ATTP 1-0.1

S-1 Operations

MAY 2011

Headquarters Department of the Army

This publication is available at
Army Knowledge Online (www.us.army.mil) and
General Dennis J. Reimer Training and Doctrine
Digital Library at (www.train.army.mil).

S-1 Operations

Contents

Distribution Restriction: Approved for public release; distribution is unlimited.

Figures

Tables

Preface

This Army tactics, techniques, and procedures (ATTP) manual provides doctrinal guidance and procedures that will enhance the delivery of human resources (HR) support in brigade and battalion S-1 sections. It will help HR leaders to guide actions and provide procedures to enable decision making.

This publication is nested with Field Manual (FM) 1-0, Human Resources Support, and provides overarching doctrinal guidance and direction for conducting S-1 operations. ATTP 1-0.1 promotes a common understanding of HR support fundamentals at battalion, brigade, or brigade equivalent level S-1 sections throughout the Army Force Generation (ARFORGEN) cycle. This manual, along with FM 1-0, provides sufficient information to allow for execution of all required HR missions and functions dictated by current operational requirements and anticipated future actions. ATTP 1-0.1 provides the doctrinal base for developing operations plans (OPLANs) and associated standing operating procedures (SOPs). Leaders and HR operators at all levels must apply these fundamentals using the military decision-making process (MDMP); troop leading procedures; and mission, enemy, terrain and weather, troops and support available, time available, civil considerations (METT-TC). This publication is an authoritative guide that requires judgment in application.

ATTP 1-0.1 consists of three chapters and four appendices which address the operational roles of the S-1 and how the S-1 supports subordinate organizations during all military operations. It discusses and defines the roles and functions of S-1 sections and the support they provide to the generating and operating forces.

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

- Chapter 2 describes the specific duties and responsibilities of the brigade and battalion S-1 Leadership Element, Personnel Readiness Team (PR TM), HR Services Team, and Rear Detachment. Provided are key duties and responsibilities which assist S-1s in planning, coordinating, and executing HR support for their unit.

- Chapter 3 describes the four fundamental HR core competencies of man the force, provide HR services, coordinate personnel support, and conduct HR planning and operations which provide a framework for HR subordinate key functions within the brigade and battalion S-1 sections.

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

- Appendix B provides key information to brigade and battalion S-1s on the management of United States Army Reserve (USAR) and Army National Guard (ARNG) personnel during mobilization and demobilization in support of Army military operations. Described are specific HR tasks associated with the nine phases of mobilization under the Army Mobilization Operations Planning and Execution System, which establishes procedures and standards for Reserve Component (RC) mobilization.

- Appendix C provides information on HR systems that S-1s are required to access and operate. Specific HR automation systems used by S-1s within the brigade and battalion are described along with other non-HR systems that impact daily HR operations.

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

ATTP 1-0.1 applies to all Army components across the operating and generating forces, and during all levels of military operations. It assumes S-1s are fully staffed with technically proficient HR professionals. HR support

hinges on the capability of HR professionals to understand not only their mission, but how the HR mission contributes to the overall mission success of the organization.

This publication applies to the 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 U.S. Army Training and Doctrine Command. The preparing agency is the U.S. Army Adjutant General (AG) School. Send comments and recommendations on Department of the Army (DA) Form 2028 (Recommended Changes to Publications and Blank Forms) directly to the Director, Capabilities Development and Integration Directorate, Soldier Support Institute, ATTN: ATSG-AG-CD, 10000 Hampton Parkway, Fort Jackson, South Carolina 29207-7025.

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

Introduction

ATTP 1-0.1 was previously published as Field Manual Interim 1-0.1 to address the Army's HR transformation concept and the transition to Personnel Services Delivery Redesign (PSDR), which transferred and consolidated HR functions at brigade and battalion-level. This transition supported Army transformation from large, powerful fixed organizations, typically a division, to a brigade-centric design based on smaller, more self-contained organizations. Likewise, the S-1 structure was enhanced to support S-1 operations throughout all force pools of ARFORGEN, and S-1s now have the capabilities and resources to plan, coordinate, and execute all HR support core competencies and their subordinate key functions and tasks.

HR transformation will impact S-1 sections as strategic objectives, structures, and processes change. These changes include—

- Reshaping HR processes and business practices.
- Using technology to apply a relevant, reliable, and achievable multi-component HR system.
- Realigning Army HR structures to meet needs and capabilities.
- Revising doctrine and training to integrate best practices and lessons learned.
- Delivering and executing HR service functions as close to Soldiers as possible.
- Continuing to build on the ability to provide support from home station.

While the focus of this manual is on S-1 sections assigned to modified table of organization and equipment (MTOE) units, it also applies to tables of distribution and allowances (TDA) organizations and the support agencies (Installation Management Command [IMCOM]). IMCOM HR support to MTOE units in garrison is limited. Regardless of the type of organization or whether the unit is deployed or not deployed, providing effective and efficient HR support relies on trained HR professionals at all levels that can coordinate necessary HR support when needed.

This page intentionally left blank.

Chapter 1

Organization and Structure

This chapter discusses the organization and structure of brigade and battalion S-1 sections. S-1s provide brigade and battalion organizations the capability to provide the full range of human resources (HR) operations. S-1 sections are capable of providing sustained HR support for full spectrum operations.

GENERAL

1-1. The brigade and battalion S-1 section, or equivalent, is the principal staff section responsible for providing HR support to the unit. HR support is a key sub-element of the personnel services portion of the sustainment warfighting function. The Army warfighting functions are a group of tasks and systems (people, organization, information, and processes) united by a common purpose commanders use to accomplish missions and objectives. (See FM 3-0 for additional information on warfighting functions.)

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

1-3. FM 1-0 describes in detail HR core competencies and their subordinate key functions. This ATTP describes how to best organize an S-1 section for success, identify the capabilities and responsibilities of an S-1 section, and assist in ensuring the S-1 section is capable of absorbing and executing its mission and associated required workload. Providing timely, accurate, and integrated HR support contributes to the ability of commanders to accomplish their mission and maximizes the support to Soldiers and their families.

1-4. S-1 personnel must be technically competent and knowledgeable of HR systems and how to use the HR data extracted from those systems. At a minimum, each S-1 team member should have an understanding of the following:

- Individual and unit readiness is the driver for all HR support.
- Individual role of each S-1 team member and the overall mission of the S-1.
- The role of the S-1 and how the S-1 contributes to the mission of the unit.
- The subordinate key functions required to execute each core competency.
- Mission of subordinate units and higher headquarters.
- The Army Force Generation (ARFORGEN) process and S-1 functions during each force pool (RESET, Train-Ready, and Available).
- Specific tasks performed during the deployment cycle support (DCS) process.
- Be technically competent in their job, and be cross-trained in multiple HR functions and HR systems; establish working relationships with United States Army Reserve (USAR) and Army National Guard (ARNG) liaisons for RC HR support.
- Other capstone doctrinal publications (for example, FM 3-0, FM 4-0, FM 5-0, and FM 7-0.

DETERMINING WHERE HR SUPPORT IS PERFORMED

1-5.   Every effort should be made to ensure Soldiers, Department of Defense (DOD) civilians, contractors, and family members always receive support from the same organization or agency, regardless of whether the Soldier is deployed or at home station.

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

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

ARMY FORCE GENERATION (ARFORGEN)

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

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

- RESET.
- Train-Ready.
- Available.

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

- S-1s must review the Army Manning Guidance and the Headquarters, Department of the Army (HQDA), Personnel Policy Guidance (PPG) for reporting requirements and to gain an understanding on required manning levels.
- Requisitions are submitted to the Human Resources Command (HRC) or the Reserve Component (RC) national provider.
- Cross-leveling personnel as required within the unit, teams, and weapon systems.
- Monitor personnel scheduled to attend professional development schools and training.
- Identify Soldiers that are non-deployable (see chapter 2 on deployability).
- Maintain personnel accountability (PA) on all assigned or attached personnel.
- Conduct individual and collective training.
- Schedule and conduct Soldier Readiness Program (SRP) processing.
- Initiate HR support operations' planning (to include exercise planning).
- Train S-1 personnel on HR systems and equipment, to include familiarity with all components.
- Update SOPs (SOPs should be function specific and include sustainment and deployment operations).
- Process essential personnel actions (for example, evaluations and promotions).

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

- Manage expectations on manning levels through constant communications with the national providers, HRC, state, Joint Force Headquarters, and Regional Support Commands. S-1s should know and understand in detail the manning plan for their organization. S-1s must verify that the national providers are tracking their deploying units as deployers and have the proper latest arrival date and the proper dates for critical events, such as the mission rehearsal exercise, command post exercises, culminating training events, and other pre-deployment exercises.

- Continue to monitor and maintain the personnel readiness of Soldiers. S-1s should research historical non-deployable rates for their type of unit and compare and analyze their unit's current rates. S-1s should question non-deployable rates that are lower than the average and take necessary steps to verify these rates. S-1s must ensure that their readiness levels are communicated through the appropriate HR automated system(s) and that national providers have the same manning and personnel readiness common operating picture as the unit.

- Coordinate for reassignment of non-deployable personnel to the rear detachment derivative unit identification code (DUIC) and ensure appropriate non-available code is submitted in the electronic Military Personnel Office (eMILPO) for AC.

- Continue to maintain 100 percent accountability of all assigned personnel.

- Provide casualty reporting training to units.

- Train personnel on unit mail room operations and have the necessary documentation to perform unit postal missions.

- Continue the SRP process.

- Identify and train S-1 personnel who will be part of the rear detachment.

- Conduct joint operations area (JOA) specific individual readiness training as necessary.

- Participate in exercises and Combat Training Center rotations.

- Finalize HR plans, policies, and SOPs for S-1 operations.

- Coordinate DCS, if applicable.

- Prepare for deployment.

- Establish and conduct HR operations as part of the rear detachment.

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

- Maintaining the personnel readiness status of personnel and ensuring a consistent common operating picture up through the national provider level.

- Maintaining 100 percent PA by using theater and service-specific accountability software (deployed theater accountability software (DTAS) and eMILPO).

- Continuing casualty operations training to include reporting procedures and timelines and tracking of patients.

- Planning and conducting postal operations.

- Training personnel on unit mail room operations and have the necessary documentation to perform unit postal missions.

- Knowing the strength reporting process and procedures for higher headquarters.

- Ensuring access to all required HR automated and enabling systems.

- Submitting duty status changes as they occur. S-1s must know which HR systems require updating and why.

- Developing a draft rest and recuperation (R&R) plan that meets JOA requirements and allows for maximum predictability among unit members.

- Processing financial entitlements.

- Processing essential personnel services (EPS) and executing their HR support concept.

- Coordinating family and morale, welfare, and recreation (FMWR) actions with subordinate units, higher headquarters, or installation FMWR director.
- Coordinating for band support through the G-1/AG.

S-1 SUPPORTING AND SUPPORTED RELATIONSHIPS

1-13. Command relationships as described in FM 3-0 define superior and subordinate relationships for Army units. Army support relationships are not based on command and control (C2) authority, but are more specific and often time-based on area level support. For example, postal support to MTOE brigades and battalions is established and provided on an area basis and not directly by a specific HR company dedicated to support the brigade or battalion.

1-14. For HR support, brigade units provide HR support for their brigade and all battalions aligned by C2 under their brigade. Likewise, battalions provide HR support to subordinate companies. For brigade equivalent units (that is, Headquarters and Headquarters Battalion (HHB)) only provide HR support to assigned personnel because they have no subordinate units, unless designated by task force organization.

1-15. As brigade and battalions have no organic HR units (less sustainment), all HR support that cannot be provided internally must be provided by higher-level operational units or coordinated directly with the sustainment brigade providing area support. However, sustainment brigades are only capable of providing HR support for the functions of PA, casualty operations, and postal operations. All other HR support requirements, such as EPS, band, and Morale, Welfare, and Recreation (MWR), are provided by the higher level G-1/AG elements. Support requirements beyond the capability of the brigade or brigade equivalent units are coordinated directly with the G-1/AG or the HR Operations Branch (HROB) within the supporting sustainment brigade.

1-16. Figure 1-1 provides a schematic overview of the support and supported relationships of brigade, brigade equivalent, and battalion organizations. Figures 1-2 through 1-4 provide examples of brigade, STB, and battalion S-1 section organizational structures.

1-17. The HROB within the supporting sustainment brigade is responsible for the planning, coordinating, integrating, and synchronizing PA, casualty, and postal operations missions within their designated area of support. Support requests that cannot be supported by the sustainment brigade are forwarded to the expeditionary sustainment command HROB for execution.

Human Resources (HR) Sustainment Supporting Relationship

Figure 1-1. HR sustainment supporting relationship

Organizational Design – Brigade S-1 Section

Example

MISSION
Plan, coordinate, and execute brigade Human Resources (HR) support.

Brigade S-1 — HR Plans & Operations

Personnel Readiness Team

HR Services Team

Personnel Readiness Management
Personnel Accountability
Strength Reporting
Personnel Information Management
Casualty Operations

Essential Personnel Services
Postal Operations
Morale, Welfare, and Recreation
Command Programs
Customer Service

Figure 1-2. Organizational design – brigade S-1 section

Example

Organizational Design – Special Troops Battalion S-1 Section

MISSION
Plan, coordinate and execute Special Troops Battalion HR support.

STB S-1 HR PLANS & OPS

PRM
PA
SR
PIM
CASUALTY

Personnel Readiness Team

HR Services Team

EPS
POSTAL
MWR
CMD PROGRAMS
CUST SEV

CAPABILITIES
The Special Troops Battalion S-1 section is a multifunctional organization that provides HR support to the battalion that include: man the force, provide HR services, coordinate personnel support, and conduct HR planning and operations. Functional tasks include: personnel readiness management, personnel accountability, strength reporting, casualty operations, personnel information management, postal operations, MWR support, HR planning, and essential personnel services. The Special Troops Battalion S-1 section size is determined by MARC rules and supported population.

