

ATP 1-0.1

G-1/AG and S-1 Operations

March 2015

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Headquarters Department of the Army

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Army Techniques Publication
No. 1-0.1

Headquarters
Department of the Army
Washington, DC, 23 March 2015

G-1/AG and S-1 Operations

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*This publication supersedes ATTP 1-0.1 dated 16 May 2011.

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Preface

Army techniques publication (ATP) 1-0.1, G-1/AG and S-1 Operations, provides doctrinal guidance and procedures that enhance the delivery of human resources (HR) support in corps and division assistant chief of staff, personnel (G-1)/Adjutant General (AG) and brigade and battalion S-1 sections. ATP 1-0.1 promotes a common understanding of HR support fundamentals at corps and division G-1/AG and battalion, brigade, or brigade equivalent level S-1 sections throughout the Army Force Generation (ARFORGEN) cycle. This publication is an authoritative guide that requires judgment in application. ATP 1-0.1 is nested with field manual (FM) 1-0, *Human Resources Support*, and provides overarching doctrinal guidance and direction for conducting G-1/AG and S-1 operations.

The principal audience for ATP 1-0.1 is all members of the profession of arms. Commanders and staffs of Army headquarters serving as joint task force or multinational headquarters should also refer to applicable joint or multinational doctrine concerning the range of military operations and joint or multinational forces. Trainers and educators throughout the Army will also use this publication.

Commanders, staffs, and subordinates ensure that their decisions and actions comply with applicable United States, international, and in some cases, host-nation laws and regulations. Commanders at all levels ensure that their Soldiers operate in accordance with the law of war and the rules of engagement. (See FM 27-10.)

ATP 1-0.1 uses joint terms where applicable. Selected joint and Army terms and definitions appear in both the glossary and the text. Terms for which ATP 1-0.1 is the proponent publication (the authority) are italicized in the text and are marked with an asterisk (*) in the glossary. Terms and definitions for which ATP 1-0.1 is the proponent publication are boldfaced in the text. For other definitions shown in the text, the term is italicized and the number of the proponent publication follows the definition. ATP 1-0.1 applies to the Active Army, Army National Guard/Army National Guard of the United States, and United States Army Reserve unless otherwise stated.

The proponent of ATP 1-0.1 is the United States Army Training and Doctrine Command. The preparing agency is the United States Army Adjutant General School. Send comments and recommendations on DA Form 2028 (*Recommended Changes to Publications and Blank Forms*) to the Director, Capabilities Development and Integration Directorate, Soldier Support Institute, ATTN: ATSG-AG-CD, 10000 Hampton Parkway, Fort Jackson, SC 29207-7025; or submit an electronic DA Form 2028 by email to USArmyJackson.93-Sig-Bde.list.Jackson-ATSG-CDID-AG-Doctrine@mail.mil.

Introduction

ATP 1-0.1, G-1/AG and S-1 Operations, is the first revision of this publication. ATP 1-0.1 provides HR professionals, commanders, and staffs an understanding of the corps and division G-1/AG section and brigade and battalion S-1 section operational roles and how they support subordinate organizations during all military operations. This publication discusses and defines the roles and functions of G-1/AG and S-1 sections and the support they provide to the operating and generating forces.

While the focus of ATP 1-0.1 is on G-1/AG and S-1 sections assigned to Modified Table of Organization and Equipment (MTOE) units, it also applies to Table of Distribution and Allowances (TDA) organizations and support agencies such as the Installation Management Command. The Installation Management Command's HR support to MTOE units in garrison is limited. Regardless of the type of organization or whether the unit is deployed or not deployed, providing effective and efficient HR support relies on trained HR professionals at all levels that coordinate necessary HR support when needed.

ATP 1-0.1 makes numerous changes from the initial version. The most significant change is to the publication title (S-1 Operations to G-1/AG and S-1 Operations). Other major revisions include the addition of Home Station Operations in chapter 1, Organization and Structure; addition of one chapter, chapter 2, G-1/AG Duties and Responsibilities; addition of the Role of the Adjutant and Overview of HR Metrics in chapter 3, S-1 Duties and Responsibilities; addition of corps/division G-1/AG and brigade/battalion S-1 core competency responsibilities throughout chapter 4, Functions of HR Support; and total revisions of Appendix C, HR Automation Support and Reference section.

ATP 1-0.1 contains four chapters and four appendices:

Chapter 1 describes the organization and structure of the corps and division G-1/AG and brigade and battalion S-1 sections. It discusses where HR support is performed; how specific HR support operations are conducted during each force pool of ARFORGEN; an overview of the supporting and supported relationships of corps and division G-1/AGs, and brigade, brigade equivalent, and battalion S-1s; how HR support is provided during reach operations (Rear Detachment), deployment cycle support (DCS), and military operations; and home station operations.

Chapter 2 describes the specific duties and responsibilities of the corps and division G-1/AG section. Provided are key duties and responsibilities which assist G-1/AGs in planning, coordinating, and executing HR support for their units.

Chapter 3 describes the specific duties and responsibilities of the brigade and battalion S-1 section. Provided are key duties and responsibilities which assist S-1s in planning, coordinating, and executing HR support for their unit. Also provided are brief overviews of the Role of the Adjutant and HR metrics.

Chapter 4 describes the four fundamental HR core competencies of man the force, provide HR services, coordinate personnel support, and conduct HR planning and operations which provide a framework for the HR subordinate key functions within the corps and division G-1/AG and brigade and battalion S-1 sections.

Appendix A provides critical information to corps and division G-1/AGs and brigade and battalion S-1s on specific HR tasks that are associated with the seven stages of DCS.

Appendix B provides key information to corps and division G-1/AGs and brigade and battalion S-1s on the management of United States Army Reserve (USAR) and Army National Guard (ARNG) personnel during mobilization and demobilization in support of Army military operations. Described are specific HR tasks

associated with the nine phases of mobilization under the Army Mobilization Operations Planning and Execution System, which establishes procedures and standards for Reserve Component (RC) mobilization.

Appendix C provides information on HR databases and systems that G-1/AGs and S-1s are required to access and operate. Described in this appendix are specific automated HR databases and systems used by G-1/AGs and S-1s within the corps and division G-1/AG and brigade and battalion S-1 sections, and other automation systems and equipment needed to perform HR missions.

Appendix D provides an S-1 assessment checklist or guide for brigade and battalion S-1s to assist in assessing the effectiveness of their S-1 sections.

ATP 1-0.1 was developed in close coordination with the U. S. Army Combined Arms Support Command and input taken throughout the Army HR community.

ATP 1-0.1 does not introduce, modify, or rescind any Army terms or acronyms.

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Chapter 1

Organization and Structure

This chapter discusses the organization and structure of the corps and division G-1/AG and brigade and battalion S-1 sections. The G-1/AG and battalion and brigade personnel staff officers (S-1s) provide corps and division, brigade, and battalion organizations the capability to provide the full range of human resources (HR) operations. Both sections are capable of providing sustained HR support across the range of military operations.

GENERAL

1-1. Corps and division G-1/AGs serve as the Assistant Chief of Staff for personnel and are the corps and division principal HR advisors. Brigade and battalion S-1s, or equivalent, serve as principal HR advisors responsible for providing HR support to the unit. HR support is a key sub-element of the personnel services portion of the sustainment warfighting function. The *sustainment warfighting function* is the related tasks and systems that provide support and services to ensure freedom of action, extend operational reach, and prolong endurance (ADRP 3-0).

1-2. For the purpose of this ATP, the term “brigade” refers to all types of brigade and special troops battalions (STB) of general officer commands, or headquarters that have brigade-level responsibilities. For example, STBs have the same roles and responsibilities as a brigade combat team. Similarly, a headquarters company may provide brigade-level support to units commanded by a colonel or general officer.

1-3. FM 1-0, *Human Resources Support*, describes in detail HR core competencies and their subordinate key functions. ATP 1-0.1 describes how to best organize a G-1/AG and S-1 section for success, identify the capabilities and responsibilities of each section, and assist in ensuring the G-1/AG and S-1 section is capable of absorbing and executing its mission and associated required workload. Providing timely, accurate, and integrated HR support contributes to the ability of commanders to accomplish their mission and maximizes the support to Soldiers and their Families.

1-4. G-1/AG and S-1 HR professionals must be technically competent and knowledgeable of automated HR databases and systems and how to use the HR data extracted from those systems. In addition, there is value gained by ensuring S1s are knowledgeable on external systems interfaces, especially during deployment operations which are dependent upon the accuracy and timeliness of the data S1s maintain. At a minimum, each G-1/AG and S-1 team member should have an understanding of the following:

- Individual and unit readiness is the driver for all HR support.
- Individual role of each team member and the overall mission of the G-1/AG and S-1.
- The role of the G-1/AG and S-1 and how each contributes to the mission of the unit.
- The subordinate key functions required to execute each core competency.
- Mission of subordinate units and higher headquarters.
- The Army Force Generation (ARFORGEN) process and G-1/AG and S-1 functions during each force pool (Reset, Train-Ready, and Available).
- Specific tasks performed during the deployment cycle support (DCS) process.
- Be technically competent in their job, and be cross-trained in multiple HR functions and HR systems; establish working relationships with United States Army Reserve (USAR) and Army National Guard (ARNG) liaisons for Reserve component (RC) HR support.
- Other capstone doctrinal publications (e.g., ADP 3-0, *Unified Land Operations*; ADRP 3-0, *Unified Land Operations*; and ADP 4-0, *Sustainment*).

DETERMINE WHERE HR SUPPORT IS PERFORMED

1-5. Every effort should be made to ensure Soldiers, Department of Defense (DOD) Civilians, contractor personnel authorized to accompany the force (CAAF), and Family members always receive support from the same organization or agency, regardless of whether the Soldier is deployed or at home station.

1-6. Tasks performed by MTOE units while in garrison and deployed are performed by corps and division G-1/AG and brigade and battalion-level S-1 sections. Examples of these include awards and decorations, issuance of common access cards (CACs) and identification (ID) tags, promotions and advancements, and personnel accountability. The installation Military Personnel Division (MPD) may provide selected support to non-deployed MTOE units that are geographically separated from their brigade or battalion S-1. This support may include CACs and/or personnel records management.

1-7. Tasks performed while only in garrison are performed by the installation MPD. Examples include retirement processing, permanent change of station processing, mobilization and demobilization, Army Career and Alumni Program, and centralized in and out processing.

ARMY FORCE GENERATION (ARFORGEN)

1-8. The overarching purpose of ARFORGEN is to provide combatant commanders and civil authorities with trained and ready units tailored as modular expeditionary forces. Units include the Active Component (AC), ARNG, and USAR. Forces are tailored to joint mission requirements and have a sustainable campaign capability to conduct continuous range of military operations.

1-9. Because brigades are the core elements of ARFORGEN, it is critical that brigade S-1s and their subordinate S-1s understand the ARFORGEN process and the importance of conducting specific HR support operations during ARFORGEN. ARFORGEN consists of three force pools:

- Reset.
- Train-Ready.
- Available.

1-10. During the Reset force pool, the S-1 focuses on reconstituting the unit and training to ensure the unit is properly manned in accordance with (IAW) the Army Manning guidance and that individuals meet military occupational specialty (MOS) qualifications. S-1s also focus on developing a synchronized and accurate picture of the unit's personnel readiness status. This allows for national HR providers to assist in resetting the unit and preparing it to move into the train-ready force pool. Specific S-1 section emphasis includes the following:

- S-1s must review the Army Manning Guidance Department of the Army (DA) G-1 Personnel Policy Guidance and higher headquarters order for reporting requirements and to gain an understanding on required manning levels.
- Requisitions are submitted to the Human Resources Command (HRC) or the RC national provider.
- Cross-level personnel as required within the unit, teams, and weapon systems.
- Monitor personnel scheduled to attend professional development schools and training.
- Identify Soldiers that are non-deployable.
- Maintain personnel accountability (PA) on all assigned or attached personnel.
- Train personnel on unit mailroom (UMR) operations and have the necessary documentation to perform UMR missions.
- Conduct individual and collective training.
- Schedule and conduct Soldier Readiness Program (SRP) processing.
- Initiate HR support operations planning (to include exercise planning).
- Train S-1 personnel on HR systems and equipment, to include familiarity with all components.
- Update standard operating procedures (SOPs). SOPs should be function specific and include sustainment and deployment operations.
- Process essential personnel actions (e.g., evaluations and promotions).

- Review garrison systems, procedures, and processes, and integrate redeploying personnel with rear detachment personnel.
- Continue to track and/or process deployment awards, unit awards, and combat badges as required.

1-11. During the Train-Ready force pool, the S-1 focuses on Soldier readiness and validation of training for the unit. Specific S-1 section emphasis includes the following:

- Manage expectations on manning levels through constant communications with the higher headquarters national HR providers, HRC, state, Joint Force Headquarters, and Regional Support Commands. S-1s should know and understand in detail the manning plan for their organization. S-1s must verify that national HR providers are tracking their deploying units as deployers and have the proper latest arrival date and the proper dates for critical events, such as the mission rehearsal exercise, command post exercises, culminating training events, and other pre-deployment exercises.
- Continue to monitor and maintain the personnel readiness of Soldiers. S-1s should research historical non-deployable rates for their type of unit and compare and analyze their unit's current rates. S-1s should question non-deployable rates that are lower than the average and take necessary steps to verify these rates. S-1s must ensure that their readiness levels are communicated through the appropriate HR automated system(s) and that national HR providers have the same manning and personnel readiness common operating picture as the unit.
- Coordinate with HRC to activate rear detachment unit identification codes (UICs) (one that is fenced for rear detachment cadre and one that is not fenced for personnel to continue movement). Once rear detachment derivative unit identification codes (DUICs) are activated, reassign rear detachment cadre and non-deployable personnel approximately 90-120 days prior to deployment or prior to mission readiness exercises.
- Continue to maintain 100% PA of all assigned personnel.
- Provide casualty reporting training to units.
- Train personnel on UMR operations and have the necessary documentation to perform UMR missions.
- Continue the SRP process.
- Identify and train S-1 personnel who will be part of the rear detachment.
- Conduct joint operations area (JOA) specific individual readiness training as necessary.
- Participate in exercises and Combat Training Center rotations.
- Finalize HR plans, policies, and SOPs for S-1 operations.
- Build main body deployment manifest(s) IAW requirements and deployment and reconstitution tracking software validated Soldiers.
- Coordinate DCS, if applicable.
- Prepare for deployment.
- Establish and conduct HR operations as part of the rear detachment.

1-12. The Available force pool is the period in which the unit is deployed or is available for deployment. S-1 personnel should be proficient in their duties and responsibilities. During this period, S-1 emphasis includes the following:

- Maintain the personnel readiness status of personnel and ensure a consistent common operating picture up through the national HR provider level.
- Maintain 100% PA by using theater and service-specific accountability software (Deployed Theater Accountability System (DTAS) and electronic Military Personnel Office (eMILPO)).
- Continue casualty operations training to include reporting procedures and timelines and tracking of patients.
- Plan and conduct UMR operations.
- Train personnel on UMR operations and have the necessary documentation to perform UMR missions.
- Know the strength reporting process and procedures for higher headquarters.

- Ensure access to all required automated HR databases and systems.
- Submit duty status changes as they occur. S-1s must know which automated HR systems require updating and why.
- Develop a draft rest and recuperation (R&R) plan that meets JOA requirements and allows for maximum predictability among unit members.
- Process financial entitlements.
- Process essential personnel services (EPS) and execute their HR support concept.
- Coordinate Family and morale, welfare, and recreation (MWR) actions with subordinate units, higher headquarters, or installation Family and MWR director.
- Coordinate band support through the G-1/AG.

ARMY COMMAND AND SUPPORT RELATIONSHIPS

1-13. Command relationships as described in FM 6-0, *Commander and Staff Organizations and Operations*, define superior and subordinate relationships for Army units. Support relationships are based on more than command relationships and are often time-based on area level support. For example, postal support to MTOE brigades and battalions is established and provided on an area basis and not directly by a specific HR company dedicated to support the brigade or battalion.

1-14. For HR support, brigade units provide HR support for their brigade and all battalions tasked organized under their brigade. Likewise, battalions provide HR support to subordinate companies. As brigade and battalions have no organic HR units (less sustainment), all HR support that cannot be provided internally must be provided by higher-level operational units or coordinated directly with the sustainment brigade providing area support. However, sustainment brigades are only capable of providing HR support for the functions of PA, casualty operations, and postal operations. All other HR support requirements, such as EPS, band, and MWR, are provided by the higher level G-1/AG elements. Support requirements beyond the capability of the brigade or brigade equivalent units are coordinated directly with the corps and division G-1/AG or the Human Resources Operations Branch (HROB) within the supporting sustainment brigade.

1-15. Figure 1-1 provides a schematic overview of the structure and command and support relationships of the corps and division G-1/AG, and brigade, brigade equivalent, and battalion S-1 organizations. Figures 1-2 through 1-5 on page 1-5 to page 1-7 provide examples of corps G-1/AG, division G-1/AG, and brigade, STB, and battalion S-1 section organizational structures.

1-16. The HROB within the supporting sustainment brigade, in coordination with the HR company and Expeditionary Sustainment Command HROB or the Human Resources Sustainment Center (HRSC), is responsible for the planning, coordinating, integrating, and synchronizing PA, casualty, and postal operations missions within their designated area of support. Support requests that cannot be supported by the sustainment brigade are forwarded to the Expeditionary Sustainment Command HROB for execution.

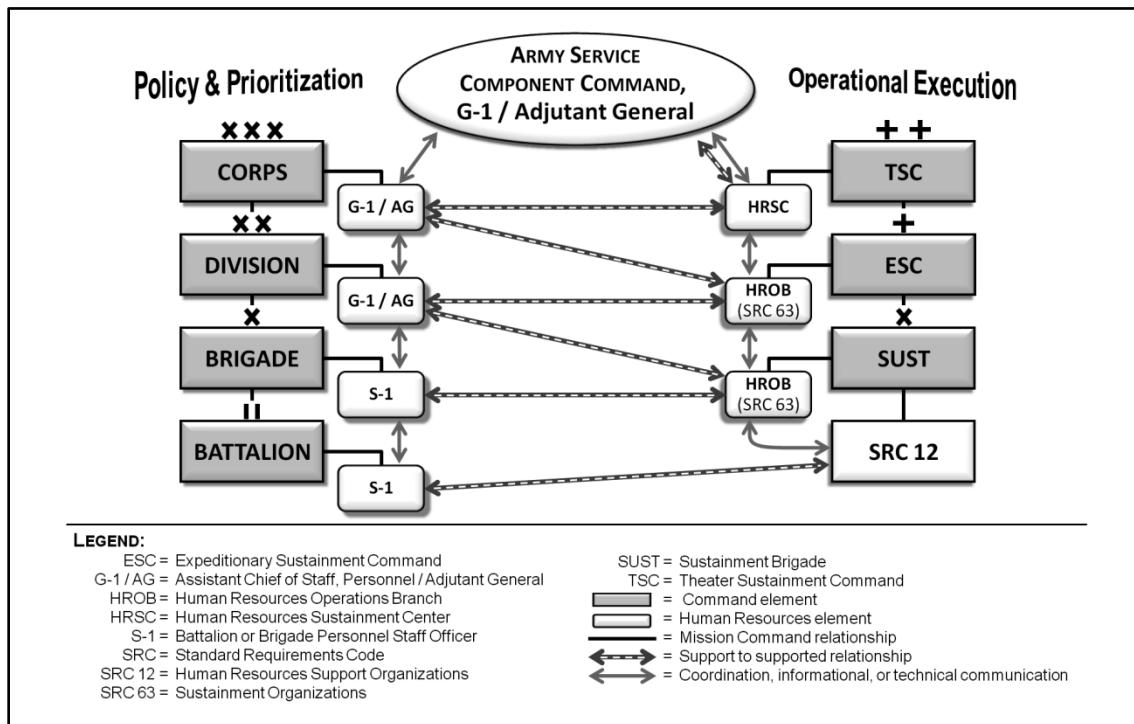


Figure 1-1. HR/sustainment structure relationship

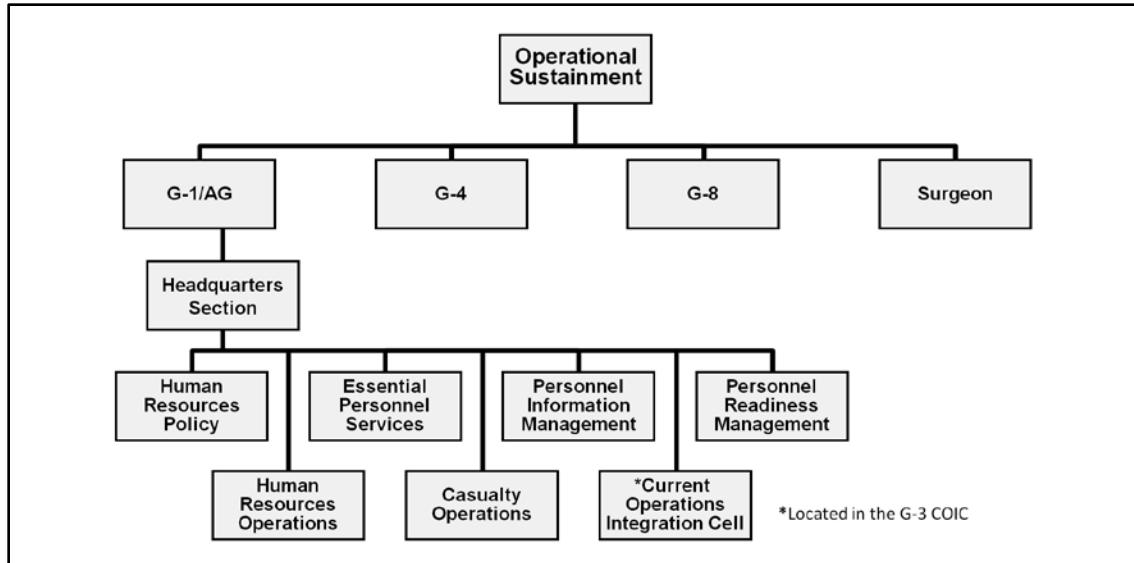


Figure 1-2. Sustainment Cell – Corps G-1/AG

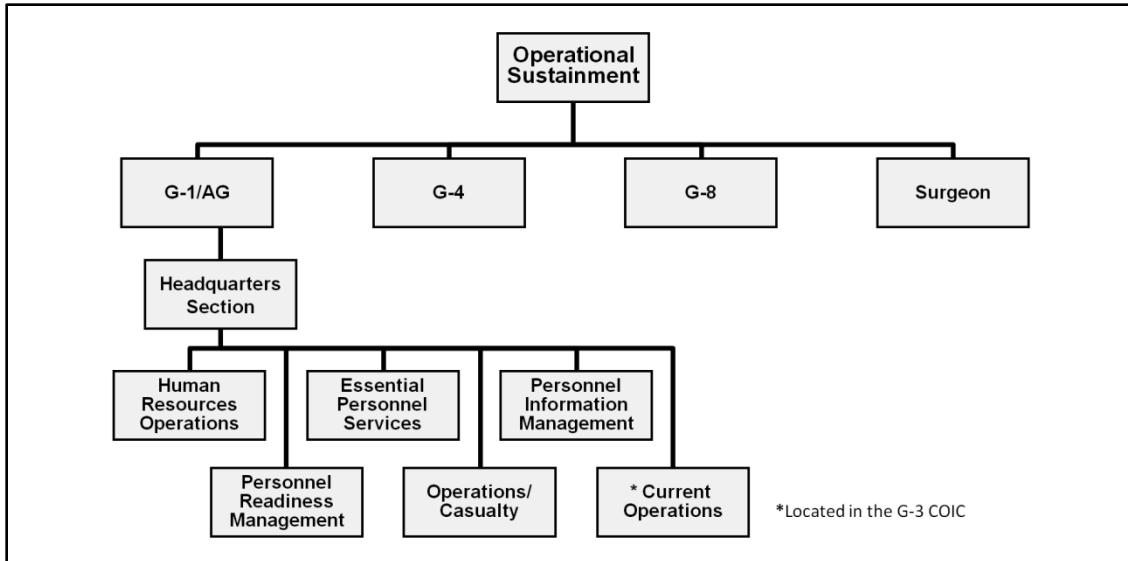


Figure 1-3. Sustainment Cell – Division G-1/AG

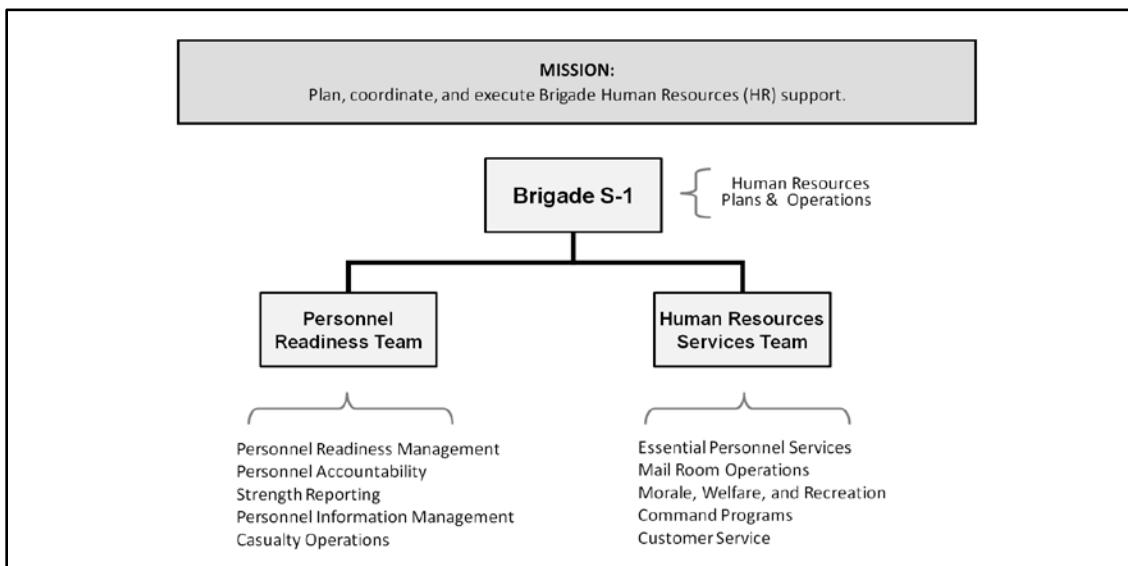


Figure 1-4. Organizational design – Brigade/STB S-1 section

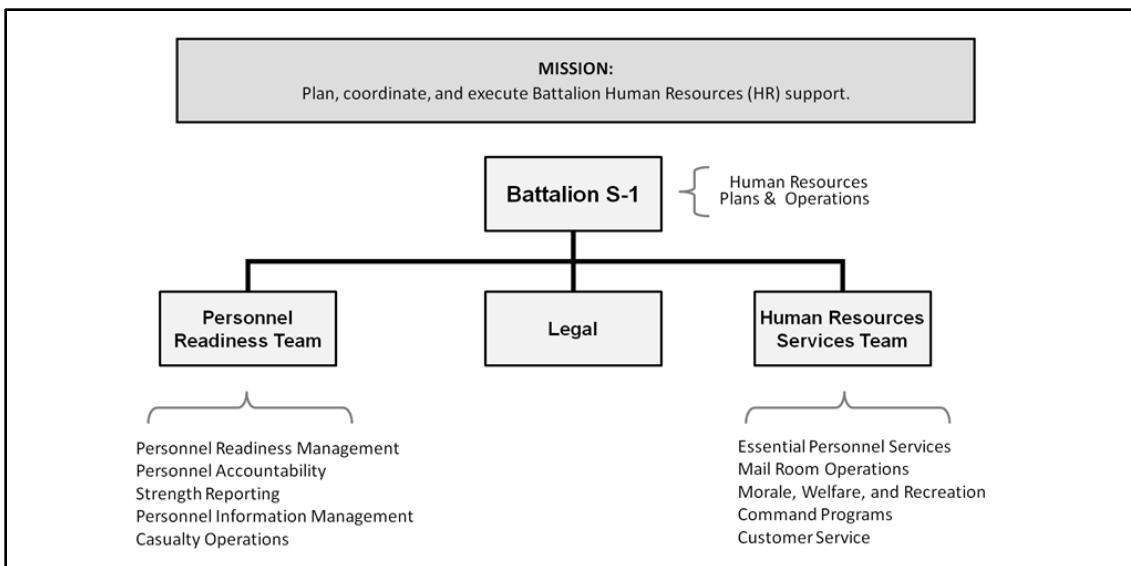


Figure 1-5. Organizational design – Battalion S-1 section

REACHBACK OPERATIONS

1-17. During deployment operations, the S-1 must maintain regular (daily) contact with HR personnel located in the rear detachment. The HR rear element picks up the daily HR workload of all rear detachment personnel, to include PA, casualty operations, and management of non-deployed personnel. The rear detachment S-1 also briefs higher headquarters on the status of deployed personnel.

1-18. The rear detachment serves as a vital communications link between the deployed unit and Family members. A principal goal for the deployed commander is to accomplish the mission while keeping Soldiers safe so they can return home to their Families and communities. The rear detachment's objective is to work in tandem with the deployed element to help Families. This helps to resolve problems and lessens anxieties from overflowing to the deployed Soldier or that require the attention of the deployed commander. Throughout a deployment, the bond between the rear detachment and the Family Readiness Group (FRG) will determine the effectiveness of rear detachment operations. See FM 1-0, chapter 2, for additional information on the HR rear detachment.

DEPLOYMENT CYCLE SUPPORT

1-19. The DCS is a comprehensive process that ensures Soldiers of all components, DA Civilians, and their Families are better prepared and sustained throughout deployments. It provides a means to identify Soldiers, DA Civilians, and Families who may need assistance with the challenges inherent to extended deployments. The overall goal of the process is to facilitate Soldier, DA Civilian, and Family well-being throughout the deployment cycle. See appendix A for detailed information on DCS.

HR SUPPORT TO MILITARY OPERATIONS

1-20. The following paragraphs describe the S-1's focus during specific phases of military operations.

PRE-DEPLOYMENT

1-21. The S-1's focus during pre-deployment is Soldier and unit readiness. The S-1 section along with other support activities ensures the personnel effectiveness and readiness of the unit. Personnel accountability; strength reporting (SR); and individual readiness such as legal, financial, medical and dental, Family support, and Soldier well-being, affect the preparedness for immediate deployability. S-1s ensure the HR rear detachment is prepared to process replacements as well as support any stay behind individuals and units. The Personnel Readiness Team (PR TM) within the S-1 section concentrates on

ensuring teams, squads, and crews are fully staffed and any shortfalls are mitigated via cross-leveling or through individual or crew replacements. Early and continuous identification of non-deployable Soldiers will assist units in their readiness posture.

1-22. During pre-deployment, the S-1 plans for HR support during military operations. The S-1 considers the number of units and organizations involved, task organization of the force, the level of support needed, and whether the area of operations (AO) will be austere or immature with limited resources (i.e., reduction of HR personnel during combat operations, technological enablers not established, and transportation assets unavailable).

1-23. Regardless of the type of military operation, HR support must focus on the performance of critical wartime tasks of personnel readiness management (PRM), PA, SR, casualty operations, and personnel information management (PIM). As military operations progress or as the situation permits, other HR support operations can be implemented or conducted (i.e., mailroom operations, MWR operations, band support, and EPS). A key note to remember is that military operations will change and the S-1 must be prepared to provide HR support regardless of the type of military operation. Failure to properly plan for HR support can have a serious impact not only on the commander's ability to make military decisions based on personnel, but can also impact the readiness and morale of the forces deployed.

1-24. During pre-deployment planning, S-1s need to ensure they are prepared to conduct S-1 operations while in transit at the aerial port of debarkation (APOD) and aerial port of embarkation (APOE) and immediately upon arrival in the JOA. A critical consideration is that the right people are in the right location and have the necessary equipment to perform key functions. These include the ability to communicate with HRC, the rear detachment, and access to automated HR databases and systems. Brigade S-1s also need to ensure they have the capability to operate their Defense Enrollment Eligibility Reporting System (DEERS) Real-Time Automated Personnel Identification System (RAPIDS) workstations with a minimum of two assigned site security managers (SSMs) and two verifying officials (VOs). S-1s must ensure their communications equipment and DEERS RAPIDS equipment accompanies troops and not shipped separate. Without this equipment, S-1s will not be able to provide necessary CAC services or be capable of communicating with all necessary agencies or commands.

DEPLOYMENT AND RECEPTION, STAGING, ONWARD MOVEMENT, AND INTEGRATION

1-25. During deployment and reception, staging, onward movement, and integration, commanders must thoroughly plan for sustainment operations and JOA movement. Although S-1s continue to focus on man the force and casualty operations, they now begin to execute UMR operations and EPS. Prior to early entry operations or deployment execution, HR support should be focused on deployment from home station to the APOD or sea port of debarkation and arrival into the JOA. Critical HR tasks include maintaining PA, creating passenger manifests, and managing the personnel readiness data and personnel information on all deploying personnel. Key to the success of personnel information reliability and accuracy is ensuring that a sufficient number of reliable and skilled HR personnel are included as part of the early entry element or theater of operations opening package. Upon arrival in the JOA, the S-1 ensures arriving personnel are integrated into the deployed personnel database. S-1s must know and understand the JOA HR support concept and the locations and mission of HR enablers that can assist in PA.

RANGE OF MILITARY OPERATIONS

1-26. Across the range of military operations, S-1 sections maintain accountability, perform casualty operations, and conduct EPS. The section receives and tracks all attached/assigned Soldiers, DOD Civilians, and CAAF operating in the unit's AO. Maintaining visibility through operations and tactical enablers assists S-1s in gathering data necessary to perform their missions. Tactical communications can provide information on unit moves, casualties, task organization changes, and other information that affect HR operations. Maintaining this visibility can provide redundant and new information that S-1s can input into their HR system of record.

