FMI 1-0.02

Theater-Level Human Resources Support

February 2008

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Headquarters, Department of the Army

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Preface

This document is intended to help guide Human Resources (HR) actions and enable decision making in supporting commanders and Soldiers in a deployed theater of operation. Field Manual-Interim (FMI) 1-0.02 is the Army's source of doctrine for theater-level HR Support. Coupled with FMI 1.0.01, S-1 Operations and the capstone FM for HR Doctrine, FM 1-0, Human Resources Support; the Army has a complete library detailing HR support at all levels of execution. This FMI describes theater level HR doctrine and how it fits into the Army's current and future operational concept across full spectrum operations, adding tactics, techniques and procedures (TTP) level of detail for selected HR core competencies.

PURPOSE

FMI 1-0.02 provides a comprehensive view of HR support practices at the deployed theater level for personnel accounting, postal operations, casualty operations, and reception, replacement, return-to-duty, rest and recuperation, and redeployment (R5). This manual provides procedural information on the execution of the HR mission and HR support functions leaders must perform and oversee in a theater of operations. It also provides sufficient information to allow for execution of all required HR missions and functions dictated by current operational requirements and anticipated future actions. FMI 1-0.02 outlines the doctrinal base for developing operational plans and associated standing operating procedures (SOPs). Leaders and HR operators at all levels must apply these fundamentals using the military decision-making process (MDMP), troop leading procedures and mission, enemy, terrain and weather, troops and support available, time available and civil (METT-TC) considerations.

WHAT HAS CHANGED

As Army transformation has progressed, HR support and services have evolved. The stovepipe structures of the Cold War era have been replaced with modular organizations that provide the commander with tailorable, flexible options to cope with the many challenges HR professionals encounter during military operations. A key change is Brigades are capable of independent HR operations, regardless of location. In the past, S-1 sections at the Brigade/Brigade Combat Team (BDE/BCT) and Battalion levels relied on support from higher echelons (Division G-1, installation Military Personnel Division (MPD) and/or the supporting Personnel Services Battalion) to support the commander and the Soldier. A combination of increased training, newly fielded equipment, more robust communications and additional manpower have made S-1-centric HR support to the BDE/BCT-centric Army possible. At the theater level, where this FMI is focused, the Human Resources Sustainment Center (HRSC) replaces theater personnel commands. HRSCs are also modular and scalable based on operational requirements and serves as the executor for all HR support in the theater. Flexibility and coordination with Command and Control (C2) and HR technical guidance issues between theater assets and supported units is essential to meet METT-TC communications and distance challenges concerning support. FMI 1-0.02 discusses these changes and many others in the HR arena, and carefully outlines the capabilities and responsibilities of HR leaders and organizations as they support deployed commanders and Soldiers.

SCOPE

Chapter 1 discusses the mission, characteristics, core competencies and functions of HR support in the theater of operations. Chapter 2 outlines the Army/Army Service Component Command (Army

ASCC) G-1 roles and responsibilities and its relationship with the HRSC. Chapter 3 describes the HRSC and its structure, mission and responsibilities in the deployed theater. Chapter 4 details postal support and how the HR organizations are tailored to meet this critical mission area. Theater Gateway R5 operations (Reception, Replacements, Return-to-duty, Rest and Recuperation, and Redeployments) are described in Chapter 5. R5 is scalable to meet theater operational requirements. Chapters 6 and 7 cover casualty operations and personnel accounting and strength reporting (PASR), respectively. Chapter 8 discusses early entry operations and capabilities during theater opening. The appendices are planning and management tools for HR core competencies and operations, roles and responsibilities for HR Operations cells, provides a description of Army Universal Task Lists and is designed to assist commanders and HR operators in establishing SOPs, Operations Plans (OPLANS) and/or command policies.

APPLICABILITY

FMI 1-0.02 applies to all Army leaders regardless of component. This doctrine applies across phases of full spectrum operations (offensive, defensive, and stability or civil support) and is applicable to all military operations, regardless of location. Army headquarters serving as a Joint Force Land Component Command (JFLCC) or Joint Task Force (JTF) headquarters should refer to JP 1-0, Doctrine for Personnel Support to Joint Operations and other joint publications.

ADMINISTRATIVE INFORMATION

Although this manual does not implement any international agreements, the material presented herein is in accordance with related international agreements.

This publication applies to Active Army, the Army National Guard/Army National Guard of the United States, and the United States Army Reserve unless otherwise stated.

The proponent of this publication is the United States Army Training and Doctrine Command. The preparing agency is the United States Army (USA) Adjutant General School, Soldier Support Institute. Send comments and recommendations to agdoctrine@jackson.army.mil or on DA Form 2028 (*Recommended Changes to Publications and Blank Forms*) directly to Commander, Soldier Support Institute, Capabilities Development and Integration Directorate, ATTN: ATSG-CDI, 10000 Hampton Parkway, Fort Jackson, South Carolina, 29207-7025.

Introduction

HR doctrine must be detailed enough for HR professionals to focus on what tasks must be accomplished, yet not be so prescriptive that it prohibits the freedom to adapt to operational circumstances and the unique requirements that often occur in military operations. Much like the tactical commander, HR professionals must be adaptive, versatile and flexible enough to sustain uninterrupted HR support in the contemporary operational environment. To lay out a doctrine so complete as to outline all the possibilities would tie the hands of the operational commander and HR practitioner. Knowledge of doctrine, combined with expertise and experience, provides a strong foundation to enhance HR planning and be pro-active in execution of the HR mission.

This manual outlines how the HR Soldier at echelons above brigade (EAB) provides reliable, responsive and flexible support for commanders, Soldiers, and Department of Defense (DOD) civilians located in the deployed area of operational responsibility (AOR). It defines objectives and standards for conducting continuous theater HR operations from initial entry into the theater to cessation of hostilities to redeployment. It focuses on the HR support provided by SRC12 HR units in the core competencies of postal, R5, casualty and PASR operations. Additionally, this interim field manual outlines those conditions and missions the HR professional must anticipate. We must stay focused on these capabilities because they are among the key components in conducting and sustaining successful full spectrum operations. If we rely too much on prescription and deny commanders flexibility, then we undermine the ability of units and commanders at all levels to operate effectively.

HR doctrine describes how HR support contributes to current and future forces operations and how HR professionals, organizations and systems play a critical role in support of maneuver, maneuver support and maneuver sustainment forces. This manual reinforces the Army's vision that people and readiness are the focus of HR support.

Chapter 1

Introduction to Theater Human Resources (HR) Operations

Theater HR operations plan, prioritize, coordinate, integrate and execute the delivery of HR support to deployed Soldiers, units, and DOD civilians, conducting operations in a deployed theater of operations. Theater HR operations are complex and involve the integrated action of various G-1 staff sections, SRC12 HR units found in sustainment organizations, and S-1 sections operating within deployed battalions and brigades/brigade combat teams (BDEs/BCTs).

1-1. The focus of this Interim Field Manual is the actions of the G-1 sections operating at the operational level of war and the HR (SRC12) elements and units that provide support in the execution of the theater HR core competencies of:

- Reception, replacement, return-to-duty, rest and recuperation, and redeployment.
- Postal operations.
- Casualty operations.
- Personnel accounting.
- HR planning and operations.

1-2. HR transformation at the operational level uses a rule-of-thumb to determine task responsibility for HR tasks and supporting organizations. The rule-of-thumb is as follows:

- Tasks performed while in garrison and deployed are performed by S-1 sections (Battalion/Brigade/BCT). Examples of these tasks include: awards and decorations, issuance of ID Cards and ID Tags, promotions and advancements, personnel accountability, etc.
- Tasks performed while in garrison only are performed by IMCOM (Installation Management Command) MPD. Examples include: retirement processing, mobilization and demobilization, Army Career and Alumni Program (ACAP), and centralized in and out processing.
- Tasks performed while deployed only are performed by SRC12 HR units. Examples include: postal operations, R5 operations, PERSTAT, casualty reporting and HR planning and operations.

1-3. It is the third category that is the primary focus for Theater HR support. Tasks performed in the deployed theater are planned and prioritized by the Army/ASCC or Corps (acting as Army Forces (ARFOR)) G-1 section and executed by supporting SRC12 HR organizations assigned or attached to the Theater Sustainment Command (TSC), Expeditionary Sustainment Command (ESC) or supporting Sustainment Brigade. HR organizations are assigned or attached to the TSC, ESC, or Sustainment Brigade, and receive technical guidance from the HRSC.

1-4. HR support to contractors deploying with the force (CDF) is limited and based on US laws and regulations, nationality, local laws, and availability of services. The Contractor Coordination Cell, Army Field Support Brigade (AFSB) has the overall responsibility for coordinating support for CDF personnel. The coordination responsibilities include reception, staging, onward movement and integration (RSO&I), accountability and tracking of CDF personnel and other HR support as required. See FMI 4-93.41, Army Field Support Brigade for additional information.

THEATER KEY ORGANIZATIONS

1-5. Army/ASCC G-1. The Army/ASCC G-1 is the senior Army component HR advisor to the Army/ASCC Commander. The mission of the G-1 is to enhance the readiness and operational capabilities

of forces and ensure theater HR support is properly planned, prioritized, and managed. (Note: Corps, or in some cases, Divisions, when serving as the ARFOR G-1, may serve as the Army/ASCC G-1.)   The Army/ASCC G-1 is responsible for ensuring that Title X requirements are performed within the theater.

1-6.   HRSC. The HRSC is the theater organization responsible for executing the policies, procedures and guidance developed by the Army/ASCC G-1. The HRSC is a staff element of the TSC and supports the TSC, ESC, and Army/ASCC G-1. As the senior SRC12 element in the theater**,** the HRSC provides technical guidance for all theater SRC12 organizations and provides technical assistance to G-1s/S-1s and HR Operations Cells within the sustainment brigade and ESCs.

1-7.   Theater Gateway (TG) R5 Team. The TG R5 Team provides R5 support to the theater of operations by coordinating and providing personnel accountability and database inputs as Soldiers enter, transit, and depart the theater at the inter-theater APOD. The TG R5 Team executes tasks supporting the personnel accountability mission and operates as an element of the inter-theater APOD performing personnel accountability under the control of the sustainment organization responsible for the operation of the inter-theater APOD, normally a Combat Support Sustainment Battalion (CSSB).

1-8.   Military Mail Terminal (MMT) Team. The MMT Team provides postal support to an Area of Operations by establishing a military mail terminal (MMT), coordinating, receiving, and processing incoming mail, and dispatching mail to CONUS. The MMT Team executes the postal operations mission in accordance with the guidance and priorities established by the HRSC Postal Operations Division.

THEATER LEVEL HR CORE COMPETENCIES

1-9.   The primary focus of theater level HR core competencies performed by SRC12 organizations are personnel accounting, R5 Operations, Casualty Operations, Postal Operations and HR Planning and Operations. SRC12 HR structures provide the support to deployed organizations beyond the capability of BDE/BCT/BN S-1 sections and Division/Corps G-1 sections. These core competencies are the center of gravity of transformed theater-level HR operations.

1-10. PASR, as defined by FM 1-0, consists of personnel accounting and strength reporting and has a unique and critical role in deployed HR operations. PASR drives Army readiness and personnel readiness management.   Personnel accounting is by-name accountability and is performed by S-1 sections (BDE/BCT/STB/BN level) and the HRSC. Strength reporting, the numerical end product of personnel accounting, is a command and control (C2) function of the S-1/G-1 at all levels.

1-11. The HRSC/Theater Gateway R5, establishes theater personnel accounting operations, which directly impacts the effectiveness of deployed PASR operations. The establishment of the deployed theater personnel database and the ability of HR elements and S-1/G-1 to accurately account for, by name, and to track the daily status and location of deployed personnel as they transit throughout the theater is a critical requirement for the Army. The Deployed Theater Accounting Software (DTAS) is the system of record for conducting personnel accounting in a deployed theater. DTAS is established by the PASR/PRM/IM division of the HRSC prior to the initial flow of personnel into the theater. It is critical for the DTAS database to be operational as the first Soldiers arrive in theater. All arriving personnel (Soldiers, civilians and contractors) and units must be accurately entered in the system to ensure accurate PASR throughout the duration of the theater-level operation. The Army/ASCC G-1 is responsible for providing policy, directives and oversight to the Director, HRSC for personnel accounting. The HRSC operates and maintains the theater database to ensure timely and accurate capture of personnel accountability and information, facilitating the Army/ASCC G-1 strength reporting responsibilities. The HRSC provides timely, accurate, relevant and reconciled information to the Army/ASCC G-1 that enables the G1 to assess, manage, report and make recommendations as part of the Commanders' decision making process. The PASR/PRM/IM division, HRSC will perform DTAS hierarchy management tasks that allow DTAS to keep pace with the changing operational situation, especially in terms of task organization change management. The early establishment of the DTAS database by the theater-level SRC12 organizations allows the PSDR-enabled S-1 sections to provide the required "bottom of the system" data, ensuring accuracy and compliance with DOD directives. The theater PASR system also provides the data required for Personnel

Readiness Management (PRM) managers to ensure sufficient strength and combat power is maintained in theater.
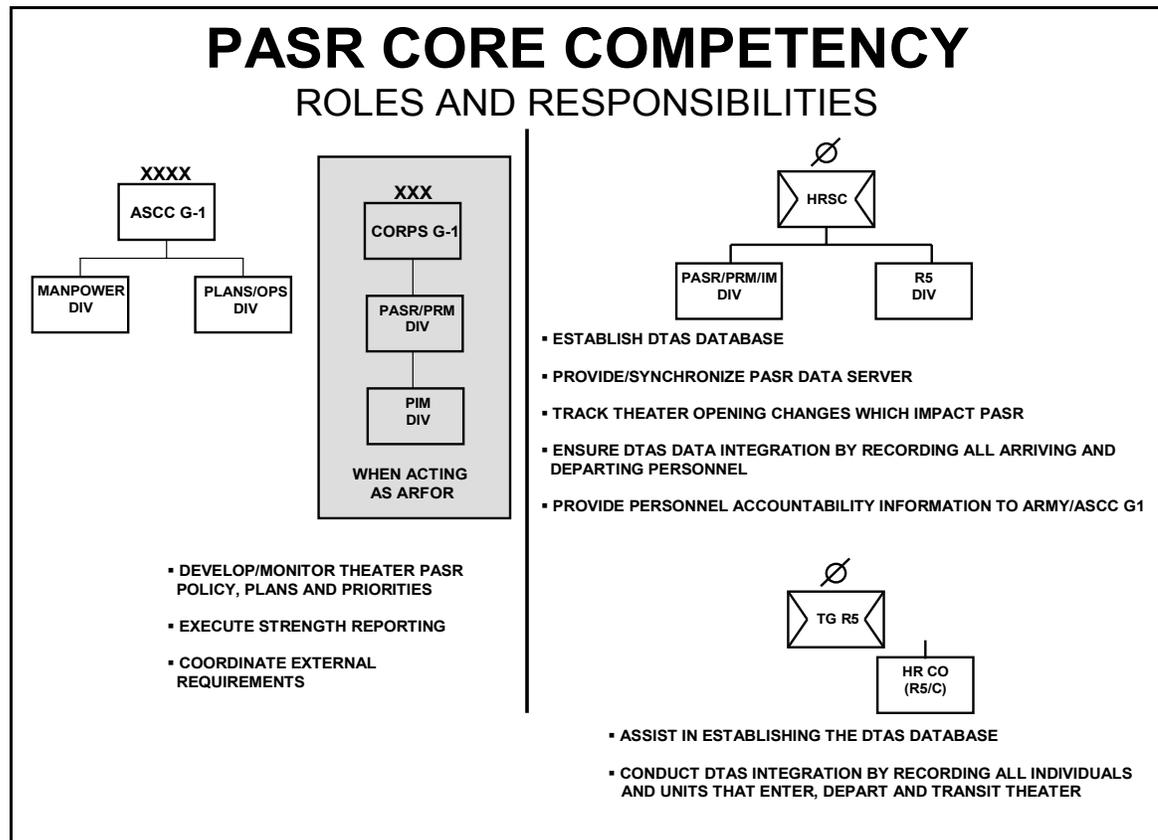
Figure 1-1. PASR Roles and Responsibilities in Theater HR Operations

1-12. Theater HR R5 organizations enables the PASR mission by ensuring the initial recording of personnel accountability information at all entry points into the theater. HR R5 elements capture and record into DTAS information on Soldiers and units who can be tracked as they enter, transit, and depart the theater at locations where the personnel flow equals 600 or more per day IAW the R5 PAT rules of allocation. S-1 sections complement this system by performing R5 tasks within their elements for the small-scale movements conducted within the BDE/BCT area of operations (AO) and in movement to the intra-theater APOD where no SRC12 R5 assets are assigned. Structured R5 operations ensure the deployed theater database is accurately populated as Soldiers and units enter the theater and updated as they move throughout the theater. The critical task executed by R5 elements is personnel accountability. The R5 process is the integration of data into the DTAS database, verification of initial data with unit S-1s, and ensuring both the S-1 and the database are synchronized. Theater R5 operations are planned and prioritized by the Army/ASCC G-1, and executed by the HRSC, TG R5 Team. The majority of R5 operations occur at the inter-theater aerial port of debarkation (APOD)/aerial port of embarkation (APOE) and smaller intra-theater APOD/APOEs. The inter-theater APOD is the key R5 hub for the theater. It is the location of initial entry and ultimate departure from the theater. It is at this APOD that the TG R5 Team establishes the TG R5 personnel processing center (PPC) with the support of an HR Company (R5). The HRSC provides the technical guidance for the R5 system through the supporting HR Operations Cell in the ESC and sustainment brigade subordinate R5 elements. The R5 roles and responsibilities in Theater HR Operations are shown in Figure 1-2.

R5 CORE COMPETENCY
ROLES AND RESPONSIBILITIES
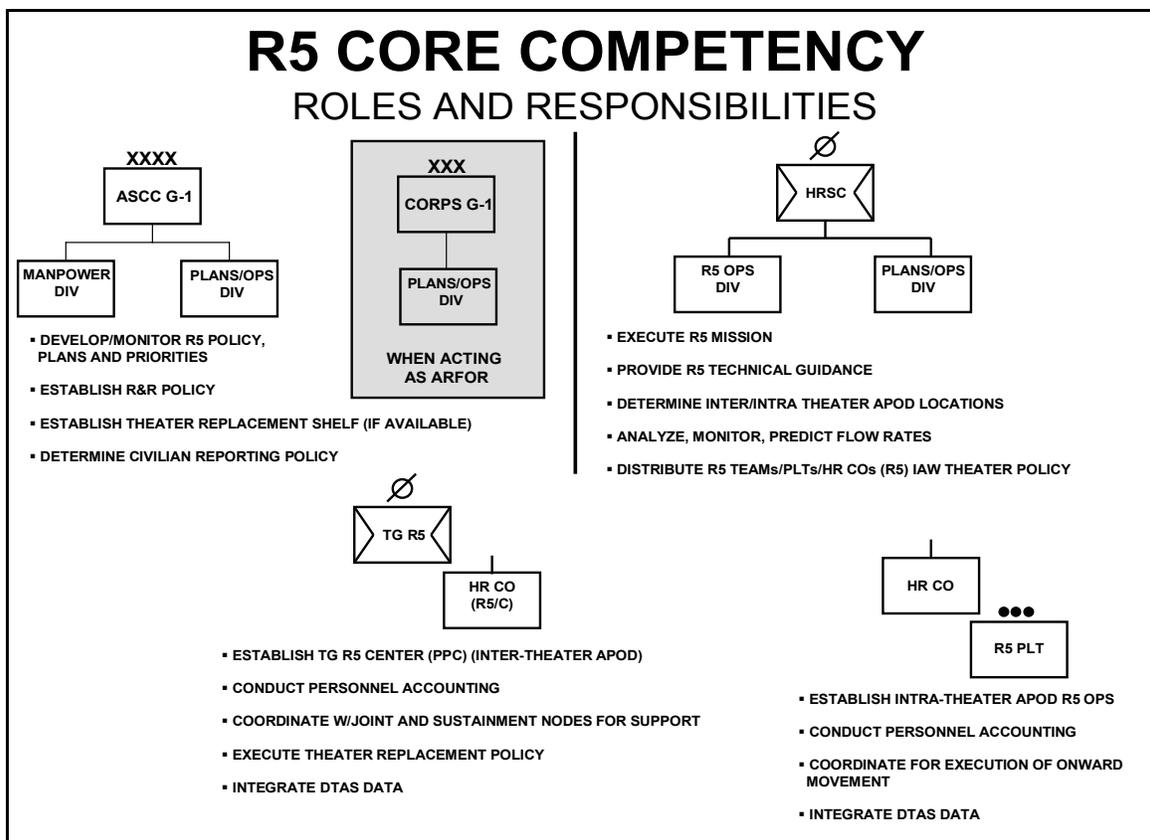
Figure 1-2. R5 Roles and Responsibilities in Theater HR Operations

1-13. Theater casualty operations are a critical task for HR organizations within the theater. The timely and accurate collection, recording, reporting, tracking, verifying, and processing of casualty information provide for effective and timely casualty notification, casualty tracking and personnel readiness. Trained casualty elements are positioned at key locations throughout the theater with the required equipment, training, connectivity and system access to support casualty operations. Casualty Liaison Teams (CLTs) provide the majority of the casualty structure. CLTs are located at all theater Combat Support Hospitals (CSHs), other Level III Medical Treatment Facilities (MTF), Mortuary Affairs (MA) Companies, and Echelon-Above Brigade (EAB) G-1 sections. PSDR-enabled BDE/BCT S-1 sections are also equipped and trained to assist with initial reporting and Soldier record access. The role of the HRSC is to establish the deployed theater Casualty Assistance Center for the theater within the Casualty Operations Division. The Casualty Operations Division is augmented by a CLT and Casualty Platoon HQs for large theater operations. The roles and responsibilities of casualty operations are shown in Figure 1-3. The Defense Casualty Information Processing System (DCIPS) network is the casualty reporting system used within the theater and the Joint Patient Tracking Accounting (JPTA) system assists the G-1 and casualty personnel with patient tracking. Deployed CLTs are under the operational control of the theater Casualty Assistance Center while performing casualty reporting tasks and the administrative control (ADCON) of the element they are supporting. The theater Casualty Assistance Center is the link from the deployed theater to the Casualty and Mortuary Affairs Operations Center (CMAOC) at the Human Resources Command (HRC). Casualty reporting processes are described in AR 600-8-1, Army Casualty Program. Casualty tracking and supplemental reporting is conducted at MTFs outside the theater by Table of Distribution and Allowances (TDA) CLTs if provided by HRC. The Army/ASCC G-1, in coordination with the JTF or combatant commander, establishes reporting processes and procedures executed within the theater. For example, based on the location of units, the JTF or combatant commander may permit Corp-level commanders to submit casualty reports directly to CMAOC and to the Casualty Assistance Center.

CASUALTY CORE COMPETENCY
ROLES AND RESPONSIBILITIES

XXXX

ASCC G-1

PLANS/OPS DIV

XXX

CORPS G-1

PLANS/OPS DIV

CAS SEC

CLT

WHEN ACTING AS ARFOR

- MANAGE THEATER CASUALTY SYSTEM
- DEVELOP CASUALTY REPORTING POLICY
- ENSURE SUFFICIENT CAS FORCE STRUCTURE AVAILABLE
- COORDINATE WITH CMAOC

HRSC

CAS OPS DIV

PLANS/OPS DIV

CAS (-)

CLT

- DETERMINE CAS STRUCTURE REQUIRED TO SUPPORT THEATER MISSION
- PROVIDE CAS TECHNICAL GUIDANCE TO ALL CLTs AND BDE/BCT S-1 SECTIONS
- OPERATE THEATER CASUALTY ASSISTANCE CENTER
- RECEIVE AND FORWARD ALL CASUALTY REPORTS
- SUPERVISE OPCON OF ALL CAS PLT HQs AND CLTs
- ANALYZE AND RECORD CLT STATUS REPORTS

CLT

- PROVIDE CASUALTY SPT TO CSHs/MA CO/G-1S
- ENSURE ACCURATE AND TIMELY CASUALTY REPORTING
- MAINTAIN CASUALTY STATISTICS
- OPERATE DCIPS-FWD

Figure 1-3. Casualty Roles and Responsibilities in Theater HR Operations

1-14. Postal operations require a coordinated effort within the HR community and support from non-SRC12 sustainment structures to ensure successful distribution of mail and postal finance operations. The Army/ASCC G-1 establishes the policies and priorities which postal organizations execute. Postal organizations ensure timely delivery of mail to deployed Soldiers and the rapid movement of packages which may contain either personal articles for Soldiers and equally important, Class IX parts to support deployed units. The HRSC Postal Operations Division (POD) provides technical guidance for MMT Teams and HR Companies (Postal). HR postal organizations operate within sustainment organizations and provide focused, theater-level operations at MMTs and area support to geographically dispersed BDE/BCTs. MMT operations are normally executed in the area of inter and intra-theater APODs and the MMT Team is capable of operating as the Army element of Joint MMTs. Postal operations are significant to the maintenance of Soldier and unit morale and are required to commence as soon as possible following deployment. The roles and responsibilities of Postal Operations are shown in Figure 1-4. The postal finance and postal inspection tasks executed by postal organizations in the deployed AO are essential elements of the core competency.
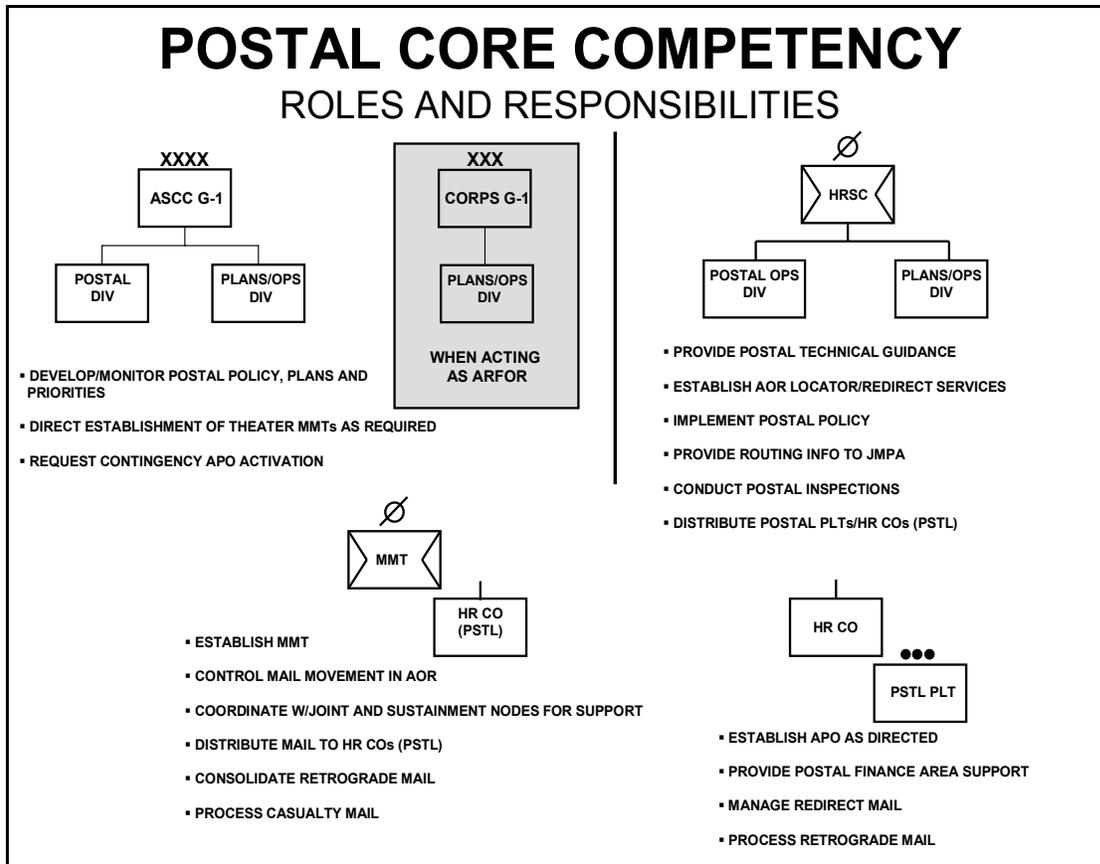
Figure 1-4. Postal Roles and Responsibilities in Theater HR Operations

1-15. HR Planning and Operations is the means by which the HR provider envisions a desired HR end state in support of the operational commander's mission requirements by designing and laying out an effective means to achieve the HR support mission. Subordinate HR leaders and other providers receive the commander's intent, expected requirements, and achievable outcomes in the form of an OPLAN, OPORD or Annex (Planning). HR Planning and Operations also tracks the current and near-term (future) execution of the planned HR support to ensure compliance and effective support to the operational commander. HR planning sets the conditions for efficient, decentralized HR support to the modular force, therefore, HR Plans and Operations staffs require extensive technical and tactical expertise in terms of HR capabilities and support available, the requirements established by the HR core competencies, the maneuver plan to be supported, and the relationship between the HR organization providing support and the maneuver units supported. Critical tasks include: assessing the current situation and forecasting HR requirements based on the progress of the operation; making execution and adjustment decisions to exploit opportunities or unforecasted requirements; and directing actions to apply HR resources and support at decisive points and time. The Personnel Appendix (App 4) to the Service Support Annex (Annex I) is where the majority of HR directives are located in the completed OPLAN or OPORD which results from the MDMP (FM 5-0). This appendix communicates the concept of HR support to subordinate commanders and staffs. A vital tool used by HR planners is the Personnel Estimate which continuously evaluates current and future operations from the functional perspective of the HR provider. Once the personnel estimate is approved, it becomes an assessment tool to evaluate the success and a means for HR operations cells to track the progress from an HR support perspective.

1-16. The previous core competencies represent the focus of theater HR support, but are not exclusive within the theater construct. Several other core competencies require detailed planning and execution by the Army/ASCC G-1, corps or division G-1's and S-1 sections. These include: Personnel Information Management (PIM), Essential Personnel Services (EPS), HR Planning and Operations, and Morale,

Welfare and Recreation (MWR) support. FM 1-0, HR Support, and FMI 1-0.01, S1 Operations, provides sufficient detail for the execution of these core competencies within the theater construct. G-1s and S-1s must plan for the manning and execution of these tasks within their deployed structure. EPS are executed at all levels of the system, but are predominately the responsibility of S-1 and G-1 sections. At the theater-level, the ASCC or ARFOR G-1 serve as the focal point for technical guidance and provides oversight for this core competency. Within the sustainment system, the TSC and ESC G-1s provide the majority of EPS oversight.

EARLY ENTRY THEATER HR OPERATIONS

1-17. Effective and timely performance of the core competencies described above requires detailed preparation and planning and must be established, as theater HR systems, early in the operational timeline. R5 and PASR systems must be in place prior to the flow of forces, ensuring the establishment of an accurate deployed theater database and efficient reception and staging in the RSO&I operations process. Postal operations must be established as early in the flow as possible to ensure timely delivery of mail. Casualty operations must be established in theater as early as possible to ensure timely and accurate collection, recording, reporting, tracking, verifying, and processing of casualty information. Elements of the Army/ASCC G-1 Operational Command Post (OCP), HRSC, TG R5 Team and supporting HR Company (R5) must be included as part of any sustainment Early Entry module. The MMT Team and HRSC Casualty Operations Division are the next required HR forces to flow into theater. Early entry SRC12 HR structure will deploy as elements of the sustainment brigade tasked to execute Theater Opening (TO) operations. Early entry operations will be described in further detail in Chapter 8.

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Chapter 2

The Army/ASCC G-1 and HRSC Relationship

Planning, integrating, and accomplishing the theater-level HR support mission is a combined effort with complimenting roles and responsibilities of the ASCC G-1 and the HRSC. Together they provide the key linkage between the theater and national-level HR providers. They also provide technical guidance to S-1 sections and SRC12 HR organizations to assist in performing their assigned tasks in compliance with theater-specific conditions. The ASCC G-1 is the senior HR leader, focused on planning, development, and coordination of long term and current operational HR policies. The HRSC is the HR element that executes HR policies and support throughout the theater by HR companies and teams supporting the postal, R5 and casualty core competencies. The TSC is the key linkage between the Army/ASCC G-1 who provides the policy, direction, and guidance for HR support to the theater and the HRSC which executes the HR support directed by the G-1 for postal, casualty, R5 and PASR. The Army/ASCC G-1 is responsible for providing HR policy and guidance to subordinate S-1 and G-1 sections, while the HRSC provides technical guidance to SRC12 organizations and the HR Operations Cell of the ESC and sustainment brigades. Figure 2-1 provides an outline of the roles of these two principal HR organizations by core competency.

THEATER CORE COMPETENCY RESPONSIBILITY HRSC AND ARMY/ASCC G-1		
CORE COMPETENCY	**HRSC**	**ARMY/ASCC G-1**
PERS READINESS MANAGEMENT	DATA SUPPORT	MANAGES/EXECUTES
PERS ACCOUNTABILITY	EXECUTES	ESTABLISH THEATER POLICY
STRENGTH REPORTING	DATA SUPPORT	MANAGES/EXECUTES/ ESTABLISH THEATER POLICY
PERS INFORMATION MANAGEMENT	EXECUTES	ESTABLISH THEATER POLICY
R5 OPERATIONS	EXECUTES	ESTABLISH THEATER POLICY
CASUALTY OPERATIONS	EXECUTES	ESTABLISH THEATER POLICY
ESSENTIAL PERSONNEL SERVICES	N/A	EXECUTES/ESTABLISH THEATER POLICY
POSTAL OPERATIONS	EXECUTES	ESTABLISH THEATER POLICY
MWR OPERATIONS	N/A	EXECUTES/ESTABLISH THEATER POLICY
HR PLANNING AND OPERATIONS	EXECUTES	EXECUTES

Figure 2-1. Army/ASCC G-1 and HRSC Core Competency Responsibilities

ARMY/ASCC G-1 MISSION

2-1. The Army/ASCC G-1 is an element of the Operational Sustainment Directorate of the Army/ASCC headquarters and the senior HR advisor to the Army/ASCC Commander. The mission of the Army/ASCC G-1 is to ensure the readiness and operational capabilities of forces within the theater and that HR support is properly planned, resourced and executed in compliance with the Army/ASCC Commander's priorities, intent, and policies. The HR mission is accomplished through a combination of direct communication between subordinate G-1 and S-1 sections and through the TSC to the HRSC.

RESPONSIBILITIES

2-2. The Army/ASCC G-1 will direct, prioritize and supervise the operations and functions of the command's HR support program for the theater. Additionally, the G-1 advises the Army/ASCC Commander on the allocations and employment of HR support in theater. The Army/ASCC G-1 is responsible for:

- Managing Title X HR requirements for the theater.
- Managing and supporting all HR core competencies.
- Sustaining personnel readiness and combat power of force provider and tactical units.
- Planning, developing and coordinating current and long term operational HR policies.
- Providing oversight for policy execution across the entire spectrum of theater-level HR support.
- Coordinating and managing flow of HR units into the theater.
- Identifying and coordinating external requirements in support of HR operations.
- Providing guidance to theater G-1 and S-1 sections to ensure current and long term operational HR policies are met.
- Coordinating HR functions across the entire Joint Operations Area (JOA) when serving as a Joint Task Force (JTF)/Combined Force Land Component Commander/Joint Force Land Component Commander (CFLCC/JFLCC) C-1/J-1.
- Monitoring the deployed theater database for all Army forces and provides policy, analysis and priorities needed for the HRSC to execute.
- Planning and integrating civilian personnel HR support.
- Maintaining the manpower staffing for the Army/ASCC headquarters (for example: Joint Manning Document (JMD), individual mobilization augmentees (IMA), etc. and may include the development of modified authorization documents).
- Incorporate unique Reserve Component (RC) programs and policies as required into the theater level HR programs (Active Duty for Operational Support (ADOS)) as directed by Army G-1 Personnel Policy Guidance (PPG).
- Managing other Command Interest Programs as directed by the Army/ASCC Commander.
- Directing the operations of all military bands assigned or attached to the Army/ASCC headquarters and synchronizing music support operations with MWR and strategic communications activities.
- Conducting strength reporting for DOD civilians as directed by the Combatant Commander (CCDR) or Army G-1 PPG.
- Managing essential personnel services, personnel readiness and morale, welfare and recreation activities.
- Participating in the personnel recovery process IAW FM 3-50.1.

EMPLOYMENT

2-3. The Army/ASCC G-1 is comprised of a main command post element and a Land Component Command/Operational Command Post (LCC/OCP) element. Elements of the LCC/OCP are designated members of an early entry element which is part of the Early Entry Command Post (EECP). The LCC/OCP may be referred to as the Operational Command Post (OCP). METT-TC determines the

employment of the Army/ASCC G-1 section, the composition of the OCP, and any required augmentation necessary to accomplish assigned responsibilities.

ORGANIZATION

2-4. The Army/ASCC G-1 organizational structure includes the Headquarters Section, Postal Division, Manpower Division, Programs and Policy Division, Plans and Operations Division and the Operational Command Post elements shown in Figure 2-1.

2-5. The Headquarters Section directs, prioritizes and supervises the operations and functions of the G-1 divisions.

2-6. The Postal Division maintains oversight of AO-wide postal operations and services. This division also establishes AO-wide postal policies, assists in coordinating the establishment of a Military Mail Terminal (MMT) and conducts postal planning for military operations, to include developing postal finance and inspection policy.

2-7. The Manpower Division has a Headquarters Section and four branches: Awards and Actions, Individual Augmentee (IA), Enlisted Management and Officer Management Branches. This division establishes and manages the Army/ASCC awards and decorations program and identifies and establishes manpower requirements for the Army/ASCC headquarters. This includes personnel augmentation, maintain the task force personnel summary, conduct unit readiness and personnel distribution analysis, establish distribution plans upon the creation of theater replacement and casualty replacement shelves, plan and manage rotation policy, assist in reconstitution and reorganization efforts, and conduct theater-level strength reporting analysis. The Manpower Division executes Essential Personnel Services required at the Army/ASCC level, to include awards and personnel actions requiring the recommendation or approval of the Army/ASCC Commander.

2-8. The Programs and Policy Division includes a Headquarters Section and three branches: MWR, Retention, and the Education, Drug and Alcohol Branches. This division develops and evaluates installation plans, policies and procedures for mobilization and MWR. It develops Army/ASCC policies and procedures and coordinates with Family and Morale, Welfare and Recreation Command (FMWRC), Army and Air Force Exchange Service (AAFES) and the Red Cross. This section also ensures Army/ASCC G-1 policy complies with established Army and Combatant Command (COCOM) HR policy.

2-9. The Plans and Operations Division manages Army/ASCC HR operations. This division facilitates the tracking and management of HR operations in the Army/ASCC AO and ensures resourcing of the commander's HR guidance and priorities. The division develops RC unit and individual mobilization plans, provides G-1 representation for Army/ASCC planning and exercises, develops future HR plans, coordinates future operations, participates in joint operational planning, conducts replacement planning and prepares personnel estimates, plans and orders, conducts operational mission analysis for HR operations and support, and prepares daily updates to Chief of Operations. The division oversees military band operations and ensures synchronization with the senior mission commander's strategic communications plan and with MWR activities.