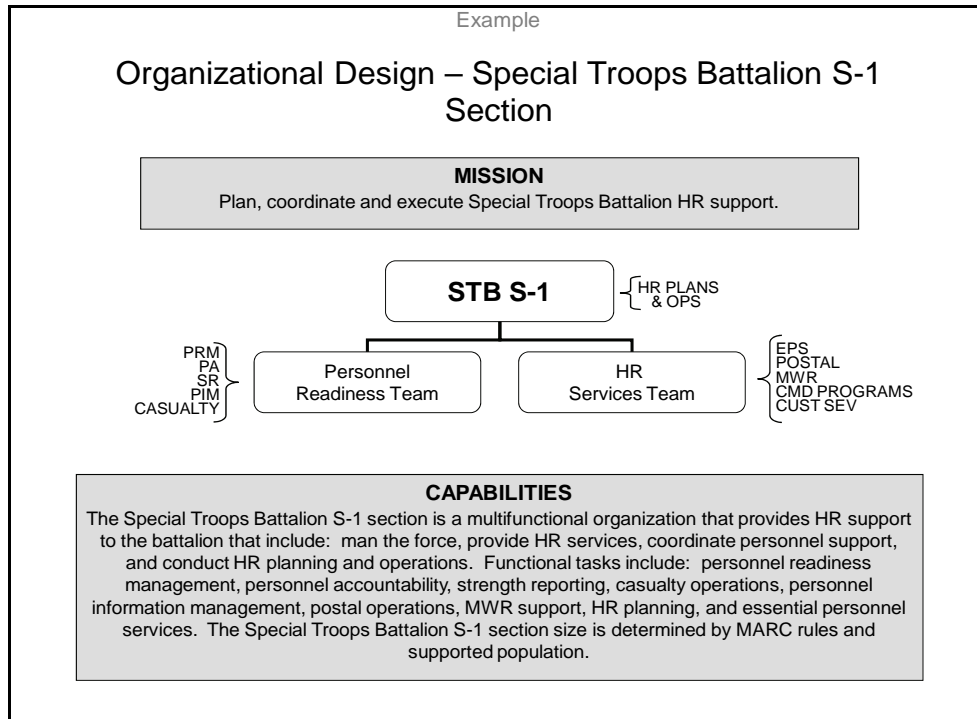**Figure 1-3. Organizational design - special troops battalion S-1 section**

Example

Organizational Design – Battalion S-1 Section

MISSION
Plan, coordinate, and execute battalion Human Resources (HR) support.

BN S-1 HR Plans & Operations

Personnel Readiness Team

Legal

HR Services Team

Personnel Readiness Management
Personnel Accountability
Strength Reporting
Personnel Information Management
Casualty Operations

Essential Personnel Services
Postal Operations
Morale, Welfare, and Recreation
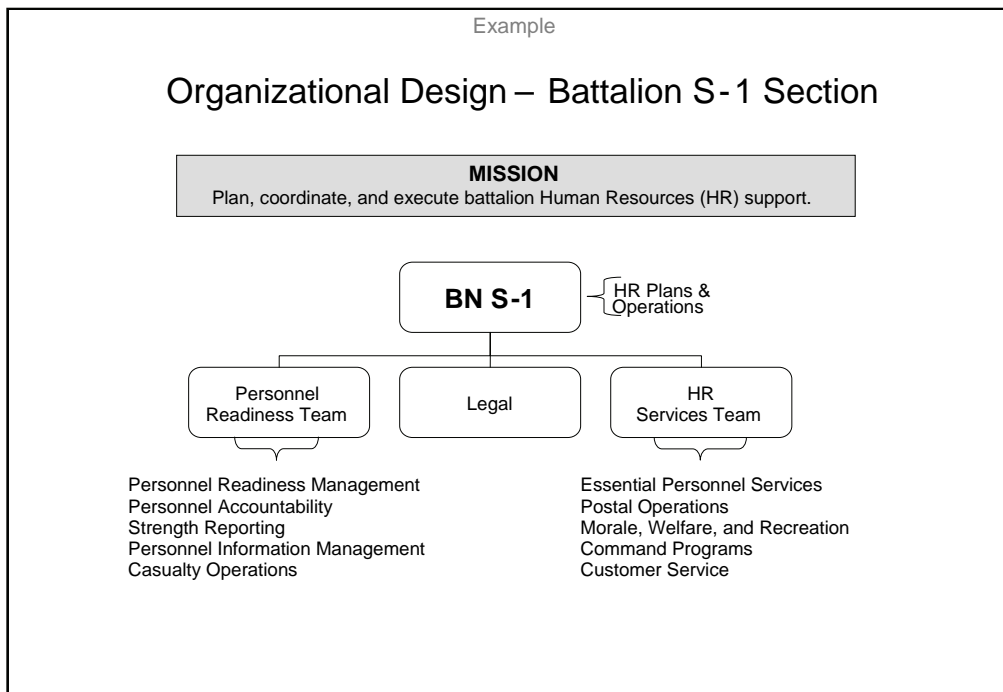Command Programs
Customer Service

Figure 1-4. Organizational design – battalion S-1 section

REACH OPERATIONS

1-18. During deployment operations, the S-1 must maintain regular (daily) contact with HR personnel located in the rear detachment. The HR rear element picks up the daily HR workload of the deployed unit and provides or coordinates HR support for the unit to include PA and management of non-deployed personnel.

1-19. The rear detachment serves as a vital communications link between the deployed unit and family members. A principal goal for the deployed commander is to accomplish the mission while keeping Soldiers safe so they can return home to their families and communities. The rear detachment's objective is to work in tandem with the deployed element to help families. This helps to resolve problems and lessens anxieties from overflowing to the deployed Soldier or that require the attention of the deployed commander. Throughout a deployment, the bond between the rear detachment and the family readiness group (FRG) will determine the effectiveness of rear detachment operations. (See FM 1-0 for additional information on HR rear detachments).

DEPLOYMENT CYCLE SUPPORT (DCS)

1-20. The DCS is a comprehensive process that ensures Soldiers of all components, DA civilians, and their families are better prepared and sustained throughout deployments. It provides a means to identify Soldiers, DA civilians, and families who may need assistance with the challenges inherent to extended deployments. The overall goal of the process is to facilitate Soldier, DA civilian, and Family well-being throughout the deployment cycle. (See appendix A for detailed additional information on DCS.)

HR SUPPORT TO MILITARY OPERATIONS

PRE-DEPLOYMENT

1-21. The S-1's focus during pre-deployment is Soldier and unit readiness. The S-1 section along with other support activities ensures the personnel effectiveness/readiness of the unit. Personnel accountability; strength reporting (SR); and individual readiness such as legal, financial, medical and dental, family support, and Soldier well-being, affect the preparedness for immediate deployability. S-1s ensure the HR rear detachment is prepared to process replacements as well as support any stay behind individuals and units. The personnel readiness team (PRTM) within the S-1 section concentrates on ensuring teams, squads, and crews are fully staffed and any shortfalls are mitigated via cross-leveling or through individual or crew replacements. Early and continuous identification of non-deployable Soldiers will assist units in their readiness posture.

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

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

1-24. During pre-deployment planning, S-1s need to ensure they are prepared to conduct S-1 operations immediately upon arrival in the JOA. A critical consideration is that the right people are in the right location and have the necessary equipment to perform key functions. These include the ability to communicate with HRC, the rear detachment, and access to HR systems. Brigade S-1s also need to ensure they have the capability to operate their Defense Enrollment Eligibility Reporting System (DEERS)/Real-

Time Automated Personnel Identification System (RAPIDS) workstations with a minimum of two assigned site security managers (SSMs) and two verifying officials (VOs). S-1s must ensure their communications equipment and DEERS/RAPIDS equipment accompanies troops and not shipped separate. Without this equipment, S-1s will not be able to provide necessary CAC services or be capable of communicating with all necessary agencies or commands.

DEPLOYMENT AND RECEPTION, STAGING, ONWARD MOVEMENT, AND INTEGRATION

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

FULL SPECTRUM OPERATIONS

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

1-27. During offensive or defensive operations, the S-1 section maintains PA, performs casualty operations, and PRM. In tactical organizations, HR personnel accomplish these tasks by monitoring, collecting, and verifying HR related information and reporting the information in the appropriate HR system of record. At any time, HR personnel are capable of providing the commander accurate and real-time HR support information impacting the combat capability of the unit—crew status, critical personnel shortages, and unit strengths. HR support may also include EPS; postal operations; band support for memorial, ceremonial, or other events; and MWR. These key functions are normally accomplished during operational pauses, replenishment operations, or as the commander directs, and can take place in the AO or, in some cases, become part of the operations, based on METT-TC.

REDEPLOYMENT

1-28. During redeployment, forces and material return to home or mobilization station. S-1s continue to perform deployment and reception, staging, onward movement, integration and full-spectrum operations HR core competency tasks, with priority on unit reconstitution and redeployment back to home station. When planning for redeployment, planning factors should consider the need to maintain sufficient HR capability to accomplish redeployment tasks. At the tactical brigade level, the emphasis is on identifying personnel who will redeploy individually; preparing unit personnel for redeployment; scheduling band support for homecoming; DCS redeployment tasks; and EPS actions, such as preparing and submitting evaluation reports and award recommendations.

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

Chapter 2

S-1 Duties and Responsibilities

The ability of S-1s to establish and sustain the readiness of an organization is a critical element in maintaining the personnel combat power of a unit.

BRIGADE S-1

LEADERSHIP ELEMENT

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

2-2. The HR leadership element at brigade-level usually consists of a major (42H), an HR technician (420A), and a master sergeant (42A). This section supervises two sections, a PR TM and an HR Services Team. The leadership element has overall responsibility to ensure the brigade S-1 section successfully plans, coordinates, and executes all HR core competencies and subordinate key functions. This section also provides technical guidance and support to subordinate battalions aligned under the brigade.

2-3. The S-1 officer performs the following duties and responsibilities:

- Serves as principal advisor to the commander on HR support.
- Advises the commander of the personnel portion of the Unit Status Report (USR).
- Provides technical guidance/oversight to subordinate battalions.
- Serves as the senior HR manager for the brigade.
- Plans, coordinates, and executes HR support for current and future operations.
- Ensures all HR core competencies and subordinate key functions are completed IAW established timelines, policies, and procedures.
- Maintains the S-1 running estimate based on situational awareness and common operating picture of on-going operations and the impact or potential impact on S-1 operations.
- Advises the commander on the health, welfare, and morale of all Soldiers assigned to the unit.
- Updates family and MWR support SOPs.
- Prepares and provides HR support information to operations orders (OPORDs) and operations plans (OPLANs).
- Ensures S-1 operations are fully integrated into unit operations.
- Plans and coordinates external HR support requirements (for example, HRC, HROB, division G-1/AG).
- Ensures all S-1 casualty-related actions are properly executed (that is, timely and accurate casualty reporting; completion of letters of sympathy and condolence; prompt appointments of line of duty (LOD) investigating officers, Army Regulation (AR) 15-6, safety accident investigations, as appropriate, and summary court martial officers (SCMOs); and case reviews for all eligible posthumous awards, appointments, and promotions).
- Ensures religious and medical support planning is integrated into OPLANs.
- Coordinates for band support for special services.
- Prepares and maintains continuity of operations.
- Ensures DCS is properly coordinated, integrated, and executed.

- Ensures HR rear detachment operations are supported and fully capable of executing HR operations.
- Plans, monitors, and executes deployment and redeployment HR operations.
- Plans and executes HR professional development.
- Serves as the HR doctrinal expert.
- Executes company grade officer slating in coordination with the strength manager.
- Coordinates field grade officer slating with the division G-1/AG.
- Executes commander's sensitive actions.
- Performs adjutant functions.

2-4. The HR technician performs the following duties and responsibilities:

- Serves as the HR technician for the unit.
- Advises the S-1 on planning and executing HR support.
- Ensures HR support is properly coordinated and executed IAW the policies, procedures, and timelines prescribed by the PPG, HRC, and higher headquarters.
- Ensures regulatory guidance is applied and enforced (for active duty, USAR, and ARNG personnel) for HR actions.
- Supervises the timely execution of personnel data reconciliation.
- Reviews HR personnel actions and EPS prepared by the unit and, if required, subordinate S-1s.
- Supervises personnel records management for the unit.
- Monitors LOD investigations and ensures DA Form 2173 (Statement of Medical Examination and Duty Status) is completed whenever a Soldier receives medical treatment for a condition that is incurred or aggravated while on active duty.
- Provides HR systems oversight and ensures HR databases are updated in a timely manner and are accurate.
- Establishes and maintains coordination with external HR and financial management agencies.
- Coordinates personnel requirements and assignment of unit personnel with HRC.
- Coordinates with subordinate S-1 sections to establish replacement priorities and unit of assignment guidance.
- Provides HR training as required to S-1 personnel and subordinate S-1 personnel.
- Coordinates with the HR rear detachment to ensure HR tasks are conducted properly and IAW established timelines.
- Monitors casualty operations to ensure casualties are reported in Defense Casualty Information Processing System (DCIPS) in the specified timelines and follow-on casualty support actions are completed. (See FM 1-0 for additional information).
- Provides HR input to OPLANs and OPORDs.
- Ensures financial entitlements and pay inquiries are coordinated or executed.
- Ensures SOPs are established for each HR core competency and subordinate key function.

2-5. The senior personnel sergeant performs the following duties and responsibilities:

- Serves as the S-1 HR noncommissioned officer in charge (NCOIC).
- Assists the S-1 officer / HR technician in the planning and execution of HR support for the unit.
- Provides noncommissioned officer (NCO) supervision of S-1 enlisted personnel.
- Manages the training and daily execution of HR core competencies and subordinate key functions, systems, and equipment.
- Conducts professional development and cross-training for S-1 personnel.
- Coordinates with the command sergeant major (CSM) and strength manager on enlisted strength management issues or enlisted HR support actions, as needed.
- Coordinates senior enlisted strength management issues with the division G-1/AG.

