FM 12-6

personnel doctrine

HEADQUARTERS, DEPARTMENT OF THE ARMY

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DEPARTMENT OF THE ARMY
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PERSONNEL DOCTRINE

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PREFACE

FM 12-6 describes personnel doctrine and how it fits into the Army's current operational concept. It provides a single source of doctrine for commanders, staff, and personnel managers. It also describes the process for providing personnel support to unit commanders, soldiers, and Army civilians. The doctrinal principles in this manual apply across the operational continuum and to all components of the total force, including the Active Army, U.S. Army Reserve and Army National Guard.

This manual does not dictate personnel procedures for any particular operational scenario. It provides the doctrinal base for developing specific operational plans and standard operating procedures. Implementing regulations provide specific Army policies and procedures.

Part One describes the Army's personnel systems and functions.

Part Two outlines the personnel organizational structure. It describes the organizations that operate the systems and perform the functions.

Part Three describes the actions leaders must take to establish and project personnel systems in an area of operations.

Part Four describes objective personnel developments and system design.

The proponent for this publication is the Adjutant General School. Send comments and recommendations on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to Commandant, Adjutant General School (ATZI-AGP-C), Bldg 401-C, 8899 East 56th Street, Indianapolis, IN 46216-5530.

Unless this publication states otherwise, masculine nouns and pronouns do not refer exclusively to men.

INTRODUCTION

According to FM 100-5, doctrine is the statement of how the Army thinks about operating on the battlefield. This manual on personnel doctrine expands upon how the personnel community thinks about operating on the battlefield in support of the U.S. Army and its soldiers.

As FM 100-5 states, soldiers are the focal point of warfare. They are the foundation of the Army's will to win. The tactical function of manning is executed by personnel units to ensure that soldiers of the right type and in the right numbers are on the battlefield. Their spirit, initiative, discipline, courage, and competence are the basic building blocks of a successful Army. Another large portion of the personnel support mission is to then enhance the combat capability of the soldier through sustainment, thereby increasing combat power.

Personnel doctrine must be complete enough to guide operators, yet not so prescriptive that it limits support for the commander and his soldiers. Much like the tactical commander, the personnelist must be versatile and able to improvise to ensure continuing support. To lay out a doctrine so complete as to outline all possibilities would tie the hands of the supporter. Knowledge of doctrine, combined with experience, provides a foundation for superior execution.

This manual outlines how the personnelist ensures responsive, flexible personnel support for commanders and soldiers. It defines objectives and standards for integrating continuous support into a joint or combined battlefield and outlines those conditions and missions the personnelist must anticipate. We must stay focused on these concepts because they are among the keys to both warfighting and soldier support. If we rely too much on prescription and deny the commander flexibility, then we undermine the ability of units and commanders at all levels to operate effectively.

CHARACTERISTICS OF THE U.S. ARMY

The characteristics of our Army, described in FM 100-5, outline what it takes to accomplish the mission. The personnel support mission must mirror these characteristics when it considers how it intends to support the Army.

TRAINED TO FIGHT AS A JOINT OR COMBINED FORCE

As the Army seeks to synchronize its warfighting capabilities with all services, the personnel services community must also strive to integrate its capabilities. To ensure unity of effort, joint personnel services require formal agreements, memorandums of understanding, and exchanges of liaison officers. Critical personnel

management procedures must be developed and exercised, and personnel leaders must train to operate in the joint arena. At any level, the combatant commander may direct a service component to support particular personnel services functions. For example, the U.S. Navy may be tasked to provide medical support in port facilities. Yet the Army personnel community must still account for personnel and track return-to-duty (RTD) replacements. Duplication of support among the services is expensive and wasteful. Personnel plans and training must simultaneously provide for continuity of support and versatility.

VERSATILE

Personnel support is provided across the range of military operations. Personnelists must adapt to new conditions without time for retraining. Units that routinely handle critical personnel functions may be called upon to handle new missions. Personnel units must have the ability to meet diverse challenges, shift focus, tailor forces, and move from one role or mission to another. For example, a personnel services battalion which routinely handles casualty reports may be called upon to process replacements, a non-METL task. Personnel units may also be called upon to simultaneously deploy and redeploy forces. Additionally, personnel services routinely conducted in peacetime, such as promotions, are also necessary in war and operations other than war (OOTW).

DEPLOYABLE

The personnel unit must be capable of both deploying itself and supporting simultaneously deploying units and soldiers. Deployability is a function of readiness. Commanders conduct soldier readiness processing (SRP) checks for deployability with the support of the personnel community. In addition, personnel units must also be capable of split-base operations. These units must be able to support simultaneously the deployment of units from home station and the reception of others enroute to the area of operations. They must also keep commanders informed of the units' capabilities. Personnel units must demonstrate the ability to alert rapidly, deploy, and conduct self-sustained operations anywhere in the world, in war and OOTW.

EXPANSIBLE

The generation of forces to respond across the range of military operations is a critical mission of the personnel community. As the Army's active duty capabilities streamline, mobilization of reserve units and individual soldiers to sustain Army operations will increase. The personnel community will be increasingly called upon to support the tactical mission by tailoring personnel units and assigning unique force packages.

CAPABLE OF DECISIVE VICTORY

In order to defeat all adversaries through a total force effort, personnelists must understand the goals of the total force in Army/Joint/Combined operations. Personnel support must include the commander's intent by developing, fielding, and training capable, mission-ready, task-organized units.

ARMY OPERATIONS TENETS

Success in Army operations depends on the Army's ability to fight while applying the five tenets: initiative, agility, depth, synchronization, and versatility. Personnel doctrine derives directly from these fundamentals. Overall, the tenets describe both the actions of personnel units and the units themselves. Application of the tenets allows the Army to follow up rapid successes by moving fast, striking hard, and not permitting the enemy to recover. Personnel doctrine shapes the personnelists' thought, so that they can work closely with tactical planners.

INITIATIVE

Personnel units must support quickly changing environments. Personnelists display initiative by anticipating or forecasting requirements, planning alternative methods of support, tailoring units, pushing support forward, and changing customer support priorities in response to tactical and operational requirements. Personnel planners look beyond the initial battle and anticipate key events. In the attack, these key events may be regeneration and casualty support. In the defense, it may mean shifting resources forward in anticipation of the attack. Initiative also requires the ability to act independently within the framework of the commander's intent. It involves taking risks. Personnelists, like tactical commanders, must balance the risks between slow, centralized precision of execution and decentralized, and may be inexact, quick action. Personnel commanders must accept the risk inherent in decentralized operations, then nurture courage and competence *in* their subordinates.

AGILITY

Agility requires personnelists to make decisions and react quickly on a changing battlefield. Personnel support must be proactive, not reactive. To do this, personnelists require real-time information. They monitor status reports and determine trends or problems in support. The access to information and systems at joint, strategic, operational, and tactical levels enables personnelists to make real-time decisions. Agility requires a tailorable, deployable, and self-sustaining force.

Personnel unit commanders tailor subordinate units to provide deployable packages according to METT-T and support requirements.

Agility also requires deployed personnel units to process current information, especially strength, readiness, casualty, or replacement reports, without linkage to the sustaining base. Connection to the sustaining base or long lines of support for data processing reduces agility. Moving personnel units forward shortens the distance between supporting and supported units. Making personnel units as mobile as the maneuver units they support helps ensure shorter lines of communication.

DEPTH

Depth is the extension of operations in time, space, resources, and purpose. Depth and simultaneous operations are linked. Personnel units must be able both to support across the breadth of an area of operations and to conduct support for more than one type of mission. A postal unit may simultaneously provide support to soldiers of a peacekeeping mission while supporting nation building by training a country how to set up and run its own postal operations system. To ensure supportability of multiple missions, the personnel support community focuses upon critical functions, delaying others until time permits reinstating them. Decisions such as this, however, must be critically linked by an appreciation of mission, intent, and end state. In this regard, the personnelist must understand the commander's vision, anticipating future situations and actions and the effect they will have on the desired end state.

SYNCHRONIZATION

Both in war and OOTW, the end result of synchronization is the maximum use of every resource when and where it will contribute most to success. Personnelists must understand the commander's vision of the end state and how he will sequence activities to achieve them. When resources are not forward-deployed, early entry, build-up, and sustainment are highly complex. Joint and combined operations also demand careful synchronization of personnel support to ensure efficient use of all available resources. Personnel commanders need to consider the array of branches and sequels that may follow when making decisions early in the operation. Throughout the depth of the operation, from CONUS to lodgement, to forward location, personnelists, like logisticians or tacticians, will have to synchronize events to ensure success.

Synchronization requires advance planning. For support and resources to arrive where and when needed, the personnelist coordinates with supporting and sup-

ported units. This requires integration of transportation assets and other resources. For a replacement company to provide soldiers to support an operation, the personnelist must understand mission priorities and how replacements are equipped, assigned, and transported. Synchronization requires coordination between the personnelist, tactician, and logistician.

Synchronization is unity of effort. Personnelists coordinate support based on the commander's intent and priorities. Personnel plans must support tactical and operational plans and ensure coordination for sustaining the soldier and the personnel unit. As necessary, resources are cross-leveled, and forces are tailored among personnel units to accomplish the mission.

VERSATILITY

Versatility stresses the ability to shift skills, resources, and forces rapidly from one activity to another without diminution of ability. Versatility requires personnelists and personnel units to meet diverse challenges, shift focus, tailor forces, and move from one role or mission to another efficiently and rapidly. This may require a personnel unit processing soldiers at aerial ports of embarkation to shift missions and begin mobilizing reserve units. Versatility may require personnel units to operate simultaneously in war and OOTW scenarios.

Many of these requirements to support non-METL tasks will take place in OOTW, since resources or command and control elements will be limited. Additionally, personnelists and personnel units may have to operate at tactical and operational levels simultaneously. PSB commanders may receive the additional mission of supporting a theater data base at the operational level while simultaneously performing the tactical missions. The emphasis here is the ability to rapidly adjust to meet diverse requirements.

Although units will primarily focus on their METL tasks, they must be prepared to quickly undertake other than METL-task missions. The tenet of versatility may require development and exchange of in-depth battle books, SOPs, and how-to manuals within the personnel services community. Versatility will also require multi-functional training.

SUSTAINMENT CHARACTERISTICS

The sustainment characteristics as outlined in FM 100-5 facilitate effective, efficient personnel operations. These attributes apply to war and OOTW and at all levels and echelons. Personnelists must anticipate requirements and integrate personnel concepts and operations into plans. Personnel services operations must be responsive to the commander and soldiers, providing continuous support to

deployed and non-deployed forces. The fluid and dynamic nature of modern warfare makes circumstances difficult to predict with certainty. Therefore, personnelists must prepare to improvise and expedite support when needed.

ANTICIPATION

Personnelists must accurately anticipate the impact which changing tactical situations will have on personnel systems. We need to understand clearly the commander's vision and intent to anticipate better the requirements to provide critical and timely personnel support. Anticipation means identifying, processing, and housing replacements necessary to support future operations. It also means developing personnel support capabilities that are mobile and versatile enough to serve likely operations.

Personnelists visualize all the phases of a major operation while planning in detail for the current phase. An example of phased anticipation was the Desert Storm replacement system which "pushed" pre-planned replacement packages to Southwest Asia (SWA) at the start of the conflict. A PULL requisition system replaces the PUSH system of replacements after ground combat begins. Anticipation also means planning for likely scenarios. Comprehensive SOPs and contingency plans help personnelists respond rapidly to changes in demands that result from changes in tactical operations.

Rather than merely reacting to support requirements, personnelists must focus on responsive support of future tactical operations. Anticipation means maintaining or accumulating the assets necessary to support the operation.

Historical Perspective

During Desert Storm, personnelists anticipated a high number of casualties in a few units, based on their mission Anticipating the need to provide personnel support far-forward on the battlefield, a PSC commander supporting an armored cavalry regiment swapped-out her unit's wheeled vehicles for Bradley Fighting Vehicles in order to maintain unit mobility. This PSC was the second VII Corps unit to cross the LD/LC and maintain forward support for the ACR commander and his soldiers during war.

INTEGRATION

The success of strategic, operational, and tactical plans depends on the integration of personnel concepts and operations with those plans. The time needed to arrange personnel support and to deconflict problems requires continuous integration of personnel support into the planning process. To enable personnelists to weigh the

supportability of proposed courses of action, personnel estimates and plans must be developed concurrently with operating plans. When the Army supports either a joint or combined force, the personnelist integrates and synchronizes his personnel support plans with the other services or allies.

Personnelists must plan their operations to give the operational and tactical commanders the greatest possible support in an accurate and timely manner. The transporting of replacements and mail exemplifies integration of personnel and logistic support to the battle. The simple integration of personnel support into tactical operations planning allows the personnelist to support the battle by prioritizing replacements and other critical functions to support the main effort.

CONTINUITY

Maintaining a depth of personnel resources ensures providing continuous support for commanders and soldiers. However, in a streamlined Army, continuity must be more than duplication of effort or assets, because duplicate assets are no longer available. Continuity relies on thorough planning to support missions. For example, a plan may require support to detached units. A personnel detachment may be detached from a PSB to support these units. The PSB may also have to provide command and control for postal and replacement squads or perform the replacement or postal mission itself for a short period. No longer will the personnel support structure have assets to duplicate those command and control cells.

Continuity also requires adapting to changing missions and adjusting to losses of key personnel units or equipment. If units have designated back-up missions, continual support is more likely. For example, a PSB may have to provide a personnel detachment to temporarily conduct limited postal functions until postal units are available. Planners need to weigh degradation of a unit's ability to perform its primary critical personnel functions before requiring a unit to perform back-up support.

Forward-positioning of support and split-based operations enhance continuity of support. These options may require a reduction in essential personnel functions. Force projection operations require careful planning and balancing of the costs of these limitations against the risk of interrupting continuity of support.

RESPONSIVENESS

Responsive personnel support enables commanders to meet changing requirements on short notice. These quick-reaction efforts may temporarily disrupt long-range personnel support planning, but they are required for operational success. Peacetime training such as soldier readiness program exercises put great demands on a

resource-strained personnel services system, but these exercises enhance the responsiveness of that system and both personnel support and supported units. Effective planning, solid training, and good leadership develop the mental and physical abilities of personnel soldiers. These exercises train them to refocus quickly to the changing and demanding requirements of war and operations other than war.

To provide responsive support, personnel officers need to understand missions of supported units. Automated reports keep personnel officers current on the status and capabilities of units allowing quick personnel support response. A basic principle of personnel support is forward support. The support-forward doctrine allows timely personnel services support to commanders and soldiers.

Responsiveness is linked to versatility, and it requires tailoring and flexibility in personnel support functions, units, and soldiers. It means personnel units must adapt to requirements of performing non-METL tasks and soldiers, non-MOS tasks.

Historical Perspective

A personnel commander anticipating split-based operations during Desert Shield tailored the PSC into small, flexible forward area support teams (FAST) of approximately 15 soldiers, each with 2 1/2-ton truck and trailer, which could provide full personnel services to a limited number of units and soldiers. The FAST soldiers were cross-trained in a variety of MOS tasks, enabling them to perform all critical personnel support functions. Although the PSC did not deploy to SWA, when Desert Shield began the PSC gained responsibility to support four geographically separate military communities and an aerial port of embarkation (APOE). The versatility of the FAST concept allowed quick response to this new requirement and made the operation successful.

Responsiveness means adjusting personnel support to meet commanders' and soldiers' needs. It is the ability of the unit to readily adapt to different or changing requirements. It is closely tied to improvisation.

IMPROVISATION

Successful personnel operations adapt to dynamic conditions by improvising when needed. Personnelists need to devise innovative methods of support to offset the impact of unexpected battle losses and delays. These may include cross-leveling of soldiers or equipment or devising ways to meet unanticipated peaks in workloads. Innovative solutions also may include exploiting unusual sources of supplies or equipment.

Historical Perspective

During Desert Storm, one PSC got its supported unit to contract for a host-nation bus to transport replacements. Another PSC, which had the capability of serving hot meals, received visits from aviation units passing through its area of support. The PSC used the empty helicopters for transportation of mail, replacements, and soldiers departing on emergency leave. This improvisation lessened the PSC's mobility shortfall.

Smart commanders and personnelists learn to anticipate the unexpected and adjust accordingly. Enemy action, however, can disrupt plans and require improvisation. Improvisation may mean rerouting replacements or supplies to meet critical requirements or using items of equipment in unconventional ways.

OPERATIONS OTHER THAN WAR

Outside of combat, personnel units are especially critical during pre-crisis/conflict and redeployment activities. Normally, personnel elements are among the first to deploy and the last to redeploy. Commanders should anticipate this and plan accordingly. Personnel elements are especially important in OOTW in order to provide support to soldiers involved in the operation. To support personnel readiness management, commanders should ensure that deployable elements with data base capabilities flow early into the theater, usually concurrent with other sustainment data bases.

OOTW are designed to promote regional stability, protect U.S. interests, provide human assistance, and assist civil authorities, U.S. and foreign. These operations may precede or follow war or occur simultaneously. They are usually conducted as part of a joint or combined team. OOTW activities are described in FM 100-5, Operations, FM 100-19, Domestic Support Operations, and FM 100-23, Peace Operations (Draft). Operations in this environment present special leadership and personnel challenges, since the services of even small detachments can have operational or strategic importance. This may occur, for example, when a postal unit deploys to support civil affairs and is also employed to provide postal expertise to the host nation.

CONCLUSION

As the Army adjusts to the new world order, operations may dynamically grow and change. However, the tenets of Army operations and the sustainment characteristics are not transitory. They form the foundation of the personnel systems and doctrine. The personnel doctrine developed herein meets the challenges facing

present and future personnel operations. It envisions the context in which personnel forces will operate, lays a track for the integration of new technologies, and optimizes all assets. This personnel doctrine will guide us to anticipate changes and make us agile and versatile enough to tailor personnel operations to each unique set of challenges that lies ahead.

PART 1
PERSONNEL SYSTEMS AND FUNCTIONS
INTRODUCTION

Personnel support describes those systems which belong to the manning and the personnel service support portion of sustaining soldiers and their systems. Personnel doctrine, as outlined in FM 12-6, establishes the foundation for the personnel support activities of personnel organizations and authorities throughout the U. S. Army. At the tactical and operational level, personnel support divides into eight critical systems/functions:

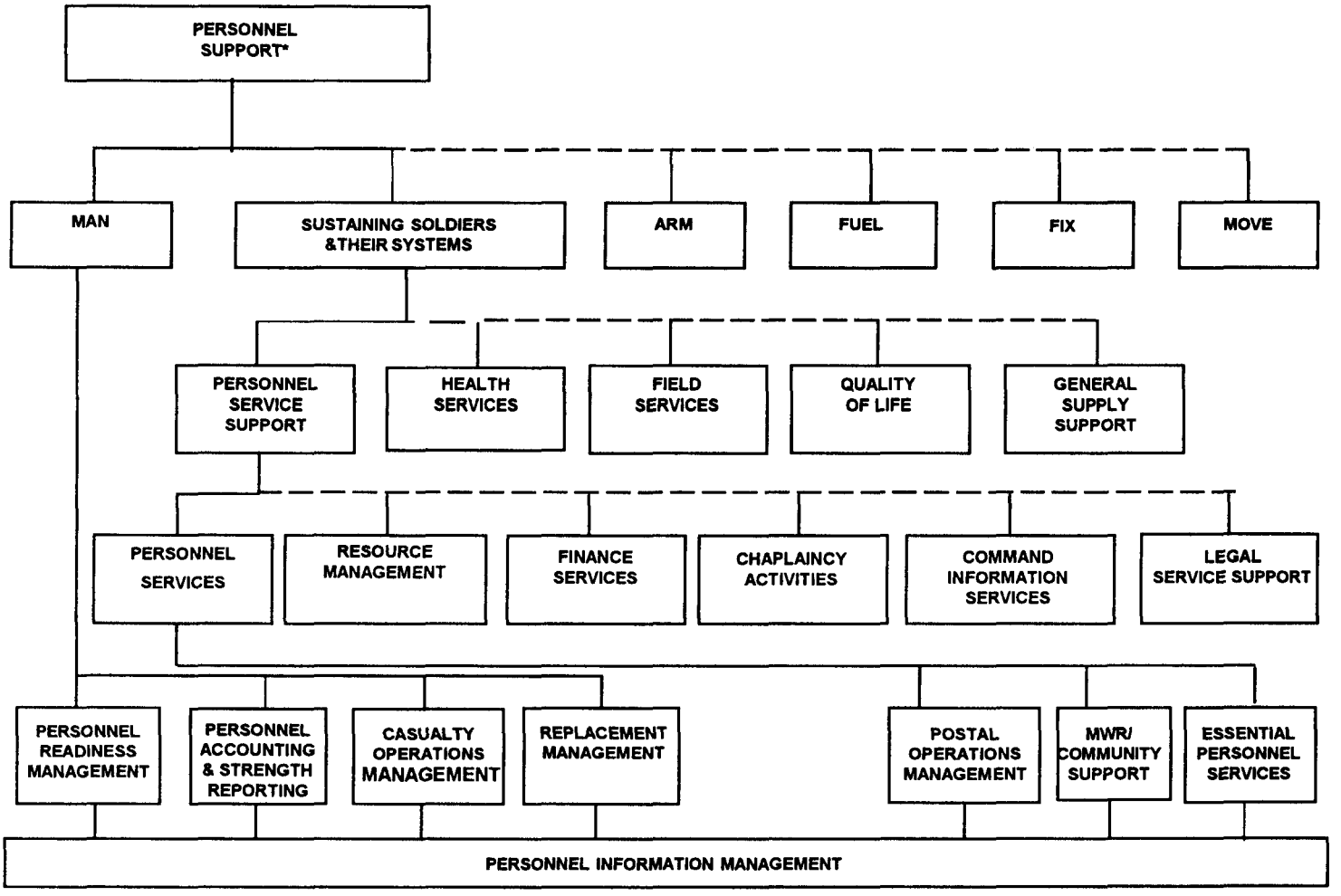
- Personnel Readiness Management
- Personnel Accounting and Strength Reporting
- Casualty Operations Management
- Replacement Management
- Personnel Information Management
- Postal Operations Management
- Morale, Welfare, and Recreation and Community Support (Functions)
- Essential Personnel Services (Functions)

Success on the battlefield will depend, in part, on the effective management of personnel functions. Through the execution of these functions, essential personnel information is managed, analyzed, and used by commanders in the decision-making process.

Personnel support activities provide an integrated system that sustains the fighting force and contributes to both national will and the will of the soldier to fight. Figure I-1 depicts the relationships between manning and sustaining soldiers and their systems. Figure I-2 emphasizes the critical role of the personnel information management system as the connective force for the entire military personnel support system.

The key to understanding personnel support concepts is recognition that its activities serve two major areas of concentration: support for commanders and units (manning) and support to soldiers (sustaining soldiers). Each personnel services function can be described in terms of command support and soldier support activities. For instance, personnel readiness management supports soldiers by making certain they are prepared to deploy, and their personal documents, such as SGLI and DD Form 93, are current. This function also manages unit readiness, ensuring the unit is manned with deployable soldiers. It further supports the commander by providing him with real-time information about the combat-ready strength of his unit. Personnel operations, therefore, enhances combat power by providing information and support to both the commander and the soldier.

TACTICAL FUNCTIONS PERFORMED BY CSS ORGANIZATIONS



*PERSONNEL SUPPORT IS THE UMBRELLA TERM FOR SYSTEM/FUNCTIONS OF MANNING AND PERSONNEL SERVICES.

Figure I -1

INTERCONNECTED MILITARY PERSONNEL SYSTEMS

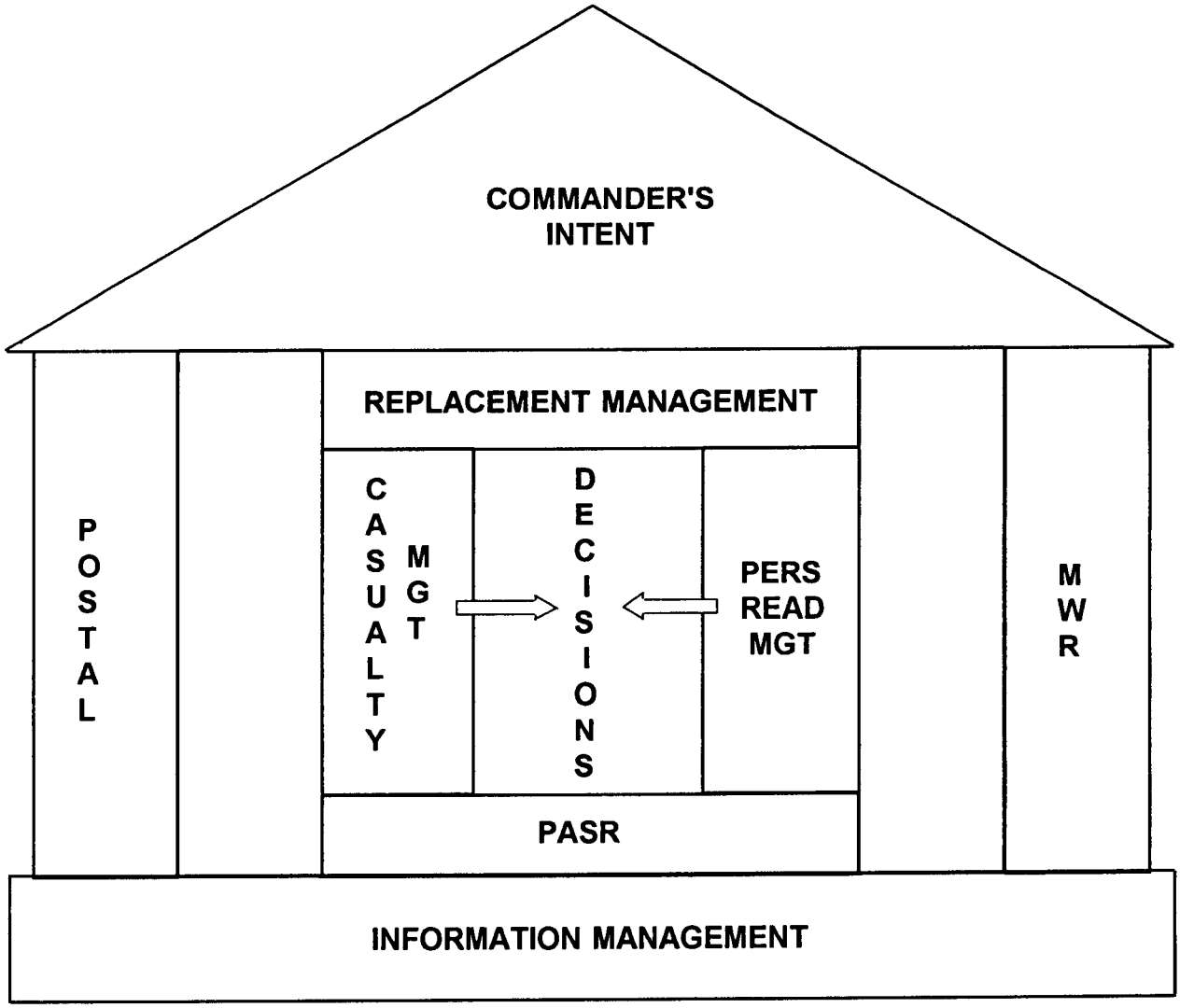


Figure I-2

In many cases, systems which clearly seem to contain soldier support functions contribute to both unit and commander support. For instance, postal and morale, welfare and recreation (MWR) activities appear to support primarily the soldier. However, the morale of the unit is a combat multiplier. The ability to provide soldiers with services that improve the morale of the unit supports both the commander and soldier.

Personnel support directly affects success in combat. The requirement to provide timely personnel readiness management, casualty operations, replacement operations management, and other essential personnel services is critical. Whether committed to a forward presence or OOTW mission, personnel support must be tailored to satisfy tactical and operational requirements of the commander, either Army alone or in concert with a joint or combined force.

Enhanced communications allow accomplishment of some personnel functions, such as personnel information management, from CONUS or another theater, requiring deployment of only critical functions. Split-based operations, however, require careful consideration of the commander's vision and intent.

The objective of personnel support is to ensure operational success. Personnel support activities begin with the initial planning of an operation through mobilization, deployment, war or OOTW, and redeployment. They encompass the full range of military operations from nation and humanitarian assistance to peace enforcement and conflict.

Personnel support is a major function at each level of war. At the strategic level, personnel support encompasses national mobilization and falls within the purview of national political and military-strategic leadership. Strategic personnel support deals with mobilization of reserves and national manpower, acquisition and integration, deployment, and demobilization. It links the nation's natural resources (people) to theater military operations. Operational personnel support focuses on reception, allocation, management, and redeployment of units and soldiers. It also focuses on reconstitution operations. Tactical personnel support focuses on the specific functions of manning units and sustaining the soldiers of the unit. Centralized management and assignment of soldiers and systems at the strategic level facilitate decentralized execution of personnel support at the operational and tactical levels.

MANNING

The manning challenges are to assure the uninterrupted flow of soldiers to the battlefield and to account for all soldiers and civilians. Manning the force encompasses personnel readiness management, replacement management, casualty management and civilian personnel management. The following sections highlight

these manning functions and discuss how these systems maintain the unit's fighting strength and assist the commander during the command estimate process.

The systems of personnel readiness management, replacement management, and casualty management meet Army personnel requirements from mobilization and deployment through redeployment and demobilization. The Army personnel readiness system provides a flexible tool for selecting and assigning soldiers with the correct skills to meet the requirements before, during, and after combat. The replacement management system moves soldiers and civilians through continental United States (CONUS) replacement centers to the unit commander in the theater of operations. The replacement system responds to commanders through the personnel readiness management system. Civilian personnel management provides essential civilian personnel and the services necessary for their sustainment. The battlefield requirements of joint and combined operations mean that commanders need to know the status of all personnel under their control. The personnel system may be asked to account for joint, allied, or host nation personnel and/or provide services in a similar manner as that for Army personnel.

The personnel information management system interconnects the manning sub-functions. It collects, validates, processes, and stores critical information, manual and electronic, about soldiers and units through distributed and command data bases. The personnel information data base is used as follows: by personnel readiness managers to assess unit readiness and support personnel allocation decisions; by casualty managers for basic personnel information and casualty information verification; and by replacement managers to track replacement flow through the replacement system to the ultimate unit of assignment. The analysis of the data base information is provided to the commander to support the commander's decision-making process.

PERSONNEL SERVICES

Sustaining soldiers and their systems includes personnel service support, health services support, field services support, quality of life, and general supply support. Personnel service support, as defined in Chapter 12 of FM 100-5, is the management and execution of six personnel-related functions: personnel services, resource management, finance services, chaplaincy activities, command information services, and legal service support. These functions are usually within the purview of the tactical unit's G/S-1, although at different echelons they may be represented by different staff officers and unit commanders. This manual will discuss only the personnel services systems.

Personnel services are the products of the personnel system which provide services essential to sustain the highest possible level of readiness. The challenge of the personnel services function is to provide the postal and MWR necessary to sustain

soldiers and civilians. Personnel services also provides essential services to soldiers, civilians, and family members to sustain the human dimension of the force.

CRITICAL PERSONNEL SYSTEMS AND FUNCTIONS

The following paragraphs preview Chapters 1 through 9 which describe critical personnel systems and functions.

PERSONNEL READINESS MANAGEMENT (PRM) - CHAPTER 1

The mission of the PRM system is to distribute soldiers to subordinate commands based on documented manpower requirements and/or authorizations to maximize wartime preparedness. Personnel readiness describes a state of mission preparedness. PRM is a process for achieving and maintaining that state. The process involves analyzing personnel strength data to determine current combat capabilities and project future requirements. It starts with the comparison of an organization's personnel strength against its requirements or authorizations, and it ends with a personnel readiness assessment and allocation decision.

PERSONNEL ACCOUNTING AND STRENGTH REPORTING (PASR) - CHAPTER 2

The mission of the Army's management system is to account for soldiers, report other strength-related information, and update command data bases at all levels. Personnel accounting is the reporting system for recording by-name data on soldiers when they arrive and depart units, when their duty status changes, for example, from duty to hospital, and when grades change.

Strength reporting is a numerical end product of the accounting process. The process starts with a strength-related transaction submitted at battalion and separate unit level and ends with a data base update through all echelons of command to the total Army personnel data base (TAPDB).

CASUALTY OPERATIONS MANAGEMENT (COM) - CHAPTER 3

The mission of the COM system is to record, report, verify, and process casualty information from unit level to Headquarters, Department of the Army (HQDA); notify appropriate individuals; and provide assistance to family members. Casualty information from a number of sources must be collected, collated, and analyzed to determine the appropriate action and ultimate case disposition.

REPLACEMENT MANAGEMENT - CHAPTER 4

The mission of the replacement management system is to move personnel from designated points of origin to ultimate destinations. Replacement management is the physical reception, accounting, processing, support, and delivery of military and civilian personnel. This includes replacements and return to duty (RTD) soldiers. The system provides primarily for individual replacements in all military occupational specialties (MOS) and groupings of individuals up through company level as required by operations. Replacement management requires real-time access to basic information about all replacements, movement status from the point of selection, and personnel readiness management information to determine the final destination of replacements and RTD soldiers.

PERSONNEL INFORMATION MANAGEMENT (PIM) - CHAPTER 5

This system collects, validates, processes, and stores critical information about soldiers and units. Personnel information management provides essential personnel information to commanders, soldiers, and families. This system integrates and distributes the information products necessary to man and sustain soldiers and their systems on the battlefield.

POSTAL OPERATIONS MANAGEMENT - CHAPTER 6

This system operates a network to process mail and provide postal services within the area of operations. Processing mail involves receiving, separating, sorting, dispatching, and redirecting ordinary and accountable mail. Postal services involve selling stamps; cashing and selling money orders; providing registered, insured, and certified mail services; and handling casualty, EPW, and contaminated mail.

MORALE, WELFARE, AND RECREATION AND COMMUNITY SUPPORT - CHAPTER 7

This system enables commanders to provide soldiers and Army civilians with recreational activities and goods and services not available through appropriated finds. For contingency operations, the MWR network provides services to the theater of operations. These are in the form of unit recreation and sports programs and rest areas for brigade-sized and larger units. American Red Cross representatives are available at division and higher levels to handle family emergencies. The Army and Air Force Exchange Service (AAFES) will provide mobile field exchange service in forward corps and division areas whenever the tactical situation allows. The deployment of soldiers during war or operations other than war creates substantial stress on soldiers and their family members throughout the

period of separation. The chain of command helps soldiers and Army civilians solve personal problems and communicate with their families through the family support system. The morale of both the soldier and the family has a significant impact on soldier performance.

ESSENTIAL PERSONNEL SERVICES - CHAPTER 8

These services include awards and decorations, noncommissioned officer and officer evaluations, enlisted promotions and reductions, officer promotions, enlisted and officer transfers and discharges, identification documents, leaves and passes, line of duty investigations, officer procurement, and band operations. Other personnel services include general services such as voting, safety, and heraldry.

PERSONNEL SUPPORT TO CIVILIANS - CHAPTER 9

The civilian personnel management system ensures that deployed civilians are accounted for and receive personnel services. The civilian TDA structure with support from the military personnel support system provides personnel support to deployed civilians during war and operations other than war. The support begins prior to the deployment and lasts until redeployment. Deployed (or alerted for deployment) DA civilian personnel/families are entitled to the same benefits and privileges afforded to soldiers/family members unless precluded by statute.

JOINT OPERATIONS

The nature of contingency operations, coalition warfare, and support for the range of operations from war to OOTW, suggests that most operations will be joint. Personnel units will deploy incrementally to support forces ranging in size from task force to Army-level organizations. This means that personnel unit commanders and fictional area managers at all echelons must be familiar with joint operations and prepared to function to some degree in the role of the J1.

The J1 role in support of a Joint Task Force (JTF) commander, whether or not that is the CINC, ARFOR commander, or commander of another service, is demanding and requires planning and coordination to meet a number of considerations. There is not a set structure for a JTF. The J1 must be prepared to assist in developing JTF structure based on the situation. This will often include integration with NATO and or the UN. Simultaneous support may be necessary to support concurrent NEO, humanitarian relief life support, and combat operations. There may be no clean break between war and OOTW and the services' personnel systems must be integrated, task-organized, resourced, and coordinated to meet

these competing demands. There must be provisions to account for non-Army military members, civilians, and even host nation personnel at the theater level. Theses provisions must be viable even when no ARFOR commander is designated. Coordination with Red Cross, national, and international agencies, as well as with Department of State, Department of Defense, and Joint Staff organizations and officials will need to be a planning factor as well.

The J1 is required to provide responsive support to the war-winning package of forces while considering and accounting for service-unique requirements and procedures. Individuals with specific language or technical skills may be required, yet individual, service and host unit concerns must also be considered.

This includes promoting equity among the different rating systems, service benefits, postal operations, entitlements, travel, and pay by coordinating for common services, policies, and procedures; coordinating requirements for in-transit travel with host or third country national authorities; and ensuring families, military members and civilians receive appropriate documentation, passports, and environmental health and morale support.

The role of the J1 has become more demanding as the use of the JTF has become the norm. Individuals selected to act in this capacity must be familiar with the similarities, differences, and requirements of the other services. Personnel unit commanders and staff officers must familiarize themselves with the procedures, terminology and organizations found at the joint level to ensure integration of Army personnel systems to meet the needs of the JTF commander. It may be helpful for personnelists to become familiar with The Joint Staff Officer's Guide, AFSC Pub 1, which provides a background and overview of joint staff operations.

Chapter 1
PERSONNEL READINESS MANAGEMENT

This chapter describes the mission, proponency, and support principles of the personnel readiness management system. It also describes the initial focus requirements, doctrinal requirements and standards of support, unit and staff responsibilities, and information requirements.

MISSION

The mission of the personnel readiness management system is to distribute soldiers and Army civilians to subordinate commands based on documented manpower requirements or authorizations and the commander's priorities.

Personnel readiness describes a state of wartime preparedness. Personnel readiness management is a process for achieving and maintaining that state. The process involves analyzing personnel strength data to determine current combat capabilities and project future requirements. It starts with the comparison of an organization's personnel strength against its requirements or authorizations and ends with a personnel readiness assessment and allocation decision.

PROPONENCY

The functional proponent for personnel readiness management is HQDA ODCSPER. The following regulations provide policy and procedural guidance for the personnel readiness management system: AR 600-200, Enlisted Personnel Management System, AR 614-100, Officer Assignment Policies, Details, and Transfers, AR 614-200, Selection of Enlisted Soldiers for Training and Assignment, AR 600-8-6 Personnel Accounting and Strength Reporting, AR 690-11, Civilian Personnel Mobilization Planning and Management.

DOCTRINAL REQUIREMENTS AND STANDARDS OF SUPPORT

Readiness managers continuously collect, correlate, and analyze critical personnel strength information to develop a vision of future requirements. From this assessment they make recommendations to commanders on various courses of action. Critical information includes the latest known personnel strength including such factors as recent casualties, recent replacement allocations, soldiers and Army civilians returning to duty from hospitals, and projected replacement gains and casualty losses.

Theater PERSCOM's readiness managers allocate replacement soldiers to corps and echelons above corps (EAC) units. The theater Army DCSOPS' operations section establishes priority of fill and relays that information to the theater Army DCSPER or senior personnel officer. The theater PERSCOM manages the distribution process, which must take no longer than 24 hours from receipt of the intransit replacement report from USTA PERSCOM.

Corps and EAC readiness managers allocate replacements to divisions, nondivisional units, separate brigades, and major subordinate units. They report their decisions to the theater PERSCOM replacement directorate (RD) or senior replacement element which coordinates replacement flow with the replacement battalion.

The RD also coordinates any desired change in the aerial port of debarkation (APOD) consistent with the tactical situation and the principle of forward delivery. Following approval from the theater J1/J4, the RD relays APOD changes to USTA PERSCOM.

The Army component commander develops as part of the deliberate planning process, an

operations plan (OPLAN) shelf requisition to support these requirements.

The peacetime replacement system requires the Army force component commander to submit personnel requisitions to include civilians in advance of requirements. At OPLAN execution, the system delivers filler and casualty replacements to the theater to bring units to combat - required strength and ensure replacements are available as casualties occur. PERSCOM maintains a copy of the preestablished theater shelf requisitions and performs annual maintenance. USTA PERSCOM maintenance includes a review for consistency with personnel policy and MOS/AOC structure changes.

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/rank and by time window. Medical planning models and the casualty estimation tables in FM 101-10-1, Volume 2, Staff Officer's Field Manual, form the basis for developing the casualty shelf requisition, which covers replacement requirements over the first 90 to 120 days of conflict.

The Army component commander prepares to transition to the normal requisitioning system based on actual casualty experience.

The theater PERSCOM must develop casualty shelf requisitions for each OPLAN approved by the Chairman of the Joint Chiefs of Staff.

Upon execution of an OPLAN, if there is no current or existing casualty requisition to support an approved OPLAN, the theater PERSCOM may request USTA PERSCOM assistance in the development of a shelf requisition.

A theater OPLAN may dictate prepositioning of combat arms/combat support replacement personnel at theater level for immediate distribution as casualties occur. The number of prepositioned replacements will not normally exceed the first ten days of the casualty shelf requisition.

PRINCIPLES OF SUPPORT

The personnel readiness management system is based on individual replacements as the norm. The DCSOPS makes decisions regarding unit replacements regardless of size. Officials in the operations channels determine squad, crew, and team requirements.

PERSONNEL REQUIREMENTS REPORTING

The personnel readiness management system depends on accurate and complete information. Therefore, personnel readiness managers must quickly establish a reporting system within the theater of operations. The following reports are the standard: personnel summary, personnel requirements report, and task force summary. These reports are described in Chapter 2.

Personnel readiness managers use various standard and command-unique reports from the Standard Installation/Division Personnel System (SIDPERS) (including SIDPERS 3.0 and earlier versions). Under early versions of SIDPERS, the deployment process will disrupt the systems producing these reports by requiring individual updates. Therefore, personnel readiness managers must plan for and train in using standard reports that units generate in a deployed environment. They must also plan the integration of deployed unit and sustaining base reports to maintain overall unit requirements.

PERSONNEL READINESS REQUIREMENTS

During the early deployment stages, personnel readiness requirements generally fall into the following categories: initial readiness; designated replacements, critical and special requirements and casualty replacements.

Initial Readiness

Department of the Army will announce acceptable personnel readiness standards for deploying units. Personnel readiness managers must report to USTA PERSCOM any requirements they cannot satisfy through cross-leveling at the parent installation/mobilization station. Current authorized strength will serve as the basis for personnel readiness management unless the HQDA DCSOPS directs a change.

Designated Replacements

Replacements will continue to arrive at the home station for some time after their designated units have deployed. The home station will process and deploy these soldiers to their units in the theater of operations.

Critical Requirements

Although personnel readiness managers will have brought deploying units to a designated readiness level, some critical personnel requirements may remain after the units arrive in the theater of operations. Unit commanders must report these requirements through channels to USTA PERSCOM.

Special Requirements

Commanders will recognize special requirements beyond their required/authorized strength. Assets are cross-leveled at each echelon and requirements are forwarded to the next higher level. DCSOPS channels validate these requirements before the personnel system fills them.

Contingency Casualty Replacements

The predetermined shelf requisition serves as the basis for sending replacements for anticipated casualties. However, current contingency planning is not bound by a well-defined threat or set of assumptions. Contingency plans without time phased force deployment lists (TPFDL) are becoming the primary planning documents. Therefore, USTA PERSCOM, with assistance from the Army component commander, estimates casualty replacement requirements from the deployed force structure and casualty estimates based on the planned operation. The standard for most casualty replacements is individual soldiers; however, it is possible that squad, crews, or teams will be required. Operational planners will determine requirements while personnel readiness managers plan, support, and pass information to replacement operations.

REQUIREMENTS IDENTIFICATION

Since various sources can report personnel requirements, it is essential that the personnel readiness system identify each requirement with a control number. Total Officer Personnel Management Information System/Enlisted Distribution and Assignment System/Army Civilian Personnel System (TOPMIS/EDAS/ACPERS) will support this requirement; therefore, establishing connection between those systems and the theater personnel management center (PMC) is critical.

If requirements exist before establishing a connection, the theater PMC must arrange a requisition numbering system with USTA PERSCOM. Orders publishing authorities must record these requisition numbers on replacement soldiers'

orders to provide an audit trail through the replacement system.

RECONSTITUTION

Reconstitution is an action planned and implemented by a commander to restore units to a desired level of combat effectiveness commensurate with mission requirements and available resources. FM 100-9, Reconstitution, provides further guidance. Reconstitution transcends normal day-to-day sustainment actions but uses existing systems and units to do so. No resources exist solely to perform reconstitution.

Personnel readiness management is a critical factor in the reconstitution process. PMC managers at all levels must understand the concepts of reconstitution and plan to support commanders in their efforts to sustain combat power.

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

Assessment

Assessment measures a unit's capability to perform its mission. It occurs in two phases. The unit commander conducts the first phase. He continually assesses his unit before, during, and after operations. If he determines it is no longer mission-capable even after reorganization he notifies his commander. Higher headquarters either changes the mission of the unit to match its degraded capability or removes it from combat.

External elements may also have to assess the unit after it disengages. This is the second phase. These elements do a more thorough evaluation to determine regeneration needs. They also consider the resources available.

Reorganization

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

Reorganization may include the following measures:

- Cross-levelling equipment and personnel.
- Matching operational weapons systems with crews.
- Forming composite units (joining two or more units with high attrition rates to form a single mission-capable unit).

Regeneration

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

Because of the intensive nature of regeneration, it occurs at a regeneration site after the unit disengages. It also requires help from higher echelons. Since regeneration typically requires large quantities of personnel and equipment, commanders carefully balance these needs against others in the command.

Personnel Readiness Manager's Role

The personnel readiness manager's role in the reconstitution process has many facets. Responsibilities include the following:

- Evaluate strength levels and determine re-

placement personnel availability. This includes identifying personnel with needed secondary or additional occupational specialties and developing personnel replacement plans to support all reconstitution options.

- Coordinate replacement requirements based on equipment/weapon system availability.
- Distribute personnel replacements in accordance with the commander's priorities.
- Anticipate and coordinate transportation requirements for replacement personnel.
- Coordinate the processing of soldiers and civilians returning to duty from medical facilities with medical and logistics units.
- Advise commanders on the impact of reclassification actions, or assignments without regard to MOS, in response to reconstitution needs.
- Anticipate increased requirements for battlefield promotions and decorations.
- Update personnel requirements data in the personnel data base continuously, and coordinate with higher headquarters for replacement allocation.

Special Unit Requirements

It maybe more difficult to reorganize or regenerate combat support (CS) and combat service support (CSS) units than combat units. This is due to requirements for replacement personnel in low-density MOSS normally associated with CS and CSS units. Therefore, reconstituting units of these types requires more detailed planning, more extensive cross-training, earlier selection of units for use in reconstitution, and increased reliance on individual replacement.

INITIAL FOCUS

During the early deployment stages, personnel readiness managers must focus their efforts in the following critical areas: establishing new requisition accounts in the TOPMIS/EDAS/ACPERS to reflect the deployed force configuration and establishing a theater personnel requirements reporting system.

TOPMIS/EDAS/ACPERS are systems that United States Total Army (USTA) PERSCOM uses to manage personnel readiness. These systems require adjustment at USTA PERSCOM to support revised organizational relationships and recognize new requisitioning agencies. Personnel readiness managers at theater and corps level must coordinate with forward - deployed elements of USTA PERSCOM to gain access to their TOPMIS/EDAS/ACPERS accounts from the area of operations. This connection provides the means to manage the requisitioning system for the deployed force.

BATTLEFIELD FLOW

During the deployment phase of a contingency operation, the personnel readiness management system will operate on two levels. One level will operate within the sustaining base. It will focus on improving unit readiness before, then during deployment. The other level will begin to operate within the deployed force. It will focus on assessing deployed unit readiness and identifying critical personnel requirements.

The personnel readiness management system will gradually transition during the deployment phase from the garrison requisitioning mode to a deployed force requirements reporting mode.

The lead corps AG or theater PERSCOM will establish the personnel readiness management system for the theater through coordination with USTA PERSCOM forward-deployed personnel. Units that deploy before the lead corps AG continue to report to their parent units at the sustaining base. These early deploying units will rely on replacements from their sustaining base until the lead corps AG establishes the theater replacement management system.

The personnel requirements reporting system flows from the lowest level through each PMC. The PMCs consolidate reports at their command levels up to theater level. The theater AG selects and intensively manages certain grade and skill requirements as soon as the personnel readiness management system becomes established.

RESPONSIBILITIES

The personnel management directorates of PERSCOM and the personnel management centers (PMCs) at each echelon of command from theater to battalion are responsible for personnel readiness management. A model of the personnel readiness management network is at Figure 1-1.

The following units/agencies have the responsibility to plan, establish, and operate the personnel readiness management system.

BATTALION

Battalion personnel readiness management responsibilities include the following critical tasks:

- Collect and correlate critical personnel readiness information.
- Maintain the personnel status of critical combat teams.
- Coordinate with the battalion S4 to determine combat equipment availability, and synchronize replacement flow.
- Advise the commander on current personnel readiness status and forecast personnel status to support intelligence/logistics preparation of the battlefield.
- Recommend replacement priorities.
- Assign individual, squad, crew, or team replacements in accordance with the commander's priorities.
- Report critical personnel requirements for

PERSONNEL READINESS MANAGEMENT

RELATED FUNCTIONS/ TASKS	RESPONSIBLE AGENCY					
	BATTALION	BRIGADE	DIVISION	CORPS/TAACOM	THEATER	CONUS
STRENGTH REPORTING	S1	S1	G1	AG/AC of S PER	THEATER PERSCOM	USTA PERSCOM
PRIORITIES	S3	S3	G3	G3/AC of S OPS	DCSOPS	ODCSOPS
PERSONNEL ACCOUNTING (Data Base Management) PERS STATUS CHANGES	S1	S1	PSB	AG/AC of S PER	THEATER PERSCOM	USTA PERSCOM
CASUALTY ESTIMATIONS	S1	S1	G1	G1/AC of S PER	AMEDD	AMEDD
PROJECTED GAINS/LOSSES	S1	S1	G1	AG/AC of S PERS	THEATER PERSCOM	USTA PERSCOM
RETURN TO DUTY SOLDIER PROJECTION	MED PLT	MED CO	MED CO	CORPS HOSPITAL/TAACOM MED ELEMENT	THEATER SURGEON	AMEDD

*NOT ALL INCLUSIVE

Figure 1-1

individual soldiers and teams to the division PMC through the brigade S1.
- Plan the personnel portion of reconstitution operations.

BRIGADE

Brigade S1 personnel readiness responsibilities include the following critical tasks:
- Collect and correlate critical personnel readiness information.
- Maintain critical combat team status.
- Coordinate with the S4 to determine combat equipment availability, and synchronize replacement flow.
- Advise the commander on current and projected personnel readiness status to support intelligence/logistics preparation of the battlefield.
- Recommend replacement priorities.
- Assign individual, squad, crew, or team replacements in accordance with the commander's priorities.
- Report critical personnel requirements to the division PMC.
- Plan and coordinate the personnel portion of reconstitution operations.

DIVISION

The personnel readiness branch of the division includes the replacement section and the PASR section. This branch is responsible for the following critical personnel readiness management tasks:
- Manage the division's personnel readiness network.
- Manage the personnel portion of reconstitution operations.
- Collect, consolidate, analyze, and report hasty personnel strength information to the corps PMC.
- Maintain information on the status of critical combat teams.
- Reconcile differences between manual personnel information and the command data base.
- Advise the commander on current and projected personnel readiness status to support intelligence/logistics preparation of the battlefield.
- Advise the commander on combat leader personnel status.
- Conduct readiness analysis, assess combat capabilities, and identify personnel readiness requirements by skill and rank.
- 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.
- Identify critical skills, and formulate recommendations for shortage resolution or compensation.
- Assess new equipment and weapons systems' impact on personnel requirements.
- Report personnel requirements to the corps AG.
- Manage the division's force by skill and rank.
- Recommend replacement allocation and priorities of fill to the division commander/division G3.
- Allocate individual, squad, crew, or team replacements in accordance with the division commander's priorities.
- Provide assignment fill plans to the replacement section.
- Direct intra-division reassignments to meet operational requirements.

CORPS

The corps personnel readiness managers' responsibilities are described in the following paragraphs.

The lead corps AG responsibilities during early deployment stages are the following:
- Establish an electronic link to TOPMIS/EDAS ACPERS with assistance from forward-deployed elements of USTA PERSCOM.
- Establish the personnel requirements reporting system.
- Include a personnel readiness manager from

the theater PERSCOM with an early element of the corps PMC.
- Advise the commander on current and projected personnel status to support intelligence/logistics preparation of the battlefield.

The personnel readiness management branch performs the specific critical tasks essential for operating the personnel readiness and replacement management systems. The following are their personnel readiness management critical tasks:
- Manage the corps personnel readiness network.
- Coordinate the personnel portion of reconstitution operations.
- Collect, consolidate, analyze, and report unit strengths.
- Maintain the status of critical combat teams.
- Manage the corps hasty personnel strength reporting system.
- Receive and consolidate personnel strength reports.
- Compare manual personnel strength information against the corps data base.
- Direct reconciliation whenever discrepancies exist between manual personnel information and the corps data base.
- Advise the commander on corps personnel strength.
- Conduct readiness analysis, assess combat capabilities, and identify personnel requirements by skill and rank.
- Predict personnel requirements based on operating strength, required strength, estimated losses, projected replacements, and estimated number of soldiers and Army civilians returning to duty from medical facilities.
- Identify and analyze critical skill inventories, and formulate recommendations for resolution or compensation.
- Identify and assess the personnel readiness impact of new equipment and weapon systems, and take action to satisfy personnel requirements.
- Manage the personnel portion of corps combat power by skill and rank.
- Recommend replacement priorities through the corps G1.
- Provide replacement priorities for the divisions to the theater PMC.
- Allocate individual, squad, crew, team, and return-to-duty corps replacements according to the corps commander's priorities.
- Provide assignment fill plans to the DS replacement company for separate brigades and corps major subordinate unit (less divisions).
- Direct intra-corps reassignments to meet operational requirements.

THEATER PERSCOM

Responsibilities during early deployment stages are the following:
- Deploy a personnel readiness manager with an early increment of the lead corps PMC.
- Prepare to assume the theater personnel readiness management mission from the lead corps AG.
- Plan theater-level personnel support to synchronize it with operational objectives.

The theater replacement directorate manages the personnel readiness and replacement management systems and performs the following specific personnel readiness management critical tasks:
- Manage the theater personnel readiness network.
- Manage theater strength reports.
- Advise the theater Army commander on theater personnel readiness (through the DCSPER).
- Obtain and maintain readiness information on units deploying into the theater.
- Collect, record, analyze, and report unit strengths to determine personnel requirements and priorities.
- Prepare and maintain preestablished shelf requisitions.
- Conduct readiness analyses, assess combat capabilities, and identify personnel readiness requirements by skill and rank.
- Predict personnel requirements based on assigned strength, operating strength, required

strength, estimated losses, and the projected number of soldiers and Army civilians returning to duty from medical facilities.

- Identify and analyze critical skill inventories, and formulate recommendations for resolution or compensation.
- Determine personnel requirements that new-equipment fielding may generate.
- Recommend replacement priorities to the theater Army DCSOPS through the DCSPER.
- Execute approved replacement priorities.
- Develop theater distribution plans to allocate replacements.
- Allocate personnel replacements according to EAC/corps established priorities.
- Provide distribution fill plans to the GS replacement battalion.
- Allocate replacements to corps/TAACOM and theater major subordinate units.
- Manage the theater force by skill and rank.
- Direct intra-theater reassignments to meet operational requirements.

INSTALLATIONS

Sustaining base installation responsibilities during early deployment stages are the following:

- Cross-level personnel where possible to bring deploying units to the required personnel readiness levels.
- Report to USTA PERSCOM and its MACOM those personnel readiness requirements they cannot fill.

MACOM

Responsibilities during early deployment stages are the following:

- Respond to personnel readiness requirements for deploying units.
- Assist USTA PERSCOM in realigning requisition authorities based on the deploying force structure.

USTA PERSCOM

Responsibilities during early deployment stages are the following:

- Respond to personnel readiness requirements for deploying units during the deployment process.
- Realign requisition authorities within TOPMIS/EDAS/ACPERS to recognize the deployed force composition.
- Ensure that assignment instructions for replacement personnel contain a requisition number reference to the specific requirement.
- Deploy an element, and assist the lead corps AG to establish an electronic link to TOPMIS/EDAS/ACPERS.

INFORMATION REQUIREMENTS

The personnel readiness management process requires strength information from two sources: strength reports from the command chain and detailed strength information from the command data base. Strength reports include the personnel status report and personnel requirements report.

Personnel management centers at each echelon of command require assured electronic access to command data bases to obtain real-time, detailed information on the personnel readiness status of subordinate elements. This information also reflects real-time organizational alignments to account for task force organization. Chapter 27 describes this requirement in further detail. Organizational strength information includes both operating and accountable strength.

Assured electronic communications supports immediate data base update at all command echelons. This standard is essential for effective personnel readiness management.

Once mobilized, personnel readiness managers at all levels in all components (Active Army including civilians, USAR, ARNG) will use SIDPERS for personnel information management.

Chapter 2
PERSONNEL ACCOUNTING AND STRENGTH REPORTING

This chapter describes the mission, proponency, doctrinal requirements and standards of support, and principles of support of the personnel accounting and strength reporting (PASR) management system. It also covers initial focus requirements, unit and staff responsibilities, manpower, and information requirements.

MISSION

The mission of the Army's PASR system is to account for soldiers and Army civilians; report other strength-related information, such as duty status, unit of assignment, and specialty code; and update command data bases at all levels. Information gained through PASR provides readiness managers the details necessary to analyze personnel strength as a component of combat power. This information is also used by other personnel system managers to plan and provide their support.

Personnel accounting is the reporting system for recording by-name data on soldiers and Army civilians when they arrive and depart units and when their status changes, for example, grade changes, and duty status changes.

Strength reporting is also a numerical end product of the accounting process. The PASR process starts with a strength-related transaction submitted at battalion and separate unit level and ends with a data base update at all echelons of command to the total Army personnel data base (TAPDB).

Historical Perspective

Headquarters, Army of the Ohio, In Camp, near Florence, Ala., June 24th, 1862

General Orders, No. 26: There are 14,000 officers and soldiers absent from their duty with the various divisions of the army, . . . Some of them have gone off without any authority; others with the permission of officers not authorized to grant it . . . To correct this abuse it is ordered --

All absent officers and soldiers who do not join their companies and regiments or are not satisfactorily accountedfor as above by the 10th of July next, will be reported on their muster roll as deserters. . . . By command of Major General Buell, James B. Frey, Assistant Adjutant General, Chief of Staff.

PROPONENCY

The functional proponent for the system is the Military Personnel Integration Division. The Adjutant General Directorate, United States Total Army (USTA) PERSCOM.

AR 600-8-23, SIDPERS Data Base Management, provides policy and procedural guidance for data base management. AR 600-8-6, Personnel Accounting and Strength Reporting, provides policy and procedural guidance for personnel accounting at the unit level. Various pamphlets in the 600-8, Military Personnel Management series provide procedural guidance on data base management. The command and control strength reporting system (C2SRS) software contains guidance for the user.

DOCTRINAL REQUIREMENTS AND STANDARDS OF SUPPORT

Company commanders account for soldiers by reporting strength accountability and duty status changes to the battalion S1 who enters that information into the data base through SIDPERS transactions. This is the point where data converts from a written or verbal to an automated format.

These data base entries flow to the brigade S1 for data base update and transmittal to the personnel services battalion (PSB). The PSB updates its own and the G1 data base and transmits to the personnel group (corps or TAACOM). The personnel group updates the corps data base and transmits to the theater PERSCOM. The PG/PSBs supporting echelons above corps (EAC) update their data base and transmit to theater. The theater PERSCOM updates the theater data base and transmits to TAPDB. Personnel readiness managers at all levels of command reconcile strength reports from this network with reports from other sources in the following manner:

- Receive unit strength reports/personnel status report (PSR).
- Cross-check PSRs for accuracy with tactical reports, medical clearing station, mortuary affairs, and so forth.
- Prepare PSR.

The personnel management centers at all levels are responsible for accounting for civilians and joint assigned/attached personnel.

Models of the PASR network and the PASR information flow are at Figures 2-1 and 2-2.

PERSONNEL ACCOUNTING/STRENGTH REPORTING						
RELATED FUNCTIONS/ TASKS	RESPONSIBILE AGENCY					
	BATTALION	BRIGADE	DIVISION	CORPS/TAACOM	THEATER	CONUS
PERSONNEL READINESS	S1	S1	G1	G1	THEATER PERSCOM	USTA PERSCOM
MEDICAL	S1	S1	Division Surgeon	Surgeon/Med Element	Theater Surgeon	AMEDD
STRAGGLER CONTROL	S1	S1	Provost Marshal	Provost Marshal	Provost Marshal	USTA PERSCOM
MORTUARY AFFAIRS	S4	S4	MA TEAM	MA COLL CO	DCSLOG	ODCSLOG
POSTAL	S1	S1	Postal Company	Postal Company	THEATER PERSCOM Postal Company	MPSA/USPA
COMMUNICATIONS	S3/ Signal Officer	Signal Officer	Signal Bn	Signal Bde	Theater Signal Command	Information Systems Command

Figure 2-1

* NOT ALL INCLUSIVE

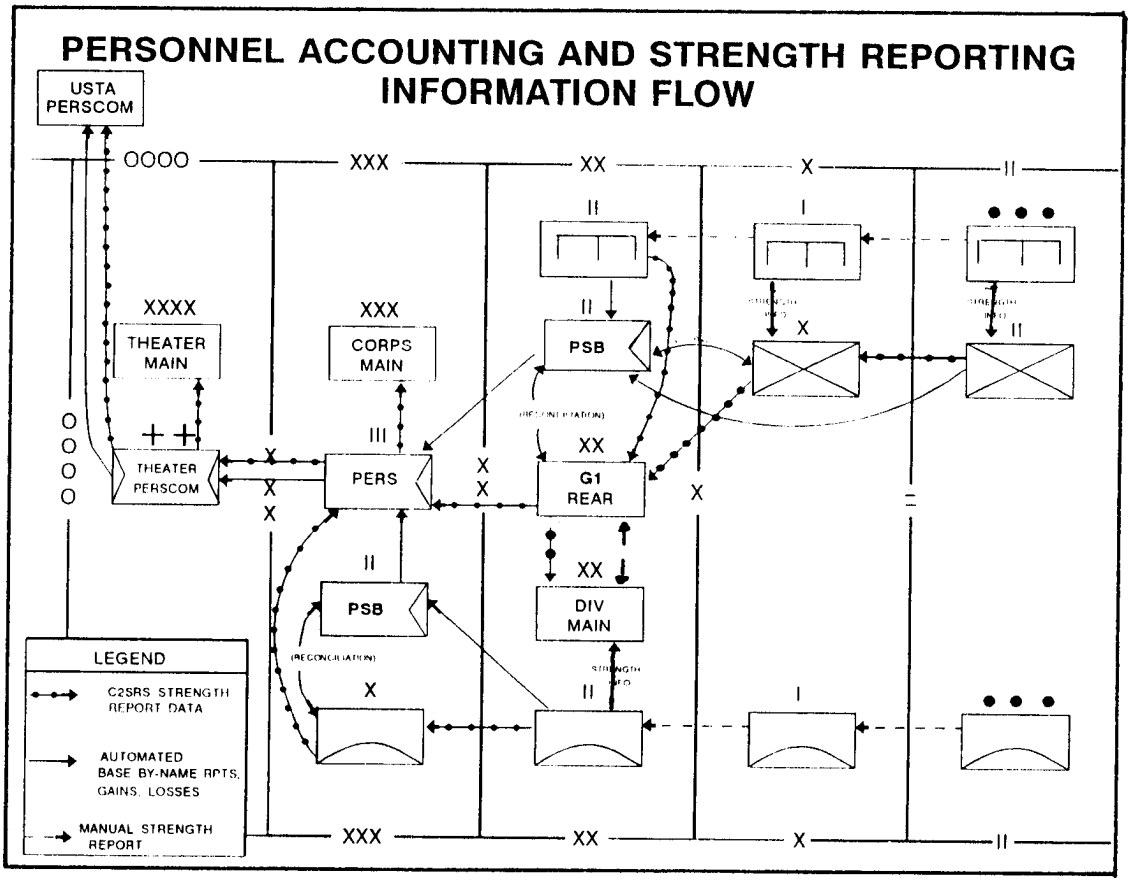


Figure 2-2

PRINCIPLES OF SUPPORT

The following paragraphs describe the principles of accountability and strength reporting. The command strength reports are also described.

ACCOUNTABILITY

The personnel accounting process is central to the Army's entire personnel information management system. This process has special significance during contingency operations and in support of task organization. (Under SIDPERS 2.75, nondivisional command echelons must build their command data bases before deployment. This process involves merging unit data bases along command structure lines to ensure that each echelon has a complete data base which includes all its subordinate units.)

Additionally, personnel management centers (PMCs) must ensure that they and subordinate units have sufficient automation hardware to support the personnel accounting process.

Historical Perspective

A new military orders format (401) was developed to use in support of military contingency operations due to the loss of accountability of solders at all echelons when soldiers were deployed on TDY orders to Southwest Asia. It reassigns soldiers in a temporary change of station (TCS) status. The first test for the new orders format 401 was during Operation Restore Hope. Soldiers were successfully reassigned on this order to Somalia

STRENGTH REPORTING

Strength reports are available from battalion to division level through C2SRS. These include the personnel summary (PS) and the personnel requirements report (PRR). Task force organization and reporting is also available within C2SRS. Software to support a SIDPERS 2.75 corps-level data base for extracting personnel strength reports is available from USTA PERSCOM. With real-time processing, data base access at each command level provides access to personnel strength information without a requirement for report submission from a lower level. Data base queries can support commanders who require strength reporting in a format of their choice. These reports when generated on a regular basis serve as historical documents, and they support the personnel readiness management process should the automated system fail. They can also be used to reconcile information from the formal data base.

COMMAND STRENGTH REPORTS

The SIDPERS 3.0 and earlier versions include a module entitled the command and control strength reporting system (C2SRS). The module can generate a battle roster (Figure 2-3) and Army standard command strength reports. C2SRS can produce the following reports and consolidate them at brigade and division level: personnel summary (Figure 2-5), personnel requirements report (Figure 2-6), and task force summary (Figure 2-4). Examples of these reports are at Figures 2-3 through 2-6. SIDPERS 3.0 also has the ability to generate command-unique reports through it's ad hoc query capability.

Manual numerical strength reports reflect the PS and PRR of a unit. They are used to support tactical decisions in the current battle. The term "manual" means that the numerical strength information is based on manually derived reports, not on an automated personnel data base. Spot reports of significant tactical events that affect personnel strength are reported through command channels as they occur, normally via radio. Personnel managers must use spot report information to keep manual reports as current as possible until automated systems are back on line. Automated reports are the standard since speed of submission is critical.

Battle Roster

This report can serve as a PASR tool. It contains a personnel file extract on every soldier in the unit, and it can reflect task organization by company, platoon, squad, crew/gun section, and SO forth.

Under SIDPERS 2.75, units must activate the battle roster before the system can produce any of the C2SRS reports. The process requires submitting a SIDPERS transaction on each soldier to establish a position on the battle roster. Therefore, deploying units must activate and maintain their battle rosters before deployment. The alternative is to submit manual personnel readiness reports. An example of the battle roster is at Figure 2-3. The battle roster is readily available under SIDPERS 3.0.

Personnel Summary

This report displays a unit's personnel strength in aggregate numbers as of a given time. It reports strength by personnel category (officer, warrant officer, enlisted and civilians), gains, losses, and duty status changes since the last report. Commanders and personnel readiness managers use the report to assess organizational combat power and set priorities. An example is at Figure 2-5.