2-10. The OCP is the early entry element for the Army/ASCC G-1. The LCC/OCP establishes and coordinates initial HR support operations for the theater. In the case of split Army/ASCC G-1 operations, the OCP will form the basis for the G-1s forward presence in the AO. The OCP may be augmented by other elements of the Army/ASCC G-1 main staff sections or through individual augmentation. The transformation of HR structure limits the ability of HR organizations to provide augmentation and may require the use of individual augmentation to meet Army/ASCC G-1 requirements.
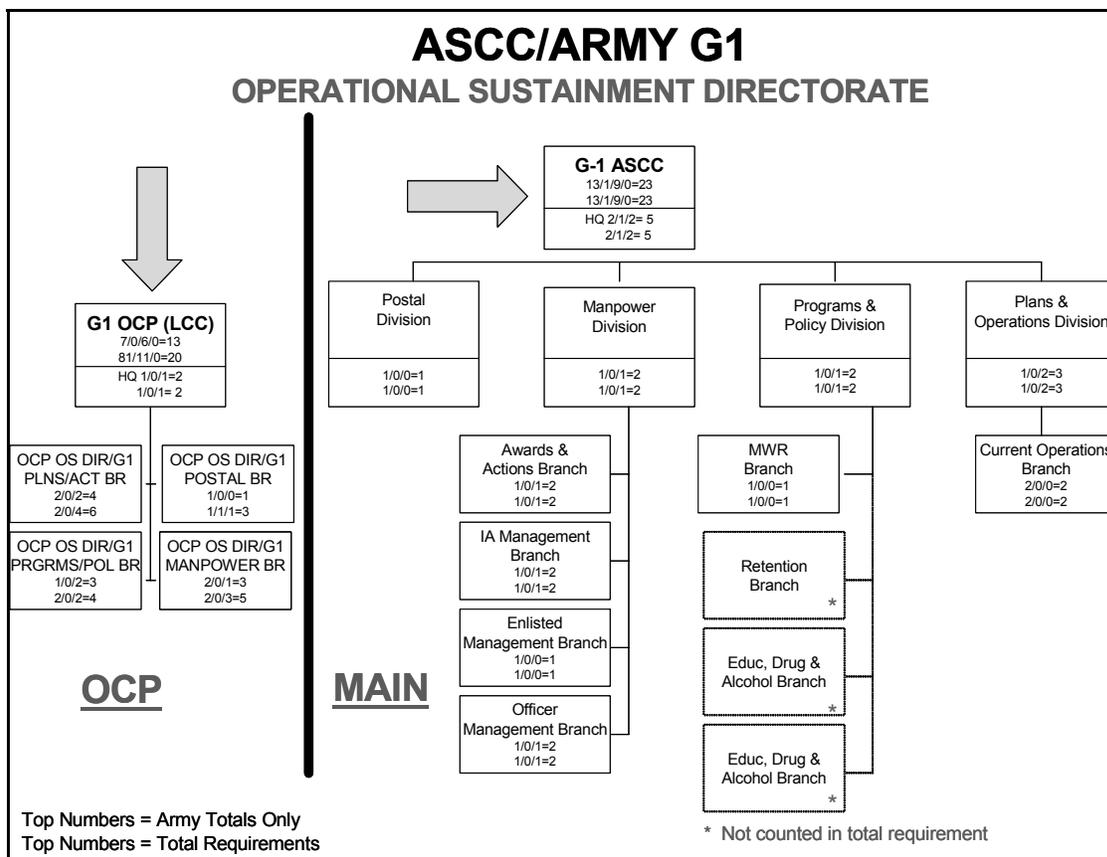
Figure 2-2. ASCC G-1 Organizational Architecture

SUPPORT REQUIREMENTS

2-11. The Army/ASCC G-1 is dependent upon the Army/ASCC Special Troops Battalion (STB) for religious, legal, health service support, military pay, HR support and administrative services, quarters and rations support, logistics, unit maintenance of organic equipment and supplemental transportation (the Army/ASCC G-1 is only 50% mobile). The STB S-1 is a PSDR-enhanced element capable of supporting assigned/attached Soldiers. The Army/ASCC G-1 relies on secure, continuous and survivable communications and digital information systems. If determined by METT-TC, the Army/ASCC G-1 may require HRSC augmentation in support of the G-1s mission. However, this should not be the norm, and if HRSC augmentation is required, it should only be provided in support of those functions normally executed by the HRSC.

HUMAN RESOURCE SUSTAINMENT CENTER MISSION

2-12. The HRSC is a TSC organization that provides theater-level support to the Army/ASCC G-1 and enables the TSC Commander to plan, integrate and execute HR support to the theater. The TSC is the key linkage between the Army/ASCC G-1 who provides the policy, direction, and guidance for HR support to the theater and the HRSC, which executes the HR support mission for postal, casualty, R5 and PASR. The HRSC has a defined role to ensure that the theater HR support plan is developed and then supported with available resources within the TSC. The HRSC is the technical link to HR organizations which execute postal, R5, and casualty operations, and personnel accountability support functions. Under PSDR, S-1 and G-1 sections perform some core competencies which the HRSC will not influence, such as EPS, MWR, PRM and the S-1 specific HR planning and operations.

2-13. The HRSC is a multifunctional, modular organization (staff element) assigned to a TSC that integrates and ensures execution of HR support throughout the theater as defined by the policies and priorities established by the Army/ASCC G-1 in postal, casualty, R5 and PASR core competencies. Figure 2-3 shows the location of the HRSC in the structure of the TSC. The HRSC provides planning and operations technical support to the TSC Distribution Management Center (DMC) in the TSC SPO. The HRSC provides technical guidance to HR Operations Cells in sustainment brigades, the ESCs, and HR companies and teams. The HRSCs flexible, modular and scalable design increases the director's ability to recommend HR support based upon the number of units and Soldiers supported and METT-TC. The HRSCs ability to directly coordinate needed sustainment resources within the SPO/DMC to support postal and R5 operations is critical to mission success.
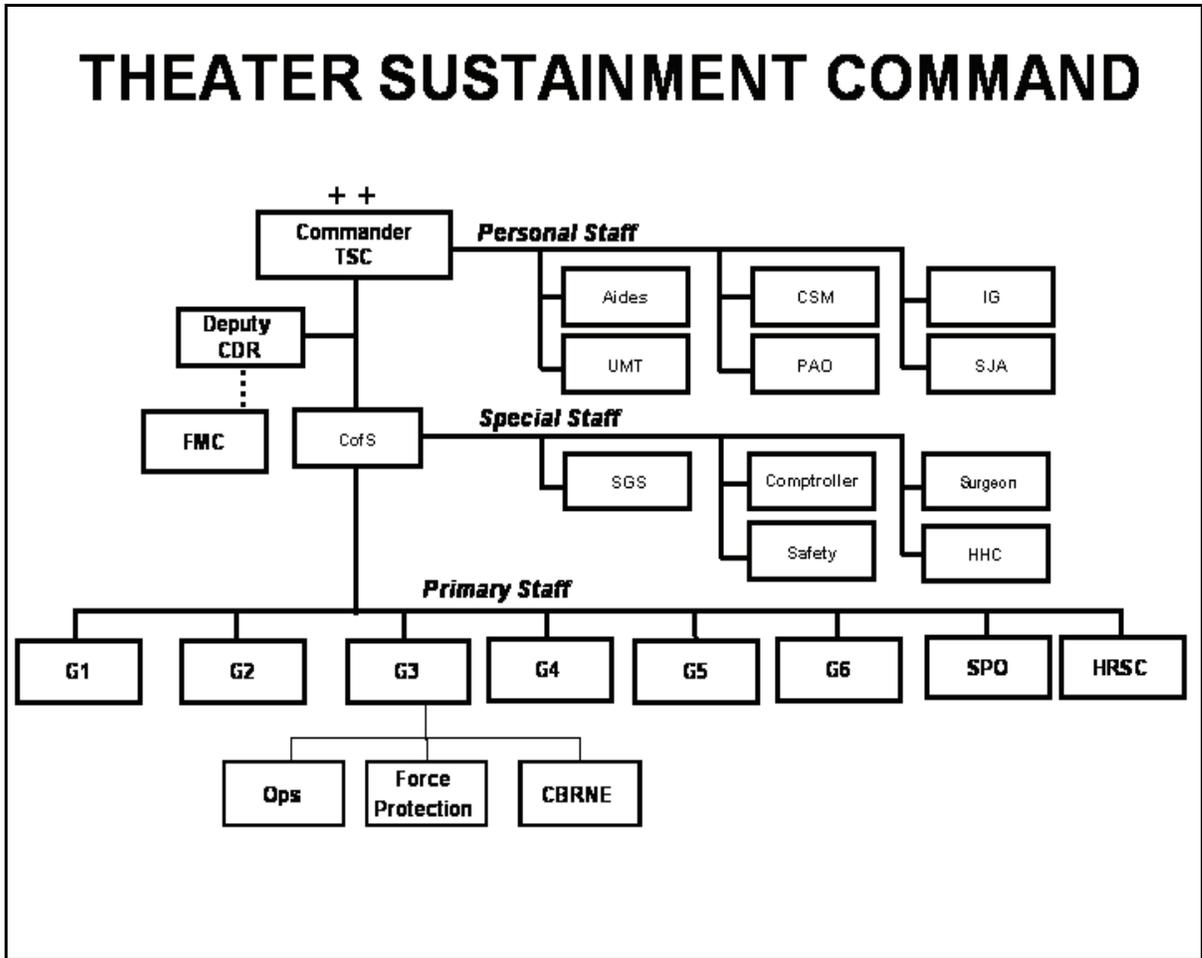
Figure 2-3. HRSC Task Organization within the TSC

RESPONSIBILITIES

2-14. The HRSC provides technical guidance and ensures execution of the personnel accounting, postal, R5, and casualty core competencies performed by HR SRC12 elements, including TG R5 Teams, MMT Teams, HR Companies, platoons, teams and the HR operations cells in the sustainment brigades and ESC. The HRSC provides operational planning, and current and future operations management. It coordinates support for the TSC and Army/ASCC G-1, ensures connectivity and resource support for postal, R5 and

casualty units, integrates personnel data when necessary, and participates in the TSC distribution management process. HRSC responsibilities include:

- Provides timely, accurate, relevant and reconciled information to the ASCC G-1 that enables the decision making process.
- Plans, coordinates, integrates and executes HR support as defined by the Army/ASCC Commander and TSC Commander (especially in the core competencies of personnel accounting, postal, R5, and casualty operations).
- Provides technical guidance and support to subordinate HR Operations/Support Operations Section (SPO) cells, HR Companies and their subordinate platoons, and in some areas, supported G-1 and S-1 sections.
- Executes personnel accountability, data access/reporting/analysis, casualty operations, postal and R5 operations executed by SRC12 organizations IAW Army/ASCC G-1 policy.
- Establishes the deployed theater Casualty Assistance Center (CAC) linked to the CMAOC at HRC.
- Establishes the infrastructure supporting the theater deployed personnel database, currently supported by DTAS. Operate and maintain DTAS database.
- Establishes linkages to CONUS-based postal National-level agencies such as the Military Postal Service Agency (MPSA) and the Joint Military Postal Activity (JMPA) (New York, San Francisco).
- Provides policy recommendations, through the TSC to the Army/ASCC G-1, for inclusion in the DA G-1 PPG which is routinely updated to reflect deployed requirements.

EMPLOYMENT

2-15. The HRSC is deployed to the AO to support and execute the TSC and Army/ASCC mission of personnel accountability, postal, casualty, and R5 operations, and HR planning and operations. The HRSC may be required to conduct split-based operations between a forward deployed area and sanctuary to support the TSC Commander and the Army/ASCC G-1, as well as potentially supporting other theater-level elements such as ESCs and CJTF headquarters. The HRSC is a theater-committed staff organization with a regional focus as an element of a TSC, and is assigned to one of the TSCs. The HRSC provides day-to-day HR operations in support of the TSC and Army/ASCC G-1. The HRSC is capable of providing selected theater-level HR support simultaneously from the deployed locations as well as from home station/sanctuary, through increased connectivity and the increased abilities of theater-level headquarters to operate virtually.

ORGANIZATION
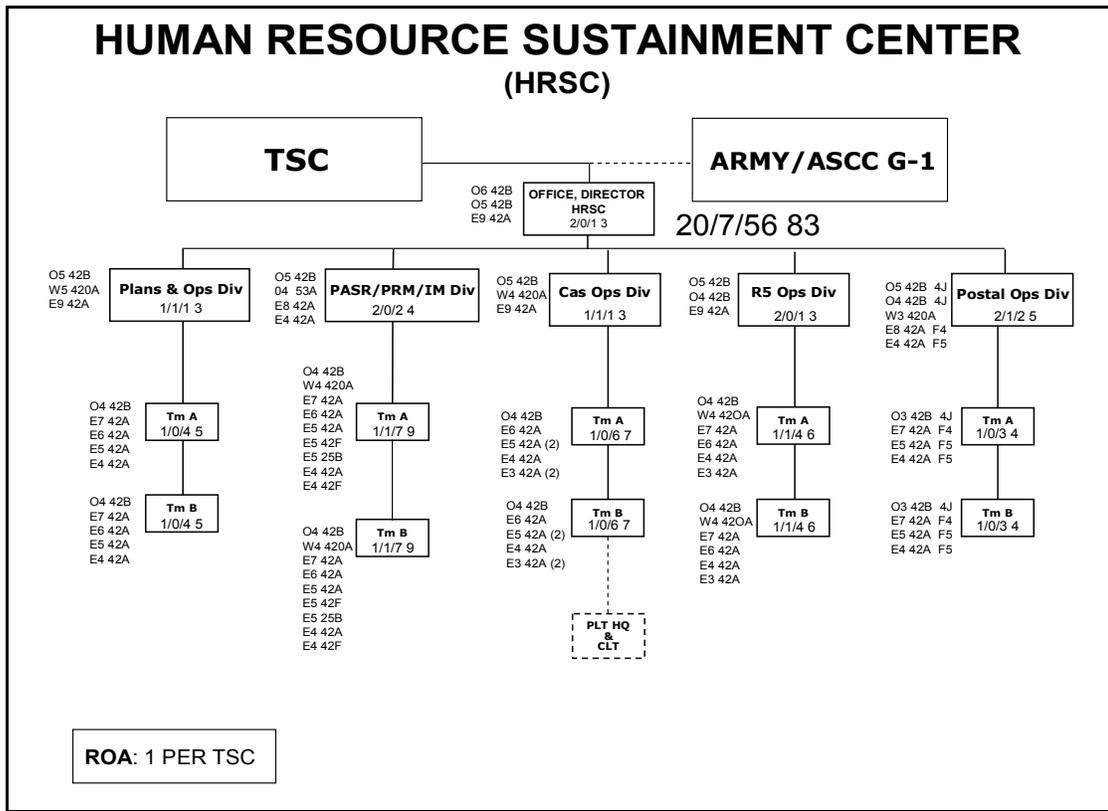
Figure 2-4. Human Resource Sustainment Center (HRSC)

2-16. The HRSC consists of five divisions: Plans and Operations, PASR/PRM/IM Division, Casualty Operations Division, R5 Operations Division and Postal Operations Division (POD). See Figure 2-4. Each of the divisions is further divided into two teams for theater mission support. Since the HRSC is a modular unit, the HRSC Director has the capability to task organize teams to provide support as the mission dictates. In fact, the scalable modular design of the HRSC allows it to support multiple headquarters, as well as performing split-based operations.

2-17. The Plans and Operations Division assists the TSC Commander/SPO and the Army/ASCC G-1 as needed for managing current operational requirements and planning both long and short range HR operations. The division develops and maintains internal HR plans and policies for training HR organizations. The Plans and Operations Division manages internal deployment plans and contingency operations as well as assists the HRSC Director with internal mission support, plans and execution of support operations.   The Plans and Operations Division also assists the HRSC Director with the management of coordinated HRSC activities which involve more than one of the HRSC divisions. Specific division responsibilities include:

- Assist the HRSC Director, TSC SPO and Army/ASCC G-1 to manage current HR operational requirements.
- Provide long- and short-range planning for the execution of HR tasks supported by SRC12 HR organizations (postal, casualty, and R5 operations).
- Manage internal HRSC deployment plans, deployment preparation, and support of contingency operations in the allocated AOR.
- Track force flow and monitor down-trace SRC12 HR organizations deployment plans, deployment preparations, and support of contingency operations in the allocated AOR.

- Develop and maintain internal plans and policies for the collective training of SRC12 organizations.
- Assist the HRSC Director with integrating HRSC operations involving more than one HRSC division.

2-18. The PASR/PRM/IM Division provides the Army/ASCC G-1 with data, reports, and other information required for the analysis of strength reporting, casualty reporting, postal operations, and R5 operations. Elements of the PASR/PRM/IM Division will establish the theater deployed database, currently utilizing the DTAS servers organic to the division. Once the database is established (during early entry operations), the division will ensure that the database remains active and is properly synchronized to receive data from both the supporting R5 elements and the S-1 and G-1 sections operating in the AOR. The division will employ the data provided from the DTAS database to prepare required reports, and maintaining situational awareness of the theater PASR status and operation. The strength reports from the theater are collected, analyzed and reported to the Army/ASCC G-1. The division analyzes and provides projected readiness status allowing the G-1 and the ASCC Commander to assess combat capability, support intelligence and logistical preparation on the battlefield. Reporting noncompliance by S-1 and G-1 elements throughout the deployed AOR is the responsibility of the Army/ASCC G-1, as the HRSC has no authority over these supported elements. This division ensures that all replacements that arrive in theater without pinpoint assignments are assigned based on priorities from the Army/ASCC G-1 and processed forward to the assigned unit. The division manages the theater hierarchy and makes adjustments as the G-3 updates and modifies task organization. This includes providing management of the theater personnel databases (currently DTAS, Electronic Military Personnel Office (eMILPO) and in the future, Defense Integrated Military Human Resources System (DIMHRS)). The division is responsible for synchronizing personnel data and providing real-time information to all other divisions in the HRSC as well as the Army/ASCC G-1 and the TSC SPO. The server hardware required to operate the theater DTAS database is located in this section. Two sets of hardware will be maintained to ensure redundancy for the theater deployed personnel database. The section will continuously provide updated information to the Army/ASCC G-1 while deployed, as strength reporting is the responsibility of the G-1. The division will operate closely with the R5 Division to ensure all data captured by R5 elements is integrated in the deployed theater database. In the event that sufficient force structure is available to establish replacement and casualty personnel shelves, the division will assist the Army/ASCC G-1 to manage these shelves. The division establishes linkages with the National HR provider through the CONUS Replacement Center (CRC), the Soldier Record Data Center at HRC, and both Readiness Division and Enlisted/Officer Management Divisions at HRC.

2-19. The Casualty Operations Division (COD) will oversee all casualty reporting in a theater of operations and will establish the theater deployed Casualty Assistance Center. The COD provides the manpower and equipment to establish the Casualty Assistance Center, and is, by rule of allocation, augmented by a CLT and a Casualty Platoon headquarters. The Casualty Assistance Center is responsible for the receipt, processing and forwarding of all casualty reports in the theater, as well as tasking the notification of next of kin (NOK) currently serving in the AOR IAW COCOM directives. The Casualty Assistance Center serves as the central POC for all CMAOC actions and establishes a direct link to CMAOC. The Casualty Assistance Center will receive casualty reports from theater units and the CLT supporting the AOR based on established rules of allocation and submits them to the CMAOC located at HRC. (Note: The Army/ASCC G-1, in coordination with the JTF or combatant commander, established reporting processes and procedures executed within the theater. For example, based on unit location, the JTF or combatant commander may allow corps-level commanders to submit casualty reports directly to CMAOC and to the Casualty Assistance Center.) The COD maintains and provides casualty data and briefings for the Army/ASCC G-1. The division coordinates with G-4 on all mortuary affairs (MA) issues including research needed to identify or determine the disposition of remains. The division assists with validating casualty mail information. As directed by the Joint Force Commander, it reports all casualties from DOD civilians, contractors, multi-national forces and personnel from other services along with coordinating all joint casualty requirements as guided by established Army support to other Services (ASOS) requirements. If a person from another Service becomes a casualty and the sponsoring Service is not in the immediate area, the Casualty Assistance Center will submit a report similar for Army personnel operating in the same AOR, and will handle the initial reporting. The format for these reports is the same

as when reporting Army personnel. The Casualty Assistance Center will address the reports to the Director, CMAOC, which will coordinate with the responsible service. The Casualty Assistance Center establishes critical links to the National HR provider through daily, direct contact with the CMAOC, HRC.

2-20. The R5 Operations Division assists the TSC Commander/SPO and Army/ASCC G-1 with planning and operational oversight of R5 operations in the deployed AOR. The division coordinates with the Plans and Operations and the PASR/PRM/IM Divisions and the TSC SPO (Mobility Branch) for deployment and redeployment plans and interfaces with Air Force elements for movement requirements and scheduling. The division monitors, analyzes and predicts projected passenger flow rates for the various R5 categories both entering and departing the deployed AOR to ensure theater R5 assets are adequately resourced and positioned. The division interfaces with the PASR/PRM/IM Division to ensure Soldier accountability data is integrated in the deployed theater database by the PASR/PRM/IM Division and also ensures that the CRC are following theater replacement guidance – by ensuring all entering Soldiers have pinpoint assignments which mitigates the ASCC G1 replacement mission and are efficiently moved to join expecting units. The division analyzes the established R&R policies to provide necessary projected flow rates allowing the HRSC Director, TSC SPO and ESC SPO to plan the proper distribution of R5 platoons and teams across the AOR. After operations begin, the R5 Operations Division continues to coordinate with CONUS APODs, Air Force planners, and the Movement Control Battalion found in the TSC concerning personnel flow and develops projected flow rates and patterns for all categories of transiting Soldiers. The division monitors compliance and maintains, analyzes and reports R5 statistics to the HRSC Director, TSC or ESC SPO and the Army/ASCC G-1. The R5 Operations Division ensures the coordination and execution of external sustainment support, specifically, life support and onward transportation for transiting Soldiers. The R5 Operations Division provides technical guidance to the HR Operations Cells in the ESC and sustainment brigade SPO, as well as TG R5 Team and all R5 elements in the AOR.

2-21. The Postal Operations Division (POD) provides the HRSC Director, the TSC or ESC SPO technical guidance and compliance support. The POD provides all HR Operations Cells (SPO) postal units in the theater, and the MMT Team, technical guidance and AOR-specific postal policy. The POD is capable of deploying a portion of the division to assist in TG postal operations or to perform postal inspections during sustainment operations. The POD directly supports the execution of the theater postal policy and the of Enemy Prisoner of War (EPW) mail mission. The POD ensures appropriate Military Postal Service resources for postal responsibilities in the AOR are requested by the Army/ASCC or JFLCC Commander and are positioned to support the deployed population. Specific responsibilities follow:

- Provide technical guidance and postal compliance support to all subordinate HR Operations Cells and SRC12 postal elements as well as G-1s and S-1s for internal postal operations.
- Assist with the establishment of theater opening postal operations and the initial Military Mail Terminal in the deployed AOR.
- Implement, coordinate and ensure compliance of Army/ASCC-imposed postal limitations with supporting HR companies and postal platoons.
- Establish the deployed AOR postal inspection plan and ensure all APO/DPOs inspected in conjunction with all applicable Army and joint standards.
- Assist the establishment of the deployed AOR directory system with guidance from the Army/ASCC G-1 and HRSC Director.
- Establish direct coordination and interface with both the MPSA and servicing JMPAs.
- Ensure DOD civilian, contractor and multi-national support requirements are determined by the CCDR and Army/ASCC Commanders and disseminated to all supporting G-1s, S-1s and SRC12 postal organizations.
- Monitor and determine appropriate mail flow rates and ensure current data is integrated into all TSC and ESC SPO planning, especially with supporting transportation planners and executers, while also passing these rates to MPSA.

2-22. The HRSC is an integral element of the TSC staff, and as such, is dependent upon the TSC STB for religious, legal, health service support, military pay, HR support and administrative services, quarters and rations support, logistics, unit maintenance of organic equipment and supplemental transportation. The HRSC relies on continuous, survivable, secure and non-secure communications and digital information system connectivity and access.

HRSC MODULAR/SCALABLE SUPPORT IN DEPLOYED AOR

2-23. The HRSC is assigned to the theater-oriented (regionally assigned/focused) TSC, but its modular and scalable design allows it to provide HR support to both the Army/ASCC G-1 and the TSC Commander and SPO, as well as other theater-level headquarters which require its unique capabilities, in support of the theater sustainment mission. The Contemporary Operating Environment (COE) currently facing our forces contains several examples of headquarters which may require temporary support from elements of the HRSC. For example, METT-TC might direct that the Army/ASCC Commander and the TSC Commander provide HRSC support to the Multi-National Corps-Iraq (MNC-I) headquarters, as well as providing augmentation support to the HR Operations SPO cell in the ESC in Iraq. Although not specifically structured to support these missions, the modular and scalable design of the HRSC allows METT-TC support to be conducted.

2-24. The HRSC may be required to support an ESC with a TO mission before the arrival of the TSC or in the case where the TSC will remain in Sanctuary. METT-TC will drive the task organization in that case and the intent of any HRSC elements deployed would be to augment the capabilities of the ESC HR Operations Cell in the ESC.

2-25. The HRSC may conduct split operations in support of the TSC by forward deploying elements of the HRSC and leaving the remaining elements of the HRSC in Sanctuary. Certainly, as virtual capabilities continue to improve, elements of the regionally-focused missions of the HRSC may be executed from home station, while maintaining close communication with forward deployed elements. For example, when both the TSC and the Army/ASCC headquarters, which are theater committed and regionally focused, are operationally required to maintain an enduring presence in the deployed AOR, modular elements of the HRSC may be forward deployed to provide forward capabilities, while the remainder of the HRSC remains at home station and supports virtually. This capability allows the HRSC to rotate forces into the deployed AOR in accordance with dwell guidance. The HRSC retains this capability in the same manner that the TSC and the Army/ASCC headquarters maintain the ability to support both forward and from home station.

2-26. It is important to note that task organization decisions are commander business and are entirely determined by METT-TC. There is no "right" task organization solution universal to every situation – commanders make task organization decisions based on the mission and the requirements. While the HRSC is scalable and modular so that elements can be split to support under the control of another headquarters other than the TSC, that capability does not have to be utilized – the HRSC director can retain control and provide required and/or directed support without a modified task organization.

Chapter 3

Human Resources – Sustainment Relationship

HR support is a key element of the newly defined Sustainment Warfighting Function and is an integral piece of the sustainment structure and doctrine. The revised FM 3-0, Operations: Full Spectrum Operations, when published, replaces Battlefield Operating Systems (BOS) with Warfighting Functions. Warfighting functions are a group of tasks and systems united by a common purpose that commanders use to accomplish missions and training objectives.

3-1. The Combat Service Support Battlefield Operating System has been replaced by the Sustainment Warfighting Function. The Sustainment Warfighting Function is defined in FM 3-0, Operations: Full Spectrum Operations, as: The *sustainment warfighting function* is the related tasks and systems that provide support and services to ensure freedom of action, extend operational reach, and prolong endurance. The sustainment warfighting function includes those tasks associated with—

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

3-2. The sustainment warfighting function consists of three sub-categories: logistics, personnel services, and force health protection. All which are necessary to maintain and prolong operations until successful mission accomplishment. Personnel services consist of the following:

- Human Resource Support.
- Religious Support.
- Financial Management Support.
- Legal Support.
- Band Support.

3-3. The emergence of the sustainment warfighting function and clarification of definitions make it doctrinally correct to place Theater HR structure within the sustainment structures that execute the theater-level Sustainment Warfighting Function. Additionally, the loss of HR C2 capability above the company-level makes it practical to embed HR organizations in sustainment structures. It is critical for the understanding of this relationship to define the elements of the relationship and describe command and control and support relationships, for all HR providers, sustainment commanders, staffs, and supported organizations.

3-4. Transformed BDE/BCT and Battalion S-1 sections will continue to perform internal HR support in accordance with FM 1-0 and FMI 1-0.01. The role of S-1 sections remains constant. The SRC12 HR organizations which execute the theater postal, R5, casualty support, and personnel accountability are subordinate to sustainment commanders within the TSC. Figure 3-1 provides a schematic drawing of the

command and control relationship between SRC12 HR organizations and the theater sustainment organizations.
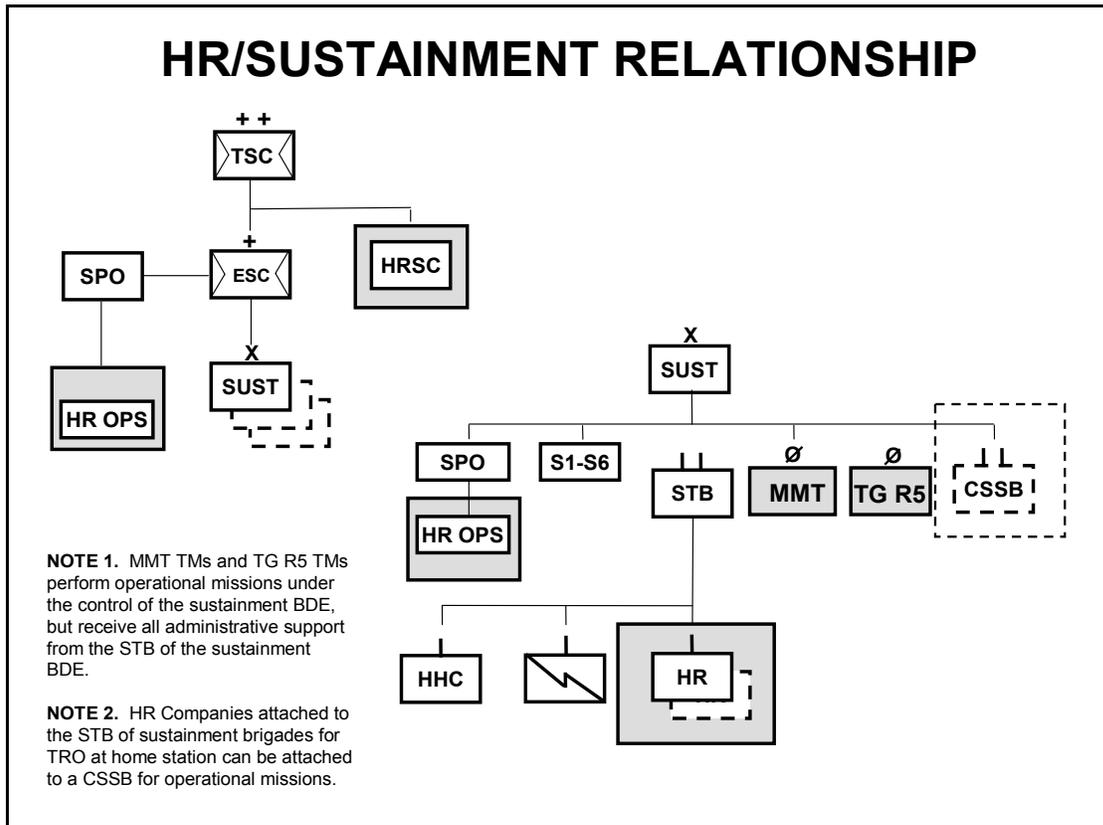
Figure 3-1. HR Organizations and the Theater Sustainment Structure

3-5.   Figure 3-1 illustrates the command and control relationship between SRC12 HR organizations, which include the HRSC, HR companies, the MMT, TG R5 Teams and the sustainment organizations that command and control them. There are no HR C2 headquarters above company level. HR companies will be attached to the STB of a sustainment brigade for Training and Readiness Oversight (TRO) at home station, and deploy to operationally execute its postal or R5 tasks under the control of an STB or of a Combat Sustainment Support Battalion (CSSB) within a sustainment brigade. The CSSB is better equipped as a sustainment organization to control the missions of the HR Company, as it has a SPO in the battalion staff and an external support focus. The STB does not have a SPO and is focused on providing internal support to the sustainment brigade..

3-6.   Figure 3-1 reflects the TRO relationship for the MMT Team and the TG R5 Team, by aligning them directly under the sustainment brigade. These teams are responsible for the coordination and execution of MMT and TG R5 center (PPC) missions respectively. They execute assigned tasks with the support of an HR Company (for example, an MMT Team supported by an HR Company (Postal)). Both the MMT Team and the TG R5 Team receive all administrative support from the STB.

3-7.   The HR Operations Cells of both the ESC and sustainment brigade are not SRC12 organizations. The HR Operations Cell is made up of HR professionals (Area of Concentration (AOC) 42H, Career Management Field (CMF 42)) and embedded within SRC 63 sustainment organizations. The HR Operations Cell plans, coordinates, integrates and manages HR support within the sustainment brigade and ESC AOR. Execution of the core competencies of R5, postal, and casualty operations are performed by the HR companies, platoons and teams. HR Operations Cells fulfill HR supported to supporting relationship for HR support between G-1 and S-1 sections (supported elements) and the HR organizations

within the sustainment brigade and ESC (supporting elements). Appendix C of this manual, provides detailed descriptions of the structure, role and responsibilities of the HR Operations Cells.

THEATER HR RELATIONSHIPS

3-8. SRC12 HR organizations and G-1 and S-1 sections are affected by varying relationships within the deployed AOR. The key relationships include the command and control relationship within sustainment structures, the flow of technical guidance from the HRSC to the HR Operations Cells, HR companies, platoons, and teams. Some examples of technical guidance include personnel accounting, R5, postal, and casualty operations, and HR planning and operations. There is also a relationship between the Army/ASCC G-1 to subordinate G-1s and S-1s for OPLAN/OPORD direction and technical guidance for HR planning, essential personnel services, strength reporting, postal operations, and personnel readiness. A third relationship is the supported to supporting relationship between the SRC12 HR organizations and the G-1s and S-1s. Figure 3-2 provides an example of the various HR – sustainment relationships within the theater.
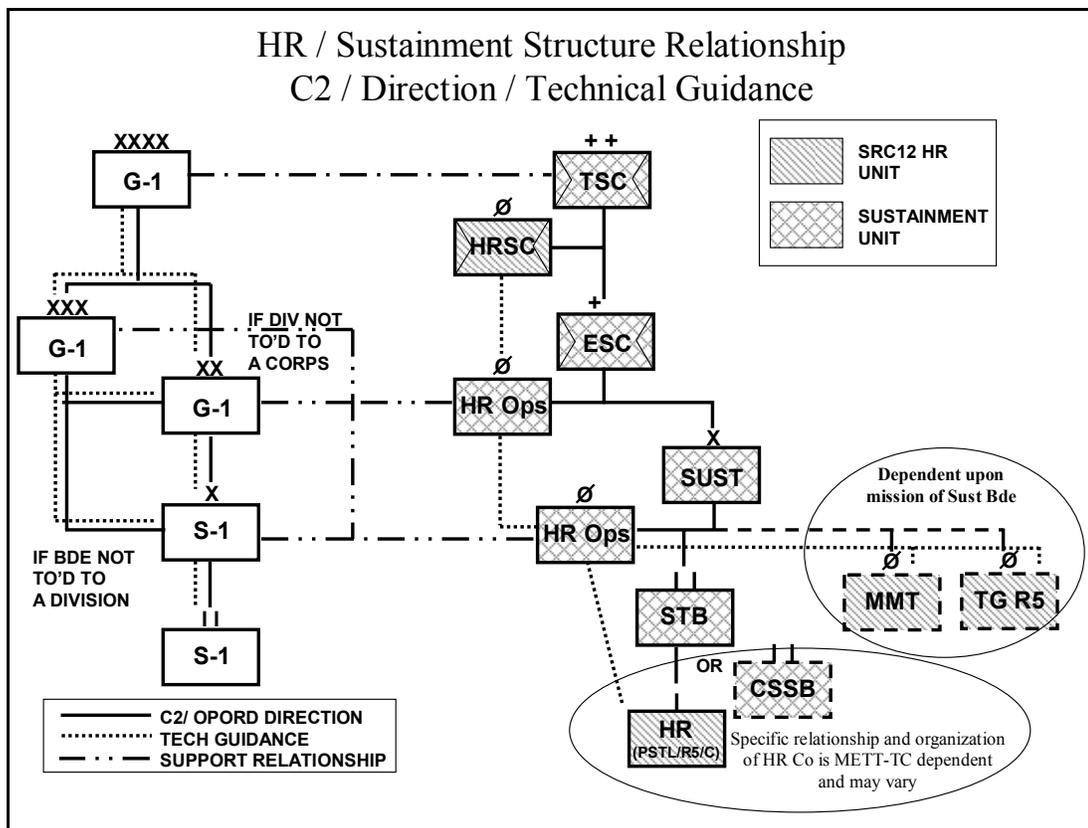
Figure 3-2. HR/Sustainment Relationship within a Deployed Theater

3-9. Command and control of all SRC12 HR organizations resides within the theater sustainment organizations. The HRSC is assigned to the TSC. TG R5 Teams and MMT Teams are assigned/attached to the sustainment brigade. HR Companies, either postal, R5 or a combination, are assigned or attached to the Special Troops Battalion (STB) or a CSSB within a sustainment brigade. The highest level of "pure" HR command and control is the HR Company, an organization commanded by an AOC 42H Major (MAJ). The commanders of sustainment organizations are responsible for the TRO and mission execution of assigned or attached HR organizations. HR Operations Cells are embedded in the sustainment brigades and ESC SPOs where all sustainment resources are controlled, prioritized and distributed. These HR Operations Cells provide sustainment brigades and ESC commanders the HR technical expertise and

facilitate the execution of assigned postal, R5, and casualty operations by HR Companies, platoons and teams.

3-10. Technical guidance is provided for the theater SRC12 HR organizations by the HRSC. The HRSC is responsible for the planning, coordination, integration and execution of the postal, R5, and casualty core competencies. These core competencies are executed by the SRC12 HR organizations found within the sustainment brigades. The technical guidance is provided by the various divisions of the HRSC and is passed to subordinate HR Operations Cells in the SPO of the ESC and the sustainment brigades and then ultimately to the SRC12 HR organizations who execute. These HR Operations Cells ensure that the tasked HR mission is adequately resourced and coordinated within the sustainment brigades for the execution of the theater HR support plan. Like the HRSC, these cells ensure the planning, coordination, integration, and execution of the HR core competencies within their HQs supported AO. The HRSC also provides technical direction to the MMT, TG R5 Teams and HR companies, as can the ESC HR Operations Cell. During early entry operations, or when the TSC does not depart sanctuary and the supporting HRSC remains in support to the TSC, the HR Operations Cell of the ESC becomes the principal source of technical guidance for the HR companies, platoons, and teams in theater.

3-11. The Army/ASCC G-1, as part of the ASCC Operational Sustainment Directorate, provides direction (directives) through the OPLAN/OPORD process to the TSC and to subordinate G-1s and S-1s that establishes requirements or directs HR tasks to be accomplished for subordinate elements. The HRSC through the TSC receives tasks (for external support tasks and internal sustainment tasks) through this process and ensures implementation as directed. OPLAN/OPORD directives are authoritarian and are developed during the MDMP process. Parallel planning ensures subordinate elements receive directives in a timely manner.

3-12. HR support requirements for subordinate organizations within the Army/ASCC are established by either the G-1 or the S-1 of the organization and forwarded to the supporting HR Operations Cell. Once requests for support are received in the HR Operations Cell, they are considered in terms of required support, available resources and supported unit priorities of support. The supported/supporting relationship is similar to that of any supported element requesting any sustainment support through the SPO, not just HR support. The establishment of a close relationship between G-1s, S-1s and supporting HR Operations Cell is critical for timely support. HR organizations will remain a constrained asset in the deployed theater and HR Operations Cell will have to recommend support priorities to the sustainment commander. The Army/ASCC and the TSC will reconcile prioritization issues to ensure required HR structure is available for the theater, within the ability of the Army to resource.

3-13. During theater opening operations the Theater Opening Sustainment Brigade Commander may elect to establish a R5 Task Force to accomplish initial and critical theater opening HR operations. The R5 Task Force, if formed, IAW FM 1-02, will normally consist of a TG R5 center (PPC) and a HR Company (R5) with a mission responsible for establishing initial personnel accounting and R5 capabilities for the theater. When established, the TG R5 Director (LTC) may be the TF commander and is designated as the executor of theater opening HR missions and tasks. The supporting HR Company (R5) is OPCON'd to the Task Force, but retains its ADCON relationship with the STB or CSSB to which aligned. This eliminates any admin requirement from the TF commander who is not supported by a staff robust enough to perform those tasks and mission of the HR task force.

3-14. The scope of the Task Force's responsibilities should be limited to the execution of the theater opening R5 and the staff planning and control capabilities of the TG R5 Team and the HR Company HQs with an R5 Plans and Operations Team. If the sustainment commander should elect to expand the responsibilities of the Task Force, then a formal command and control element will be required, such as a CSSB headquarters. The HR Task Force is a temporary task organization decision made at the sustainment brigade commander-level. The Task Force will still receive technical guidance from the sustainment brigade SPO HR Operations Cell, the ESC SPO HR Operations Cell, and from the HRSC. Not all theater opening TG R5 centers (PPC) will require the establishment of a Task Force. Figure 3-3 further describes the TG R5 Task Force structure and mission. If needed, a MMT Task Force can be established in the same way with the same restrictions for postal operations.

THEATER GATEWAY (TG) R5 TASK FORCE
SUST BDE W/TO or MISSION

THEATER GATEWAY (TG) R5 TEAM

3/1/6 10

TO R5 TM HQS
2/1/1 4

O5	42B	DIRECTOR
O4	42B	DEP DIRECTOR
W3	420A	PER TECH
E9	42A	TM SGM

OPS SEC
1/0/5 6

O3	42B	OPS CHIEF
E7	42A	NCOIC
E7	88N	TRANS NCOIC
E5	88N	TRANS NCO
E5	42A F5	HR SGT
E4	42A F5	HR SPC

Mission: Provide theater R5 support-coordinating and providing personnel accountability and database inputs as Soldiers enter and depart the theater at the inter-theater APOD, and executes tasks supporting personnel accountability.