- Ensures S-1 SOPs are developed for key functions/operations (deployed and nondeployed).
- Executes Family and MWR support SOPs.
- Assists the S-1 officer in the planning and coordination of HR support for current and future operations.
- Coordinates DCS.
- Supervises mail handling operations for the unit and subordinate S-1s.
- Reviews appropriate EPS.
- Monitors the unit common operating picture to anticipate HR support requirements.
- Ensures S-1 equipment is operational and coordinates external equipment support, if needed.
- Participates in the development of HR input to OPLANs and OPORDs.
- Maintains daily contact with the rear detachment and provides HR guidance, as necessary.

PERSONNEL READINESS TEAM (PR TM)

2-6. The PR TM consists of a strength manager (AG officer - 42B) and three AG enlisted personnel. The PR TM focuses on the following core competencies: man the force (PRM, PA, SR, and PIM) and provide HR services (casualty operations). The HR officer serves as the strength manager for the unit and as the assistant S-1. While the brigade strength manager is responsible for supervising all strength management/ strength distribution actions and is the leader of the PR TM, he/she generally focuses on officer management. The brigade S-1 NCOIC provides direction for enlisted strength management and interfaces with the brigade CSM as the CSM normally plays an active role in managing enlisted personnel. However, the S-1 has ultimate responsibility for the enlisted strength management process. This team manages the distribution management sub-level (DMSL) for both officer and enlisted personnel.

2-7. The PR TM coordinates replacement operations in terms of distribution and executes the personnel portion of the USR process. The PR TM utilizes eMILPO for the AC, regional level application software (RLAS) for USAR personnel, Standard Installation/Division Personnel System (SIDPERS) for ARNG Soldiers, Enlisted Distribution and Assignment System (EDAS), Total Officer Personnel Management Information System II (TOPMIS II), electronic TOPMIS (eTOPMIS), and Common Operating Picture Synchronizer (COPS) to execute brigade strength management. PRM standards are established by HQDA, which uses authorized strength levels, target fill levels, Personnel Management Authorization Document (PMAD), directed authorizations, and the operational (deployment) timelines established by the Army G-3.

2-8. The duties and responsibilities of the strength manager includes the following:
- Serves as the brigade strength manager and assistant S-1.
- Supervises the PR TM.
- Conducts strength management and personnel readiness for the unit (to include subordinate S-1s).
- Monitors the execution of HR support for current and future unit operations.
- Maintains situational awareness (common operating picture) of on-going operations and the impact or potential for impact on S-1 operations.
- Ensures PA, SR, and duty status changes are executed or submitted when changes occur.
- Supervises SRP planning, coordination, and execution for the unit.
- Prepares the personnel portion of the USR.
- Prepares and provides HR support information to OPORDs and OPLANs.
- Assists the S-1 and HR technician in integrating HR support into unit operations.
- Ensures the S-1 has accurate and timely information for the S-1 running estimate.
- Assists the S-1 in ensuring HR core competencies and their subordinate key functions are properly supported and executed.
- Coordinates external HR support requirements (for example, brigade S-1, HROB, division G-1/AG).
- Coordinates the execution of DCS with the appropriate activity/installation.

- Performs other duties as delegated by the S-1.
- Plans and coordinates personnel asset inventories (PAIs).

2-9. The PR TM NCOIC (42A) performs the following duties and responsibilities:

- Serves as NCOIC of the PR TM.
- Monitors PA of all assigned or attached military personnel and civilians (DOD and contractors).
- Maintains task force reports.
- Performs casualty operations for the unit.
- Collects and maintains personnel status reports (PERSTATs).
- Submits PERSTATs for approval.
- Develops policies, procedures, and SOPs for PRM, PA, SR, PIM, and casualty operations.
- Verifies and processes casualty information/reports.
- Tracks casualties evacuated from unit (patient tracking).
- Provides criteria for appointing an LOD investigating officer.
- Maintains coordination with the casualty liaison team (CLT).
- Coordinates with the unit medical officer and chaplain.
- Ensures DA Form 1156 (Casualty Feeder Card) is properly prepared and signed by appropriate authority.
- Provides training to personnel on DA Form 1156.
- Tracks casualties evacuated from unit (patient tracking).
- Coordinates disposition of personal affects.
- Analyzes readiness reports for reconciliation.
- Performs SR.
- Assigns Soldiers to unit.
- Re-assigns Soldiers IAW assignment guidance.
- Creates manifests.
- Conducts PRM.
- Performs PIM and monitors database access and roles.
- Supervises in- and out-processing.
- Coordinates, executes, and manages SRP.
- Conducts replacement operations.
- Monitors subordinate unit personnel readiness status.
- Determines Soldier deployability status.
- Maintains a DD Form 93 (Record of Emergency Data) on all Soldiers.
- Ensures information and forms are submitted to the military HR record (MHRR).

2-10. The two HR specialists (42A) perform the following duties and responsibilities:

- Establishes, operates, and maintains HR C2 nodes.
- Establishes node procedures and support.
- Establishes HR C2 nodes in prescribed timeframes.
- Ensures HR C2 nodes capabilities are maintained.
- Synchronizes HR network.
- Coordinates/establishes communications support.
- Maintains data quality.
- Collects PIM information.
- Manages access levels for PIM systems for unit and subordinate S-1s.
- Analyzes PIM data and reports.

- Maintains by-name PA.
- Processes duty status changes as they occur.
- Collects and maintains PERSTAT information and reports.
- Analyzes reports for reconciliation.
- Performs SR.
- Assigns Soldiers to unit.
- Reassigns Soldiers IAW assignment guidance.
- Creates manifests.
- Conducts in- and out-processing.
- Conducts SRP processing.
- Determines Soldier deployability status.
- Maintains personnel qualification records.
- Assists in other areas, as required.

HR SERVICES TEAM

2-11. The HR services team is a six-member team consisting of an HR NCOIC (42A), two HR NCOs (42A), and three HR specialists (42A). The HR services team performs the provide HR services (less casualty operations) and coordinate personnel support core competencies. Provide HR services subordinate key functions consist of EPS and postal operations, and coordinate personnel support subordinate key functions consist of MWR, band support, and command interest programs. All customer service support is provided by this section. EPS functions are the primary focus of the team. Tasks performed by this section include awards and decorations, promotions, evaluations, leaves and passes, R&R, CACs and ID tags, pay inquiries, pay entitlements, congressional inquiries, and other EPS as outlined in FM 1-0.

2-12. The HR services team NCOIC performs the following duties and responsibilities:
- Supervise the HR services team.
- Manage the planning, coordination, and execution of EPS, MWR, postal, command interest programs, and unit customer service.
- Develop SOPs for EPS (promotions, evaluations, rating schemes, leaves and passes, R&R, CAC and ID tags, awards, discharges, military entitlements and pay inquiries, citizenship/naturalization, casualty operations, bars to reenlistments, Soldier actions, postal operations, and congressional inquiries).
- Maintain stock of CACs and ID tags (if performing duties as the SSM).
- Ensure mail handling operations are properly executed and supported.
- Verify a postal officer has been appointed on orders.
- Establish a unit mail room (UMR) / consolidated mail room (CMR) inspection program.
- Conduct mail room inspections.
- Verify that mail clerks are appointed, trained, and certified.
- Coordinate actions with units, Soldiers, and subordinate S-1s, as appropriate.
- Ensure command interest programs are disseminated and coordinated, as necessary.
- Manage the coordination and execution of MWR activities.
- Coordinate for band support.
- Coordinate Red Cross actions.
- Execute and manage unit promotions for the units and subordinate S-1s.
- Input or review automated Soldier initiated personnel actions.
- Coordinate enlisted actions with the S-1 NCOIC and CSM, as necessary.
- Ensure customer service meets the needs of commanders.
- Manage pay inquiries and entitlements.

2-13. The two HR NCOs (42A) perform the following duties and responsibilities:
- Process awards and decorations recommendations.
- Maintain suspense control of evaluations, awards, and other EPS actions.
- Maintain unit rating scheme.
- Review evaluations for accuracy.
- Transmit evaluations to HRC.
- Manage R&R program and allocations.
- Initiate and process award orders.
- Process certificates/letters of commendation and appreciation.
- Maintain DA Form 4179 (Leave Control Log).
- Input HR data changes to HR automated systems.
- Support SRP processing, as necessary.
- Establish and conduct mail handling operations.
- Coordinate mail handling operations with supported units and subordinate S-1s.
- Ensure higher headquarters have correct grid coordinates for units.
- Coordinate with the S-6 for the handling of official mail.
- Coordinate with higher headquarters/HROB for postal assistance visits.
- Investigate and reconcile any problems hindering the delivery of mail.
- Coordinate the delivery or pickup of mail with subordinate S-1s and units.

2-14. The three HR specialists (42A) perform the following duties and responsibilities:
- Issue CACs and ID tags; update DEERS/RAPIDS information (if performing duties as the VO).
- Provide customer service.
- Input HR data changes to HR automated systems.
- Assist in the processing of evaluations, promotions, and awards, as necessary.
- Support SRP processing, as necessary.
- Coordinate transportation requirements.
- Collect and forward mail for wounded, deceased, or missing personnel.
- Process suspicious mail IAW established procedures.
- Ensure the PR TM has access to appropriate HR systems.
- Establish, operate, and maintain HR C2 nodes.
- Establish node procedures and support.
- Establish HR C2 nodes in prescribed timeframes.
- Coordinate/establish communications support.
- Maintain data quality.
- Collect PIM information.
- Analyze PIM data and reports.
- Set up and maintain HR communications systems.
- Perform other duties, as required.

BRIGADE REAR DETACHMENT

2-15. During deployments, it is important to ensure appropriate HR personnel are designated as members of the brigade reardDetachment. Once designated, these individuals will transition to rear detachment operations upon rear detachment activation. HR personnel designated as members of the rear detachment should fully understand HR relationships with the FRG, installation HR support, and community resource activities. As HR personnel will likely be involved in casualty operations, it is recommended that a senior NCO who demonstrates the characteristics of maturity, dependability, competence, and compassion be

selected. Brigade S-1s must ensure that designated HR personnel are technically proficient and capable of performing all rear detachment functions and tasks. (HR rear detachment operations are outlined in appendix A, FM 1-0).

BATTALION S-1

LEADERSHIP ELEMENT

2-16. Battalion S-1s operate IAW METT-TC analysis. The battalion S-1 leadership element consists of an AG officer (42B) and an S-1 NCOIC (42A). Like the brigade S-1, the leadership element supervises a PR TM and an HR services team. The leadership element receives technical guidance and operational oversight from the brigade S-1/NCOIC.

PERSONNEL READINESS TEAM (PRTM)

2-17. The battalion PR TM consists of four personnel: an HR NCOIC (42A), an HR NCO (42A), and two HR specialists (42A). Like the brigade PR TM, the focus of the section is on the core competencies of man the force (PRM, PA, SR, PIM) and provide HR services (casualty operations). The PR TM performs limited strength management as the brigade strength manager performs all strength management actions. However, the PR TM does maintain strength management awareness and provides the brigade strength manager information on internal reassignments and replacement priorities for the battalion. For battalion PR TM duties and responsibilities, see the duties and responsibilities of the brigade PR TM.

HR SERVICES TEAM

2-18. The battalion HR services team consists of four personnel: an HR NCOIC (42A) and three HR specialists (42A). The HR services team performs the same functions and tasks as the brigade HR services team, less CACs and ID tags.

BATTALION REAR DETACHMENT

2-19. As previously described, it is important to ensure appropriate HR personnel are designated as members of the battalion rear detachment. Once designated, this individual(s) will transition to rear detachment operations upon rear detachment activation. HR personnel designated as members of the rear detachment should fully understand HR relationships with the FRG, installation HR support, and community resource activities. As HR personnel will likely be involved in casualty operations, it is recommended that a senior NCO who demonstrates the characteristics of maturity, dependability, competence, and compassion be selected. Battalion S-1s must ensure that designated HR personnel are technically proficient and capable of performing all rear detachment functions and tasks. (HR rear detachment operations are outlined in appendix A, FM 1-0).

This page intentionally left blank.

Chapter 3

Functions of HR Support

> HR support is fundamental to the readiness of the force. An S-1's performance is linked to the success of and improving and maintaining the readiness of their organization.

GENERAL

3-1. In general, if something looks, feels, seems, or acts like HR business, chances are the S-1 has a role to play. If there is doubt on whether a function or task belongs in the S-1's lane, track the function back to the Army level. If the Army G-1 has staff proponency, then it is likely that so should the S-1. However, having staff proponency does not mean responsibility to execute a function or task. For example, the Army G-1 has staff proponency for the Army Substance Abuse Program and the corresponding regulations that govern its implementation. These regulations place requirements on commanders for implementation and execution. Likewise, the brigade or battalion S-1 should manage the program for their respective commander by monitoring compliance with established policy – the S-1 manages the program, while subordinate staff and commanders execute the requirements of the program.

3-2. PSDR created a brigade-level S-1 section, capable of providing the majority of HR support internally. The continued development of future automated systems will increase military pay responsibilities and the capability to provide support across all components. Brigade S-1s are responsible for all HR support within their organization. However, workload levels and the nature of distributed operations dictate functionality to lower levels, including additional HR systems accesses and permissions. In today's operating environment, battalions routinely operate independently from their brigade headquarters and, in the case of functional brigades, often find themselves on different deployment timelines.

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

MAN THE FORCE

3-4. The man the force core competency includes the subordinate key functions of PRM, PA, SR, and PIM and is interrelated and interdependent upon one another. (See FM 1-0, chapter 3, for more information regarding brigade and battalion S-1 PRM, PA, SR, and PIM responsibilities.)

3-5. The two HR communities that support Army personnel readiness are the theater-level HR organizations, which execute theater HR operations, and the S-1s/G-1s responsible for their respective command's successful and sustained HR support and readiness. The Human Resources Sustainment Center (HRSC) is responsible for theater PA and executes this mission through theater gateway (TG) personnel accountability teams (PATs) and support to subordinate commands. Strength reporting is an S-1/G-1 responsibility.

PERSONNEL READINESS MANAGEMENT (PRM)

3-6. S-1s must establish and maintain a direct link with HRC to ensure losses are replaced. This is even more critical for key leader losses and assistance in the event of mass casualties that grossly exceeds the modeled loss rate applied by HRC. The HRC will coordinate RC replacement requests with the respective component force provider.

