



**United States Army  
Soldier Support Institute**

**Adjutant General School**

**Advanced Noncommissioned Officer  
Course**

**Supervise Enlisted Distribution and  
Assignment (EDAS)**

**Lesson# CCA2A101**

**MILPER Message 07-228**

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**AHRC-EPO-P**  
**PERSONNEL READINESS MANAGEMENT AT BRIGADE LEVEL**  
Issued: [08/28/2007]

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REFERENCES:

- A. ARMY CAMPAIGN PLAN CHANGE 5 DATED 5 APRIL 2007
  - B. FORSCOM EXORD: FORSCOM MODULAR FORCE COMMAND AND CONTROL STRATEGY (C2) IMPLEMENTATION STRATEGY DATED 6 SEP 06
  - C. FM 1-0 HUMAN RESOURCES SUPPORT DATED 21 FEB 07
  - D. HQDA ACTIVE COMPONENT MANNING GUIDANCE FOR FY 2007, DATED 1 MARCH 2007
1. THIS MESSAGE ANNOUNCES THE EXECUTION, BY HUMAN RESOURCES COMMAND, OF BRIGADE LEVEL PERSONNEL READINESS MANAGEMENT (PRM).
  2. BRIGADE LEVEL PRM IS THE PROCESS OF DISTRIBUTING TO AND MANAGING THE STRENGTHS OF BRIGADES, GROUPS, OR OTHER UNITS COMMANDED OR DIRECTED BY A GENERAL OFFICER OR COLONEL. ARMY HUMAN RESOURCES COMMAND (AHRC) ASSIGNS SOLDIERS DIRECTLY TO THE BRIGADE AND MANAGES THE STRENGTH IN CONCERT WITH THE UNIT'S S-1. MANAGING TO THE BRIGADE LEVEL ENHANCES PRECISION MANAGEMENT AND ENABLES THE PERSONNEL SYSTEM TO BETTER SUPPORT MODULARITY AND FORCE STABILIZATION.
  3. IAW REFERENCES A AND C, AS DIVISION / INSTALLATION STRENGTH MANAGERS TRANSITION THEIR DUTIES AND STRENGTH MANAGEMENT RESPONSIBILITIES TO BRIGADES, THE S-1S WILL NOW HAVE THE MISSION OF ADEQUATELY MANNING SUBORDINATE UNITS REGARDLESS OF GEOGRAPHIC LOCATION. BRIGADE LEVEL PRM HAS A NUMBER OF IMPACTS, BUT MOST SIGNIFICANT IS THE REMOVAL OF ONE OR MORE LAYERS OF INVOLVEMENT AND INCREASED COORDINATION BETWEEN BRIGADES AND AHRC.
  4. AHRC'S PHASED IMPLEMENTATION PLAN FOR BRIGADE LEVEL PRM IS IN SYNCH WITH PSDR FIELDING/TRAINING TIMELINE, REFERENCE B, AND HRC'S CAPABILITIES TO EFFECTIVELY MANAGE. THE TIMELINE IS:
    - XVIII CORPS - APRIL 07
    - KOREA - MAY 07
    - I CORPS - SEP 07
    - III CORPS - JAN 08
    - OCONUS GERMANY - SEP 08
  5. KEY IS AHRC'S ABILITY TO SHAPE AND LEVERAGE TECHNOLOGY, MODIFY OUR STRUCTURE AND PROCESSES, AND THE ARMY'S ABILITY TO SOURCE THE ENABLERS WITHIN THE FORCE STRUCTURE. DECISIVE TO THIS EFFORT IS OUR ABILITY TO RAPIDLY DEVELOP TACTICS, TECHNIQUES AND PROCEDURES (TTPS) TO ASSIST WITH

THE INDIVIDUAL AND COLLECTIVE TRAINING OF THE FORCE AND TO MANAGE EXPECTATIONS OF THE SUPPORTED ORGANIZATIONS AND LEADERS.

