the requirement to man squads, crews and teams, and in some circumstances, replacement operations must be synchronized with the arrival of equipment. For example,

it is not practical to submit an immediate requisition for heavy equipment operators if the equipment they would be using will not arrive for 90 days. Managing the replacement flow with the arrival of equipment will require the S-1 to coordinate with the unit S-4.

## REQUISITIONING PERSONNEL

2-34. S-1s may be required to requisition additional personnel based on personnel losses, if the current push system executed by HRC does not keep pace with deployed losses. This system of requesting replacement personnel is a “pull” system and individual fillers flow from home station through the power projection platform and into the theater. The Army also utilizes a “push” system which is based on historical data and estimated losses. The push system is the current model used by HRC, and is described in the Conducting Replacement Operations section of this chapter.

2-35. Although “shelf requisition” is not a process that has been utilized recently, current doctrine states that at theater level, the ASCC will develop an OPLAN shelf requisition to support requirements (Army and civilian personnel) identified at DA. There are two categories of shelf requisitions: Filler and Casualty. The filler shelf requisitions reflect the number of Soldiers by MOS/AOC and grade needed to bring the theater units to wartime-required strength. The casualty shelf requisitions reflect the number of expected casualties (killed in action, wounded in action, missing in action, non-battle injuries) by MOS/AOC and grade and operational phase. Medical planning models and casualty estimation form the basis for developing the casualty shelf requisition. Casualty shelf requisitions normally include requirements for the first 90-120 days of combat. When the OPLAN is executed, 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, which includes a review for consistency with personnel policy and MOS/AOC and grade structure changes. Shelf construction is currently limited by structural shortages of many MOSs in the Army. The Army is currently not executing replacement shelves due to the requirement of taking down structure to free Soldiers to fill replacement shelves.

## RECONSTITUTION

2-36. 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 S-1 team should be prepared to organize and execute either one of these actions. Reconstitution as defined in FM 1-0 is an action planned and implemented by a commander to restore units to a desired level of combat effectiveness commensurate with mission requirements and available resources. In reorganization, resources are shifted within a degraded unit to increase its combat effectiveness. 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 reconstitution actions as the preferred approach has been to rotate entire units in and out of the theater.

## ENABLING SYSTEMS

2-37. Chapter 4 outlines the many systems that BDE/BCT and BN S-1s use to execute their daily mission both in garrison and while deployed. Key among those for PRM is TOPMIS-II, EDAS, Army Civilian Personnel System (ACPERS), eMILPO, DTAS, and COPS. These are the same systems that HRC uses to manage personnel readiness. PRM managers at BDE/BCT and BN must ensure HR forward-deployed elements have access prior to deploying to their TOPMIS-II / EDAS / ACPERS / eMILPO / DTAS accounts from the theater/AO. This connection provides the means to manage the requisitioning system for the deployed force.

2-38. The most powerful PRM enabling system available to the BDE/BCT S-1 is COPS, which allows the common view of authorized unit strength and PMAD authorizations. COPS takes feeds from the personnel database of record and other sources and reflects the strengths recognized by the HR system. The top of the system, HRC, and the unit (BDE/BCT S-1) have an identical view which allows managers at both ends to manage shortages based on the same situational awareness. COPS also further emphasize the need for S-1s to ensure that the personnel database of record is accurately, completely and promptly updated

reflecting Soldier status changes, arrivals, and departures. Figure 4-2 in the Chapter 4, PIM, provides an overview of the COPS feeds.

## Chapter 3

# Personnel Accountability and Strength Reporting

The Army's PASR system is designed to account for Soldiers, reportable Army civilians, and, when directed, Joint, Inter-agency, Inter-governmental, and Multinational (JIIM), and other personnel. PASR is one of the most important functions a BN or BDE/BCT S-1 performs in peace or wartime. As the eMILPO database is consistently updated, accurate accounting practices allow us to balance MOSs within brigades, battalions, and companies. Information gained through PASR provides readiness managers at all levels the data necessary to analyze personnel strength as a component of combat power. Deployed PASR is required to ensure compliance with Department of Defense Instruction (DoDI) as well as to ensure combat power is maximized for the commander.

## PERSONNEL ACCOUNTABILITY AND STRENGTH REPORTING (PASR) MISSION

3-1. 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, Assignment Eligibility and Availability (AEA) codes, and MOS/specialty codes; grade changes, etc. Strength reporting is a numerical end product of the accounting process, 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. It starts with strength-related data submitted at unit level and ends with an updated database visible at all echelons.

3-2. The BN and BDE/BCT S-1 Personnel Readiness Sections are at the tip of the spear for Army-wide PASR execution and require a team of HR professionals who are competent with automated HR systems and understand the PASR process. S-1 sections ensure their Soldiers are trained to work in a deployed or austere environment. Personnel accountability data and strength reporting data are critical information elements for HR managers and commanders at all levels. BN S-1 sections initiate the process with timely and accurate maintenance of the personnel database of record.

## KEY TERMINOLOGY

3-3. Key terms commonly used in PASR are described below:

- **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 ASRU 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 provide 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, or receive replacements and mail) by the gaining unit. When an OPCON unit is receiving those services, clarification of command relationships need 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, Full Spectrum Operations.
- Direct support (DS) and general support (GS) or any other term that defines support relationships do not determine command relationships. PASR reporting is guided by command relationship, not supported relationship.

3-4. The use of command and support relationships in PASR operations must be clearly understood by the losing and gaining S-1 section, to ensure that there is no “double counting” of task organized units. The most common discrepancy with PASR numerical 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 PASR reports. BN and BDE/BCT S-1 sections maintain operational awareness for task organization changes and ensure PASR reporting reflects task organization changes. S-1s must communicate laterally to ensure gaining and losing S-1s are clear on reporting conditions.

3-5. For contractor personnel, the Synchronized Predeployment and Operational Tracker (SPOT) has been designated as the Joint Enterprise contractor management and accountability system. SPOT maintains by-name accountability for contractors. The Contractor Coordination Cell of the Army Field Support Brigade has theater responsibility for tracking and accounting contractors. Specific staff responsibilities are currently being developed and will be published as they are finalized (FMI 4-93.41, Army Field Support Brigade TTP). The Army/ASCC G-1 is responsible to fully develop contractor reporting requirements with detailed instructions for subordinate G-1 and S-1 sections.

## **BATTALION (BN) S-1 RESPONSIBILITIES**

3-6. Responsibilities include:

- Collect, summarize, analyze, update, and report by name personnel strength information, using secure or non-secure data systems in the directed format with the proper enabling HR system.
- Process and monitor AEA information for assigned/attached personnel in eMILPO.
- Process duty status change information (i.e., Present for Duty (PDY), Wounded in Action (WIA), Killed in Action (KIA), Missing in Action (MIA)) and update the personnel database via eMILPO and DTAS automated systems.
- Process information on replacements, RTD Soldiers, Army civilians, JIIM personnel, and other personnel as required. If a Soldier is entered in DTAS, S-1s must ensure a Soldier’s duty status is also updated in eMILPO which serves as the database of record.
- Update DTAS daily for changes in Soldier status and location.
- Reconcile manual strength information with automated strength information found in eMILPO.
- Submit personnel status reports (i.e., PERSTAT/JPERSTAT) to the BDE/BCT S-1.
- Submit Personnel Summary Reports (PERSUM) and Personnel Requirements Reports 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 BN S-6 and the BDE/BCT S-1, where appropriate.
- Ensure deploying members of the PR TM have been granted clearances and accesses to the appropriate HR systems. DTAS, a SIPRNET-based system, requires personnel with a SECRET clearance to operate, while eMILPO is a NIPRNET-based system and does not require a SECRET clearance to access.

### **STB S-1 SECTION RESPONSIBILITIES**

3-7. In addition to the BN S-1 responsibilities outlined in paragraph 3-6, the STB S-1 has the following responsibility:

- Reconcile manual strength information with automated strength information and roll-up to G-1 or higher HQs level.

### **BDE/BCT S-1 SECTION RESPONSIBILITIES**

3-8. Responsibilities include:

- Collect, summarize, analyze, update, and report by name personnel strength information to G-1 or higher HQs.
- Monitor AEA information for assigned/attached personnel and process in eMILPO.
- Monitor duty status change information (i.e., PDY, WIA, KIA, MIA) and update the personnel database and HR management systems (eMILPO and DTAS).
- Process information on replacements, RTD Soldiers, Army civilians, JIIM and other personnel, as required, into the database. If a Soldier is entered in DTAS, S-1s must ensure a Soldier's duty status is also updated in eMILPO which serves as the database of record.
- Perform PAS management and error reconciliation for the database of record.
- Reconcile manual strength information with automated strength information; identify and resolve discrepancies by entering the appropriate transaction and perform error reconciliation for eMILPO (DIMHRS) and DTAS.
- Update DTAS daily.
- Submit personnel status reports (i.e., PERSTAT/JPERSTAT) to higher HQs.
- Submit PERSUM and Personnel Requirements reports when required by higher headquarters.
- Coordinate with appropriate staff sections and external agencies for information on casualties, patient tracking, and stragglers and ensure BN 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 R5 Personnel Accounting Teams, operate a manifesting cell at ports of embarkation, collect manifest data at ports of debarkation and enter those personnel into the theater database.

### **PRINCIPLES OF PASR**

3-9. PASR is comprised of personnel accountability and strength reporting. The S-1 serves as the commander's primary advisor on PASR related matters. S-1 sections monitor the accuracy and timeliness of personnel information, and reconcile strength reports to help determine a unit's readiness level. Commanders at all levels retain the responsibility for accounting for Soldiers and DoD civilians under their command. Data accuracy is critical to the PASR process. Information gained through PASR provides readiness managers at all levels, unit to HQDA, information to analyze personnel strength as a component of combat power.

## PERSONNEL ACCOUNTABILITY

3-10. Personnel accountability is commander's business. It starts with a by-name recording of Soldiers data when they arrive or depart or have changes in their status impacting unit strength, such as, deployed duty location, duty status, and grade. The HRAR (formerly known as the Unit Manning Roster) serves as the source document for BN and BDE/BCT S-1s, reflecting the slotting of assigned personnel. Other personnel accountability tasks include:

- Account for military personnel individually in eMILPO.
- Collect, process, and sort critical information about Soldiers, units, and DoD civilians.
- Maintain a deployed personnel information database via the DTAS through consistent updates.

## STRENGTH REPORTING

3-11. Strength Reporting is the transfer of a Soldier's by-name data into a numerical report. The PASR process starts at company level with the submission of a daily status report. The BN and BDE/BCT S-1 section submits by-name strength-related transactions via eMILPO which are visible at all levels to HQDA. Strength reports reflect the combat power of a unit and are used to monitor unit strength, prioritize replacements, execute strength distribution, and make HR support decisions. The source document is the HRAR for both AC and RC Soldiers (when mobilized). Copies of these reports can be found in the eMILPO Functional Guidance Manual.

## MANUAL REPORTS

3-12. 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 issue) manual reports can be used. Manual reports that may be used are the PERSTAT, PERSUM, and Personnel Requirements Report.

### PERSONNEL STATUS REPORT (PERSTAT)

3-13. The PERSTAT gives the unit and commander a personnel strength summary. It provides an assigned and available strength count, and captures gains and losses since the last reporting period. The data is broken down by deployed installations or FOBs in the COE, but may be reported by unit only and includes civilians and joint military personnel based on Army/ASCC G-1 guidance. The ASCC G-1 develops the PERSTAT, publishes the format and enforces its use. In a joint environment, this report is called the Joint PERSTAT (JPERSTAT). The Army's PERSTAT format should be exactly the same as the theater level JPERSTAT. DTAS is the key automation enabler that generates the PERSTAT or JPERSTAT. DTAS information is transmitted via SIPRNET. The DTAS auto-generate function for the COE JPERSTAT is nearing completion, which will eliminate the requirement for a manual process.

### PERSONNEL SUMMARY REPORT (PERSUM)

3-14. This report displays a unit's personnel strength in aggregate numbers, as of a given time. It reports strength by personnel category (officer, warrant officer, enlisted, and civilian), gains, losses, and duty status changes since the last report. Commanders and personnel readiness managers use this report to help assess the unit's overall composition and combat power. BN S-1s receive PERSUMs from subordinate units which are rolled up and reported to the BDE S-1. The report is normally required every 24-hours during military operations. Reporting timelines can vary with METT-TC and the commander's PASR requirements. S-1s refer to unit's SOPs to determine report format and reporting times. Data can be extracted from eMILPO to complete the report. The PERSUM should be given a "CONFIDENTIAL" or higher classification, as required, when completed.

### PERSONNEL REQUIREMENTS REPORT

3-15. This report displays a unit's personnel replacement requirements by grade, skill level, and MOS. The report is based on a comparison of authorized versus assigned strength and is primarily used to

manage replacement operations at brigade level or higher. The Personnel Requirements Report submission timeline is normally based on established SOPs or procedures tied directly to HRC. Submission of the report can occur more frequently based on a unit's high operational tempo (e.g., accelerated unit attrition based on KIAs/WIAs). The report normally includes only organic units, not attached unit requirements. The report will properly reflect actual needs, not current vacancies.

### **PRE-DEPLOYMENT PREPARATION**

3-16. The BN and BDE/BCT S-1 must focus their Personnel Readiness sections on the following areas to ensure PASR is conducted in a timely and accurate manner. Keep in mind it all starts with sound eMILPO SOPs.

- Ensure timely and accurate data entry is the standard for eMILPO transactions – perform error reconciliation.
- Establish deployment rosters and a system to track non-deployable Soldiers.
- Coordinate with higher headquarters to identify reporting standards and timelines; this information is subject to change upon arrival in theater.
- Ensure a PASR section is included in the BN or BDE/BCT TACSOP.
- Determine, plan, and establish personnel information, communication, and automation network requirements. PR TMs should plan for connectivity to both the NIPRNET (unclassified) and SIPRNET (classified) to conduct their PASR mission. BN and BDE/BCT that have been converted under PSDR are equipped with VSAT satellite and associated equipment. This provides the necessary bandwidth that allows connectivity to key HR enablers such as eMILPO, Defense Enrollment Eligibility Reporting System (DEERS), Real-Time Automated Personnel Identification System (RAPIDS), EDAS, TOPMIS II, Tactical Personnel System (TPS), etc. This connectivity provides deployed units with the ability to accomplish HR support mission.
- Ensure there is a well established and rehearsed SOP for using TPS (BDE/BCT), DTAS, eMILPO, COPS, TOPMIS II, and EDAS in a deployed environment.
- Ensure deploying members of the PR TM have been granted clearances and accesses to the appropriate HR systems. DTAS, a SIPRNET based system, requires personnel with a SECRET clearance to operate. eMILPO uses a NIPRNET based system and does not require a SECRET clearance to access.
- Ensure members of the PR TM are trained on standard automated and manual reports (i.e., PERSUM, Personnel Requirements Report, etc). Personnel readiness managers in S-1 sections must be prepared to operate in an environment with little to no connectivity, particularly during the initial phase of the operation or in an AO where subordinate units are geographically dispersed. Personnel readiness managers plan for and train in using standard reports that generate the required data without the assistance of HR automated systems. Ensure paper copies of essential reports are available.
- Ensure supplies are on hand (i.e., toner, paper, etc.) IAW unit SOP.
- Assess mobilizing RC Soldiers into the active component personnel database. The mobilization station builds active component records for RC Soldiers through the mobilization personnel system using eMILPO. Refer to the eMILPO Functional Guidance Manual for additional information.
- Reassign non-deploying Soldiers in eMILPO; non-deploying Soldiers must be reassigned to other non-deploying units on the installation or to derivative UICs established for rear detachment operations.

- Coordinate manifest operations using the TPS; this action is accomplished at the BDE/BCT level. TPS automatically creates a deployed personnel database; S-1s should ensure the database contains only deploying Soldiers' records.
- Ensure accurate personnel data is entered into the theater database as the unit processes through the TG R5 Team at the inter-theater APOD.

### **EMPLOYMENT, SUSTAINMENT AND REDEPLOYMENT PHASES**

3-17. During the Employment, Sustainment and Redeployment phases, BN and BDE/BCT S-1s continue to update Soldiers' records in the personnel database of record, currently eMILPO. The following are some of the required tasks:

- Update Soldier records in eMILPO as changes occur.
- Track and report assigned and attached personnel in eMILPO.
- Provide strength reports to higher headquarters.
- Redeploy with databases reflecting only redeploying Soldier records.
- Track transiting Soldiers in the DTAS, especially as R&R operations and redeployment operations commence.

### **PERSONNEL ASSET INVENTORY (PAI)**

3-18. The Personnel Asset Inventory (PAI) is a PASR tool used to achieve 100% accountability of assigned and attached Soldiers and to ensure that Soldier data is properly recorded in eMILPO. Army personnel databases must accurately reflect active, deployed, and mobilized/federalized Soldiers as database inaccuracies affect unit readiness and impact pay and allowances.

3-19. PAIs are conducted for:

- Annual Army-wide (100% accountability).
- Change of Command.
- Loss of commander.
- Unit move or redesignation.
- Deployment.
- Movement from the Mobilization Station.
- Other reasons listed in Army Regulation (AR) 600-8-6.

3-20. The objectives of the Army-wide PAI are:

- Account for 100% of all AC and RC mobilized/federalized.
- Reconcile databases with deployed "boots on the ground" (BOG).
- Validate selected personnel data in eMILPO (AAA-162 reported personnel data).
- Validate and update non-availability for deployment codes.
- Identify pay discrepancies.

3-21. S-1 PAI responsibilities include:

- Utilize AAA-162, Personnel Accountability Report as the baseline document for PAI.
- Reconcile all eMILPO AAA-162 using eMILPO and PASS-R.
- Verify Datastore PAI reports to confirm every social security number (SSN) shown is still assigned/attached to UIC.
- Submit required eMILPO updates to correct discrepancies.
- Verify UICs registered to DMSL.
- Account for all UICs in DMSL and coordinate with other BDE/BCT S-1/PAS Chiefs to ensure all UICs have completed PAI.
- Ensure electronic Personnel Asset Inventory (ePAI)-Deviation Report errors are reconciled before updating Muster Date for UIC.

- Ensure all UICs complete ePAI actions NLT published suspense.
- Validate UIC completion of PAI.
- Annotate unit, pay, and personnel data discrepancies on the most recent Unit Commander's Finance Report (UCFR) and authenticate the UCFR and the Unit Commander's Pay Report.
- Place special emphasis on validating non-availability reason and status codes on the AAA-162 and ensure data is updated in eMILPO.

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## Chapter 4

# Personnel Information Management

The PIM mission involves collecting, processing, storing, displaying, and disseminating critical Soldier information. PIM includes both manual and digital processes. It supports the execution of all other HR core competencies. As part of HR transformation, access to many digital PIM systems has been granted to the BDE/BCT and BN S-1 sections.

### PERSONNEL INFORMATION MANAGEMENT (PIM)

- 4-1. The PIM goal is to provide timely and accurate personnel data on Soldiers and DoD civilians for commanders and other decision makers. The Army's corporate database is the Integrated Total Army Personnel Data Base (ITAPDB), which will be replaced by the DIMHRS data warehouse. Personnel information (manual or electronic) on assigned/attached personnel is updated and managed using the eMILPO, EDAS, TOPMIS, TPS, DTAS, Defense Casualty Information Processing System-Forward (DCIPS-FWD), and Interactive Personnel Electronic Records Management System (iPERMS).
- 4-2. BDE/BCT and BN S-1s should anticipate an implied PIM mission during contingency operations, to include joint/multinational personnel. During stability and reconstruction operations, S-1 sections 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.
- 4-3. Access to the proper levels of automated HR systems is critical for deployment operations. This often requires six months to process security clearances to ensure HR Soldiers have the correct systems access. Any CMF 42 Soldier who performs duties in a BN or higher Main CP, or who will utilize DTAS or any ABCS system, requires a SECRET security clearance.
- 4-4. BDE/BCT S-1s maintain 100% accountability of unit MPF records in order to execute casualty verification and assist the supporting casualty assistance center in performing notifications in a timely manner. The military HR technician (420A) and the data analysts (MOS 42F) assigned to the BDE/BCT S-1 section are the primary managers of PIM.

### BATTALION (BN) S-1

- 4-5. The BN S-1 is the starting point for personnel updates. Personnel files are managed IAW AR 600-8-104 and local policies. While the MPF is maintained at the BDE/BCT-level, BN S-1s perform many of the personnel actions which update and record changes in Soldier records, and often have the most current data on Soldiers. BN S-1s must ensure that all manual forms found in the MPF are updated IAW regulations and local policies.

### BDE/BCT S-1

- 4-6. BDE/BCT S-1s will execute PIM as follows:
  - Provide direct oversight of subordinate units on maintenance of Soldier personnel data. This fundamental change provides BDE/BCT commanders the ability to gather and analyze personnel data to assist in decision making.
  - Ensure strength related information is updated in automated databases to include gains, losses, grade changes, and duty status changes via eMILPO (DIMHRS, when fielded).