3-7. Prior to deployment, S-1s should establish a DUIC for replacement personnel. This provides a method of maintaining accountability and visibility on replacements until a specific unit of assignment is made. A DUIC should also be established for rear detachment personnel separate from a replacement DUIC as this helps with the management of nonavailable personnel. Keep in mind that if a DUIC is maintained, DA Form 4187 (Personnel Action) will need to be produced by the S-1 when assigning personnel to the specific unit. Active and Reserve Component units must coordinate the establishment and use of DUICs with their respective G-3 or J-3.

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

PERSONNEL ACCOUNTABILITY (PA)

3-9. Personnel accountability is one of the most important functions a brigade or battalion S-1 performs on a continuing basis regardless of location or environment. Data accuracy is critical to the PA process. PA is the by-name management of the location and duty status of every person assigned or attached to a unit. It includes tracking the movement of personnel as they arrive at, and depart from, a unit for duty.

STRENGTH REPORTING (SR)

3-10. Personnel strength reporting is a command function conducted by G-1/AGs and S-1s that enable them to analyze manning levels and readiness, to provide commanders with a snapshot of the personnel component of their combat power and capabilities. Strength reporting is a numerical end product of the accountability process. It is achieved by comparing the by-name data obtained during the PA process (faces) against specified authorizations (spaces or in some cases requirements) to determine a percentage of fill. Strength data reflects a unit's authorization and required base-line strength.

PERSONNEL INFORMATION MANAGEMENT (PIM)

3-11. Understanding PIM gives the HR professional a better perspective of the "how" and the "so what" of the importance of PIM. The majority of S-1 functions and transactions are done through information systems. S-1s must ensure commanders at all levels are retrieving timely, accurate, and relevant information in order to make informed and decisive decisions.

3-12. PIM supports the execution of all HR core competencies; everything starts with information management. It requires the connectivity of all other HR functions and multifunctional programs. As stated, HR managers must ensure the information they provide to commanders is timely and accurate. This information assists commanders at all levels in making sound decisions in a timely manner for Soldiers, their family members, DOD civilians, and contractors. As the Army leaps forward, HR managers must be prepared to provide commanders with the most updated information on Soldiers via HR system integrations and current systems.

3-13. The Army's current corporate database is the Integrated Total Army Personnel Database (ITAPDB). The Integrated Total Army Personnel Database supports the AC, RC, and ARNG. Most of the personnel automation systems in use interface with or update TAPDB. Figure 3-1 depicts an over arching view of PIM/PA/SR/PRM relationships and how they collectively support personnel readiness for the brigade-centric Army. Highlights of these relationships are—

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

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

- PIM – Upon arrival in theater, a TG PAT captures the PA of individual Soldiers entering, exiting, or transiting the theater in DTAS (part of the PIM system).

- Brigade and battalion S-1s execute PA maintenance tasks (that is, duty status changes, grade changes, AEA codes for AC) ensuring eMILPO keeps the PIM system up-to-date.
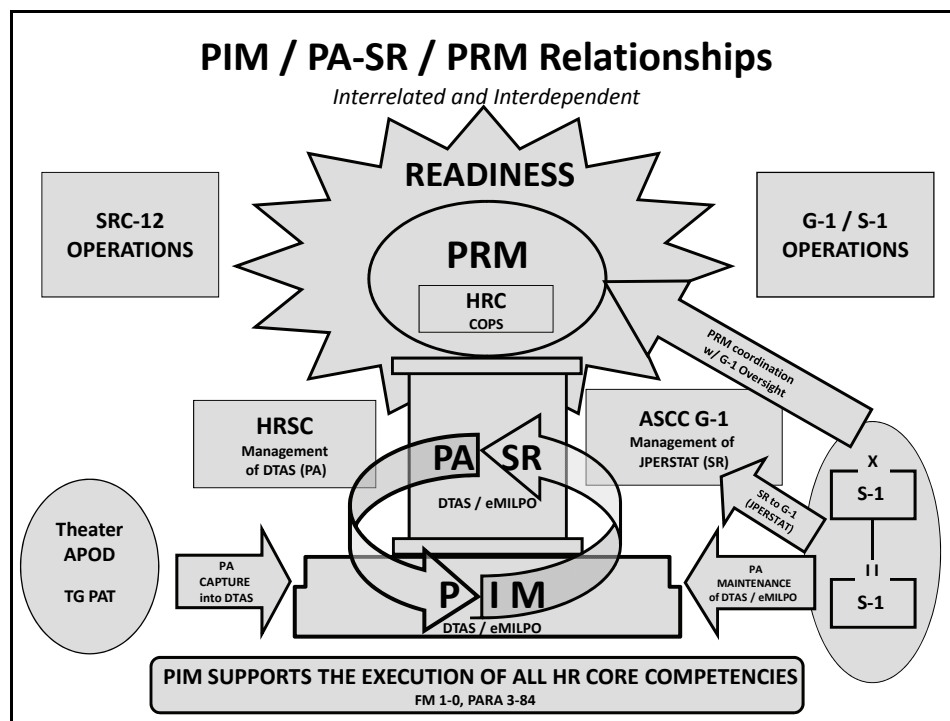

Figure 3-1. PIM/PA-SR/PRM relationships

REQUISITION MANAGEMENT

3-14. HRC builds requisitions to the brigade and subordinate units regardless of location. S-1s of geographically dispersed units must monitor requisitions and coordinate modifications to fill plan with the unit account manager at HRC based on operational requirements and/or commander's priorities. HRC publishes assignment instructions to pinpoint Soldiers to the "AA" unit identification code (UIC) of dispersed subordinate units. A requisition is not a projected gain. Soldiers are assigned against requisitions based on available inventory and priority of fill.

3-15. DMSL allows strength management to occur at brigade level, with a direct link to HRC. HRC uses replacement UICs for each DMSL. Gains are sent to the brigade's replacement UIC. If a brigade is geographically dispersed, gains will be sent to each location's replacement UIC. Brigade S-1s can monitor incoming gains to the proper geographical locations within HRC, and HRC will assign to the UIC in these circumstances.

Brigade S-1 Requisition Management

3-16. The brigade S-1 coordinates and manages pinpoint assignments with HRC. The brigade S-1 coordinates directly with HRC (officer and enlisted) on strength management issues. The brigade S-1 has direct access to "top of the Army" personnel systems (that is, TOPMIS, COPS, EDAS, eMILPO), which

supports execution of current and future readiness assessments. S-1s support commanders by tracking and improving the brigade's nondeployable population and reducing attrition by working the judge advocate general, medical, installation support agencies, and retention NCOs to resolve Soldier nondeployable issues.

Battalion S-1 Requisition Management

3-17. The battalion S-1 ensures all Soldier accountability transactions and status changes are updated in the database of record (that is, eMILPO) in an accurate and timely manner. The S-1 also monitors and reports to the battalion commander the personnel readiness status of subordinate units, to include key leaders, combat squads, crews and teams.

ACTIVE COMPONENT (AC) MANNING

3-18. In the AC, manning is accomplished through the HRC to the brigade level for MTOE organizations. Brigades make further distribution based on requirements within their command, regardless of geographic location of the subordinate organizations.

3-19. HRC assignments to the AC are based on a number of conditions to include ARFORGEN, priority of organization (established by Army manning guidance), and the available population they have to distribute.

ARMY NATIONAL GUARD (ARNG) MANNING

3-20. Within the ARNG, the military personnel officer at the Joint Forces Headquarters-State G-1, with assistance from battalion and brigade S-1s, maintain the strength of the state or territory. Each state or territory recruiting and retention management battalion controls the accessions process for their assigned units. ARNG recruiters or AC in-service recruiters directly coordinate assignments with the unit readiness NCO based on unit vacancies.

3-21. Although the National Guard Bureau (NGB) provides broad manning policy and guidance for the ARNG, it is imperative to understand that ARNG strength management is vacancy driven, and leadership positions receive fill from the state or territory promotion system. Therefore, ARNG strength management is limited to the assigned force structure within the state or territory boundaries. In concert with completing the personnel strength processes of the ARFORGEN cycle, replacement and sourcing procedures require advance coordination and approval from each respective state/territory's adjutant general.

UNITED STATES ARMY RESERVE (USAR) MANNING

3-22. Within the USAR, brigade and battalion S-1s should actively pursue personnel strength management and individual personnel readiness throughout the ARFORGEN cycle so that cross-leveling can be minimized during the train-ready force pool (the final 12 months prior to the unit's deployment into the 'Available Year' within ARFORGEN). This would include managing periodic health assessment compliance; timely scheduling of MOS administrative retention reviews (MAR2) and medical evaluation boards (MEBs); identifying and scheduling reclassification training and additional skill identifier (ASI) training required; frequently checking the United States Department of Defense Joint Personnel Adjudication System to ensure every Soldier requiring a security clearance has applied for it or has it already; dental categories III and IV are addressed; and that family care plans (FCPs) are current, tested, and updated as required.

PROVIDE HR SERVICES

3-23. The provide HR services core competency includes the subordinate key functions of EPS, postal operations, and casualty operations. HR services are those functions which directly impact a Soldier's status, assignment, qualifications, financial status, career progression, and quality of life, which allows the Army leadership to effectively manage the force.

ESSENTIAL PERSONNEL SERVICES

Awards and Decorations

3-24. When processing U. S. awards and decorations, use DA Form 638 (Recommendation for Award). Remember that anyone having the knowledge of an act, achievement, or deed may recommend a Soldier for an award. Unit S-1s establish a system that extends down to Soldier level to expeditiously collect supporting documentation, particularly for combat awards involving heroism (for example, witness statement) or the Purple Heart (for example, medical treatment facility (MTF) validation). S-1s should use automated processing of awards whenever possible as it is both more efficient and traceable.

3-25. S-1s must manage the unit recognition program to include ensuring that the appropriate stock of awards and certificates is maintained on hand. S-1s should maintain a unit basic load for awards and replenish as required. Some combat awards require a longer lead time to order and receive, especially if the unit is in a deployed location.

3-26. S-1 sections ensure that individual awards are properly documented and become a part of the Soldiers' MHRR. S-1s are expected to publish award orders which validate the Soldier's eligibility and approval of the award. In a deployed JOA, Soldiers may become eligible for a number of awards and badges ranging from shoulder sleeve insignia to campaign medals. Special care must be taken to ensure that records accurately reflect a Soldier's period of deployment and awards/decorations earned while deployed.

Unit Awards

3-27. Unit awards are made to organizations when the heroism displayed or meritorious service performed is a result of group effort. DA Form 7594 (Unit Award Recommendation) is used to initiate, process, and approve unit award recommendations. Commanders authorized to approve unit awards will announce awards in permanent orders of their headquarters. Permanent orders are published announcing the award of a unit decoration and will contain the citation of the award, official designation of the unit or units, and inclusive dates. All unit awards approved at HQDA are announced in HQDA general orders. S-1s must ensure all approved unit awards are properly annotated on the Soldier's enlisted or officer record brief.

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

3-28. Joint awards are processed for military personnel assigned to joint commands. Deployed personnel must be assigned against a valid position on the command's joint manning document for eligibility. Soldiers or units attached or under operational control to joint commands are not normally eligible for a joint award. There are specific processing requirements for Army personnel recommended for sister service awards and for sister service personnel to receive Army awards. AR 600-8-22 outlines the procedures for these types of actions. Additionally, ALARACT 371/2010, Awards to Members of Other U. S. Armed Forces-Updated, provides clarification on the Army's policy for awarding peacetime and wartime awards to members of other Services and provides a point of contact for each Service. A peacetime award may be awarded to members of another Service provided they meet the requirements outlined in AR 600-8-22, paragraph 1-37. A wartime award will not be awarded to members of another Service without first seeking the concurrence from the Service concerned. A wartime award from another Service will not be awarded to a Soldier without the concurrence from HRC, Awards and Decorations Branch. S-1 sections should check AR 600-8-22 and military personnel messages to find current requirements and allow additional processing time for sister service concurrence.

3-29. S-1s should also be familiar with state awards for ARNG personnel. In some cases it may be appropriate to recommend ARNG Soldiers for specific state awards.

Noncommissioned Officer Evaluation Report (NCOER)

3-30. The noncommissioned officer evaluation report (NCOER) system evaluates and documents the performance of NCOs. AR 623-3, Evaluation Reporting System, and DA PAM 623-3, Evaluation Reporting System, provide policy and procedural guidance for processing NCOERs. Army Knowledge

Online (AKO) MY FORMS facilitates the process of forwarding completed evaluations to HRC for final action. S-1s should use the Interactive Web Response System (IWRS) to track evaluations once they are received at HRC.

3-31. The advent of automated evaluation processing has placed a greater emphasis on the rating officials' responsibility in initiating, completing, and forwarding completed evaluation reports. S-1s continue to maintain overall management responsibility of the evaluations program within their organization. These responsibilities include maintaining an accurate rating scheme, understanding requirements for special circumstances (that is, relief for cause, death/incapacitation of a rating official, redress process, requirements for commander's inquiry, and requirements for referred reports). The command will expect the S-1 to be the expert on managing the entire program.

Officer Evaluation Report (OER)

3-32. The OER system evaluates and documents the performance of officers (through the rank of major general). AR 623-3 provides policy and procedural guidance for processing OERs. S-1 sections must have a firm understanding of the proper filing authority for each officer and should use the Interactive Web Response System (IWRS) to track evaluations once they are received at HRC.

3-33. The Army evaluates officers using a single OER senior rater profile without regard to the rated officer's component. Under this consolidated profile, senior rater assessments will be made in part VII (b) on the OER, separated only by the grade of the rated officer. A readjusted profile will be established and profiles restarted as needed. The use of a single OER senior rater profile affords all officers a fair and equitable assessment based on performance, regardless of component, especially while operating in a multi-component environment. S-1s should have a discussion with the commander on their role in managing the commander's profile. This discussion should include, at a minimum, access to the senior profile report and who within the command has the authority to forward completed reports to HRC or other filing authority.