6. ENLISTED MANAGEMENT TTPS:

A. HRC RESPONSIBILITIES:

- ENSURE UICS ARE CORRECTLY MAPPED TO PARENT ORGANIZATIONS AND DISTRIBUTION MANAGEMENT SUB-LEVEL (DMSL).
- ACCOUNT FOR UNIT MOVES AS ORDERS ARE ISSUED.
- PLAN, PRIORITIZE, AND DISTRIBUTE THE ENLISTED FORCE IAW REFERENCE D AND OTHER DA GUIDANCE.
- RECONCILE EDAS (AND DIMHRS WHEN FIELDDED) DATA WITH BCTS/BDES.
- BUILD AND MANAGE REQUISITIONS IAW REFERENCE D.
- ISSUE "PINPOINT" ASSIGNMENT INSTRUCTIONS (AI) TO SOLDIERS TO BRIGADE LEVEL.
- SCHEDULE SOLDIERS ON AI, REQUIRING NCOES, TDY ENROUTE TO UNIT OF ASSIGNMENT AS MUCH AS POSSIBLE.
- DEVELOP AN IET DISTRIBUTION PLAN.
- USE THE MONTHLY ARMY STRATEGIC READINESS UPDATE (ASRU) PROCESS TO IDENTIFY CRITICAL UNIT REQUIREMENTS AND COORDINATE WITH BDE S1S ON POTENTIAL RESOLUTION.
- ASSIGN ACCOUNT MANAGERS TO BRIGADE LEVEL ORGANIZATIONS TO CONDUCT REQUISITION MANAGEMENT AND STRENGTH ACCOUNTING.

B. DIVISION G-1 RESPONSIBILITIES:

- COORDINATE DIRECTLY WITH HRC, ON STRENGTH MANAGEMENT ISSUES.
- MONITOR UNIT (DMSL) STRENGTHS, ENSURE HRC ASSIGNMENTS ARE MEETING THE COMMANDER'S READINESS REQUIREMENTS.
- MONITOR GAINS/LOSSES IN EMILPO/EDAS/ (AND DIMHRS WHEN FIELDDED).
- MANAGE EXCEPTIONS TO HRC-DIRECTED ASSIGNMENTS AND ENSURE COORDINATION WITH HRC OCCURS ON CHANGES AND DIVERSIONS.
- MANAGE MOVEMENT OF SOLDIERS BETWEEN BRIGADES/BCTS (DMSLS) WITHIN THE DIVISION.
- ADVISE HRC OF DEPLOYMENT AND TRAINING TIMELINES.
- COACH, TEACH, AND MENTOR SUBORDINATE S1S.

C. BRIGADE S-1 RESPONSIBILITIES:

- MANAGE ENLISTED STRENGTH PROJECTIONS BY MOS AND CREATE AN ALLOCATION PLAN TO SUBORDINATE UNITS.
  - INCORPORATE HRC INITIAL ENTRY TRAINING (IET) DISTRIBUTION PLAN INTO THE BRIGADE ALLOCATION PLAN. PROVIDE HRC FEEDBACK AS REQUIRED ON ISSUES OF TIMING (YEAR/MONTH OF REQUISITIONS), GENDER, ASI, SPECIAL INSTRUCTIONS (SI), ETC.
  - THROUGH THE MONTHLY ASRU PROCESS, ASSESS THE BRIGADE STRENGTH POSTURE, IDENTIFY CRITICAL SHORTAGES, AND ESTABLISH MANNING EXPECTATIONS.
  - VALIDATE GAINS/LOSSES TO THE BRIGADE HEADQUARTERS AND ALL SUBORDINATE UNITS (INCLUDING GEOGRAPHICALLY DISPERSED UNITS).
  - COORDINATE WITH HRC TO ENSURE VALID, OPEN REQUISITIONS WITH APPROPRIATE SPECIAL INSTRUCTIONS EXIST FOR KNOWN REQUIREMENTS
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- ASSIGN SOLDIERS TO SUBORDINATE UNITS AND PUBLISH ORDERS.
  - IN COORDINATION WITH HRC, ENSURE SUBORDINATE UNITS ARE MAPPED TO THE

APPROPRIATE DMSL. INFORM HRC OF CHANGES IN UNIT ORGANIZATION (NOT INCLUDING TASK ORGANIZATIONS) THAT REQUIRE UIC REMAPPING AND PROVIDE A COPY OF THE ORDERS DIRECTING THE CHANGE.

- CONFIRM DEPLOYMENT OPERATIONAL TIMELINE WITH HRC DCSOPS.
- ENSURE ASSIGNMENT DATA, MEDICAL STATUS, ETC. IS ENTERED INTO EMILPO TO ENSURE THE SYSTEM OF RECORD IS UPDATED.
- DURING BRIGADE DEPLOYMENTS, THE UNIT S1 MUST BE ABLE TO MAINTAIN THE ABILITY TO ALLOCATE REQUISITIONS EITHER FROM THEIR DEPLOYED LOCATION OR FROM THE REAR DETACHMENT.