Personnel Requirements Report

This report displays a unit's requirements for additional personnel by rank and nine-character

BATTLE ROSTER REPORT

BATTLE ROSTER REPORT Page # 1

UNIT NAME: TIME OF REPORT: 9206091038
(UPC: AMAAO)

-----POSITION DATA------				----------PERSONAL DATA----------							
SEQ NUM	TITLE	AUTH GR	DMOS	BR NUMBER	NAME	SSN	GR	PMOS	DYST	DC	TF-UPC
10102	COMMANDER	CPT	12B00								
10103	EXECUTIVE	1LT	12B00	BR1061	BATTEN JON	052849283	1LT	12B00	PDY		
10104	FIRST SERG	1SG	19Z5M	BR1062	WEBSTER DE	052927454	1SG	19Z5M	PDY		
10105	TANK CDR/M	SFC	19E40								
10106	SUPPLY SGT	SSG	76Y30	BR1052	BOWMAN ARN	052684159	SSG	76Y30	PDY		
10107	ARMORER	SGT	76Y20	BR1015	JOHNSON JA	052214043	SGT	76Y20	HOW		
10108	GUNNER/ASS	SGT	19E20	BR1014	MCDOWELL P	052214004	SGT	19E20	HOW		
10109	NBC NCO	SGT	54B20	BR1013	ANDERSON D	052213970	SGT	54B20	HOW		
10110	TANK COMMA	SGT	19E20	BR1012	SLAUGHTER	052213968	SGT	19E20	HOW		
10111	TANK CREWM	SP4	19E10	BR1038	ROMINE MUR	052609554	SP4	19E10	PDY		
10112	TANK CREWM	SP4	19E10	BR1037	HOLLENBERG	052609544	SP4	19E10	PDY		
10113	TANK CREWM	SP4	19E10	BR1036	HOLLENBERG	052609533	SP4	19E10	PDY		
10114	TANK CREWM	PFC	19E10	BR1022	LEAVERTON	052270521	PFC	19E10	PDY		
10115	TANK CREWM	PFC	19E10	BR1023	EDMOND JOE	052271129	PFC	19E10	PDY		
10117	PLATOON LE	1LT	12B00	BR1051	KLUESNER S	052665427	1LT	12B00	HOW		
10118	PLATOON LE	1LT	12B00	BR1059	HULL MELVI	052740165	1LT	12B00	PDY		
10119	PLATOON LE	1LT	12B00	BR1060	BEACH DANI	052762345	1LT	12B00	PDY		
10120	PLATOON SE	SFC	19E40	BR1002	REEVES EDW	052154851	SFC	19E40	HOS		
10121	PLATOON SE	SFC	19E40	BR1009	OLSON ROBE	052199255	SFC	19E40	HOW		
10122	PLATOON SE	SFC	19E40	BR1021	ROY GREGOR	052234211	SFC	19E40	PDY		
10123	TANK COMMA	SSG	19E30	BR1053	CHESSER IS	052685569	SSG	19E30	PDY		
10124	TANK COMMA	SSG	19E30	BR1054	BUNCH RICH	052685873	SSG	19E30	PDY		
10125	TANK COMMA	SSG	19E30	BR1058	FLORES JOR	052688828	SSG	19E30	PDY		
10126	TANK COMMA	SSG	19E30	BR1055	MAYERS DAL	052685912	SSG	19E30	PDY		
10127	TANK COMMA	SSG	19E30	BR1056	SAMS WILLI	052687791	SSG	19E30	PDY		
10128	TANK COMMA	SSG	19E30	BR1057	MCINTOSH J	052688566	SSG	19E30	PDY		
10129	GUNNER/ASS	SGT	19E20	BR1016	COUNCIL JA	052215570	SGT	19E20	HOW		
10130	GUNNER/ASS	SGT	19E20	BR1020	GERALD JAM	052215867	SGT	19E20	PDY		
10131	GUNNER/ASS	SGT	19E20	BR1019	HARRIS DAV	052215739	SGT	19E20	PDY		
10132	GUNNER/ASS	SGT	19E20	BR1018	HALEY HENR	052215645	SGT	19E20	HOS		
10133	GUNNER/ASS	SGT	19E20	BR1017	BRITT EARL	052215587	SGT	19E20	HOS		
10134	GUNNER/ASS	SGT	19E20								
10135	GUNNER/ASS	SGT	19E20	BR1005	DOLLAR JAM	000008594	SGT	19E20	PDY		
10136	GUNNER/ASS	SGT	19E20	BR1006	RICHARDSON	000008592	SGT	19E20	PDY		
10137	GUNNER/ASS	SGT	19E20	BR1007	DARRISAW H	052191406	SGT	19E20	HOW		
10138	GUNNER/ASS	SGT	19E20	BR1008	WARREN JAR	052191569	SGT	19E20	HOW		
10139	GUNNER/ASS	SGT	19E20	BR1010	SHERBERT J	052213677	SGT	19E20	HOW		
10140	GUNNER/ASS	SGT	19E20	BR1011	FINLEY KEN	052213857	SGT	19E20	HOW		
10141	TANK CREWM	SP4	19E10	BR1050	ENRIQUEZ R	052619706	SP4	19E10	PDY		
10142	TANK CREWM	SP4	19E10	BR1049	NIETO DOUG	052618972	SP4	19E10	PDY		
10143	TANK CREWM	SP4	19E10	BR1048	HORNER LER	052618572	SP4	19E10	PDY		
10144	TANK CREWM	SP4	19E10	BR1047	PARKER SCO	052618330	SP4	19E10	PDY		
10145	TANK CREWM	SP4	19E10	BR1046	PRADO THOM	052618234	SP4	19E10	PDY		
10146	TANK CREWM	SP4	19E10	BR1045	MELTON JAM	052618109	SP4	19E10	PDY		
10147	TANK CREWM	SP4	19E10	BR1044	GALEY BRIA	052616994	SP4	19E10	PDY		

Figure 2-3

AUTOMATED TASK FORCE PERSONNEL SUMMARY

PART I - C2 TASK FORCE REPORT - ORGANIC PAGE 1

REPORTING UNIT: 0015 AR BN 01 AR BN DATE/TIME OF REPORT: 9206050005

0015 AR BN 01 CO A

MPC	AUTH	PREVIOUS ASG	PREVIOUS OPSTR	GAINS REPL	GAINS ATCH	LOSSES RSG	LOSSES KIA DED	DYST CHANGES RTD	DYST CHANGES MIA	DYST CHANGES WIA HOW	DYST CHANGES NBL HOS	DYST CHANGES DTC TDY	DYST CHANGES OTH	CURRENT ASG	CURRENT OPSTR	OP STR%
O	5	4	4	0	0	0	0	0	0	0	0	0	0	4	4	80.0
W	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0
E	57	57	56	2	0	0	4	0	0	2	0	0	0	54	52	91.2
T	62	61	60	2	0	0	4	0	0	2	0	0	0	58	56	90.3

SAMPLE

0015 AR BN 01 CO B

MPC	AUTH	PREVIOUS ASG	PREVIOUS OPSTR	GAINS REPL	GAINS ATCH	LOSSES RSG	LOSSES KIA DED	DYST CHANGES RTD	DYST CHANGES MIA	DYST CHANGES WIA HOW	DYST CHANGES NBL HOS	DYST CHANGES DTC TDY	DYST CHANGES OTH	CURRENT ASG	CURRENT OPSTR	OP STR%
O	5	4	4	1	0	0	0	0	0	0	0	0	0	5	5	100.0
[illegible]	0	[illegible]	[illegible]	0	[illegible]	0	0	0	0	0	0	0	0	0	0	0.0

Figure 2-4

AUTOMATED PERSONNEL SUMMARY

PART I - PERSONNEL SUMMARY - DETAIL PAGE 1

REPORTING UNIT: 0015 AR BN 01 AR BN DATE/TIME OF REPORT: 9206091058

0015 AR BN 01 CO A

MPC	AUTH	PREVIOUS ASG	PREVIOUS OPSTR	GAINS REPL	GAINS ATCH	LOSSES RSG	LOSSES KIA DED	DYST CHANGES RTD	DYST CHANGES MIA	DYST CHANGES WIA HOW	DYST CHANGES NBL HOS	DYST CHANGES DTC TDY	DYST CHANGES OTH	CURRENT ASG	CURRENT OPSTR	OP STR%
O	5	4	4	0	0	0	0	0	0	1	0	0	0	4	3	60.0
W	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0
E	57	54	52	2	0	0	2	0	0	8	2	0	0	52	42	73.7
T	62	58	56	2	0	0	2	0	0	9	2	0	0	56	45	72.6

0015 AR BN 01 CO B

MPC	AUTH	PREVIOUS ASG	PREVIOUS OPSTR	GAINS REPL	GAINS ATCH	LOSSES RSG	LOSSES KIA DED	DYST CHANGES RTD	DYST CHANGES MIA	DYST CHANGES WIA HOW	DYST CHANGES NBL HOS	DYST CHANGES DTC TDY	DYST CHANGES OTH	CURRENT ASG	CURRENT OPSTR	OP STR%
O	5	5	5	1	0	0	1	0	0	0	0	0	0	5	5	100.0
W	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0
E	57	55	41	2	0	0	2	0	0	2	0	0	0	41	39	68.4
T	62	60	46	3	0	0	3	0	0	2	0	0	0	46	44	71.0

0015 AR BN 01 CO C

MPC	AUTH	PREVIOUS ASG	PREVIOUS OPSTR	GAINS REPL	GAINS ATCH	LOSSES RSG	LOSSES KIA DED	DYST CHANGES RTD	DYST CHANGES MIA	DYST CHANGES WIA HOW	DYST CHANGES NBL HOS	DYST CHANGES DTC TDY	DYST CHANGES OTH	CURRENT ASG	CURRENT OPSTR	OP STR%
O	5	4	4	0	0	0	0	0	0	0	0	0	0	4	4	80.0
W	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0
E	57	56	55	2	0	0	2	0	9	7	0	0	0	55	39	68.4
T	62	60	59	2	0	0	2	0	9	7	0	0	0	59	43	69.4

Figure 2-5

MOS/AOC. SIDPERS creates the report from a comparison between authorized and assigned strength. Personnel readiness managers above battalion level use the report to requisition and allocate replacement personnel. An example is at Figure 2-6.

The personnel requirements reporting process starts at battalion/separate unit level and flows through the chain of command to the theater personnel management center (PMC). The standard information source at all echelons is the SIDPERS data base. If that source is unavailable, units must prepare reports manually.

AUTOMATED PERSONNEL REQUIREMENTS REPORT

PERSONNEL REQUIREMENTS REPORT

PREVIOUS UNIT PART I - OFFICERS BY 3 POSITION SPECIALTY PAGE

REPORTING UNIT: 0015 AR BN 01 AR BN TIME OF REPORT: 97061608
(UPC: AMAAA)

	2LT-1LT			CAPTAIN			MAJOR			LTC			COL			TOTALS		%
SP	AUTH	ASG	REQ	AUTH	ASG	REQ	AUTH	ASG	REQ	AUTH	ASG	REQ	AUTH	ASG	REQ	AUTH	ASG	FILL
12B	20	19	1	9	6	3	2	2	0	1	1	0	0	0	0	32	28	8
12C	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	10
25C	0	0	0	1	1	0	0	0	0	0	0	0	0	0	0	1	1	10
35A	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	10
35D	0	0	0	1	1	0	0	0	0	0	0	0	0	0	0	1	1	10
56A	0	0	0	1	1	0	0	0	0	0	0	0	0	0	0	1	1	10
61H	1	1	0	2	2	0	0	0	0	0	0	0	0	0	0	3	3	10
67B	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	10
74B	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	10
TOT	25	24	1	14	11	3	2	2	0	1	1	0	0	0	0	42	38	9

PERSONNEL REQUIREMENTS REPORT

PREVIOUS UNIT PART II - WO BY 4 POSITION MOS PAGE

REPORTING UNIT: 0015 AR BN 01 AR BN TIME OF REPORT: 97061608
(UPC: AMAAA)

MOS	AUTH	ASG	REQ	% FILL
915	1	0	1	0.
915D	0	1	0	
TOTAL	1	1	0	100.

SAMPLE

PERSONNEL REQUIREMENTS REPORT

CURRENT UNIT PART III - ENLISTED BY 3 POSITION MOS PAGE

REPORTING UNIT: 0015 AR BN 01 CO A TIME OF REPORT: 99061608
(UPC: AMAA0)

	SL10			SL20			SL30			SL40			SL50			TOTALS	
MOS	AUTH	ASG	REQ	AUTH	ASG	REQ	AUTH	ASG	REQ	AUTH	ASG	REQ	AUTH	ASG	REQ	AUTH	ASG
19K	29	27	2	14	11	3	6	5	1	4	4	0	1	1	0	54	48
54B	0	0	0	1	1	0	0	0	0	0	0	0	0	0	0	1	1
92Y	0	0	0	1	1	0	1	1	0	0	0	0	0	0	0	2	2
TOT	29	27	2	16	13	3	7	6	1	4	4	0	1	1	0	57	51

Figure 2-6

Personnel Status Report

In the manual mode, the PS and PRR may be combined as a DA Form 5367-R Personnel Status Report (PSR). The form is produced to satisfy the demand for immediate information when automated systems are not available. It is not as timely as the automated form.

TASK ORGANIZATION

There are three terms we commonly use in determining command and control relationships: assigned, OPCON, and attached. Assigned, OPCON, and attached strengths are described as follows.

Assigned strength includes all soldiers currently assigned on orders to the unit.

Operational control (OPCON) unit strength is included in the personnel strength report of the parent unit of assignment (supporting commander). OPCON units are normally temporary in nature and are placed on the task organization for a specific operational mission. Generally, OPCON units are not logistically supported (fed, housed, armed, or receiving replacements and mail) by the gaining commander. When an OPCON unit is receiving those services, clarification of the command and control relationship needs to be made. Generally, a unit receiving services is attached. Although the gaining commander does not include the strength of an OPCON unit in the strength report, its personnel readiness is operationally important to the gaining commander. OPCON soldiers should be reported by the task force and annotated in the remarks section of the personnel status reports of the parent and gaining organization.

Attached unit strength is included in the personnel strength report of the gaining commander. Attached units are often habitually attached and fed, housed, armed, receiving replacements, mail, and so forth, by the gaining commander. Commanders/S1s of units attached to other units must provide the gaining headquarters with a battle roster electronically or on a standard floppy disk.

Direct support (DS) and general support (GS) or any other term that aids in defining support relationships is not the means to determine command and control relationships. ADS unit can be OPCON or attached and a GS unit can be OPCON or attached.

Maintenance and accountability of the task organization and unit command and control relationships have a significant impact on the accuracy of personnel accounting and strength reporting, replacement operations, and postal operations. It is critical that operations channels (G3) define command and control relationships on each task organization and subsequent change. Every unit not listed with its parent (assigned) unit of organization must be identified as OPCON or attached. G1/S1s must immediately ask for clarification any time the task organization does not identify the proper command and control relationship.

OPCON unit strength is reported by the parent (assigned/losing) unit commander/Sl. Attached unit strength is the responsibility of the gaining unit commander/S1. Only providing a DS or GS designation does not necessarily clearly identify the command and control relationship. DS or GS may have a different meaning to the personnelist than it does to the field artilleryman or logistician. Command and control relationships are normally determined by higher headquarters and communicated through G3/S3 channels at the time of task organization changes. The G3/S3s immediately provide the G1/S1s and unit commanders task organization changes to ensure the most accurate strength accounting and appropriate delivery of replacements and mail.

INITIAL FOCUS

During the early stages of deployment, PASR managers must concentrate their initial efforts in three areas: accessing mobilizing Reserve Component (RC) soldiers into the Active Component SIDPERS data base, accounting for all assigned personnel, and reassigning soldiers, who will not deploy, from deploying units. It may be necessary to account for civilians, joint, and contractor personnel manually or by using stand-alone automated systems.

The mobilization station builds SIDPERS records for RC soldiers through the mobilization personnel system. If prepositioned mobilization personnel system files are not available at the mobilization station where the mobilizing soldiers report, the mobilization station must generate complete records. Where communications have not been established with the contingency theater, it may be necessary to hand-carry data disks containing the unit's SIDPERS records to the personnel processing activity in theater.

Installation commanders must reassign non-deploying soldiers from deploying units to other units on the installation or to derivative unit identification codes (UICs) established for non-deploying units. It is essential to remove those soldiers from the deploying unit's data base and provide a clear picture of each unit's accountable strength. Installation commanders will manage soldiers who do not deploy, in accordance with policy and procedures established by the DCSPER HQDA.

BATTLEFIELD FLOW

The lead corps AG establishes PASR systems upon arrival in theater. Units will deploy with purified data bases reflecting only deploying soldiers' records. Upon arrival at the port of debarkation, units will furnish copies of their data base to the senior personnel unit in the theater and to the servicing PSB.

Divisions will continue to update their personnel accounting system through an electronic data link with the sustaining base/home station PERSINS processing activity (PPA). They will provide strength reports in accordance with guidance from the lead corps AG. The theater PERSCOM may revise strength reporting requirements to support theater-level personnel readiness management upon its arrival in theater.

Nondivisional units will maintain their personnel accounting systems through their corps or theater PSB which provides the electronic data link to their sustaining PPA. The lead corps AG will establish strength reporting requirements. The theater PERSCOM may revise these requirements upon arrival.

RESPONSIBILITIES

The following agencies must prepare for critical roles during the early deployment stages to establish and operate the PASR management system.

Commanders at company level have the responsibility to account for soldiers and civilians and accurately report their duty status to the battalion S1. Commanders at battalion and brigade levels enforce the process of recording and transmitting personnel accounting information.

BATTALION

The battalion S1 records personnel changes in the battalion's command data bases. This process automatically generates update transactions.

Battalion S1 personnel accounting and strength reporting responsibilities include the following critical tasks:

- Collect, summarize, analyze, and report personnel strength information.
- Submit duty status and battle roster changes to the battalion data base, and transmit transactions

using an automated system for real-time transmission as close to the actual occurrence as possible. As time between the event and the report increases, the value of the information to the commander decreases. If a back-up, manual system is used, reports will be completed not less than once every 24 hours.

- Process information on replacements and return to duty soldiers and Army civilians into the battalion data base.
- Compare manual personnel strength information against the results of SIDPERS processing; identify and resolve discrepancies.

BRIGADE

The brigade S1 processes transactions from subordinate battalions to update the brigade's command data base. This process automatically generates update transactions, consolidates them in an electronic queue (under SIDPERS 2.75), and transmits them to the personnel automation section of the supporting PSB.

The brigade S1's personnel accounting and strength reporting responsibilities include the following critical tasks:

- Collect, summarize, and submit personnel strength reports.
- Compare manual personnel strength information against SIDPERS information; identify and resolve discrepancies.

PERSONNEL SERVICES BATTALION

The PSB performs the pivotal role within the theater's personnel information management system. The PSB receives personnel information from battalions and separate units and provides decision information to personnel readiness managers.

The PSB manages a consolidated data base of record for all of the battalions and separate units within its area of responsibility. It enters data into the data base and transmits updated information up and down the system.

DIVISION

The division G1 relies on the PSB to manage the division's command data base. The local or wide area network supporting the G1 must include the PSB-maintained command data base. Collocating the PSB with the G1 in the division rear facilitates this. If an assured communication link or collocation is not practical, the PSB transmits update transactions to the G1's copy of the command data base at least twice daily.

The personnel readiness branch has responsibility for the following critical tasks:

- Operate the division's PASR network.
- Maintain and operate a consolidated division data base.
- Synchronize the timely vertical flow of automated personnel information from the battalions and separate units to the PSB.

CORPS

The corps AG, TAACOM AG, and theater AG maintain consolidated data bases at their levels and manage data flow up and down the system.

The lead personnel group has the following responsibilities:

- Establish the PASR system by aligning all arriving units with a supporting PSB.
- Instruct arriving battalions and separate units to provide copies of their SIDPERS data bases to the appropriate PSB and an AG representative at the port of debarkation.
- Provide manpower to establish a collection point at the port of debarkation for unit personnel data bases.
- Ensure that a PASR manager from the forward-deployed theater PERSCOM or contingency PERSCOM deploys with an early corps PMC increment.

The corps AG personnel readiness management branch operates the corps PASR management network.

The corps AG personnel automation branch has the following PASR responsibilities:

- Synchronize the flow of personnel change transactions through the chain of command from battalion to theater level on a real-time basis.
- Maintain a derivative unit identification code (UIC) to account for inpatients at medical facilities.

THEATER PERSCOM

The personnel service directorate has the following responsibilities:
- Deploy a PASR manager with an early corps PMC increment.
- Prepare to assume the PASR management responsibility from the lead corps PMC.
- Operate the theater PASR management network.
- Synchronize the flow of personnel information through the chain of command from battalion to PERSCOM.
- Collect, correlate, analyze, and present critical personnel readiness information to personnel readiness managers.

INSTALLATIONS

Responsibilities are the following:
- Reassign non-deploying soldiers from deploying units.
- Assign soldiers who will deploy with the force on an interim basis (for example, temporary change of station (TCS) from another site), and ensure units include them in their SIDPERS data bases.
- Ensure battalions and separate units deploy with their SIDPERS data bases resident on automation hardware.
- Access mobilized Reserve Component soldiers into the Active Component SIDPERS data base.

USTA PERSCOM

Responsibilities are the following:
- Provide adequate technical policy and procedures to govern mobilizing Reserve Component soldier accession into the Active Component SIDPERS database.
- Provide adequate technical instructions to govern reassigning selected soldiers to fill readiness requirements in deploying units.
- Provide adequate technical instructions for addressing deploying civilians and joint personnel information into the SIDPERS data base.

USTA PERSCOM enters some data (for example, OER/NCOER end dates and civilian/military education levels) at the top of the system (TAPDB).

MANPOWER

The PASR management system requires manpower in the critical areas of operation described in the following paragraphs.

The battalion S1 and separate units are responsible for managing the PASR system. Their tables of organization and equipment (TOE) provide manpower for this function.

The personnel services battalion (PSB) is the catalyst between the battalion S1 and separate units and information managers at division level and higher. The PSB TOE provides manpower to support this workload.

The personnel group commander must direct the PSB to deploy a personnel information management team early to establish personnel information flow between the units and higher level data base managers. These teams should deploy with the appropriate PMCs to facilitate aligning PSBs with their supported units.

The personnel group must deploy a personnel information management team to establish and

maintain a consolidated corps command data base. This team also serves as the conduit for passing personnel information between corps major subordinate units and the theater PERSCOM or the sustaining base.

INFORMATION REQUIREMENTS

PASR management depends on real-time information and total asset visibility to ensure accurate gain, loss, duty status, and other strength-related data from all units. The network uses electronic communication support to transmit all personnel data changes from battalion to TAPDB within 24 hours of submission. This requires real-time information flow from the bottom of the reporting system to the top. Less than real-time information flow results in a degradation of service.

Chapter 3
CASUALTY OPERATIONS MANAGEMENT

This chapter describes the mission, proponency, doctrinal requirements, principles of support, unit and section responsibilities, manpower requirements, and personnel information requirements of the casualty system.

MISSION

The mission of the casualty system is to record, report, verify, and process casualty information from unit level to HQDA; notify appropriate individuals; and provide casualty assistance to next of kin.

Casualty operations includes casualty reporting, casualty notification, casualty assistance, line-of-duty determination, reporting status of remains, and casualty mail coordination.

Historical Perspective

"There's no more effective way of creating bitter enemies of the Army than by failing to do everything we can possibly do in a time of bereavement, nor is there a more effective way of making friends for the Army than by showing we are personally interested in every casualty which occurs." General of the Army, George C. Marshall, Army Chief of Staff, 1944.

PROPONENCY

The fictional proponent for casualty operations is the Casualty and Memorial Affairs Operations Center (CMAOC), The Adjutant General Directorate, United States Total Army (USTA) PERSCOM.

AR 600-8-1, Army Casualty Operations (Draft), and AR 600-8-4, Line of Duty Investigations (Draft), provide policy and procedural guidance for managing casualty information and line of duty investigations.

DOCTRINAL REQUIREMENTS AND STANDARDS OF SUPPORT

Casualties can occur on the first day of a contingency operation. Thus, casualty managers from each echelon of command must deploy without delay.

Historical Perspective

On the eve of Operation Overlord, 6 June 1944, invading American units did not carry casualty management personnel on their wartime TDAs. Consequently, units went ashore on D-Day with no or few trained soldiers to report the nearly 208,000 American soldiers wounded on the shores of Normandy Beach. The large volume of inaccurate reports resulting from this situation caused embarrassment to the War Department and unnecessary suffering of next of kin.

Personnel, medical, logistical, and provost marshal communities operate as a team in the casualty operations system.

Units report all casualties found on the battlefield, including DoD civilians, contract personnel, and military personnel from other U. S. Army units, other services, and allied forces. Units record casualties on Witness Statement/Casualty Feeder Reports (DA Forms 1155/1156). These reports are sent to battalion level without delay or as soon as the tactical situation permits.

Battalions and separate units may submit the DA Forms 1155/1156 to any PSB on the battlefield.

Battalions normally send this information to their supporting PSB. The time standard for casualty information processing is 24 hours from time of incident through casualty reporting channels to receipt at USTA PERSCOM.

Casualty information is frequently incomplete on the battlefield. This should not delay initial report submission. Updated casualty information is provided as it becomes available.

The casualty system must continually reconcile duty status whereabouts unknown, missing, missing in action and medical evacuation cases against other information sources to reach a final casualty status determination.

Casualty information flows up, across, and down the reporting chain to help account for soldiers and reportable civilians reported outside the normal reporting chain. A flow chart is shown at Figure 3-1.

The medical evacuation system may move many injured soldiers from the battlefield to corps hospitals while the unit is still engaged. Therefore, communications and an electronic interface between the Theater Army Medical Management Information System (TAMMIS) and SIDPERS must be established to furnish timely casualty information. This information flows from the corps-level hospitals to the corps personnel management center (PMC). The corps PMC passes the casualty information by electronic transmission to the appropriate PSB for unit notification and report preparation, if required.

There is also a requirement for an interface

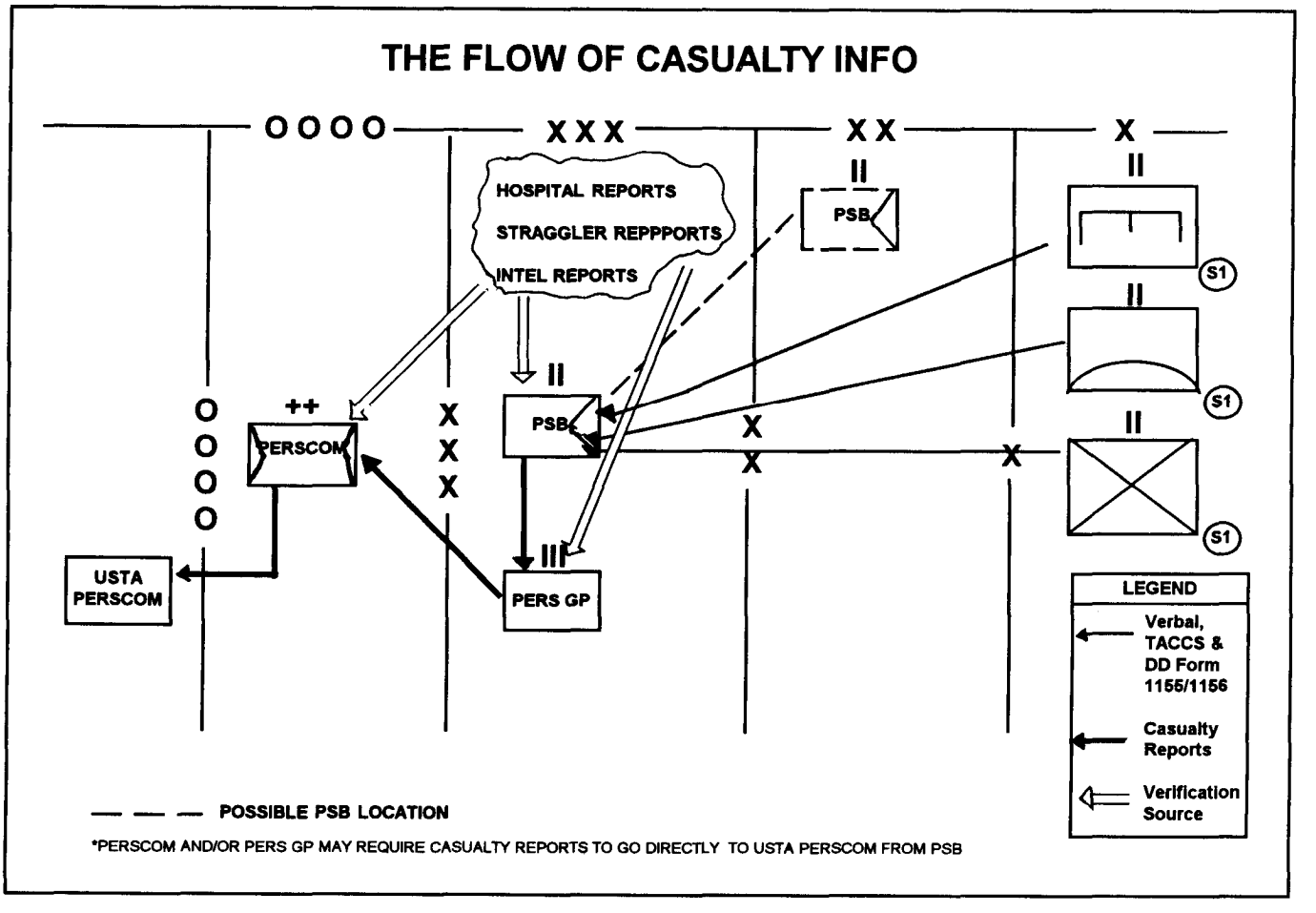


Figure 3-1

between SIDPERS and mortuary affairs, provost marshal, and logistics systems such as the Mass Fatality Field Information Management System (MFFIS).

There is a requirement to account for all casualties, whether reportable or not, to exercise accurate strength reconciliation. SIDPERS 3.0 will provide SIDPERS/TAMMIS interface which will assist in patient accountability. The TAMMIS transaction recording admission to a corps support hospital signals a requirement to generate a SIDPERS arrival transaction to a UIC under control of the replacement company in direct support. The losing unit must also submit a departure transaction. This process removes patients from unit strength and provides patient accountability within a single unit.

The PMCs at corps/TAACOM and theater level must establish a casualty accounting data base and maintain a casualty status record. USTA PERSCOM developed interim casualty data base software for recording and transmitting casualty information. The personnel community will use this software or software that is compatible with the USTA PERSCOM system for operations occurring before objective software is fielded.

Until an automated SIDPERS/TAMMIS interface is fielded, the personnel group commanders task subordinate commanders to station casualty liaison teams (CLTs) with all mortuary collection points and levels 3 and 4 medical facilities to include other service and host nation hospitals. This provides the interface between the personnel and medical systems. Casualty liaison teams consist of organic personnel. They are supplemented by borrowed military manpower such as soldiers returned to duty from the medical facility with physical profiles which prohibit return to their original units.

The Office of the Surgeon General is responsible for identifying the medical facilities within the sustaining base to be used to treat theater casualties. Once identified, HQDA tasks the appropriate casualty area commanders to establish casualty liaison teams as necessary.

Casualty area commanders are responsible for notifying and providing casualty assistance to the next of kin of soldiers or civilians identified as casualties. They make notifications in compliance with regulatory guidance. USAR soldiers and soldiers recalled from retirement often serve as notification officers or survival assistance officers.

PRINCIPLES OF SUPPORT

The following paragraphs describe the principles of support of casualty operations management.

THE CASUALTY SYSTEM

All persons with the knowledge of a casualty will report to their chain of command using, DA Forms 1155/1156. The commander of a unit in which a casualty occurs has responsibility for initiating the casualty information flow. The unit submits the initial information to the battalion on DA Forms 1155/1156. The battalion forwards them to the PSB and sends a copy through its brigade to the division G1. Medical treatment facilities (MTFs) provide information on patient status and assist in personnel accounting, Casualty liaison teams provide an interface between medical facilities, mortuary affairs (MA) collection points, and the personnel group.

The PSB verifies casualty information against the data base and emergency data in the soldier's/civilian's deployment packet. The PSB adds appropriate information and prepares and forwards the casualty information to the personnel group (corps/TAACOM AG). From there it is forwarded to the theater PERSCOM (theater AG) and then to USTA PERSCOM. A Human Resources Division element (if deployed) assists in providing civilian casualty information (see Chapter 9).

USTA PERSCOM verifies information provided in the casualty report against available information systems. USTA PERSCOM then directs/coordinates notification actions through the appropriate casualty area commander who makes the notification and provides casualty assistance. A model of the casualty management network is at Figure 3-2.

Although this chapter identifies the formal flow of casualty information, it must be recognized that casualty information will be collected from all available sources and reported though official channels as quickly as possible.

CASUALTY INFORMATION REQUIREMENTS

Casualty operations management requires information from the following sources:

- Witness Statement/Casualty Feeder Reports (DA Forms 1155/1156) from the unit.
- Individual personnel information from the servicing PSB.
- Patient accountability status from medical facilities.
- Individual diagnosis and prognosis reports from medical facilities.
- Evacuation reports from medical facilities.
- Status of remains from MA collection points and mortuary sites.
- Straggler information from provost marshal channels.

PERSONNEL ACCOUNTING

In addition to the previously described casualty system, the PSB must take extraordinary action to transfer personnel accountability for patients from the assigned unit to a patient accounting

CASUALTY INFORMATION MANAGEMENT						
FUNCTIONS/ TASKS	RESPONSIBLE AGENCY					
	BATTALION	BRIGADE	DIVISION	CORPS/TAACOM	THEATER	CONUS
REPORT AND RECORD CASUALTY INFORMATION	S1	S1	PSB/G1	PERS GROUP	THEATER PERSCOM	USTA PERSCOM
MANAGE CASE FILES	S1	S1	PSB	PSB	THEATER PERSCOM	USTA PERSCOM
MORTUARY AFFAIRS	S4	S4	MA TEAM (DISCOM)	MA COLL CO (CORPS SPT GRP/ TAACOM)	DCSLOG	ODCSLOG
PERSONAL EFFECTS	S4	S4	MA TEAM (DISCOM)	MA CO (CORPS SPT GRP/ TAACOM)	DCSLOG	ODCSLOG
LINE OF DUTY INVESTIGATION	S1	S1	G1	AG	THEATER PERSCOM	USTA PERSCOM
SURVIVOR ASSISTANCE	S1	S1	G1	AG	THEATER PERSCOM	USTA PERSCOM
POSTAL OPERATIONS	S1	S1	Postal Company	Postal Companies	Postal Company	MPSA/ USPS
COMMUNICATIONS	S3/Signal Officer	Signal Officer	Signal Bn	Signal Bde	Theater Signal Command	Information Systems Command

Figure 3-2

system. This is essential for two reasons: to remove soldiers and Army civilians no longer fit for duty from the unit's SIDPERS/ACPERS or off-line/manual data bases and to isolate and consolidate patient information for intensive accountability management.

Historical Perspective

The number of sick and wounded treated by Army hospitals during the Civil War was staggering. Large numbers of return-to-duty troops passed through "convalescent camps" in each of the major commands before returning to their units. An equally large number of troops were able to desert or take unauthorized leaves of absence because no system existed that would have accounted for their status and eventual return to their units.

In many instances, medical facilities and/or MA units will have information about casualties before the units have time to submit casualty reports. Pending automated system interface development, the personnel system must identify available medical facilities and establish a system to capture casualty information at those facilities.

CASUALTY LIAISON TEAMS

Managers of casualty operations must be proactive. They cannot afford to wait for units to submit casualty information. They must establish casualty liaison teams at all medical facilities to obtain casualty information as injured and ill persons arrive for treatment. Managers must also establish a liaison with mortuary affairs and provost marshal personnel.

Personnel groups and their subordinate units are responsible for the casualty liaison teams at level 3 and 4 (corps and above) MTFs, to include other services and host nation hospitals. They are also responsible for casualty liaison teams at MA collection points. Division G1s and brigade/battalion S1s are responsible for establishing a casualty liaison with level 1 and 2 (division and below) MTFs.

The casualty liaison team must get as much information as possible about each case and report it quickly to the appropriate PSB or next higher organization in the casualty reporting chain (even to the theater PERSCOM if necessary). Having received and processed the initial casualty report, the PSB must seek supplemental information from the injured or ill soldier's or civilian's unit.

CONFIDENTIALITY AND SENSITIVITY

All commanders, soldiers, and deployed civilians must be sensitized to the confidentiality of casualty information. Commanders must ensure that it is processed only through official channels. Casualty information is assigned the protective marking of For Official Use Only (FOUO) which may not be removed until verification that next of kin have been notified. Information on a soldier/civilian in a missing status will remain FOUO until the person is returned to military control or the FOUO protection is removed, IAW appropriate regulations. Emphasis on confidentiality and sensitivity of casualty information should be part of training on the DA Forms 1155/1156 and integrated into formal training programs at all levels.

Modem communications have increased the risk that family members will get casualty information from sources outside the official system. To combat this risk, casualty managers must employ all available means to get casualty information at the earliest possible moment.

Historical Perspective

During Operation Desert Storm, soldiers from divisions called their home stations to alert rear area personnel to casualties that their unit had

sustained. The home station in turn called DA Casualty who in turn called the Casualty Area Command in Saudi Arabia. The incident had not yet been reported; no one in the casualty reporting chain had been alerted to the incident Reporting through unofficial channels causes confusion and creates unnecessary stress.

MORTUARY AFFAIRS AND PERSONAL EFFECTS

Overall policy for the disposition for remains and personal effects rests with HQDA, DCSPER. At CONUS installations, the supervision of the care and disposition of remains and the disposition of personal effects is a logistical function and may be accomplished by the installation Adjutant General. In OCONUS commands, the supervision of the care and disposition of personal effects is accomplished as a logistics function by the logistics commands and staffs.

During major military operations, the collection and evacuation of remains to a mortuary and the collection and evacuation of associated personal effects to a personal effects depot is a logistics responsibility under the supervision of logistics commands and staffs. The care and disposition of remains and the disposition of personal effects outside the area of military operations continues to be a personnel or logistics function depending on location. The CMAOC has the functional responsibility, during peace or war, for coordinating instructions for the permanent disposition of remains and archiving records and reports pertaining to the disposition of remains and personal effects.

RESPONSIBILITIES

Each management level in the casualty reporting chain will verify information as necessary to meet the 100 percent accuracy standard.

Historical Perspective

During Operation Desert Storm, a Casualty Area Command, based on unconfirmed reports, made erroneous notification to next of kin that two soldiers had been killed in a helicopter accident.

The following agencies have critical roles in establishing and operating the casualty operations management system for a contingency operation.

BATTALION

Battalion casualty management responsibilities include the following critical tasks:

- Ensure that all soldiers and civilians carry and are trained on DA Forms 1155/1156.
- Collect DA Forms 1155/1156 from units.
- Submit reports to the PSB.
- Send information copy to the brigade S1.
- Seek additional information from the medical support system on evacuated soldiers and Army civilians.
- Use all available information sources to determine the status of evacuated and missing soldiers and Army civilians; follow up continually on open cases to determine final status.
- Maintain a casualty log.
- Prepare letters of sympathy, and forward them to the division PMC.
- Accept and report changes to emergency data information.
- Coordinate information on mortuary affairs and personal effects disposition with the battalion S4.

BRIGADE

The brigade S1's casualty operations management responsibilities include the following critical tasks:

- Collect and forward DA Forms 1155/1156 to the PSB and the division G1 when the battalion is unable to do so.

- Collect and submit automated casualty information to the PSB.
- Collect letters of sympathy, and forward them to the division PMC.
- Collect and forward emergency data changes to the PSB.
- Ensure units train on and require soldiers and civilians to carry DA Forms 1155.

DIVISION

The division's personnel operations branch is responsible for casualty management. Its responsibilities include the following critical tasks:

- Ensure that all soldiers and civilians carry and are trained on DA Forms 1155/1156.
- Manage line of duty investigations.
- Coordinate information on mortuary affairs (MA) and personal effects disposition with the MA team and/or platoon augmented to the main and forward support battalions.
- Coordinate information on soldiers and civilians separated from their units, wounded in action, or injured not in battle.
- Forward letters of sympathy and condolence to next of kin upon confirmation of family notification from theater PERSCOM.

PERSONNEL SERVICES BATTALION

PSB responsibilities are the following:

- Prepare and forward casualty reports to the personnel group (corps AG).
- Plan for and establish an electronic casualty/patient accountability data base.
- Obtain additional casualty information, and submit supplementary reports.

CORPS

The lead corps AG has the following responsibilities:

- Work with forward-deployed elements of USTA PERSCOM to establish an immediate data link between the area of operations and USTA PERSCOM for casualty information flow.
- Publish and distribute information on the casualty reporting channel to all deploying units.
- Identify medical evacuation facilities, in coordination with the corps surgeon.
- Coordinate with USTA PERSCOM to ensure casualty liaison team establishment at each medical facility within the sustaining base.
- Ensure that a casualty manager from the theater PERSCOM deploys with an early element of the corps PMC.
- Establish and maintain an electronic casualty/patient accountability data base.
- Establish the casualty management system and the personnel casualty network, and obtain necessary personnel for liaison with treatment facilities.

The staff actions branch of the corps PMC manages the casualty operations system and ensures that commanders, soldiers, and civilians receive essential personnel services. Their casualty management responsibilities include the following:

- Determine the location of medical facilities in the corps area of responsibility, and establish personnel casualty liaison teams at each site.
- Operate the corps casualty management network.

Provide technical direction to the PSBs and coordinate information management on casualties reported outside their normal reporting chain.

- Synchronize casualty matters between the G1 and G4 for the nondivisional force.
- Research cases to assist the MA office in identifying remains.
- Coordinate information on the disposition of remains.
- Coordinate casualty information among medical facilities, mortuary affairs offices, military police, and intelligence activities.
- Coordinate information on personal effects disposition.
- Process casualty reports.
- Reconcile open cases against all potential information sources.

- Prepare and submit initial and supplemental casualty reports to the theater PMC.
- Ensure patients in corps medical facilities are reassigned from the original unit to derivative UICs through the TAMMIS/SIDPERS interface for patient accountability.
- Report and record casualties (U.S. Army, allied military personnel, U.S. civilians, and military members of sister services).
- Manage a corps casualty data base.
- Provide casualty information to commanders.

THEATER PERSCOM

The lead elements of the theater PERSCOM initially focus on the following responsibilities:
- Deploy a casualty manager with an early increment of the corps PMC.
- Prepare to assume theater-level casualty management responsibilities.
- Prepare to direct the establishment of additional casualty liaison teams.
- Assume responsibility for the theater's casualty accounting data base from the lead corps upon arrival in theater.

To remedy current shortfalls in automation and meet the doctrinal requirements, the theater PERSCOM will initially focus on the following:
- Maintain casualty records.
- Transfer casualty records to USTA PERSCOM.
- Maintain patient accountability for the theater using nonstandard data base management systems.
- Plan for and publish procedures for maintaining a theater casualty/patient accountability data base.

Theater Personnel Services Directorate

Once the theater matures, the personnel services directorate will provide essential services to commanders, soldiers, and civilians. Their casualty management responsibilities include the following critical tasks:
- Operate the theater casualty management network.
- Synchronize casualty matters between the DCSPER and DCSLOG.
- Research cases to assist the J4 joint MA office to identify remains.
- Coordinate information on remains disposition.
- Coordinate memorial affairs.
- Coordinate information on personal effects disposition.
- Conduct liaison, and obtain casualty information from medical, mortuary affairs, law enforcement, and intelligence activities.
- Coordinate joint casualty requirements.
- Process casualty reports.
- Reconcile open cases against all potential information sources.
- Prepare and submit initial and supplemental casualty reports to PERSCOM.
- Report and record casualties (U.S. Army, allied military, U.S. civilian, and sister service military personnel).
- Review and validate the status of soldiers and civilians reported killed or missing in action before marking mail addressed to them for return to sender.
- Manage a theater casualty data base.
- Ensure missing-in-action investigation completion.
- Manage U.S. prisoner of war and missing-in-action cases.
- Develop a casualty estimation data base.
- Revise casualty stratification factors based on empirical data.

Theater Army Casualty and Records Center

When the tactical situation dictates and the theater PERSCOM commander directs, elements of the casualty division and other personnel services directorate divisions form into a Theater Army Casualty Records Center (TACREC).

The TACREC normally locates at the alternate CP. The deputy director, personnel services directorate, supervises TACREC operations. The TACREC is the focal point at the theater for casualty report processing. It may also serve as the personnel records repository for all records within the theater.

If the theater PERSCOM commander directs, personnel organizations with personnel records in theater move them to the TACREC. This gives the TACREC access to records for casualty report processing.

CASUALTY AREA COMMANDS

The casualty management system extends beyond the area of operations and includes casualty area commands (CAC) within CONUS and other theaters. The CACs, with direction from the Casualty and Memorial Affairs Operations Center (CMAOC), assist families with funeral arrangements and personal effects disposition. CACs train soldiers to serve as notification officers or survival assistance officers.

USTA PERSCOM

Responsibilities are the following:

- Direct casualty area commands outside the area of operations to establish casualty liaison teams where appropriate.
- Assist the lead corps to establish and operate a data link between the corps PMC and USTA PERSCOM for casualty information transmission.
- Shift the data link from the corps PMC to the theater PMC when established.
- Publish procedural guidance governing patient accountability during a contingency operation.
- Publish procedural guidance governing casualty accounting system establishment and maintenance.

MANPOWER

The casualty operations management system requires manpower beyond current organizational authorizations.

Personnel groups must form casualty liaison teams to obtain casualty information. There is no documented personnel authorization to satisfy this requirement. The personnel group commander must form these teams from organic resources, borrowed military manpower, soldiers released from medical facilities, and excess replacement personnel. Casualty liaison teams must have sufficient personnel to provide for continuous operations.

INFORMATION REQUIREMENTS

There is an immediate requirement for a data link between the theater PMC and PERSCOM to transmit casualty information. Voice communications are equally essential to achieve the 24-hour reporting standard. Personnel units must have the necessary communication assets and computer hardware and software to establish essential communications on a priority basis.

Within the theater, mobile subscriber equipment and other communications means must support data transmission and voice communications.

The current Army casualty information processing system works within an early SIDPERS information architecture. New systems must work within current and SIDPERS 3.0 environments. Chapter 27 outlines objective requirements for the system.

Chapter 4
REPLACEMENT MANAGEMENT

This chapter describes the replacement management system's mission, proponency, flow of replacements, and standards and principles of support. It also describes how the Army intends to establish and operate a theater Army replacement management system. Its objective personnel information requirements and the degradation of standards if these requirements are not met are also described.

MISSION

The mission of the replacement management system is to move personnel from designated points of origin to ultimate destinations and coordinate individual training at each replacement center/company/section as determined by METT-T. Figure 4-1 shows an example replacement training program. Replacement management is the physical reception, accounting, processing, support, reequipping, training, and delivery of military and civilian personnel. This includes replacements and return-to-duty (RTD) soldiers. It does not include the decision-making process associated with determining distribution, which is described in Chapter 1.

PROPONENCY

The fictional proponent for the replacement management system is the HQDA, DCSPER.

AR 600-8-111, Wartime Replacement Operations, provides policy and procedural guidance for replacement management during wartime and operations other than war, AR 600-8-101, Personnel Processing (In-and-Out) and Mobilization Processing, provides policy and procedural guidance for peacetime and mobilization personnel processing.

DOCTRINAL REQUIREMENTS AND STANDARDS OF SUPPORT

Replacement operations begin with moving individual soldiers from the point of origin to deployed units. Examples of individual replacements include soldiers who were unable to deploy with their units, soldiers who arrived for assignment after their units deployed, members of the Army Reserve or National Guard, and civilians. Soldiers and civilians will also return to duty from medical facilities at all levels.

Replacement companies will support their reequipping requirements with organic supply personnel and by drawing supply personnel from the replacement stream as needed. Equipment is obtained from the supporting DS supply company. After receiving equipment, return-to-duty personnel will rejoin their original units, if feasible.

To provide individuals as theater filler and replacement personnel, USTA PERSCOM distributes military personnel from the trainee, transient, holdee, and student (TTHS) account. Additionally, USTA PERSCOM levies MACOMs for soldiers and civilians in accordance with HQDA guidance and/or procedures in the Army Mobilization Operations Planning and Execution System (AMOPES).

Commanders process replacements through the CONUS replacement centers (CRC) in accordance with the soldier readiness program, levels 1 through 3, or civilian equivalent standards set by DCSPER. Each replacement carries a complete deployment packet upon departure. The CRC verifies deployment readiness. It coordinates equipment issue, required area/mission processing and training (in accordance with soldier readiness program (SRP) level 4), and movement to the aerial port of embarkation (APOE). The soldier readiness program and soldier readiness

INDIVIDUAL REPLACEMENT TRAINING PROGRAM

TRAINING TASKS	TRAINING COORDINATOR				
	CRC/Sustaining Base	Theater Repl Co	Corps Repl Co	Div Repl/Det Section	Unit
Weapons Zero	P	S			
Weapons Familiarization or Qualification	P	S			
Selected Common Task Training, e. g. : ● NBC refresher training ● casualty reporting ● first aid	P	S	A		
Theater Orientation:					
● Custom & Culture	P	S	A		
● Safety	P	S	A		
● Prev Med/Med Intel	P	S	A		
● SOFA/General Orders	P	S	A		
● Climatization (Incls rest from jet lag)		A	S	P	
Individual Trng to Division Standards				P	S
Battlefield Orientation (Intel & Ops brief)			P	S	A

P - Primary training location S - Secondary training location A - Alternative training location

CRC - CONUS Replacement Center

Figure 4-1

processing requirements, levels 1 through 4, are described in Chapter 4, AR 600-8-101.

OCONUS commands maybe required to provide replacements to a theater. A replacement unit in that command would perform the same functions as a CONUS replacement battalion supporting a CRC.

Sustaining base installations and the CRC process soldiers from level 3 to level 4 SRP standards (or equivalent HQDA DCSPER-established standards for civilians) before they depart for the theater. The CRC installation issues chemical defense equipment (CDE) and individual weapons, and organizational clothing and individual equipment (OCIE). The Army component commander determines specific OCIE requirements. The theater commander establishes equipment requirements for civilians.

The CRC must complete processing within 96 hours. CRCs may reduce the processing time to 72 hours to meet operational requirements.

Commanders at all levels require timely information to conduct effective replacement management. The CRC provides replacement information to USTA PERSCOM via the replacement operations automated management systems (ROAMS) on a daily basis. Based on the projected personnel flow through the CRC, USTA PERSCOM coordinates strategic airlift in accordance with the joint operations planning and execution system (JOPES).

USTA PERSCOM gives the theater Army replacement directorate (RD) an advance arrival report (AAR) 72 hours prior to projected arrival at the port of debarkation (POD) to enable the RD to prepare a distribution plan. The report is organized by personnel category (officer, warrant officer, enlisted, and civilian). Within each category the by-name list is organized by AOC/MOS and civilian specialty code. For military personnel, the AOC/MOS includes nine characters. The AAR also includes the POD, personnel increment number (PIN), transportation mission number, and aircraft tail number. If secure communication is available, the AAR reports the estimated time of arrival (ETA).

The CRC provides manifest data via ROAMS to the USTA PERSCOM personnel assistance point (PAP) not later than four hours prior to departure from the CRC. The PAP makes final updates to the manifest and provides the in-flight report (IFR) to USTA PERSCOM and the CRC. Within two hours after departure from the POE, USTA PERSCOM transmits the IFR to the theater RD and the theater replacement battalion via ROAMS. The IFR reports the names of soldiers and civilians actually aboard the aircraft; there may be some changes from the AAR. The IFR includes the same type of information as the AAR. Using interfaces between ROAMS and the global transportation network (GTN), theater PERSCOM can provide in-transit visibility to the theater commander in chief.

Early in the deployment, corps and divisions establish rear and forward replacement operations to manage the replacement flow. Replacement units/elements also establish a capability to process individuals early in the deployment. Replacement units can perform this mission by deploying teams to ports of embarkation/debarkation. During contingency operations, the immediate replacement element that assumes the RD mission uses AARs and IFRs to manage the replacement flow. Once central mobilization stations and the replacement element have assured communication with USTA PERSCOM, ROAMS may be used.

As CRCs become operational, a GS replacement organization must deploy to manage the replacement flow into the theater. The RD or theater replacement element receives the advance arrival and in-flight reports. Models of the replacement flow from the sustaining base and within the theater are at Figures 4-2 and 4-3.

Replacements flow directly from the theater-level GS replacement organization to divisions. As the theater of operations grows, DS replacement companies, a replacement battalion, and a theater GS replacement company deploy. A command decision may alter the normal replacement flow to support movement along command lines from theater through corps to division or task organization. In that event, the personnel groups may have to muster additional personnel resources for the DS replacement company.

Replacements process through the theater personnel replacement battalion (PRB) under operational control of the theater PERSCOM.

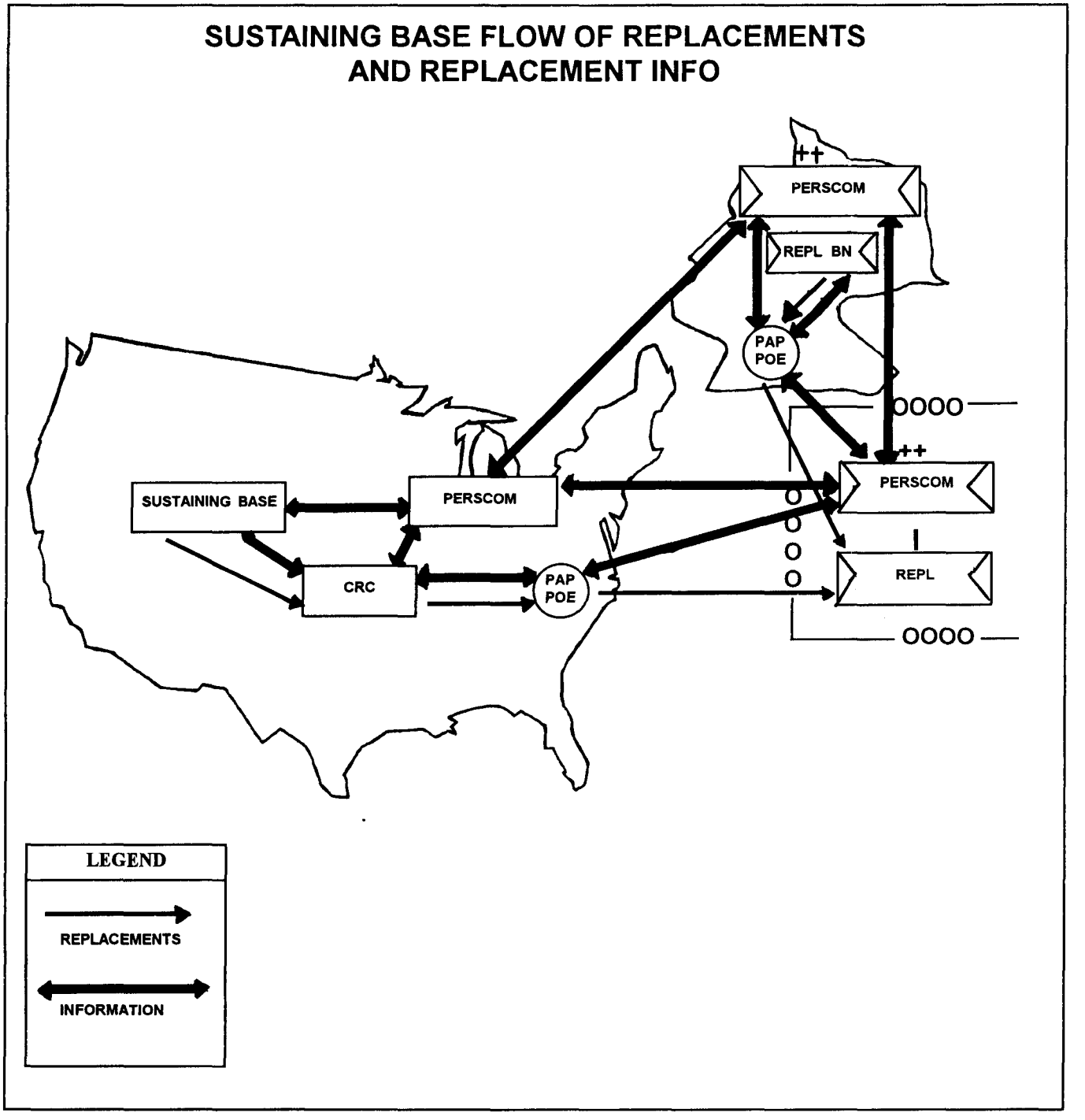


Figure 4-2

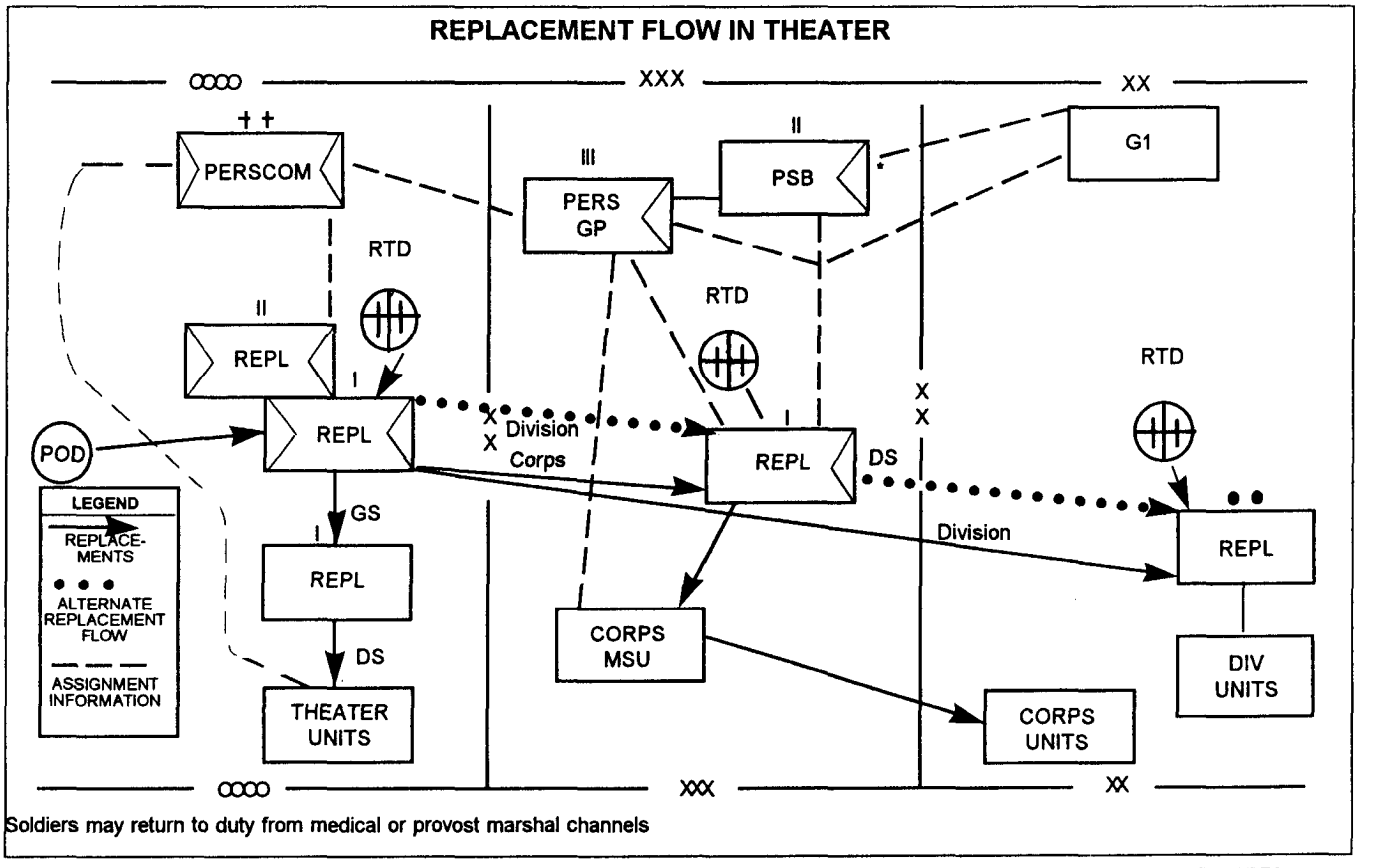


Figure 4-3

*PSB MAY BE LOCATED IN DIV AREA

The GS replacement companies, under command of the PRB, process replacements. The RD relays allocation decisions to the PRB. The RD prepositions personnel distribution plans with the PRB in case communications between them are lost.

Processing at the replacement company includes orders publication and arrival and departure transaction submission to establish an audit trail. This process is essential for tracking replacement flow through the system.

The theater PRB coordinates transportation with the Theater Army Movement Control Agency (TAMCA). GS replacement companies alert DS replacement companies and G1 replacement sections of projected arrivals. Their reports provide information essential for the assignment process such as name, SSN, grade, and AOC/MOS. Reports are organized by personnel category.

The RD coordinates transportation requirements when in-theater air assets are needed to transport replacements from theater to corps or division release points. The standard for moving replacements from theater to corps or division is 24 hours after arrival at the POD. METT-T may dictate that replacement units/sections hold replacements for longer than 24 hours. Replacements may need more time to become acclimated or receive training.

The DS replacement company coordinates with the movement control team (MCT) for movement to corps units. The division replacement team coordinates with the G4 and DISCOM transportation officer for movement to the brigade support area (BSA). The goal for moving replacements from DS replacement companies to corps units, and from division replacement teams to the BSA is 24 hours. The brigade S1 processes and assigns replacements to battalion. The battalion S1 further assigns replacements to company level.

PRINCIPLES OF SUPPORT

Responsibility for transportation coordination and communication is from higher to lower. The USTA PERSCOM sends information on incoming replacements to the theater PERSCOM which coordinates transportation from GS to DS replacement units. DS replacement units coordinate transportation to divisions and nondivisional units. Divisions and major subordinate commands (MSC) are responsible for transporting replacements to subordinate units.

REPLACEMENTS

While the standard is individual soldiers, the replacement management system must be prepared to provide squads, crews, or teams and coordinate for their transportation to weapon system link-up and training locations. Personnel readiness managers coordinate with logistics personnel to link up weapon systems with squads, crew, and teams. Readiness managers also coordinate with G3/S3 personnel for replacement training information. The replacement unit ensures that element integrity and accountability are maintained until the squad, crew, or team is unprocessed by the division replacement section. The replacement management system must also be prepared to account for and coordinate for the transportation and individual theater training for squads, crews, and teams that are directed to deploy by DCSOPS/G3 channels with their equipment.

The replacement network serves as the conduit for soldiers and civilians returning to duty from hospitals. Personnel readiness managers also help military police determine the duty status of stragglers and assist with their eventual disposition through legal or replacement channels.

Hospitals releasing soldiers and civilians for return to duty issue them a complete uniform. The replacement company issues individual weapons, CDE and OCIE obtained from the supporting DS supply company. Readiness managers temporarily assign additional supply personnel to the replacement company to augment organic assets performing the reequipping mission as needed.

Although RTD personnel enter the replacement system at all levels, readiness managers direct their assignment to their original unit unless the battlefield condition clearly dictates otherwise. The decision to begin assigning RTDs to other than their original unit is an operational decision recommended by the G1/DCSPER and made by the G3/DCSOPS or commander.

TRAINING

To the maximum extent possible, dictated by METT-T, the replacement management system must coordinate training individual replacements on the critical tasks outlined in Figure 4-1. The training of replacements while they are in the replacement system unburdens the unit commander from having to do so. Training also helps reduce soldier/civilian isolation, anxiety, and fear. The training also gives or refreshes the skill that will help the soldier/civilian survive, cope, and contribute on the battlefield. Training of replacements should begin at the CRCs, with the bulk of training accomplished there, where resources are more readily available. At each subsequent stop for replacements (theater, corps, and division) training is driven by METT-T, but the bulk of remaining tasks should be performed at the higher echelons of the replacement system.

The training of replacements while they are in the replacement stream at any level is a coordinated effort by the G1 through G6 and others with training resources. At all echelons of the replacement system, the G3, G1, and other staff elements must plan and develop meaningful and productive replacement training programs that conform to the needs of the units.

The replacement unit is not resourced to conduct all the training that is required. The replacement commanders/managers coordinate for the G3/S3s to arrange for trainers.

PERSONNEL ACCOUNTING

The GS replacement managers/units will report arrivals and departures to the senior personnel unit in the theater of operations by the most efficient means practicable. SIDPERS 2.75 is not flexible and responsive enough to handle the personnel accounting requirement within the replacement stream. SIDPERS 3.0 resolves most automation problems. Replacement managers/units may need to establish an alternate automated *or* manual accounting system for recording replacement arrivals and departures. In split operations, reports will also be made available to the replacement's parent unit.

INITIAL FOCUS

During the early stages of deployment, replacement operations managers must focus their efforts in the following critical areas: establishing CRC operations and an interim replacement channel, accounting for personnel as they pass through the replacement system, and coordinating for training requirements and support and for critical logistical support (for example, transportation and equipment) within the area of operations.

INTERIM REPLACEMENT CHANNEL

Replacement managers in the sustaining base must prepare to coordinate equipping, training, and transportation support for replacements deploying individually after their unit's departure. This requirement will exist before the CRCs become operational. USTA PERSCOM will provide guidance on the method for obtaining transportation to the theater of operations after the special mission aircraft flow terminates.

CONUS REPLACEMENT CENTERS

Training and Doctrine Command (TRADOC) must activate CRCs and USAR replacement units early to support the deploying force. CRC installation commanders must have the CRC operational at least ten days before the non-unit-related personnel (NRP) flow begins. USTA PERSCOM will control NRP flow through the CRCs to the POE.

RESPONSIBILITIES

The following agencies and sections must prepare for critical roles in establishing and operating the replacement management system for the deploying force. Replacement organization information is located in Chapters 16, 17, and 18. A model of the replacement management network is at Figure 4-4.

BATTALION

Battalion S1 replacement management responsibilities include the following critical tasks:

- Coordinate battalion orientation requirements.
- Ensure that replacements have essential equipment.
- Coordinate equipment requirements with the battalion S4.
- Coordinate meals and lodging requirements for replacements.

BRIGADE

The brigade S1's replacement management responsibilities include the following critical tasks:

- Receive replacements from the division replacement section, and coordinate for their logistical support.
- Coordinate with the brigade S4 for transportation to the battalions.
- Coordinate with the brigade S4 to resolve individual replacement equipment shortages.

REPLACEMENT MANAGEMENT						
FUNCTIONS/ TASKS	RESPONSIBILE AGENCY					
	BATTALION	BRIGADE	DIVISION	CORPS/ TAACOM	THEATER	CONUS
FEEDING	HHC	HHC	DISCOM Spt Opns	DS Repl Co	GS Repl Co	CRC
EQUIPPING	S4	S4	DISCOM Spt Opns	DS Repl Co	GS Repl Co	CRC
BILLETING	HHC	HHC	HHC	DS Repl Co	GS Repl Co	CRC
TRANSPORTING	S4	S4	G-4 DISCOM	G-4 MCC	MOVEMENT CONTROL AGENCY	CRC
SOLDIER READINESS (SRP)	S1	S1	G1	DS Repl Co	Repl Bn	CRC
COMMAND & CONTROL (AND UCMJ)	HHC	HHC	HHC	DS Repl Co	Repl Bn	CRC
BATTLEFIELD ORIENTATION	S3	S3	G3	G3/DCS OPERATIONS	GS Repl Co	CRC
INPROCESSING	S1	S1	G1	AG	GS Repl Co	CRC
COORDINATION/ RECONCILIATION	S1	S1	G1	AG	Repl Dir	USTA PERSCOM CRC

*NOT ALL INCLUSIVE

Figure 4-4

DIVISION

The division G1 replacement section responsibilities include the following critical tasks:

- Coordinate with the G4 for replacement transportation to brigade support areas.
- Maintain contact with theater and corps personnel management centers (PMCs) and supporting corps replacement units.
- Maintain contact with subordinate unit personnel readiness managers.
- Coordinate with medical facilities to ensure adequate support for soldiers returning to duty.
- Request additional resources from the corps personnel group (PG) to meet unusual replacement support requirements.
- Receive and control replacements.
- Coordinate division orientation requirements.
- Coordinate personal equipment requirements with the division support command.

Obtain subsistence and lodging support from the division support command.

CORPS

During the early deployment stages, the lead corps AG has the following responsibilities:

- Establish a GS replacement capacity at the port of debarkation as soon as possible.
- Establish a personnel accounting system to record replacement arrivals and departures.

The corps AG/personnel group commander has the following responsibilities:

- Manage the corps replacement management network.
- Coordinate with the personnel group S3 to determine the DS replacement unit location.
- Provide technical direction to the corps DS replacement unit.
- Provide assignment fill plans to the DS replacement company for separate brigades and corps/TAACOM major subordinate unit (less divisions).
- Coordinate replacement transportation requirements with the corps G4.
- Maintain liaison with the theater PMC and supporting GS replacement company.
- Maintain communication with subordinate unit personnel readiness managers.
- Coordinate with the personnel group S3 to augment division replacement sections as necessary.
- Coordinate with medical facilities to ensure

support for soldiers and civilians returning to duty.

THEATER PERSCOM

The theater PERSCOM will assume management of the GS replacement function upon activation in the theater of operations. The replacement directorate of the theater PERSCOM manages theater Army replacement operations. The theater PERSCOM exercises operational control over the theater replacement battalion.

The theater GS replacement units receive, control, support, and coordinate further movement to the DS replacement units or straight to the division if directed. These units receive, control, support, and coordinate movement to divisions and nondivisional units. The division replacement section, under G1 supervision, coordinates transportation to the BSA.