Civilian Evaluation Reports

3-34. S-1s may expect DA civilians to deploy with their respective units. As such, civilian evaluations are required to be completed IAW guidance and timelines established by AR 690-400, Total Army Performance Evaluation System. Military and civilian raters have responsibility for civilian performance management; therefore, civilian employees should be included in unit rating schemes. S-1s are encouraged to contact their supporting Civilian Personnel Advisory Center for guidance and policy concerns.

Joint Service Evaluation Reports

3-35. Joint service evaluation reports are processed for military personnel of sister services assigned to joint commands. There are specific processing requirements for Army personnel conducting evaluations on members of sister services. S-1s are encouraged to establish a working relationship with sister service liaisons and follow their regulatory guidelines for proper completion and routing of evaluation reports. Refer to AR 623-3, paragraph 2-8, for specific information pertaining to the rules for designating a reviewer when raters and/or senior raters are not uniformed Army officials.

Promotions

3-36. The Army's promotion system provides principles of support, standards of service, policies, tasks, rules, and steps governing the promotion and reduction of its personnel. Promotions are made through a system of decentralized, semi-centralized, and centralized selections. It is important for all personnel involved in the promotion system to understand that their unit may be comprised of Soldiers from the AC, ARNG, or USAR. Each of these components has its own separate policies, rules, and steps governing promotions. When conducting promotions at unit level, commanders and S-1s need to be knowledgeable of each component's policies and rules.

Enlisted Promotions and Reductions

3-37. The enlisted promotions and reductions system provides principles of support, standards of service, policies, tasks, rules, and steps governing the promotion and reduction of enlisted personnel. AR 600-8-19,

Enlisted Promotions and Reductions, provides policy and procedural guidance. Promotions are made through decentralized, semi-centralized, and centralized selection processes established by the Army G-1. The chief, Army Reserve and the chief, NGB have special staff responsibilities for USAR and ARNG Soldiers and will monitor their respective enlisted promotion program.

3-38. Enlisted reductions occur as a result of nonjudicial punishment, courts martial, and inefficiency proceedings. Key to the success of efficient and timely reductions is the unit S-1's relationship and support received from the brigade legal advisor. S-1s may become extremely familiar with the military justice system; nevertheless, remember not to become the unit legal advisor – judge advocate general officers fulfill that role. Establish a good working relationship with the brigade legal advisors and use their expertise to advise the commander.

3-39. AR 600-8-19 is worded so that the roles and responsibilities at battalion-level are assigned to the "battalion HR," which is the battalion S-1 section. Similarly, the regulation never specifically mentions the roles and responsibilities of the brigade S-1. Instead, it references the Promotion Work Center (PROM). In the modular formation, the brigade S-1 serves as the PROM.

Decentralized Promotions

3-40. Promotion to specialist (SPC) and below is executed in a decentralized system (refer to AR 600-8-19, chapter 6, for individual ready reserves (IRR), individual mobilization augmentees (IMAs), and standby reserves). Promotions to private (PV2), private first class (PFC), and SPC are made automatically by the TAPDB for posting to the automated personnel file and the master military pay file. Commanders may promote Soldiers with a waiver provided they have promotion capability within the percentage waiver restrictions as outlined in AR 600-8-19, chapter 2. Commanders will utilize the automated enlisted advancement report (Active Army) or, for USAR, DA Form 4187 or RLAS. When a Soldier is denied promotion, the commander may promote the Soldier on the next automated enlisted advancement report, provided the Soldier is qualified.

3-41. Eligibility criteria for automatic promotion to PV2, PFC, and SPC.
- Promotion to PV2 requirement is 6 months time-in-service (TIS).
- Promotion to PFC requirements is 12 months TIS and 4 months time-in-grade (TIMIG).
- Promotion to SPC requirement is 24 months TIS and 6 months TIMIG.
- Soldiers must not be flagged or barred from reenlistment.
- Any Soldier reduced must be fully qualified (without waiver) for promotion to the next higher grade.

3-42. Brigade S-1 decentralized promotions roles and responsibilities are—
- Review subordinate units calculations to ensure waivers are used appropriately.
- Assist S-1s by providing information needed to update missing data from the unit advancement report.

3-43. Battalion S-1 decentralized promotions roles and responsibilities are—
- Forward the AAA-117 to unit commanders by the 1st of the month.
- Compute waiver allocations.
- Calculate waivers to PV2 and PFC.
- Consolidate and calculate waivers to SPC upon the commander's action.
- Ensure unit commander approves/disapproves promotions on AAA-117 and completes a DA Form 4187 for Soldiers denied automatic advancement and returns to the S-1 no later than (NLT) the 10th of the month.
- Input transactions for Soldiers denied automatic advancement NLT the 20th of the month.
- Prepare a DA Form 4187 for all waivers.
- Complete grade change transactions.
- Check to ensure suspension of favorable personnel flagging action (FLAG) has been lifted.

- Retain a copy of the DA Form 4187 denying advancement in the battalion S-1 promotion files along with a copy of the AAA-117.
- Prepare promotion certificates.
- Lift FLAGs NLT the second working day of the next month on those individuals identified as being eligible for promotion.

Semi-Centralized Promotions

3-44. Promotion to sergeant (SGT) and staff sergeant (SSG) are executed in a semi-centralized manner. Field grade commanders in units authorized a commander in the rank of lieutenant colonel or higher have promotion authority. The Unit Enlisted Promotion Report (AAA-294) is the promotion document used to recommend a Soldier for promotion to the next higher grade. The HQDA operations handle promotion cutoff scores based on the needs of the Army by grade and MOS, as well as the SGT/SSG promotion selection by-name list, which are determined and announced monthly. The semi-centralized promotion system depends on the sequential execution of the key events listed in AR 600-8-19, chapter 3.

3-45. The majority of duties for the semi-centralized promotion system fall under battalion S-1s. They are responsible for completing the individual Soldier's promotion point worksheet, promotion board, and memorandum of board proceedings.

3-46. Brigade S-1s have more responsibility for semi-centralized promotions than they do for the decentralized promotion system. Under the semi-centralized system, brigade S-1s, in modular brigades, serve as the PROM.

3-47. Battalion S-1s have the most interaction with the Soldiers regarding promotion. Contact with HQDA regarding semi-centralized promotions is done by the brigade S-1s. Though promotion lists are released from HQDA to the brigade S-1, it is still the battalion S-1's responsibility to prepare promotion certificates. Brigade S-1s should supervise and provide guidance to battalion S-1s to ensure the successful accomplishment of the mission.

3-48. Brigade S-1 semi-centralized promotions roles and responsibilities are—
- Input Soldier's promotion points to the automated system.
- Print the monthly SGT/SSG promotion selection by-name list, identify Soldiers to be promoted, verify eligibility, and issue orders or a nonpromotion notification memorandum. The PROM will also update the automated system with promotion/nonpromotion reason codes as appropriate. The HRC will post the list on its website on or about the 15th of every month for USAR Soldiers.
- Produce the recommended list monthly and forward it to the unit for posting on the bulletin board. Promotable Soldiers will review and initial the recommended list each month. Battalion S-1s will retain the initialed recommended list in files for 2 years. The HRC will retain for USAR Soldiers.
- Require at any time a unit or Soldier to obtain additional information when the validity of a document is in question.
- Correct all known errors before the memorandum of board proceedings is approved.
- Input Soldiers promotion score in automated system within 2 duty days of receipt and provide the battalion HR a copy of the updated recommended list NLT the 25th day of the board month.
- Input Soldiers new promotion score within 2 duty days of receipt NLT the 25th day of the requested month.
- Provide the battalion S-1 a copy of the updated recommended list NLT the 25th day of the requested month.

3-49. Battalion S-1 semi-centralized promotions roles and responsibilities are—
- Coordinate board appearance, promotion point calculation, promotion list maintenance, and ensure the final execution of the promotions occur in the field in a decentralized manner.
- Prepare promotion point worksheets.
- Maintain counseling for nonrecommended Soldiers, in addition to the Enlisted Promotion Report (AAA-294) on file for 2 years.

- Ensure promotion point worksheets are submitted from the commander with recommendation (YES/NO) to the S-1 NLT the 18th of the month.
- Input board recommendation (GO/NO GO) into eMILPO and EDAS if recommended for list integration.
- Report all discrepancies found during the board audit.
- Remain the point of contact for those deployed or otherwise unable to access a computer.
- Provide sound advice to the commander and Soldier, and assist Soldiers who choose to submit an appeal when involved in the notification process.

Centralized Promotions

3-50. Promotion to sergeant first class (SFC), master sergeant (MSG), and sergeant major (SGM) is executed in a centralized system for the Active Army and USAR Active Guard Reserve (AGR) Soldiers. The commander, HRC promotes Soldiers to the rank of SFC, MSG, and SGM. Consideration for each rank in the primary and secondary zones is announced by the commander, HRC before each board. Soldiers in the rank of SSG, SFC, and MSG may decline promotion consideration, along with attendance to the U.S. Army Sergeant's Major Academy, if applicable. A Soldier who declines promotion will be ineligible for that board's consideration; however, there is no impact on future eligibility or selections.

3-51. Brigade S-1 centralized promotions roles and responsibilities are—
- Review military personnel message announcing promotion zones of consideration.
- Produce a Soldier eligibility list IAW the announced promotion zones of consideration.
- Report eligibility status changes to HRC on a continuous basis.
- Monitor arrivals and departures for Soldiers who become eligible or ineligible.
- Ensure all suspense timelines are met IAW the published message.
- Notify unit commanders of Soldiers who were selected and nonselected for promotion.
- Compare HQDA selection list against listing of eligible(s) to ensure all eligible Soldiers were considered. On release date, comply with guidance in distributing selection list and letters of congratulations.
- Notify HRC IAW AR 600-8-19 of any eligible Soldiers who were not considered for promotion, and of any ineligible Soldiers who were selected in error.
- Comply with the promotion list memorandum concerning verification of Soldier's promotable status.
- Ensure that when a DA Form 268 (Report to Suspend Favorable Personnel Actions [FLAG]) is initiated on a Soldier on the promotion list, it includes the sequence number and promotion MOS.
- Verify upon receipt of initial FLAG if a Soldier is on the promotion list and forward the initial DA Form 268 to HRC. If a Soldier has been promoted, forward the initial FLAG requesting revocation of promotion orders.
- Forward reclassification orders on Soldiers who are reclassified while on a promotion list.
- Ensure all Soldiers identified in the command are in a promotable status upon receipt of enlisted promotion orders. Notify HRC by forwarding appropriate document(s) for nonpromotable Soldiers or Soldiers returning to promotable status.
- Verify monthly sequence numbers to reproduce and distribute promotions orders.

3-52. Battalion S-1 centralized promotions roles and responsibilities are—
- Review military personnel message announcing promotion zones of consideration.
- Produce a Soldier eligibility list IAW the announced promotion zones of consideration.
- Report eligibility status changes to the brigade S-1 on a continuous basis.
- Assist Soldier(s) in updating their enlisted records brief, as needed.
- Monitor arrivals and departures for Soldiers who become eligible or ineligible.
- Ensure all eligible Soldiers thoroughly review and certify their promotion board file.

- Ensure all suspense timelines are met IAW the published message.
- Notify unit commanders of Soldiers who were selected and nonselected for promotion.
- Screen the considered portion of the promotion selection list to ensure all eligible Soldiers were considered.
- Notify brigade of any eligible Soldiers who were not considered for promotion, and any ineligible Soldiers who were selected in error.
- Ensure that when a DA Form 268 is initiated on a Soldier on the promotion list, it includes the sequence number and promotion MOS.
- Verify upon receipt of initial FLAG if a Soldier is on the promotion list and forward the initial DA Form 268 to the brigade S-1. If a Soldier has been promoted, forward the initial FLAG requesting revocation of promotion orders.
- Ensure all Soldiers are in a promotable status upon receipt of enlisted promotion orders. Notify the brigade S-1 by forwarding appropriate document(s) for nonpromotable Soldiers or Soldiers returning to promotable status.
- Assist eligible Soldier(s) on procedural requests for consideration or reconsideration by the Stand-by Advisory Board, if appropriate.
- Verify monthly sequence numbers to distribute promotion orders.
- Ensure Soldiers to be promoted are counseled concerning the service remaining requirements and the procedures for declining promotion.
- Prepare certificates of promotion.

Brigade / Battalion S-1 Enlisted Promotions Considerations

3-53. S-1s should know and understand the following:

- Be aware of constant change - but it's for the good of the Soldier.
- Be involved in the process (CSM/NCOIC/Warrant).
- Train board recorder (information, board process).
- Checks and balances (spot check Soldiers).
- Ensure S-1s understand responsibilities.
- Be aware that promotions affect Soldiers' lives and families.
- Prepare for promotion ceremonies (on-hand supplies, narrator).
- Monitor the "Big 3" boards (SFC, MSG, SGM/CSM).
- Audit selected Soldier/1SG and commander reports.
- Monitor processing of complete-the-record NCOERs for centralized promotion boards, if applicable, per announced promotion board messages.
- Closely monitor the promotion process, to include ensuring all database input is valid, in order to reduce unnecessary exceptions to policy.

Officer Promotions

3-54. A critical EPS that is the responsibility of the S-1 section at brigade and battalion-level is officer promotions. Those officers who have demonstrated that they possess the professional and moral qualifications, integrity, physical fitness, and ability required to successfully perform the duties expected of officers in the next higher grade depend on you to accurately and effectively manage the officer promotion process so that their promotion is not delayed. The officer promotion system provides principles of support, standards of service, policies, tasks, rules, and steps governing the promotion and reduction of officers. AR 600-8-29 provides policy and procedural guidance. Promotions are made through a centralized system established by the Army G-1 for the AC and the USAR. The state adjutant generals in the ARNG control promotions for ARNG personnel.

3-55. S-1s must stay current on officer promotion policies and become a subject matter expert on both the decentralized and centralized officer promotion systems. The decentralized promotion system applies to first lieutenant and chief warrant officer 2 (CW2) promotions.