1-27. During offensive or defensive operations, the S-1 section maintains PA, performs casualty operations, and PRM. In tactical organizations, HR personnel accomplish these tasks by monitoring, collecting, and verifying HR related information and reporting the information in the appropriate HR

system of record. At any time, HR personnel are capable of providing the commander accurate and real-time HR support information impacting the combat capability of the unit—crew status, critical personnel shortages, and unit strengths. HR support may also include EPS; UMR operations; band support for memorial, ceremonial, or other events; and MWR. These key functions are normally accomplished during operational pauses, replenishment operations, or as the commander directs, and can take place in the AO or, in some cases, become part of the operations, based on mission, enemy, terrain and weather, troops and support available, time available, and civil considerations (METT-TC).

REDEPLOYMENT

1-28. During redeployment, forces and material return to home or mobilization station. S-1s continue to perform deployment and reception, staging, onward movement, and integration HR core competency tasks, with priority on unit reconstitution and redeployment back to home station. When planning for redeployment, planning factors should consider the need to maintain sufficient HR capability to accomplish redeployment tasks. At the tactical brigade-level, the emphasis is on identifying personnel who may redeploy individually (i.e., R&R); preparing unit personnel for redeployment; DCS redeployment tasks; EPS actions, such as preparing and submitting evaluation reports and award recommendations; and retirement, permanent change of station, and expiration of term of service actions upon redeployment. (**Note:** With regard to Soldiers returning to home station on R&R, this population is in fact re-deploying although they will return to the deployed AOR. S-1s should emphasize that critical DCS tasks be completed at the deployed AOR prior to executing R&R. As such, special attention should be given to Soldiers who may be experiencing marital issues or traumatic events while deployed as they may exacerbate while away on R&R.)

1-29. The S-1 plays a vital role in the reverse SRP process and many screenings can be done prior to redeployment to ensure a seamless transition back to garrison. S-1s should work closely with the surgeon to monitor high risk or deployment related issues that affect readiness. This is also a critical time for suicide prevention training and expectation management for Soldiers' reintegration. Priority continues to be on maintaining 100% PA and casualty operations.

HOME STATION OPERATIONS

1-30. The objective of this section is to provide a foundation for HR elements in the Preparation Phase (Phase 0). It is important to understand that it requires synchronization and coordination between deployable MTOE units; TDA organizations; mission support elements; and supporting installations, regional support commands, and State Guard headquarters to successfully provide HR capability across all components and in each phase of an operation.

1-31. G-1/AGs and S-1s must understand the relationships of supporting and supported elements when preparing to train for, deploy to, and redeploy from operational theaters. In many situations, a G-1/AG or S-1 requires the assistance of organizations that remain outside direct command channels and authority. In order to accomplish this task, the G-1/AG or S-1 must ensure coordinating instructions are added to operation orders (OPORD) that allow direct coordination with supporting agencies. In some cases, it requires previous agreements codified in memorandums of understanding or agreement. While conducting home station training, the G-1/AG or S-1 should establish relationships and identify requirements and capabilities needed to accomplish the mission. Supporting commands such as the Installation Management Command, ARNG, USAR, (and others responsible for enabling units to deploy by providing services, training venues, equipment, and other resources) must remain flexible and anticipate changing requirements to remain relevant and deliver HR capabilities as needed.

1-32. It is critical that units build relationships to enable digital knowledge management and HR information system access. Often the supporting command is solely responsible for the HR information systems and data accuracy for units that are deploying to theater. As such, there is a tendency to restrict access to only those individuals within the supporting command. TDA organizations mostly have consolidated HR delivery and S-1s tend to have much more limited authority to update data than their MTOE counterparts. Nothing in this manual should be construed to limit qualified, trained personnel with a need to know access to the personnel information within the supported command. The intent of the Army G-1 and HRC is to whenever possible facilitate access to the lowest echelon to maximize delivery of HR

services at the point of need. It is therefore necessary that a supporting organization develop procedures to determine requirements, assess capabilities and available resources, and train and provide quality controls to monitor accuracy of HR data in units within its footprint.

1-33. Commanders must have direct access to HR information for their Soldiers both in MTOE and TDA environments. The responsible agent for the information will enable to the greatest extent possible the ability to monitor and when appropriate manage the information at the lowest level as determined by the senior commander. If there is a concern regarding training or accuracy, the supporting command must identify the gaps and recommend a course of action (COA) to eliminate them.

1-34. An essential element of HR operations is planning. G-1/AG and S-1 sections must identify skilled planners to work with other staff elements including the Assistant Chief of Staff, Operations (G-3), Assistant Chief of Staff, Plans (G-5), or other agents responsible for long term planning to provide HR assessments and identify capabilities and requirements to accomplish the mission from the G-1/AG's and S-1's perspective. This includes, but not limited to: task organization, running estimates, strength management and readiness, talent management, and coordinating personnel support. Rock drills, staff exercises, planning meetings, and synchronization rehearsals must have a G-1/AG or S-1 representative present in order to understand the operational impacts to HR operations.

1-35. The G-1/AG and S-1 mission at home station shifts focus during Phase 0 to steady state HR support such as awards, evaluations, promotions, and other essential personnel services with heavy emphasis on command interest programs and personnel readiness management. However, G-1/AGs and S-1s must retain proficiency on planning, coordinating personnel support, and postal and casualty operations. In order to do this effectively, G-1/AG and S-1 staffs must take advantage of warfighter exercises, command post exercises, and staff planning and simulations. G-1/AG and S-1 operations must be integrated during the operations process to inform the commander and provide relevant and timely information. This requires that exercises account for personnel data and simulations reflect personnel scenarios that stimulate actions by the G-1/AG and S-1 beyond the basics. G-1/AG and S-1 subject matter experts must be involved in the planning and development of exercise storylines, master scenario events list injects, and desired outcomes for exercises. For rotations at the combat training centers, G-1/AGs and S-1s should remain an integral part of the exercises and not segregated to focus on rear duties or they will likely lose synchronization with the rest of the staff.

1-36. Training opportunities are not limited to only exercises, but can be leveraged through coordinated efforts with the agents responsible for wartime functions at home station. Supporting commands can use G-1/AG and S-1 personnel in rotation and short duration to develop skills and assist in mission execution on those functions normally performed by agencies other than the G-1/AG or S-1, such as the Installation Management Command or United States Postal Service. Training memorandum of agreements can be developed to properly use resources, equipment, and personnel and avoid situations where borrowed manpower becomes mission essential and impede on a G-1/AG's or S-1's ability to detach and forward deploy its assets. Additionally, see FM 1-0, chapter 2, paragraph 2-94 for recommended home station training opportunities.

Chapter 2

G-1/AG Duties and Responsibilities

Corps and division G-1/AG's enhance the readiness and operational capabilities of corps and division forces and ensure HR support is properly planned, prioritized, and managed.

CORPS AND DIVISION G-1/AG

2-1. The following paragraphs provide an overview of the corps and division G-1/AG leadership element and staff sections.

LEADERSHIP ELEMENT

2-2. Corps and division G-1/AG elements are multi-functional organizations with a responsibility to ensure HR support is properly planned, resourced, coordinated, monitored, synchronized, and executed for organizations assigned or attached. The corps and division G-1/AG have responsibility for the tasks below:

- Strength reporting.
- Personnel readiness management.
- Personnel information management.
- Casualty operations.
- Essential personnel services.
- Family and morale, welfare, and recreation.
- HR planning and staff operations.

2-3. As previously discussed, the corps and division G-1/AG serves as the Assistant Chief of Staff for personnel, the corps and division principal HR advisor, and talent manager of HR officers. The corps and division G-1/AG are elements of the sustainment warfighting cell which consists of the G-1/AG, Assistant Chief of Staff, Logistics (G-4), Assistant Chief of Staff, Financial Management (G-8), and Surgeon.

2-4. The corps and division senior HR technician role includes, but not limited to, overseeing the technical functionality and automated HR databases and systems associated with serving as the corps-level (or equivalent) HR policy, EPS, PIM, PRM, HR operations, casualty operations, and current operations integration cell officer-in-charge; or division-level HR operations, EPS, PIM, PRM, operations/casualty, and current operations officer-in-charge.

2-5. The corps and division G-1/AG sergeant major (SGM) is a role with broad ranging responsibilities, regardless of specific position or assignment. In addition to the mission specific priorities and requirements by the senior commander and the G-1/AG, there are general requirements that the G-1/AG SGM must monitor and execute in order to ensure the health of organizations. Additionally, the G-1/AG SGM must provide oversight, mentoring, and talent management of HR enlisted Soldiers. The corps and division G-1/AG SGM advises the corps and division G-1/AG and organic command sergeants major (CSM) on senior noncommissioned officer (NCO) movement and professional development across the footprint of responsibility.

2-6. Due to the dispersed nature of senior HR NCOs, this requirement is critical in the plug and play nature of ARFORGEN manning and unit structures, and goes beyond the boundaries of unit chains of command/assignment. Like mentorship, ensuring HR sustainment training is conducted quarterly or as appropriate for a given mission or location, is vital to mission success and continuous development of HR Soldiers. It also breaks the boundaries of unit chains of command/assignment. Soldiers assigned in

geographic locations deserve continuous technical development as part of Army leader development, in which, SGMs and CSMs are key in overseeing this requirement.

2-7. Corps and division G-1/AGs, as subject matter experts, have the responsibility for training and guiding subordinate HR elements assigned, attached or geographically co-located with the corps or division headquarters in all cases where the corps or division commander, acting as senior commander, has training resource authority for that subordinate organization. To assist with the execution of this responsibility, G-1/AGs may coordinate with sustainment organizations through the HRSC or appropriate level HROB to leverage HR assets in a coordinated effort to support the force. A list of recommended training activities is located in FM 1-0, chapter 2, paragraph 2-94; however, this list is not all inclusive.

2-8. The corps G-1/AG may be designated to serve as the senior HR individual for an Army Force, a Joint Task Force, a Combined Joint Task Force, or a Joint Force Land Component Command. If serving as part of any joint force, they have the responsibility to conduct or manage tasks outlined in Joint publication (JP) 1-0, *Joint Personnel Support*. When serving in the position of Army Forces G-1/AG, the corps G-1/AG is responsible for all functions and duties of the Army Service component command (ASCC) G-1/AG.

2-9. In some cases the division may be designated as the Army Force. If designated as the Army Force, the G-1/AG will be required to perform theater-level functions normally conducted by the ASCC G-1/AG. As the Army Force G-1/AG, the G-1/AG serves as the coordinating staff advisor responsible for the development of Army Force personnel plans, policies, and guidance on manpower and personnel issues.

CORPS AND DIVISION G-1/AG STAFF SECTIONS

2-10. As previously depicted in Figures 1-2 and 1-3, the corps G-1/AG is comprised of a headquarters section and seven staff sections. The division G-1/AG is comprised of a headquarters section and six staff sections.

Corps and Division G-1/AG Headquarters Section

2-11. The headquarters section of the corps and division G-1/AG is responsible to:

- Monitor and manage inter-service agreements.
- Direct Army Force HR policy IAW combatant command, Army, ASCC, and higher policy.
- Coordinate with the geographical combatant command manpower and personnel directorate of a joint staff (i.e., J-1) and Service personnel and policy managers, if serving as the Army Force G-1/Joint Task Force manpower and personnel directorate of a joint staff.
- Provide oversight of senior leadership responsibilities for the G-1/AG staff.
- Integrate HR related personnel services support.
- Direct military HR systems, coordinated functions, and provide oversight to support DA Civilians and Family members.
- Monitor and integrate automated HR systems.
- Develop and monitor personnel readiness, to include tracking of non-availables throughout all ARFORGEN phases.
- Coordinate HR command programs, as directed.

Corps and Division G-1/AG HR Operations Section

2-12. The HR operations section of the corps and division G-1/AG is responsible to:

- Monitor conditions and operations that might require reconstitution or regeneration.
- Assess the progress of current personnel support.
- Ensure casualty reporting is integrated in current operations tracking.
- Develop casualty estimation.
- Coordinate HR support requirements with the supporting expeditionary sustainment command and sustainment brigade.
- Produce annexes and commander's estimates in support of current and future plans.

- Augment the current operations integration cell, as necessary (corps only).
- Track the common operational picture ensuring HR support provides timely input to current operations.
- Interface with Headquarters, Department of the Army (HQDA), ASCC, subordinate units, and multi-national partners, if serving as the manpower and personnel directorate of a joint staff (i.e., J-1).
- Build, modify, and coordinate the personnel services portion of the task force deployment plan.
- Plan for the integration of RC assets.
- Coordinate with staff planners across functional areas.
- Plan and coordinate MWR support.
- Manage the leave and pass program, to include R&R.
- Evaluate HR metrics as required.
- Provide HR guidance and training to S-1s.
- Prepare tactical directives and fragmentary orders to facilitate HR support to the mission.

Corps G-1/AG HR Policy Section / Division G-1/AG HR Division

2-13. The HR policy section of the corps G-1/AG and the HR division of the division G-1/AG are responsible to:

- Develop and coordinate current and long-term operational personnel policy.
- Provide technical oversight for policy execution of all HR support.
- Manage the individual augmentee program.
- Manage the rotation policy.
- Manage command interest programs.

Corps and Division G-1/AG Essential Personnel Services Section

2-14. The EPS section of the corps and division G-1/AG is responsible to:

- Establish EPS policy and procedures.
- Process awards and decorations, to include initiating and completing combat awards and badges as soon as possible for very seriously and seriously wounded, injured, or ill personnel before they are medically evacuated out of theater.
- Monitor evaluations, promotions, reductions, and other EPS programs.
- Receive, process, and manage congressional inquiries and special actions.

Corps G-1/AG Current Operations Integration Cell / Division G-1/AG Current Operations Section

2-15. The HR current operations integration cell support element of the corps G-1/AG and the current operations section of the division G-1/AG are responsible to:

- Monitor conditions and operations that might require reconstitution and regeneration.
- Assess the progress of current HR support.
- Ensure casualty reporting is integrated in current operations tracking.
- Produce annexes and commander's estimates in support of current and future plans.
- Track the common operational picture ensuring HR support provides timely input to current operations.
- Coordinate with staff planners across functional areas.

Corps and Division G-1/AG Casualty Operations Section

2-16. The casualty operations section of the corps and division G-1/AG is responsible to:

- Prepare all commanding general casualty correspondence, as required.

- Develop corps/division casualty notification and assistance program policy, if required.
- Monitor casualty database.
- Monitor patient tracking and accountability through the surgeon.
- Monitor line of duty (LOD) investigations.
- Monitor duty status (e.g., whereabouts unknown, missing, prisoner of war, killed-in-action, wounded-in-action, and missing-in-action cases.)
- Develop casualty estimation.
- Maintain liaison with casualty liaison teams (CLTs), mortuary affairs, postal units, medical commands, and medical treatment facilities.
- Coordinate and execute Civilian, joint, and multi-national casualty actions as directed and augmented.
- Accept Liaison Officer Teams from Civilian agencies, and joint multi-national, and host-nation military Services.
- Monitor status of Army regulation (AR) 15-6, *Procedures for Investigating Officers and Boards of Officers*, investigations.
- Monitor summary court-martial officer (SCMO) appointments.
- Establish battle drills, SOPs, and policy letters.
- Process Escort requests to the theater Casualty Assistance Center.
- Confirm accuracy of casualty reports with automated HR systems.

Corps and Division G-1/AG Personnel Information Management Section

2-17. The PIM section of the corps and division G-1/AG is responsible to:

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

Corps and Division G-1/AG Personnel Readiness Management Section

2-18. The PRM section for the corps and division G-1/AG is responsible to:

- Monitor available strength for headquarters and subordinate elements to ensure compliance with Army Manning Guidance and to mitigate personnel shortages.
- Develop, collect, and analyze critical personnel readiness information (i.e., monthly unit status report (USR)).
- Develop, collect, and analyze personnel status report (PERSTAT) data.
- Prepare all required manning reports.
- Determine manpower requirements for the headquarters.
- Determine manpower reporting requirements for subordinate elements.
- Monitor accountability of all personnel (military, deployed Civilians, CAAF).
- Manage officer, warrant officer, enlisted, and deployed Civilian personnel, to include subordinate organizations, in coordination with HRC.
- Monitor personnel replacement requirements.
- Submit replacement requirements for key personnel.
- Maintain task force personnel summary.

- Recommend fill priority.
- Monitor in-transit visibility of incoming personnel, to include failure to gain/lose, absent without leave (AWOL), and dropped from the rolls (DFR).
- Report all required manning data to the combatant commander/ASCC, as directed.

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Chapter 3

S-1 Duties and Responsibilities

Brigade and battalion S-1s establish and sustain the readiness of an organization and are critical elements in maintaining the personnel combat power of a unit.

BRIGADE S-1

3-1. The following paragraphs provide an overview of the organization structure of the brigade S-1 section.

LEADERSHIP ELEMENT

3-2. Brigade-level S-1s operate IAW METT-TC analysis. The mission of the brigade S-1 section is to plan, coordinate, and execute HR support for their unit.

3-3. The HR leadership element at brigade-level usually consists of an S-1, an HR technician, and a senior HR NCO. This section supervises two sections, a PR TM and an HR Services Team. The leadership element has overall responsibility to ensure the brigade S-1 section successfully plans, coordinates, and executes all HR core competencies and subordinate key functions. This section also provides direct oversight, technical guidance, and support to subordinate battalions aligned under the brigade, to include inspections of battalion S-1s on all HR functions.

3-4. The S-1 officer performs the following duties and responsibilities:

- Serves as principal advisor to the commander on HR support.
- Serves as the HR doctrinal expert, and provides technical guidance/oversight to subordinate battalions.
- Advises the commander of the personnel portion of the USR.
- Serves as the senior HR manager for the brigade.
- Plans, coordinates, and executes HR support for current and future operations.
- Ensures all HR core competencies and subordinate key functions are completed IAW established timelines, policies, and procedures.
- Maintains the S-1 running estimate based on situational awareness and common operating picture of on-going operations and the impact or potential impact on S-1 operations.
- Monitors LOD investigations and ensures DA Form 2173 (*Statement of Medical Examination and Duty Status*) is completed whenever a Soldier receives medical treatment for a condition that is incurred or aggravated while on active duty.
- Ensures inbound Soldiers are allocated to the subordinate units in time for sponsors to be appointed.
- Ensures welcome letters and information are being forwarded to incoming Soldiers within 10 working days following appointment of a sponsor.
- Advises the commander on the health, welfare, and morale of all Soldiers assigned to the unit.
- Updates Family and MWR support SOPs.
- Receives and processes congressional inquiries.
- Prepares and provides HR support information to operation plans (OPLANS) and OPORDs.
- Ensures S-1 operations are fully integrated into unit operations and are reflected on the training calendar.
- Plans and coordinates external HR support requirements (e.g., HRC, HROB, and division G-1/AG).

- Ensures all S-1 casualty related actions are properly executed (i.e., timely and accurate casualty reporting; completion of letters of sympathy and condolence; prompt appointments of LOD investigating officers, AR 15-6 investigations, safety accident investigations, as appropriate, and SCMOs; and case reviews for all eligible posthumous awards, appointments, and promotions).
 - Coordinates for band support for special services.
 - Ensures DCS is properly coordinated, integrated, and executed.
 - Ensures HR rear detachment operations are supported and fully capable of executing HR operations.
 - Plans, monitors, and executes deployment and redeployment HR operations.
 - Plans and executes HR professional development.
 - Executes company grade officer slating (to include company command slating) in coordination with the strength manager, finalized by the approval of the brigade commander.
 - Coordinates field grade officer slating with the division G-1/AG.
 - Executes commander's sensitive actions.
 - Performs adjutant functions as required by the commander.
- 3-5. The HR technician performs the following duties and responsibilities:
- Serves as the HR technical expert for all HR systems, regulations, and staff assistance visits and inspections.
 - Advises the S-1 on planning and executing HR support.
 - Ensures HR support is properly coordinated and executed IAW the policies, procedures, and timelines prescribed by the DA G-1 Personnel Policy Guidance, HRC, and higher headquarters.
 - Assists the strength manager in managing assigned warrant officer personnel.
 - Ensures regulatory guidance is applied and enforced (for active duty, USAR, and ARNG personnel) for HR actions.
 - Serves as the brigade Human Resources Command Identity Management System manager to control, supervise, and grant system access (e.g., web application - CITRIX, Common Operating Picture Synchronizer (COPS), Enlisted Distribution and Assignment System (EDAS), Total Officer Personnel Management Information System II (TOPMIS II), electronic Total Officer Personnel Management Information System (eTOPMIS)).
 - Determines user roles and grants system access; manages permission levels to HR systems; resolves and reconciles discrepancies in databases; and manages PIM hierarchy.
 - Serves as the brigade SSM.
 - Provides HR systems oversight and ensures HR databases are updated in a timely manner and are accurate.
 - Supervises the timely execution of personnel data reconciliation.
 - Reviews HR personnel actions and EPS prepared by the unit and, if required, subordinate S-1s.
 - Monitors HR metrics.
 - Coordinates personnel asset inventories.
 - Supervises personnel records management for the unit.
 - In coordination with the brigade senior HR NCO, ensures completion of annual finance and personnel records reviews using the Records Review Tool in the Interactive Personnel Electronic Records Management System (iPERMS).
 - Establishes and maintains coordination with external HR and financial management agencies.
 - Coordinates personnel requirements and assignment of unit personnel with HRC.
 - Coordinates with subordinate S-1 sections to establish replacement priorities and unit of assignment guidance.
 - Coordinates all staff assistance visits and command inspections.
 - Provides HR training as required to S-1 personnel and subordinate S-1 personnel.
 - Coordinates with the HR rear detachment to ensure HR tasks are conducted properly and IAW established timelines.

- Monitors casualty operations to ensure casualties are reported in Defense Casualty Information Processing System (DCIPS) in the specified timelines and follow-on casualty support actions are completed.
 - Provides HR input to OPLANs and OPORDs.
 - Ensures financial entitlements and pay inquiries are coordinated or executed.
 - Monitors mail handling operations for the UMR and subordinate S-1 and UMRs.
 - Ensures SOPs are established for each HR core competency and subordinate key function.
 - Serves as the deserter control officer for the unit.
- 3-6. The senior HR NCO performs the following duties and responsibilities:
- Serves as the senior enlisted HR advisor to the brigade S-1.
 - Assists the S-1 officer/HR technician in the planning and execution of HR support for the unit.
 - Provides NCO supervision of S-1 enlisted personnel.
 - Manages the training and daily execution of HR core competencies and subordinate key functions, systems, and equipment.
 - Conducts professional development and cross-training for S-1 personnel.
 - Coordinates with the CSM and strength manager on enlisted strength management issues or enlisted HR support actions, as needed.
 - Coordinates senior enlisted strength management issues with the division G-1/AG.
 - Prepares, reviews, and submits personnel status reports.
 - Ensures S-1 SOPs are developed for key functions/operations (deployed and non-deployed).
 - Executes Family and MWR support SOPs.
 - Assists the S-1 officer in the planning and coordination of HR support for current and future operations.
 - Coordinates DCS.
 - Supervises mail handling operations for the UMR and subordinate S-1 and UMRs.
 - Reviews appropriate EPS.
 - Monitors the unit common operating picture to anticipate HR support requirements.
 - Ensures S-1 equipment is operational and coordinates external equipment support, if needed.
 - Participates in the development of HR input to OPLANs and OPORDs.
 - Maintains daily contact with the rear detachment and provides HR guidance, as necessary.

PERSONNEL READINESS TEAM

3-7. The PR TM consists of a strength manager (AG officer - 42B) and three AG enlisted personnel. The PR TM focuses on the following core competencies: man the force (PRM, PA, SR, and PIM) and provide HR services (casualty operations). The AG officer serves as the strength manager for the unit and as the assistant S-1. While the brigade strength manager is responsible for supervising all strength management/strength distribution actions and is the leader of the PR TM, he/she generally focuses on officer management. The brigade S-1 senior HR NCO provides direction for enlisted strength management and interfaces with the brigade CSM, as the CSM normally plays an active role in managing enlisted personnel. However, the S-1 has ultimate responsibility for the enlisted strength management process. This team manages the distribution management sub-level (DMSL) for both officer and enlisted personnel.

3-8. The PR TM coordinates replacement operations in terms of distribution and executes the personnel portion of the USR process. The PR TM utilizes eMILPO, EDAS, TOPMIS II, and eTOPMIS for the AC, Regional Level Application Software (RLAS) for USAR Soldiers, and Standard Installation/Division Personnel System-ARNG (SIDPERS-ARNG) for ARNG Soldiers to execute brigade strength management. PRM standards are established by HQDA, which uses authorized strength levels, target fill levels, the personnel management authorization document, directed authorizations, and the operational (deployment) timelines established by the Army G-3.

3-9. The duties and responsibilities of the strength manager includes the following:

- Serves as the brigade strength manager and assistant S-1.
- Supervises the PR TM.
- Conducts strength management and personnel readiness for the unit (to include subordinate S-1s).
- Monitors the execution of HR support for current and future unit operations.
- Maintains situational awareness (common operating picture) of on-going operations and the impact or potential for impact on S-1 operations.
- Ensures PA, SR, and duty status changes are executed or submitted when changes occur.
- Supervises SRP planning, coordination, and execution for the unit.
- Prepares the personnel portion of the unit status report (USR).
- Prepares and provides HR support information to OPLANs and OPORDs.
- Assists the S-1 and HR technician in integrating HR support into unit operations.
- Ensures the S-1 has accurate and timely information for the S-1 running estimate.
- Assists the S-1 in ensuring HR core competencies and their subordinate key functions are properly supported and executed.
- Coordinates external HR support requirements (e.g., brigade S-1, HROB, and division G-1/AG).
- Coordinates the execution of DCS with the appropriate activity/installation.
- Performs other duties as delegated by the S-1.
- Plans and coordinates personnel asset inventories.

3-10. The PR TM noncommissioned officer in charge (NCOIC) (42A) performs the following duties and responsibilities:

- Serves as NCOIC of the PR TM.
- Monitors PA of all assigned or attached military personnel and Civilians (DOD and CAAF).
- Maintains task force reports.
- Performs casualty operations for the unit.
- Collects and maintains PERSTATs.
- Submits PERSTATs for approval.
- Develops policies, procedures, and SOPs for PRM, PA, SR, PIM, and casualty operations.
- Verifies and processes casualty information/reports.
- Tracks casualties evacuated from unit (patient tracking).
- Provides criteria for appointing an LOD investigating officer.
- Maintains coordination with the CLT.
- Coordinates with the unit medical officer and chaplain.
- Ensures DA Form 1156 (*Casualty Feeder Card*) is properly prepared and signed by appropriate authority.
- Provides training to personnel on DA Form 1156.
- Analyzes readiness reports for reconciliation.
- Performs SR.
- Assigns Soldiers to unit.
- Re-assigns Soldiers IAW assignment guidance.
- Creates manifests.
- Conducts PRM.
- Performs PIM and monitors database access and roles.
- Supervises in- and out-processing.
- Coordinates, executes, and manages SRP.
- Conducts replacement operations.
- Monitors subordinate unit personnel readiness status.
- Determines Soldier deployability status.

- Maintains a DD Form 93 (*Record of Emergency Data*) on all Soldiers.
 - Ensures information and appropriate forms are submitted to the Army Military Human Resource Record (AMHRR).
- 3-11. The two HR specialists (42A) perform the following duties and responsibilities:
- Establish, operate, and maintain HR command nodes in prescribed timeframes.
 - Establish node procedures and support.
 - Synchronize HR network.
 - Coordinate and establish communications support.
 - Maintain data quality.
 - Collect PIM information.
 - Manage access levels for PIM systems for unit and subordinate S-1s.
 - Analyze PIM data and reports.
 - Maintain by-name PA.
 - Process duty status changes as they occur.
 - Collect and maintain PERSTAT information.
 - Analyze reports for reconciliation.
 - Perform SR.
 - Assign Soldiers to unit.
 - Reassign Soldiers IAW assignment guidance.
 - Create manifests.
 - Conduct in- and out-processing.
 - Conduct SRP processing.
 - Determine Soldier deployability status.
 - Maintain appropriate records brief.
 - Assist in other areas, as required.

HR SERVICES TEAM

3-12. The HR services team is a six-member team consisting of an HR NCOIC (42A), two HR NCOs (42A), and three HR specialists (42A). The following HR core competencies are performed by the HR services team - provide HR services (less casualty operations) and coordinate personnel support. Subordinate key functions performed under provide HR services include EPS and UMR operations; subordinate key functions performed under coordinate personnel support include MWR, band support, and command interest programs. All customer service support is provided by this section. EPS functions are the primary focus of the team. Tasks performed by this section include awards and decorations, promotions, evaluations, leaves and passes, R&R, CACs and ID tags, pay inquiries, pay entitlements, congressional inquiries, sponsorship, and other EPS as outlined in FM 1-0.

3-13. The HR services team NCOIC performs the following duties and responsibilities:

- Supervises the HR services team.
- Manages the planning, coordination, and execution of EPS, MWR, postal, command interest programs, and unit customer service.
- Develops SOPs for EPS (promotions, evaluations, rating schemes, leaves and passes, R&R, CAC and ID tags, awards and decorations, discharges, military entitlements and pay inquiries, citizenship/naturalization, casualty operations, bars to reenlistments, sponsorship, Soldier actions, UMR operations, and congressional inquiries).
- Maintains stock of CACs and ID tags (if performing duties as the SSM).
- Ensures mail handling operations are properly supported and executed.
- Verifies that a postal officer has been appointed on orders (i.e., officer or E6 and above).
- Establishes a UMR, consolidated mailroom (CMR), and postal service center (PSC) inspection program.

- Conducts unannounced mailroom inspections at least quarterly using DA Form 7698 (*Unit Mailroom (UMR), Consolidated Mailroom (CMR), and Postal Service Center (PSC) Inspection Checklist*).
- Verifies that mail clerks are appointed, trained, and certified.
- Coordinates actions with units, Soldiers, and subordinate S-1s, as appropriate.
- Ensures command interest programs are disseminated and coordinated, as necessary.
- Manages the coordination and execution of MWR activities.
- Coordinates for band support.
- Coordinates Red Cross actions.
- Executes and manages unit promotions for the units and subordinate S-1s.
- Inputs or reviews automated Soldier initiated personnel actions.
- Coordinates enlisted actions with the S-1 senior HR NCO and CSM, as necessary.
- Ensures customer service meets the needs of commanders.
- Manages pay inquiries and entitlements.

3-14. The two HR NCOs (42A) perform the following duties and responsibilities:

- Processes awards and decorations recommendations.
- Upload approved DA Form 638s (*Recommendation for Award*) and award certificates in iPERMS.
- Maintains suspense control of evaluations, awards, and other EPS actions.
- Maintains unit rating scheme.
- Reviews evaluations for accuracy.
- Transmits evaluations to HRC.
- Manages R&R program and allocations.
- Initiates and processes award orders.
- Processes certificates/letters of commendation and appreciation.
- Maintains DA Form 4179 (*Leave Control Log*). (Note: Battalion S-1 task only).
- Maintains appropriate records brief.
- Supports SRP processing, as necessary.
- Establishes and conducts mail handling operations.
- Coordinates mail handling operations with supported units and subordinate S-1s.
- Ensures higher headquarters have correct grid coordinates for units.
- Coordinates the handling of official mail.
- Coordinates with higher headquarters/HROB for postal assistance visits.
- Investigates and reconciles any problems hindering the delivery of mail.
- Coordinates the delivery or pickup of mail with subordinate S-1s and units.

3-15. The three HR specialists (42A) perform the following duties and responsibilities:

- Issues CACs and ID tags; updates DEERS RAPIDS information (if performing duties as the verifying official).
- Provides customer service.
- Maintains appropriate records brief.
- Assists in processing evaluations, promotions, and awards.
- Supports SRP processing, as necessary.
- Coordinates transportation requirements.
- Collects and forwards mail for wounded, deceased, or missing personnel.
- Processes suspicious mail IAW established procedures.
- Ensures the PR TM has access to appropriate HR systems.
- Establishes, operates, and maintains HR command nodes in prescribed timeframes.
- Establishes node procedures and support.

- Coordinates and establishes communications support.
- Maintains data quality.
- Collects PIM information.
- Analyzes PIM data and reports.
- Sets up and maintains HR communications systems.
- Performs other duties, as required.

BRIGADE REAR DETACHMENT

3-16. During deployments, it is important to ensure appropriate HR personnel are designated as members of the brigade rear detachment. Once designated, these individuals transition to rear detachment operations upon rear detachment activation. HR personnel designated as members of the rear detachment should fully understand HR relationships with the FRG, installation HR support, and community resource activities. As HR personnel will likely be involved in casualty operations, it is recommended that a senior NCO who demonstrates the characteristics of maturity, dependability, competence, and compassion be selected. Brigade S-1s must ensure that designated HR personnel are technically proficient and capable of performing all rear detachment functions and tasks. HR rear detachment operations are outlined in FM 1-0, chapter 2.

BATTALION S-1

3-17. The following paragraphs provide an overview of the organization structure of the battalion S-1 section.

LEADERSHIP ELEMENT

3-18. Battalion S-1s operate IAW METT-TC analysis. The battalion S-1 leadership element consists of an AG officer (42B) and an S-1 NCOIC (42A). Like the brigade S-1, the leadership element supervises a PR TM and an HR services team. The leadership element receives technical guidance and operational oversight from the brigade S-1, HR technician, and senior HR NCO.

PERSONNEL READINESS TEAM (PR TM)

3-19. The battalion PR TM consists of four personnel: an HR NCOIC (42A), an HR NCO (42A), and two HR specialists (42A). Like the brigade PR TM, the focus of the section is on the core competencies of man the force (PRM, PA, SR, PIM) and provide HR services (casualty operations). The PR TM is responsible for strength management for USR preparation and analysis and for any cross-leveling that needs to occur within the battalion. The PR TM maintains strength management awareness and provides the brigade strength manager information on internal reassignments and replacement priorities for the battalion. For battalion PR TM duties and responsibilities, see the duties and responsibilities of the brigade PR TM.

HR SERVICES TEAM

3-20. The battalion HR services team consists of four personnel: an HR NCOIC (42A) and three HR specialists (42A). The HR services team performs the same functions and tasks as the brigade HR services team, less CACs and ID tags.