The theater replacement directorate manages personnel readiness and replacement management systems. Their critical replacement management tasks include the following:

- Operate the theater replacement network.
- Determine GS replacement unit locations, and supervise their operations.
- Provide technical direction to GS replacement units.
- Coordinate with the theater Army DCSLOG and TAMCA to obtain transportation for moving replacements.
- Maintain continuous coordination with subordinate unit personnel readiness managers.
- Prepare to support overtaxed corps and division replacement units.
- Coordinate with medical facilities to ensure support for soldiers and civilians returning to duty.

INSTALLATIONS

Installations will equip, train, and ship soldiers unable to deploy with their units and those reporting after their units deploy to the theater of operations.

SUSTAINING BASE

USTA PERSCOM selects individuals and tasks MACOMs and/or the sustaining base to fill personnel requirements. The sustaining base installation issues orders, prepares soldiers and civilians for deployment and coordinates transportation to the CRC or POE as in USAREUR. (Replacement units in an OCONUS command perform the same functions as the replacement company of a CRC). The CRC reviews soldier and civilian readiness status and coordinates designated training, equipment and weapons issue, and transportation to the theater of operations.

FORSCOM

FORSCOM will mobilize replacement units to support CRC operations in coordination with TRADOC and in accordance with HQDA DCSOPS guidance.

TRADOC

During the early deployment stages, TRADOC has the following responsibilities:

- Provide funds to TRADOC installation CRCs to support OCIE, weapons, and CDE stockage.
- Prepare to activate the CRCs in coordination with FORSCOM.
- Provide guidance to designated installations for CRC operations.

USTA PERSCOM

During the early deployment stages, the USTA PERSCOM has the following responsibilities:

- Provide technical guidance for establishing an interim replacement channel pending CRC availability.
- Develop and implement an interim system to track replacements from the point of entry in the

theater to the unit of destination until such a system can be built into the SIDPERS system.

- Provide guidance to TRADOC for establishing the CRC system.
- Manage the replacement flow to the CRC.

INFORMATION REQUIREMENTS

The replacement management network requires real-time access to basic information about all replacements and their movement status from the point of selection to final destination. There is a requirement for an independent replacement management system with a SIDPERS interface. Chapter 27 provides information on this requirement.

The replacement management system requires electronic communication links to support real-time itiormation exchange among USTA PERSCOM, the CRC, theater PERSCOM, deployed GS and DS replacement units, and DIV/MSC G1/S1 elements to provide total asset visibility. This is information regarding all personnel to include Reserve Component and civilian personnel. Electronic interfaces must also provide inormation from the medical and provost marshal systems for RTD and straggler information.

LOGISTICAL SUPPORT

There are two critical logistical support requirements that will demand intensive management. First, replacement operations managers must establish the requirement for recurring transportation support with the movement control element (MCT, MCC, or TAMCA) in order to move replacements within the theater of operations.

Second, they must establish a system, in coordination with the supporting supply organization, to overcome equipment shortages for arriving replacements and reequip soldiers and civilians returning to duty from medical facilities and provost channels.

Chapter 5
PERSONNEL INFORMATION MANAGEMENT

This chapter describes the mission, proponency, and doctrinal requirements and standards of service of the personnel information management system. It also describes how the system operates using SIDPERS 3.0 and SIDPERS 2.75 pending objective system (Chapter 27) development and fielding. This chapter describes how the Army intends to establish a theater personnel information management system to support force projection. The systemic network, the responsibilities of personnel units and sections, and the manpower required within the system are also described.

MISSION

The mission of the personnel information management system is to collect, validate, process, and store critical information about soldiers, Army civilians, and units. This information assists commanders in their decision-making process and satisfies the Army's legal obligation to retain historical information about veterans, retirees, and civilians who deploy. It also supports policy and personnel management decisions at DA level.

The Army currently maintains personnel information in two forms: manual and electronic.

MANUAL PERSONNEL RECORDS

The manual personnel record consists of the official military personnel file (OMPF) and the military personnel records jacket (MPRJ). USTA PERSCOM maintains the OMPF for Active Component (AC) commissioned and warrant soldiers. The U. S. Army Enlisted Records and Evaluation Center (USAEREC) maintains the OMPF for active Army enlisted soldiers. The U. S. Army Reserve Personnel Center (USAR-PERCEN) maintains the OMPF for soldiers of the Army Reserve. The National Guard Bureau (NGB) maintains the OMPF for officers and warrant officers of the ARNG. The MPRJ is the OMPF for enlisted ARNG soldiers and is maintained by the soldier's state Adjutant General. The servicing personnel services battalion (PSB) or military personnel division (MPD) maintains the MPRJ for soldiers of the Active and Reserve Components on active duty.

When deployed away from the personnel organization that performs their records management, the battalion S1 or the individual replacement ensures the deployment record is provided to the designated PSB. The deployment record serves as a field file and includes copies of forms such as the DD Form 93/SGLI, 2A and 2-1/ORB, and other forms, as outlined in AR 600-8-104 and as prescribed by the proponent.

At mobilization, ARNG and USAR units take their MPRJ to the mobilization station where the installation AG assumes custody through demobilization.

The manual personnel record for Army civilians, both appropriated find (APF) and non-appropriated find (NAF), is the official personnel file. The local civilian personnel offices (APF and NAP) maintain these records. During deployment, the employee carries an extract of this record to the designated personnel management center (PMC).

ELECTRONIC PERSONNEL RECORDS

Commanders maintain individual electronic personnel records in command data bases in the field to conduct personnel accounting and strength reporting at installations and in areas of operation. The information system(s) also provides individual information such as individual assignments, location, and skills information. USTA PERSCOM maintains a larger version of the individual electronic record within the Total

Army Personnel Data Base (TAPDB) for AC soldiers. The personnel information system managers improvise with various systems pending fielding of objective systems which can meet the requirements outlined in Chapter 27.

TAPDB

TAPDB is the Army's official data base which serves as the Army official repository for USTA PERSCOM, USARPERCEN, and the NGB.

TAPDB consists of a set of logically integrated, physically distributed data bases. SIDPERS is an external data base for processing personnel information updates to TAPDB. Mobilized units of the Active Army, ARNG, and USAR will have a common automated personnel data base.

USARPERCEN maintains the personnel data base for USAR soldiers. The NGB maintains the personnel data base for ARNG soldiers. The Human Resource Directorate maintains the civilian personnel data base.

PROPONENCY

The functional proponent for personnel information management is the Military Personnel Integration Division, The Adjutant General Directorate, PERSCOM. AR 600-8-104, Military Personnel Information Management/Records provides policy and procedural guidance for military personnel records information management. AR 600-8-23, SIDPERS Data Base Management, provides policy and procedural guidance for data base management.

DOCTRINAL REQUIREMENTS AND STANDARDS OF SERVICE

The personnel information system consolidates electronic personnel records into command data bases at battalion and separate unit level. Consolidated command data bases are at brigade, division, corps, and theater level.

HISTORICAL PERSPECTIVE

To support Operations Desert Shield and Desert Storm, Field Systems Directorate, PERSCOM, developed/fielded software and hardware for postal, casualty, and awards systems and sent teams to the theater to provide TACCS training and assistance for Active and Reserve Component units. This support may be required for future operations until objective systems are fielded.

INFORMATION FLOW

Personnel information changes submitted at the battalion and separate unit level update data bases at all echelons of command, ending with the TAPDB update. Command data bases produce personnel management information for use in the field. The TAPDB supports USTA PERSCOM information requirements.

Battalions and separate units must record all personnel changes involving gains, losses, and duty status changes in their command data bases. Any transactional update process must update all other data bases. The PSB and USTA PERSCOM record other personnel data changes, updating all data bases in the chain.

SIDPERS 3.0

The following paragraphs describe SIDPERS 3.0 and its use.

PROCESSING

SIDPERS 3.0 is the first step toward achieving the objective personnel information management system. It meets or partially meets many of the stated requirements. It must continue to evolve to fully implement the entire spectrum of objective requirements. The following are improvements being made with SIDPERS 3.0:

- Allows all file servers within the personnel information management network to process transactions in a stand-alone mode. This eliminates main frame processing dependency and provides rapid deployability.
- Provides users at all levels with distributive access to a relational data base. This enables personnel mangers to quickly respond to commanders' information demands.
- Provides workers with automated processes to replace manual processes. This reduces manpower spent on manual efforts.
- Provides a solid foundation for future wartime software development. This establishes a baseline for resolving many of the information management deficiencies.
- Provides sufficient data elements to store the soldier's entire personnel record in an electronic form. This eliminates the paper personnel record.
- Provides future means for managing deployed civilians. This enables the capture of information on deployed civilians in the military system used in theater. It also allows the information to flow via SIDPERS to interface with TAPDB and ACPERS.

The PERSINS (Personnel Information System) Processing Activity (PPA) is a function of the automation element of a PSB or MPD. It has the central role in executing SIDPERS 3.0. PPAs support consolidated data bases and are managed by the personnel automation element of the PSB or MPD of the installation. All units of the active force are serviced by a specific PPA.

The soldier's electronic record is located at multiple data bases (battalion S1, brigade S1, PSB, division G1, Pers Gp/Corps AG, theater PERSCOM, and USTA PERSCOM). The personnel systems detachment/section of the PSB or the personnel automation section (PAS) of the MPD at the locations maintains the field data base of record and is responsible for ensuring synchronization of these data bases. The personnel systems section(s) or the PAS executes the external interface requirements responsible for PPA processing. The PPA electronically communicates on a daily basis with the TAPDB managers and the Defense Finance and Accounting Service (DFAS) to pass update transactions and receive downloads of top-fed transactions for the population it supports. The personnel systems detachment/section has the communication hardware and software in the Host Terminal Data Server to accomplish this function.

INFORMATION FLOW

All echelons of command from units to HQDA must have access to information about soldier/deployed civilian and unit status within 24 hours of change. Personnel changes such as gains/losses and casualty status must rapidly pass through command channels and update each data base in the process to ensure that commanders have current information to support the decision-making process.

CONTINGENCY DATA BASE

During split operations, the PSB or home station will provide continued personnel information support to the deployed forces. Therefore, the rear personnel automation element of the PSB personnel detachment (PD)/section or MPD PAS will perform a major role in sustaining base personnel information management for the deployed force. A forward-deployed PD or a forward area support team (FAST) will provide only essential services/functions in contingency operations. The forward element of the PAS will be responsible for synchronizing data bases in the theater of operations and for transmitting to and receiving updates from the PPA supporting the PSB rear. This PPA will also execute any additional data base synchronization required and all external interfaces (see Figure 5-1).

EQUIPMENT

Electronic communication systems support data transmission at all levels from battalion and separate unit to TAPDB. The flow of this system is shown at Figure 5-2. Local area networks (LAN) link battalions to brigades in the brigade support area (BSA) and subordinate elements of the PSB to the division G1. Mobile subscriber equipment is used to transmit transactions within the chain of command to synchronize command data bases at all levels. The personnel network must have intertheater communication links to transmit transactions between the theater command data base and TAPDB.

The military personnel division and its tactical counterparts must have the automation and communication equipment to support decentralized processing. They must be able to simultaneously support tactical force deployment and the workload surge expected during mobilization.

INTERFACES

The Army must build information interfaces between SIDPERS and other standard Army management information systems. Interfaces must also be planned for during the development of future information systems. Examples of these interfaces include the following systems and functions: Theater Army Medical Management Information System (TAMMIS), Combat Service Support Control System (CSSCS), Army Civilian Personnel System (ACPERS), Mass Fatality Field Information Management System (MFFIMS) and Tactical Army Field Feeding System (TAFFS).

SIDPERS 2.75

Pending fielding of the modernized personnel information management system, some improvisation is necessary to overcome current system limitations.

SIDPERS exists in different versions for the Active Army, ARNG, and USAR. Unlike SIDPERS 3.0, the SIDPERS 2.75 environment transactions are funneled through the MPD/PSB PAS to the mainframe computer at the Army Information Processing Center for use in the TAPDB and down loaded back to the field.

INFORMATION FLOW

A network of PPAs maintains the SIDPERS 2.75 data base. The PPAs provide the conduit for data base update and provide strength accounting and personnel management information to several operating levels. In the tactical force, data base

SIDPERS-3 PPA SPLIT OPERATIONS

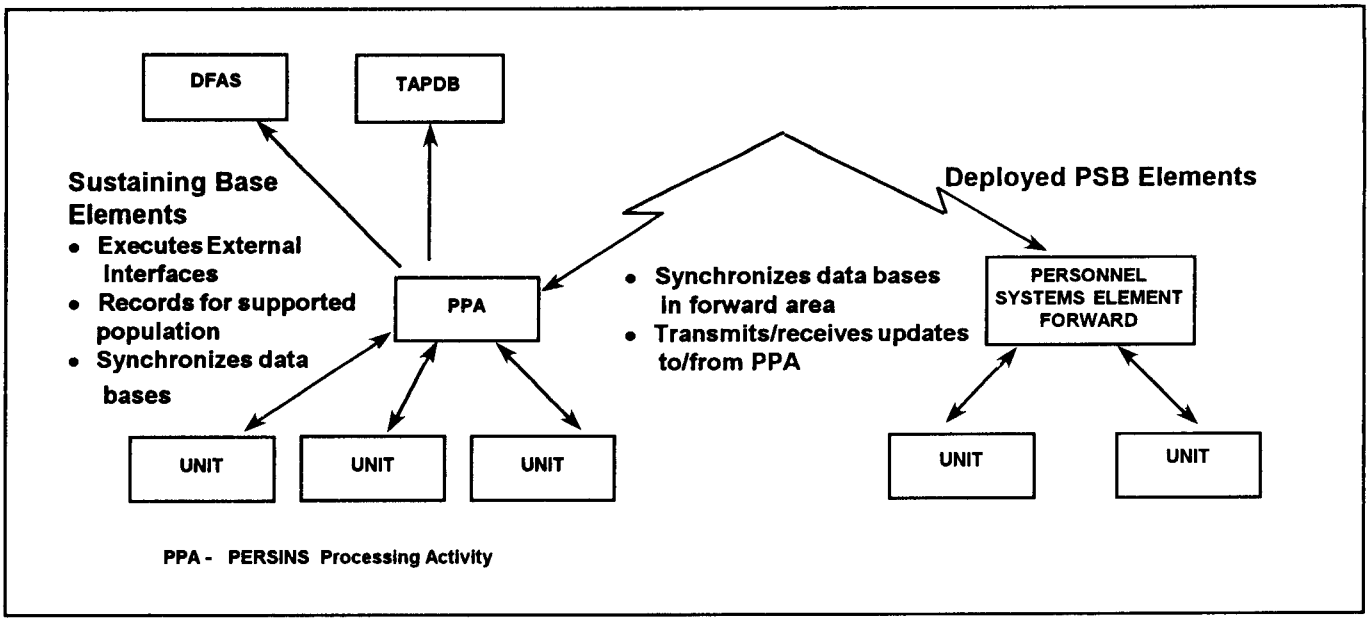


Figure 5-1

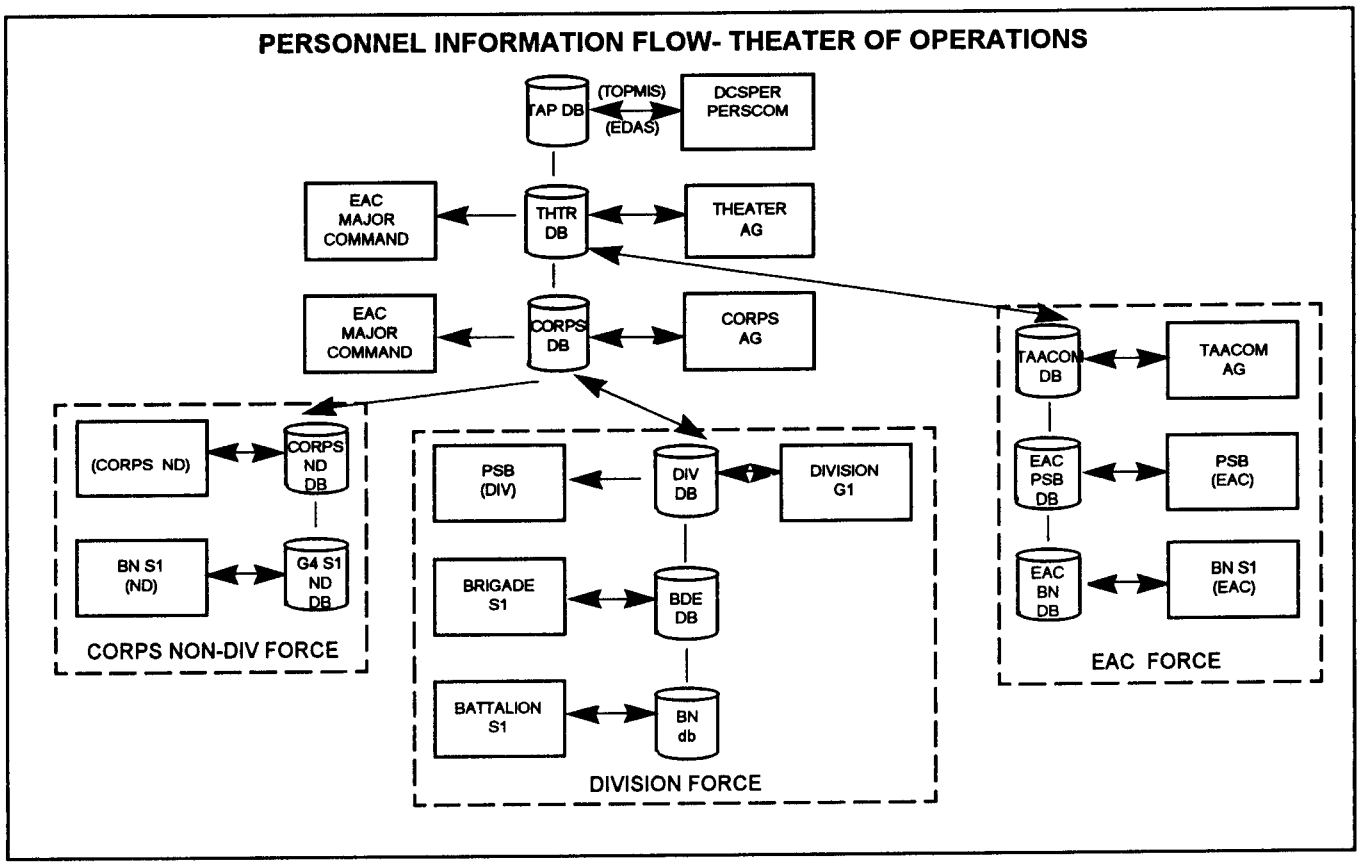


Figure 5-2

extracts are available to the various operating levels (battalions, separate units, PSBs, and so forth) to use on their Tactical Army Combat Service Support Computer System (TACCS) hardware and provide interface with the PPA network.

Under normal peacetime conditions, a data exchange system synchronizes data between units and the PPA. Personnel data from units and the PSB feed the PPA data base. The PPA processes data base update cycles and furnishes updated data base copies to the units and the PSB. The personnel automation branch of the PSB manages the data flow between the units and the PPA.

Unit deployment will interrupt the regular data base update process. At that point, keeping the unit and PPA data bases synchronized is no longer practical.

Using SIDPERS 2.75, personnel information management becomes a two-dimensional effort after deployment.

One dimension of the personnel information management system must focus on collecting and transmitting personnel data to the PPA for processing and updating the official data base. The other dimension must focus on building and maintaining contingency data bases for echelons above division to support the critical personnel systems.

Once deployed, units record and electronically transmit key information changes to the PSB through SIDPERS on the day following the change or as soon thereafter as the battlefield situation permits. A courier may move transactions via data disk as a last resort. Information flows from the lowest SIDPERS data base at battalion/separate unit along data base lines, updating each successive data base (that is, battalion, brigade, division, PSB) through the CALL DEGEN procedure.

In the nondivision structure, data will flow from battalion/separate unit through the PSB to the corps, TAACOM, or theater PERSCOM electronic link for transmission to the supporting PPAs. The nondivisional PSB updates its data base through the CALL DEGEN procedure.

In the home station, the PPAs validate transactions by SIDPERS batch processing under SIDPERS 2.75, return the data via electronic data link to the originating PSB, and update the TAPDB. The PSB provides data base updates to supported units and PMCs and furnishes required maintenance reports.

PROCESSING

Current SIDPERS depends on a mainframe host computer and a supporting technical staff for processing data base updates. It is not practical to establish such a capability within a new area of operations to support a limited contingency. Instead, PERSCOM must act in coordination with the deploying PMCs to establish electronic data transmission links between deployed units and their supporting PPAs.

The standard is an electronic link for each deployed division, corps nondivisional force, TAACOM, and theater. These links will update the official data base and provide organizational data base updates from the PPAs.

Within the area of operations, SIDPERS transactions will flow electronically from one TACCS to another through the division channel or the echelons above division channel. In the event electronic linkage is unavailable, units will pass transactions on data disks via courier.

Within divisions, SIDPERS transactions will flow from battalions/separate units, through brigades, to the PSB collocated with the division G1. At each level, personnel information managers will update their data bases through the

CALL DEGEN procedure resident within the TACCS software. The PSB will transmit transactions to the PPA through the electronic data link and will receive and distribute data base updates from the PPA.

If the division data link is not available, the PSB will forward the transactions to the corps or theater PMC for transmission to the PPA serving the division.

Within nondivisional organizations, SIDPERS transactions will flow from the originator, through appropriate command and personnel channels, to the first point where they can enter the electronic data link.

CONTINGENCY DATA BASE

Generally, a division's data base is resident within a single PPA. Thus, divisions must deploy with their data base on a number of TACCS machines or compatible computers. The division must keep at least one copy of its data base current through the CALL DEGEN procedure to serve as the contingency data base. The division must also provide a copy of the contingency data base to the corps PMC.

The data base challenges facing the echelons above division are more complex. Normally, the corps nondivisional force and the TAACOM for a contingency operation will receive support from a number of PPAs. Thus, it will be necessary for the personnel group to construct contingency data bases incrementally from the top of the system as the force deploys.

There are two SIDPERS information sources available for constructing contingency data bases. Each deploying battalion/separate unit will deploy with its authorized strength file (ASF) and TACCS personnel file (TPF) resident on a TACCS machine. The servicing PSB must collect copies of these files to use in building the contingency data base. PERSCOM can extract copies of each deploying unit's ASF and TPF from the PPAs and finish them to the deploying personnel groups and theater PERSCOM.

Data base quality within the deployed force will depend to a large degree on mobilization processing effectiveness. The mobilization stations must construct an ASF for each mobilizing Reserve Component unit and access the soldiers' records into the TPF. Additionally, mobilizing units must deploy with TACCS equipment or some compatible substitute.

The enhanced TACCS has the capacity to manage about 120,000 records in the reduced format. A smaller data base will give the corps or TAACOM access to critical information for personnel readiness and personnel accounting and strength reporting (PASR) management. The decision to reduce the data base for echelons above division rests with the corps/TAACOM AG.

Establishing a contingency data base will involve the following agencies:

- USTA PERSCOM must establish procedures to incrementally extract copies of the SIDPERS data base (ASF and TPF) for newly assigned units from the respective PPAs and provide them to the lead personnel group or deployed PPA if established.
- FORSCOM must inform USTA PERSCOM of actual deploying unit departure schedules.
- The lead corps PMC must establish procedures to build contingency data bases for the echelons above division.
- The contingency theater PERSCOM must establish a theater data base from the lead corps PMC upon arrival in theater.

The corps/TAACOM and the theater PMC must establish a schedule for replacing the old data base with an updated version.

INITIAL FOCUS

During the early stages of deployment, personnel information managers must concentrate their initial efforts in two critical areas. They must establish electronic data links to the PPA to conduct split operations. (Under SIDPERS 2.75, they must also build contingency command data bases for use within the area of operations to support the military personnel systems at echelons above division.) And, they must have deployment files accurate and ready to go.

RESPONSIBILITIES

A number of agencies have critical responsibilities in managing the personnel information flow and maintenance. They have critical roles in establishing the personnel information management system for deployed units during contingency operations. The following paragraphs describe the systemic network and agency/unit responsibilities.

SYSTEMIC NETWORK

The personnel information network includes all personnel organizations in the force. They usually fall into two categories: managers and users.

Managers

The management group consists of reporting units and data base managers:

- Battalions and separate units are responsible for basic personnel accounting. They record gains, losses, and other strength-related changes in their electronic data bases and forward transactions through their next higher command to the supporting PSB.
- The PSB collects transactions from battalions and separate units, processes them into command data bases, and forwards them to USTA PERSCOM. The PSB also records miscellaneous personnel information in the command data base.

Users

The user group includes personnel readiness, casualty, postal, and replacement managers. The personnel information data base is used by the following people:

- Personnel readiness managers to assess unit readiness and support personnel allocation decisions.
- Casualty managers for basic personnel information and casualty information verification.
- Postal managers for postal locator information and to manage the casualty mail system.
- Replacement managers to track replacement flow through the replacement system to the ultimate unit of assignment.

Figure 5-3 shows the agencies responsible for the functions and tasks of personnel information management. Figure 5-4 shows the agencies responsible for the functions and tasks of systems affected by personnel data base management.

The following paragraphs list the agencies and outline their responsibilities, including those requirements essential to covering the difference between the current and the objective systems.

BATTALION

Battalion S1 personnel information management responsibilities include the following critical tasks:

- Using SIDPERS 2.75, if TACCS equipment is unavailable, obtain and use the interim software available from Field Systems Division, USTA PERSCOM.
- Manage the personnel data base.
- Transmit and receive critical electronic data transmissions to and from the brigade S1 and PSB on a real-time basis.
- Under SIDPERS 2.75, submit SIDPERS transactions on a daily basis to the PSB and to the brigade (if applicable).
- Back up electronic data files.
- Plan for contingency operations.

- Dispose of files in accordance with the governing regulation prior to deployment.
- Forward critical documents pertaining to reclassifications, physical limitations, awards, and reassignments to the supporting PSB.
- Maintain a record set of critical documents.

BRIGADE

The brigade S1's personnel information management responsibilities include the following critical tasks:

- Under SIDPERS 2.75, use the CALL DEGEN procedure to update the brigade TACCS machine

PERSONNEL INFORMATION MANAGEMENT						
FUNCTIONS /TASKS	RESPONSIBLE AGENCY					
	BATTALION	BRIGADE	DIVISION	CORPS/ TAACOM	THEATER	CONUS
ACCEPT/PROCESS SOURCE DOCUMENT	S1	S1	PSB	PSB	THEATER PERSCOM	USTA PERSCOM
RECORD INFORMATION	S1	S1	PSB	PSB	THEATER PERSCOM	USTA PERSCOM
REPORT INFORMATION	S1	S1	G1	PSB	THEATER PERSCOM	USTA PERSCOM
MANAGE INFORMATION	S1	S1	G1	PSB	THEATER PERSCOM	USTA PERSCOM
RECONCILIATION	S1	S1	G1	PSB	THEATER PERSCOM	USTA PERSCOM

*NOT ALL INCLUSIVE

Figure 5-3

PERSONNEL DATA BASE MANAGEMENT						
RELATED FUNCTIONS/ TASKS	RESPONSIBLE AGENCY					
	BATTALION	BRIGADE	DIVISION	CORPS/TAACOM	THEATER	CONUS
PERSONNEL ACCOUNTING & STRENGTH REPORTING	S1	S1	PSB/ G1	AG/PSB DCS PER	THEATER PERSCOM	PERSCOM
PERSONNEL FORMATION	S1	S1	G1	PSB/ Personnel Group	THEATER PERSCOM	PERSCOM
REPLACEMENT OPERATIONS	S1	S1	G1	Repl Co Personnel Group	THEATER PERSCOM	PERSCOM
PERSONNEL READINESS MANAGEMENT	S1	S1	G1	G1/ DCSPER	DCSPER	DCSPER
COMMUNICATIONS	S3/Signal Officer	Signal Officer	Signal Bn	Signal Bde/Signal Officer	Theater Signal Command	DCSC
POSTAL (REDIRECT, LOCATER)	S1	S1	Postal Services Platoon(s)	Postal Operations Platoon(s)	THEATER PERSCOM	MPSA/ USPS

Figure 5-4

*NOT ALL INCLUSIVE

before forwarding transactions through the G1 (rear) to the PSB.

- Manage a command data base for the brigade.
- Receive SIDPERS data from the battalions and the PSB, and transmit data to the battalions and PSB.
- Duplicate critical data files.
- Plan for computer contingency operations.
- Dispose of unnecessary files before deployment.
- Forward critical documents recording skill changes, physical limitations, promotions, awards, and reassignrnents to the PSB.
- Maintain a record set of critical documents.

DIVISION

The division G1 has the responsibility for the following personnel information critical tasks:

- Under SIDPERS 2.75, receive updates from PSB or brigades and separate battalions, and use the CALL DEGEN procedure to update the data base at least daily.
- Synchronize the timely vertical flow of automated personnel information from the battalions and separate units to the PSB.

PERSONNEL SERVICES BATTALION

Responsibilities are the following:

- In a division, act as the PPA or establish an electronic data link to the PPA. For split operations, ensure the PD or FAST establishes a data link with the PPA.
- Under SIDPERS 2.75, use the CALL DEGEN procedure to update a PSB data base before sending transactions via electronic data link to the PPAs.
- Manage and maintain the deployment packet for soldiers in theater.
- Ensure teams are trained to transmit data to the PPA during split operations.
- When designated by the senior personnel commander, synchronize the unit data base in an area of operation.

PERSONNEL GROUP/CORPS AG

Responsibilities of the lead corps AG are the following:

- In the absence of a theater PERSCOM, establish a personnel information network to ensure the timely SIDPERS transaction flow from unit level through the electronic data link to USTA PERSCOM.
- Ensure that adequate data base management manpower deploys early to build and maintain a SIDPERS data base for the corps.
- Provide technical guidance to the deploying units concerning data base maintenance.
- Consolidate brigade, division, and corps nondivisional data base extracts to produce a corps data base.
- Provide updated copies of the command data base to the nondivisional PSBs.
- Provide a copy of the corps data base to the theater PERSCOM.

Additional responsibilities include the following critical tasks:

- Manage the corps command personnel data base.
- Manage the corps personnel information network.
- Provide real-time information management products to the corps personnel readiness, replacement, postal, and casualty managers.
- Plan for computer contingency operations.

Designate a PSB to be responsible for synchronizing the divison/unit data bases where more than one PSB supports an area of operation.

- Synchronize the flow of personnel change transactions through the chain of command from battalion to theater level on a real-time basis.
- Maintain a derivative unit identification code (UIC) to account for in-patients at medical facilities.

TAACOM AG

Responsibilities are the following:
- In the absence of a theater PERSCOM, establish a personnel information network to ensure the timely SIDPERS transaction flow from unit level through the electronic data link.
- Consolidate data base extracts from units located in the communications zone to produce a TAACOM data base.
- Furnish a copy of the TAACOM database to the theater PERSCOM.

THEATER PERSCOM

The personnel services directorate performs personnel information management for the commanders, soldiers, and Army civilians. The initial focus of the theater PERSCOM is to do the following:
- Establish, in coordination with the lead corps AG, an electronic data link for each division, corps PMC, and the theater PMC to the supporting PPAs.
- Prepare to deploy a team of data base managers to assist in establishing the theater Army personnel information management network.
- Plan to construct an abbreviated theater data base from corps/TAACOM data base extracts.
- Provide an advance operations element trained, equipped, and prepared to establish the theater data base in cooperation with the lead corps AG.
- Assume responsibility for the theater data base from the lead corps AG for a long-term, large-scale contingency operation.
- Designate a PSB to be responsible for synchronizing the theater data base where more than one PSB supports an area of operation.

Once the theater personnel data base is established, theater PERSCOM responsibilities include the following critical tasks:
- Manage the theater personnel data base.
- Manage the theater personnel information network.
- Provide real-time information products to the theater readiness, replacement, postal, and casualty managers.
- Provide for electronic data transfer up and down the system.
- Plan for computer contingency operations.
- Coordinate for civilian management cell as outlined in Chapter 9.

SUSTAINING BASE

Responsibilities are the following:
- Identify PPAs for all active units.
- Ensure that installation PPA(s) of the PSB and the MPD train and plan for the deployment of PDs or FASTs in support of projected forces.
- Ensure that all units deploy to include mobilized reserve units with the hardware, software, and data bases to operate SIDPERS. Under SIDPERS 2.75, units must deploy with their TACCS machine or a compatible equivalent and a copy of their SIDPERS 2.75 data bases (to include the ASF and TPF).
- Provide continued personnel information management support to the deployed force.
- Control and maintain the MPRJ for the deployed force.

USTA PERSCOM

Coordinate with FORSCOM for PPA that will support reserve PSBs prior to activation.

MANPOWER

The personnel information management system requires manpower in three critical areas: data collection, data bases, and the MPRJ.

DATA COLLECTION

The PSB is the PPA between the deploying units and the personnel information managers at division and higher levels. The PSB commander must allocate manpower to accomplish this mission at

the home station and at the deployed location.

The personnel group commander must deploy a personnel information management team from each PSB to establish and maintain the information flow between the units and higher echelons in the system. These teams should deploy with the appropriate PMCs to facilitate aligning PSBs with their supported units.

SIDPERS 2.75 DATA BASES

The current tables of organization and equipment (TOE) for the personnel group and the theater PERSCOM do not recognize the manpower requirements associated with building and maintaining SIDPERS 2.75 data bases at the corps, TAACOM, and theater during a contingency operation. Commanders must prepare to divert manpower to support this vital mission.

Data base management personnel must have high priority in the deployment process to construct the SIDPERS 2.75 data bases quickly and maintain data accuracy.

THE MPRJ

Maintaining information in the MPRJ and the automated personnel records requires considerable manpower from PSB resources. During a contingency operation, most of this work will take place at the home station. Accordingly, the personnel group commander must designate part of the PSB to remain and support the deployed force from the parent installation.

Chapter 6
POSTAL OPERATIONS MANAGEMENT

This chapter describes the mission and proponency of the postal operations management system, its postal network, doctrinal requirements, and standards of support. It includes requirements for personnel information, communication/automation, equipment, planning, transportation, and responsibilities of various key agencies throughout the postal network.

MISSION

The mission of postal operations is to operate a network to process mail and provide postal services within a theater of operations. Processing mail involves receiving, separating, sorting, dispatching, and redirecting ordinary and accountable mail, conducting international mail exchange, handling casualty and enemy prisoner of war (EPW) mail, and screening for contaminated/suspicious mail. Postal services involve selling stamps; cashing and selling money orders; providing registered (including classified up to secret), insured, and certified mail services; and processing postal claims/inquires.

Postal operations management includes all actions required to dispatch mail for movement from its point of origin to its ultimate destination and provide associated services. The flow of ordinary and accountable mail in the theater starts with transportation units transporting unit mail from a theater seaport or airport to a military mail terminal (MMT). It ends with a unit mail clerk delivering the mail to addressees.

PROPONENCY

The functional proponent for the postal operations management system is The Adjutant General Directorate, PERSCOM. One of the functions for the Adjutant General is acting as executive mail manager for the Military Postal Service Agency (MPSA). MPSA is the single mail manager for military mail.

DoD Manual 4525.6-M, DoD Postal Manual, Volumes 1 and 2, and AR 600-8-3, Unit Postal Operations, provide mandatory policy and procedural guidance for postal operations management during war, operations other than war (OOTW) and peace. Statutory requirements are found in United States Code and Code of Federal Regulations listed by topic in the following references.

The following references address postal policy, procedures, and guidance throughout the postal operations system:

- DoD Directive 4525.6, Single Manager for Military Postal Service (MPS).
- DoD Directive 5128.1, Assistant Secretary of Defense (Production and Logistics).
- Title 10, United States Code, Armed Forces.
- Title 31, United States Code, Money and Finance.
- Title 39, United States Code, Postal Service.
- Title 49, United States Code, Transportation.
- Title 32, Code of Federal Regulations, Armed Forces.
- Title 39, Code of Federal Regulations, Postal Service. This includes International Mail Manual (IMM) and Domestic Mail Manual (DMM).
- Title 49, Code of Federal Regulations, Transportation.
- DoD 4525.6-M, DoD Postal Manual, Volume I: Military Post Office Operating Procedures, and Volume II: Mail Handling and Delivery Procedures for Military Post Offices, Mailrooms, and Postal Service Centers.
- DoD 4525.6-C, DoD Postal Supply and Equipment Catalog.
- DoD 4525.6-H, Mail Distribution Instructions and Labeling Handbook.
- DoD 4525.6-L-1, Military Post Office Location List (MPOLL).
- DoD 4525.6-L-2, Military Post Office Mail Distribution Scheme (MPOMDS).

- DoD 4525.6 STD, Transit Time Information Standard System for Military Mail.
- DoD Directive 5200.33, Defense Courier Service.
- United States Postal Service Transportation Handbook Series T-7, Handling, Dispatching, and Transporting Military Mail by Air.
- DoD Directive 4410.6, Uniform Materiel Movement and Issue Priority System.
- DoD Directive 4000.19, Interstices, Interdepartmental, and Interagency Support.
- DoD Directive 8320.1, DoD Data Administration.
- DoD Directive 8910.1, Management and Control of Information Requirements.

Historical Perspective

Letter from U.S. Grant to W.T. Sherman
City Point, Va., Dec. 3d 1864

Maj. Gen. W. T. Sherman,
Comd. G Armies Near Savannah, Ga,
General,

The little information gleaned from the Southern press indicating no great obstacles to your progress. I have directed your mails, which had previously been collected in Baltimore by Col. Markland, Spl. Agt. of the P.O. Dept. to be sent as far as the Blockading Squadron off Savannah to be forwarded to you as soon as heard from on the Coast . . .

Yours Truly
U.S. Grant
Lt. Gen.

DOCTRINAL REQUIREMENTS AND STANDARDS OF SUPPORT

The postal operations management system processes official, personal, accountable and "any-soldier" mail. Personal mail is that addressed to individual soldiers and civilians. Official mail is that addressed to military or other governmental organizations. "Any soldier" mail is that not addressed to a specific individual. Accountable mail is that which is registered, numbered, insured, or certified. The postal network makes special provisions for processing "any soldier" mail by assigning it a unique contingency APO number. It is still treated as personal mail.

Official mail can be moved through the postal system until it reaches the postal services platoon of the unit addressed. Official mail is delivered from the postal platoon to the addressee through official mail distribution channels which is a Signal Corps responsibility. Official mail is addressed in FM 11-75, Battlefield Information Services (BIS), FM 24-1, Signal Support in the Ah-land Battle, and AR 25-51, Official Mail and Distribution Management.

USPS sorts to battalion level (9-digit) in CONUS and ships it on in various containers such as pallets, tri-walls, and bags. A postal operations platoon routes the mail to postal services platoons which separate it by unit.

Unit mail clerks receive and sort the mail and provide it to addressees. The standard of service for first class mail is 12 to 18 days from the point of origin to individual soldiers worldwide. First class mail is all air-mailable matter that has the character of actual and personal correspondence.

The postal operations management network coordinates mail transportation requirements with transportation managers at each level of command. This applies to both inbound and outbound mail. Postal operations management will often be required to coordinate within the joint operations community.

To support force deployment, the MPSA, in coordination with the USPS and the operational MACOM, assigns contingency APO numbers to contingency forces. The MACOM provides the contingency APO to deploying personnel at least 24 hours prior to deployment if no permanent

contingency APO for the unit has been assigned. This allows the USPS to sort mail to company/battalion level. The MPSA coordinates contingency APO activation with the USPS at the beginning of an operation. Assigned APO numbers for a unit remain constant throughout the operation.

The postal operations management system requires an information support module which provides interface with SIDPERS and aligns units and individuals with APO numbers. This module must support unit relocation, unit reassignment (from one command to another), and individual reassignment from one unit to another.

Processing mail based on its priority is situational dependent. Postal elements at all levels should process mail, build pallets, and load and unload trucks in a manner allowing priority/first class mail to be processed from point of origin to customer in 12 to 18 days. Degradation of processing of all other mail is not appropriate if it occurs only to move priority/first class faster than 12-18 days.

Historical Perspective

Desert Shield 1990, Saudi Arabia

During Christmas time, many soldiers would receive parcels at a quicker rate than letter mail. Because of the bulk of packages, they would often be processed almost immediately after arrival at the postal company, often at the expense of bagged letter mail that arrived many days earlier.

Priorities for processing mail on the battlefield (in descending order) are the following:

- All official registered mail including classified up to secret (inbound and outbound).
- All other accountable mail (inbound and outbound).
  - Express mail.
  - Personal registered.
  - Certified official/personal.
  - Insured official/personal.
- All other mail (inbound and outbound):
  - Personal and "any soldier" mail priority/first class).
  - Space Available Mail (SAM)/Parcel Airlift Mail (PAL).
  - Surface (bulk rate, for example, magazines).

The standard for a theater of operations is unrestricted mail service. However, during the early stages of a contingency operation, it maybe advisable for the theater commander in chief (CINC) to restrict personal mail to cassette tapes, post cards, and/or first class letters weighing less than 12 ounces. The CINC may lift restrictions and permit parcels as the theater matures, more postal personnel become available, and the theater ground transportation and airlift are able to handle the estimated increase in volume created when restrictions are lifted.

The CINC may recommend to the Secretary of Defense/National Command Authority free mail services during war or operations other than war. Free mail must originate from a free mail area designated by the President or Secretary of Defense or from any Armed Forces medical facility. These services must meet statutory criteria and will generally apply only to personal correspondence first class mail in the form of letters, post cards, and cassette or video tapes not exceeding 12 ounces, sent from personnel in the approved free mail area to addressees entitled to USPS services. In accordance with the National Defense Authorization Act signed by the President as law 30 November 1993, this privilege is extended to civilians, DoD employees, and DoD contractor employees who are essential to and directly supporting the military operation, as determined by the CINC.

FINANCE SERVICES

Postal services platoons provide postal finance services to the extent possible consistent with the

theater mail policy. These services include money order and stamp sales, accountable mail services, and package mailing. Postal services platoons provide finance services within brigade support areas and to soldiers and civilians in corps and echelons above corps (EAC) areas.

Units can coordinate with the services postal platoon leader to provide limited mobile postal finance services to units or teams not located near the postal platoon. The medical treatment facility (MTF) coordinates with the services postal platoon in its area to provide the MTF commander with necessary postal finance services to patients.

Historical Perspective

Letter from U.S. Grant to Post Master General, William Dennison.
City Point, Va., January 4th, 1865

Hon. W. Dennison
Post Master General

Sir:

I have the honor to acknowledge the receipt of your communication in relation to the expediency of establishing a Money Post Office at City Point, and asking my wishes on the subject. In reply I have simply to say that I fully approve the system and believe that it will be highly advantageous to the soldier in the transmission of his money to his family or relatives

Resplly &c
US Grant
Lt. Gen'l

REDIRECT SERVICES

The postal network provides official and personal mail redirect service starting at the unit mail clerk level. There are two forms of redirect services: soldier redirect and unit redirect. Soldier redirect applies to individual pieces of mail requiring directory service prior to processing. This includes mail for individual soldiers who have changed units or locations as individuals and not with the unit. They probably have new zip codes. The unit redirect function involves redirecting bags, trays, or pallets of mail because of task organization changes, unit relocation, or unit redeployment.

Redirect services depend on the theater postal policy and the tactical situation. All operations and services platoons provide redirect services. A designated operations platoon(s) provides theater-level redirect services. The corps operations platoon(s) provides the primary redirect services for the corps. Services platoons handle redirect of unit mail within their area of responsibility and limited soldier redirect services. Large volumes of soldier redirect mail are sent to the operations platoon for processing. The theater PERSCOM and the personnel groups provide personnel and unit assignment and location information in automated form to operations and services platoons.

Historical Perspective

During the height of activity, the Central Postal Directory for the European Theater of Operations during World War II employed as many as 4,000 personnel to locate and redirect mail to reassigned or wounded soldiers lost to the units to which they had been originally assigned.

CASUALTY MAIL

An electronic interface between SIDPERS and the Theater Army Medical Management Information System (TAMMIS) will assist postal units in the casualty mail redirect process. This interface will enable the personnel system to determine patient location and status within the corps medical system.

In accordance with DoD 4525.6-M Volume II, unit mail clerks will endorse all undelivered casualty mail without a forwarding address and return it through the postal services platoon(s) as

soon as possible. The postal services platoon(s) sends it through postal channels to the designated postal operations platoon(s) that processes casualty mail. Individuals from the postal operations platoon(s) designated by PERSCOM to handle casualty mail will coordinate with the PERSCOM Casualty Branch for updated casualty information.

The theater PERSCOM will ensure that there is an in-theater capability for postal operations platoons to hold, readdress, and redirect undelivered mail for all casualty categories. If the soldier's or civilian's status is missing in action, killed in action, or unknown, the postal services platoon labels the mail "search" and returns it through postal channels to the designated theater operations platoon. This unit holds the mail until it can confirm through the theater PERSCOM that the casualty area commander has notified the next of kin, then returns it to the sender. When a soldier or civilian is a patient and the hospital is unknown, the postal services platoon labels the mail "hospital search" and returns it through postal channels to the designated postal operations platoon for redirect service. When the postal services unit knows the hospital, it labels the mail "patient" and forwards it to the hospital through the postal network.

Casualty mail processing requires special attention. This is essential to prevent premature casualty information disclosure and mail return before the casualty area commander notifies the next of kin. Figure 6-1 depicts casualty mail flow.

ENEMY PRISONERS OF WAR (EPW) MAIL

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

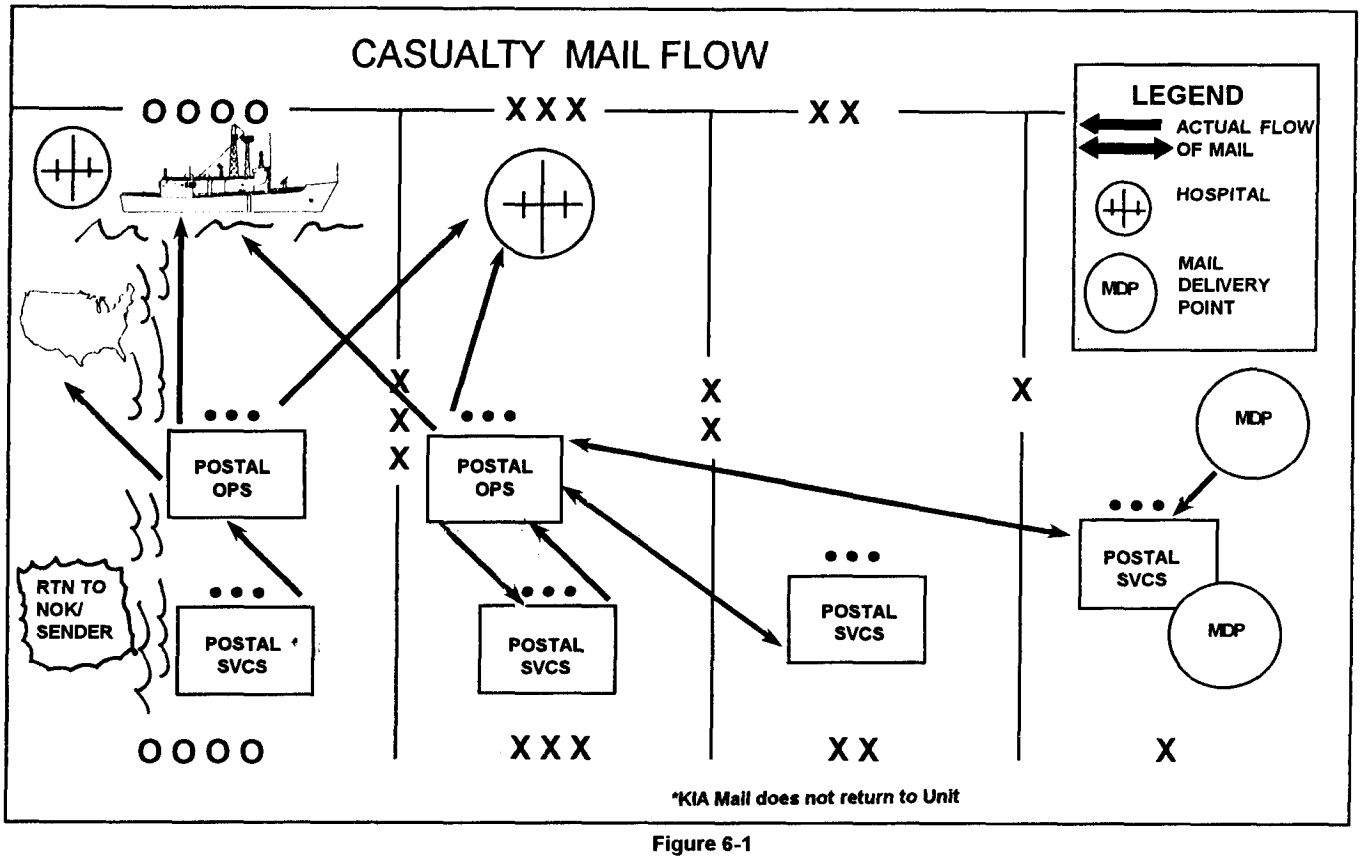


Figure 6-1

Theater PERSCOM will coordinate with the provost marshal, an appropriate international neutral agency, and an American neutral agency to assess EPW mail requirements. Theater PERSCOM will identify the postal operations platoon(s) to handle EPW mail.

INTERNATIONAL MAIL

Theater PERSCOM will assess the needs for international mail exchange within the theater of operation and identify the postal operations platoon to conduct that mission.

International mail is discussed in the following: DoD Directive 4526.6-M, Vol. I, Chapter 8; part 125, Domestic Mail Manual, (reference (i)); and the individual country listings in the International Mail Manual, (reference (i)).

HOST NATION SUPPORT

Host nation support can be a critical element of the postal support structure. It frees the U.S. postal personnel for more critical duties. Host nation personnel can be military or civilian, and they can handle all mail classes except official registered (classified) mail. Postal unit commanders must indoctrinate soldiers supervising host nation personnel in the customs, language, religion, and political conditions in the area of operations.

CONTAMINATED/SUSPICIOUS MAIL

The postal network must make special provisions for processing contaminated/suspicious mail. Contamination may consist of nuclear, biological, or chemical agents. Suspicious mail may include conventional explosives or contraband. The postal network screens for contaminated/suspicious mail and stops the mail flow when it is discovered. It separates contaminated/suspicious mail and delivers it to units trained in handling contaminated/suspicious material. These units decontaminate the mail, if possible, and return it to the postal network. If decontamination is not possible, they destroy the mail under appropriate postal supervision. Postal units must coordinate with the local EOD unit for bomb support. Postal unit commanders must evaluate the threat environment and establish the postal unit's standard operating procedure for dealing with possible explosive devices found in parcels. Once a package is discovered with a suspected explosive device, postal operations are immediately halted, and postal personnel and customers are immediately evacuated from the danger area. The postal unit notifies EOD to clear the area/and dispose of the bomb safely.

INFORMATION, COMMUNICATION, AND AUTOMATION REQUIREMENTS

The postal redirect function requires an integrated information management system throughout the theater of operations. A theater-wide network must provide individual and unit address infor mation to all postal companies and platoons. Personnel services battalions (PSB) regularly provide servicing postal units with updated data bases of units supported. G3/Gl must provide postal units with current task organization and location changes.

The integrated information system must support requirements to generate and maintain a theater mail routing scheme. This system will enable postal managers to align the location of units according to their servicing postal services platoon Postal services platoons must have assured, real-time communications by both voice and data with the PSB, brigade S1s, postal company headquarters, postal operations platoons, corps personnel group, and transportation units. Postal services platoons require daily communication concerning task organization changes, mail delivery point location changes, mail routing scheme changes, casualty mail redirect, postal activity update, and USPS postal bulletins.

Postal operations platoons must have assured,

real-time communications by both voice and data with theater PERSCOM, CONUS (USTA PERSCOM, MPSA, JMPA), other operations platoons, supported postal services platoons, personnel group, postal company headquarters, corps and theater transportation units, MMT, and theater medical facilities.

Company headquarters must have assured, real-time communications by both voice and data with postal platoons, the PSB, and the personnel group.

TRANSPORTATION REQUIREMENTS

Postal services platoons must have securable organic transportation to safeguard and transport undispatched mail and associated items such as stamps, money orders, accountable mail, and packages. They must also be able to carry 100 percent of the personnel, authorized organizational equipment, common table of allowances (CTA) equipment, and USPS equipment to provide support in forward areas.

Postal units are not equipped with transportation to deliver mail at any level within the theater. Postal units process and prepare mail for delivery, and the transporters deliver. Transportation must be coordinated for postal units from external sources at all command levels within the theater. This process should be a daily routine requirement within normal material movement channels in the logistics system. Delivery standards depend upon commanders providing transportation through assured scheduled air/land movement, leased commercial vehicles, host nation sup port, or other means.

The USPS Transportation Handbook, addresses rules and regulations that apply to the transportation, transferring of accountability, security, and escort of the various classes and types of mail within the MPS.

Historical Perspective

"A successful postal service for the armed forces is admittedly the greatest single factor affecting the morale of all troops. In spite of this, the Postal Service was... given inadequate support and left to improvise as best (it) could to provide service... (T)here was no lack of planning on the part of the postal people but rather a lack of recognition of their basic needs and failure to adequately provide the necessary personnel, equipment, and transportation. It was SOP to require Postal to beg for the tools to work with which should have been provided automatically."

Colonel S. G. Schwartz
Theater Postal Officer
European Theater of Operations
29 August 1945

EQUIPMENT REQUIREMENTS

Postal operations and services platoons require equipment necessary to operate continuous 24-hour operations in an undeveloped theater without hardstand facilities as far forward as the brigade area. This equipment includes modern lighting, tentage, material handling equipment, automation and communication equipment. USPS equipment such as Integrated Retail Terminals (IRT) and Postal Meter machines allow more efficient postal finance services. It helps eliminate long, unsafe lines and the need to maintain large stamp stockage, and it supports training in peace as in war. Modern equipment used in civilian post offices must be provided to deploying military post offices and to the military postal school and units for training.

Postal operations platoons require x-ray equipment. As a safety and security measure, postal platoons x-ray packages leaving the country. The Federal Aviation Administration (FAA) often

requires postal units to x-ray packages prior to loading retrograde mail onto commercial aircraft

Postal platoons require mission-essential equipment and supplies other than that found on a TOE. Commanders must plan for and obtain mission-essential USPS and CTA equipment as well as mission-essential items that require resupply. Mail flowing to and from the theater of operations on pallets and in containers will require tactical forklift movement and storage facilities with drive in/out capability.

Postal agreement between the USPS and the DoD includes the agreement that USPS will provide new and serviceable equipment and supplies necessary for the operation of and use in military post offices. This does not necessarily occur automatically. Commanders may need to provide detailed requests through the chain of command to the USPS to ensure receipt of all necessary equipment and supplies.

PLANNING REQUIREMENTS

Planning of postal operations from lowest to highest levels is an essential consideration for any military operation. Postal service has played a vital role in morale support and national will efforts since the Civil War, and it is an important combat multiplier. Commanders and their staffs must plan for the logistical support given to competing demands and priorities during the execution phase of an operation to react to unanticipated but necessary postal operations support requirements. DoD Postal Manual 4525.6-M, Volume 1, outlines military postal service planning requirements and responsibilities.

The following are basic principles in planning and providing military postal support:

- Sustain equitable and unrestricted postal service to soldiers and civilians in all theaters of operation.
- Use USPS resources and procedures to the maximum extent.
- Relieve forward and deployed units of mail processing and movement responsibilities during heavily engaged operational commitments.
- Determine, plan, and establish personnel information, communication, and automation network requirements.
- Integrate military postal service resources to move and process mail on an area (population-supported) basis.
- Maintain readiness; plan shipment and resupply of mission-essential postal equipment, supplies, and postal pre-packs. This includes TOE, CTA, USPS, and expendable items.
- Estimate the number of pieces and/or pounds per soldier per day, and plan logistics. The current planning factor for incoming mail is 1.5 pieces and/or 1.34 pounds per soldier per day.
- Deploy with the same mission-essential TOE, CTA, and USPS equipment in which soldiers train.

INITIAL FOCUS

Prior to deployment, the commander of the lead personnel group must determine postal support requirements in coordination with the contingency PERSCOM and the MACOM AG (postal directorate).

In determining requirements, the lead personnel group commander must consider infrastructure in the area of operations, deployment timing, force composition, and expected deployment duration. The commander must decide from his situational analysis what postal unit structure will be necessary to support the operation and whereto place the theater MMT.

The normal postal unit requirement for supporting a deployed force is one postal operations platoon for up to 36,000 soldiers and civilians, a postal services platoon for up to 6,000 soldiers and civilians, and a postal company headquarters for every three platoons.

A large-scale, long-term deployment may require

support from Reserve Component postal units or from Active Component forward deployed postal units. Operations and services postal units should deploy from the sustaining base to support contingency force projection operations without Reserve Component mobilization. Personnel group commanders must report their additional requirement for Reserve Component unit activation to the MACOM.

The MACOM AG/DCSPER must coordinate with the MPSA to activate preassigned contingency APO numbers for the deploying force. The MPSA coordinates with the USPS to activate additional numbers as necessary.

The MPSA coordinates with the JMPA for mail transportation from CONUS to the theater of operations. Normally, U.S. flag air carriers transport first class mail to a theater of operations. The USAF Air Mobility Command (AMC) is available to transport mail. However, other commodities may have higher priority.

After the mail arrives in the theater, further transportation becomes a lead corps responsibility. The personnel group commander must coordinate mail transportation requirements with the corps transportation officer. Organic transportation assets within postal units used to move personnel and equipment will not support mail movement. Effective mail movement requires assured military, contracted, or host nation transportation support.

ORGANIZATION ON THE BATTLEFIELD

A postal operations platoon will locate near an MMT. The postal operations platoon mission is to receive and process incoming mail and dispatch outgoing mail back to the sustaining base gateways/ports of embarkation. The postal services company headquarters collocates with the PSB. Postal platoons collocate with the PSB whenever possible to enable the platoons to draw life support from the PSB. Postal platoons can deploy as far forward as the brigade area in accordance with the METT-T. Chapter 15 describes postal organization in greater detail.

BATTLEFIELD FLOW

Depending on the operational scope and expected duration, postal platoons and/or postal companies must deploy with the main body of the combat forces. Trained and equipped postal units can be operational within 48 hours after arrival in the theater of operations. Mail flows within the theater from the postal operations platoon(s) at the MMT to the postal services platoon(s). The postal services platoons process and dispatch mail to unit mail clerks who deliver to addressees. The personnel group commander coordinates mail transportation to the divisions and all nondivisional units in the area of operation. Within the division, the G1 coordinates with the division transportation officer (DTO) for transportation from the postal platoon to units. Outgoing mail follows the same route from the originator to the postal operations platoon(s) at the MMT.

As the theater matures, the theater Army PERSCOM assumes responsibility for postal operations. MPSA establishes DoD policy and operating procedures. MPSA is the single point of contact with the USPS, Washington D.C., and it commands and controls JMPA, Atlantic and Pacific.

JMPA manages movement of mail from CONUS gateways and is responsible for coordinating mail terminals or sea ports.

The theater PERSCOM establishes mail policies for the theater. It establishes and maintains the theater mail routing scheme, establishes or designates a casualty mail and theater directory postal unit, and directs subordinate postal operations platoons. The personnel group executes the corps/TAACOM mail policies approved by the theater PERSCOM postal directorate, establishes

and maintains the internal routing scheme, and directs subordinate postal units.

The theater postal operations platoon(s) assumes responsibility for receiving and processing mail from the MMT, coordinating mail movement to the corps postal operations platoons, and operating theater locator and redirect service to include processing casualty mail. Postal operations platoons sort mail according to the mail routing scheme and location of postal services platoons and coordinate onward shipment to the postal services platoons. They arrange onward movement of all mail pallets and containers pre-sorted by postal service platoon APO numbers and location.

Mail positioned/palletized according to postal service platoon APO numbers by USPS and the Air Force, does not require the postal operations platoon(s) to off-load all pallets, and the postal operations and platoon can direct them to the appropriate postal services platoon. This allows for more efficient use of transportation and improves mail delivery time. Pallets built with multiple APO mail must always be downloaded for processing and onward movement. The postal operations platoon(s) location placement is key to the success of casualty redirect, missent, intra-theater and retrograde mail operations.

The postal services platoon(s) receives mail dispatched from the operations platoon(s), sorts it by serviced units, and prepares it for dispatch to the mail delivery points/serviced unit mail clerks. Division G1 coordinates with the G4, DTO, and DISCOM commander for the onward transportation of mail from the postal services platoon to the brigade mail delivery point (MDP) normally at the brigade S1 location. The postal services platoon is the MDP for the units located at or near the same location as the postal service platoon. For example, the brigade MDP maybe at the postal services platoon, if the brigade is located nearby. Company and/or battalion mail clerks pick up mail from the MDP and coordinate delivery to addressees. Mail clerks coordinate collection of retrograde mail from unit soldiers and deliver it daily to the MDP at the same time as pick-up of unit mail. The same transportation used to deliver mail to MDPs transports retrograde mail in reverse through the postal network. Mail flow in theater is shown in Figure 6-2.

RESPONSIBILITIES

The units and agencies in the following paragraphs have critical roles during the various stages of the deployment, sustainment, and redeployment process in establishing postal support for deployed forces. Figure 6-3 depicts the functions and tasks of postal operations.

MAIL CLERKS

Unit mail clerks are key to ensuring that all letters and parcels are properly, expeditiously, and legally delivered to the soldiers. Unit mail clerks assume a great deal of responsibility, and they are faced with daily ethical and legal decisions in their efforts to get soldiers their mail. They must possess strong character and good judgement and must be above reproach. Unit mail clerks do not require an F5 additional skill identifier, but they are required to carry a mail handler's card and should be a 7lL. Unit mail clerks perform the following critical tasks:

- Receive mail and sort it by location to the lowest remaining unit levels.
- Deliver mail to addressees.
- Collect 100 percent of retrograde mail from unit soldiers and forward it to the postal services platoon via the MDPs.
- Forward retrograde mail to the postal services platoon/mail delivery point separated by outgoing and intra-theater (local) military mail.
- Ensure that all mail is safeguarded and handled IAW DoD postal regulations (without exception).
- Coordinate with the S1 to maintain an accountability roster by location of unit soldiers to ensure efficient mail redirect for soldiers who become

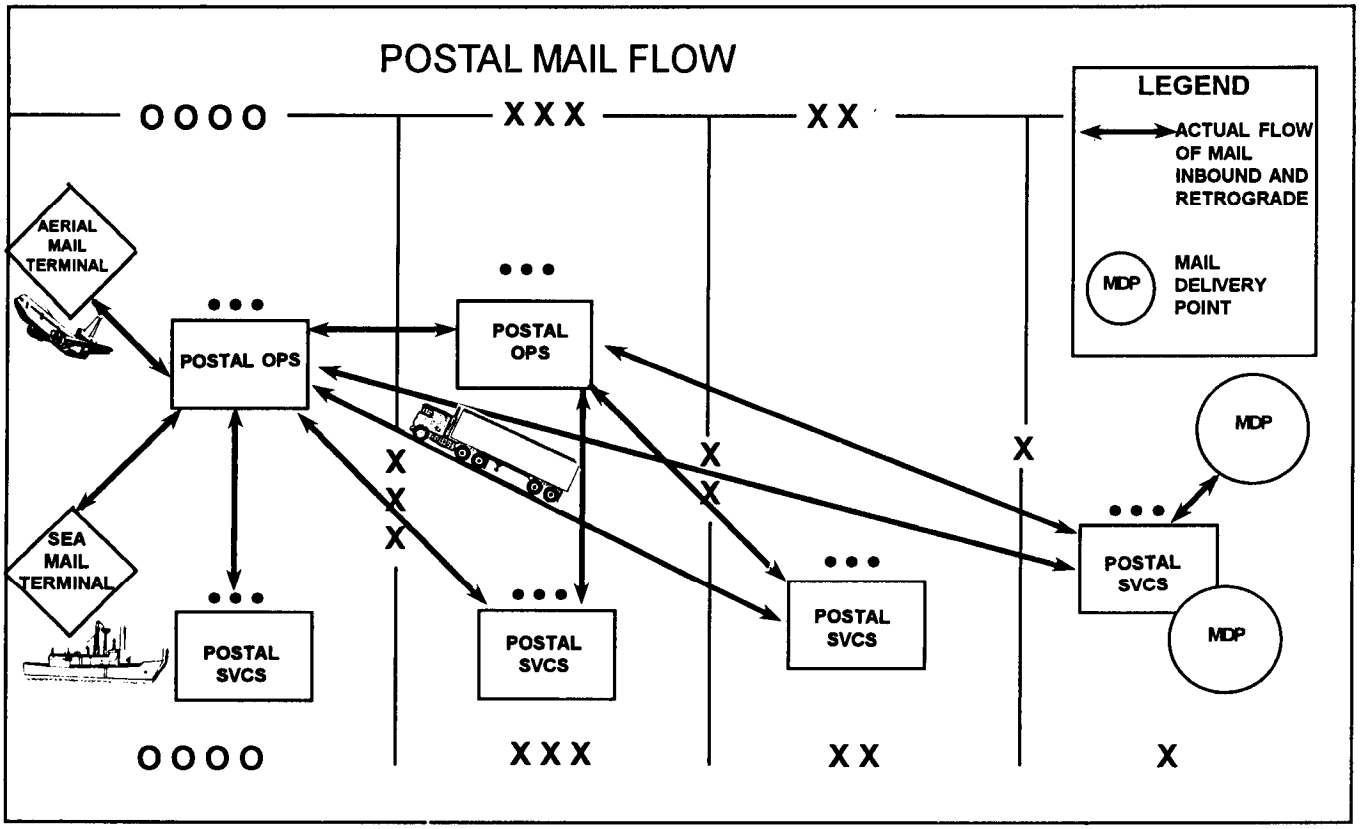


Figure 6-2

POSTAL OPERATIONS MANAGEMENT						
FUNCTIONS/ TASKS	RESPONSIBLE AGENCY					
	BATTALION	BRIGADE	DIVISION	CORPS/TAACOM	THEATER	CONUS
RECEIVING	S1	S1	Postal Svcs Platoon(s)	Postal Operations platoon(s)	Postal Ops Platoon(s)	USPS
SORTING	S1	S1	Postal Svcs Platoon(s)	Postal Operations Platoon(s)	Postal Ops Platoon(s)	USPS
IDENTIFY/COORDINATE MAIL DELIVERY POINTS	S1	S1	G1	PG	Theater Postal DIR PERSCOM	USPS
REDIRECT	S1	S1	Postal Svcs Platoon(s)	Postal Operations Platoon(s)	Postal Ops Platoon(s)	USPS
TRANSPORTATION/ DELIVERY	S4	S4	G4/DTO DISCOM CDR	G4/ ACS Services	TRANSCOM	JMPA
CASUALTY MAIL	S1	S1	Postal Svcs Platoon(s)	Postal Operations Platoon(s)	Postal Ops Platoon(s)	USPS
EPW MAIL					Postal Ops Militar yPolice	MPSA/ USPS
ADVISE COMMANDER RECONCILE PROBLEMS	S1	S1	G1	PG	PERSCOM/ THEATER AG	MPSA MACOM AG
OFFICIAL MAIL	S1	S1/Signal Officer	ADSO ISSO	ACSO ISSO	ISSO ISSB	DCSIM/ ISSB/ MPSA

Figure 6-3

* NOT ALL INCLUSIVE

casualties or change location.
- Appropriately label and redirect casualty mail to the postal services platoon for forwarding.
- Deliver accountable mail to soldiers and civilians IAW DoD postal regulations.
- Immediately report any postal problems to the commander and/or unit S1.

BATTALION

The battalion S1 develops and coordinates a postal operations plan for assigned and attached units within the battalion by performing the following critical tasks:

- Supervise all battalion mail operations.
- Provide the brigade S1 and S4 with grid coordinates of the preferred and most efficient daily MDP and alternate MDPs.
- Collect and route daily outgoing mail to the postal services platoon.
- Coordinate with the S4 for delivery of mail to soldiers.
- Ensure that mail clerks are properly trained and certified and can handle all mail IAW DoD postal regulations.
- Collect and sort incoming mail.
- Inform the ACofS G1 and postal services platoon through the brigade S1 of all task force additions and deletions as well as requested MDP location changes.
- Coordinate with the brigade S1 to assist whenever possible with mail service to soldiers in units under operational control (OPCON) of the battalion.
- Ensure proper marking and redirect of mail for wounded, deceased, or missing soldiers and civilians to the postal services platoon.
- Coordinate with the brigade signal officer and brigade S1 for handling of official mail.
- Investigate and coordinate to reconcile any problems within the battalion hindering the delivery of mail to soldiers.