Automated Officer Promotion Management

3-56. Decentralized promotions are managed through eMILPO. Promotion approval authorities must have an AKO account to access the promotion application. The application allows direct access for promotion authorities and authorized users to recommend and approve officers for promotion to first lieutenant and CW2. Promotions to first lieutenant and CW2 are automatic unless commanders actively preclude the promotion from happening. The promotion approval authority can designate the S-1 or HR officer or warrant officer to conduct promotions to first lieutenant/CW2 on their behalf. The brigade S-1 has the responsibility of reviewing all subordinate UICs to ensure all battalions have completed their officer promotion reviews in eMILPO.

Transfers and Discharges

3-57. S-1s provide for orderly administrative separation of Soldiers by preparing and tracking proper documentation and coordinating for the execution of administrative separation boards. While deployed, the unit S-1 establishes sound policies and procedures with his/her respective rear detachments in order to move Soldiers from deployment areas to established separation transfer points. This supports expeditious separation/discharge processing and facilitates efficient replacement operations which require close coordination with the installation MPD.

Leaves and Passes

3-58. AR 600-8-10, Leaves and Passes, provides specific details on which types of absences are chargeable and nonchargeable as leave. The approval authority for leaves is also delineated. Consistent with mission requirements, unit commanders may authorize leave for most or all of a given unit during a specified period (that is, block leave). Block leave will be IAW local policy.

Military Pay

3-59. S-1s are the supporting office for most Soldier generated pay change requests. These requests include resolving routine pay inquiries for their Soldiers (for example, submitting a basic allowance for housing request for a recently married Soldier or determining why a Soldier is in a no pay due status) to submitting documentation to change a Soldier's pay entitlements.

3-60. Units may or may not have Soldiers in their organizations that are authorized special pay. S-1s monitor special pay which may be authorized due to an ASI, MOS, special qualifications identifier, or hazardous duty. Commanders/first sergeants review the unit commander's finance report at the end of a pay period and routinely check for Soldiers receiving special pay. In some cases, the S-1 will find that it is not authorized and must be stopped. Further, S-1s may have to reinstate special pay that has been erroneously terminated.

Personnel Actions

3-61. Personnel actions impact a Soldier's assignment, military schooling, training, citizenship or naturalization, and reenlistment and require a commander's approval or disapproval. Unit commanders verify personnel actions prior to submission to the battalion S-1. S-1s are responsible for providing regulatory guidance as required for personnel action requests. As the focal point for organization HR actions and requests, S-1s must ensure personnel actions are complete and factual and monitor timely processing through appropriate channels.

Identification Documents

3-62. In order to ensure the S-1 is capable of providing ID document support during the early phases of military operations, it is critical that the very small aperture terminal and DEERS/RAPIDS equipment

accompany troops and is not shipped separately. Battalion S-1s are equipped to conduct personal identification number (PIN) resets to assist with the additional workload for establishing and/or resetting CAC PINs.

POSTAL OPERATIONS

3-63. Postal operations and services have a significant effect on Soldier and family morale. The Military Postal System (MPS) provides postal services to authorized personnel and activities overseas during normal and contingency operations. DOD Manual 4525.6M, DOD Postal Manual, and AR 600-8-3, Unit Postal Operations, provides mandatory policy and procedural guidance for postal operations management during military operations. Brigade and battalion S-1s have critical roles during various stages of the deployment, sustainment, and redeployment process in establishing, executing, and managing MPS support for deployed forces. Refer to FM 1-0, chapter 4, for brigade and battalion S-1 postal operations responsibilities and appendix D of this manual for the unit mail room checklist.

CASUALTY OPERATIONS

3-64. FM 1-0 and AR 600-8-1, Army Casualty Program, are the primary references for casualty operations. Casualty operations are conducted at each command level. However, the verification and reporting of casualties is a unit responsibility. DCIPS is the only authorized medium for reporting casualty information to organizations higher than brigade level. The unit receives casualty operations support from CLTs formed by HR company multifunctional HR platoons. Multifunctional HR platoons have the capability to form either CLTs or personnel accountability teams. CLTs are located at each major hospital and general officer command. Their mission is to maintain liaison with the supported unit by providing the casualty status of patients, and to verify and report casualty information to the theater of operations Casualty Assistance Center and the Soldier's unit. They also assist injured Soldiers in obtaining access to necessary services such as military pay, MWR, or other HR support services.

3-65. It is crucial that the S-1 maintain close coordination to ensure the timely flow of information is provided on casualties. In the event of any issues that may arise in obtaining support from the CLTs, units need to ensure the HROB in the supporting sustainment brigade is aware of all problems and are given an opportunity to resolve issues at the lowest level.

3-66. Army regulations require that all commanders, when practical, contact surviving family members within 1 week of a person's death, either telephonically or via alternate electronic means, to offer condolences and relay the full circumstances surrounding the death of a Servicemember. In addition, within 7 days of the incident, it is required that a letter of sympathy, condolence, or concern is prepared and dispatched upon confirmation of primary next of kin (NOK) notification. (See AR 600-8-1, chapter 8 and AR 600-34, paragraph 1-18b, for further information on roles and responsibilities for casualty operations.)

COORDINATE PERSONNEL SUPPORT

3-67. The coordinate personnel support core competency includes the subordinate key functions of MWR, command interest programs, and band operations. While many of the personnel support programs are executed by personnel or agencies external to the brigade, the S-1 and the G-1/AG has staff responsibility for program oversight for their units. For example, Army Air Force Exchange Service (AAFES) is operated by designated AAFES personnel and supported by the G-4 for transportation of AAFES products. Also, band support requests are routed through the G-1/AG or other agency as established. (See FM 1-0, chapter 5, for more information regarding MWR, command interest programs, and band operations).

CONDUCT HR PLANNING AND OPERATIONS

3-68. S-1 sections are key players in planning how HR operations are conducted in current and future military operations. The OPORD or OPLAN is the means by which the S-1 envisions a desired end state in support of the commander. It is also the primary method for developing, analyzing, and comparing courses of action (COAs) and then selecting the most favorable COA.

3-69. The leadership section of the S-1 is the lead in ensuring HR support is included in all OPORDs and OPLANs. When participating in the process, leadership elements must ensure the higher level OPORD or OPLAN is considered to ensure any priorities, milestones, or special processes are an integral part of the OPORD prepared by the S-1. Table 3-1 provides a template of the type of information that should be considered or included in OPORDs and OPLANs.

Table 3-1. Sample Template for Operations Plan/Operations Order

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

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

Time Zone Used Throughout the Order:

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

    a. (U) <u>Area of Interest</u>. *Refer to Annex B (Intelligence), as required.*

    b. (U) <u>Area of Operations</u>. *Refer to Appendix 2 (Operation Overlay) to Annex C (Operations).*

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

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

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

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

    e. (U) <u>Interagency, Intergovernmental, and Nongovernmental Organizations and Contractors who Deploy with the Force</u>. *Identify and describe organizations in the area of operations that may be entitled to or receive some level of HR support. List should include the role and responsibilities of each organization which impact HR support during the conduct of the operation.*

    f. (U) <u>Civil Considerations</u>. *Refer to Annex K (Civil Affairs Operations), as required.*

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

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

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

3. (U) <u>Execution.</u>

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

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

Table 3-1. Sample Template for Operations Plan/Operations Order

(a) (U) Personnel Accountability. *Describe how by-name management of the location and duty status is affected during each phase of the operation. Information should include the tracking the movement of personnel as they arrive at, and depart from, home station, aerial port of embarkation (APOE) / APOD, JOA, timelines for reporting changes to duty, and location of supporting personnel accountability teams.*

(b) (U) Strength Reporting. *List any information that affects the strength reporting of the unit. Strength reporting is the process of comparing by-name data (faces) against specified authorizations (spaces or in some cases requirements) to determine a percentage of fill. Information should include manning levels, critical MOS shortage, reporting requirements, timelines, and other information impacting on the operations.*

(c) (U) Personnel Readiness Management. *Describe personnel readiness issues that impact on current capabilities, future requirements, retention, and current readiness status (deployable and non-deployable) of assigned personnel.*

(d) (U) Personnel Information Management. *Describe all information that affects the personnel information available to commander to assist them in the decision-making process for HR functions and actions. Information should include the ID of systems, priorities, Non-Secure Internet Protocol Router Network (NIPRNET) / Secret Internet Protocol Router Network (SIPRNET) connectivity requirements, and system access and system availability.*

(2) (U) Provide HR Services. *List all HR services which directly impact a Soldier's status, assignment, qualifications, financial status, career progression, and quality of life. Information includes the functions of EPS, Postal, and Casualty operations.*

(a) (U) Casualty Operations Management. *Describe all actions relating to the production, dissemination, coordination, validation, and synchronization of casualty reporting. Information will include submission of casualty reports, notification of NOK, assistance to the NOK, line-of-duty determination, 15-6 investigation, disposition of remains and personal effects, military burial honors, casualty mail coordination, locations of supporting casualty liaison teams, casualty estimates (division and above), and timelines.*

(b) (U) EPS. *List each function that supports individual career advancement and development, proper ID documents, benefits entitlements, recognition of achievements, and service performance. Information should include awards and decorations, promotions, reductions, evaluations, military pay, leaves and passes, separations, line of-duty investigations, and other HR personnel action requests.*

(c) (U) Postal Operations. *Describe all information to support efficient postal operations or require significant logistics and planning for issues such as air and ground transportation, specialized equipment, secured facilities, palletization crews, mail handlers, and others. Include postal pickup and drop off times, hours of operations, special requirements for selling stamps; cashing and selling money orders; providing registered (including classified up to secret), insured and certified mail services; processing postal claims and inquiries, and other issues that impact mail operations (e.g., Christmas, voting).*

(3) (U) Coordinate Personnel Support.

(a) (U) Morale, Welfare, and Recreation. *Describe functions that affect MWR recreational and fitness activities, goods, and services. Include information on MWR augmentation, unit recreation, library books, sports programs, rest areas for brigade-sized and larger units and community support programs such as support for American Red Cross, AAFES, and the Family support program.*

Table 3-1. Sample Template for Operations Plan/Operations Order

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

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

3-70. During RIP operations, all or part of a unit is replaced in an area by the incoming unit at the direction of higher authority. Responsibilities of replaced elements for the mission and the assigned zone of operations are transferred to the incoming unit. The incoming unit continues the operation as ordered.

3-71. The RIP/TOA functions, missions, actions, and collective actions must be completed to effectively complete a RIP/TOA operation. Essential activities include information exchange and data requirements, training requirements, and the coordination necessary for a commander to prepare his/her unit for an impending mission while achieving situational understanding. When planning the RIP/TOA, be sure to

read and adhere to the SOPs of higher headquarters and remain open to ideas presented by the outgoing command team. During the predeployment site survey, obtain a copy of the outgoing unit's RIP/TOA after action review, which should suggest areas that must be included in the operation.

3-72. Development of an effective RIP/TOA timeline and task checklist aids in the incoming unit's readiness to take charge of the mission after the RIP/TOA is completed. Ensure to split the time available equally for the RIP/TOA. During the first half, the outgoing unit leads and the incoming unit observes. Midway through the process, the outgoing unit switches seats with the incoming unit, and the incoming unit works through the process. (For example, right seat leads; left seat observes.) The RIP/TOA operations are primarily designed to enable incoming units in conducting their METT-TC analysis.

3-73. S-1s must ensure personnel are knowledgeable of RIP/TOA requirements. S-1 sections assist with PA, SR, personnel actions, casualty reporting processes and requirements, and accessing their automated systems to enable smoother deployment transition and service. Brigade and battalion S-1 sections must provide guidance regarding the employment, supervision, and management of postal, HR, and financial management. S-1 sections also assist the command in filling personnel vacancies, requisitioning replacements, and cross-leveling Soldiers in units that are at less than their authorized strength.

3-74. Essential HR activities that should be integrated into the RIP/TOA timeline and completed between the incoming and outgoing S-1 sections include, but are not limited to, the following:

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

3-75. Other RIP/TOA non-core key activities include the following:

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

Appendix A

Deployment Cycle Support (DCS)

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

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

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

A-4. While commanders are responsible for the completion and documentation of the DCS process, the S-1 assists commanders in executing DCS. During the redeployment stage, the first O-5 in the chain of command certifies that the unit and/or eligible individuals completed DCS tasks. The gaining command is responsible for DCS tasks not completed for newly assigned and returning Soldiers, DA civilians, and their families.

A-5. The DCS process consists of seven stages. Tasks required by DCS emphasize the human dimension of mobilization readiness. The linkage to the ARFORGEN process in DCS explains the human dimension of what must occur during the ARGORGEN process. IAW AR 600-8-101, Personnel Processing (In-Out, Soldier Readiness, Mobilization and Deployment Processing), S-1 DCS tasks associated with each stage are discussed in the following paragraphs.

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

- Initiate DA Form 7631 (Deployment Cycle Support (DCS) Checklist).
- Ensure Soldiers receive training on the DD Form 93 and SGLI-series forms prior to updating these forms.
- Update DD Form 93 and the Interactive Personnel Electronic Records Management System (iPERMS).
- Complete Veterans Affairs (VA) Form SGLV 8286 (Servicemembers's Group Life Insurance Election and Certificate) and VA Form SGLV 8286A (Family Coverage Election and Certificate).
- After completing and uploading all DD Form 93 and SGLV updates to iPERMS, monitor their status in iPERMS to confirm all updates have been successfully posted.

- Verify Soldier eligibility for overseas deployment per AR 40-501, Standards of Medical Fitness; AR 614-30, Overseas Service; and combatant command guidance. Soldiers with permanent profiles must be processed IAW MAR2, MEB, and Physical Evaluation Board (PEB) procedures.
- Ensure Soldiers and family members are educated regarding the impact of personnel policies.
- Ensure Soldiers have processed and completed DA Form 5123 (In- and Out- Processing Records Checklist) and DA Form 5123-1 (In-Processing Personnel Record).
- Train and certify SSMs and VOs prior to deployment, set inventory level procedures, and update points of contact/addresses.
- Ensure Soldiers update DEERS/RAPIDS, as required.
- Issue CACs, ID tags, and reset CAC PINs (brigade and brigade equivalent units).
- Conduct final check to ensure Soldiers have processed correctly.