HR COMPANY (R5)

HR COMPANY (R5)

| CMD SEC 2/0/1 3 | HQ SPT SEC 0/0/13 13 | MAINT SPT SEC 0/0/16 16 | R5 PLANS & OPS SEC 1/0/4 5 | R5 PLT |

DATA INTER TM 0/1/3 4

1. TG R5 Tm Director is TF CDR
2. HR Co (R5) OPCON'd (STB Retains ADCON)
3. Scope of TF limited to TG R5 Center
4. Expanded tasks requires CSSB HQs
5. Reports to Sustainment Bde (TO/TD)

TASK FORCE: temporary grouping of units, under one commander, formed for the purpose of carrying out a specific operation or mission. (FM 1-02)
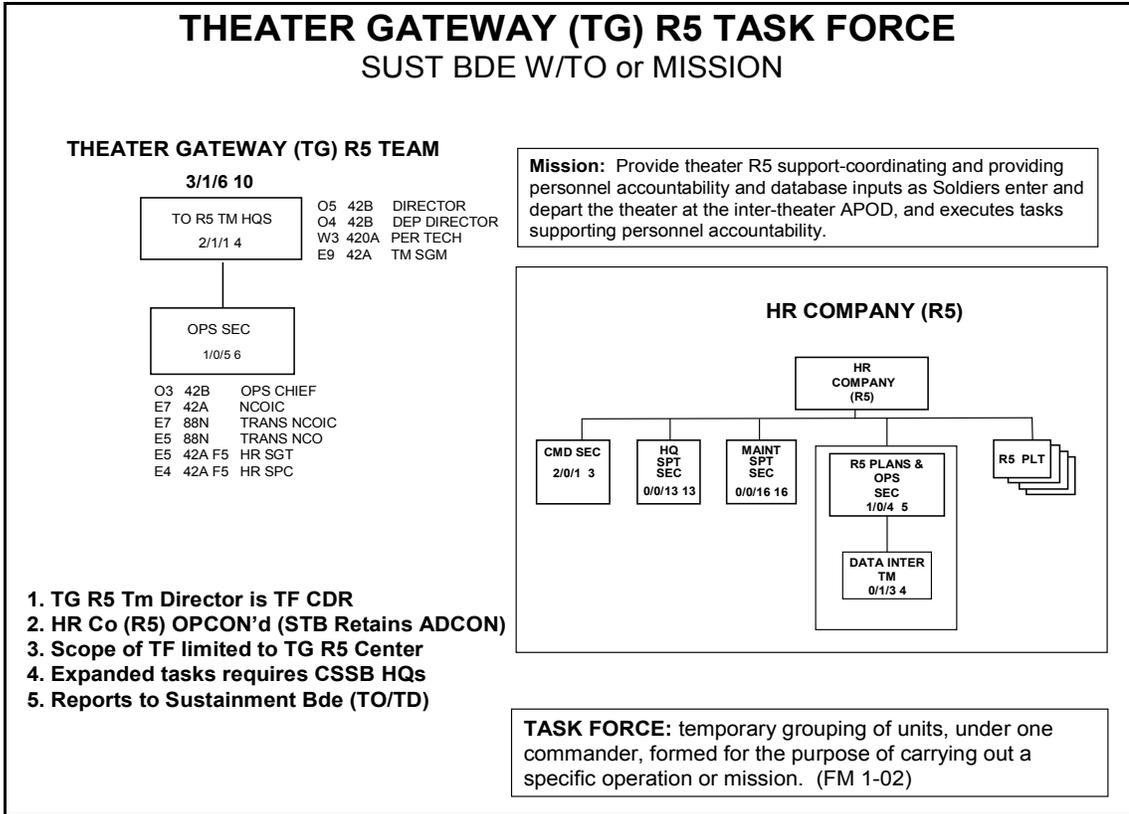
Figure 3-3. Theater Gateway (TG) R5 Task Force

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Chapter 4

Theater Postal Operations

Postal operations and services have a significant effect on Soldier and Family morale. It requires significant logistics and sustainment planning for issues such as dedicated air transportation, contracted ground transportation, early deployment of postal forces, robust palletization crews, facilities and specialized postal and container equipment. The Military Postal Service (MPS) was established under Title 39, Section 3401, USC, to provide postal services to the active duty and civilian components of the Armed Forces deployed or stationed overseas and are regulated by both public law and DOD directives. The MPS mission is to operate as an extension of the United States Postal Service (USPS), consistent with public laws and federal regulations beyond the boundaries of U.S. sovereignty and will provide postal services for all DOD personnel where there is no USPS available.

THEATER POSTAL OPERATIONS MISSION

4-1.   Theater postal operations establish the mail handling processes for postal functions within the AOR. The mail processes require secure facilities to receive, sort and stage incoming mail and receive, process and move outbound mail. Coordination with the supporting sustainment brigade SPO is critical for the successful movement of mail within the theater. A critical element of postal operations is the availability of a theater directory for real-time access to Soldier unit identification code (UIC) physical locations and connectivity for updates and theater communications to maintain a Common Operating Picture (COP). The requirements for mail capabilities are standard; however, operational environments will differ between various theaters that will require adapting mail sorting and delivery processes.

4-2.   Postal augmentation requirements and logistical coordination sourcing need to be identified as early as possible during the planning phase for early entry. Postal personnel, postal assets and postal infrastructure requirements will be integrated into the Time Phased Force and Deployment Data (TPFDD) list to support the early flow of mail into the operating area. Mission and theater constraints will dictate the mail capabilities and level of services required and provided. Mail operations need to be scalable based on the level of mail and expected number of assigned theater personnel requiring support. Mail service should be initiated as soon as possible, after necessary postal personnel and assets have arrived in theater. Although the commander may determine that other forces have priority of transportation, this is normally not later than C+30, or 30 days after forces begin Reception, Staging, Onward movement and Integration (RSO&I) operations. Release of Army Post Office (APO) (soon to be referred to as Defense Post Offices (DPO)) addresses should be accurately timed for Soldiers and their families to prevent returned to sender mail, as mail may arrive in theater before units or Soldiers arrival.

4-3.   It is only after Theater postal assets (personnel, equipment, etc.) and post offices are established that the mail can begin to flow. The entire process from RSO&I of postal assets to the start of mail flow postal operations could take up to 30 days to complete to a fully mature state. Commanders must factor in both the RSO&I and zip code request process when deciding when to activate APO addresses. Contingency area zip codes need to be provided to the Soldiers as soon as mail service is established in theater to expedite mail routing and prevent redirect mail buildup. Units should alert the APO in theater of their upcoming arrival for holding mail and mail storage considerations.

4-4.   Mail must be secured at all times and may require additional coordination of resources for facilities and manpower to properly protect the mail. At the start of an operation, units must plan for the volume of mail and different types of mail authorized. For planning purposes, the factor of 1.95 pounds per Soldier

per day is used. (Current planning factor in JP 1-0 is 1.75 pounds per person; however MPSA has established 1.95 pounds per person as the most updated factor). As the theater matures, mail operations can be adjusted by redirecting military personnel or contracting services using host nation support. Host nation support provides a possible means of augmentation to postal platoons, especially when it comes to transportation of mail. However, host nation support cannot be used to handle classified mail. The rules for USPS services apply to all military mail operations, which include maintaining the required postal chain of custody. Proper security requirements must be followed to receive and forward mail into or out of the deployed AOR, to include securing and handling registered and accountable mail. Personnel without a U.S. citizenship and a favorable Entrance National Agency Check (ENTNAC), or National Agency Check (NAC) on file cannot handle classified mail.

4-5. Mail inspections will be conducted to ensure compliance with both U.S. and international requirements. The cultural customs of the deployed AOR, Uniform Code of Military Justice (UCMJ) prohibitions, and US Customs Services requirements must be met for all incoming and outgoing mail to prevent illegal or prohibited items from being shipped through military channels.

RESPONSIBILITIES

JOINT MILITARY POSTAL ACTIVITY (JMPA)

4-6. There are currently two JMPAs, one in New York and one in San Francisco. The responsibilities of the JMPA are as follows:
- Act as a single point of contact with USPS at the postal gateways.
- Coordinate transportation of mail in the host nation.
- Coordinate mail transportation needs with commercial carriers and the military Air Mobility Command.
- Coordinate mail routing scheme changes with postal gateways and maintain the Military Zip Code database for the automated dispatch of mail.
- Coordinate Postal Supply Equipment Requests.
- Provide Army commands and Military Department Postal Representative with information on mail processing and irregularities.
- Assist the U.S. Postal Inspection Service when requested in matters relating to the processing, distribution, dispatch and transportation of military mail.
- Process JMPA transportation requirements in Automated Military Postal System (AMPS).

MILITARY POSTAL SERVICE AGENCY (MPSA)

4-7. The responsibilities of the MPSA are as follows:
- Establish policy and procedures required for proper administration of the MPS.
- Execute concept development for the continued improvement of the MPS.
- Act as the single DOD point of contact with the USPS and other government agencies on MPS policy and operational matters.
- Activate/deactivate contingency APOs/DPOs in coordination with Army Commands and service components.
- Coordinate initial mail routing schemes with the JMPAs.
- Coordinate an integrated network of major military mail distribution and transportation facilities in overseas areas.
- Establish and maintain liaison with the DOD transportation operating agencies.
- Provide military postal transportation planning support to DOD components in support of the plans of the Joint Chiefs of Staff and other military operations.

COMBATANT COMMANDERS

4-8. The CCDR controls theater postal personnel, resources, and establishes the priority of mail movement from aerial/sea ports of debarkation (APODs/SPODs) onward to the deployed AORs within the CCDRs JOA. The combatant command retains functional responsibility for theater postal operations. One component command will normally be appointed as the Single-Service Postal Manager (SSPM) on all postal issues in each AOR.

4-9. The CCDR has the responsibility for the following postal actions:

- Coordinate the designation of a SSPM to implement postal policies throughout the operational area (each specific area needs an SSPM to perform this function for each CCDR).
- Coordinate MPS operations at all military postal activities (i.e., Military Post Offices (MPOs), Military Mail Terminals (MMT), Mail Control Activities (MCAs), Aerial Mail Terminals, and Surface Mail Terminals in the operational area).
- Establish, on request, additional postal restrictions or embargo procedures (this may be necessary if excessive mail volume is hampering the flow of mission-essential supplies and equipment into the AO).
- Specify any restrictions for retrograde mail, to include size and weight limitations and security screening.
- Request free mail privileges IAW Title 39, USC 3401 and Department of Defense directive (DODD) 4525.6-M, "Department of Defense Postal Manual," if not previously established.
- Identify, confirm and keep current the AO APOEs/SPOEs and APODs/SPODs.
- Ensure that individual service components develop and maintain casualty mail procedures and directory services.
- Act as point of contact for all operational area AO MPS related updates, queries, congressional inquiries and service complaints.
- Publish uniform procedures applicable to all service MPS activities in the AO.
- Request from MPSA access to AMPS.

ARMY/ASCC G-1

4-10. The postal responsibilities of the Army/ASCC G-1s are as follows:
- Coordinate with other service components and develop contingency plans to ensure appropriate postal support for US, joint, interagency, multi-national (JIM) forces and authorized personnel within the AO who are directed by the CCDR as supported personnel.
- Request contingency APO activation/deactivation from MPSA in coordination with deploying command G-1s and other Army Commands.
- Develop theater postal policies and procedures.
- Identify and request resources to perform the MPS mission throughout the AO.
- Maintain liaison with host-nation agencies.
- Ensure postal irregularities and postal offenses are reported to the appropriate levels.

HRSC POSTAL OPERATIONS

4-11. The HRSC POD assists the HRSC Director and the Army/ASCC G-1 in matters of postal operations/ management within the AO and for performing the following critical functions:
- Ensure the manning and operation of MMTs and MCAs in coordination with SSPM and/or theater Air Force Postal Representative.
- Establish and operate an AOR unit locator system for redirect services.
- Coordinate AOR level mail transportation support for mail movement to and from all necessary locations within postal platoon(s) AOR within the TSC/ESC SPO/DMC.
- Implement AOR postal policies and procedures established by the Army/ASCC G-1.

- Establish and monitor procedures for casualty mail operations.
- Determine the location and function of AOR postal units.
- Coordinate the AOR EPW mail plan, and monitor its execution IAW the Geneva Convention.
- Coordinate through the Army/ASCC, with the JTF/JFLCC/CFLCC Commander to request and ensure appropriate MPS resources (i.e., Host Nation Support, Transportation, Facilities, Equipment, etc.) are assigned for the execution of postal responsibilities in AO.
- Provide unit mail routing information to the JMPA and the MPSA, ensuring APOs/DPOs are established and inactivated as required.
- Consult with JMPA to develop mail routing instructions and procedures for optimum mail delivery in each deployed AOR.
- Employ, establish, and develop suspect mail procedures.
- Ensure MPS personnel at all levels are knowledgeable of policies, procedures, and guidance IAW suspect mail incidents.
- Collect postal statistical and historical workload information from postal units to identify trends, inefficiencies and improve postal network services.
- Provide historical postal flow data to the MPSA to ensure the continuing update of postal planning factors.
- Coordinate for AOR level postal supplies and equipment.
- Appoint the AOR Postal Finance Officer (PFO) and coordinate with all AOR Custodian of Postal Effects (COPE) to enforce postal finance policies, procedures and support.
- Conduct postal inspections/audits.
- Coordinate with MPSA for APO number assignments.
- Develop both deployed AOR and contingency postal support plans.
- Coordinate the establishment of a Theater Dead Letter/Parcel Branch.
- Provide MPS postal net alerts, situation reports (SITREPs) and Transit Time Information Standard System for Military Mail (TTISSMM) data reports to MPSA as required.
- Coordinate with the TSC for customs and explosive ordnance inspections in compliance with all established postal inspection requirements.
- Identify deficiencies in the postal operating systems and take appropriate corrective actions with corresponding agency and in AMPS.
- Develop procedures for addressing customer complaints, inquiries and suggestions.
- Plan and coordinate Army postal augmentation to military mail terminals established by other military services.

POSTAL FINANCE OFFICER

4-12. The PFO is assigned to the POD within the HRSC. Additional guidance about the PFO may be found in DOD 4525.6m (DOD Postal Manual). The duties and responsibilities of the PFO include:

- Requisition and stock adequate quantities of stamps, money orders, and equipment and supplies to satisfy the requirements of all COPE and/or postal clerks to be supported.
- Receive and account for stock from Postmasters at New York and/or San Francisco.
- Maintain accountability records.
- Secure and protect accountable stock items, and be accountable for fixed and/or flexible credits.
- Monitor requisitions and transmittal of postage sales, money order and meter business from Postmasters.
- Develop, implement and field new accounting procedures and SOPs for contingency operations.
- Monitor monthly audits from Postmasters, and Financial Adjustment Memoranda to ensure they have been resolved and submitted in a timely and accurate manner.
- Prepare and conduct training for postal officers, postmasters and technical inspectors on all aspects of postal finance, supply and equipment procedures.

- Maintain automated postal finance and supply related forms.
- Perform administrative duties, such as maintaining files in accordance with Army regulations, publications, and internal and external correspondence.
- Maintain an AMPS account.

MILITARY MAIL TERMINAL

4-13. The MMT Team provides postal support to an area of operations by establishing an MMT, coordinating, receiving and processing incoming mail, and dispatching mail to CONUS. The MMT is the primary gateway(s) for postal operations in and out of the deployed AOR and utilizes existing or sustainment brigade-provided airfield support to conduct operations. These facilities operate full time with a capability of up to 250K+ lbs of mail per day and have surge capabilities to handle variances, such as holiday mail increases. The MMT must be scalable to handle the operational requirements of the theater. Coordination with the supporting APOD/APOE Movement Control Team (MCT) will be required for visibility and provision of sufficient transportation assets for the movement of mail into the deployed AOR as organic transportation assets are not assigned to the MMT. As the gateway point for deployed AOR mail entry and exit, the MMT will often have a host nation representative co-located to ensure observation of cultural custom rules for the host nation.

4-14. The MMT Team is an organization within the sustainment brigade with a TO mission to establish postal operations and a TD mission to maintain postal operations. The MMT establishes and runs the Army component of a Joint Military Mail Terminal (JMMT) with the manpower support of an HR Company (Postal) at the APOD (or in the vicinity thereof, as determined by the TSC/ESC SPO). Responsibilities include:

- Control mail movement within and throughout the AO.
- Provide specialized postal expertise and experience and limited augmentation manpower.
- Provide all technical direction to the HR Company (Postal) Commander operating at the MMT.
- Provide integrated, accurate and timely processing and distribution of all mail arriving in the AO.
- Establish a casualty mail section to provide casualty mail services to AO (if the principal).
- Coordinate with HRSC, DMC and MPOs to resolve mail dispatching and transportation problems.
- Distribute mail to the HR Companies (Postal) providing area support, or as the tactical situation dictates, direct to postal platoons depending on the size of the supported force.
- Serve as a collection point and routing agency for all retrograde mail coming from within the AO.

4-15. The MMT operational requirements include hanger type facilities and coordination with either the Air Force or the host country operating the airfields. Once the mail arrives, it is unloaded, paperwork is verified, and mail is processed for onward movement. Mail is then further sorted for distribution within the theater. Communication between the provider and the MMT is critical for planning and managing the mail arrival and departure manifests and needs to include coordination between JIM forces operating in the theater.

4-16. The MMT facility layout depends on the requirements of the mission, the theater constraints and the size of operations based on supported population. Although there is not a standardized layout, space considerations must be provided for each mail function based on volume, to include inbound mail, outbound mail, unloading and zip sorting of mail, mail storage, theater casualty mail handling, a secure registered room and a manifest section. The mail process includes sorting inbound mail to the zip code level, storage until it exits through outbound, and transportation to the local APO. Additional considerations must be made to secure the registered mail room at all times. The manifest section is designed and located to process all paperwork associated with mail handling.

4-17. MMT facilities, such as hangers, warehouses and covered areas, need to be organized for efficient movement for on/off loading, as close to the flight line or point of debarkation as possible and large

enough to able to handle the influx of mail throughout the duration of the operation or deployment. The mail operations need to be scalable to adjust for seasonality and based on the level of mail processed. Equipment for mail operations should be included in the early entry manifests for sustainment loads, to include Rough Terrain Cargo Handlers (RTCH), optical address scanners, heavy forklifts and (automated and portable) conveyor belts. See Figure 4-1.
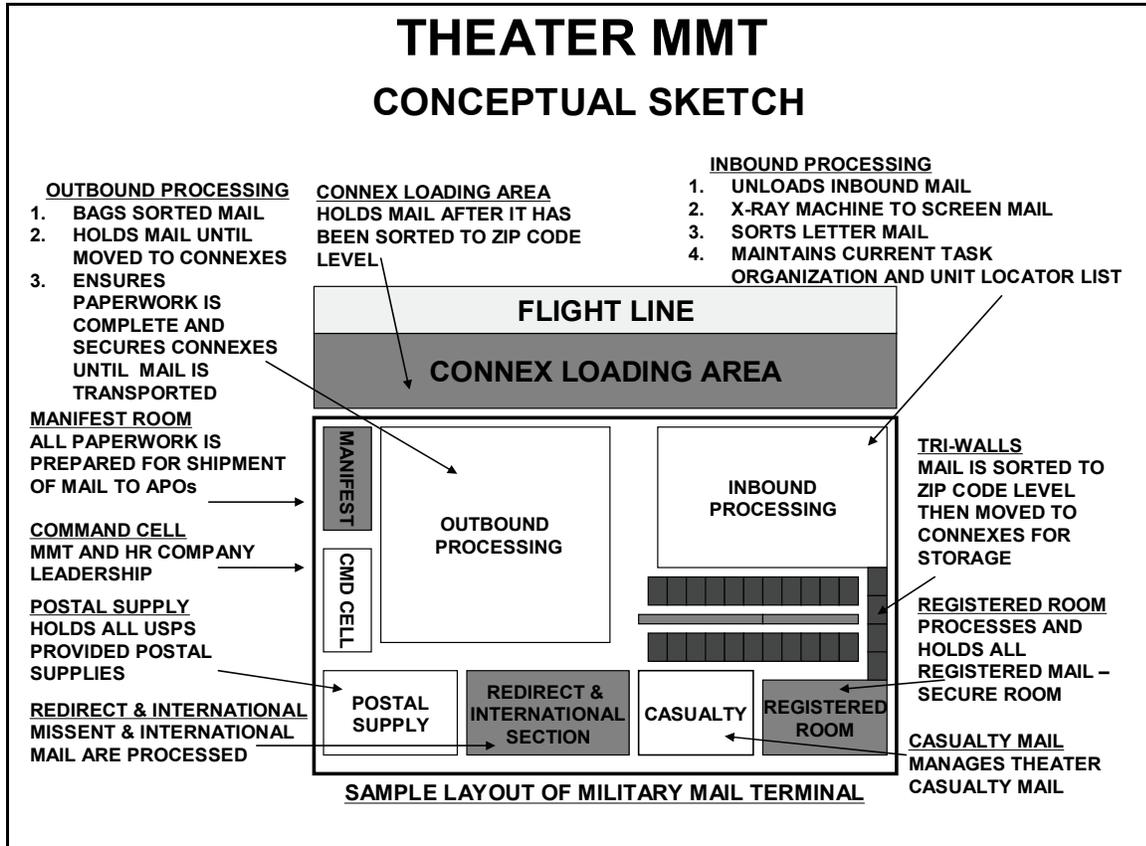
Figure 4-1. Sample Theater MMT Configuration

4-18. The MMT Team (Figure 4-2) consists of a headquarters section, operations section and two postal squads. The headquarters section consists of a Director (O-5), Deputy Director (O-4), Team Sergeant Major (E-9) and two vehicle mechanics (E-5 and E-4). The Director becomes the senior Army officer in the JMMT for all technical matters. The headquarters section provides a direct link with other services for operating space at the terminal, flight schedules, and ground transportation of mail. The headquarters section also provides a single theater level executor with the expertise to support the TSC SPO DMC, Army/ASCC G-1, and other senior military leaders for the theater staff concerning MMT operations and issues.

4-19. The operations section consists of a three-person team to provide logistical planning, operating guidance, and all other postal staff support. The section links all theater postal operations and the MPSA. Additionally, it serves as the operational interface between the MMT and sustainment Brigade HR Operations Cell, coordinating the distribution of mail as received from the MMT and related postal transportation requirements.

4-20. The postal squads are responsible for managing the routing of all inbound and outbound mail and ensuring its timely and accurate processing. Additionally, they establish a casualty mail section, and distribute the mail to the HR Company (Postal) or postal platoons. The MMT director organizes the postal

assets as dictated by the mail flow and METT-TC considerations. The squads also provide all required heavy equipment operators for the forklifts and the RTCH.

4-21. The HR Company (Postal) augmenting the JMMT or MMT will receive all operational execution instructions and technical guidance from the MMT Director. The HR Company Commander retains all command and control functions and responsibilities for their assigned or attached Postal Plans and Operations Team and postal platoons. The MMT Team receives policy and technical guidance from the POD of the HRSC through the ESC HR Operations Cell and receives all employment and resource support decisions and operational guidance from the sustainment brigade commander and SPO. The team can also transition to contract support when the operational environment allows.

4-22. The MMT is dependent upon the STB or a CSSB in the sustainment brigade for religious, legal, health service support, military pay, HR and administrative services, quarters and rations support, logistics, unit maintenance of organic equipment, and supplementary transportation (the MMT is only 50% mobile). The MMT relies on secure and non-secure, continuous, and survivable communications and digital information systems. The MMT in coordination with the sustainment brigade SPO and S-6 must ensure that communication and information systems are supported. The MMT is not assigned transportation assets and must request transportation support through the HR Operations Cell of the sustainment brigade SPO for coordination with the MCT to transport mail to the forward operating area. Close coordination with planners will assist with forecasting future actions as the theater matures and to determine feasibility and viability of mail routes. Mail will normally be included in convoys or travel via air and move with other sustainment items for transportation from the APO (located in a support area) to the supported units. In mature theaters, transportation of mail may be contracted out for additional support.
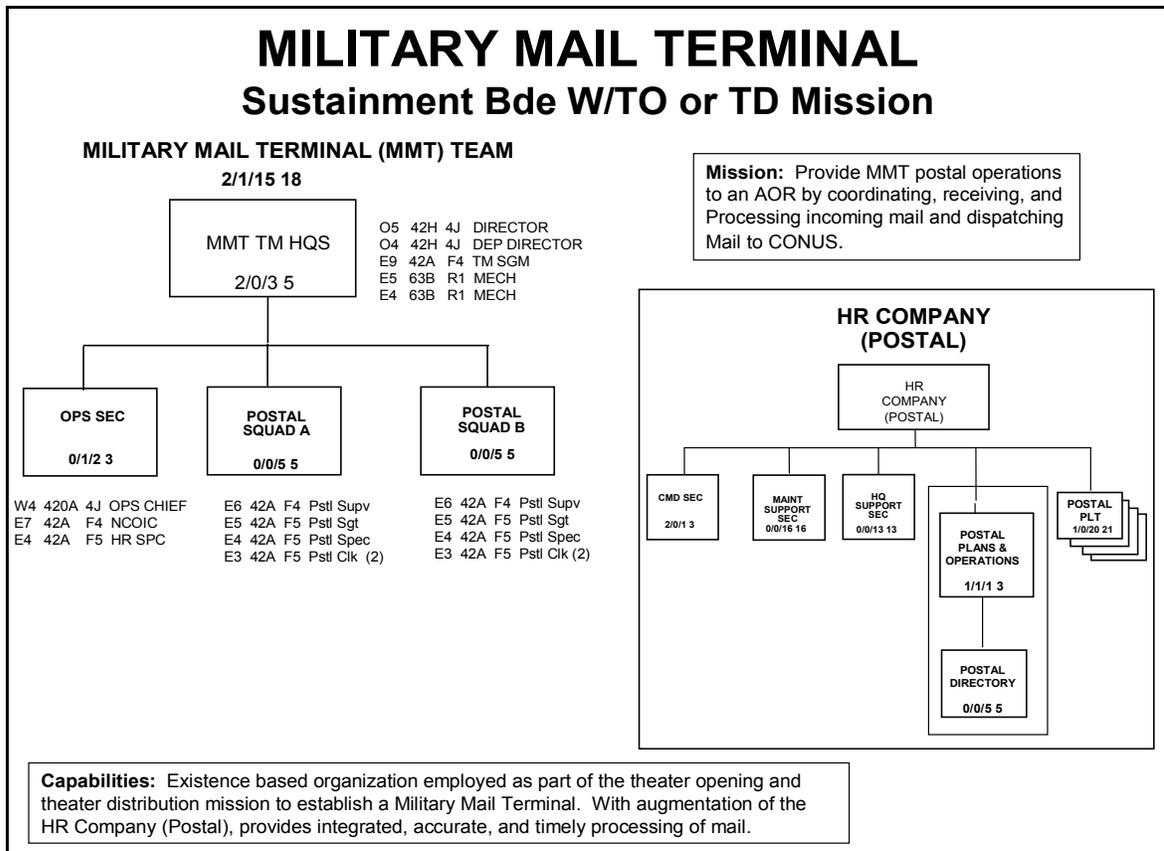
Figure 4-2. Military Mail Terminal

HR COMPANY (POSTAL)

4-23. One or more HR Companies (Postal) may support MMT operations and are located within sustainment brigades in the Army/Corps/Division AOs to provide area postal support to units and Soldiers by establishing APOs (DPOs) and executing postal finance support. The HR Company (Postal) provides long and short term postal planning, current and future operations management, technical guidance, directory services and command and control of postal platoons attached to the HR Company.

4-24. In support of the MMT, the HR Company (Postal) (Figure 4-2) augmenting the JMMT or MMT receives all technical guidance and operational direction from the MMT Director. The HR Company (Postal) Commander retains command and control for the Postal Plans and Operations Team and the Postal platoons assigned or attached to the company. The HR Company (Postal) will:

- Provide command and control, life support and plans and operations support for postal platoons.
- Process and distribute incoming and outgoing (to include official registered) mail to supported units.
- Provide directory services.
- Provide postal finance services.
- Process redirect and casualty mail.
- Provide technical guidance to unit mail clerks as required.
- Conduct coordination and integrate postal support with the HR Operations Cell of the sustainment brigade SPO.
- Coordinate with HRSC for postal financial guidance and support.

4-25. The Postal Plans and Operations Team (Figure 4-3) is a staff section attached to an HR Company headquarters when one or more postal platoons are assigned or attached. It provides postal planning and operational management to the HR Company. The team can be employed anywhere an HR Company is employed. The Postal Plans and Operations Team consist of a Plans and Operations Section and a Directory Service Section. The Postal Plans and Operations Section manages current operational requirements and plans long and short range postal support missions. The Postal Directory Service operates a central mail directory based on personnel data from the G-1 and S-1 sections of the supported population. The Postal Plans and Operations Team responsibilities include:

- Long and short term postal planning to the HR Company Commander.
- Current and future operations management for postal platoons attached/assigned to HR Companies.
- Manage directory service for all associated postal platoons.
- Post office operations.
- Assist with inspections, audits and establish mail handling procedures.
- Conduct coordination and integrate postal support with the HR Operations Cell of the sustainment brigade SPO.

EMPLOYMENT

4-26. The Postal Plans and Operations Team deploys with the HR Company with attached/assigned postal platoons to the AOR. The Postal Plans and Operations Team requires capability to communicate digitally and voice through secure and non-secure channels to elements of attached platoons, HR Companies, sustainment brigade SPO HR Operations Cell, S-1 sections, and transportation and logistics elements. An HR Company with one or more postal platoons attached or assigned must be provided with a Postal Plans and Operations Team.

POSTAL PLANS & OPS (P&O) TEAM
(HR COMPANY)

1/1/6 8

POSTAL
PLANS &
OPERATIONS

1/1/1 3

TM LDR   O3 42B 4J
HR PSTL TECH W3 420A 5
NCOIC   E6 42A F4

POSTAL
DIRECTORY

0/0/5 5

NCOIC   E5 42A F5
HR SPC   E4 42A F5 (2)
HR SPC   E3 42A F5 (2)

MISSION: Provide short and long term postal planning, current and future postal operations management, technical support and directory services.

CAPABILITIES: Workload-based organization in the HR Company headquarters to provide Postal Directory Service based on personnel data from the G-1 and S-1 sections.

Figure 4-3. Postal Plans and Operations Team Organizational Architecture

SUPPORT

4-27. The Postal Plans and Operations Team receives policy guidance from the sustainment brigade SPO HR Operations Cell and the HRSC POD. The team falls under the HR Company for command and control and administrative support.

4-28. A postal agreement between the USPS and DOD includes the requirement for USPS to provide new and serviceable equipment and supplies necessary for the operation of military post offices. This does not necessarily occur automatically. Commanders may need to provide detailed requests through the chain of command to USPS to ensure receipt of all necessary equipment and supplies. Postal Plans and Operations Teams should prepare these requests for the HR Company (Postal) Commander and forward through the HRSC POD for action.

POSTAL PLATOON

4-29. The postal platoon is a multifunctional organization providing postal support for up to 6,000 personnel. It also serves as one of four platoons in support of an MMT. This universal modular platoon is capable of performing the complete spectrum of postal functions from postal service and postal finance to postal operations. It replaces the legacy Operations and Services platoons. The postal platoon receives all technical guidance through the HR Company headquarters and the corresponding Postal Plans and Operations Team. The HR Company provides command and control to the attached postal platoons. In order to be fully effective and provide the best service possible, a postal platoon should deploy with the unit's main body. Once on the ground, a fully manned and equipped postal platoon can be operational within 48 hours. Postal units must have adequate facilities, transportation, personnel, and equipment prior to the movement of mail in or out of the AOR.

4-30. Postal platoons provide customer service for postal finance support consistent with the theater mail policies and priorities. These services include money orders, postage stamp sales, special services and package mailing. Services are provided at consolidated locations as the tactical situation and manning level allows. Services are provided at forward operating bases (FOB) and can be increased or decreased based on command directives and METT-TC. Postal finance support for outlying tactical areas is coordinated through the HR Operations Cell of the sustainment brigade and the Postal Plans and Operations Team. It is the responsibility of the HR Operations Cell to coordinate with the S-1 located at the FOBs to ensure postal operations meet the needs and support of the FOB.

4-31. Typically, the postal platoons will be located at the APOs either in sustainment brigade support areas or in Division or Corps support areas. In the COE, APOs are usually established at brigade and higher-level FOBs. Depending on the volume of mail going to a specific location, a postal platoon may be co-located in the Brigade Support Area (BSA). The postal platoon, when located at a FOB, remains under the command and control of the HR Company and does not work directly for the S-1. Again, it is critical for the HR Operations Cell to coordinate with the senior HR representative (S-1) at the FOB to ensure mail operations are responsive to the needs and command support requirements of the FOB. The postal platoons responsibilities include:

- Coordinate with HR Company HQs for administrative support.
- Direct daily postal operations.
- Receive and distribute intra-theater mail.
- Prepare mail for unit mail clerks.
- Receive, process, and dispatch outgoing mail.
- Receive, process, and redirect incoming mail.
- Update postal routing schemes.
- Conduct casualty mail and EPW mail operations.
- Conduct postal finance services.
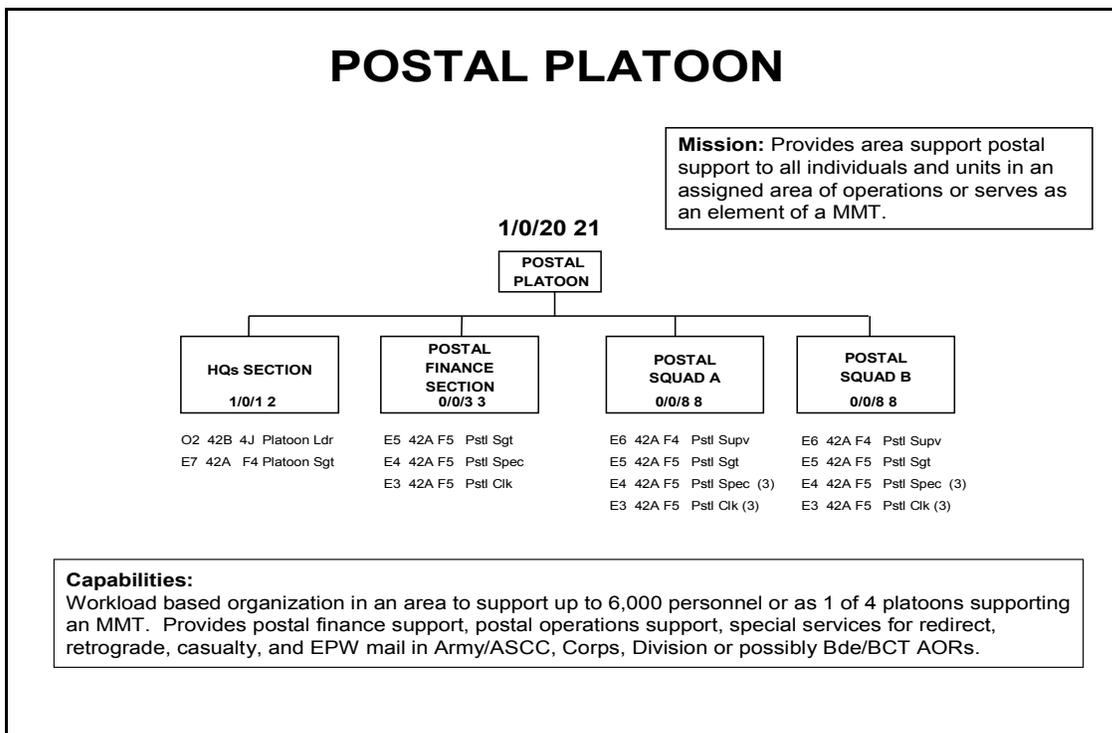- Provide technical guidance to Unit Mail Clerks.

Figure 4-4. Postal Platoon Organizational Architecture

POSTAL RESTRICTIONS

4-32. Commanders have high expectations for unrestricted postal services to enhance morale and communication. Operational constraints, such as rapidly moving units or an overburdened logistics system, may require temporary postal restrictions. Mail restrictions will be stricter at newly established sites than during mature sustainment operations and will need to be reevaluated as the mail infrastructure develops. Commanders may restrict mail at the beginning of combat operations in order to avoid hampering the flow of mission essential supplies and equipment into the operational area. Postal restriction considerations include:

- Dissemination of contingency area APO addresses and zip codes.
- Restrict all mail for the first 30 days.
- Allow Letter Class Mail at 30-day point if theater postal operations are established and the request for APO address is submitted to MPSA and approved.
- Allow small parcels up to 5 pounds at 60-day point.
- All restrictions should be removed after 90 days dependent upon the situation.
- Full postal services, such as postal money orders, express mail and/or registered mail service, may not be offered in the initial or immediate sustainment phases of the operation due to the required infrastructure, security and training (initial absence of these services should have negligible impact on Soldier morale).

4-33. Early establishment of postal infrastructure during theater opening or early entry operations limits the requirements for postal restrictions and allows the flow of mail to commence earlier. The Army/ASCC G-1 will make recommendations on policy and guidance to the Army/ASCC Commander concerning the required postal restrictions and their duration.

POSTAL FINANCE SERVICES

4-34. Postal finance services may be provided within battalion and brigade support areas through coordination with the HR Operations Cell and supporting HR Companies (Postal). Postal finance services include money orders, postage stamp sales, special services and package mailing. Each postal platoon has a finance section that provides postal finance operations for a supported population of 6000 Soldiers. Postal finance sections supporting MMT operations may be used to augment postal finance operations in the vicinity of the MMT.

4-35. Postal finance services are typically collocated with the inbound section of the APO (where S-1s go to pick up unit mail). For Soldiers who are in geographically separate locations, units will coordinate with the HR Operations Cell of the supporting sustainment brigade to provide limited mobile postal finance services to outlying units. Medical Treatment Facility (MTF) commanders will coordinate postal finance support through the HR Operations Cell of the supporting sustainment brigade to provide necessary postal finance services to patients.

MAIL FLOW

4-36. Mail addressed to Soldiers is transported via USPS to the nearest TG and enters the Military Postal System. The MMT, augmented by the HR Company (Postal) and four postal platoons, receives the mail and sorts it by APO number for transportation to the local servicing APO. The planning, coordination and availability of transportation assets is critical to this effort. Figure 4-5 depicts the postal flow in a deployed theater.

4-37. The APO processes the mail and validates the Soldier's location to further sort by unit or task organization for pickup by the Battalion S-1 mail clerks. Mail distribution is determined by METT-TC, theater constraints and resources, and may require centralization for distribution. To determine the unit's physical location within the theater, close coordination with the HRSC Plans and Operations Division, servicing APO, and HR Operations Cell, is required for updated geographic unit locations. The Soldier's status must be properly maintained within the accountability systems for correct mail delivery. Mail for

Soldiers that are not serviced by that APO will be separated and returned to the MMTs for redirection or return to the sender.

4-38.   The postal platoon(s) receives mail dispatched from the MMT, sorts it by supported units, and prepares it for dispatch to designated mail delivery points (MDP). The company and/or BN mail clerks pick-up mail from the MDP and coordinates delivery to the addressees.

4-39.   The APO serves as the post office for outgoing mail. Packages must be screened for content and approved based on theater regulations. The outgoing mail may be sent by Soldiers, DA civilians, and other authorized personnel assigned within the theater.
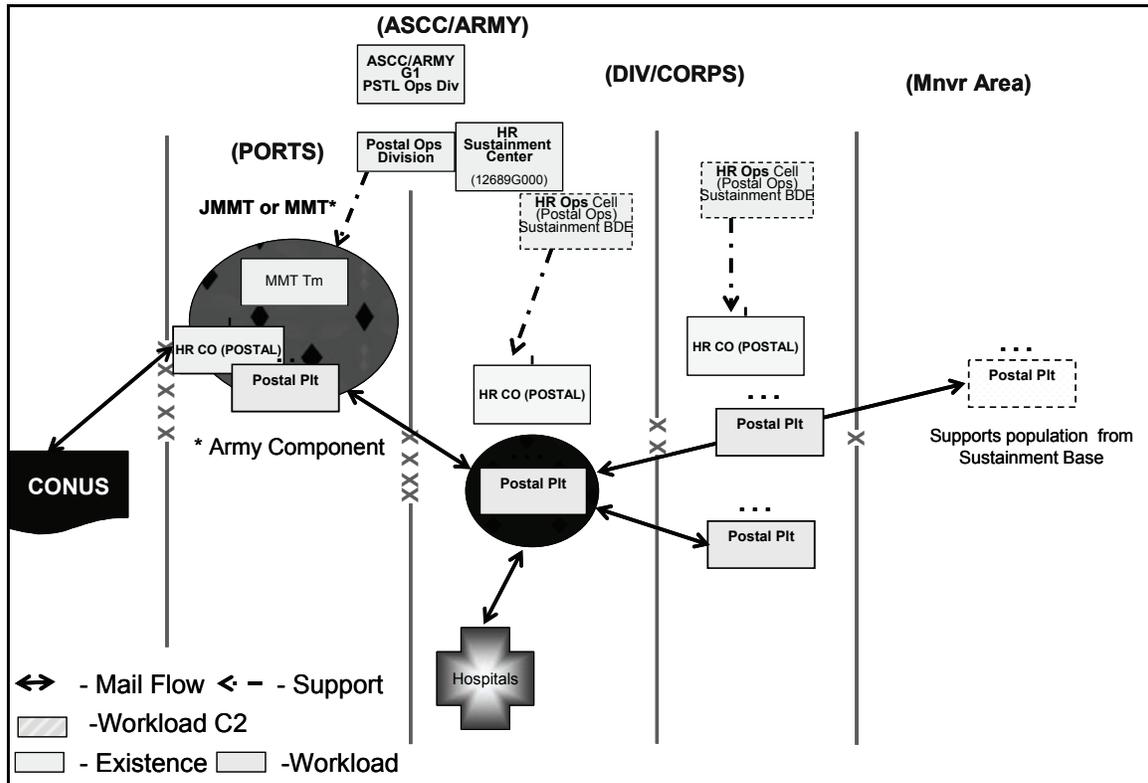
Figure 4-5. Postal Flow in a Deployed Theater

CASUALTY MAIL

4-40.   Casualty mail that is processed within the mail distribution system requires special attention to prevent premature casualty information disclosure and mail returned home before notification of NOK. When processing casualty mail, unit mail clerks will validate the Soldier's location, hold the mail for the Soldier's return, forward the mail to the military treatment facility, or return to the servicing postal platoon. All undelivered fatality mail will not contain any endorsements or marks made or posted on the mail by the unit, and will be returned to the APO. The APO will forward casualty mail to the casualty mail section for processing. The postal platoon will verify casualty information, make appropriate endorsements, then forward fatality mail to the theater casualty section at the MMT for final processing. This only applies to unopened mail as any mail that has been previously opened by the Soldier is considered "personal effects" and will be shipped with the rest of the Soldier's belongings.