#### 7. ASSIGNMENTS TO GEOGRAPHICALLY DISPERSED UNITS:

- HRC WILL BUILD REQUISITIONS TO THE BRIGADE IN AN "UNOPEN" STATUS.
- S1S OF GEOGRAPHICALLY DISPERSED UNITS WILL ALLOCATE REQUISITIONS TO A DERIVATIVE REPLACEMENT UIC TO DETERMINE WHAT UNIT AND INSTALLATION FUTURE GAINS WILL ARRIVE TO. BRIGADE S1S WILL UPDATE THE REQUISITIONS TO INDICATE LOCATION OF ASSIGNMENT AND ADJUST REQUISITION STATUS CODE TO "3."
- HRC WILL VALIDATE CODE "3" REQUISITIONS AND OPEN FOR FILL.
- HRC WILL PUBLISH ASSIGNMENT INSTRUCTIONS (AI) TO PINPOINT SOLDIERS TO THE LOCATION INDICATED BY THE BRIGADE S1.

#### 8. OFFICER MANAGEMENT TTPS:

##### A. HRC RESPONSIBILITIES:

- RECONCILE TOPMIS YEAR AND MONTH AVAILABLE (YMAV) DATA WITH BCTS/BDE DATA BASED ON ASSIGNMENT CYCLE.
- BUILD AND VALIDATE OFFICER REQUISITIONS.
- MAKE ASSIGNMENTS TO DEPLOYABLE TOE BRIGADES AND ISSUE THE APPROPRIATE RFO/AI.
- MANAGE PROFESSIONAL DEVELOPMENT OF CPT (KDP) AND ABOVE IN COORDINATION WITH BRIGADE AND HIGHER-LEVEL COMMANDERS.
- MANAGE ALL ACCOUNT STRENGTHS IAW HQDA MANNING GUIDANCE.

##### B. DIVISION G-1 RESPONSIBILITIES:

- MONITOR UNIT STRENGTH (DMSL) AND ENSURE HRC ASSIGNMENTS ARE MEETING THE COMMANDER'S READINESS REQUIREMENTS.
- MONITOR GAINS/LOSSES IN EMILPO/ TOPMIS AND DIMHRS WHEN FIELDDED.
- MANAGE EXCEPTIONS TO HRC DIRECTED ASSIGNMENTS WITH BRIGADE S-1S AND ENSURE COORDINATION WITH HRC OCCURS ON ASSIGNMENT CHANGES AND DIVERSIONS.
- COACH, TEACH, AND MENTOR SUBORDINATE S1S.

##### C. BRIGADE S-1 RESPONSIBILITIES:

- RECONCILE EMILPO & TOPMIS DATA TO ENSURE THE YMAV (YEAR AND MONTH AVAILABLE) IS CURRENT AND ACCURATE.
- ENSURE THE ORGANIZATIONAL STRUCTURE, AS REQUESTED IN TOPMIS AGGREGATE STRENGTHS, IS ACCURATE FOR BOTH GRADE AND SPECIALTY (AOC).
- THROUGH THE MONTHLY ASRU PROCESS, ASSESS THE BRIGADE STRENGTH POSTURE TO IDENTIFY CRITICAL SHORTAGES AND ESTABLISH MANNING EXPECTATIONS, IAW HQDA MANNING GUIDANCE.

- VALIDATE GAINS/LOSSES TO THE BRIGADE HEADQUARTERS AND ALL SUBORDINATE ORGANIZATIONS.
- COORDINATE WITH HRC TO ENSURE VALID, OPEN REQUISITIONS EXIST FOR ALL KNOWN OFFICER REQUIREMENTS.
- ASSIGN OFFICERS TO SUBORDINATE UNITS, ENSURING ORDERS ARE PUBLISHED.
- ADVISE THE BRIGADE COMMANDER ON ISSUES THAT WOULD IMPACT THE PROFESSIONAL DEVELOPMENT OF ASSIGNED CAPTAINS (NON KEY AND DEVELOPMENTAL POSITIONS (KDP) AND BELOW.
- ENSURE ASSIGNMENT DATA, MEDICAL STATUS, ETC. ARE ENTERED INTO EMILPO TO ENSURE THE SYSTEM OF RECORD IS UPDATED.