BRIGADE

The brigade S1 develops and coordinates a postal operations plan for assigned and attached units within the brigade by performing the following critical tasks:

- Supervise all brigade mail operations.
- Coordinate with the S4 for transportation of mail to battalion S1s and remote troop locations.
- Collect and route outgoing mail to the postal services platoon.
- Provide the G1 with grid coordinates of the preferred daily MDP and alternate MDPs.
- Ensure the proper marking and redirect of mail for wounded, deceased, or missing soldiers and civilians through the postal services platoon.
- Coordinate with OPCON unit S1s and their parent units to assist whenever possible with mail service to soldiers in units under operational control of the brigade.
- Coordinate with the division signal officer for the handling of official mail in coordination with the brigade signal officer.
- Ensure that unit mail clerks handle all mail IAW DoD postal regulations.
- Coordinate with the G1 and/or postal services platoon to provide postal finance services to brigade soldiers.
- Investigate and coordinate to reconcile any problems within the brigade hindering the delivery of mail to soldiers in a timely manner.

DIVISION

The Assistant Chief of Staff G1 has overall staff responsibility for all mail operations (except official mail) for the division and attached units. The G1 develops and coordinates postal operations plans for all assigned and attached units within the division by performing the following critical tasks:

- Act as a liaison between the division and the postal services platoon(s).
- Coordinate with the G4, DTO, and DISCOM for delivery of mail from postal services platoons to brigade S1 MDPs.

- Maintain the road conditions and the locations for the BSA MDPs, alternate MDPs, MSRs, enemy, postal units, transportation units, isolated units, and other significant elements, and prepare the recommended order of priority for MDPs. List S1 MDP requests in order of priority. Establish alternate MDPs when transportation is limited.
- Prepare transportation requests for pick-up and delivery of mail to each brigade MDP ant/or brigade S1/BSA.
- Coordinate transportation requests with the DISCOM, G4, DTO, CofS, and/or Assistant Division Commander for Support (ADC(S)).
- Provide a copy of transportation requests to postal services units, inform S1s of approved MDPs, and reconcile problems.
- Spot-check retrograde and casualty mail and mail operations against the standards of service.

PERSONNEL SERVICES BATTALION

Responsibilities of the PSB are the following:

- Provide command and control for postal units.
- Incorporate postal headquarters in all deployment plans.
- Assist the postal company commander with coordinating life support for postal platoons.
- Include the postal company in vehicle maintenance, weapons maintenance, communication, and supply planning.

PERSONNEL GROUP

The personnel group provides policy and procedural guidance for postal companies and is responsible for performing the following critical tasks:

- Determine postal support requirements for the deploying force.
- Coordinate the employment of postal units throughout the corps.
- Ensure that all corps postal units receive initial pre-pack items required from USPS as well as resupply of those items.
- Ensure that all corps postal units have adequate personnel, equipment, weapons, food, and supplies to survive on the battlefield and perform their mission.
- Determine the command relationship of postal platoons to the unit supported.
- Collect postal statistical and historical workload information from postal units.
- Coordinate with the corps G4 and COSCOM for transportation of mail from postal operations units to the appropriate postal services units.
- Reconcile postal units' problems concerning transportation, command and control, life support, communications, automation, and logistics.
- Receive policy guidance from PERSCOM concerning casualty mail operations. Establish and monitor procedures for casualty mail operations.
- Spot-check retrograde, casualty, and regular mail operations.
- Provide guidance to the G1 and corps commander on the impact of theater and/or corps mail policies.
- Provide individual and unit postal training guidance to PSB/postal company commanders.
- Publish a rating scheme for postal unit officers and senior NCOs.
- Request MACOM activation of essential postal units, as required.
- Coordinate with the corps transportation officer for intra-theater mail transportation.
- Select an MMT location(s).
- Establish the mail routing theme.
- Receive policy guidance concerning EPW mail, and coordinate with the provost marshal, International Red Cross, corps G1, and theater PERSCOM for proper and efficient execution.

CORPS

The corps G1 provides policy guidance and coordinates with the personnel group commander to keep the corps commander informed of postal operations. The corps G1 is responsible for performing the following critical tasks:

- Coordinate with higher headquarters to ensure the required number and type of postal units to support the deployed force are in the corps.
- Reconcile problems between the personnel group, postal units, transportation units, PERSCOM, and units served.
- Coordinate with the theater postal directorate, and communicate the corps commander's guidance to the personnel group commander on all mail operations (except official mail).

THEATER PERSCOM

The theater PERSCOM is responsible for postal management within the theater and for performing the following critical functions:

- Ensure the manning and operation of MMTs.
- Operate a theater locator and redirect service.
- Coordinate transportation for mail movement to and from the corps postal operations platoon(s).
- Establish theater mail operations policies.
- Determine the location and function of theater postal operations units.
- Coordinate the theater EPW mail plan, and monitor its execution IAW the Geneva Convention.
- Coordinate with the Unified Commander to request and ensure appropriate MPS resources for the postal responsibilities in the theater.
- Provide unit mail routing information to JMPA.
- Consult with JMPA to develop instructions and procedures with optimum mail routing.

MACOM

The responsibilities of the MACOM AGs are the following:

- Coordinate Reserve Component unit activation.
- Request contingency APO activation from MPSA.

UNIFIED COMMANDER

The Unified Commander is the coordination link between MPSA and the separate services and performs the following critical tasks:

- Issues and coordinates theater MPS policy and procedures to ensure that plans of the military service component commands adequately and equitably address MPS support.
- Coordinates first opening or last closing of any MPO in the theater.
- Selects the most appropriate military service component command to provide the necessary support throughout the integrated MPS resources of the theater.

MPSA

The responsibilities of the MPSA are the following:

- Establish policy and procedures required for proper administration of the MPS.
- Act as the single DoD point of contact with the USPS and other government agencies on MPS policy and operational matters.
- Activate contingency APOs.
- Coordinate initial mail routing schemes with the JMPA.
- Coordinate an integrated network of major military mail distribution and transportation facilities in overseas areas.
- Establish and maintain liaison with the DoD transportation operating agencies.
- Provide military postal transportation planning support to DoD components in support of the plans of the Joint Chiefs of Staff (JCS) and other military operations.

JMPA

The responsibilities of the JMPA are the following:

- Act as a single point of contact with the USPS at the gateways.
- Coordinate the transportation of mail to the

needs in the host nation.

- Coordinate mail movement transportation needs with the military AMC, as necessary.
- Coordinate mail routing scheme changes with gateways.

Chapter 7
MORALE, WELFARE, AND RECREATION AND COMMUNITY SUPPORT

This chapter describes the mission, proponency, network, and doctrinal precepts of the morale, welfare, and recreation (MWR) programs and such community support programs as the American Red Cross (ARC), family support, and the exchange system.

MISSION

The mission of the MWR program is to improve unit readiness by promoting fitness, building morale and cohesion, enhancing quality of life, and providing recreational, social, and other support services for soldiers, civilians, and their families.

The community support programs include the ARC, family support, and the exchange system. During mobilization and deployment, the ARC provides emergency communication and case management services to support the health, welfare, and morale of the Armed Forces and their families. It gives forward-deployed units a direct link to their families during family emergencies.

The mission of family support programs is to foster total Army family readiness, as mission accomplishment is directly linked to soldiers' confidence that their families are safe and capable of carrying on during their absence. The exchange system provides basic health, hygiene, and personal care needs to soldiers and Army civilians.

MORALE, WELFARE, AND RECREATION

During peacetime, the scope of MWR includes sports activities, recreation centers, libraries, clubs, bowling centers, golf centers, outdoor recreation, arts and crafts, and entertainment. During war and operations other than war (OOTW), the MWR network provides services to the theater of operations. These services are in the form of unit recreation, library book kits, sports programs, and rest areas at brigade level and higher. These activities and services are staffed by military and civilian MWR personnel. The MWR network also provides facilities such as unit lounges, recreation centers with snack bars, and activity centers for soldiers that house a number of MWR functions. The facilities provided by the MWR network depend on the theater/corps command policies and the operational/tactical situation.

AMERICAN RED CROSS

The ARC consistently delivers essential Red Cross services to active duty military, National Guard, reservists, Army civilians, and their families worldwide in order to assist them in preventing, preparing for, and coping with emergency situations.

All requests for ARC personnel to accompany U.S. Forces into a theater of operations during war or OOTW must be forwarded to the U. S. Army Community and Family Support Center, Family Support Directorate (USACFSC-FS) which is the DoD executive agent for the deployment of ARC personnel during these situations.

USACFSC-FS is responsible for coordinating and securing support for ARC personnel to support military operations, managing and monitoring military support to the ARC, funding travel to and from the theater of operations for ARC personnel, and coordinating and preparing ARC personnel for deployment and return. The ARC national headquarters, is responsible for supplying the staff and managing and monitoring ARC operations in the field.

A designated ARC representative will be involved with the U.S. Army Community and Family Support Center (USACFSC), the appropriate military command, and the ARC national headquarters in the contingency planning to ensure proper coordination and clarification of requirements. In the theater of operations, coordination for Red Cross support falls under the G1. ARC representatives are available at division and higher levels to assist with family emergencies and emergency communication between family members and deployed personnel. A model of the ARC network is at Figure 7-1.

FAMILY SUPPORT

The chain of command helps soldiers and civilians solve personal problems and communicate with their families through the family support system. Departure of soldiers during war or OOTW creates substantial stress on soldiers and their family members throughout the period of separation. The morale of both the soldier and the family has a significant impact on soldier performance.

Families of deploying personnel are provided all possible services to which they are entitled by the

AMERICAN RED CROSS MATRIX

FUNCTIONS/TASKS	RESPONSIBLE AGENCY					
	BATTALION	BRIGADE	DIVISION	CORPS/TAACOM	THEATER	CONUS
REQUEST ARC SUPPORT	CDR	CDR	G1	G1/AC of S Personnel	THEATER DCSPER	CFSC & HQ ARC
COORDINATE DEPLOYMENT WITH UNITS	CDR	CDR	G1	G1/ACofS Personnel	THEATER DCSPER	CFSC & HQ ARC
COORDINATE DEPLOYMENT WITHOUT UNITS						CFSC & HQ ARC
CENTRAL DEPLOYMENT						CFSC & HQ ARC
COORDINATE EMERGENCY COMMUNICATION	S1	S1	G1	G1/ACof S Personnel	THEATER DCSPER	CFSC & HQ ARC
RED CROSS SUPPORT IN THEATER	S1	S1	G1	G1/AC of S Personnel	THEATER DCSPER	CFSC & HQ ARC
REDEPLOYMENT	S1	S1	G1	G1/AC of S Personnel	THEATER DCSPER	CFSC & HQ ARC

Figure 7-1

sustaining base/rear detachment. Services include pre-deployment briefings/readiness checks (wills, allotments, family care plans, insurance), frequent family briefings, survival skills training (stress management, problem solving, household and auto maintenance), and the family assistance center (counseling, DEERS enrollment, legal, information and referral, and ACSs). These services may need to be expanded to the families of soldiers in the USAR and ARNG who have been called to active duty. DA Pamphlet 608-47, A Guide to Establishing Family Support Groups, provides more detailed information.

Historical Perspective

"As the 1st Infantry Division (Mechanized) preparedfor deployment to Southwest Asia, the G1/AG and DPCA combined efforts to establish a Family Assistance Center (FAC) to enable soldiers and family members to receive one-stop personnel, financial, logistical, legal, and pastoral support. The FAC was used extensively throughout the division's deployment to conduct briefings for family members regarding the various updates issued by the Chain of Concern. The pre-deployment support and continual briefings served to allay much of the frustration and anxiety during the uncertain times of late 1990 and 1991."

ARMY AND AIR FORCE EXCHANGE SERVICE (AAFES)

A board of directors that includes senior Army and Air Force leaders directs AAFES operations worldwide. The system supports major installations in CONUS, overseas, and units deployed to remote areas. It also supports field operations and exercises. The Army provides materiel, facilities, transportation, field site support, and some personnel for AAFES operations.

During war and OOTW, the theater command in coordination with AAFES plans for and supports exchange operations. These plans may include a combination of direct retail operations, Tactical Field Exchanges (TFEs), and AAFES Imprest Funds Activities (AIFAs).

AMES deploys personnel to assist the Army in establishing direct retail operations and an exchange warehousing and distribution system. The theater Army DCSPER and corps G1 coordinate with the theater Army DCSLOG and corps G4 in the process of designating, training, deploying, and employing Army and Air Force personnel to support the theater AAFES system. Preferably, these personnel have Defense Commissary Agency (DeCA) experience in managing supplies, warehousing, distribution, and/or retail operations. AAFES may establish these activities using AAFES employees, contract operators, host nation employees, third country national employees, or vendors.

TFEs are military operated exchanges designated to provide merchandise and services on a temporary basis in areas where permanent exchange activities are not present. TFEs serve soldiers and civilians, and they may locate as far forward as the brigade support area and tactical situation allow. They are manned by DeCA personnel or detailed military personnel.

AIFA is a military-operated retail activity, usually operated in small or remote sites, when regular direct operation exchanges cannot be provided. Should commanders choose to employ AIFA they must select and train personnel from their units to operate these activities. The unit is issued an initial fund by AAFES to purchase a beginning inventory. Money generated from sales is used to replenish the merchandise stock. A site commander can request the establishment of an AIFA from the general manager of the AAFES geographical area. An AIFA is operated basically the same as a TFE with the exception that the unit is accountable and responsible for the merchandise that it purchased.

Historical Perspective

"During Operations Desert Shield and Desert Storm, AAFES staffed 15 large exchange facilities, setting up 30 food outlets including Baskin-Robbins ice cream parlors and Pizza Inns, and 11 barbershops, and it supplied the 200-plus field exchanges operated in the war zone by soldiers, airmen, and Marines. Merchandise available at the end of hostilities amounted to 34 million dollars located in various warehouses."

PROPONENCY

The fictional proponent for morale, welfare, and recreation and community support is the USACFSC. AAFES is the proponent for exchange publications. The following regulations provide policies and procedures for managing MWR, the American Red Cross, family support, and the exchange system:

- AR 5-3, Installation Management and Organization.
- AR 60-10, AAFES General Policies.
- AR 60-20, AAFES Operating Policies.
- AR 215-1, Administration of Army Morale, Welfare and Recreation Activities and Nonappropriated Fund Instrumentalities.
- AR 215-3, Nonappropriated Funds Personnel Policies and Procedures.
- AR 215-4, Nonappropriated Fund Contracting.
- AR 215-5, Nonappropriated Fund Accounting Policy and Reporting Procedures.
- AR 600-20, Army Command Policy.
- AR 608-1, Army Community Service and Family Support.
- AR 608-10, Child Development Services.
- AR 608-18, The Army Family Advocacy Program.
- AR 930-4, Army Emergency Relief,
- AR 930-5, American National Red Cross Service Program and Army Utilization.
- DA Cir 608-93-1, The Army Family Action Plan X.
- DA Pam 350-21, Family Fitness Handbook.
- DA Pam 360-525, Family Assistance Handbook for Mobilization.
- DA Pam 608-43, A Guide to Family Member Predeployment Briefings.
- DA Pam 608-47, A Guide to Establishing a Family Support Group.

DOCTRINAL REQUIREMENTS AND STANDARDS OF SUPPORT

MWR is a mission-essential activity. During war and OOTW it will be funded by mission dollars. Commanders at all levels are responsible for the morale, welfare, and recreation support provided for their soldiers and civilians. They are responsible for determining different levels of required support based on the mission, anticipated duration of deployment, theater environmental conditions, and higher command requirements. Commanders must be able to quickly revise plans, programming, and support levels to adapt to changing situations and requirements.

Operational plans must include requirements for fitness and recreation, exchange activities, and community support functions such as ARC. The Sl/Gl staffs at brigade through corps/theater levels must be aware of requirements and coordinate with appropriate war planners and staff counterparts such as the S4/G4 for logistical support. Civilian recreation staff may be available to assist in the planning and execution of necessary support services. However, staff responsibility for this area of support in deployment situations remains an Sl/Gl function whether civilian recreation staff are available or not. Military Sl/Gl staffs must plan and be prepared to execute all necessary actions to ensure timely and effective support.

Commanders may identify appropriate civilian positions on the installation mobilization table of distribution and allowances (MTDA) to be prepared to deploy into the theater of operations to support recreation requirements. Civilian MWR personnel are battle-rostered to the staffs

of brigade and larger-sized units. These personnel will be part of the Sl/Gl staffs and will plan and coordinate MWR activities prior to and during mobilization. They will also deploy with the unit to accomplish brigade and higher staff MWR responsibilities and assist the unit MWR coordinators (military personnel) in planning and executing their MWR programs.

USACFSC may also provide civilian fitness and recreation staff from other installations. Commanders should establish and validate requirements on their MTDA for battle-rostered civilian positions. The USACFSC maintains a roster of volunteer civilian recreators to meet fitness and recreation needs during deployment situations. If installation staff cannot meet the needs of deployed elements, the theater commander may request assistance from USACFSC to fill situational needs.

Company and battalion commanders, with guidance from civilian MWR personnel, develop detailed lists of MWR equipment and supplies to support unit-level recreation programs and activities. Requirements include such items as athletic equipment, recreational items, and small game kits. These items are part of the unit basic load. Commanders must include shipment with the higher headquarters lift plan.

Commanders at all levels must be sensitive to conditions external to the theater that can affect morale. In emergency cases, ARC representatives inside and outside the theater of operations can support communications between soldiers, civilians, and their families. Under less compelling conditions, commanders may use other means. For example, commanders may send messages through official channels such as the military affiliate radio system, facsimile transceiver, commercial telephone, or the Army mail system.

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

C TO C+30

During the first 30 days of operation, MWR may be limited to unit athletic and recreation (A&R) kits and health and comfort packs (HCPs) as part of the units' basic load. This initial phase prepares units for deployment into a theater of operations. The installation Director of Personnel and Community Activities (DPCA) provides book kits to deploying units. MWR coordinators at brigade, battalion, and company level are responsible for unit recreation requirements and for ensuring unit A&R equipment and small game kits accompany unit deployment. Examples of kits, load plans and HCPs are listed in Appendix E.

Division and corps assemble and move prepacked brigade and battalion MWR kits. (See Appendix E.) The theater Army DCSPER and/or the corps G1 establishes a network for distributing and rotating AAFES-provided films and video tapes. AAFES begins transporting exchange items and coordinates with theater/corps for transportation, storage, and distribution support. Defense Personnel Support Center (DPSC) sends additional health and comfort packs to arrive by C+30.

Civilian recreation specialists deploy to the theater as early as the situation permits and theater commander requests. This may be as early as the initial C to C+30 time frame. If conditions do not permit or the theater commander does not request deployment of civilians, military staffs must be prepared to establish and maintain support.

C+30 TO C+60

Conditions permitting, the theater commander may authorize brigade recreation personnel theater clearance to develop, coordinate, and

manage recreation programming. The battalion/brigade MWR kits containing fragile, bulky, and heavy items arrive in the theater for distribution. Examples are television sets, VCRs, basketball goals, and free weights.

As soon as possible after C+30, the corps G1 coordinates rest areas which are managed by designated DA civilians and manned by soldiers. These rest areas provide MWR support and field exchange services within division and corps rear areas. Theater Army DCSPER and the corps G1 develop policies for rest area use.

The civilian MWR personnel at division-size organizations assist units, expedite programs, and provide oversight for programs and resources. The corps G1 coordinates with the G4 for distributing HCPs with class I supplies to units and individuals lacking access to exchange or host nation retail facilities. See Appendix E for additional information.

In coordination with the theater logistical personnel, AAFES establishes a base of operations and distribution centers which support TFE and AAFES imprest fund activities (if units choose to establish them).

The theater Army DCSPER and the corps G1 coordinate with USACFSC for the following: a system for distribution of unit funds, coordination with the Armed Forces Professional Entertainment Office for live entertainment, coordination for additional civilian MWR personnel, and book kits to units at C+30 and every 30 days thereafter.

Theater Army and corps staffs provide oversight and services such as financial management, procurement, contracting, warehousing, and distribution.

C+60 TO C+120

Supply channels will stock MWR items on their common table of allowances (CTA). MWR supplies and equipment will be ordered by and shipped to unit DoD activity address codes (DODAACs) or to a theater MWR DODAAC.

Examples are weights, amusement machines, lounge and entertainment equipment, and other items for unit recreation and rest area operations.

The theater and/or corps base of operations expands to provide one or more prepackaged (Force Provider) rest areas developed to meet the needs of a brigade-size unit. Actual timelines and operations will be based on METT-T. This package provides recreational activities, AAFES retail outlets and vendors, and personnel services support such as postal, finance, legal, chaplain, and American Red Cross services. Other services available are billeting, laundry, latrine, shower, food, and medical.

The support package's primary mission is to provide rest and relief facilities for soldiers who have suffered stresses associated with combat duties. The location of this support package will be in the corps and division rear area. Secondarily, it provides a capability to support reception, humanitarian, and disaster relief missions.

Theater Army coordinates with DA DCSPER Assistant Chief of Staff for Installation Management (ACSIM) and the USACFSC for establishing a rest and recuperation (R&R) center outside the theater of operations. Theater Army and subordinate commands develop and implement R&R policies. Live entertainment, to include USO shows, becomes available based on availability, theater policy, and the tactical situation. Commands may establish clubs at the rest area or other fixed sites.

REDEPLOYMENT

During redeployment, operations consolidate or close as the number of personnel supported decreases. Commanders ensure adequate support

for residual forces. Theater Army and corps staffs establish and implement policies for equipment turn-in and redeployment. Resource accountability is critical during this phase to prevent waste, fraud, and abuse. Rest areas and R&R centers request disposition of equipment and supplies from the USACFSC.

RESPONSIBILITIES

Commanders at all levels are responsible for the MWR support provided for their soldiers and civilians. MWR activities are found at all echelons on the battlefield and in all scenarios. MWR requirements are based on the combat environment and availability of resources. Battalions and below self-administer their programs using their unit MWR coordinators (military personnel); brigade and above utilize their civilian MWR personnel. The civilian MWR personnel assist all units in planning and executing their MWR programs. MWR activities involve both managing programs such as recreation activities and monitoring or coordinating morale-related programs such as exchange services. The following paragraphs address the relationship between key players and other staff elements in MWR. Figure 7-2 depicts MWR functions and tasks.

COMPANY/BATTALION

The Bn Sl/MWR coordinator (additional duty for military) has the following MWR responsibilities:

- Coordinate with the battalion S4 to ensure that soldiers and civilians deploy with a 30-day supply of HCPs.
- Determine the type and quantity of HCPs carried by individual soldiers.
- Prepare an equipment/supply list, and plan for unit MWR activities prior to deployment.
- Prepare pre-positioned requisitions for MWR

MORALE, WELFARE, RECREATION						
FUNCTIONS /TASKS	RESPONSIBLE AGENCY					
	BATTALION	BRIGADE	DIVISION	CORPS/TAACOM	THEATER	CONUS
ALLOCATE SOLDIER TIME	S3	S3	G3	G3/AC of S Operations	DCSOPS	ODCSOPS
ISSUE MWR MATERIEL	S4	S4	G4	G4/AC of S Logistics	DCSLOG	CFSC
REQUEST EXTERNAL SUPPORT	S1	S1	G1	G1/AC of S Personnel	DCSPER	CFSC
MWR PERSONNEL	S1	S1	G1	G1/AC of S Personnel	DCSPER	CFSC
PROVIDE THEATER R & R CENTER				AC of S Personnel (TAACOM)	DCSPER	CFSC
COORDINATION FOR AAFES	S4	S4	G4	G4/ACof S MATERIAL	DCSLOG	CFSC
COORDINATION FOR FAMILY SUPPORT AND ESTABLISHMENT OF FAMILY SUPPORT GPS	S1/REAR DET CDR	S1/REAR DET CDR	G1	G1/AC of S Personnel	DCSPER	CFSC
COORDINATION FOR HCP's	S4	S4	G4	G4/AC of S Logistics	DCSLOG	ODCSLOG

*NOT ALL INCLUSIVE

Figure 7-2

A&R equipment through home station supply channels.
- Requisition for book kits at the sustaining base or mobilization station.
- Ensure units include MWR equipment and book kits in their basic load plans.
- Appoint unit MWR coordinators (military) to coordinate activities and maintain equipment.
- Use Army Master Fitness Trainers (when available) to plan and conduct unit physical fitness programs.
- Plan for AIFAs that are established and operated by unit soldiers.
- Schedule soldiers and civilians for R&R periods.
- Coordinate establishment and operation of soldier activity centers, recreation activities, exchanges, and unit lounges.
- Coordinate unit athletic and recreation programs to include acquisition, use, and maintenance of equipment/supplies.

BRIGADE

Brigades may deploy with a civilian MWR person whose duty is to facilitate and coordinate MWR activities. The brigade SI/civilian MWR person (battle-rostered civilian) have the following MWR responsibilities:
- Ensure the brigade plans for the deployment of civilian MWR personnel.
- Ensure commanders appoint MWR coordinators at battalion and company level as an additional duty.
- Plan for AIFAs that are established and operated by commands, using unit personnel.
- Plan for and prepare pre-positioned requisitions; procure and arrange the deployment of bulkier, heavier, and more breakable items such as free weights, large screen TVs, computer games or other items for soldier recreation and relaxation.
- Schedule unit personnel and civilians for R&R periods.
- Coordinate establishment and operation of soldier activity centers, recreation activities, exchanges, and unit lounges.
- Coordinate unit athletic and recreation programs to include acquisition, use, and maintenance of equipment/supplies.

DIVISION

The division G1/civilian MWR personnel (battle-rostered civilians) have the following MWR responsibilities:
- Coordinate with the G-4 to ensure brigade and battalion MWR kits are included in load plans.
- Plan for AIFAs that are established and operated by commands, using unit soldiers.
- Schedule unit personnel and civilians for R&R periods.
- Request and plan transportation for a 30-day supply of book kits from USACFSC/DA DCSPER/ACSIM to be issued to units 30 days afte deployment.
- Coordinate the distribution of MWR kits containing fragile, bulky, and heavy items such as large TVs, VCRs, projectors, and free weights.
- Coordinate delivery of HCPs with the S4/G4 to individuals and units operating without exchange facilities.
- Coordinate corps-provided rest facilities in the division area.
- Provide civilian MWR personnel who serve as liaison with theater and assist units in planning operations, training, and logistics.
- Coordinate Army Band activities.
- Establish division policy, and coordinate support to include MWR and transportation.
- Coordinate establishment and operation of brigade- and battalion-level soldier activity areas and unit lounges.
- Coordinate MWR support team activities.
- Coordinate family assistance and communication with rear detachments.

CORPS

The corps G1/civilian MWR personnel (battle-rostered civilians) have the following MWR responsibilities:

- Plan for manning of AIFAs that are established and operated by commands, using unit soldiers.
- Provide corps-level MWR civilian personnel to assist divisions and below in establishing A&R activities, operating unit lounges and exchange facilities, acquiring and transporting equipment/supplies, and accounting for equipment and monies.
- Establish in-theater rest areas, normally collocated with replacement and reconstitution areas.
- Request and plan transportation for a 30-day supply of book kits from USACFSC/DA DCSPER/ACSIM to be issued to units 30 days after deployment.
- Support self-administered activities in division-size and smaller units.
- Establish MWR policy, and monitor/support corps-level MWR activities for divisional and non-divisional units in the corps area.
- Establish corps rest areas; assist subordinate commands in operating soldier activity centers and lounges; and coordinate MWR services with replacement and reconstitution operations.
- Coordinate training for MWR program personnel through the MACOMs or theater.
- Monitor and support MWR-related activities.
- Provide civilian MWR personnel to assist subordinate commands in planning and assisting in MWR tasks.

THEATER

The theater DCSPER/civilian MWR personnel (battle-rostered civilians) have the following MWR responsibilities:

- Plan for deployment of civilian MWR personnel to coordinate, develop, and manage MWR programs.
- In coordination with USACFSC/DA DCSPER/ACSIM, DCSLOG, and MACOMs of deploying units, prepare plans to support the theater with MWR manpower, materiel, and other assistance needed.
- Prepare theater MWR policies and procedures and the base of operations to support units, soldiers, and civilians.
- Coordinate with USACFSC, ACSIM and the DA DCSPER to establish R&R centers.
- Coordinate with other military services for joint recreational operations.
- Coordinate with USACFSC/DA, DCSPER/ACSIM, and MACOMs to requisition and transport MWR equipment and supplies.
- Establish a system to allocate, distribute, and maintain equipment.
- Establish a network for distribution and rotation of films and video tapes from AAFES or other services.
- Set policy on volunteer or contracted live entertainment for soldiers and civilians in the theater.
- Develop plans and policies for the establishment and support of unit lounge activities.
- With assistance from USACFSC/DA DCSPER/ACSIM, and DCSLOG, arrange a system for procurement, transporting, accounting, training, and technical assistance to subordinate units.
- With assistance from USACFSC/DA DCSPER/ACSIM, establish policy, arrange manning, and develop an operational support system for club operations.
- With assistance from AAFES and the theater Army DCSLOG, plan for manning and support for PX sales and services at troop-supported tactical field exchanges or direct retail operations in the communications zone (COMMZ).
- Support self-administered activities in division-size and smaller units.
- Coordinate the supply and distribution of HCPs in the theater.
- Alert the command and support agencies of delivery system problems.
- Coordinate transportation for MWR kits.
- Monitor reading material availability in the theater.
- Support public affairs initiatives for supplying radio and television services.

INSTALLATION

Installation/sustaining base commanders maintain MWR, ARC, family support, and exchange activities throughout the operational continuum. Activities are based on the needs of the particular community served. They are available to military personnel and their families and usually to civilians and their families during wartime and operations other than war.

Chapter 8
ESSENTIAL PERSONNEL SERVICES

This chapter describes the mission, proponency, and doctrinal requirements of the essential personnel services. These services are: awards and decorations, noncommissioned officer and officer evaluations, enlisted promotions and reductions, officer promotions, enlisted and officer transfers and discharges, identification documents, leaves and passes, line of duty investigations, officer procurement, retention, recruiting, and reclassification.

PROPONENCY

The functional proponent for the essential services described in this chapter, except officer procurement and retention, is The Adjutant General Directorate, United States Total Army (USTA) PERSCOM.

The fictional proponents for officer procurement are: Army Reserve Personnel Center for U.S. Army Reserve (WAR) commissioned officer appointments, U.S. Army Recruiting Command for USAR warrant officer appointments, Officer Personnel Management Directorate, USTA PERSCOM for Regular Army commissioned and warrant officer appointments, and the National Guard Bureau (NGB) for commissioned and warrant officer appointments in the Army National Guard (ARNG).

The functional proponent for active duty retention is the Enlisted Personnel Management Directorate, PERSCOM. The fictional proponent for USAR retention is the OCAR. The fictional proponent for ARNG retention is the NGB.

The functional proponent for active duty and USAR recruiting is USAEREC. The functional proponent for ARNG recruiting is the NGB.

MISSIONS AND DOCTRINAL REQUIREMENTS

The following paragraphs describe the missions and doctrinal requirements of essential personnel services.

AWARDS AND DECORATIONS

The awards and decorations function enables the Army to give recognition for soldiers' and veterans' valor, meritorious service, and achievements. It provides the mechanism for recording recognition for historical purposes. The function also provides the means to recognize next of kin, members of sister services, military personnel of allied countries, and civilians for their meritorious contributions. AR 672-5-1, Military Awards, provides policy and procedural guidance for operating the military awards program. AR 672-20, Decorations, Awards and Honors, provides policy and procedural guidance for incentive awards to include honorary and monetary awards for DA civilians.

Approval authority for awards and decorations is prescribed by regulation. During wartime, the Secretary of the Army may further delegate approval authority for personal decorations. This delegation is not automatic. The commander must request delegation through USTA PERSCOM when wartime conditions exist.

Commanders in the awards processing chain process awards expeditiously. The wartime standard is for approval authority action within 60 days from the recommendation date. Approval authorities maintain a record of each recommendation and decision for historical purposes. Approval authorities provide award elements for presentation before recommended soldiers leave for reassignment or release from active duty. Commanders may use boards for reviewing award recommendations and recommending decisions.

NONCOMMISSIONED OFFICER EVALUATIONS

The mission of the enlisted evaluation function is to evaluate and document the performance of NCOs in the grades of sergeant through command sergeant major. AR 623-205, Noncommissioned Officer Evaluation Reporting System, provides policy and procedural guidance for processing NCO evaluation reports.

During periods of mobilization, certain policy changes affecting initiation and processing of NCO evaluation reports may take effect. These changes affect report periods, reasons for submission, processing procedures, use of counseling checklists, appeals procedures, and filing centers. The changes are not automatic, and HQDA will announce them as they are to take effect.

OFFICER EVALUATIONS

The mission of the officer evaluation function is to evaluate and document the performance of officers in the grades of WO1 through MG in peacetime and wartime. AR 623-105, Officer Evaluation Reporting System, provides policy and procedural guidance for processing officer evaluation reports.

During periods of mobilization, changes in policy and procedures governing officer evaluation report processing may take effect. These changes affect rating periods, reasons for submission, preparation and forwarding requirements, support form use, appeals procedures, and filing centers. These changes are not automatic. HQDA announces changes as they are to go into effect.

ENLISTED PROMOTIONS AND REDUCTIONS

The mission of the enlisted promotion and reduction function is to promote qualified soldiers to fill authorized enlisted spaces and reduce those no longer qualified for or deserving of their current grades. Promotions are made through a system of centralized, semi-centralized, and unit-level selections. Reductions result from non-judicial punishment, courts martial, and inefficiency proceedings. AR 600-8-19, Enlisted Promotions and Reductions, provides policy and procedural guidance for managing the enlisted promotion and reduction system. During periods of mobilization, HQDA announces changes to existing enlisted promotion policies and procedures.

OFFICER PROMOTIONS

The mission of the officer promotion function is to promote qualified officers to fill authorized officer vacancies. AR 624-100, Promotion of Officers on Active Duty, provides policy and procedures for operating the officer promotion system.

Upon the Army's decision to decentralize officer promotions, the DCSPER, HQDA announces policy for officer promotions. This is in addition to the field authority for promotions to CW2 and lLT.

TRANSFERS AND DISCHARGES

The mission of the transfers and discharges function is to provide a mechanism for the orderly administrative separation or transfer (component/service) of soldiers for a variety of reasons. AR 635-200, Enlisted Personnel, provides policy and procedural guidance for processing enlisted transfers and discharges. AR 635-100, Officer Personnel, provides policy and procedural guidance for processing officer transfers and discharges.

The President and/or Congress may extend service terms through declaration of national emergency or war. Under these circumstances, the Secretary of the Army curtails transfer and discharge authority (voluntary and involuntary).

U.S. public law provides the authority for voluntary and involuntary officer transfers. It also provides for the release of Other Than Regular Army (OTRA) officers and the discharge of Regular Army officers prior to the officers' completing their contractual obligation (both voluntary and involuntary). Commanders ensure careful compliance with policy and procedures to protect the officers' rights and the government's interests.

IDENTIFICATION DOCUMENTS

The mission of the identification documents function on the battlefield is to provide identification which complies with the Articles of the Geneva Convention of 1949. Identification is issued to persons subject to becoming prisoners of war. AR 600-8-14, Identification Cards, Tags, and Badges, provides policy and procedural guidance for issuing identification documents. AR 690-11, Civilian Personnel Mobilization Planning and Management, provides policy and procedural guidance for issuing identification documents to civilian personnel.

Personnel services battalions issue and replace identification for soldiers, civilians, and noncombatants on request or as soon as battlefield conditions permit.

LEAVES AND PASSES

The mission of the leaves and passes function is to provide maximum use of authorized absences and to support health, morale, motivation, and efficiency of the soldier. AR 630-5, Leaves and Passes, provides policy and procedural guidance for managing the leaves and passes program.

Upon declaration of a national emergency by Executive Order of the President or upon declaration of war by the Congress, the Secretary of the Army may suspend all leave for soldiers. Commanders may allow soldiers on emergency leave to remain on short periods of leave unless HQDA directs otherwise. Commanders may grant soldiers short periods of leave for temporary personal emergencies after appropriate verification, as stated in AR 630-5. Mobilized soldiers report for duty before departing on such leave.

Historical Perspective

During Operation Restore Hope (Somalia), commanders were able to grant soldiers emergency leave and in many instances provide inter-country ordinary leave, despite the critical need for our ground forces to feed and aid the Somalian people.

LINE OF DUTY INVESTIGATIONS

The purpose of line of duty (LOD) investigations is to determine if a soldier's or Army civilian's disease, injury, or death occurred in the line of duty. AR 600-8-4, Line of Duty Investigations, (DRAFT) provides policy and procedural guidance for managing the line of duty investigation process. HQDA DCSPER provides guidance for line of duty determinations for civilians.

Commanders conduct line of duty investigations to determine whether misconduct or negligence was involved in the disease, injury, or death. An investigation may be formal or informal. An informal investigation suffices when there is no indication of misconduct or negligence, unless AR 600-8-4 specifically requires a formal investigation under the circumstances of the incident.

OFFICER PROCUREMENT

The mission of the officer procurement function is to procure officers of high military merit in the right number to meet the Army's authorized strength level. AR 135-100 Appointment of Commissioned and Warrant Officers of the Army, and AR 601-100, Appointment of Commissioned and Warrant Officers in the Regular Army, provide policy and procedural guidance for managing officer procurement in the USAR

and Regular Army, respectively.

During wartime, the Secretary of the Army may authorize field commanders to appoint officers to fill battlefield requirements.

RETENTION

The mission of the retention function is to reenlist the appropriate number of highly qualified soldiers. Additionally, career counselors and transition personnel must enlist/transfer qualified soldiers in ETS status into the Reserve Component. Both procurement activities are essential to support Army readiness and battlefield requirements. AR 601-280, Total Army Retention Program, and appropriate USAR/ARNG regulations provide policy and procedural guidance for these essential personnel services.

During war and OOTW the retention management system continues supporting deployed forces. Soldier career counseling and guidance will continue during deployment periods. A viable system which ensures deployed forces have access to retention guidance and career counseling is critical.

During periods of mobilization, HQDA will announce changes to existing retention/transition policy and procedure.

Historical Perspective

Desert Shield/Desert Storm caused Stop Loss for soldiers supporting operations in southwest Asia. Unfortunately, some commanders lowered the priority on counseling soldiers on retention and transition.

USTA PERSCOM, through the Enlisted Retention Management Division, dispatched both the senior retention and transition Sergeants Major to the area of operation. They setup a contracted communications link to sustaining base retention and transition offices, enabling soldiers to be counseled and processed for reenlistment and transition programs available upon redeployment. This communications link also alerted commanders that a soldier's original Expiration of Term of Service (ETS) was coming and prevented his removal from the pay system.

RECRUITING

The mission of the recruiting function is the initial procurement of qualified personnel into the Active Army, Army Reserves, and Army National Guard. This unique activity is essential for providing the strength for America's Army. AR 601-210, Regular Army and Army Reserve Enlistment Program, and appropriate ARNG regulations provide policy and procedural guidance for managing these essential personnel services.

During OOTW and partial mobilization, recruiting systems continue to support the strength of America's Army. These systems ensure battlefield commanders have the necessary strength to complete their missions.

During periods of fill mobilization, recruiting activities are ceased. Delayed Entry Program (DEP) accessions are accelerated. Recruiting assets are turned over in accordance with mobilization agreements. Directorates are consolidated, and excessive personnel are reassigned to mobilization stations upon completion of a train-up period.

RECLASSIFICATION

The mission of the reclassification function is to reclassify soldiers to ensure that personnel resources are managed effectively to successfully accomplish the Army's mission. AR 600-200, Enlisted Personnel Management System, provides policy and procedural guidance for reclassifying soldiers.

Personnel organizations continue to process reclassification and MOS producing service school requests during all levels of mobilization short of full. During full mobilization, reclassification operations will be as directed by higher headquarters (MACOM commander).

Chapter 9
PERSONNEL SUPPORT TO CIVILIANS

This chapter describes the mission, proponency, and support principles for providing personnel support to deployed civilians during war and operations other than war (OOTW).

MISSION

The civilian personnel management system ensures that deployed civilians are accounted for and that they receive personnel services. The wartime dimension of civilian personnel management is a subset of the BASOPS civilian personnel management function. As such, it is manned entirely in the table of distribution and allowances (TDA) structure. The civilian TDA structure with support from the military personnel support system provides personnel support to deployed civilians during war and OOTW. Support begins prior to the deployment and lasts until the civilian redeploys. Deployed (or alerted for deployment) DA civilian personnel/families are entitled to the same benefits and privileges afforded to soldiers/family members unless precluded by statute.

Historical Perspective

During Desert Shiela/Desert Storm, Army civilians deployed in Southwest Asia reached a high mark of over 1500 in over 100 different occupational specialties. They came from various commands from throughout the Army.

PROPONENCY

The following organizations are proponents for various categories of civilians who maybe deployed in support of an operation.

The functional proponent for Army personnel support to DA civilians (appropriated and nonappropriated fund (NAF) employees) is HQDA ODCSPER. Contracting activities and contracting officers provide contractual oversight for contract civilians. The Army and Air Force Exchange Service (AAFES) performs NAF civilian personnel management for AAFES personnel.

The functional proponent for deployed American Red Cross (ARC) personnel is the U.S. Army Community and Family Support Center, Family Support Directorate (USACFSC-FS). Deployed ARC personnel are considered special staff under the G1 of the unit they are deployed or collocated with. The G1 is responsible for coordinating and providing their personnel support.

The following regulations provide additional policy and procedural guidance for the civilian personnel management system:

- AR 5-3, Installation Management and Organization.
- AR 215-3, Nonappropriated Funds Personnel Policies and Procedures.
- AR 500-5, The Army Mobilization Operations, Planning, and Execution System (AMOPES).
- AR 600-8-14, Identification Cards, Tags, and Badges.
- AR 690-11, Civilian Personnel Mobilization Planning and Management.
- AR 930-5, American National Red Cross Service Program and Army Utilization.
- FM 100-22, Installation Management (Draft).
- DoD Directive 1200.7, “Screening the Ready Reserve.”
- DoD Directive 1404.10, “Emergency-Essential (E-E) DoD U.S. Citizen Civilian Employees.”
- DoD Directive 1400.31, "DoD Civilian Work Force Contingency and Emergency Planning and Execution (Draft).”
- DoD Directive 3025.14 "Noncombatant Evacuation Operations.”
- DoD Instruction 1000.1, “Identity Cards Required by the Geneva Convention.”
- DoD Instruction 1444.2, “Consolidation of Automated Civilian Personnel Records.”
- DoD Pub 1400.25-M, “Civilian Personnel

Manual (CPM)."

- Title II, Section 2311 (a) of Public Law 96-465, "Foreign Service Act of 1984."
- Chapter 47 of Title 10, United States Code.

DOCTRINAL REQUIREMENTS AND STANDARDS OF SUPPORT

Military and civilian personnel managers are responsible for providing the personnel support described in Chapters 1 through 8. The civilian personnel management system provides essential civilian personnel and the services necessary for their sustainment. The Human Resources Directorate (HRD) or HRD element in theater is under the staff supervision of the DCSPER/Gl. The HRD performs civilian management for DA civilians on an installation or area basis. At some installations, the HRD may be called the Civilian Personnel Office (CPO). Also, some DA civilians may be serviced by a Civilian Personnel Advisory Center for their region.

The following paragraphs describe the different doctrinal requirements and standards of support when providing personnel support to civilians.

PERSONNEL READINESS MANAGEMENT

The peacetime replacement system requires the Army service component commander to identify civilian requirements. Just as with soldiers, the personnel readiness managers at every level must predict civilian personnel requirements based on current strength levels, projected gains, estimated losses, and the projected number of civilians returning to duty from medical facilities.

PERSONNEL ACCOUNTING AND STRENGTH REPORTING

The civilian personnel management system must account for civilians, report strength-related information, and update command data bases. Where the civilian system is not available (such as for a deployed battalion), the military system accomplishes these functions and sends this information through the PSB/Sl/Gl channels to the senior DCSPER/Gl or the civilian personnel cell, if established. The personnel management systems's control over the final processing and departure of civilians to the theater is key to the accountability of civilians in the area of operations.

Military and civilian personnel managers are responsible for accounting for civilians in the area of operations. They record by-name data on civilians when they arrive and depart units and when their duty status changes, for example, from duty to hospital. They are also responsible for strength reporting from unit level, through automated updates (on systems such as the Army Civilian Personnel System (ACPERS) and ACPERS-Light (when available) throughout all echelons of command to the civilian personnel data base. Military personnel managers from the senior personnel unit account for all civilians when a civilian personnel cell is not in the area of operations. They must be able to access civilian personnel information to provide total force accountability through automated means such as ACPERS-Light or future SIDPERS interfaces.

CASUALTY OPERATIONS MANAGEMENT

Casualty reporting for deployed civilians is conducted in the same manner as for soldiers, as outlined in Chapter 3, Casualty Operations Management. This includes proper notification of civilians' next of kin. They are notified using the same procedures as prescribed for the notification of soldiers, as outlined in Chapter 6, AR 600-8-1. Emergency POCs at their organizations are notified by USTA PERSCOM. Categories of civilians for which a casualty report is required are listed in Chapter 2 of AR 600-8-1.

REPLACEMENT MANAGEMENT

Civilian personnel managers will need to replace

individual civilians due to normal rotations out of the area, on emergency leave, or casualties. Just as with soldiers, replacement managers require real-time access to basic information about all civilian replacements, movement status from the point of origin, and assignment information to determine the final destination of replacement and RTD civilians. USTA PERSCOM designates a CONUS replacement center(s) (CRC) or other locations through which civilian replacements process through to the theater of operations.

PERSONNEL INFORMATION MANAGEMENT

Just as with soldiers, the personnel information management system (currently ACPERS) provides essential personnel information to commanders, civilians, and families (through the appropriate civilian organization). The information system integrates and distributes the information products necessary to assign, account for, and sustain civilians on the battlefield. Chapter 27 describes the future requirements for SIDPERS integration or interface with ACPERS. Information management also ensures the proper documentation of achievements of deployed civilians.

HRDs manually post DA civilian employee information in the Official Performance Folder (OPF) which is the manual DA civilian personnel record. The Employee Performance Folder (EPF) is located within the OPF. The OPF and OPF maintenance are described in the Federal Personnel Manual and local HRD or CPO handbooks.

The deployment record for civilians deploying with a unit is prepared and sent by the HRD at the final processing site to the area of operations. If an HRD element is deployed, it will maintain the deployment record and issue any replacement identification documents. If an HRD element is not deployed, the senior theater personnel manager will coordinate with the appropriate commander(s) to designate a PSB element(s) to maintain the deployment record and issue replacement identification documents. Civilians deploying individually will carry their deployment record to the deployed HRD/PSB element. The deployment record serves as a field file. It may consist of a personnel data sheet, SRP (Soldier Readiness Program) checklist, medical summary, copy of the DD Form 93 (Emergency Data Card), clothing and organizational equipment record, theater clearance, and any other requirements as stated in AR 600-8-101, Personnel Processing (In-and-Out) and Mobilization Processing, and as directed by HQDA/USTA PERSCOM.

Each deploying civilian fills out a DD Form 93 to ensure proper notification of next of kin in case the civilian becomes a casualty. The servicing HRD/CPO maintains a copy of the DD Form 93. The HRD/CPO forwards the original DD Form 93 to the USTA PERSCOM.

The following life insurance designation forms must also be reviewed prior to deployment:
- CSRS SF 2808, Designation of Beneficiary.
- FERS SF 3120, Designation of Beneficiary.
- FEGLI SF 2823, Designation of Beneficiary.
- SF 1152, Designation of Beneficiary, Unpaid Compensation of Deceased Personnel.
- TSP SF 3, Designation of Beneficiary, Federal Retirement Thrift Savings Plan.

For contract civilians, the company name and its emergency POC and POC phone number must also be obtained by the CRC or mobilization station. This information is provided to the USTA PERSCOM civilian personnel liaison and placed in the deployment record.

POSTAL OPERATIONS MANAGEMENT

Postal services, to include free mail, are provided to deployed civilian personnel in the same manner as for soldiers (as described in Chapter 6, Postal Operations Management). Contract civilians may use the zip code of the primary unit they support (for example, the zip code of the HHC of the division or corps support group) unless the

Military Postal Service Agency (MPSA) has designated a separate zip code. The postal platoon and the S1 provide the same support to contract civilians who move from unit to unit as they would for a soldier who changes units. Just as with soldiers, civilian addresses must be kept current, primarily with change of address cards.

MORALE, WELFARE, AND RECREATION AND COMMUNITY SUPPORT

Deployed civilians will have access to recreational activities, goods, services, and community support programs such as the American Red Cross, family support, and the exchange system.

ESSENTIAL PERSONNEL SERVICES

The home station HRD and deployed civilian supervisors ensure that deployed civilians receive essential personnel services and treatment comparable to that received by civilians who are not deployed. These services may include such areas as DA civilian awards (performance, QSI, special act monetary suggestions awards), DA civilian performance appraisals/ratings, supervisory documentation, appointments, career programs, promotions and reductions, identification documents, health insurance, and leaves.

MOBILIZATION AND DEPLOYMENT

AR 690-11, Civilian Personnel Mobilization Planning and Management, AR 500-5 (AMOPES, Annexes C and E), and Chapter 25 of this manual provide further guidance on deployment of civilians. To ensure accountability and preparedness of deploying civilians, USTA PERSCOM and HQDA DCSPER may designate a single deployment site for all CONUS-based DA civilians, Army contractors, and American Red Cross employees departing on TDY or individually deploying to an operation.

Personnel readiness managers and HRDs pre-identify civilians (and potential replacements) who will deploy in an operation and ensure that they maintain a state of wartime preparedness to include preparation of family care plans. The Army Materiel Command Logistics Assistance Program is an excellent example of how a command can pre-identify CONUS-based employees who will deploy. When deploying civilians are not pre-identified, commanders seek volunteers or exercise management authority as a last resort. Personnel management centers (PMC) plan for the support of deployed civilians and plan to assimilate them into the military personnel support system where appropriate.

EMERGENCY-ESSENTIAL POSITIONS

A key element in identifying civilians who will deploy is to define emergency-essential positions, as outlined in DoD Directive 1404.10, Emergency-Essential (E-E) DoD U. S. Citizen Civilian Employees. An E-E position is a position overseas or to be transferred overseas during a crisis situation, or which requires the incumbent to deploy or perform temporary duty assignments overseas in support of a military operation. E-E designations are limited to positions that ensure success of combat operations or that support combat-essential systems. E-E positions require uninterrupted peformance to provide immediate and continuing support. The unit and the HRD annotate position descriptions and vacancy announcements as E-E.

E-E civilians must be U. S. citizens, not subject to military recall. Family members of forward-deployed E-E civilians are evacuated from a crisis location with the same priority and afforded the same services and assistance as family members of military personnel.

A signed E-E statement of understanding is preferred to ensure that civilian members are fully aware of the Army's expectations. However, a commander can direct DA civilians not designated

(E-E) to deploy in a TDY status or to remain in an area already on TDY or permanent assignment in order to perform duties essential to the military mission.

REDEPLOYMENT

Civilian personnel managers must ensure that adequate procedures are in place to provide deployed civilians with the same career opportunities they would have had if not deployed. Chapter 25 provides redeployment guidance.

RESPONSIBILITIES

USTA PERSCOM and the PMCs at each echelon of command are responsible for civilian personnel management.

The following units/agencies have the responsibility to plan, establish, and provide personnel support to deployed civilians.

UNIT

The civilian personnel management function is supported by a TDA structure. The size of the deployed civilian force will determine whether a civilian personnel management structure should be deployed. If no management structure is available, elements of the military personnel structure may be called on to support the civilian force. As such, the personnel managers at battalion, brigade, division, corps and theater account for and coordinate personnel support to civilians. Additionally, organizations with large populations of deployed civilians, such as the Army Materiel Command and the U.S. Corps of Engineers, may also have civilian support cells. Figure 9-1 provides an example of accounting for civilians in an area of operations.

ACCOUNTING FOR DEPLOYED CIVILIANS
(Example)

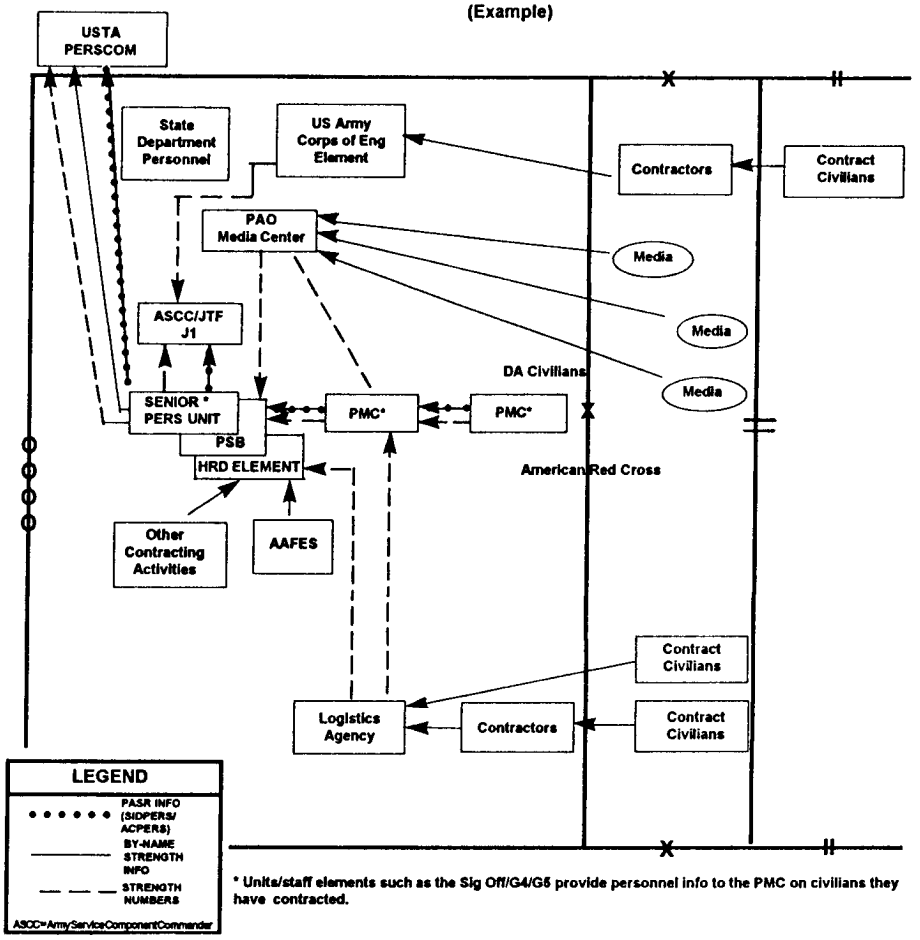


FIGURE 9-1

Personnel managers recommend to and receive policy from the G3/commander regarding the deployment of civilians in the area of operations. An example would be policies coordinated with the command judge advocate general directing that civilians not be used in tactical operations where direct fire is expected or not used further forward than brigade rear, since DoD civilians may not be used in areas that are inherently unsafe or would "unreasonably subject them to the possibility of death or grievous bodily injury," as determined by the commander.

INSTALLATIONS

Installation responsibilities during early deployment stages are the following:

- Provide initial processing of deploying civilians before their movement to the final deployment site. Provide them with documentation that AMOPES requirements have been fulfilled. Documentation includes a valid passport with appropriate visa, medical and dental records, and proof of security clearance type/level. The final processing activity ensures that a deployment record is established and sent to the area of operations.
- Equip, train, and complete soldier readiness processing for all deploying civilians not accompanying units to theater and provide/coordinate for transportation to the central processing facility or replacement center.

HUMAN RESOURCE DIRECTORATE

The HRD performs civilian management for civilians on an installation or area basis. The HRD at the installation continues to maintain deployed civilians' records and ensure that they are considered for higher positions for which they are eligible.

Local HRDs provide additional guidance in manuals such as the Supervisor's Handbook. For example, an installation HRD may publish the following handbooks:

Supervisor's Handbooks, Book 1 - Personnel Processing and Employee Services and Benefits
Supervisor's Handbooks, Book 2 - Injury Compensation
Supervisor's Handbooks, Book 3 - Recruitment and Placement
Supervisor's Handbooks, Book 4 - Training and Development
Supervisor's Handbooks, Book 5 - Performance Management
Supervisor's Handbooks, Book 6 - Management and Employee Relations
Supervisor's Handbooks, Book 7 - Hours of Duty, Pay and Leave
Supervisor's Handbooks, Book 8 - Position Management and Classification
Supervisor's Handbooks, Book 9 - Employee Conduct, Discipline and Adverse Actions
Supervisor's Handbooks, Book 10 - Mobilization

These handbooks list additional references in the Federal Personnel Manual System.

MACOM

MACOMSs ensure that deploying civilians complete the initial readiness processing before moving to the CRC or other central processing center (if used). If a central processing center has not been established or the CRC has not been activated, MACOMs will ensure that the installations deploying civilians have adequate procedures in place to ensure that all deployment actions have been completed prior to the individuals' departure from the installation.

USTA PERSCOM

The Civilian Personnel Management Directorate (CPMD), USTA PERSCOM, is an integral part of the systemic network representing the interests of deployed civilians. CPMD provides additional guidelines for the deployment of civilian employees. During early deployment stages, CPMD performs the following:

- Realign requisition authorities within ACPERS to recognize the deployed civilian force composition.
- Provide guidance to the lead corps AG or division/force G1 for establishing an electronic link to ACPERS
- Provide/arrange for HRD/CPO element(s) to support deployed civilians.

HQDA, DCSPER

The Civilian Personnel Directorate, HQDA, DCSPER establishes policies which enable commanders to identify, deploy, and care for Army civilians and their families as part of the total force. The directorate also provides guidance for contract civilian deployment and travel orders.

ARMY CONTRACTING AGENCIES

In most cases, contractors provide personnel support to their civilians. Exceptions should be stated in the contracts so appropriate support planning can take place. Contracting activities/contracting officers ensure that all contracts requiring contractor employees to travel to an area of operations comply with the personnel policies and procedures set forth by the ODCSPER. Implementing rules and procedures, and guidance are issued by the Office of the Assistant Secretary of the Army for Research, Development, and Acquisition in the Army Federal Acquisition Regulation (AFAR) and in the AFAR supplement, Manual 2, Contingency Contracts. In most cases, invitational travel orders are prepared by the requiring activity and coordinated with the cognizant contracting officer. Units and staffs which have contract civilian support in the area of operations report the total number of contract civilian and critical personnel information to the PMC.

OTHER CATEGORIES OF CIVILIANS

Besides DoD civilians, American Red Cross personnel, and contract civilians, many other categories of civilians maybe in the area of operations. Examples are family members, civilian media representatives, visiting dignitaries, representatives of DA-sponsored organizations such as the United Services Organization and banking facilities, and citizens for whom local State Department officials have requested support. In certain situations, their presence maybe command-sponsored and the Army provides support. As stated previously, casualty reports are required on any U.S. civilian in the categories outlined in AR 600-8-1. In other cases, their support may take additional coordination, as described in the following paragraph on civilian media representatives.

Civilian media representatives will often be in an area of operations in large numbers. If their presence is command- sponsored by the Army, the Army provides support when appropriate. In cases where the media representatives are present without sponsorship, they should be directed to the PAO or theater media center for accreditation prior to receiving support unless it is of an emergency nature. Public affairs doctrine is in FM 46-1, Public Affairs Operations.

Part II
PERSONNEL ORGANIZATIONAL STRUCTURE
INTRODUCTION

Part Two describes the Army's personnel management system organizational structure below HQDA. The structure is divided into three areas: personnel management centers (PMC), operational personnel units, and personnel command and control units.

PERSONNEL MANAGEMENT CENTERS

The PMC is a task-organized, functional area staff element at battalion, brigade, division, corps, and theater Army level which performs the manning function described in Chapter 12, FM 100-5, by managing critical personnel systems. It is comprised of the fictional area elements of a personnel organization, and its mission is distinctly separate from the command role of the personnel unit. The PMC may be a staff element within a battalion, brigade, division, corps, or Theater Army Area Command (TAACOM), or the mission performance element of a personnel command or personnel group. Staff elements direct personnel management operations at division, corps, TAACOM, and theater Army levels. These staff elements are described in Chapters 10 through 14. The separate brigade S1 and/or S1 of the largest unit in the area of operations and the S1 of soldiers serving in division and echelons above corps may have all the responsibilities that a brigade S1 has as well as the responsibilities of the division G1.

OPERATIONAL PERSONNEL UNITS

The following Active and Reserve Component organizations execute the personnel management mission on the battlefield as part of an integrated network:

- Postal companies receive, process, and dispatch mail and provide postal services. This is described in Chapter 15.
- Replacement battalions command replacement companies at CONUS replacement centers (CRC) or at theater level. Replacement companies may be part of a replacement battalion, personnel group, or a PSB. Replacement companies receive, support, and process replacements to include coordinating transportation for the movement of replacement personnel from theater to corps, TAACOM, and division levels. This is described in Chapter 16.
- CRCs provide command and control, validate soldier readiness processing, and report and coordinate equipping, training, and transportation for replacement personnel, DA civilians, contract civilians, American Red Cross, and federal agency/national organization personnel en route from CONUS to the theater of operations. This is described in Chapter 17.

- Reception battalions inprocess new soldiers and prior service soldiers into the Army for training at Initial Entry Training and/or Advanced Individual Training. This is described in Chapter 18.
- Army bands in their primary mission provide music support for soldiers, Army civilians, and joint or allied personnel in the theater of operations. This is described in Chapter 19.

Battlefield locations of personnel organizations are shown at Figure II-1.

PERSONNEL COMMAND AND CONTROL UNITS

The personnel services battalion (PSB) exercises command and control over assigned personnel units in the division area and operates designated personnel management systems. The PSB is described in Chapter 20. A personnel services

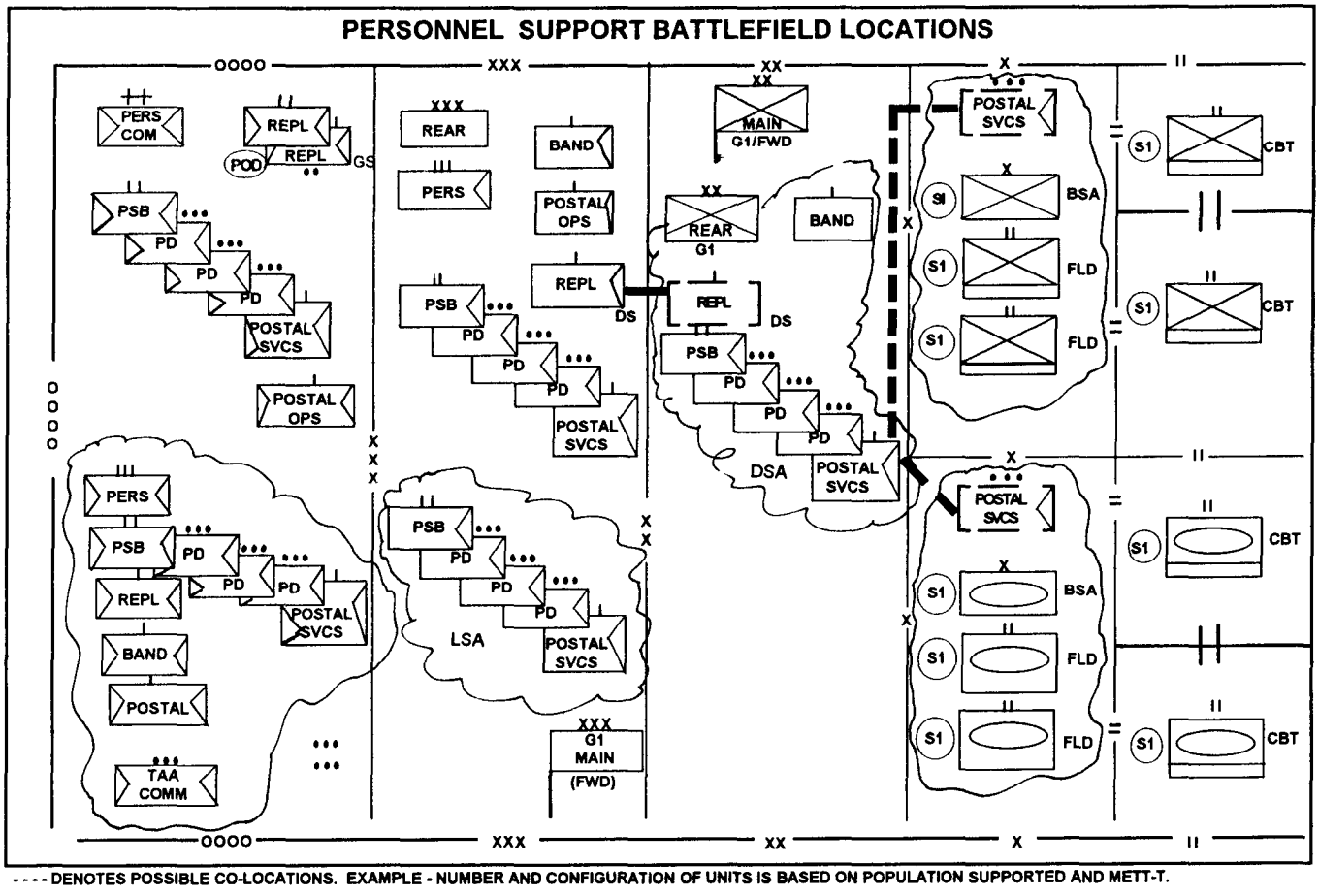


Figure II-1

battalion may command from two to six personnel detachments. Depending on tables of organization and METT-T, the PSB may also exercise command and control over a replacement company, postal units, and/or band. Personnel detachments collect, validate, process, and manage combat-essential information; manage

critical personnel systems; and provide essential services to commanders, soldiers, deployed civilians, and joint or allied personnel.

Many personnel support missions are well suited to the Army Reserve's personnel units on either a unit rotation or individual deployment basis. Other missions may also be appropriate for Reserve Component volunteers for either short- or long-term tours.

At corps level, personnel groups exercise command and control over assigned personnel units and operate the personnel management system for the corps. The personnel group is described in Chapter 21.

At theater level, the personnel command exercises command and control over assigned personnel units and operates the personnel management system for the theater Army.

The personnel command is described in Chapter 22. A matrix illustrating support relationships is at Figure II-2.

A personnel unit's ability to provide support to a force projection Army depends on communication, mobility, and defense. These unit requirements and current capabilities are described in Appendixes A, B, and C.

MATRIX SUPPORT RELATIONSHIPS

A PERSONNEL ELEMENT WITH A RELATIONSHIP OF	SUPPORT RELATIONSHIPS		COMMAND RELATIONSHIPS		
	DIRECT SUPPORT (DS)	GENERAL SUPPORT (GS)	OPERATIONAL CONTROL (OPCON)	ATTACHMENT	ASSIGNED
IS COMMANDED BY -	Unit to which assigned	Unit to which assigned	Supported unit	In Accordance With terms of attachment	Commander of unit to which assigned unless modified by OPCON or attachment
MAINTAINS LIAISON & COMMUNICATIONS WITH -	Supported & parent unit	Supported & parent unit	Supported & parent unit	"	Unit to which assigned unless modified by OPCON or attachment
MAY BE TASK ORGANIZED BY -	Parent Unit	Parent unit	Supported unit	"	"
CAN BE -	Dedicated support to a particular unit. May be given task or area assignment.	Used only to support force as a whole. May be given an area or task assignment.	Placed OPCON to other PSS organizations or to units which will receive the PSS	Used in accordance with terms of attachment	Attached, placed OPCON or DS to other units or retained GS
RESPONDS TO SUPPORT REQUESTS FROM-	Supported Units	Parent unit	Supported unit	IAW terms of attachment	Units to which assigned unless modified by OPCON or attachment
HAS ITS WORK PRIORITY ESTABLISHED BY -	Supported Units	"	"	"	"
MAKES ITS SPARE WORK EFFORT AVAILABLE TO—	Parent Unit	"	"	"	"
FORWARDS REQUEST FOR ADDITIONAL SUPPORT THROUGH -	Parent Unit	"	"	"	"
RECEIVES LOGISTICAL SUPPORT FROM -	Parent Unit	"	Parent unit (1)	"	"
WILL PHYSICALLY BE LOCATED -	At location designated by the supported commander	At location designated by the parent unit	At location designated by the supported commander	"	At location designated by the parent commander
RELATIONSHIP WILL BE ANNOUNCED BY -	Task organization portion of OPORD/ OPPLAN	Task organization portion of OPORD/ OPPLAN	Task organization portion of OPORD/ OPPLAN	Identification in para 1c of OPORD/ OPPLAN and publication of Admin Order	Admin Orders

(1) Supported unit provides support in the common classes of supply (I, III, V) to the maximum extent possible.

Figure II-2

Chapter 10
BATTALION

This chapter describes the responsibilities, organization and functions, employment, and communications of the battalion S1.