FREE MAIL

4-41.   Free mail is authorized by Executive Order 12556, Mailing Privileges of Members of the Armed Forces of the United States and of Friendly Foreign Nations, and Title 39, USC 3401(a), as determined by

the Secretary of Defense. Free mail is a privilege specifically granted by this law and is intended solely to expedite transmission of military members' personal letter/mail correspondence back to their families and friends in the United States in times and places of war.

4-42. Free mail privileges apply to military service members in a declared "Free Mail" operational area as well as those hospitalized in a facility under military jurisdiction as a result of service in the designated area. Free mail also applies to civilians who are designated by the CCDR as essential to and directly supporting military operations and will generally be limited to DOD employees and authorized subsidiaries of U.S. owned and operated companies in direct support of the contingency stationed in the operational area. See DOD 4525.6-M, Department of Defense Postal Manual for more information on DOD postal policy.

4-43. Free mail is limited by Title 39, USC 3401 (a) to personal letters or sound recorded correspondence (to include video tapes) and must be addressed to a place within the delivery limits of the USPS or MPS. Free mail privileges are not normally allowed when mail is processed, handled, or delivered by a foreign postal administration. The Army/ASCC must request free mail thru the CCDR for the specific theater and will be considered authorized when the CCDR has received official approval from the Secretary of Defense. Upon completion of the Joint operation, the CCDR requests termination of free mail via MPSA. Currently, review and revalidation for free mail areas is required every 180 days, to ensure that the conditions that authorized Free Mail are still applicable.

CONTAMINATED/SUSPICIOUS MAIL

4-44. The postal network must make special provisions for handling and processing contaminated/suspicious mail. The suspected mail item may consist of chemical, biological, radiological or nuclear (CBRN) agents to include contraband. Once a mail item is identified as a threat, postal operations are halted and postal personnel and customers are evacuated immediately from the danger area. The postal unit notifies the military police, Explosive Ordnance Detachment (EOD), or CBRN Hazard Team to clear the area.

INFORMATION, COMMUNICATION, AND AUTOMATION REQUIREMENTS

4-45. The postal redirect function requires an integrated information management system throughout the theater of operations. The POD, HRSC, assists with theater directory and redirect support. All postal platoons provide redirect services and the Postal Plans and Operations Team operates a central mail directory for supported organizations. Supported organizations (S-1s/G-1s) are responsible for ensuring postal platoons have updated information on personnel, task organization, and location. Based on the information provided by the supported organizations, postal platoons then update their postal routing schemes.

4-46. The integrated information system must support requirements to generate and maintain a theater mail routing scheme. This system will enable postal mangers to align the location of units according to their servicing postal platoon. Postal platoons must have assured real-time communications by both voice and data with BN and BDE/BCT S-1s, HR Company (Postal) headquarters, HR Operations Cell, and transportation units. Postal platoons require daily communication concerning task organization changes, mail delivery point changes, mail routing scheme changes, casualty mail redirect, postal activity update, and USPS postal bulletins.

ORGANIC TRANSPORTATION REQUIREMENTS

4-47. Postal platoons and squads must have securable organic transportation to safeguard and transport mail and associated items such as stamps, money orders, accountable mail, and packages. They must also be able to carry 100% of the personnel, authorized organizational equipment, common table of allowances (CTA) equipment, and USPS equipment to provide support in forward areas. The USPS Transportation

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

EQUIPMENT REQUIREMENTS

4-48. Postal platoons may require mission-essential equipment and supplies other than that found on the table of organization and equipment. This includes USPS equipment such as Integrated Retail Terminals (IRT), postal meter machines, and x-ray machines prior to loading retrograde mail. Commanders must plan for and obtain mission-essential USPS and CTA equipment as well mission-essential items that require re-supply. Modern equipment used in civilian post offices must be provided to deploying military post offices.

OTHER CONSIDERATIONS

4-59. The postal mission is a joint venture in which some of the structure referred above may be manned by our sister services. In these cases, command and control will lie within their respective chain-of-command. Although postal operations procedures are standardized, it is incumbent upon the Senior HR providers to coordinate with other services to ensure postal services meets the JTF, CCDR, and local commanders' policies. Outsourcing mail operations in future operations may be considered through coordination with contracting officials to ensure commanders' requirements are fully met.

Chapter 5

Theater R5 Operations

Theater R5 (Reception, Replacement, Return-to-Duty, Rest and Recuperation and Redeployment) operations include the management and execution of HR support activities involved in tracking and ensuring the personnel accountability of Soldiers moving into, through or out of a theater. The five "R's" describe the major activities that cause Soldiers and civilians to enter, depart or transit a deployed AOR. The principal function of R5 operations is the planning, coordination and execution of personnel accountability within activities and centers that process transiting Soldiers from designated points of origin (APOD/SPOD) to location of assignment. The R5 mission, as a segment of RSOI operations, coordinates with sustainment organizations for life support requirements as determined by METT-TC. This R5 modular structure allows for the employment of the tailored, flexible and minimal force structure required for the unique theater to execute the personnel accountability task, with emphasis on acquiring and maintaining accountability in the deployed theater personnel database (currently DTAS).

PRINCIPLES OF R5 OPERATIONS MANAGEMENT

5-1. R5 operations management consists of two parts: R5 management and R5 support. R5 management involves accounting for and processing of personnel; R5 support is the physical reception and coordination for execution of support and delivery of military and civilian personnel, described by the five categories of transiting Soldiers/civilians. HR units are not resourced to provide sustainment support.

5-2. R5 processing centers operate on a 24/7 basis and are responsible for the data collection of personnel information, documenting theater status and integration of personnel into the theater database. Sufficient NIPR and SIPR access are required at all R5 processing centers to enable timely data integration.

CONSIDERATIONS BY R5 CATEGORY

RECEPTION

5-3. Reception is the initial support, accountability, coordination and management provided at the APOD/SPOD for personnel and units entering the deployed AOR as part of RSO&I operations. HR units (TG R5 Team and the supporting HR Company (R5)) establish by-name accountability for all personnel entering or transiting the AO. Planning, coordinating, and identifying requirements for life support and onward movement of personnel to their designated units is conducted with the Army/ASCC-level sustainment elements (sustainment brigade/TSC) usually in the form of a CSSB charged with operating the ports and staging areas during RSO&I. TG R5 Teams and supporting HR companies will establish TG R5 centers (PPC) and are integral elements of CSSBs operating APODs. Theater R5 units provide HR support, focusing on the personnel accountability elements and maintaining the theater deployed database. Initial accountability of personnel arriving into theater is accomplished at the APOD/SPOD by conducting an ID card swipe with card readers using the Tactical Personnel System (TPS) that creates files which are entered into DTAS, ensuring that data for entering personnel/units successfully uploads to the database. A critical task accomplished in this phase is ensuring unit S-1s departs the TG R5 center (PPC) with the initial DTAS data for their units.

REPLACEMENTS

5-4.   Theater R5 elements are responsible to integrate personnel accountability data for replacements as they enter and transit the deployed AOR. Replacement operations are an element of Personnel Readiness Management (PRM), executed in G-1 channels. The TG R5 center (PPC) will process replacements in accordance with Army/ASCC G-1-established guidance and work the transportation coordination requirements.

5-5.   There are three main replacement categories; individual replacements; non-unit related personnel (NRP); and unit replacements. Examples of individual replacements include Soldiers from their units' home station who were unable to deploy with their units, or arrived after their units deployed. NRP are individuals of the Army, Army Reserve or National Guard who were not previously assigned to a specific unit.

5-6. Casualty Shelf Requisitions.   The casualty shelf requisitions reflect the number of expected casualties (killed in action, wounded in action, missing in action, non-battle injuries) by MOS/AOC/rank and operational phase. Casualty shelf requisitions normally include requirements for the first 90-120 days.

5-7.   The large majority of replacements depart CONUS with pinpoint assignments which require minimal theater actions other than acquiring accountability and rapid movement to the replacement's unit of assignment. Replacement shelves (pre-positioned replacements) provide a push flow of personnel into the deployed AOR. In the event that replacement shelves are again utilized, the Army/ASCC G-1 determines pinpoint assignments for replacements, passes the assignment information through the HRSC PASR/PRM/IM division, or a supporting G-1 or S-1, to the replacement center for coordination of onward movement to join the unit of assignment.

RETURN TO DUTY (RTD)

5-8.   R5 units track and account for Soldiers and DOD civilians returning to duty from medical treatment facilities. R5 managers ensure that RTD personnel status is accurately entered in the theater personnel database and the regaining unit is aware the Soldier/civilian is in transit. RTD personnel will be processed for return to their unit of assignment. However, the Army/ASCC Commander may decide to assign RTDs to other than their original unit. Coordination must occur with CLTs and hospitals both inside and outside of theater in order to track the disposition of personnel returning to theater. The CLT will assist to coordinate the movement of RTD personnel to an R5 location for onward movement to their units. Often RTD personnel enter the R5 system missing critical equipment, therefore, R5 elements will have to coordinate with the HR Operations Cell/brigade S-1 for reissue.

REST AND RECUPERATION (R&R)

5-9.   Rest and Recuperation (R&R) is a program that provides Soldiers and units an opportunity to rest and recuperate at a secure location either within the operational area or in sanctuary. The CCDR may establish an R&R chargeable leave program which permits Soldiers to use ordinary leave away from hostile fire and imminent danger areas. R5 elements track and process transiting R&R Soldiers. Intra-theater APOD staging areas and their associated life support functions are critical to the R&R program's efficiency of moving large numbers of Soldiers to/from OCONUS locations (e.g., international airports) during their R&R leave period. G-1s and S-1s establish R&R allocations and HR R5 organizations coordinate closely with G-1/S-1 in order to facilitate a controlled flow and accountability of personnel. Communication with all involved organizations is critical to reduce time away from the unit for each R&R Soldier. R&R operations, once initiated, require detailed coordination and provide a steady flow of two-way personnel. Personnel accountability of flowing R&R Soldiers and reportable civilians is critical to allow units to effectively predict return dates.

REDEPLOYMENT

5-10. Redeployment operations manage the personnel flow to home station by processing redeploying Soldiers for intra-theater movement and by ensuring the theater personnel database is purged as Soldiers

redeploy from the AO. Redeployment operations are normally unit-centric and require detailed planning and coordination. Personnel accounting is critical throughout the process to fully clear personnel (Soldiers, civilians and contractors) from the DTAS deployed database as they leave the theater. R5 processing and execution for redeploying troops generally involves controlled movement from staging areas to the PPC through customs clearance to the redeployment aircraft. Control is critical in every phase of this operation.

R5 MANAGEMENT CRITICAL REQUIREMENTS

5-11. R5 operations must be scaled large enough to process personnel entering or exiting at all APODs/APOEs and SPODs/SPOEs as the personnel flow commences during TO, sustainment, and redeployment operations. As the theater matures, additional APODs/APOEs and SPODs/SPOEs may be required to cover all ports of entry. Coordination with HR and operational planning elements will provide predictability and allow accurate projections for the volume of arriving personnel. All flight and sea manifests must be confirmed prior to departure. All military and civilian transports carrying US personnel, regardless of their status, that enter the deployed AOR without passing through an APOD must also have their manifests reported and documented into DTAS (unit S-1s support is critical for this issue). Reception and redeployment surge periods may require additional R5 assets to efficiently process increased flow rates. R5 structure status should not be a factor which constrains personnel flow, and must utilize the scalable, modular design of R5 organizations to meet flow surges.

5-12. During theater and contingency operations, R5 elements/units should plan to coordinate and support Joint personnel reporting requirements as directed by the CCDR, JTF or Joint Command/Agency. Coordination will be required with U.S. Air Force (USAF) and other joint services for planning considerations for arriving and departing personnel. Direct coordination within the TSC SPO with transportation planners and with MCTs/ADACGs is a critical R5 coordination requirement.

5-13. R5 operations managers must establish the requirement for reoccurring non-HR tasks critical to the success of entering, transiting, and departing Soldiers in the AOR. HR units are not resourced to provide sustainment support and must coordinate for the execution of essential services, transportation support, and deployment related training with the HR Operations Cell of the supporting sustainment brigade. Supporting agencies responsibilities are depicted in Figure 5-1 and each agency must prepare for critical roles in establishing, supporting and executing sustainment for deploying forces.

R5 SUPPORTING AGENCY RESPONSIBILITIES

FUNCTION/TASK	RESPONSIBLE AGENCY		
	Division	Corps	ASCC
Training	G-3	G-3	G-3
Equipping	Sust Bde	Sust Bde	Sust Bde
Feeding	Sust Bde	Sust Bde	Sust Bde
Billeting	Sust Bde	Sust Bde	Sust Bde
Transportation	Sust Bde	MCT	MCT

Figure 5-1. Supporting Agency Responsibilities

R5 OPERATIONS MANAGEMENT RESPONSIBILITIES BY ORGANIZATION

5-14. In a deployed theater, R5 operations and functions are executed by multiple supporting organizations as referenced in Figure 5-1. The HRSC R5 Operations Division provides guidance from the Army/ASCC to the TG R5 Team. The TG R5 Team, with supporting HR Company (R5), includes the TG R5 operation section, consisting of a six person team responsible for coordinating the execution of external support required through the HR Operations Cell of the supporting sustainment brigade SPO, particularly with transportation and life support organizations.

5-15. The HR Company headquarters provides command and control as well as administrative support to attached or assigned R5 Personnel Accounting Teams, R5 Platoons and supporting R5 Plans and Operations Teams located at the Theater Gateway. The R5 Plans and Operations Team is a staff section consisting of a five person Plans and Operations Section and a four person Data Integration Team, attached to an HR Company headquarters when one or more R5 platoons are attached or assigned. It provides R5 planning, operations management and minimum essential personnel services (DD Form 93 [*Record of Emergency Data*], Common Access Card issue, ID tags and data integration support). The HR Company (R5) supporting the theater gateway R5 mission will receive all technical supervision and guidance from the TG R5 Team Director.

5-16. R5 platoon headquarters consists of an eight person team that provides command and control, technical guidance, and logistical support to R5 Personnel Accounting Teams (PAT). The R5 platoon headquarters is a multifunctional structure providing command of two to three R5 Personnel Accounting Teams operating in the deployed AOR. The R5 platoon headquarters receives all technical guidance from the HR Company (R5) headquarters and the corresponding R5 Plans and Operations Team. The HR Company (R5) provides all command and control to the attached R5 platoons.
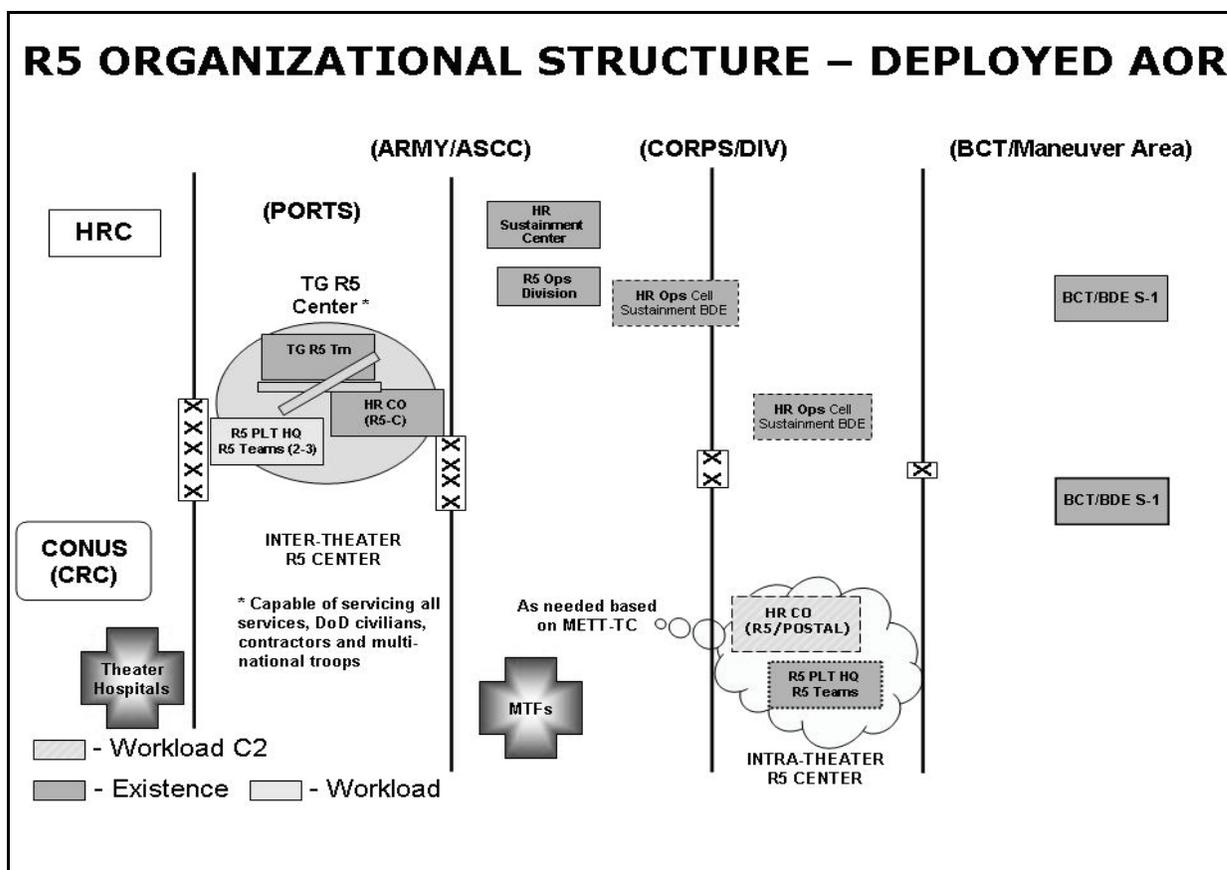
Figure 5-2. R5 Organizational Structure

ARMY/ASCC G-1

5-17. The Army/ASCC G-1 establishes the AO-wide R5 policy and provides planning guidance for AOR R5 functions. The TSC has C2 over the HRSC and R5 units and ensures the HRSC executes Army/ASCC R5 policy and planning guidance.

5-18. The Army/ASCC G-1 Manpower Branch manages R5 management systems. R5 management tasks include:

- Developing and managing theater R5 policy and plans.
- Identify HR elements needed for theater deployment and redeployment plans to ensure adequate R5 assets are available to support surge flow.
- Coordination through the TSC or ESC with the HRSC to ensure R5 assets are positioned in support of the Army/ASCC movement plan and schedule.
- Maintaining coordination with subordinate unit G-1s and S-1s to ensure total visibility of various R5 flows exist throughout the HR system.
- Coordination with Army/ASCC Surgeon for theater evacuation policy and determine impact on projected RTD flows.
- Establishing RTD processing policy as a result of evacuation policy.
- Participating in the preparation of the casualty estimate.
- Providing guidance and assignment priorities to the HRSC PASR/PRM/PIM Division in support of replacement flow execution.

HRSC R5 OPERATIONS DIVISION

5-19. The R5 Operations Division assists the TSC with the planning and operational oversight of the theater R5 operation. The R5 Operations Division tasks include:

- Providing technical guidance to R5 units as they execute the theater R5 policy and plan.
- Ensuring integration of personnel accountability data into the deployed theater personnel database as captured by R5 elements.
- Analyzing and reporting R5 personnel accountability data.
- Facilitating the theater personnel accountability reporting network (currently DTAS on SIPR) by ensuring effective and thorough R5 support.
- Ensuring sufficient TG R5 structures are established and resourced to effectively perform personnel accountability and data integration during reception operations (as an element of the RSO&I team).
- Executing theater replacement and casualty shelves as required based on Army/ASCC G-1 guidance and policy
- Coordinating with TSC G-6 for sufficient SIPR connectivity to establish and execute a SIPR-based deployed theater personnel database at all R5 reporting locations executed by SRC12 organizations (Very Small Aperture Terminal (VSAT) communications technology is expected to provide enhanced NIPR connectivity within theater and increase the data pipeline flow).
- Performing DTAS data quality control checks.
- Coordinating with TSC and movement control elements for execution of systemic and surge transportation requirements for transiting R5 Soldier and reportable civilian support, both tactical and strategic lift.
- Provide data support, information, and reports to the TSC and Army/ASCC G-1 as necessary.

DIVISION/CORPS G-1

5-20. The Division/Corps G-1s R5 responsibilities include:

- Supervising the Strength Reporting process within the Division/Corps AO and ensuring reconciliation with the theater personnel database.
- Coordinating with supporting sustainment brigade SPO HR Operations Cell for intra-theater APOE/APOD R5 Team/platoon support if required.
- Determining R&R allocations and ensuring expected R&R flow rates are entered into the R5 system to allow detailed planning.
- Establishing and providing a system of record that delineates and validates inbound Soldiers unit of assignments or provides assignments on those not specified.
- Assisting BDE/BCT S-1s with flow visibility, especially with replacement and RTD flow.
- Determining replacement call forward priorities, if strategic lift is constrained.
- Performing the ASCC/G-1 functions when serving as the ARFOR G-1.

BRIGADE S-1 SECTION

5-21. The BDE/BCT S-1s have R5 responsibility for conducting PASR and establishing the BDE/BCT R5 personnel processing center. They are also responsible for Soldier tracking at smaller APOD/APOEs where the daily flow rate is fewer than 600 Soldiers/civilians per day in their AOR. Although the rule of allocation for the R5 PAT is one per 600-man daily flow rate, APODs with a lower daily rate but one that is consistently above 400/day may receive R5 PAT support – this support should be coordinated through the HR Operations Cell of the supporting sustainment brigade. Brigades will execute initial DTAS status for the BDE element, conduct reconciliation and establish the UIC hierarchy for its subordinates. The BDE/BCT S-1 section ensures all daily DTAS inputs are made by subordinate BN S-1 sections, so that any

Soldier or civilian who commences movement across the deployed AOR starts with the proper DTAS status prior to departing the BDE/BCT AOR. The BDE/BCT S-1 also:

- Establishes R&R allocations to subordinate battalions.
- Prepares replacements for forward movement at home station (rear detachment) and tracks their progress as they enter the deployed AOR until arrival in the BDE/BCT AOR.
- Executes manifesting processes for battalion and BDE/BCT movements to the intra-theater APOD/APOE (unit movements).
- As required, coordinates with MCTs operating in the BDE/BCT AOR concerning all troop movements.
- Enters all required Soldier and civilian DTAS data into the deployed theater database for those, if any, that enter or depart the theater from an APOD/APOE in the BDE/BCT AOR.
- Prepares deployment and redeployment personnel cross leveling data to ensure commander's intent for movement command and control is achieved.

BATTALION S-1 SECTION

5-22. The Battalion S-1s have R5 responsibilities for PASR operations and executing initial DTAS status prior to each Soldier movement. BN S-1s receive the majority of their R5 information from the BDE/BCT S-1 section. In the absence of a supporting BDE/BCT S-1 section, BN S-1 sections perform similar tasks as described in paragraph 5-21.

THEATER GATEWAY R5 TEAM

5-23. The TG R5 Team provides R5 support to the theater of operations by establishing the TG R5 center (PPC), coordinating personnel accountability activities, maintaining the database, and coordinating the execution of required sustainment support.

RESPONSIBILITIES

5-24. The TG R5 Team responsibilities include:
- Establishing the initial PPC/ Joint Personnel Reception Center (JPRC) in the inter-theater Army or Joint APOD/Reception Center.
- Establishing and maintaining theater personnel accountability for all transiting Soldiers.
- Assisting the HRSC PASR/PRM/IM Division by providing Soldier and civilian personnel accountability data to the deployed theater personnel database.
- Coordinating for the execution of transportation for inbound personnel from arrival points to the PPC/JPRC and outbound personnel from the PPC/JPRC to the departure point.
- Assisting with processing of theater replacement and casualty shelves, if the situation and METT-TC allow for their creation, as established by the Army/ASCC G-1 and the PASR/PRM/IM division of the HRSC.
- Coordinating with financial management units to forward manifest entries to initiate deployed financial entitlements.
- Processing units and individuals, DTAS data integration, and ensuring both the database and processing S-1s receive complete data.
- Predicting/forecasting personnel flow rates through the TG R5 center (PPC), ensuring the supporting HR Company (R5) is resourced to process flowing Soldiers, civilians and units.
- Coordinating for the execution of life support functions (billeting, meals, transportation, baggage handling, equipment storage, briefings, security operations, and customs screening) through the HR Operations Cell of the supporting sustainment brigade.
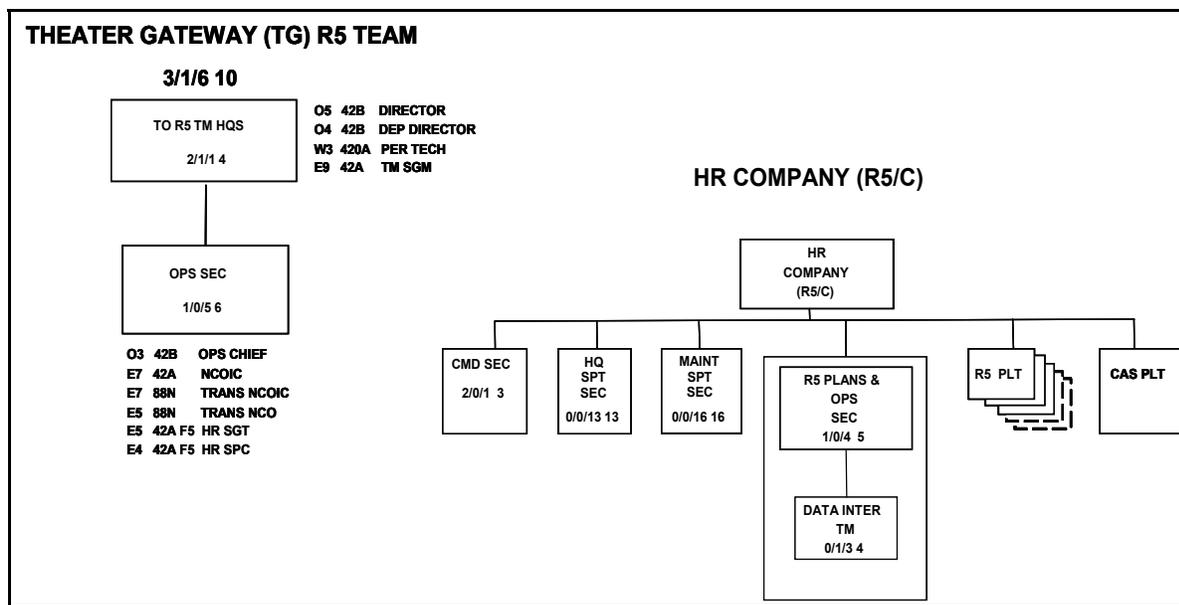
Figure 5-3 Theater Gateway (TG) R5 Center (PPC)

5-25. A TG R5 center (PPC) with an HR Company (R5) is deployed at the primary inter-theater APOD/APO as an element of the sustainment brigade with a TO mission for R5. The TG R5 Team is an organization in the sustainment brigade with a TO and theater distribution mission that includes establishment and operation of a theater R5 center (PPC). It receives operational support from the HR Company (R5). As theater requirements increase, the TG R5 Team and the supporting HR Company (R5) can transition to a JOA distribution mission. Personnel flow rates determine the size of the TG R5 Team. During initial operations, reception of units is the R5 center (PPC) focus. During sustainment operations, RTD, replacement and R&R flows become the TG (R5) Teams' focus. Redeployment operations create a surge period in terms of personnel flow and may require R5 augmentation. The R5 Team receives technical guidance from HRSC R5 Operations Division through the ESC or sustainment brigade HR Operations Cell. Operational guidance and directives are initiated by the Army/ASCC G-1 and passed through the TSC to the HRSC in OPLAN or OPORD format. The R5 Team does not exercise command and control over the HR Company (R5), but does provide technical direction to the HR Company (R5) Commander. See Figure 5-3 for an overview of the team's organization.

5-26. More than one TG R5 center (PPC) will be required if more than one inter-theater APOD/APOE or SPOD/SPOE is active. The TG R5 Team modular structure is the direct link to other services regarding R5 personnel flow into and out of the theater. The TG R5 Team provides R5 expertise and experience to oversee personnel accounting and data integration functions in all R5 categories, ranging from large scale unit reception missions to labor intensive R&R missions in sustainment operations.

5-27. The TG R5 Team consists of a headquarters section and operations section. The headquarters section consists of a Director, Deputy Director, Personnel Technician and Team Sergeant Major. The headquarters section provides a direct link with other services and other supporting units for PPC operations. It also coordinates other sustainment support to include operating space at the APOD terminal, flight schedules, and execution of sustainment support. The headquarters section also provides a senior officer with the expertise and experience to interact with the TSC, HRSC, Theater/ASCC G-1 and other senior military leaders on R5 matters. The operations section coordinates necessary sustainment actions to support the TG R5 processes, and is the vital link for supporting units and S-1 and G-1 sections.

5-28. The TG R5 Team is capable of forecasting and predicting surge flow and must ensure resources are available to handle surges during peak periods, such as during Relief-in-Place/Transfer of Authority periods. The team must coordinate with the supporting HR Company (R5) to process the flow of arriving

personnel to ensure each individual is captured in DTAS. This data integration is the foundation for an accurate theater personnel database, providing critical linkage of information for other HR operations.

HR COMPANY (R5)

5-29. The HR Company (R5) headquarters is a modular headquarters that provides command and control and administrative/sustainment support to attached/assigned R5 Plans and Operations Team, R5 platoons, and R5 PATs located at the inter-theater APOD, TG R5 center (PPC) and intra-theater APOD. The Plans and Operations Section of the HR Company (R5) provides technical guidance to S-1 sections operating in the sustainment brigade AO regarding R5 matters.

5-30. The HR Company (R5) receives technical guidance from the R5 Operations Division of the HRSC, and operational guidance from HR Operations Cell of the parent sustainment brigade. An HR Company (R5) supporting the TG R5 mission will receive all supervision and guidance from the TG R5 Director. The HR Company (R5) commander retains command and control of the R5 Plans and Operations Team, R5 platoons and the R5 PATs executing the R5 mission. The HR Company (R5) is attached or assigned to either the STB or a CSSB of the sustainment brigade for all administrative support.

5-31. The R5 Plans and Operations Team is a staff section attached to an HR Company headquarters when one or more R5 platoons are assigned or attached. It provides R5 planning, operations management and data integration support to the HR Company. The R5 Plans and Operations Section manages current operational requirements and plans both long and short range R5 missions for execution by the R5 platoons and R5 PATs assigned or attached to the company. The Data Integration Team manages, consolidates, integrates, and performs quality control of Soldier and civilian data acquired at the TG R5 center (PPC) or other R5 locations. The Data Integration Team ensures that BDE/BCT and BN S-1 sections transiting the TG R5 center (PPC) during reception operations receive an accurate and complete DTAS extract for all of the assigned or attached UICs within the unit. To provide vital personnel service capability for Soldiers in transient, the R5 Plans and Operations Team has equipment and system accesses such as ID Tag Machines, Dependent Eligibility Enrollment Reporting System (DEERS)/Real-time Automated Personnel Identification System (RAPIDS) portable CAC machines and world-wide eMILPO access. This allows the R5 Plans and Operations Team to update DD Form 93 and SGLV Form 8286 (*Servicemembers' Group Life Insurance Election Certificate*) for transiting Soldiers and civilians, and replace lost or destroyed CACs.

5-32. R5 Platoon headquarters provide command and control of assigned R5 PATs and must be prepared to operate large intra-theater APODs with daily flow rates between 1200 to 1800 Soldiers and civilians. These larger intra-theater APOD R5 centers (PPC) normally consist of an R5 platoon headquarters, two or three R5 PATs and an R5 Plans and Operations Team in support of the area support HR Company. See Figure 5-8.

5-33. The R5 Personnel Accounting Team is an organization that provides R5 passenger tracking and accountability for 600 personnel a day moving in or out of an R5 center (PPC) in a deployed AOR, at either an inter-theater APOD as an element of a TG R5 center (PPC), or at a smaller intra-theater R5 center (PPC). The functions include personnel accounting and coordinating the execution of sustainment support of transient personnel. The R5 PATs primary task is recording Soldier personnel accountability data in translation support file (TRN) or extensible markup language (XML) files for transmission to the theater deployed database in DTAS. The team is capable of operating in a joint or multinational environment. This modular structure allows the HR Company commander to support the large population flow for port operations with numerous teams organized into platoons and teams, but also supports the small, but essential mission of managing sustainment missions such as R&R, with one team or a platoon as necessary at an intra-theater APOD/APOE.

R5 RULES OF ALLOCATION

5-34. R5 rules of allocation are provided to assist HR planners to determine the amount of R5 support required to conduct theater R5 operations. R5 structure will predominantly support TG R5 centers (PPC) at

inter-theater gateways with a TG R5 Team and a full HR Company (R5). A TG R5 center (PPC) consists of the following:

- TG R5 Team.
- HR Company (R5).
- HR Company R5 Plans and Operations Team.
- Four R5 platoons HQs.
- Twelve R5 Personnel Accounting Teams.

5-35. The TG R5 center (PPC) with 12 R5 PATs can process a maximum of 7200 transiting Soldiers and civilians per day. R5 PAT rules of allocation are based on 24-hour operations and a 600/day flow rate with one R5 PAT processing two commercial aircraft per 12 hour shift with each aircraft containing a chalk of 300 Soldiers.

5-36. Additional R5 platoons and R5 PATs (up to 6 platoons/18 teams) may be added to the TG R5 center (PPC) based on daily passenger flows or anticipated surges. R5 structure supports intra-theater APOEs/APODs where the daily passenger flow is greater than 600. This requires two R5 PATs (for flow up to 1,200), one R5 platoon HQs and one R5 Plans and Operations Team. These structures are assigned to the nearest HR Company supporting the intra-theater APOE/APOD. It is critical that R5 personnel are not assigned tasks not specifically intended for the R5 personnel accountability mission. For R5 centers (PPC) with a daily average flow below 600, the BDE/BCT S-1 section in the AO will perform the R5 mission. PAT augmentation will be provided if R5 assets are available.

BATTLEFIELD R5 FLOW

5-37. The TG R5 Team, with the supporting HR Company (R5), establishes the TG R5 center (PPC) at the most favorable location based on projected personnel flow rates in the area of the inter-theater APOD. An R5 element will be incorporated as part of the ESC early entry element to establish initial R5 operations in the theater. The early entry R5 element is determined by METT-TC analysis and projected flow rates. Early entry R5 elements are critical to establish accurate strength accounting at the beginning of the operation or deployment as the deployed personnel database is established. The TG R5 center (PPC) processes all units arriving to the AOR and coordinates with the sustainment brigade SPO and MCT elements at the APOD for the execution of sustainment and onward movement of units to staging areas. Individual replacements flow in a similar manner from the TG R5 center (PPC) to the BDE/BCT. Figure 5-4 illustrates the R5 flow in a deployed theater for reception and replacement.

Replacement, R&R, and RTD Flows

(ARMY/ASCC)   **(CORPS/DIV)**   **(BCT/Maneuver Area)**
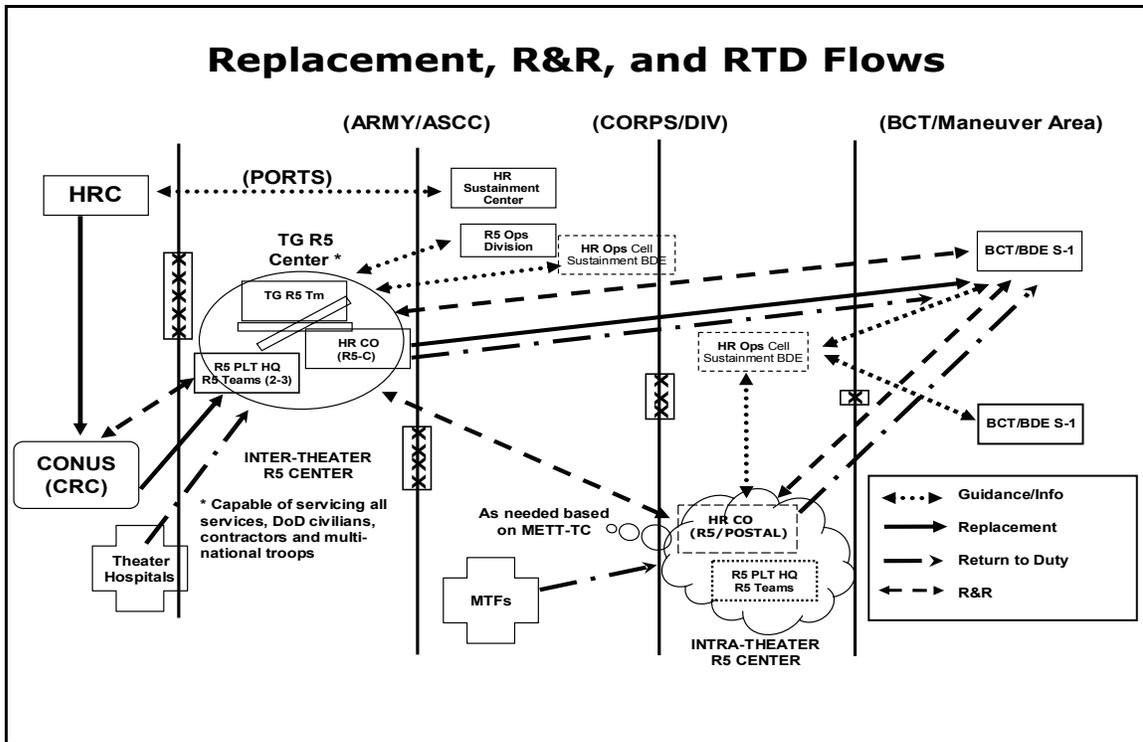
Figure 5-4. R5 Personnel Flow I (Replacement, R&R, RTD)

Reception and Redeployment Flows

(ARMY/ASCC)   **(CORPS/DIV)**   **(BCT/Maneuver Area)**
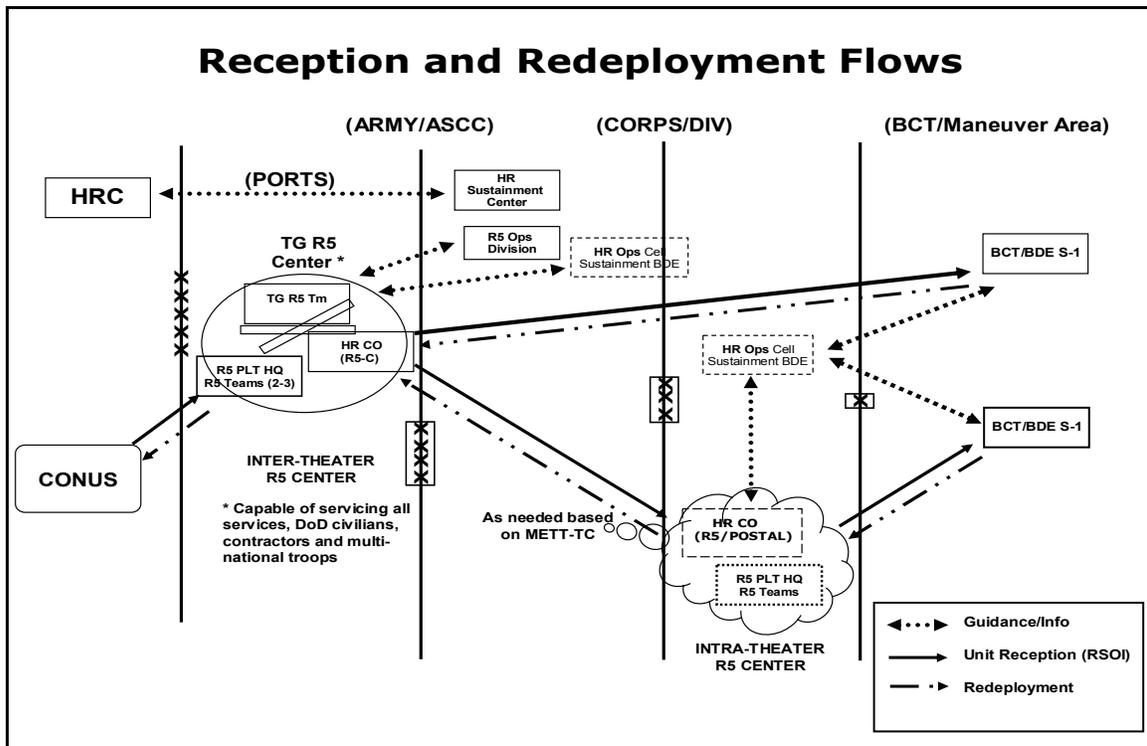
Figure 5-5. R5 Personnel Flow II (Reception and Redeployment)

5-38. During the Mobilization and Deployment phases of Force Projection, S-1s and G-1s must focus their efforts on accounting for all assigned personnel, and reassigning non-deploying Soldiers from deploying Unit Identification Code's (UICs). The following are some of the required R5 tasks during the Mobilization and Deployment phases of Force Projection:

- Reassign non-deploying Soldiers from deploying units to other non-deploying units or to DUICs established for home station rear detachments.
- Ensure deploying Soldiers have an updated record in the database of record (currently eMILPO for active and mobilized reserve component Soldiers, transitioning to DIMHRS).
- Coordinate with higher headquarters G-1 or S-1 to obtain most current order/task organization.
- Coordinate with sustainment brigade HR Operations Cell to determine the unit movement plan (if known) for the flow into the deployed AOR.
- Ensure accurate personnel data is entered into the theater database (DTAS) as the unit processes through the TG R5 center (PPC) at the inter-theater APOD. The Data Integration Team of the R5 Plans and Operations section of the HR Company (R5) ensures units depart the TG R5 center (PPC) with a copy of the updated theater database data for all assigned and attached subordinate UICs.