#### 9. DEPLOYMENT AND PERSONNEL READINESS MANAGEMENT (PRM):

A BRIGADE OR DEPLOYMENT MAY CREATE SITUATIONS WHERE THE S-1 IS CONDUCTING PRM FOR UNITS THAT ARE DEPLOYED AS WELL AS UNITS THAT MAY REMAIN AT HOME STATION. AS PART OF THE PLANNING PROCESS, THE BRIGADE LEADERSHIP AND THE HR TEAM WILL HAVE TO DECIDE HOW BEST TO EXECUTE PRM IN THIS SCENARIO. THERE IS NO TEXTBOOK ANSWER AS MANY FACTORS WILL IMPACT THE DECISION. THESE FACTORS INCLUDE SIZE OF THE DEPLOYED FORCE, THE REAR DETACHMENT, LENGTH OF DEPLOYMENT, MANNING OF THE S-1 SECTION, ETC.

OPTIONS CAN RANGE FROM THE S-1 EXECUTING ALL PRM FROM THE DEPLOYED LOCATION AND LEVERAGING TECHNOLOGY, SUCH AS EMAIL AND VOICE COMMUNICATIONS, MANAGING NON DEPLOYED UNITS TO LEAVING A SMALL PRM CELL FROM THE BDE S-1 ORGANIZATION AT HOME STATION TO MANAGE THOSE UNITS (AND PERSONNEL) THAT DID NOT DEPLOY. REGARDLESS OF APPROACH ADOPTED, THE S-1 MUST CLEARLY OUTLINE FOR BOTH SUBORDINATE UNITS AND HIGHER, TO INCLUDE HRC, HOW THEY PLAN TO EXECUTE PRM. AS A NOTE, PSS AND HR SUPPORT PROVIDED UNDER EXISTING RULES BY EITHER THE S-1 SECTION OR THE INSTALLATION MPD ARE GENERALLY NOT AFFECTED BY THE DEPLOYMENT. LIKEWISE, CHANGES TO COMMAND AND CONTROL AND TRAINING, READINESS AND OVERSIGHT RESPONSIBILITIES WILL NOT IMPACT THE PRM MISSION.

#### 10. GUIDELINES FOR REASSIGNMENT AND DIVERSION PROCEDURE FOR ENLISTED AND OFFICER PERSONNEL.

HRC ASSIGNS DIRECTLY TO BRIGADE LEVEL. HOWEVER, SHOULD AN ASSIGNMENT NEED TO BE CHANGED FOR READINESS, PROFESSIONAL, OR PERSONAL REASONS, THE FOLLOWING PROCEDURES APPLY:

##### A. ENLISTED.

1. ONE FOR ONE SWAPS (LIKE GRADE, SPECIALTY, AND ASI/SQI WHEN APPLICABLE): THESE CHANGES DO NOT IMPACT STRENGTH AT THE UNIT LEVEL AND GENERALLY HAVE NO IMPACT ACROSS THE ARMY. HOWEVER, S-1S WILL ADVISE HRC OF THEIR INTENDED ACTIONS AND MAKE APPROPRIATE INPUTS IN EMILPO. LOCAL ORDERS COORDINATION IS REQUIRED BETWEEN BDES AND DIV G1 AND THEY WILL INITIATE ACTION FOR DOCUMENTING THE CHANGE.

2. ONE FOR NONE (NOT LIKE GRADE, SPECIALTY, ASI/SQI): FOR EXAMPLE: AN INBOUND SOLDIER, 11B40, WITH AN INITIAL ASSIGNMENT TO A BCT IS BEING DIVERTED TO FILL A POSITION ON THE DIVISION STAFF AS AN OPERATIONS NCO. CHANGES LIKE THIS IMPACT STRENGTHS AND REQUIRE HRC COORDINATION BEFORE EXECUTION. BASED ON SPECIALTY, DENSITY OF MOS, AND ARMY WIDE STRENGTH POSTURE, CERTAIN ASSIGNMENT CHANGES COULD HAVE READINESS IMPLICATIONS BEYOND THE BRIGADE. BRIGADE S-1S MUST COORDINATE THESE MOVES/CHANGES WITH THE DIVISION OR HIGHER HEADQUARTERS G-1 AND THE APPROPRIATE ACCOUNT

MANAGER AT HRC. BRIGADE S-1S WILL COMPLETE THE EMILPO DEPARTURE AND ARRIVAL TRANSACTIONS. THESE REASSIGNMENTS MUST BE DOCUMENTED ON LOCAL ORDERS.