- Ensure the following key automation enablers are accessed and updated in a timely manner: DEERS, EDAS, TOPMIS II, eMILPO, iPERMS, and DTAS.
- Conduct PAS activities for subordinate units. This involves maintaining the PAS architecture, determining user roles and granting access and permission levels to HR systems, and resolving/reconciling discrepancies in eMILPO.
- Maintain unit MPFs IAW governing regulations and policies. Currently, three documents are located in the MPF for officers and four documents for enlisted Soldiers. Both MPFs contain the DD Form 93, SGLV Form 8286, and either the officer records brief (ORB) or enlisted records brief (ERB). Enlisted MPFs also contain the signed enlistment contract. BNs geographically separated from the BDE/BCT HQs will maintain their own records.

### **PAS SECTION OF THE PERSONNEL PROCESSING ACTIVITY (PPA) OR BDE/BCT S-1**

4-7. Responsible for the following:

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

### **PIM TOOLS**

4-8. BN and BDE/BCT S-1 sections are critical to accurate and timely updating of the database of record, the process which allows the database to be used by Army leaders to properly manage the force and make decisions. Status changes are managed through eMILPO and ultimately incorporated in the TAPDB, to include the management of DEERS data, managing evaluation reports, and conducting promotion actions. Several of the systems that are critical to supporting personnel information management and other key HR activities are discussed below.

### **ELECTRONIC MILITARY PERSONNEL OFFICE (EMILPO)**

4-9. eMILPO is a web-based application designed to provide the Army with a reliable, timely, and efficient mechanism for performing personnel actions and strength accountability. BDE/BCT S-1 and BN S-1 sections use eMILPO as the mechanism for updating Soldier information at the top of the system. eMILPO transactions establish or update the various TAPDBs and ultimately (daily) the ITAPDB at HRC (See Figure 4-1). eMILPO modules allow users, HR managers, and commanders visibility of the location, status, and skills of their Soldiers from both HQDA-level down to unit-level.

4-10. Key Reports/Outputs:

- Personnel Asset Visibility Report.
- Personnel Grade Strength Report.
- Enlisted Promotion Reports (AAA 117 & AAA 294).
- Multiple readiness report and individual data queries for Soldier information.
- Unit Personnel Accountability Report, AAA 162.
- Human Resource Authorization Report (HRAR) (formerly known as the Unit Manning Report).

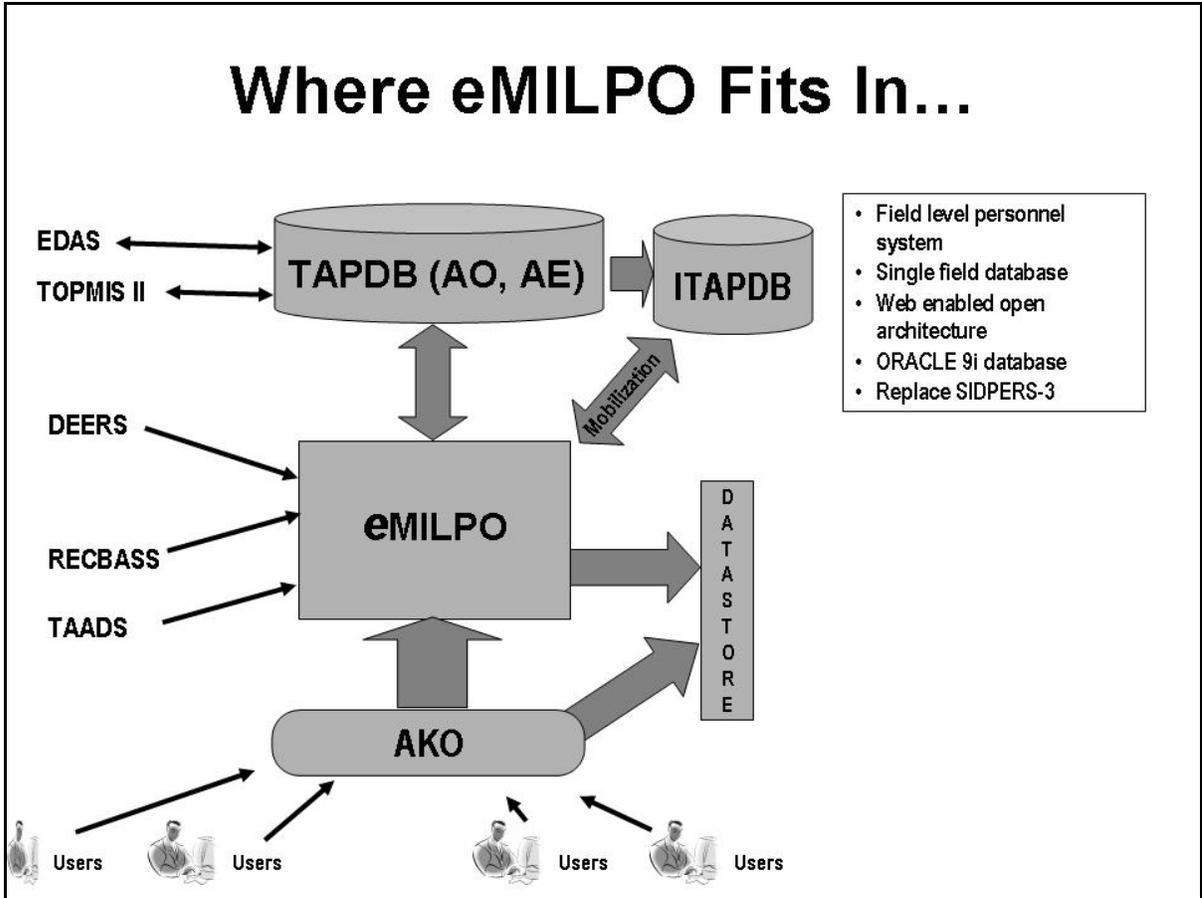


Figure 4-1. eMILPO Inputs/Outputs Architecture

### COMMON OPERATING PICTURE SYNCHRONIZER (COPS)

4-11. COPS is a web based tool designed to give HR strength managers and commanders the capability to view officer and enlisted personnel strength and authorization information. This is the same system and data viewed by the DMSL managers at HRC. COPS provides a drill down capability to authorization information at the specialty, grade, ASI, and skill qualification identifier (SQI) level of detail. In addition, it also provides the capability to drill down assigned strength to the individual Soldier level. Access to COPS is through the Army Knowledge Online portal.

4-12. As depicted in Figure 4-2, COPS is COGNOS-based, which compares strength data acquired from the TAPDB and authorization data from the Total Army Authorization Documentation System, and provides a manning view of assigned versus authorized strengths by UIC level of detail. This tool actually allows all levels of the HR system to see the same manning data, providing a very effective management tool for personnel readiness managers and strength distributors.

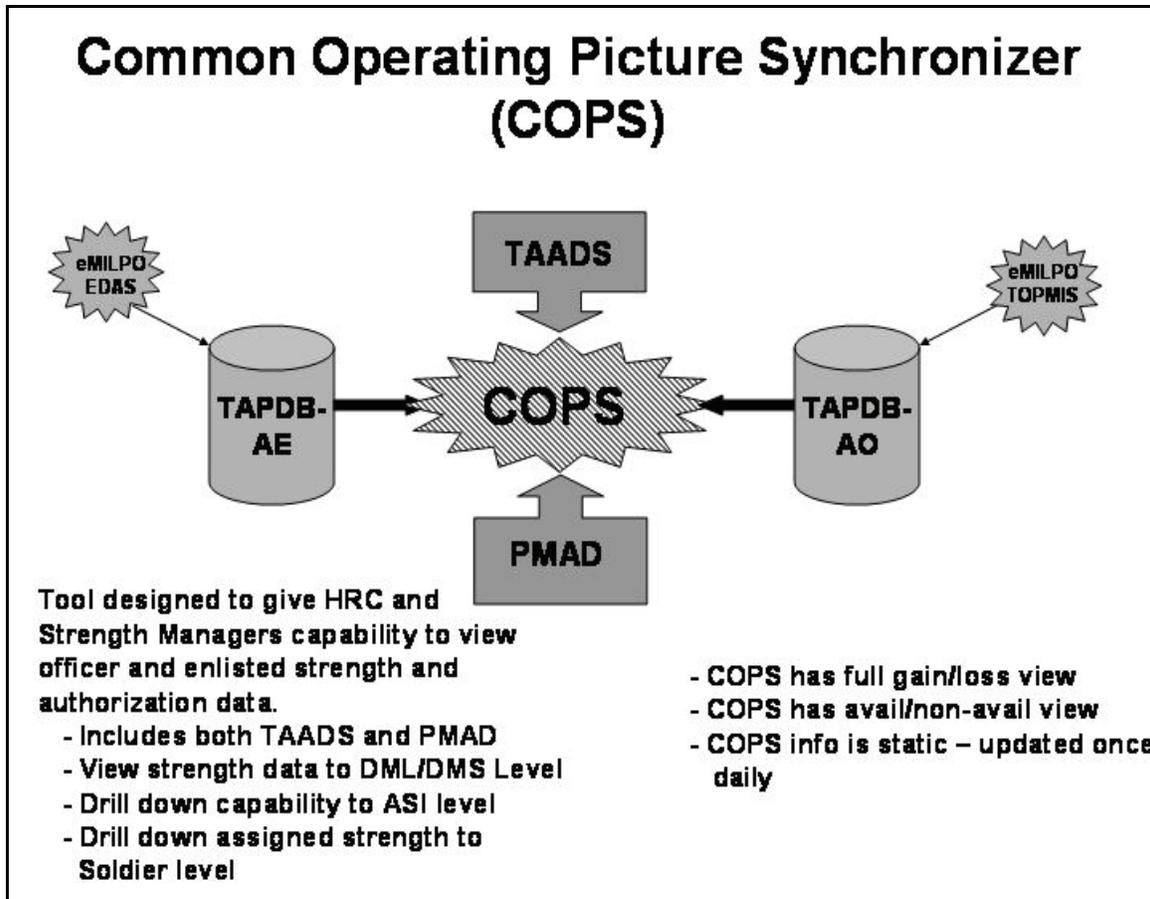


Figure 4-2. COPS Feeds and Information

## 4-13. Key Reports/Outputs:

- Multiple query and ability to view unit authorized and assigned strength to the brigade level.
- Ability to view available and non-available population.
- Produces an MOS inventory style report.

### DEFENSE CASUALTY INFORMATION PROCESSING SYSTEM - FORWARD/CASUALTY REPORTING (DCIPS-FWD/DCIPS-CR)

4-14. DCIPS-FWD is an automated system used to record and report casualty data. The system is employed by HR units, typically CLTs, BDE/BCT S-1sections, and G-1s performing casualty reporting missions, and is capable of producing automated casualty reports. S-1s should understand that DCIPS-FWD can operate in both the NIPRNET and SIPRNET modes and that classified casualty reports sent to the theater Casualty Assistance Center may require reentry into an unclassified system prior to forwarding to the Casualty and Mortuary Affairs Operations Center (CMAOC) at HRC. BDE/BCT S-1s coordinate with HRC and HRSC (Casualty Operations Division – serving as deployed Casualty Assistance Center) to ensure they have access to DCIPS-FWD.

4-15. DCIPS-CR is a web-based application which provides secure reporting capabilities for casualty reporting. It provides greater flexibility and more visibility than DCIPS-FWD. DCIPS-CR allows all reports concerning a Soldier, searched by SSN, to be listed at one time, a much needed improvement allowing S-1s and G-1s to track supplemental reports filed on evacuated Soldiers and remains.

## DEPLOYABLE REAL-TIME AUTOMATED PERSONNEL IDENTIFICATION SYSTEM (RAPIDS)

4-16. 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 BDE/BCT S-1 with the ability to provide DEERS updates and issue CACs to Soldiers at home station or in a deployed environment. The deployable workstation also provides the BDE/BCT with a CAC/PIN 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.

4-17. The Site Security Manager (SSM) is vital to operation of a RAPIDS site. The Defense Manpower Data Center (DMDC) relies heavily upon the RAPIDS SSM to provide the leadership needed to operate a RAPIDS workstation and to ensure that only eligible individuals receive DoD personnel and medical entitlements as well as to safeguard access to DoD systems and facilities. The SSM is responsible for key areas of operation: policy and procedure compliance; operator and site administration; documentation and training compliance and cardstock and consumables support. DMDC requires two SSMs per site to allow continuity of operations for on-demand application overrides and additional application activities that only the SSM has role-based access to support when maintenance or communication issues arise. Additionally, SSMs may need to coordinate with the S-6 or supporting firewall and network administrator, and/or technical staff to ensure that adequate local area network connection and firewall port access are available to accommodate the RAPIDS deployable system.

4-18. Key to successful operation of the deployable RAPIDS workstation is its continued utilization in both tactical and non-tactical environments. System operators maintain proficiency and certification as well as maintain the RAPIDS workstation with up-to-date software upgrades and system security patches.

4-19. BDE/BCT S-1s must ensure operators are appointed in writing and are trained on how to use the deployable RAPIDS. RAPIDS SSMs, and any additional Verifying Official operators, must complete the web-based training certification courseware prior to issuing cards on the system. The certification courses are available from any CAC-enabled workstation at <https://learning1.dmdc.osd.mil>.

## DEPLOYED THEATER ACCOUNTABILITY SOFTWARE (DTAS)

4-20. DTAS is the cornerstone of accurate accountability of the deployed force, operating in a deployed AOR conducting contingency operations. It is a user friendly application that is the sole personnel accountability tool for a deployed unit to update the deployed theater database. For daily DTAS submissions, S-1's rely on the First Sergeant/company commander to accurately capture data by name and location for DTAS submissions. This software is designed to report to theater level the personnel accountability information for deployed units. The DTAS application provides S-1 section strength managers with a standardized software tool and database for tracking and reporting the duty status of all deployed personnel in a particular theater by name, SSN, UIC, unit location, and day. DTAS will collect, store, pass, process, and report personnel accountability data for active duty personnel (including RC Soldiers when mobilized), joint service members, and DoD civilians using standardized software. It is a client server, web enabled software application that is accessible worldwide via physical connection to SIPRNET or by mobile computers, providing near real-time visibility and accountability for deployed military and civilian personnel. Though the DTAS System operates on a secure network, it is capable of operating disconnected from the network. (Note: Updating DTAS does not replace the requirement to submit eMILPO transactions.) DTAS draws data points from the TAPDB, updated by eMILPO. It is this data pull which requires mobilized and deployed RC Soldiers to have a record built in eMILPO.

4-21. Key Reports/Outputs:

- Gains/losses report - displays those personnel who have either arrived or departed the derivative UIC or were an operational loss to the organization during the 12-hour reporting period.
- In-transit report - displays data on those personnel who are in transit from the derivative UIC for any reason. This report allows the unit to track an individual throughout a movement out of theater or to another unit.
- PERSTAT report - gives the user and the commander a strength summary. It provides assigned and available strength count, captures gains and losses for the last 12 hour period.
- Unit Roster - lists all deployed personnel assigned to the unit.

### **ENLISTED DISTRIBUTION AND ASSIGNMENT SYSTEM (EDAS)**

4-22. EDAS is used by managers at HRC to manage and distribute the Army's enlisted Soldiers (active component) and to update enlisted record data to the TAPDB-Active Enlisted. Assignment managers at HRC process assignments, deletions, and deferments for Soldiers via EDAS. Distribution managers use EDAS to create and validate requisitions and to add or modify personnel requisitions. Field users use EDAS to create requisitions and to read or query data that they are authorized to access. For example, BDE/BCT S-1s can query information on Soldiers assigned to their commands and incoming personnel. EDAS is the principal automated source for information concerning enlisted assignment actions.

### **TOTAL OFFICER PERSONNEL MANAGEMENT INFORMATION SYSTEM (TOPMIS)**

4-23. BDE/BCT and BN S-1 sections use TOPMIS for officer information retrieval and data query functionality. TOPMIS has two subsystems: TOPMIS II and electronic-TOPMIS (eTOPMIS).

4-24. TOPMIS II is a Microsoft Windows based program, intended to provide the user with friendly point and click screens, and easy access to data. TOPMIS II, with its web based interface, allows users real-time access via the Internet from any location world-wide. Deploying units must ensure Soldiers have requested access from HRC and that they have received the prerequisite training on TOPMIS II. The CITRIX application is required before TOPMIS II can be accessed. HR Soldiers can request passwords simultaneously for both CITRIX and TOPMIS II. TOPMIS II also updates all officer records for selected data points.

4-25. eTOPMIS allows users the opportunity to pull officer information, such as ORBs, promotion orders, and RFOs. eTOPMIS is a read-only system and requires access clearance just like TOPMIS II.

4-26. Key Reports/Outputs:

- ORBs.
- RFOs.
- Promotion Orders.
- Multiple individual queries.
- Unit Strength reports (Officer).

### **TACTICAL PERSONNEL SYSTEM (TPS)**

4-27. The TPS is used to create a deployable personnel database which allows HR managers to conduct deployed PASR operations, which assists BN and BDE/BCT S-1 sections by:

- Generates reports (Personnel Daily Summary, Personnel Requirements Report) which assist S-1 PASR and replacement management operations.
- Eliminates unnecessary data entry to create manifests, deployed databases and reports based on embedded capabilities and link to TAPDB.
- Produces and edits task force structures by UIC, SSN and/or crew.
- Generates deployment, redeployment, and aircraft manifests.
- Automatically builds a deployed personnel database.
- Provides queries on deployed personnel.
- Interfaces with RAPIDS, Air Mobility Command/Global Transportation Network.
- Generates transfer files which are uploadable to populate the DTAS deployed personnel database.

### **DEFENSE INTEGRATED MILITARY HUMAN RESOURCES SYSTEM (DIMHRS)**

4-28. DIMHRS will be a fully-integrated, all-Service, all-Component, military personnel and pay system which supports military personnel throughout their careers and in retirement – in peacetime and war. With DIMHRS, military service members will be able to access their personnel and pay records via the Internet eliminating the need for multiple HR databases and paper forms. DIMHRS becomes the HR system of

record for all components of the Army when fielded in FY2008. DIMHRS includes Soldier self-service applications for some actions and allows HR providers better capability to update records than currently exists. DIMHRS Super-Users will be found in every BDE/BCT S-1 section, and they manage roles and permissions for Soldiers assigned and attached to the BDE/BCT.

### **MEDICAL PROTECTION SYSTEM (MEDPROS)**

4-29. MEDPROS is a medical system which provides S-1s and their commanders with a real-time, worldwide system to monitor and assess the medical readiness and deployability for Soldiers in their respective unit. The BDE/BCT Surgeon is the primary MEDPROS user in a BDE/BCT. The S-1 can use MEDPROS to track the DoD Individual Medical Readiness (IMR) requirements. MEDPROS provides commanders and functional staffs with comprehensive reports to assess the medical readiness for their Soldiers. MEDPROS tracks the following IMR requirements:

- Immunizations.
- DNA and HIV status.
- Dental readiness.
- Periodic physicals.
- Medical and limited duty profiles.
- Non-deployable medical profiles.
- Occupational protection and equipment status.
- Gender specific health issues.

4-30. The MEDPROS reports are color coded as red, amber, and green to provide the commander with an immediate glance as to the readiness of the unit. A particular key module for an S-1 to utilize is the ASRU Report Tool module. The MEDPROS ASRU tool was built to assist commanders and staff with completing the ASRU. The report and data the tool provides should be used when preparing the ASRU and can be turned in with the ASRU as supporting documentation of the unit's medical readiness. Users can access MEDPROS for read only or read/write capability. Individuals that only require read only access can request a logon and password from the MEDPROS home page at [www.apps.mods.army.mil](http://www.apps.mods.army.mil).

### **ESTABLISHING CONNECTIVITY**

4-31. Connectivity and sufficient bandwidth are the critical resources required for S-1 sections to perform decentralized HR operations required under PSDR. Connectivity must be planned for and priorities established with the S-6 to allow S-1 sections to operate. Maintaining accurate personnel information requires connectivity with the servers that contain the TAPDBs and the ITAPDB. During theater opening operations or during certain phases of the deployment or operation, connectivity may be limited or nonexistent. S-1s will have to aggressively seek access to both the NIPRNET and SIPRNET. It is important to note that NIPRNET-based connectivity is required for all HR systems except DTAS, and NIPRNET bandwidth is not always the operational priority. JNN NIPRNET switches and other equipment may have to be purchased to allow the S-6 to provide the required support if VSAT is not available.