5-39. During the employment, sustainment and redeployment phases, units will continue to update their Soldiers' records in the personnel database. The following are some of the required tasks during the employment, sustainment and redeployment phases of force projection:

- Update individual record in DTAS and eMILPO as changes occur.
- Track and report assigned and attached personnel to include civilians and joint service personnel.
- Track transiting Soldiers in the theater database where possible – especially as R&R operations and RTD Soldiers return to their units and must be reintegrated and redeployment operations commence.
- Ensure redeploying Soldiers and civilians are removed from the DTAS database.

INTER- AND INTRA-THEATER APOD R5 CENTERS

5-40. Two types of R5 centers (PPC) are created to support the deployed AOR. The TG R5 center (PPC) will operate at the inter-theater APOD and smaller R5 teams will be located at intra-theater APODs where the average daily flow is greater than 600 personnel. As the JOA matures, other theater entry points may be established that require R5 support. Inter-theater APODs normally receive civilian wide-body contracted aircraft and larger military strategic airlift with large concentrations of Soldiers arriving at the R5 center (PPC) at the same time. Intra-theater APODs generally process Soldiers and civilians who arrive via military tactical aircraft, with a smaller concentration of personnel to be processed at one time.

PERSONNEL PROCESSING CENTER
CONCEPTUAL SKETCH - INBOUND

HR (R5) CO HQs
1. COORDINATES PLTs
2. INTEGRATES DTAS DATA
3. ENSURES 100% BY NAME UNIT ACCTY
4. PASSES DATA TO ASCC/ARMY G1 PASR TM
5. ENSURE REPLACEMENTS ARE PINPOINTED

A/DACG OR MCT
1. MEETS ACFT
2. OFFLOADS BAGGAGE
3. MOVES PAX TO PPC
4. MOVES PAX TO STAGING AREA

INTER-THEATER APOD

R5 PLT HQs
1. COORDINATES TMs
2. COORDINATES EXECUTION OF ONWARD MOVEMENT.

R5 PA TM RECEIVES PAX FROM MCT
1. INPUTS PAX INTO THETAER DATABASE (DTAS)
2. CONDUCT INITIAL WELCOME BRIEFINGS
3. ENSURE 100% BY NAME CHALK ACCT'Y

TG R5 TM
1. COORDINATE TG R5 CENTER ACTIONS
2. COORDINATE W/ SPTING SUST BDE (TO)
3. COORDINATE W/ A/DACG OR MCT

C2 NODE

DB MGMNT

INBOUND PROCESSING

OUTBOUND PROCESSING

ONWARD MVMNT TO RSOI STAGING AREA

TRANSIENT HOLDING FACILITY

TG R5 CENTER – PERSONNEL PROCESSING CNTR

Figure 5-6. Personnel Processing Center Conceptual Sketch – Inbound

5-41. Figure 5-6 provides a conceptual sketch which describes the inbound flow of personnel and the tasks performed by the various R5 elements operating at the inter-theater TG R5 center (PPC). Figure 5-6 describes, in detail, the PPC of the TG R5 center. The Arrival/Departure Airfield Control Group (A/DACG) or the MCT receives inbound aircraft and offloads passengers and baggage. The MCT turns the personnel accounting responsibility over to the TG R5 center at the PPC. R5 personnel are responsible, as their principal task, to ensure all arriving personnel are completely and accurately entered into the theater deployed personnel database, currently operated in DTAS. The R5 PA Team provides initial theater welcome and ensures initial military pay data is collected to initiate applicable deployed pay entitlements. If required, R5 personnel will coordinate the execution of returning equipment (body armor, weapons) to R&R and emergency leave returnees. A limited, short duration, transient holding facility is part of the PPC. This portion of the facility is contracted through the logistics civilian augmentation program (LOGCAP) or is provided by the Force Provider Company which is part of the sustainment elements supporting RSO&I operations in the port area or staging area under the command and control of a CSSB. R5 PLT HQs coordinate through the HR Operations Cell of the supporting sustainment brigade with the port (APOD) MCT for onward movement of newly arrived/returned personnel to either the RSO&I staging areas or the passenger holding facility for intra-theater flights.
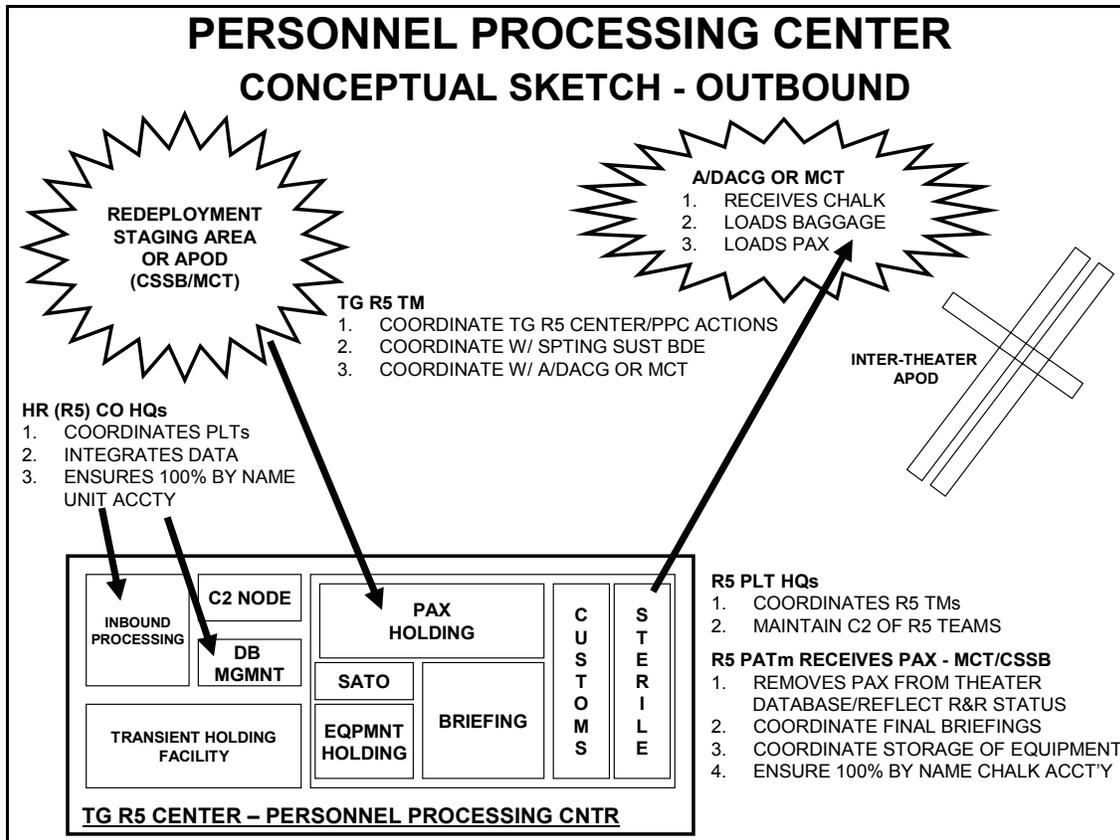
Figure 5-7. Personnel Processing Center Conceptual Sketch – Outbound

5-42. Figure 5-7 depicts the outbound operations at the PPC of the TG R5 center at an inter-theater APOD. Passengers are received at the PPC by the TG R5 Team/HR Company (R5) from either the RSO&I staging areas for redeploying Soldiers or intra-theater passenger holding areas run by the A/DACG/MCT or the CSSB. Soldiers entering the PPC receive final theater clearance briefings, secure equipment if required, are removed from the theater database, process through customs inspections and are kept in a sterile area prior to loading on outbound aircraft. Support is provided at the PPC for R&R Soldiers to coordinate onward movement flights following arrival at the CONUS gateway. MWR contracted support will normally execute this Scheduled Airlines Traffic Office (SATO) or Individual Travel Request (ITR)-type support capability. R5 centers (PPC) at intra-theater APODs may not be as large as the TG R5 center (PPC) nor will they have some of the capabilities, such as the customs inspection area/sterile area or the SATO/ITR support cell.

5-43. The TG R5 Team accomplishes the external coordination with the CSSB and sustainment brigade HR Operations Cell. The TG R5 Director supervises the R5 operations of the TG R5 center (PPC), with the majority of tasks being executed by the supporting HR Company (R5).

INTRA-THEATER APOE/APOD OPS CONCEPTUAL SKETCH

R5 PLANS/OPS TM
1. COORDINATES PLT/R5 PA Tms
2. INTEGRATES DTAS DATA
3. COORDINATES EXECUTION OF TRANS W/MCT

R5 PLT HQs
1. COORDINATES R5 TMs
2. COORDINATES EXECUTION OF ONWARD MVMNT

R5 PATm RECEIVES PAX FROM MCT
1. INPUTS PAX INTO THETAER DATABASE (DTAS)
2. CONDUCT INITIAL WELCOME BRIEFINGS
3. ENSURE 100% BY NAME CHALK ACCT'Y

A/DACG OR MCT
1. MEETS ACFT
2. OFFLOADS BAGGAGE
3. MOVES PAX TO PPC

INTER-THEATER APOD

R5 PATm – OUTBOUND MOVEMENT
1. COORDINATES MANIFEST
2. CHANGES STATUS IN DTAS

INBOUND PROCESSING

C2 NODE

DB MGMNT

OUTBOUND PROCESSING

TRANSIENT HOLDING FACILITY

TG R5 CENTER – PERSONNEL PROCESSING CNTR

ASSUME PAX FLOW: 1300/DAY ROA GENERATES:
-3 R5 PATm
-1 R5 PLT HQs
-1 R5 PLAN & OPs

Figure 5-8. Intra-theater APOE/APOD Operations

5-44. Figure 5-8 describes the intra-theater R5 center (PPC), and in detail, the PPC of the R5 center (PPC). The passenger flow required to generate this center is based on an average flow greater than 600 individuals per day. Like the TG R5 center (PPC), the A/DACG or MCT receives inbound aircraft and offloads passengers and baggage. The MCT turns the personnel over to the R5 center at the PPC. R5 personnel are responsible to ensure all personnel are accurately entered into the theater deployed database (DTAS) with the change in location.

5-45. The R5 Planning and Operations Team works closely with the MCT to coordinate the offloading of inbound aircraft and the loading of outbound aircraft. A limited, short duration transient holding facility is part of the center. The R5 PLT HQ will coordinate with the port (APOD) MCT for the execution of onward movement of newly arrived/returned personnel to either the RSO&I staging areas or the passenger holding facility for intra-theater flights.

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Chapter 6

Theater Casualty Operations

Early planning is essential to efficient casualty operations. When casualties occur, information must reach the right people as quickly as possible and accuracy is critical. Casualty reporting has a zero defect tolerance and procedural mistakes can not be allowed to occur as they could potentially lead to improper notification or false information being publicly released. Because NOK notification is a command responsibility, commanders and their designated representatives must be trained on the casualty reporting and notification process.

CASUALTY OPERATIONS

6-1. Casualty operations record, verify, report, and process casualty information from unit level to Department of the Army; notify appropriate individuals; and provide casualty assistance to NOK. A clear, collaborative system for casualty operations information is critical for effective management. When developing theater casualty operations policies and procedures, casualty managers must not only consider doctrinal guidance, but also decisions and agreements made by the JTF/CCDR to allow subordinate commanders (Corps level) to approve and release casualty reports directly to CMAOC.

PRINCIPLES OF CASUALTY OPERATIONS

6-2. Casualty operations include all actions relating to the production, dissemination, coordination, validation and synchronization of casualty reporting. It includes submission of casualty reports, notification of NOK, assistance to the NOK, line-of-duty determination, disposition of remains and personal effects (a responsibility of the mortuary affairs organization of the supporting sustainment command), military burial honors and casualty mail coordination. The role of the Casualty Assistance Center varies during contingency operations since the Theater Casualty Assistance Center is more involved in the casualty reporting functions and Installation Casualty Assistance Centers are engaged in the notification and assistance aspect of casualty operations as prescribed in AR 600-8-1. Critical responsibilities in a contingency operation include:

- Casualty Reporting: Units report all casualties as they occur. Accurate and timely casualty reporting is paramount. Contingency related casualty reports are sent to the appropriate Theater Casualty Assistance Center where all information is verified and forwarded to the CMAOC within 12 hours from the time of the incident. The CMAOC is the functional proponent for Army-wide casualty operations and will interface and synchronize all casualty and mortuary affairs operations between deployed units/commands, the Installation Casualty Assistance Centers and DOD agencies supporting Family members.

- Casualty Notification: Casualty Assistance Centers are responsible for notifying the NOK residing within their areas of responsibilities. The method of notification varies, depending upon the type of casualty and circumstances surrounding the incident. CMAOC must approve any exception to the established notification procedures outlined in AR 600-8-1.

- Casualty Assistance: Casualty assistance is provided to those receiving benefits and/or entitlements in death, missing, ill, or categorized as duty status-whereabouts unknown (DUSTWUN). Installation Casualty Assistance Centers are responsible to provide assistance to the NOK residing within their areas of responsibility. There is no time limitation for casualty assistance officers (CAO) to provide assistance, however, during contingency operations, the duties of the CAO may last 6 to 12 months or more.

- Fatal Training/Operational Accident Briefs: A fatal training/operational accident brief is the presentation of the facts and findings of a collateral investigation of all operational/training deaths and friendly fire incidents. The intent of the brief is to provide a thorough explanation of releasable investigative results to the PNOK (and other family members as designated by the PNOK) in a timely, equitable and professional manner. Additional information is available in AR 15-6 and AR 600-34.

- Casualty Liaison Team: The Casualty Liaison Team (CLT) consists of HR personnel attached to medical facilities, theater MA activities, and G-1 sections with the mission to obtain, verify, update and disseminate casualty information to the appropriate personnel or organization in the casualty reporting chain. When deployed, CLTs, while assigned to an HR Company, work directly for the Casualty Operations Division of the HRSC operating the Theater Casualty Assistance Center and provide support to hospitals and S-1/G-1 sections, unless otherwise directed by the OPORD. CLTs begin coordination with patient administration offices to handle those casualties evacuated to military or civilian hospitals within their AO. Mass casualty incidents or transfer of injured personnel may require treatment at hospitals outside the theater. Therefore, the HRSC must be prepared to place CLTs at these facilities or arrange to receive casualty statuses. CLTs are essential for providing updated information on all incapacitated, injured or ill personnel through the Theater Casualty Assistance Center to CMAOC. CMAOC will then notify the installation Casualty Assistance Center, who will then provide updated information to the Family. Updated information is provided as personnel transit through the MTF system. .

6-3. The Office of the Surgeon General is responsible for identifying the medical facilities within the sustaining base to treat casualties in the AOR through MTF sourcing and outside the deployed AOR for those casualties evacuated from the deployed AOR. Once identified, the HRSC Casualty Assistance Center ensures the CLT network is established, positioned and resourced to support the deployed AOR for casualty reporting.

TRAINING AND ASSISTANCE

6-4. Casualty Assistance Centers, in coordination with their Civilian Personnel Activity Center (CPAC), ensure the availability, training and preparation of military and civilian personnel to provide casualty notification and assistance to the NOK of deceased Soldiers and civilians. Casualty Assistance Centers ensure the availability of casualty assistance officer information and instruction kits. The CMAOC has prepared numerous training tools to better prepare casualty notification and assistance personnel to effectively perform their tasks. Trained Casualty Notification and Casualty Assistance Officers are critical elements in taking care of Families.

RESPONSIBILITIES

6-5. Commanders must ensure that procedures are followed IAW established timelines for collateral investigations and presentation to NOK. G-1/C-1/J-1 and Staff Judge Advocates (SJA) have the primary responsibility to ensure the CMAOC is updated on the status of investigations and provided an unedited copy of the approved investigation.

6-6. Multiple agencies, units and echelons of command have critical roles in establishing and operating the casualty operations system. The levels of commands and their supporting agencies' responsibilities for casualty functions tasks are listed in Figure 6-1.

CASUALTY OPERATIONS						
FUNCTION / TASK	S-1/G-1	S-4/G-4	Mortuary Affairs	Postal Platoon	Theater Casualty Assistance Center (HRSC)	Installation Casualty Assistance Center	CMAOC
Report Casualty	X				X		
Manage Casualty File	X				X	X	X
Appointment of Summary Court Officer	X						
Disposition of Remains		X	X				X
Disposition of Personnel Effects		X					X
Line of Duty Investigations	X						
Survivor Assistance						X	X
Casualty Mail	X			X			
Burial Honors						X	
Posthumouus Awards and Decorations*	X						
Letter of Sympathy/Condolence	X						
Fatal Training/Operational Accident Brief*	X						X
Establish Casualty Working Group						X	
Issue NOK Travel Orders*						X	

*If Applicable

Figure 6-1. Casualty Operations Responsibilities

HRC CMAOC

6-7. HRC CMAOC is responsible for:

- Publishing regulatory and procedural guidance governing casualty operations, assistance and insurance management, the care and disposition of remains, disposition of personal effects and line of duty programs.
- Providing direction and assistance to casualty assistance centers relating to casualty operations management, disposition of remains and disposition of personal effects programs.
- Assisting the HRSC in establishing connectivity for casualty reporting.
- Providing mortuary liaison team(s) to control flow of information between the armed forces medical examiner and mortuary and Army casualty operations managers.
- Coordinating collection of the Soldiers' identification of remains media.
- Synchronizing casualty operations with Casualty Assistance Centers.
- Processing Travel and Transportation Orders for up to three family members of a very seriously injured/ill, seriously injured/ill, and at times, for not seriously injured/ill Soldiers.
- Conducting boards required by the Missing Persons Act and the Missing Personnel Act.
- Coordinating fatal training/operational accident brief to the NOK.
- Serving as the DOD Executive Agent for Casualty Operations and MA Programs (to include the Central Joint Mortuary Affairs Board).
- Serving as the DOD proponent for DCIPS.
- Providing a training package to Casualty Assistance Centers for all casualty assistance/notification officers.

ARMY/ASCC G-1

6-8. The Army/ASCC G-1 has the following responsibilities for casualty operations:

- Develop casualty operations plans and policies for theater.
- Provide oversight for theater casualty operations.
- Establish and administer casualty reporting authorities for submission of casualty reports (based on guidance and agreements from JTF, JFLCC, CFLCC, the authority to approve and release casualty reports directly to CMAOC may be granted to CORPS commanders. In these cases, a copy of the casualty report must also be provided to the Theater Casualty Assistance Center).
- Establish policy for the location of CLTs.
- Coordinate with the TSC to ensure the HRSC established the Theater Casualty Assistance Center as part of theater opening operations.
- Advise the commander on the status of casualty operations.

HRSC

6-9. The HRSC is the Theater Casualty Assistance Center for the deployed AOR/JOA and has the following responsibilities:

- Execute casualty operations plans and policies developed by the Army/ASCC G-1.
- Serve as the casualty manager for the JOA.
- Ensure connectivity is established with HRC-CMOAC.
- Ensure initial casualty reports flow through the Theater Casualty Assistant Center to HQDA no later than 12 hours from incident to submission of the initial casualty message.
- Maintain casualty information of all theater personnel.
- Manage and provide CLTs to Level III hospitals, (CSH, Joint and Multi-national treatment facilities which treat Soldiers) MA collection points, and other locations as designated by the Army/ASCC G-1.
- Submit initial, supplemental and change status casualty reports.
- Synchronize casualty operations between the TSC, Army/ASCC G-1, subordinate G-1s/S-1s, and MA activities.
- Update the TSC commander on the status of casualties.

THEATER ARMY CASUALTY AND RECORDS CENTER

6-10. When the tactical situation dictates, the HRSC will form a Theater Army Casualty Records Center (TACREC). The TACREC is normally located with the Theater Casualty Assistance Center and is the theater focal point for casualty report processing. It serves as the casualty records repository for all records (digital and paper) within the theater. The web-based casualty reporting application to the DCIPS system further enables file recall for Casualty Assistance Centers, G-1s and S-1s, as all reports applying to a SSN can be recalled.

CASUALTY ASSISTANCE CENTERS

6-11. the casualty operations program provides casualty notification and assistance to include; assisting Families with survivor's benefits and entitlements, coordination of escorts for remains, making funeral arrangements to include family funeral travel, provides military burial honors and personal effects disposition. Casualty Assistance Centers operate based upon a geographic area of responsibility. Casualty Assistance Centers are responsible for training Soldiers from all components as casualty notification officers and casualty assistance officers. During deployment, the Theater Casualty Assistance Center is primarily involved with the casualty reporting process and, if applicable, notification of NOK. See figure 6-1 for additional information.

DIVISION/CORPS G-1

6-12. The Division/Corps G-1 has the following responsibilities:

- Ensure casualty reports are submitted within 12 hours from time of incident to submission of initial report, using DCIPS to the Theater Casualty Assistance Center. If the Corps has been granted authority by JTF, JFLCC, or CFLCC commander, reports may be submitted directly to 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.
- Ensure supplemental and change status casualty reports are submitted in a timely manner.
- Ensure Rear Detachment maintains a Records Custodian at home station to ensure casualty verification procedures are executed.
- Ensure DA Form 1156 (*Casualty Feeder Card*) is received or distributed as required.
- Ensure letters of sympathy and /or condolence are completed.
- Synchronize casualty matters between the G-1 and G-4.
- Ensure completion of all investigations and boards as required.
- Advise the commander on the status of casualties.

6-13. if the Division/Corps is serving as the ARFOR, they have following responsibilities:

- Serve as the casualty manager for the AOR.
- Coordinate with the TSC to ensure the HRSC establishes the Casualty Assistance Center for the AOR.
- Ensure connectivity is established with HRC and casualty information flow is maintained.
- Ensure CLTs are located at hospitals, MA collection points, and other locations as required.
- Ensure casualty operations are synchronized between the G-1, CLTs, public affairs, medical facilities, MA, intelligence activities and others as directed by DA.
- Include casualty managers as part of all early entry modules/ teams.

BDE/BCT S-1

6-14. The BDE/BCT S-1 has the responsibility to maintain casualty reports and the status of all assigned/attached personnel at medical facilities. The BDE/BCT S-1 forwards all original casualty forms (to include DD Form 93 and SGLV Form 8286) to CMAOC as the Records Custodian. The BDE/BCT S-1 is the point of entry for casualty data into DCIPS within 6 hours, conditions permitting, and is required to submit supplemental, status change, and progress reports as applicable. Field grade commanders or their designated field grade representative must approve casualty reports for accuracy and completeness. BDE/BCTs are responsible for coordinating with Fatal Accident Section of CMAOC whenever there is an operational or accidental death within their unit for the briefing required to the PNOK. See FMI 1-0.01, S1 Operations, or AR 600-8-1 for additional information.

BATTALION S-1

6-15. The Battalion S-1 has the responsibility to prepare casualty reports and maintain the status of assigned/attached personnel at medical facilities. Battalion S-1s will forward all original casualty forms (to include DD Form 93 and SGLV Form 8286) to the BDE/BCT. The battalion processes casualty reports using the DA Form 1156, *Casualty Feeder Card*, and ensures that the form is completely filled out and submitted to the BDE/BCT S-1 within 3 hours, conditions permitting. Field grade commanders or their designated field grade representative at the battalion level must approve casualty reports for accuracy and completeness. See FMI 1-0.01, S1 Operations, or AR 600-8-1 for additional information.

CASUALTY LIAISON TEAM

6-16. The mission of the CLT is to provide accurate and timely casualty reporting and tracking information at medical facilities, MA collection points and other locations. CLTs must deploy as

members of all early entry elements to facilitate the casualty information flow of accurate and timely reporting.

6-17. The CLTs primary function is to ensure timely reporting of casualty information to the Theater Casualty Assistance Center and the unit S-1. The Theater Casualty Assistance Center verifies the information and sends it to HRC CMAOC to coordinate notification actions through the appropriate CONUS/OCONUS Casualty Assistance Center. CLTs supporting G-1s assist commanders in maintaining accurate casualty information throughout the duration of an operation. CLTs should be cross-trained to allow for rotations in duty assignments between G-1, MTF, and MA collection points to provide a break from the emotional nature of this duty. Figure 6-2 shows the organizational design for the CLT.

6-18. CLTs serve as a liaison for each affected commander and unit, provide updated status reports to the affected unit and informs the unit if the affected Soldier leaves theater. The CLTs assist with coordinating a Soldier's return to duty with the unit and/or a R5 unit. CLTs located at an MTF review each patient's status, document newly arrived patients, and collect casualty related information for entry into the DCIPS database. The Joint Patient Tracking Application (JPTA) assists G-1s and S-1s with casualty tracking and Soldier location information. The CMAOC WIA Cell will contact CLTs in order to receive patient updates that the WIA Cell will pass on to family members until family members and Soldiers are united. The CLT assists injured Soldiers in obtaining access to necessary services such as military pay, MWR, etc.

Casualty Liaison Team (CLT)

Mission: Provide accurate reporting and tracking of casualty information.

0/0/5

CASUALTY LIAISON TM

TEAM CHIEF	E5	42A
HR SGT	E4	42A (2)
HR SPC	E3	42A (2)

CAPABILITIES:
Existence-based organization employed to support Level III MTF which treat Soldiers, Mortuary Affairs Collection Points, Army/ASCC, Division, and Corps headquarters, and other GO-level headquarters and HRSC Casualty Operations Division. Assists commanders in keeping accurate casualty information throughout the course of an operation. Capable of splitting the team to support smaller, more forward locations as directed by METT-TC and the Casualty Assistance Center.

Figure 6-2. Casualty Liaison Team Organizational Architecture

BATTLEFIELD FLOW

6-19. Casualty information on the battlefield is collected from all available sources and reported through official channels as quickly as possible. Casualty managers at each echelon of command need to deploy as part of each echelon's early entry elements. In the absence of an HRSC, the senior element G-1 must be ready to immediately assume the role of the Theater Casualty Assistance Center. The casualty reporting mission needs to take priority and additional requirements for information from higher levels may increase the complexity of the reporting requirements. Battlefield tracking and accountability of contractors deployed with the force includes providing casualty information to the theater Casualty Assistance Center and/or the CMAOC. The casualty reporting process is shown in Figure 6-3.

6-20. The observed casualty incident is initially reported on a DA Form 1156 to quickly document critical information and forwarded to the Battalion S-1 section and then to the Brigade S-1. The BDE/BCT S-1 section prepares the DCIPS-FWD casualty report and forwards the report to the Theater Casualty Assistance Center for further submission to CMAOC at HRC. (Note: Based on guidance from the JTF, JFLCC, or CFLCC, the Army/ASCC G-1 may delegate authority for Corps Commanders to release casualty reports directly to CMAOC with a copy provided to the Casualty Assistance Center.) Due to the personal nature of information within casualty reports, the Theater Casualty Assistance Center will report casualty information to the CMAOC using DCIPS as the official means of casualty reporting.

6-21. Soldiers may be immediately medically evacuated to a MTF where the CLT, in coordination with the Soldiers' unit, may generate the DCIPS report for submission to the Theater Casualty Assistance Center. Information includes date and time of the casualty, circumstances and location. CLTs work directly for the COD of the HRSC operating the theater Casualty Assistance Center and provide support to hospitals and G-1s/S-1s , unless otherwise determined by OPORD.

6-22. The CMAOC will contact the supporting CONUS/OCONUS casualty assistance center to coordinate for notification of NOK (as per the DD form 93) for deceased Soldiers. For injured/ill Soldiers, CMAOC will contact the supporting casualty assistance center who will contact the Soldier's rear detachment. The rear detachment will make telephonic notification for injured/ill Soldiers and then report back to the Installation Casualty Assistance Center when notification is complete. Once notification is complete, CMAOC will call the NOK and prepare them for travel (with Invitational Travel Orders) to the bedside if the Soldier's doctor requests their presence.
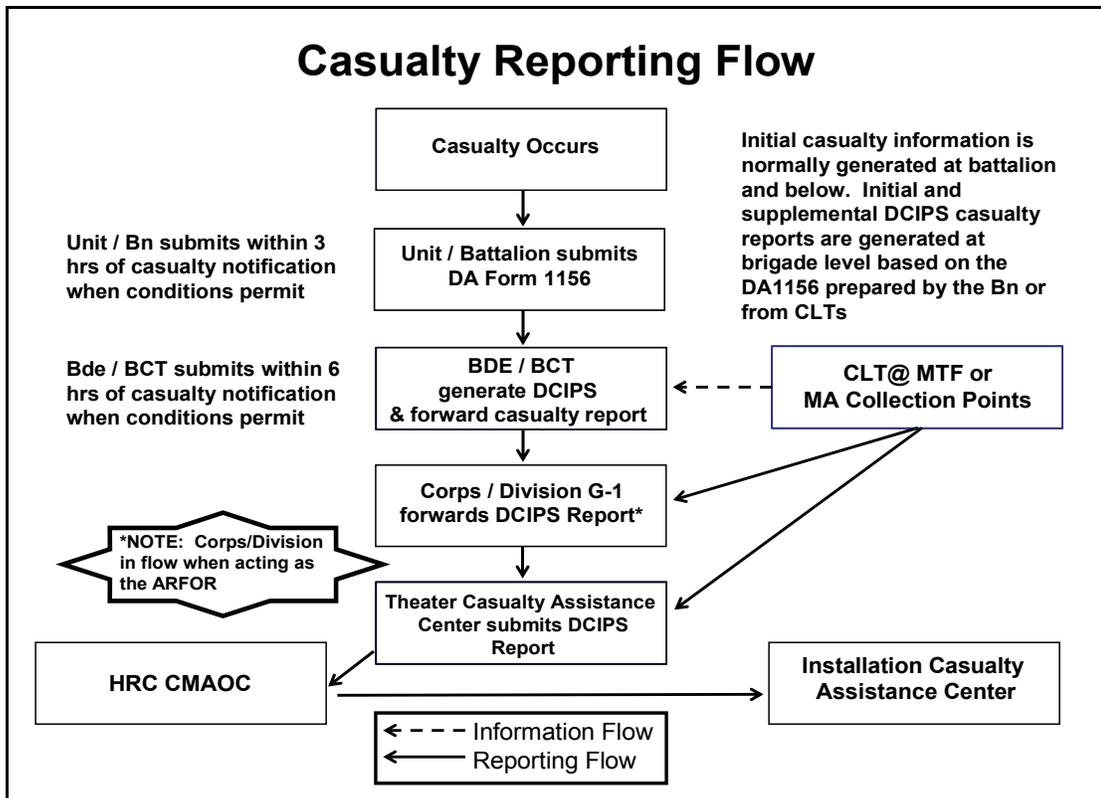
Figure 6-3. The Casualty Reporting Flow

6-23. The DA Form 1156 data fields align with DCIPS. Data fields marked by an asterisk (*) indicate minimum requirements needed to send a casualty report forward. Connectivity is critical and the casualty information will be validated for accuracy and completeness prior to submission. A supplemental report can follow to further document and complete the report without holding up the initial report. Too many

details included in the initial report can lead to misinformation relayed to families rather than accurate information provided later in supplemental reports. Figure 6-4 illustrates the casualty reporting and tracking flow.
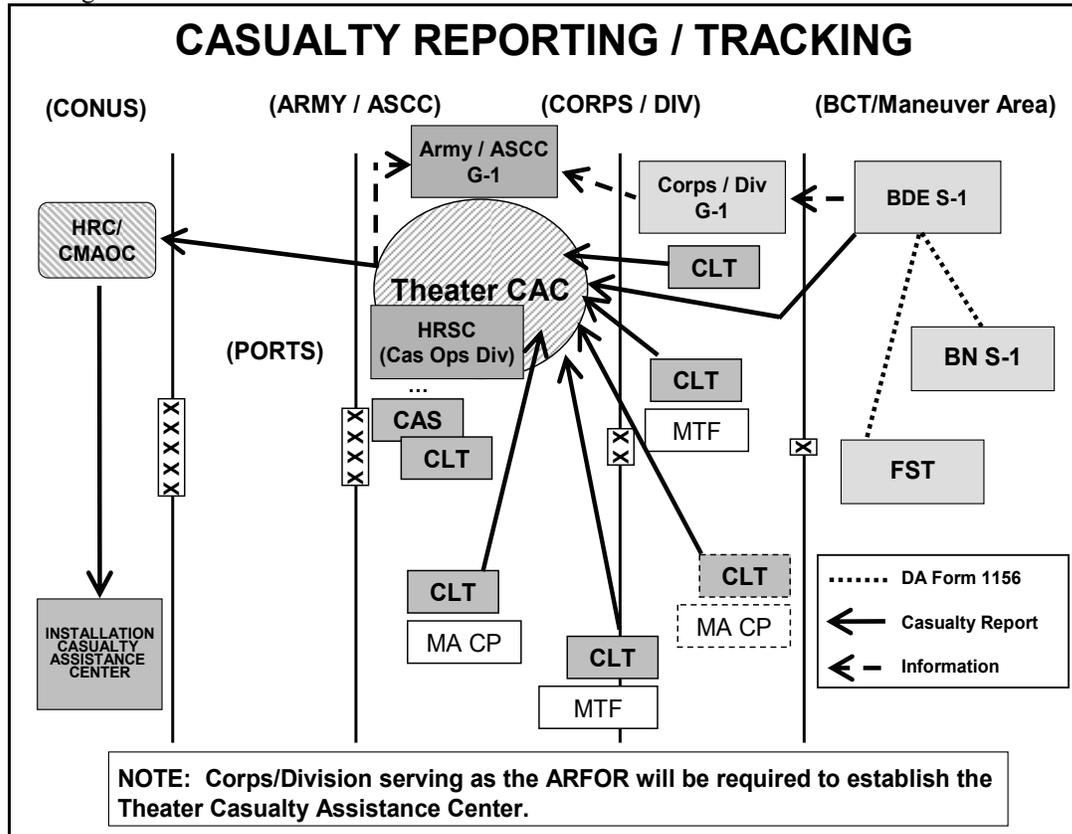
Figure 6-4. The Casualty Reporting and Tracking Flow (Reporting Process)

CASUALTY PLATOON HEADQUARTERS

6-24. The Casualty Platoon HQs is an existence-based command and control organization employed in support of three to six CLTs and will be attached to the HR Company within the sustainment brigade supporting of the HRSC or Corps/Division G-1. Figure 6-5 shows the organizational design for the Casualty Platoon Headquarters. This aligns command and control with the technical element and enables accurate and timely casualty information collection.

ORGANIZATION

6-25. The Casualty Platoon HQs provides leadership, training assistance and administrative support to CLTs. The casualty platoon receives all administrative guidance through the HR Company headquarters and functions as part of the Theater Casualty Assistance Center or Corps/Division G-1s in a deployed environment. The headquarters ensures that all CLTs are properly resourced to perform the casualty reporting tasks.

Casualty Platoon Headquarters

1/0/1 2
CASUALTY
PLATOON

Mission: Provide command and control to Casualty Liaison Teams.

HQs
SEC
1/0/1 2

CASUALTY
LIAISON TM

PLT LDR   O2 42B
PSG   E7 42A

CAPABILITIES:
Existence-based organization employed to provide C2 of 3-6 Casualty Liaison Teams. Relies on HR Company for administrative guidance and supported unit for life support (Level III MTF, MA Co).

Figure 6-5. Casualty Platoon Headquarters Organizational Architecture

MORTUARY AFFAIRS

GENERAL GUIDANCE

6-26. MA guidance provides detailed information concerning, search and recovery of remains, collection of identification media (e.g., personnel records, dental records and dog tags) and escort of remains and personal effects processing. Joint Publication 4-06, Mortuary Affairs in Joint Operations, provides procedures for search and recovery of remains during Joint Operations.

SEARCH & RECOVERY

6-27. Commanders take appropriate action to search for and recover remains of their Soldiers and DA Civilian personnel. Identification of remains will be processed under policies and procedures in AR 638-2, Chapter 8, Care and Disposition of Remains and Disposition of Personnel Effects. Upon receipt of an initial casualty report for a deceased or missing Soldier or DA Civilian, personal effects and records will be forwarded to CMAOC. Reference AR 638-2, Chapters 17-22 and DA PAM 638-2, Chapters 11-16, Procedures for the Care and Disposition of Remains and the Disposition of Personal Effects.

MISSING PERSONNEL AND PRISONERS OF WAR

GENERAL GUIDANCE

6-28. Missing personnel include: beleaguered, besieged, captured, detained, interned, missing and missing in action. For definitions of these terms see the glossary of AR 600-8-1, Army Casualty Program or DODI 2310.5, Enclosure 2, Accounting for Missing Persons. Detailed guidance on handling missing Soldiers may also be found in AR 600-8-1, and DODI 2310.5.

DUTY STATUS WHEREABOUTS UNKNOWN (DUSTWUN)

6-29. DUSTWUN is a temporary status and not a missing category, and is used when an individual is not accounted for and the Soldier's duty status is unknown. Pending an official determination, unaccounted

for casualties are normally placed in a DUSTWUN status for a maximum of ten days. This temporary DUSTWUN status is used while the command investigates the Soldiers disappearance. If an involuntary absence cannot be determined from the facts, report the individual as absent without leave as required by AR 630–10. The Theater Casualty Assistance Center will submit a supplemental report immediately when additional or corrected information becomes available.

PERSONNEL ACTIONS

6-30. DOD policy states that military personnel isolated from U.S. control will be considered for promotion, pay adjustments and other appropriate administrative actions under the purview of their Service without prejudice and on an equal footing with contemporaries in accordance with existing laws.

STATUS CHANGES

6-31. Once a Soldier has been placed in a missing status, only the Secretary of the Army or his designee, The Adjutant General, pursuant to authority delegated by the Secretary of the Army, may change the status. A Status Determination Board will be conducted on or about the first anniversary date of the disappearance to determine the status of the individual or when sufficient evidence is discovered that may significantly change the individual's status.

REINTEGRATION/REPATRIATION

6-32. the goal of reintegration is two-fold: attend to the medical needs of the recovered personnel and gather information about the event that has an immediate impact on current and future operations. The overriding concern during reintegration is the health and welfare of the recovered personnel. These factors take precedence over all others during the reintegration process. Reintegration team personnel must often balance these factors with the need to gather pertinent information from the recovered personnel. The phases of reintegration and the activities that typically occur during each phase are detailed in Appendix C, FM 3-50.1, Army Personnel Recovery. The repatriation/reintegration process consists of medical assessment and treatment (including psychological decompression), intelligence and survival, evasion, resistance, escape debriefings, family visitation, return to unit control, evacuation, personnel actions (a Service responsibility) and media management. CCDRs have the initial responsibility for the care of returnees, pending their delivery to appropriate Service control. Depending upon the situation, the CCDR will designate an appropriate number of centralized processing centers in close proximity to an MTF to meet the needs of the returnee(s).

6-33. Upon recovery, returnee(s) must be immediately transported to a secure location as quickly as possible, met by appropriate command authority if permissible. The preferred location for the initial assessment and debriefing is a level III medical facility, but may have to occur at a forward location initially. Once the recovered personnel are transported to this facility, reintegration can begin. A leader should be present, whenever possible, for the purpose of providing moral support. These Soldiers should accompany the returnee(s) from the safe area to the transition location and/or processing center where initial processing will take place.