BATTALION REAR DETACHMENT

3-21. As previously described, it is important to ensure appropriate HR personnel are designated as members of the battalion rear detachment. Once designated, this individual(s) transitions to rear detachment operations upon rear detachment activation. HR personnel designated as members of the rear detachment should fully understand HR relationships with the FRG, installation HR support, and community resource activities. As HR personnel will likely be involved in casualty operations, it is recommended that a senior NCO who demonstrates the characteristics of maturity, dependability, competence, and compassion be selected. Battalion S-1s must ensure that designated HR personnel are technically proficient and capable of

performing all rear detachment functions and tasks. HR rear detachment operations are outlined in FM 1-0, chapter 2.

THE ROLE OF THE ADJUTANT

3-22. HR transformation professionalized the S-1 sections of brigades and battalions, increasing their responsibilities and capabilities to improve the delivery of HR support. While much of this manual discusses the tactical and technical functions in terms of core competencies and subordinate key functions, HR professionals must take into careful consideration the art of how to execute them. The role of the adjutant goes beyond a set of additional duties assigned to the S-1 based on tradition or expediency. This most important tenant is found in the very root of the word adjutant which in its literal translation means to help. The help or assistance rendered to a commander by the adjutant is the foundation of one of the key command relationships that is formed.

3-23. The adjutant is not a separate position or billet in an organizational structure but rather the dual role an individual fills. The function of the adjutant should not be confused with certain routine or specialized duties which may be performed. Routine duties may include clerical work, scheduling management, and correspondence management. Specialized duties are coordinating activities in support of the commander's programs and ceremonial duties historically assigned to the S-1. In each of these cases, the individual that performs these tasks is often referred to as the adjutant, but in fact, it is the senior principle staff officer for HR who serves as the trusted agent to the commander on all the most sensitive and delicate matters related to HR that is fulfilling the role of the adjutant.

3-24. The relationship established between the commander and the adjutant is critically important to the overall success of the HR mission. Each pairing is unique based on the commander's needs. The adjutant is the key advisor to the commander on all matters related to HR; must be able to connect in a deep and direct way, sense and stimulate reactions and desired interactions. The need for interpersonal skills and being perceptive cannot be overstated. The adjutant has the ability to discern deeper meaning; to determine the true significance of what is being expressed. To achieve these ends, the adjutant must have access to the commander. Having access often exposes the individual to the commander's unfiltered thoughts and feelings on sensitive and private personnel matters. Discretion, empathy and trust best describe the key attributes of any individual that fulfills this responsibility.

3-25. Since the skills and knowledge are complex and take time to master, it is important that senior HR professionals continuously coach, teach and mentor rising HR leaders in the art of HR support. This is especially important for HR leaders in geographically remote or austere locations. Anticipating the needs of an individual commander and then being able to act upon it with timely, accurate and relevant information can only be achieved through practice of the art. When the role is properly executed, the adjutant minimizes mission distractors, allowing commanders to better concentrate their efforts and decision-making on core mission objectives.

3-26. The goal of a successful Adjutant should be measured in the overall effectiveness in linking the commander's vision and intent to the optimal employment of the human capital to execute it. Ultimately, attributes such as trust, loyalty, discretion, and anticipation are critical to ensuring the S-1's success in the Adjutant role. The following paragraphs describe general duties commonly performed by the Adjutant.

3-27. **Maintaining, coordinating, and updating the commander's schedule.** This is not just calendar management, but a deeper understanding of how to manage the precious resource of time for a key leader. The Adjutant must be able to manage the commander's time. Reviewing actions and making decisions take time, with many actions requiring the commander's signature. Demands for the commander's time can arise at any time and disrupt schedules; therefore, the Adjutant must be adept at getting the commander to take the time to tend to actions, make decisions, and attend meetings. Also, each commander is different and has specific times during the day where they operate more efficiently or are more receptive to information that requires more focus and attention. It is important when coordinating the battle rhythm that these factors are taken into account.

3-28. **Preparing and managing correspondence.** While the modern world tends to move faster with email and phone calls, there will always be a need for written communication. Anything that leaves the headquarters with the commander's signature reflects upon the command. Simple errors, typographical

mistakes, and inaccuracies degrade confidence and can call into question a commander's staff process. It is essential to have a system designed to catch and fix shortcomings; however, the system should not be overly cumbersome that would otherwise grind the administrative duties to a halt.

3-29. Social functions, ceremonies, and protocol. These duties vary greatly depending on the unit, the commander, and the event. It is important to realize that the Army is an institution with long standing traditions and heraldry. In many ways, the Adjutant often serves as the keeper of history, lineage, and honors. It is proper to have an understanding of why we do certain things especially when they are part of the past, and in doing them, we perpetuate Army Values and culture to the next generation of Soldiers.

3-30. Rosters, orders, profiles, and administrative data. Maintaining functional and working files is important from a historical perspective, but also is rooted in compliance to regulatory and statutory guidelines. The audit ability of key documents and decisions that impact the members of an organization are under the jurisdiction of the Adjutant for safeguard and keeping. This also includes any quasi-official role as part of a commander's cup and flower fund, FRG, and other such committees.

3-31. Additionally, the ability to build and maintain strong relationships is the hallmark of a competent Adjutant. The following paragraphs provide guidance on how to build and maintain relationships with the commander, other primary staff officers, and other HR professionals.

3-32. The commander. It is likely that an Adjutant will be, by necessity and design, a key confidant and adviser on the human capital of the organization. It is imperative that the Adjutant have regular communications and free flowing discourse. This does not happen instantly and only occurs when trust has been established. Integrity as a trusted agent is essential. The commander must rely on frank, honest, and properly offered counsel. Once trust is lost, it is impossible to recover and will damage the effectiveness of the Adjutant. A clear sign that an Adjutant does not have the trust of the commander is when his or her ideas and information are filtered through an intermediary such as the executive officer, or they must schedule time to approach or discuss issues with the commander. Realize that as a staff member the function is to provide analysis and input, but the decision maker and person ultimately responsible for that decision is the commander. Once a decision is made, the Adjutant must carry out that decision to the best of his or her ability. Empathy, perception, intuition, and the ability to discern deeper meaning and significance from what is being said are key attributes for success in this area.

3-33. Other primary staff officers. The Adjutant is a key staff officer and must learn to synchronize and integrate with other staff elements. Each element is impacted by the Adjutant since that individual has access to the commander and provides input on personnel and HR functions. It is important for the Adjutant to understand each staff section's HR requirements and evaluate the most effective means at providing the needed capabilities. Often the Adjutant may have insight into the commander's line of thinking, but should be careful not to reveal privileged information he or she may be privy to, while at the same time assisting their fellow staff officers understand the intent and direction of the commander. The ability to balance staff requirements while safeguarding the private thought processes of a commander can be difficult to manage.

3-34. Other HR professionals. At all echelons the role of the Adjutant requires tact and diplomacy, knowledge of HR, and the ability to communicate in written and spoken form to convey ideas clearly. This is developed over time with much effort and practice. Senior AG officers, warrants officers, and NCOs must mentor, coach, and train junior Soldiers who are fulfilling the role of the Adjutant and offer insight, guidance, and most importantly lessons learned. Since AG officers are embedded in various organizations, they must reach out across organizations to maintain esprit de corps and share knowledge. Adjutants can leverage technology including online collaboration, social media, email, video conferencing, and voice communications to develop and preserve a sense of community.

OVERVIEW OF HR METRICS

3-35. HR support is critical to sustaining trained and ready units and installations. To be effective, HR organizations (including G-1s, S-1s, installation Directorates of Human Resources, and MPDs) must have trained personnel to perform the HR core competencies and subordinate key functions as described in FM 1-0. Command involvement by senior commanders, garrison commanders, and unit commanders (at all levels) is essential to achieving peak performance in HR support.

3-36. Commanders make critical decisions based on data reported in Army HR systems. The main objective for using HR metrics is to provide accurate and timely personnel data to commanders which enable them to make assessments and decisions. G-1/AGs and S-1s should also use HR metrics to assess the performance of their sections and units. Additionally, the use of HR metrics allows HRC to determine the efficiency and effectiveness of Army HR policies, procedures, and systems; and assists in early detection of HR issues/deficiencies at battalion and brigade levels. Whether serving as performance indicators or readiness indicators, HR metrics give commanders a way of measuring personnel strength, readiness and the effectiveness of HR support.

3-37. Developed by HRC, the HR Metrics Guide for Commanders has two basic purposes: To serve as a quick reference for commanders to measure and assess the levels of HR support and readiness at both the unit and the installation levels; and to provide a common understanding of the HR standards of performance. The guide separates metrics into two general categories: baseline (regulatory) metrics and additional (local) metrics. Field users can access the HR Metrics Guide for Commanders and instructions for pulling HR metrics using the web site link in the Reference section of this manual.

3-38. Baseline metrics refer to regulatory standards. HRC developed baseline metrics for senior leaders to review on a recurring basis at the Army level. HRC sets the initial goal or standard. These thresholds are what commanders should expect to meet or exceed at any level of command. HR professionals typically adhere to these standards in the course of their work. An example of a regulatory standard comes from AR 600-8-6, *Personnel Accounting and Strength Reporting*. The standard is: "Soldiers should not remain assigned to position number 9992 beyond seven days after arrival in a unit." The measurement may reflect either success or failure (97% versus 3%). Using the example, it is up to the HR professional responsible to assign new arrivals to meet the standard.

3-39. Additional, or local metrics, measure other areas the commander deems important or of interest. These metrics can also lead to positive change within the unit. While these may not have a regulatory standard, the HR Metrics Guide for Commanders lists goals and standards for additional HR metrics. An example of a local metric is DA photo – "Number of Soldiers with a missing or outdated photo." The goal or standard is zero. In this example, it is up to the command to ensure Soldiers meet the standard rather than the duty of an HR professional.

3-40. HR leaders, primarily at the S-1 and MPD level, have the primary responsibility of maintaining Army HR systems with accurate and timely personnel data. HR leaders provide oversight controls, review standard reports, resolve errors, and ensure critical systems are updated on a daily basis to maximize accuracy and readiness. Commanders work with their HR leaders and primary staff elements to develop metrics and standards to assess the quality of support and level of readiness within the command. Everything commanders check and assess is important. By asking simple questions, commanders can assess the overall personnel situation. The HR Metrics Guide for Commanders provides a list of 20 questions which commanders can use to assess the general status of personnel support and readiness within their unit. The guide also provides additional information on how to implement a successful HR metrics program, provides a sample operations order for establishing a recurring metric review program, and provides a sample S-1 battle rhythm calendar to assist commanders in achieving a better understanding of their S-1's requirements.

3-41. HR metrics that do not meet the standard are simply indicators to a commander that an area requires explanation or special attention. The use of metrics allows commanders and S-1s the ability to track trends over time; however, failure to meet a metric is not necessarily a failure on the part of the S-1 and should not be the sole means used to evaluate an S-1's performance. This is important to note as metrics are not used entirely as a basis for determining superior or substandard units because no two units operate with exactly the same conditions, resources, training, or personnel at any given time. Data should be looked at over time as an indicator of inefficiencies, gaps, or other personnel readiness shortfalls which may require additional training or perhaps modification of policies and procedures.

Chapter 4

Functions of HR Support

HR support is fundamental to the readiness of the force. G-1/AG and S-1 performance is linked to the success of and improving and maintaining the readiness of their organization.

GENERAL

4-1. In general, if something looks, feels, seems, or acts like HR business, chances are the corps and division G-1/AG and brigade and battalion S-1 have a role to play. If there is doubt on whether a function or task belongs in the G-1/AG or S-1 lane, track the function back to the Army-level. If the Army G-1 has staff proponency, then it is likely that so should the G-1/AG and S-1. However, having staff proponency does not mean responsibility to execute a function or task. For example, the Army G-1 has staff proponency for the Army Substance Abuse Program and the corresponding regulations that govern its implementation. These regulations place requirements on commanders for implementation and execution. Likewise, the brigade or battalion S-1 should manage the program for their respective commander by monitoring compliance with established policy – the S-1 manages the program, while subordinate staff and commanders execute the requirements of the program.

4-2. Personnel Services Delivery Redesign created a brigade-level S-1 section, capable of providing the majority of HR support internally. The continued development of future automated HR systems will increase military pay responsibilities and the capability to provide support across all components. Brigade S-1s are responsible for all HR support within their organization. However, workload levels and the nature of distributed operations dictate functionality to lower levels, including additional HR systems accesses and permissions. In today's operational environment, battalions routinely operate independently from their brigade headquarters and, in the case of functional brigades, often find themselves on different deployment timelines.

4-3. Man the force, provide HR services, coordinate personnel support, and conduct HR planning and operations core competencies provide a framework for HR functions and tasks within the corps and division G-1/AG and brigade and battalion S-1 sections.

MAN THE FORCE

4-4. The man the force core competency includes the subordinate key functions of PRM, PA, SR, and PIM and is interrelated and interdependent upon one another.

4-5. The two HR communities that support Army personnel readiness are the theater-level HR organizations, which execute theater HR operations, and the G-1/AGs and S-1s responsible for their respective command's successful and sustained HR support and readiness. The HRSC is responsible for theater PA and executes this mission through theater gateway personnel accountability teams and support to subordinate commands. Strength reporting is a G-1/AG and S-1 responsibility.

PERSONNEL READINESS MANAGEMENT

4-6. S-1s must establish and maintain a direct link with HRC to ensure losses are replaced. This is even more critical for key leader losses and assistance in the event of mass casualties that grossly exceeds the modeled loss rate applied by HRC. The HRC coordinates RC replacement requests with the respective component force provider.

4-7. Prior to deployment, S-1s should establish and activate a DUIC for replacement personnel and for rear detachment cadre that are fenced. This ensures that replacement personnel will not receive assignment

instructions prior to reassigning them into a deploying UIC, and that rear detachment cadre will not receive assignment instructions until after the rear detachment inactivates. A DUIC should also be established for non-deployable rear detachment personnel that are not fenced in order to allow them to continue movement (e.g., permanent change of station, expiration of term of service, or retirement). Keep in mind that if a DUIC is maintained, a DA Form 4187 (*Personnel Action*) should be produced by the S-1 when assigning personnel to the specific unit. AC and RC units must coordinate the establishment and use of DUICs with their respective G-3 or operations directorate of a joint staff (J-3).

4-8. The PR TM in a brigade and battalion S-1 section analyzes on-hand personnel strengths against documented authorizations to determine shortages and compares them to projected losses and gains. Shortages are reported to HRC by updating the HR system of record (eMILPO) and ensuring the HR authorization report (HRAR) is updated. HRC fills valid requirements direct to the brigade based on the prioritization of fill provided by the Army G-1 and G-3, as described in Army manning guidance and the personnel manning authorization document. This provides direction to HRC from the Army G-1.

4-9. The following paragraphs describe the PRM responsibilities of corps and division G-1/AGs and brigade and battalion S-1s.

Corps and Division G-1/AG

4-10. Corps and division G-1/AGs maintain overall responsibility for PRM of subordinate elements. Corps and division G-1/AGs maintain the responsibility to assist brigade S-1s and the national HR provider in shaping the force to meet mission requirements. The corps and division G-1/AG continue to maintain a common operational picture of unit-level strength and work with HRC for sourcing solutions. Corps and division G-1/AG PRM responsibilities include the following:

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

Brigade S-1 and STB S-1 (General Officer-level Headquarters)

4-11. Brigade and STB S-1 sections are responsible for PRM. The brigade or STB S-1 has a direct link with HRC and maintains communication and coordination with the higher-level G-1/AG for the execution of its PRM responsibilities, which include the following:

- Establish a link with the HRC for replacement of key personnel.
- Confirm deployment operational timelines with HRC, G-3.
- Manage PRM for subordinate units.
- Establish and execute brigade/STB PRM and distribution fill plan, and coordinate with HRC on modifications based on operational requirements or commander's priorities.
- Distribute Soldiers to subordinate units and publish orders.
- Develop unit-level PRM policies and SOPs.
- Input timely and accurate Soldier personnel data, strength, and duty status transactions in the appropriate automated HR system of record (e.g., eMILPO, RLAS, and SIDPERS-ARNG).
- Verify the accuracy of manning status in subordinate units.
- Provide feedback to HRC on issues of training, gender, additional skill identifier (ASI), special qualification identifier, and special instructions.
- Determine, in coordination with the battalion or brigade operations staff officer (S-3), replacement priorities based on current and forecasted readiness status and commander's intent.
- Monitor and advise the commander on the personnel readiness status (current and projected) of subordinate units to include: key leaders, critical combat squads, crews, and teams.
- Predict personnel requirements, based on current strength levels, projected gains, estimated losses, and the projected number of Soldiers and Army Civilians returning to duty from medical treatment facilities.
- Monitor losses (e.g., combat, non-combat, legal actions, medical, military occupational specialty administrative retention review (MAR2), and medical evaluation boards (MEBs)).
- Monitor and maintain visibility of non-available or non-deployable Soldiers, to include rear detachments.
- Input and track personnel tempo (PERSTEMPO) transactions for Soldiers departing and upon completion of each qualifying dwell time event.
- Coordinate the call forward of replacements.
- Coordinate and synchronize with the battalion or brigade logistics staff officer (S-4) on equipment for replacement personnel.
- Plan and coordinate the personnel portion of reorganization or reconstitution operations.
- Manage SRP to validate individual readiness and ensure visibility through updates to appropriate systems and databases.
- Manage Soldier utilization; distribute and properly slot Soldiers within the brigade/STB.
- Report critical personnel requirements to HRC for individual Soldiers and/or teams.
- Monitor and reconcile strength deviations.
- Prepare the personnel portion of the USR to ensure unit personnel readiness is accurately reflected, identifies critical shortages, and establishes manning expectations.
- Manage UIC hierarchies through various databases to ensure an accurate readiness common operational picture to the national HR provider.
- Ensure PRM is included in all OPLANs and OPORDs.

Battalion S-1

4-12. The battalion S-1 implements the priorities of fill established by the commander by conducting and executing PRM for the unit. This includes PA, SR, managing casualty information, monitoring projected gains and losses, and managing return-to-duty Soldiers (in coordination with the medical personnel). Battalion S-1s directly impact PRM by ensuring the accuracy of a Soldier's status in the appropriate automated HR system of record (e.g., DTAS, eMILPO, RLAS, SIDPERS-ARNG) — PRM starts with

complete, accurate, and timely Soldier data updates at the battalion. Battalion S-1 section responsibilities include the following:

- Develop unit-level PRM policies and SOPs.
- Ensure timely and accurate updates in the automated HR system of record for all required personnel data, strength, and duty status changes.
- Prepare the personnel portion of the USR to ensure unit personnel readiness is accurately reflected, identifies critical shortages, and establishes manning expectations.
- In coordination with the battalion S-3, determine replacement priorities based on current and forecasted readiness status and commander's intent.
- Monitor and report to the commander the personnel readiness status (current and projected) of subordinate units to include: key leaders, critical combat squads, crews, and teams.
- Predict personnel requirements, based on current strength levels, projected gains, estimated losses, and the projected number of Soldiers and Army Civilians returning to duty from medical treatment facilities.
- Monitor losses (e.g., combat, non-combat, legal actions, medical, MAR2s, and MEBS).
- Monitor status of non-available or non-deployable Soldier status, to include rear detachments.
- Coordinate and synchronize with the S-4 on equipment for replacement personnel.
- Plan and coordinate the personnel portion of reorganization or reconstitution operations.
- Manage the SRP to validate individual readiness and ensure visibility through updates to appropriate automated HR databases and systems.
- Manage Soldier utilization; distribute and properly slot Soldiers within the battalion.
- Report critical personnel requirements for individual Soldiers and/or teams.
- Ensure PRM is included in all OPLANs and OPORDs.

PERSONNEL ACCOUNTABILITY (PA)

4-13. Personnel accountability is one of the most important functions a corps and division G-1/AG and brigade or battalion S-1 performs on a continuing basis regardless of location or environment. Data accuracy is critical to the PA process. PA is the by-name management of the location and duty status of every person assigned or attached to a unit. It includes tracking the movement of personnel as they arrive at, and depart from, a unit for duty.

4-14. The following paragraphs describe the PA responsibilities of corps and division G-1/AGs and brigade and battalion S-1s.

Corps and Division G-1/AG

4-15. Corps and division G-1/AG PA responsibilities include the following:

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

Brigade S-1 and STB S-1 (General Officer-level Headquarters)

4-16. Brigade and STB S-1 PA responsibilities include the following:

- Operate a manifesting cell at ports of embarkation, collect manifest data at ports of debarkation, and enter those personnel into the theater database.
- Maintain 100% accountability for assigned or attached personnel, replacements, return-to-duty Soldiers, R&R personnel, individual redeployers, Army Civilians, CAAF including other theater designated contractor personnel, and multi-national personnel, as required.
- Ensure the brigade/STB meets higher headquarters PA policies and timelines.
- Collect, summarize, analyze, update, and report by-name personnel strength information using SECRET Internet Protocol Router Network (SIPRNET) or Non-Secure Internet Protocol Router Network (NIPRNET), in the directed format.
- Ensure the rear detachment maintains accountability of non-deployed personnel and that their deployment non-available codes and duty status changes are promptly entered into eMILPO, RLAS, and SIDPERS-ARNG.
- Process and monitor assignment eligibility and availability code information for assigned and attached personnel.
- Process duty status change information (e.g., present for duty to wounded-in-action, killed-in-action, and missing-in-action), and update appropriate automated HR databases and systems.
- Process information on replacements and return-to-duty personnel, as required, into appropriate automated HR databases and systems.
- Track transiting unit personnel (e.g., leave and R&R), and local changes in location/base camp.
- Reconcile manual with automated strength information; identify and resolve discrepancies by submitting the appropriate transaction.
- Update DTAS, as required.
- Coordinate with CLTs, mortuary affairs, hospitals, and military police for information on casualties and patient tracking and update automated HR databases and systems as appropriate.
- Coordinate connectivity for secure and non-secure voice and data systems with the battalion or brigade signal staff officer (S-6) and brigade S-1, where appropriate.
- Manage automated HR databases and systems access for the brigade.
- Ensure S-1 personnel have the appropriate security clearances, access, and permissions to the appropriate HR databases and systems required to perform their mission.

Battalion S-1

4-17. Battalion S-1 PA responsibilities include the following:

- Maintain 100% accountability for assigned or attached personnel, to include replacements, return-to-duty Soldiers, R&R personnel, Army Civilians, CAAF including other theater designated contractor personnel, and multi-national personnel, as required.
- Collect, summarize, analyze, update, and report by-name personnel strength information using SIPRNET or NIPRNET, in the directed format.
- Ensure all personnel are entered into the theater database on entry or departure from the theater.
- Process and monitor assignment eligibility and availability code information for assigned and attached personnel.
- Process duty status change information (e.g., present for duty to wounded-in-action), and update appropriate automated HR databases and systems.
- Ensure the rear detachment maintains accountability of non-deployed personnel and that their deployment non-available codes and duty status changes are promptly entered into eMILPO, RLAS, and SIDPERS-ARNG.
- Process information on replacements and return-to-duty personnel, as required, into appropriate automated HR databases and systems.
- Track transiting unit personnel (e.g., leave and R&R).

- Reconcile manual with automated strength information; identify and resolve discrepancies by submitting the appropriate transactions.
- Coordinate with CLTs, mortuary affairs, hospitals, and military police for information on casualties and patient tracking and update automated HR databases and systems as appropriate.
- Coordinate connectivity for secure and non-secure voice and data systems with the battalion S-6 and brigade S-6, where appropriate.
- Ensure S-1 personnel have the appropriate security clearances, access, and permissions to the appropriate automated HR databases and systems required to perform their mission.
- Ensure PA is included in the unit tactical SOP.

STRENGTH REPORTING (SR)

4-18. Personnel strength reporting is a command function conducted by G-1/AGs and S-1s that enable them to analyze manning levels and readiness, to provide commanders with a snapshot of the personnel component of their combat power and capabilities. Strength reporting is a numerical end product of the accountability process. It is achieved by comparing the by-name data obtained during the PA process (faces) against specified authorizations (spaces or in some cases requirements) to determine a percentage of fill. Strength data reflects a unit's authorization and required base-line strength.

4-19. The following paragraphs describe the SR responsibilities of corps and division G-1/AGs and brigade and battalion S-1s.

Corps and Division G-1/AG

4-20. Corps and division G-1/AG SR responsibilities include the following:

- Perform ASCC personnel SR responsibilities when serving as the Army Force.
- Establish and enforce SR requirements for subordinate units.
- Notify subordinate G-1/AGs and S-1s of all pending and potential task organization changes.
- Ensure reports reflect the latest task organization.
- Consolidate and submit PERSTATS, personnel summaries, and personnel requirements reports, as required.
- Coordinate with the HRSC, if necessary, to establish an automated PA system that aligns assigned and attached element UICs with supporting S-1s.
- Conduct personnel SR quality control checks.
- Coordinate with the G-3 for replacement priorities.

Brigade S-1 and STB S-1 (General Officer-level Headquarters)

4-21. Brigade and STB S-1 SR responsibilities include the following:

- Collect, summarize, analyze, update, and report personnel strength information to G-1/AG or higher headquarters.
- Monitor duty status change information (e.g., present for duty to wounded-in-action, killed-in-action, missing-in-action), and update automated HR databases and systems.
- Process information on replacements, return-to-duty Soldiers, DA Civilians, multi-national personnel, as required.
- Perform error reconciliation and correct deviations in strength between eMILPO, RLAS, SIDPERS-ARNG, and TAPDB, and between DTAS and the manual PERSTAT daily.
- Update DTAS daily.
- Submit personnel status reports (e.g., PERSTAT and joint PERSTAT) to higher headquarters.
- Submit personnel summaries and personnel requirements reports when required by higher headquarters.
- Coordinate with the rear detachment, appropriate staff sections, and external agencies for information on casualties and patient tracking and ensure battalion S-1s update appropriate automated HR databases and systems.

- Plan and coordinate for connectivity for secure and non-secure data HR systems, as well as access to secure voice communications systems.
- On order or in support of, operate a manifesting cell at ports of embarkation, collect manifest data at ports of debarkation, and enter those personnel into the theater database.
- Ensure arriving battalions and separate units provide copies of their flight or sea manifests to the appropriate personnel accountability team at the port of debarkation.

Battalion S-1

4-22. Battalion S-1 SR responsibilities include the following:

- Collect, summarize, analyze, update, and report personnel strength information, using secure or non-secure data systems in the directed format with the proper enabling HR system.
- Perform error reconciliation between the manual PERSTAT and DTAS daily.
- Process information on replacements, return-to-duty Soldiers, Army Civilians, and multi-national personnel as required.
- Submit PERSTATs to the brigade S-1.
- Submit personnel summaries and personnel requirements reports by unit SOPs or established procedures from higher headquarters.
- Coordinate with appropriate agencies for information on casualties and patient tracking and update appropriate automated HR databases and systems.
- Coordinate for connectivity for secure and non-secure voice and data systems with the battalion S-6 and brigade S-6, where appropriate.
- Ensure deploying members of the PR TM have been granted clearances and accesses to appropriate automated HR databases and systems.
- Provide copies of flight or sea manifests to the appropriate personnel accountability team at the port of debarkation and maintain copy at unit-level.

PERSONNEL INFORMATION MANAGEMENT

4-23. Understanding PIM gives the HR professional a better perspective of the “how” and the “so what” of the importance of PIM. The majority of G-1/AG and S-1 functions and transactions are done through information systems. G-1/AGs and S-1s must ensure commanders at all levels are retrieving timely, accurate, and relevant information in order to make informed and decisive decisions.

4-24. PIM supports the execution of all HR core competencies; everything starts with information management. It requires the connectivity of all other HR functions and multi-functional programs. As stated, HR managers must ensure the information they provide to commanders is timely and accurate. This information assists commanders at all levels in making sound decisions in a timely manner for Soldiers, their Families, DOD Civilians, and CAAF. As the Army leaps forward, HR managers must be prepared to provide commanders with the most updated information on Soldiers via HR system integrations and current systems.

4-25. The Army’s current corporate database is the Integrated Total Army Personnel Database. The Integrated Total Army Personnel Database supports the AC, RC, and ARNG. Most of the personnel automation systems in use interface with or update the TAPDB. Figure 4-1, on page 4-8, depicts an over arching view of PIM, PA, SR, and PRM relationships and how they collectively support personnel readiness for the brigade-centric Army. Highlights of these relationships are:

- PRM – Requires PA and SR to provide analyzed personnel strength data in order to further process and determine Soldier distribution and further personnel requirements impacting allocation decisions and replacement operations. Under HR transformation, HRC establishes a direct PRM relationship with Army brigades, which streamlines the personnel readiness process with G-1/AG oversight.
- PA and SR – The HRSC is responsible for the theater PA portion of PA and SR and executes this mission through its theater gateway personnel accountability teams and support to subordinate commands. The SR portion of PA and SR is a G-1/AG and S-1 responsibility and

relies on the PIM system for SR accuracy. The success of SR comes through the submission of PERSTAT and joint PERSTAT reports generated by G-1/AGs and S-1s, which ultimately support PRM.

- PIM – Upon arrival in theater, a theater gateway personnel accountability team captures the PA of individual Soldiers entering, exiting, or transiting the theater in DTAS (part of the PIM system).
- Brigade and battalion S-1s execute PA maintenance tasks (e.g., duty status changes, grade changes, and assignment eligibility and availability codes for AC) ensuring eMILPO keeps the PIM system up-to-date.

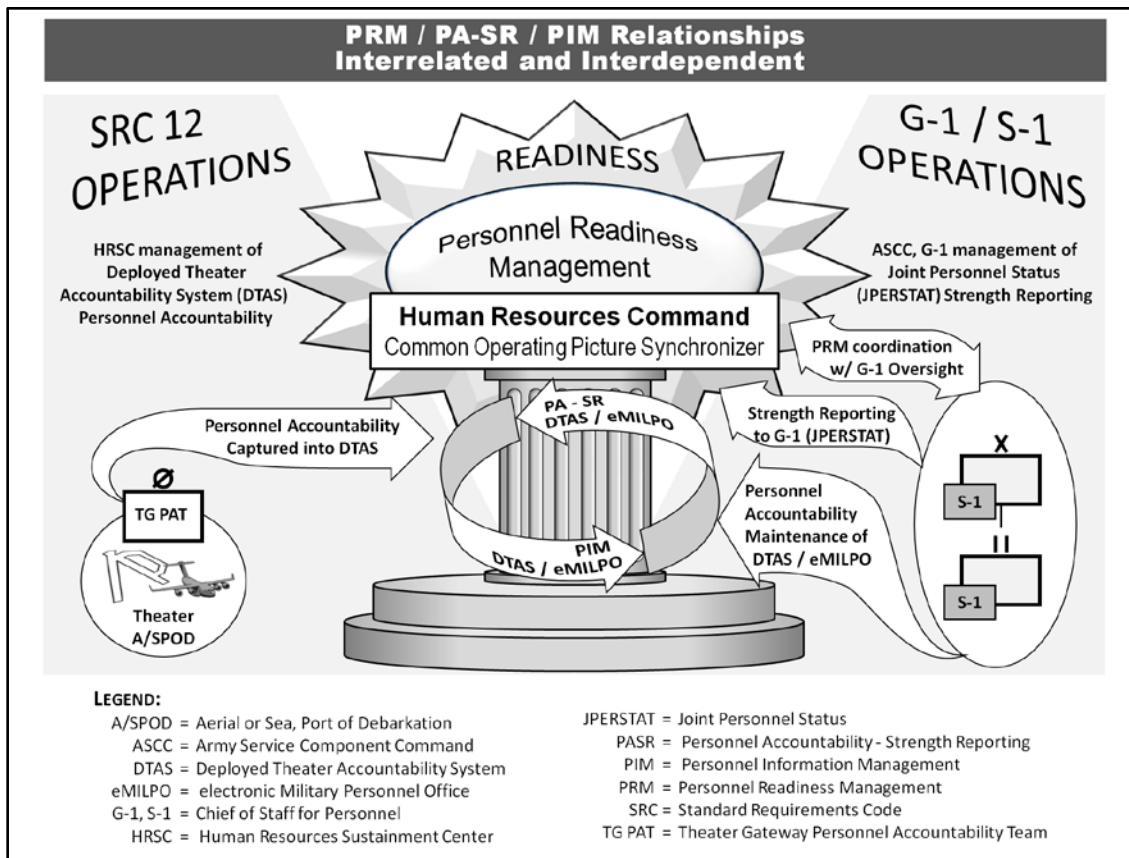


Figure 4-1. PRM/PA-SR/PIM relationships

4-26. The following paragraphs describe the PIM responsibilities of corps and division G-1/AGs and brigade and battalion S-1s.

Corps and Division G-1/AG

4-27. The Corps and division G-1/AG indirectly manages and monitors PIM on all assigned units. Corps and division G-1/AGs exercise these responsibilities primarily in their role of coordinating EPS and managing the casualty reporting system for the corps and division. Corps and division G-1/AGs PIM responsibilities include the following:

- Monitor personnel information on all assigned and attached personnel with particular attention to information that updates specific automated HR databases and systems.
- Manage PA and SR using the appropriate HR system of record.
- Manage personnel files and records IAW governing regulations and policies.
- Establish and manage policies and procedures that affect PIM for subordinate units.

Brigade S-1 and STB S-1 (General Officer-level Headquarters)

4-28. The brigade and STB PR TM (HR Technician (420A) and two 42A personnel) are normally responsible for PIM within the brigade/STB DMSL. PIM managers at brigade should anticipate an implied PIM mission during contingency operations, to include joint and multi-national personnel. During stability and defense support of civil authorities, brigade S-1s may assist host-nation security forces and civil authorities with the development of their own PIM system, as security partnerships are formed and transfer of security responsibilities occur. Brigade and STB S-1 PIM responsibilities include the following:

- Establish local PIM SOPs.
- Manage brigade/STB DMSL.
- Manage subordinate unit access to PIM systems (e.g., determine user roles and grant access, manage permission levels to HR systems, resolve and reconcile discrepancies in databases, and manage PIM hierarchy).
- Provide direct oversight of subordinate units on maintenance of Soldier personnel data. This fundamental change provides brigade commanders the ability to gather and analyze personnel data to assist in decision making.
- Manage personnel information/deviations for the brigade/STB.
- Update eMILPO, RLAS, SIDPERS-ARNG, DTAS, and other required automated HR systems as required.
- Ensure the following key automation enablers are accessed and updated in a timely manner: DEERS, iPERMS (posting of DD Form 93(s), SGLV Form 8286 (*Servicemember's Group Life Insurance (SGLI) and Certificate*), and SGLV Form 8286A (*Family Coverage Election and Certificate*) in particular), DTAS, and Defense Casualty Information Processing System – Casualty Forward (DCIPS-CF)).
- Manage personnel files IAW governing regulations and policies.
- Provide technical assistance on all HRC operated personnel automation systems to supported users.