A-7. <u>Mobilization (Train-Ready).</u> Units or individuals are alerted for possible deployment and undergo preparation. Tasks consisting of personnel administrative actions, briefings, training, counseling, and medical evaluations are completed to ensure all Soldiers, DA civilians, and their families are prepared for extended deployments. S-1 emphasis during this DCS stage/ARFORGEN cycle are to—

- Ensure Soldiers receive training on the DD Form 93 and SGLI-series forms prior to updating these forms.
- Update and complete DD Form 93, VA Form SGLV 8286, and VA Form SGLV 8286A.
- After completing and uploading all DD Form 93 and SGLV updates to iPERMS, monitor their status in iPERMS to confirm all updates have been successfully posted.
- Verify Soldier eligibility for overseas deployment per AR 40-501, AR 614-30, and combatant command guidance. Soldiers with permanent profiles must be processed IAW MAR2, MEB, and PEB procedures.
- Ensure Soldiers and family members are educated regarding the impact of personnel policies.
- Ensure RC Soldiers are advised of the 18-year sanctuary policy.
- Train and certify SSMs and VOs prior to deployment, set Inventory Level procedures, and update points of contact/addresses.
- Ensure Soldiers update DEERS/RAPIDS, as required.
- Issue CACs, ID tags, and reset CAC PINs (brigade and brigade equivalent units).
- Conduct final check to ensure Soldiers have processed correctly.

A-8. <u>Deployment (Train-Ready).</u> Units or individuals deploy from CONUS or outside continental United States (OCONUS) installations into the designated JOA. Recurring personnel administrative actions are completed during the deployment stage. S-1 emphasis during this DCS stage/ARFORGEN cycle are to—

- Ensure Soldiers with permanent profiles are processed IAW MAR2, MEB, and PEB procedures.
- Ensure Soldiers update DEERS/RAPIDS, as required.
- Issue CACs, ID tags, and reset CAC PINs, as required.

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

- Ensure Soldiers with permanent profiles are processed IAW MAR2, MEB, and PEB procedures.
- Ensure Soldiers update DEERS/RAPIDS, as required.
- Issue CACs, ID tags, and reset CAC PINs, as required.

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

to be accomplished at home station. The successful reunion of families depends on proper preparation, including briefings, training, and counseling for spouse and family members. S-1 emphasis during this DCS stage/ARFORGEN cycle are to—

- Ensure Soldiers receive training on the DD Form 93 and SGLI-series forms prior to updating these forms.
- Update and complete DD Form 93, VA Form SGLV 8286, and VA Form SGLV 8286A.
- After completing and uploading all DD Form 93 and SGLV updates to iPERMS, monitor their status in iPERMS to confirm all updates have been successfully posted.
- Ensure Soldiers with permanent profiles are processed IAW MAR2, MEB, and PEB procedures.
- Ensure Soldiers update DEERS/RAPIDS, as required.
- Issue CACs, ID tags, and reset CAC PINs, as required.
- Conduct final check to ensure Soldiers have processed correctly.

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

- Ensure Soldiers receive training on the DD Form 93 and SGLI-series forms prior to updating these forms.
- Update and complete DD Form 93, VA Form SGLV 8286, and VA Form SGLV 8286A.
- Verify Soldier eligibility for overseas deployment per AR 40-501, AR 614-30, and combatant command guidance. Soldiers with permanent profiles must be processed IAW MAR2, MEB, and PEB procedures.
- Ensure Soldiers and family members are educated regarding the impact of personnel policies.
- Ensure RC Soldiers are reenrolled in Montgomery GI Bill and state tuition assistance programs.
- Ensure RC Soldiers are advised of the 18-year sanctuary policy.
- Ensure Soldiers update DEERS/RAPIDS, as required.
- Issue CACs, ID tags, and reset CAC PINs, as required.
- Conduct final check to ensure Soldiers have processed correctly.

A-12. <u>Reconstitution (RESET/Train-Ready).</u> Soldiers and DA civilians are reintegrated into their families, communities, and civilian jobs. The reconstitution stage begins after completing post-deployment recovery and personnel administrative requirements. S-1 emphasis during this DCS stage/ARFORGEN are to—

- Verify Soldier eligibility for overseas deployment per AR 40-501, AR 614-30, and combatant command guidance. Soldiers with permanent profiles must be processed IAW MAR2, MEB, and PEB procedures.
- Ensure Soldiers update DEERS/RAPIDS, as required.
- Issue CACs, ID tags, and reset CAC PINs, as required.

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

- the family readiness plan, including unit readiness goals, is updated.
- Ensur Soldiers "Taking Care of Business" and receiv a copy of the accompanying personal readiness checklist; and receive training on the DD Form 93 and SGLI-series forms.
- Counsel Soldiers on requirements to provide financial support payments to family members while deployed.
- Complete OERs, NCOERs, civilian evaluations, and awards, as required.
- Conduct Soldier counseling.
- Identify potential Soldier financial issues.

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

A-14. S-1/MPD tasks include (Note: Complete tasks marked with an asterisk only after verifying that the Soldier has viewed "Taking Care of Business" and received training on the DD Form 93 and SGLI-series forms), the following:

- Update DD Form 93. *
- Complete VA Form SGLV 8286 and VA Form SGLV 8286A. *
- After completing and uploading all DD Form 93 and SGLV updates to iPERMS, monitor their status to confirm all updates have been successfully posted.
- Verify eligibility for overseas deployment.
- Query for Soldiers who have record of a conviction of a misdemeanor crime of domestic violence (Lautenberg Amendment).
- Issue passports to DA civilians who are in receipt of deployment orders.
- Ensure incumbents of emergency essential positions fill out DD Form 2365 (DOD Civilian Employee Overseas Emergency-Essential Position Agreement).
- Advise RC Soldiers of 18-year sanctuary, as required.
- Reenroll Soldiers in the Montgomery GI Bill and State tuition assistance programs (RC Soldiers).
- Conduct MAR2, MEB, and PEBs, as required.
- Provide support to the S-3 relief in place/transfer of authority with the incoming S-1. Coordinate band support, if required, for transfer of authority ceremony.
- Coordinate with the S-4 to transfer S-1 stay behind equipment to the incoming unit.

A-15. Unit ministry team/installation chaplain tasks include the following:

- Conduct suicide awareness and prevention training.
- Identify families with reported stress/separation issues for follow-up.
- Facilitate small group discussion on deployment experiences.
- Conduct Operation READY reunion/reintegration training for redeploying Soldiers and DA civilians.
- Provide opportunity for spouses to take and complete marital assessment instrument.
- Provide opportunity for voluntary marriage education/enrichment workshops.

- Conduct predeployment resiliency training for leaders and junior enlisted Soldiers.
- Conduct post-deployment health reassessment (PDHRA) program resiliency training for Soldiers/unmarried couples.
- Conduct suicide intervention skills training for leaders and gatekeepers.
- Coordinate band bugle support with unit ministry team.

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

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

A-17. Military pay tasks include the following:

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

A-18. Legal assistance tasks include the following:

- Update wills.
- Provide powers of attorney.
- Provide counseling on civil matters.
- Provide counseling regarding support payments to military dependents.
- Provide counseling on family law matters.
- Provide information on taxes, transition entitlements, and legal rights under Servicemembers' Civil Relief Act.

- Provide RC personnel information on legal rights under Uniformed Services Employment and Reemployment Rights Act.
- Provide legal assistance to RC Soldiers for legal problems arising from, or aggravated by mobilization or deployment.
- Provide tax class/information to spouses.
- Process claims for personal property lost in shipment or while in storage.

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

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

Appendix B

Mobilization and Demobilization Considerations

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

CATEGORIES OF RC PERSONNEL

B-2. **Individual Ready Reserve (IRR).** IRR personnel are part of the Army's ready reserve and includes individuals who have had training, served previously in the AC or the selected reserve (such as a member of an Army Reserve unit), and may have some period of military service obligation remaining. Unlike new Soldiers, IRR personnel are seasoned, experienced Soldiers who can contribute significantly to the unit. IRR personnel are selectively used for military and civilian operations and may be mobilized to serve both as filler personnel and casualty replacements in active and reserve units, if needed.

B-3. **Selected Reserve.** These individuals serve a minimum of one weekend a month in a community-based Army Reserve unit, plus two weeks of annual training at an active Army installation or overseas.

B-4. **Individual Mobilization Augmentee (IMA).** An individual reservist attending drills who receives training and is preassigned to an AC organization, a Selective Service System, or a Federal Emergency Management Agency billet that must be filled on, or shortly after, mobilization. Individual mobilization augmentee's train on a part-time basis with these organizations to prepare for mobilization.

B-5. **Troop Program Unit (TPU).** TPU personnel are the heart and soul of the Army Reserve. These individuals typically train on selected weekends and perform annual training. Traditional (M-day) Soldiers are the bulk of the ARNG who perform monthly drills and annual training periods similar to the USAR TPU Soldier.

B-6. **Active Guard Reserve (AGR).** ARNG and USAR personnel who are on voluntary active duty providing full-time support to National Guard, Reserve, and AC organizations for the purpose of organizing, administering, recruiting, instructing, or training the RC. The AGR is one of three pools of reserve personnel in the selected reserve. These Soldiers are ordered to active duty with their consent for the purpose of organizing, administering, recruiting, or training the RC. These personnel provide units the ability for expansion and staff capability to meet wartime requirements. They conduct mandatory training annually and may be involuntarily called to active duty.

MOBILIZATION

B-7. Generally, mobilization consists of nine phases: preparation and planning; notification of sourcing; alert; home station; mobilization station; port of embarkation (POE); redeploy; reception and arrival at demobilization station (DMS); and reconstitution and reintegration. Each phase includes tasks that should be completed by the S-1. While there are no specific timelines to accomplish specific tasks during each phase, there are specific HR tasks associated with each phase. Each of these phases is discussed in the following paragraphs.

PHASE I: PREPARATION AND PLANNING

B-8. The preparation and planning phase includes many of the normal day-to-day efforts of RC units at their home stations. Brigade and battalion S-1s continue to conduct HR support for their Soldiers. They also ensure HR personnel are trained and cross-trained in the functions and tasks they will conduct during

active duty. Special emphasis should be on HR systems they will utilize during their mobilization. Examples include eMILPO, TOPMIS, RC LOD Module, RC Automation System (RCAS), SIDPERS-ARNG, DCIPS, Tactical Personnel System (TPS), and DTAS. For HR systems that operate on classified networks, coordination should be made with their higher headquarters to obtain training. This phase ends when units receive official alert notification. Preparation and planning include the following HR tasks:

- Maintain 100 percent accountability of personnel.
- Develop and refine the personnel and casualty estimate.
- Conduct Level 2 SRP processing.
- Complete DA Form 7425.
- Identify and verify nondeployable personnel; resolve or reassign prior to reporting to mobilization station. Soldiers with permanent profiles must be processed IAW MAR2, MEB, and PEB procedures.
- Conduct HR collective tasks and shared tasks training, as required.
- Ensure mail clerks obtain mail handlers certification.
- Provide ACS and FRG information, as needed.
- Identify Soldiers who have record of a conviction of a misdemeanor crime of domestic violence (Lautenberg Amendment).
- Issue CACs and ID tags, and reset CAC PINs (brigade and brigade equivalent units).
- Train personnel on the Deployment and Reconstitution Tracking System (DARTS).
- Update AEA codes for AC.
- Obtain stock of forms and award certificates.
- Update SOPs.
- Update rating schemes and ensure all required evaluation reports are processed and forwarded, as required.
- Identify and report replacement requirements.
- Update DD Form 93 and complete VA Form SGLV 8286 and VA Form SGLV 8286A.
- Maintain awareness of DA G-1 PPG for processing actions and HR functions.
- For the ARNG, medically nondeployable Soldiers are in the Standard Installation/Division Personnel System – ARNG (SIDPERS-ARNG) for tracking and processing. Coordinate with the rear detachment for follow up, tracking, and processing.
- The RC does not use DARTS; however, they are able to request it. RC units must train and utilize the mobilization planning data viewer subsystem of the RCAS to submit unit mobilization data to the DARTS system at the mobilization site.

PHASE II: NOTIFICATION OF SOURCING

B-9. This phase starts with receipt of notification of sourcing. Once received, RC commanders are supported by the Army Service Component Command (ASCC). The unit begins focusing on their mission essential task list with building the deployment training plan, and concentrates on manning and equipping to the mission requirements. Although this phase could be shorter or in conjunction with alert, the Army's goal for this period begins 24 months prior to mobilization depending on the contingency. Phase II ends upon receipt of official alert order. HR tasks during this phase include maintaining 100 percent accountability of all personnel.

PHASE III: ALERT

B-10. The alert phase starts following receipt of the official alert or mobilization order. The alert order is to precede the mobilization date by 12–24 months whenever possible. This phase includes those actions taken by units following receipt of an alert notification. Actions such as final screening of records, recruiting for mobilization, and cross-leveling of personnel are essential during the alert phase. This includes authority for man-day spaces funding from RC headquarters to pay additional unit members for full-time surge. Unit commanders must contact the receiving unit commander to determine mission

requirements in order to modify the unit's mission essential task list. Upon alert, unit commanders provide personnel data files to the mobilization station effective M-date (mobilization-date). The unit should review the mission, conduct a thorough predeployment mobilization brief, assess how the force should be packaged for deployment, and develop deployment plans. Commanders ensure completion of required DCS tasks during this phase and complete all identified premobilization tasks (to include training and Soldier readiness). This phase ends with the M-date at home station. HR tasks during this phase include maintaining 100 percent accountability of all personnel.