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## Chapter 5

# Reception, Replacement, Return-to-Duty (RTD), Rest and Recuperation (R&R), and Redeployment (R5) Operations Management at BDE/BCT and BN Level

R5 is one of the 10 fundamental capabilities or core competencies identified as an Army HR functional responsibility. BN and BDE/BCT S-1s have a responsibility to coordinate and as appropriate, execute the R5 mission for their organizations. The focus of R5 operations is to manage or administer the HR support activities of tracking and coordinating the movement of Soldiers into, through, or out of a theater beginning with reception and terminating after redeployment operations, with the critical task being the personnel accounting of transiting Soldiers. The 5 “R”s that make up R5 operations are the major categories of Soldiers transiting the theater. While there are different considerations for processing each category, the primary task of gaining and maintaining personnel accountability remains the same. R5 operations support the overall PASR process for the deployed AOR and uses DTAS as the primary tracking system.

## RESPONSIBILITIES

5-1. BDE/BCT and BN S-1s have five categories included in R5 execution. These responsibilities include personnel reception in the BDE/BCT AOR, redeployment manifesting and coordination for movement to the intra-theater APOD, tracking replacements, in-processing personnel, coordination of feeding, billeting, and transportation for temporary transients in the BDE/BCT AOR, processing RTD personnel, and management of the R&R program.

### BN S-1 SECTION

5-2. R5 management responsibilities include the following tasks:

- Conduct PASR.
- Coordinate BN orientation requirements.
- Process daily DTAS change in status and location actions as Soldiers arrive and depart the BN AOR.
- Execute DTAS status update prior to each Soldier’s movement.
- Coordinate life support issues with the BN HHC or FSC or, if required, higher HQs for temporary transients in the BN area.

### BDE/BCT S-1 SECTION

5-3. In addition to the BN S-1 responsibilities outlined in paragraph 5-2, BDE/BCT S-1 R5 management responsibilities include the following tasks:

- Establish, as required, BDE/BCT R5 processing center with internal personnel.
- Coordinate with the BDE/BCT S-4 for required temporary transient Soldier billeting and feeding.
- Coordinate with the BDE/BCT S-4 for transportation movement of transiting BDE/BCT Soldiers both to and from subordinate units.

- Coordinate with either the BDE S-4 or a supporting Movement Control Team (MCT) for fixed wing movement of transiting BDE/BCT Soldiers to the intra- or inter-theater APOD for onward movement.
- Coordinate with the BDE/BCT S-4 to resolve individual equipment shortages for arriving BDE/BCT Soldiers.
- Ensure accurate and timely tracking of casualties to maintain situational awareness on projected RTD flow.
- Coordinate with the Human Resources Operations Cell (HROC) or Division/Corps G-1 for replacement call forward. If home station-based replacement operations are in effect, ensure replacements are tracked in DTAS as they enter the deployed AOR.
- Facilitate BDE/BCT manifesting, cross-loading, and flow scheduling (during redeployment operations). During manifesting operations, BDE/BCT S-1s will maintain manifests and distribute copies to subordinate units.
- Ensure redeploying Soldiers are purged from deployed theater database.
- Coordinate R&R allocations for subordinate BNs to support operational requirements; track R&R Soldiers while in transit, when possible.

## PRINCIPLES OF R5 MANAGEMENT OPERATIONS

5-4. R5 Operations Management consists of two parts: R5 management and R5 support. R5 management relates to accounting and processing transiting Soldiers and units. R5 support is the physical reception, support, and delivery of military and civilian personnel. The full scope of R5 areas of responsibility includes the categories of personnel replacements, RTD, R&R, emergency leave, and other Soldiers in transit. BDE/BCT S-1 responsibilities include tracking transiting Soldiers in DTAS, managing departures and arrivals in DTAS, and establishing, if required, a temporary R5 center.

5-5. As part of its function, R5 management requires real-time access to information concerning personnel movement status from the point of entry and PRM information to determine the final destination for individuals entering the theater for the first time. The reception portion of R5 operations is a critical component of the RSO&I process and an integral piece in the establishment of an accurate theater personnel database. The majority of R5 operations are executed at the theater or Army/ASCC level by TG R5 Teams and HR Companies with R5 platoons. TG R5 Teams and HR Companies execute the major inter-theater and intra-theater APOD R5 operations. Within the BDE/BCT, R5 operations consist of monitoring the flow of the five categories of Soldiers into and out of the BDE/BCT AO. PRM establishes replacement requirements based on shortages of assigned personnel against authorizations, and HRC places corresponding Soldiers of the correct MOS and grade on orders to the BDE/BCT and subordinate BNs. R5 tracks them as they flow into the BDE/BCT area, normally at the BSA. A critical task which occurs during reception operations is the integration of the DTAS database as UICs from the BDE/BCT arrive in the deployed AOR and transit the TG R5 center. BN and BDE/BCT S-1s must coordinate with the Data Integration Team of the supporting HR Company (R5) at the TG R5 center to ensure they receive a complete UIC extract from the DTAS database, ensuring all arriving data has been successfully integrated in the DTAS database.

5-6. When the Personnel Services Team of the S-1 section is split and is operating at the BSB Command Post, they will execute R5 tasks at the BSA and coordinate the onward movement of Soldiers flowing into the BDE/BCT through the BSA to the BNs. If the S-1 section has no elements in the BSA, the BSB S-1 section may assume R5 duties in support of the BDE/BCT at that location.

5-7. In order to maintain personnel accountability, the BDE/BCT S-1 section may have to operate a small R5 operation to facilitate the movement of BDE/BCT Soldiers to the intra-theater APOD. Generally, BDE/BCT S-1 sections will perform R5 operations for daily flow rates of less than 300 Soldiers per day. Aerial Port of Embarkation (APOE)/APOD operations of this magnitude will be supported by a MCT. The most critical R5 task is the personnel accounting in the DTAS database as Soldiers move through the R5 process. This allows real-time visibility of Soldier movement. R5 operations ensure visibility as Soldiers move within the theater and records departure when Soldiers leave the theater.

5-8. R5 support coordinates sustainment actions which provide life support and transportation for transiting Soldiers and units. A BDE/BCT collocated on a FOB which has an airfield with tactical fixed wing aircraft transiting will have a greater requirement and will need to coordinate with the supporting Sustainment BDE and MCT for life support and transportation coordination support.

## **CONDUCT RECEPTION OPERATIONS**

5-9. BDE/BCT S-1s are responsible for pick up, control, and accountability of all Soldiers arriving to their unit. This includes replacements, RTD Soldiers, and Soldiers returning from R&R. Several critical actions occur during this initial phase of R5. First, the S-1 has to arrange for movement from the APOD or from the inter-theater APOD that supports the footprint where the BDE/BCT is located. Depending on availability of theater assets and personnel flow, the S-1 may establish a liaison team at the supporting APOD to expedite and control the movement of the Soldiers to the BSA. The next most critical action is to gain accountability of incoming Soldiers and update their status and location in DTAS. Finally, the S-1 will arrange for transportation to the ultimate unit of assignment.

5-10. These reception responsibilities hold for all personnel assigned, attached, or operating in the footprint of the BDE/BCT. This includes personnel from other services, multi-national forces, government civilians, and non-governmental agencies (i.e. Red Cross).

## **CONDUCT REPLACEMENT OPERATIONS**

5-11. The R5 task is to track replacements as they transit the deployed AOR. Flow of replacements impact the manning function of HR R5 elements and adjustments are required to the HR manning structure depending upon this flow.

5-12. The S-1 tracks three types of replacements:

- Individual.
- Unit replacements.
- Non-unit related personnel.

5-13. Recent deployments have seen mostly individual replacements and augmentees from both the AC and RC. The BDE/BCT R5 operation receives replacements in the BDE/BCT AO, inprocesses them, and coordinates transportation to their assigned battalion. A critical task is the maintenance of the DTAS database as replacements arrive.

5-14. Replacement R5 operations include those actions that are executed as inbound Soldiers arrive. The key action here is to determine where the Soldier is to be assigned.

## **MANAGE RETURN TO DUTY (RTD) SOLDIERS**

5-15. Many of the processes that the S-1s execute in the reception and replacement mission area apply to RTD Soldiers. Just as the name implies, these Soldiers are returning to duty and most, if not all, are returning from a MTF or convalescent leave. However, a number will require some level of in-processing to include issuing equipment and receiving training. Key actions that the S-1 team should address are:

- Establish and maintain liaison with the MTF via the CLT; if one is co-located with the MTF.
- Establish contact with major Military Police units and supporting and supported units.
- Verify higher headquarters guidance on RTD assignments.
- Coordinate transportation for RTD Soldiers.
- Develop RTD estimates.

5-16. Many commanders identify patient or casualty tracking as a Commander's Critical Information Requirement. Though patient tracking is the functional responsibility of the medical community, some commanders have given the mission to the S-1. When charged with this responsibility, the S-1 develops a solid working relationship with the unit surgeon and with supporting theater-level CLTs. The BDE/BCT

surgeon has the sole linkage to medical specific data; however, the joint patient tracking application provides S-1s with an enabling system for this task.

## **MANAGE UNIT REST AND RECUPERATION (R&R) PROGRAM**

5-17. With the approval of the Office of the Secretary of Defense (Personnel and Readiness), theater commanders have the authority to establish R&R programs and grant R&R leave for units/organizations that are deployed for 180 days or longer. Recent deployments have established 15-days as the standard R&R leave period. This program has a tremendously positive impact on Soldier and unit morale. In establishing and managing an R&R program, S-1s should consider doing the following:

- Publish a unit R&R SOP so there is a standard for execution.
- Develop an Order of Merit List for apportioned slots.
- Fairly distribute leave allocations and return any that can't be used to higher headquarters.
- Develop a transportation plan to get Soldiers to and from the APOE.
- Develop an R&R briefing that explains how the program operates and outlines all of the procedures.
- Reinforce leave procedures and update DTAS.
- Coordinate with unit commanders and the S-4 to store equipment (weapon, TA-50, etc.) which will remain with the unit while the Soldier is on leave IAW unit policy.
- Depending on APOE and subordinate unit locations, provide billeting and mess support for in transit Soldiers.
- S-1s should keep in mind that the theater personnel database does not account for R&R Soldiers who have signed out of theater and should therefore maintain an internal accounting system until each Soldier returns from R&R leave.

5-18. Much like handling RTD Soldiers, the support system established for reception and replacement operations will also handle departing and returning R&R Soldiers. Tracking R&R Soldiers as they transit the deployed AOR, both outbound and inbound, is important for maintaining operational awareness of the forecasted strength of units. By coordinating with the Sustainment Brigade, HROC, S-1s ensure that BDE/BCT Soldiers do not experience delays in returning to the BDE/BCT.

## **REDEPLOYMENT**

5-19. 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 the S-1 team during redeployment include:

- Maintain accountability of Soldiers and civilians; this will be even more challenging given the phased redeployment of units.
- Coordinate with the HROC/Theater HRSC R5 Operations Division on movement requirements and scheduling.

5-20. Additionally, S-1s coordinate with personnel at home station for activities that occur once the unit has closed. Activities include:

- Coordinate with higher HQ to identify requirements prior to arrival.
- Review Deployment Cycle Support requirements.
- Direct personnel to complete redeployment requirements.
- Plan/prepare for possibility of unit block leave.
- Coordinate with higher HQ for guidance on reception activities.
- Coordinate briefings of unit on reception activities.
- Coordinate debrief of personnel.
- Coordinate reception activities.
- Complete redeployment HR requirements.

## Chapter 6

# Casualty Operations Management

The mission of casualty operations management is to record, report, verify, and process casualty information from unit level to Department of the Army, notify appropriate individuals, provide casualty assistance to next of kin (NOK) and ensure the return of the Soldier's personal effects. Effective casualty operations management helps ensure the Army meets its obligation to Soldiers and families. These operations are critical to the Army's unit readiness. Casualty reporting initiates personnel accountability and strength reporting procedures and initiates the flow of replacements to the appropriate area in a timely manner.

### RESPONSIBILITIES

6-1. AR 600-8-1, Army Casualty Program defines a casualty as any person who is lost to the organization by reason of having been declared beleaguered, besieged, captured, dead, diseased, detained, Duty Status-Whereabouts Unknown (DUSTWUN), injured, ill, interned, missing, missing in action or wounded.

#### BN S-1

6-2. BN S-1's casualty functions are critical and generally initiate the official casualty reporting process. The BN S-1 section provides casualty support for subordinate units and initiates official casualty reporting through the processing of DA Form 1156 to the BDE/BCT S-1, verifying the accuracy of the circumstances surrounding the casualty incident. Listed below are BN S-1 section's casualty operations management responsibilities:

- Maintain personnel asset visibility on all assigned or attached personnel. Provide accountability information to Personnel Recovery (PR) Cells and other staff agencies to ensure 100% force accountability is maintained.
- Provide Soldiers the opportunity to update their DD Form 93 and SGLV Form 8286 when changes are necessary.
- Ensure that assigned or attached personnel are trained on and maintain required copies of DA Form 1156, Casualty Feeder Card.
- Receive casualty information from subordinate or attached units; information may be received via casualty reporting system, DA Form 1156s, radio, or by other available methods.
- Review casualty reports submitted by theater CLTs directly to the theater Casualty Assistance Center; ensure all submitted reports concerning attached/assigned Soldiers are accurate.
- Notify the BN commander and the Chaplain when a casualty occurs.
- Ensure a field grade officer from the BN reviews and approves 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.
- Submit initial casualty reports to BDE/BCT S-1 using DA Form 1156 or DCIPS-FWD/CR within three hours of casualty notification when conditions permit. PR Cell must be informed of DUSTWUN incidents and casualty reports. Additionally, ongoing isolated, missing, detained, or captured (IMDC) events require support to the NOK.
- Coordinate with BN aid station / medical company to monitor status of casualties and the BDE/BCT CLT if one is collocated with the BDE/BCT Level I or II MTF.

- Provide supplemental casualty report information as required.
- Process posthumous promotions, awards, and U. S. citizenship actions, if applicable.
- Appoint Summary Court-Martial Officer (SCMO) for personal effects (PE).
- Coordinate with Battalion S-4 for movement of PE.
- Coordinate for an investigating officer to conduct AR 15-6 collateral investigations; required for hostile deaths and accidental or operational non-hostile and hostile friendly fire incident.
- Appoint LOD investigating officer for non-hostile injuries and deaths, as directed by the commander.
- Prepare, review and dispatch letters of sympathy and/or condolence.
- Track evacuated casualties back to home station/demobilization site.
- 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 Cell 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, paragraph 2-14.
- Maintain a personnel information data base; PR Cell requires information on IMDC personnel. This is especially important if the individuals in question did not complete DD Form 1833, Isolated Personnel Report, or civilian equivalent form.
- Update the commander on the status of casualties.

### **BDE/BCT AND STB S-1**

6-3. The BDE/BCT and STB S-1's have the following responsibilities:

- Maintain personnel asset visibility on assigned or attached Soldiers, other Service personnel, and DoD/DA civilians. Provide accountability information to PR Cells and other staff agencies to ensure 100% force accountability is maintained.
- Maintain a personnel information database as directed by the Army/ASCC G-1 for the purposes of assisting PR operations; PR Cell requires information on IMDC personnel. This is especially important if the individual in question did not complete DD Form 1833, Isolated Personnel Report, or civilian equivalent form.
- Ensure that assigned or attached personnel are trained on and maintain required copies of DA Form 1156.
- Receive casualty information from subordinate BN S-1 sections and BDE/BCT ad hoc CLTs.
- Verify casualty information from consolidated units (DD Form 93).
- Submit casualty reports to the Division/Corps G-1, or deployed theater casualty assistance center, IAW Army/ASCC G-1 casualty reporting guidance using DCIPS-FWD/CR or directed system within six hours of casualty producing incident when conditions permit; PR Cell must be informed of DUSTWUN incidents and casualty reports. Additionally, ongoing IMDC events required support to the NOK.
- Maintain coordination with the MTF/medical company/CLT to monitor status of casualties, both those further evacuated and those ultimately RTD'd from the medical company.
- Submit supplemental casualty reports when the status of the casualty changes.
- Monitor/appoint SCMOs for personal effects, as required.
- Process posthumous promotions, awards, and U. S. citizenship, if appropriate.
- Coordinate with Brigade S-4 for movement of PE.
- Appoint an investigating officer to conduct AR 15-6 collateral investigations into all accidental or operational non-hostile and hostile deaths to include friendly fires incidents. A General Court- Martial Convening Authority must appoint the investigating officer not otherwise appointed by a BN S-1.
- Monitor and appoint LOD investigating officer for non-hostile injuries and deaths, as directed by the commander.

- Coordinate updates with rear detachment commander concerning status of injured/ill Soldiers moving through medical channels.
- Prepare and dispatch letters of sympathy/condolence as required by the commander. BN commanders are required to prepare letters IAW AR 600-8-1; but, many BDE/BCT commanders will also have the S-1 prepare a letter.
- Update status of casualties as they move through the medical system using DCIPS-FWD/CR by monitoring any progress reports submitted, the BDE/BCT 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 Cell 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, paragraph 2-14.
- Update the commander and subordinate S-1s on the status of casualties.

## PRE-DEPLOYMENT ACTIONS

6-4. BDE/BCT S-1s will ensure the following tasks are accomplished by subordinate units:

- 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.
- Brief Soldiers on the importance of updating wills and give each the opportunity to update DD Form 93, Record of Emergency Data, SGLV Form 8286, Traumatic Servicemembers Group Life Insurance, and Family Servicemembers Group Life Insurance.
- Include awards scrubs as part of pre-deployment operations; ensure Soldiers review and update their ORBs and ERBs with special emphasis on awards during pre-deployment operations.
- Maintain a copy of SGLV Form 8286s and DD Form 93s 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 connectivity to DCIPS-FWD/CR during unit communications blackout periods.
- Provide rear detachment point of contact information to home station Casualty Assistance Center.
- Create a list of Casualty Notification and Casualty Assistance Officers and coordinate with the home station Casualty Assistance Center 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](mailto:dover.armymort@dover.af.mil).
- Develop a casualty SOP. Casualty SOP should include: training on casualty feeder cards and completion of casualty feeder reports; DCIPS-FWD/CR training (software should be loaded on several computers); procedures for processing posthumous awards, promotions, and combat badges; procedures for casualty notification; procedures for expediting citizenship requests; and define unit specifics for Military Funeral Honors.

## CASUALTY REPORTING AND INFORMATION FLOW

6-5. The casualty report is the source document used to provide information to the NOK concerning a casualty incident. The reportable categories of casualties 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.

6-6. In the event of multiple casualties, or when the unit sustains a significant number of casualties within a short period of time, the BN/BDE/BCT may require augmentation to meet the casualty reporting timelines. Augmentation is normally provided by higher echelon S-1 or G-1 sections, and if available, CLTs.

### **REPORTING STANDARDS**

6-7. The Army is required to account for casualties and conduct accurate strength reconciliation. Critical elements of casualty operations are accuracy and timeliness.

### **INDIVIDUAL**

6-8. Each individual Soldier should carry a blank DA Form 1156 for casualty reporting purposes. The 2007 version of DA Form 1156 is also 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, Allied forces, and Soldiers from other units, using DA Form 1156. If DA Form 1156 is not available, casualty information will be written on blank paper. This information will be forwarded to the company commander/first sergeant.

### **UNIT**

6-9. The company commander/first sergeant or a designated Soldier will collect the casualty feeder cards and verify as much information as possible and update the battle roster and casualty log. The reports will then be forwarded to the BN S-1.

### **BN S-1**

6-10. The S-1 will, upon receipt of a DA Form 1156, ensure accuracy and completeness of the casualty feeder card and forward it to the appropriate level headquarters without delay or as the battlefield permits. A field grade officer will validate the report before it goes to the next higher headquarters.

### **BDE/BCT AND STB S-1**

6-11. BDE/BCT and STB S-1 sections will verify and reconcile casualty information before submitting the casualty report to Division/Corps. This reconciliation involves coordinating with the unit, medical personnel, CLTs, mortuary affairs collection points, or other sources to substantiate the casualty information and to obtain basic information needed in completing and submitting casualty reports.

### **PREPARING CASUALTY FEEDER CARDS (DA FORM 1156)**

6-12. The DA Form 1156 requires detailed information. It is used as a casualty checklist to assist in creating reports, letters of sympathy, and awards documentation as well as a field casualty report in the event of electronic failure. As depicted in Figure 6-1, there are 12 items that must be provided to complete the Casualty Feeder Report. The following applies when preparing the form:

- Prepare cards IAW AR 600-8-1.
- Data fields align with the DCIPS-FWD.
- Data fields marked by an asterisk (\*) indicate minimum requirements to send a casualty report forward.
- Fill in all required data fields (\*) to include body armor worn at the time of incident.
- Fill in as much information as available to include weapons causing injury and vehicle information.
- “DUSTWUN/missing/captured.” Include date, time, and place last seen, and identifying marks.