Battalion S-1

4-29. The battalion S-1 is the starting point for personnel information updates. Battalion S-1 PIM responsibilities include the following:

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

REQUISITION MANAGEMENT

4-30. HRC builds requisitions to the brigade and subordinate units regardless of location. S-1s of geographically dispersed units must monitor requisitions and coordinate modifications to fill plan with the unit account manager at HRC based on operational requirements and/or commander's priorities. HRC publishes assignment instructions to pinpoint Soldiers to the "AA" UIC of dispersed subordinate units. A requisition is not a projected gain. Soldiers are assigned against requisitions based on available inventory, priority of fill, and the senior commander's guidance.

4-31. The DMSL allows strength management to occur at brigade-level, with a direct link to HRC. HRC uses replacement UICs for each DMSL. Gains are sent to the brigade's replacement UIC. If a brigade is geographically dispersed, gains are sent to each location's replacement UIC. Brigade S-1s can monitor incoming gains to the proper geographical locations with HRC, and HRC will assign to the UIC in these circumstances.

Brigade S-1 Requisition Management

4-32. The brigade S-1 coordinates and manages pinpoint assignments with HRC. The brigade S-1 coordinates directly with HRC (officer and enlisted) on strength management issues. The brigade S-1 has direct access to “top of the Army” personnel systems (e.g., TOPMIS, COPS, EDAS, eMILPO), which supports execution of current and future readiness assessments. S-1s support commanders by tracking and improving the brigade’s non-deployable population and reducing attrition by working the judge advocate general, medical, installation support agencies, and retention NCOs to resolve Soldier non-deployable issues.

Battalion S-1 Requisition Management

4-33. The battalion S-1 ensures all Soldier accountability transactions and status changes are updated in the HR system of record (e.g., eMILPO) in an accurate and timely manner. The S-1 also monitors and reports to the battalion commander the personnel readiness status of subordinate units, to include key leaders, combat squads, crews and teams.

ACTIVE COMPONENT (AC) MANNING

4-34. In the AC, HRC assignments are based on a number of conditions to include ARFORGEN, priority of organization (established by Army Manning guidance), and the available population they have to distribute. Manning is accomplished through the HRC to the brigade-level for MTOE organizations. Brigades make further distribution based on requirements within their command.

ARMY NATIONAL GUARD MANNING

4-35. Within the ARNG, the military personnel officer at the Joint Forces Headquarters-State G-1, with assistance from battalion and brigade S-1s, maintain the strength of the state or territory. Each state or territory recruiting and retention management battalion controls the accessions process for their assigned units. ARNG recruiters or AC in-service recruiters directly coordinate assignments with the unit readiness NCO based on unit vacancies.

4-36. Although the National Guard Bureau (NGB) provides broad Manning policy and guidance for the ARNG, it is imperative to understand that ARNG strength management is vacancy driven, and leadership positions receive fill from the state or territory promotion system. Therefore, ARNG strength management is limited to the assigned force structure within the state or territory boundaries. In concert with completing the personnel strength processes of the ARFORGEN cycle, replacement and sourcing procedures require advance coordination and approval from each respective state/territory’s AG.

UNITED STATES ARMY RESERVE MANNING

4-37. Within the USAR, brigade and battalion S-1s should actively pursue personnel strength management and individual personnel readiness throughout the ARFORGEN cycle so that cross-leveled can be minimized during the train-ready force pool (the final 12 months prior to the unit’s deployment into the ‘Available Year’ within ARFORGEN). This would include managing periodic health assessment compliance; timely scheduling of MAR2s and MEBs; identifying and scheduling reclassification training and ASI training required; frequently checking the U. S. Department of Defense Joint Personnel Adjudication System to ensure every Soldier requiring a security clearance has applied for it or has it already; dental categories III and IV are addressed; and that Family care plans are current, tested, and updated as required.

PROVIDE HR SERVICES

4-38. The provide HR services core competency includes the subordinate key functions of EPS, mailroom operations, and casualty operations. HR services are those functions which directly impact a Soldier’s status, assignment, qualifications, financial status, career progression, and quality of life, which allows the Army leadership to effectively manage the force.

ESSENTIAL PERSONNEL SERVICES

4-39. Essential personnel services functions are performed by G-1/AGs and S-1s. Essential personnel services provides timely and accurate HR functions that affect Soldier status, readiness, and quality of life and allows Army leadership to effectively manage the force. Essential personnel services includes awards and decorations, evaluation reports, promotions and reductions, transfers and discharges, identification documents, leaves and passes, line of duty investigations, Soldier applications, and coordination of military pay and entitlements.

Awards and Decorations

4-40. AR 600-8-22, *Military Awards*, provides DA policy, criteria, and administrative instructions concerning individual military decorations, Good Conduct Medal, service medals and ribbons, combat and special skill badges and tabs, unit decorations and trophies, and similar devices awarded in recognition of accomplishments. It also prescribes the policies and procedures concerning U. S. Army awards to foreign military personnel and foreign decorations to U. S. Army personnel. When processing U. S. awards and decorations, use DA Form 638. Remember that anyone having the knowledge of an act, achievement, or deed may recommend a Soldier for an award. Unit S-1s establish a system that extends down to Soldier level to expeditiously collect supporting documentation, particularly for combat awards involving heroism (e.g., witness statement) or the Purple Heart (e.g., medical treatment facility validation). S-1s should use automated processing of awards whenever possible as it is both more efficient and traceable.

4-41. S-1s must manage the unit recognition program to include ensuring that the appropriate stock of awards and certificates is maintained on hand. S-1s should maintain a unit basic load for awards and replenish as required. Some combat awards require a longer lead time to order and receive, especially if the unit is in a deployed location.

4-42. S-1 sections ensure that individual awards are properly annotated on the appropriate records brief, and ensure a web upload of all DA Form 638s and award certificates to iPERMS for filing in the AMHRR. S-1s are expected to publish award orders which validate the Soldier's eligibility and approval of the award. In a deployed JOA, Soldiers may become eligible for a number of awards and badges ranging from shoulder sleeve insignia to campaign medals. Special care must be taken to ensure that records accurately reflect a Soldier's period of deployment and awards/decorations earned while deployed.

Unit Awards

4-43. Unit awards are made to organizations when the heroism displayed or meritorious service performed is a result of group effort. DA Form 7594 (*Unit Award Recommendation*) is used to initiate, process, and approve unit award recommendations. Commanders authorized to approve unit awards will announce awards in permanent orders of their headquarters. Permanent orders are published announcing the award of a unit decoration and contains the citation of the award, official designation of the unit or units, and inclusive dates. All unit awards approved at HQDA are announced in HQDA general orders. S-1s must ensure all approved unit awards are properly annotated on the Soldier's enlisted or officer record brief and become a part of the Soldier's AMHRR.

Other Awards (Joint, Sister Service, and Army to Other Service Personnel)

4-44. Joint awards are processed for military personnel assigned to joint commands. Deployed personnel must be assigned against a valid position on the command's joint manning document for eligibility. Soldiers or units attached or under operational control to joint commands are not normally eligible for a joint award. There are specific processing requirements for Army personnel recommended for sister service awards and for sister service personnel to receive Army awards. AR 600-8-22 outlines the procedures for these types of actions. Additionally, all Army activities message 371/2010, *Awards to Members of Other U. S. Armed Forces-Updated*, provides clarification on the Army's policy for awarding peacetime and wartime awards to members of other Services and provides a point of contact for each Service. A peacetime award may be awarded to members of another Service provided they meet the requirements outlined in AR 600-8-22, paragraph 1-37. A wartime award will not be awarded to members of another Service without first seeking the concurrence from the Service concerned. A wartime award from another Service will not be

awarded to a Soldier without the concurrence from HRC, Awards and Decorations Branch. S-1 sections should check AR 600-8-22 and military personnel messages to find current requirements and allow additional processing time for sister service concurrence.

4-45. S-1s should also be familiar with state awards for ARNG personnel. In some cases it may be appropriate to recommend ARNG Soldiers for specific state awards.

Evaluation Reporting System

4-46. The evaluation reporting system evaluates the performance and potential of officers (Warrant Officer One through Brigadier General) and NCOs (Sergeant through CSM), in peacetime and wartime. AR 623-3, *Evaluation Reporting System*, prescribes the policy and tasks for the Army's evaluation reporting system. Department of the Army Pamphlet (DA Pam) 623-3, *Evaluation Reporting System*, is the primary reference for procedural guidance on preparing and submitting evaluations for officers and noncommissioned officers. These include Department of the Army (DA) Form 67-10-1 (Company Grade Plate (O1-O3; WO1-CW2) Officer Evaluation Report); DA Form 67-10-2 (Field Grade Plate (O4-O5; CW3-CW5) Officer Evaluation Report); DA Form 67-10-3 (Strategic Grade Plate (O6) Officer Evaluation Report); DA Form 67-10-4 (Strategic Grade Plate (O7) Officer Evaluation Report), hereafter referred to collectively as DA Form 67-10 series (Officer Evaluation Report (OER)); DA Form 67-10-1A (Officer Evaluation Report Support Form); DA Form 2166-8 (NCO Evaluation Report) (NCOER); and DA Form 2166-8-1 (NCOER Counseling and Support Form).

4-47. The advent of automated evaluation processing has placed a greater emphasis on the rating official's responsibility in initiating, completing, and forwarding completed OERs and NCOERs. The Army wide standard is to complete all portions of the OER using the Form Wizard application with the electronic form located within the Evaluation Entry System portal, enter CAC-enabled digital signatures, and digitally submit the completed evaluation reports to HQDA via the Evaluation Entry System portal. IAW AR 623-3, the most recent version of evaluation report forms found in the Evaluation Entry System portal must be used when preparing OERs and NCOERs. S-1s should use HRC's automated resources to track and monitor the status of submitted evaluations.

4-48. Based on revisions to AR 623-3, S-1s should be familiar with policy updates on the use of new grade plate officer evaluation forms; integration of a rater's profile for rated officers in the ranks of Lieutenant Colonel and below; strengthening of rating chain accountability; integration of Army leadership doctrine on OERs; use of the officer evaluation support form; and requirements for counseling and assessing rated Soldiers on fostering a climate of dignity and respect and adhering to the Sexual Harassment/Assault Response and Prevention Program. S-1s also maintain overall management responsibility of the evaluation reporting system within their organization. These responsibilities include maintaining multiple rating schemes and understanding requirements for special circumstances (e.g., relief for cause, death/incapacitation of a rating official, redress process, requirements for commander's inquiry, and requirements for referred reports).

4-49. S-1s should have a discussion with the commander on their role in managing the commander's profile. This discussion should include, at a minimum, access to the senior profile report and who within the command has the authority to forward completed reports to HRC or other filing authority.

Civilian Evaluation Reports

4-50. S-1s may expect DA Civilians to deploy with their respective units. As such, Civilian evaluations with Overall Performance Ratings assigned will be completed and recorded on DA Form 7223 (*Base System Civilian Evaluation Report*) for the Base system and on DA Form 7222 (*Senior System Civilian Evaluation Report*) for the Senior system, hereafter referred to as Civilian Evaluation Reports, are required to be completed IAW guidance and timelines established by AR 690-400, *Total Army Performance Evaluation System (Chapter 4302)*. Military and Civilian raters have responsibility for Civilian performance management; therefore, Civilian employees should be included in unit rating schemes. S-1s are encouraged to contact their supporting Civilian Personnel Advisory Center for guidance and policy concerns.

Joint Service Evaluation Reports

4-51. Joint service evaluation reports are processed for military personnel of sister services assigned to joint commands. There are specific processing requirements for Army personnel conducting evaluations on members of sister services. S-1s are encouraged to establish a working relationship with sister service liaisons and follow their regulatory guidelines for proper completion and routing of evaluation reports. Refer to AR 623-3, paragraph 2-8, for specific information pertaining to the rules for designating a reviewer when raters and/or senior raters are not uniformed Army officials.

Promotions

4-52. The Army's promotion system provides principles of support, standards of service, policies, tasks, and rules, and steps governing the promotion and reduction of its personnel. Promotions are made through a system of decentralized, semi-centralized, and centralized selections. It is important for all personnel involved in the promotion system to understand that their unit may be comprised of Soldiers from the AC, ARNG, or USAR. Each component has its own separate policies, rules, and steps governing promotions. When conducting promotions at unit-level, commanders and S-1s need to be knowledgeable of each component's policies and rules.

Enlisted Promotions and Reductions

4-53. The enlisted promotions and reductions system provides principles of support, standards of service, policies, tasks, rules, and steps governing the promotion and reduction of enlisted personnel. AR 600-8-19, *Enlisted Promotions and Reductions*, provides policy and procedural guidance. Promotions are made through decentralized, semi-centralized, and centralized selection processes established by the Army G-1. The Chief, Army Reserve and the Chief, NGB have special staff responsibilities for USAR and ARNG Soldiers and monitor their respective enlisted promotion program.

4-54. Enlisted reductions occur as a result of administrative reasons, misconduct, and inefficiency proceedings. Key to the success of efficient and timely reductions is the unit S-1's relationship and support received from the brigade legal advisor. S-1s may become extremely familiar with the military justice system; nevertheless, remember not to become the unit legal advisor – judge advocates fulfill that role. Establish a good working relationship with the brigade legal advisor and use their expertise to advise the commander.

4-55. AR 600-8-19 is worded so that the roles and responsibilities at battalion-level are assigned to the "battalion HR," which is the battalion S-1 section. Similarly, the regulation never specifically mentions the roles and responsibilities of the brigade S-1. Instead, it references the Promotion Work Center. In the modular formation, the brigade S-1 serves as the Promotion Work Center.

Decentralized Promotions

4-56. Promotion to specialist (SPC) and below is executed in a decentralized system (refer to AR 600-8-19, chapter 6, for individual ready reserves, individual mobilization augmentees, and standby reserves). Promotions to private (PV2), private first class (PFC), and specialist (SPC) are made automatically by the TAPDB for posting to the automated personnel file and the master military pay file. Commanders may promote Soldiers with a waiver provided they have promotion capability within the percentage waiver restrictions as outlined in AR 600-8-19, chapter 2. For Active Army, commanders utilize the automated Enlisted Advanced Report (AAA-117); for USAR, DA Form 4187 or the automated personnel system Army Reserve Advancement Eligibility Status Roster. When a Soldier is denied promotion, the commander may promote the Soldier on the next automated enlisted advancement report, provided the Soldier is qualified.

4-57. Eligibility criteria for automatic promotion to PV2, PFC, and SPC.

- Promotion to PV2 requirement is 6 months time-in-service.
- Promotion to PFC requirements is 12 months time-in-service and 4 months time-in-grade.
- Promotion to SPC requirement is 24 months time-in-service and 6 months time-in-grade.
- Soldiers must not be flagged or barred from reenlistment.

- Any Soldier previously reduced must be fully qualified (without waiver) for promotion to the next higher grade.

4-58. Brigade S-1 decentralized promotions roles and responsibilities are—

- Review subordinate units' calculations to ensure waivers are used appropriately.
- Assist S-1s by providing information needed to update missing data from the unit advancement report.

4-59. Battalion S-1 decentralized promotions roles and responsibilities are—

- Forward the AAA-117 to unit commanders by the 1st of the month.
- Compute waiver allocations.
- Calculate waivers to PV2 and PFC.
- Calculate waivers to SPC and consolidate for the commander's action.
- Ensure unit commander (or battalion commander for waivers to SPC) approves or disapproves promotions on the AAA-117 by circling Yes or No, initialing, signing the report, and completes a DA Form 268 (*Report to Suspend Favorable Personnel Actions (FLAG)*) for Soldiers denied automatic advancement and returns to the S-1 no later than (NLT) the 10th of the month.
- Input FLAG transactions (code PA) for Soldiers denied automatic advancement NLT the 20th of the month.
- Prepare a DA Form 4187 for all waivers and web upload to iPERMS for filing in the AMHRR.
- Complete grade change transactions.
- Check to ensure suspension of favorable personnel actions (FLAGS) were lifted.
- Retain a copy of the DA Form 4187 denying advancement in the battalion S-1 promotion files along with a copy of the AAA-117.
- Prepare promotion certificates.
- Upon notification from approval authority, lift FLAGS NLT the second working day of the next month on those individuals identified as being eligible for promotion.

Semi-Centralized Promotions

4-60. Promotion to sergeant and staff sergeant are executed in a semi-centralized manner. Field grade commanders in units authorized a commander in the rank of lieutenant colonel or higher have promotion authority to Sergeant and Staff Sergeant. The Unit Enlisted Promotion Report (AAA-294) is the promotion document used to recommend a SPC and Sergeant for promotion to the next higher grade. HQDA operations handle promotion cutoff scores based on the needs of the Army by grade and MOS, as well as the sergeant/staff sergeant promotion selection by-name list, which are determined and announced monthly. The semi-centralized promotion system depends on the sequential execution of the key events listed in AR 600-8-19, chapter 3.

4-61. The majority of duties for the semi-centralized promotion system fall under battalion S-1s. They are responsible for completing the promotion board, memorandum of board proceedings, and integration onto the recommended list.

4-62. Brigade S-1s have more responsibility for semi-centralized promotions than they do for the decentralized promotion system. Under the semi-centralized system, brigades S-1s in modular brigades serve as the Promotion Work Center.

4-63. Battalion S-1s have the most interaction with the Soldiers regarding promotion. Contact with HQDA regarding semi-centralized promotions is done by the brigade S-1s. Though promotion lists are released from HQDA to the brigade S-1, it is still the battalion S-1's responsibility to prepare promotion certificates. Brigade S-1s should supervise and provide guidance to battalion S-1s to ensure the successful accomplishment of the mission.

4-64. Brigade S-1 semi-centralized promotions roles and responsibilities are—

- Integrate onto the promotion point worksheet.

- Print monthly sergeant/staff sergeant promotion selection by-name lists, identify Soldiers to be promoted, verify eligibility, and issue orders or non-promotion notification memorandums. Web upload promotion orders to iPERMS for filing in the AMHRR. The Promotion Work Center also updates EDAS with promotion and non-promotion reason codes as appropriate. HRC posts the list on its website on or about the 24th of every month for Active Army and USAR Active Guard and Reserve (AGR) Soldiers.
- Produce the C-10 report (permanent promotion recommended list for USAR AGR) monthly and forward it to the unit for posting on the bulletin board. Promotable Soldiers review and initial the C-10 report (permanent promotion recommended list for USAR AGR) each month. Battalion S-1s retain the initialed recommended list (permanent promotion recommended list for USAR AGR) in files for two years; HRC retains it for USAR Soldiers.
- Units may audit Soldiers' promotion records prior to being selected by-name for promotion by HRC. Soldiers may be required to obtain additional information when the validity of a document is in question.
- USAR AGR - Input Soldiers promotion score in the appropriate automated HR system NLT the 26th of the promotion board month.
- USAR AGR - Input Soldiers new promotion score NLT the 26th day of the requested month.
- Provide the battalion S-1 a copy of the C-10 report. (USAR AGR – Provide the battalion S-1 a copy of the updated permanent promotion recommended list NLT the 26th day of the requested month.

4-65. Battalion S-1 semi-centralized promotions roles and responsibilities are—

- Coordinate board appearance, promotion point calculation, promotion list maintenance, and ensure the final execution of the promotions occur in the field in a semi-centralized manner.
- Review unofficial promotion point worksheets for accuracy.
- Correct all known errors before the memorandum of board proceedings is approved.
- Maintain counseling for non-recommended Soldiers, in addition to the Enlisted Promotion Report (AAA-294) on file for two years.
- After board recommendations (GO or NO GO) integrate into the promotion point worksheet if recommended for list integration. Maintain a copy of board recommendations for two years.
- Report all discrepancies found during the board audit.
- Remain the point of contact for those deployed or otherwise unable to access a computer.
- Provide sound advice to the commander and Soldier, and assist Soldiers who choose to submit an appeal when involved in the notification process.

Centralized Promotions

4-66. Promotion to sergeant first class (SFC), master sergeant (MSG), and SGM is executed in a centralized system for the Active Army and USAR AGR Soldiers. The commander, HRC promotes Soldiers to the rank of SFC, MSG, and SGM. Consideration for each rank in the primary and secondary zones is announced by the commander, HRC before each board. Soldiers in the rank of SSG, SFC, and MSG may decline promotion consideration, along with attendance to the U. S. Army Sergeant's Major Academy, if applicable. A Soldier who declines promotion will be ineligible for that board's consideration; however, there is no impact on future eligibility or selections.

4-67. Brigade S-1 centralized promotions roles and responsibilities are—

- Review military personnel messages announcing promotion zones of consideration.
- For eligibility monitoring and unit CSM verification, produce a Soldier eligibility list IAW the announced promotion zones of consideration.
- Report eligibility status changes to HRC on a continuous basis.
- Monitor arrivals and departures for Soldiers who become eligible or ineligible.
- Ensure suspense timelines are met IAW published messages.
- Notify unit commanders of Soldiers who were selected and non-selected for promotion.

- Compare HQDA selection list against listing of eligible(s) to ensure all eligible Soldiers were considered. On release date, comply with guidance in distributing selection list and letters of congratulations.
- Notify HRC IAW AR 600-8-19 of any eligible Soldiers who were not considered for promotion, and of any ineligible Soldiers who were selected in error.
- Comply with the promotion list memorandum concerning verification of Soldier's promotable status.
- Ensure that when a DA Form 268 is initiated on a Soldier on the promotion list, it includes the sequence number and promotion MOS.
- Verify upon receipt of initial FLAG if a Soldier is on the promotion list and forward the initial DA Form 268 to HRC. If a Soldier has been promoted, forward the initial FLAG requesting revocation of promotion orders.
- Forward reclassification orders on Soldiers who are reclassified while on a promotion list.
- Ensure all Soldiers identified in the command are in a promotable status upon receipt of enlisted promotion orders. Notify HRC by forwarding appropriate document(s) for non-promotable Soldiers or Soldiers returning to promotable status.
- Verify monthly sequence numbers to reproduce and distribute promotions orders.

4-68. Battalion S-1 centralized promotions roles and responsibilities are—

- Review military personnel messages announcing promotion zones of consideration.
- For eligibility monitoring and unit CSM verification, produce a Soldier eligibility list IAW the announced promotion zones of consideration.
- Report eligibility status changes to the brigade S-1 on a continuous basis.
- Assist Soldier(s) in updating the enlisted records brief, as needed.
- Monitor arrivals and departures for Soldiers who become eligible or ineligible.
- Ensure all eligible Soldiers thoroughly review and certify their promotion board file.
- Ensure suspense timelines are met IAW published messages.
- Notify unit commanders of Soldiers who were selected and non-selected for promotion.
- Screen the considered portion of the promotion selection list to ensure all eligible Soldiers were considered.
- Notify brigade of any eligible Soldiers who were not considered for promotion, and any ineligible Soldiers who were selected in error.
- Ensure that when a DA Form 268 is initiated on a Soldier on the promotion list, it includes the sequence number and promotion MOS.
- Verify upon receipt of initial FLAG if a Soldier is on the promotion list and forward the initial DA Form 268 to the brigade S-1. If a Soldier has been promoted, forward the initial FLAG requesting revocation of promotion orders.
- Ensure all Soldiers are in a promotable status upon receipt of enlisted promotion orders. Notify the brigade S-1 by forwarding appropriate document(s) for non-promotable Soldiers or Soldiers returning to promotable status.
- Assist eligible Soldier(s) on procedural requests for consideration or reconsideration by the Stand-by Advisory Board, if appropriate.
- Verify monthly sequence numbers to distribute promotion orders.
- Ensure Soldiers to be promoted are counseled concerning the service remaining requirements and the procedures for declining promotion.
- Prepare certificates of promotion.

Brigade/Battalion S-1 Enlisted Promotions Considerations

4-69. S-1s should know and understand the following:

- Stay abreast of promotion policy changes (i.e., military personnel messages and all Army activities messages).

- Be involved in the process (e.g., CSM, senior HR NCO, and HR technician).
- Audit selected Soldier/first sergeant, and commander reports.
- Train board recorder (i.e., information, board process).
- Checks and balances (i.e., spot check Soldiers).
- Ensure S-1s understand responsibilities.
- Be aware that promotions affect Soldiers' lives and Families.
- Prepare for promotion ceremonies (e.g., on-hand supplies, narrator).
- Monitor the "Big 3" centralized promotion boards (i.e., SFC, MSG, and SGM/CSM).
- With regard to centralized promotion boards, identify Soldiers early who may be eligible for complete-the-record NCOERs, per announced promotion board messages.
- Closely monitor the promotion process (e.g., monitor Soldiers who are flagged and on a centralized promotion list).

Officer Promotions

4-70. Officer promotions are a critical EPS responsibility of the S-1 section at brigade and battalion-level. Officers who demonstrate they possess professional and moral qualifications, integrity, physical fitness, and ability required to successfully perform the duties expected of them in the next higher grade depend on the S-1 to accurately and effectively manage the officer promotion process so their promotion is not delayed. The officer promotion system provides principles of support, standards of service, policies, tasks, rules, and steps governing the promotion and reduction of officers. AR 600-8-29, *Officer Promotions*, provides policy and procedural guidance. Promotions are made through a centralized system established by the Army G-1 for the AC and the USAR. The state adjutant generals in the ARNG control promotions for ARNG personnel.

4-71. S-1s must stay current on officer promotion policies and become a subject matter expert on both the decentralized and centralized officer promotion systems. The decentralized promotion system applies to first lieutenant and chief warrant officer 2 promotions.

Automated Officer Promotion Management

4-72. Decentralized promotions are managed through eMILPO. Promotion approval authorities must have an Army Knowledge Online (AKO) account to access the promotion application. The application allows direct access for promotion authorities and authorized users to disapprove officers for promotion to first lieutenant and chief warrant officer 2. Promotions to first lieutenant and chief warrant officer 2 are automatic unless commanders actively preclude the promotion from happening; this should occur 90 days prior to the date the officer or warrant officer would have been promoted. The promotion approval authority can designate the S-1 or HR officer or warrant officer to conduct promotions to first lieutenant and chief warrant officer 2 on their behalf. The brigade S-1 has the responsibility of reviewing all subordinate UICs to ensure all battalions have completed their officer promotion reviews in eMILPO.

Transfers and Discharges

4-73. S-1s provide for orderly administrative separation of Soldiers by preparing and tracking proper documentation and coordinating for the execution of administrative separation boards. While deployed, the unit S-1 establishes sound policies and procedures with his/her respective rear detachments in order to move Soldiers from deployment areas to established separation transfer points. This supports expeditious separation/discharge processing and facilitates efficient replacement operations which require close coordination with the installation MPD.

Leaves and Passes

4-74. AR 600-8-10, *Leaves and Passes*, provides specific details on which types of absences are chargeable and non-chargeable as leave. The approval authority for leaves is also delineated. Consistent with mission requirements, unit commanders may authorize leave for most or all of a given unit during a specified period (i.e., block leave). Block leave is in IAW local policy.

Military Pay

4-75. S-1s are the supporting office for most Soldier generated pay change requests. These requests include resolving routine pay inquiries for their Soldiers (e.g., submitting a basic allowance for housing request for a recently married Soldier or determining why a Soldier is in a no pay due status) to submitting documentation to change a Soldier's pay entitlements.

4-76. Units may or may not have Soldiers authorized special pay in their organizations. S-1s monitor special pay which may be authorized due to an additional skill identifier (ASI), MOS, special qualifications identifier, or hazardous duty. Commanders and first sergeants review the unit commander's finance report at the end of each pay period and routinely check for Soldiers receiving special pay. In some cases, the S-1 finds that it is not authorized and must be stopped. Further, S-1s may have to reinstate special pay that has been erroneously terminated.

Personnel Actions

4-77. Personnel actions impact a Soldier's assignment, military schooling, training, citizenship or naturalization, and reenlistment and require a commander's approval or disapproval. Unit commanders verify personnel actions prior to submission to the battalion S-1. S-1s are responsible for providing regulatory guidance as required for personnel action requests. As the focal point for organization HR actions and requests, S-1s must ensure personnel actions are complete and factual and monitor timely processing through appropriate channels.

Identification Cards and Tags

4-78. In preparing for deployments, brigade S-1s must ensure the early entry element of the S-1 has the capability to provide CACs. As such, brigade S-1s must ensure the deployable Real-time Automated Personnel Identification System (RAPIDS) workstation and supporting communications equipment is shipped early in the deployment process. Deployed S-1s must coordinate with the rear detachment S-1 and S-6 a minimum of 90 days prior to deployment to process the RAPIDS accreditation packet through the servicing Network Enterprise Center. This ensures ID card capability is available immediately upon redeployment to home station. Battalion S-1s, if equipped, have the capability to conduct personal identification number (PIN) resets to assist with the additional workload for establishing and/or resetting CAC PINs.

POSTAL OPERATIONS AND UNIT MAILROOM OPERATIONS

4-79. Postal operations and services have a significant effect on Soldier and Family morale. The Military Postal Service provides postal services to authorized personnel and activities overseas during normal and contingency operations. DOD 4525.6-M, *Department of Defense Postal Manual*, and AR 600-8-3, *Unit Postal Operations*, provides mandatory policy and procedural guidance for postal and mailroom operations management during military operations. Brigade and battalion S-1s have critical roles during various stages of the deployment, sustainment, and redeployment process in establishing, executing, and managing Military Postal Service support for deployed forces. For additional information regarding UMR, CMR, and PSC responsibilities, refer to Appendix D, S-1 Assessment Checklist, of this manual.

4-80. The following paragraphs describe UMR operations responsibilities of corps and division G-1/AGs and brigade and battalion S-1s.

Corps and Division G-1/AG

4-81. Corps and division G-1/AGs monitor UMR operations for their assigned or attached units. If serving as the Army Forces G-1, the corps and division G-1/AG performs the duties and responsibilities of the theater G-1/AG. Corps and divisions have no postal elements under their task organization. All postal issues or requirements are coordinated directly with the supporting Army post office (APO) or HROB within the supporting sustainment brigade. Corps and division G-1/AG specific UMR operations responsibilities include the following:

- Implement joint and theater-level UMR policies for assigned or attached units.

- Coordinate with the supporting APOs, HROB, and HRSC on changes to brigade mail delivery points.
- Coordinate the handling of official mail.
- Reconcile postal problems, issues, or changes in postal support requirements with their supporting APO or HROB.
- Include mailroom operations support in all OPLANS and OPORDs.

Brigade S-1

4-82. The brigade S-1 develops and coordinates UMR operation plans for assigned and attached units within the brigade by performing the following critical tasks:

- Establish, manage, and support all brigade mailroom operations in coordination with subordinate battalion S-1s. (**Note:** In cases where a brigade establishes a UMR, CMR, and PSC, perform mail operations and procedures similar to the battalion S-1.)
- Coordinate the handling of official mail with the official mail manager.
- Ensure unit mail clerks handle all mail IAW all postal regulations by conducting inspections.
- Coordinate with the HROB and/or supporting postal platoon to provide postal finance services for units and activities at remote locations.
- Coordinate with the supporting APO for establishment and execution of routine postal assistance visits for all subordinate UMRs/CMRs/PSCs.
- Investigate and reconcile any problems and congressional inquiries within the brigade hindering the delivery of mail to Soldiers and units in a timely manner.

Battalion S-1

4-83. The battalion S-1 develops and coordinates a UMR operations plan for assigned and attached units within the battalion AO by performing the following critical tasks:

- Appoint in writing the unit postal officer by the battalion commander.
- Coordinate with the brigade S-1 and servicing APO for mail support within the designated AO.
- Supervise all subordinate unit mail operations.
- Coordinate with all subordinate units and individuals for establishment of mail pick up at the UMR, CMR, or PSC.
- Collect and route daily retro-grade mail received by unit mail clerks to the supporting postal platoon.
- Coordinate with the S-4 for transportation support for mail pick up at the servicing APO.
- Ensure mail clerks are appointed, trained, and certified by the supporting APO and can execute mail handling duties IAW DOD 4525.6-M and AR 600-8-3.
- Conduct mailroom inspections IAW DOD 4525.6-M and AR 600-8-3.
- Allow sufficient time for unit mail clerks to perform daily UMR, CMR, or PSC functions.
- Inform the Assistant Chief of Staff, G-1/AG and supporting postal units, through the brigade S-1 of all individual and unit additions/deletions for routine update of the unit directory system.
- Collect and forward mail for wounded, deceased, or missing Soldiers and Civilians to the supporting APO for further processing.
- Coordinate with the official mail manager for handling of official mail.
- Investigate and reconcile problems within the battalion hindering the delivery of mail.
- Establish and execute an internal UMR, CMR, or PSC Inspection Program IAW the DOD 4525.6-M and AR 600-8-3.
- Immediately report postal problems to the unit postal officer and/or commander and brigade S-1. Be familiar with suspicious (e.g., explosive, bio-terrorist) profiles, and be knowledgeable of what to do in the event suspicious mail is delivered.

CASUALTY OPERATIONS

4-84. FM 1-0 and AR 600-8-1, *Army Casualty Program*, are the primary references for casualty operations. Casualty operations are conducted at each command level. However, the verification and reporting of casualties is a unit responsibility. DCIPS-CF is the only authorized medium for reporting casualty information to organizations higher than brigade-level. The unit receives casualty operations support from CLTs formed by HR company multi-functional HR platoons. Multi-functional HR platoons have the capability to form either CLTs or personnel accountability teams. CLTs are located at each major hospital and general officer command. Their mission is to maintain liaison with the supported unit by providing the casualty status of patients, and to verify and report casualty information to the theater of operations Casualty Assistance Center and the Soldier's unit. They also assist injured Soldiers in obtaining access to necessary services such as military pay, MWR, or other HR support services.