RESPONSIBILITIES

The battalion S1 is the battalion commander's principal staff officer for personnel support. The S1 has the following responsibilities:

Coordinate all aspects of personnel services, finance services, chaplaincy activities, command information services, and legal services support within the battalion.

- Prepare PSS input to combat service support (CSS) plans.
- Provide or coordinate for records management.
- Provide or coordinate for correspondence, classified document control, printing and reproduction files management, forms and publications management, official mail/distribution, and Privacy Act and Freedom of Information Act inquiries to battalion headquarters and subordinate units.
- Establish battalion-unique personnel policies and procedures.
- Direct the battalion's unmctions within the critical personnel systems: personnel readiness management, personnel accounting and strength reporting, casualty operations management, replacement operations management, personnel information management, postal operations management, and MWR/community support. Specific requirements are detailed in the battalion sections of Chapters 1 through 7. Essential personnel services are described in Chapter 8. Staff and unit functions that affect the personnel systems are shown in Figure 10-1.
- Assist the-battalion commander to influence and evaluate the battalion command climate.
- Direct the battalion's MWR, alcohol and drug abuse prevention and control (ADAPC), equal opportunity, and safety programs.
- Coordinate with the brigade S1 and corps personnel units to obtain external support.
- Provide individual customer service to soldiers and Army civilians in the areas of personnel and finance.
- Coordinate for law enforcement, civil/military operational requirements, stress management, straggler information, and enemy prisoner-of-war (EPW) transportation and control.

ORGANIZATION AND FUNCTIONS

The battalion S1 section has three major elements: unit support, legal support, and personnel support. The S1 functionally organizes S1 personnel to execute the responsibilities of the element. A battalion S1 organization is shown at Figure 10-2.

The unit support element is responsible for postal operations management, MWR program administration, EO program administration, sponsorship program administration, ADAPC program formulation, line of duty investigations and information management support. The legal support element is responsible for reviewing officer and enlisted transfers and discharges and military justice actions such as judicial and nonjudicial actions and courts and boards. The personnel support element is responsible for all battalion-level personnel functions. These personnel support element functions include PASR, readiness management, data base management, casualty reporting, replacement operations, personnel actions, evaluations, retention, promotions and reductions, awards and decorations, military pay and leaves, safety program administration, and coordination for command information activities, chaplaincy activities, stress management services, and straggler control.

EMPLOYMENT

The battalion S1 normally locates on the battlefield as far forward as possible to advise the commander and participate in the decision-

UNIT AND STAFF FUNCTIONS AFFECTING PERSONNEL SYSTEMS BATTALION LEVEL

COMMAND/ AGENCY	FUNCTIONS								
	REPLACEMENT MANAGEMENT	PERS ONNEL READINESS MANAGEMENT	PERS ACTIONS STRENGTH RPT	PERS DATA BASE	PERSONNEL INFO MGT	CASUALTY OPERATIONS MANAGEMENT	POSTAL OPERATIONS MANAGEMENT	MWR	EPW
S2	*ENEMY SITREP								INTER-ROGATION
S3	*UNIT SITREP	*ESTABLISH PRIORITIES	*PROVIDE TASK ORG					*TIME	
S4	*TRANS *EQUIP	*GIVE STATUS OF EQUIP				*MA *PERSONAL EFFECTS	*TRANS	*EQUIP *SUPPLIES	*EQUIP *TRANS
HHC CDR	*SUBSISTENCE *SECURITY						*PROVIDE MAIL ORDERLY		*SECURITY
MED PLT			*PATIENT TRACKING			*MEDICAL EVAL	*STATUS OF PATIENTS		*MEDICAL TREAT-MENT
BDE S1	*DELIVER TO BNs	*RECEIVE C2SRS	*C2SRS *STR RPTs	*UPLOAD *DOWNLOAD		*FORWARD DATA	*FORWARD REPORTS	*EXTERNAL SP POLICY GUIDANCE	
G1	*PROVIDE REPLs	*DETERMINE ASGNMTS	*RECEIVE C2SRS		*ORDERS *AWARDS	*CASUALTY INFO INTEGRATION			
PSB	*IN PROCESS		*PERS ACCTG	*UPLOAD *DOWNLOAD	*PROMOTIONS	*CASUALTY REPORT			
FINANCE BATTALION	*INPROCESS				*PAY INQUIRIES	*PAY CHANGES			
POSTAL PLT	*DIRECTORY SERVICE					*MAIL REDIRECT	*INCOMING *OUTGOING MAIL		
PROVOST MARSHAL	*STRAGGLER CONTROL								*GENEVA COM *POLICY GUIDANCE *COLLECT EPW
SUBORDINATE COMPANIES	*IN PROCESS	*STRENGTH REPORTS	*STRENGTH REPORTS			*CFR *WTNS STMT	*PROVIDE MAIL CLERKS		

*NOT ALL INCLUSIVE

FIGURE 10-1

making process. In maneuver battalions, the S1 operates from two locations. This is shown in Figure 10-3. The S1 (forward) operates from the battalion combat trains command post (CP); the S1 section collocates with the brigade S1 in the brigade support area (BSA). The battalion S1 normally works in the forward position. The S1 may organize functional area managers within the S1 into a PMC in order to synchronize personnel management activities and plan current/future operations.

Personnel in the combat trains CP must prepare to assume control of the battalion should the main CP become inoperative. The S1 (forward) monitors the battle and personnel status in particular. The S1 collects combat-critical personnel information from units and the medical platoon and relays it to the S1 section for database update.

The combat trains CP is the net control station for the battalion administration and logistics net. The S1 monitors the net for personnel-significant information.

Combat support and combat service support battalions locate the S1 in the field trains or in the battalion main CP. The major S1 challenge in this type of battalion is to maintain communications with widely dispersed units.

BATTALION S1 ORGANIZATION

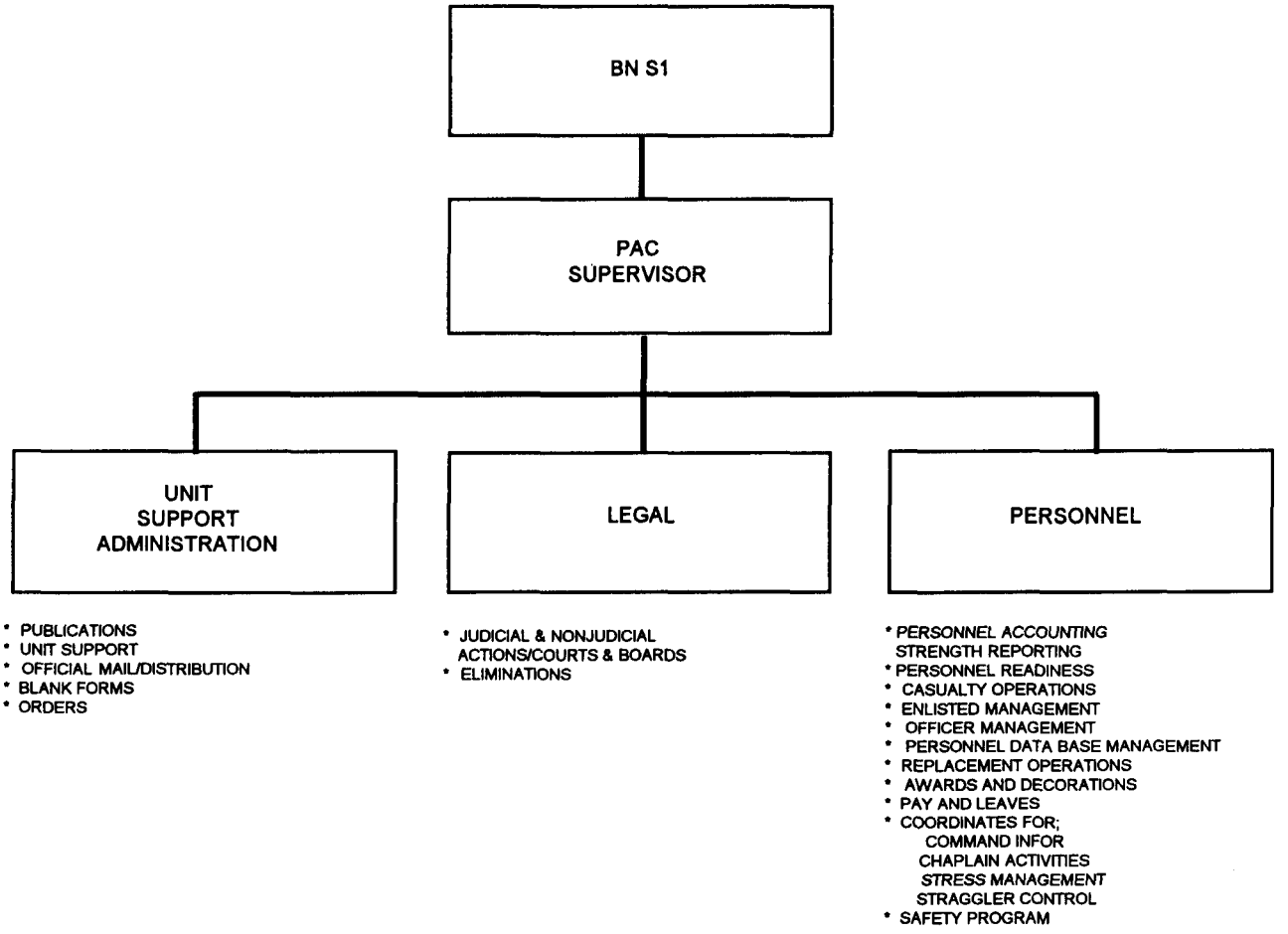


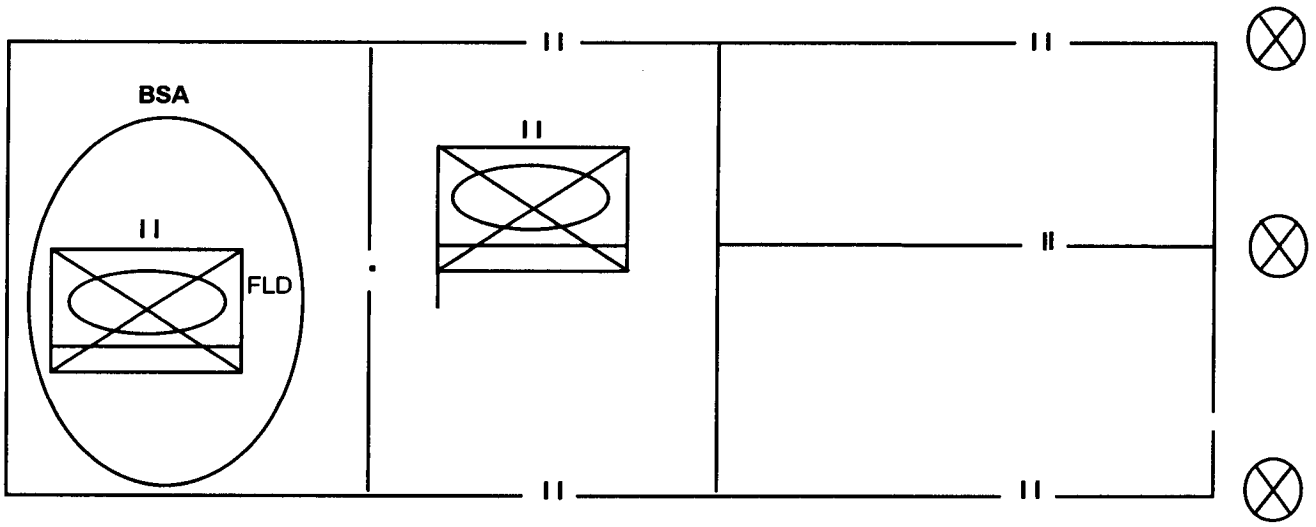
Figure 10-2

COMMUNICATIONS

The battalion S1 uses the battalion communications network to transmit critical personnel information to the brigade S1 and the supporting PSB, The network may consist of secure and unsecure voice, telecommunications, digital data or facsimile, and/or courier.

The primary means of transmitting digital data to the brigade S1 and PSB will be via mobile subscriber equipment through a local or wide network. Facsimile transceiver, teletype, and data diskette will serve as a backup system should the primary system fail. Failure to transmit and receive real-time, assured electronic data transmission will make data less reliable. Consequently, its value as a tool in the commander's decision process will decrease.

TACTICAL EMPLOYMENT OF MANUEVER BATTALION S1



BN S1 REAR

- REPLACEMENT MANAGEMENT
- PERSONNEL READINESS MANAGEMENT
- CASUALTY OPERATIONS MANAGEMENT
- PERSONNEL INFORMATION MANAGEMENT
- MANAGE PERSONNEL DATA BASE
- POSTAL OPERATIONS MANAGEMENT
- AWARDS AND DECORATIONS
- LEGAL SUPPORT FUNCTIONS
  UNIT SUPPORT FUNCTIONS
- PERSONNEL STATUS
- TRANSACTIONS

S1

- PERSONNEL ACCOUNTING AND STRENGTH REPORTING
- PLANS, ORDERS, ESTIMATES,
- HEALTH SUPPORT
- MWR

Figure 10-3

Chapter 11
BRIGADE

This chapter describes the responsibilities, organization and functions, employment, and communications of the brigade S1.

RESPONSIBILITIES

The brigade S1 is the brigade commander's principal staff officer for personnel support. The S1 also provides technical direction to brigade units in the critical areas of personnel readiness management, replacements, personnel accounting and strength reporting, personnel information, casualty reporting, postal operations, MWR and community support, and essential personnel services. Specific requirements are detailed in Chapters 1 through 8. The S1 has the following responsibilities:

- Coordinate all aspects of personnel management, finance services, chaplain activities, public affairs, and legal services. Ensure activities support tactical plans, their branches and sequels, and the commander's desired end-state.
- Provide information management services for brigade headquarters.
- Establish brigade-unique personnel policies and procedures.
- Direct the brigade's critical personnel systems. Staff and unit functions that affect the personnel systems are shown in Figure 11-1.
- Assist the brigade commander to influence and evaluate the command climate.

UNIT AND STAFF FUNCTIONS AFFECTING PERSONNEL SYSTEM BRIGADE LEVEL

COMMAND/ AGENCY	FUNCTIONS								
	REPLACEMENT MANAGEMENT	PERSONNEL READINESS MANAGEMENT	PERS ACTIONS STRENGTH RPT	PERS DATA BASE	PERSONNEL INFO MGT	CASUALTY OPERATIONS MANAGEMENT	POSTAL OPERATIONS MANAGEMENT	MWR	EPW
S2									INTER-ROGATE
S3		*ESTABLISH PRIORITIES	*PROVIDE TASK ORG					*TIME	
S4	*REPL DELIVERY	*GIVE STATUS OF EQUIP				*MA *PERSONAL EFFECTS	*TRANS MAIL DELIVERY	*EQUIP *SUPPLIES	*EQUIP *TRANS
HHC CDR							*PROVIDE MAIL CLERKS		*SECURITY
DIV G1	*PROVIDE REPLs	*DETERMINE ASSIGNMENTS	*RECEIVE C2SRS			*CASUALTY CASE FILE		*EXT SPT *POLCY *PROVIDE	
PSB			*RECON DATA *PERS ACCTG	*UPLOAD *DOWNLOAD	*ORDERS *AWARDS *PROMOTION				
FINANCE BN					*PROMOTION	*PAY CHANGES			
POSTAL PLT						PROCESS CASUALTY MAIL	*FINANCE SVCS		
PROVOST MARSHAL									*POLICY GDE *COLLECT EPW *GENEVA COMPLI-ANCE
INTERNAL BATTALIONS	*IN PROCESS PROCESS ARR *TRANS	*STRENGTH REPORTS	*STRENGTH REPORTS			*RPT CAS TO PSB *LODS INVES *SURVIVOR ASST	*PROVIDE MAIL CLERKS	*PROVIDE MWR OFFICER	

*NOT ALL INCLUSIVE

FIGURE 11-1

- Direct the brigade's MWR, alcohol and drug abuse prevention and control, equal opportunity, and safety programs.
- Coordinate with the division personnel management center (PMC) and corps personnel units to obtain external support for the brigade.
- Coordinate for law enforcement, civil/military operational requirements, stress management, straggler information, and family support activities.
- Coordinate legal support of certain personnel activities to include service transfers and discharges, line of duty investigations, conscientious objectors processing, and military justice.

EMPLOYMENT

The brigade S1 and battalion S1 sections of subordinate battalions normally collocate in the brigade support area. This facilitates brigade-wide technical direction and systems integration. The S1 may organize fictional area managers within the S1 into a PMC in order to synchronize personnel management activities and plan current and future operations. All or portions of the brigade S1 section may be task-organized to support brigade/battalion deployment for war or operations other than war.

COMMUNICATIONS

The brigade uses the brigade communications network to transmit critical personnel information to higher, supporting, and subordinate organizations. This network consists of secure and unsecure voice, telecommunications, digital data or facsimile, and courier.

Digital data transmission using mobile subscriber equipment is the primary means of data transmission to the personnel services battalion (PSB), division, and corps. Facsimile transceiver, telecommunications, and data disk by courier are backup systems. Data disk courier as a backup system seriously degrades information timeliness and its usefulness to the command. The brigade S1 must have the equipment necessary to maintain a consolidated data base and receive and transmit data on a real-time basis.

Chapter 12
DIVISION

This chapter describes the responsibilities of the division G1, organizational structure, and operational requirements. The terms G1 and personnel management center (PMC) as used in this chapter also apply to separate brigades and other corps major subordinate commands.

GENERAL RESPONSIBILITIES

The division G1 is the division commander's principal staff officer for personnel management. The G1 has the following responsibilities:

- Integrate all personnel support activities within the division. These are personnel management, finance, legal, chaplain, and public affairs.
- Establish division-unique personnel policies and procedures.
- Assist the division commander to evaluate and influence the command climate.
- Coordinate the preparation of plans and orders for all personnel service support (PSS) activities to include the chaplain, surgeon, dental surgeon, civilian personnel officer, and staff judge advocate. Ensure plans support the tactical plan, its branches and sequels, and the commander's desired end-state.
- Direct the military and civilian personnel systems. Staff and unit functions that affect the personnel systems are shown in Figure 12-1.
- Manage the soldier readiness program.
- Prepare the personnel estimate of the situation IAW FM 101-5 and unit SOPS.
- Recommend replacement allocations and priorities of fill to the division commander/division G3.
- Track division combat power, in terms of personnel.
- Manage services to the soldier and civilians.
- Synchronize the division's personnel network.
- Coordinate with the theater AG, corps AG, and corps personnel units to obtain external support for the division.
- Direct the MWR, alcohol and drug abuse prevention and control, equal opportunity (EO), and safety programs.

DIVISION G1 PROGRAMS

The G1 directs the MWR, alcohol and drug abuse prevention and control, EO, and safety programs.

MORALE, WELFARE, AND RECREATION

The G1 MWR responsibilities include the critical division tasks outlined in Chapter 7, MWR and Community Support. The G1 is also responsible for coordinating Army band activities.

ALCOHOL AND DRUG ABUSE PREVENTION AND CONTROL

G1 responsibilities for the alcohol and drug abuse prevention and control program include the following critical tasks:

- Establish division-unique policy and procedures for program implementation.
- Collect, correlate, analyze, and report program information to the division commander.

EQUAL OPPORTUNITY

G1 responsibilities for the EO program include the following critical tasks:

- Establish division-unique policy and procedures for program implementation.
- Coordinate training for battalion and company EO program leaders.
- Ensure the program receives appropriate attention at all command levels within the division.

- Collect, correlate, analyze, and report program information to the division commander.

SAFETY

G1 responsibilities for the safety program include the following critical tasks:

- Establish division-unique policy and procedures for program implementation.
- Collect, correlate, analyze, and report program information to the division commander.
- Collect accident reports, and forward reportable accident information to the corps safety officer.
- Publicize the safety program.

ORGANIZATIONAL STRUCTURE

The division G1 is made up of a plans officer and two branches: personnel readiness and personnel operations. The plans officer is responsible for developing personnel service support plans for

UNIT AND STAFF FUNCTIONS AFFECTING PERSONNEL SYSTEMS CORPS LEVEL

COMMAND/ AGENCY	FUNCTIONS							
	REPLACEMENT MANAGEMENT	PERS ONNEL READINESS MANAGEMENT	PERS ACTIONS STRENGTH RPT	PERS DATA BASE	PERSONNEL INFO MGT	CASUALTY OPERATING MANAGEMENT	POSTAL OPERATIONS MANAGEMENT	MWR
G2	*ENEMY SITREP							
G3	*UNIT SITREP	*ESTABLISH PRIORITIES	*PROVIDE TASK ORG					*TIME
G4	*TRANS *EQUIP	*GIVE STATUS OF EQUIP				*MA *PERSONAL EFFECTS	*TRANS	*EQUIP *SUPPLIES
DISCOM CDR	*TRANS *SECURITY *SUBSISTENCE					*MORTUARY AFFAIRS (MA)	*TRANS	
SURGEON	*COORDINATE MEDICAL	*GIVE STATUS OF PATIENTS	*VALIDATE MED INFO ADM/DISCHG			*MEDICAL EVAL	*REDIRECT MAIL	
PROVOST MARSHALL	*STRAGGLER CONTROL							
PSB	*INPROCESS		*RECON DATA *PERS ACCTG	*D BASE MGT *UPLOAD *DOWNLOAD	*PROMOTIONS	*RCVE CAS RPTS *RPT TO TPERSCOM		
FINANCE BATTALION	*INPROCESS				*PAY INQUIRIES	*PAY CHANGES		
CORPS AG/ PERS GP	*ALLOCATE REPLs			*MAINTAIN DATA BASE	*C2 PSB	*OPERATE CASUALTY SYSTEM	*PROVIDE DS POSTAL CO	
CORPS G1	*PRIORITIZE REPLs			*ORDERS *AWARDS	*CASUALTY INFO MGT		*MWR OFFICER *EXT SPT	
SUBORDINATE BDE/BN	*RECEIVE REPLs *ARR TRANS	*STRENGTH REPORTS	*STRENGTH REPORTS				*PROVIDE MAIL CLKS & ORDERLIES	
POSTAL SERVICES PLATOON				*MAINTAIN LOCATOR		*REDIRECT* CASUALTY MAIL	*DEL/ACPT OUTGOING MAIL	

*NOT ALL INCLUSIVE

FIGURE 12-1

contingency operations. The two branches make up the division PMC. All, or portions of these branches, may be deployed to support division and/or task force contingency operations or operations other than war. Their responsibilities are described in the following paragraphs. The division PMC organization is shown at Figure 12-2.

DIVISION PERSONNEL MANAGEMENT CENTER

The division PMC mission is to sustain division personnel readiness, direct division-wide personnel systems, synchronize the efforts of the personnel network, manage replacement activities, and ensure commanders, soldiers, civilians, and other joint or allied personnel receive essential personnel services.

PERSONNEL READINESS BRANCH

This branch is responsible for the critical tasks outlined in Chapter 1, Personnel Readiness Management and Chapter 2, Personnel Accounting and Strength Reporting.

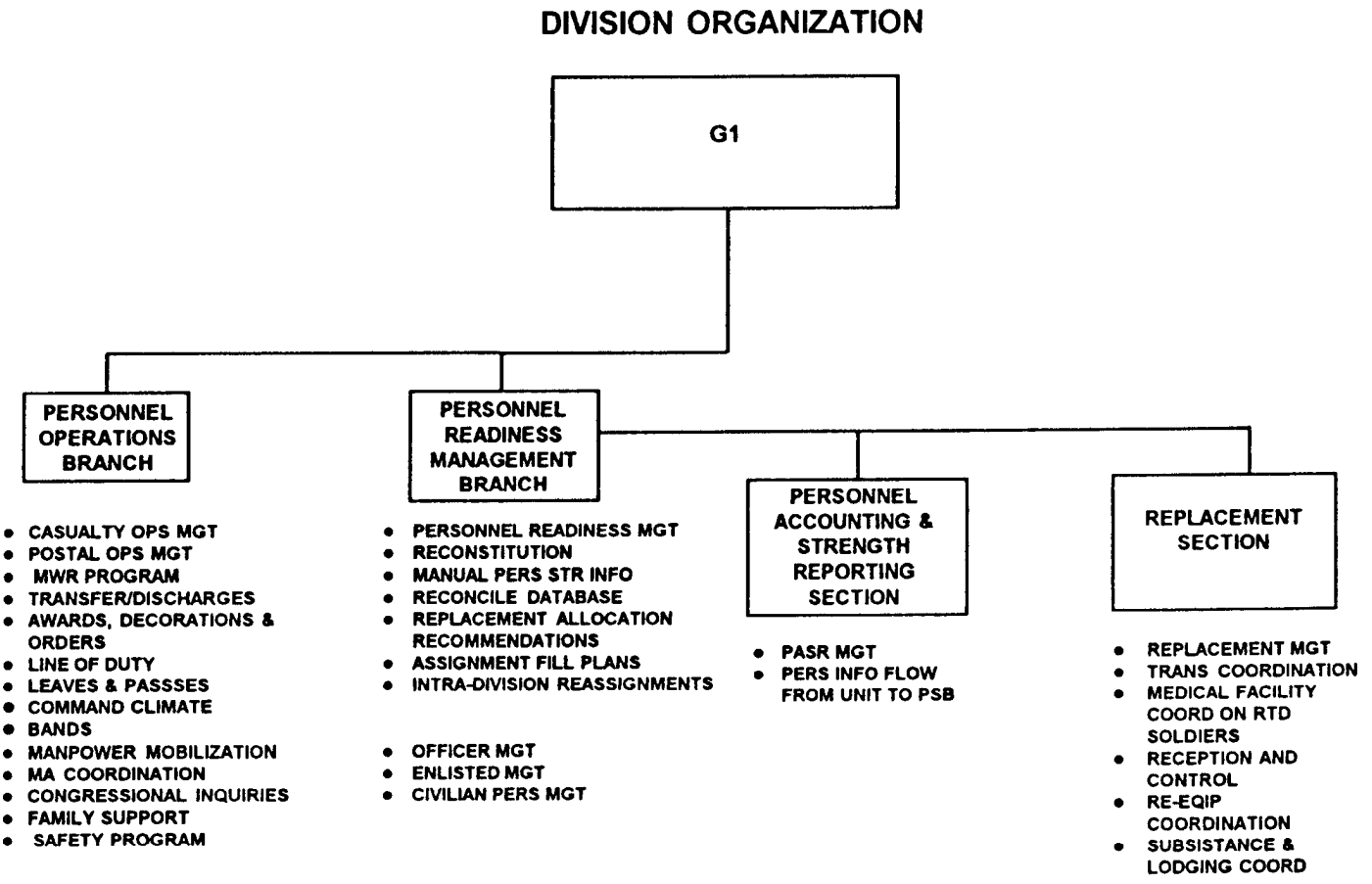


Figure 12-2

REPLACEMENT SECTION

Responsibilities of this section include the critical division tasks outlined in Chapter 4, Replacement Management. The division replacement section can support and process 300 replacements per day. When assistance is required, the division G1 may temporarily attach soldiers returning from medical facilities who are not yet fit for full duty.

The division G1 may also request assistance from the corps personnel group should expected replacement flow exceed division capacity. Since separate brigades do not have organic replacement processing elements, they require augmentation from corps replacement units.

PERSONNEL OPERATIONS BRANCH

This branch is responsible for casualty management, postal operations management, the MWR program, and essential personnel services.

Responsibilities of this branch include the critical division tasks outlined in Chapter 3, Casualty Operations Management, Chapter 6, Postal Operations Management, and Chapter 7, MWR and Community Support. This branch ensures that the essential personnel services described in Chapter 8 are provided. This branch is also responsible for coordinating band activities and processing Congressional inquiries.

EMPLOYMENT AND CONTINGENCY OPERATIONS

The division PMC usually operates from the division main and rear command posts (CPs). The deputy G1 directs operations in the division main CP. The personnel readiness manager directs operations in the division rear CP. The G1 coordinates operations, moving from one location to the other as needed. Examples of division main and rear command posts are at Figures 12-3 and 12-4.

The division does not have a self-contained personnel system; therefore, division and corps must also plan for augmentation from corps assets to support contingency operations. The personnel services battalion (PSB) provides support to complete the personnel system. Elements of the Gl, PSB, replacement battalion, postal company and/or band may remain at the sustaining base to supply split operations.

In garrison, the community and family affairs directorate provides MWR and family support, and the civilian personnel operation directorate manages civilian personnel. At some garrisons, the Director of Personnel and Community Activities (DPCA) does both. During war and operations other than war, the division G1 assumes these responsibilities for personnel deployed to the area of operations. A civilian personnel support cell may deploy to assist.

The early deploying element should be a combination of resources from the PMC and the PSB. It should be prepared to support early entry/assault echelons. The minimum essential resources are those required to establish and operate the critical strength management and casualty reporting systems in the theater of operations. The expected situation duration and magnitude of operations will be deciding factors in determining the size and composition of lead and follow-on elements.

Other personnel systems will be established as early as the tactical situation permits. As the deployment develops, it will be necessary to deploy additional resources in incremental packages from the PMC and PSB to coincide with the stages of the division/task force deployment.

COMMUNICATIONS

The division PMC uses the division communications network to transmit critical personnel

DIVISION MAIN COMMAND POST
(CSS CELL, 5-TON EXPANDO OR GP MEDIUM TENT)

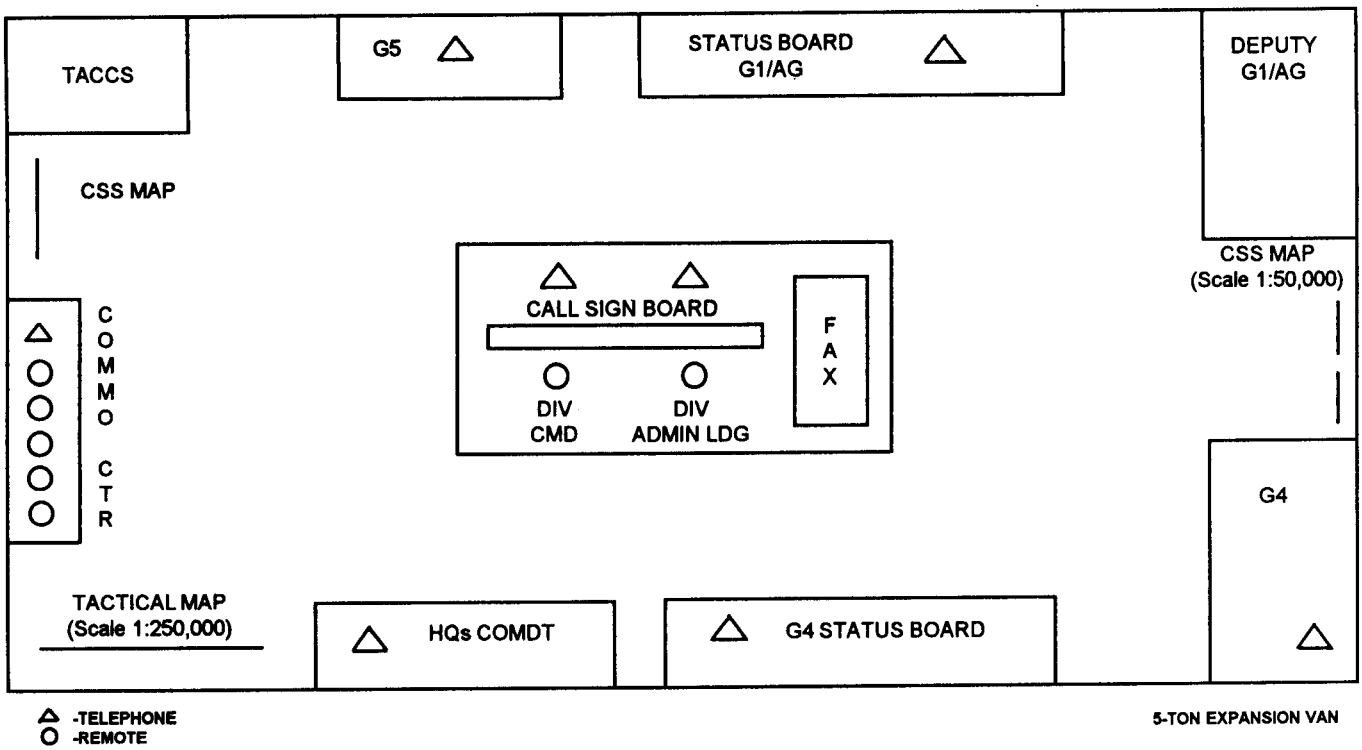


Figure 12-3

DIVISION REAR COMMAND POST (G1/AG and
G4 ELEMENT 5-TON EXPANDO or GP MEDIUM TENT)

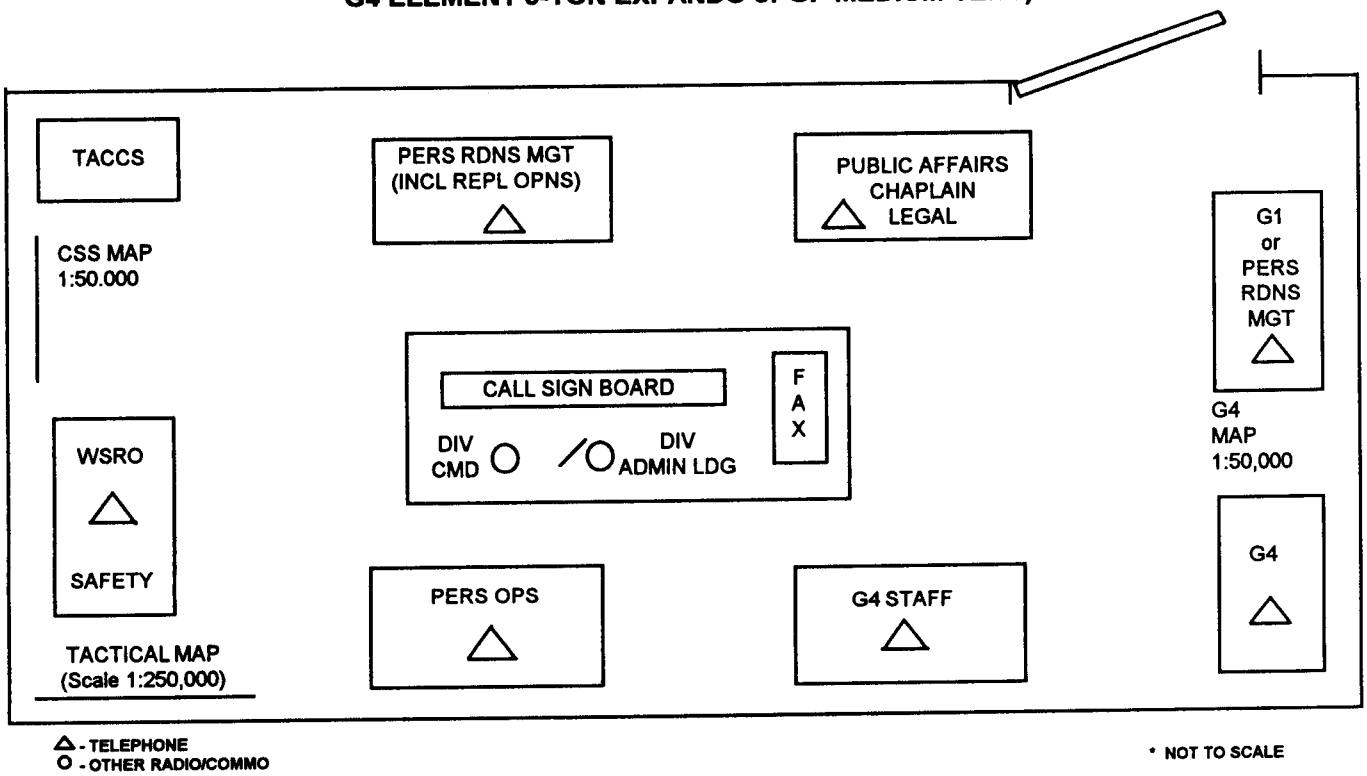


Figure 12-4

information up and down the information chain. This network consists of secure and unsecure voice, telecommunications, digital data or facsimile, and courier.

Digital transmission using mobile subscriber equipment and/or satellite communications is the primary means of transmitting data to the sustaining base and within theater. If it is not available, facsimile transceiver, teletype, and data diskette by courier are alternate systems. Use of courier impairs the ability to obtain information on a real-time basis, thereby degrading the usefulness of the information to the commander. The division G1 must have the equipment necessary to maintain the consolidated division data base and to transmit and receive data on real-time basis.

Chapter 13
CORPS

This chapter describes the responsibilities and programs of the corps G1 and the adjutant general (AG). It also describes the mission, organization, and operational responsibilities of the corps personnel management center (PMC).

The information in this chapter applies to both corps and TAACOM. The TAACOM counterpart to the corps G1 is the assistant chief of staff for personnel. The AG and the resources required to operate the PMC are in the table of organization and equipment (TOE) of the supporting personnel group.

RESPONSIBILITIES

The two key personnel managers at corps level are the G1 and the AG/personnel group commander.

CORPS G1

The corps G1 has the following responsibilities:

- Integrate all personnel support activities within the corps.
- Establish general, corps-unique personnel policies.
- Assist the corps commander to evaluate and influence the corps command climate.
- Prepare the personnel estimate IAW FM 101-5 and unit SOPS.
- Recommend replacement priorities of fill to the corps G3 and corps commander.
- When designated as the lead G1, be prepared to act as a theater PERSCOM and coordinate personnel activities for the contingency theater.
- Direct the MWR, alcohol and drug abuse prevention and control, equal opportunity (EO), and safety programs.
- Prepare personnel service support (PSS) plans and orders to support the tactical plan and its branches and sequels, and to ensure corps and subordinate plans support the commander's desired end-state.

CORPS ADJUTANT GENERAL

The corps AG has the following responsibilities:

- Direct the corps military and civilian personnel systems. Staff and unit functions that affect the personnel systems are shown in Figure 13-1.
- Collect, summarize, and analyze information and assist the G1 in preparing personnel estimates, projecting replacement requirements, and recommending replacement priorities.
- Manage services to soldiers and civilians, contractors, and joint or allied personnel, as required.
- Direct support activities within the postal and replacement management systems.
- Synchronize the corps personnel network, ensuring activities support the commander's desired end-state.

CORPS G1 PROGRAMS

The corps G1 directs the MWR, alcohol and drug abuse prevention and control, EO, and safety programs.

MORALE, WELFARE, AND RECREATION

The G1 MWR responsibilities include the critical corps tasks outlined in Chapter 7, MWR and community support.

ALCOHOL AND DRUG ABUSE PREVENTION AND CONTROL

Corps G1 responsibilities include the following critical tasks:

- Establish corps-unique policy and procedures for program implementation.

- Ensure that the program gets appropriate attention at corps and all subordinate command levels.
- Collect, summarize, analyze, and report program information to the corps commander.

EQUAL OPPORTUNITY

Corps G1 responsibilities include the following critical tasks:

- Establish corps-unique policy and procedures for program implementation.

Ensure the program is highly visible at corps and all subordinate command levels.

- Collect, summarize, and report program information to the corps commander.

SAFETY

Corps G1 responsibilities include the following critical tasks:

- Establish corps-unique policy and procedures for the program.
- Collect, summarize, analyze, and report program information to the corps commander.
- Collect accident reports and forward reportable accident information to the theater deputy chief of staff for personnel (DCSPER).

UNIT AND STAFF FUNCTIONS AFFECTING PERSONNEL SYSTEMS CORPS LEVEL

COMMAND/ AGENCY	FUNCTIONS							
	REPLACEMENT MANAGEMENT	PERS ONNEL READINESS MANAGEMENT	PERS ACTIONS STRENGTH RPT	PERS DATA BASE	PERSONNEL INFO MGT	CASUALTY OPERATIONS MANAGEMENT	POSTAL OPERATIONS MANAGEMENT	MWR
G2	*ENEMY SITREP							
G3	*UNIT SITREP	*ESTABLISH PRIORITIES	*PROVIDE TASK ORG					*TIME
G4	*TRANS *EQUIP	*PROVIDE STATUS OF EQUIP				*MA *PERSONAL EFFECTS	*TRANS	
CORPS SUPPORT GROUP	*TRANS *EQUIP *SUBSISTENCE					*MORTUARY AFFAIRS (MA)	*TRANS	
SURGEON (CSH)	*COORD RTD MEDICAL	*PROVIDE STATUS OF PATIENTS	*VALIDATE MEDICAL INFO			*MEDICAL EVAL		
PROVOST MARSHAL (MP BDE)	*STRAGGLER CONTROL							
FINANCE GROUP	*INPROCESS					*POSTAL CHANGES	*POSTAL FIN FUNDING	
DIVISION G1	*RECEIVE DIV REPLs	FORWARD C2SRS	*FORWARD STRENGTH	*PROVIDE INPUT	*PROVIDE INPUT			*MWR OFFICER
THEATER PERSCOM	*PROVIDE REPLs	*RECONCILE C2SRS	*REC DATA *PERS ACCTG	*MAINTAIN TA DATA BASE	*PROVIDE POLICY GUIDANCE	*OPERATE CASUALTY SYSTEM	*PROVIDE TA POSTAL SYSTEM	

*NOT ALL INCLUSIVE

FIGURE 13-1

- Publicize the safety program.

CORPS PERSONNEL MANAGEMENT CENTER

The mission of the corps PMC is to sustain corps personnel readiness, direct corps-wide personnel systems, synchronize the efforts of the personnel network, manage general and direct support (GS/DS) postal and replacement activities, and ensure that commanders, soldiers, civilians, and joint or allied personnel receive essential personnel services. The PMC provides civilian personnel support through a support cell provided by DCSPER/PERSCOM.

The PMC is made up of the AG and the personnel operations division of the personnel group.

The PMC organization is shown at Figure 13-2.

PERSONNEL OPERATIONS DIVISION

The personnel operations division has three branches: personnel readiness management, staff actions, and personnel automation. These branches manage critical personnel systems at corps level.

The chief of the personnel operations division is dual-hatted, functioning as the deputy corps AG and directing the corps PMC in the absence of the corps AG.

CORPS ADJUTANT GENERAL ORGANIZATION

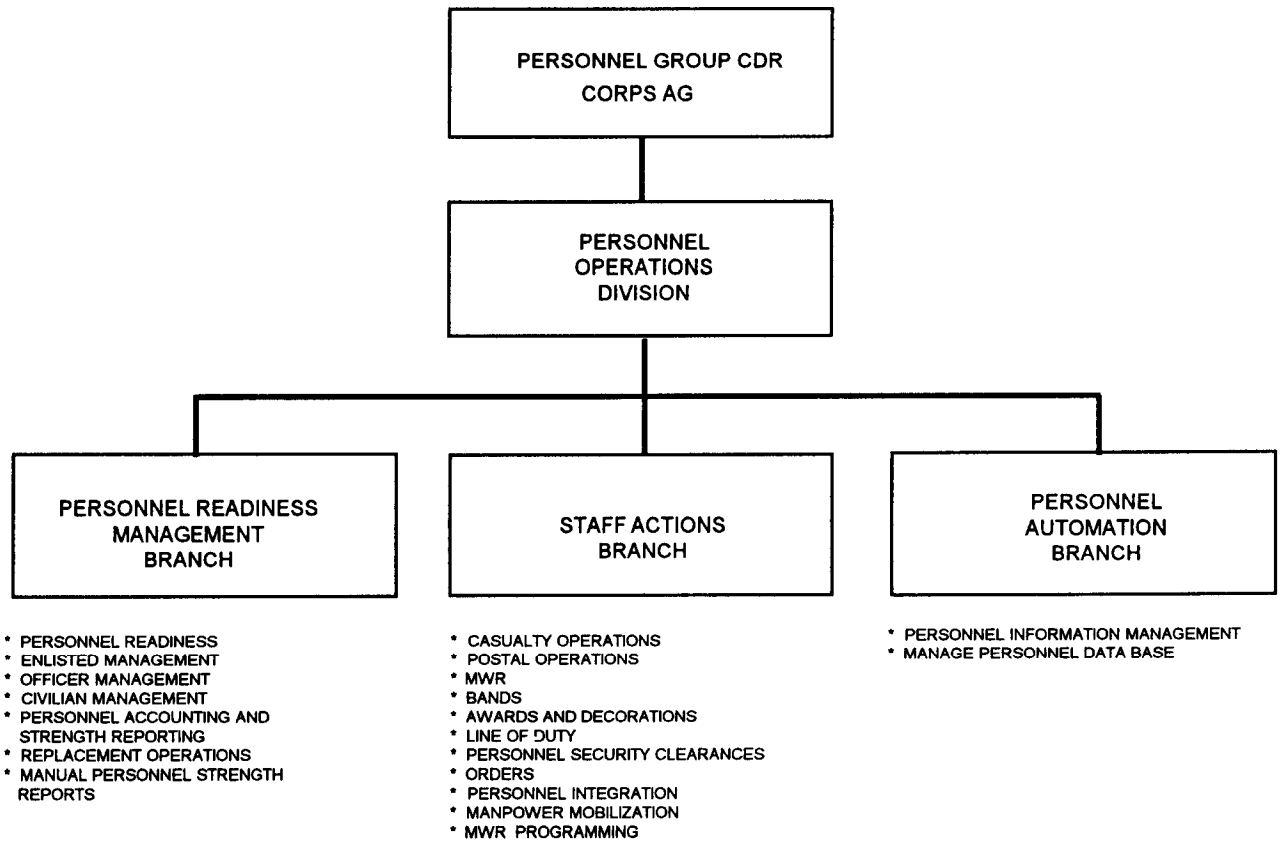


Figure 13-2

PERSONNEL READINESS MANAGEMENT BRANCH

The personnel readiness management branch performs the specific critical tasks essential for operating the following personnel systems: personnel readiness, personnel accounting/strength reporting, and replacement management. This branch is responsible for the critical corps tasks outlined in Chapter 1, Personnel Readiness Management, Chapter 2, Personnel Accounting and Strength Reporting, and Chapter 4, Replacement Management.

STAFF ACTIONS BRANCH

The staff actions branch ensures that commanders, soldiers, and civilians receive essential personnel services as described in Chapter 8, Essential Personnel Services and Chapter 9, Personnel Support to Civilians. The branch performs the specific critical tasks essential for managing the following personnel systems: casualty management and postal operations management.

Responsibilities of this branch include the critical corps tasks outlined in Chapter 3, Casualty Operations Management, and Chapter 6, Postal Operations Management.

PERSONNEL AUTOMATION BRANCH

The personnel automation branch performs the critical task of personnel information management, including corps data base management.

Responsibilities of this branch include the critical corps tasks outlined in Chapter 2, Personnel Accounting and Strength Reporting and Chapter 5, Personnel Information Management.

EMPLOYMENT

The corps PMC normally deploys prior to the command and control elements of the personnel group to maintain personnel readiness. Elements of the PMC may deploy to support division/task force early entry/assault echelons and assist establishment of critical personnel systems in the theater of operations. Additional resources may deploy in incremental packages as the theater develops.

The corps PMC normally functions as an element of the corps rear command post (CP). The G1 may operate from either the main or rear CP. The personnel group commander/AG normally deploys a small cell to the corps main CP. Elements of the G1 and personnel group may also remain at the sustaining base to provide continuity for personnel functions, communication/coordination with USTA PERSCOM, and liaison to family support activities.

COMMUNICATIONS

The corps PMC uses the corps communications network to transmit critical personnel informaion to higher, lateral, and lower organizations in the theater. This network consists of secure and unsecure voice, telecommunications, digital data or facsimile, and courier.

Digital transmission using mobile subscriber equipment and/or satellite communications is the primary means of data transmission to the sustaining base, USTA PERSCOM, and within the theater. If it is not available, facsimile transceiver, teletype, and data disk by courier are backup systems. Using data-disk courier as a backup system seriously degrades information timeliness and its usefulness to the command.

The personnel group does not own or control all components of this communications net; therefore, close coordination between the personnel group and signal brigade is essential to real-time, assured communications.

Chapter 14
THEATER ARMY

This chapter describes the responsibilities of the theater Army or Army Service Component Commander (ASCC), deputy chief of staff for personnel (DCSPER) and adjutant general (AG) as well as the mission, organizational structure, and doctrinal responsibilities of the theater personnel management center (PMC).

RESPONSIBILITIES

The theater DCSPER has the following general responsibilities:

- Integrate all personnel support activities within the theater.
- Establish general theater-unique personnel policies.
- Assist the Army component commander to evaluate and influence the theater command climate.
- Direct the MWR, alcohol and drug abuse prevention and control, equal opportunity (EO), and safety programs.
- Prepare the personnel estimate of the situation IAW FM 101-5 and unit SOPs.
- Recommend replacement priorities to the deputy chief of staff for operations (DCSOPS).
- Prepare personnel service support (PSS) plans and orders to support the theater campaign plan, its branches and sequels, and ensure subordinate plans support the commander's desired end-state.
- Prepare to function as the J1, if designated by the theater commander-in-chief and augmented by additional joint personnel.
- Coordinate the preparation of plans and orders for all PSS activities to include the chaplain, surgeon, dental surgeon, civilian personnel office, and staff judge advocate.

The theater AG has the following general responsibilities:

- Direct the theater's personnel system. Staff and unit functions that affect the personnel systems are shown at Figure 14-1.
- Collect, summarize, and analyze personnel information.
- Assist the DCSPER to prepare the personnel estimate of the situation.
- Recommend replacement priorities to the DCSPER.
- Manage services to the soldiers, civilians, and joint or allied personnel.
- Direct general support (GS) activities within the postal and replacement management systems.
- Command the theater's personnel command.
- Track the force, project replacement needs, read the battle several days into the future, and ensure subordinate unit personnel plans support branches and sequels of the campaign plan.
- Synchronize the theater's personnel network, ensuring personnel activities/functions support the commander's desired end-state.

THEATER DCSPER PROGRAMS

The theater DCSPER directs the MWR, alcohol and drug abuse prevention and control, EO, safety, and retention programs.

MORALE, WELFARE, AND RECREATION

The DCSPER MWR office is responsible for the critical theater tasks outlined in Chapter 7, MWR and Community Support.

ALCOHOL AND DRUG ABUSE PREVENTION AND CONTROL

The program manager is responsible for the following critical tasks:

- Establish theater-unique policy and procedures for program implementation.
- Collect, summarize, analyze, and report program information to the theater Army commander.

EQUAL OPPORTUNITY

The program manager is responsible for the following critical tasks:

- Establish theater-unique policy and procedures for program implementation.
- Ensure the program receives appropriate attention at all command levels.
- Assess subordinate command programs and training.
- Collect, summarize, analyze, and report program information to the theater Army commander.

SAFETY

The safety officer is responsible for the following critical tasks:

- Establish theater-unique policy and procedures for program implementation.
- Collect, summarize, analyze, and report program information to the theater Army commander.
- Collect accident reports, and forward reportable accident information to HQDA.
- Publicize the safety program.

UNIT AND STAFF FUNCTIONS AFFECTING PERSONNEL SYSTEMS THEATER LEVEL

COMMAND/ AGENCY	FUNCTIONS							
	REPLACEMENT MANAGEMENT	PERS ONNEL READINESS MANAGEMENT	PERS ACTIONS STRENGTH RPT	PERS DATA BASE	PERSONNEL INFO MGT	CASUALTY OPERATIONS MANAGEMENT	POSTAL OPERATIONS MANAGEMENT	MWR
DCSI	*ENEMY SITREP							
DCSOPS	*UNIT SITREP	*ESTABLISH PRIORITIES	*PROVIDE TASK ORGANIZATION					*TIME
DCSLOG	*TRANS *EQUIP MGT	*GIVE STATUS OF EQUIP				*MA *PERSONAL EFFECTS	*TRANS	*EQUIP
DISCOM CDR	*TRANS *SECURITY *SUBSISTENCE					*MORTUARY AFFAIRS (MA)	*TRANS	
USTA PERSCOM	*PROVIDE REPLs	*RECONCILE STR RPTS	*RECONCILE PERS ACCTG DATA	*MAINTAIN OMF/CMF	*MAINTAIN OMPF	*OPERATE HQDA CAS & MEM AFFAIRS	PROVIDE POICY GUIDANCE	
MEDCOM	*RTD	*GIVE STATUS OF PATIENTS	*VALIDATE MEDICAL INFO			*MED EVAL *EVALUATION POLICY		
TRANS COM	*TRANS						*TRANS	
THEATER FINANCE COMMAND	*PROVIDE FIN SPT POLICY				*PROVIDE FIN SPT POLICY		*PROVIDE FUNDING	*NAF ACCTG POLICY
CORPS/ TAACOM G1	*IMPLEMENT THEATER POLICY	*FORWARD STR RPTS	*FORWARD STR RPTS					*MWR OFFICER *EXT SPT
CORPS/ TAACOM AG		*OPERATE STR MGT SYSTEM	*OPERATE PERS ACCTG/ STR RPT SYS	*GIVE INPUT *MAINTAIN DATA BASE		*OPERATE CORPS CAS SYS		
PERSONNEL GROUP	C2 REPL COMPANY			*MAINTAIN SUPPORTED UNITS D B	*GIVE INPUT *MAINTAIN RECORDS	*REPORT CASUALTIES	*OPERATE DS/GS P UNITS	

*NOT ALL I NCLUSIVE

FIGURE 14-1

TOTAL ARMY RETENTION

The DCSPER's senior retention NCO directs the command's Total Army Retention Program IAW AR 601-280. The DCSPER ensures this program is fully operational and manned at all levels of mobilization short of fill. During any level of mobilization, it is extremely important that a portion of the command's retention and transition NCO assets are mobilized with the main body. During full mobilization, the command's retention and transition NCOs may be utilized as necessary to support the command's overall mobilization mission.

THEATER PERSONNEL MANAGEMENT CENTER

The Theater Personnel Management Center (TPMC) is the mission portion of the theater PERSCOM. It does not include the command and control elements.

The TPMC mission is to sustain personnel readiness, direct theater-wide personnel systems, synchronize personnel network operation, direct GS postal and replacement activities, and manage essential personnel services.

The TPMC receives general staff guidance from the theater DCSPER. It establishes policies and procedures and oversees their implementation in other personnel units. It provides technical guidance to personnel units, while operational control normally remains within command channels.

The TPMC is the umbrella organization for the theater personnel systems. The TPMC communicates with the USTA PERSCOM and personnel groups to synchronize information and system processes.

Direct technical communication is maintained with the theater Army staff concerning policy and operations. The TPMC prepares, submits, and receives personnel information and provides technical advice to the theater Army staff.

The TPMC coordinates with other PMCs throughout the theater. For example, it coordinates replacement distribution with corps and division PMCs, the replacement battalion, and the Theater Army Movement Control Agency (TAMCA) for moving personnel replacements within the theater. The TMPC provides civilian personnel support through a support cell provided by HQDA DCSPER/USTA PERSCOM.

There are four directorates in the TPMC: replacement, personnel services, personnel operations, and postal.

REPLACEMENT DIRECTORATE

The replacement directorate manages the following personnel systems and performs the following specific critical tasks: personnel readiness and replacement management.

This directorate is responsible for the critical theater tasks outlined in Chapter 1, Personnel Readiness Management and Chapter 4, Replacement Management.

This directorate continues to process reclassification and MOS producing service school request during all levels of mobilization short of full. During all levels of reclassification operations will be as directed by higher headquarters.

PERSONNEL SERVICES DIRECTORATE

The personnel services directorate provides essential services to commanders, soldiers, civilians, and allied or joint personnel and performs the following critical tasks: personnel accounting and strength reporting (PASR) management, personnel information management, and casualty management.

Responsibilities of this directorate include the critical theater tasks outlined in Chapter 2, Personnel Accounting and Strength Reporting; Chapter 3, Casualty Operations Management; Chapter 5, Personnel Information Management, Chapter 8, Essential Personnel Services; and Chapter 9, Personnel Support to Civilians.

PERSONNEL OPERATIONS DIRECTORATE

The theater personnel operations directorate is responsible for maintaining personnel staffing requirements for all theater Army units and allocating available replacements within theater in coordination with the replacement directorate.

The theater personnel operations directorate consists of the long range plans division and the plans and operations division. Their major functions are outlined in the following paragraphs.

Long Range Plans Division

This division performs the following critical tasks:

- Monitors force structure actions involving the documentation and programmed personnel fill.
- Ensures coordination of all theater personnel systems both manual and automated.
- Acts as theater-level approval authority for all changes to and/or implementation of new personnel systems.
- Recommends to the commander necessary changes to eliminate redundancy, improve cost effectiveness, and maximize utilization of existing personnel systems, force planning, and associated resources.
- Ensures subordinate plans support the campaign plan's desired end-state.

Plans and Operations Division

This division performs the following critical tasks:

- Monitors the time-phased forces deployment of personnel unit arrivals.
- Monitors current plans, coordinates overall planning actions, and ensures that units assigned to theater PERSCOM develop their respective plans in support of the theater PERSCOM mission, the campaign plan, and its branches and sequels.
- Performs liaison with subordinate, lateral, and higher headquarters.
- Provides the replacement operations directorate with general personnel replacement priority for all commands supported and specific personnel replacement priorities for units assigned to theater PERSCOM.
- Coordinates with the theater DCSLOG Material Management Center to ensure that weapons, equipment, and associated personnel resupply are coordinated.

POSTAL DIRECTORATE

The postal directorate manages the theater postal system and performs the specific theater critical tasks listed in Chapter 6, Postal Operations Management.

EMPLOYMENT

The TPMC normally deploys before the command and control elements of the theater PERSCOM to maintain personnel readiness within the theater. The TPMC normally operates from the theater PERSCOM main CP. The theater AG normally employs a small cell forward in the theater Army main CP.

COMMUNICATIONS

The TPMC uses the theater communications network to transmit critical personnel information to higher-level, lateral, and lower-level organizations. This network consists of secure and unsecure voice, telecommunications, digital and facsimile, and courier.

Digital data transmission using Tri-Service Tactical Communications equipment and/or satellite

communications is the primary means of transmission to the sustaining base and within the theater. If it is not available, facsimile transceiver, teletype, and data disk by courier are backup systems. Using data-disk courier as a backup system seriously degrades information timeliness and its usefulness to the command.

The theater PERSCOM does not own or control all components of this network. Therefore, close coordination among the theater PERSCOM, other users, and the signal command is essential for real-time, assured communications.

Chapter 15
POSTAL COMPANY

This chapter describes the postal company and its organization. It describes the missions, employment, organization, critical tasks, and mobility of the headquarters and the postal operations and services (OPS/SVCS) platoons.

ORGANIZATION

The postal company consists of a company headquarters and any combination of from two to six operations and/or services postal platoons. They are tailored to meet the needs of the mission. The modular structure allows the commander to tailor the organization to provide area postal support across the spectrum of contingency operations for war and operations other than war (OOTW). The postal company organization is shown at Figure 15-1.

A postal company can command and control from two to six platoons, although three platoons is a normal configuration. Geographic dispersion and collocation with the personnel services battalion (PSB) will affect the total number of platoons one headquarters can effectively command and control. Postal companies providing only postal operations support usually have from two to four platoons.

POSTAL COMPANY HEADQUARTERS

The following paragraphs describe the mission, employment, critical tasks, and mobility of the postal company headquarters.

MISSION

A postal company headquarters provides command, control, and administrative support for from two to six postal platoons.

POSTAL COMPANY ORGANIZATION

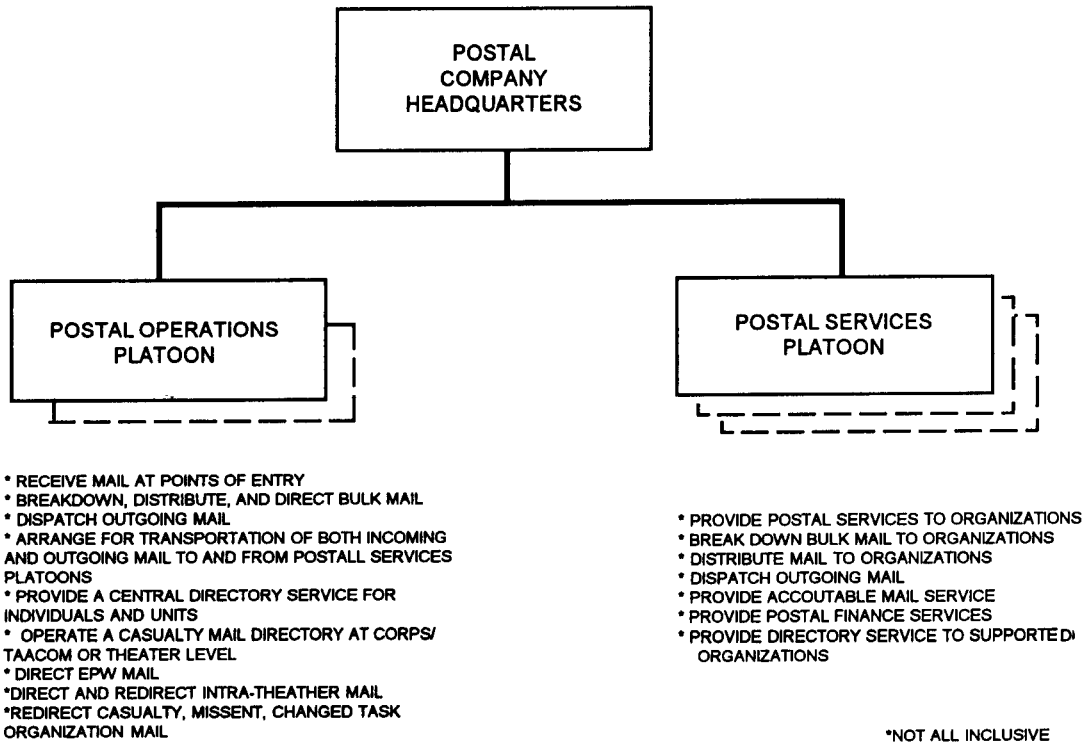


Figure 15-1

EMPLOYMENT

The postal company headquarters normally collocates with the PSB and one or more of the platoons. The type, number, location, and configuration of the postal companies is METT-T dependent. Postal companies and their platoons are deployed early so that postal services and operations can be provided as soon as the tactical situation permits. The anticipated duration of the conflict greatly influences their employment and configuration.

Equipment for postal platoons must arrive in theater before postal personnel can perform postal operations and services. Prepositioning of postal operations and postal services platoon equipment packages is necessary for any deployment. Separate coordination with USPS must occur to ensure that mission-essential USPS equipment is available in theater at the same time. The following paragraphs describe support scenarios.

Force Projection

Any OCONUS deployment of a battalion or larger-size force requires some type of postal support other than local area/host nation systems. The modular concept provides versatile support in force projection scenarios. It is ideally tailored to support a brigade-size or larger deployment with postal units based on the size and organization of the force deployed. A standard postal company supporting a contingency of up to 6,000 would be configured with a postal services platoon and elements of a postal operations platoon.

Operations Other than War

The OCONUS deployment of Army units to provide medical, construction, food, evacuation, law enforcement, training, or other support during 00TW requires some type of postal support. Support will be tailored based on the size and organization of the force deployed.

Forward-Deployed Forces

Postal platoons providing peacetime mail support in forward-deployed areas such as Germany and Korea, which are further deployed to new areas of operations, may require backfill or soldier/civilian augmentation to continue mail support to families in those forward-deployed communities. Mail support is planned according to the population supported.

Joint Operations

The unified commander may direct a service component to provide any or all of the postal support in theater. For example, the U.S. Air Force or the U.S. Army may perform postal operations at the MMT, while the U.S. Army provides postal operations support at corps and postal services support at division and lower.

CRITICAL TASKS

The company headquarters element has responsibility for performing the following critical tasks:

- Provide command and control of all assigned personnel in the company.
- Provide policy and direction for postal operations.
- Coordinate transportation and unit policies with supported area organizations and unit commanders.
- Take responsibility for operations, plans, organizations, and training.
- Provide liaison between postal operations and services platoons.
- Manage internal personnel actions and provide operational support. This includes coordinating supply support, support for unit-level vehicle and generator maintenance, and life support for all personnel in the company.
- Designate a company custodian of postal effects to account for stamp stock and capital equipment, conduct audits, prepare reports, and remit finds.

- Coordinate with supporting units for personnel, medical, religious, legal, food service, supply, transportation, engineer, DS maintenance, and non-organic communications support.
- Coordinate with unit commanders in the support area for mail transport, mail call, and unit service policies.

MOBILITY STATEMENT

The postal company headquarters must be 100 percent mobile to coordinate life, logistical, administrative, and command and control support for from two to six postal platoons. It must have organic transportation to move its own personnel and equipment. The postal company headquarters must have mobile communication capability.

POSTAL PLATOONS

Postal platoons are the basic mail processing units on the battlefield. They require table of distribution and allowance (TDA) linkage during peacetime to provide manpower to execute the postal services dimension of their mission. There are two types of postal platoons: operations (OPS) and services (SVCS).

Postal operations platoons prepare and process mail in bulk by location and coordinate mail transportation to postal services platoons. The location of postal operations platoons is key to the flow of retrograde and casualty mail on the battlefield. Figure 6-1 illustrates casualty mail flow on the battlefield. Postal services platoons prepare, process, and dispatch mail by unit address and location for transport to the unit mail delivery points. Postal services platoons are the postal customer service element on the battlefield. Each postal services platoon can support up to 6,000 personnel. Each postal operations platoon can support up to 36,000 personnel.

POSTAL OPERATIONS PLATOONS

The following paragraphs describe the employment, organization, critical tasks, and mobility of postal operations platoons.

MISSION

Postal operations platoons provide general postal services and the special services required for retrograde, casualty, and EPW mail operations. General postal services include receiving and processing incoming mail from the mail movement terminal, then coordinating transportation and dispatching mail traveling between postal operations and services platoons.

The postal operations platoons manage theater and corps mail routing and delivery schemes. A designated theater postal platoon provides theater-wide search and redirect services. Postal operations platoons provide EPW mail support under the direction of theater PERSCOM.

EMPLOYMENT

Employment of postal operations platoons is based on the following factors/requirements:

- Projected USPS procedures.
- Military requirements to sort/package mail within CONUS/out of theater.
- Port and overseas transport procedures.
- A throughput mail distribution system from theater to brigade level.
- Availability of TOE, CTA, and USPS equipment.
- Total mail visibility.
- Adequate organic transportation.
- Contracted or allocated theater, corps, or HNS transportation in which mail is secured and/or guarded IAW DoD postal regulations.

- Substantial in-theater requirements for sorting, redirect, retrograde mail, casualty mail, directory, international mail, any soldier mail, other military service mail, and EPW mail service requirements.

Postal operations platoons usually station themselves at major theater mail reception points. Operations platoons are also placed on the battlefield in a way that best supports the direct/redirect of casualty, retrograde, and missent mail. Postal operations platoons will locate as close to the theater air/sea ports as practical to facilitate accepting and sorting bulk mail. They may remain in CONUS to assist sorting mail, when necessary.

ORGANIZATION

The postal operations platoon has three elements: platoon headquarters, mail processing/operations section, and directory service section. The platoon headquarters section supervises and controls the platoon, maintains discipline, coordinates with the company headquarters on postal support policies and mission changes, and directs daily postal operations.

The mail processing/operations section receives, sorts, safeguards, directs, and redirects mail to the appropriate unit within the theater and the platoon. It also maintains the postal routing schemes and performs unit mail redirect.

The directory service section performs all functions required for casualty mail operations, EPW mail operations, and international mail exchange. This section maintains locations of the theater medical facilities and performs all necessary communication with hospitals, units, and higher and lower headquarters to perform mail redirect operations. This section performs individual mail redirect.

CRITICAL TASKS

The modular postal operations platoon has the following responsibilities:

- Receive incoming official and personal mail from entry points in theater (air or surface terminals). This includes coordinating transportation from the postal operations company to the mail movement terminals.
- Receive and distribute intra-theater official and personal mail from postal organizations.
- Operate a central mail directory service in the theater based on personnel data from the personnel group or theater PERSCOM, rather than a CONUS-based mail directory system.
- Operate an international mail exchange responsible for exchanging mail between the USPS/military postal units and host nation postal authorities.
- Receive, process, and redirect casualty mail according to procedures established by the theater PERSCOM/personnel group.
- Supplement USPS manpower at CONUS gateways to support the mail sorting process in order to meet mail delivery standards, if necessary

MOBILITY STATEMENT

The postal operations platoons require 50 percent of their TOE equipment and supplies to be transported in a single lift to provide services in the corps and theater areas. They must have adequate organic transportation for all personnel and equipment (TOE, CTA, USPS, and automation).

POSTAL SERVICES PLATOONS

The following paragraphs describe the mission, employment, organization, critical tasks, and mobility of postal services platoons.

MISSION

The modular postal services platoon mission is to provide direct mail service to units within its area of responsibility. These services include providing ordinary, accountable, and casualty mail services; providing postal finance services; and receiving,

processing, canceling, and dispatching mail to supported units.