- “Investigation required.” Refers to all investigations conducted concerning the circumstances of a casualty incident (for example, a nonhostile fatal accident, AR 15-6 collateral investigation). All hostile deaths require investigation.
- “Identification of remains.” Include the means of identification: ID tags, name tag, personal recognition, and other relevant information.
- Field grade battalion-level commander, or field grade designee, will authenticate the casualty information for accuracy and thoroughness of casualty type, circumstances, and inflicting force items for all deceased and DUSTWUN reports prior to submission of the report. Such authentication ensures the incident information sent forward is complete and accurate. This information is used by CMAOC to notify the NOK.
- Include the name of the preparer and the field grade officer authenticating the casualty report (see Figure 6-2).

<b>*CASUALTY TYPE</b> <input type="checkbox"/> HOSTILE <input type="checkbox"/> PENDING <input type="checkbox"/> NON-HOSTILE		<b>CASUALTY FEEDER CARD</b> For use of this form, see AR 600-8-1; the proponent agency is DCS, G-1.		<i>* Indicates required fields.</i>	
<b>*CASUALTY STATUS</b> <input type="checkbox"/> NSI <input type="checkbox"/> DECEASED <input type="checkbox"/> SI <input type="checkbox"/> DUSTWUN <input type="checkbox"/> VSI <input type="checkbox"/> PENDING  DUSTWUN/MISSING LAST SEEN (DATE/TIME/PLACE)		<b>*SSN</b>	<b>*RANK</b>	<b>*PERSONNEL TYPE</b> <input type="checkbox"/> MILITARY <input type="checkbox"/> CIVILIAN <input type="checkbox"/> CONTRACTOR <input type="checkbox"/> OTHER	
		<b>*NAME</b>		<b>*INCIDENT DATE/TIME</b>	
		<b>*SERVICE</b>	<b>UIC</b>	<b>*PLACE OF INCIDENT</b>	
		<b>*UNIT</b>		<b>GRID</b>	
		<b>*INFLECTING FORCE (hostile)</b> <input type="checkbox"/> ENEMY <input type="checkbox"/> ALLY <input type="checkbox"/> US (buddy) <input type="checkbox"/> UNK		<b>DEATH DATE/TIME</b>	
<b>IDENTIFYING MARKS (tatoos, scars)</b>		<b>REMAINS: VISUAL ID</b> <input type="checkbox"/> YES <input type="checkbox"/> NO		<b>PLACE OF DEATH</b>	
		ID BY: _____		<b>PRONOUNCED BY</b>	
		MEANS USED: _____			
<b>*CIRCUMSTANCES</b>   					

DA FORM 1156, MAR 2007

REPLACES DA FORM 1156, MAR 2006. WHICH IS OBSOLETE.

APD V1.00

Figure 6-1. Casualty Feeder Card (DA Form 1156), Front

<b>BACK OF CARD</b>		<b>INTERCEPTOR BODY ARMOR (IBA)</b>		<b>HOSPITAL</b>	
<b>VEHICLE GROUP/TYPE</b> <input type="checkbox"/> HMMWV <input type="checkbox"/> STRYKER <input type="checkbox"/> APC <input type="checkbox"/> TRACK <input type="checkbox"/> ENG <input type="checkbox"/> LAV <input type="checkbox"/> MTV <input type="checkbox"/> PLS <input type="checkbox"/> ARTILLERY _____ <input type="checkbox"/> HELICOPTER _____ <input type="checkbox"/> OTHER _____		<input type="checkbox"/> PASGT <input type="checkbox"/> OTV <input type="checkbox"/> NONE <input type="checkbox"/> OTHER		<input type="checkbox"/> _____ <input type="checkbox"/> DIED IN _____ <input type="checkbox"/> DIED OUTSIDE _____	
<input type="checkbox"/> UP-ARMORED <input type="checkbox"/> YES <input type="checkbox"/> NO		<b>ATTACHMENTS</b> <input type="checkbox"/> THROAT <input type="checkbox"/> GROIN <input type="checkbox"/> YOKE/COLLAR <input type="checkbox"/> DAP <input type="checkbox"/> SAPI		<b>INVESTIGATION INITIATED</b> <input type="checkbox"/> YES <input type="checkbox"/> NO <input type="checkbox"/> PENDING	
<b>LEVEL</b> <b>POSITION</b> ( <i>aboard</i> ) _____ <b>HOR</b> ( <i>if known</i> ) _____		<b>HELMET</b> <input type="checkbox"/> ACH <input type="checkbox"/> MICH <input type="checkbox"/> OTHER <input type="checkbox"/> PASGT <input type="checkbox"/> CVC <input type="checkbox"/> NONE <input type="checkbox"/> SHELL <input type="checkbox"/> NO SHELL <input type="checkbox"/> VISOR		<b>TRAINING DUTY RELATED</b> <input type="checkbox"/> YES <input type="checkbox"/> NO	
<b>LEVEL</b> <b>POSITION</b> ( <i>aboard</i> ) _____ <b>HOR</b> ( <i>if known</i> ) _____		<b>EYE PROTECTION</b> <input type="checkbox"/> SWD <input type="checkbox"/> BLPS <input type="checkbox"/> SPECS <input type="checkbox"/> OAKLEY <input type="checkbox"/> WILEY <input type="checkbox"/> ESS <input type="checkbox"/> OTHER _____ <input type="checkbox"/> NONE		<b>WEAPONS</b> <input type="checkbox"/> IED <input type="checkbox"/> VBIED <input type="checkbox"/> SVBIED <input type="checkbox"/> RPG <input type="checkbox"/> MORTAR <input type="checkbox"/> SAF <input type="checkbox"/> GRENADE <input type="checkbox"/> OTHER	
SIGNATURE OF PREPARER _____				DATE (YYYYMMDD) _____	
APPROVED BY COMMANDER ( <i>Field Grade Officer-Required all Deaths/DUSTWUN/Missing</i> ) _____				DATE (YYYYMMDD) _____	

DA FORM 1156, MAR 2007

APD V1.00

Figure 6-2. Casualty Feeder Card (DA Form 1156), Back

Note: Field grade officer review is to ensure completeness and correctness of entries as well as to check the circumstances of the report. If unsure or unclear on the circumstances, ask for further information or state that further information will be supplemented – do not hold up the report; rather, send the most accurate and succinct report possible based on the current available information.

**PREPARING DCIPS-FWD CASUALTY REPORTS**

6-13. DCIPS-FWD is the web-based system used for casualty reporting. The software can be downloaded from the DCIPS website at <https://143.84.96.35/>. The system is used by forward deployed units and Casualty Assistance Centers worldwide to create and send casualty reports through Army casualty channels. The system contains a number of drop-down menus that correlate to the choices found on DA Form 1156. Information in DCIPS-FWD is transmitted via NIPRNET.

**DEFENSE CASUALTY INFORMATION PROCESSING SYSTEM (DCIPS)**

6-14. DCIPS manages receipt of casualty messages submitted via DCIPS-FWD, permits interactive update of casualty information, allows data exchange with Casualty Assistance Centers and mortuaries, the Armed Forces Medical Examiner, DMDC, CMAOC, and various other medical surveillance organizations, and formulates required documents and reports.

6-15. DCIPS interfaces with military personnel databases to obtain personnel data, and with the U. S. Air Force Mortuary Operations Management System at Dover Air Force Base to do the following:

- Exchange casualty personnel information.
- Identify remains information.
- Execute NOK disposition instructions.
- Execute shipping of remains IAW with CMAOC.

**SUPPLEMENTAL REPORTS**

6-16. The initial casualty report needs to contain the minimum requirements (\* items) before going forward to higher. Supplemental reports can add additional details as they become available or as the casualty’s status changes. Do not delay a casualty report if information is missing. Information can follow later in a supplemental report.

**BATTLEFIELD FLOW**

6-17. Casualty managers from each echelon of command need to deploy as part of the early entry element. In the absence of an HRSC, the senior element G-1/S-1 must be ready to immediately assume the role of the Casualty Assistance Center. Additional requirements for information from higher levels may increase the complexity of the reporting requirements.

6-18. As depicted in Figure 6-3, the observed casualty incident is initially reported on a DA Form 1156 to quickly document critical information and is forwarded to the BN S-1 section and then to the BDE/BCT S-1. The BDE/BCT S-1 section prepares the DCIPS-FWD/CR casualty report and forwards the report to the Theater Casualty Assistance Center for further submission to the CMAOC at HRC. The Theater Casualty Assistance Center will verify the casualty information and forward the report to CMAOC on a NIPRNET channel using the DCIPS-FWD/CR system as the official means of real-time casualty reporting due to the personal nature of information within the reports and system access.

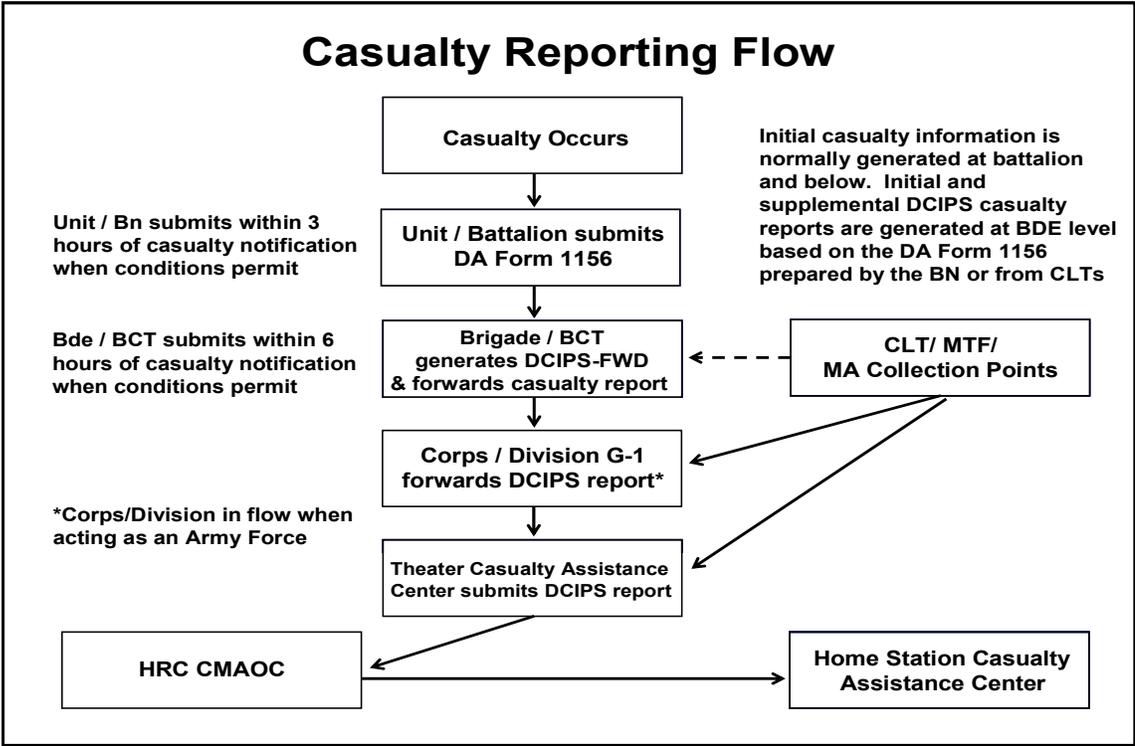


Figure 6-3. Casualty Reporting Flow

6-19. CLTs are attached to medical facilities and theater mortuary affairs activities with the mission to obtain, verify, update and disseminate casualty information to the appropriate personnel section or organization in the casualty reporting chain. Information includes date and time of event causing the casualty; along with circumstances and location. When deployed, CLTs work directly for the Casualty Operations Division of the HRSC operating the Theater Casualty Assistance Center and provide support to hospitals and S-1/G-1 sections, unless otherwise directed by the operations orders. The home station

Casualty Assistance Center may contact the rear detachment commander who executes the casualty notification to the NOK for KIA and deceased cases or HRC will telephonically notify the NOK for WIA or injury cases. To ensure commanders are informed of NOK notifications, Rear Detachments should inform the commander upon completion of the NOK notification.

## Chapter 7

# Essential Personnel Services (EPS)

Essential Personnel Services (EPS) provides Soldiers and units timely and accurate personnel services that efficiently update a Soldier's status, readiness, supports career progression and quality of life and allows Army leadership to effectively manage the force. EPS includes awards and decorations, evaluations, promotions and reductions, transfers and discharges, identification documents, leaves and passes, LOD investigations, personnel actions, military pay, etc. BDE/BCT and BN S-1s execute a critical role in the EPS system and are the foundation for the system's efficiency and accuracy. Additionally, under PSDR, S-1 and G-1 sections are linked directly to the top of the HR system, HRC, for the execution of EPS – intermediate checks and balances provided by PDs and PSBs have been removed. EPS quality control happens at the BDE/BCT S-1.

### EPS RESPONSIBILITIES

7-1. EPS is an HR core competency. Figure 7-1 depicts responsibilities for providing EPS to Soldiers and units. BDE/BCT and BN S-1s are required to execute the following EPS functions for assigned/attached personnel as guided by the PSDR rule of thumb described in the introduction. BN and BDE/BCT S-1 sections accomplish those EPS tasks for their Soldiers while deployed and in garrison. Tasks that occur only in garrison, for Soldiers and other supported populations, will continue to be accomplished by the IMCOM MPD on the installation. BN and BDE/BCT S-1s should maintain close working relationships with the Director of HR or MPD chief. Support for geographically separated units will be provided through reach capability to the parent BDE/BCT or by the IMCOM MPD. S-1s are responsible for the following EPS tasks:

- Awards and Decorations.
- Evaluation Reports (Officer, Enlisted, and Civilian).
- Enlisted Promotions and Reductions.
- Officer Promotions.
- Transfers and Discharges.
- Leaves and Passes.
- Officer Procurement (Warrant Officer and OCS boards and selection actions).
- Personnel Records Maintenance.
- Line of Duty (LOD).
- Military Pay.
- Personnel Actions.
- ID Documents.

<b>ESSENTIAL PERSONNEL SERVICES</b>					
<b>FUNCTION / TASK</b>	<b>RESPONSIBLE AGENCY</b>				
	<b>Battalion</b>	<b>Brigade</b>	<b>Division</b>	<b>Corps</b>	<b>Army/ASCC</b>
Awards and Decorations	S-1	S-1	G-1/STB	G-1/STB	G-1/STB
Evaluation Reports	S-1	S-1	G-1/STB	G-1/STB	G-1/STB
Enlisted Promotions and Reductions	S-1	S-1	G-1/STB	G-1/STB	G-1/STB
Officer Promotions	S-1	S-1	G-1/STB	G-1/STB	G-1/STB
Transfers and Discharges	S-1	S-1	G-1/STB	G-1/STB	G-1/STB
Leaves and Passes	S-1	S-1	G-1/STB	G-1/STB	G-1/STB
Officer Procurement		S-1	G-1/STB	G-1/STB	G-1/STB
Personnel Records Maintenance	S-1	S-1	STB	STB	STB
Line of Duty (LOD)	S-1	S-1	G-1/STB	G-1/STB	G-1/STB
Military Pay	S-1	S-1	G-1/Fin Det	G-1/Fin Det	G-1/FMC
Personnel Actions	S-1	S-1	G-1/STB	G-1/STB	G-1/STB
ID Documents		S-1	STB	STB	STB
<b>Note: See Appendix C, PSDR Division of Labor Task List</b>					

**Figure 7-1. Responsibilities for Provision of EPS**

7-2. It is crucial for unit S-1s to plan, coordinate, and execute training to remain capable of performing these EPS functions. S-1 sections also establish EPS desk-side SOPs which detail the process steps of EPS tasks for the personnel of the S-1 section. Unit S-1s may obtain training support from IMCOM, BDE/BCT S-1s, Division/Corps G-1s, or the SSI, Fort Jackson, South Carolina.

## EPS ACTION FLOWS

7-3. PSDR flattens the action paths for the majority of EPS tasks, linking the approval authority or the final recommender direct to the action agency at HRC through automated systems and processes. The advent of Forms Content Management (FCM) executed using PureEdge, and the approval of the digital signature on the majority of personnel actions, has further streamlined these processes allowing much more efficient processing of EPS actions. Figure 7-2 highlights this process for the AC, using the numbers to describe the action path steps. Once an action is approved (depending on level of approval authority for the particular action), it is updated to the Soldier's record in TAPDB-Active Officer (TAPDB-AO) or TAPDB Active Enlisted (TAPDB-AE), depending on status, using eMILPO (in most cases). The supporting documentation, when required, is sent to the Soldiers official military personnel file (OMPF) using iPERMS for filing. The commander forwards the action with recommendation to his/her S-1 for tracking. Actions requiring final approval at HRC are forwarded by the S-1/G-1 to the appropriate division at HRC. S-1/G-1 is responsible for tracking these actions.

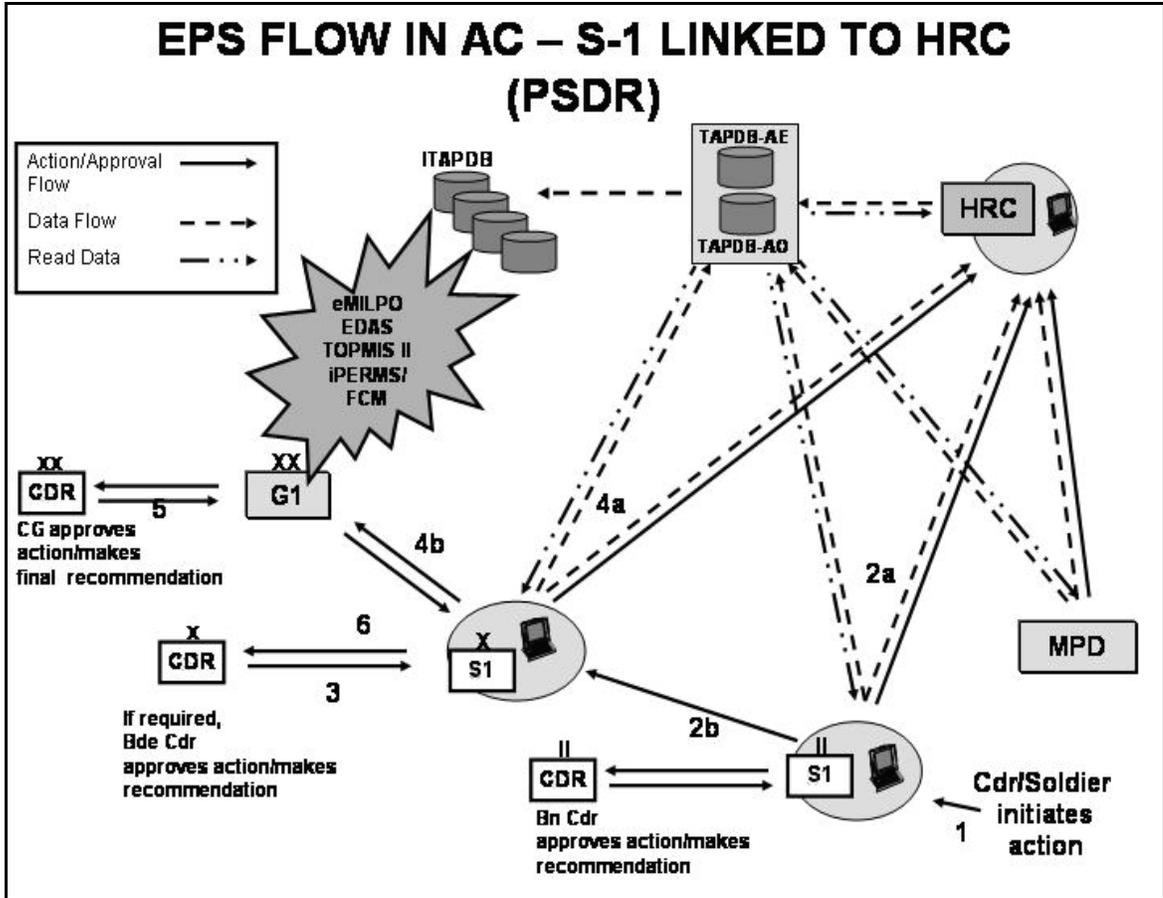


Figure 7-2. Active Component (AC) EPS Action Flow Diagram

7-4. BN and BDE/BCT S-1s ensure EPS and personnel actions are complete, prepared IAW regulatory guidance, and forwarded to the approving authority with supporting documentation. Supporting documentation may now be scanned and attached to the action using FCM. Quality control is an S-1 responsibility. Actions must be effectively tracked as they are forwarded, ensuring timely feedback to the requesting Soldier.