3. INTRA POST REASSIGNMENTS/DIVERSIONS (MOVEMENT BETWEEN DIVISIONAL AND NON DIVISIONAL UNITS OR BETWEEN DMSLS): EXAMPLE: A 19D30 SSG IN A DIVISIONAL BCT COMPLETING HIS PLATOON SERGEANT ASSIGNMENT IS BEING CONSIDERED FOR REASSIGNMENT TO THE LOCAL CRIMINAL INVESTIGATION DIVISION (CID) OFFICE ON THE SAME INSTALLATION TO SERVE AS THEIR OPERATIONS NCO.

THESE ACTIONS REQUIRE INVOLVEMENT/COORDINATION BETWEEN GAINING/LOSING UNIT S-1S AND G-1S AS APPROPRIATE. ONCE COORDINATED, HRC MUST BE CONTACTED AND ADVISED OF THE PLANNED REASSIGNMENT. ONCE FINALIZED, HRC WILL PUBLISH THE ASSIGNMENT INSTRUCTION (AI) SINCE THIS ACTION MOVES SOLDIERS BETWEEN DMSLS. BRIGADE S-1S WILL COMPLETE EMILPO DEPARTURE AND ARRIVAL TRANSACTIONS.

4. REASSIGNMENTS BETWEEN INSTALLATIONS (MOVEMENT BETWEEN SUBORDINATE UNITS IN A DMSL ON DIFFERENT INSTALLATIONS): FOR EXAMPLE: A 96B50 1SG ASSIGNED TO A BATTALION ON AN INSTALLATION NOT CO-LOCATED WITH THE BRIGADE HQS HAS COMPLETED HER FIRST SERGEANT TOUR AND IS BEING CONSIDERED FOR ASSIGNMENT TO THE MI BRIGADE HEADQUARTERS STAFF. INTER-POST REASSIGNMENTS OR DIVERSIONS GENERALLY CONSTITUTE A PCS MOVE AND WILL REQUIRE COORDINATION BETWEEN THE S-1S/G-1S, AND HRC. ONCE FINALIZED, HRC ISSUES THE ASSIGNMENT INSTRUCTION (AI).

5. SPECIALTY BRANCHES (AMEDD, JAG AND CHAPLAIN): SPECIAL BRANCHES PERSONNEL WILL BE ASSIGNED BASED ON EXISTING PROCEDURES, DUE TO THE LOW DENSITY OF THESE SPECIALTIES AT THE BRIGADE LEVEL. ANY ANTICIPATED CHANGES TO ASSIGNMENTS FOR SOLDIERS IN THESE MOS MUST BE COORDINATED WITH HRC.

6. SERGEANTS MAJOR ASSIGNMENTS: NO CHANGE TO EXISTING PROCEDURES.

## B. OFFICERS.

1. ONE FOR ONE SWAPS (A LIKE GRADE, LIKE SPECIALTY, AND ASI/SQI WHEN APPLICABLE): THESE CHANGES DO NOT AFFECT STRENGTH AT THE UNIT LEVEL AND GENERALLY HAVE NO IMPACTS ACROSS THE LARGER ARMY. HOWEVER, S-1S WILL ADVISE HRC OF THEIR INTENDED ACTIONS AND WILL MAKE THE APPROPRIATE INPUTS IN EMILPO. LOCAL ORDERS COORDINATION IS REQUIRED BETWEEN BDES AND DIV G1 AND WILL FORM THE BASIS FOR DOCUMENTING THE CHANGE AND UPDATING EMILPO.

2. ONE FOR NONE (NOT LIKE GRADE, SPECIALTY, ASI/SQI): FOR EXAMPLE, AN INBOUND AVIATION OFFICER WITH AN INITIAL ASSIGNMENT TO THE AVIATION BRIGADE IS BEING DIVERTED TO FILL A POSITION ON THE DIVISION STAFF. CHANGES LIKE THIS WILL AFFECT UNIT STRENGTHS AND DO REQUIRE COORDINATION WITH HRC BEFORE EXECUTION. SUCH CHANGES AFFECT UNIT LEVEL STRENGTH, SPECIALTY BRANCH DENSITY AND ARMY WIDE STRENGTH. THERE ARE THUS READINESS IMPLICATIONS BEYOND THE BRIGADE. S-1S WILL COORDINATE THESE MOVES/CHANGES WITH THE DIVISION OR HIGHER HEADQUARTERS G-1 AND THE APPROPRIATE ACCOUNT MANAGER AT HRC. THESE REASSIGNMENTS MUST BE DOCUMENTED ON LOCAL ORDERS AND UPDATED IN EMILPO.