4-85. It is crucial that S-1s maintain close coordination to ensure the timely flow of information is provided on casualties. In the event of any issues that may arise in obtaining support from the CLTs, units need to ensure the HROB in the supporting sustainment brigade is aware of all problems and are given an opportunity to resolve issues at the lowest level.

4-86. Army regulations require that all commanders, when practical, contact surviving Family members within one week of a person's death, either telephonically or via alternate electronic means, to offer condolences and relay the full circumstances surrounding the death of a service member. In addition, within seven days of the incident, it is required that a letter of sympathy, condolence, or concern is prepared and dispatched upon confirmation of primary next of kin notification. See AR 600-8-1, chapter 8, for further information regarding preparation and dispatch of letters of sympathy, condolence, and concern.

4-87. The following paragraphs describe casualty operations responsibilities of corps and division G-1/AGs and brigade and battalion S-1s.

Corps and Division G-1/AG

4-88. Corps G-1/AG casualty operations responsibilities include the following:

- Develop an SOP for casualty operations.
- Submit initial (INIT) casualty reports using DCIPS-CF to the theater Casualty Assistance Center within 12 hours from time of incident (dependent on routing). (**Note:** If the corps is granted authority by the Joint Task Force commander, Joint Force Land Component commander, or Coalition Forces Land Component commander, reports may be submitted directly to the Casualty and Mortuary Affairs Operations Center (CMAOC) with a copy provided to the theater Casualty Assistance Center.)
- Administer authority levels for submission of casualty reports for assigned and attached units.
- Maintain casualty information of all assigned or attached personnel.
- Submit status change and supplemental casualty reports in a timely manner.
- Use DA Form 1156 as the template or tool to capture casualty information for generating the INIT casualty report.
- Ensure letters of sympathy and/or condolence are completed.
- Ensure casualty operations are included in all OPLANs and OPORDs.
- Synchronize casualty matters between the G-1/AG and G-4.
- Ensure completion of all LOD investigations and boards as required
- Monitor status of AR 15-6 investigations.
- Advise the commander on the status of casualties.
- Include operations and capabilities as part of early entry operations.

4-89. Division G-1/AG casualty operations responsibilities include the following:

- Develop an SOP for casualty operations.
- Submit INIT casualty reports using DCIPS-CF to the theater Casualty Assistance Center within 8-10 hours from time of incident (dependent on routing).
- Administer authority levels for submission of casualty reports for assigned and attached units.

- Maintain casualty information of all assigned or attached personnel.
- Submit status change and supplemental casualty reports in a timely manner.
- Use DA Form 1156 as the template or tool to capture casualty information for generating the INIT casualty report.
- Ensure casualty operations are included in all OPLANs and OPORDs.
- Include operations and capabilities as part of early entry operations.
- Ensure letters of sympathy and/or condolence are completed.
- Synchronize casualty matters between the S-1 and S-4.
- Ensure completion of all LOD investigations and boards as required.
- Advise the commander on the status of casualties.

4-90. The corps and division G-1/AG have the following casualty operations responsibilities if serving as the Army Forces G-1/AG:

- Serve as the casualty manager for the AO.
- Coordinate with the Theater Sustainment Command to ensure the HRSC establishes the theater Casualty Assistance Center for the AO.
- Establish connectivity with CMAOC and maintain casualty information flow.
- Ensure CLTs are located at hospitals, mortuary affairs collection points, and other locations as required.
- Synchronize casualty operations between the G-1/AGs, CLTs, public affairs, medical treatment facilities, mortuary affairs, intelligence activities, and others as directed by DA.
- Include casualty managers as part of all early entry modules and teams.

Brigade S-1 and STB S-1 (General Officer-level Headquarters)

4-91. The brigade S-1 has the responsibility to maintain casualty reports and the status of all assigned and attached personnel at medical treatment facilities. The brigade S-1 is the point of entry for casualty data into DCIPS-CF within six hours from time of incident, conditions permitting, and is required to submit supplemental, status change, and progress reports as applicable. Field grade commanders or their designated field grade representative must authenticate casualty reports for accuracy and completeness. Brigades are responsible for coordinating with the fatal accident section of CMAOC whenever there is a military-related accidental death or any death within the unit that is covered by AR 600-34, *Fatal Training/Operational Accident Presentations to the Next of Kin*, for the required Family briefing. (Note: S-1s should refer to Appendix D, S-1 Assessment Checklist, and use the checklist to assess the effectiveness of brigade casualty operations.) During contingencies, the brigade S-1 has the following casualty operations responsibilities:

- Ensure the rear detachment maintains a roster of trained and certified casualty notification and assistance officers.
- Ensure the rear detachment makes telephonic notification for all injured and ill Soldiers as directed by CMAOC.
- Ensure the rear detachment identifies and trains sufficient personnel to serve as SCMOs to secure and process home station personal effects.
- Develop an SOP for casualty operations.
- Maintain personnel asset visibility on all assigned or attached personnel, other Service personnel, DOD and DA Civilians, and CAAF. Provides accountability information to personnel recovery cells and other staff agencies to maintain 100% force accountability.
- Maintain a personnel information database as directed by the ASCC G-1/AG for the purposes of assisting personnel recovery operations; the personnel recovery cell requires information on isolated, missing, detained, or captured personnel. This is especially important if the individual in question did not complete DD Form 1833 Test (V2), (*Isolated Personnel Report*) or Civilian equivalent form.

- Receive casualty information from subordinate battalion S-1 sections, from tactical voice and data nets, using the DA Form 1156 as a template to collect all essential elements of the casualty report, from brigades' ad hoc CLTs.
- Verify that Soldiers casualty information (DD Form 93/VA) is current on iPERMS; forwards updates to CMAOC through the appropriate Casualty Assistance Center, as required.
- Submit casualty reports to the corps and division G-1/AG, or deployed theater Casualty Assistance Center, IAW ASCC G-1/AG casualty reporting guidance using DCIPS-CF or directed system within six hours from time of incident, when conditions permit; personnel recovery cell must be informed of duty status-whereabouts unknown incidents and casualty reports.
- Maintain coordination with the surgeon, medical treatment facility, and medical company to monitor status of patients, both those further evacuated and those ultimately return-to-duty from the medical company.
- Submit supplemental reports when the status of the casualty changes or whenever additional information becomes available, to include the initiation of, or completion of, any death investigation.
- Monitor and appoint SCMOs for personal effects, as required, and ensures compliance with provisions of AR 638-2, *Care and Disposition of Remains and Disposition of Personal Effects*, to include submission of the interim and final SCMO report to CMAOC. Refer to DA Pam 638-2, *Procedures for the Care and Disposition of Remains and Disposition of Personal Effects*, for additional guidance.
- Prior to a deployment, contact Army Case Management personnel at the U. S. Air Force Mortuary Affairs Operations Center, located in Dover, Delaware, before forwarding unit patches and sets of unit crests. (**Note:** Army Case Management personnel can be reached at (502) 613-9025, or at the web site link found in the Reference section of this manual.)
- Process posthumous promotions, awards, and U. S. citizenship, if appropriate. (**Note:** Process posthumous promotions and awards in a timely manner to ensure an accurate reflection of the Soldier's Army Service Uniform at the Dignified Transfer Location.)
- Prepare appointment orders for investigation officers to conduct AR 15-6 collateral investigations into all hostile deaths, suspected suicides, deaths resulting from military-related accidents, or friendly fire incidents.
- Monitor and appoint LOD investigating officer for non-hostile injuries and deaths, as directed by the commander.
- Prepare and dispatch letters of sympathy and condolence as required by the commander. (**Note:** Battalion commanders are required to prepare letters IAW AR 600-8-1; however, many brigade commanders also have the S-1 prepare a corresponding letter, but it cannot be sent until the battalion commander's letter has been forwarded.)
- Ensure casualty operations are included in all OPLANs and OPORDs.
- Update status of patients to the commander, subordinate S-1s, and rear detachment commander as they move through the medical system using DCIPS-CF (by monitoring progress reports submitted), the brigade surgeon, and when required, verbal coordination with medical treatment facilities.
- Analyze personnel strength data to determine current capabilities and project future requirements; tracks the status and location of recovered personnel until they complete the reintegration process. (**Note:** Personnel recovery cells might require additional staffing to fulfill assigned responsibilities. Additional maneuver forces may also be required for personnel recovery missions.)
- Ensure casualty operations and capabilities are included as part of early entry operations.
- Establish and convene a casualty working group to ensure all actions that are required to be completed in the aftermath of a casualty incident are coordinated and completed.

Battalion S-1

4-92. The battalion S-1 has the responsibility to prepare casualty reports and maintain the status of assigned and attached personnel at medical treatment facilities. Battalion S-1s forward all original casualty forms (to include DD Form 93 and SGLV Form 8286) to the brigade. The battalion processes casualty reports using the DA Form 1156 as a template to capture the information needed to complete a casualty report and ensures the form is completely filled out and submitted to the brigade S-1 within three hours, conditions permitting. Field grade commanders or their designated field grade representative at battalion must approve casualty reports for accuracy and completeness. (Note: S-1s should refer to Appendix D, S-1 Assessment Checklist, and use the checklist to assess the effectiveness of battalion casualty operations.) During contingencies, the battalion S-1 has the following casualty operations responsibilities:

- Develop an SOP for casualty operations.
- Maintain personnel asset visibility on all assigned or attached personnel. Provide accountability information to personnel recovery cells and other staff agencies to maintain 100% force accountability.
- Ensure all S-1 personnel are trained on casualty reporting procedures, maintain required copies of DA Form 1156, and understand how to use the form as a template or prompter to relay the essential elements of the casualty report by voice or electronic means as quickly as possible after a casualty incident occurs.
- Receive casualty information from subordinate or attached units (information may be received via casualty reporting system, DA Form 1156(s), radio, or by other available methods).
- Notify the commander and chaplain when a casualty occurs.
- Review and approve casualty information (verified through CLT, mortuary affairs collection points, provost marshal channels, or individual personnel).
- Submit INIT casualty reports to the brigade S-1 using DCIPS-CF when available or via DA Form 1156 when DCIPS-CF is not available. When required, ensure a field grade officer from the battalion reviews and authenticates casualty information prior to submission of the INIT report. (If the tactical situation does not allow a review, follow-up the INIT report with a supplemental report as soon as possible).
- Coordinate with the surgeon, battalion aid station, or medical company to monitor status of patients.
- Provide supplemental reports whenever any additional casualty information is confirmed or when the circumstances as initially reported require updating.
- Process awards and U. S. citizenship actions, if applicable.
- Appoint SCMO for personal effects.
- Coordinate for an investigating officer to conduct AR 15-6 investigations (required for hostile deaths, suspected suicides, deaths resulting from military-related accidents, or friendly fire incidents).
- Ensure casualty operations are included in all OPLANs and OPORDs.
- Appoint LOD investigating officer for non-hostile injuries and deaths, as directed by commander.
- Prepare, review, and dispatch letters of sympathy and/or condolence.
- Track evacuated casualties back to home station.
- Analyze personnel strength data to determine current capabilities and project future requirements; track the status and location of recovered personnel until they complete the reintegration process. (Note: Personnel recovery cells might require additional staffing to fulfill assigned responsibilities. Additional maneuver forces may also be required for personnel recovery missions.)
- Maintain a personnel information database; the personnel recovery cell requires information on isolated, missing, detained, or captured personnel. (Note: This is especially important if the individuals in question did not complete DD Form 1833 Test (V2), or Civilian equivalent form.)
- Update the commander on the status of casualties.
- Ensure casualty operations and capabilities are included as part of early entry operations.

COORDINATE PERSONNEL SUPPORT

4-93. The coordinate personnel support core competency includes the subordinate key functions of MWR, command interest programs, and band operations. While many of the personnel support programs are executed by personnel or agencies external to the brigade, the G-1/AG and S-1 has staff responsibility for program oversight for their units. For example, the Army and Air Force Exchange Service (AAFES) is operated by designated AAFES personnel and supported by the G-4 for transportation of AAFES products. Also, band support requests are routed through the G-1/AG or other agency as established. See FM 1-0, chapter 5, for additional information regarding MWR, command interest programs, and Army band operations.

4-94. The following paragraphs describe MWR responsibilities of corps and division G-1/AGs and brigade and battalion S-1s.

CORPS AND DIVISION G-1/AG

4-95. Corps and division G-1/AGs MWR responsibilities include the following:

- Coordinate, develop, and manage MWR programs IAW ASCC guidance. (**Note:** If serving as the Joint Task Force or Army Forces G-1/AG, the corps and division G-1/AG performs those ASCC G-1/AG duties as outlined above. Policy and programs should include non-corps and division units in corps and division areas.)
- Ensure to include MWR operations in OPLANs and OPORDs.
- Assist subordinate organizations in establishing MWR programs, operating unit lounges and exchange facilities, acquiring and transporting equipment and supplies, and accounting for equipment and monies.
- Plan for tactical field exchanges that are established and operated by commands using unit personnel.
- Require subordinate units to include small unit recreation kits and MWR service level kits in their load plans.
- Plan for AAFES Imprest Fund Activity that may be established and operated by unit personnel. See AR 215-8, *Army and Air Force Exchange Service Operations*, for more information.
- Establish policy and schedule for rest area utilization and pass programs.
- Provide brigades with allocations for R&R.
- Plan for direct operations exchange—tactical operations established and operated by AAFES personnel in a secure environment (dependent on METT-TC).
- Request name brand fast food and services (concession) operations support (e.g., barber shop, alterations, gift shops, and new car sales) as the operational pace permits.
- Establish in AO rest areas.
- Request and plan transportation for a 30-day supply of book kits from the Installation Management Command and the Assistant Chief of Staff for Installation Management.
- Support self-administered activities in division-size and smaller units.
- Coordinate Army band activities.
- Establish MWR policy and monitor/support corps-level MWR programs for divisional and non-divisional units in the corps area.
- Establish corps and division rest areas; assist subordinate commands in operating activity centers and lounges; and coordinate MWR services with replacement and reconstitution operations.
- Coordinate training, to include continental United States (CONUS) Replacement Center processing, for MWR program personnel transiting to and from the theater.
- Request MWR personnel to assist subordinate commands in planning and assisting in MWR tasks and activities.
- Coordinate support for the American Red Cross.
- Coordinate MWR support team activities, Family assistance, and communications with the rear detachment.

BRIGADE S-1

4-96. The brigade S-1 staff facilitates and coordinates MWR programs and has the following responsibilities:

- Ensure MWR operations are included in all OPLANs and OPORDs.
- Ensure commanders appoint athletic and recreation officers or NCOs at battalion and company as an additional duty.
- Plan for tactical field exchanges that are established and operated by commands using unit personnel.
- Plan for AAFES Imprest Fund Activity that may be established and operated by unit personnel.
- Plan for direct operations exchange—tactical operations established and operated by AAFES personnel in a secure environment.
- Plan for MWR service-level kits.
- Schedule Soldiers and Civilians for R&R periods based on allocations provided by the corps/division G-1/AG.
- Schedule unit personnel and Civilians for rest area utilization and pass programs, as applicable.
- Coordinate establishment and operation of activity centers, recreation activities, exchanges, and unit lounges for Soldiers and all other assigned personnel.
- Coordinate unit athletic and recreation programs to include acquisition, use, and maintenance of equipment and supplies.
- Ensure that commanders appoint FRG personnel and Family Readiness Liaison Soldiers at the appropriate battalion and company as an additional duty.

BATTALION S-1

4-97. The battalion S-1 ensures the athletic and recreation officer or NCO is appointed to coordinate MWR programs and maintain equipment. The battalion S-1 has the following MWR responsibilities:

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

CONDUCT HR PLANNING AND OPERATIONS

4-98. Successful HR planning and operations requires HR providers to have a solid understanding of the scope and capabilities of HR units and organizations. Having a better understanding of the commander's

requirements, permits HR providers the ability to better anticipate how HR support is delivered, in the operational environment.

HR OPERATIONS ORDER

4-99. S-1 sections are key players in planning how HR operations are conducted in current and future military operations. The OPLAN or OPORD is the means by which the S-1 envisions a desired end state in support of the commander. It is also the primary method for developing, analyzing, and comparing COAs and then selecting the most favorable COA.

4-100. The leadership section of the S-1 is the lead in ensuring HR support is included in all OPLANS and OPORDs. When participating in the process, leadership elements must ensure the higher level OPLAN or OPORD is considered to ensure any priorities, milestones, or special processes are an integral part of the OPORD prepared by the S-1. For additional information, refer to FM 1-0, chapter 6, Conduct HR Planning and Operations. Table 4-1 provides a template of the type of information that should be considered or included in OPLANS and OPORDs.

Table 4-1. Sample Template for Operations Plan/Operations Order

Tab A Human Resources Support to Appendix 2 (Personnel Services Support) to Annex F (Sustainment) to OPERATIONS PLAN/ORDER [number] [(code name)] [(classification of title)]

References: FM 1-0, ADP 3-0, ADP 4-0

Time Zone Used Throughout the Order:

1. (U) Situation. *Include information affecting HR operations that paragraph 1 of the Operations Plan (OPLAN) and Operations Order (OPORD) does not cover or that needs to be expanded.*

a. (U) Area of Interest. Refer to Annex B (Intelligence), as required.

b. (U) Area of Operations. Refer to Appendix 2 (Operation Overlay) to Annex C (Operations).

(1) (U) Terrain. List all critical terrain aspects that impact HR operations. Refer to Tab A (Terrain) to Appendix 1 (Intelligence Estimate) to Annex B (Intelligence), as required.

(2) (U) Weather. List all critical weather aspects that impact HR operations. Refer to Tab B (Weather) to Appendix 1 (Intelligence Estimate) to Annex B (Intelligence), as required.

c. (U) Enemy Forces. List known and template locations and activities of enemy functional area units for one echelon up and two echelons down. List enemy maneuver and other area capabilities that will impact friendly operations. State expected enemy courses of action and employment of enemy functional area assets.

d. (U) Assigned Forces. List organizations, their location, and type of HR support provided that supports or impacts HR operations. List the component HR organization and the specific task each is assigned to support the HR portion of the plan. Summarize their capabilities. Include non-U. S. military forces, and U. S. Civilian agencies, such as Red Cross or AAFES personnel, which may help assigned forces, provide HR support (or they may require support).

e. (U) Interagency, Intergovernmental, and Non-governmental Organizations and CAAF. Identify and describe organizations in the AO that may be entitled to or receive some level of HR support. List should include the role and responsibilities of each organization which impact HR support during the conduct of the operation.

f. (U) Civil Considerations. Refer to Annex K (Civil Affairs Operations), as required.

g. (U) Attachments and Detachments. List units attached or detached only as necessary to clarify task organization.

h. (U) Assumptions. List any HR specific assumptions that support the annex development. State realistic assumptions and consider the effect of current operations on HR operations. These could be similar assumptions used by the components when developing running estimates.

2. (U) Mission. *State the mission of the HR functional area in support of the base plan or order.*

3. (U) Execution

a. (U) Scheme of Support. *Describe how HR support operations support the commander's intent and concept of operations. Establish the priorities of support to units for each phase of the operation. Refer to Annex C (Operations), as required.*

(1) (U) Man the Force. List any new personnel requirements resulting from the operation (e.g., language skills, ASI), replacement requisition and forecast, key leader or crews replacements, and other manning guidance affecting the operation.

Table 4-1. Sample Template for Operations Plan/Operations Order (continued)

<p>(a) (U) <u>Personnel Accountability</u>. <i>Describe how by-name management of the location and duty status is affected during each phase of the operation. Information should include the tracking of personnel as they arrive at and depart from home station; APOD and APOE; JOA; timelines for reporting changes to duty, and location of supporting personnel accountability teams.</i></p> <p>(b) (U) <u>Strength Reporting</u>. <i>List any information that affects the strength reporting of the unit. Strength reporting is the process of comparing by-name data (faces) against specified authorizations (spaces or in some cases requirements) to determine a percentage of fill. Information should include manning levels, critical MOS shortage, reporting requirements, timelines, and other information impacting on the operations.</i></p> <p>(c) (U) <u>Personnel Readiness Management</u>. <i>Describe personnel readiness issues that impact on current capabilities, future requirements, retention, and current readiness status (deployable and non-deployable) of assigned personnel.</i></p> <p>(d) (U) <u>Personnel Information Management</u>. <i>Describe all information that affects the personnel information available to commander to assist them in the decision making process for HR functions and actions. Information should include the ID of automated HR systems, priorities, Non-Secure Internet Protocol Router Network (NIPRNET)/SECRET Internet Protocol Router Network (SIPRNET) connectivity requirements, and HR system access and availability.</i></p> <p>(2) (U) <u>Provide HR Services</u>. <i>List all HR services which directly impact a Soldier's status, assignment, qualifications, financial status, career progression, and quality of life. Information includes the functions of EPS and postal and casualty operations.</i></p> <p>(a) (U) <u>Casualty Operations Management</u>. <i>Describe all actions relating to the production, dissemination, coordination, validation, and synchronization of casualty reporting. Information includes submission of casualty reports, notification of next of kin, assistance to the next of kin, LOD determination, AR 15-6 investigations, disposition of remains and personal effects, military burial honors, casualty mail coordination, locations of supporting casualty liaison teams, casualty estimates (division and above), and timelines.</i></p> <p>(b) (U) <u>EPS</u>. <i>List each function that supports individual career advancement and development, proper ID documents, benefits entitlements, recognition of achievements, and service performance. Information should include awards and decorations, promotions, reductions, evaluations, military pay, leaves and passes, separations, LOD investigations, and other HR personnel action requests.</i></p> <p>(c) (U) <u>Postal Operations</u>. <i>Describe all information to support efficient postal operations or require significant logistics and planning for issues such as air and ground transportation, specialized equipment, secured facilities, palletization crews, mail handlers, and others. Include postal pickup and drop off times, hours of operations, special requirements for selling stamps; cashing and selling money orders; providing registered (including classified up to secret), insured and certified mail services; processing postal claims and inquiries, and other issues that impact mail operations (e.g., peak holiday seasons, voting).</i></p> <p>(3) (U) Coordinate Personnel Support.</p> <p>(a) (U) <u>Morale, Welfare, and Recreation</u>. <i>Describe functions that affect MWR recreational and fitness activities, goods, and services. Include information on MWR augmentation, unit recreation, library books, sports programs, rest areas for brigade-sized and larger units and community support programs such as support for American Red Cross, AAFES, and the Family support program.</i></p> <p>(b) (U) <u>Command Interest Programs</u>. <i>Describe how the command interest program impacts on the operations. Information should include voting, equal opportunity, equal employment opportunity, substance abuse, Family readiness, events for community and Family support, and command interest programs.</i></p>
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Table 4-1. Sample Template for Operations Plan/Operations Order (*continued*)

<p>(c) (U) Army Band Operations. <i>Describe how to integrate band support for troop morale, support for MWR and command interest programs. Information should include support of Chaplain services and troop ceremonies.</i></p> <p>(4) (U) Conduct HR Planning and Operations. <i>Describe how HR planning and staff operations support the operational mission and the effective ways of achieving success. Include expected requirements and outcomes identified in the military decisionmaking process and in establishing and operating HR nodes.</i></p> <p>a. (U) Tasks to Subordinate Units. <i>List functional area tasks assigned to specific subordinate units not contained in the base order.</i></p> <p>b. (U) Coordinating Instructions. <i>List only instructions applicable to two or more subordinate units not covered in the base order. Identify and highlight any functional area-specific timings, information themes and messages, risk reduction control measures, and environmental considerations.</i></p> <p>4. (U) Sustainment. <i>Identify priorities of sustainment for functional area key tasks and specify additional instructions, as required. Refer to Annex F (Sustainment), as required.</i></p> <p>5. (U) Command and Signal.</p> <p>a. (U) Command. <i>State the location of HR functional leaders and command relationships.</i></p> <p>b. (U) Liaison Requirements. <i>State HR liaison requirements not covered in the base order.</i></p> <p>c. (U) Signal. <i>Address any HR-specific communications requirements such as connectivity (SIPRNET/NIPRNET), bandwidth, port accessibility, and hardware setup and systems vulnerabilities. Refer to Annex H (Signal), as required.</i></p> <p>ACKNOWLEDGE: Include only if attachment is distributed separately from the base order. [Commander's last name] [Commander's rank]</p> <p>The commander or authorized representative signs the original copy of the attachment. If the representative signs the original, add the phrase "For the Commander". The signed copy is the historical copy and remains in the headquarters' files.</p> <p>OFFICIAL: [Authenticator's name] [Authenticator's position]</p> <p>ATTACHMENTS: List lower level attachments (e.g., appendices, tabs, and exhibits).</p> <p>DISTRIBUTION: Show only if distributed separately from the base order or higher-level attachments.</p>

RELIEF-IN-PLACE (RIP)/TRANSFER OF AUTHORITY

4-101. During relief-in-place (RIP)/transfer of authority (TOA) operations, all or part of a unit is replaced in an area by the incoming unit at the direction of higher authority. Responsibilities of replaced elements for the mission and the assigned zone of operations are transferred to the incoming unit. The incoming unit continues the operation as ordered.

4-102. The RIP TOA functions, missions, actions, and collective actions must be completed to effectively complete a RIP TOA operation. Essential activities include information exchange and data requirements, training requirements, and the coordination necessary for a commander to prepare his or her unit for an impending mission while achieving situational understanding. When planning the RIP TOA, be sure to read and adhere to the SOPs of higher headquarters and remain open to ideas presented by the outgoing

command team. During the pre-deployment site survey, obtain a copy of the outgoing unit's RIP TOA after action review, which should suggest areas that must be included in the operation.

4-103. Development of an effective RIP TOA timeline and task checklist aids in the incoming unit's readiness to take charge of the mission after the RIP TOA is completed. Ensure to split the time available equally for the RIP TOA. During the first half, the outgoing unit leads and the incoming unit observes. Midway through the process, the outgoing unit switches seats with the incoming unit, and the incoming unit works through the process (e.g., right seat leads; left seat observes). The RIP TOA operations are primarily designed to enable incoming units in conducting their METT-TC analysis.

4-104. S-1s must ensure personnel are knowledgeable of RIP TOA requirements. S-1 sections assist with PA, SR, personnel actions, casualty reporting processes and requirements, and accessing their automated HR databases and systems to enable smoother deployment transition and service. Brigade and battalion S-1 sections must provide guidance regarding the employment, supervision, and management of UMR operations, HR, and financial management. S-1 sections also assist the command in filling personnel vacancies, requisitioning replacements, and cross-leveling Soldiers in units that are at less than their authorized strength.

4-105. Essential HR activities that should be integrated into the RIP TOA timeline and completed between the incoming and outgoing S-1 sections include, but are not limited to, the following:

- Outgoing S-1 attends operational overview brief with incoming S-1.
- Outgoing S-1 highlights types of missions and roles performed with incoming S-1.
- Outgoing S-1 highlights location and contact numbers for sister services, coalition forces, and other agencies operating within the AO.
- Incoming S-1 receives copies of all briefings, OPORDs, and fragmentary orders.
- Incoming S-1 receives SOPs, continuity books, policies, routine reports and reporting requirements, and recurring events.
- Incoming S-1 is provided location and boundaries of adjacent U. S. and coalition forces operating within its AO.
- Incoming S-1 completes question and answer periods with outgoing S-1 following all briefings.
- The end state of the RIP/TOA is that the incoming S-1 is oriented on all aspects of current operations within its AO.

4-106. Other RIP TOA non-core key activities include the following:

- Driver's training and licensing for S-1 personnel.
- Conduct rapid teaming and integration training.
- Determine availability of networks and computers.
- Review and discuss lessons learned from in-theater operations and missions.
- Process personnel actions.
- Receive point of contact information from outgoing unit.

Appendix A

Deployment Cycle Support (DCS)

A-1. Deployment cycle support (DCS) is a comprehensive process designed to ensure Soldiers, DA Civilians, and Families are supported and sustained throughout the entire deployment cycle. It provides a means to identify Soldiers, DA Civilians, and Families who may need assistance with the challenges inherent to extended deployments. DCS applies to active duty and RC Soldiers, DA Civilians, and their Families.

A-2. The Army conducts DCS operations for Soldiers and DA Civilians who are deployed for 90 days or more. The DCS process is mandatory for deploying or mobilizing Soldiers and DA Civilians, and participation is highly encouraged for their Family members.

A-3. DCS tasks are aligned with ARFORGEN cycles of reset, train-ready, and available. Senior mission commanders are responsible for DCS execution and tracking of DCS compliance. Senior commanders ensure Soldiers, DA Civilians, and Families have adequate services and access during the entire ARFORGEN process. All levels of command must be involved to ensure that DCS tasks are accomplished and documented for all Soldiers, including Army personnel deploying or deployed with other Services. The DCS process takes place concurrently for Soldiers at deployed locations, CONUS replacement centers, mobilization and demobilization stations, and at home station for Families.

A-4. While commanders are responsible for the completion and documentation of the DCS process, the S-1 assists commanders in executing DCS. During the redeployment stage, the first Lieutenant Colonel in the chain of command certifies that the unit and/or eligible individuals completed DCS tasks. The gaining command is responsible for DCS tasks not completed for newly assigned and returning Soldiers, DA Civilians, and their Families.

A-5. The DCS process consists of seven stages. Tasks required by DCS emphasize the human dimension of mobilization readiness. The linkage to the ARFORGEN process in DCS explains the human dimension of what must occur during the ARFORGEN process. S-1 DCS tasks associated with each stage are discussed in the following paragraphs.

A-6. Training/Preparation (Reset/Train-Ready). Units complete Reset and begin to enter the traditional training cycle. Individual and collective training and readiness activities are the focus. Tasks consisting of personnel administrative actions, briefings, training, counseling and medical evaluations are completed to ensure all Soldiers, DA Civilians, and their Families are prepared for extended deployments. S-1 emphasis during this DCS stage of the ARFORGEN cycle is to—

- Initiate DA Form 7631 (*Deployment Cycle Support (DCS) Checklist*).
- Ensure Soldiers receive training on the DD Form 93, SGLV Form 8286, and SGLV Form 8286A prior to updating these forms.
- Update DD Form 93 and complete finance and personnel record reviews using the Record Review Tool in iPERMS.
- Complete SGLV Form 8286 and SGLV Form 8286A.
- After completing and uploading all DD Form 93, SGLV Form 8286, and SGLV Form 8286A updates to iPERMS, monitor their status in iPERMS to confirm all updates have successfully posted.
- Verify Soldier medical readiness eligibility for overseas deployment per AR 40-501, *Standards of Medical Fitness*; AR 614-30, *Overseas Service*; and combatant command guidance. Any Soldier categorized in medical readiness class 3B (P3 and P4 permanent profiles) requires completion of a MAR2. If the Soldier does not meet medical retention standards, he or she requires an MEB.
- Ensure Soldiers and Family members are educated regarding the impact of personnel policies.

- Ensure Soldiers have processed and completed DA Form 5123 (*In- and Out- Processing Records Checklist*) and DA Form 5123-1 (*In-Processing Personnel Record*).
- Train and certify SSMs and VOs prior to deployment, set inventory level procedures, and update points of contact and addresses.
- Ensure Soldiers update DEERS RAPIDS, as required.
- Issue CACs, ID tags, and reset CAC PINs (brigade and brigade equivalent units).
- Conduct final checks to ensure Soldiers have processed correctly.

A-7. **Mobilization (Train-Ready).** Units or individuals are alerted for possible deployment and undergo preparation. Tasks consisting of personnel administrative actions, briefings, training, counseling, and medical evaluations are completed to ensure all Soldiers, DA Civilians, and their Families are prepared for extended deployments. S1 emphasis during this DCS stage of the ARFORGEN cycle is to—

- Verify that Soldiers are at least 18 years of age before deploying into theater.
- Ensure Soldiers receive training on the DD Form 93, SGLV Form 8286, and SGLV Form 8286A prior to updating these forms.
- Update and complete DD Form 93, SGLV Form 8286, and SGLV Form 8286A.
- After completing and uploading all DD Form 93, SGLV 8286, and SGLV Form 8286A updates to iPERMS, monitor their status in iPERMS to confirm all updates have successfully posted.
- Verify Soldier medical readiness eligibility for overseas deployment per AR 40-501, AR 614-30, and combatant command guidance. Any Soldier categorized in medical readiness class 3B (P3 and P4 permanent profiles) requires completion of a MAR2. If the Soldier does not meet medical retention standards, he or she requires an MEB.
- Ensure Soldiers and Family members are educated regarding the impact of personnel policies.
- Ensure RC Soldiers are advised of the 18-year sanctuary policy.
- Train and certify SSMs and VOs prior to deployment, set inventory level procedures, and update points of contact and addresses.
- Ensure Soldiers update DEERS RAPIDS, as required.
- Issue CACs, ID tags, and reset CAC PINs (brigade and brigade equivalent units).
- Conduct final checks to ensure Soldiers have processed correctly.

A-8. **Deployment (Train-Ready).** Units or individuals deploy from CONUS or outside CONUS installations into the designated JOA. Recurring personnel administrative actions are completed during the deployment stage. S-1 emphasis during this DCS stage of the ARFORGEN cycle is to—

- Ensure Soldiers in medical readiness class 3B (P3 and P4 permanent profiles) are processed IAW MAR2, MEB, or physical evaluation board (PEB) procedures.
- Ensure Soldiers update DEERS RAPIDS, as required.
- Issue CACs, ID tags, and reset CAC PINs, as required.

A-9. **Employment (Available).** Units or individuals perform their assigned mission in the JOA for a prescribed period of time. Employment stage tasks include recurring personnel administrative actions and briefings, training, and counseling for Soldiers departing the JOA on emergency leave, R&R, and medical evacuation. S-1 emphasis during this DCS stage of the ARFORGEN cycle is to—

- Ensure Soldiers in medical readiness class 3B (P3 and P4 permanent profiles) are processed IAW MAR2, MEB, or PEB procedures.
- Ensure Soldiers update DEERS RAPIDS, as required.
- Issue CACs, ID tags, and reset CAC PINs, as required.