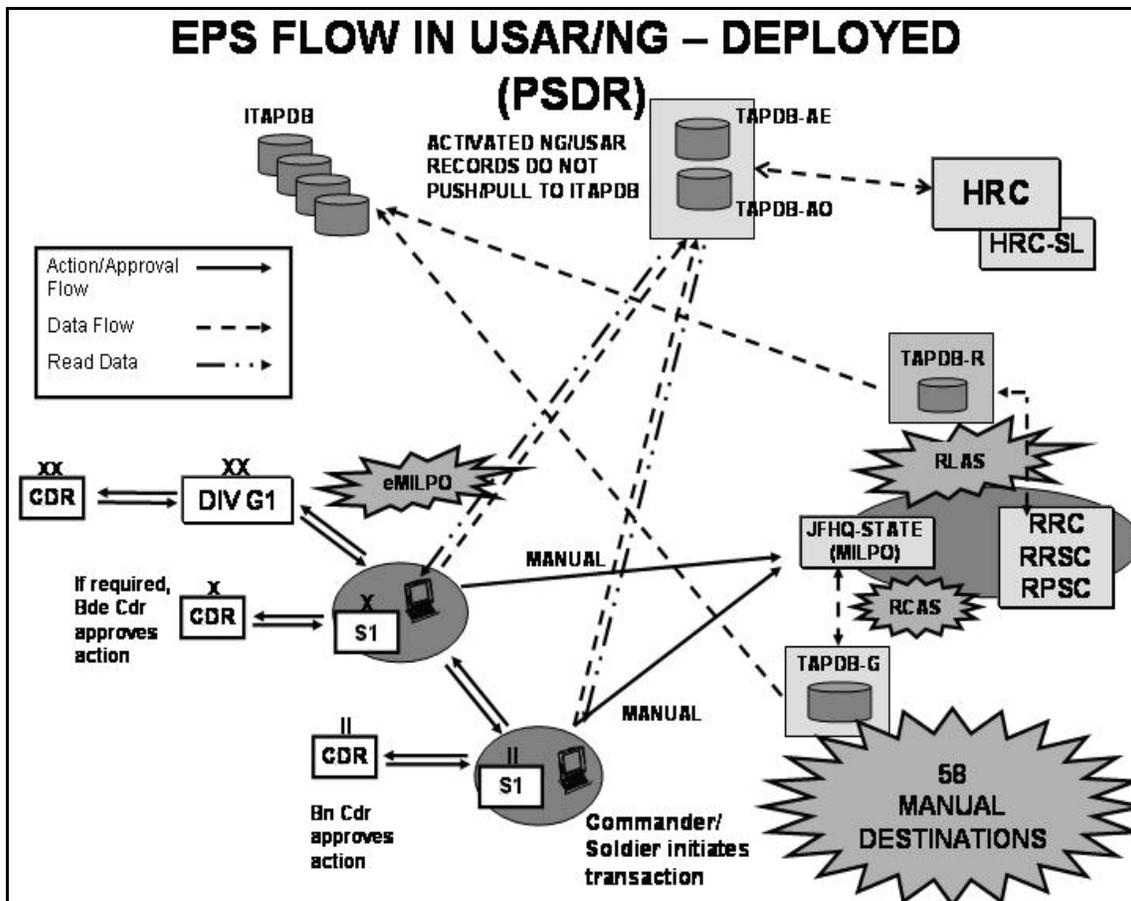
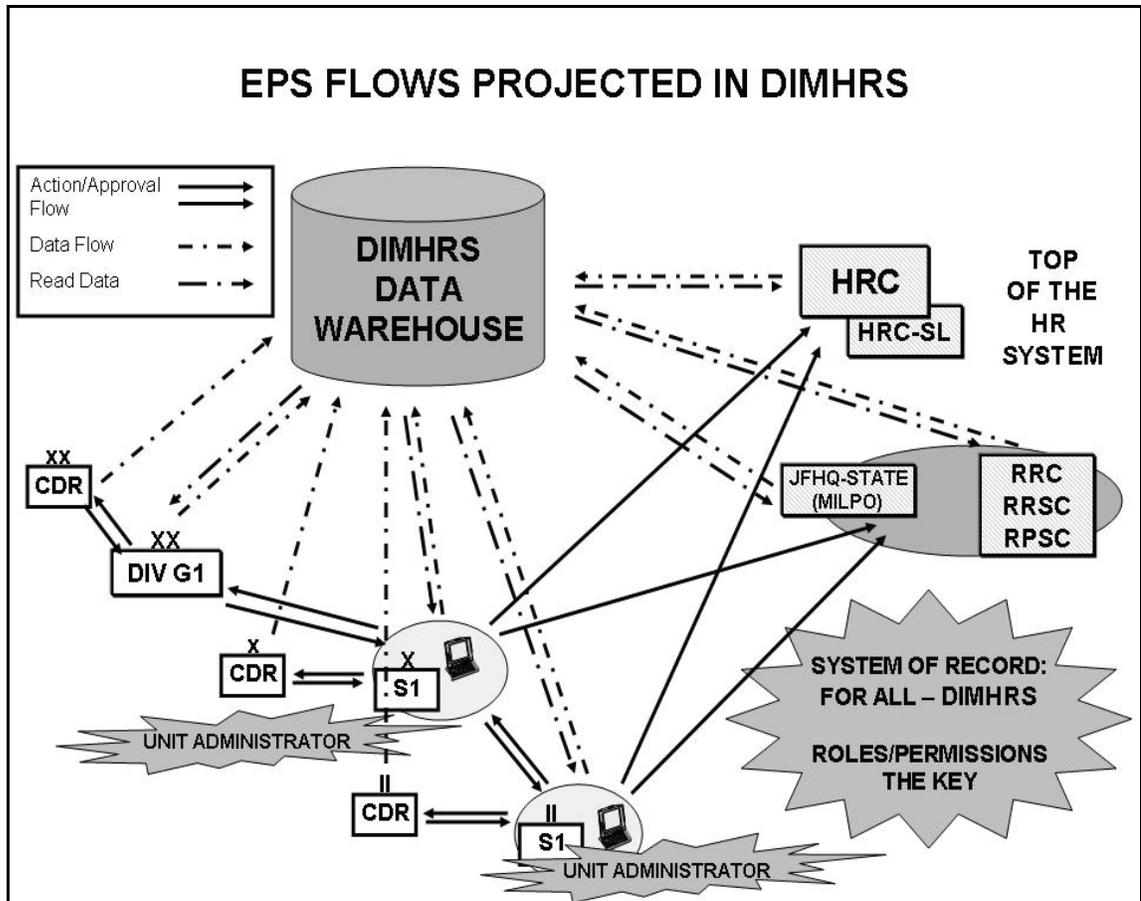


Figure 7-3. Reserve Component (RC) Mobilized/Federalized EPS Action Flow Diagram

7-5. Figure 7-3 highlights some of the differences between components in processing EPS actions. Principal among the differences are the TAPDBs and the systems of record which update those databases. While mobilized/federalized RC Soldiers are added to eMILPO, their record is not read onto the ITAPDB, due to ability of ITAPDB to “see” only one record per SSN. Actions affecting their status must be processed through the RC system of record to either TAPDB-Guard (TAPDB-G) or TAPDB-Reserve (TAPDB-R), depending on component. Often, this requires deployed BN and BDE/BCT S-1 sections to manually scan and e-mail EPS actions back to the respective top of the HR system for the unit/Soldier involved in the action (ARNG is the State Joint Force Headquarters (JFHQ)/Military Personnel Office (MILPO); USAR is either HRC-St. Louis (HRC-SL), the servicing Regional Readiness Center (RRC), Regional Readiness Sustainment Command (RRSC), Regional Personnel Service Center (RPSC), or functional command). There are currently RC HR Liaison Officers forward deployed in the COE to assist in processing actions for deployed RC Soldiers.



**Figure 7-4. EPS Action Flows with DIMHRS**

7-6. As shown in Figure 7-4, the introduction of DIMHRS further simplifies the flow of EPS actions. DIMHRS uses the same system of record and the same database for all three components, allowing S-1s to provide timely service to all Soldiers. Additionally, once the appropriate roles and permissions are established linking UICs to action paths, commanders may approve actions based on task organization and immediately update the database of record. EPS management will continue to become more efficient and timely. The BDE/BCT S-1 will have to ensure that the quality control of actions is performed to standard and that actions are processed expeditiously.

## PRINCIPLES OF ESSENTIAL PERSONNEL SERVICES

### AWARDS AND DECORATIONS

7-7. The awards and decorations program allows commanders to recognize Soldiers for valor, meritorious service, and achievements. BDE/BCT and BN S-1s are responsible for developing the unit's awards and decoration policy. While deployed, S-1s ensure their respective awards and decorations programs recognize Soldiers in a timely and efficient manner. Obtaining pertinent awards data from subordinate units must meet the sensitive timelines to support casualty operations. Additionally, S-1s plan and coordinate early in any deployment to complete processing of combat service awards prior to their respective unit's redeployment. S-1s should anticipate bottlenecks for processing awards and decorations approved at the general officer level; which can normally take months to complete in a combat zone. Awards SOPs are important to the smooth processing of deployed awards. Awards workload will flow unevenly during the deployment, and as redeployment approaches, a surge of awards will require the

redirection of S-1 assets. Also of note is the relatively senior approval authority for the majority of wartime awards. S-1s must anticipate delayed processing and establish a tracking log that is routinely updated with status of the award.

### **AWARDS AND DECORATIONS APPROVAL AUTHORITY**

7-8. Approval authority for awards and decorations is prescribed by regulation. In the interest of awards processing efficiency, commanders will request awards approval authority as an exception to policy. Unit S-1s will prepare such requests and forward them through the chain of command to HRC for approval, unless the Army/ASCC G-1 has already sought exception to policy. However, such requests are normally only approved under compelling conditions and S-1s should plan accordingly to surge manpower requirements to keep up with the volume of awards that must be forwarded to and tracked with higher headquarters. AR 600-8-22, Table 3-1, presents the wartime criteria for awarding Soldiers decorations for service and heroism.

7-9. When processing U. S. decorations, use DA Form 638 (Recommendation for Award). Remember that anyone having the knowledge of an act, achievement, or deed may recommend a Soldier for an award. Unit S-1's establish a system that permeates down to foxhole level to expeditiously collect supporting documentation, particularly for combat awards involving heroism (e.g., witness statement) or the Purple Heart (e.g., MTF validation).

7-10. Commanders may establish awards boards and procedures to review award recommendations. Awards boards should reflect the composition of the command as much as possible. For example, if a unit is task organized with AC and RC units, then the board should have representatives from each component. S-1s must monitor and ensure the awards board does not hinder timely awards processing within the unit. Awards and decorations are historical in nature and approval authorities must maintain a record of each recommendation and decision.

7-11. S-1s must manage the unit recognition program to include ensuring that appropriate stockage of awards and certificates are maintained on hand. S-1s should maintain a unit basic load for awards and replenish as required. Some combat awards require a longer lead time to order and receive, especially if the unit is in a deployed location.

7-12. S-1 sections ensure that individual awards are properly documented and become a part of the Soldier's OMPF. S-1s are expected to process award orders which validate the Soldier's eligibility and approval of the award. In a deployed theater, Soldiers may become eligible for a number of awards and badges ranging from shoulder sleeve insignia to campaign medals. Special care must be taken to ensure that records accurately reflect a Soldier's period of deployment and awards/decorations earned while deployed.

### **UNIT AWARDS**

7-13. Unit awards have been established to recognize superior achievement or exceptionally meritorious conduct of a unit in the performance of its mission. Processing requirements are different than those for individual awards. Commanders often desire to present unit awards at homecoming celebrations. It is not uncommon to take months for unit awards to be approved and S-1s should plan accordingly to meet the commander's intent for presentation after redeployment.

### **JOINT AWARDS**

7-14. Joint awards are processed for military personnel assigned to Joint commands. Deployed personnel must be assigned against a valid position on the command's Joint Manning Document. Soldiers or units attached or OPCON'd to Joint commands are not normally eligible for a Joint award.

### **EVALUATION REPORTS**

7-15. HQDA continues to emphasize timely and accurate submission of evaluation reports (officer, enlisted, and civilian) while in garrison or deployed. Dependent on the nature of the mission while

deployed, unit S-1s may have to process close out evaluations for officers and NCOs who will fall under a different rating scheme while deployed. S-1s must maintain accurate tracking while enforcing timely submission of these reports prior to deployment. FCM facilitates the process of forwarding completed evaluations to HRC for final action.

## **RATING SCHEME**

7-16. S-1s are required to establish and maintain rating schemes for their respective commands. Frequent checks and updates are required due to the personnel turbulence units experience while in garrison or changes to the task organization while deployed. Commanders have responsibility to include civilian personnel on unit rating schemes. Established rating schemes become critical tools when processing evaluation report appeals.

## **OER**

7-17. The OER system evaluates and documents the performance of officers (through the rank of Major General). AR 623-3, Evaluation Reporting System, provides policy and procedural guidance for processing OERs.

## **OER SENIOR RATER PROFILE**

7-18. The Army evaluates officers using a single OER Senior Rater Profile. Under this consolidated profile, senior rater assessments will be made in part VII (b) on the OER, separated only by the grade of the rated officer. A readjusted profile will be established and profiles restarted as needed. The use of a single OER Senior Rater Profile affords all officers a fair and equitable assessment based on performance, regardless of component, especially while operating in a multi-component environment. Critical to managing a commander's senior rater profile is a single manager to support the commander's efforts. This precludes multiple managers from submitting OERs to HRC on behalf of the commander which may result in a misfire on his/her senior rater profile.

## **NCOER**

7-19. The NCOER system evaluates and documents the performance of NCOs. AR 623-3, Evaluation Reporting System, provides policy and procedural guidance for processing NCOERs.

## **CIVILIAN EVALUATIONS**

7-20. S-1s may expect DoD/DA civilians to deploy with their respective units. As such, civilian evaluations are required to be completed IAW guidance and timelines established by AR 690-400, Total Army Performance Evaluation System. Some DoD/DA civilians have made the conversion to the National Security Personnel System (NSPS). Under NSPS, the civilian evaluation system has changed completely and web connectivity to the Civilian Personnel Online is needed to complete NSPS performance appraisals. Sufficient time must be allocated to process NSPS appraisals for deployed Army civilian employees so their performance ratings can compete in the Pay Pool process at the garrison location. Military and civilian raters have a tremendous responsibility for civilian performance management; therefore, civilian employees should be included in unit rating schemes. S-1s are encouraged to contact their supporting Civilian Personnel Activity Center for guidance and policy concerns.

## **ENLISTED PROMOTIONS AND REDUCTIONS**

7-21. The Enlisted Promotions and Reductions system provides principles of support, standards of service, policies, tasks, rules, and steps governing the promotion and reduction of enlisted personnel. AR 600-8-19, Enlisted Promotions and Reductions, provides policy and procedural guidance. Promotions are made through decentralized, semi-centralized, and centralized selection processes established by the Army G-1. The Chief, Army Reserve and the Chief, National Guard Bureau have special staff responsibilities for

Army Reserve and Army National Guard Soldiers and will monitor their respective enlisted promotion program.

7-22. Enlisted reductions occur as a result of non-judicial punishment, courts martial, and inefficiency proceedings. Key to the success of efficient and timely reductions is the unit S-1's relationship and support received from the BDE/BCT Judge Advocate (JA). While serving as an S-1, you may become extremely familiar with the military justice system; nevertheless, ensure that you do not become the unit legal advisor. JAs fulfill that role. Establish a good working relationship with the Brigade JA's office and use their expertise.

## **OFFICER PROMOTIONS**

7-23. The officer promotion system provides principles of support, standards of service, policies, tasks, rules, and steps governing the promotion and reduction of officers. AR 600-8-29, Officer Promotions, provides policy and procedural guidance. Promotions are made through a centralized system established by the Army G-1 for the active component and the USAR. The state Adjutant Generals in the ARNG control promotions for ARNG personnel.

## **TRANSFERS AND DISCHARGES**

7-24. The Transfer and Discharge program provides a mechanism for the orderly administrative separation, transfer, or discharge 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 Transfers and Discharges, provides policy and procedural guidance for officer transfers and discharges. Title 10, United States Code (USC), is the authority for voluntary and involuntary officer transfers. It includes the release of Other Than Regular Army officers and the discharge of Regular Army officers prior to the completion of their contractual obligation (both voluntary and involuntary).

7-25. 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-1's establish sound policies and procedures with their respective rear detachments to move Soldiers from deployment areas to established separation transfer points. This supports expeditious separation/discharge processing and facilitates efficient replacement operations. Close coordination with the installation MPD is required.

## **LEAVES AND PASSES**

7-26. AR 600-8-10, Leaves and Passes, provides policy, procedures, and guidance for managing leaves and passes. While the S-1 supervises the administration of the organizations program, unit commanders are responsible for managing leaves and passes. The S-1 periodically checks to ensure that leaves and passes, and other authorized absences are processed promptly. A well managed leave and pass program contributes to maintaining a positive command climate and a high state of combat readiness.

7-27. AR 600-8-10 provides specific details on which types of absences are chargeable and nonchargeable as leave. The approval authority for leaves is also delineated. Consistent with mission requirements, unit commanders may authorize leave for most or all of a given unit during a specified period (i.e., block leave). Block leave will be IAW local policy.

## **OFFICER PROCUREMENT**

7-28. The S-1 manages the officer procurement program IAW AR 135-100, Appointment of Commissioned and Warrant Officers of the Army, AR 601-100, Appointment of Commissioned and Warrant Officers in the Regular Army, and DA PAM 601-6, Warrant Officer Procurement Program. These references provide policy, procedures, and guidance for officer procurement in all components. The objective of this program is to attain and maintain the authorized Regular Army commissioned officer strength. This will be attained through procurement and integration programs that identify and select the required number of officers. The S-1 will be routinely involved in initiating applications for Officer

Candidate School, warrant officer training, admission to the United States Military Academy and United States Military Academy Preparatory School, and processing requests for direct commission. During wartime, the Secretary of the Army may authorize field commanders to appoint officers to fill battlefield requirements.

### **PERSONNEL RECORDS MAINTENANCE**

7-29. Personnel Records Maintenance includes the updating of personnel information on individual Soldiers and maintenance of the MPF which includes casualty documents used for NOK notification. AR 600-8-104, Military Personnel Information Management/Records, prescribes policies, operating tasks, and steps governing the Official Military Personnel File and Military Personnel Records Jacket. AR 600-8-1, Army Casualty Program, provides policies and information pertaining to casualty related documentation, specifically the DD Form 93 (Record of Emergency Data), Servicemembers' Group Life Insurance, and other life insurance programs administered by the Department of Veterans' Affairs. Recording of personnel information is required to track promotions, assignments, military education, awards, emergency notification, and other actions or entitlements. Under PSDR, BN and BDE/BCT S-1 sections perform the majority of record updates. Using available systems such as eMILPO, EDAS, TOPMIS, and iPERMS, S-1s are able to update officer and enlisted records, conduct queries of TAPDB, and assist Soldiers with updating their personnel records.

### **LINE OF DUTY (LOD)**

7-30. AR 600-8-4, Line of Duty Policy, Procedures, and Investigations, provides policy, procedures, and guidance for managing the LOD investigation process. A LOD investigation is an administrative inquiry into the status of a Soldier as a result of injury, disease, or death. LOD investigations protect the interest of the Army and the Soldier, as LOD findings may impact on entitlements to medical, dental, or other benefits. There are informal and formal LOD investigations. Informal investigations are conducted when there is no indication of misconduct or negligence. The S-1 has the responsibility to review DA Form 2173 (Statement of Medical Examination and Duty Status) for completeness and appoint an investigating officer as directed by the appropriate appointing authority in coordination with the unit JA.

### **MILITARY PAY**

7-31. S-1s 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, etc.) to submitting documentation to change a Soldier's pay entitlements. Under DIMHRS, HR professionals at BN and BDE/BCT are the central link between Soldiers and changes to military pay entitlements.

7-32. Units may or may not have Soldiers in the organization that are authorized special pay. S-1s monitor special pay which may be authorized due to ASI, MOS, SQI, or hazardous duty. Commanders/First Sergeants review the UCFR at the end of a pay period and routinely check for Soldiers receiving special pay. In some cases, the S-1 will find that it is not authorized and must be stopped. Further, S-1s may have to reinstate special pay that has been erroneously terminated.

### **PERSONNEL ACTIONS**

7-33. Personnel Actions impact a Soldier's assignment, military schooling, training, citizenship or naturalization, reenlistment, or other request requiring a commander's approval or disapproval. Unit commanders verify personnel actions prior to submission to the BN S-1. S-1s are responsible for providing regulatory guidance as required for personnel action requests. As the focal point for organization HR actions and requests, S-1s will ensure personnel actions are complete and factual and monitor timely processing through appropriate channels.

## ID DOCUMENTS

7-34. The S-1 is responsible for the preparation of applications and the issuance of the CAC and ID tags to assigned and attached personnel IAW AR 600-8-14, Identification Cards for Members of the Uniformed Services, Their Eligible Family Members, and Other Eligible Personnel. The CAC is the principal DoD identity credential used for verification of personal identity, benefits and entitlements, physical access requirements, and logical access to DoD computer systems and networks. CACs are a controlled item and S-1 personnel must maintain judicious control of processing applications to ensure they are only issued to authorized personnel. Verify identity of all CAC applicants and beware of repetitive CAC applications. Report incidents to the unit commander. Ensure adequate CAC cardstock and consumables IAW the Inventory Logistics Portal threshold and maintain control logs for accountability of cardstock.