EMPLOYMENT

The personnel services battalion (PSB) exercises command and control over the modular postal company. The company headquarters element collocates with the PSB in the division rear CP or with the personnel group in the corps rear CP. Normally, the services platoons are attached for support to the major supported unit in the supported area, and they collocate as the unit deploys. Location ultimately depends on METT-T.

ORGANIZATION

The postal services platoon has three elements: platoon headquarters, mail processing/operations, and postal finance. The platoon headquarters section supervises and controls the platoon, maintains discipline, coordinates with the company headquarters on postal support policies, and directs daily postal operations.

The mail processing/operations section receives, sorts, safeguards, and redirects mail at brigade level. It also maintains the postal routing schemes. The postal finance section sells money orders and stamps and provides accountable mail services. The postal services platoon(s) generally provides postal services for the supported area under the command and control of the PSB, according to procedures established by the personnel group commander and in coordination with the corps postal officer.

The postal services platoon(s) has few internal assets for supporting its own personnel. Therefore, these support requirements must be coordinated with the supported unit for platoons in the brigade/separate unit area or with the personnel group/PSB if the headquarters or platoons are located rear of the brigade area.

Postal platoons deployed without the postal company commander are normally commanded by a PSB detachment commander.

The postal platoon normally operates within a defense support cluster. It participates in cluster defense under the senior commander's direction.

CRITICAL TASKS

The postal services platoon is responsible for the following critical tasks:

- Provide official mail to the signal officer of the unit addressed.
- Prepare mail for unit mail clerks/mail delivery points for delivery to addressees.
- Receive, process, cancel, and dispatch outgoing mail.
- Receive, process, and redirect incoming unit and individual mail.
- Process and redirect mail for soldiers and civilians in a casualty status.
- Maintain mobility to move to and support forward areas, normally brigade areas, then rapidly relocate according to the tactical situation.
- Update postal routing schemes by accurately tracking supported unit locations.

MOBILITY STATEMENT

The platoon must be 100 percent mobile to provide services in the brigade/battalion areas. It must have adequate organic transportation to move all personnel and equipment (TOE, CTA, USPS, and automation).

Chapter 16
REPLACEMENT BATTALION AND COMPANY

This chapter describes the replacement battalion and company and their missions, functions, organization, and employment.

GENERAL

The theater replacement battalion manages the process of moving replacements within the theater of operations. The replacement company is the basic replacement delivery unit on the battlefield. Each company can control up to 400 replacements per day.

Replacement personnel categories are:

- Soldiers and civilians arriving in theater.
- Soldiers and civilians moving from one unit to another within the theater.
- Soldiers and civilians returning to duty from medical or confinement facilities or on straggler status.
- Soldiers and civilians in transit to or from rest and recuperation areas outside the theater.
- Soldiers and civilians in transit in- and out-of-theater (for example, emergency leave).

MISSION

The replacement battalion commands and controls replacement companies. The replacement company commands, controls, and processes replacements in a GS or DS role. Companies in a GS role process replacements at the theater level.

ORGANIZATION AND FUNCTIONS

The replacement battalion is responsible for from two to six assigned replacement companies. Figure 16-1 shows the replacement battalion organizational structure.

The replacement battalion has responsibility for the following critical tasks:

- Synchronize company operations.
- Provide replacement allocation decisions to their replacement companies based on fill plans from the theater PERSCOM.
- Coordinate transportation and life support requirements beyond the capability of a replacement company operating in a DS role.
- Provide internal personnel support.

The replacement company's organization and responsibilities are outlined in the following paragraphs. Figure 16-2 shows the replacement company organizational structure.

Company headquarters is responsible for the following functions:

- Exercise command and control.
- Provide internal administration support.
- Provide food service and billeting for up to 400 replacements.
- Provide internal logistical support.

The company operations section/staff is responsible for the following:

- Coordinate operational orders, plans, control, and guidance necessary for mission execution.
- Coordinate for battlefield orientation.
- Provide soldier and civilian accountability, make assignments against distribution plans from theater PERSCOM or corps readiness managers, issue orders, and process replacements.
- Coordinate for replacement transportation (DS replacement company).
- Coordinate intelligence and security.

The company supply section is responsible for the following:

- Coordinate for replacement personnel supplies.

REPLACEMENT BATTALION ORGANIZATION

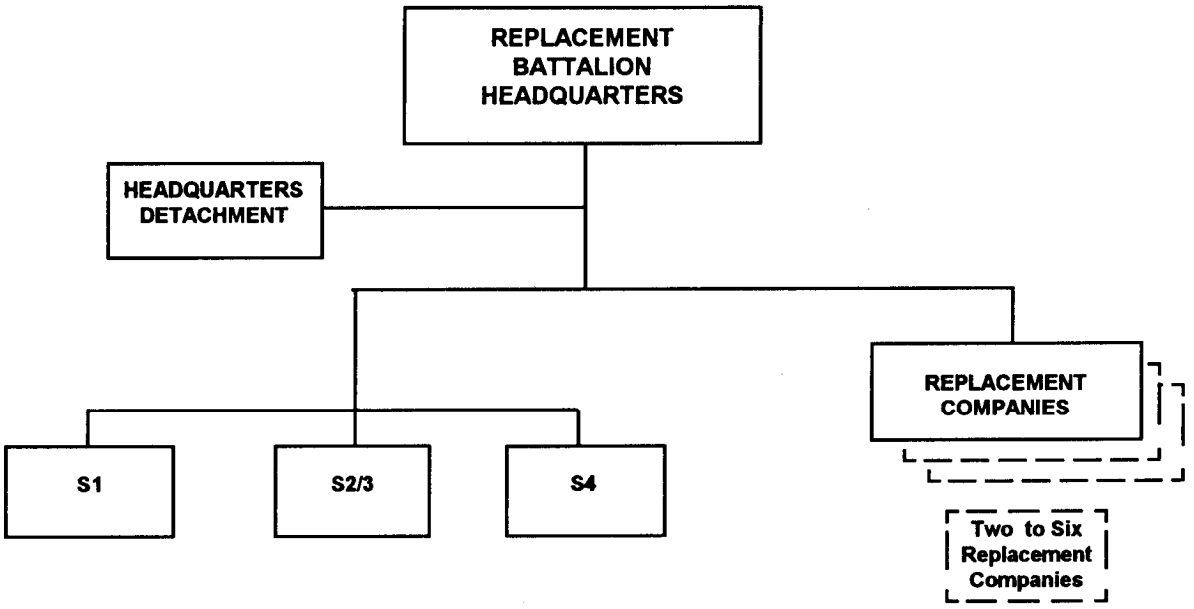
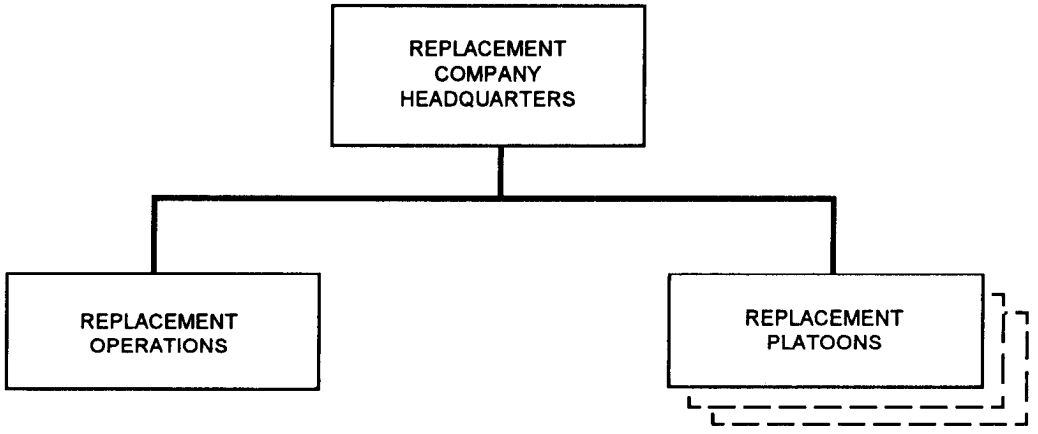


Figure 16-1

REPLACEMENT COMPANY ORGANIZATION



* OPERATIONAL PLANS AND ORDERS
* ACCOUNTABILITY OF REPLACEMENT PERSONNEL
* INTELLIGENCE AND SECURITY
* COORDINATE TRANSPORTATION REQUIREMENTS
* RE-EQUIP SOLDIERS RETURNING TO DUTY
* PROVIDE SUBSISTANCE FOR REPLACEMENTS
* ARRIVAL ASSISTANCE (GS)

* COORDINATE RE-EQUIPPING OF RTD PERSONNEL
* PROVIDE BATTLEFIELD ORIENTATION
* RECIEVE REPLACEMENTS
* CONTROL REPLACEMENTS
* BILLET REPLACEMENTS

* NOT ALL INCLUSIVE

Figure 16-2

- Reequip personnel returning to duty.

Replacement platoons are responsible for receiving, controlling accounting for, assigning, and moving replacements. Each platoon can control up to 100 replacements per day.

EMPLOYMENT

Replacement companies usually operate as part of a replacement battalion performing the GS mission at theater level or as part of a personnel group performing a direct support mission in a corps or TAACOM. Replacement companies operating in a DS role usually collocate with a personnel services battalion (PSB) to provide ready access to the database.

At theater level, a personnel replacement battalion exercises command and control over the replacement companies. The companies are interchangeable in their GS and DS roles. The company's primary role at theater level is to receive, process, support, and coordinate transportation for replacements to DS replacement companies or division replacement sections. It also provides direct support (delivery) to units in close proximity.

At corps and TAACOM level, replacement companies operate almost exclusively in a direct support role. They receive replacements from theater-level replacement platoons and coordinate delivery directly to gaining organizations. They also provide this support to separate brigades, which have no organic replacement processing capabilities.

Division replacement sections can receive replacements directly from theater-level replacement units. However, conditions may exist which make it impractical to move replacements directly from theater level to division.

Additionally, the replacement flow may exceed division processing capability. Under such circumstances, the corps replacement company must receive, process, and deliver replacements or augment the division replacement section. The corps replacement company may also require additional resources at this time which are normally drawn from replacement stream personnel or the PSB.

Personnel replacement battalions with two to three replacement companies are also designated to support CRCs. The personnel replacement battalion will receive, process, and equip replacement soldiers and civilians at installations. Replacement companies of a CRC personnel replacement battalion do not have replacement supply sections and require supply support from the installation. The CRC mission and organization is described in Chapter 17. A replacement unit in a forward-deployed theater is also responsible for redeploying individuals to another theater similar to the functions of a CRC in CONUS.

OPERATIONAL SUPPORT

The replacement battalion and replacement company organizational designs allow them to operate a long distance from their parent units, the PERSCOM/personnel group and replacement battalion, respectively. However, they have little internal support capability. They depend on outside sources for transportation, communication, DS maintenance, health services, and religious, finance, and legal support. The replacement battalion may also require outside food service support. The replacement company has its own food service section and will coordinate for additional food service support when feeding over 400 personnel.

The replacement company location determines the support sources. Replacement companies/platoons supporting and located within divisions draw their support from the division. The replacement battalion/replacement companies located within the corps or TAACOM area of operations draw their support from those organizations.

Replacement battalions and companies normally draw defense support from a defense support cluster. They participate in cluster defense under the senior commander's direction.

MOBILITY STATEMENT

The replacement battalion requires 30 percent of its TOE equipment and supplies to be transported in a single lift using its authorized vehicles to provide services in theater areas. The replacement companies require 50 percent of their TOE equipment and supplies to be transported in a single lift to provide services in the corps and division areas. They must have adequate organic transportation for all personnel and equipment (TOE, CTA, and automation).

COMMUNICATIONS

The replacement battalion and companies must be integrated into a mobile subscriber network to provide data transmission capability on a real-time basis. The wide area network/mobile subscriber network will also link the replacement battalion and companies with the supported unit (corps, TAACOM, or division) personnel management center (PMC) for information transfer between data bases.

Chapter 17
CONUS REPLACEMENT CENTER

This chapter describes the CONUS replacement center (CRC) mission, functions, organization, and employment.

GENERAL

The deputy chief of staff for personnel (DCSPER) is the policy proponent for the CRC. U. S. Total Army (USTA) PERSCOM is the executive agent for replacement distribution planning and execution. PERSCOM controls and coordinates filler and replacement (non-unit related personnel (NRP) to include civilians) flow through the CRCs to the port of embarkation. USTA PERSCOM provides guidance to the U.S. Army Reserve Personnel Center (USARPERCEN) on mobilization stations for Individual Ready Reserve (IRR) personnel for training prior to movement to the CRC.

Forces Command (FORSCOM) commands CRC-designated replacement battalions through the U.S. Army Reserve command during peacetime. Training and Doctrine Command (TRADOC) is the Army's executive agent for CRC operation. It has responsibility for: training guidance and doctrine development; organizational clothing and individual equipment (OCIE) stockage plans, management, and distribution; and budget program development.

The deputy chief of staff for operations (DCSOPS) notifies the DCSPER of the requirement for the establishment of CRCs. On determination of the DCSPER, the TRADOC commander orders designated installation commanders to establish and operate CRCs. Each CRC consists of the installation commander, and staff, personnel replacement battalion, and subordinate replacement companies.

MISSION

The CRC mission is to receive replacement soldiers and civilians, provide theater-specific equipment, and prepare replacements. The CRC replacement battalion accounts for and reports the status of replacements, coordinates equipping, transportation and training, and stages personnel for movement to a theater of operations. The CRC becomes a CONUS demobilization center (CDC) upon redeployment. It receives, outprocesses, and accounts for individuals returning from the theater, to include soldiers, civilians, non-combatant evacuees, and American Red Cross personnel.

CRITICAL TASKS

CRC replacement battalions have responsibility for the following critical tasks:

- Certify soldier readiness processing qualifications.
- Coordinate for installation processing requirements when needed.
- Coordinate for equipping soldiers and DA civilians, contract civilians, and American Red Cross personnel.
- Coordinate training.
- Provide/coordinate for theater-specific briefings.
- Coordinate movement around the installation and to the port of embarkation.
- Create and provide manifests.
- Enter data into the replacement processing data base, and transmit to USTA PERSCOM daily.
- Report non-deployable personnel to the post AG for separation or reassignment.
- Receive all classes of individuals arriving from the theater, and coordinate with the installation for disposition and security.
- Coordinate outprocessing procedures with the installation.
- Report personnel that are not dischargeable to the post AG.

ORGANIZATION

Each personnel replacement battalion designated to support a CRC/CDC operation has from two to three assigned replacement companies. When in a reserve status, replacement units are organized at cadre level. Upon mobilization, these units must report to their CRC stations at C3 or higher status in personnel readiness. This manning level is essential for the units to plan and conduct operations on a continuous basis and perform their command and control mission. Figure 17-1 shows the CRC organizational structure.

EMPLOYMENT

The installation staff is responsible for physically processing replacements. This includes administration, expendable supplies, soldier readiness program verification, food service, billeting, communications and data processing, transportation, medical and dental, laundry, family assistance support, weapons, chemical defense equipment, and OCIE issue. Installation training responsibilities include range operation, NBC warfare, and other directed requirements.

CAPACITY

The CRC processing cycle takes 96 hours from the time replacements report until they arrive at the port of embarkation. CRCs may reduce the processing time to 72 hours to meet operational requirements. Each replacement company may command and control four replacement platoons, each with a capacity of 100. A company can have 100 replacements ready to depart each day. A CRC with three replacement companies has a daily output capacity of 300.

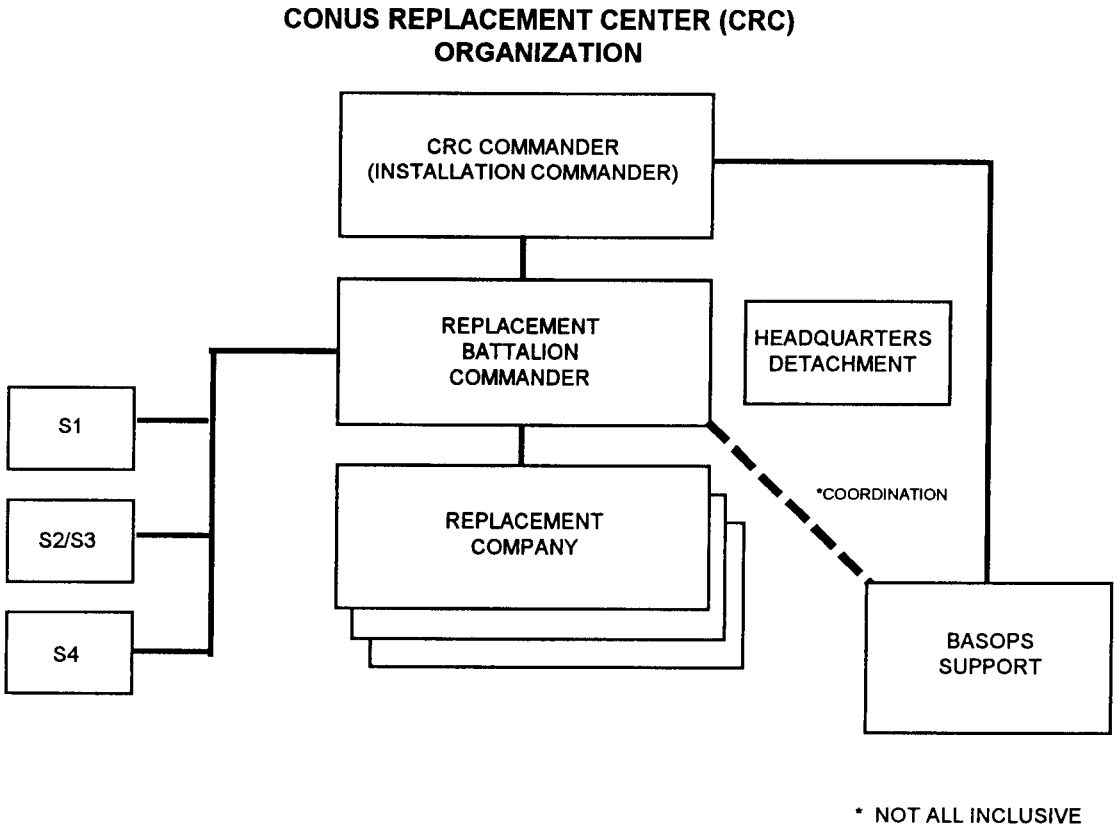


Figure 17-1

Chapter 18
RECEPTION BATTALION

This chapter describes the mission, responsibilities, organization and functions, and employment of the reception battalion.

MISSION

The reception battalion is a major subordinate unit of an Army training center (ATC). It has the fictional responsibility to process qualified accessions for assignment to Initial Entry Training (IET) and One Station Unit Training (OSUT).

The reception battalion is the Army personnel service support activity which establishes the records and captures data base elements essential for interface of soldiers' records with integrated automated support systems. Upon completion of processing, IET and prior service soldiers are shipped to basic training or OSUT. During periods of mobilization, Reserve Component personnel who do not require further training may proceed directly to the CRC to meet and sustain optimum force strength levels. The reception battalion receives soldiers, and provides command and control, administration, logistics, billeting and food service for all assigned personnel.

RESPONSIBILITIES

Reception battalion activities are performed by sections or work centers. Activities are the following:

- Provide command and control, administration, and supply for cadre and soldiers undergoing processing.
- Coordinate food service and billeting beyond battalion capabilities for soldiers undergoing processing.
- Coordinate processing of new soldiers through the complete sequence of scheduled requirements, including external BASOPS support activities, IAW AR 612-201, Processing, Control, and Distribution of Personnel at U. S. Army Reception Battalions and Training Centers.
- Coordinate with training activities on training unit fill schedules, unit training loads, and documentation required to accompany the soldier upon shipment.
- Provide soldiers with initial soldier orientation training and a series of briefings on required subjects.
- Initiate the soldiers' records, and establish a data base for each soldier on automated systems.

The reception battalion coordinates through TRADOC with DoD and DA accession activities concerning the flow of accessions. The following activities take place:

- Personnel with rare and unusual skills or civilian-acquired skills are reported directly to personnel management activities for assignment determination.
- Disposition of holdovers, reclassification actions, and transshipment for unique categories of training at other installations are directly coordinated with responsible activities.
- While special category personnel (for example, conscientious objector, sole surviving son, and watch list personnel) are identified, their shipment is not delayed. Coordination is made directly with gaining training commanders for follow-up action, as appropriate.

BASOPS SUPPORT

Established BASOPS support for the workload is essential, requiring direct coordination to ensure support is sustained. The following activities are involved:

- Medical activities, to include eye examinations, DNA testing, immunizations, blood typing, HIV testing, and physical examinations, when necessary.
- Transportation support.
- Dental activities, to include examinations and

panoramic X-rays (a key facet of casualty identification procedures).
- Billeting facilities support.
- Clothing issue activities, to include maintenance of sufficient quantities for issue.
- Food service support.
- Legal, chaplain, and other installation community support activities.

ORGANIZATION AND FUNCTIONS

The reception battalion organizational structure includes the commander, headquarters, S1, S3, S4, receptee processing division, receptee control division, and fitness training unit/section. The reception battalion organization is shown at Figure 18-1. Responsibilities are described in the following paragraphs.

The reception battalion commander is responsible for command, control, and overall reception battalion operations. The reception battalion commander, executive officer, and command sergeant major are responsible for leadership, morale, discipline, and professional development of all assigned and attached personnel.

The headquarters company provides command, control, administration, supply, and billeting support for permanent party personnel not assigned to a processing company. The headquarters company may also provide this support to holdover soldiers.

The S1 processes strength accounting actions, reports losses, and processes enlisted promotions and personnel actions for permanent party soldiers. This section also provides internal mail services/distribution and typing support, and it maintains unclassified correspondence and security files. This section also provides support to commanders on new and prior service soldiers in the areas of absent without leave (AWOL) cases, dropped from rolls (DFR) actions, Uniform Code of Military Justice (UCMJ) actions, and casualties.

The S3 schedules battalion military training and administers formal training programs for battalion cadre.

The S4 section processes work orders and equipment requests, provides cadre weapon

RECEPTION BATTALION ORGANIZATIONAL STRUCTURE

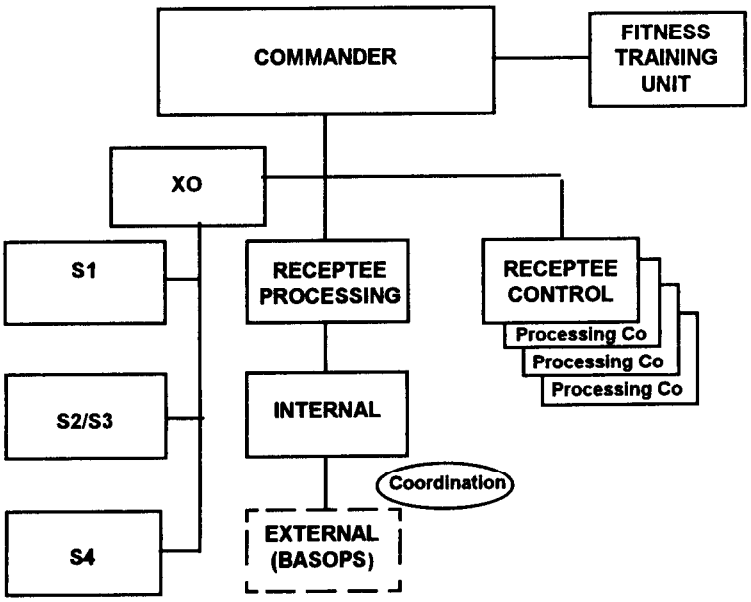


Figure 18-1

qualification support, maintains clothing records, and prepares the budget.

The receptee processing division (work center) has the following responsibilities:

- Initially receive soldiers, manage soldier processing, and coordinate transportation.
- Support Army Reserve Component reception battalion training, review FORSCOM mobilization plans, and develop a reception battalion mobilization plan.
- Create an automated file for soldier processing, and initiate a soldier record packet.
- Manage, coordinate, and accomplish all initial personnel processing that is required for a soldier entering Active Army service, to include testing (Army-unique), classification, initiation of personnel/finance records, and identification card/tag issue.
- Coordinate external processing by BASOPS support activities, to include medical evaluation, dental examination/panoramic X-ray, and clothing issue.
- Coordinate and effect the physical shipment and turnover of soldiers to training units, to include the disposition of records and documentation to required training activities.

The receptee control division (work center) is responsible for escorting soldiers to the various processing stations, accounting for soldiers, and controlling/monitoring their actions during processing. This work center ensures that each soldier completes each processing task, receives initial soldier orientations, and is ready for shipping. Additionally, the receptee control work center coordinates food support and billeting for processing soldiers.

The receptee control division accomplishes its functions through the structure of processing companies. The number of processing companies organic to the reception battalion is determined by projected average soldier processing workload. The following factors apply:

- Cadre of each processing company is normally composed of commander, first sergeant, drill sergeants, and processing NCOs at levels to sustain operations based on the projected soldier processing workload.
- Drill sergeants and processing NCO cadre are normally aligned by MOS consistent with the category of training that the majority of new soldiers are destined to receive.

The fitness training unit (work center) is responsible for providing the training and motivation that is required to increase a new soldier's upper body strength.

EMPLOYMENT

Reception battalions are located at TRADOC installations with IET and/or OSUT missions. The installation commander determines the physical location and ensures command relationships are directly aligned to best support the battalion's mission.

Chapter 19
BANDS

This chapter describes the missions and organization of the band. All Active Army, Army National Guard, and U.S. Army Reserve bands are table of organization and equipment (TOE) units.

GENERAL

Band doctrine applies to Active Army and Reserve Component bands. Bands positively influence the soldiers' will to prepare for and win in war. Bands perform music before, during, and after combat to achieve those ends. They garner support for the soldier among the American people, recruit new soldiers to fill the ranks, influence good soldiers to remain in the Army, and contribute to their parent organization's combat power.

MISSION

The band's mission in a force projection Army is to provide music to enhance unit cohesion and soldier morale and to provide musical support to civil/military operations, coalition operations, recruiting operations, and national and international community relations operations. During contingency operations, mobilization/demobilization, and major training exercises, the mission may expand to include musical support for civil affairs and psychological operations.

DOCTRINAL REQUIREMENTS

Army bands have responsibility for the following critical tasks:

- Provide music inherent to soldiering, including military ceremonies, entertainment for troop gatherings and activities, and official religious programs.
- Assist in recruiting by projecting a professional image of the military to potential recruits through concerts, shows, and performances at local schools and community events.
- Provide music to civil authorities for a variety of audiences and purposes including, but not limited to, displaced populations in tent cities or other temporary housing, troop cantonment areas, essential item issue points, and medical operations areas.
- Build the confidence and cooperation of indigenous nationals at host- or third nation-sponsored events such as concerts, parades, and ceremonies.
- Build and maintain the national will of the American people through direct soldier/civilian contact at public concerts, parades, deployment and redeployment ceremonies, and victory celebrations.
- Assist in psychological operations by using musical performances to promote support for friendly forces by local populations.
- Bands are trained and equipped to defend themselves and may temporarily perform local security missions when required by the tactical situation. Bands do not normally hold terrain or engage in the offense.

EMPLOYMENT

The band is employed in national, general, and direct support roles. General and direct support are provided at three levels: division, corps, and echelons above corps.

The band as a non-threatening show of force can be the commander's greatest tool in advancing national and unit goals. The professional appearance and technical competence of a band instills confidence in our Army's ability and commitment to persevere. Special Bands, Army Bands (general support), and Division/Army Bands (direct support) perform operations during peace, operations other than war, and war.

Bands function most effectively to enhance combat power when the following principles are applied: commit bands in areas where large

numbers of troops are concentrated; take the initiative to relieve the tension of waiting and the stress of combat by having the band perform popular music in cantonment areas; and build unity and cohesiveness through performance of traditional military ceremonies.

NATIONAL SUPPORT

Three Special Bands are maintained to support DA-level interests in community and international relations. The United States Army Band (Pershing's Own) provides musical support to the National Capital Region. The United States Army Field Band provides musical support to the Secretary of the Army and HQDA Chief of Public Affairs. The United States Military Academy Band provides musical support to the United States Military Academy.

GENERAL SUPPORT

Army bands which deploy with a theater Army, TAACOM, or corps normally operate in the rear echelon areas. They are the only bands available for fill-time morale support operations.

Theater Army and TAACOM areas are the most likely to require musical support for military ceremonies; morale support in rest, recreation, and assembly areas; and civil affairs operations. In these roles, Army bands support requirements for recognition of combat accomplishments and low-threat evidence of American resolve.

DIRECT SUPPORT

Bands provide direct support to divisions, training installations, and mobilization stations. Bands provide music to influence the soldiers' will to prepare for war, both before and during deployment to a combat theater of operations. Additionally, bands directly support soldier training collectively or in small groups during drill and ceremonies and training, and they are integral to deployment redeployment operations. The use of bands in the soldier orientation process reinforces unit cohesion and instills in the soldier a sense of national pride and discipline. Bands also build soldier morale and reinforce the will to endure training and combat by providing popular music that soldiers favor.

MOBILITY STATEMENT

To adequately perform its assigned mission, the band must be highly mobile. The band at each echelon requires, as a minimum, 100 percent of its TOE equipment, supplies, and personnel to be transported in a single lift using organic vehicles, supported unit assets, or a combination thereof to provide service in its area of operations.

BAND DOCTRINE

FM 12-50, U. S. Army Bands, provides comprehensive doctrine for band operations.

Chapter 20
PERSONNEL SERVICES BATTALION

This chapter describes the mission, functions, organization, and employment of the personnel services battalion (PSB) and its personnel detachments (PD). It describes PSB and PD communications external support, and deployment options. A section on the personnel service company is also included.

MISSION

The PSB mission is to operate the direct support dimension of the personnel information and casualty management systems and provide essential personnel services to commanders, soldiers, and Army civilians.

COMMANDER'S ROLE

The PSB commander also serves as personnel officer. In that role, the commander synchronizes the critical personnel information exchange between and among units. The commander also coordinates activities as personnel officer with the supported command's G1 or S1. Additionally, the PSB commander normally assumes operational control over the collocated personnel units.

CRITICAL TASKS

The PSB is responsible for critical tasks associated with the following systems: data base management of personnel accounting and strength reporting (Chapter 2), casualty operations management (Chapter 3), and personnel information management (Chapter 5). The PSB is also responsible for the following essential personnel services, (Chapter 8): identification documents, personnel evaluations, promotions and reductions, officer procurement, and soldier actions.

ORGANIZATION AND FUNCTIONS

The PSB exercises command and control over personnel detachments and a modular postal company, which will replace the currently fielded DS postal company. The PSB modular structure consists of a headquarters element, with S1, 2, 3, and 4 sections, from two to six identical personnel detachments, and a postal company. Commanders use these building blocks to tailor their organizations to support specific missions in accordance with METT-T. Figure 20-1 shows the PSB organizational structure.

HEADQUARTERS

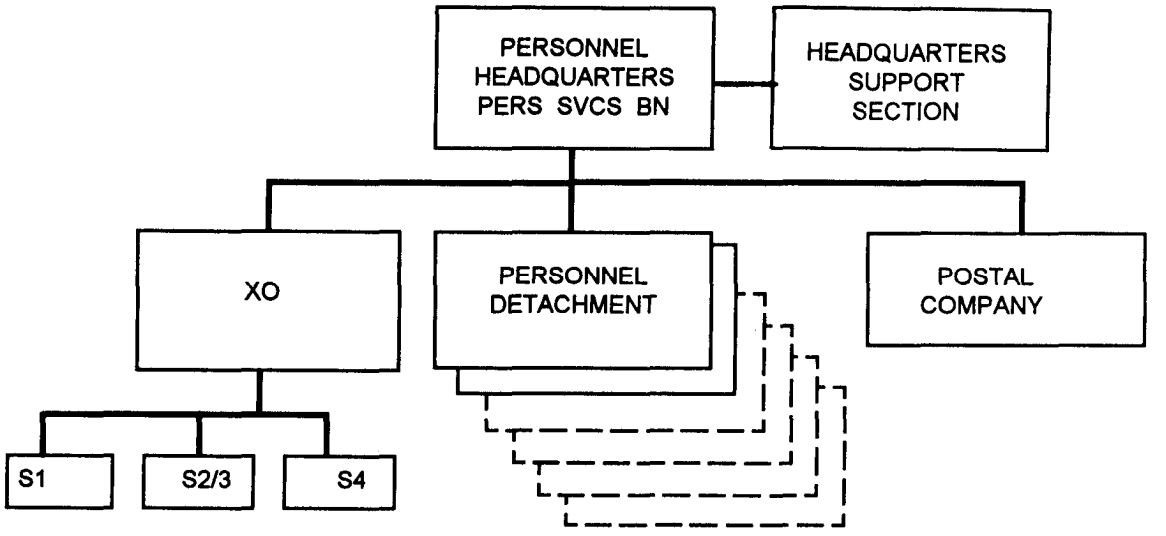
The PSB headquarters commands and controls from two to six assigned detachments and a postal company and exercises operational control over attached or collocated personnel units. It provides policy and direction for PSB operations, plans, organization, and training. It also coordinates consolidation of personnel functional reports from detachment commanders. Figure 20-2 shows the PSB headquarters organizational structure.

The PSB headquarters and staff sections manage internal support actions and provide operational support to assigned and attached/collocated personnel units. Operational support includes providing food service, unit-level maintenance, and essential classes of supply. This normally involves coordination with other combat service support (CSS) units.

MODULAR STRUCTURE

The modular structure supports organizational tailoring. Personnel group commanders may reassign personnel detachments among PSBs to increase or decrease PSB support capacity as units shift on the battlefield. PSB commanders

PERSONNEL SERVICES BATTALION ORGANIZATION



* THE PSB CAN BE ORGANIZED TO MEET A WIDE VARITY OF MISSIONS.

Figure 20 - 1

can tailor their organizations internally to meet potential contingencies. A PSB commander may assign a team from one personnel detachment to another to increase a detachment's support capacity.

Commanders must prepare to organize the PSB according to METT-T requirements. The following are some typical employment examples:

- Under ideal conditions, the PSB commander could collocate detachments and tailor their resources along functional lines while preserving organizational integrity for contingency operations purposes. In peacetime, with table of distribution and allowances (TDA) augmentation, the functions equate to the branches outlined in AR 600-8, Military Personnel Management.
- Ideal conditions will not always be found in peacetime, and commanders must configure their organizations to best accomplish the mission. For instance, the demands of geographical dispersion in peacetime stationing will require a number of personnel detachments to be physically separated from the battalion.
- In wartime, a number of different scenarios can be anticipated. Although perhaps remote, the mid-intensity NATO scenario remains a possibility. Within this scenario, collocated personnel detachments, functionally tailored, could be the norm.
- In a contingency operation, the PSB may deploy as a unit or incrementally by detachment or team to support the entire operation. Due to their austere staffing, PSBs require substantial transportation support and communications linkage during and after deployment. The PSB may deploy a single detachment in support of a brigade task force to handle specific functions within the area of operations and retain one or more detachments in garrison to sustain the deployed force. As the situation matures and the contingency force builds, additional detachments would deploy as required.

FUNCTIONAL DETACHMENT STRUCTURE

In peacetime, the PSB can operate three functional detachments, in accordance with AR 600-8, if the situation dictates. In addition, the PSB may have responsibility for the personnel reassignment branch, a TDA organization. Detachment responsibilities are as follows:

- The personnel information detachment is responsible for personnel information management and personnel evaluations.
- The personnel automation detachment is responsible for automated PASR management and personnel data base management.
- The personnel actions detachment is responsible for casualty operations management, identification documents, promotions and reductions, officer procurement, and other soldier actions.

PSB commanders must plan for all contingencies. METT-T will dictate the need for organizational change.

MISSION CAPABILITY

The PSB structure provides for direct military personnel support to all units within a designated support area. It operates on a 24-hour basis using two shifts.

EMPLOYMENT

PSBs operate under personnel group command and control within a corps or TAACOM personnel support network. Personnel detachments have been designed to increase or decrease the support capability of a PSB in increments of up to 6,000 soldiers serviced. They may operate independently if METT-T requirements so dictate.

After initial deployment, the commander will

functionally organize to support METT-T requirements. Whenever task-organized, the personnel detachment commanders have additional responsibilities as functional detachment chiefs.

A PSB provides DS personnel services for each division as well as support for other units within the division area. These PSBs play a major role in supporting the division's personnel readiness and replacement management systems. To support this role, the PSB collocates with the division rear CP. This arrangement facilitates personnel information exchange between personnel inforrmation and personnel readiness managers. PSBs supporting corps nondivisional and TAACOM units provide direct support to units located within their designated areas of operation. They manage personnel information for supported units. They also ensure that the information flows to and from the correct command personnel data base manager and nondivisional units. The PSBs operate throughout the area of operations, usually close to one or more corps major subordinate unit headquarters.

DEPLOYMENT OPTIONS

PSB placement in the time-phased force deployment list is critical. The Army Component commander must establish deliberate decision points as to when units should transition from CONUS-based personnel reporting and support. PSB elements must deploy as early as possible in order to effectively support forward deployed units. The teams may be task-organized to support assault echelons in early entry operations.

OPERATIONAL SUPPORT

The PSB organizational design allows it to operate a long distance from its parent unit, the personnel group. However, it has little internal support capability. It depends on outside sources for transportation, communication, DS maintenance, health services, and religious, finance, and legal support.

The PSB location determines the support sources. PSBs supporting and located within divisions draw their support from the division. Those located within the corps or TAACOM area of operations draw their support from those organizations.

The PSB provides food service support to a collocated finance support battalion and replacement company.

The PSB normally draws defense support from a defense support cluster. It participates in cluster defense under the senior commander's direction.

COMMUNICATIONS

The supported unit (corps, TAACOM, or division) must integrate the PSB into its mobile subscriber network to provide assured data transmission/reception capability on a real-time basis. A local or wide area network must link the PSB with the supported unit (corps, TAACOM, or division) personnel management center (PMC) for information transfer between data bases.

MOBILITY STATEMENT

The PSB requires 100 percent of its TOE equipment and supplies to be transported in a single lift using its authorized vehicles to provide services in the corps/division areas. It must also have transportation available to move personnel and CTA equipment.

PERSONNEL DETACHMENT

The following paragraphs describe the personnel detachment's mission, organization and functions,

and employment on the battlefield. They also describe PD communications, external support, and deployment options.

MISSION

The PD mission is to operate the direct support dimension of the personnel information and casualty management systems and to provide essential personnel services to commanders, soldiers, and civilians. The detachment is a modular structure designed to support a population of up to 6,000 soldiers and civilians.

COMMANDER'S ROLE

The PD commander functions as commander and personnel officer. He may also assume operational control over collocated postal platoons and replacement detachments. The personnel officer synchronizes the critical personnel information exchange between and among units.

CRITICAL TASKS

The PD manages the following personnel systems and performs the associated critical tasks.

The PD manages the following critical personnel systems:

- Personnel accounting and strength reporting (PASR) data base management.
- Personnel information management.
- Casualty operations management.

The PD also provides the following essential services to commanders, soldiers, and Army civilians:

- Soldier readiness processing (SRP).
- Identification documents.
- Personnel evaluations.
- Promotions and reductions.
- Officer procurement.
- Other soldier actions.

ORGANIZATION

The personnel detachment has four elements: detachment headquarters, personnel information section, personnel systems section, and personnel services section. Each section has three teams. A team from each section can be combined to form a cohesive support team capable of providing support to up to 2000 soldiers and civilians. Figure 20-3 shows the PD organizational structure.

Detachment headquarters is responsible for command and control of assigned personnel. It provides policy for detachment operations and coordinates personnel function reports consolidation for commanders of the units it supports.

The personnel information section is responsible for personnel information management and personnel evaluations.

The personnel systems section is responsible for automated PASR data base management. The section prepares and backs up the electronic data base as a source of information (for example, personnel data base files).

The personnel services section is responsible for casualty operations, identification documents, officer procurement, promotions and reductions, and other soldier actions.

EMPLOYMENT

The PD may deploy as a unit or incrementally by team to support the commander's concept of the operation. PDs require substantial transportation support and assured communications linkage for real-time information flow both during and after deployment.

Detachments/teams may deploy separately from their parent unit. The detachment/teams will normally be attached to the primary supported unit for logistics support when detached from the parent organization. Commanders determine the best location for responsive personnel support.

Personnel group commanders may reassign PDs among PSBs to increase or decrease PSB support capacity as units shift on the battlefield. Also, PSB commanders may reassign the teams of a personnel detachment among personnel detachments to increase a detachment's support capacity.

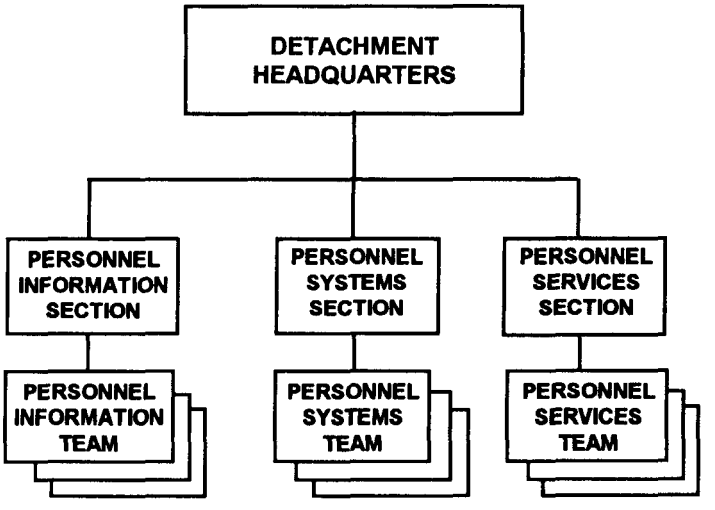
In peacetime, the PSB may organize the teams of the PD into three functional detachments if the situation dictates. The detachments are the personnel information detachment, personnel automation detachment, and personnel actions detachment.

OPERATIONAL SUPPORT

The PD can operate a long distance from its parent unit, the personnel services battalion. However, it has little organic support capability and therefore must draw transportation, communications, food service, DS maintenance, and religious, health service, finance, and legal support from the principal unit in the area supported. It must draw defensive support from defense clusters, participating under the senior commander's direction.

The PD location determines its support sources. Those that support divisions draw their support from the division. Those that support corps nondivisional and TAACOM units draw their support from the COSCOM and TAACOM, respectively.

PERSONNEL DETACHMENT



* TEAMS CAN BE ORGANIZED TO MEET A WIDE VARIETY OF POTENTIAL REQUIREMENTS.

Figure 20-3

DEPLOYMENT OPTIONS

The PD can deploy as a unit to support a brigade task force or comparable-size force or in teams to support contingency operations. Support team size and composition depend on the type of operation (i.e. war or operations other than war such as domestic support or peace operations), expected intensity level, supported population size, and communications and transportation availability in the area of operations. The supported unit PMC OIC and the PD commander tailor team composition to the expected situation, supported population, and number of personnel available.

When a PD deploys as a unit to support an entire area of operations for an extended period, the PD needs communications and transportation support after deployment. The PD must have access to a communications node for voice and data communication over mobile subscriber equipment (MSE).

COMMUNICATIONS

The PD uses the corps, TAACOM, or division communications network to transmit critical real-time information within the theater. Digital transmission using MSE is the primary means of data transmission to the sustaining base and within the theater. Voice, teletype, facsimile and data disk by courier may be used as a backup with a corresponding degradation in information reliability. The PD does not own or control all components of this communications net. Close coordination among the PD, PSB, personnel group, and supporting signal unit is essential.

There is a requirement for the PD to have a wide area and/or local area network connection with the supported corps major subordinate unit or division command data base. This is essential to maintaining a current command database to support the command decision process regarding personnel readiness management.

PERSONNEL SERVICE COMPANY

The PSB and PD replace the personnel service company (PSC). The functional mission will be the same. However, PSCs are currently in the inventory. The following paragraphs describe the PSC organization, and functions and employment.

ORGANIZATION AND FUNCTIONS

AR 600-8, Military Personnel Management, describes the PSC organizational structure. The PSC has a headquarters and three basic branches: personnel automation, personnel information, and personnel actions. This is shown at Figure 20-4.

In peacetime, the PSC also is usually responsible for the personnel reassignment branch, a TDA element.

The company headquarters provides command and control of the unit and operational support to include food service, unit-level maintenance, and essential classes of supply.

The personnel automation branch is responsible for personnel automated information management to include personnel data base management of PASR management (including civilians).

The personnel information branch is responsible for personnel information management and personnel evaluations.

The personnel actions branch is responsible for casualty operations management, identification documents, and officer procurement, promotions, and reductions.

The PSC structure provides for direct personnel support to all Army units assigned or attached for personnel support within a designated or assigned area. It operates on a 24-hour basis using two shifts.

EMPLOYMENT

All PSCs operate in a corps/TAACOM personnel support network. A personnel group provides command and control.

A PSC provides direct support for each division area. These PSCs play a major role in supporting the division's personnel readiness and replacement management systems. The PSC normally operates from the division rear CP area. This collocation with the division PMC facilitates information exchange between personnel information managers and personnel readiness managers. The PSC also ensures that the information flows to and from the correct command personnel data base manager.

PSCs supporting corps nondivisional units and theater EAC units provide support to all units assigned or attached to those units. They manage the personnel information for units within their areas of responsibility. These PSCs usually operate from locations close to a corps/TAACOM major subordinate unit headquarters throughout the theater of operations.

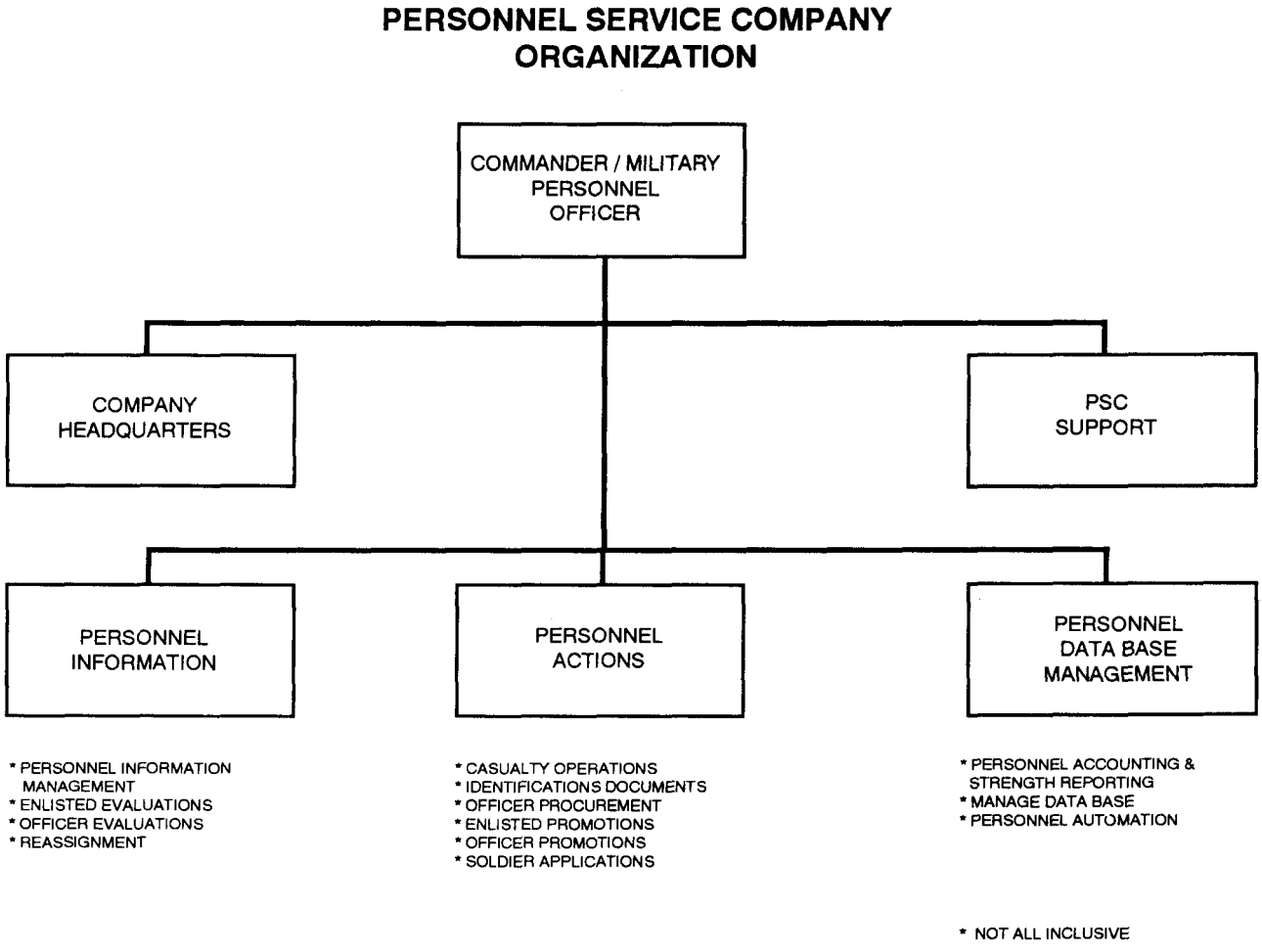


Figure 20-4

Chapter 21
PERSONNEL GROUP

This chapter describes the personnel group (PG), its mission, organization, responsibilities, and employment.

MISSION

The PG mission is to sustain corps (or TAACOM) personnel readiness and to exercise command and control over assigned personnel units. The PG manages critical personnel systems and synchronizes the corps personnel network.

COMMANDER'S ROLE

The PG commander also serves as the corps AG. The two positions encompass different responsibilities and require separate manpower. The PG table of organization and equipment (TOE) provides the manpower to satisfy both requirements.

In the command capacity, the PG commander operates on the same plane as other corps major subordinate unit commanders. In the staff capacity, the AG operates as part of the corps staff and directs the corps personnel management center (CPMC) in peforming its personnel management mission for both divisional and nondivisional units.

COMMAND AND CONTROL

The corps commander exercises command and control over personnel units through the PG commander. The PG combines AG technical expertise with Army command operational planning and command and control capabilities.

The PG is a flexible organization that can adjust to specific mission requirements. Adjustments take place through changing the number and types of subordinate units. The PG normally commands a headquarters detachment, personnel services battalions, replacement companies, and the corps band.

CORPS PERSONNEL MANAGEMENT CENTER

The corps PMC, described in Chapter 13, is summarized in the following paragraphs.

The personnel operations division, excluding the AG, constitutes the CPMC. The division chief is the corps deputy AG. The CPMC has three branches:

- The personnel readiness branch operates the corps personnel readiness management, personnel accounting and strength reporting (PASR), and replacement management systems.
- The staff actions branch operates the corps casualty and postal operations management systems and provides essential personnel service to commanders, soldiers, and civilians.
- The personnel information management branch operates the corps personnel information and data base management functions of the PASR management systems.

ORGANIZATION AND FUNCTIONS

The personnel group organizational structure includes the deputy AG/personnel operations division, deputy commander, S1/adjutant, S2/S3 operations officer, S4/supply officer, and headquarters detachment. Their responsibilities are described in the following paragraphs. The personnel group organizational structure is shown at Figure 21-1.

DEPUTY AG/PERSONNEL OPERATIONS DIVISION

The deputy AG has the following responsibilities:

- Supervise the personnel operations division.
- Provide technical direction to subordinate postal units.

- Synchronize interrelated personnel processes and information exchanges within the corps/TAACOM.
- Conduct staff assistance visits to subordinate units.

DEPUTY COMMANDER

The deputy commander has the following responsibilities:

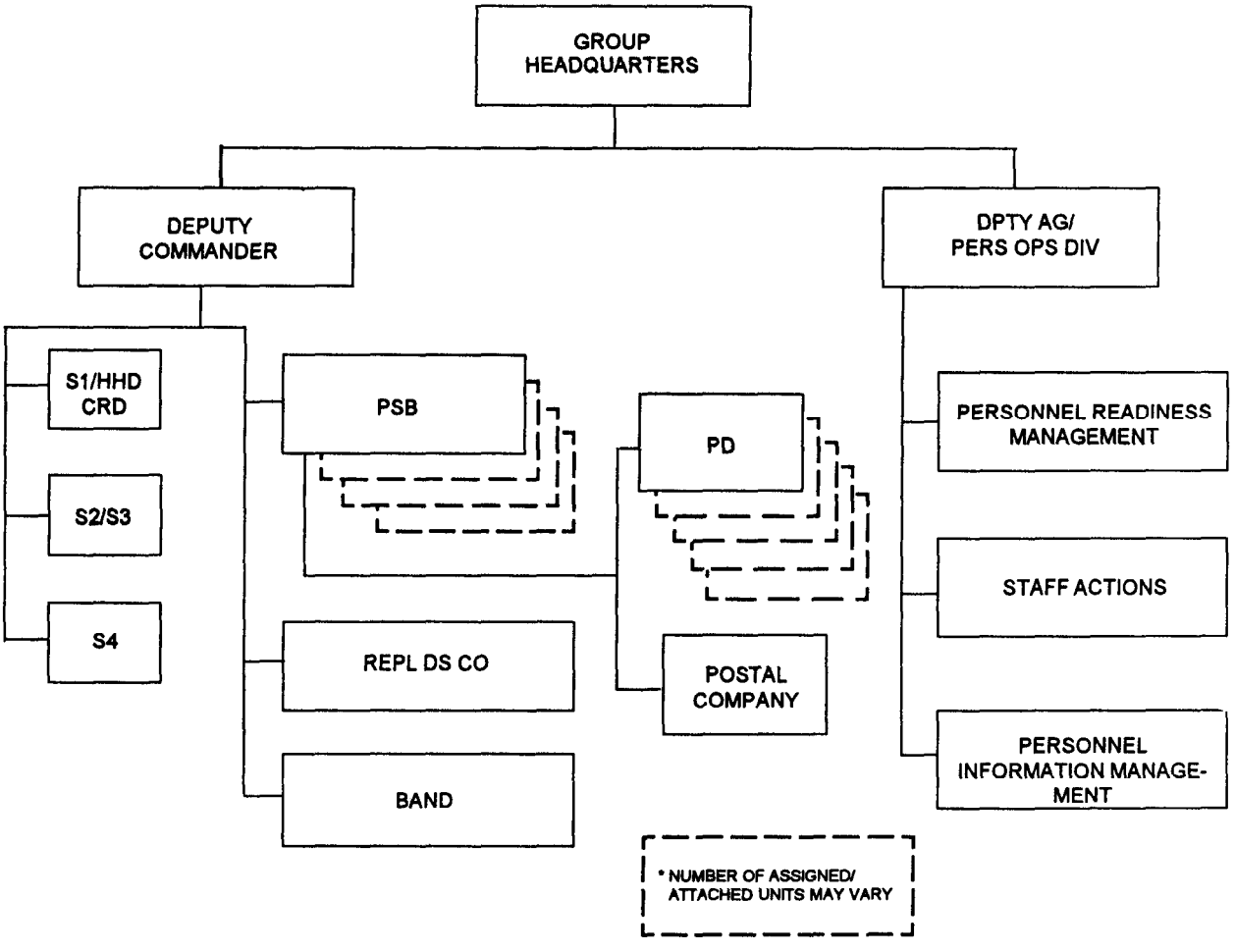
- Assist the group commander in command and control.
- Supervise the internal group staff.
- Monitor internal compliance with command priorities and policies.
- Coordinate support requirements for subordinate units with providing organizations.

S1/ADJUTANT

The S1/adjutant has the following responsibilities:

- Supervise internal personnel support.
- Manage internal morale, discipline, and law and order programs.
- Command the headquarters detachment.

PERSONNEL GROUP



S2/S3 OPERATIONS OFFICER

The S2/S3 has the following responsibilities:

- Supervise internal security, intelligence, plans, operations, training, and communications.
- Recommend a location for the headquarters based on tactical and functional considerations for the commander's determination.

S4/SUPPLY OFFICER

The S4 has the following responsibilities:

- Supervise all internal logistics matters.
- Advise and assist subordinate units in supply, maintenance, and food service.
- Serve as the group materiel readiness officer.

HEADQUARTERS DETACHMENT

The headquarters detachment is responsible for administration, supply, food service, and unit-level maintenance operations for the headquarters.

COMMAND AND SUPPORT RELATIONSHIPS

The personnel group coordinates its activities with the corps support command (COSCOM), corps medical facilities, and division G1s.

The COSCOM provides transportation for personnel replacements and mail, direct support maintenance, and reequipping support to replacement companies for return-to-duty soldiers.

The corps medical facilities provide casualty and RTD information on soldiers, civilians, assigned/attached joint and combined personnel, and/or contractor personnel. This information flows through automated systems interface (SIDPERS/TAMMIS) and casualty liaison teams.

The division Gls report on direct support personnel services.

EMPLOYMENT

The CPMC normally operates as an element of the corps rear command post (CP). A small cell from the CPMC normally operates with the G1 in the corps main CP.

The personnel group CP normally locates where the commander can best supervise the CPMC, the field operating division, and the PG staff. Ideally, the PG CP and the CPMC collocate.

The corps PG may function as a provisional theater PERSCOM should the corps deploy independently or until the theater PERSCOM can deploy. This role requires additional personnel, communications, and other resources.

COMMUNICATIONS

The supported unit (corps or TAACOM) must integrate the PG into its mobile subscriber network to provide data transmission capability on a real-time basis. A local or wide area network must link the PG with the supported unit (corps or TAACOM) personnel management centers for information transfer between data bases. If the corps PG acts as the theater PERSCOM, it must have the same level of communications support to provide real-time information flow to the sustaining base and/or USTA PERSCOM.

OPERATIONAL SUPPORT

The PG has limited internal support capability. It can provide food service support for the HQs and collocated units not having organic food service capability. It depends on outside sources for supplemental transportation, DS maintenance, health services, and religious, finance, and legal support.

The PG normally draws defense support from a defense support cluster. It participates in cluster defense under the senior commander's direction

or plans and conducts the cluster defense if the personnel group commander is the senior commander. A description of base defense is in Appendix C.

MOBILITY STATEMENT

The PG requires 50 percent of its TOE equipment and supplies to be transported in a single lift using its authorized vehicles to provide services in the corps/division areas.

Chapter 22
PERSONNEL COMMAND

This chapter describes the theater personnel command (PERSCOM), its mission, organization, responsibilities, and employment.

MISSION

The theater PERSCOM mission is to sustain personnel readiness and exercise command and control over assigned theater-level personnel units. The theater PERSCOM manages critical personnel systems and synchronizes personnel network operations throughout the theater.

COMMANDER'S ROLE

The theater PERSCOM commander also serves as the theater AG. Both positions encompass different responsibilities and have separate manpower requirements. In the command role, the commander operates on the same plane as other theater major subordinate unit commanders. In the staff role, the theater AG functions as a theater Army staff member and directs the theater personnel management center (TPMC).

COMMAND AND CONTROL

The theater Army commander exercises command and control over theater-level personnel units through the theater PERSCOM commander. The theater PERSCOM combines theater AG technical expertise with operational planning and command and control capabilities.

The theater PERSCOM is a flexible unit that can adjust to specific theater support requirements. The theater PERSCOM may initially deploy elements of the PMC, comprised of key sections from each functional directorate and the command and control section. Additional elements from each directorate deploy in follow-on echelons according to conditions dictated by METT-T. Further adjustments take place through changes in subordinate unit number and type.

The theater PERSCOM commands a headquarters, PERSCOM, and may command a theater-level personnel group. The theater PERSCOM may also command personnel services battalions, postal companies, a band, and direct support replacement companies when there is no personnel group to service the units.

THEATER ARMY PERSONNEL MANAGEMENT CENTER

The theater Army PMC, described in Chapter 13, is summarized in the following paragraphs.

TPMC organization and responsibilities areas follows:

- The personnel operations directorate manages current operational requirements, plans both short (less than 14 days) and long range for the externally oriented personnel management mission. The structure of this directorate is shown at Figure 22-1.
- The replacement directorate manages the theater personnel readiness and replacement systems. It includes a civilian support cell provided by DCSPER, HQDA/USTA PERSCOM. The structure of this directorate is shown at Figure 22-2.
- The personnel services directorate manages essential personnel services and the theater personnel information, retention management, personnel accounting/strength reporting (PASR), and casualty operations management systems. The structure of this directorate is shown at Figure 22-3.
- The postal directorate manages the theater postal system. The structure of this directorate is shown at Figure 22-4.

THEATER PERSONNEL OPERATIONS DIRECTORATE

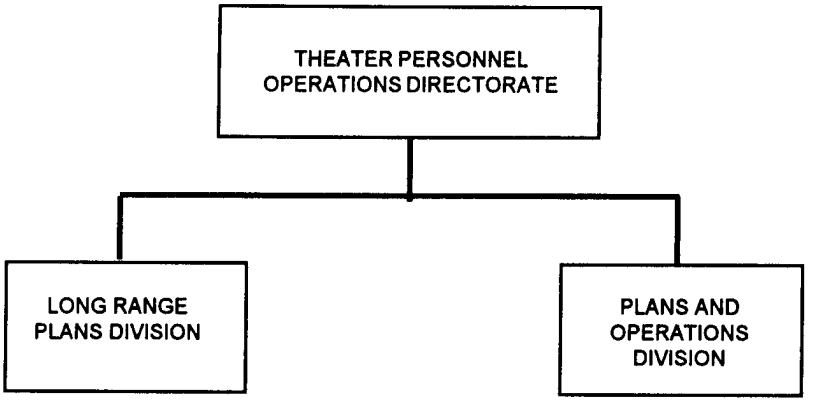


Figure 22-1

THEATER REPLACEMENT DIRECTORATE

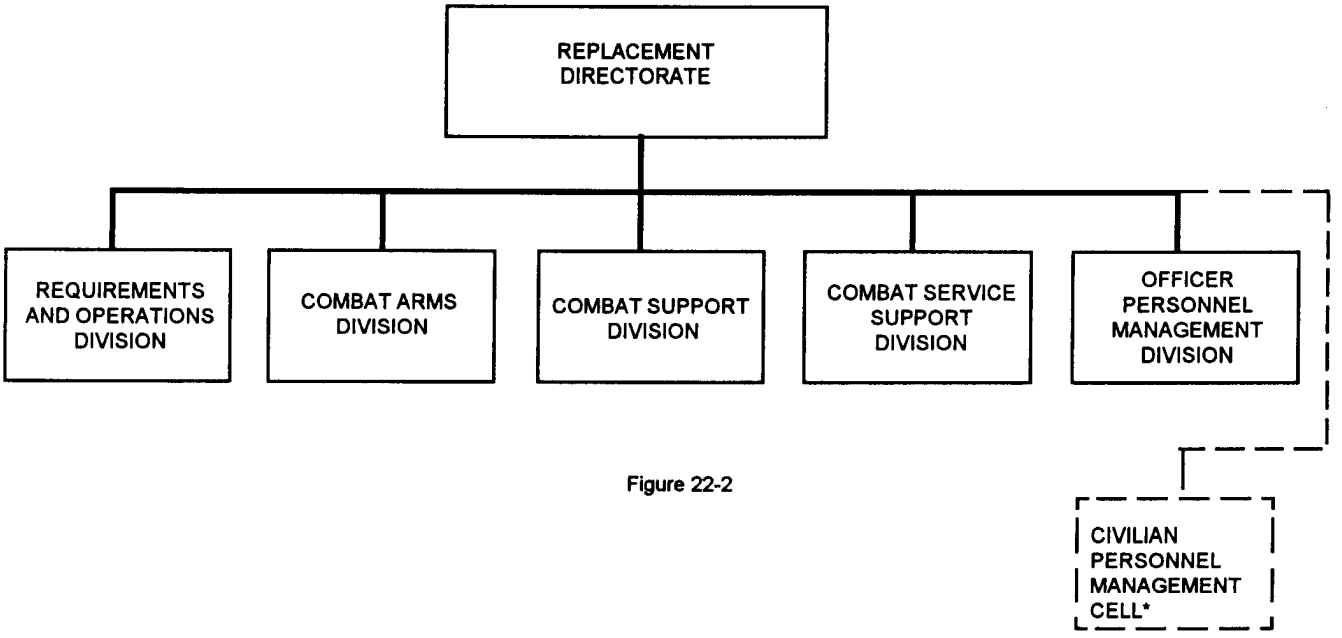


Figure 22-2

*COMES FROM USTA PERSCOM

THEATER PERSONNEL SERVICE DIRECTORATE

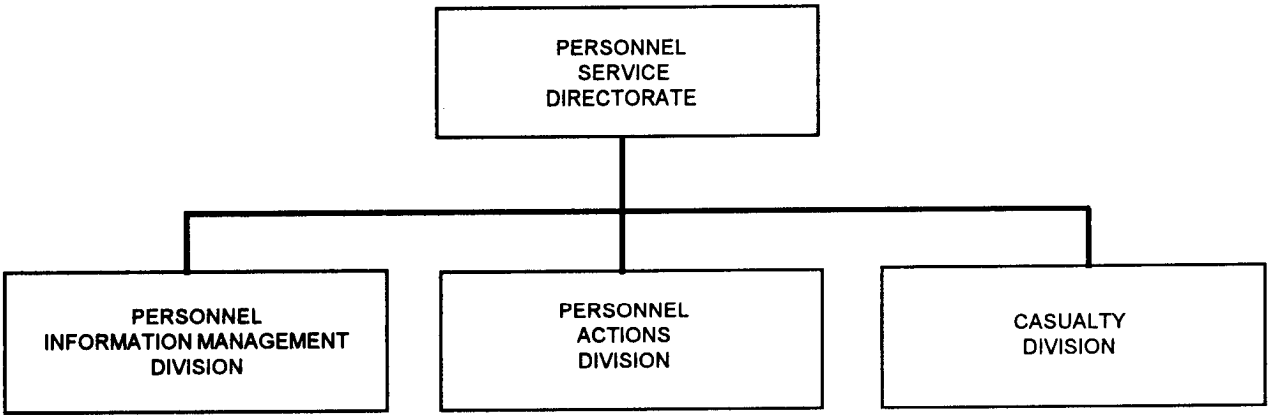


Figure 22-3

THEATER POSTAL DIRECTORATE

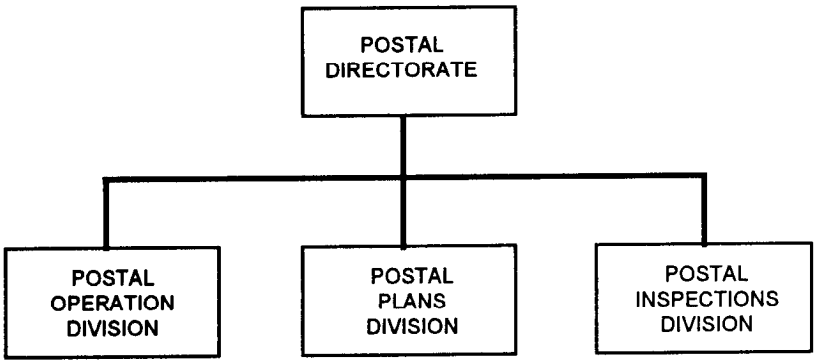


Figure 22-4

ORGANIZATION AND FUNCTIONS

The theater PERSCOM organizational structure includes the command section chief of staff, inspector general, public affairs, S1, S2/S3, S4, and headquarters and headquarters company (HHC) commander. Their responsibilities are described in the following paragraphs. Figure 22-5 shows the theater PERSCOM organizational structure.

COMMAND SECTION

The command section has the following responsibilities:

- Exercise command and control over assigned units.
- Advise the Army Service Component Commander on theater personnel readiness.
- Coordinate with higher, lateral, and lower commands to synchronize interrelated systems and critical information flow.
- Act in a dual capacity as theater AG and theater PERSCOM commander.