A-10. **Redeployment (RESET/Train-Ready).** Units or individuals re-posture while in the JOA; transfer forces and materiel to support other operational requirements; or return personnel, equipment, and materiel to the home station or demobilization site. DCS redeployment stage tasks should be accomplished prior to redeployment. Commanders are responsible for ensuring those tasks not completed in the redeployment stage are completed in the post-deployment stage. All personnel departing the JOA will have a DCS checklist in their possession. In addition to the JOA redeployment requirement, this stage identifies tasks to be accomplished at home station. The successful reunion of Families depends on proper preparation,

including briefings, training, and counseling for spouses and Family members. S-1 emphasis during this DCS stage of the ARFORGEN cycle is to—

- Ensure Soldiers receive training on the DD Form 93, SGLV Form 8286, and SGLV Form 8286A prior to updating these forms.
- Update and complete DD Form 93, SGLV Form 8286, and SGLV Form 8286A.
- After completing and uploading all DD Form 93, SGLV Form 8286, and SGLV Form 8286A updates to iPERMS, monitor their status in iPERMS to confirm all updates have successfully posted.
- Ensure Soldiers in medical readiness class 3B (P3 and P4 permanent profiles) are processed IAW MAR2, MEB, or PEB procedures.
- Ensure Soldiers update DEERS RAPIDS, as required.
- Issue CACs, ID tags, and reset CAC PINs, as required.
- Conduct final checks to ensure Soldiers have processed correctly.

A-11. Post Deployment (Reset/Train-Ready). Personnel, equipment, and materiel arrive at home station, CONUS replacement center, or demobilization station. This stage consists of personnel administrative actions, briefings, training, counseling, and medical evaluations to facilitate the successful reintegration of Soldiers and DA Civilians into their Families and communities. S-1 emphasis during this DCS stage of the ARFORGEN cycle is to—

- Ensure Soldiers receive training on the DD Form 93, SGLV Form 8286, and SGLV Form 8286A prior to updating these forms.
- Update and complete DD Form 93, SGLV Form 8286, and SGLV Form 8286A.
- Verify Soldier medical readiness eligibility for overseas deployment per AR 40-501, AR 614-30, and combatant command guidance. Any Soldier categorized in medical readiness class 3B (P3 and P4 permanent profiles) requires completion of a MAR2. If the Soldier does not meet medical retention standards, he or she requires an MEB.
- Ensure Soldiers and Family members are educated regarding the impact of personnel policies.
- Ensure RC Soldiers are reenrolled in Montgomery GI Bill and state tuition assistance programs.
- Ensure RC Soldiers are advised of the 18-year sanctuary policy.
- Ensure Soldiers update DEERS RAPIDS, as required.
- Issue CACs, ID tags, and reset CAC PINs, as required.
- Conduct final checks to ensure Soldiers have processed correctly.

A-12. Reconstitution (Reset/Train-Ready). Soldiers and DA Civilians are reintegrated into their Families, communities, and Civilian jobs. The reconstitution stage begins after completing post-deployment recovery and personnel administrative requirements. S-1 emphasis during this DCS stage of the ARFORGEN cycle is to—

- Verify Soldier medical readiness eligibility for overseas deployment per AR 40-501, AR 614-30, and combatant command guidance. Any Soldier categorized in medical readiness class 3B (P3 and P4 permanent profiles) requires completion of a MAR2. If the Soldier does not meet medical retention standards, he or she requires an MEB.
- Ensure Soldiers update DEERS RAPIDS, as required.
- Issue CACs, ID tags, and reset CAC PINs, as required.

A-13. The DCS process includes numerous tasks for unit leaders. Specific unit commander or unit leadership tasks include the following:

- Ensure the Family readiness plan, including unit readiness goals, is updated.
- Ensure Soldiers view “Taking Care of Business” and receive a copy of the accompanying personal readiness checklist; and receive training on the DD Form 93, SGLV Form 8286, and SGLV Form 8286A.
- Counsel Soldiers on requirements to provide financial support payments to Family members while deployed.
- Complete OERs, NCOERs, Civilian evaluations, and awards, as required.

- Conduct Soldier counseling.
- Identify potential Soldier financial issues.
- Update the personnel reporting system.
- Conduct a substance abuse briefing, its effects, and legal consequences.
- Provide updated redeployment rosters to the rear detachment commander.
- Utilize the risk reduction reintegration tip card in coordination with the commander, chaplain, and brigade surgeon.
- Plan, coordinate, and execute reunion and homecoming ceremonies and activities.
- Encourage Soldiers to keep channels of communication open with their Families.
- Conduct safety briefings covering, at a minimum, privately owned vehicles, motorcycles, seasonal driving conditions, and factors affecting behavior.
- Verify that operator licenses, registrations, insurance policies, and safety inspections are current.
- Conduct pre-separation counseling for RC Soldiers being released from active duty, to include the importance of having a complete LOD determination for each medical condition that was incurred or aggravated while on active duty prior to release from active duty, and their entitlement to medical evaluation for any medical condition that surfaces after release from active duty that is believed to be service-connected.
- Conduct a command climate survey.
- Reintegrate RC Soldiers into Civilian workplaces.
- Conduct a unit risk inventory 30 days prior to deployment and 120–180 days after redeployment.
- Ensure Soldiers who conduct a permanent or temporary change of station complete the DCS process as required.

A-14. S-1 and MPD tasks include the following. (**Note:** Complete tasks marked with an asterisk only after verifying that the Soldier has viewed “Taking Care of Business” and received training on the DD Form 93, SGLV Form 8286, and SGLV Form 8286A.):

- Update DD Form 93.*
- Complete SGLV Form 8286 and SGLV Form 8286A.*
- After completing and uploading all DD Form 93, SGLV 8286, and SGLV Form 8286A updates to iPERMS, monitor status to confirm all updates have successfully posted.
- Verify eligibility for overseas deployment.
- Query for Soldiers who have a record of a conviction of a misdemeanor crime of domestic violence (Lautenberg Amendment).
- Issue passports to DA Civilians who are in receipt of deployment orders.
- Ensure incumbents of emergency essential positions fill out DD Form 2365 (*DOD Civilian Employee Overseas Emergency-Essential Position Agreement*).
- Advise RC Soldiers of 18-year sanctuary, as required.
- Reenroll Soldiers in the Montgomery GI Bill and State tuition assistance programs (RC Soldiers).
- Conduct MAR2s, as required.
- Provide support to the S-3 RIP TOA with the incoming S-1. Coordinate band support, if required, for transfer of authority ceremony.
- Coordinate with the S-4 to transfer S-1 stay behind equipment to the incoming unit.

A-15. Unit ministry team and installation chaplain support may include the following:

- Conduct suicide awareness and prevention training.
- Identify Families with reported stress and separation issues for follow-up.
- Facilitate small group discussion on deployment experiences.
- Conduct Operation Ready reunion and reintegration training for redeploying Soldiers and DA Civilians.
- Provide opportunity for spouses to take and complete marital assessment instrument.

- Provide opportunity for voluntary marriage education and enrichment workshops.
- Conduct pre-deployment resiliency training for leaders and junior enlisted Soldiers.
- Conduct post-deployment health reassessment program resiliency training for Soldiers and unmarried couples.
- Conduct suicide intervention skills training for leaders and gatekeepers.
- Coordinate band bugle support with unit ministry team.

A-16. Force health protection and health service support tasks include the following:

- Conduct leader training on identifying symptoms of distress and suicide tendencies.
- Screen individual medical profiles for permanent geographic or climatic duty limitations.
- Provide preventive medicine briefing to defeat the threat of disease and non-battle injuries.
- Conduct behavioral health assessments.
- Conduct medical record reviews and ensure there is a completed DA Form 2173 to document completed LOD investigations for any documented medical condition for RC Soldiers.
- Conduct a TRICARE benefits briefing.
- Identify Soldiers with medical or behavioral health issues requiring referral upon redeployment.
- Identify potential Family issues for returning Soldiers.
- Conduct a health threat briefing to educate installation and in-home childcare providers on health symptoms and myths.
- Conduct health threat briefing to educate spouses on health symptoms and myths.
- Conduct a health threat briefing to Soldiers.
- Treat and document adverse, potentially adverse exposures, or negative health-related behaviors.
- Extend health care for deployment related condition to DA Civilians.
- Complete DA Form 3349 (Physical Profile) prior to release from mobilization and demobilization stations or CONUS replacement center.
- Perform an initial tuberculosis test and complete 90-day tuberculosis test requirements.
- Draw serum specimens after return to demobilization station.
- Complete DD Form 2900 (Post-Deployment Health Re-Assessment (PDHRA)) to document referrals within 90–180 days. For RC Soldiers, prior to release from active duty, complete a DA Form 2173 for each evaluation referral to ensure prompt access to military provided medical resources following release from active duty.
- Update individuals' permanent health record with deployment health records.

A-17. Military pay tasks include the following:

- Review current status of DOD charge card holders.
- Provide travel pay as requested for Soldiers with temporary change of station orders.
- Conduct finance briefings.
- Expedite allotment changes.
- Adjust the basic allowance for housing for AGR Soldiers.
- Review entitlements and special pay.

A-18. Legal assistance tasks include the following:

- Update wills.
- Provide powers of attorney.
- Provide counseling on civil matters.
- Provide counseling regarding support payments to military dependents.
- Provide counseling on Family law matters.
- Provide information on taxes, transition entitlements, and legal rights under Servicemembers' Civil Relief Act.
- Provide RC personnel information on legal rights under Uniformed Services Employment and Reemployment Rights Act.

- Provide legal assistance to RC Soldiers for legal problems arising from, or aggravated by mobilization or deployment.
- Provide tax class and information to spouses.
- Process claims for personal property lost in shipment or while in storage.

A-19. Installation Management Command tasks include the following:

- Coordinate with the State AG and appropriate USAR Regional Readiness Command, as well as RC units within a 50-mile radius to identify the potential number of Family members eligible for Army Community Service assistance.
- Identify Families with major problems requiring special assistance and support during mobilization or deployment.
- Provide Family members with the toll free number to the nearest Army Community Service and Family assistance center to address Family issues and crises.
- Educate active duty and RC FRGs on available services.
- Educate Family members about the services provided through Military OneSource.
- Identify and refer Family members who have experienced problems during deployment to appropriate agencies.
- Involve employers in home station demobilization station ceremonies and reunion activities.
- Reestablish Family Advocacy Program case continuity.
- Provide education and information materials to Families.
- Provide DCS information to Family members prior to return of Soldiers.
- Refer DA Civilians to the Employee Assistance Program coordinator, as required.
- Inform DA Civilians of the office of workers' compensation programs process for occupational illness and injury reporting.
- Conduct Operation Ready reunion and reintegration training for Families.
- Conduct Operation Ready deployment and children training.
- Conduct Operation Ready pre- and post-deployment resiliency training for Families.
- Conduct financial management planning for deployment training.
- Update CACs and ID tags for DA Civilians and DD Form 1173 (Uniformed Services Identification and Privilege Card) for eligible Family members.
- Enroll and update personnel in DEERS RAPIDS.

Appendix B

Mobilization and Demobilization Considerations

This appendix provides key information to brigade and battalion S-1 personnel on the management of USAR and ARNG Soldiers who may be mobilized in support of Army military operations. USAR and ARNG Soldiers can be assigned or attached to RC units or utilized as fillers for active duty units. Similarly, active duty Soldiers can also serve in RC units.

CATEGORIES OF RC PERSONNEL

B-1. **Individual Ready Reserve.** Individual ready reserve personnel are part of the Army's ready reserve and includes individuals who have had training, served previously in the AC or the selected reserve (such as a member of an Army Reserve unit), and may have some period of military service obligation remaining. Unlike new Soldiers, these personnel are seasoned, experienced Soldiers who can contribute significantly to the unit. Individual ready reserve personnel are selectively used for military and civilian operations and may be mobilized to serve both as filler personnel and casualty replacements in AC and RC units, if needed.

B-2. **Individual Mobilization Augmentee.** An individual reservist attending drills who receives training and is pre-assigned to an AC organization, a Selective Service System, or a Federal Emergency Management Agency billet that must be filled on, or shortly after, mobilization. Individual mobilization augmentees train on a part-time basis with these organizations to prepare for mobilization.

B-3. **Troop Program Unit.** Troop Program Unit personnel are the heart and soul of the Army Reserve. These individuals typically train on selected weekends and perform annual training. Traditional mobilization day Soldiers are the bulk of the ARNG who perform monthly drills and annual training periods similar to the USAR Troop Program Unit Soldier.

B-4. **Active Guard and Reserve (AGR).** ARNG and USAR personnel who are on voluntary active duty providing full-time support to National Guard, Reserve, and AC organizations for the purpose of organizing, administering, recruiting, instructing, or training the RC. The AGR is one of three pools of reserve personnel in the selected reserve. These personnel provide units the ability for expansion and staff capability to meet wartime requirements. They conduct mandatory training annually and may be involuntarily called to active duty.

MOBILIZATION

B-5. Generally, mobilization consists of nine phases: preparation and planning; notification of sourcing; alert; home station; mobilization station; port of embarkation; redeploy; reception and arrival at demobilization station; and reconstitution and reintegration. Each phase includes tasks that should be completed by the S-1. While there are no specific timelines to accomplish specific tasks during each phase, there are specific HR tasks associated with each phase. Each of these phases is discussed in the following paragraphs.

PHASE I: PREPARATION AND PLANNING

B-6. The preparation and planning phase includes many of the normal day-to-day efforts of RC units at their home stations. Brigade and battalion S-1s continue to conduct HR support for their Soldiers. They also ensure HR personnel are trained and cross-trained in the functions and tasks they will conduct during active duty. Special emphasis should be on automated HR databases and systems they will utilize during their mobilization. Examples include eMILPO, TOPMIS, RC LOD Module, Reserve Component Automation System (RCAS), SIDPERS-ARNG, DCIPS, Tactical Personnel System, and DTAS. For HR systems that operate on classified networks, coordination should be made with their higher headquarters to

obtain training. This phase ends when units receive official alert notification. Preparation and planning include the following HR tasks:

- Maintain 100% accountability of personnel.
- Develop and refine the personnel estimate.
- Conduct Role 2 SRP processing.
- Complete DA Form 7425 (Readiness and Deployment Checklist).
- Identify and verify non-deployable personnel; resolve or reassign prior to reporting to mobilization station. Soldiers categorized in medical readiness class 3B (P3 and P4 permanent profiles) require completion of a MAR2. If they do not meet medical retention standards, they require an MEB.
- Conduct HR collective tasks and shared tasks training, as required.
- Ensure mail clerks obtain mail handlers certification.
- Provide Army Community Service and FRG information, as needed.
- Identify Soldiers who have record of a conviction of a misdemeanor crime of domestic violence (Lautenberg Amendment).
- Issue CACs and ID tags, and reset CAC PINs (brigade and brigade equivalent units).
- Update assignment eligibility and availability codes for AC.
- Obtain stock of forms and award certificates.
- Update SOPs.
- Update rating schemes and ensure all required evaluation reports are processed and forwarded, as required.
- Identify and report replacement requirements.
- Update DD Form 93 and complete SGLV Form 8286 and SGLV Form 8286A.
- Maintain awareness of DA G-1 Personnel Policy Guidance for processing actions and HR functions.
- For the ARNG, ensure medically non-deployable Soldiers are in SIDPERS-ARNG for tracking and processing. Coordinate with the rear detachment for follow up, tracking, and processing.
- Train personnel on the Deployment and Reconstitution Tracking System. (**Note:** The RC does not use the Deployment and Reconstitution Tracking System; however, they are able to request it. RC units must train and utilize the Mobilization Planning Data Viewer Subsystem of the RCAS to submit unit mobilization data to the system at the mobilization site.)

PHASE II: NOTIFICATION OF SOURCING

B-7. This phase starts with receipt of notification of sourcing. Once received, RC commanders are supported by the ASCC. The unit begins focusing on their mission essential task list with building the deployment training plan, and concentrates on manning and equipping to the mission requirements. Although this phase could be shorter or in conjunction with alert, the Army's goal for this period begins 24 months prior to mobilization depending on the contingency. Phase II ends upon receipt of official alert order. HR tasks during this phase include maintaining 100% accountability of all personnel.

PHASE III: ALERT

B-8. The alert phase starts following receipt of the official alert or mobilization order. The alert order is to precede the mobilization date by 12–24 months whenever possible. This phase includes those actions taken by units following receipt of an alert notification. Actions such as final screening of records, recruiting for mobilization, and cross-leveling of personnel are essential during the alert phase. This includes authority for man-day spaces funding from RC headquarters to pay additional unit members for full-time surge. Unit commanders must contact the receiving unit commander to determine mission requirements in order to modify the unit's mission essential task list. Upon alert, unit commanders provide personnel data files to the mobilization station effective the mobilization date. The unit should review the mission, conduct a thorough pre-deployment mobilization brief, assess how the force should be packaged for deployment, and develop deployment plans. Commanders ensure completion of required DCS tasks during this phase and

complete all identified pre-mobilization tasks (to include training and Soldier readiness). This phase ends with the mobilization date at home station. HR tasks during this phase include maintaining 100% accountability of all personnel.

PHASE IV: HOME STATION

B-9. The home station phase begins on the effective date of unit mobilization and assumption of command by First Army at which the unit transitions from management under RC regulations to AC regulations (pay and promotion of activated RC Soldiers remains within the RC system). This phase includes movement to and ends with the arrival of the unit at its mobilization station. HR tasks during this phase include the following:

- Maintain 100% accountability of personnel.
- Cross-level of personnel within the unit.
- Ensure HR personnel are trained and have access to HR systems that will be used during deployment.
- Continue SRP processing.
- Establish contact with the MPD at the mobilization station.
- Execute load plans.
- Provide mobilization station an electronic copy of the alpha roster and other data required.
- Finalize and dispatch completed evaluation reports.
- Complete all LOD and AR 15-6 investigations.
- Ensure an S-1 representative is included as part of the advance team to the mobilization site.
- Identify HR rear detachment personnel and ensure they are trained in all the necessary HR areas and have access to automated HR databases and systems.
- Ensure individual mobilization orders are published and distributed; input pay action per state SOP.

PHASE V: MOBILIZATION STATION

B-10. The mobilization station phase begins with arrival of the unit at its mobilization station and encompasses all actions necessary to assure the unit meets required deployment criteria to include the assurance of mission capability. Actions at the mobilization station include the processing of personnel and equipment and the actual accession of the unit into the active structure. This phase also includes any necessary individual or collective training as well as appropriate cross-leveling actions, SRP, and validation for deployment. This phase ends with the arrival of the unit at the APOE. Specific HR support functions include the following:

- Maintain 100% accountability of all personnel.
- Develop and refine the personnel estimate.
- Conduct personnel readiness operations to include Role 2 SRP processing.
- Complete DA Form 7425.
- Screen and cross-level personnel.
- Participate in USR process.
- Assess personnel into the AC rolls and appropriate HR database.
- Coordinate with higher headquarters (G-1/AG) and, if replacing a deployed unit, coordinate with the outgoing S-1.
- Prepare an initial manifest.
- Conduct collective tasks and other training, as required.
- Verify mail clerks completed mail handlers' certification.
- Provide Army Community Service and FRG information, as needed.
- Coordinate with the MPD for reassignment of personnel not eligible to deploy.
- Recheck CACs and ID tags; reissue as needed. (**Note:** CACs should not have an expiration date that is earlier than the deployment timelines, redeployment, demobilization, and reconstitution.)

- Prepare draft manifests.

PHASE VI: PORT OF EMBARKATION

B-11. This phase begins with the departure of the unit from its mobilization station and also serves as the first phase of deployment. The order, along with any additional guidance, is provided to appropriate subordinate commands, deploying units, and installations. The movement to the APOE phase involves moving units from their home installations or mobilization station to the APOE. This phase ends with departure of personnel and equipment from the APOE and TOA to the ASCC. HR tasks during this phase include maintaining 100% accountability of all personnel.

PHASE VII: REDEPLOY

B-12. This phase begins with release of the unit from the tactical commander. Theater or Service operational requirements determine the schedule for delivering units and individuals to the appropriate demobilization station. Redeployment must support post conflict activities related to the strategic end state, the transition to peace and reconstitution. The Army Forces commander ensures redeployment scheduling visibility as quickly as possible. Commanders ensure completion of required DCS tasks (adjusting for split redeployment) during this phase. Phase VII ends as command of redeploying units passes from the supported combatant commander to the supporting force provider upon TOA. Specific HR support functions include the following:

- Maintain 100% accountability of all personnel.
- Conduct RIP TOA operations.
- Ensure that Soldiers conduct post-deployment health reassessments.
- Complete all awards, LODs, and evaluations.
- Clear Soldiers record from the theater database (DTAS).
- Send advance team to the demobilization station.
- Begin yellow ribbon and welcome home warrior preparations.

PHASE VIII: RECEPTION AND ARRIVAL AT DEMOBILIZATION STATION

B-13. This phase begins at TOA for the returning unit. Installation commanders perform all demobilization and DCS tasks to include support for welcome home ceremonies prior to releasing units or individuals for movement to home station. The demobilization station completes all Defense Readiness Reporting System – Army required actions. This phase ends with departure from the demobilization station. Specific HR support functions include the following:

- Maintain 100% accountability of all personnel.
- Conduct reverse SRP processing.
- Ensure DD Form 214s (Certificate of Release of Discharge from Active Duty) are completed.
- Ensure release from active duty orders are completed.
- Clear Soldiers record from eMILPO.
- Request medical readiness processing (orders).
- Ensure Soldiers receive final pay.

PHASE IX: RECONSTITUTION AND RE-INTEGRATION (HOME STATION)

B-14. The final phase of demobilization ends with release from federal service at the unit's home station or the Soldier's home of record. Units are returned to a pure RC status. Commanders ensure completion of required DCS tasks which transcend normal day-to-day force sustainment. Reintegration tasks may continue past the unit's return to RC status. Specific HR support functions include the following:

- Maintain 100% accountability of all personnel.
- Ensure Soldiers complete post-deployment health reassessments.
- Complete Soldier iPERMS transactions.
- Conduct yellow ribbon and welcome home warrior ceremony.

HR REAR DETACHMENT

B-15. One of the most important functions of the S-1 during deployments is ensuring HR support functions are conducted for personnel who are part of the rear detachment and for processing replacements received while the unit is deployed. Specific HR rear detachment responsibilities are outlined in FM 1-0, chapter 2.

REDEPLOYMENT AND DEMOBILIZATION

B-16. Redeployment and demobilization tasks are identical to the DCS tasks listed in Appendix A. Key to success is ensuring the DCS requirements and actions are properly planned, executed, and managed. While maintaining PA is a high priority, specific emphasis needs to be placed on tasks and actions included in the DCS checklist. Additional priority emphasis is on the following:

- Complete award recommendations.
- Complete all evaluation reports.
- Ensure all required LOD investigations have been initiated or completed.
- Identify Soldiers, DOD Civilians, CAAF, and multi-national personnel assigned or attached who should redeploy individually.
- Complete DA Form 7425.
- Assist unit commanders in preparing Soldiers for redeployment.
- Complete and submit DD Form 1351-2 (Travel Voucher or Subvoucher).
- Identify medical hold/warrior transition unit/community based warrior in transition unit Soldiers and coordinate with rear detachment for tracking.
- Brief and coordinate with rear detachment on reintegration program requirements and timelines (i.e., Yellow Ribbon Program).

S-1 OPERATIONAL TIPS

B-17. This section provides S-1 personnel lessons learned from previously deployed S-1s. While it targets RC units, active duty unit S-1s also benefit when they have RC Soldiers assigned or attached to their organization.

B-18. Soldiers mobilized to support outside CONUS based operations will have their initial mobilization orders published for 365 days or no more than 400 days to ensure maximum operational employment time in the JOA. Units with adjusted redeployment dates may need to obtain updated orders for RC personnel.

B-19. Units organized to serve as units must be activated as units. A unit is any group or detachment of one or more individuals organized to perform a particular function, whether or not such a group is part of a larger group. Individual Soldiers of the ready reserve may be ordered to active duty if they are not members of units organized to serve as units. During the period of active duty, ARNG and USAR forces are part of the active Armed Forces of the U. S.

B-20. Involuntary mobilization orders should be published in order to reach Soldiers at least 180 days prior to their effective report date. Headquarters authorities issue mobilization orders IAW AR 600-8-105, *Military Orders*, for RC individuals, units, or DUIC units.

B-21. Parent brigade-level headquarters are responsible for ensuring fill of their collocated subordinate units. HRC fills geographically separated and dispersed elements from the parent brigade-level headquarters through inbound assignments or by cross-leveling on the installation.

B-22. S-1 sections need to ensure all LOD investigations are completed for RC Soldiers who incur, aggravate, or receive medical treatment for a medical condition while on active duty. For RC Soldiers, LODs must be processed electronically through the approved RC LOD module. Ensure RC Soldiers have hard copies of all evaluations; LOD investigations (DA Form 2173) for all medical conditions incurred, aggravated, or treated while on active duty; and awards and badges.

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Appendix C

HR Automation Support

The brigade and battalion S-1 are at the tip of the spear for Army-wide PIM execution and require a team of HR professionals who are competent with automated HR databases and systems and understand how HR functions and tasks are processed and conducted. As stated earlier, it is critical to ensure S-1 personnel are cross-trained on all automated HR databases and systems. Specific automated HR databases and systems used by S-1s within the brigade and battalion, and other automation systems and equipment needed to perform HR missions are discussed in the following paragraphs.

DATABASES

C-1. Defense Casualty Information Processing System—Casualty Forward (DCIPS-CF) and Defense Casualty Information Processing System—Casualty Report. An automated system used to record and report casualty data. The system is employed by HR units, typically CLTs, brigade and brigade-level (STB) S-1 sections, and G-1/AGs performing casualty reporting missions. It is capable of producing automated casualty reports. While not required, battalion S-1s may utilize DCIPS-CF to submit their casualty reports to higher headquarters. When adequate NIPRNET access is available, the web-based component of DCIPS should be used for casualty reporting. Gaining access and configuring the web-based component of DCIPS requires prior coordination with CMAOC and the casualty reporting chain-of-command. The web-based component of DCIPS is available on NIPRNET only.

C-2. When adequate NIPRNET access is not available, the DCIPS-CF component of DCIPS must be used. DCIPS-CF provides a standalone capability for units to record and report casualties. Since DCIPS-CF is a standalone application, it may be used on the SIPRNET. However, casualty reports created on SIPRNET eventually must be declassified and reentered into DCIPS on the NIPRNET. Brigade, brigade-level (STB) S-1s and G-1/AGs are required to coordinate with HRC and HRSC before deploying to ensure they have the most current version of DCIPS-CF. Additionally, HR units serving as deployed casualty assistance centers must coordinate with CMAOC to ensure they have access to all required components of DCIPS.

C-3. Defense Enrollment Eligibility Reporting System (DEERS). DEERS is a database that maintains personnel and benefits information for Active, Retired, and Reserve Uniformed Servicemembers; eligible Family members of Active, Retired, and Reserve Uniformed Servicemembers; DOD personnel; and CAAF requiring logical access. DEERS verifies eligibility when producing CACs and supports benefit delivery including medical, dental, educational, and life insurance. In addition, DEERS enables DOD e-business (including identity management), reduces fraud and abuse of government benefits, and supports medical readiness. Key information for S-1s to remember include the following:

- S-1s who have questions about the DEERS information displayed should contact the DEERS Help Desk or consult the DEERS frequently asked questions that are published on the TRICARE website.
- All DEERS content that comes from AKO is encrypted and secure. (**Note:** Information is not stored on AKO; it is retrieved and displayed when the DEERS service is accessed.)
- Brigade-level S-1s must ensure the DEERS RAPIDS accompanies troop deployment and is not shipped separately in order to keep operations active and systems updated for less than 30 days.

C-4. Integrated Total Army Personnel Database. The Integrated Total Army Personnel Database integrates individual records from the five physical TAPDB databases into a single physical database. Ownership rules determined by the three Army components are applied, so the database shows which component “owns” the Soldier at the time the records are loaded.

C-5. Real-Time Automated Personnel Identification System (RAPIDS) - Deployable. The deployable RAPIDS workstation is a laptop version of a fixed RAPIDS workstation designed for use in both tactical and non-tactical environments. It provides the brigade S-1 with the ability to provide DEERS updates and issue CACs to Soldiers at home station or in a deployed environment. The deployable workstation also provides the user with a CAC PIN reset capability. This system only works when connected to DEERS and has the same operational capability as the standard desktop version of the RAPIDS workstation.

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

C-7. Key to successful operation of the deployable RAPIDS workstation is its continued utilization in both tactical and non-tactical environments. System operators maintain proficiency and certification as well as maintain the RAPIDS workstation with up-to-date software upgrades and system security patches.

C-8. Brigade S-1s must ensure two SSMs are appointed in writing, along with a minimum of two VOs, and are trained on how to use the deployable RAPIDS. The RAPIDS SSMs and VOs must complete the web-based training certification courseware prior to issuing cards on the system. The certification courses are available from any CAC enabled workstation by using the web site link located in the Reference section of this manual.

C-9. Tactical Personnel System. The Tactical Personnel System is a stand-alone database that provides an ad hoc ability to create a temporary system to account for unit personnel. The system has limited ability to perform robust PA or SR and is used primarily to create manifests for transportation by air. The system is capable of producing automated manifests that can be loaded in Air Force manifesting systems and DTAS. Key information for S-1s to remember include the following:

- Generates reports (personnel daily summary, personnel requirements) which assist S-1s with PA, replacement operations, and SR.
- Eliminates unnecessary data entry to create manifests, deployed databases and reports based on embedded capabilities and link to TAPDB.
- Produces and edits task force structures by UIC, social security number, and/or crew.
- Generates deployment, redeployment, and aircraft manifests.
- Automatically builds a deployed personnel database.
- Provides queries on deployed personnel.
- Generates transfer files which are up loadable to populate the DTAS deployed personnel database.

C-10. Total Army Personnel Database (TAPDB). TAPDB is the Army's corporate HR database. It is implemented as five separate databases: TAPDB – Guard for the Headquarters, National Guard; TAPDB-Reserves; TAPDB – Active Army Enlisted; TAPDB – Active Army Officer; and TAPDB – Civilian.

HR AUTOMATION SYSTEMS

C-11. Army Disaster Personnel Accountability and Assessment System. The Army Disaster Personnel Accountability and Assessment System is the Army's official tool for reporting the status of PA subsequent to a natural or man-made catastrophic event. The system is a web-based, user friendly system to determine the status and whereabouts of Soldiers, DOD Civilians, outside CONUS CAAF, and Family members. The system is designed to meet the policy requirements outlined in DOD Instruction 3001.02, *Personnel Accountability in Conjunction with Natural or Manmade Disasters*, and Chairman of the Joint Chiefs of

Staff Manual 3150.13C, *Joint Reporting Structure – Personnel Manual*, which requires each Service component to provide the most expeditious accountability of designated personnel categories following a disaster. Key information for S-1s to remember includes the following:

- After an emergency, all Army-affiliated personnel affected by the emergency (Soldiers, Family members, and Civilian employees) are to report their status to their command at the first available opportunity. This provides commanders a means to assess the impact of the disaster on Soldiers and their Families and to provide assistance where needed.
- As the Army Disaster Personnel Accountability and Assessment System is a web-based system, Family members, Soldiers, and DOD Civilians can use the secure website to update and view personal records. It can be accessed from work or home from any internet browser; a CAC-reader is not required.

C-12. Army Records Information Management System (ARIMS). ARIMS is a system used for identifying, arranging, and retrieving Army records for reference and disposition according to a directive, usually an AR or DA Pam, which prescribes their creation, maintenance, and use. It focuses on the management of long-term and permanent records and allows the business process to manage short-term records. It addresses only the record copy of information; all other copies of the same information may be disposed of when no longer needed for business not to exceed the time that the record copy is kept. The ARIMS simplifies recordkeeping; shifts retention and disposition burdens to record holding areas; improves records processing for deployed units in contingency operations; and provides a host of support services and automated tools on the web.

C-13. Common Operational Picture Synchronizer (COPS). The most powerful PIM enabling system available to AC brigade S-1s is COPS, which allows a common view of authorized unit strength and personnel manning authorization document authorizations. It is a web-based tool designed to give HR strength managers and commanders the capability to view AC officer and enlisted personnel strength and authorization data; this data can also be viewed by DMSL managers at HRC. COPS provide a drill down capability to information at the specialty, grade, ASI, and skill qualification identifier level of detail. In addition, it also provides the capability to drill down assigned strength to the individual Soldier level. COPS compares strength data acquired from the TAPDB and authorization data from the Total Army Authorization Documentation System, and provides a manning view of assigned versus authorized strengths by UIC level of detail. Key information for S-1s to remember includes the following:

- Access to COPS is through the AKO portal.
- Provides HR personnel at all levels the ability to view same manning data.
- Provides number of assigned and authorized personnel by UIC.
- Emphasizes the need for S-1s to ensure eMILPO, and other automated systems that update personnel readiness statuses (e.g., Medical Protection System), are maintained and monitored on a continual basis.

C-14. Deployed Theater Accountability System (DTAS). DTAS establishes and maintains PA in a JOA. It is a classified system fielded to all HR commanders, personnel, and organizations and is separated into three distinct levels: Mobile, Major Command, and Enterprise. DTAS provides reliable, timely, and efficient accountability for Soldiers, DOD Civilians, CAAF, and foreign nationals. DTAS provides this by enabling commanders at all echelons the ability to track their personnel by name, unit, location, and date. It also allows commanders to track their personnel while in-transit, populating duty status changes by synchronizing to the Major Command system. The Major Command system transfers historical records to the Enterprise server daily. This capability is critical for immediate and future operations. Key information for S-1s to remember include the following:

- Key reports include gains and losses, in-transit, PERSTAT, and unit rosters.
- Prior to deployment a copy of the HRAR is provided to the supporting HRSC.
- Reconciliation needs to be done between the PERSTAT and DTAS.

C-15. electronic Military Personnel Office (eMILPO). eMILPO is a web-based application designed to provide the Army with a reliable, timely, and efficient method for performing personnel actions, PA, and SR. It is utilized by S-1s at all levels and is the mechanism for updating active duty Soldier information at the top of the system. eMILPO transactions establish or update the TAPDB and ultimately (daily) the

Integrated Total Army Personnel Database at HRC. The eMILPO modules allow users, HR managers, and commanders visibility of the location, status, and skills of their Soldiers from both HQDA-levels down to unit-level.