PROCESSING OF RETURNEE(S)

6-34. Because of intelligence time sensitivity, a debriefing is essential and will normally be initiated at the transition location. When necessary, medical personnel will make optimum debriefing arrangements, consistent with proper medical treatment and evacuation. Returnees will be afforded all the legal rights and privileges to which they are entitled as military personnel at every stage of processing, including intelligence debriefings. In view of the physical and psychological pressures to which they may have been subjected, special care must be taken to ensure that their rights are in no way compromised or forfeited. Additional requirements and guidance for administrative processing of returnee(s) may be found in FM 3-50.1.

Chapter 7

Theater Personnel Accountability Operations and Strength Reporting

Personnel accountability enables HR managers to support the commander's concept of the operation and assists senior leaders in making timely and informed decisions. Personnel accountability is one element of the Army's Personnel Accountability and Strength Reporting (PASR) system. The second element of PASR is strength reporting. The focus of this chapter is on personnel accountability as strength reporting is a command and control function and is not performed by SRC12 organizations. However, there is a requirement for SRC12 organizations to provide information, data, and reports to G-1/S-1 to enable them to analyze manning levels and readiness, which provide a method of measuring the effectiveness of combat power.

PASR PRINCIPLES

7-1.   PASR is a combination of personnel accounting and strength reporting and has a unique and critical role in deployed operations. Both personnel accounting and strength reporting depends on timely, accurate and complete personnel data information entered correctly and updated as frequently as possible or when the duty status of Soldiers change.

- Personnel Accounting. Personnel accounting is the by-name recording of specific data on individuals' as they arrive and depart from units, duty status changes, MOS/specialty codes, grade changes, etc. The personnel accountability process is critical to the Army's entire personnel information management system.
- Strength reporting. The numerical end product of the personnel accounting process is based on fill versus authorizations, and drives Army readiness and personnel readiness management. Strength reporting is a C2 functional responsibility performed by S-1 and G-1 personnel at all levels and is designed to record the number of Soldiers, Army civilians, JIM elements/members, and any other personnel categories against authorizations.

7-2.   DTAS is the Army's automated personnel accountability (boots on the ground) software for use in a deployed theater and serves as the database of record. In the event the automated system is not available (due to lack of bandwidth or other issues), manual reports must be maintained. The reports that flow in from subordinate units may be sent either through DTAS or in the PERSUM format, requiring DTAS entry. The PERSUM reports strength by personnel category (officer, warrant, enlisted and civilian), gains, loses, and duty status changes since the last report. Reports from subordinate units are consolidated and reported higher. The PERSUM is required every 24 hours IAW policies and timelines established by the Army/ASCC G-1. The theater personnel database servers are located in CONUS and belong to the HRSC. Servers should have sufficient bandwidth to support both SIPR (priority) and NIPR connectivity.

PASR RESPONSIBILITIES

7-3.   Figure 7-1 and 7-2 illustrate the personnel accounting and strength reporting process.

PERSONNEL ACCOUNTING PROCESS

HRC

HRSC

TG R5 Team

BDE/BCT S-1

R5 Team

BN S-1

NOTE: Army/ASCC G-1/Corps G-1/Division G-1 have data access visibility.
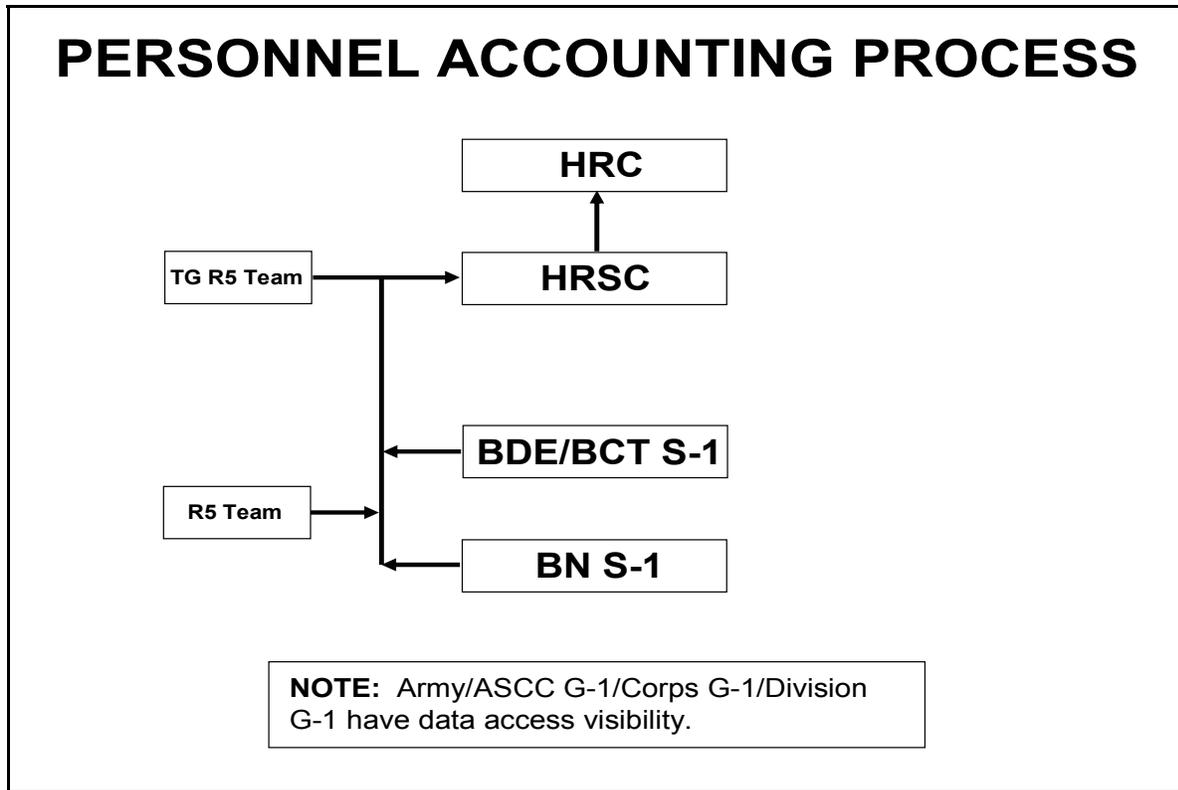
Figure 7-1. Personnel Accounting Process

STRENGTH REPORTING PROCESS

HRC

ARMY/ASCC G-1

HRSC

CORPS G-1

NOTE:
The HRSC provides reports, data, and analysis as needed.

DIV G-1
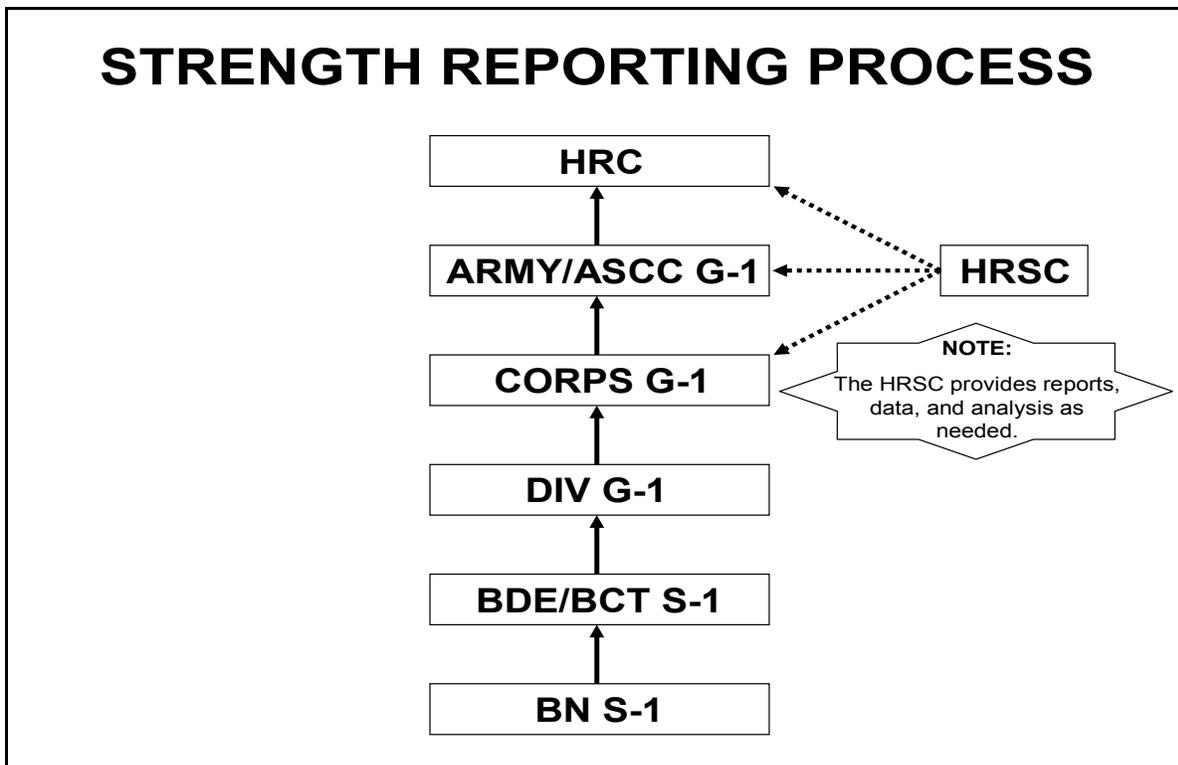
BDE/BCT S-1

BN S-1

Figure 7-2. Strength Reporting Process

HUMAN RESOURCES COMMAND (HRC)

7-4. HRC responsibilities include:

- Provide policy guidance and oversight of DTAS to include data integration of Soldiers (active, Army Reserve and National Guard), civilians and joint personnel in theater.
- Provide policy for reassignment of pinpointed Soldiers to fill readiness requirements in deploying units.
- Provide technical assistance, as required by HRSC (PASR/PRM/IM division), in establishing the deployed theater database.

ARMY/ASCC G-1

7-5. The Army/ASCC G-1 Manpower division has the following responsibilities:

- Establish personnel reporting plans and policies reflecting detailed reporting procedures and responsibilities (who reports to whom), in coordination with the J-1 CCDR.
- Manage and maintain Army/ASCC personnel readiness information.
- Monitor DTAS to obtain strength reporting information.
- Direct a Personnel Asset Inventory (PAI) for any subordinate unit when the unit's strength imbalance between the eMILPO database and TAPDB database is two percent or higher.
- Establish connectivity with HRC, RC Personnel Offices, Rear Detachments (as required), appropriate Joint HQ/other services/federal agencies, and CRC.
- Monitor, analyze, and validate unit strengths to determine personnel requirements and priorities.
- Prepare and maintain personnel summary and requirement reports.
- Predict and validate personnel requirements based on current strength levels, projected gains, estimated losses, and the projected number of Soldiers and Army civilians RTD.
- Recommend replacement priorities to the G3 (if replacement shelves are created).
- Develop theater personnel distribution plans and manage the theater replacement system (if replacement and casualty shelves are utilized).
- Conduct reassignments to meet operational requirements (coordinate with subordinate G-1/S-1 and HRC).

HRSC

7-6. The HRSC (PASR/PRM/IM Division) has the following responsibilities:

- Deploy a PASR section with the early entry module to establish the theater deployed personnel database (DTAS) prior to Soldiers arrival.
- Establish DTAS as the enabling automated system.
- Ensure required data is entered into DTAS to generate Joint Personnel Status Report (JPERSTAT) requirements.
- Develop relationships with supported units to ensure timely and accurate personnel accounting information is entered into the DTAS.
- Operate the automated theater personnel accounting management system servers.
- Conduct data reconciliations and quality control checks.
- Inform the Army/ASCC G-1 when any theater unit's strength imbalance is two percent or more (between the eMILPO database and TAPDB database).
- Ensure adequate resources and training is available for DTAS.
- Coordination with the R5 Operations division to ensure DTAS mobile units are synchronized at the TG R5 Center for reception operations.

CORPS/DIVISION G-1

7-7. The Corps/Division G-1 has the following responsibilities:

- Perform those responsibilities outlined in paragraph 7-5 when serving as the ARFOR.
- Establish and enforce strength reporting requirements for subordinate units.
- Notify subordinate G-1s/S-1s of all pending and potential task organization changes.
- Ensure reports reflect the latest task organization.
- Consolidate/submit Personnel Status (PERSTAT), PERSUM and Personnel Requirements Reports (PRR) as required.
- Coordinate with the HRSC to establish an automated personnel accounting system that aligns assigned and attached element UICs with supporting S-1s.
- Ensure arriving battalions and separate units provide copies of their flight/sea manifests to the appropriate R5 team at the port of debarkation.
- Conduct strength reporting quality control checks.
- Coordinate with the G-3 for replacement priorities.

BDE/BCT S-1 SECTION

7-8.   The BDE/BCT S-1s have the responsibility to process and record personnel accountability and personnel strength information for assigned/attached personnel. BDE S-1s ensure DTAS is current by updating changes to a Soldiers status as they occur (to include changes in unit assignment or location). For additional information, see FMI 1-0.01, S-1 Operations.

BATTALION S-1 SECTION

7-9.   The Battalion S-1 has the responsibility to process and record personnel accountability and personnel strength information for assigned/attached personnel. Similar to the brigade level, battalion S-1s must immediately update any changes in personnel status or location. For additional information, see FMI 1-0.01, S-1 Operations.

ACCOUNTABILITY FOR DOD CIVILIANS AND CONTRACTORS

7-10. For contractor personnel, the Synchronized Pre-deployment and Operational Tracker (SPOT) has been designated as the Joint Enterprise contractor management and accountability system. SPOT maintains by-name accountability for all contractors. The Contractor Coordination Cell (CCC) of the AFSB has theater responsibility for tracking and accounting of contractors. The CCC will account and track contractors via SPOT, and reports the numbers to the AFSB S-1. The AFSB reports the numbers to the TSC, who incorporates contractors' numbers in their reports to the Army/ASCC G-1. Specific staff responsibilities are currently being developed and will be published as they are finalized. See FMI 4-93.41, Army Field Support Brigade TTP.

7-11. Army component commanders of unified and sub-unified commands and joint task forces will maintain accountability of Army Civilians, AAFES employees and Red Cross workers assigned or attached in support of Army contingency operations. These categories of personnel enter into the theater through the APOD. The R5 team ensures these personnel, like Soldiers, are entered in DTAS. CCDR and ARFOR Commanders will provide guidance and instructions for the accountability of civilians deployed to the AOR.

STRENGTH REPORTING

7-12. Strength reporting depends on timely, accurate and complete personnel information. Secure and non-secure voice and data connectivity is the key to ensuring the viability and effectiveness of HR personnel management systems. Personnel readiness managers must be prepared to operate in an environment with limited or no connectivity, particularly during the initial phase of an operation, or in an AO where subordinate units are geographically dispersed. Personnel readiness managers plan for and train using standard reports that generate the required data without the assistance of HR automated systems. The introduction of VSAT/CAISI capabilities in HR organizations make manual processing less likely.

7-13. Strength reporting is turning by-name data into a numerical end product. The strength reporting process starts with by-name strength related transactions submitted at battalion or separate unit level and ends with personnel database updates at all echelons of command. Numerical strength reports reflect the combat power of a unit and supports the tactical decision making process. Timely and accurate strength reporting information is critical in this process. Strength data reflects a unit's authorization and required base-line strength.

7-14. Reports flow from subordinate units and may be sent either through DTAS or the PERSUM Form. The PERSUM reports strength by personnel category (officer, warrant, enlisted and civilian), gains, losses, and duty status changes since the last report. Reports from subordinate units are consolidated and reported higher. Units need to be aware of service reporting procedures and timelines published by Army/ASCC G1. Strength reporting is accomplished through the JPERSTAT, submitted daily and reports military and civilian personnel physically present in the theater of operation. See paragraph 7-10 for contractor accountability. The JPERSTAT provides the CCDR the necessary personnel information to make decisions regarding theater mission readiness.

MILITARY PERSONNEL	UNIT NAME																		
COUNTRY, UNIT	START	GAIN	LOSS	END	USA	ARNG	USAR	FEMALES	AF	ANG	AFR	FEMALES	USMC	USMCR	FEMALES	NAVY	NAVY RES	FEMALES	NOTES
QATAR																			
CAMP AS SAYLIYAH																			
UNIT NAME 1	6	0	0	6	1	0	1	1	2	0	0	0	0	0	0	3	0	0	
UNIT NAME 2	2	0	0	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	
UNIT NAME 3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
CAMP AS SAYLIYAH TOTAL	8	0	0	8	3	0	1	1	2	0	0	0	0	0	0	3	0	0	
TOTAL QATAR	8	0	0	8	3	0	1	1	2	0	0	0	0	0	0	3	0	0	
KUWAIT																			
CAMP DOHA																			
UNIT NAME 1	20	0	0	20	16	0	16	6	4	0	0	0	0	0	0	0	0	0	
UNIT NAME 2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
CAMP DOHA TOTAL	20	0	0	20	16	0	16	6	4	0	0	0	0	0	0	0	0	0	
CAMP ARIFJAN																			
UNIT NAME 1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
UNIT NAME 2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
CAMP ARIFJAN TOTAL	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
TOTAL KUWAIT	20	0	0	20	16	0	16	6	4	0	0	0	0	0	0	0	0	0	
IRAQ																			
ABU GHRAIB																			
UNIT NAME 1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
UNIT NAME 2	1	0	0	1	0	0	0	0	1	0	0	0	0	0	0	0	0	0	
UNIT NAME 3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
ABU GHRAIB TOTAL	1	0	0	1	0	0	0	0	1	0	0	0	0	0	0	0	0	0	
CAMP SLAYER																			
UNIT NAME 1	16	0	0	16	9	6	2	0	5	0	0	0	1	0	0	1	0	0	
UNIT NAME 2	7	0	0	7	4	0	1	1	3	0	0	1	0	0	0	0	0	0	
UNIT NAME 3	15	0	0	15	5	0	3	0	4	4	0	0	1	1	0	5	0	0	
CAMP SLAYER TOTAL	38	0	0	38	18	6	6	1	12	4	0	1	2	1	0	6	0	0	
FALLUJAH																			
UNIT NAME 1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
UNIT NAME 2	4	0	2	2	1	0	0	0	0	0	0	0	0	0	0	1	0	0	
FALLUJAH TOTAL	4	0	2	2	1	0	0	0	0	0	0	0	0	0	0	1	0	0	

Figure 7-3. Joint Personnel Status Report (JPERSTAT)

7-15. DTAS is the tool used to report personnel data and generate a JPERSTAT report for submission to higher headquarters. JPERSTAT captures military and civilian personnel who are present for duty (PDY). Soldiers on R&R leave, TDY in CONUS, etc., are not included on the JPERSTAT report. Military PDY numbers reflect all components' service members assigned, attached, or OPCON and in the theater of operations. To ensure more accurate accountability, a variance report is generated. This report shows a strength comparison between DTAS and JPERSTAT. The variance between DTAS and JPERSTAT must

be below 2%. The object of the variance report is to improve theater by-name accountability. Reconciliation of DTAS (by-name data) and JPERSTAT (numeric data) enhances deployed theater strength management by enabling analysis of MOS strengths for internal cross-leveling and taskings, and helps validate requests for personnel. Additionally, it provides Casualty Cells with the ability to retrieve Soldier data. The automatic generation of the JPERSTAT by DTAS will eliminate variance, as the JPERSTAT will reflect only that data found in DTAS – requiring all S-1s and G-1s to ensure accurate data is inputted and maintained in the DTAS database.

7-16. This report is then submitted to commanders and G-1s. Commanders and personnel readiness managers use the report to assess the unit's combat power and composition. Reporting timelines can vary with METT-TC and the commander's PASR requirements

7-17. The PRR is based on a comparison of authorized versus assigned strength and is used to manage replacement operations at Brigade level or higher. The PRR submission timeline is based on established SOPs or procedures tied directly to HRCs personnel requisition cycle. PRR submission can occur more frequently dependent on a unit's high operating tempo (OPTEMPO) during contingency operations (e.g., accelerated unit attrition).

BATTLEFIELD FLOW

7-18. Commanders at every echelon are responsible for accounting for Soldiers, DOD civilians, joint personnel, and summarizing unit strength. Utilizing automated personnel enabling systems and manual reports, commanders are able to meet their strength accounting responsibilities through submission of personnel status reports. DTAS is the reporting and tracking database used to capture complete and accurate information on deployed personnel, to include daily locations. Personnel inputting DTAS transactions need to be trained and have the proper level of clearance (secret or higher).

7-19. Prior to arriving in theater, the Army/ASCC G-1 will establish theater policy for personnel accounting and strength reporting to include reporting standards and timelines. Both NIPR and SIPRNET must be coordinated with the G-6 to establish and maintain DTAS and HR personnel management systems. Strength managers must be prepared to operate with limited or no connectivity during the initial phase of an operation.

7-20. Upon initial entry into theater, arriving personnel at the APOD are entered into DTAS either from the passenger manifest (a data file transmission, such as a Tactical Personnel System (TPS) report) or a physical ID swipe at the TG R5 center (PPC). The Data Integration Team of the R5 Plans/Ops Section ensures all battalion and BDE/BCT S-1s depart the TG R5 center (PPC) with the initial DTAS extract for that unit. S-1s ensure all deployed personnel are in the database before departing the TG R5 center (PPC). The manifest or initial personnel accountability report is also provided to the Financial Management unit at the APOD to initiate pay actions. After the unit leaves the APOD, the BDE/BCT S-1 updates the DTAS system to reflect the unit movement. Soldiers and civilians transiting through the APOD/SPOD without identification documents may be re-issued these items by R5 center personnel. R5 Centers are equipped to issue CACs and ID tags when required (R5 Plans and Operations Section).

7-21. S-1/G1s will coordinate with S-6/G-6 upon initial entry into theater for SIPRNET connectivity to facilitate DTAS reporting requirements. DTAS can operate remotely but requires SIPRNET connectivity to upload personnel information into and from the enterprise server. As this is a near real time system, units will synchronize with the enterprise server as often as possible. The DTAS system can be used to feed the JPERSTAT format to satisfy Joint reporting requirements

MODULAR FORCE

7-22. Commanders account for Soldiers by reporting personnel accountability and duty status changes through DTAS. DTAS provides land force commanders with a database for tracking and reporting the duty status of all deployed personnel by name, social security number (SSN), unit, location, and date for making operational decisions. DTAS will also collect, store, pass, process, and report personnel accounting data for active duty personnel (including mobilized), joint service members, and DOD civilians.

PERSONNEL ASSET INVENTORY (PAI)

7-23. HQDA conducts an annual Army-wide PAI. The PAI serves as a valuable PASR tool for commanders and HR professionals. It allows leaders to account for all deployed Soldiers, synchronize and align the various PASR reports and databases, primarily JPERSTAT, PERSTAT, and DTAS with the Army database of record (eMILPO). PAIs are designed to meet the following objectives:

- Account for 100% of all active component (AC) Soldiers.
- Account for all mobilized/federalized reserve component Soldiers (on temporary active duty, on active duty for operational support, and mobilized/federalized in support of an operation).
- Reconcile boots on the ground (DTAS) with the AC database (eMILPO).
- Validate selected personnel data and ensure eMILPO contains a record of each AC Soldier and each activated reserve Soldier. When a unit's strength reflects an imbalance between the eMILPO and TAPDB databases by two percent or more, and the differences cannot be reconciled, a PAI be conducted.

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Chapter 8

Early Entry Operations

Lessons learned from previous operations have validated the need to establish HR Operations as part of the TO mission. TO HR Operations, as part of the early entry mission, must include deploying HR personnel/units to establish the theater database and begin the personnel accountability process. For example, during Operations Enduring Freedom and Iraqi Freedom, an initial 18% deviance of personnel accountability versus strength reporting existed. The DA standard is 2%. Additional lessons learned have also illustrated the need for casualty operations, advanced postal planning and emergency essential personnel services immediately after arrival into an AOR. As the AOR matures and HR functions become stabilized, the mission of the early entry HR personnel/units changes and may require the redistribution of these capabilities to support other HR sustainment operations.

EARLY ENTRY OPERATIONS

8-1.   The HR capabilities required during the initial phase of AOR operations are:
- Establish the Army/ASCC G-1 OCP.
- Establish deployed personnel database infrastructure.
- Establish initial Casualty Assistance Center.
- Establish TG R5 centers (PPC) to account for and integrate RSO&I forces into the deployed database (DTAS).
- Establish MMTs to begin processing mail.
- Establish initial HRSC, ESC, and sustainment brigade HR Operations Cell.

8-2.   The standard TO HR organizations designed to create initial phase HR capabilities are noted below. It is important to note (in some cases) that the entire HR element may not be required to establish the theater opening or early entry capability. The most time critical function is the establishment of the deployed theater database and personnel accounting for the AOR. Early entry elements are:
- Army/ASSC G-1 OCP.
- HRSC Early Entry elements to execute the personnel accountability, casualty and R5 mission.
- TG R5 Team.
- HR Company (R5) to operate the TG R5 center (PPC).
- MMT Team.
- HR Company (Postal) to operate the MMT.
- Additional TG R5 Teams and MMT Teams with corresponding HR Companies if more than one inter-theater APOD is used for personnel and postal flows.
- ESC and sustainment brigade HR Operations Cell.

8-3.   It is critical that the TG R5 and MMT Teams with its supporting HR Company(s) deploy with the early entry elements of the sustainment brigade with the TO mission. These HR personnel/units must be established prior to the arrival of the main flow of US forces to ensure an accurate deployed theater database is established and that there is no lag in postal services at the start of combat operations. Additionally, the PASR/PRM/IM and Casualty Divisions of the HRSC must deploy early in support of the theater database and the establishment of the theater Casualty Assistance Center prior to the flow of casualty reports.

CASUALTY OPERATIONS

8-4.   Initial entry operations often sustain casualties and generate the requirement for casualty reporting and tracking. The HRSC must be prepared to handle initial casualty operations. The casualty protocols must be established to maintain proper procedures and expediting information back to the CMAOC for NOK notification. The initial establishment of the Casualty Assistance Center does not require the entire division of the HRSC and is METT-TC dependent.

R5 OPERATIONS

8-5.   During early entry planning, the HRSC R5 division must establish the R5 linkages to the deployed theater personnel database through the data integration process and close coordination with the PASR/PRM/IM division to establish personal accountability from the onset of the operation as forces arrive in the AOR. The TG R5 Team establishes the TG R5 center (PPC) at the most favorable location based on projected personnel flow rates in the area of the inter-theater APOD. An R5 team must be assigned as part of the ESC to allow for early entry into theater. The R5 team accounts for and integrates all personnel/units into the database as they arrive into the AOR.

8-6.   Prior to deployments, units should identify, designate and train select personnel on theater accountability systems (currently DTAS). These personnel will serve as database administrators and must have necessary accounts established before assuming this position.   Additionally, units should use electronic media to store the TPS file and have a dedicated computer for SIPR connectivity.

POSTAL OPERATIONS

8-7.   During the planning phases for early entry, postal augmentation requirements and logistical coordination sourcing must be identified as early as possible. Postal personnel, assets and infrastructure requirements are integrated into the TPFDD list in time to support the early flow of mail into the AOR. It is only after postal assets arrive and post offices are established that the mail can begin to flow. Mail service should be initiated as soon as possible, after necessary personnel and assets have arrived in theater. Early decisions for facilities locations and logistical considerations to include movement of mail are part of the pre-arrival planning. Equipment for mail operations will be included in the early entry manifests for combat service support loads, to include wretches, optical address scanners, heavy forklifts and (automated) conveyor belts. The mail must be secured at all times and may require additional coordination of resources and facilities to properly protect the mail.

HR PLANNING AND OPERATIONS

8-8.   The Army/ASCC G-1 OCP element will be the lead HR Planning and Operations staff at the theater-level during early entry operations. Elements of the HRSC will deploy early. During early entry operations, the establishment of connectivity between deployed HR elements and their parent organizations at home station is critical. Virtual support (reach-back) also allows some capabilities to be performed for the AOR at home station by the ASCC/Army G-1 and the HRSC. Leveraging this capability is critical for early success of HR operations during early entry operations. Reach-back support provided by the HRSC is critical during the early phases of an operation, especially when strategic lift is limited and not all HR planners can get on the ground initially. Both the Army/ASCC G-1 and the HRSC must be prepared to perform split-based operations. The planning and operations capability will expand over time, as the remainder of deployed HR forces arrive.

Appendix A

ESSENTIAL PERSONNEL SERVICES AND OTHER HR CONSIDERATIONS

This appendix serves as a guide and highlights Essential Personnel Services (EPS) and other HR related issues, policies and procedures normally associated with HR theater operations. These sections are not intended to supersede applicable regulations or established Army policies but rather provide assistance in guiding HR actions and enable decision making in support of commanders and Soldiers in a deployed environment.

ESSENTIAL PERSONNEL SERVICES

AWARDS AND DECORATIONS

A-1. Approval authority for awards and decorations is prescribed by regulation. During wartime, the Secretary of the Army may further delegate approval authority for awards and decorations to the CCDR. Upon request, Joint Task Force (JTF) commanders may be granted exceptions for approval authority, both Army and/or Joint. Army awards approval authority is provided by HQDA and Joint awards approval authority is normally vested with the Senior CCDR.

A-2. During Joint operations, HR elements need to be aware of joint awards and decorations that eligible Soldiers may be awarded. References are available in Joint Publication 1-0, Personnel Support to Joint Operations.

A-3. Combat operations will see a noticeable increase in individual awards for valor and heroism, as well as Purple Hearts (PH) for those wounded in action. Heroism and valor awards have additional justification and documentation requirements as outlined in AR 600-8-22. Posthumous awards must be prepared expeditiously IAW AR 600-8-22.

A-4. Any supplemental guidance for theater or operation unit award processing requirements is published in the HQDA PPG.

INDIVIDUAL AWARDS AND BADGES

A-5. Combat operations typically see an increase in certain individual awards. Those most encountered during recent deployments are discussed below. Published award criteria and processing guidance may be supplemented via MILPER message from HQDA. Awards clerks and supervisors should frequently consult their G-1/S-1 to ensure they have the most current guidance.

A-6. Recommendations for awards of badges or service ribbons will be submitted on a roster with the essential information as stated above.

ARMED FORCES RESERVE MEDAL (AFRM)

A-7. Any Reserve Component Soldier who is mobilized in support of contingency operations is eligible to receive the AFRM with "M" device. The individual mobilization order will serve as documentation for wear of the award.

THE NATIONAL DEFENSE SERVICE MEDAL (NDSM)

A-8. The NDSM has been authorized for members of the U.S. Armed Forces serving on active duty, to include those in good standing in the selected reserve of the armed forces on or after 11 September 2001 to a date to be determined. The NDSM is awarded for honorable active service and includes the following inclusive periods: 27 JUN 50 to 27 JUL 54; 1 JAN 61 to 14 AUG 74; 2 AUG 90 to 30 NOV 95; and 11 SEP 01 to a date to be determined. Commanders are authorized to issue the NDSM to qualified personnel and may be issued posthumously.

PURPLE HEART (PH)

A-9. Approved awards of the PH require the publication of permanent orders according to AR 600-8-105, citing each recipient. PH award approval authority for Department of the Army civilians and Army personnel wounded or killed as the result of an international terrorist attack is the Secretary of the Army. During war time, the rules and steps for processing award of the PH during partial or full mobilization will be significantly changed based on Secretary of the Army and other HQDA changes and directives. Each approved award of the PH must exhibit all of the following factors:

- Wound, injury or death must have been the result of enemy or hostile act or international terrorist attack
- Wound or injury must have required treatment by medical officials
- Records of medical treatment must have been made a matter of official Army records

GLOBAL WAR ON TERRORISM MEDALS

A-10. The Global War on Terrorism Expeditionary Medal (GWOTEM) and the Global War on Terrorism Service Medal (GWOTSM) established by <u>Executive Order 13289, 12 MAR 03</u>, established the GWOTEM and the GWOTSM for service in the Global War on Terrorism (GWOT). These medals will be awarded to recognize all members of the Armed Forces of the United States serving in or in support of GWOT operations, on or after 11 SEP 01 to a date to be determined.

A-11. Soldiers may receive both the GWOTEM and the GWOTSM if they meet the requirements of both awards; however, the same period of service establishing eligibility for one cannot be used to justify service eligibility for the other.

A-12. GWOTEM is authorized for Soldiers deployed in support of Operation Enduring Freedom (OEF) or Operation Iraqi Freedom (OIF). Soldiers must have served 30 consecutive days or 60 non-consecutive days in a designated area of operation, in combat involving grave danger; or killed, or have suffered a wound or injury that required medical evacuation. GWOTSM is authorized for all active-duty Soldiers, including mobilized Guard and Reserve Soldiers, serving on or after September 11, 2001, for 30 consecutive days or 60 non-consecutive days or for Soldiers who served in support of OEF or OIF outside designated areas of operation.

A-13. Afghanistan Campaign Medal (ACM) and Iraq Campaign Medal (ICM). Effective 30 April 2005, the GWOTEM is no longer authorized to be awarded for service in Afghanistan and/or Iraq. Under no condition shall a Soldier receive more than one of the following for the same act, time period, or service: ACM, ICM, GWOTEM or the Armed Forces Expeditionary Medal

COMBAT ACTION BADGE (CAB)

A-14. On 2 May 2005, the Chief of Staff of the Army approved the Combat Action Badge (CAB). The badge is for special recognition to Soldiers who engaged in conflict with the enemy. The requirements for the CAB are Branch and MOS immaterial. Award of the CAB is authorized from 18 SEP 01 to a date to be determined. Award for qualifying service in any previous conflict prior to 18 SEP 01 is not authorized. Only one CAB may be awarded during a qualifying period. Second and third awards of the CAB for subsequent qualifying periods will be indicated by superimposing one and two stars respectively. Approval authority for the CAB is delegated to all Army Major General Commanders and above to Soldiers assigned to their Command.

AWARD OF TOUR CREDIT & OVERSEAS SERVICE RIBBON

A-15. All members of the Active Army, Army National Guard and Army Reserve in an active Reserve status credited with a normal overseas tour completion according to AR 614-30 are authorized to be awarded the Overseas Service Ribbon (OSR).

UNIT AWARDS

A-16. Commanders authorized to approve unit awards will announce awards in Permanent Orders of their headquarters. Permanent Orders will be published to announce the award of a unit decoration and will contain the citation of the award, name of the unit or units and inclusive dates. All unit awards approved at HQDA will be announced in Headquarters, Department of the Army General Orders. Unit commanders and military records custodians will reference DA Pam 672–1 and DA Pam 672–3 in conjunction with personnel records to determine and confirm entitlement of individuals to wear the insignia pertinent to each type of unit recognition. All verified entitlements will be entered into their personnel records IAW AR 600-8-104. HR elements should plan accordingly when requesting unit awards and anticipate a longer than usual processing timeline.

EVALUATIONS

A-17. AR 623-3 provides policy and procedural guidance for processing Officer and NCO Evaluation Reports. Army officers and enlisted personnel deployed for more than 90 days will receive an evaluation report (DA Form 67-9 [*Officer Evaluation Report*] for officers and DA Form 2166-8 [*Noncommissioned Officer Evaluation Report*] for enlisted) by home station supervisors, effective the day prior to deployment (normally referred to as a close out evaluation report). Upon completion of deployment, the first line supervisor will prepare an evaluation report where the Soldier was deployed. AR 690-400, Total Army Performance Evaluation System, is the authority for Department of the Army civilian government employees. Units must maintain visibility and control of officer and NCO evaluation reports to ensure timely submission of reports.

A-18. During Joint Operations, refer to the military member's specific service regulation for policy and procedural guidance when executing evaluation reports. The Commander, JTF, through the JTF J-1, will establish rating schemes for all JTF personnel. Rating schemes will follow the CCDRs guidance and applicable Service directives.

A-19. Retired officers, warrant officers and noncommissioned officers recalled to active duty are not eligible for evaluation reports and do not compete for promotion.

A-20. HQDA, during deployments, mobilizations, or emergencies, may implement changes to the evaluation policy. These changes may affect report periods, reasons for submission, processing procedures, processing timeliness, use of counseling checklists, and appeals procedures.

PROMOTIONS

A-21. Promotions are made through a system of centralized, semi-centralized, and unit-level selections. Administrative reductions occur as a result of non-judicial punishment, courts martial, and inefficiency proceedings.

- Enlisted promotions to Sergeant and Staff Sergeant will be processed IAW AR 600-8-19, Enlisted Promotions and Reductions.
- Enlisted promotions to Private (E2), Private First Class, and Specialist will continue under the system in effect at the time of deployment. Advancement to the grade of Private (E2) is automatic, unless otherwise directed by the commander.
- Battlefield Promotions. HQDA will announce policies and procedures for battlefield promotions.
- Officer promotions to the grades of Captain through Colonel, Warrant Officer promotions to the grades of CW3 through CW5, and enlisted promotions to the grades of Sergeant First Class through Command Sergeant Major continue under the current system.

ID CARDS

A-22. Identification Cards (ID) provide a means to identify personnel who are entitled to specific DOD benefits and identify personnel who fall under the 1949 Articles of the Geneva Convention. Policy, procedures, and type of card is determined by AR 600-8-14, Identification Cards for Members of the Armed Services, their Eligible Family Members, and other Eligible Personnel, and AR 690-11, Use and Management of Civilian Personnel in Support of Military Contingency Operations. ID cards are used to:

- Identify Soldiers (active, reserve and retired), members of other services, and their family members.
- Identify DOD civilians.
- Identify other essential civilians deploying with the force.
- Identify EPWs.
- Identify civilian noncombatants who have been authorized to accompany the force.
- Provide a means to identify, control access, and track civilians (force protection/security).

A-23. ID cards are issued by BDE/BCT S-1s, R5 Plans and Operations Teams, and the JPRC.

LEAVES AND PASSES

A-24. The Leave and Pass program promotes the maximum use of authorized absences to support health, morale, motivation and efficiency of Soldiers. AR 600-8-10, Leaves and Passes, provides policy, procedures and guidance for managing leaves and passes. Unit commanders and the S-1 are responsible for managing leaves and passes. See Chapter 5 of this FMI and FM 1-0 for additional information on the R&R program. Upon declaration of a national emergency by Executive Order of the President or upon declaration of war by the Congress, the Secretary of the Army may suspend all leave for Soldiers.

A-25. Soldiers who serve in support of a contingency operation, or whose primary duties are in direct support of a contingency operation and are denied leave, may be authorized to carry over leave in excess of 60 days (not to exceed 90 days) until the end of the succeeding year. Special Leave Accrual may be granted by the Army/ASCC approval authority. The leave approving authority must have denied the Soldier's leave for the entire year, or for a specific period of time that would not allow the Soldier to schedule the leave period. Refer to AR 600-8-10 for detailed guidance. Soldiers who serve in a hostile fire/imminent danger area for a continuous period of 120-days or greater may be authorized to retain and accumulate up to 120-days of leave, as prescribed by U.S. Code, Title 37, Section 310.

LINE OF DUTY

A-26. LOD investigations are required when an Active Army Soldier or RC Soldier on active duty for more than 30 days is diagnosed with an illness while on active duty, regardless of the natural course of the illness, is injured, becomes ill, or is killed by an enemy, terrorist, or other forces antagonistic to the interests of the U.S., in a friendly fire incident, or while a prisoner of war or hostage (Para 3-17, AR 600-8-4). Death or injury due to hostile action will be presumed as in Line of Duty. Depending on the circumstances, injuries not involving hostile action will be investigated, either informally or formally, by an investigating officer appointed by the next higher command having Special Courts-martial jurisdiction. LOD investigations for misconduct will be conducted at the discretion of the commander. All LOD investigations will be processed IAW AR 600-8-4.

A-27. To ensure Soldiers receive appropriate medical care after leaving active duty, commanders must complete an LOD investigation or prepare a presumptive (that is, one that may be subject to further review and is not necessarily administratively final) LOD determination memo for Soldiers who incur or aggravate injuries, illnesses, or diseases while on active duty. LOD investigations are required for RC Soldiers serving on active duty to ensure that they receive appropriate medical care after leaving active duty.

A-28. The appointing authority for LOD investigations is the commander having Special Court Martial Convening Authority. The Army/ASCC G-1 is responsible for managing the LOD program and ensuring LOD are conducted properly. The following exception to policy applies for LOD processing for Soldiers

participating in contingency operations: the First General officer in a Soldier's chain of command may approve LOD determinations whether or not he/she is a general court martial convening authority.

MILITARY PAY

A-29. Under DIMHRS, military pay transactions become an integrated and embedded process within the HR architecture. BCT/BDE/BN S-1s are the central link between Soldiers and changes to military pay entitlements and resolving routine pay inquiries for their Soldiers. Military pay will be automatically trigged by personnel actions and Soldiers will have extensive self service capabilities. These capabilities include: start, stop or modify discretionary allotments and savings bonds, enroll in thrift savings plans, change direct deposit information, submit employee withholding request (W-4), etc.