CHIEF OF STAFF

The chief of staff has the following responsibilities:

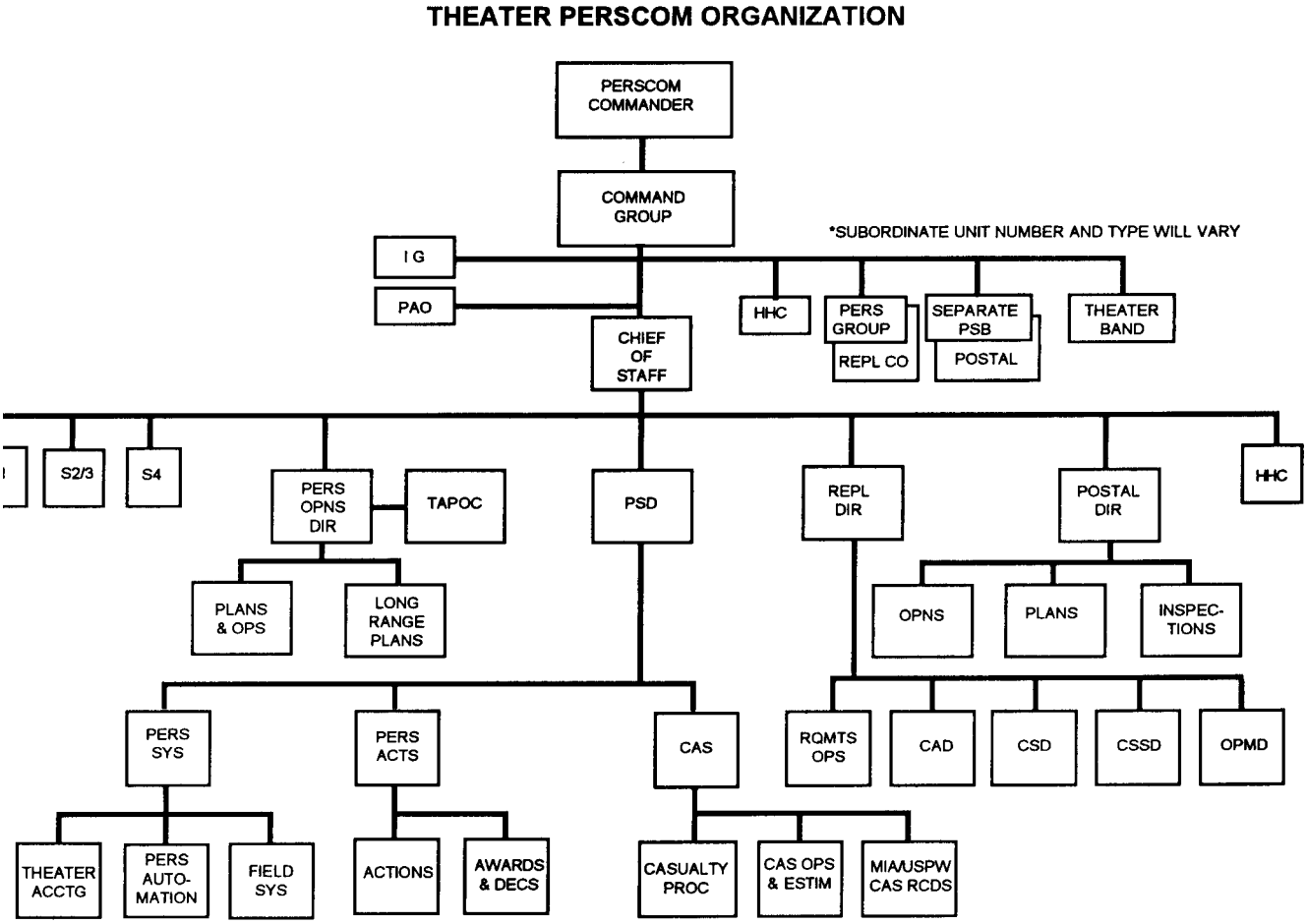


Figure 22-5

- Supervise the coordinating, joint (when assigned/attached), and special staff.
- Manage command group activities in accordance with the commander's desires.
- Control significant actions that require the commander's personal attention.
- Ensure the staff coordinates actions that cross functional lines.

INSPECTOR GENERAL

The inspector general is responsible for inquiries, investigations, inspections, and reports on matters affecting mission performance, state of the economy, efficiency, discipline, and morale within the theater PERSCOM.

PUBLIC AFFAIRS

The public affairs (PA) officer has the following responsibilities:

- Advise the commander and staff on the PA situation, the PA implications of planned operations, and the PA impact of current actions.
- Plan, coordinate, and implement a PA strategy to identify and fulfill the news and information requirements of deployed soldiers, the home station community, and the American public.
- Coordinate PA activities with higher and lower headquarters.
- Manage the provision of theater, home station, national, and international news to deployed forces.
- Manage the provision of theater news to the home audience.
- Respond to news media queries, communicate the Army perspective, facilitate media access to units and soldier, and coordinate support to media representatives.
- Develop guidance and train the force on their PA responsibilities and rights.

S1

The S1 has the following responsibilities:

- Manage internal personnel activities.
- Supervise internal programs in human resources efficiency (for example, human relations and morale support).
- Manage family support programs.

S2/S3

The S2/S3 has the following responsibilities:

- Develop and maintain internal plans and policies relating to unit training.
- Manage internal war plans, physical security, and contingency operations.
- Manage command intelligence and personnel security.
- Assist the commander with internal mission support, planning and executing support operations, external taskings, and operational security.
- Coordinate rear area security operations with appropriate commands and staff elements.
- Conduct NBC self-defense operations.

S4

The S4 has the following responsibilities:

- Provide staff supervision over all theater PERSCOM logistical activities in the areas of supply, maintenance, transportation, services, facilities, contracting, and command inspections.
- Manage the property book.
- Provide staff supervision in the areas of property accountability, reports of survey, cash collections, and statements of charges.
- Supervise the command maintenance program, to include vehicles, weapons, generators, tentage, chemical defense equipment, calibration, and the Army materiel management system.
- Coordinate transportation for the command.
- Supervise real property management, space allocation, and facilities.

HHC COMMANDER

The HHC commander has the following

responsibilities:

- Develop and manage training and life support programs for headquarters personnel.
- Provide food service, billeting, supply, and maintenance support.
- Manage internal morale and discipline programs for the theater PERSCOM.

COMMAND AND CONTROL RELATIONSHIPS

Normal staff relationships exist between the theater PERSCOM and higher and lower headquarters. Coordination is essential among the theater PERSCOM staff and other theater Army command staffs. Following are some of the more significant relationships.

THEATER ARMY HEADQUARTERS

The theater Army commander exercises command and control over the theater PERSCOM. The theater AG advises the theater Army commander on personnel issues. The theater Army Deputy Chief of Staff for Personnel (DCSPER) exercises general staff supervision over the theater AG. These key staff members must maintain a close and continuous relationship. For example, the replacement operations function demands coordination among the TPMC, the DCSPER, the Deputy Chief of Staff for Operations (DCSOPS), and the Deputy Chief of Staff for Logistics (DCSLOG).

PERSONNEL GROUP

The TPMC provides technical guidance on personnel management to the personnel groups and their subordinate units.

U.S. TOTAL ARMY PERSCOM

The theater TPMC communicates continuously with USTA PERSCOM on theater personnel strength information, casualty operations, and replacement operations management. The information exchange priority between these organizations demands direct, real-time electronic communication, both voice and digital.

TRANSPORTATION COMMAND

The theater PERSCOM depends on external transportation support for transporting replacements and mail and moving theater PERSCOM elements when they relocate. This requires close coordination between the theater PERSCOM and transportation command.

OTHER ORGANIZATIONS

The theater PERSCOM coordinates with the following organizations on a regular basis:

- Joint and combined commands.
- Theater finance command.
- Theater medical command.
- Host nation activities.

EMPLOYMENT

When deployed, the theater PERSCOM elements may operate from as many as four command posts: PERSCOM main, PERSCOM alternate, theater Army main, and theater Army rear. Theater PERSCOM personnel distribution to the various CPs depends on the tactical situation and the commander's judgement. An example of personnel distribution is at Figure 22-6.

PERSCOM MAIN AND ALTERNATE CPS

The TPMC constitutes the PERSCOM main CP. The PERSCOM alternate CP may be the follow-on echelons of the theater PERSCOM as it deploys into theater. It would be located in a more secure location in the communications zone

or CONUS. The alternate CP prepares to augment the main CP in split operations or assume the main CP mission if necessary, or during redeployment. The alternate CP must maintain continuous communication with the main CP and duplicate its communications requirements as much as possible.

THEATER ARMY MAIN AND REAR CPS

Theater PERSCOM elements at the theater Army main and rear CPs maintain continuous communications with the theater PERSCOM main and alternate CPs to provide direct interface with the theater Army headquarters. Thus, they are able to respond quickly to theater Army command and staff requirements. They can also pass current battle information to the main and alternate CPs.

THEATER ARMY CASUALTY AND RECORDS CENTER

When the tactical situation dictates and the theater PERSCOM commander directs, elements of the casualty division and other personnel services directorate divisions form into a Theater Army Casualty Records Center (TACREC). The TACREC normally locates at the alternate CP. The deputy director, personnel services directorate, supervises TACREC operations.

THEATER PERSCOM BATTLEFIELD LOCATIONS

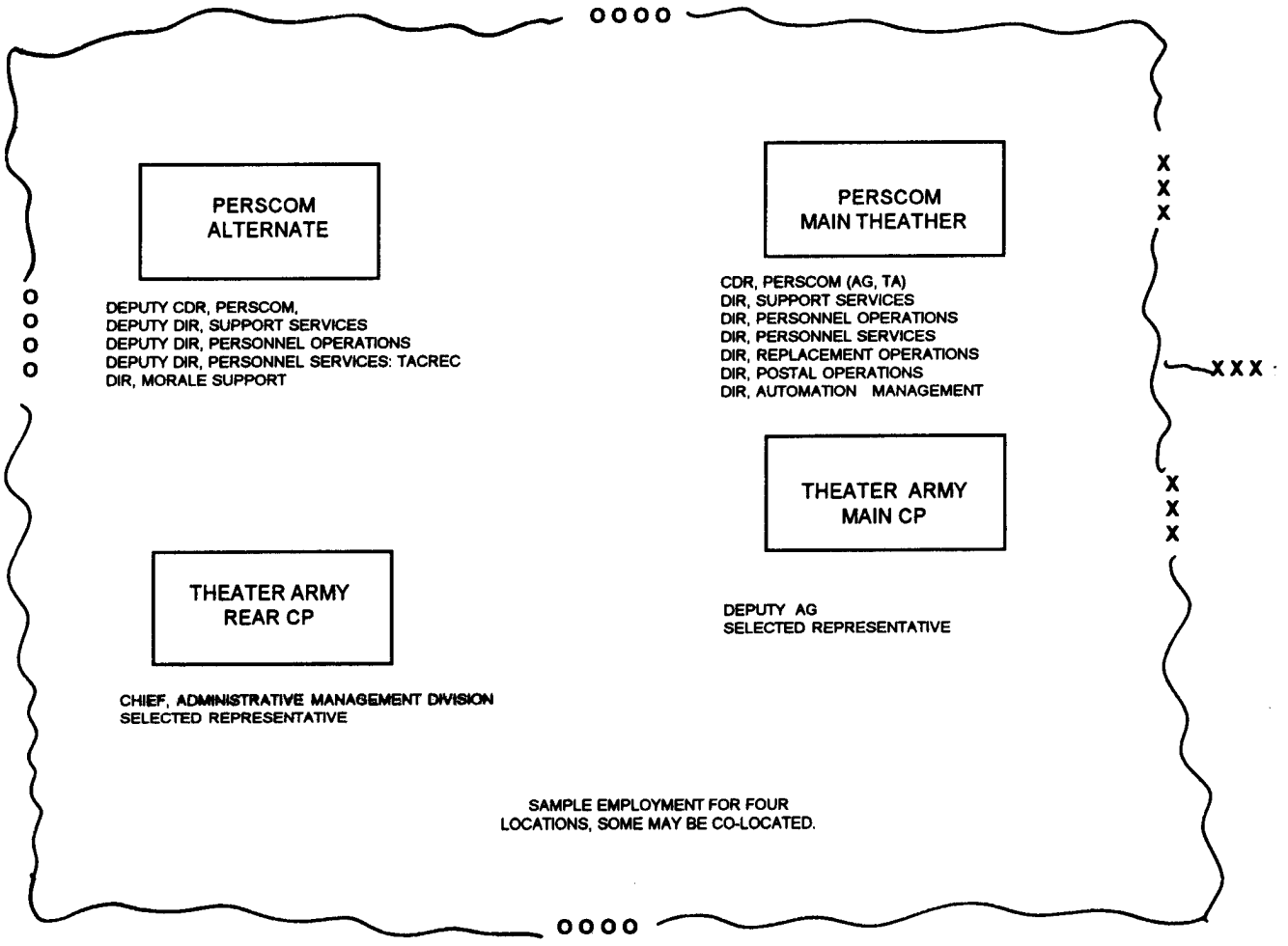


Figure 22-6

The TACREC is the focal point at the theater for casualty report processing. It may also serve as the personnel records repository for all records within the theater.

If the theater PERSCOM commander directs, personnel organizations with personnel records in theater move them to the TACREC. This gives the TACREC access to records for casualty report processing.

COMMUNICATIONS

The theater headquarters must integrate the theater PERSCOM into its communications network to provide data transmission capability on a real-time basis. The theater signal unit must link the theater PERSCOM with all personnel service support units assigned to the theater PERSCOM. Inter-theater communication must also provide assured, real-time information flow among the PERSCOM, the sustaining base, and USTA PERSCOM.

OPERATIONAL SUPPORT

The PERSCOM has little internal support capability. It depends on outside sources for supplemental transportation, C&E equipment maintenance, power generation maintenance, DS maintenance, health services, and finance, legal, supplemental logistics, and engineering support.

The PERSCOM normally draws its support from the TAACOM organizations.

The PERSCOM provides food service support to assigned personnel. Normally, it can assist in the coordinated defense of the unit's area or installation,

MOBILITY STATEMENT

The theater PERSCOM requires 40 percent of its TOE equipment and supplies to be transported in a single lift using its authorized vehicles to provide services in the theater. It must have transportation available to move personnel and CTA equipment.

PART III
FORCE PROJECTION OF PERSONNEL UNITS AND OPERATIONS
INTRODUCTION

Part Three describes personnel doctrine as it applies during the buildup and subsequent drawdown of personnel assets before and after a military operation, as defined in FM 100-5. This part includes the deployment, to include mobilization, redeployment, demobilization, and sustaining base operations.

Outside of conflict, personnel units are especially critical during pre-conflict/war and redeployment activities. Normally, personnel units are among the first to deploy and the last to redeploy. Commanders should anticipate this and plan accordingly. Personnel units are also important in operations other than war and they must plan for providing support to soldiers invoked in those operations. To support personnel readiness management, commanders should ensure that the personnel information element deploys early into the theater, usually concurrent with other sustainment data bases.

DEPLOYMENT

Portions of the personnel management structure must deploy to support contingency operations. The sustaining base can provide limited support to deployed forces; however, some personnel systems must immediately provide support in close proximity to deployed forces. At the operational level, some personnel managers must deploy with combat forces to establish essential personnel systems in the theater of operations. Personnel mobilization and deployment is described in Chapter 23.

Chapter 23 describes how the personnel management centers and personnel units deploy and operate in support of force projection. Successful operations involving the projection of force require tailorable, flexible personnel operation capability. The type and size of personnel elements that deploy depend upon the nature of the operation, size of the force, maturity of the theater, availability of in-theater assets, and host nation capabilities. Force projection may require the development of forward support bases, intermediate staging bases, and a lodgement in theater with its support requirements. Personnel units must demonstrate the ability to alert rapidly, mobilize, deploy, and conduct operations anywhere in the world in war and operations other than war.

Decisions on deployment sequence and unit force tailoring area function of the deployment considerations defined by FM 100-5, METT-T, and strategic lift.

Units may conduct split personnel operations to reduce the burden on the deployment flow and to prevent unnecessary personnel and equipment in theater. To fully support the deployed commander, split operations require assured, real-time communications systems that allow major elements of personnel units to remain in CONUS, to receive and act on information, and to send forward necessary information, personnel, and equipment as needed. Automation elements and equipment must be setup in theater to allow real-time information access to support the commander's decision-making process.

REDEPLOYMENT

The personnel structure must support the redeployment process and concurrently continue to operate the critical personnel systems. Additionally, leaders must plan and execute an orderly disengagement and redeployment process for the personnel structure itself Redeployment is described in Chapter 24.

DEMOBILIZATION

The personnel structure within the deployed force and the sustaining base must support the demobilization process. Within the deployed force, the personnel structure must assist commanders in performing preliminary demobilization actions. Within the sustaining base, the personnel structure must support the demobilization process from unit/individual arrival at the demobilization station to return to the home station. Demobilization is described in Chapter 25.

SUSTAINING BASE OPERATIONS

The sustaining base supports the deployed force in the following areas: soldier readiness processing, data base management, custody and maintenance of personnel records for soldiers and Army civilians, family support, and casualty operations management. Sustaining base operations are described in Chapter 26.

Chapter 23
DEPLOYMENT

This chapter describes how the personnel system operates in support of force projection.

PLANNING CONSIDERATIONS

The global conditions of today are turbulent and in a period of significant change. The Army may be called upon to fight under conditions of rapid force projection, then build to major sustained operations in war and operations other than war. Operations may also terminate quickly only to lead to other commitments elsewhere. The joint nature of force projection means that Army personnelists must be prepared to operate in coordination with the personnel communities of the sister services.

Rapid force projection from CONUS or forward deployed theaters, extended lines of communication, and potential forced entry into logistically bare areas of operation require a personnel support system that is versatile, deployable, and expansible.

- Versatile means that leaders must be prepared to rapidly adjust their concepts of support to meet diverse challenges as operations unfold. They must shift focus and move from one role or mission to another rapidly and efficiently.
- Deployable means that some elements of the personnel structure must be earmarked and kept at a high state of readiness to minimize delays in deployment. They must be able to move and support the relocation of forces to desired areas of operations or within an area of operations.
- Expansible means that leaders must be prepared to expand the force structure rapidly from a minimum support forward posture to a fill-up wartime theater support capability.

The principles governing personnel deployment in support of force projections dictate the following:

- Maximum personnel support for the deployed force will be rendered from the home station or sustaining base.
- Personnel structure will deploy incrementally.
- Appropriate size, composition, phasing, and scope of responsibilities of the deploying personnel structure will be determined largely by force projection considerations of FM 100-5 (lethality, force tailoring and teamwork, battle command, logistics, training, and so forth).

As a minimum, the initial deployment (for example, C- C+12) must be prepared to manage personnel accounting and strength reporting, casualty operations, and postal support within the area of operations. A potential forcible entry would initially exclude such functions as MWR and retention. As the deployed force matures and the situation stabilizes, other essential military personnel services may be required within the area of operations. Examples of incremental deployment are at Figures 23-1 through 23-3.

PERSONNEL SUPPORT

Force projection of a supported unit will impact severely on the effectiveness of the critical military personnel systems that sustain that force. These systems are manned by the TOE force structure. They should be deployed incrementally as discussed below. Specific systems required will vary by the type of operation (for example, war, domestic support operations, peace operations). Additional details and staff/unit responsibilities for each system are outlined in Chapters 1-7.

PERSONNEL READINESS MANAGEMENT

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

PERSONNEL SUPPORT PROJECTION
2000 (TF)

C - C + 12 INITIAL INCREMENT (9)	C + 12 - C + 30 INCREMENT 2 (12)	C + 30 - C + 60 (9)	C + 60 — LONG TERM DEPLOYMENT (5)
DIV PMC • G1(1) • READINESS OFF (1)* CPT • OPS OFF (1) CPT • PERS READINESS (1)* SSG • SR PERS ACT SP (1) SGT (LOD, Congr Inq/Red Cross) • PLANS & OPS NCO (1) • DRIVER (1) *READINESS PERS GO ON FIRST FLIGHT	**DIV PMC** (NONE)	**DIV PMC** (NONE)	**POSTAL SVCS PLT** • POSTAL FINANCE (1) • POSTAL CLERKS (2)
PSB (FWD) • PERS INFO SYS MGR (1) 75F20 • PERS ACTIONS SUP (1) 75E20 (CASUALTY CLERK)	**PSB (FWD)** • CDR (1) • PERS SQD LDR (1) 75E30 • PERS INFO RCDS (1) 75D20 • PERS MGMT SP (2) 75C10 • PERS ACT SP (2) 75E10 (CASUALTY) • PERS INFO SP (2) 75F 10 • PERS SVCS SP (1) 75D10	**POSTAL SVCS PLT (-)** • POSTAL FINANCE (1) • POSTAL CLERKS (3)	**POSTAL OPS PLT** • POSTAL CLERKS (2)
	POSTAL CO HQ (-) • OPS OFF (1) 1LT • 76Y 10 (1)	**POSTAL OPS (-)** • POSTAL CLERKS (4)	TOTAL (35)

EXAMPLE * Exact structure is dertemined by type of operation, in-theater assets, host nation capabilities, and METT-T.

Figure 23-1

PERSONNEL SUPPORT PROJECTION
6000 (BDE +)

C - C + 12 INITIAL INCREMENT (10)	C + 12 - C + 30 INCREMENT 2 (32)	C + 30 - Q + 60 (46)	C + 60 — LONG TERM DEPLOYMENT (45)
DIV PMC • G 1 (1) • READINESS OFF (1) CPT • OPS OFF (1) CPT • PERS READINESS SP (1) SSG • SR PERS ACT SUPV (1) SGT • DRIVER (1) READINESS PERS GO ON FIRST FLIGHT	**DIV PMC** • STR ACCTG OFF (1) • SR PERS ACT SP (2) 75E20	**DIV PMC** • SR PERS MGMT SP (1) 75C20 • PERS MGMT SP (2) 75C10 • PERS MGMT SP (2) 75C10 • PERS ACT SUPV (1) 75E30 • PERS ACT SP (2) 75E10	**DIV PMC** • REPL SEC (2) • PERS ACT SP 75E (1) • UNIT CLERK 75B (1) • SUPPLY SP (1)
PSB (FWD) • PERS INFO SYS MGR (1) 75F20 • PERS ACTIONS SUP (2) 75E20 (CASUALTY) • PERS MGT SP (1) 75C10	**PSB (FWD)** • CDR (1) • DET SGT (1) • INFO TEAM (6) • SYS TEAM (3) • SVSC TEAM (4)	**PSB (FWD)** • HQ (2) • SYS TEAM (3) • SVSC TEAM (3) • INFO TEAM (9)	**BAND** • CDR (1) • ISG (1) • BAND (38)
	POSTAL CO HQ • OPS OFF (1) • 1SG (1) • 75b10 (1)	**POSTAL CO HQ** • CDR (1) • 76Y10 (1)	
	POSTAL OPS PLT • POSTAL SUP (1) ILT • POSTAL CLERKS (4)	**POSTAL OPS PLT** • POSTAL CLERKS (8)	
	POSTAL SVCS PLT • POSTAL SUP (1) ILT • POSTAL FINANCE (2) • POSTAL CLERKS (3)	**POSTAL SVCS PLT** • FINANCE (1) • POSTAL CLERKS (10)	
			TOTAL (133)

EXAMPLE - Exact structure is determined by type of operation, in-theater assets, host nation capabilities, and METT-T.

Figure 23-2

PERSONNEL SUPPORT PROJECTION
18000 (DIVISION)

C - C + 12
INITIAL INCREMENT
(13)

DIV PMC
- G 1 (1)
- READINESS OFF (1)* CPT
- OPS OFF (1) CPT
- PERS READINESS SP* (1) SSG
- SR PERS ACT SUPV (1) SGT
- DRIVER (1)

*READINESS PERS GO ON FIRST FLIGHT

PSB (FWD)
- PERS INFO SYS MGR (1) 75F20
- PERS ACTIONS SUP (3) 75E20 (CASUALTY)
- PERS MGT SP (2) 75C10

C + 12 - C + 30
INCREMENT 2
(40)

DIV PMC
- STR ACCTG OFF (1) MAJ
- SR PERS ACT SP (2) 75E20
- PERS MGT SP (3)
- PLANS OFF (1)
- DIV SAFETY (1)

BAND
- HQ (3)

PSB (FWD)
- CDR (1)
- DET SGT (1)
- INFO TEAM (6)
- SYS TEAM (3)
- SVSC TEAM (4)

POSTAL CO HQ
- OPS OFF (1)
- 1SG (1)
- POSTAL CLERKS (4)

POSTAL OPS PLT
- POSTAL SUP (1) ILT
- POSTAL CLERKS (4)

POSTAL SVCS PLT
- POSTAL SUP (1) ILT
- POSTAL FINANCE (2)
- POSTAL CLERKS (3)

C + 30 - C + 60
ISS
(158)

DIV PMC
- READINESS OFF (1) (OFF MGT)
- SR PERS MGMT SP(1) 75C20
- PERS MGMT SP (2) 75C10
- PERS MGMT SP (2) 75C10
- PERS ACT SUPV (1) 75E30
- PERS ACT SP (2) 75E10

PSB
- HQ (20)
- PD (17)
- PD (-) (35)
- PD (-) (35)

POSTAL CO HQ
- CDR (1)
- 76Y10 (1)

POSTAL OPS PLT
- POSTAL CLERKS (12)

POSTAL SVCS PLT #1
- FINANCE (1)
- POSTAL CLERKS (10)

POSTAL SVCS PLT #2
- POSTAL SUP (1) ILT
- FINANCE (3)
- POSTAL CLERKS (13)

C + 60 — LONG TERM DEPLOYMENT
(65)

DIV PMC
- REPL SEC (5)
- PERS ACT SP 75E (1)
- UNIT CLERK 75B (1)
- SUPPLY SP (1)

BAND
- CDR (1)
- BAND (39)

POSTAL SVCS PLT #3
- POSTAL SUP (1) ILT
- FINANCE (3)
- POSTAL CLERKS (13)

TOTAL (275)

EXAMPLE - Exact structure is determined by type of operation, in-theater assets, host nation capabilities, and METT-T.

Figure 23-3

Replacement requirements will surface as the theater matures. These requirements will generate the unassigned replacement flow. At this point, the personnel readiness management network must be in place to allocate replacements and develop personnel fill plans in support of the replacement management system and the commander's priorities.

PERSONNEL ACCOUNTING AND STRENGTH REPORTING

The personnel accounting and strength reporting system depends on the personnel automation element within the supporting personnel services battalion (PSB). The deployed force will lose contact with the personnel information management system until the automation element becomes operational. To minimize the effect, a personnel automation element from each PSC/PSB should deploy as an advance party with the appropriate personnel management center at division, corps, and TAACOM levels.

USTA PERSCOM personnel assistance points (PAP) personnel coordinate with (and are usually colocated with) transportation elements at points of embarkation to update and transmit unit and individual manifests, as outlined in Chapter 4. Senior personnel leaders in forward-deployed theaters designate a personnel element(s) to meet this requirement. Senior deployed personnel leaders task a personnel element(s) to establish a link with transportation elements at point of debarkation to ensure 100 percent accountability of units/personnel entering the area of operations.

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

CASUALTY OPERATIONS MANAGEMENT

The demand for casualty information during any contingency operation establishes a critical requirement for casualty managers and liaison personnel. Leaders must establish the casualty management network without delay.

REPLACEMENT MANAGEMENT

Replacement units must arrive early to man the ports of debarkation in order to support and account for incoming and outgoing personnel. In addition to supporting soldiers in the normal replacement stream, replacement units will have to support soldiers, civilians, and other assigned/attached personnel returning to duty from medical facilities. As the theater matures, unassigned replacement personnel will begin to arrive for further assignment from the theater level. At this point, the replacement management network for the entire force must be in place.

PERSONNEL INFORMATION MANAGEMENT

Under SIDPERS 2.75, it is not practical to reconfigure and deploy the SIDPERS data base from the regional data centers to the area of operations. This presents important challenges for SIDPERS systems managers. Personnel data changes from battalions and separate units must pass through the personnel network for transmission via an electronic data link to the regional data center network. At the same time, these changes must update consolidated contingency data bases at brigade, division, corps, TAACOM, and theater. SIDPERS 3.0 will provide greater flexibility. However, systems managers using early versions of SIDPERS must plan to build contingency data bases from the lowest level to the top. Systems managers at division, corps, TAACOM, and theater level must plan for continuous updates.

POSTAL OPERATIONS MANAGEMENT

There will bean immediate demand for postal services in any contingency operation. Postal system managers must deploy early at corps and theater Army level to establish the postal delivery

network and manage the theater mail routing scheme. Additionally, general and direct support (GS/DS) postal units must deploy early to provide postal services and Additionally, postal services and operations platoons must deploy early to provide postal services and start the mail flow.

MORALE, WELFARE, AND RECREATION AND COMMUNITY SUPPORT

The mission of the MWR system in force projection is to improve unit readiness by promoting fitness, building morale and cohesion, increasing family wellness and self reliance, and enhancing soldier and civilian quality of life. The synchronized systems of Army MWR, the American Red Cross, family support, and the exchange system provide recreational, social, health and comfort, and family support services to soldiers, civilians, and joint assigned/attached personnel. The American Red Cross supplements those family support services of the military that affect the health, welfare, and morale of the soldiers and families. Mission accomplishment for forward-deployed units is directly linked to soldiers' confidence that their families are safe and are able to carry on during their absence. The exchange system provides basic health, hygiene, and personal care needs to soldiers and civilians. Activities of the synchronized systems are discussed in greater detail in Chapter 7, Morale, Welfare, and Recreation and Community support.

FORCE STRUCTURE

The specific requirements for military personnel units to support a force projection will be established by DCSPER of the responsible Army Force (ARFOR) commander. If no ARFOR commander is designated, the Army Component DCSPER of the unified command exercising geographic responsibility will specify personnel unit requirements. Selected units will be employed as follows:

- Large-scale force projections (corps or larger) - the personnel units are under the operational control of the personnel group, or groups, and the personnel command (if established).
- Small-scale force projections (division or smaller) - the personnel units will be under the operational control of the senior personnel leader in the ARFOR.

Combat divisions have no organic personnel units. Thus, elements of corps personnel units must be identified during the planning process for deployment in support of the deploying task force. The personnel group commander deploys personnel assets in accordance with the requirements of METT-T and considers the nature of the operation, size of the force utilized, maturity of the theater, availability of in-theater assets, and host nation capabilities. Examples of the personnel support needed for different levels of deployment are at Figures 23-1 through 23-3.

PERSONNEL MANAGEMENT CENTERS

Adequate manpower must deploy early to establish and operate the critical personnel systems. Functional managers will comprise the force's personnel management center (PMC). The personnel systems must activate almost simultaneously within the deployed force to provide and synchronize the full range of functions required on the battlefield.

PERSONNEL SERVICES BATTALIONS

The PSB must be prepared to support the deployed force from two locations, forward and rear. The forward element may deploy as follows:

- A small team of personnel information and casualty operations managers deploys with each PMC it supports (for example, division, corps, TAACOM, or theater). It must deploy with automation and communications equipment and arrive in theater early so that deployed units can

integrate into the personnel information management network with minimum delay.

- Follow-on PSB forces may be required within the theater of operations to expand the critical systems and provide other essential services as the deploying force matures. The size and composition of the follow-on force will be determined by force projection considerations and the requirements of METT-T.
- Casualty liaison teams with medical treatment facilities and mortuary affairs units will be deployed.

The rear element of the PSB will not only support the deployed force through the forward element, it must also continue to provide the complete range of personnel support to any remaining force at the sustaining base. Chapter 26 describes sustaining base operations.

POSTAL UNITS

Elements of postal units should be among the first to deploy. The mail flow in both directions will begin within a matter of days after the first units arrive in theater, unless restrictions are put in place by the theater CINC. The objective is to deploy postal units early enough to prevent mail backlogs.

REPLACEMENT UNITS

At least one replacement company must deploy early to establish control over personnel arriving and departing as individuals. Others can follow as theater strength increases.

LEAD PERSONNEL GROUP

Personnel groups must prepare to deploy incrementally and execute the theater PERSCOM mission during the initial stages. The group PMC must deploy first to establish critical personnel readiness systems in conjunction with elements of the PSB.

THEATER PERSCOM

An active component element from the theater or contingency PERSCOM PMC must prepare to deploy with the lead personnel group's advance party. This initial element's mission is to prepare to establish the theater Army personnel networks.

MILITARY PERSONNEL MOBILIZATION

Mobilization may or may not occur in support of a force projection. The Army could execute a small-scale force projection without using Reserve Component units. A large-scale operation will require unit and individual mobilization. Personnel requirements in support of mobilization are discussed in detail in FM 100-17. Should mobilization occur, the following planning factors must be considered.

- Postal and personnel replacement units must mobilize early to support postal services and replacement flow. The command and control elements of the contingency PERSCOM and the echelons above corps personnel group must deploy early and incrementally. PMCs within these organizations must deploy with the headquarters they support.
- The personnel replacement battalions, which will support the CONUS replacement centers, must mobilize early to prepare for the individual replacement flow. The Commander, Training and Doctrine Command (TRADOC) must coordinate their mobilization with FORSCOM to strive to have the CONUS replacement centers operational when they are needed.

CIVILIAN PERSONNEL MANAGEMENT

The civilian personnel management function is supported by a TDA structure. The size of the deployed civilian force will determine whether a

civilian personnel management structure should be deployed. If no management structure is available, elements of the military personnel structure may be called onto support the civilian force. See Chapter 9, Personnel Support to Civilians, for details.

The need to deploy civilians in support of a force projection is determined by force projection considerations and the requirements of METT-T.

Chapter 24
REDEPLOYMENT

This chapter describes the process for redeploying the military personnel structure and operating the critical personnel systems for a major contingency force following the conclusion of operations.

PROPONENCY

The proponent for the redeployment process is the DCSOPS. The proponent for the human dimension is the DCSPER. The Army Force (ARFOR) commander is the executing agent.

OVERVIEW

Theater operational requirements determine the schedule for redeploying units and individuals. Redeployment must support post conflict activities related to the strategic end state, the transition to peace, and reconstitution. The ARFOR commander will ensure redeployment scheduling visibility as quickly as possible. The joint operations planning and execution system (JOPES) and the global transportation network (GTN) redeployment time-phased force deployment data (TPFDD) are the preferred means of gaining visibility. The personnel system will forward advance and final manifests by electronic means to affected major commands, installations, and USTA PERSCOM, if GTN is not available.

OPERATIONAL FOCUS

There are three major concerns for the personnel community during redeployment: assisting in managing the personnel flow to home stations, reducing or eliminating the personnel structure in the theater of operations, and supporting reconstitution of units to premobilization levels of readiness. Rebuilding unit integrity and accounting for individuals are activities which begin in theater and continue after arrival back at the sustaining base.

PERSONNEL FLOW

The personnel flow includes units and individuals. Unit movement is the normal mode. However, if units were provisionally organized in theater or units have absorbed replacements during operations, redeployment of some or all of the unit as individuals may be necessary.

Commanders and personnel managers consider several personnel categories in deciding how to redeploy soldiers and Army civilians. The soldier categories consist of unit and individual sets. Unit subsets include Active Component and mobilized Reserve Component units. Individual subsets include the following personnel categories:

- Soldiers and civilians from Active Component units ordered to move as individual fillers or replacements.
- Reserve Component soldiers ordered to active duty as individuals (for example, reserve soldiers on temporary tours of active duty (TTAD), individual mobilization augmenters (IMA), and individual ready reserves (RR).
- Retired soldiers recalled to active duty.
- Soldiers and civilians permanently stationed overseas attached to CONUS-based units.
- Soldiers and civilians permanently based in CONUS attached to units based overseas.
- Soldiers directly from advanced individual training without permanent assignments.

The theater DCSPER announces policy for routing individual soldiers and Army civilians who cannot, for practical reasons, redeploy with their units. Unit commanders identify these soldiers and civilians and report them to the supporting personnel services battalion (PSB) for individual redeployment. These personnel process through a theater replacement company for movement to their ultimate destination.

Units complete evaluation reports for all eligible soldiers who redeploy individually before they

leave the theater of operations. They may defer completing reports for soldiers returning to the home station with the unit.

Before units redeploy, commanders submit award recommendations for all deserving soldiers and Army civilians who redeploy individually. Approval authorities provide soldiers with orders and other award elements.

To fulfill the personnel management role during the redeployment process, the theater PERSCOM or a designated personnel group assign a replacement company to support soldiers moving individually.

Each personnel group establishes a personnel processing center at staging areas adjacent to ports of embarkation. Personnel assets available in theater, such as elements from a replacement company or PSB, may be assigned for this mission.

The theater PERSCOM or designated personnel group also dispatches final personnel processing teams to staging areas (for example, flight lines) adjacent to ports of embarkation. These teams verify soldier identification against unit manifests and generate/adjust manifests as necessary for unit redeployment. They also conduct liaison with the mobile aeromedical staging facility to obtain manifests for medically evacuated personnel. The team coordinates changes to manifests with Air Force personnel and transmits a copy of final manifests to the theater PERSCOM/personnel group so a redeployment data base can be maintained. It also may provide limited personnel services such as identification instrument issue.

The theater PERSCOM transmits copies of each flight manifest to PERSCOM, appropriate major command, and destination installation commander as soon as each flight departs. These transmissions are by electronic means. They must take place within two hours after the flight departs.

PERSONNEL STRUCTURE

The disengagement process for personnel units is complex. Sufficient structure must remain to continue performing the critical personnel functions and support the redeployment process. Consequently, the theater PERSCOM and personnel group commanders must carefully consider these requirements in timing personnel unit redeployment. Personnel units may redeploy incrementally or as complete units.

RESIDUAL FORCE

A residual force may remain to recover equipment, provide maintenance, schedule transportation, or participate in post operation activities. The senior personnel leader will recommend the appropriate personnel support structure for this force.

RESPONSIBILITIES

The personnel dimension of the redeployment process depends on the following units and agencies. They have critical roles in establishing and operating the personnel redeployment system.

UNIT COMMANDERS

Responsibilities are the following:

- Identify and report to the battalion S1 those soldiers, civilians, and joint assigned/attached personnel who should redeploy individually.
- Prepare soldiers for redeployment.
- Submit personnel evaluation reports.
- Submit award recommendations.
- Ensure that soldiers inform families of any change of unit and/or unit address.

BATTALION S1

Responsibilities are the following:

- Assist unit commanders to identify soldiers, civilians, and joint assigned/attached personnel who should redeploy individually.
- Assist unit commanders to prepare soldiers for redeployment.
- Manage personnel evaluations requirements.
- Process award recommendations.

PERSONNEL SERVICES BATTALION

Responsibilities are the following:

- Assist unit commanders by identifying soldiers, civilians, and joint assigned/attached personnel who should redeploy individually.
- Report individual redeployment requirements to the personnel group.
- Assist commanders by preparing soldiers, civilians, and joint assigned/attached personnel for redeployment.
- Assist commanders by processing personnel evaluation reports.
- Assist commanders by processing award recommendations.

REDEPLOYMENT REPLACEMENT COMPANY

Responsibilities are the following:

- Support individually redeploying soldiers, civilians, and joint assigned/attached personnel.
- Coordinate redeployment scheduling.
- Prepare manifests.
- Coordinate transportation requirements.

PERSONNEL GROUP

Responsibilities are the following:

- Continue to manage the critical personnel systems.
- Plan and execute the personnel structure disengagement.

DESIGNATED REDEPLOYMENT PERSONNEL GROUP

Responsibilities are the following:

- Provide a replacement company to support individually redeploying soldiers.
- Provide personnel to man personnel processing centers and teams at staging areas and ports of embarkation.
- Provide technical supervision for personnel processing centers and teams.
- Coordinate with Reserve Component liaison cells to provide unique Army Reserve and National Guard soldiers with personnel support.

THEATER PERSCOM

Responsibilities are the following:

- Establish the personnel structure necessary to support the redeployment process, and continue operating the critical personnel functions.
- Develop the theater-level plan for redeploying the personnel support structure.
- Determine the need for personnel support to sustain a residual force and support post conflict activities.
- Develop and maintain a redeployment data base.

THEATER DCSPER

The theater DCSPER will formulate and announce policy for those personnel categories that will redeploy individually.

SUSTAINING BASE

Responsibilities are the following:

- Publicize manifests for returning units.
- Furnish resources necessary for demobilization.

USTA PERSCOM

Responsibilities are the following:

- Prescribe transition processing requirements for demobilization/release from active duty.
- Provide individual augmentation for the theater ARFOR commander's residual force requirements and/or post conflict activities.
- Provide the theater ARFOR commander with permanent assignment instructions for soldiers deployed directly from advanced individual training.

HQDA DCSPER

Responsibilities are the following:

- At a prudent time, authorize separation for those Active and Reserve Component soldiers retained on active duty beyond their normal separation date.
- Provide transition leave policy.

Chapter 25
DEMOBILIZATION

This chapter describes the personnel portion of the demobilization process for Reserve Component units/individuals of a contingency force following redeployment.

PROPONENCY

The proponent for demobilization is the DCSOPS. The proponent for the personnel dimension of demobilization is the DCSPER. The Forces Command (FORSCOM) commander, is the executing agent for unit demobilization.

OVERVIEW

Personnel demobilization planning involves analyzing the personnel unit workload and personnel actions required to efficiently complete the demobilization process over time. Planning in the sustaining base may consider the following actions to complete the mission:

- Relocating units and individuals.
- Hiring temporary civilian personnel.
- Using Reserve Component personnel.

Planning in the theater will consider those personnel actions that commanders can initiate before the soldier, Army civilian, or unit returns to the sustaining base. Units should complete awards and evaluations before departing the theater of operations. This is especially important for those soldiers who redeploy and go through the mobilization process individually. Reconstructing documentation for these soldiers after separation from their units is a difficult process.

Installation military personnel divisions (MPD) and personnel services battalions (PSB) must prepare to provide correct demobilization documentation for soldiers. While operational or other factors may affect a unit's scheduled demobilization date, personnel processing should require no more than five working days.

One or more CONUS replacement centers (CRC) will serve as CONUS demobilization centers to accommodate individual soldier demobilization. The installation of assignment will process those soldiers stationed in CONUS. CRCs provide demobilization processing for Reserve Component soldiers who reside OCONUS.

Unit members redeploying with their unit will demobilize at the unit's designated demobilization station. Units will normally process through the original mobilization station. Members of Reserve Component units that did not deploy outside CONUS will demobilize at the unit's duty station.

THEATER DEMOBILIZATION ACTIONS

Units will complete evaluation reports for all soldiers who will redeploy individually before they leave the theater of operations. They may defer completing reports for soldiers returning to the demobilization station with the unit; however, commanders must ensure completion before unit demobilization.

Commanders must submit award recommendations for all deserving soldiers who will redeploy individually before they depart. They will furnish recommended soldiers with orders and other award elements or notify them of disapproval.

Unit commanders will provide those soldiers recommended for awards, and who will not redeploy with the unit, with information on award status. Additionally, they will provide information on how to inquire about the recommendation

SUSTAINING BASE PERSONNEL DEMOBILIZATION ACTIONS

Soldiers serving involuntarily on active duty and those on active duty beyond their scheduled relief date will have priority for demobilization processing. Where necessary, installation commanders may delay relief from active duty to complete medical and dental processing.

Demobilization stations may retain soldiers voluntarily up to 30 days to complete administrative actions associated with demobilization. Time required to locate records, obtain prior service documentation, or resolve pay problems, may delay demobilization. The goal is to accomplish transition processing without undue delay and with dignity while not sacrificing accuracy in document preparation.

Commanders processing soldiers for relief from active duty will furnish them the necessary separation documents (for example, a DD Form 214, Certificate of Release or Discharge from Active Duty). Additionally, the orders publication authority will publish release from active duty orders. This requirement applies even when Reserve Component soldiers are serving voluntarily on active duty with self-terminating orders.

Unit commanders determine final award recommendation results before departing the demobilization station and will present awards in appropriate ceremonies. They will also inform soldiers of disapproved recommendations. Pending final action on award recommendations, authorized commanders may approve interim awards. In these instances, the commander informs soldiers of the original award recommendation status and provides information for future inquiries.

Units complete required evaluation reports before leaving the demobilization station. The installation military personnel division assists in ensuring evaluation report completion and processing.

The continental United States Armies (CONUSA) will issue orders announcing unit demobilization and provide personnel listings to the demobilization station. Several time considerations will affect actual release dates. Units will need time for travel to their home stations. Selected unit members will need time at the home station for administrative reasons. Some soldiers will take transition leave after arrival at the home station.

Soldiers scheduled for release from active duty before their unit's scheduled demobilization will remain assigned to the unit until their separation date. Demobilization station commanders will reassign soldiers, who will separate after their unit's demobilization, to an active duty unit or the installation transition activity pending separation.

The transition activity will forward DD Forms 214 and any unpaid pay and allowances for soldiers on transition leave to their home addresses. The mailing will take place on the separation date.

Family support focus shifts to family reintegration and crisis intervention during demobilization. The impressions that spouses and other family members form during this experience will affect soldiers' decisions regarding continued service in the Reserve Component. Public perceptions, primarily through the media, will impact on national will and support for future operations. Therefore, every effort must be made to assure a smooth reunion process and transition to family life through coordination for homecoming ceremonies and celebrations at supporting installations and communities.

supporting installations and communities.

MANPOWER

Installations designated as demobilization stations must plan for and document manpower requirements for this mission. Authorizations must support timely unit and individual demobilization.

RESPONSIBILITIES

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

INSTALLATIONS

Responsibilities include the following:

- Include manpower for the demobilization mission in planning and personnel requirements documentation.
- Support units and individuals during demobilization.
- Provide family support. Coordinate with the STARC and MUSARC family program coordinators and family support groups.
- Complete all required demobilization actions.

TRADOC

Responsibilities include the following:

- Designate and supervise CRC demobilization centers and demobilization stations on TRADOC installations.
- Ensure that TRADOC installations with a demobilization mission prepare adequate plans for executing that mission.

FORSCOM

Responsibilities include the following:

- Designate and supervise demobilization stations on FORSCOM installations.
- Ensure that FORSCOM installations with a demobilization mission prepare adequate plans for executing that mission.

USTA PERSCOM

USTA PERSCOM will publish implementation guidance from DCSPER policy.

HQDA DCSPER

Responsibilities include the following:

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

Chapter 26
SUSTAINING BASE OPERATIONS

This chapter describes how the sustaining base supports personnel operations in a force projection Army. As objective automation/communication systems are brought on line, split operations will increase.

INITIAL FOCUS

During the early phases of a contingency operation, sustaining base commanders must focus on the following critical responsibilities: supporting deployed units, mobilizing soldiers and units, preparing units and soldiers for deployment, and reinforcing the military personnel division (MPD).

MOBILIZATION

Unit mobilization presents an extraordinary challenge for the MPD to build unit databases. Under SIDPERS 2.75, the data base includes the authorized strength file (ASF), organizational master file (OMF), and TACCS personnel file (TPF) for each unit. Establishing the OMF and ASF often requires manual input.

Although there are some automated information sources, they are not entirely reliable. SIDPERS 3.0 and future automation objectives will streamline the process; however, where these capabilities do not exist or are inoperable, the MPD must prepare to manually input required data.

DEPLOYMENT

During mobilization and deployment, the MPD must assist commanders in the soldier readiness review process. Whenever possible, the MPD should assist commanders in correcting deficiencies to make soldiers deployable. The MPD must account for and manage soldiers who cannot deploy with their units. In those instances where soldiers' non-deployable status is long-term, the MPD will assist commanders to employ or discharge them, as appropriate.

During the soldier readiness review process, the MPD will copy critical documents (for example, DA Forms 2A and 2-1, officer records brief, DD Form 93, SGLI form, and DA Form 873) from the soldiers' military personnel records jackets (MPRJ) and place them in a deployment folder. The MPD will furnish these folders to the unit commander for delivery to the supporting personnel detachment./personnel services battalion (PSB) in the theater of operations. The MPRJs are kept at the MPD or PSB (rear).

Army civilians will carry an extract of their official personnel file to the supporting personnel management center (PMC).

SUPPORTING DEPLOYED UNITS

The contingency size and nature will determine what part of the military personnel system deploys. If personnel units deploy, they do so incrementally, as described in Chapter 23, Deployment. This splits responsibility for providing personnel support to the deployed force between deployed personnel units and the parent installation.

The parent installation will retain responsibility for managing the deployed units' SIDPERS 2.75 data bases, controlling and maintaining their MPRJs, and providing other services associated with the sustaining base.

SPLIT OPERATIONS

Divided personnel support during contingency operations requires a tailored support package for divisions. Each PSB must prepare to provide

support from the sustaining base and the theater of operations. A discussion of PSB split operations is in Chapter 23. The personnel group commander will determine support element composition at both locations. Additionally, USAR personnel unit resources may be activated to reinforce the MPD.

MANPOWER

Sustaining base commanders must prepare to augment their work force as the workload increases and as personnel units withdraw from the integrated MPD. Functions generating workload increases are mobilization processing, soldier readiness processing, replacement operations, and data base management.

In addition to local options for work force augmentation (for example, temporary over hire and borrowed military manpower), installation commanders report Reserve Component unit and/or personnel augmentation needs to the MACOM commander.

Part IV
OBJECTIVE PERSONNEL DEVELOPMENTS
INTRODUCTION

Part Four describes Army efforts to establish doctrinal requirements for a military personnel information system that will support the force in any environment.

OBJECTIVE MILITARY PERSONNEL INFORMATION REQUIREMENTS

The military personnel information management system forms the foundation for all other personnel management systems. It must provide the automated, real-time information that personnel managers need to operate the other systems along with the information that commanders need to support the decision-making process. Such a system must satisfy the objective automation and military personnel information requirements described in Chapter 27.

Chapter 27
OBJECTIVE MILITARY PERSONNEL INFORMATION REQUIREMENTS

This chapter outlines the design requirements for a military personnel information management system that will adequately support the other critical personnel functions in a theater of operations. It consolidates and amplifies previously referenced objective system requirements for developers and field operators.

AUTOMATION

Personnel managers have a constant need for real-time personnel information to meet battlefield personnel management requirements. To meet this demand, the Army requires a single personnel information management system that satisfies the following requirements:

- Provides distributed processing.
- Uses an industry standard, state-of-the-art, multi-tasking operating system.
- Has security capability that meets DoD standards without additional personnel. This includes when connected to other systems through communications nets.
- Has interface capability with new and/or evolving systems.
- Has resident software that completely meets the demands of personnel readiness, replacement operations, casualty operations, personnel accounting and strength reporting, postal operations, and personnel information management.
- Provides the means to account for deployed Army civilians and reports their assignment and location through the automated reporting channels to the total Army personnel data base (TAPDB).
- Provides the means to account for joint/combined task force and host nation personnel and report their assignment and location as either a system product or through/to external, compatible data base systems.

Within these functional areas, specific software applications must cover task force management, manifesting, patient accountability, postal routing, postal locator, postal redirect, soldier applications, word processing, spreadsheet, and graphics. The software must have the flexibility to provide for changes to new fictional requirements within one year from proponent documentation to product fielding. End products must have a user-friendly, self-teaching capability.

The hardware must be man-portable. Central processing units must be state-of-the-art. Random access memory and fixed disk data storage capability must be sufficient to service all assigned soldiers' and civilians' records. Examples are a division's data base on one notebook computer and a local area network consisting of a file server with satellite microcomputers.

The communications system must have the following: ability to communicate at each command level and between levels from battalion to HQDA on a real-time basis, with multiple addressee capability; electronic signature capability; ability to read and write multiple data media; and ability to use commercially available hardware.

The system must have short training requirements during mobilization. This is 16 hours for operators, 40 hours for system managers, and 80 hours for programmers. Reserve Component units must have the system and train with it.

TASK FORCE MANAGEMENT

Task organization is the process of temporarily realigning organization structure, personnel, and command relationships for a specific purpose. The result is a task force. The task organization concept requires reestablishing the original command alignment within a relatively short period. The personnel information management system must have the flexibility necessary to support task organization.

The first requirement is for the personnel information management system to recognize interim command alignments within its organizational and authorization files. On the date the responsible commander orders a task force organization, the personnel information management system must immediately recognize the task force as a legitimate organizational entity with corresponding personnel authorizations.

The process of realigning units in this fashion must result in an instantaneous system update from any level. The personnel readiness manager is the focal point in this action. He will coordinate with the system manager to change organizational and authorization files to reflect the task organization. The task force commander assumes personnel responsibility for all soldiers and Army civilians assigned to the task force. The task force data base will contain automated records for assigned soldiers and Army civilians.

After task force deactivation, the personnel information management system must be able to quickly reconfigure the data base to reflect the changed organizational structure. The system must immediately transfer individual electronic personnel records to the original organizational structure or a new task organization. It must be done concurrently with task force deactivation. This process must be made simple to manage at all command levels.

The system will differentiate between the different command and control relationships and transfer either the entire record or only the elements required for command decision-making.

System designers must construct data elements to reflect organizational alignment with more than one command structure in the personnel information management system. This provides a task force record and facilitates configuring units in a new command alignment.

System design must reflect command alignments below unit identification code (UIC) level of detail. This provides for alignment with the appropriate task force. To task-organize below the UIC level of detail (for example, platoons and sections), the system must task-organize down to squad/crew/team level. It must be able to move authorizations and individual electronic personnel records at the same time.

The task force module in the personnel information management system must provide for information consolidation at each command level. It must also provide the capability to query the task force data base for any item of information on an individual soldier, Army civilian, team, or unit. This includes summary information on all task force units.

A requirement exists for a software module that will allow personnel readiness managers at all levels to record a unit's temporary alignment for exercise or planning purposes and provide personnel services to the soldier and Army civilian.

Software modules must allow personnel readiness managers to view task force personnel status. Examples of fictional requirements are comparative strength information by task force, MOS inventories, and other routine personnel readiness management queries.

READINESS AND DEPLOYABILITY

An individually carried electronic medium must exist that can easily manipulate input/extract data from multiple data bases for soldier readiness processing and rapid deployability. Examples are the plastic card with bar code, magnetic strip, and memory chip.

This system must also account for individual replacement personnel as they move through the replacement system (for example, CONUS replacement center and replacement companies). The medium should be simple in design and

limited to critical data elements to expedite development and simplify maintenance.

PATIENT ACCOUNTABILITY

The patient accounting software module must enable battalions/separate units to transfer accountability for soldiers and Army civilians admitted to medical facilities to a corps/TAACOM patient account. This will give personnel readiness managers more accurate information on unit personnel readiness.

The module must provide a centralized data base of current and historical data regarding all patients within the theater of operations by level (for example, corps and theater). The requirement includes personnel without a social security number (SSN) (for example, soldiers of allied forces and enemy prisoners of war).

The module must facilitate casualty reporting and enable casualty managers to record and manage casualty information on each case throughout the process. The module must also allow casualty managers to make multiple reports on an individual case and review previous reports along with current information.

The module requires horizontal and vertical integration. This provides for seamless data entry at any point within the casualty operations network and electronic transmittal to all appropriate data bases in the personnel information management network.

There must bean electronic interface with the medical community's medical management information systems and the casualty accounting system. The interfaces are the sources of data compiled in the patient accountability data base.

CASUALTY ACCOUNTING

The casualty accounting module must provide a current and historical data source for all casualties within the theater of operations. This must be by level (for example, company, battalion S1, brigade S1, division G1, personnel services battalion, personnel group, theater PERSCOM and USTA PERSCOM).

The module must facilitate seamless casualty reporting and allow casualty operations managers to manage casualty case status through the entire process. The module must make appropriate multiple reports on the same individual and allow the casualty manager to review casualty reports along with current information.

The module requires horizontal and vertical integration. This provides for data input at any point within the casualty operations network and electronic transmission to appropriate data bases. The module must have an electronic interface with the patient accounting system.

MAIL ROUTING MANAGEMENT

The mail routing management module must provide a centralized current and historical data source concerning Army post offices (APOs). It must give their locations and the contingency APOs of all units within the theater of operations or scheduled to deploy to it.

The module requires horizontal and vertical integration. This provides for data entry at any point within the postal operations network and electronic transmission to appropriate action agencies.

The module must interface with logistics systems to track and locate mail containers during shipment (to, from, and within the theater of operations). The module must be able to generate an automated mail routing scheme, upon request. The scheme must reflect unit locations and servicing APOs. The module must accept unit relocation information from either the supporting APOs or the corps/TAACOM personnel management centers (PMCs), whichever gains first knowledge.

POSTAL REDIRECT

The postal redirect module must provide a centralized source of current mailing addresses for soldiers and Army civilians. It must also be able to record past and projected addresses.

An electronic medium containing the soldier's and Army civilian's name and SSN should automatically update his address. After reading this information into the personnel information management system data base, address update should require only one or two key strokes. The software must be able to direct a printer to print labels with bar codes as an address update by-product. Postal unit printers must be able to print bar codes on labels.

The postal redirect module requires horizontal and vertical integration. This provides for data entry at any point within the postal operations network and electronic transmission to appropriate postal companies.

REPLACEMENT MANAGEMENT

The replacement management module must provide a centralized current and historical data source regarding replacement arrival and allocation at every personnel management-related stop. This data must track replacement flow to the ultimate unit of assignment.

The module must be able to provide total asset visibility and account for individual replacement status from the point USTA PERSCOM makes allocation to arrival in the ultimate unit of assignment. An electronic medium containing the soldier's and Army civilian's name and SSN should serve as the personnel information management system input device.

The module requires horizontal and vertical integration. This provides for data entry at any/every point within the replacement management network and electronic transmission to appropriate action agencies. The module must have electronic interface with the personnel readiness management process and the personnel information management data base.

COMMUNICATIONS

Real-time communications are essential for personnel information to be available in an on-line, interactive processing manner. This processing requires immediate communications links. Without these links, the system can only provide near real-time information.

Communications that handle personnel information must be able to immediately transfer large amounts of personnel data from the battalion S1 to USTA PERSCOM. It must do this without interfering with operational or logistical communications. These systems should be transparent to the user and constantly available. The user should be able to simultaneously update all appropriate data bases through standard multiple addresses.

Personnel communications systems must facilitate immediate set up. PMCs at battalion/separate unit level and higher must have communications from the theater of operations to the sustaining base within 24 hours after arrival. The requirement is for data transmission and voice communication. This may be through satellite or direct dial network.

Appendix A
UNIT COMMUNICATIONS

This appendix describes how and with whom personnel units communicate and the communication structure used.

COMMUNICATION REQUIREMENTS

To perform their critical missions, personnel units must have reliable internal and external communications capable of data transmission, and the communications must be "assured." Assured communications is a system that provides the required capability when needed. It is the responsibility of the senior Army commander to provide the assured communications system whether within the area of operations (AO) or from the AO to the sustaining base.

Due to the wide dispersion of personnel units throughout the ever-changing battlefield, Mobile Subscriber Equipment (MSE) will be the primary mode for external communications. Information must be available in a timely manner and in the required format. Tactical satellite access, linked with MSE, will ensure successful personnel operations on the battlefield.

Personnel units must be able to communicate verbally with each other and various other units as well as transmit and receive large volumes of digital data to effectively perform their critical functions. These units may include supporting and supported units, mortuary affairs units, medical units and facilities, and finance units. Personnel command and control units (PERSCOMs, PGs, PSBs) must communicate to determine and coordinate personnel and operational support requirements, resolve inquiries, receive and provide technical guidance and policies, receive and issue plans and orders, coordinate movement, and receive and transmit tactical and technical reports.

Personnel command and control unit commanders, or their designated representative, also coordinate directly with many different staff and tactical elements for support. These include troop welfare, intelligence, operations, transportation, supplies, subsistence, maintenance, medical, religious, legal, and finance. Secure mobile communications equipment will be used in the commander's vehicle and the operations section. MSE will be used in all PERSCOM, PG, and PSB sections in the execution of mission requirements.

Operational personnel units include PSBs, PDs, replacement battalions and companies, postal companies, and bands. Communication requirements for operational personnel units are similar to those of the personnel command and control units. Deployed operational personnel units will use MSE and radio to communicate with

their parent unit HQs, supporting units, and supported units. Operational personnel units will require secure, mobile communications for their own admin/log needs while away from their parent unit HQs and for tactical operations in accordance with rear operations doctrine. Operational personnel units will access an area MSE node to reach the unit with which they must communicate.

PLANNING CONSIDERATIONS

USER RESPONSIBILITIES

The user-owned and -operated concept applies to all automation assets as well as the telephone terminal.

Planning for Data Transfer

There are many ways we can transfer data on the battlefield. Intense planning and coordination between the deploying unit and the signal support unit is a must. The deploying unit's staff must decide what type and how much data they will need to pass prior to deployment. They must determine the type and amount of hardware and software required, and they must know how to install and use it.

Implementation

In addition to being able to install the equipment, users must be knowledgeable of the communications software packages installed in their automation terminals. The signal support unit will provide the network access point (LAN Port, X.25 Port, Junction Box) and provide technical advice and assistance when required.

Sustainment of Information Systems

Maintenance and support of all common table of allowance (CTA) and table of organizational equipment (TOE) automation equipment is the responsibility of the individual user. The signal support unit will not provide maintenance support and does not carry spare automation parts.

SIGNAL OPERATING INSTRUCTIONS

The corps or TAACOM signal officer provides the necessary signal operating instructions (SOI) to the personnel group S2/S3 who is responsible for providing necessary extracts to subordinate commanders. These extracts must include information on major supported units in the personnel unit's area of responsibility.

COMMUNICATIONS SYSTEMS AND MEANS

Personnel units need various types of communications systems in sufficient quantities to adequately provide personnel support on an extended battlefield. Communications equipment includes frequency modulated (FM) radios, MSE, and facsimile machines.

MOBILE SUBSCRIBER EQUIPMENT

MSE is a voice and digital communications system that provides common user support to a geographic area, as opposed to dedicated support to a specific unit or customer. Area coverage is accomplished through a series of nodal switches deployed throughout the battlefield that connect fixed and remote users. At corps and below, MSE provides the capabilities for both circuit-switched (i.e., dial-up) and packet-switched data transmission. At EAC, Tri-Service Tactical Communications (TRI-TAC) equipment provides similar capabilities. User-owned equipment may consist of Digital Nonsecure Voice Telephone (DNVT), Digital Secure Voice Telephone (DSVT), Single Subscriber Terminal (SST), Mobile Subscriber Radio Terminal (MSRT), and facsimile. MSE will give personnel units the ability to communicate with supported units, supporting units, deployed personnel units, or detachments.

Non-secure voice access to the MSE system is through the DNVT. DNVTs tie into the MSE system via field wire. DNVTs interface with facsimile for informal record traffic and with single subscriber terminals (AN/UGC-144) for formal worldwide record traffic. Formal record traffic is sent over the Automatic Digital Network (AUTODIN) by the UGC-144 communications terminal (CT). Respective staff elements own and operate the equipment, which should speed the transfer of formal information. DNVTs can also pass data by using the data port connection and the Tactical Terminal Adaptor (TTA). The TTA functions as a digital modem and can communicate over MSE and TRI-TAC digital voice lines to other automation devices which also use a TTA (i.e., TACCS, ULC, and ATCCS). This method should be used in limited, specific cases to make the most efficient use of telephone lines primarily intended for voice communications.

Subscribers on-the-move use the MSRT, which consists of a very high frequency (VHF) radio and a DSVT. MSRTs are normally mounted on a vehicle, but a stand-alone configuration can be provided for use in command posts or other static situations. The MSRTs interface with the MSE system through a radio access unit (RAU). RAUs are deployed to maximize area coverage and MSRT concentrations. As long as the radio unit has line-of-sight contact with the RAU, it has

connection into the area system. A SEN switchboard configuration is shown in Figure A-1.

Subscribers gain access to the network through "affiliation" by entering an affiliation request code, personal code, and directory number. Subscribers must be connected to a junction box (J-1077) before attempting to affiliate. Subscribers will keep their access until they move. Prior to moving, they must disaffiliate their telephone. Mobile users affiliate by dialing the same codes through a local RAU. They are automatically reaffiliated as they move from one RAU's area of coverage to another. An affiliation light lets a mobile user know if he has moved out of the area of coverage and needs to move to regain access to the network.

The subscriber and its equipment are owned, operated, and maintained by the users, who are also responsible for the installation of the field wire from the user-owned equipment to the interface point. The signal units operate the MSE area system. The operations and plans staff element will determine the location of interface points based on the recommendations of the signal officer.

TACTICAL PACKET NETWORK

The primary method to pass data on the battlefield will be through the use of the Tactical Packet Network (TPN). It maintains the present MSE architecture and consists of Wide Area Networks (WAN) made up of interconnected packet switches at EAC and ECB and local area networks (LAN) made up of user-owned and operated computers. Access can be gained by directly connecting to a packet switch or connecting to a CP LAN. Packet switches are located at every MSE node, and gateway connections between different networks are located at the node center switch. (Figure A-2).

LAN connections are made by using an 802.3 LAN card and coaxial cable. X.25 packet connections access the TPN by using a tactical packet adaptor or TPA. The TPA converts computer output into a form that can be passed over the tactical communications system. Field wire from the TPA is connected to a junction box (J-1077) at a node. The user must install, operate, and maintain the LAN. The user is also responsible for laying the wire to the network access point (LAN port, X.25 port, junction box). The signal support unit will assume responsibility from that point and will provide technical assistance when required.
(Figure A-3)

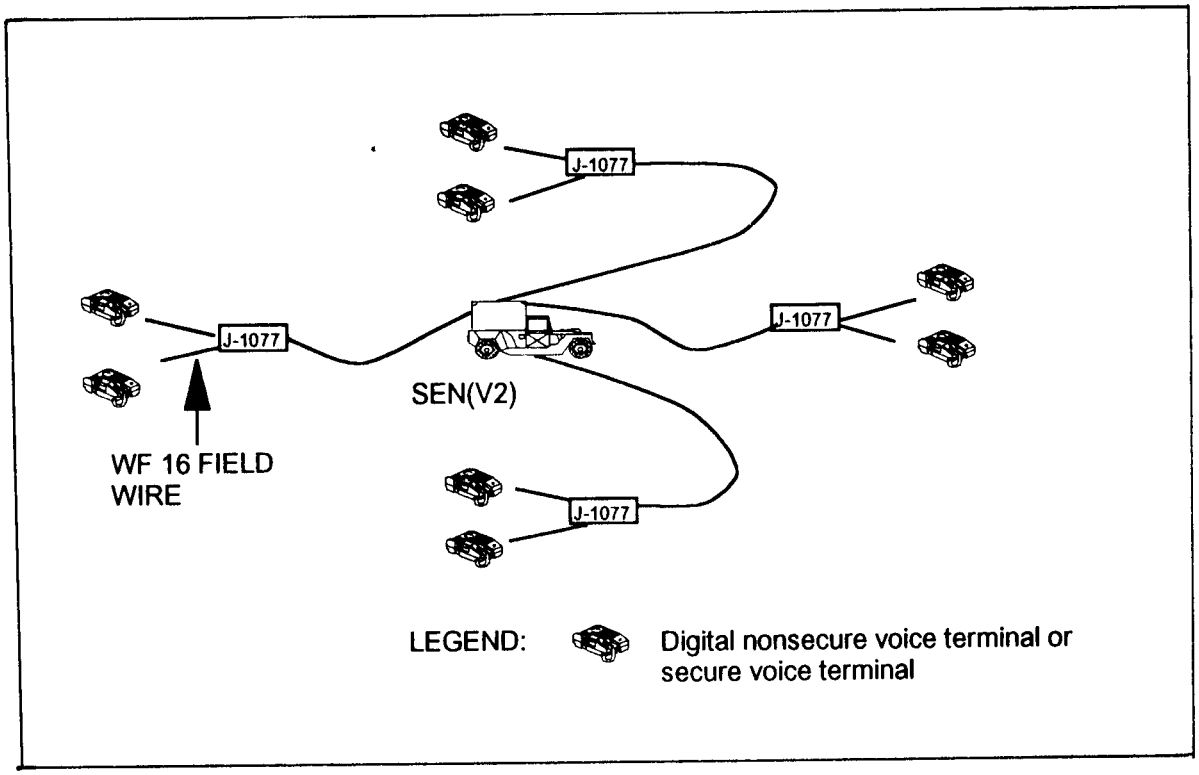


FIGURE A-1

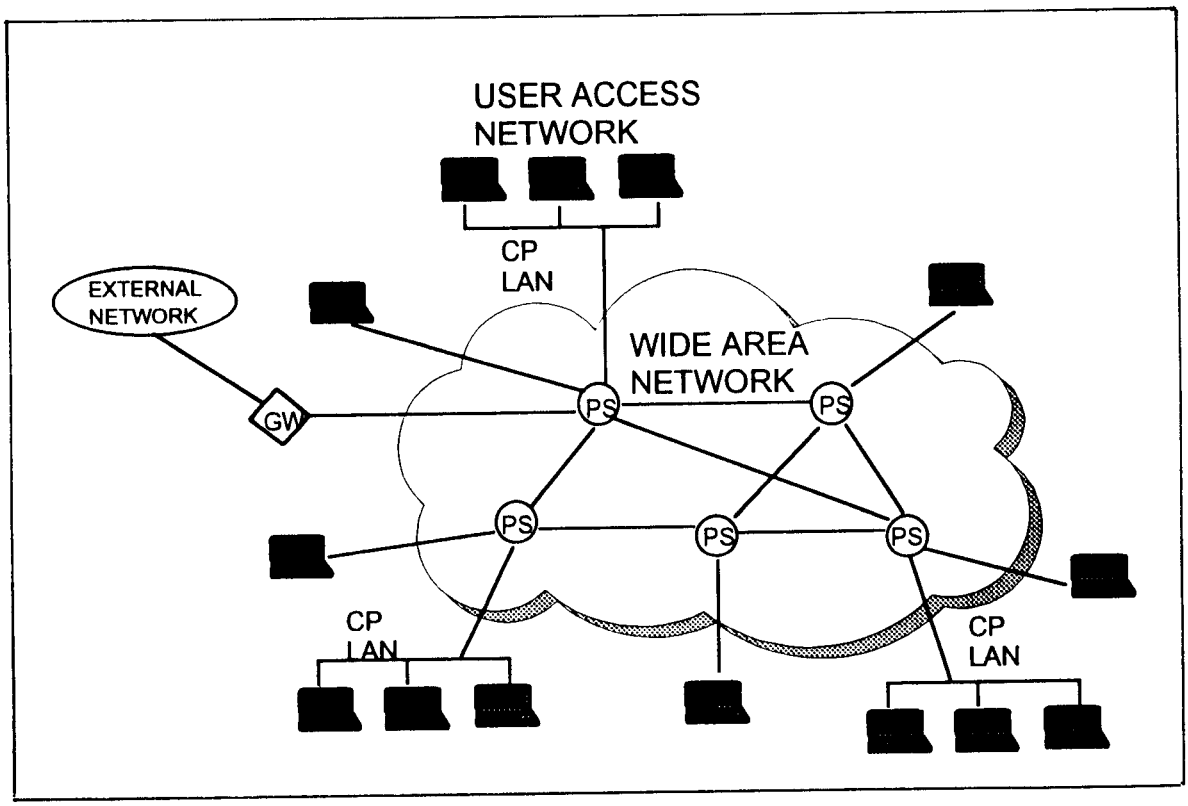


FIGURE A-2

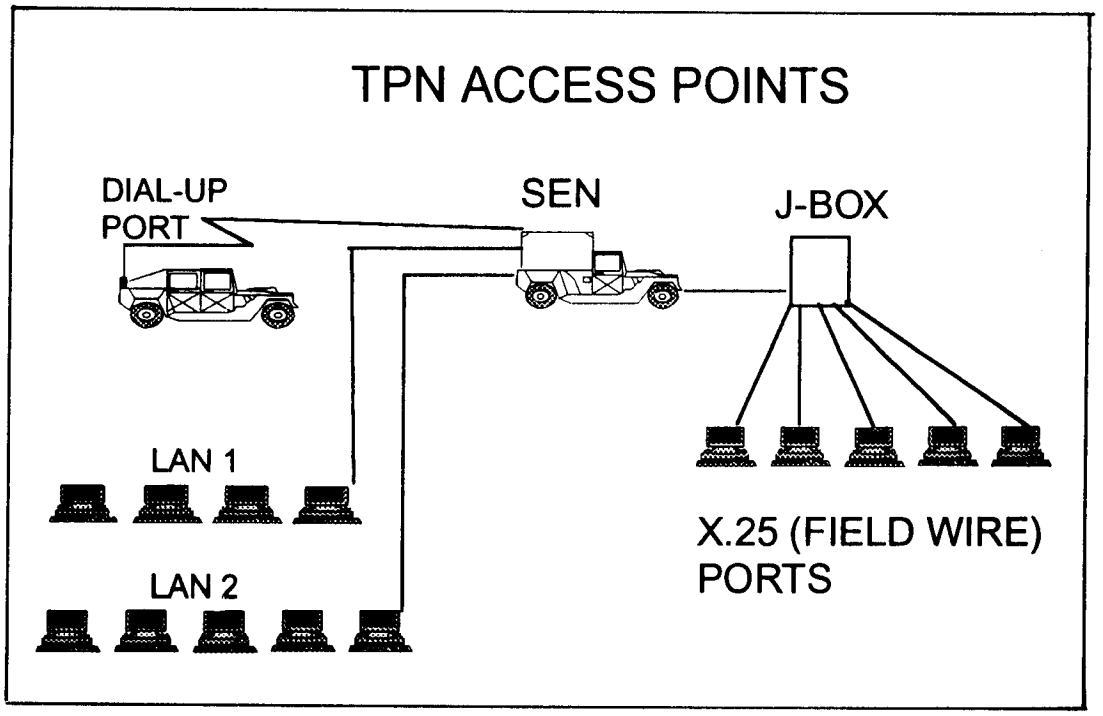


FIGURE A-3

FM RADIO

Personnel units will use FM radios in lieu of and as a supplement to other communications means. They must be able to communicate in a mobile, secure mode to coordinate support and movement requirements, as well as to coordinate with the parent personnel unit headquarters and other organizations. The Single Channel Ground and Airborne Radio System (SINCGARS) will be the primary FM voice radio used to support personnel units.