C-16. The Enterprise Datastore (commonly referred to as Datastore) provides snapshots of personnel data across the eMILPO database to support logical and decision-making needs for users within the total Army hierarchy. Daily updates ensure the data is accurate, reliable, and available in a timely manner.

C-17. Key eMILPO reports for S-1s to remember include the following:

- Personnel asset visibility report.
- Personnel grade strength report.
- Enlisted promotion reports (decentralized Enlisted Advanced Report (AAA-117) and semi-centralized Enlisted Promotion Report (AAA-294)).
- Multiple readiness report and individual data queries for Soldier information.
- Unit personnel accountability report (AAA-162).
- HR authorization report (HRAR).
- Personnel accountability notice (AAA-165).
- Good conduct medal suspense report (AAA-199).
- Absent without leave (AWOL) report (AAA-160).
- Suspense of favorable personnel actions (FLAG) report (AAA-095).

C-18. **Enlisted Distribution and Assignment System (EDAS).** EDAS is a real-time, interactive, automated system which supports the management of the enlisted force. Assignment and distribution managers at HRC use EDAS to create requisitions and process assignments, to create and validate requisitions, and to add or modify requisitions. It also provides enlisted strength management information.

C-19. WebEDAS provides access to the same source information provided to the Army personnel community in EDAS. The information is static and updated on a daily basis. The system provides access to summary reports, requisition reports, personnel information, assignment information, and a data dictionary lookup function.

C-20. Key information for S-1s to remember include the following:

- EDAS is relied upon heavily in strength management to produce and analyze monthly USR data and in determining unit assignments for inbound Soldiers based on unit projected strength.
- Units use EDAS to create enlisted requisitions and to read data that they are authorized (e.g., information on Soldiers assigned to their commands and incoming personnel).
- Soldiers cannot be placed on assignment instructions if the assignment has not processed through EDAS; date of notification is not official confirmation.
- Some EDAS functions cannot be completed unless the information in eMILPO has been updated. (**Note:** Reminder that the data in eMILPO, which is seen by higher headquarters, is only as accurate as the information that is input or updated in the system.)

C-21. **Evaluation Entry System.** The Evaluation Entry System is a web-based tool used to complete and submit evaluations to HRC. This system consolidates Army Publishing Directorate (APD) Forms lookup, Doctrine references, the Form Wizard, the Interactive Web Response System, profile calculators, etc. Benefits include: an enhanced wizard to guide rating chain and HR professionals in preparing an evaluation, a multi-pane dashboard allow users to view data input and forms simultaneously, a built-in tool to view and manage Rater and Senior Rater profiles, provides quick reference to AR 623-3 and DA PAM 623-3, eliminates accessing multiple systems, and consolidates evaluation tools into one system.

C-22. **Human Resources Command Identity Management System.** The Human Resources Command Identity Management System is a web-based application used by unit administrators to request access to HRC controlled databases and automated systems (does not support requests for eMILPO access). Key information for S-1s to remember include the following:

- Web site link for user access is located in the Reference section of this manual.

- Each brigade-level S-1 organization must establish a Human Resources Command Identity Management System account to access TOPMIS II and eTOPMIS, EDAS, and COPS.
- S-1s may further delegate sponsor privileges to any individual assigned to their DMSL.

C-23. Interactive Personnel Electronic Records Management System (iPERMS). iPERMS is the repository of AMHRR which includes, but is not limited to the official military personnel file, finance related documents, and other critical documents deemed necessary by the Army. Key information for S-1s to remember include the following:

- Documentation must be placed into the Soldier's AMHRR IAW AR 600-8-104, Army Military Human Resource Records Management. For Family members, accuracy of information is critical for next of kin notification.
- Documents required for filing in iPERMS and outdated documents, or documents that are no longer authorized to be filed in the AMHRR, can be found by using the iPERMS web site link in the Reference section of this manual.
- Annual finance and personnel record reviews are required for every Soldier using the Record Review Tool in iPERMS, regardless of component.
- “One system” for all components.

C-24. Interactive Web Response System. The Interactive Web Response System provides information to a variety of users (individuals, S-1s, HR managers, and commanders) to facilitate an effective evaluation system. The system reflects administrative information on OERs for all officers, regardless of component, and NCOERs on AC and RC NCOs. It allows visibility of evaluation administrative information for OER and NCOERs once received at HRC using a variety of report formats. Examples of report formats include individual look up by social security number, senior rater reports, evaluation status by UIC, Personnel Services Battalion code, command, State, and late OERs. Reports are sorted by the date they are received at HRC. Evaluation Reporting System access is granted by account managers of the Human Resources Command Identity Management System.

C-25. Regional Level Application Software (RLAS). RLAS is used by the USAR and is a client-server web-enabled application for the management of personnel and resources. RLAS shows overall readiness posture of the unit by Soldier and generates TAPDB – Reserves transactions and electronically transmits the data to HRC.

C-26. Reserve Component Automation System (RCAS). RCAS is an automated information system that supports commanders, staff, and functional managers in mobilization, planning, and administration of the Army's RC forces. It is primarily an ARNG system, but the USAR uses some mobilization modules. It is a web-based information system that provides visibility of personnel management data, tools for retirement points accounting, and mobilization planning. Unit-level personnel can view all data for Soldiers assigned. Key information for S-1s to remember include the following:

- While RCAS is populated by SIDPERS-ARNG, it does not update SIDPERS-ARNG.
- To use the RCAS web-based applications, users must have an account and one or more profiles containing application specific user roles.
- S-1s should contact the nearest USAR and ARNG representative for clarity or for specific information on actions affecting ARNG personnel.

C-27. Reserve Component Line of Duty (LOD) Module. Provides a web-accessible comprehensive, user-friendly tool for use at units, Joint Force Headquarters, Regional Support Commands, U. S. Army Reserve Command, NGB, and CMAOC to administer and manage LOD determinations, incapacitation pay, medical care, and safety programs. The RC LOD Module helps the user organize the materials needed to complete the electronic DA Form 2173 or DD Form 261 (Report of Investigation Line of Duty and Misconduct Status), transfer forms electronically to the next step, and track LOD investigation actions. Information available via the Medical Operating Data System pre-populates data fields where appropriate. Improved security occurs with the digital signature of specified data elements using a CAC.

C-28. Retirement Point Accounting System. Supports commanders, staff and other HR personnel in supporting members and former members of the Ready Reserve, Standby, Retired Reserve and Officer Active duty Obligor with tools for retirement point accounting mandated by Title 10, U. S. Code and DOD

Instruction 1215.07, *Service Credit for Non-Regular Retirement*. The system generates a retirement point statement which should be reviewed by current members and USAR units annually. The Retirement Point Accounting System is used for the recording and maintenance of retirement points earned by a Ready Reserve Soldier during his or her career for a non-regular retirement and 1405 time for a regular retirement. The system also maintains grade advancement and survivor benefit information for the certification of non-regular retired pay.

C-29. Standard Installation/Division Personnel System – Army National Guard (SIDPERS-ARNG). SIDPERS-ARNG performs functions similar to those performed in eMILPO for the AC. It is the National Guard's database of record for personnel, in which, each of the 54 States and Territories maintains its own database. Each State transmits their updates to NGB who loads these State-level changes into TAPDB – Guard. Key information for S-1s to remember include the following:

- While some HR actions for ARNG personnel on active duty are submitted via the active duty system, some actions require submission of documents or actions be provided to the Soldier's State. These include promotions and reductions, discharges, MOS changes, and dependency changes.
- S-1s should contact the nearest ARNG representative for clarity or for specific information on action affecting ARNG personnel.

C-30. Total Officer Personnel Management Information System II (TOPMIS-II) and electronic Total Officer Personnel Management Information System (eTOPMIS). Brigade and battalion S-1s use TOPMIS for officer and warrant officer information retrieval and data query functionality. TOPMIS has two subsystems: TOPMIS II and eTOPMIS.

C-31. TOPMIS II is a Microsoft Windows-based program, intended to provide users with friendly point and click screens, and easy access to data. TOPMIS II, with its web-based interface, allows users' real-time access via the Internet from any location world-wide. TOPMIS II also updates all officer and warrant officer records for selected data points. Deploying units must ensure Soldiers have requested access from HRC and that they have received the prerequisite training on TOPMIS II. The web application called CITRIX is required before TOPMIS II can be accessed. HR Soldiers can request passwords simultaneously for both CITRIX and TOPMIS II. Assignment and distribution managers at HRC use this system to create and validate requisitions and process assignments. It is also used by HQDA, Army commands, and Installations to manage officer strength and distribution of officers and to maintain officer record data on the TAPDB – Active Army Officer. Key uses include pulling many different personnel queries, officer strength reports to assist in the production and analysis of USR and mission essential requirements, viewing officer record briefs, and requests for orders.

C-32. eTOPMIS is a read-only system and also requires access clearance. eTOPMIS allows users the opportunity to pull officer and warrant officer information, such as officer records briefs, promotion orders, and request for orders. Additionally, users are able to retrieve senior enlisted promotion orders from this system. (Note: Commanders often request officer record briefs for their assigned officers or potential gains.)

OTHER AUTOMATION SYSTEMS AND EQUIPMENT

C-33. Army National Guard G-1 Personnel Gateway. The ARNG G-1 Personnel Gateway connects the ARNG G-1 with Soldiers in the 54 States and Territories, and is a centralized source for all ARNG HR information. It provides streamlined access to resources regarding ARNG programs, processes, benefits, and policies. During joint operations, HR professionals from other components use the ARNG G-1 Personnel Gateway to better understand ARNG HR systems and processes in order to support ARNG Soldiers. ARNG HR tools, including a searchable policy library and process maps (detailed, interactive guides to HR processes) can be found using the ARNG G-1 Personnel Gateway web site link in the Reference section of this manual.

C-34. Battle Command Sustainment Support System. The Battle Command Sustainment Support System is the Army's logistics command automation system. It aligns sustainment, in-transit, and force data to aid commanders in making critical decisions. This system capability provides operators the common operating picture in the form of total asset visibility to quickly and efficiently see the status of selected

critical items. It provides a visual of the operational area through a map centric display. The system's software is capable of running on classified or unclassified networks. The Battle Command Sustainment Support System provides the ability to plan, rehearse, train, and execute on the same system. The system provides sustainment and movement information for command decisions by displaying current status and the tools to determine future projections of fuel, ammunition, critical weapons systems, and personnel. It is fielded at every echelon from theater through brigade and supports predictive sustainment based on the impact of dues-in and the status of combat essential items such as fuel, ammunition, weapons systems, and personnel. The system has four main functional features which, together with medical and movement information, encompass the overall logistics common operating picture.

C-35. Combat Service Support Automated Information Systems Interface (CAISI). CAISI accepts information from automation devices interfacing over military communication networks (e.g., satellite communications, Defense Data Network, Defense Switching Network, Very Small Aperture Terminal, U. S. public switched networks, and commercial communications systems of Nations with which the U. S. has defense agreements). It provides connectivity for the Standard Army Management Information System through a 12 port 10Base2 multi-port wireless device module. The two CAISI components are: Bridge module and a System Support Representative. It is a high data rate, sensitive but unclassified wireless local area network.

C-36. Command Post of the Future. First introduced as a transformational technology in support of Operation Iraqi Freedom, Command Post of the Future is a software capability hosted on a computer system that currently provides collaboration and visualization for Army division and brigade commanders and staff. The Command Post of the Future software provides a collaborative operating environment, voice over internet protocol, a highly intuitive, graphical user interface and enhanced briefing capabilities. It allows commanders from battalion-level and higher to feed real-time situational understanding into the system and have that information available in text and graphic representation immediately by fellow commanders and staffs at all levels. It is a valuable planning and management tool that allows commanders to access real-time situational understanding. (**Note:** S-1s should have a representative on the tactical operations center floor operating and monitoring the Command Post of the Future for operational awareness and immediate knowledge of possible casualties. Units use the Command Post of the Future often for battle update briefs or commander update briefs, where the S-1 usually has a slide(s) to update and brief.)

C-37. Defense Connect Online. Defense Connect Online provides web conferencing and instant messaging capability. The Defense Connect Online major components are the Defense Connect Online Portal, Adobe's Acrobat Connect web conferencing tool, and Jabber Instant Messaging with presence and awareness. Connect meetings with screen-sharing, white boarding, integrated voice over internet protocol, and multi-person video help with information dissemination and shared situational understanding. Participants collaborate in an informal, highly interactive manner with shared screens, applications, images, and documents.

C-38. Director's Strength Readiness Overview. An ARNG web-based analysis tool that provides an accurate picture of a state or unit's strength posture with drill-down capability.

C-39. Joint Personnel Accountability Reconciliation and Reporting. Joint Personnel Accountability Reconciliation and Reporting develops a process for obtaining personnel visibility of all U. S. forces in a geographic combatant commander's AO using automation. It leverages existing DMDC systems and HR expertise of personnel tracking systems. It provides reconciliation and reporting of personnel from multiple DOD sources.

C-40. Medical Protection System. In addition to the HR systems listed above, S-1s need access to the Medical Protection System. It is a medical system which provides S-1s and their commanders with a real-time, world-wide system to monitor and assess the medical readiness and deployability for Soldiers in their respective units. The Medical Protection System is accessible to brigade surgeons to assist in planning and executing Army Health System operations and to provide commanders with medical situational understanding. S-1s can use the system to track DOD individual medical readiness requirements, and provides commanders with comprehensive reports to assess the medical readiness for their Soldiers. The Medical Protection System tracks the following individual medical readiness requirements:

- Immunizations.

- Deoxyribonucleic and human immunodeficiency virus status.
- Dental readiness.
- Periodic physicals.
- Medical and limited duty profiles.
- Non-deployable medical profiles.
- Occupational and environmental health protection and equipment status.
- Gender specific health issues.

C-41. System reports are color coded as red, amber, and green to provide commanders with an immediate glance as to the readiness of their units. A particular key module for S-1s to utilize is the USR Report Tool module. The Medical Protection System USR tool assists commanders and staff with completing the USR. S-1s use the report and data tool when preparing the USR and turn in with the USR as supporting documentation of the unit's medical readiness. Users can access the system for read-only or read and write capability. Individuals who only require read-only access can request a logon and password from the Medical Protection System home page.

C-42. Net Unit Status Reporting. Net Unit Status Reporting is a web-based Army readiness input tool that enables HR users to import current readiness, status information, and data on their unit(s) from official sources and assists HR users in preparing and submitting readiness status reports into the Defense Readiness Reporting System-Army. The Defense Readiness Reporting System-Army is a "Commander's Report" that provides enhanced features that directly links users to respective Army authoritative databases and provides user-friendly web-based input tools to ease report submission.

C-43. Non-Secure Internet Protocol Router Network (NIPRNET). NIPRNET is a network of government-owned internet protocol routers used to exchange sensitive unclassified information. It provides access to specific DOD network services and supports a wide variety of applications such as e-mail, web-based collaboration, information dissemination, and connectivity to the world-wide internet. Access to the NIPRNET is obtained through a standardized tactical entry point site or teleport and is then distributed through an unclassified theater network. NIPRNET enables a myriad of other reach functions from deployed forces to the sustaining base and lateral collaboration among deployed elements.

C-44. SECRET Internet Protocol Router Network (SIPRNET). SIPRNET supports critical mission command applications and intelligence functions. It operates in a manner similar to the NIPRNET, but as a secure network. As with NIPRNET, SIPRNET provides access to many web-based applications, as well as the ability to send and receive classified information up to Secret. These applications and capabilities enable the effective planning and execution of plans in a secure environment. SIPRNET also enables a myriad of reach logistics functions from deployed forces to the sustaining base and lateral collaboration among deployed elements.

C-45. Secure and Non-Secure Voice. Secure and non-secure voice remains a significant user requirement in all networks. Switched voice service allows connections between and among home station and theater locations. The service includes long haul switched voice, facsimile, and conference calling. Secure voice connections may also be used for facsimile traffic. More networks are now incorporating and employing secure voice over internet protocol instead of the traditional switched circuit requirements. Non-secure voice provides the essential day-to-day connections used in common, routine business, but also includes requirements to provide connectivity to Civilian telephone networks in the sustaining base and host-nation. Additionally, the non-secure voice network and defense switched network can be extended to joint and multi-national subscribers.

C-46. SharePoint. SharePoint is a web platform developed by Microsoft for small to large organizations. The design is a centralized replacement for multiple web applications, and supports various combinations of enterprise website requirements. SharePoint is highly scalable and is capable of supporting multiple organizations on a single server farm. (**Note:** S-1s typically maintain an S-1 folder on SharePoint where they keep the most current running estimate, examples of documents, S-1 synchronization slides, etc. SharePoint is also where units normally store running slide decks for presentations such as command and staff, executive officer synchronization meetings, and USR. Military-decision making process products such as mission analysis, course of action development, OPORDs, and annexes are normally stored on SharePoint as well.)

C-47. Synchronized Pre-deployment and Operational Tracker. The Synchronized Pre-deployment and Operational Tracker is the Joint Enterprise Contractor Management and Accountability System. The tracker generates contractor accountability data that is provided to the HRSC and ASCC G-1/AG per local command policy. The ASCC G-1/AG is responsible for developing mission specific contractor accountability and reporting policies. The HRSC, G-1/AGs, and S-1s execute these policies. G-1/AGs monitor the accountability process to ensure subordinate units are properly executing the accountability process. For additional information on the Synchronized Pre-deployment and Operational Tracker, see DOD Instruction 3020.41, *Operational Contract Support (OCS)*; JP 4-10, *Operational Contract Support*; AR 715-9, *Operational Contract Support Planning and Management*; and ATTP 4-10, *Operational Contract Support Tactics, Techniques, and Procedures*.

C-48. Trusted Associate Sponsorship System. The Trusted Associate Sponsorship System is a web-based tool used to gather information to verify eligibility for issuing CACs to CAAF. Contractors who must complete the CAC application can access the data from any computer providing that the Trusted Agent or Trusted Agent Security Manager has issued them a system generated user name and password. This provides increased control in who may apply for a CAC, eliminate data re-entry, and provide real-time information about CAAF. (Note: There is a distinction between contractors eligible for a CAC and others needing physical access when issuing local contractor ID cards.)

C-49. Very Small Aperture Terminal. The Very Small Aperture Terminal is a software-driven, small-dish, transportable, satellite terminal used for reliable connectivity. Used in conjunction with CAISI, it permits the receipt and transmission of data and voice over internet protocol via the NIPRNET from anywhere in the world to anyplace in the world. Together with CAISI, it gives the TSC the communication asset it needs to manage and maintain sustainment support across the theater. The Very Small Aperture Terminal provides forward deployed sustainment units a communication capability for sustainment automated systems that is substantially the same as in the garrison environment.

C-50. Video Teleconferencing. A mainstay collaboration tool in deployed environments. It provides the best available technical alternative to face-to-face meetings that provide users with human-factor feedback and interaction when they must collaborate from separate locations. Video teleconferencing also better facilitates online collaboration and coordination with various automation tools and applications.

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Appendix D

S-1 Assessment

This appendix provides an assessment for brigade, brigade-level, and battalion S-1s to assist them with the effectiveness of HR core competencies during S-1 operations. This list is not all inclusive, but should be used as a guide.

MAN THE FORCE

D-1. The lists provided below are for brigade, brigade-level, and battalion S-1s to assist them in assessing the effectiveness of the following PRM, PA, SR, and PIM subordinate key functions:

GENERAL

- Is the S-1 properly manned in order to have the capability to perform 24/7?
- Do all S-1 personnel understand how the S-1 contributes to the mission of the unit?
- Are S-1 personnel trained on HR doctrine, HR core competencies, and subordinate key functions?
- Do S-1 personnel understand the overall mission of the S-1 and the role of each team member?
- Are S-1 personnel knowledgeable of the mission of subordinate units and of their higher headquarters?
- Do S-1 personnel understand the ARFORGEN cycles and what the key S-1 functions are during each force pool (Reset, train-ready, and available)?
- Do S-1 personnel understand how S-1 support is conducted in garrison and while deployed?
- Are S-1 personnel aware of the specific tasks performed during the DCS process?
- When cross-leveled RC Soldiers return to their home station unit following a deployment, does the home station S-1 coordinate those Soldiers' attendance at Yellow Ribbon training and events?

PERSONNEL READINESS MANAGEMENT (PRM)

- Has a PRM SOP been established?
- Has a link been established with HRC for brigade replacement personnel?
- Are critical positions (bils) identified?
- Are deployment operational timelines confirmed with G-3, HRC, and S-3?
- Is PRM being managed for subordinate units?
- Is a distribution fill plan established based on manning guidance and commanders priorities?
- Are Soldiers properly distributed to subordinate units?
- Has the manning status in subordinate units been verified?
- Is the brigade S-1 in contact with HRC on issues of training, gender, ASI, or other special instructions?
- Have replacement priorities, based on current and forecasted readiness status and commander's intent, been coordinated with the S-3?
- Has the commander been advised on the personnel readiness status (current and projected) of subordinate units to include key leaders, critical combat squads, crews, and teams?
- Has the S-1 projected 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 treatment facilities?

- Are losses monitored (e.g., combat, non-combat, Uniform Code of Military Justice actions, administrative separations, medical, MAR2s, MEBs, and PEBS)?
- Have non-available or non-deployable Soldiers been identified, issues resolved, or have the Soldiers been reassigned to non-deploying units?
- Have policy and procedures for the call forward of replacements been established?
- Have equipment requirements for replacement personnel been coordinated with the S-4?
- Is SRP processing managed to validate individual readiness and ensure visibility through updates to appropriate HR systems and databases?
- Are Soldiers properly utilized, distributed, and slotted?
- Are critical personnel requirements reported by the brigade to HRC for individual Soldiers and/or teams?
- Does the S-1 monitor and reconcile strength deviations?
- Are UIC hierarchies managed through various databases to ensure an accurate readiness common operational picture to the national HR provider?
- Is PRM included in all OPLANs and OPORDs?
- Have RC Soldiers completed Civilian employment information annually and during pre-mobilization (except AGRs)?
- Does the S-1 conduct a final check of Soldiers' in-processing to ensure non-deployment conditions are corrected or reported to the commander?
- Does the S-1 follow-up on all suspense actions required for Soldiers' readiness processing requirements?
- Are Soldiers identified who arrive to the unit with high (PERSTEMPO) historical report and identified as high deployers?
- Have stop movement actions been initiated IAW manning guidance?

Unit Status Reporting

- Has a USR SOP been established?
- Is the non-available listing with the correct non-available codes (which match what is reported on Net USR) submitted via email prior to arrival at G-1/AG for USR?
- Is the critical MOS shortage list (top 10) submitted on the most recent USR in the order of priority, which match what is listed on the commander's letter?
- Does the critical MOS shortage list provide a statement of operational impact if MOSSs are not filled?
- Does the eMILPO database match the Net USR Personnel Report for USR?
- Are units checking their replacement UIC account daily?
- Is the monthly G-1/AG USR pre-scrub attended by a knowledgeable brigade S-1 representative (e.g., strength manager, OIC, or NCOIC)?
- Are the current MTOE and TDA used to determine required strength?
- Are the projected MTOE and TDA used to determine required strength?
- Does the required strength exclude augmented TDA for non-MTOE positions?
- Does the required strength include authorized Professional Officer Filler Information System personnel IAW paragraph 6, AR 601-142, *Army Medical Department Professional Filler System*?
- Is the assigned strength percentage determined by comparing assigned versus required strength?
- Are Professional Officer Filler Information System personnel assigned to required positions?
- Is the assigned strength adjusted to the "as of" date of the USR (15th of the month)?
- Is a list of non-available personnel, by name and condition, maintained?
- Is available strength percentage based on a comparison of available strength and required strength?
- Are Professional Officer Filler Information System personnel included in available strength?

- Is MOS qualified percentage based on a comparison of available strength and required strength?
- Does MOS qualified exceed available strength?
- Are officers counted on a one-for-one basis?
- Are personnel in over-strength skills being reported as excess in Net Unit Status Reporting?
- Have procedures been established for identifying available personnel for squad crew Manning?

PERSONNEL ACCOUNTABILITY (PA)

- Has a PA SOP been established?
- Is 100% PA being maintained?
- Are appropriate HR databases updated as changes occur?
- Are higher headquarters PA policies and procedures being conducted in prescribed timeframes?
- Is PA being maintained for in-transit personnel at the APOD or APOE during theater of operations entry, during military operations, and redeployment?
- Are rear detachment personnel maintaining 100% accountability of non-deployed personnel?
- Is assignment eligibility and availability code information processed and monitored for the AC?
- Are duty status changes and changes in locations made as soon as the change becomes effective and is the S-1 made aware of the change (e.g., return to duty, R&R, leave and pass, or hospital)?
- Do S-1 personnel have access to HR systems?
- Do S-1 personnel have the appropriate permission levels to conduct PA?
- Are unit accountability reports and unit PA notices monitored and processed daily?
- Are S-1s producing the AAA-162 report twice monthly to reconcile with the PA system (USR and end of month)?
- Is suspension of favorable personnel actions management, reports of absent without leave and good conduct medal reports being monitored and processed monthly?
- Are DA Form 4187s completed and eMILPO transactions submitted on AWOL Soldiers?
- Have DA Form 1506 (*Statement of Service – for Computation of Length of Service for Pay Purposes*) and appropriate transactions been properly calculated and submitted to reenlistment for Soldiers who return from AWOL or DFR status to reflect service computation adjustments?
- Does the S-1 maintain a copy of the latest personnel asset inventory with the proper documentation attached?
- Was the personnel asset inventory completed within five duty days of the muster formation?
- Are Soldiers properly in-processed and out-processed by the installation prior to reporting or departing the unit?
- Are S-1s and units completing in-processing as required by DA Form 5123-1, Section B?
- Is the DA Form 647 or DA Form 647-1 (*Personnel Register*) being maintained?
- Does the S-1 obtain a copy of the Soldier's orders, verify unit of assignment, and have the Soldier sign in on DA Form 647 or DA Form 647-1?
- Do S-1 personnel understand procedures on how to input transactions on mass arrivals or on a group of Soldiers assigned to same UIC?
- Are Soldiers being slotted in valid positions as part of the arrival transaction process?
- Does the S-1 ensure the current MTOE document is correctly reflected in the HR database?

Absent Without Leave (AWOL) and Dropped from the Roles (DFR)

- Has an AWOL and DFR SOP been established?
- Do commanders conduct an immediate inquiry to determine Soldiers true status?
- Are DA Form 4187s completed and eMILPO transactions submitted on AWOL Soldiers within 24 hours after scheduled return date?
- Do PIM records reflect AWOL/DFR status?

- Is the provost marshal notified after 24 hours of Soldier's absence and provided information which could lead to early apprehension?
- Did the S-1 or unit commander initiate a FLAG immediately upon determination that a Soldier was AWOL?
- Did the S-1 prepare a letter notifying the absentee's next of kin by the 10th day of absence?
- Did the S-1 drop the Soldier from the rolls at 0001 on the 31st consecutive day of AWOL?
- Did the S-1 submit a DFR transaction?
- Is a DA Form 4187 prepared for DFR?
- Has DD Form 553 (*Deserter/Absentee Wanted by the Armed Forces*) been forwarded to the local provost marshal office?
- Is DD Form 458 (*Charge Sheet*) completed and forwarded along with DFR packet to the brigade S-1?
- Did the brigade S-1 forward the original copy of the DFR packet within 48 hours to the U. S. Army Deserter Information Point, Fort Knox, Kentucky, after Soldier had been placed in a DFR status?
- After a Soldier is DFR, did the S-1 coordinate with the SCMO to have the Soldier's belongings inventoried and coordinate with S-4 to have personnel belongings secured and unit equipment returned to supply?
- Are files maintained IAW AR 25-400-2, *The Army Records Information Management System (ARIMS)*?
- Strength Reporting (SR)
- Has a SR SOP been established?
- Does the S-1 collect, analyze, update, and report personnel strength information to G-1/AG or higher headquarters?
- Does the S-1 monitor duty status change information (i.e., present for duty, wounded in-action, killed in-action, missing in-action) and update the personnel database and HR management systems?
- Are error reconciliation and deviation corrections resolved between eMILPO, RLAS, SIDPERS-ARNG, and TAPDB and between DTAS and the manual PERSTAT?
- Are DTAS and other HR systems updated daily or as required?
- Are PERSTATs submitted to higher headquarters?
- Are personnel summary and personnel requirements reports submitted when required by higher headquarters?
- Has the S-1 coordinated with the rear detachment, appropriate staff sections, and external agencies for information on casualties and patient tracking to ensure the database is updated?
- Does the S-1 plan and coordinate for connectivity for secure and non-secure data systems, as well as access to secure voice communications systems?
- Is manifesting conducted at APODs and APOEs, and is the information entered into the theater of operations database?

Enlisted Strength Management

- Has an enlisted strength management SOP been established?
- Has access to EDAS been established?
- Are enlisted Soldiers assigned to duty positions IAW established DA priorities?
- Are Soldiers assigned in the primary MOS at the same rank or up to two ranks higher (normal progression in the MOS career pattern)?
- Are non-bonus, first-term Soldiers slotted in their primary MOS during their first term of service or through the first 12 months after completion of advanced individual training?
- Are exceptions to the above based on urgent military requirements and are they limited to no more than 90 days, except during combat?

- Have Soldiers in the organization been assigned a position number on the HRAR?
- Are Soldiers being carried in position 9992 longer than seven days after arrival?
- Are eMILPO data transactions submitted?
- Is the current MTOE document correct in eMILPO?
- Are Soldiers double slotted or carried in position 9999?
- Is reconciliation retained for one month then destroyed?
- Are commanders familiar with the child Soldier protocol (i.e., under 18 years of age) to the United Nations Convention? If so, have they been identified?
- Are Soldiers that are attached to other units for deployment being placed in position 9996?
- Are Soldiers appropriately assigned to position codes: 9990-Overstrength, 9991-Surplus/Excess, 9992-Incoming, 9993-Known Loss, 9994-Authorized Attached, 9995-Future Use, 9996-Assigned Temporary, and 9998-TCS Attached?

Flags

- Do unit commanders suspend favorable personnel actions on a Soldier when military or civilian authorities initiate any investigation or inquiry that may potentially result in disciplinary action, financial loss, or other loss to the Soldier's rank, pay, or privileges IAW AR 600-8-2, *Suspension of Favorable Personnel Actions (FLAG)*? (**Note:** This action is mandatory by the unit commander IAW paragraph 2-1e.)
- Do unit commanders notify the S-1 when a Soldier is flagged within two days or when the flag should be lifted?
- Are FLAG transactions being promptly submitted, using the correct transaction code?
- Does the S-1 ensure the unit commander coordinates flagging actions with the battalion or brigade intelligence staff officer (S-2), or security manager?
- Does the S-1 send a copy of the final flag to HQDA for Soldiers who are on a HQDA selection list?
- Are appropriate officials authenticating the DA Form 268?
- Are copies of DA Form 268 forwarded to finance via the unit transmittal letter, as necessary?
- Has the S-1 provided a copy of DA Form 268 to the Retention NCO to ensure the proper immediate reenlistment prohibition code is applied and removed?
- Is the suspension of favorable personnel actions (FLAG) report, AAA-095, posted with changes?
- Are final FLAGs filed IAW AR 25-400-2 and AR 600-8-2?
- Is the AAA-095 sent to unit commanders for review, verification, and correction?
- Is the AAA-095 sent to battalion commanders for review, verification, and authentication for all FLAGs older than six months?
- Are "initial" and "removal" FLAG transactions submitted with the correct effective date?
- Is the weekly AWOL report, AAA-160, sent to unit commanders for review, verification, and correction?
- Per all Army activities message 125/2014, *Procedural Guidance for Transferring FLAG Documents from a Losing Command to the Gaining Command*, does the S-1 web upload transferrable FLAGs to iPERMS no earlier than 30 days before Soldiers clear the losing installation? Does the S-1 download all DA Form 268s and supporting documents (for transferrable FLAGs only) from iPERMS NLT 30 days after Soldiers arrive to the gaining installation?

Officer Strength Management

- Has an officer strength management SOP been established?
- Has access to TOPMIS II and eTOPMIS been established?
- Have officers been properly assessed into the unit? (Failure to do this and over-assessing company grade officers will result in no career progression for a large part of this population).

Reassignments (Deletions/Deferments)

- Has a reassignments SOP been established?
- Are procedures in place to initiate deletions and deferments if disqualifying factors are identified?
- Does the S-1 and unit submit requests for deletion and deferment within prescribed timelines?
- Has the S-1 taken appropriate action to delete a Soldier's assignment instructions when they have not reenlisted/extended to meet service remaining requirements within 30 days from EDAS cycle date?

PERSONNEL INFORMATION MANAGEMENT (PIM)

- Has a records management SOP been established?
- Has a schedule for completing annual finance and personnel records reviews in iPERMS been established?
- Are finance and personnel records reviews being completed correctly? Are missing documents being added to Soldiers' records?
- Does the S-1 and unit have required system accesses and resources (e.g., system access such as eMILPO, iPERMS, EDAS, eTOPMIS, TOPMIS II, regulations, military personnel messages) to conduct records management functions?
- Is 100% accountability of all Soldier records compared to the unit accountability roster?
- Are copies of DD Form 93, SGLV Form 8286, SGLV Form 8286A, and enlistment/reenlistment documents being maintained in iPERMS?
- Are all required AMHRR updates uploaded to iPERMS? (**Note:** The list of required documents can be found by using the iPERMS web site link in the Reference section of this manual.)
- Has the S-1 appointed a records manager and assistant records manager?
- Are military personnel files being maintained IAW AR 600-8-104 and filed IAW AR 25-400-2?
- Are records managers registered in the ARIMS and have they completed the training on ARIMS redesign computer-based training or the web-based tutorial?