7-35. The ASCC/Army G-1 establishes CAC support responsibilities for DoD civilians and contractors. Except at the commander's discretion, BDE/BCT S-1s are not required to provide CAC support to DoD civilians and contractors not under the unit's operational control. In the near future, S-1s can expect to receive updated guidance on the issuance of CACs to contractors.

7-36. ID cards are used to:

- Identify Soldiers (active and retired), members of other services, and their family members.
- Identify DoD civilians employees.
- Identify DoD recognized contractors and other essential civilians deploying with the force.
- Identify Enemy Prisoners of War.
- Identify civilian noncombatants who have been authorized to accompany the force.
- Support physical access control (force protection/security).
- Enable logical access to DoD computer systems and networks.

7-37. Recent lessons learned from theater S-1s indicate there is an additional workload for establishing and/or resetting CAC pin numbers. Consider establishing separate customer service support hours for the issuance of the CAC and for establishing or resetting CAC pin numbers. Additionally, recommend that the S-6 get a pin reset machine.

## Chapter 8

# Postal Operations

The Military Postal System (MPS) operates as an extension of the United States Postal Service (USPS) and is charged to provide postal services to all Soldiers, DoD employees, and other authorized users when USPS is unavailable. MPS' mission is to provide authorized postal services overseas during normal and contingency operations to all military personnel, their family members, retirees, authorized DoD civilians, and contractors.

### RESPONSIBILITIES

8-1. The BDE/BCT S-1 develops and coordinates a postal operations plan for assigned and attached units within the brigade. The BDE/BCT S-1 coordinates external postal support with the HROC of the Sustainment BDE SPO. Units will pick up mail at the Mail Delivery Point (MDP) sorted by Task Force (TF) organization. The 4-digit ZIP Code extension makes unit sorting easier, but may not always be available. The linking of units to location and task organization is critical to ensure the rapid delivery of mail to Soldiers. S-1s coordinate with the BDE/BCT S-6 for the processing of official mail. BDE/BCTs may receive an augmentation of a postal platoon in the BSA or on a FOB if the bulk of the projected flow of mail warrants it (Postal platoons are allocated one per 6,000 Soldiers, so a large FOB may generate the requirement for a platoon) or if the area supported has a density approaching 6,000 Soldiers. See Appendix A, FM 1-0 for more details.

### BN S-1 SECTION

8-2. The BN S-1 develops and coordinates a postal operations plan for assigned and attached units within the BN AO by performing the following critical tasks:

- Ensure the S-1 is appointed in writing as the unit postal officer by the BN commander.
- Ensure commanders appoint a unit mail clerk and at least one alternate unit mail clerk using DD Form 285 (Appointment of Military Postal Clerk, Unit Mail Clerk or Mail Orderly).
- Establish Unit Mail Rooms and ensure that adequate unit mail clerks are trained and certified by the supporting Army Post Office (APO) (Postal Platoon) and can execute mail handling duties IAW AR 600-8-3 and DoD 4525.6-M.
- Coordinate with the BDE/BCT S-1 for mail support within the designated AOR.
- Supervise subordinate unit mail operations.
- Coordinate with subordinate units/individuals for establishment of mail pick up at the designated UMRs/consolidated mail rooms (CMR).
- Collect and route daily retrograde (outgoing) mail received by unit mail clerks to the supporting postal platoon. Ensure Soldiers have the opportunity to send mail out of theater as often as the tactical situation allows.
- Ensure the BDE/BCT S-1 and G-1 receives daily updates for MDP for subordinate units.
- Coordinate with the S-4 for transportation support for mail pick up at the servicing APO.
- Allow sufficient time for unit mail clerks to perform daily UMR/CMRs functions.
- Inform supporting postal units, through the BDE/BCT S-1, of individual/unit additions and deletions for routine update of the unit and TF directory system.
- Collect and forward mail for wounded, deceased, or missing Soldiers and civilians to the supporting APO for further processing without endorsement.

- Ensure adequate and securable space for mailroom operations.
- Coordinate with the BN and BDE/BCT S-6, Official Mail Manager (OMM), and BDE/BCT S-1 for handling official mail.
- Investigate problems hindering the delivery of mail to Soldiers/units in a timely manner.
- Establish and execute an internal UMR/CMR Inspection Program IAW the DoD 4526.6-M and AR 600-8-3.
- Report postal problems to the unit postal officer and/or commander and BDE/BCT S-1; be familiar with suspicious profiles (e.g. explosive, bio-terrorist), and be knowledgeable of what to do in the event suspicious mail is identified.
- Ensure deploying personnel have deployed APO addresses.

### **BDE/BCT S-1 SECTION**

8-3. The BDE/BCT S-1 develops and coordinates a postal operations plan for assigned and attached units by performing the following critical tasks:

- Establish, manage and support BDE/BCT mail operations in coordination with subordinate BN S-1s. In cases where a BDE/BCT establishes a UMR/CMR, mail operations/procedures will be performed similar to the BN S-1.
- Provide the Sustainment BDE SPO HROC/G-1 with grid coordinates or geographical location for the daily MDP and alternate MDPs for the BDE/BCT.
- Ensure changes to task organization are provided to the supporting APO.
- Coordinate routine postal inspections with the supporting HROCs.
- Coordinate with the G-1 and G-6 OMM for handling official mail.
- Ensure unit mail clerks handle mail IAW postal regulations.
- Coordinate with the G-1 and/or supporting postal platoon to provide postal finance services for units/activities at remote locations.
- Coordinate with supporting APO for establishment and execution of routine Postal Assistance Visits for all subordinate UMRs/CMRs.
- Investigate problems hindering the delivery of mail to Soldiers/units in a timely manner.
- Ensure deploying personnel have deployed APO addresses.

### **MAIL CLERKS**

8-4. At the BDE/BCT level and below, unit mail clerks play a major role in the postal flow both in garrison and in a deployed theater. Mail clerks should know their responsibilities as outlined in FM 1-0 and be well versed on the procedures for picking up mail from their supporting postal platoon at the MDP. In addition, mail clerks should correctly process all incoming mail, collect and process all outgoing mail, deliver non-accountable mail, and control and deliver accountable mail. Mail clerks maintain DA Form 3955 (Change of Address and Directory Card) on all personnel supported by the unit.

8-5. Casualty mail processing is a sensitive area of concern. It is essential to prevent premature casualty information disclosure and prevent mail return before notification of the NOK. IAW DoD 4525.6-M and AR 600-8-3, unit mail clerks will return all undelivered casualty mail without any endorsements to the servicing postal platoon as soon as possible. The postal platoon(s) will coordinate and verify casualty information with the area casualty section, make appropriate endorsements IAW DoD 4525.6-M and AR 600-8-3, then forward the mail to the theater casualty mail section at the Military Mail Terminal for final processing. Any opened or unopened casualty mail in their possession is considered personal effects and will be processed accordingly.

### **POSTAL OPERATIONS**

8-6. Perhaps no HR mission has a more profound impact on Soldier morale than the timely delivery of personal letters and parcels. The BDE/BCT S-1 and subordinate BN S-1s are the link between the Theater-

level postal units and the Soldier. The company and/or BN mail clerks pick-up mail from the MDP and coordinate delivery to addressees. Mail clerks coordinate collection of retrograde (outgoing) mail from units and deliver it daily to the MDP at the same time as pick-up of unit mail. The same transportation used to deliver mail to MDPs transports retrograde (outgoing) mail in reverse through the postal network. A key coordination responsibility for S-1s is to arrange transportation for the mail with the S-4 or Transportation Officer.

8-7. S-1s will coordinate with their supporting postal platoons to provide customer finance services within BN/BDE/BCT support areas. This support includes money order and postage stamp sales, special services, and package mailing. Services are provided a minimum of five days of week at consolidated locations, and as often as the tactical situation and manning level allows at outlying locations, and can be increased or decreased based on command directives and METT-TC.

8-8. S-1s have responsibility for redirecting mail for addresses that are no longer valid. There are two forms of redirect services: Soldier redirect and unit redirect and both are initiated by the S-1. 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. S-1s are also responsible for reporting all changes in a unit's or TF's location so that routing changes can occur and mail service will not be disrupted.

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## **Appendix A**

# **BDE/BCT Personnel Readiness Review (PRR)**

This appendix describes the principles of the Personnel Readiness Review (PRR) executed at the BDE/BCT. Included in the Appendix are example formats of a BDE/BCT PRR.

### **PRR BACKGROUND**

A-1. PRR assists the commander in monitoring the effectiveness of HR systems in the BDE/BCT. The content of the PRR is determined by the commander and monitored by the S-1. While there is no prescribed format for PRR, the PRR should allow for analysis of trends and measure performance against Army standards and identify areas requiring additional training.

A-2. The PRR is a scheduled event executed monthly in an AC unit and perhaps less frequently in an RC unit. The PRR is briefed to either the commander or deputy commander and is attended by the CSM, XO, subordinate BN commanders, CSMs, and S-1s. The goal of the PRR is to raise command involvement in improving the HR systems and processes in the unit.

A-3. The commander drives the PRR content. Information briefed should be relevant, measurable, and accurate. Some data will be obtained from the BDE/BCT S-1 section and some will be obtained from external agencies. The S-1 does not prepare the PRR in a vacuum. Other staff elements can provide essential data that depicts trends which are important to assessing overall unit and Soldier readiness. The MMRB/MEB is an example of an HR task performed outside of the BDE/BCT. Including this in the PRR allows the commander to assess the readiness of his Soldiers and in areas in which they may have to influence outside agencies.

### **PRR FORMAT**

A-4. Some format considerations for the PRR are:

- Wherever possible use empirical data that compares the outcome for a specific task against the Army standard or directed outcome.
- Execute as a formal briefing; collect data with a defined “as of” time which must be clearly understood by all participants – ensure subordinate BNs receive slides prior to the briefing.
- Use a format that satisfies the commander’s intent and ensure that the standard is clearly defined on each slide.
- If using Green-Amber-Red (G-A-R) evaluation standards, ensure the numerical values which make up the scale for G-A-R are posted and clearly understood and reflect the task standard.
- Be prepared to use a graph or chart to depict actions over a period of time which may indicate upward or downward trends.

### **PRR REPORTING CYCLE**

A-5. The PRR reporting cycle varies based upon the BDE/BCT. Recommend the following frequencies:

- For AC units, execute monthly if operational conditions allow.

- For RC units not mobilized, as a minimum, execute at least quarterly if operational conditions allow.
- Ensure the PRR is scheduled on the unit training calendar.
- Schedule should not interfere with ASRU.
- Establish an “as of” date and reflect the date used for HRC data (for example, data received in February may be as of December).

## **SUGGESTED TOPICS**

A-6. PRR topics are tailored to the unit. The following are suggested topics:

- Personnel Accountability standards.
- eMILPO error reconciliation.
- UCFR review/submission.
- Monthly AAA 162 reconciliation.
- OER/NCOER timeliness.
- Soldier Readiness Processing status/Non-deployable status.
- Promotion actions/boards/packets.
- Promotion Reports.
- Award submission, correctness.
- DFR timeliness.
- LOD timeliness.
- Pending MMRB/MEB status.
- Legal Processing action status.
- Good Conduct Medal (GCMDL) timeliness.
- ID Cards (issued to replace loss or expired ID cards, by category)
- Exception reporting (MWR, mail room operations, imprest funds, etc.)
- Military Pay operations (i.e., debt collection, advance pay, temporary lodging allowance, etc.)
- Personnel actions.
- Family care plan status.
- Rear Detachment status.
- Key personnel leave/TDY.

## **EXAMPLE FORMATS**

A-7. The following figures are example PRR formats executed by a BDE/BCT S-1 and serve as an example of how PRR slides could be constructed.

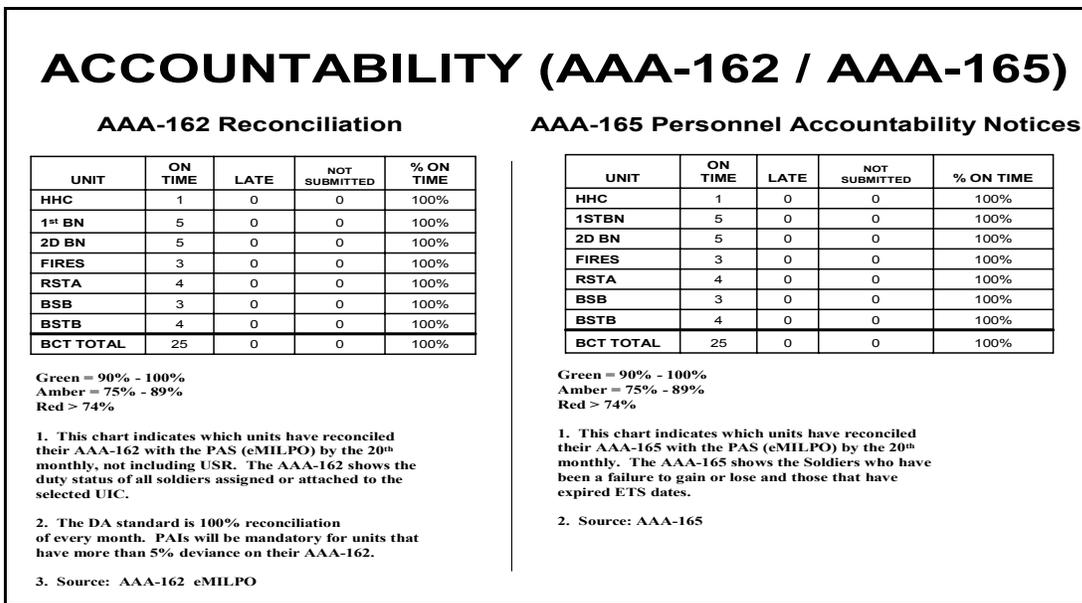


Figure A-1. Example Format Accountability – eMILPO Reports (AAA-162 / AAA-165)

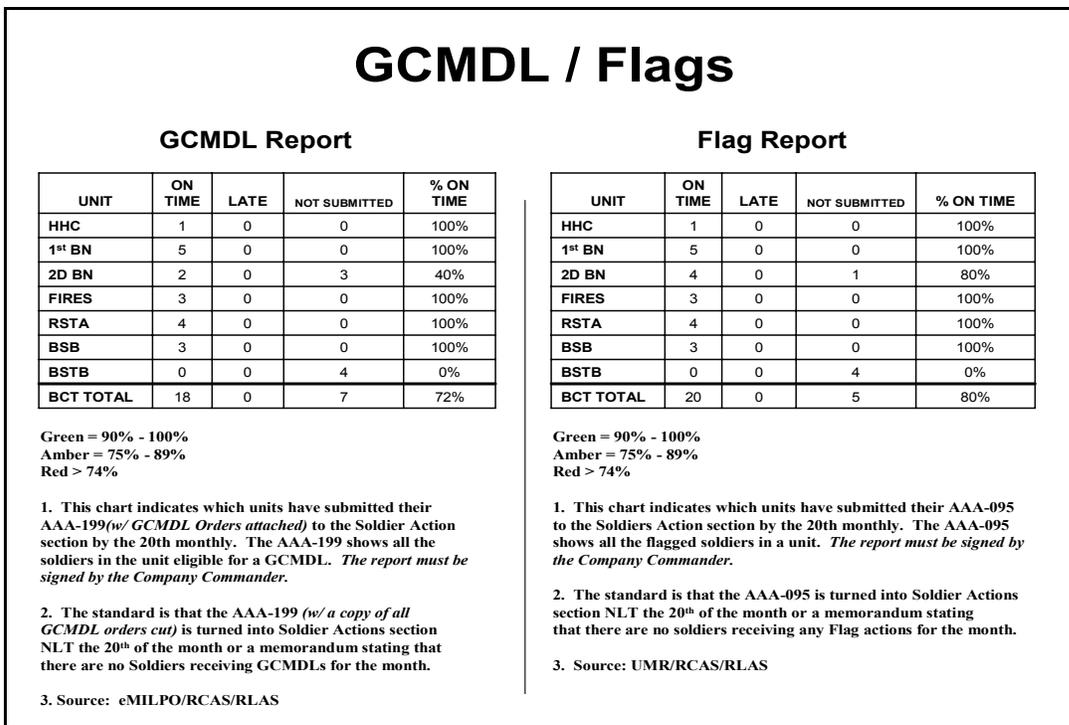


Figure A-2. Example Format GCMDL / Flags

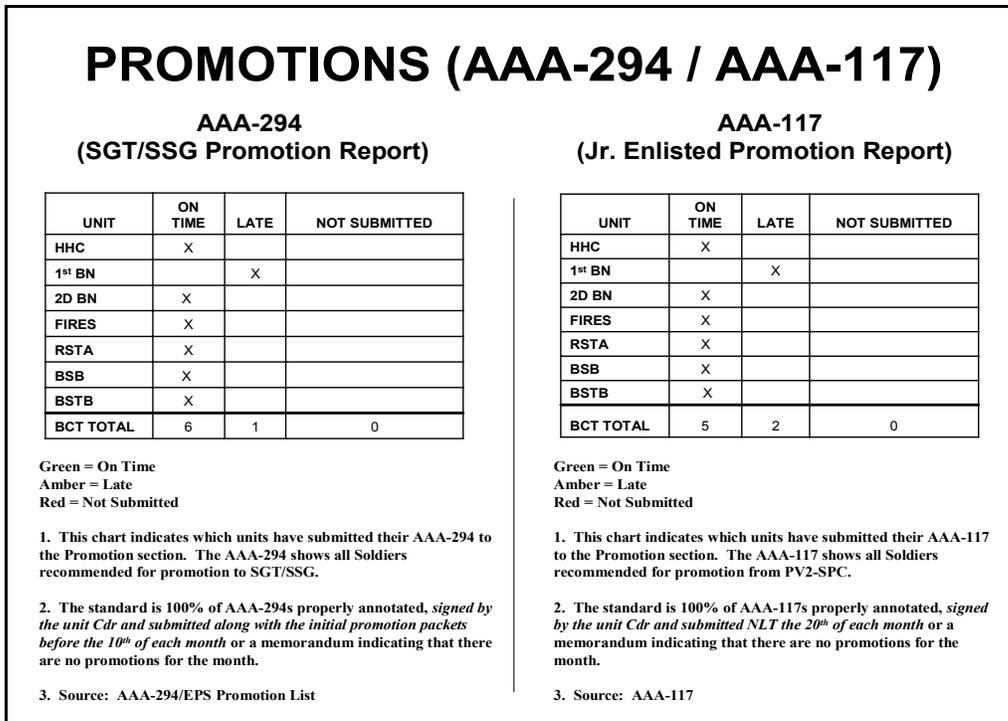


Figure A-3. Example Format Promotions –eMILPO Reports (AAA-294 / AAA-117)

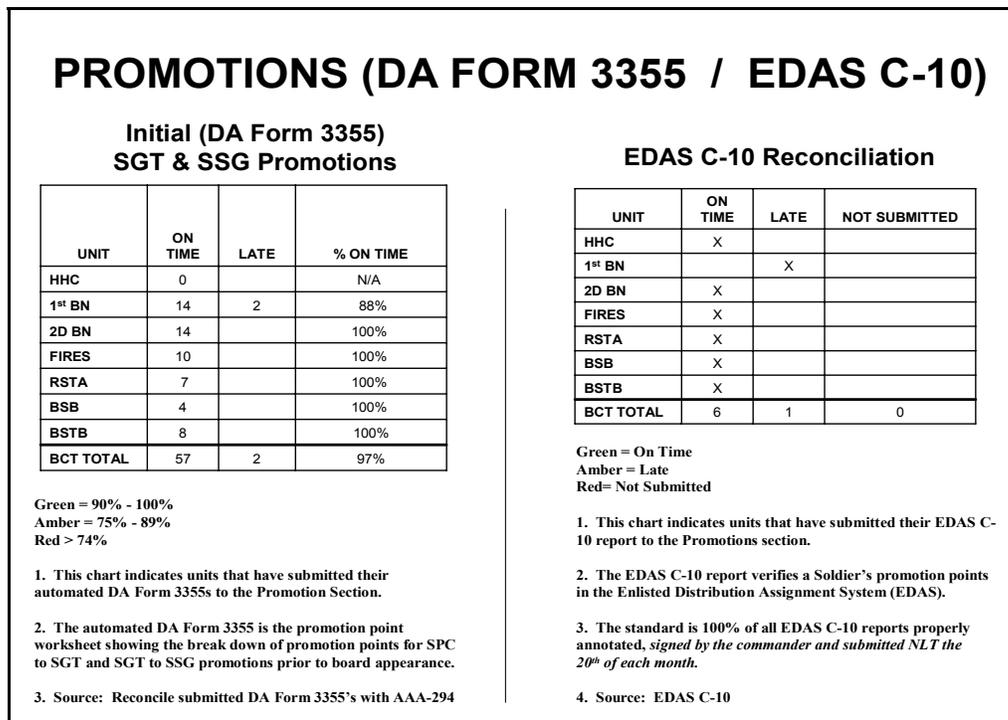


Figure A-4. Example Format Promotions (DA Form 3355 (Promotion Point Worksheet) / EDAS C-10)