Personnel units will primarily communicate with each other on the FM Administrative and Logistics Net. They may also use the Command Net, Operations and Intelligence Net, and Rear Operations Net.

- Administrative and Logistics Net is used for personnel support and supply information requirements. This traffic does not have the same immediate tactical importance as the command net.
- Command Net is used for tactical command and control by the commander.
- Operations and Intelligence Net is used to control operations and pass intelligence information within commands. The net control station is located at higher headquarters. Personnel units will use this net when deployed from the parent personnel unit,
- Rear Operations Net is used to communicate with the rear tactical operations

center (RTOC). This net provides a means of disseminating tactical information through the base cluster and supporting perimeter defense actions. The RTOC commander determines the use of communications assets.

COURIER

Couriers/messengers can be used for transmitting written messages or for backup if electronic data transmission capabilities are not available. Use of couriers will slow the speed of transfer of information and may reduce its usefulness to the intended user. Conversely, couriers can be an acceptable means of transferring information that is not especially time-sensitive, and using couriers will allow for more effective use of the communications lines.

INFORMATION SYSTEMS SECURITY

Information systems security is an integrated approach to protecting all components of the system - communications, computers, and information. The goal of information systems security is to provide the user with a system that meets the security requirements for the mission and the environment. Communications security (COMSEC) measures deny unauthorized persons access to valuable information which might be derived from electronic transmissions. Prevention measures include crypto-security, physical security, transmission security, and emission security. Computer security (COMPUSEC) protects the operating system and specific application software from viruses and other forms of malicious code. The information resident in data bases must also be protected from unauthorized access to ensure the integrity and validity of the data. Specific information systems security procedures for personnel units will be outlined in unit operational manuals and directives.

ON-GOING INITIATIVES

The Multi-level Security (MLS) and Combat Service Support (CSS) Automated Information Systems Interface (CAISI) are two on-going initiatives.

COMBAT SERVICE SUPPORT AUTOMATED INFORMATION SYSTEM INTERFACE

The CAISI will process the bulk of the CSS STAMIS information in the future. Better known as a "concentrator," it will concentrate data at a central location and transfer the files to other users on the tactical network or passed back to the sustaining base. Connection to the TPN is made through an 802.3 LAN or X.25 port using a TPA. The CAISI can also enter the circuit- switched network through

the use of the TTA. Concentrators will be located at all major CSS organizational elements from brigade to EAC. (Figure A-4)

MULTI-LEVEL SECURITY

MLS is required for transferring information of various security classifications over common user data networks to multiple users. Currently we can pass data only through the tactical network or the strategic network; one cannot interface with the other. Our tactical network is SECRET high. The Defense Data Network is actually four different networks with four classification levels. MILNET is UN-CLASSIFIED, DISNET 1 is SECRET, DISNET 2 is TOP SECRET, and DISNET 3 is TOP SECRET SCI. The only way we can currently transfer data from the tactical environment to the strategic environment is through a process called' 'air-gap. " Unclassified data is transmitted through the tactical network. The computer on the receiving end saves the data to a disk, and it is then hand-carried to another terminal connected into the MILNET. This manual transfer is necessary to maintain physical separation of the SECRET high tactical network from the UNCLASSIFIED MILNET. The data is then transferred via E-mail. There are plans are to link the tactical and strategic world through a TPN/DDN gateway.

SPLIT OPERATIONS

As described in Chapter 26, the contingency size and nature of operations will determine the mix of military personnel elements and equipment. Signal support must be tailorable and expandable to provide assured communications from the deployed force back to the sustaining base.

Personnel units will deploy with the minimum amount of equipment needed to perform split personnel operations. Contingency communications packages will consist of varying quantities of MSE switches, portable line-of-sight radios, and tactical multi-satellite ground terminals. This will provide connectivity back to the sustaining base for command and control and information processing.

SIDPERS transactions can be processed on the user-owned automation device (TACCS, CTASC-II) and sent to the CAISI. The information is forwarded to the MSE switch and then transmitted through a satellite system back to the sustaining base for processing. (Figure A-5)

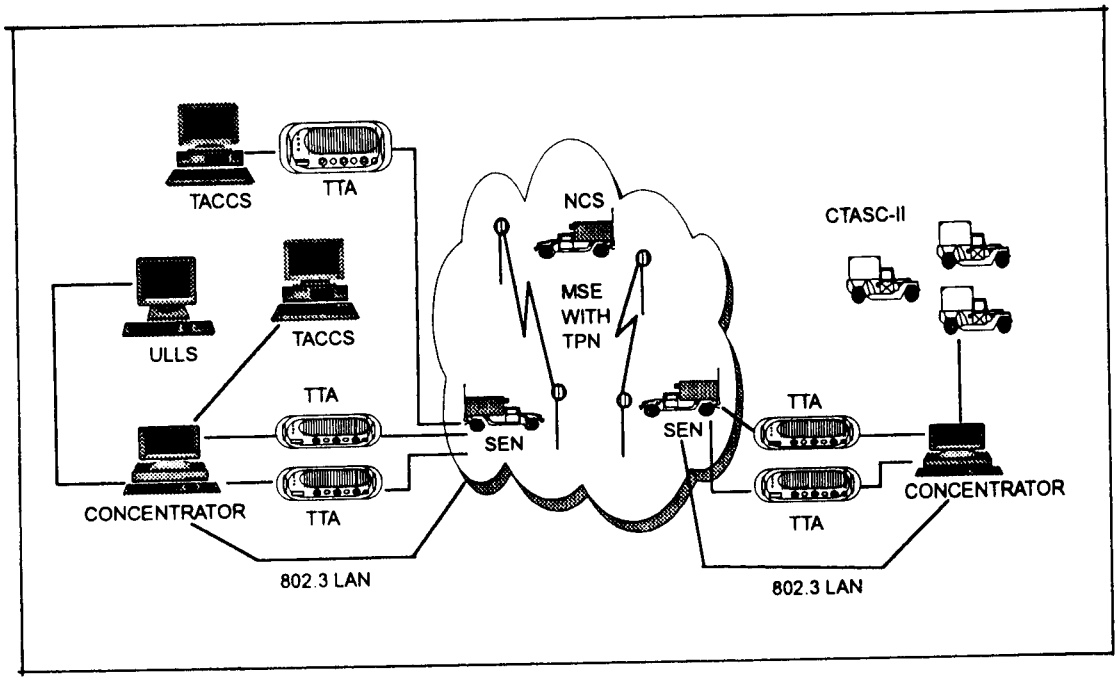


FIGURE A-4

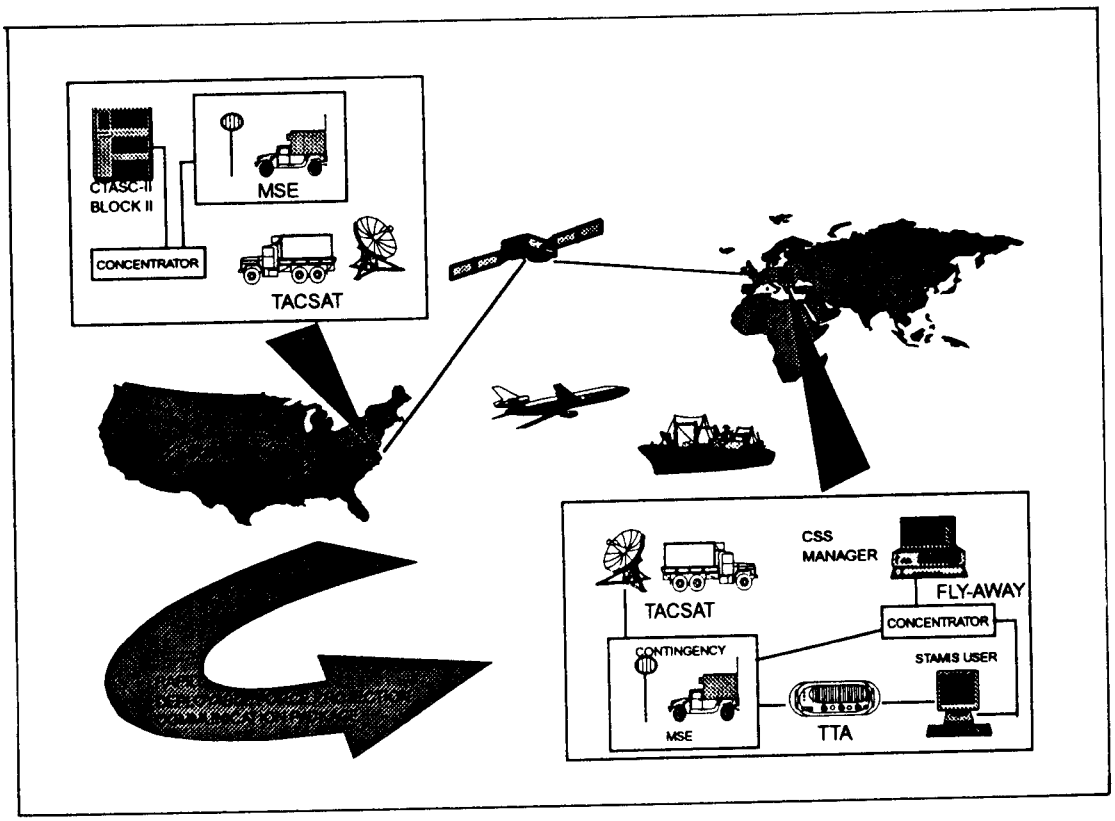


FIGURE A-5

Appendix B
UNIT MOBILITY REQUIREMENTS

Consistent timeliness of personnel support is necessary to sustain the force and enhance the commander's ability to continue combat operations. The fluid nature of Army operations requires mobility to maintain personnel support. Personnel units require a variety of TOE, CTA, and automation equipment to effectively operate on the battlefield. Some personnel units or their elements must be 100 percent mobile. For example, the DS postal platoon must be 100 percent mobile to provide services to the brigade and battalions. This mobility factor must include the TOE, CTA, USPS, and automation equipment required to effectively perform the wartime mission. Unit mobility statements are contained in Chapters 15 through 22.

Personnel unit commanders must transport their elements to designated locations to provide personnel support to other units in their assigned area of operations. Personnel support is on an area basis and employs detachments and platoons in locations close to support units in their area of operations. PSB/PSDs maybe required to travel in the division or brigade area of operations to conduct training, reconstitution operations, and so forth. Postal platoons are required to travel in the brigade and battalion areas of operations.

Supporting transportation units use organic personnel or equipment to move personnel units and/or their subordinate elements. This forward-oriented transportation is a combat-multiplier. It allows the combat commander to concentrate all his forces on the enemy, shorten the logistics tail, and gain mobility and freedom of action.

Unlike most combat units, personnel units depend on proportionally larger quantities of mission-essential CTA and automation equipment to successfully accomplish their mission. Personnel unit commanders must plan transportation based on requirements for bulky CTA and automation equipment that will "cube out" vehicles before exceeding the gross weight capabilities of vehicles as well as weight and/or cubic footage of authorized TOE equipment.

Personnel units will also require supplemental transportation of TOE and mission-related CTA and NBC equipment, basic loads, prescribed and authorized load lists, rations, water, miscellaneous personnel documents and automation supplies, defensive equipment, individual and crew-served weapons and ammunition, and all unit personnel and their personal gear.

Personnel units must be ready to move frequently and operate from tentage carried with the unit. Therefore, personnel unit commanders will train to transport their entire unit. They are responsible for prioritizing and distributing TOE, CTA, and automation equipment among available organic transportation assets. They must then establish and maintain coordination with the appropriate support unit for any supplemental transportation needed. Commanders will establish and test equipment load plans to ensure that the unit is capable of moving and supporting the force.

Appendix C
BASE DEFENSE

AG units at all levels are prepared to defend themselves in order to successfully conduct their wartime mission. Base defense operations, as described in FM 90-12, and FM 90-14, Rear Battle, are the cornerstone of defensive operations in the rear area. Base defense operations include all actions that units occupying a base take to protect themselves from enemy acts. They consist of a combination of passive and active measures including the assistance of the MP patrolling and reconnaissance operations, cover and concealment, and immediate reaction to enemy threat or attack. Base defense operations are enhanced by the extensive use of reinforcing and natural obstacles, sensors, surveillance devices, and observation and listening posts.

Personnel units participate in base defense as part of a base and base cluster, under the direction of the rear area operations center (RAOC). Commanders of personnel units, if senior to other commanders, plan, coordinate, and supervise base defense operations.

The ability of a base to defend itself is dependent on the threat. There are three categories of threat: Levels I, II, and III.

- Level I are threats which can be defeated by base or base cluster self-defense measures. They include sabotage by enemy sympathizers, terrorists, and guerilla activity.
- Level II are threats which are beyond base or base cluster self-defense capabilities but which can be defeated by response forces, normally military police with supporting fires. They include unconventional forces such as the former Soviet Union's SPETZNAZ or reconnaissance/ambush conventional units.
- Level III are threats which necessitate the command decision to commit a combined arms tactical combat force (TCF) to defeat the threat. They include battalion level, or above, infiltration or penetration into the rear by airmobile, airborne, amphibious, or deliberate ground operations.

The three levels of organization having direct effect on the conduct of base operations are discussed in the following paragraphs.

REAR AREA OPERATIONS CENTER

The RAOC plans, coordinates, advises, and directs the execution of the rear battle. As the tactical operations center for fighting the rear battle, the RAOC responds to the requirements of the echelon rear battle officer.

BASE CLUSTER

The base clusters contain several bases that are grouped together to enhance security as well as to facilitate their support of combat forces. A base cluster normally does not have a defined perimeter or established access point. It is the command and control headquarters for the bases in the cluster. The base cluster commander is normally the base commander who has the capability to establish a base cluster operations center. This operations center is the command and control link from the bases to the RAOC.

BASE

The base is a geographically small, defendable area with a defined perimeter and established access controls. The base commander is the senior unit commander. The base is responsible for defending itself against Level I attacks. In cases of Levels II and III attacks, the base engages enemy forces and delays them until reinforcing MP or tactical combat forces arrive and assist in defeating the incursion. Each base will establish, plan, coordinate, and supervise base defense operations. The position of the base will be determined by the G3, support commander, and the RAOC.

Appendix D
NON-TOE POSTAL EQUIPMENT

The postal platoon requires equipment and supplies from multiple sources to accomplish its mission. Commanders and platoon leaders must ensure that all necessary equipment, not found on the TOE or readily available in the Army supply system, is procured and ready prior to deployment. This appendix is not all-inclusive, but it provides a list from which to start.

Postal Platoon
Pre-pack Army Equipment

FSN	ITEM IDENTIFICATION	APPROX QTY
7110-656-1110	Desk, Field: removable lid, folding legs and stool/7 drawers/1 w/pad-lock	4
7110-266-7444	Case, Mail Distribution: 8 compartments, folding	4
7110-266-7443	Desk, Mail Distribution, folding wood	6
7110-266-7180	Table, Mail Dumping and stamping metal	2
7105-269-9275	Table, folding legs	5
7105-262-0684	Stool, folding, metal	3
7105-269-9264	Chair, folding, metal	6
7110-641-9033	Rack, mailbag, metal folding 6 bag cap	6
7110-242-5593	Safe, 2 shelves, 1 drawer	6
7310-264-4826	Office supply set, field w/components	2
7510-283-1799	File set, office record w/components	2
7110-273-6770	Filing cabinet, S 3x5, 1 drawer H, 15"d, 7"W	2
7420-264-6949	Adding and substracting machine	4
7520-281-5931	Cash box steel single compartment	4

DoD & DA Forms

FORMS	TITLE	APPROX QTY
DD 285	Appointment of Military Clerk, Unit Mail Clerk or Orderly	100
DD 885	Money Order Control Record	500
DD 1115	Mailroom No Admittance Except to Authorized Personnel	4
DD 1118	Unit Mail Clerk Receipt for Funds and Purchase	100
DD 1384	Transportation Control & Movement Document	500
DD 1385	Cargo Manifest	5
DD 2257	Designation/Termination MPC-PFO-COPE-FPC	100
DD 2258	Temporary Mail Distribution Instructions	2
DD 2259	Report of Audit of Postal Accounts	100
DD 2260	Unit Mail Clerk/Orderly Designation Log	10
DD 2261	Registered Mail and Inventory	100
DD 2262	Receptacle Record	N/A
DD 2263	Mail Address/Combination Notice	N/A
DD 2273	Irregularities in Makeup and Dispatch of Mail	200
DA 3955	Change of Address and Directory Card	10000

USPS Equipment

ITEM NO.	TITLE	APPROX QTY
3600	Machine, Canceling, Class C (Model K & HD 2)	1
0853	Scale, 4 lb capacity	2
0854	Scale, Beam 100 lb capacity	1
0857	Scale, Automatic, 70 lb capacity	4
0858	Scale, Letter, 16 oz. capacity, graduated by 1/2 oz.	5
07400	Imprinter, Money Order	3
2010	Integrated Retail Terinal	2

USPS General Supply Items

SUPPLY NO.	DESCRIPTION	APPROX QTY
EP 9	Envelope, registry jackets, printed registry pouch bill envelope (4"x6")	100
EP 11	Envelope, printed, open-corner card, fill-in type return address, registry bill container & routing directive.	50
EP 390B	Envelope, printed, open corner card, fill-in type return address, preaddressed to Military Money Order Section 8" x 13.5"	100
EP 1865	--(White) general use B55 x 6"	50
EP 1865D	--for returning PS Forms 3579 undeliverable 2d, 3d, 4th, class mail	500
17	Stamp Requisition	3

USPS General Supply Items

SUPPLY NO.	DESCRIPTION	APPROX QTY
565	Registered Mail Application for Indemnity	25
08	Paper, paraffin coated, for stamps in high humidity	100
030B	Tape, gummed kraft paper, (requires moistening), 600 ft 2.5"w, medium duty	100
033	Tape, white, 2 ply, adding machine, 2.5, double sheet	25
041A	Paper, carbon, black, heavy weight, for pencil use, 3.5" x 6.25"	1
041B	Paper, 3.5" x 12.5"	1
041C	Paper, 3.75" x 14"	1
041D	Paper, 3.75" x 10"	1
041F	Paper, 5" x 10"	1
041H	Paper, 6" x 8"	1
041U	Paper, 8.5" x 11"	1
079A	Case, headers, manilla cards, 4" x 10.5"	200
0292E	Pen, ballpoint, assembly, with 24" chain, for lobby desks only	10
0292C	Refill only, medium point, for use with item 092E	25
0349A	Caps, plastic spout, for use on 4 and 8 ounce cans of ink	5

USPS General Supply Items

SUPPLY NO.	DESCRIPTION	APPROX QTY
0385E	Rubber bands, 1/4 lb box, NR 64 (NSN: 7510-00-243-3435)	10
0421A	Tapeline, graduated to 1/8" x 9", for measuring parcel post	5
0550H	Handle, rubber postmarking and canceling stamps	10
0570H	Handle, rubber registry canceler, for use with item 0681, black	10
0570R	Handle, rubber dating stamp, for use with item 570, red	5
0635	Rubber type, pica, in sets for days, months, 6 consecutive years, with tweezers	10
0660B	Ink, red, for rubber stamp pads, 8-ounce container	2
0661B	Ink, black, canceling, for stamps (rubber), 8-ounce container	2
0681	Stamp, rubber, black oval, for use in canceling stamps on registered mail, for use with 570H	2
0785C	Ink, black, canceling for metal stamps only (1 pint)	2
0813R	Seals, airmail, plastic, 1000	2
0817A	Seal, Car Doors, tin or electrogalvanized, numbered, 1000 per box	1
0817C	Seals, tin band, numbered, for registered mail	1
D1149	Container, for rubber bands (canvas)	2

USPS Forms

SUPPLY NO.	DESCRIPTION	APPROX QTY
673	Report of Rifled Parcel	25
1096	Cash Receipt	20
1957C	Request for Postal Pubs	10
1957D	Request for Postal Pubs	10
1567	Requisition for Rubber and Steel Stamps	5
1572	Inquiry About Receipt of International Mail	10
1578-B	Requisition for Nonstandard Facing Slips of Strips Labels (three-part set)	10
1586	Supply Record (card)	200
1590	Supplies and Equipment Receipt	50
1625	Record of Entry-Registry Section or Distribution Units	200
1628	Individual Key Record (card)	25
2865	Return Receipt for International Insured or Registered Mail (card)	25
2900	U.S. Military Mail by U.S. Commercial Air Carriers Dispatch Record (9 part set)	100
2942	AV-7 Delivery List (7 part set)	100
2942-A	AV-7 Delivery List (7 part set)	100
2966-A	Parcel Post Customs Declaration (label)	10000
2966-B	Parcel Post Customs Declaration (label)	1000
2966-E	Sleeves used with 2966-B	1000

USPS Forms

SUPPLY NO	DESCRIPTION	APPROX QTY
2976	Authority for Customers to open International Mail	1000
2976-A	Customs Declaration (used with PS Form 2976)	100
3295	Daily Record of Stamps, Stamped Paper, and Nonpostal Stamps on Hand	100
3367	Fixed Credit Receipt (pad/50)	1
3368	Stamp Credit Examination Record (card)	50
3369	Fixed Credit Receipt	100
3533	Reimbursement of Postage	100
3679	Undeliverable 2d, 3d, 4th or Controlled Circulation Matter (label)	2000
3602PO	Meter Books	3
3800	Receipt for Certified Mail (label)	2000
3801	Standing Delivery Order	200
3806	Receipt for Registered Mail (2 part set)	2000
3811	Return Receipt Registered, Insured and Certified Mail	500
3811A	Return Receipt	10
3812	Claims Form	20
3813	Receipt for Domestic Insured Parcel (pad/200)	5

USPS Forms

SUPPLY NO.	DESCRIPTION	APPROX QTY
3813-P	Receipt for Insured Mail-Domestic/ Insured	2000
3817	Certificate of Mailing	100
3826	Registry Irregularity Report	25
3827	Irregularity Report of Insured and COD Mail	25
3831	Receipt for Articles Damaged in Mail	50
3849	Delivery Notice or Receipt	4000
3854	Manifold Registry Dispatch Book 30-Entry	50
3857	Assignment of Number Blocks for Registered, Insured, Certified and COD mail	50
3861	Loss, Claim Filed by Mailer	100
3861-A	Numbered Loss Claim Filed by Mailer or Addressee	100
3882	Damaged Claim Filed by Mailer	100
3863	Damaged Claim Filed by Addressee	100
3875	Daily Balance-Registry Section	200
3877	Firm Mailing Book for Registered, Insured, cash on delivery (COD), and Certified Mail (book/150)	50
3883	Firm Delivery Book-Registered, Certified and Numbered Insured Mail (book/300)	75
3977	Duplicate Key Envelope	25

USPS Forms

SUPPLY NO.	DESCRIPTION	APPROX QTY
6019	Military Post Office (MPO) Report of Money Order Business	1000
6401	Request for Replacement Money Order	25
738	Supply Center Requisition	25
7381	Requisition for Services, Supplies or Equipment	5

USPS Pre-Pack Labels, Notices, Posters, Tags and Signs

LABEL NO.	TITLE	APPROX QTY
L19A	Airmail (sheet/80)	5
L21	Officially Sealed (pad/250)	2
L22	Dead Mail Matter	50
L41	Penalty- Post Office (pad/100)	1
L55	Mail Collection Times	5
L58	Penalty-Addressed to post master (PM) with Registered Number	25
L69A	Currency Strap, $ 50.00	100
L69B	Currency Strap, $ 100.00	100
L69C	Currency Strap, $ 200.00	100
9D	Currency Strap, $ 250.00	100

USPS Pre-Pack Labels, Notices, Posters, Tags and Signs

LABEL NO.	TITLE	APPROX QTY
L69E	Currency Strap, $ 300.00	100
L69F	Currency Strap, $ 500.00	100
L69G	Currency Strap, $1000.00	100
L69H	Currency Strap, $2000.00	100
L87	Registered Outside	50
L97	Rifled Parcel Label (pad/25)	1
N59	Domestic Postage Rates, Fees and Information (10 pgs folded)	5
POS74	Packaging Pointers	5
POS103	Postage Rates, Fees, and Information	10
TG3	Parcel Post, Special Delivery	100
TG4	Special Handling, Parcel Post	100
TG8	First-class Mail, Do Not Delay	1000
TG10	Supposed Liable to Customs Duty	1000

USPS Rubber Stamps

ITEM	DESCRIPTION	APPROX QTY
R9	Form 3579 Postage Due_____	5
R5	_____ Moved, Left No Address _____ No Such Number _____ Moved, Not Forwardable	5

	_____ Attempted, Not Known	
R50	Change of Address Due to Official Orders	2
R22	Damaged in Handling in the Postal Service	4
R139	Duplicate	2
R288	Final Notice	2
R112	First Class	5
R285	First Class Mail Enclosed	2
R2	Forwarded	1
R41	Found in Supposedly Empty Equipment	2
R115	Fourth Class	5
R103	Fragile	5
R59	Insufficient Address	1
R05	Insured (Inside oval border)	5
R104	Insured No.	5
R291	NAME _____ 1st Notice_____ 2nd Notice _____ Return _____	2
R169	Notified	2
R301	Parcel Airlift (PAL)	5
R105	Perishable _____	5
R4	Postage Due_____Cents _____	1
R39	Received in Bad Condition at _____	2
R42	Received in Damaged Condition	2

USPS Rubber Stamps

ITEM	DESCRIPTION	APPROX QTY
R32	Received Unsealed at	2
R34	Received Without Contents At	2
R92	Registered	5
R94	Registered No. (without border)	5
R303	Restricted Delivery	5
R98	Returned Receipt Requested	5
R97	Returned Receipt Requested Showing Address Where Delivered	5
R53	Return to Sender (hand index)	1
R54	Return to Sender (hand index) Postage Due	1
R18	Returned For Better Address	2
R17	Returned For Postage	2
R230	Returned For_____Additional Postage, When Remailing, Delete Notice or Cover With Stamp	1
R1	Returned To Sender Reason Checked Unclaimed_____Refused ____Attempted ,Not Known ___Insufficient Address_____ No Street_____number No Office in State___Do Not Mail In This Envelope_____Hand Index	4
R300	Space Available Mail (SAM)	5
R113	Second Class	5

USPS Rubber Stamps

ITEM	DESCRIPTION	APPROX QTY
R24	Second Notice, No Reply To First Notice Mailed	2
R246	Small Packet	5
R84	Special Delivery (large type)	5
R85	Special Delivery (small type)	5
R92	Special Handling (large type)	5
R81	Special Handling (small type)	5
R238	Spoiled	5
R114	Third Class	5
R36	To Avoid Delay In Delivery of Your Mail, Please Obtain A Form From the Post office for Notifying Correspondents and Publishers of Your Correct Address	
R27	To Avoid Delay In Delivery, Advise Your Correspondents and Publishers of Your Correct Address	2
R63	Unclaimed	2
R302	Undeliverable As Addressed	1

Required Manuals and Regulations

REG OR MANUAL	TITLE	APPROX QTY
DoD 4525.6-M	DoD Postal Manual Vol I and Vol II	3
IMM	USPS International Mail Manual	3
DMM	USPS Domestic Mail Manual	3

DMM	USPS Domestic Mail Manual	3
POM	USPS Postal Operations Manual	3
AR 600-8-3	Unit Postal Operations	2
HBMS 19	USPS Handbook 70lb. Scale, Model 1870	1
HBMS 36	USPS Handbook Small Canceling Machine	1
	USPS Handbook 100-Beam Scale	1
RPC	USPS Repair Parts Catalog Canceling Machine, Model "HD-2"	1
RPC	USPS Repair Parts Catalog-Items of Supply	1

Replacement Equipment List

- 6019 MONEY ORDER REPORT
- 3811 RETURN RECEIPT
- 2261 REG. MAIL BALANCE AND INV SHEET
- 3295 DAILY STAMP RECORD
- 885 TRANSFER OF MONEY ORDERS
- 3877 FIRM MAIL BOOK
- 3817 CERTIFICATE OF MAILING
- PS136E FLIGHT LABEL TIE TAG
- PS135E REGISTERED MAIL FLIGHT TAG (LABEL)
- 3602A POSTAGE METER ACEND/DECEND BOOK
- PS TAB LABEL 14 FIRM SACK
- LABEL 97 RIFLE PARCEL LABEL
- 1096 CASH RECEIPT
- LABEL 200 REGISTRY LABEL
- 2966A WHITE CUSTOMS TAG
- 2976 GREEN CUSTOMS TAG
- 107 PRIORITY LABEL
- 3849 DELIVERY NOTICE
- 3883 DISPATCH
- 3854 REGISTRY DISPATCH
- 3806 REGISTRY RECEIPT
- 3813 NUMBERED AND
- 3813P UNNUMBERED INSURED
- 3369 CONSIGN CREDIT REPORT

Replacement Equipment List

- 3800 RECEIPT FOR CERTIFIED MAIL
- EP 3908 ENVELOPE FOR MONEY ORDER REPORT FOR REGS
- EP 9 ENVELOPE FOR INSIDE BILL
- EP 11 ENVELOPE FOR OUTSIDE BILL
- 135B BLANK FLIGHT TAGS
- 136B BLANK TIE ON TAGS
- PS3831 RECEIVED IN DAMAGE CONDITION REPORT
- PS 17 STAMP REQUISITION
- SINGLE DRAWER FILE CABINETS
- 5200 SERIES PAD LOCKS
- ASH BOXES LARGE AND SMALL
- CARBONS ALL SIZES
- INK BLACK AND RED WITH INK PADS
- DUCT TAPE AND OR 100 MILE/HOUR TAPE (AS MUCH AS YOU CAN BRING)
- RUBBER BANDS
- STAMPS (PRIORITY ESPECIALLY)
- APDS AND KILL BAR WITH APO NUMBERS 093 ___ ___
- TIN SEAL BANDS FOR EVERYTHING
- SAFES LARGE AND SMALL
- 8 X 1 WHITE STICK-ON LABELS BLANK AND PREPRINTED
- FANS/ AIR CONDITIONERS (HIGHLY RECOMMENDED)
- DOOR PIECES (HINGES, LATCHES ETC)
- BLUE TARP
- MOSQUITO COILS
- LARGE AND SMALL REFRIGERATORS (EXTRAS)
- MONEY ORDER MACHINES
- ZIPCODE BOOKS (AT LEAST 3 SETS)
- UPDATED MANUALS/REGULATIONS AND CHARTS FOR INTERNATIONAL AND DOMESTIC
- PAPER TAPE - AS MANY AS YOU CAN BRING
- PAPER BUTCHER TYPE BROWN
- SCOTCH TAPE
- 70LB FAN SCALES
- SLIDE LABELS FOR PRIORITY
- CALCULATIONS WITH CARBON TAPE AND PLUG ATTACHMENT (3)
- GLUE
- SPONGES WITH CUPS
- TO ORDER: SEE DOD VOL: 4565-6C FORMS AND #'s FEDERAL STRIP ACCOUNT # 18AE53

Appendix E
MWR EQUIPMENT

This appendix provides an example of a fabricated unit MWR prepack (Figure E-l), a Bn/Bde MWR kit load plan (Figure E-2), and the following examples of health and comfort packs (HCP). For additional information see Chapter 7.

HCP FORUM MULTI-SERVICE APPROVED
HCP TYPE II - FEMALE SUPPLEMENT
10 FEMALES FOR 30 DAYS
INTERIM CONTENT LIST
Adjusted for Army

#	Item Name	Unit of Issue	#Per HCP Box
1.	NAPKINS, SANITARY, STRIPS, REGULAR ABSORBENCY, 24-30 PER PKG	EACH	48
2.	NAPKIN, SANITARY, SELF ADHESIVE STRIPS, SUPER ABSORBENCY, INDIVIDUALLY WRAPPED, 24-30 PER PKG	EACH	72
3.	TAMPONS, REGULAR ABSORBENCY, INDIVIDUALLY WRAPPED, 10-16 PER PKG	EACH	60
4.	TAMPONS SUPER ABSORBENCY INDIVIDUALLY WRAPPED, 10-16 PER PKG	EACH	84
5.	TOWELETTE, MOIST INDIVIDUAL, INSINUATED	EACH	200
6.	SELF SEAL 1 GAL. PLASTIC BAG	EACH	20

TYPE II cont.

#	Item Name	Unit of Issue	#Per HCP Box
7.	DISPOSAL BAG/POUCH, PLASTIC, LINED, OPAQUE APPROX 5"X5"	EACH	200
8.	PANTY SHIELDS, INDIVIDUALLY WRAPPED, WITH BAKING SODA, 10-24 PER PKG	EACH	125
9.	PANTY SHIELDS, WITHOUT BAKING SODA, INDIVIDUALLY WRAPPED, 10-24 PER PKG	EACH	125
10.	IBUPROFEN, 8-10 PER CONTAINER	EACH	100
11.	ACETAMINOPHEN, 8-10 PER CONTAINER	EACH	100
12.	OPAQUE PLASTIC BAGS APPROX 10-15 GAL CAPACITY	EACH	10
13.	PONYTAIL HOLDERS 2-3 PER PKG, BLACK OR DARK BROWN ONLY	PKG	1
14.	BRUSH, HARD BRISTLE, SUBDUED COLOR, FLARE STYLE	EACH	1
15.	COMB W/BROAD RAKE DOUBLE PLASTIC OR RUBBER	EACH	1
16.	BOBBY PINS BLK OR DARK BROWN, RUST RESISTANT, MIN OF 50 PKG	PKG	1

TYPE II cont.

#	Item Name	Unit of Issue	#Per HCP Box
17.	INSTRUCTIONS ON USE OF FEMALE SUPPLEMENT PACK	EACH	10

HCP FORUM MULTI-SERVICE APPROVED
TYPE I - ALL SERVICE MEMBERS
INTERIM CONTENT LIST
Adjusted for Army

#	Item Name	Unit of Issue	30-Day Ind Pouch 10 Ea	Min # Per 10-Ind HCP Box
1.	CHAPSTICK/LIP BALM.15 OZ	EACH		4
2.	COMB 5-6 INCHES, FLEX RUBBER OR PLASTIC	EACH		1
3.	TOWELETTE, MOIST, WATER BASED, UNSCENTED, IND PACK	EACH	20	700
4.	SUNSCREEN, LOTION, MIN SPF 20 (3-6 OZ) WATERPROOF, NON-STICKY FORMULA	EACH		5
5.	FOOT POWDER, NOT LESS THAN 2.5 OZ CONTAINER, ANTI-FUNGAL NON-AEROSOL	EACH	1	1
6.	SUNGLASSES, DARK, NON FLUORESCENT FRAME, NON-REFLECTIVE LENS AND MIN UV RATING 400			2

TYPE I cont.

#	Item Name	Unit of Issue	30-Day Ind Pouch 10 Ea	Min # Per 10-Ind HCP Box
7.	EYE DROPS, (1/2 OZ ARTIFICIAL TEAR OF OCULAR LUBRICANT SUCH AS BAUSCH & LOMB, VASO CONSTRICTOR SUCH AS VISINE NOT PERMITTED.	EACH		2
8.	HAND LOTION VASELINE INTENSIVE CARE OR EQUAL 3-6 OZ PLASTIC CONTAINER	EACH	1	
9.	TISSUES PERSONAL SIZE 30 PER PKG	PKG	2	
10.	PAPER TOILET ROLL, 250 TWO PLY SHEETS/ROLL	EACH	2	
11.	SHAVE CREAM/GEL	EACH	1	
12.	SHAVE POWDER 4.5 OZ	EACH		1
13.	RAZOR, DISPOSABLE 5-10/PKG	EACH	10	
14.	STYPTIC PENCIL	EACH		1
15.	SOAP, BAR BATH 3.5 OZ UNSCENTED, DEODORANT TYPE	EACH	2	
16.	SHAMPOO CONCENTRATE	EACH		4

TYPE I cont.

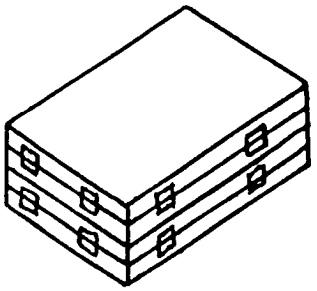
#	Item Name	Unit of Issue	30-Day Ind Pouch 10 Ea	Min # Per 10-Ind HCP Box
17.	SHAMPOO WATERLESS 1.5-2.5 OZ	EACH		1
18.	DEODORANT NON-AEROSOL STICK ONLY, MIN 1.5 OZ	EACH	1	
19.	FLOSS, DENTAL, WAXED W/DISPENSER MIN OF 15 YD PER DISPENSER	EACH	1	
20.	TOOTHBRUSH W/CONTAINER	EACH		4
21.	TOOTHPASTE, ANTITAR-TAR W/ FLUORIDE 4.6 OZ	EACH	1	
22.	POLISH BLACK PASTE 3	EACH	1	
23.	BOOT LACES 60" BLACK	PAIR		2
24.	SEWING KIT			1
25.	DETERGENT, LAUNDRY, POWDER SINGLE LOAD BOX/POUCH (6.5 OZ)	EACH	1	
26.	PEN, BALLPOINT, BLACK/BLUE INK	EACH	1	
27.	TABLET, WRITING 5X7 OR 6X9 - MIN 100 SHT	EACH		5

TYPE I cont.

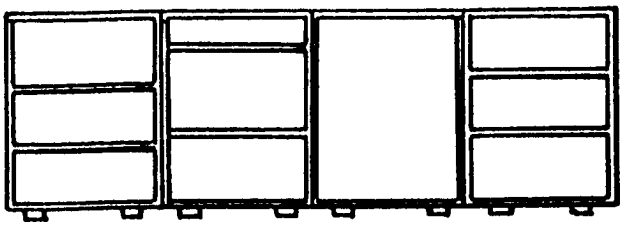
#	Item Name	Unit of Issue	30-Day Ind Pouch 10 Ea	Min # Per 10-Ind HCP Box
28.	ENVELOPE, LETTER SIZE 50/BOX	BOX		3
29.	BATTERIES AA 2/PKG	PKG		5
30.	FINGERNAIL CLIPPERS 2.5-3 INCHES LONG	EACH		1
31.	PETROLEUM JELLY 0.25 - 0.50 OZ TUBE	EACH		1
32.	TWEEZERS FLAT TIP	EACH		1
33.	BRUSH HAIR, GROOMING STIFF BRISTLE, SUBDUED COLOR	EACH		1
34.	BANDS AIDS, VARIETY PACK PLAIN (NOT DECORATED)	PKG		1
35.	INSECT REPELLANT UNSCENTED 3 OZ FOR TICK, CHIGGERS, MOSQUITOS ACTIVE INGREDIENT N, N-DIETHL-M-TOLUAMIDE 30% MIN	EACH		1
36.	SELF SEAL 1 GAL PLASTIC BAG	EACH		1

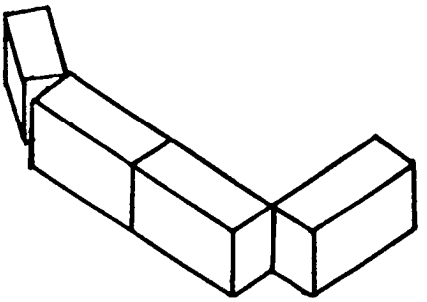
TYPE I cont.

#	Item Name	Unit of Issue	30-Day Ind Pouch 10 Ea	Min # Per 10-Ind HCP Box
37.	IBUPROFEN OR ACETAMINOPHEN 50/PER 500 MG	PKG		
38.	SHOE BRUSH	EACH		1
39.	SHOE POLISH BRUSH	EACH		1
40.	MIRROR, STAINLESS W/PROTECTIVE RIM AND STAND, SHATTER RESISTANT, APPROX 4" - 6" DIA	EACH		1
41.	ELECTRIC SHAVE LOTION PLASTIC CONTAINER	EACH		1
42.	HAIR CONDITIONER/DRESSING, 2 OZ JAR ULTRASHEEN OR EQUAL	EACH		2



RECOMMENDED FABRICATED UNIT MWR PREPACK





Under 100 Soldiers

SPORTS

Football (2 EA)
Volleyball (2 EA)
Volleyball net w/portable stands

Horseshoe set
Soccerball (2 EA)
Badminton set
Handheld air inflator w/air needles
Frisbee (3 EA)

SMALL GAMES

Cribbage board w/pegs
Dice, box
Backgammon set
Playing cards
regular (1 doz)
pinochle (1 doz)
Scrabble (1 set)
Monopoly (1 set)
Chess Checker travel set (1 set)
Dominoes (1 set)
Game chips (1 box)

100-200 Soldiers

SPORTS

Football (3 EA)
Volleyball (2 EA)
Volleyball net w/portable stands

Horseshoe set (2 EA)
Soccerball (2 EA)
Badminton set
Handheld air inflator w/air needles
Frisbee (4 EA)
Mask, catchers (1 EA)
Gloves, softball
(10 EA, RH)
(3 EA, LH)
Softballs (1 doz)
28"-33" Softball bats (6 EA)
Throw down softball base set (2 EA)

SMALL GAMES

Cribbage board w/pegs (2 EA)
Dice, box
Backgammon set
Playing cards
regular (2 doz)
pinochle (2 doz)
Scrabble (2 sets)
Monopoly (2 sets)
Chess Checker travel set (2 sets)
Dominoes (2 sets)
Game chips (2 boxes)

Over 200 Soldiers

SPORTS

Football (5 EA)
Volleyball (5 EA)
Volleyball net w/portable stands (2 EA)
Horseshoe set (4 EA)
Soccerball (3 EA)
Badminton set (2 EA)
Handheld air inflator w/air needles
Frisbee (8 EA)
Mask, catchers (2 EA)
Gloves, softball
(10 EA, RH)
(3 EA, LH)
Softballs (2 doz)
28"-33" Softball bats (1 doz)
Throw down softball base set (2 EA)
Portable basketball goals w/nets (2 EA)
Basketballs (4 EA)

SMALL GAMES

Cribbage board w/pegs (3 EA)
Dice, box
Backgammon set
Playing cards
regular (3 doz)
pinochle (3 doz)
Scrabble (3 sets)
Monopoly (3 sets)
Chess Checker travel set (3 sets)
Dominoes (3 sets)
Game chips (3 boxes)

Figure E-1

BN/BDE MWR KIT
LOAD PLAN

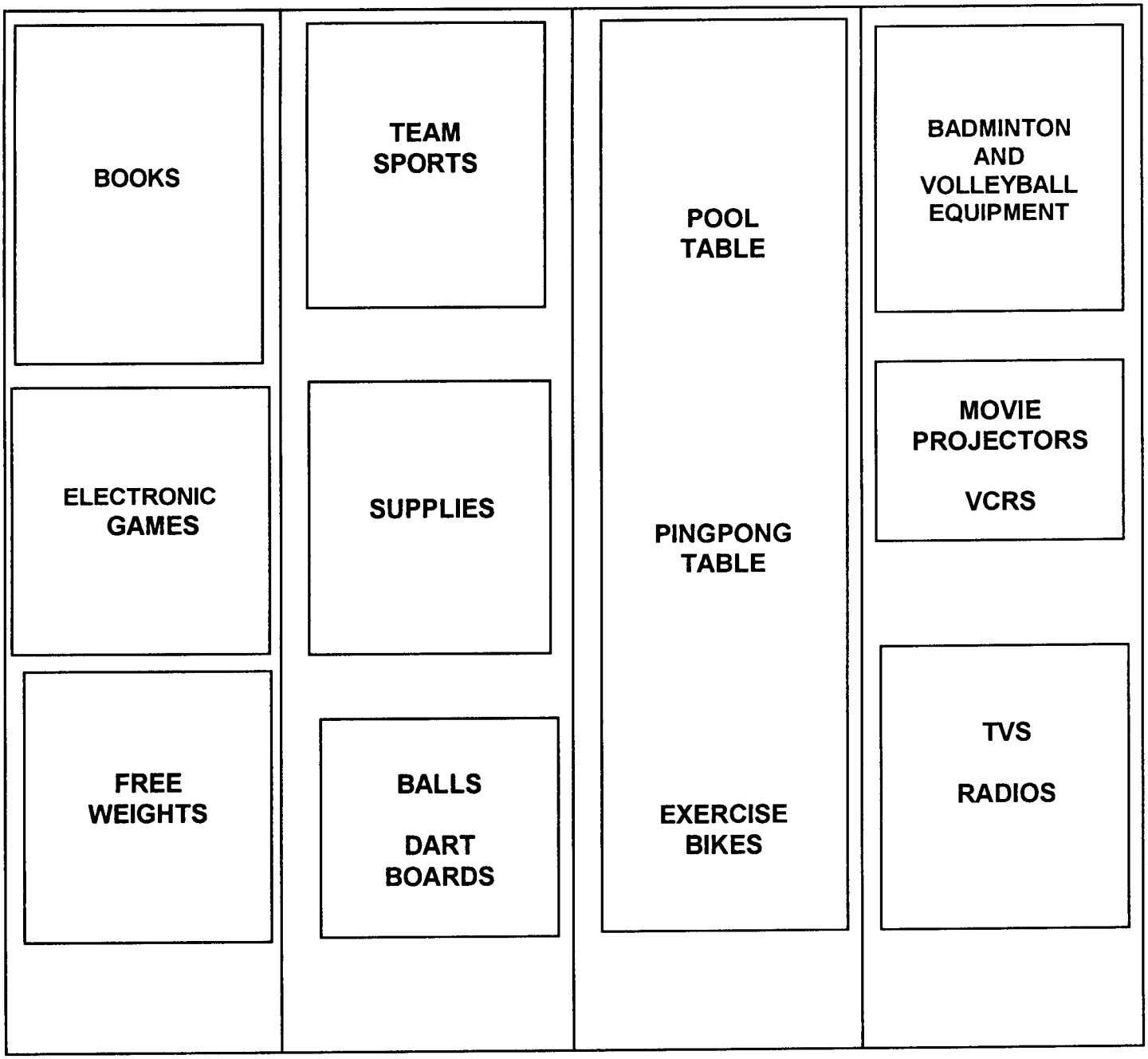


Figure E-2

GLOSSARY

AAFES	Army and Air Force Exchange System
AAR	Advance Arrival Report
AC	Active Component
Accountable Postal Equipment	USPS equipment provided by an accountable postmaster and entrusted to a custodian of postal effects for use at a military post office.
Accountable Mail	General term used to describe registered, numbered insured, and certified mail.
Accountable Postal Paper	All items of postal stock affecting the postal revenue held in trust for the USPS. Includes postage stamps, stamped paper, blank money order forms, and paid money order forms.
ACPERS	Army Civilian Personnel System
ACR	Armored Cavalry Regiment
ACS	Army Community Service
ADCFA	Assistant Deputy for Community and Family Affairs
ARFOR	Army Force
AIFA	AAFES Imprest Fund Activity
ALO	Authorized Level of Organization
ALOC	Air Lines of Communication
AMC	Air Mobility Command
AMOPES	Army Mobilization Operations Planning and Execution System
AOC	Area of Concentration
APF	Appropriated Fund
APO	Army Post Office
APOD	Aerial Port of Debarkation
APOE	Aerial Port of Embarkation
A&R	Athletic and Recreation
ARC	American Red Cross
ARNG	Army National Guard
ARPERCEN	Army Reserve Personnel Center
ASF	Authorized Strength File
BSA	Brigade Support Area
BR	Battle Roster. The unit's primary personnel accounting and strength management document; it is the principal source document of the C2SRS. Contains an extract of the personnel file on every soldier in the unit and is task-force-organized by company, platoon, squad, crew/gun section, etc. A key element on the BR is the soldier's current duty status (e.g., PDY, WIA, MIA).

C-Day	Unnamed day on which the first strategic movement from any origin begins or is to begin in support of a specific operation plan or operation order.
C Levels (C1-C4)	Unit readiness code indicating the unit possesses the resources and has accomplished the training necessary to undertake the major portions of the wartime mission for which it is organized or designed.
CDE	Chemical Defense Equipment
CFR	Casualty Feeder Report. Used to detail the who, what, when, and where of a casualty (KIA, WIA, MIA, etc.). Initiated at soldier level and passed through personnel channels (usually becoming automated at Bn level).
CLT	Casualty Liaison Team
CMAOC	Casualty and Memorial Affairs Operations Center
C&E	Communications and Electronics
COM	Casualty Operations Management
COMSEC	Communication Security
COMMZ	Communications Zone
CONUSA	Continental United States Army. Any of the numbered armies based in the continental United States.
COOP	Continuity of Operations. Automation redundancy is critical to the survival of personnel databases on the battle field. Units that operate with TACCS equipment are able to operate critical battlefield software on any TACCS device. Personnel groups and the theater PERSCOM will have the capacity to operate on any CTASC II device, either in a simultaneous or time-share operation.
COSCOM	Corps Support Command
CPMC	Corps Personnel Management Center
CRC	CONUS Replacement Center
CS	Combat Support
CSS	Combat Service Support
CSSCS	Combat Service Support Control System
CTA	Common Table of Allowances
Custodian of Postal Effect	Personnel accountable for administration of the postal effect entrusted to them by USPS for the operation of military post offices. Civilian custodian of postal effect are supervised by members of the Armed Forces.
C2SRS	Command and Control Strength Reporting System
DCSC	Deputy Chief of Staff, Communications

DCSPER	Deputy Chief of Staff, Personnel
DeCA	Defense Commissary Agency
DEERS	Defense Enrollment Eligibility Reporting System
DEP	Delayed Entry Programs
DFAS	Defense Finance and Accounting Service
DFR	Dropped from Roles
DISCOM	Division Support Command
DMM	Domestic Mail Manual
DNBI	Disease/Nonbattle Injury. Casualty code used to identify soldiers who are victims of injury or disease, not caused by the enemy.
DPCA	Director of Personnel and Community Activities
DPSC	Defense Personnel Support Center. Logistical agency operating in CONUS, responsible for the wholesale logistics of personnel items such as sundry packets going into theater.
DS	Direct Support
DSA	Division Support Area
DTCH	Detached Strength. Number of assigned troops or units who are attached to another unit.
DTO	Division Transportation Officer
EAC	Echelon above Corps
EDAS	Enlisted Distribution and Assignment System
EMF	Enlisted Master File. SIDPERS database maintained at DA containing the records of all enlisted soldiers.
EO	Equal Opportunity
EOD	Explosive Ordinance Disposal
EPW	Enemy Prisoner of War
ERB	Enlisted Record Brief
ETA	Estimated Time of Arrival
ETS	Expiration Term of Service
FAC	Family Assistance Center
FAST	Forward Area Support Teams
FB	Finance Battalion
FBS	Finance Battlefield System
FD	Finance Detachment
FG	Finance Group
Finance Services Postal	Provide stamp stock; registered, certified, and insured service; and money order service to customers in postal units.
FM Radio	Frequency modulated radio set used for communication, in addition to MSE. Long-range radio set with securable trans-

	ceiver intended for VHF (very high frequency) -FM operations. Can be vehicular-mounted or setup in a tent or building. Personnel units must communicate by mobile and secure modes to coordinate support and movement requirements, as well as coordinate with the parent personnel unit headquarters and other organizations.
FORSCOM	Forces Command
Free Mail	Letter mail, post cards, postal cards, and sound recording having the nature of personal correspondence mailed by the military personnel in a combat zone or while hospitalized as a result of injury or disease incurred while serving in a combat zone when designated by the president.
FSB	Forward Support Battalion
G1	Assistant Chief of Staff G1 (Personnel)
G2	Assistant Chief of Staff, G2 (Intelligence)
G3	Assistant Chief of Staff G3 (Operations and Plans)
G4	Assistant Chief of Staff, G4 (Logistics)
G5	Assistant Chief of Staff, G5 (Civil Affairs)
GS	General Support
GTN	Global Transportation Network. Umbrella term used to describe the U.S. Transportation Command effort to integrate automatic data processing (ADP) systems used by the services, and defense agencies, to manage cargo and passenger movements in the defense transportation system (DTS) and provide in-transit visibility. GTN provides automated support to plan, provide, and control common user ground transportation airlift, sealift, and terminal service to deploy, employ, and sustain U.S. Forces on a global basis during peace and war.
HCP	Health and Comfort Pack
HNS	Host Nation Support
IET	Initial Entry Training
IFR	In-Flight Report
IMA	Individual Mobilization Augmenters
IMM	International Mail Manual
International Exchange Office	Post Office or airport mail facility authorized to exchange mail with another country.
Intertheater Mail	Mail addressed between theaters exclusive of that between the continental United States and theaters, (Example: Mail from 09XXX to 09XXX).
Intratheater	Mail addressed within a theater. (Example: Mail

(Company) Mail	from 09XXX to 09XXX).
inv	Inventory
IRR	Individual Ready Reserve
IRT	Integrated Rail Terminal
JCS	Joint Chiefs of Staff. Staff within the DoD consisting of the Chairman, who is the presiding officer thereof but has no vote; Chief of Staff, U. S. Army; Chief of Naval Operations; Chief of Staff, U. S. Air Force; and Commandant of the Marine Corps. JCS is the principal military advisor to the President, National Security Council, and Secretary of Defense.
J1	Joint Personnel Directorate. Supports a jointly organized unit.
J4	Joint Logistics Directorate. Supports a jointly organized unit.
JMPA	Joint Military Postal Activity. Subordinate activity of the Military Postal Service Agency located in New York or San Francisco or one of its subordinate units in Seattle, Miami, Chicago, or Jacksonville with specific geographic responsibilities to provide liaison and military mail routing instructions to Postal Service centers at gateway cities.
JTF	Joint Task Force. Unit task-organized using two or more services (Army, Navy, etc.) to accomplish a mission.
JOPES	Joint Operations Planning and Execution System. DoD-directed, JCS-implemented integrated conventional C2 system designed to satisfy the information needs of senior level decision makers in conducting joint planning and operations. Used to plan, execute, and monitor mobilization, deployment, employment, and sustainment activities.
KIA	Killed In Action. Casualty code for soldiers killed as a result of enemy action.
LAN	Local Area Network. Microcomputer work stations tied together forming a network, allowing a rapid transfer of information between work stations.
LD/LC	Line of Departure/Line of Contact
LOC	Line of Communication
LOD	Line Of Duty. Determinations essential for protecting the interest of both the individual concerned and the U.S. Government, where service is interrupted by injury, disease, or death. A person who becomes a casualty because of his or her intentional misconduct or willful negligence can never be said to be injured, diseased, or deceased in the line of duty. Such a person stands to lose substantial benefits as a conse-

	quence of his or her actions; therefore, it is critical that the decision to categorize injury, disease, or death as not in the line of duty only be made after the deliberated and ordered procedures.
LOGPAC	Logistical Package
MA	Mortuary Affairs. Replaces graves registration (GREGG).
MACOM	Major Army Command
Mail Clerk	Individual designated by proper authority to perform mail duties in association with the operation of a unit mailroom or postal service center that is not considered a section of an MPO.
Mail Processing.	Canceling and sorting so it can be sent from the postal platoon. All subfunctions that accommodate these two basic steps, including in/off movements, are part of the processing function.
MCC	Movement Control Center. Located in the corps rear. Processes requests from the corps Movement Control Teams (MCT) and the Division Transportation Officers (DTO) and communicates with the Theater Army Movement Control Agency (TAMCA) and committing authority for corps- level transportation assets.
MCT	Movement Control Team. Located in both the corps rear and COMMZ. Process requests from users for the Movement Control Center (MCC) or the Theater Army Movement Control Agency (TAMCA). Committing authority for assets in their areas.
MDP	Mail Delivery Point
MIA	Missing In Action. Casualty code for soldiers who are not accounted for and their commanders feel are not absent without leave.
METL	Mission-Essential Task List
METT-T	Mission, Enemy, Terrain, Troops, and Time Available. Formula used to analyze the situation. By comparing each factor the commander can determine the best course of action.
MFFIMS	Mass Fatality Field Information Management System
MMC	Materiel Management Center. Logistics coordinating and control element of the unit. Provides materiel management for weapons systems, controls maintenance priorities, and coordinates and controls supply functions to meet the operational needs of the unit.
MMT	Military Mail Terminal. There are primarily two types: Aerial Mail Terminal and Seaport Mail Terminal. DoD facility usually operated by the Army to send, receive, combine,

	distribute, transfer, dispatch, and control military mail, (usually bulk third-, fourth-, and non-time value second-class) to, from, and within overseas areas.
MOS	Military Occupational Specialty
MPD	Military Personnel Division
MPO	Military Post Office
MPOLL	Military Post Office Location List
MPOMDS	Military Post Office Mail Distribution Scheme
MPRJ	Military Personnel Records Jacket
MPS	Military Postal Service
MPSA	Military Postal Service Agency
MSC	Major Support Command
MSE	Mobile Subscriber Equipment
MS3	Manpower, Staffing Standards System
MSR	Main Supply Route
MSU	Major Subordinate Unit
MTF	Medical Treatment Facility
MTOE	Modified Table of Organization and Equipment. A DA-approved authorization document detailing personnel and equipment allocated to a unit.
MUSARC	Major United States Army Reserve Command
MWR	Morale, Welfare, and Recreation
NAP	Nonappropiated Fund
NATO	North Atlantic Treaty Organization
NBC	Nuclear, Biological, Chemical
NGB	National Guard Bureau
NOK	Next of Kin. Person most closely related to the deceased.
NRI	Net Radio Interface
NRP	Non-unit-related Personnel
OCAR	Office of the Chief, Army Reserve
OCIE	Organizational Clothing and Individual Equipment
OCONUS	Outside Continental United States
OMF	Organization Master File
OMPF	Official Military Personnel File
OOTW	Operation Other Than War. The Army classifies its activities during peacetime (disaster relief nation assistance, security and advisory assistance, counterdrug operations, arms control, treaty verification, support to domestic civil authorities, and peacekeeping) and conflict (hostilities to secure strategic objectives) as OOTW. (IAW FM 100-5)
OPCON	Operational Control. A commander can place a subordinate

	unit under another commander to accomplish a specific mission or task (usually limited by function, time, or location). He can either retain or assign tactical or operational control of that unit. Operational control does not include administrative and logistical control. Under NATO agreements, it does not include authority to assign separate employment of components of the units concerned.
OPLAN	Operation Plan
ORB	Officer Records Brief
Ordinary/ Regular Mail	Mail other than registered, insured, certified, COD, and special delivery or special handling.
org	Organic. An organic element or unit forms an essential part of a larger organization and is listed in the larger unit's TOE.
OSUT	One Station Unit Training
OTRA	Other Than Regular Army
PAL	Parcel Airlift Mail
Pam	Pamphlet
PAO	Public Affairs Officer
PAP	Personnel Assistance Point
PAS	Personnel Automation Section
PASR	Personnel Accounting and Strength Reporting
PD	Personnel Detachment
PERSCOM	Personnel Command
PERSINS	Personnel Information System
Personnel Estimate	Analyzes personnel service support (PSS) factors on soldier and unit effectiveness regarding mission accomplishment. From this estimate, conclusions are drawn and recommendations are made to the command concerning troop preparedness, the feasibility of various courses of action, and the effects of each course of action on PSS.
Personnel Management	Manning aspect of the military personnel functions and programs.
Personnel Services	Aspect of military personnel functions and programs that pertain to providing services to soldiers and civilians.
Personnel Services support (PSs)	Includes personnel services, resource management, finance services, chaplaincy activities, command information services, and legal service support.
Personnel Support	Includes functions of personnel management and personnel services. Provides commanders with skilled personnel and the services necessary to sustain their readiness.
PG	Personnel Group
PM	Personnel Information Management

PIN	Personnel Increment Number
PM	Post Master
PMC	Personnel Management Center
POD	Port of Debarkation
POE	Port of Embarkation
POM	Postal Operations Management; Postal Operation Manual
Postage Meter	Machine that dispenses a gummed, stamped tape showing amount of postage paid affixed to mail instead of postage stamps or imprinted directly on mail.
Postal Effect	All accountable paper stock, finds, and accountable equipment entrusted to the DoD by the USPS for military postal operations.
PPA	Personnel Information System (PERSINS) Processing Activity.
PRB	Personnel Replacement Battalion
PRM	Personnel Readiness Management
PRR	Personnel Requirements Report. Lists a unit's personnel replacement requirements by grade/MOS/SSI, Based on comparison of authorized versus assigned strength. Primarily used at levels above battalion to manage replacement operations.
PS	Personnel Summary
PSB	Personnel Services Battalion
PSC	Personnel Service Company
PSR	Patient Summary Report; Personnel Summary Report
RAOC	Rear Area Operation Center
RC	Reserve Component
RD	Replacement Directorate
RDF	Radio Direction Finding
RETAIN	Real Time Automation Information Network
Retrograde Mail	Originates overseas, moved by any mode of transportation destined to or moving in the general direction of the U. S..
ROAMS	Replacement Operations Automated Management Systems
RPC	Repair Part Catalog
RTD	Return to Duty
S1	Adjutant (U.S. Army)
S2	Intelligence Officer (U.S. Army)
S3	Operations and Training Officer (U.S. Army)
S4	Supply Officer (U.S. Army)
S5	Civil Military Operations Staff Officer (U.S. Army)

SAM	Space Available Mail
SAO	Survival Assistance Officer
SGLI	Serviceman's Group Life Insurance
S1	Serious Injury
Shelf	Listing of all requirements by MOS and grade supporting a specific operation plan. Consists of two parts: fillers and replacements. Fillers are personnel required to bring a deployed unit up to its wartime required strength. Replacement portion is an estimate of personnel requirements (post D-day) necessary to back fill units because of personnel losses (for example, KIA, WIA, MIA, and disease nonbattle injury).
SIDPERS	Standard Installation Division Personnel System
SINCGARS	Single Channel Ground/Airborne Radio System
SJA	Staff Judge Advocate
SOI	Signal Operating Instructions
SRP	Soldier Readiness Program; Soldier Readiness Processing
STARC	State Area Commands
SWA	Southwest Asia
TRADOC	Training and Doctrine Command
TAACOM	Theater Army Area Command
TACCS	Tactical Army Combat Service Support Computer System
TACREC	Theater Army Casualty Records Center
TAPES	Tactical Army Feeding System
TAMCA	Theater Army Movement Control Agency
TAMMIS	Theater Army Medical Management Information System
TAPDB	Total Army Personnel Data Base
TARO	Theater Army Replacement Operations
TCF	Tactical Combat Force
TCS	Temporary Change of Station
TDA	Table of Distribution and Allowances
TDY	Temporary Duty
TFC	Theater Army Finance Command
TFE	Tactical Field Exchange
TFPS	Task Force Personnel Summary
TOC	Tactical Operations Center
TOE	Table of Organization and Equipment
TOPMLS	Total Officer Personnel Management Information System
TPF	TACCS Personnel File
TPFDD	Time-Phased Force and Deployment Data. Computer-supported data base portion of an operation plan that contains time-phased force data, non-unit-related cargo and personnel data, and movement data for the operation plan. Information includes in-place units, prioritized arrival of units deployed to

	support the OPLAN, routing of forces to redeployed, movement data associated with deploying forces, estimates of non-unit-related cargo and personnel movements to be conducted concurrently with the deployment of forces, and estimates of transportation requirements.
TPFDL	Time Phased Force and Deployment List. Computer listing of selected data in the TPFDD that specifically includes the information required in Appendix 1 to Annex A of the OPLAN, that is, types and/or actual units required to support the OPLAN, ORIGIN, POD or ocean area, cargo, non-unit-related personnel, and non unit cargo requirements, etc., as outlined in JOPS Volume 1.
TPMC	Theater Personnel Management Center
TTAD	Temporary Tour of Active Duty
TTHS	Trainee, Transient, Holdee, and Student
UCMJ	Uniform Code Of Military Justice
UIC	Unit Identification Code
UMT	Unit Ministry Team
USACFSC	United States Army Community and Family Support Center
USACFSC-FS	United States Army Community and Family Support Center, Family Support Directorate
USAEREC	United States Army Enlisted Records and Evaluation Center
USAR	United States Army Reserve
USAREUR	United States Army Europe
USARC	United States Army Reserve Command
USARPERCEN	United States Army Reserve Personnel Center
USO	United Service Organization
USPS	United States Postal Service
USTA PERSCOM	United States Total Army Personnel Command
VSI	Very Serious Ill. Casualty code for soldiers whose illness is of such severity that life is immediately endangered.
WIA	Wounded In Action. Casualty code for soldiers injured as a result of enemy action. Term encompasses all types of wounds and other injuries incurred in action, whether there is a piercing of the body as in a penetrating or perforated wound; all fractures, burns, blasts and concussions; all effects of biological and chemical warfare agents; and the effects of exposure to ionizing radiation and any other

destructive weapon or agent,

Working Mail — Mail received by or dispatched from an MPO and mail which is received by a Mail Control Activity where mailbags are physically opened and the contents are distributed, to include bagging outside mail when required.

REFERENCES

DOCUMENTS NEEDED

These documents must be available to intended users of this publication. Dates of publication are as of the approval of this field manual. Users are responsible for determining the currency of publications quoted, using AR 25-30. An asterisk* denotes that this source was also used to develop this publication.

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