OTHER HR CONSIDERATIONS

A-30. During military operations, other EPS actions may be processed during deployment. These actions include:

- Conscientious Objector. Soldiers with a pending Conscientious Objector request will be deployed IAW AR 600-43.
- Marriage in Overseas Areas. IAW AR 614-200, Enlisted Assignments and Utilization and laws of the country concerned.
- Reenlistment in a Combat Zone. Reenlistments are conducted IAW AR 601-280.
- Congressional Correspondence. Replies from units will be sent to the G1 for review and forwarding to higher headquarters and to HQDA Office of Legislative Liaison.
- Nuclear Surety. The nuclear surety/personnel reliability program will continue IAW AR 50-5.
- Sole Surviving Son/Daughter. Units will forward applications to the G1 for action IAW AR 614-200.
- Suspension of Favorable Actions. Copies of DA Form 268 (*Report of Suspend Favorable Personnel Action [FLAG]*) will be forwarded through the G1 for return to the home station records custodian for processing.
- Moratoria on Selected Personnel Actions. HQDA may direct suspension of some personnel actions. G1 will notify subordinate units of any such actions.
- Retirement Services. Retirement services are performed IAW AR 600-8-7, Retirement Services Program.
- Passports and Visas. Passports and visas are issued IAW PPG, paragraph 5-10.

STOP LOSS/STOP MOVE

A-31. By the authority of Presidential Executive Order, the President or his designee may suspend certain laws, regulations, and policies concerning promotion, separation, or retirement and is commonly called Stop Loss or Stop Movement when invoked. The action of a Stop Loss precludes voluntary separation from service and sustains unit manning throughout deployment. Those affected by the order generally cannot voluntarily retire or leave the service as long as the individual is called to active duty or until relieved by proper authority. Stop Move/Stop Loss includes the suspension of Soldier movement out of deploying units for PCS, TDY or schooling.

A-32. Current Stop Loss and Stop Move programs affect Soldiers from 90 days prior to a unit's required date in theater (found in the unit's official deployment order) and continues through deployment plus a period of 90 days following the unit's redeployment. Stop Loss/Stop Move policy will be announced by MILPER Message.

INDIVIDUAL AUGMENTEE (IA) REQUIREMENTS

A-33. Individual Augmentees (IA) are unfunded temporary duty positions (military or civilian) identified on a JMD by a supported CCDR to augment operations during contingencies. This includes positions at

permanent organizations required to satisfy a heightened mission need in direct support of contingency operations. Reference DA PAM 500-5-1, Individual Augmentee Management. Procedures for requesting an IA are outlined in Chairman of the Joint Chiefs of Staff Instruction (CJCSI) 1301.01 (C). Reference DA PAM 500-5-1, Chapter 6 and Reference DA PAM 715-16, Chapter 3-1.

JOINT MANNING DOCUMENT (JMD)

A-34. Joint Manning Documents (JMDs) are associated with Joint/Coalition headquarters and serves as a manning requirements document. The JMD is first approved by the Senior CCDR and then processed for sourcing by the Joint Staff and other Services. Manning requirements for JMDs are routinely filled by specific military units, which serve as the "core" element of the Joint/Coalition HQs personnel from subordinate units (described as unit fill) and IMA. HR theater managers involved with JMDs must plan, coordinate and execute the personnel fill with the senior Joint command (e.g., USARCENT, PACOM), respective service components and appropriate federal agencies. Coalition IA fills for allied/partnered countries are usually worked though the senior Joint command. The JMD approval or revalidation process is typically measured in months with an additional lag of 90-120 days for arrival of IA's once the JMD is approved. See Joint Publication 1-0, Personnel Support to Joint Operations.

REDEPLOYMENT, POST-DEPLOYMENT AND RECONSTITUTION CHECKLIST

A-35. AR 600-8-101, Chapter 7 and DA Pamphlet 600-8-101 prescribe the administrative actions that must be completed for all Soldiers before their redeployment from the contingency theater AO. These administrative actions are also outlined in the DCS Concept Plan (CONPLAN), which can be viewed at http://www.armyg1.army.mil/hr/dcs/DCS_CONPLAN.doc. DA Form 7425 (*Readiness and Deployment Checklist*), is used to validate this process. The following HR functions are critical:

- Initiate Line of Duty (LOD) investigations or presumptive LOD determinations as required for Soldiers prior to their departure from theater.
- Post personnel actions that occurred during deployment to Soldiers' personnel records in their deployment packets and/or to eMILPO/database of record.
- Ensure Soldiers settle debt issues with the Army or affiliated activities (e.g., MWR fund manager, Army Emergency Relief, etc.) prior to theater departure. If unable to settle, properly record alleged debts and ensure a report of survey is initiated for loss or damage of Army property.

A-36. Individual Actions (must be accomplished prior to departure from Theater)

#	Task	Responsibility to Provide	Proponent	Preceding Tasks
1.1.1	Utilize Soldier / small unit leader reintegration tip card to identify individuals requiring monitoring, follow-up or referral (Appendix 1 to Annex A)	Unit Leadership	DA G-1 (ACSAP)	
1.1.2	Receive Reunion Training	Unit / Unit Ministry Teams	DA G-1 (USAFMWRC & OCCH assist)	
1.1.3	Receive Suicide Awareness and Prevention Training	Unit / Unit Ministry Teams	DA G-1 (OTSG & OCCH assist)	
1.1.4	Receive Medical Threat Brief	Unit Leadership (Medical staff)	OTSG	
1.1.5	Establish debriefing opportunity for Soldiers to integrate deployment experience as a life experience	Unit Leadership	DA G-1 (OCCH assist)	
1.1.6	Document exposures in Theater (DD 2796)	Unit Leadership (Medical staff)	OTSG	

A-37. Chain of Command Actions

#	Task	Responsibility to Provide	Proponent	Preceding Tasks
1.2.1	Complete investigations, to include LOD, AR 15-6, ROS, etc.	Unit Leadership	DA G-1 (OTJAG assist)	
1.2.2	Plan, coordinate and execute reunion / homecoming ceremonies/activities.	Deployed unit parent HQs & installation HQs	ACSIM	
1.2.3	Begin OERs / NCOERs / awards	Unit Leadership	DA G-1	
1.2.4	Provide DCS information briefing using statement at Appendix 1 to Annex H	Unit Leadership	DA G-1 (OCPA assist)	

A-38. Medical Support Actions

#	Task	Responsibility to Provide	Proponent	Preceding Tasks
1.3.1	Identify any recently acquired negative health related problems	Unit Leadership, Medical Health System	OTSG	1.1.6
1.3.2	Refer Soldiers with deployment related problems to appropriate local agency for assistance.	Unit Leadership	OTSG	
1.3.3	Treat and document any adverse or potentially adverse exposures or negative health-related behaviors that occurred during deployment/mobilization	OTSG	OTSG	
1.3.4	Ensure the availability of behavioral health assets in the Redeployment Assembly Area (RAA)	OTSG	OTSG	

A-39. In Theater Support Actions

#	Task	Responsibility to Provide	Proponent	Preceding Tasks
1.4.1	All early returning Soldiers are identified to the RDC and are provided contact information	Unit Leadership, In-theater approval authority, Army Component Cdr	DA G-1 (HRC, AHRC)	
1.4.2	Ensure Personnel Reporting System is updated, provides visibility of all returning Soldiers to Home Station commands & organizations and Redeployment Rosters are transmitted	Unit Leadership, Army Component Cdr, Medical Health System, HRC	DA G-1 (OTSG assist)	
1.4.3	Ensure all returning Civilians are entered/updated in CIVTRACKS	In-Theater supervisor; CRC staff; Supervisor at Home Station	DA G-1 (OTSG assist)	
1.4.4	Provide initial information on taxes, transition entitlements, legal rights/SSCRA, USERRA, etc.	OSJA, DFAS	OTJAG (DA G-1 assist)	

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Appendix B

HR PLANNING AND OPERATIONS DATA

The core competency HR Planning and Operations requires standardized formatting to better express tasks and missions for subordinate HR organizations. The formatted Annex I Service Support, Appendix 4 Personnel provided in figure B-1 is an example for the HR planner to utilize. Similar detail is not available in other doctrinal manuals. This is a sample, and HR planners may use it as the basis for modification. The formatted appendix uses phases and the core competencies as the logical mechanism for presenting the instructions.

SAMPLE PERSONNEL ANNEX

Reference:

Time Zone used throughout order: (Local)

1. **SITUATION.**

    a. **ENEMY.** See Annex B (Intelligence)

    b. **FRIENDLY SITUATION.** (Supporting HR elements location and mission, may not all apply)
        (1) Human Resource Sustainment Center
        (2) Theater Gateway R5 Team
        (3) Military Mail Terminal Team
        (4) Human Resource Company Headquarters
        (5) R5 Plans and Operations Team
        (6) R5 Platoon Headquarters
        (7) R5 Personnel Accounting Team
        (8) Postal Plans and Operations Team
        (9) Postal Platoon
        (10) Casualty Platoon
        (11) Casualty Liaison Team
        (12) Human Resource Operations Cell, SPO, Expeditionary Sustainment Command or Sustainment Brigade

    c. **ATTACHMENTS AND DETACHMENTS**. See Annex A, Task Organization.

2. **MISSION.** See Base Order

3. **EXECUTION**.

    a. **SCHEME OF SUPPORT**

    b. **TASK TO SUBORDINATE UNITS**
        (1) Command Relationships
        (2) Support Relationships
    c. **PHASE _____**
        (1) Manning the Force

a) Personnel Readiness Management
   1. Personnel Augmentation and Manning Requirement
   2. Stop Loss / Stop Move
   3. Priority of Fill
   4. Individual Soldier Readiness
   5. Replacement Operations
b) Personnel Accountability and Strength Reporting
   1. System of Record
   2. Reporting Timeline/Format
   3. Initial Manifesting/Processing
c) R5 Operations
   1. Supporting Unit/Roles
   2. S-1 Locations/Tasks
   3. Data Integration
(2) Provide Human Resource Services
  a) Essential Personnel Services
    1. ID Cards/Tags
    2. MILPAY Entitlements/Initiation
    3. Close-out Evaluations
    4. Promotions
  b) Casualty Operations
    1. Initial Casualty Reporting
    2. Location of CLTs
    3. Reporting System/Format
    4. Evacuation Policy
(3) Provide Personnel Support
  a) Postal Operations
    1. Initial Restrictions
    2. Addresses
    3. Supporting Postal Organization
    4. Scheduled Delivery/Retrograde
  b) Morale, Welfare, Recreation
    1. Initial Deployment Instructions
    2. ARC Support/Procedures
(4) Human Resource Planning and Operations
  a) Conduct Human Resource Planning and Mission Preparation
    1. Personnel Estimate
    2. Casualty Estimate
  b) Perform HR Operations
    1. Individual Soldier Readiness Program – Status/Operations
    2. Track Personnel Element of Deployment Operations
    3. Ensure Data Integration at Inter-theater APOD

d. PHASE _____
(1) Manning the Force
  a) Personnel Readiness Management
    1. System of Record Instructions
    2. Replacement Operations
    3. Cross-leveling Guidance
    4. Key Leader/Crew Replacements
  b) Personnel Accounting and Strength Reporting
    1. Reporting Timeline/Requirements/Timeline
    2. Guidelines for Reporting Civilians/Contractors
    3. JPERSTAT Instructions
  c) R5 Operations

                     1. Supporting R5 Units
                     2. S-1/G-1 Tasks and Roles
                     3. Location of Processing Sites
                     4. R&R Guidance
                     5. Allocations by Subordinate Unit

(2) Provide Human Resource Services
- a) Essential Personnel Services
  1. Awards Authority and Processing
  2. Promotion Processing
  3. MILPAY Actions
- b) Casualty Operations
  1. Casualty Reporting
  2. CLT Locations

(3) Provide Personnel Support
- a) Postal Operations
  1. APO Location/Supporting Units
  2. Delivery Restriction/Schedule
  3. Retrograde Mail
  4. Redirect Mail
  5. Casualty Mail
- b) Morale, Welfare, Recreation
  1. AAFES Support
  2. ARC Support/Processing
  3. In-country MWR Support Available

e.   PHASE _____

(1) Manning the Force
- a) Personnel Readiness Management
  1. System of Record Instructions
  2. Replacement Operations
  3. Cross-leveling Guidance
  4. Key Leader/Crew Replacements
- b) Personnel Accounting and Strength Reporting
  1. Reporting Timeline/Requirements/Timeline
  2. Guidelines for Reporting Civilians/Contractors
  3. JPERSTAT Instructions
- c) R5 Operations
  1. Supporting R5 Units
  2. S-1/G-1 Tasks and Roles
  3. Location of Processing Sites
  4. R&R Guidance
  5. Allocations by Subordinate Unit

(2) Provide Human Resource Services
- a) Essential Personnel Services
  1. Awards Authority and Processing
  2. Promotion Processing
  3. MILPAY Actions
- b) Casualty Operations
  1. Casualty Reporting
  2. CLT Locations

(3) Provide Personnel Support
- a) Postal Operations
  1. APO Location/Supporting Units
  2. Delivery Restriction/Schedule
  3. Retrograde Mail

    4. Redirect Mail
    5. Casualty Mail
   b) Morale, Welfare, Recreation
    1. AAFES Support
    2. ARC Support/Processing
    3. In-country MWR Support Available

 f. COORDINATING INSTRUCTIONS.
  (1) Commander's Critical Information Requirements (CCIR).
  (2) HR Rear Detachment operations
   a) Replacement push
   b) Records custodian
   c) S-1 Support to Stay-behind Soldiers and Units
   d) IMCOM/MPD Casualty Area Command (CAC) Coordination
  (3) Personnel Policies and Procedures
   a) Reporting (Accountability)
   b) Casualty Reporting
   c) Theater Leave and Pass Policy
   d) Awards
   e) Red Cross Messages
   f) Rotation Policy
  (4) Enemy Prisoners of War, Civilian Internees, and Other Detained Persons
  (5) Formerly Captured, Missing, or Detained United States Personnel
  (6) Travel Procedures
  (7) Medical Returnees to Duty
  (8) Unit commanders will identify deployable and non-deployable Soldiers based on the G-1 PPG
  (9) Non-Standard Reporting Requirements
  (10) Line of Duty Investigations - all investigations will be conducted IAW AR 15-6
  (11) OERs/NCOERs: Continue to be processed IAW AR 623-105/AR 623-205
  (12) Congressional Inquiries.
  (13) Civilian Personnel
  (14) MILPAY Considerations
  (15) Religious Support. See Appendix 6
  (16) Legal - See Appendix 5

4. SERVICE AND SUPPORT. See Base Order

5. COMMAND AND SIGNAL. See Base Order

ACKNOWLEDGE

           NAME
           TITLE

Tab A, Appendix 4, Annex I to OPORD XX-XXXX
Postal Operations

References:

a. Memorandum of Agreement between the Federal Aviation Administration (FAA) and the Department of Defense Concerning the Security of Military Mail, June 30, 1992.

b. Title 39, United States Code (USC).

c. DOD Instruction 4525.7, Military Postal Service and Related Services, April 2, 1981.

d. DOD 4525. 6-M, DOD Postal Manual, August 15, 2002.

e. DOD Instruction 4525.08, DOD Official Mail Management, August 11, 2006.

f. DOD 4525.8-M, DOD Official Mail Manual, December 26, 2001.

g. USPS Domestic Mail Manual (DMM), January 8, 2006.

h. USPS International Mail Manual (IMM), March 1, 2007.

i. Joint Publication 1-0, Personnel Support to Joint Operations, October 16, 2006.

j. DOD 4525.6-C, DOD Postal Supply Catalog, April 1990.

k. Joint Publication 1-0, Postal Annex, September 17, 2006.

1. Situation

a. Friendly. Identify forces assigned to implement postal service.

b. Assumptions.

(1) Restrictions on inbound mail. Mail restrictions will not be authorized by the (Combatant Command (COCOM) or Service Component Commands (SCC)).

(2) Special services will not be restricted in the theater.

(3) Early in the operation there will be no military airlift to support Intra-theater mail transport requirements.

(4) Postal personnel to man and operate the Air Mail Terminals (AMT), Mail Control Activities (MCA), Fleet Mail Centers (FMC), Military Mail Terminals (MMT), and Military Post Offices (MPOs) will arrive in theater prior to supported forces to prevent mail restrictions.

c. Planning Factors. The planning factor of 1.95 pounds per Service member per day will be used to determine mail volume. One 20 foot container equals 8,000 pounds. One 40 foot container equals 16,000 pounds.

2. Mission. See Base OPORD

3. Execution.

a. Concept of Military Postal Service. The MPS will be expanded IAW Tabs A, B, and C to provide full unrestricted postal services within the operational constraints and executed IAW listed references.

b. Tasks

(1) Military Postal Service Agency (MPSA)

a) Coordinate with the USPS and Other Government Agencies (OGA) as the single DOD point of contact on MPS policy and operational matters, to include resolution of Continental United States (CONUS) origin mail problems / issues, in support of this plan.

b) Advise USPS to implement mail embargo or restrictions when requested by the Combatant Commander (CCDR), Joint Forces Command (JFC), or DOD.

c) Upon request from the CCDR, initiate action to obtain or terminate free mail privileges and, if approved, promulgate implementing instructions.

d) Upon operation order execution, coordinate through DOD Public Affairs Office, in conjunction with USPS, the level of service that personnel in the AOR will receive.

e) Request personnel augmentation, as required to support operation of aerial ports of embarkation (APOEs) and / or sea ports of embarkation (SPOEs).

f) Review and approve or disapprove requests for exception to policy received from the J-1 or Single Service Postal Manager (SSPM).

g) Coordinate with the FAA and Department of Homeland Security (DHS) on any restrictions that may be imposed requiring the screening of mail.

h) Assign a 5-digit number based on available zip codes for the geographical region.

(2) Joint Military Postal Activities (JMPA-Atlantic and JMPA-Pacific)

a) Input zip code information into the Address Management System (AMS) and Global Enterprise Management System (GEMS) / Surface Air Management System (SAMS), and assign mail routing.

b) Coordinate air and/or surface movement of military mail with USPS from the United States gateway to the APOEs and / or SPOEs.

c) Pass mail routing, massing, labeling, and distribution information for theater MPOs and units, through the designated SSPM.

(3) Combatant Commander (CCDR)

a) Establish the priority of mail movement from aerial ports of debarkation (APODs) / seaports of debarkation (SPODs) if not collocated with the MMTs then to the MPOs and onward to the operational areas.

b) Designate a SSPM to manage the theater postal network.

c) Develop and publish a non-mailable list and customs requirements.

d) Coordinate host country / neighboring nation permits.

e) Request free mail privileges IAW Title 39, USC 3401 (a), and DOD 4525.6-M, DOD Postal Manual (C2.8), if not previously requested.

f) Establish guidelines for the level of service to / from and within the theater.

(4) Single Service Postal Manager (SSPM)

a) Coordinate the establishment of the postal transportation, distribution, and processing networks in the operational area and IAW COCOM guidance.

b) Synchronize efficient postal operations throughout the AOR under the authority of the CCDR and serve as the liaison between the operational area and MPSA.

c) Initiate mail service once postal personnel and assets have arrived and established operations.

d) Establish joint MPS procedures in the operational area and assign responsibilities to the SCCs.

e) Identify postal augmentation requirements and coordinate logistics sourcing.

f) Recommend approval / disapproval on all requests to open and close the contingency MPOs.

g) Request MPSA activate and deactivate contingency zip codes.

h) Determine commercial and military APODs and the required level of frequency and pouching, sacking, and labeling requirements.

i) Adjust planning factors and execution to allow operational control (OPCON), administrative control, and tactical control of all theater postal resources until affected theater sustainment or stability is realized in the theater, to enable components and installation commanders to resume limited or full control of their postal resources.

j) Ensure regular, standardized reporting procedures are implemented for all MPOs and MPS activities. Provide consolidated reports on a regular basis to MPSA on transportation and mail movement operations, terminal operations, mail volume, and backlogs, if applicable.

k) Ensure postal personnel, postal assets, and postal infrastructure requirements are integrated into the Time-Phased Force and Deployment Listing (TPFDL) in time to support the early flow of mail into the AOR.

l) Coordinate and advise all postal contracting efforts by the component commands, and provide regular reports to the joint forces postal staff and MPSA for review.

m) Publish uniform procedures applicable to all service MPS activities in the AOR.

n) Process requests for restrictions, including programs with theater-wide repercussions, such as

mail embargoes or other restrictions, in coordination with the SCCs postal staffs, and forward to MPSA.

o) Process and maintain all agreements or requests for exception to user policy for support to international military commands, OGAs, and nongovernmental organizations and forward to MPSA. Requests will be processed IAW the statutory requirements of Title 39, USC 3401 (a).

p) Ensure regular, standardized reporting procedures are implemented for all MPOs and MPS activities, per guidance from MPSA. Provide consolidated reports on a regular basis to the COCOM postal staff, SCCs, and MPSA on transportation and mail movement operations, terminal operations, mail volume, and backlogs, if applicable.

q) Conduct staff assistance visits and inspections at all AOR MPOs. Assemble joint service teams when appropriate to enhance efficiency.

r) Coordinate MPS operations at all military postal activities (MPOs, MCAs, AMTs, MMTs, and FMCs) in the operational area.

s) Specify any restrictions for retrograde mail, to include size and weight limitations and security screening.

t) Ensure that individual Service components develop and maintain casualty mail procedures and directory services.

u) Provide MPS postal net alerts, SITREPs, and transit time information.

v) Act as point of contact for all operational area MPS-related queries, congressional inquiries, and service complaints.

(5) Service Component Command (SCC)

    a) The Air Force is responsible for air transportation and sorting. This includes management of APOE / APOD AMTs and MCAs.

    b) The Army is responsible for land transportation and sorting. This includes management of Joint Military Mail Terminals (JMMTs).

    c) The Navy is responsible for maritime transportation and sorting. This includes management of FMCs and MCAs.

    d) Consolidate, collocate and jointly man MMTs (AMT, MCA, and FMCs), and MPOs where possible.

(6) Military Mail Terminals

    a) AMT, if not collocated with MMT

        1. Geographic Locations (list where)

        2. Facilities will be IAW C13.5, DOD 4525.6-M, DOD Postal Manual.

        3. Units (Designation and latest arrival date in theater)

        4. Manning (Number of military, DOD civilians, contractors, or foreign nationals)

        5. Levels of Service will be IAW COCOM and SCC requirements.

        6. Operations will be IAW DL1.1.26 and C15.1, DOD 4525.6-M, DOD Postal Manual.

        7. Equipment (Dedicated, latest arrival date in theater, specialized and non-specialized requirements)

        8. Postal Records Management will include areas listed in DOD 4525.6-M, DOD Postal Manual (C8.14, C1.1.6.9.7, C1.1.6.10.4, C1.1.7.4.2.3.6, C1.1.7.5.2.2, C7.2.1.4, C7.3.2.2, C9.3.5.11.4.6, C12.3.8, C12.4.2.7, C15.8.2.2, C15.10.8, C10.5.6.7).

        9. Supported Units or Geographic AOR (list)

    b) FMC, if not collocated with the MMT

        1. Geographic Locations (list where)

        2. Facilities will be IAW C13.5, DOD 4525.6-M, DOD Postal Manual.

        3. Units (Designation and latest arrival date in theater)

        4. Manning (Number of military, DOD civilians, contractors, or foreign nationals)

        5. Levels of Service will be IAW COCOM and SCC requirements.

        6. Operations will be IAW DL1.1.26 and C15.1, DOD 4525.6-M, DOD Postal Manual.

        7. Equipment (Dedicated, latest arrival date in theater, specialized and non-specialized requirements)

        8. Postal Records Management will include areas listed in DOD 4525.6-M, DOD Postal Manual

(C8.14, C1.1.6.9.7, C1.1.6.10.4, C1.1.7.4.2.3.6, C1.1.7.5.2.2, C7.2.1.4, C7.3.2.2, C9.3.5.11.4.6, C12.3.8, C12.4.2.7, C15.8.2.2, C15.10.8, C10.5.6.7).
9. Supported Units or Geographic AOR (list)

c) MMT
1. Geographic Locations (list where)
2. Facilities will be IAW C13.5, DOD 4525.6-M, DOD Postal Manual.
3. Units (Designation and latest arrival date in theater)
4. Manning (Number of supported military, DOD civilians, contractors, or foreign nationals)
5. Levels of Service will be IAW COCOM and SCC requirements.
6. Operations will be IAW C11.26 and C15.1, DOD 4525.6-M, DOD Postal Manual.
7. Equipment (Dedicated, latest arrival date in theater, specialized and non-specialized requirements)
8. Postal Records Management will include areas listed in DOD 4525.6-M, DOD Postal Manual (C8.14, C1.1.6.9.7, C1.1.6.10.4, C1.1.7.4.2.3.6, C1.1.7.5.2.2, C7.2.1.4, C7.3.2.2, C9.3.5.11.4.6, C12.3.8, C12.4.2.7, C15.8.2.2, C15.10.8, C10.5.6.7).
9. Supported Units or Geographic AOR (list)

d) Mail Screening procedures will be established and implemented if required.
e) Dispatching Mail will be IAW C3.1.4.2, DOD 4525.6-M, DOD Postal Manual.
f) Registered Mail will be handled IAW Chapter 9, DOD 4525.6-M, DOD Postal Manual.
g) Coalition Mail will be handled IAW C2.10, DOD 4525.6-M, DOD Postal Manual.

(7) Military Post Offices
a) Postal Supplies will be ordered IAW DoD 4525.6-M, DOD Postal Manual (e.g.C8.3, C15.13).
b) Postal Training will be conducted IAW C1.2.2.6.4, DOD 4525.6-M, DOD Postal Manual. The Installation Postal Officer shall ensure personnel are trained IAW C15.5, DOD 4525.6-M, DOD Postal Manual Training Requirements.
c) Postage Stock will be obtained IAW C6.2, DOD 4525.6-M, DOD Postal Manual.
d) Balloting Materials will be handled IAW C3.1.3.5, C3.2.3.5, and C10.4.9, DOD 4525.6-M, DOD Postal Manual.
e) Address Management will be IAW C3.2, DOD 4525.6-M, DOD Postal Manual.
1. Zip Code Assignments to Deploying Forces will be IAW C1.1.7.6, DOD 4525.6-M, DOD Postal Manual.
2. Opening Zip Codes will be IAW C1.1.7.2.3, DOD 4525.6-M, DOD Postal Manual.
3. Closing Zip Codes will be IAW C1.1.7.4, DOD 4525.6-M, DOD Postal Manual.
4. Mail Routing Instructions will be IAW C11.5, DOD 4525.6-M, DOD Postal Manual.

f) Postal Offenses (including Claims) will be handled IAW C14.1, DOD 4525.6-M, DOD Postal Manual.
g) Postal Audits / Inspections will be conducted IAW C3.2.11.9 and Chapter 12 including operation of IDS, DOD 4525.6-M, DOD Postal Manual.
h) Directory Services will be IAW C3.4.3, DOD 4525.6-M, DOD Postal Manual.
i) Accountable Mail will be handled IAW C3.2.7, Delivery of Accountable Mail (Registered, Numbered Insured, Certified, and Express Mail Military Service), DOD 4525.6-M, DOD Postal Manual.
j) Casualty Mail will be handled IAW C3.4.9, DOD 4525.6-M, DOD Postal Manual.
k) Detainee / Enemy Prisoner of War (EPW) will be handled IAW C2.17, DOD 4525.6-M, DOD Postal Manual.
l) International Mail will be handled IAW C10.4.11, DOD 4525.6-M, DOD Postal Manual.
m) Post Offices:
1. Geographic Locations (list where)
2. Facilities will be IAW C13.5, DoD 4525.6-M, DOD Postal Manual.
3. Units (Designation and latest arrival date in theater)
4. Manning (Number of military, DoD civilians, contractors, or foreign nationals)
5. Levels of Service will be IAW COCOM and SCC requirements.

6. Operations will be IAW DOD 4525.6-M, DoD Postal Manual (e.g. Chapters 3-10)

7. Equipment (Dedicated, latest arrival date in theater, specialized and non-specialized requirements)

8. Postal Records Management will include areas listed in DoD 4525.6-M, DOD Postal Manual (C8.14, C1.1.6.9.7, C1.1.6.10.4, C1.1.7.4.2.3.6, C1.1.7.5.2.2, C7.2.1.4, C7.3.2.2, C9.3.5.11.4.6, C12.3.8, C12.4.2.7, C15.8.2.2, C15.10.8, C10.5.6.7).

9. Supported Units or Geographic AOR (list)

n) Unit Mail Room Operations will be conducted IAW C15.1, DoD 4525.6-M, DOD Postal Manual.

o) Mail Screening procedures will be established and implemented as required.

p) Dispatching Mail will be IAW C3.1.4.2 and C11.2.7, DOD 4525.6-M, DOD Postal Manual.

q) Coalition Mail will be handled IAW C2.10, DOD 4525.6-M, DOD Postal Manual.

r) Registered Mail will be handled IAW Chapter 9, DOD 4525.6-M, DOD Postal Manual.

(8) Mail Transportation

a) Mail transportation, frequency, security

1. From CONUS to AMT or MMT (if no AMT) (list type of air transportation (commercial, military, contract), frequency, and security measures).

2. From CONUS to FMC / MMT (if Sealift mail transportation is used), list type of surface sea transportation (commercial or military), frequency, security measures.

3. From AMT to MMT if not collocated (list type of ground transportation (contract or military), frequency, and security measures).

4. From FMC / MCA to MMT if not collocated (list type of ground transportation (contract or military), frequency, and security measures).

5. From AMT / FMC / MCA / MMT to Units or Post Offices (list type of air or ground transportation (contract or military), frequency, security measures).

b) Manning density by location (Number of military, DoD civilians, contractors, or foreign nationals).

c) Units (Designation and latest arrival date in theater).

d) Equipment (Dedicated, latest arrival date in theater, specialized and non-specialized requirements).

e) APOD Location (list).

f) SPOD Location (list).

c. Coordinating Instructions

(1) Consolidate official and personal mail processing and distribution operations.

(2) Consolidate official mail centers to one per geographic location.

(3) No restrictions will be placed on incoming or outgoing official mail.

(4) Any Service-Member Mail is not authorized.

(5) All MMTs and MPOs will scan all accountable bar-coded mail including customs tags.

(6) Mail Transit Times will be reported weekly to MPSA.

(7) SCCs will designate a minimum of one Postal Finance Officer (PFO) per theater.

(8) Personal mail policies will be IAW DoD Instruction 4525.7, Military Postal Service and Related Services.

(9) Personal mail procedures will be executed IAW DOD 4525. 6-M, DOD Postal Manual.

(10) Official mail policies will be IAW DOD Instruction 4525.08, DOD Official Mail Management.

(11) Official mail procedures will be executed IAW DOD 4525.8-M, DOD Official Mail Manual.

4. Administration and logistics. Identify administration and logistics requirements to support MPS IAW C1.1.6.6, DOD 4525.6-M, DOD Postal Manual.

a. Identify space criteria required for military postal facility to support population served IAW C13.5, DOD 4525.6-M, DOD Postal Manual.

b. Establish and maintain postal operations to the extent required IAW C1.1.7, DOD 4525.6-M, DOD

Postal Manual.

    c. Process mail originating in or destined for overseas theaters (Intra/Inter Theater Delivery Service (IDS)) IAW C3.2.1, DOD 4525.6-M, DOD Postal Manual.

    d. Implement instructions for international agreements affecting postal operations IAW C2.7.6.3, DOD 4525.6-M, DOD Postal Manual.

    e. Identify restrictions for retrograde mail IAW C1.1.6.3.8, DOD 4525.6-M, DOD Postal Manual.

    f. Identify unit sorting requirements (if applicable) IAW C3.1.3.3, DOD 4525.6-M, DOD Postal Manual.

    g. Identify expected source of transportation for secure mail movement IAW C11.2.6, DOD 4525.6-M, DOD Postal Manual.

    h. Outline procedures for obtaining postal unique supplies and equipment IAW C1.1.7.2.4.2, DOD 4525.6-M, DOD Postal Manual.

5. Command and Signal. See Base OPORD

Tabs:
  A - Military Mail Terminals (Includes AMTs, MCAs, and FMCs)
  B - Military Post Offices (MPOs)
  C - Transportation of Mail

Appendix C

SUPPORT OPERATIONS (SPO) HR OPERATIONS CELL

The HR Operations Cell of the SPO section of the sustainment brigade and the ESC is an embedded element of the SPO and is part of the documented SRC63 TOE. The HR Operations Cell is a critical element responsible for the synchronization of theater HR support within sustainment organizations with C2 of SRC12 HR organizations. The HR Operations Cell is the key integrator between G-1s and S-1s, postal, casualty, and R5 organizations that support the execution of those core competencies. The HR Operations Cell plans, coordinates, integrates, and manages HR support within the sustainment brigade and ESC AOR. The HR Operations Cells provide technical guidance to SRC12 organizations and are the most important planning and coordinating elements on the battlefield for the delivery of HR support.

C-1. The HR Operations Cell conducts full spectrum planning and coordination within the SPO to synchronize SRC12 HR support organizations that are attached, assigned, and supported within the ESC or sustainment brigade AOR. The HR Operations Cell receives technical guidance from the HRSC and operational guidance from C2 channels.

MISSION

C-2. The mission of the HR Operations Cell is to plan, coordinate, integrate, and manage the emplacement and operations of subordinate HR elements in synch with the concept of support plan for R5, postal, and casualty operations throughout the sustainment brigade or ESC's area of responsibility.

ORGANIZATION

C-3. The ESC HR Operations Cell consists of thirteen personnel. The sustainment brigade HR Operations cell consists of eight personnel. Figure C-1 provides the recommended standardized structure for the cells and the proposed composition by MOS and grade.
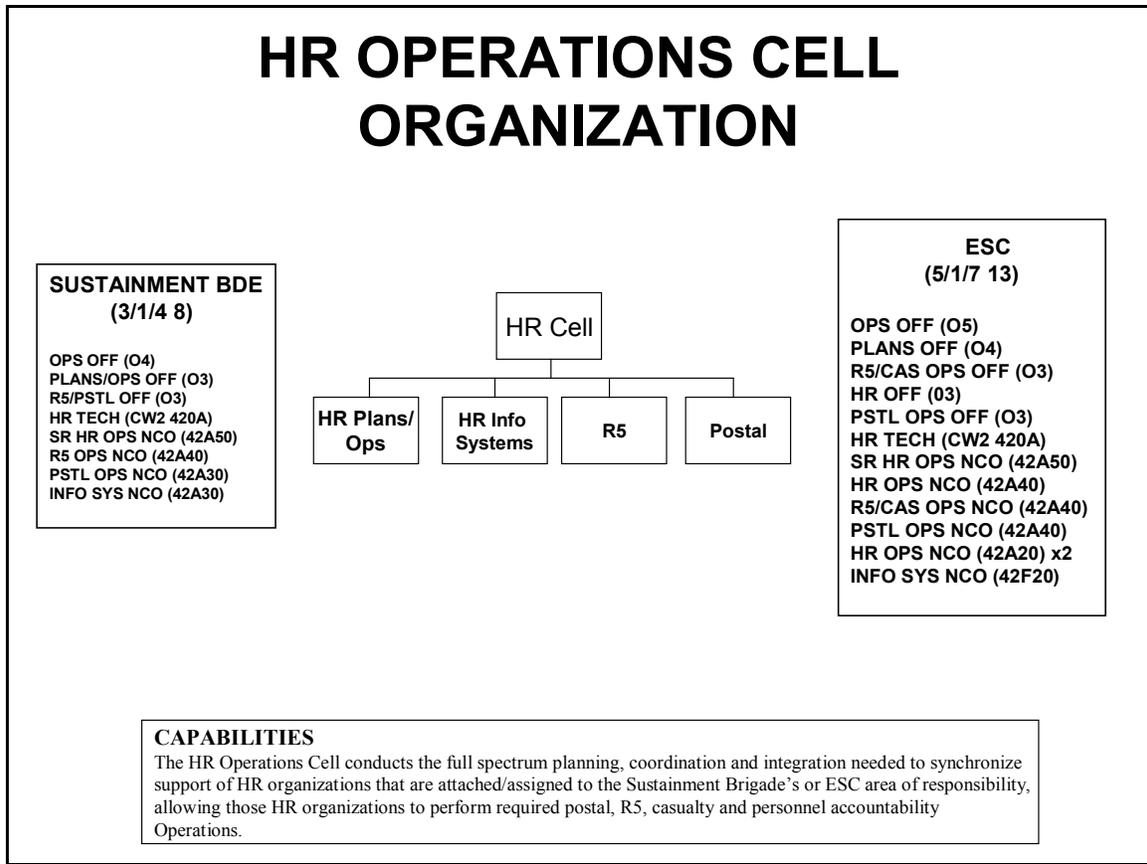
HR OPERATIONS CELL ORGANIZATION

SUSTAINMENT BDE
(3/1/4 8)

OPS OFF (O4)
PLANS/OPS OFF (O3)
R5/PSTL OFF (O3)
HR TECH (CW2 420A)
SR HR OPS NCO (42A50)
R5 OPS NCO (42A40)
PSTL OPS NCO (42A30)
INFO SYS NCO (42A30)

ESC
(5/1/7 13)

OPS OFF (O5)
PLANS OFF (O4)
R5/CAS OPS OFF (O3)
HR OFF (03)
PSTL OPS OFF (O3)
HR TECH (CW2 420A)
SR HR OPS NCO (42A50)
HR OPS NCO (42A40)
R5/CAS OPS NCO (42A40)
PSTL OPS NCO (42A40)
HR OPS NCO (42A20) x2
INFO SYS NCO (42F20)

HR Cell

HR Plans/ Ops | HR Info Systems | R5 | Postal

CAPABILITIES
The HR Operations Cell conducts the full spectrum planning, coordination and integration needed to synchronize support of HR organizations that are attached/assigned to the Sustainment Brigade's or ESC area of responsibility, allowing those HR organizations to perform required postal, R5, casualty and personnel accountability Operations.

Figure C-1. Organizational Structure of the SPO HR Operations Cell

C-4. The critical functions for the HR Operations Cells are:

- Serve as integrator between HRSC, supported units (G-1/S-1) and HR Companies, MMT Team, and TG R5 Team.
- Synchronize HR support for postal, casualty, and R5 operations with other sustainment elements and organizations.
- Plan, project, and recommend HR support requirements for current and future military operations (MDMP process).
- Provide technical guidance to supported units (G-1/S-1) and supporting HR organizations (HR Co., MMT Team, TG R5 Team).
- Deploy as part of the sustainment brigade or ESC early entry element to assist/ensure initial theater R5 PPC and postal operations are established.
- Coordinate and/or provide technical training to supported and supporting units.

C-5. The following list of responsibilities provides focus for both HR and sustainment leadership on the principal duties and roles for the SPO HR Operations Cell. This list is not restrictive or complete, but highlights major tasks and responsibilities.

- Receive HR mission support requirements for attached, assigned or supported SRC12 organizations.
- Conduct mission analysis, develop and analyze courses of action, and recommend to SPO and ESC/sustainment brigade commander courses of action that support priorities of support, available HR resources and composition of the support population.
- Plan and coordinate to ensure sufficient HR organizations needed to provide HR support based on the commander's intent.

- Plan, coordinate, synchronize, and monitor HR support (postal, R5, casualty) during military operations.
- Coordinate and execute the preparation of plans and orders.
- Coordinate and synchronize with the G-6/S-6 for HR connectivity requirements (voice, NIPR and SIPR) for the ESC and sustainment brigade.
- Collect, correlate, analyze, and report HR support information to the ESC and sustainment brigade commanders.
- Plan and coordinate the location and support of HR organizations within the ESC and sustainment brigade AOR.
- Provide HR technical guidance and training to subordinate HR organizations and supported unit G-1/S-1s.
- Establish and manage HR support for TO operations (postal, casualty, R5, and personnel accountability).
- Maintain liaison with higher or lateral sustainment headquarters to manage and coordinate HR support operations within the AOR.
- Assist HR organizations in receiving required resources needed to accomplish assigned tasks.
- Conduct periodic assessments to ensure an adequate number of HR organizations are available to support HR missions and responsibilities.
- Plan, project, and recommend HR support requirements for current and future military operations (using appropriate planning factors, e.g., postal).
- Assist and support the personnel portion of reconstitution efforts executed by the SPO.
- Provide the SPO and commander the estimate for HR support requirements and the availability of HR organizations needed to provide the forecasted support.
- Plan and coordinate deployment and redeployment HR support requirements.
- Ensure HRSC directed postal, R5, casualty and personnel accountability is properly conducted and supported by HR elements (teams, platoons, and companies).
- Establish and submit CCIR for HR support operations.
- Coordinate with other SPO cells to establish and execute recurring transportation requirements for postal and R5 units.
- Coordinate with other SPO cells/sustainment units for the execution of life support (billeting, feeding, etc.) for transiting personnel.