PROVIDE HR SERVICES

D-2. The lists provided below are for brigade, brigade-level, and battalion S-1s to assist them in assessing the effectiveness of the following EPS, UMR, CMR, or PSC operations; and casualty operations subordinate key functions:

AWARDS AND DECORATIONS

- Has an awards and decorations SOP been established?
- Is an effective system in place to ensure Soldiers receive awards prior to their redeployment or departure from the installation?
- Are awards being processed via AKO "My Forms" and is there a system in place to track status of awards?
- Are awards (Meritorious Service Medals and above) submitted to approving authority within established timelines?
- Are proper enclosures being submitted with the Combat Action Badge, Purple Heart, and Bronze Star Medal?
- Are Bronze Star Medals being forwarded to the approving authority on either memorandum format or DA Form 638?
- Is distribution Block 31 of DA Form 638 properly completed IAW AR 600-8-22?
- Are award (Army Commendation Medals and below) orders maintained and disposed of properly IAW AR 25-400-2?
- Are award orders amendments, recessions, or revocations of permanent awards prepared on a separate order?

- Are order numbers properly assigned IAW AR 600-8-105?
- Is Standard Form 135 (*Records Transmittal and Receipt*) properly processed for records transfer and retirement IAW AR 25-400-2?
- Are approved DA Form 638s and award certificates uploaded in iPERMS?
- Is the Good Conduct Medal suspense roster, AAA-199, sent to unit commanders for review and approval?
- Are commander memorandums of disqualification for award of the Good Conduct Medal received and processed properly, to include uploading the document via iPERMS to the disqualified Soldier's AMHRR?

ENLISTED PROMOTIONS

- Has an enlisted promotions SOP been established?
- Does the unit have the required resources to conduct promotion functions?
- Is the AAA-117 report being generated by the second working day of the month prior to the promotion month, and are necessary corrections made and then forwarded to the promotion authority within one working day?
- Is the AAA-117 report reconciled against the previous months report to determine if previous actions have processed?
- Are promotion or deny promotion transactions being inputted through eMILPO by the 20th of the month prior to the promotion month?
- Is the S-1 calculating SPC waivers and consolidating at battalion-level?
- Are promotion allocations computed correctly?
- Are units adhering to waiver computations IAW AR 600-8-19?
- Does the S-1 ensure commanders review the AAA-117 report to determine advancement potential of each Soldier by circling "YES/NO" next to the Soldier's name and sign the report?
- Does the S-1 verify that the battalion commander circled "YES/NO", initialed, and signed the report for all SPC advancements with waiver?
- Are Soldiers who are eligible for promotion without waiver, but not recommended, being counseled by the first line leader?
- Is the deny promotion summary page being printed and attached to the AAA-117, along with the required counseling statements?
- Does the promotion authority, who denies automatic promotion to PV2, PFC, and SPC, circle "NO" and place initials beside the Soldier's name, sign the report, and return the report within two working days to the S-1 for further processing?
- Is the "PA" FLAG code entered into eMILPO to deny the automatic promotion by the 19th of the month?
- Is the monthly unit commander's finance report being reviewed to ensure those Soldiers were denied automatic promotion or promoted?
- Are promotions boards being conducted on a monthly basis no earlier than the 20th day of the month proceeding the board month, and NLT the 4th day of the promotion month?
- Have board members been appointed in writing by the promotion authority and copies filed as part of the board proceedings?
- USAR AGR - Has an initial DA Form 3355 (*Promotion Point Worksheet*) been prepared for each recommended Soldier, signatures obtained, and forwarded to the S-1 and MPD?
- Are promotion board proceedings signed by the president of the board and approved by the promotion authority?
- Is the complete process of recommending Soldiers, conducting board appearances, and approving recommendations for promotion list integration completed no later than the 8th day of the board month?

- Does the S-1 provide a copy of the promotion board proceedings to every Soldier that appeared before the board?
- Were Soldiers who were not recommended, or whose score was less than that required to hold recommended list status, counseled?
- Is the recommended promotion list reviewed and initialed by the Soldiers and posted to the bulletin board?
- At a minimum, are monthly 10% audits conducted NLT the 1st of each month, records reconciled, and filed?
- Is the unit conducting and completing HRC directed audits within 30 days of notification and reporting findings to HRC within 30 days?
- Are copies of the unit C-10 report authenticated by the unit commander and forwarded to the promotion section by the established suspense date?
- Does the S-1 ensure that the latest promotion points are posted on the C-10 report, initialed by the Soldiers, and filed?
- Have newly arrived Soldiers been integrated on the promotion recommended list?

EVALUATIONS

- Has an evaluations SOP been established?
- Do rating schemes include the effective date each rating official assumed that status for each rated Soldier listed, and is a copy of the scheme provided to each rated Soldier and rating official?
- Does the senior rater explain the reason for the rated Soldier's signature missing on evaluations?
- Has the S-1 established a tracking/notification system to ensure Soldiers receive a change of rater report (permanent or temporary change of station and extended temporary duty) prior to departure?
- Are evaluations submitted through the Evaluation Entry System?
- Has the commander designated the S-1 as a delegate in the Evaluation Entry System to review, edit, and submit evaluations as required?
- Does the S-1 maintain an effective suspense system to ensure all reports are completed and submitted to HQDA?
- Does the S-1 use HRC's automated resources to track evaluations once they are received at HRC?
- Do S-1s understand the evaluation report redress program/appeal procedure?
- Do S-1s ensure each report arrives at HRC NLT the 90th day following the report "thru" date?
- Have procedures been established to facilitate change of duty, change of rater, annual, and complete-the-record reports?
- Do all rated officers receive a copy of both the rater's and the senior rater's support form shortly after assuming duties?

COMMON ACCESS CARD (CAC)/ID TAGS

- Has a common access card and ID tags SOP been established?
- Is the CAC machine connected and operational in order to receive DMDC pushed updates?
- Does the S-1 have a safe within the brigade S-1 area that meets the requirements to secure CACs?
- Is proper mail-in disposition of recyclable CACs conducted on a weekly basis?
- Are an adequate number of CAC forms maintained to support the unit and units without a CAC machine, to include CAAF?
- Does the S-1 have two certified primary and alternate SSMs and VOs, and have they completed the certification training?
- Does the S-1 conduct a semi-annual (at a minimum) inventory of blank cards or upon change of accountability officer?

- Are S-1 VOs familiar with the verifying official's information system?
- Are CAC holders being briefed about their responsibilities IAW AR 600-8-14, *Identification Cards for Members of the Uniformed Services, Their Eligible Family Members, and Other Eligible Personnel?*
- Are CACs being confiscated by VOs when expired, fraudulently used, or used by a person not entitled to the card?

LEAVES AND PASSES

- Has a leaves and passes SOP been established to include R&R policies and procedures?
- Have commanders established a leave program to manage and allow the use of authorized leave?
- Are permissive temporary duty requests approved or disapproved by proper authority?
- Does the data on DA Form 4179s match the data on the DA Form 31 (*Request and Authority for Leave*)?
- Are DA Form 31s properly voided with a line through the form and authenticated by the S-1 or commander?
- Are requests for extensions properly processed?
- Does the S-1 maintain an effective leave suspense system?
- Are original copies of DA Form 31 sent to finance within three working days after leave is complete?
- Are DA Form 31s filed and maintained IAW AR 25-400-2?
- Is reconciliation completed within three working days if incorrect leave is charged and the DA Form 4179 is incorrect based on receipt of the leave transaction report?
- Are the S-1s and commanders monitoring the unit commander's finance report on leave policies (75 days maximum annual leave accrual, special leave accrual, one-time special leave accrual sell back, and special rest and recuperation IAW National Defense Authorization Act 2008)?

LOD PROCESSING

- Has an LOD SOP been established?
- Does the S-1 have procedures established and individuals designated to process LOD determinations for Soldiers who make a restricted report of sexual assault while on active duty, to include the proper handling of covered information when needed to complete the LOD determination?
- Does the S-1 monitor completion of the informal LOD determination process, appoint an LOD investigating officer whenever a formal LOD investigation is required, and monitor for the timely completion and legal review of the informal or formal LOD investigation?
- Are S-1s using the RC LOD module to process LOD determinations for RC Soldiers who incur, aggravate, or receive medical treatment of a medical condition while on active duty?
- Are RC Soldiers who incur, aggravate, or receive medical treatment for a medical condition while on active duty receiving a copy of the completed LOD investigation (DA Form 2173 for informal determinations and/or DD Form 261 for formal LOD determinations)?
- Are Soldiers afforded an opportunity to be apprised of the rationale for any unfavorable LOD determination and rebut the findings before the final determination is made?
- Are completed LOD determinations (DA Form 2173 and/or DD Form 261) posted as appropriate to the Soldier's record in iPERMS?

MEAL CARDS

- Has a meal card SOP been established?
- Has the commander appointed in writing an SFC or General Schedule-9 or above (Staff Sergeant in an SFC position) as the meal card control officer?

- Has the meal card control officer or commander appointed one or more meal card controllers, SPC or General Schedule-4 or above, in writing to issue DD Form 714 (*Meal Card*) to authorized personnel?
- Are DA Form 5672-Rs (*Meal Card Control Book Log*) properly transferred to the current meal card control officer?
- Are DA Form 5672-Rs properly accounted for on DA Form 3161 (*Request for Issue or Turn-in*)?
- Is the meal card control officer reporting the number of DD Form 714s lost or stolen on a weekly basis or as loss or theft occurs?
- Is the meal card control officer providing an annual status report (100% audit of all DA Form 5672-Rs), initiated as of 31 December of each year?
- Are DA Form 5672-Rs maintained in meal card binders for active and inactive for each DA Form 5672-R?
- Are DD Form 714s being accounted for on DA Form 4809-R (*Meal Card Control Register*)?
- Are DD Form 714s that cannot be reissued being destroyed and appropriate entries annotated on DA Form 4809-R?
- Are commanders initiating written action to effect basic allowance of subsistence recoupment or suspension within prescribed timeframes based on length of field duty?
- Is the S-1 submitting unit transmittal letters recouping field duty and certified by finance personnel?
- Is the meal card control officer safeguarding DA Form 5672-Rs for the commander by storing books in a secured container, a safe, or file cabinet with welded lock bar and padlocks?

MOS ADMINISTRATIVE RETENTION REVIEW (MAR2)

- Has a MAR2 SOP been established?
- Do MAR2 personnel have available access to AR 600-60, *Physical Performance Evaluation System*, and AR 40-501?
- Have MAR2 personnel coordinated with the hospital to receive a list of P3 and P4 profiles on a recurring basis?
- Are MAR2s conducted monthly, as a minimum?
- Are Soldiers with P3 profiles scheduled for the first MAR2 possible, after receiving profile from the hospital?
- Are Soldiers who are scheduled to appear before MAR2s briefed on the procedures?
- Has an automated tracking system been established to monitor Soldiers pending MAR2s?
- Do MAR2 personnel monitor the progress of Soldiers in a probationary status, reclassification, and who are referred to the physical disability system?
- Is the MAR2 section involved in the USR lay down process to verify the accuracy of personnel reported non-deployable due to MAR2 proceedings?
- Are departing Soldiers screened to determine if they have a P3 and P4 profile and/or pending MAR2 action?
- Are Soldiers given an opportunity to comment, as desired, on the complete content of the MAR2 before the packet is referred to the board?
- Are Soldiers informed that they are being referred to the MAR2 for fitness determination and have they been counseled by the PEB liaison officer on its findings and related rights and benefits?
- Are Soldiers given the opportunity to review and comment on the medical & non-medical information referred to the MAR2?
- Are Soldiers who miss appointments reported to the commander?
- Is the 60-day rule for allotted time standard for reaching final medical resolution being met?
- Are Soldiers given the opportunity to review the MAR2 findings and recommendations?

- Are Soldiers that disagree with the MAR2 or feel there is information missing or not adequately addressed, advised that they have 72-hours to submit a rebuttal?

SPONSORSHIP

- Has a sponsorship SOP been established?
- Does the S-1 verify subordinate organization sponsorship programs are using command inspection program checklists and AR 600-8-8, *The Total Army Sponsorship Program*?
- Does the S-1 ensure inbound Soldiers are allocated to subordinate units in time for sponsors to be appointed, and are the Soldiers contacted at their previous duty stations?
- Are welcome letters and information being forwarded to incoming Soldiers within 10 working days following appointment of a sponsor?

UNIT MAILROOM (UMR) , CONSOLIDATED MAILROOM (CMR), OR POSTAL SERVICE CENTER (PSC) OPERATIONS

- Did the commander appoint a Staff Sergeant or above or civilian (General Schedule-6 equivalent or above) in writing as the unit Postal Officer and Assistant Postal Officer?
- Is access to unit mailrooms limited to designated unit and postal personnel conducting official business (e.g., inspections and visits) at the facility?
- Are unit postal officers or supervisors conducting daily and monthly inspections?
- Is the UMR, CMR, or PSC being maintained in an orderly condition and have adequate space and equipment been provided?
- Is DD Form 1115 (*Mail Room Sign*) or other appropriate flyers completed and displayed at the entrance to the UMR, CMR, or PSC?
- Are mail clerks and mail orderlies appointed properly? (**Note:** Two NO's constitute a NO/GO in this area.)
 - Is DD Form 285 (*Appointment of Military Postal Clerk, Unit Mail Clerk or Mail Orderly*) used to appoint unit mail clerks and mail orderlies?
 - Are appropriate items checked on the DD Form 285 to indicate what items the unit mail clerk is authorized to collect?
 - Is DD Form 285 signed by the unit commander or unit postal officer and validated by the servicing postal facility?
 - Are copies of the DD Form 285 and DD Form 2260 (*Unit Mail-Clerk/Orderly Designation Log*) kept on file at the unit and servicing facility?
 - Do unit mail clerks and mail orderlies carry a copy of DD Form 285 when performing mail duties?
 - Have qualified mail clerks and mail orderlies received on the job training?
- Does the UMR , CMR, or PSC have all references on hand or automation access, to include a unit mail handling SOP (e.g., DOD 4525.6-M, AR 600-8-3, and FM 1-0)?
- Does the UMR, CMR, or PSC provide adequate security? (**Note:** Three NO's constitute a NO/GO in this area.)
 - Is a separate and secure facility provided as the UMR, CMR, or PSC?
 - Do the doors have suitable locks, inside mounted hinges, and locking mechanisms?
 - Are windows too easily accessible from the outside? Are they barred or meshed?
 - Are walls and ceilings constructed of such material as to prevent forcible entry?
 - Are receptacles, when used, installed to prevent access from other receptacles or customer service window?
 - Is a separate security container (meeting requirements for Secret material storage) available for overnight storage of accountable mail?
- Are duplicate keys or combinations properly retained in a separate secure location?
- Is mail transported in official United States Postal Service approved mail bags or approved containers?

- Is mail transported in an authorized closed-body vehicle, with proper protection and security given to the mail?
- Is mail secure and in the possession of the unit mail clerk at all times during transportation?
- Is accountable mail delivered to the addressee or authorized agent or properly appointed postal representative?
- Is the unit post officer verifying the daily delivery of accountable mail to the addressee or to an authorized agent?
- Are mail handlers familiar with instructions governing the security and delivery of personal accountable mail? (**Note:** Three NO's constitute a NO/GO in this area.)
 - Is Postal Service Form 3849 (Delivery Notice/Reminder Receipt) properly prepared?
 - Are accountable mail articles stored separately from non-accountable mail?
 - Are final notices properly prepared?
 - Is accountable mail held for the appropriate period of time?
 - Are accountable articles delivered only to the addressee or authorized agent?
 - Is Postal Service Form 3849 properly maintained?
 - Is a "Chain of Receipt" maintained for accountable mail?
- Upon receipt, is all incoming mail back-stamped daily to date of receipt?
- Are the Directory Files Cards being properly completed, filed, and maintained for the required period? (**Note:** Two NO's constitute a NO/GO in this area.)
 - Is DA Form 3955 (*Change of Address and Directory Card*) used for all assigned and attached unit personnel?
 - Are DA Form 3955s maintained in alphabetical order regardless of grade?
 - Do DA Form 3955s include all required information?
 - Are DA Form 3955s destroyed 12 months after the sponsor departs the unit (i.e., first week of the 13th month)?
 - Is a DA Form 3955 prepared for a Family member with a different last name, filed separately, and crossed referenced with the sponsor's card?
- Are mail clerks and mail orderlies properly trained, and do they understand all orders and directives applicable to the operation of the UMR, CMR, or PSC? (**Note:** Three NO's constitute a NO/GO in this area.)
 - Handling of articles received in damaged condition?
 - Procedures for delivering and forwarding mail addressed to the commander?
 - Procedures for mail of individuals due to arrive at the unit?
 - Procedures for processing casualty mail?
 - Procedures for processing mail for unauthorized absences (e.g., AWOL personnel)?
 - Procedures for handling known or suspected postal offenses?
 - Procedures for redirecting mail undeliverable as addressed?
- Is the mail clerk aware of the privileged nature of mail and the privileged nature of postal records?
- Is the mail clerk's personal mail handled properly, and is the UMR, CMR, or PSC free of any personal stored items?
- Are unit mail clerks picking up mail everyday and at the specified times that a unit mail call is conducted at the servicing military post office?
- Do mail orderlies return undeliverable mail to the UMR, CMR, or PSC the same day?
- Are receptacles being utilized and properly maintained?
- Have all discrepancies noted on the last inspection been corrected?

CASUALTY OPERATIONS

- Has an SOP been developed and practiced for casualty operations in garrison, during deployments, and redeployments?

- Have all personnel been trained on unit-level casualty reporting using the Soldier Support Institute and CMAOC produced exportable training package?
- Has contact been established with the supporting CLT (or home station Casualty Assistance Center when in garrison)?
- Prior to a deployment, has the S-1 contacted Army Case Management personnel at the U. S. Air Force Mortuary Affairs Operations Center, located in Dover, Delaware, before forwarding unit patches and sets of unit crests? (**Note:** Army Case Management personnel can be reached at (502) 613-9025, or at the U. S. Air Force Mortuary Affairs Operations web site link found in the Reference section of this manual.)
- Does the rear detachment maintain a roster of trained and certified casualty notification and casualty assistance officers?
- Has the rear detachment been properly trained and are they making timely and sensitive telephonic notifications for all injured and ill casualties?
- Has the rear detachment identified and trained sufficient personnel to serve as SCMOs to secure and process home station personal effects?
- Is personnel asset visibility maintained on all assigned or attached personnel, other service personnel, DOD and DA Civilians, and CAAF?
- Does the S-1 maintain a personnel information database as directed by the ASCC G-1/AG for the purposes of assisting personnel recovery operations?
- Does the personnel recovery cell require information on isolated, missing, detained, or captured personnel? (**Note:** This is especially important if the individual in question did not complete DD Form 1833, Test (V2) or Civilian equivalent form.)
- Are all assigned or attached personnel trained to use the DA Form 1156 as a prompter template for electronically transmitting essential casualty information from the incident location to the S-1 and maintain required copies of DA Form 1156 for this purpose?
- Is casualty information from subordinate battalion S-1s obtained from tactical voice and data nets, using the DA Form 1156 as a template to collect all essential elements of the casualty report, from brigades' ad hoc CLTs?
- Has casualty information such as DD Form 93, SGLV Form 8286, and SGLV Form 8286A been verified and current on the Soldier's AMHRR?
- Are DA Form 1156s submitted to the battalion, brigade, corps/division G-1/AG, or deployed theater of operations Casualty Assistance Center, IAW ASCC G-1/AG reporting guidance and timelines? Is circumstance information compared with information reported through serious incident reports, commander's critical information requirements, or medical evacuation requests, and other available sources to ensure accuracy?
- Is the S-1 informed of duty status whereabouts unknown incidents and casualty reports?
- Is coordination maintained with the surgeon, medical treatment facility, or medical company to monitor status of casualties?
- Are DA Form 1156s submitted when the status of the casualty changes or whenever additional information becomes available, to include the initiation of or completion of any death investigation?
- Does the S-1 monitor and appoint SCMOs for disposition of personal effects, as required, to include submission of DD Form 2811 (*Report of Proceedings by Initial/Subsequent Board of Inquiry or Further Review Board*) and DD Form 2812 (*Commander's Preliminary Assessment and Recommendation Regarding Missing Person*) to CMAOC?
- Are posthumous promotions, awards, and U. S. citizenship actions processed, if appropriate?
- Does the S-1 coordinate with the S-4 for movement of personal effects?
- Are appointment orders issued for investigation officers to conduct AR 15-6 collateral investigations into all hostile deaths, suspected suicides, and military-related accidental deaths and friendly fire incidents?

- Does the S-1 monitor and appoint LOD investigating officers for non-hostile injuries and deaths, to include any RC Soldier who incurs, aggravates, or is treated for a medical condition while on active duty, as directed by the commander?
- Does the S-1 prepare and dispatch letters of sympathy and condolence, as required?
- Are casualty operations included in all OPLANs and OPORDs?
- Does the S-1 use DCIPS forward to update the status of casualties to the commander, subordinate S-1s, and rear detachment commander as they move through the medical system?
- Does the S-1 analyze personnel strength data to determine current capabilities and project future requirements, as casualties occur?
- Does the brigade S-1 establish and convene a casualty working group to ensure all actions that are required to be completed in the aftermath of a casualty incident are coordinated and completed? (**Note:** Usual attendees may include, but are not limited to, the Brigade Support Battalion commander, brigade CSM, battalion CSMs, brigade S-1, battalion S-1s, brigade surgeon, S-4, support operations point of contact, mortuary affairs NCO, chaplain, and a rear detachment point of contact.)
- Have unit personnel been trained on how to operate DCIPS forward and monitor online casualty reporting?
- Are casualty reports authenticated by the proper authority/grade?
- Do units have required resources to conduct casualty document and reporting functions?
- Are authorized dependents provided by Soldier reflected in DEERS and eMILPO?
- Is the person authorized to direct disposition counseling using DA Form 4856 (*Developmental Counseling Form*)? If so, is the DD Form 93 attached, if required, and signed by an SFC, General Schedule-5 or above?
- Have rural routes and box number addresses been provided in Block #14 of DD Form 93 along with driving directions?
- Is guardian information provided in Block #5d of DD Form 93 for minor children not residing with Soldier?
- Do DD Form 93, SGLV Form 8286, and SGLV Form 8286A possess original signatures and are they dated less than five years from current date?
- Are units using the revised DD Form 93?
- Are units having Soldiers who previously reduced or declined SGLI coverage complete the SGLV Form 8286 to request increase or reinstatement of SGLI coverage and complete the SGLV Form 8286A to increase or reinstate Family SGLI coverage for a spouse after previously reducing or declining coverage?
- Does the S-1 have a system in place to check iPERMS to determine if assigned Soldiers have current DD Form 93, SGLV Form 8286, and SGLV Form 8286A forms posted?
- Are individuals designating unusual beneficiary designation on SGLV Form 8286 being briefed and counseled by appropriate rank (SFC or General Schedule-5 and above)?
- Are Soldiers afforded an opportunity to designate non-medical attendant and medical geographical location as additional information in the remarks section of the DD Form 93 if they choose to do so?
- Does the S-1 send spousal notification letters when a married Soldier designates another individual in addition to or other than the spouse to receive all or a portion of the death gratuity pay?
- Does the S-1 ensure Soldiers review “Taking Care of Business – a Personal Readiness Action Plan for Soldiers and Spouses”, and ensure that Soldiers receive training on how to complete the DD Form 93, SGLV Form 8286, and SGLV Form 8286A prior to in and out processing SRP or completing forms at unit?
- Are records for casualties reviewed for eligibility (e.g., posthumous promotion, citizenship)?
- Do S-1s understand the task organization of the units they provide services to and ensure that those units, in turn, understand the task organization in order to facilitate accurate and timely casualty reporting?

COORDINATE PERSONNEL SUPPORT

D-3. The list provided below is for brigade, brigade-level, and battalion S-1s to assist them in assessing the effectiveness of MWR operations:

MORALE, WELFARE, AND RECREATION OPERATIONS

- Has an MWR SOP been developed?
- Are MWR operations included in all OPLANs and OPORDs?
- Have commanders appointed athletic and recreation officers/NCOs at battalion and company as an additional duty?
- Has planning been conducted for tactical field exchanges that are established and operated by commands using unit personnel?
- Has planning been conducted for AAFES Imprest Fund activities that may be established and operated by unit personnel?
- Has planning been conducted for direct operations and exchange-tactical operations which are established and operated by AAFES personnel in a secure environment?
- Has planning been conducted for MWR service-level kits?
- Are Soldiers and DA Civilians scheduled for R&R periods based on allocations provided by corps/division G-1/AG?
- Are unit personnel and Civilians scheduled for rest area utilization and pass programs, as applicable?
- Has coordination been established for the operation of activity centers, recreation activities, exchanges, and unit lounges for Soldiers and all other assigned personnel?
- Has coordination been made with band operations for MWR, command activities, and troop morale support activities?
- Have unit athletic and recreation programs, to include acquisition, use, and maintenance of equipment and supplies, been planned?
- Have commanders appointed Family readiness personnel at the battalion and company as an additional duty?
- Has coordination with the S-4 been accomplished to ensure that Soldiers and Civilians deploy with a 30-day supply health and comfort pack?
- Has the unit determined the type and quantity of health and comfort packs carried by individual Soldiers?
- Has planning been completed for unit MWR programs prior to deployment and upon return from deployment?
- Are units ensuring MWR equipment, to include unit-level recreation kit(s) and book kits, included in their basic load plans?
- Have units and S-1 established liaison with the American Red Cross upon arrival in the JOA?
- Have RC units established MWR non-appropriated fund accounts at the mobilization station?

COMMAND INTEREST PROGRAMS

D-4. The lists provided below are for brigade, brigade-level, and battalion S-1s to assist them in assessing the effectiveness of Family care plans and voting assistance functions:

Family Care Plans

- Has a Family care plan SOP been established?
- Is the S-1 advising commanders on the requirements for managing Family care plans IAW AR 600-20, paragraph 5-5?
- Are S-1s monitoring and reporting Soldiers as non-deployable until the plan is approved?
- Are transactions being submitted for Soldiers pending a Family care plan chapter IAW AR 600-20, paragraph 5-5?

Voting Assistance

- Has a voting assistance SOP been established?
- Are sufficient voting assistance officers appointed IAW DOD and DA requirements?

CONDUCT HR PLANNING AND OPERATIONS

D-5. The lists provided below are for brigade, brigade-level, and battalion S-1s to assist them in assessing the effectiveness of HR planning and operations and personnel tempo (PERSTEMPO):

- Has an SOP been established to ensure HR operations are integrated into all OPLANs and OPORDs?
- Is risk management considered in developing input to OPLANs and OPORDs?
- Has the commander's intent been considered and integrated into plans?
- How will the commander's planning guidance focus HR support efforts? (Should not be tied to a specific COA).
- Have unit and system capabilities, limitations, and employment been considered?
- Are manpower allocations determined based on anticipated operations?
- Is access to voice and data systems for HR and mission command addressed?
- Has personnel strength been analyzed to determine current capabilities and project future requirements?
- How will data collection and reporting be determined?
- Has the priority of HR support been analyzed and determined?
- Have estimates for personnel replacements requirements, based on estimated casualties, non-battle losses, and foreseeable administrative losses, to include critical MOS requirements, been completed for each phase of the operation?
- Are command and support relationships known and included in plans?
- Have resource allocations and employment synchronization of organic and supporting units been completed?
- Have locations and movement of HR units and supporting HROB been identified?
- Are actions impacting on PA, casualty, and mailroom operations been assessed and is the capability to track the location, resourcing, and capabilities of supporting HR companies, platoons, and teams known and identified?
- Have procedures for updating the running estimate been established?
- Do S-1 personnel have knowledge of unit mission and the mission of supported and supporting units?
- Has the location of CLTs been determined?
- Is planned connectivity adequate for communications between CLTs, support operations HROB, the supported unit, and DCIPS?
- Have all key specified and implied tasks been identified?
- Have HR support operations shortfalls been identified and has requested support been initiated?
- Have HR annexes, estimates, and appendices been prepared and included in OPLANs and OPORDs?
- Has a COA been identified for each action?
- Are HR resources required to support each COA? If so, have they been determined?
- Has each COA been reviewed to ensure it supports the commander's intent?
- Have casualty estimations for each COA been determined?
- Have HR capabilities, strength impacts, and HR asset vulnerabilities been considered?
- Are intra-theater transit or movements, and redeployment of personnel considered?
- Are current and future HR operations included in the COA?
- Have HR assigned forces been identified?
- Has determining how HR events will be evaluated been completed?

- Have potential decision points, branches, or sequels been determined?
- Have COAs been refined based on war game results?
- Has identifying the advantages and disadvantages of each COA been completed?
- Have major deficiencies in manpower been identified?

PERSONNEL TEMPO (PERSTEMPO)

- Have primary and alternate PERSTEMPO personnel been trained via the "Train the Trainer" program or from the web based training module?
- Does the primary staff officer and NCO have access to eMILPO for PERSTEMPO reports?
- Has the unit ensured departing PERSTEMPO account(s) have been cancelled?
- Does the brigade S-1 monitor subordinate battalions to ensure PERSTEMPO transactions are properly completed for deployed Soldiers?
- Are tracking tools, individual history reports, training schedules, and other pertinent documents that impact PERSTEMPO reporting retained IAW the ARIMS?
- Is a system in place to ensure appropriate assignment eligibility and availability codes (AC only) are being submitted for deploying and redeploying Soldiers?

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Glossary

The glossary lists acronyms and terms with Army or joint definitions. Where Army and joint definitions differ, (Army) precedes the definition. The proponent publication for other terms is listed in parentheses after the definition.

SECTION I – ACRONYMS AND ABBREVIATIONS

AAFES	Army and Air Force Exchange Service
AC	Active Component
ADP	Army doctrine publication
AG	adjutant general
AGR	Active Guard and Reserve
AKO	Army Knowledge Online
AMHRR	Army Military Human Resource Record
AO	area of operations
APO	Army post office
APOD	aerial port of debarkation
APOE	aerial port of embarkation
AR	Army regulation
ARFORGEN	Army Force Generation
ARIMS	Army Records Information Management System
ARNG	Army National Guard
ASCC	Army Service component command
ASI	additional skill identifier
ATP	Army techniques publication
AWOL	absent without leave
CAAFF	contractor personnel authorized to accompany the force
CAC	common access card
CAISI	Combat Service Support Automated Information Systems Interface
CLT	casualty liaison team
CMAOC	Casualty and Mortuary Affairs Operations Center
CMR	consolidated mailroom
COA	course of action
CONUS	continental United States
COPS	Common Operating Picture Synchronizer
CSM	command sergeants major
DA	Department of the Army
DA Pam	Department of the Army pamphlet
DCIPS	Defense Casualty Information Processing System
DCIPS-CF	Defense Casualty Information Processing System-Casualty Forward
DCS	deployment cycle support
DEERS	Defense Enrollment Eligibility Reporting System

DFR	dropped from the rolls
DMDC	defense manpower data center
DMSL	distribution management sub-level
DOD	Department of Defense
DTAS	Deployed Theater Accountability System
DUIC	derivative unit identification code
EDAS	Enlisted Distribution and Assignment System
eMILPO	electronic Military Personnel Office
EPS	essential personnel services
eTOPMIS	electronic Total Officer Personnel Management Information System
FLAG	suspension of favorable personnel actions
FM	field manual
FRG	Family readiness group
G-1	assistant chief of staff, personnel
G-3	assistant chief of staff, operations
G-4	assistant chief of staff, logistics
G-5	assistant chief of staff, plans
G-6	assistant chief of staff, signal
G-8	assistant chief of staff, financial management
HQDA	Headquarters, Department of the Army
HR	human resources
HRAR	human resources authorization report
HRC	Human Resources Command
HROB	Human Resources Operations Branch
HRSC	Human Resources Sustainment Center
IAW	in accordance with
ID	identification
INIT	initial
iPERMS	Interactive Personnel Electronic Records Management System
J-3	operations directorate of a joint staff
JOA	joint operations area
JP	joint publication
LOD	line of duty
MAR2	military occupational specialty administrative retention review
MEB	medical evaluation board
METT-TC	mission, enemy, terrain and weather, troops and support available, time available, and civil considerations
MOS	military occupational specialty
MPD	Military Personnel Division
MSG	master sergeant
MTOE	Modified Table of Organization and Equipment
MWR	morale, welfare, and recreation

NCO	noncommissioned officer
NCOER	noncommissioned officer evaluation report
NCOIC	noncommissioned officer in-charge
NGB	National Guard Bureau
NIPRNET	Non-Secure Internet Protocol Router Network
NLT	no later than
OER	officer evaluation report
OPLAN	operation plan
OPORD	operation order
PA	personnel accountability
PEB	physical evaluation board
PERSTAT	personnel status report
PERSTEMPO	personnel tempo
PFC	private first class
PIM	personnel information management
PIN	personnel identification number
PRM	personnel readiness management
PR TM	Personnel Readiness Team
PSC	postal service center
PV2	private
R&R	rest and recuperation
RAPIDS	Real-Time Automated Personnel Identification System
RC	Reserve Component
RCAS	Reserve Component Automation System
RIP	relief-in-place
RLAS	Regional Level Application Software
S-1	battalion or brigade personnel staff officer
S-2	battalion or brigade intelligence staff officer
S-3	battalion or brigade operations staff officer
S-4	battalion or brigade logistics staff officer
S-6	battalion or brigade signal staff officer
SCMO	summary court-martial officer
SFC	sergeant first class
SGLV	Servicemember's Group Life Insurance Election and Certificate
SGM	sergeant major
SIDPERS-ARNG	Standard Installation/Division Personnel System- Army National Guard
SIPRNET	SECRET Internet Protocol Router Network
SOP	standard operating procedure
SPC	specialist
SR	strength reporting
SRP	Soldier Readiness Program

Glossary

SSM	site security manager
STB	special troops battalion
TAPDB	Total Army Personnel Database
TDA	Table of Distribution and Allowances
TOA	transfer of authority
TOPMIS II	Total Officer Personnel Management Information System II
UIC	unit identification code
UMR	unit mailroom
U. S.	United States
USAR	United States Army Reserve
USR	unit status report
VA	Veterans Affairs

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ATP 1-0.1 (ATTP 1-0.1)
23 March 2015

By Order of the Secretary of the Army

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