3. INTRA POST REASSIGNMENTS/DIVERSIONS (MOVEMENT BETWEEN DIVISIONAL AND NON DIVISIONAL UNITS OR BETWEEN DMSLS): FOR EXAMPLE, AN INFANTRY MAJOR IN A DIVISIONAL BCT COMPLETING HIS KDP ASSIGNMENT IS BEING CONSIDERED FOR

REASSIGNMENT TO AN ENGINEER BRIGADE ON THE SAME INSTALLATION TO SERVE AS AN ASSISTANT S-3. THESE ACTIONS REQUIRE INVOLVEMENT/COORDINATION BETWEEN GAINING/LOSING UNIT S-1S AND DIVISION G-1S AS APPROPRIATE. ONCE COORDINATED, HRC WILL BE CONTACTED AND ADVISED OF THE PLANNED REASSIGNMENT. EVERY EFFORT WILL BE MADE TO SUPPORT THE MOVE. HOWEVER, IT MUST MEET CURRENT HQDA MANNING GUIDANCE. ONCE FINALIZED AND APPROVED, HRC WILL PUBLISH THE ASSIGNMENT INSTRUCTIONS (AI).

4. REASSIGNMENTS BETWEEN INSTALLATIONS (MOVEMENT BETWEEN SUBORDINATE UNITS IN A DMSL ON DIFFERENT INSTALLATIONS): FOR EXAMPLE, A MI CAPTAIN, ASSIGNED TO A BATTALION ON AN INSTALLATION NOT CO-LOCATED WITH THE BRIGADE HQS, HAS COMPLETED HER COMPANY COMMAND TOUR AND IS BEING CONSIDERED FOR ASSIGNMENT TO THE MI BRIGADE HEADQUARTERS STAFF. INTER-POST REASSIGNMENTS OR DIVERSIONS GENERALLY CONSTITUTE A PCS MOVE AND WILL REQUIRE COORDINATION BETWEEN THE S-1 AND THE G-1, IF APPLICABLE, AND HRC. EVERY EFFORT WILL BE MADE TO SUPPORT THE MOVE. HOWEVER, IT MUST MEET CURRENT HQDA MANNING GUIDANCE. ONCE FINALIZED AND APPROVED, HRC ISSUES THE ASSIGNMENT INSTRUCTIONS (AI).

5. SPECIALTY BRANCHES (AMEDD, JAG AND CHAPLAIN): WILL BE ASSIGNED BASED ON EXISTING PROCEDURES, DUE TO THE LOW DENSITY AT THE BRIGADE LEVEL. ANY ANTICIPATED CHANGES TO ASSIGNMENTS FOR THESE OFFICERS MUST BE COORDINATED WITH HRC.

6. MAJORS ASSIGNMENTS: ASSIGNMENTS FOR MAJORS FOLLOW THE PROCEDURES OUTLINED ABOVE. THE TRADITIONAL "SUMMER FIELD GRADE SLATE" DEVELOPED AT DIVISION OR INSTALLATION LEVEL IS NOT A REQUIRED PROCESS TO SUPPORT THE ROTATION AND ASSIGNMENT OF MAJORS. BRIGADES CAN NOW DEVELOP A SLATE IN COORDINATION WITH HRC.

7. LIEUTENANT COLONEL AND COLONEL ASSIGNMENTS: NO CHANGE TO EXISTING HRC PROCEDURE FOR HANDLING SENIOR FIELD GRADE OFFICERS.

8. THE POINT OF CONTACT FOR THIS MESSAGE IS [MICHAEL.SINATRA@US.ARMY.MIL](mailto:MICHAEL.SINATRA@US.ARMY.MIL) READINESS DIVISION, EPMD, DSN 221-8427 OR COMMERCIAL 703-325-8427, OR [DAVE.QUIMBY@US.ARMY.MIL](mailto:DAVE.QUIMBY@US.ARMY.MIL), OPERATIONS AND PLANS DIVISION, OPMD, DSN 221-0754 OR COMMERCIAL 703-325-0754.

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