EMPLOYMENT

C-6. The HR Operations Cell is employed as an element of either the sustainment brigade or the ESC SPO. The HR Operations Cell is part of the Early Entry element of the SPO, focusing on the establishment of R5 support and initial postal support. The HR Operations Cell requires voice, SIPR and NIPR connectivity to communicate with the HRSC, subordinate HR organizations, supported organizations and laterally with other HR Operations Cells. The HR Operations Cell will require access to ABCS in order to maintain visibility to the Common Operating Picture (COP). The COP is provided by Battle Command System-3 (BCS3), Force XXI Battle Command-Brigade and Below (FBCB2), and other systems fielded in the deployed AOR. The HR Operations Cell will operate out of the SPO area of the sustainment brigade main command post. The HR Operations Cell receives technical guidance from the HRSC and higher level HR Operations Cells, while receiving sustainment and execution guidance from the SPO and the commander.

C-7. Figure C-2 describes the relationships impacting the HR Operations Cell with the supported population (G-1 and S-1 sections representing brigades and divisions), the SRC12 organizations which provide postal, R5 and casualty support, with the HRSC that provides technical guidance, and with the sustainment C2 organizations. Additionally, the figure displays some of the cells and branches internal to the SPO that the HR Operations Cell works closely with daily.
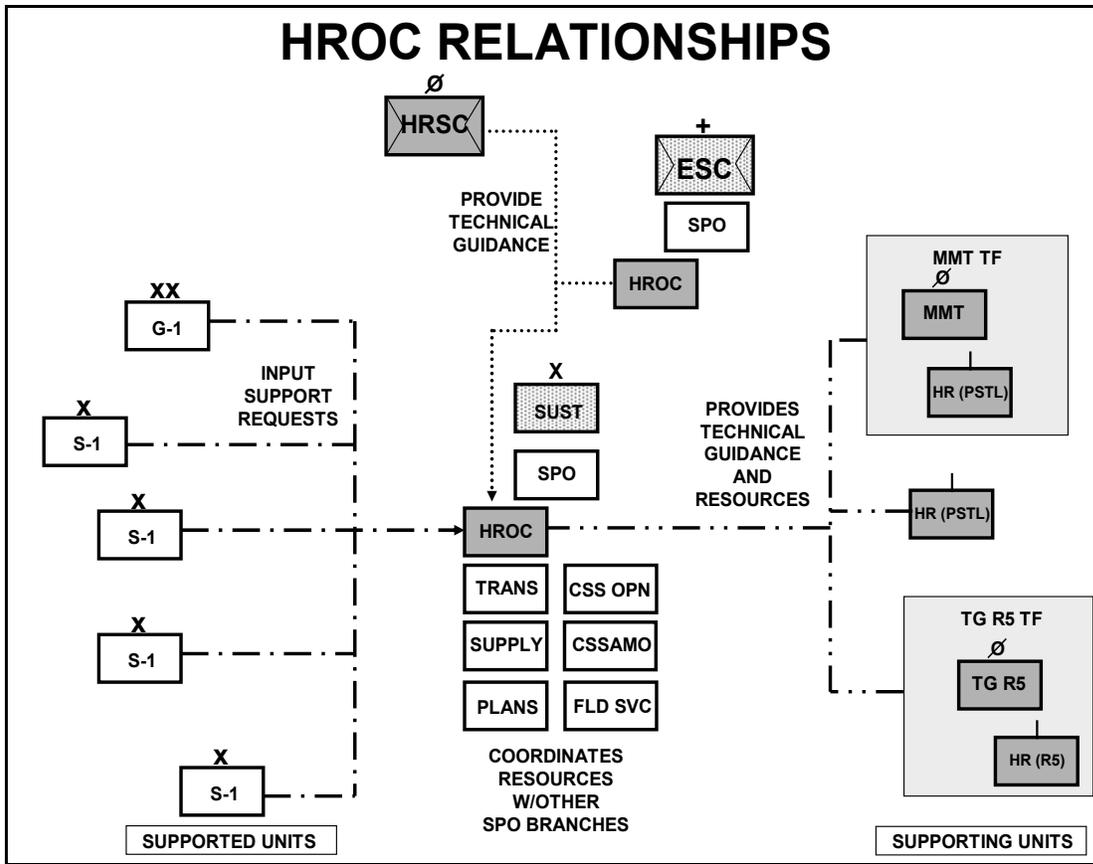
Figure C-2. HR Operations Cell Relationships

C-8. The HR Operations Cell provides technical guidance and resources to the SRC12 organizations (supporting units) ensuring they have the capability to provide the required postal, R5 and casualty support directed in the HR concept of support. The left side of the figure displays the supported organizations represented by the G-1s and S-1s. Guided by supported/supporting relationships, the G-1/S-1s request support and resources for postal and R5 operations through the HR Operations Cell. The HR Operations Cell processes the request, prioritizes the request based on the available HR resources, and scope of requested support to determine supportability. If the HR Operations Cell is unable to support the request with HR assets internal to its sustainment brigade, the HR Operations Cell forwards the request to the HR Operations Cell in the ESC or the HRSC for support by other HR organizations.

C-9. The location of the HR Operations Cell allows rapid coordination for required sustainment resources to execute the postal and R5 missions. The HR Operations Cell will coordinate with the Financial Management Operations Cell of the sustainment brigade. HR Officers serving in the HR Operations Cell of a SPO Section are encouraged to complete the Support Operations Course. For more detailed description of SPO responsibilities and branches and capabilities, see FMI 4-93.4, Theater Sustainment Command, and FMI 4-93.2, The Sustainment Brigade.

Appendix D

HUMAN RESOURCES ARMY UNIVERSAL TASK LIST

FM 7-15, The Army Universal Task List (AUTL), is a comprehensive listing of Army tactical-level collective tasks and provides a common, doctrinal structure for collective tasks that support Army tactical missions and operations performed by Army units and staffs.

At the time of this publication, FM 7-15 is under revision. However, it is anticipated that HR tasks will be aligned under the Sustainment Warfighting Function. HR units and staffs perform these tactical collective tasks at theater level and below. Commanders and HR leaders should utilize the AUTL as a reference tool for developing mission essential task lists (METLs), operational orders, and SOPs.
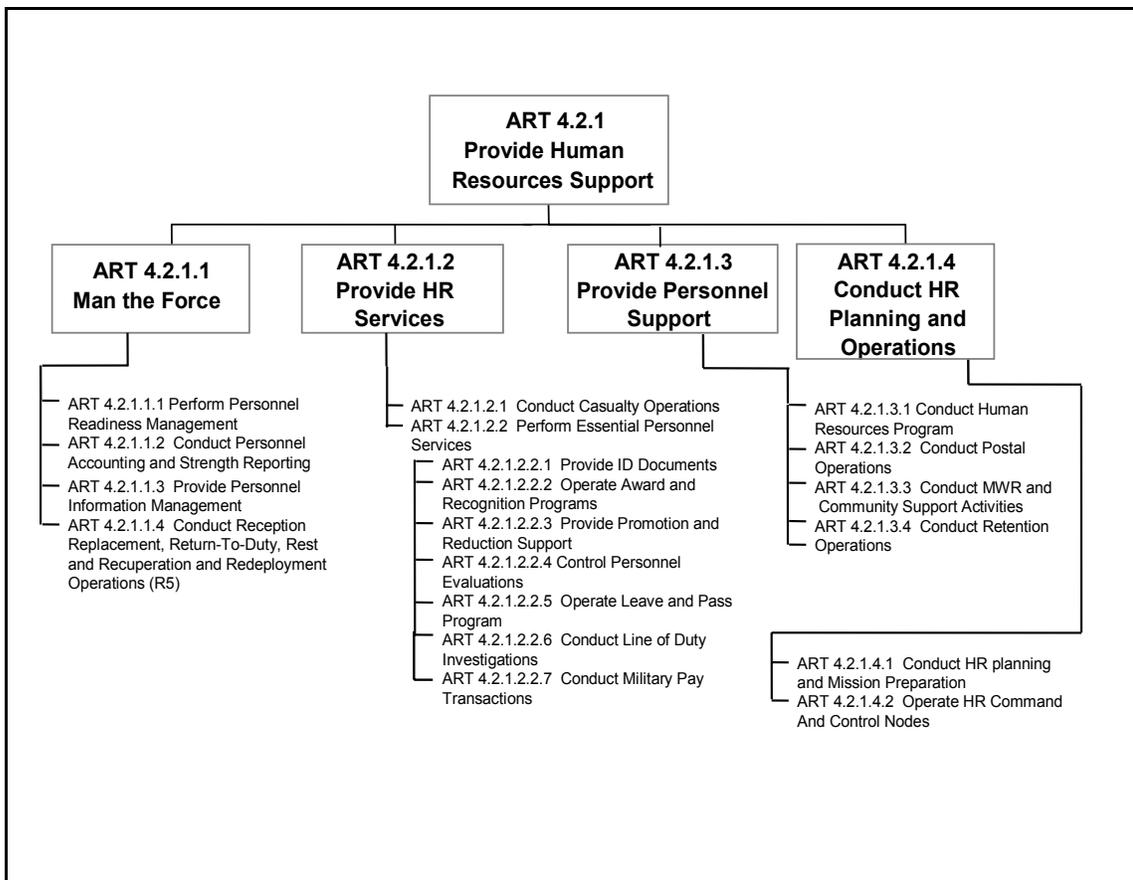
Figure D-1. Human Resources Army Universal Task List (Draft)

ART 4.2.1 PROVIDE HUMAN RESOURCES SUPPORT

D-1. Provide activities and functions to sustain human resources (HR) functions of manning the force; HR services; personnel support; and HR planning and operations in support of deployed forces. HR support maximizes operational effectiveness and facilitates support to Soldiers, their Families, DOD civilians, and contractors who deploy with the force.

No.	Scale	Measure
01	Yes/No	HR support and procedures helped the supported unit accomplish its mission.
02	Yes/No	Developed a comprehensive plan to provide HR support.
03	Yes/No	Adequate resources were identified and deployed as part of the early entry element.
04	Yes/No	Identified location and support requirements for HR operations.
05	Yes/No	Adequate personnel information management was available.
06	Yes/No	Maintain personnel accountability and tracking of personnel entering or departing the organization or theater.
07	Time	To complete required coordination.
08	Time	To establish postal operations.
09	Time	To establish morale, welfare, and recreation programs and services.
10	Time	To establish HR communications nodes
11	Time	To deploy casualty liaison teams and Theater Gateway team.
12	Time	To perform R5 (reception, replacement, return to duty, rest & recuperation, and redeployment operations).
13	Time	To receive human resources support on request.
14	Number	Of casualty reports processed in accordance with established timeframes.
15	Percent	Of personnel meeting personnel readiness requirements.
16	Percent	Of HR resources in place and operational.

ART 4.2.1.1 MAN THE FORCE

D-2. Ensure the uninterrupted flow of military and civilians to the AO so that the commander has the personnel required to accomplish the mission. ART 4.2.1.1 involves personnel readiness of the force, maintaining accountability of the force, management of personnel information, and R5 operations.

No.	Scale	Measure
01	Yes/No	The supported unit had sufficient personnel to accomplish its mission.
02	Yes/No	Accountability of personnel transiting the organization or theater is maintained.
03	Time	To establish HR organizations as required.
04	Time	To coordinate transportation and life support of transiting personnel.
05	Percent	Of unit and non-unit personnel scheduled to deploy or redeploy per scheduled dates or times.
06	Percent	Of unit personnel requirements met by D-Day.
07	Percent	Of individuals, teams, platoons, and companies resourced for operations.

No.	Scale	Measure
08	Percent	Of R5 personnel processed on a daily basis or in accordance with the distribution plan.
09	Number	Of operations degraded, delayed, or modified due to personnel shortages.

ART 4.2.1.1.1 PERFORM PERSONNEL READINESS MANAGEMENT

D-3. Distribute Soldiers and Army civilians to subordinate commands based on documented manpower requirements, authorizations, and predictive analysis in support of the commander's plans and priorities.

No.	Scale	Measure
01	Yes/No	Soldiers/individuals distributed per commander's priorities and documented manpower authorizations.
02	Yes/No	Strength management numbers were accurately maintained.
02	Yes/No	Accurate individual personnel readiness data was available in a timely manner to make personnel readiness decisions.
03	Time	On average for managing unit/individual readiness.
04	Time	Delay in providing replacements due to operational priorities.
05	Time	Delay in providing replacements due to transportation shortfalls.
06	Percent	Of R5 personnel record transactions completed correctly for individuals transiting the organization/theater.
07	Percent	Of military personnel files that have incorrect data entered (based on sample survey).
08	Number	Of operations degraded, delayed, or modified due to personnel shortages.
09	Number	Of replacement personnel provided by command.

ART 4.2.1.1.2 CONDUCT PERSONNEL ACCOUNTING AND STRENGTH REPORTING

D-4. Personnel accounting is the by-name recording of specific data on individuals' as they arrive and depart from units, location within theater, duty status changes, MOS/specialty codes, grade changes, etc. The personnel accountability process is critical to the Army's entire personnel information management system. .

No.	Scale	Measure
01	Yes/No	Personnel accounting and strength reporting enhanced the unit's ability to accomplish its mission.
02	Yes/No	The Theater Gateway and R5 teams were operational and effective.
03	Time	To perform personnel accounting of transiting individuals/units into or out of the organization/theater.
04	Time	To integrate transiting Soldiers/individuals personnel accounting data into the theater database.
05	Percent	Of personnel data transactions completed.

ART 4.2.1.1.3 PROVIDE PERSONNEL INFORMATION MANAGEMENT

D-5. Collect, process, verify, maintain, report, and disseminate critical personnel information about Soldiers, Army civilians, and contractors who deploy with the force, and units.

No.	Scale	Measure
01	Yes/No	The personnel information available to a unit enhanced that unit's ability to accomplish its mission.
02	Time	On average for providing information to Army databases.
03	Time	Of delay in providing information due to data transmission.
04	Percent	Of record transactions completed correctly.
05	Percent	Of average time for providing information.
06	Number	Of record transactions completed correctly.

ART 4.2.1.1.4 CONDUCT RECEPTION, REPLACEMENT, RETURN-TO-DUTY, REST AND RECUPERATION, AND REDEPLOYMENT OPERATIONS (R5)

D-6. Manage or administer the HR support activities of tracking and coordinating the movement of Soldiers/individuals into, through, or out of a deployed organization/theater during reception, replacement, return-to-duty, rest and recuperation, return-to-duty and redeployment operations; focusing on gaining and reporting personnel accountability of transiting individuals/units and planning, coordinating and execution of R5 centers that process transiting individuals/units.

No.	Scale	Measure
01	Yes/No	The conduct of R5 operations supports unit mission accomplishment.
02	Time	To perform personnel accounting of transiting individuals/units in theater.
03	Time	To deploy and operate theater HR teams (Theater Gateway Team, R5 Team, and CLT).
04	Time	To integrate transiting individuals/units personnel accounting data into the theater database.
05	Time	To coordinate transportation requirements.
		To coordinate life support for transiting individuals/units.
06	Percent	Of individuals/units processed daily.

ART 4.2.1.2 PROVIDE HR SERVICES

D-7. Administer the essential personnel services to maintain Soldier readiness and sustain the human dimension of the force. Essential personnel services include document identification, awards and recognition programs, promotions and reductions, evaluations, leave and passes, and line of duty investigations.

No.	Scale	Measure
01	Yes/No	The unit's ability to accomplish its mission was enhanced because of the quality or quantity of personnel service support provided to it.
02	Time	To process individual action.
03	Time	To coordinate or collect essential personnel service information.
04	Percent	Of actions processed in specified time.
05	Percent	Of actions processed incorrectly.
06	Percent	Of actions returned for additional information.
07	Percent	Of personnel services capabilities in place and operational on activation of the AO.
08	Percent	Of casualty reports submitted in a specified time.

ART 4.2.1.2.1   CONDUCT CASUALTY OPERATIONS

D-8. Record, report, verify, and process casualty information from unit level to Department of the Army, notify appropriate individuals, and provide casualty assistance to NOK.

No.	Scale	Measure
01	Yes/No	Families—of Soldiers and other personnel with official standing within the AO who become casualties—were accurately notified in a timely and compassionate manner.
02	Time	To establish casualty liaison team at medical facilities.
03	Time	To record and report casualty information.
04	Time	To obtain evacuation reports from medical facilities.
05	Time	Of average delay in reporting and processing casualties reports.
06	Time	To provide casualty information to commanders.
07	Time	To appoint Summary Court Martial Officer and AR 15-6 Investigating Officer.
08	Time	To prepare NOK letters and process personnel actions.
09	Percent	Of casualties not reported to the Department of the Army within 24 hours of incident.

ART 4.2.1.2.2   PERFORM ESSENTIAL PERSONNEL SERVICES

D-9. Provide Soldiers and units timely and accurate personnel services that efficiently update Soldier status, readiness and quality of life, and allows Army leadership to effectively manage the force. ART 4.2.1.2.2 includes actions supporting individual career advancement and development, proper identification documents for security and benefits entitlements, and recognition of achievements and service performance.

No.	Scale	Measure
01	Yes/No	Personnel actions let Soldiers know their contributions were valued by that organization.
02	Time	To process action (on average).
03	Percent	Of number of actions returned for incompleteness.
04	Percent	Of personnel actions processed correctly.

ART 4.2.1.2.2.1 PROVIDE IDENTIFICATION DOCUMENTS

D-10. Provide DOD identification documents that comply with the articles of the Geneva Convention of 1949, identification tags and badges, and other identification documents as required.

No.	Scale	Measure
01	Yes/No	Every Soldier, Army civilian, or contractor within the AO had required identification documents.
02	Time	To process identification actions (on average).
03	Percent	Accuracy in the preparation of identification documents.
04	Number	Of official documents processed.

ART 4.2.1.2.2.2 OPERATE AWARD AND RECOGNITION PROGRAMS

D-11. Provide awards and decorations support and other recognition programs to assist commanders in recognizing the valor, achievements, and service of individuals.

No.	Scale	Measure
01	Yes/No	Unit recognition program fairly, equitably, and accurately recognized contributions made by unit and supporting individuals toward mission accomplishment.
02	Time	To process award (on average).
03	Percent	Of award nominations returned to commands for administrative corrections.
04	Percent	Of force receiving awards per year in AO.
05	Percent	Of award nominations denied or downgraded.

ART 4.2.1.2.2.3 PROVIDE PERSONNEL PROMOTIONS AND REDUCTIONS SUPPORT

D-12. Execute promotion policies and processes to fill authorized personnel spaces with qualified personnel. ART 4.2.1.2.2.3 also maintains the discipline and quality of the force through reductions resulting from disciplinary and/or administrative actions.

No.	Scale	Measure
01	Yes/No	Unit personnel promotions and reductions occurred on a fair and equitable basis.
02	Time	To process promotions (on average).
03	Time	To administer and effect reductions (on average).
04	Time	To await non-judicial punishment or courts-martial (on average).
05	Percent	Of eligible personnel promoted by grade in a given period.
06	Percent	Of promotions delayed due to administrative errors in a given period.
07	Percent	Of force receiving disciplinary action in a given period.
08	Percent	Of promotions processed correctly in a timely manner.
09	Number	Of promotions per grade in a given period.

ART 4.2.1.2.2.4 CONTROL PERSONNEL EVALUATIONS

D-13. Document the performance of Soldiers and Army civilians in the execution of duties.

No.	Scale	Measure
01	Yes/No	Completed unit personnel evaluations fairly, equitably, accurately, and within established timelines.
02	Time	To process evaluation reports (on average).
03	Percent	Of evaluation reports returned to commands for administrative corrections.
04	Percent	Of evaluation reports submitted after deadlines prescribed by Army regulation.

ART 4.2.1.2.2.5 OPERATE LEAVE AND PASS PROGRAM

D-14. Leave and pass program promotes the maximum use of authorized absences to support health, morale, motivation, and efficiency of the personnel.

No.	Scale	Measure
01	Yes/No	Program and procedures were used fairly, equitably, and accurately.
02	Yes/No	Program enhanced the unit's ability to accomplish its mission.
03	Time	To process and prepare leaves or passes (on average).
04	Percent	Of leaves and passes submitted in a specified time.

ART 4.2.1.2.2.6 CONDUCT LINE OF DUTY INVESTIGATIONS

D-15. Line-of-duty investigations are used to determine if a Soldier or Army civilian's disease, injury, or death occurred in the line of duty. Line-of-duty investigations impact on entitlements to medical, dental, or other benefits.

No.	Scale	Measure
01	Yes/No	Formal and informal line-of-duty investigations were completed in all cases of disease, injury, or death.
02	Time	To appoint investigation officer (on average).
03	Time	To investigate in a specified time.
04	Percent	Of line-of-duty investigations completed in a specified time.
05	Percent	Of line-of-duty investigations completed incorrectly.

ART 4.2.1.2.2.7 CONDUCT MILITARY PAY TRANSACTIONS

D-16. Military pay transactions are automatically triggered by personnel actions and affect the pay and entitlements of military service members, to include special pay, basic allowance for housing and other pay entitlments

No.	Scale	Measure
01	Yes/No	Transactions were appropriate and submitted in a timely manner.
02	Number	Of transactions affecting pay conducted during a specific period.
03	Number	Of pay inquiries during a specific period.
04	Time	To process and resolve pay inquiries.
05	Time	To process actions affecting military pay.
06	Percent	Of pay inquiries successfully resolved.
07	Percent	Of personnel actions successfully processed.
08	Percent	Of transactions performed per month.

ART 4.2.1.3 PROVIDE PERSONNEL SUPPORT

D-17. Administer the personnel support required to execute human resource programs, provide substance abuse prevention programs, enhance unit cohesion, and sustain the morale of the force.

No.	Scale	Measure
01	Yes/No	Human resource programs supported unit readiness and morale activities.
02	Yes/No	All deployed unit members have access to human resource programs.
03	Time	To routinely establish human resource programs.
04	Percent	Of planned human resource programs in place and operational.

No.	Scale	Measure
05	Number	Of personnel who have access to human resource programs.

ART 4.2.1.3.1   CONDUCT HUMAN RESOURCES PROGRAMS

D-18. Execute Army human resource programs critical to sustaining individual and unit readiness. This includes the equal opportunity program, sexual harassment program, substance abuse prevention program, and weight control program.

No.	Scale	Measure
01	Yes/No	All unit members felt they are valued members of the unit.
02	Yes/No	Human resource programs are fully established and enhance individual and unit readiness.
03	Time	Necessary to implement a human resource program or resolve an individual case.
04	Percent	Of planned human resource programs in place and operational.
05	Percent	Of human resource cases successfully closed or completed.
06	Number	And types of human resource programs required.
07	Number	Of personnel in human resource programs.
08	Number	Of cases successfully closed or completed.

ART 4.2.1.3.2   CONDUCT POSTAL OPERATIONS

D-19. Operate a network to process mail and provide postal services. Processing mail involves receiving, separating, sorting, dispatching, and redirecting ordinary and accountable mail; completing international mail exchange; handling casualty and enemy prisoner of war mail; and screening for contaminated or suspicious mail. Postal services involve selling stamps; cashing and selling money orders; providing registered (including classified up to secret), insured, and certified mail services; and processing postal claims and inquiries.

No.	Scale	Measure
01	Yes/No	Military Mail Terminal was established and effective.
02	Yes/No	Adequate personnel/postal platoons were available to support postal operations.
03	Yes/No	Unit members can send and receive mail.
04	Yes/No	Postal operations established in a timely manner that enhances force morale.
05	Time	To process and distribute mail, after receipt.
06	Time	For mail to transit from CONUS to overseas addressee (on average).
07	Percent	Of required Military Mail Terminals and post offices established within planned timelines.
08	Percent	Of routes that have alternative routing sites.
09	Percent	Of routes that have daily delivery.
10	Percent	Of processed mail undeliverable.
11	Number	Of tons of backlogged mail, by class per day.

ART 4.2.1.3.3   PROVIDE MORALE, WELFARE, AND RECREATION AND COMMUNITY SUPPORT ACTIVITIES

D-20. Provide Soldiers, Army civilians, and other authorized personnel with recreational and fitness activities, goods, and services. The morale, welfare, and recreation network provides unit recreation and sports programs and rest areas for brigade-sized and larger units. Community support programs include the American Red Cross and family support.

No.	*Scale*	*Measure*
01	Yes/No	Unit personnel and other authorized individuals had safe means to release some of the stress imposed on them as a result of their participation in full spectrum operations.
02	Yes/No	Quality of morale, welfare, and recreation program met unit and individual needs.
03	Time	To establish adequate recreation or fitness facilities in AO after forces close in theater.
04	Percent	Of deployed units that have access to American Red Cross programs.
05	Percent	Of personnel with access to adequate recreational or fitness facilities.
06	Percent	Of deployed personnel who have access to rest and recuperation facilities.
07	Percent	Of units that have active community support programs.
08	Number	Of hours per day allotted to personnel leisure, recreational, and fitness activities.

ART 4.2.1.3.4   CONDUCT RETENTION OPERATIONS

D-21. Improve readiness, align force, and maintain Army end strength through the development and retention of Soldiers. Specifically, advise leaders and counsel Soldiers, employing the four phases of the Army Career Counseling System to increase retention and reduce unit level attrition.

No.	*Scale*	*Measure*
01	Yes/No	Retention supported unit mission accomplishment.
02	Time	To provide retention information (on average).
03	Time	To provide retention services (on average).
04	Time	To retain personnel to fill current positions (on average).
05	Percent	Of reenlistment actions processed correctly.
06	Percent	Of eligible personnel retained.
07	Percent	Of reenlistments occurring during a designated time.
08	Number	Of retention actions processed correctly.
09	Number	Of military personnel supported (given in an average).

ART 4.2.1.4 CONDUCT HR PLANNING AND OPERATIONS

D-22. Conducts functions and activities needed to conduct and sustain HR support operations. ART 4.2.1.4 includes planning and mission preparations, staff coordination, and establishment and operations of HR data nodes.

No.	*Scale*	*Measure*
01	Yes/No	Human resource support was included as part of the planning process.

No.	Scale	Measure
02	Yes/No	Human resource support was coordinated and supports operations.
03	Yes/No	HR connectivity to data and voice communications nodes was established.
04	Time	To establish HR connectivity to data and voice nodes.

ART 4.2.1.4.1   PERFORM HUMAN RESOURCE PLANNING AND MISSION PREPARATION

D-23. Conducts mission and planning analysis, creates possible courses of action, analyzes and compares courses of action to a set of criteria, selects a solution, and produces an operation plan or order annex. Action determines type of support needed, number and type of units required, and other resources needed to provide precise human resources support per the factors of mission, enemy, terrain and weather, troops and support available, time available, civil considerations (METT-TC).

No.	Scale	Measure
01	Yes/No	Human resource support was integrated into the staff process.
02	Yes/No	Human resource support was integrated into the command budget cycle.
03	Yes/No	Human resource element conducted mission analysis.
04	Yes/No	Human resource element produced a human resource support plan to support mission.
05	Time	To coordinate and plan human resource support for mission.
06	Time	To integrate written plan into mission operation order or fragmentary order.
07	Time	Needed to plan for resources.
08	Number	Of days required to determine requirements.
09	Percent	Of units in place and operational.

ART 4.2.1.4.2   OPERATE HR COMMAND AND CONTROL NODES

D-24. Establish, operate, and maintain connectivity to HR data and voice communications nodes for HR operations.   HR command and control nodes include those required for all HR operations, across commands and echelons, and to higher and lower elements.

No.	Scale	Measure
01	Yes/No	Established connectivity to data communications nodes and procedures supported unit mission accomplishment.
02	Yes/No	Adequate equipment and personnel were available to establish required connectivity to data and voice communications nodes.
03	Yes/No	Operational communications nodes provided the ability to maintain common operational picture.
04	Time	To establish required connectivity to communications nodes for HR operations.
05	Time	To coordinate and establish connectivity to communications and sustainment operations.
06	Percent	Of accuracy of personnel status reports submitted.
07	Percent	Of personnel status reports received requiring additional information.
08	Number	Of HR nodes established in a specified time.
09	Number	Of critical HR data and voice communications nodes required for operations.

Appendix E

RULES OF ALLOCATION/EQUIPMENT REQUIREMENTS

This appendix provides rule of allocation information for the SRC12 organizations, allowing HR planners to determine required resources to execute the HR concept of support and also determine positioning and C2 relationships. Additionally, this appendix highlights the Basis of Issue Plan (BOIP) for both SRC12 organizations and S-1/G-1 sections.

RULES OF ALLOCATION

SRC	Title	Allocation Rule	Type
12682G000	HR Sustainment Center (HRSC)	▪ 1 per TSC	Existence
12413G000	HR Company HQ	▪ 1 per 2-6 platoons (Casualty, Postal, R5, or any combination ▪ 1 per MMT Team ▪ 1 per TG R5 Team	Workload Existence
12567GF00	R5 Platoon HQ	▪ 1 per 2-3 R5 Personnel Accounting Teams ▪ 4 per TG R5 Team	Workload
12567GG00	R5 Personnel Accounting Team	▪ 1 per 600 R5 daily average transient personnel flow ▪ 12 per TG R5 mission	Workload
12567GB00	Theater Gateway R5 Team	▪ 1 per Inter-theater APOD	Existence
12567GD00	HR Company R5 Plans /Operations Team	▪ 1 per HR Co HQ w/1 or more R5 Platoons attached/assigned	Existence
12567GI00	Casualty Liaison Team (CLT)	▪ 1 per Level III MTF which treats Soldiers ▪ 1 per MA CO ▪ 1 per Corps/Division HQ G1, & HRSC, TSC, ESC or GO-level HQs	Existence
12567GH00	Casualty Platoon HQ	▪ 1 per 3 to 6 CLTs	Workload
12567GE00	Postal Platoons	▪ 1 per 6000 personnel ▪ 4 per MMT Team	Workload
12567GA00	Military Mail Terminal (MMT) Tm	▪ 1 per Inter-theater APOD ▪ 1 per additional MMT beyond Inter-theater APODs	Existence
12567GC00	HR Company Postal Plans and Operations Team	▪ 1 per HR Co HQ with 1 or more Postal Platoons	Existence

Figure E-1. SRC12 Rules of Allocation

AUTOMATION REQUIREMENTS

HR EQUIPMENT REQUIREMENTS					
LEVEL	AHRW	VSAT	CAISI	DEERS/ RAPIDS	ID Tag Maker
Battalion S-1	Y				
Special Troops Battalion S-1	Y		Y	Y	Y
Brigade/BCT S-1	Y	Y	Y	Y	Y
HR Ops Cell (Sustainment Brigade)	Y		Y		
Division G-1	Y	Y	Y		
Corps G-1	Y	Y	Y		
TSC G-1	Y		Y		
ASCC					
HQ	Y		Y		
Postal Division	Y		Y		
Programs & Policy Division	Y		Y		
Manpower Division	Y		Y		
Plans & Operations Division	Y	Y	Y		
OCP	Y	Y	Y		
HRSC					
HQ	Y		Y		
Plans & Operations Division	Y	Y	Y		
PASR/PRM/IM Division	Y	Y	Y		
Casualty Operations Division	Y		Y		
R5 Operations Division	Y		Y		
Postal Operations Division	Y		Y		
Military Mail Terminal (MMT)					
HQ	Y		Y		
Operations Section	Y				
Postal Squad A					
Postal Squad B					
Theater Gateway R5 Team					
HQ	Y		Y		
Operations Section	Y			Y	Y
HR Co					
Command Section	Y	Y	Y		
Support Section	Y				
Maintenance Support Section					
HR Co Postal Plans & Ops Team					
Plans & Operations Section	Y		Y		
Postal Directory	Y				
HR Co R5 Plans & Ops Team					
Plans & Operations Section	Y		Y		
Data Integration Section	Y				
Postal Platoon					
HQ	Y				
Postal Finance Section					
Squad A					
Squad B					
R5 Personnel Accounting Team	Y		Y		
Casualty Liaison Team	Y				
R5 Platoon HQs	Y				
Casualty Platoon HQs	Y				

Figure E-2. Automation Requirements

Glossary

AAFES	Army Air Force Exchange Service
ABCS	Army Battle Command System
AC	Active Component
ACFT	Aircraft
ACM	Afghanistan Campaign Medal
ACSAP	Army Center for Substance Abuse Programs
A/DACG	Arrival/Departure Airfield Control Group
AFRM	Armed Forces Reserve Medal
AFSB	Army Field Service Brigade
AG	Adjutant General
AGR	Active Guard and Reserve
AHRC	Army Human Resources Command
AHRW	Army Human Resources Workstation
ALARACT	All Army Activities
AMHA	Army Management Headquarters Activity
AMPS	Automated Military Postal System
AO	Area of Operations
AOC	Area of Concentration
APO	Army Post Office
APOD/APOE	Aerial Port of Debarkation / Aerial Port Of Embarkation
ARFOR	Army Forces
ARNG	Army National Guard
ASCC	Army Service Component Command
BCS3	Battle Command System-3
BCT	Brigade Combat Team
BDE	Brigade
BN	Battalion
BTB	Brigade Troops Battalion (US Army)
C-1	Coalition Staff Manpower and Personnel Directorate
C2	Command & Control
CAB	Combat Action Badge
CAC	Common Access Card
CAISI	Combat-Service-Support Automated Information Systems Interface
CCC	Contractor Coordination Cell
CFLCC	Coalition Forces Land Component Command
CIVTRACKS	Civilian Tracking System
CJCSI	Chairman of the Joint Chiefs of Staff Instruction
CJCSM	Chairman of the Joint Chiefs of Staff Manual

CLT	**Casualty Liaison Team**
CMAOC	**Casualty and Mortuary Affairs Operations Center**
CMF	**Career Management Field**
CCDR	**Combatant Commander**
COCOM	**Combatant Command**
COD	**Casualty Operations Division**
COE	**Contemporary Operating Environment**
CONPLAN	**Concept Plan**
CONUS	**Continental United States**
CPAC	**Civilian Personnel Activity Center**
CRC	**Conus Replacement Center**
CSH	**Combat Support Hospitals**
CSSB	**Combat Sustainment Support Battalion**
CTA	**Common Table of Allowances**
DA	**Department of the Army**
DA-PAM	**Department of the Army Pamphlet**
DCIPS	**Defense Casualty Information Processing System**
DCIPS-FWD	**Defense Casualty Information Processing System-Forward**
DCS	**Deputy Chief of Staff**
DEERS	**Defense Enrollment Eligibility Reporting System**
DFAS	**Defense Finance & Accounting Service**
DIMHRS	**Defense Integrated Military Human Resources System**
DMC	**Distribution Management Center**
DOD	**Department of Defense**
DODD	**Department of Defense Directive**
DODI	**Department Of Defense Instruction**
DTAS	**Deployed Theater Accountability System**
DUIC	**Derivative Unit Identification Code**
DUSTWUN	**Duty Status Whereabouts Unknown**
EAWUN	**Excused Absence Whereabouts Unknown**
eMILPO	**Electronic Military Personnel Office**
EPS	**Essential Personnel Services**
EPW	**Enemy Prisoner of War**
ESC	**Expeditionary Sustainment Command**
FBCB2	**Force XXI Battle Command-Brigade and Below**
FM	**Field Manual**
FMI	**Field Manual Interim**
FMWRC	**Family and Morale, Welfare and Recreation Command**
FOB	**Forward Operating Base**
FST	**Forward Surgical Team**
G-1	**Assistant Chief of Staff, Personnel**

G-3	Assistant Chief of Staff, Operations
G-4	Assistant Chief of Staff, Logistics
G-6	Assistant Chief of Staff, C2, Communications, and Computer Operations
GWOT	Global War on Terrorism
GWOTEM	Global War on Terrorism Expeditionary Medal
GWOTSM	Global War on Terrorism Service Medal
HQ	Headquarters
HQDA	Headquarters, Department of the Army
HR	Human Resources
HRC	Human Resources Command
HRSC	Human Resources Sustainment Center
IA	Individual Augmentee
IAW	In Accordance With
ICM	Iraq Campaign Medal
ID	Identification Card
IM	Information Management
IMA	Individual Mobilization Augmentee
IMCOM	Installation Management Command
ITR	Individual Travel Request
J-1	Joint Staff Manpower and Personnel Directorate
JFLCC	Joint Force Land Component Commander
JIM	Joint, Interagency, and Multinational
JMD	Joint Manning Document
JMPA	Joint Military Postal Acitvity
JMMT	Joint Military Mail Terminal
JOA	Joint Operations Area
JOR	Joint Operational Requirement
JP	Joint Publication
JPERSTAT	Joint Personnel Status and Casualty Report
JPRC	Joint Personnel Reception Center
JPTA	Joint Patient Tracking Accounting
JTF	Joint Task Force
LCC	Land Component Command (er)
LOD	Line Of Duty
MA	Mortuary Affairs
MACOMs	Major Army Command or Multi-application Computer Module
MCA	Mail Control Activities
MCT	Movement Control Team
MDMP	Military Decision Making Process
METT-TC	Mission, Enemy, Troops, Terrain, Time, Civilian Considerations
MILPER	Military Personnel

MMT	**Military Mail Terminal**
MOS	**Military Occupational Specialty**
MPD	**Military Personnel Division**
MPO	**Military Post Office**
MPS	**Military Postal Service**
MPSA	**Military Postal Service Agency**
MTF	**Medical Treatment Facility**
MWR	**Morale, Welfare, and Recreation**
NCOER	**Non-Commissioned Officer Evaluation Report**
NDSM	**National Defense Service Medal**
NIPR	**Non-Secure Internet Protocol Network**
NGR	**National Guard Regulation**
NOK	**Next of Kin**
NRP	**Non-Unit Related Personnel**
OCCH	**Office of the Chief of Chaplains**
OCP	**Operational Command Post**
OEF	**Operation Enduring Freedom**
OER	**Officer Evaluation Report**
OIF	**Operation Iraqi Freedom**
OPCON	**Operational Control**
OPLAN	**Operations Plan**
OPORD	**OperationOrder**
OPS	**Operations**
OTJAG	**Office of the Judge Advocate General**
OTSG	**Office of the Surgeon General**
PAI	**Personnel Asset Inventory**
PASR	**Personnel Accounting and Strength Reporting**
PDY	**Present for Duty**
PERSTAT	**Personnel Status**
PERSUM	**Personnel Summary Reports**
PFO	**Postal Finance Officer**
PH	**Purple Heart**
PIM	**Personnel Information Management**
PMC	**Personnel Management Center**
PNOK	**Primary Next Of Kin**
POD	**Postal Operations Division**
PPC	**Personnel Processing Center**
PPG	**Personnel Policy Guidance**
PRM	**Personnel Readiness Management**
PRR	**Personnel Requirements Reports**
PSDR	**Personnel Services Delivery Redesign**

R&R	Rest And Recuperation
R5	Reception, Replacements, RTD, Rest and Recuperation, and Redeployments
RAA	Redeployment Assembly Area
RAPIDS	Real Time Automated Personnel Identification System
RC	Reserve Component
ROA	Rules of Allocation
RSO&I	Reception, Staging, On-Ward Movement, and Integration
RTD	Return to Duty
S-1	Personnel Staff Officer
S-3	Operations Staff Officer
S-4	Logistics Staff Officer
SATO	Scheduled Airlines Traffic Office
SGLI	Servicemember Group Life Insurance
SIPR	Secret Internet Protocol Router
SIPRNET	Secret Internet Protocol Router Network
SJA	Staff Judge Advocate
SNOK	Secondary Next of Kin
SOP	Standing Operating Procedure
SPO	Support Operations Section
SPOD/SPOE	Sea Port of Debarkation/Sea Port of Embarkation
SPOT	Synchronized Predeployment Operational Tracker
SRC	Standard Requirement Code
SSCRA	Soldiers' and Sailors' Civil Relief Act
SSN	Social Security Number
SSPM	Single Service Postal Manager
STB	Special Troops Battalion
TACON	Tactical Control
TACREC	Theater Army Casualty Records Center
TAG	The Adjutant General
TAPDB	Total Army Personnel Database
TD	Theater Distribution
TDY	Temporary Duty
TG	Theater Gateway
TO	Theater Opening
TOE	Table of Organization and Equipment
TPFDD	Time Phase Force and Deployment Data
TPS	Tactical Personnel System
TRADOC	Training and Doctrine Command
TRN	Translation Support File
TRO	Training and Readiness Oversight

TSC	Theater Sustainment Command
TTP	Tactics, Techniques, and Procedures
UIC	Unit Identification Code
UMR	Unit Mail Room
USA	United States Army
USAR	United States Army Reserve
USARCENT	United States Army, Central Command
USAREUR	United States Army, Europe
USARNO	United States Army, Northern Command
USARPAC	United States Army, Pacific Command
USARSO	United States Army, Southern Command
USERRA	Uniformed Services Employment and Re-employment Rights Act
USC	United States Code
USPACOM	United States Pacific Command
USPS	United States Postal Service
VSAT	Very Small Aperture Terminal
WIA	Wounded in Action
XML	Extensible Markup Language

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