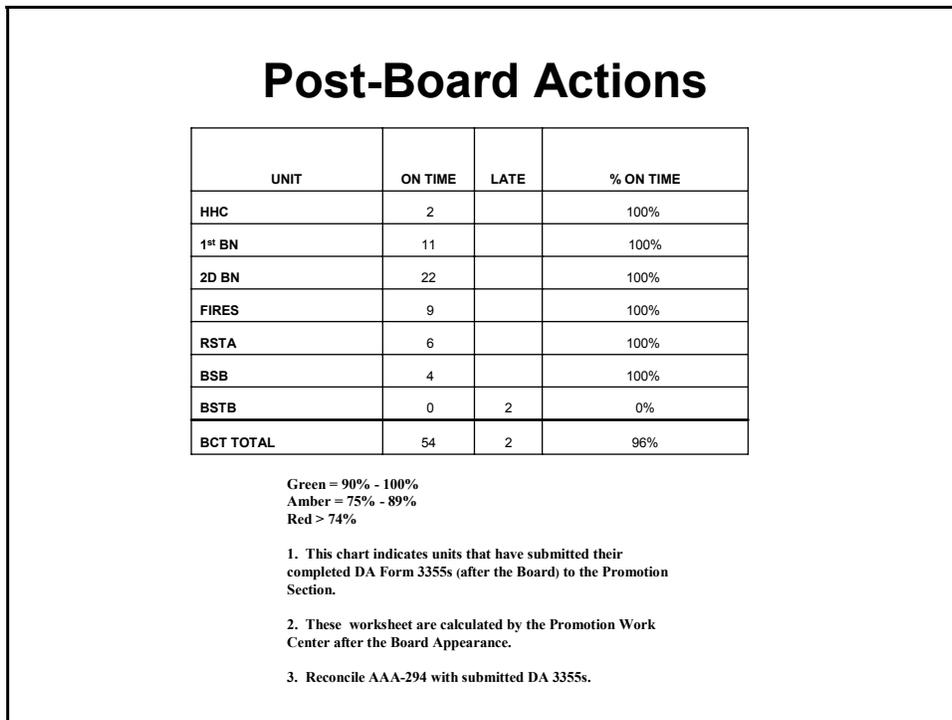


Figure A-5. Example Format Post-Board Actions

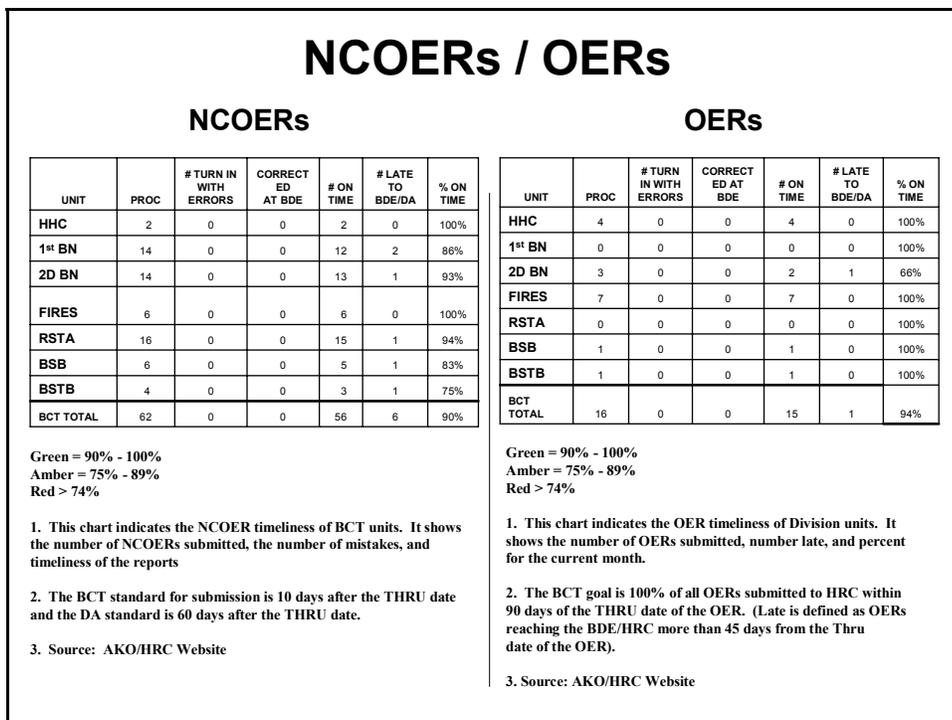


Figure A-6. Example Format NCOERs / OERs

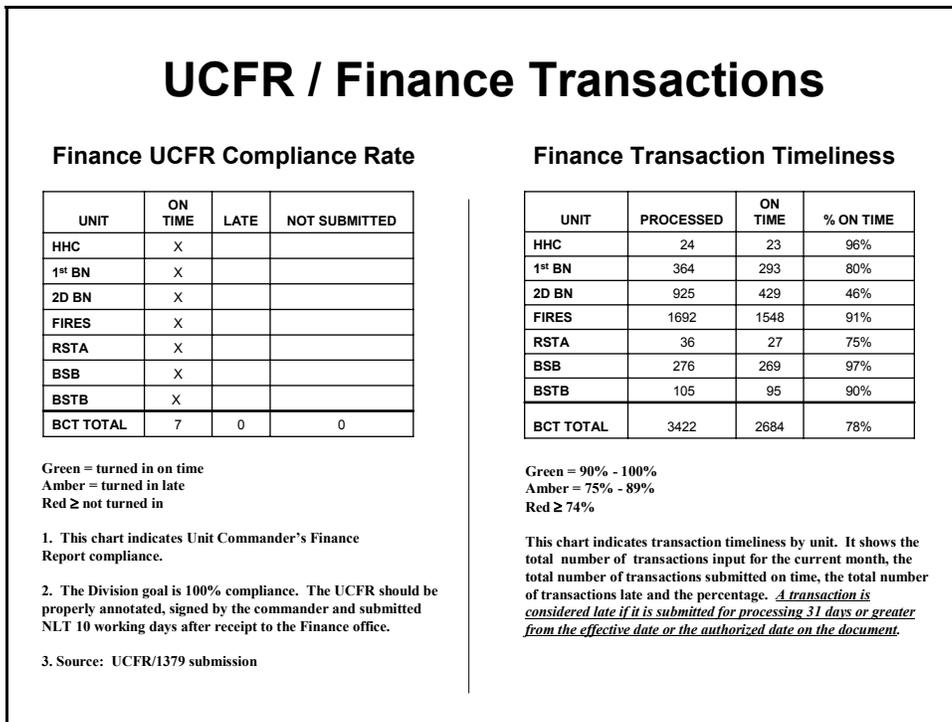


Figure A-7. Example Format UCFR / Finance Transactions

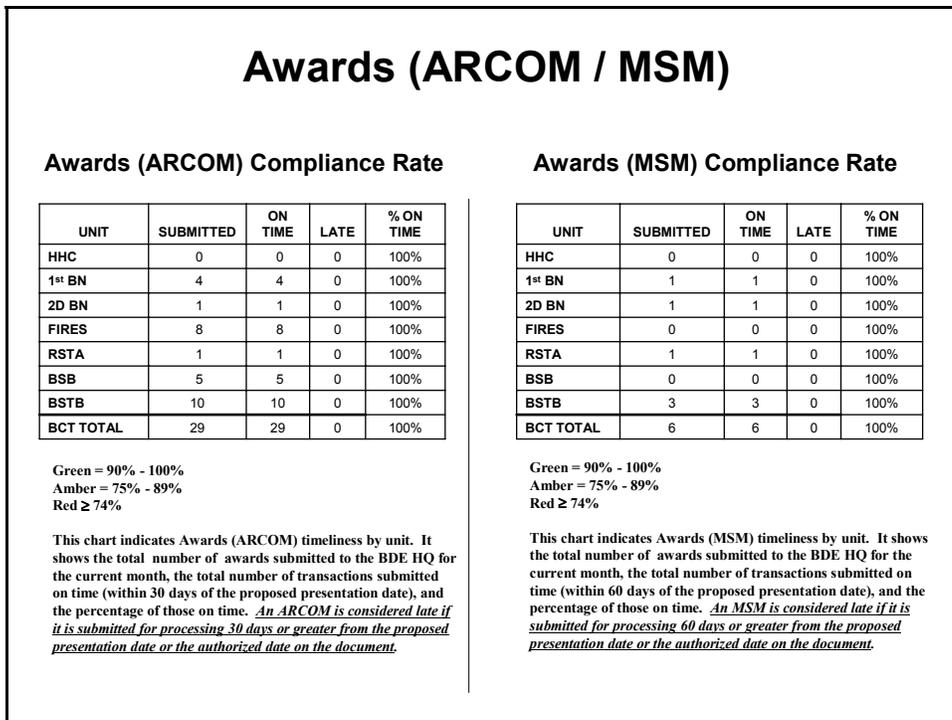


Figure A-8. Example Format Awards (ARCOM / MSM)

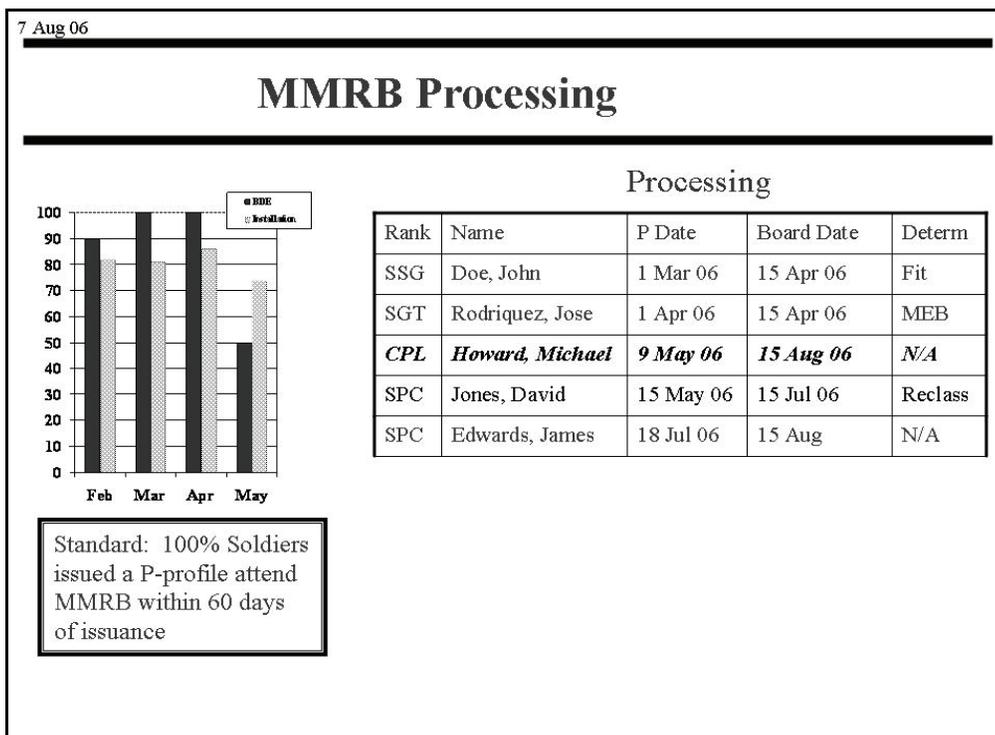


Figure A-9. Example Format MMRB Processing

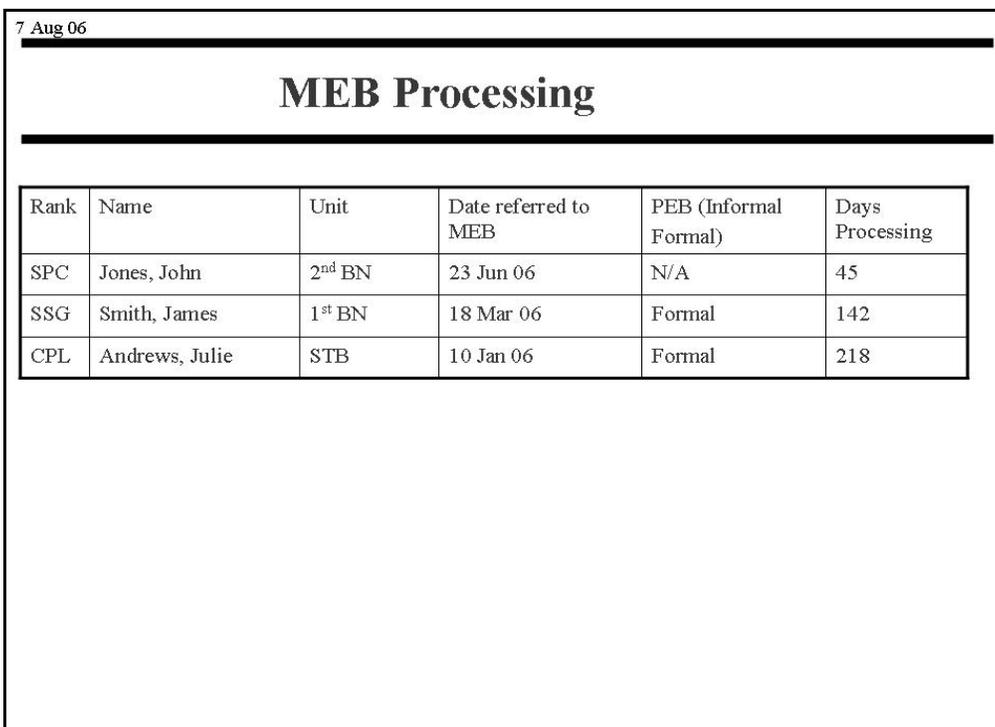


Figure A-10. Example Format MEB Processing.

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## Appendix B

# HR Planning Formats

### PERSONNEL ESTIMATE

B-1. One of the primary tools used by HR planners is the Personnel Estimate. This staff estimate is an assessment of the situation and an analysis of those courses of action (COA) a commander is considering. It includes an evaluation of how factors influence each COA and also includes conclusions and a recommendation. The Personnel Estimate is a continuous process that evaluates current and future operations from the perspective of the HR provider. Personnel Estimates can form the base for personnel annexes to orders and plan. Appendices C and E, FM 5-0, Army Planning and Orders Production, provides general guidance, and Figure B-1 provides an example of a Personnel Estimate. FMI 1-0.02, Theater Level Human Resources Operations, provides an example of a Personnel Estimate for HR planners with an area support mission.

B-2. The following are general characteristics of the Personnel Estimate:

- Prepared thoroughly as time allows.
- Revised continuously as planning factors, manning levels, facts and assumptions change.
- Prepared at all levels of command from BN to Army/ASCC by S-1s/G-1s and HR planners.
- Provides a thorough, clear, objective analysis of all pertinent data.

1. **MISSION:** Commander's restated mission resulting from mission analysis.
2. **SITUATION AND CHARACTERISTICS:**
  - a. **Characteristics of the AO:** Discuss how the weather, terrain, civil considerations, and other AO-specific conditions affect the HR support to the planned operation.
  - b. **Enemy Forces:** Discuss any affect enemy dispositions, composition, strength, capabilities and COAs may have on the HR support to the planned operation.
  - c. **Friendly Forces:** Discuss current status of resources available from the HR perspective and other resources which impact HR support and compare requirements and capabilities to develop recommendations to solve discrepancies. Specific examples follow:
    - 1) Current subordinate unit manning levels/critical MOS shortages (i.e., Task Organization, R&R flow, Boots On Ground data, etc).
    - 2) New personnel requirements resulting from the operation (language skills, ASI, etc).
    - 3) Casualty estimates (as developed).
    - 4) Forecasted replacement availability.
    - 5) Evacuation policy for the operation.
    - 6) Supporting HR organizations (location, command/support relationship, controlling element).
    - 7) Supporting medical elements.
    - 8) Replacement fill priority (Coordinate w/S-3/G-3).
    - 9) Crew/key leader replacement.
    - 10) Projected postal flow/limitations.
    - 11) Change to established PASR reporting flow/times.
    - 12) Change to casualty reporting flow (CLT change, reporting changes).
    - 13) RSO&I Reception HR impacts.
    - 14) R&R schedule/flow operational impact (during operations conducted during sustained operations).

- 15) Civilian and JIIM manning impacts on the operation focusing on strengths and personnel services requirements.
  - 16) Specific Army G-1 Personnel Planning Guidance (PPG) impacts on the operation.
  - 17) Status of other personnel service or personnel support factors (postal, MWR, legal support, MILPAY support).
  - 18) Connectivity and NIPRNET/SIPRNET and HR system access requirements and availability.
  - 19) Location and mission of adjacent HR units/planning cells (Sustainment Bde, HROC).
- d. **Sustainment Situation:** Discuss the sustainment supporting organizations (TSC, Expeditionary Sustainment Command (ESC), Sustainment Brigades) and possible impacts on HR support to include: supported/supporting relationship, reporting requirements, transportation planned, MSR status, etc.
  - e. **Assumptions:** List any assumptions that affect the delivery of HR support for the operation.
  - f. **Other Considerations:** List everything not covered elsewhere in the estimate that may influence or impact the HR situation.
3. **COURSES OF ACTION:**
    - a. **COAs:** List friendly COAs that the staff wargamed.
    - b. **Evaluation Criteria:** List HR evaluation criteria determined during COA analysis.
  4. **ANALYSIS:** Analyze each COA using the HR evaluation criteria established during the COA analysis.
  5. **COMPARISON:** Compare COAs and rank order from the perspective of HR supportability based on Step 4.
  6. **RECOMMENDATION and CONCLUSIONS:**
    - a. **Recommendation:** Recommend the most supportable COA from HR support perspective.
    - b. **Issues/Risks/Mitigations:** List the issues, risks, or deficiencies associated with the recommended COA and proposed mitigation to reduce the impact on the successful execution of the operations.
- APPENDICES** (Use appendices when information/graphs are of such detail and volume that inclusion in the body makes the estimate too cumbersome.)

Figure B-1. Example Format Personnel Estimates

## Appendix C

# PSDR Division of Labor Task List

PSDR DIVISION OF LABOR TASK LIST						
S-1 to perform functions during deployment and at home station - thereby creating a seamless transition from peacetime to wartime operations.						
Garrison MPD to provide services required at home station only.						
L=Lead; A=Assist						
	S-1	MPD	G-1	OTHER	REFERENCE	REMARKS
Army Career and Alumni Program (ACAP)		L				<a href="http://www.acap.army.mil/">http://www.acap.army.mil/</a>
Army Strategic Readiness Update (ASRU)	L				AR 220-1	Unit function.
Army Substance Abuse Program (ASAP)				L	AR 600-85	Aligned under garrison Directorate, Human Resources (DHR) under Standard Garrison Organization.
Awards and Decorations (Military)	L				AR 600-8-22	Processed/approved through chain of command. Award authority provides medals, certificate, orders, transaction, and distribution. OMPF updated by MPF custodian.
Boards - MMRB Board	A	L			AR 600-60	MMRB General Officer convening authority (para 4-5) convenes MMRB board and appoints board members. MPD provides board recorder per para 4-10. Personnel advisor (para 4-9) to be provided by BDE S-1 when in garrison.
Boards - OCS structured interview	L	A			AR 350-51	Interview may be waived under OCS direct select. BDEs to conduct in deployed theater. Garrison to coordinate board when consolidated at home station. DA Form 61 (Application for Appointment) processed through command channels with BDE S-1 performing personnel officer functions for PSDR and the MPD for non-PSDR Soldiers.
Casualty - Deployed Casualty reporting, mortuary, and memorial affairs	L				AR 600-8-1; DA Pam 638-2	In deployed theater provided by SRC-12 Casualty Liaison Teams (CLT).
Casualty Assistance Centers - Installation (notification, mortuary and memorial affairs)	A	L			AR 600-8-1; DA Pam 638-2	Casualty Assistance Centers managed by IMCOM. Per para 2-12, AR 600-8-1, Casualty Assistance Centers exercise tasking authority over both AC and RC commands within their geographical area of jurisdiction to provide support, which include CNOs, CAOs, chaplains, unit escorts, summary court-martial officers, funeral honors details, and other funeral support. Units may coordinate with Casualty Assistance Centers to provide training to available MOS 92F Mortuary Affairs Soldiers while in garrison.

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Citizenship and Naturalization Applications	L	L			Soldier's Guide to Citizenship Application; DA MSG 05-313	"Soldier Citizen Application Program Update", <a href="https://www.hrc.army.mil/site/active/TAGD/pssd/ins.htm">https://www.hrc.army.mil/site/active/TAGD/pssd/ins.htm</a>
Command Sponsorship - Change of Tour	L	L			AR 55-46; OCONUS command policies	Requested after arrival of Soldiers to OCONUS for those who wish to change tour from "unaccompanied" to "with dependents".
Congressional Inquiries/Special Actions	A	L			AR 1-20	Garrison receives inquiries from Office of Congressional Liaison (OCLL); refers BCT inquiries to G-1 or rear detachment for direct reply to OCLL, with copy furnished to MPD.
Deletions/Deferment processing	L	L			AR 600-8-11; AR 614-200	MPD Strength Management Work Center (non-PSDR) or BDE S-1 (PSDR). MPD/BDE evaluates request for timeliness, completion, and justification and processes IAW paras 2-15 to 2-22, AR 600-8-11.
Deployment Cycle Support (DCS) Management (Reverse Soldier Readiness Processing Reintegration)	A	L			AR 600-8-101	SMC responsible for theater of operations functions. Under centralized conditions, processing facilities operate under general leadership of the MPD per para 1-6d(3), AR 600-8-101 or garrison DPTM. Garrison plans and coordinates home station DCS activities.
Deserter Control Officer	A	L			AR 630-10, para 1-4i	Installation deserter control officer within MPD. Units manage, prepare, and mail AWOL/DFR packets to USADIP (para 1-4j). Deserter records maintained by military personnel file custodian at BCT (PSDR) or MPD (non-PSDR).
Document Management (records holding areas, official mail & distribution)		L		L	AR 25-400-3; AR 25-51	Aligned under garrison DHR under Standard Garrison Organization or MPD where there is no DHR.
Emergency Leaves - funded convalescent leave	L	L			AR 600-8-10	MPD provides fund cite for non-PSDR units. BDE assigns fund cite for PSDR units.
eMILPO database management	L	L			eMILPO Functional Guidance; AR 600-8-7	MPD retains responsibility for personnel database support to non-PSDR converted units. BDEs given administrative rights to manage assigned personnel, including error resolution, user account maintenance, submission of trouble tickets, etc. MPD monitors overall database as it is still based on the Personnel Processing Activity (PPA) code, to include monitoring BDEs to ensure they are collecting, resolving errors, and submitting trouble tickets, etc. in a timely manner. The intent under PSDR is to manage at the BDE and BN level and reduce theater requirements for systems, manning and personnel service support information on the G-1s and MPDs.
Evaluation Processing				L	AR 623-3; DA Pam 623-3	Unit function. New regulation removes PSB/MPD functions from processing requirements.
Family Travel approval		L			AR 55-46; OCONUS command policies	

**PSDR Division of Labor Task List**

Foreign Service Tour Extensions, Curtailments, COT, ITT	L	L			AR 614-30	OCONUS specific.
Geographically separated S-1 support	L	A			FM 1-0	MPD support for PSDR units geographically separated from their S-1 (outside their PPA). Does not include unit-level admin functions. Support restricted to functions requiring the physical presence of the Soldier. All other support to be provided by "reach" capability thru command channels. Generally limited to ID card support and MPF maintenance.
Green to Gold Application	L	L			Cadet Command Reg 145-1	Application verified by S-1 (PSDR) or MPD (non-PSDR) and signed by commanding officer and field grade commander. Application at: <a href="http://www.goarmy.com/rotc/enlisted_soldiers.jsp#active">http://www.goarmy.com/rotc/enlisted_soldiers.jsp#active</a>
ID Documents/DEERS/RAPIDS, ID Tags, Geneva Convention Cards, Medical Category Cards	L	L			AR 600-8-14	MPD issues ID card to non-PSDR Soldiers, retirees, civilians, contractors, family members, and others eligible IAW AR 600-8-14. MPD will also issue to PSDR Soldiers when geographically separated from their BDE or when BDE loses capability. BDE S-1 will issue Soldier CAC and ID Tags, enter data, and enter/verify family member DD Form 1172 (Application For Uniformed Services Identification Card – DEERS).
In and out Processing - Installation Centralized		L			AR 600-8-101	MPD provides for all tenants.
Line of Duty (LOD) Determination Mgmt - Installation	A	L			AR 600-8-4; AR 600-8-1	Per para 1-9, AR 600-8-4, Casualty Assistance Centers supervise LOD investigation process and ensures LOD investigations are initiated promptly and are submitted in the proper format.
Manifesting - final deployment		L			TPS User Manual	Tactical Personnel System (TPS).
Manifesting - other than deployment	L				TPS User Manual	Tactical Personnel System (TPS).
Member of household	L				AR 55-46; OCONUS command policies	OCONUS specific.
Military Personnel Files Maintenance (MPF) Custodian	L	L			AR 600-8-104	To include iPERM/OMPF updates. S-1 performs for PSDR units. MPD performs for non-PSDR units and geographically separated PSDR units smaller than battalion-size.
Military Pay				L	DoDFMR	Part of in/out processing IAW AR 600-8-10. Staffed by local Finance organization.
Mob/Demob Site Mgmt		L			AR 600-8-101	Processing facilities operate under general leadership of the MPD per para 1-6d(3), AR 600-8-101. PROC CS coordinates with other installation/community level processing stations per para 4-6. Processing personnel provided by functional staff offices responsible for processing stations.

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Orders - Amendments	L	L			AR 600-8-105, para 2-21	Only the organization that published the original order may amend, rescind, or revoke the order. Exceptions to this policy are listed in para 2-21, AR 600-8-105.
Orders - Confinement				L	AR 600-8-105	Orders completed by legal office unless PCS involved - in which case MPD will do.
Orders - FLPP/Hazardous Duty/Special Duty, etc	L	L			AR 600-8-105; AR 611-6	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, CONUS Replacement Center (CRC) or, in the case of an IMA/IRR, at the installation where the Soldier is assessed onto active duty.
Orders - other than travel	L	L			AR 600-8-105, para 1-22	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. Commanders with both the authority to approve, and with the automation capabilities to publish orders, will do so for the following actions. (1) Awards. (a) GCDML (b) Badges (2) Attachment or relief from attachment (no travel). (3) Special pay.
Orders - PCS travel, separation, retirement		L			AR 600-8-105	MPD provides for all tenants.
Orders Distribution	L	L			AR 600-8-105	Organization with approval authority publishes, distributes, files, and posts/inputs as required by applicable regulation.
Organizational Inspection Program	L		L		AR 1-201	Command program. BDE S-1s will inspect BN S-1s.
Passports, Visas				L	DoD 1000.21-R; AR 600-8-11; AR 55-46	Installation commander designates passport agents. Agents normally located at the transportation office (CONUS) or MPD (OCONUS). Soldier initiates application at the MPD in-conjunction with reassignment processing. Soldier takes application to installation passport agent for processing.
PCS Management - Levy brief, unit notification, Soldier briefings, PCS orders publication/distribution		L			AR 600-8-11	MPD provides for all tenants.

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Permanent party reception operations				L	AR 600-8-101	Currently resourced by BMM. Intent is for units to provide command and control and logistical support upon arrival and inprocessing of Soldiers. No authorized positions to support CONUS replacement detachments.
Personnel Accountability and Strength Reporting (PASR)	L	L			eMILPO Functional Guidance; AR 600-8-6	BDEs work their 351 reports, data reconciliation, error deviation reports, from start to finish in eMILPO, MS51, etc. MPD PAS assists with non-PSDR units. BDEs given system administrator permissions. MPD PAS provides PPA oversight.
Personnel Actions and Applications	L	L			DA PAM 600-8-21; Applicable controlling regulations	Soldier initiated actions and applications.
Personnel Asset Inventory (PAI) validation	L	L			AR 600-8-6	BDE S-1 and MPD to perform PAS functions.
Personnel Readiness Management (Strength Management)	L	L			AR 614-100; AR 614-200	PSDR units managed by BDE S-1 and HRC. G-1 involvement in coordination with HRC.
PERSTEMPO	L				PERSTEMPO Users Manual	Unit function.
Postal Operations - OCONUS				L	AR 600-8-3; DoD Postal Manual	Theater PERSCOM. Undergoing review by The Adjutant General (TAG).
Postal Operations - Consolidated Mail Rooms (CMR)				L	AR 600-8-3; DoD Postal Manual	OCONUS specific. Under IMCOM Region/Garrison management. Resourced primarily by MACOM through BMM or civilian temp/term. Under review by TAG.
Postal Operations - Deployed				L	FM 1-0	Performed by SRC-12 postal platoons and unit mail clerks.
Postal Operations - Installation				L	AR 600-8-3	Home station Postal Officer under Garrison DHR for training and inspections or MPD in the absence of DHR.
Promotions - Centralized Pre-Board Process	L	L			AR 600-8-19, Table 4-1; AR 600-8-29	BDE S-1 and MPD promotion work centers perform pre-board process for Soldiers/units for which they exercise MPF custodianship.
Promotions - Centralized Post-Board process		L	L		AR 600-8-19, Table 4-2; AR 600-8-29	Current recipients of electronic preposition selection board results, normally the G-1, will provide lists to PSDR BDE/BCT/STB and MPD promotion work centers to process for Soldiers/units for which they exercise MPF custodianship. Congratulatory notes (optional) to be prepared by congratulating officer's staff.
Promotions - Enlisted Advancements	L	L			AR 600-8-19; AR 600-8-29	All BN S-1s conduct their own queries, screening, and actions IAW applicable regulations. BDE/MPD updates personnel records.
Promotions - Semi-Centralized (SGT/SSG)	L	L			AR 600-8-19	PSDR S-1s to conduct and manage from start to publishing promotion orders.
Ration Cards Issue				L	OCONUS command policies	OCONUS specific. Unit Function. ASCC G-1 retains policy.
Rear Detachment (Rear D) Support	L	A			FM 1-0	Under development by Army G-3 as part of DP91. Until otherwise directed, units retain Rear D mission. MPD may provide select Rear D support to include the CAC, DEERS, RAPIDS, and ID Tags for Rear Ds without capability normally due to

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						deployment of equipment.
Reassignments - Inter (between Brigades)	L				AR 600-8-105; AR 614-200	S-1 coordinates diversions through HRC for approval. Losing BDE will issue DA Form 4187 to announce intra-BDE reassignment of either individuals or groups when no travel is involved (para 4-4, AR 608-8-105). MPD must publish order if PCS/cost involved.
Reassignments - Intra (within same Brigade)	L				AR 600-8-105	Losing BDE will issue DA Form 4187 to announce intra-BDE reassignment of either individuals or groups when no travel is involved (para 4-4, AR 608-8-105). MPD must publish order if PCS/cost involved.
Retention	L			L	AR 601-280	IMCOM has no retention NCOs. Garrison Soldiers receive retention support through installation. S-1s and MPDs to make MPF and personnel system data available for Retention personnel.
Retirement Services		L			AR 600-8-7	S-1 submits request for retirement. When approved, documents go to Transition Center which will use TRANSPROC to populate and prepare the 214 Worksheet. Transition Center also provides counseling, retirement services, etc. and other forms and certificates.
Soldier Readiness Processing- Level 1	L	A			AR 600-8-101; DA PAM 600-8-101; FMI 1-0.01	Level-1. S-1 responsible for Level-1 state of readiness that must be maintained at all times. The requirements of this level are specified in paragraphs 4-5a and 4-6b(1), AR 600-8-101. In addition, PSDR enabled BDE/BCT and Sep BN will ensure CACs, ID Tags, DD Form 93, SGLV, and FEGLI are current prior to Installation pre-deployment Soldier Readiness Checks.
Soldier Readiness Processing Checks (SRC) - Level - 2	A	L			AR 600-8-101; DA PAM 600-8-101; FMI 1-0.01	Level-2. Individual TCS and unit deployments in support of a contingency. Normally performed 30 days prior to deployment. Under centralized conditions, processing facilities operate under general leadership of the MPD per para 1-6d(3), AR 600-8-101. Functional staff agencies responsible for manning processing stations to include BN/BDE S-1's assistance to conduct Section II, DA Form 7425, Personnel Section items. Requirements unique to Level-2 are specified in paras. 4-5b and 4-6b(2), AR 600-8-101. BDE/BCT and Sep BN will assist the pre-deployment SRC for Section II, Personnel requirements, less ID card support.

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Sponsorship	L			L	AR 600-8-8	Per para 1-4 g, Installation commander appoints individual to coordinate and manage program. Commander's program.
Student Travel, Early/Advance return of family members, Registration of Birth		L			AR 55-46; OCONUS command policies	OCONUS specific.
Surveys - Army Personnel Survey Program	A	L			AR 600-8-104, Chapter 8; AR 600-46	Managed by IMCOM at Home Station in coordination with BDE S-3s for unit participation. (Installation Personnel Survey Control Officer).
Trainee/Student Services		L			Various Applicable Regs/Pams	MPD provides for all tenants.
Transition Processing and Centers		L			AR 600-8-101	MPD provides for all tenants.
UCMJ				L	AR 27-10	Unit MOS 27D or Legal Center function. MPD and S-1 involved in filing documents.
Voting				L	AR 608-20	Per regulation, the Installation commander appoints an Installation Senior Voting Assistance Officer (SVAO). Recurring reports go through command channels. Garrison appoints a SVAO to assist and support the installation SVAO in coordination, publicity, and execution of voting assistance.

**Figure C-1. PSDR Division of Labor Task List**

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# Glossary

<b>Acronym/Term</b>	<b>Definition</b>
<b>ACPERS</b>	<b>Army Civilian Personnel System</b>
<b>AEA</b>	<b>assignment eligibility and availability</b>
<b>AO</b>	<b>area of operations</b>
<b>AOC</b>	<b>area of concentration</b>
<b>AOR</b>	<b>area of responsibility</b>
<b>APO</b>	<b>Army Post Office</b>
<b>APOD</b>	<b>aerial port of debarkation</b>
<b>APOE</b>	<b>aerial port of embarkation</b>
<b>ARFORGEN</b>	<b>Army Force Generation</b>
<b>ARIMS</b>	<b>Army Records Information Management System</b>
<b>ASCC</b>	<b>Army Service Component Command</b>
<b>ASRU</b>	<b>Army Strategic Readiness Update</b>
<b>BSA</b>	<b>brigade support area</b>
<b>BSB</b>	<b>brigade support battalion</b>
<b>CAC</b>	<b>common access card</b>
<b>CAISI</b>	<b>Combat-Service-Support Automated Information Systems Interface</b>
<b>CLT</b>	<b>casualty liaison team</b>
<b>CMAOC</b>	<b>Casualty and Mortuary Affairs Operations Center</b>
<b>CMR</b>	<b>consolidated mail room</b>
<b>CONUS</b>	<b>continental united states</b>
<b>COPS</b>	<b>Common Operating Picture Synchronizer</b>
<b>CTCP</b>	<b>combat trains command post</b>
<b>DCIPS</b>	<b>Defense Casualty Information Processing System</b>
<b>DCIPS-CR</b>	<b>Defense Casualty Information Processing System-Casualty Reporting</b>
<b>DCIPS-FWD</b>	<b>Defense Casualty Information Processing System-Forward</b>
<b>DEERS</b>	<b>Defense Enrollment Eligibility Reporting System</b>
<b>DIMHRS</b>	<b>Defense Integrated Military Human Resources System</b>
<b>DoD</b>	<b>Department of Defense</b>
<b>DTAS</b>	<b>Deployed Theater Accountability Software</b>
<b>DUSTWUN</b>	<b>duty status-whereabouts unknown</b>
<b>EAWUN</b>	<b>excused absence-whereabouts unknown</b>
<b>EDAS</b>	<b>Enlisted Distribution and Assignment System</b>
<b>eMILPO</b>	<b>Electronic Military Personnel Office</b>
<b>EPS</b>	<b>essential personnel services</b>
<b>FBCB2</b>	<b>Force XXI Battle Command Brigade and Below</b>
<b>FOB</b>	<b>forward operating base</b>
<b>G-1</b>	<b>assistant chief of staff, personnel</b>

<b>G-4</b>	<b>assistant chief of staff, logistics</b>
<b>HQDA</b>	<b>Headquarters, Department of the Army</b>
<b>HRAR</b>	<b>human resources authorization report</b>
<b>HRC</b>	<b>Human Resources Command</b>
<b>HROC</b>	<b>human resources operations cell</b>
<b>HRSC</b>	<b>Human Resources Sustainment Center</b>
<b>IMCOM</b>	<b>Installation Management Command</b>
<b>iPERMS</b>	<b>Interactive Personnel Electronic Records Management System</b>
<b>ITAPDB</b>	<b>Integrated Total Army Personnel Data Base</b>
<b>JPERSTAT</b>	<b>joint personnel status report</b>
<b>KIA</b>	<b>killed in action</b>
<b>LOD</b>	<b>line of duty</b>
<b>MA</b>	<b>mortuary affairs</b>
<b>MCT</b>	<b>movement control team</b>
<b>MDMP</b>	<b>military decision making process</b>
<b>MDP</b>	<b>mail delivery point</b>
<b>MEDPROS</b>	<b>Medical Protection System</b>
<b>METT-TC</b>	<b>mission, enemy, terrain and weather, troops and support available, time available, civilian considerations</b>
<b>MIA</b>	<b>missing in action</b>
<b>MOS</b>	<b>military occupational specialty</b>
<b>MPF</b>	<b>military personnel file</b>
<b>MPS</b>	<b>Military Postal System</b>
<b>MTF</b>	<b>medical treatment facility</b>
<b>MTOE</b>	<b>modified table of organization and equipment</b>
<b>MWR</b>	<b>morale, welfare, and recreation</b>
<b>NCOER</b>	<b>noncommissioned officer evaluation report</b>
<b>NIPRNET</b>	<b>Non-Secure Internet Protocol Router Network</b>
<b>NOK</b>	<b>next of kin</b>
<b>NSPS</b>	<b>National Security Personnel System</b>
<b>OER</b>	<b>officer evaluation report</b>
<b>OMM</b>	<b>official mail manager</b>
<b>OMPF</b>	<b>official military personnel file</b>
<b>OPCON</b>	<b>operational control</b>
<b>OPORD</b>	<b>operation order</b>
<b>PAI</b>	<b>Personnel Asset Inventory</b>
<b>PAS</b>	<b>personnel automation systems</b>
<b>PASR</b>	<b>personnel accountability and strength reporting</b>
<b>PERSTAT</b>	<b>personnel status report</b>
<b>PERSTEMPO</b>	<b>personnel tempo</b>
<b>PERSUM</b>	<b>personnel summary report</b>

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<b>PIM</b>	<b>personnel information management</b>
<b>PMAD</b>	<b>personnel management authorization document</b>
<b>PPA</b>	<b>personnel processing activity</b>
<b>PPG</b>	<b>personnel policy guidance</b>
<b>PR</b>	<b>personnel recovery</b>
<b>PRM</b>	<b>personnel readiness management</b>
<b>PRR</b>	<b>personnel readiness review</b>
<b>PSDR</b>	<b>Personnel Services Delivery Redesign</b>
<b>R5</b>	<b>reception, replacement, return to duty, rest and recuperation, redeployment</b>
<b>R&amp;R</b>	<b>rest and recuperation</b>
<b>RAPIDS</b>	<b>Real-Time Automated Personnel Identification System</b>
<b>RSO&amp;I</b>	<b>reception, staging, onward movement, and integration</b>
<b>RTD</b>	<b>return to duty</b>
<b>S-1</b>	<b>personnel staff officer</b>
<b>S-2</b>	<b>intelligence staff officer</b>
<b>S-3</b>	<b>operations staff officer</b>
<b>S-4</b>	<b>logistics staff officer</b>
<b>S-6</b>	<b>signal staff officer</b>
<b>SCMO</b>	<b>summary court-martial officer</b>
<b>SIPRNET</b>	<b>SECRET Internet Protocol Router Network</b>
<b>SOP</b>	<b>standing operating procedure</b>
<b>SPO</b>	<b>support operations section</b>
<b>SPOD</b>	<b>seaport of debarkation</b>
<b>SPOT</b>	<b>synchronized predeployment and operational tracker</b>
<b>STB</b>	<b>special troops battalion</b>
<b>TACSOP</b>	<b>tactical standing operating procedure</b>
<b>TAPDB</b>	<b>Total Army Personnel Data Base</b>
<b>TG</b>	<b>theater gateway</b>
<b>TOPMIS</b>	<b>Total Officer Personnel Management Information System</b>
<b>TPS</b>	<b>Tactical Personnel System</b>
<b>TSC</b>	<b>Theater Sustainment Command</b>
<b>UIC</b>	<b>unit identification code</b>
<b>UMR</b>	<b>unit mail room</b>
<b>USC</b>	<b>United States Code</b>
<b>USPS</b>	<b>United States Postal Service</b>
<b>VSAT</b>	<b>Very Small Aperture Terminal</b>
<b>WIA</b>	<b>wounded in action</b>

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