PHASE IV: HOME STATION

B-11. The home station phase begins on the effective date of unit M-Date and assumption of command by First Army at which the unit transitions from management under RC regulations to AC regulations (pay and promotion of activated RC Soldiers remains within the RC system). This phase includes movement to and ends with the arrival of the unit at its mobilization station. HR tasks during this phase include the followiing:

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

PHASE V: MOBILIZATION STATION

B-12. The mobilization station phase begins with arrival of the unit at its mobilization station and encompasses all actions necessary to assure the unit meets required deployment criteria to include the assurance of mission capability. Actions at the mobilization station include the processing of personnel and equipment and the actual accession of the unit into the active structure. This phase also includes any necessary individual or collective training as well as appropriate cross-leveling actions, SRP, and validation for deployment. This phase ends with the arrival of the unit at the APOE. Specific HR support functions include the following:

- Maintain 100 percent accountability of all personnel.
- Develop and refine the personnel and casualty estimate.
- Conduct personnel readiness operations to include Level 2 SRP processing.
- Complete DA Form 7425.
- Screen and cross-level personnel.
- Participate in USR process.
- Access personnel into the AC rolls/database.
- Coordinate with higher headquarters (G-1/AG) and, if replacing a deployed unit, coordination is made with the outgoing S-1.
- Prepare an initial manifest.

- Conduct collective tasks and other training, as required.
- Verify mail clerks completed mail handlers' certification.
- Provide ACS and FRG information, as needed.
- Coordinate with the MPD for reassignment for personnel not deployment eligible.
- Recheck CACs and ID tags; reissue as needed. (Note: CACs should not have an expiration date that is earlier than the deployment timelines, redeployment, demobilization, and reconstitution.)
- Prepare draft manifests.

PHASE VI: PORT OF EMBARKATION (POE)

B-13. This phase begins with the departure of the unit from its mobilization station and also serves as the first phase of deployment. The order, along with any additional guidance, is provided to appropriate subordinate commands, deploying units, and installations. The movement to the APOE phase involves moving units from their home installations/mobilization station to the APOE. This phase ends with departure of personnel and equipment from the POE and TOA to the ASCC. HR tasks during this phase include maintaining 100 percent accountability of all personnel.

PHASE VII: REDEPLOY

B-14. This phase begins with release of the unit from the tactical commander. Theater or Service operational requirements determine the schedule for delivering units and individuals to the appropriate DMS. Redeployment must support post conflict activities related to the strategic end state, the transition to peace and reconstitution. The Army Forces commander ensures redeployment scheduling visibility as quickly as possible. Commanders ensure completion of required DCS tasks (adjusting for split redeployment) during this phase. Phase VII ends as command of redeploying units passes from the supported combatant commander to the supporting force provider upon TOA. Specific HR support functions include the following:

- Maintain 100 percent accountability of all personnel.
- Conduct RIP/TOA operations.
- Ensure that Soldiers conduct PDHRAs.
- Ensure DD Form 214s are completed.
- Ensure release from active duty orders are completed.
- Complete all awards, LODs, and evaluations.
- Clear Soldiers record from the theater database (DTAS).
- Send Advance Team to the DMS.
- Begin yellow ribbon/welcome home warrior preparations.

PHASE VIII: RECEPTION AND ARRIVAL AT DEMOBILIZATION STATION

B-15. This phase begins at TOA for the returning unit. Installation commanders perform all demobilization and DCS tasks to include support for welcome home ceremonies prior to releasing units or individuals for movement to home station. The DMS completes all Defense Readiness Reporting System – Army (DRRS-A) required actions. This phase ends with departure from the DMS. Specific HR support functions include the following:

- Maintain 100 percent accountability of all personnel.
- Conduct reverse SRP processing.
- Clear Soldiers record from eMILPO.
- Request medical readiness processing (orders).
- Ensure Soldiers receive final pay.

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

B-16. The final phase of demobilization ends with release from federal service at the unit's home station or the Soldier's home of record. Units are returned to a pure RC status. Commanders ensure completion of required DCS tasks which transcend normal day-to-day force sustainment. Reintegration tasks may continue past the unit's return to RC status. Specific HR support functions include the following:

- Maintain 100 percent accountability of all personnel.
- Ensure Soldiers complete PDHRAs.
- Complete Soldier iPERMS transactions.
- Conduct yellow ribbon/welcome home warrior ceremony.

HR REAR DETACHMENT

B-17. One of the most important functions of the S-1 during deployments is ensuring HR support functions are conducted for personnel who are part of the rear detachment and for processing replacements received while the unit is deployed. Specific HR roles and responsibilities are outlined in, FM 1-0, appendix A.

REDEPLOYMENT/DEMOBILIZATION

B-18. Redeployment and demobilization tasks are identical to the DCS tasks listed in appendix A. Key to success is ensuring the DCS requirements and actions are properly planned, executed, and managed. While maintaining PA is a high priority, specific emphasis needs to be placed on tasks and actions included in the DCS checklist. Additional priority emphasis is on—

- Completing award recommendations.
- Completing all evaluation reports.
- Ensuring all required LOD investigations have been initiated or completed.
- Identifying Soldiers, DOD civilians, contractors, and multinational personnel assigned/attached who should redeploy individually.
- Completing DA Form 7425.
- Assisting unit commanders to prepare Soldiers for redeployment.
- Completing and submitting DD Form 1351-2 (Travel Voucher or Subvoucher).
- Identifying medical hold/warrior transition unit/community based warrior in transition unit Soldiers and coordinating with rear detachment for tracking.
- Briefing/coordinating with rear detachment on reintegration program requirements and timelines (that is, yellow ribbon programs).

S-1 OPERATIONAL TIPS

B-19. This section provides S-1 personnel lessons learned from previously deployed S-1s. While it targets RC units, active duty unit S-1s also benefit when they have RC Soldiers assigned or attached to their organization.

B-20. Soldiers mobilized to support OCONUS-based operations will have their initial mobilization orders published for 365 days or no more than 400 days to ensure maximum operational employment time in the JOA. Units with adjusted redeployment dates may need to obtain updated orders for RC personnel.

B-21. Units organized to serve as units must be activated as units. A unit is any group or detachment of one or more individuals organized to perform a particular function, whether or not such a group is part of a larger group. Individual Soldiers of the ready reserve may be ordered to active duty if they are not members of units organized to serve as units. During the period of active duty, ARNG and USAR forces are part of the active Armed Forces of the United States.

B-22. Involuntary mobilization orders should be published in order to reach Soldiers at least 180 days prior to their effective report date. Headquarters authorities will issue mobilization orders IAW AR 600-8-105, Military Orders, for RC individuals, units, or DUIC units.

B-23. Parent brigade-level headquarters are responsible for ensuring fill of their colocated subordinate units. HRC fills geographically separated/dispersed elements from the parent brigade-level headquarters through inbound assignments or by cross-leveling on the installation.

B-24. S-1 sections need to ensure all LOD investigations are completed for RC Soldiers who incur, aggravate, or receive medical treatment for a medical condition while on active duty. For RC Soldiers, LODs must be processed electronically through the approved LOD module. Ensure RC Soldiers have hard copies of all evaluations; LOD investigations (DA Form 2173) for all medical conditions incurred, aggravated, or treated while on active duty; and awards/badges.

Appendix C

S-1 HR Systems

C-1. Figure C-1 reflects the HR systems and software that S-1s are required to access and operate.

HR Automation Systems

- **Army Disaster Personnel Accountability and Assessment System (ADPAAS)**
- **Army Records Information Management System (ARIMS)**
- **Common Operational Picture Synchronizer (COPS)**
- **Defense Casualty Information Processing System (DCIPS)**
- **Defense Enrollment Eligibility Reporting System (DEERS)**
- **Deployed Theater Accountability Software (DTAS)**
- **electronic Military Personnel Office (eMILPO)**
- **Enlisted Distribution and Assignment System (EDAS)**
- **Human Resources Command User Registration System (HURS)**
- **Integrated Total Army Personnel Database (ITAPDB)**
- **Interactive Personnel Electronic Record Management System (iPERMS)**
- **Interactive Web Response System (IWRS)**
- **RC Line of Duty (LOD) Module**
- **Real-Time Automated Personnel Identification System (RAPIDS) - Deployable**
- **Regional Level Application Software (RLAS)**
- **Reserve Component Automation System (RCAS)**
- **Standard Installation / Division Personnel System – ARNG (SIDPERS-ARNG)**
- **Tactical Personnel System (TPS)**
- **Total Army Personnel Database (TAPDB)**
- **Total Officer Personnel Management Information System II (TOPMIS II) / electronic Total Officer Personnel Management Information System (eTOPMIS)**

NOTE: Access to RLAS, RCAS, or SIDPERS-ARNG is only required if RC Soldiers are assigned or attached.
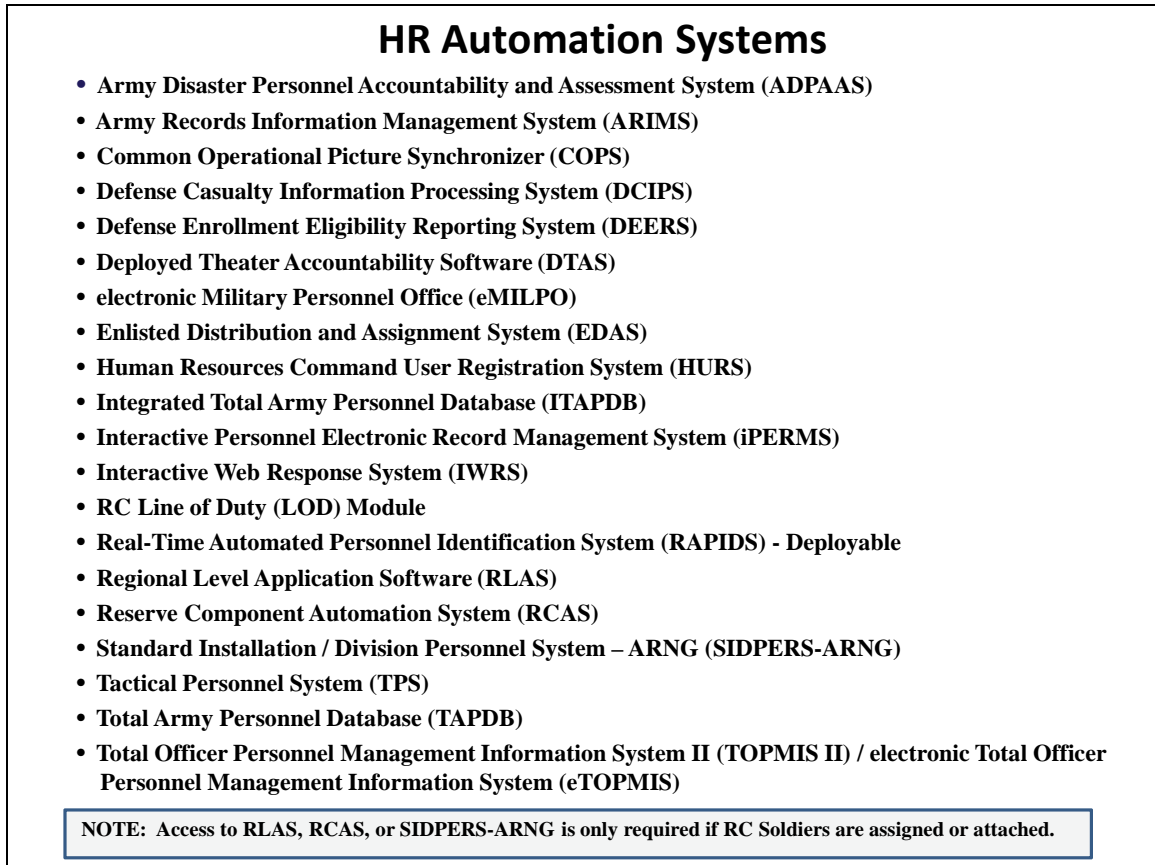
Figure C-1. HR Automation Systems

HR AUTOMATION SYSTEMS

C-2. The brigade and battalion S-1 are at the tip of the spear for Army-wide PIM execution and require a team of HR professionals who are competent with automated HR systems and understand how HR functions and tasks are processed or conducted. As stated earlier, it is critical for S-1s to ensure their personnel are cross-trained on all HR systems and processes. Specific HR automation systems used by S-1s within the brigade and battalion are discussed in the paragraphs below.

C-3. **Army Disaster Personnel Accountability and Assessment System (ADPAAS).** The ADPAAS is the Army's official tool for reporting the status of PA subsequent to a natural or man-made catastrophic event. The ADPAAS is a web-based, user friendly system to determine the status and whereabouts of Soldiers, DOD civilians, OCONUS contractors, and family members. The ADPAAS is designed to meet

the policy requirements outlined in DOD Instruction 3001.02, Personnel Accountability in Conjunction with National Emergencies or Natural Disasters, which requires each Service component to provide the most expeditious accountability of designated personnel categories following a disaster. Key information for S-1s to remember includes the following:

- After an emergency, all Army-affiliated personnel affected by the emergency (Soldiers, family members, and civilian employees) are to report their status to their command at the first available opportunity. This provides commanders a means to assess the impact of the disaster on Soldiers and their families and to provide assistance where needed.

- ADPAAS is a web-based system and does not require any software installation. Family members, Soldiers, and DOD civilians can use the secure website to update and view personal records. It can be accessed from work or home from any internet browser; a CAC-reader is not required.

C-4. **Army Records Information Management System (ARIMS).** The ARIMS is a system for identifying, arranging, and retrieving Army records for reference and disposition according to a directive, usually an AR or DA pamphlet, which prescribes their creation, maintenance, and use. It focuses on the management of long-term and permanent records and allows the business process to manage short-term records. It addresses only the record copy of information; all other copies of the same information may be disposed of when no longer needed for business not to exceed the time that the record copy is kept. The ARIMS simplifies recordkeeping; shifts retention and disposition burdens to records holding areas; improves records processing for deployed units in contingency operations; and provides a host of support services and automated tools on the web.

C-5. **Common Operational Picture Synchronizer (COPS).** The COPS is a web-based tool designed to give HR strength managers and commanders the capability to view AC officer and enlisted personnel strength and authorization information. This is the same system and data that can be viewed by the DMSL managers at HRC. The COPS provide a drill down capability to information at the specialty, grade, ASI, and skill qualification identifier level of detail. In addition, it also provides the capability to drill down assigned strength to the individual Soldier level. The COPS compares strength data acquired from the TAPDB and authorization data from the Total Army Authorization Documentation System, and provides a manning view of assigned versus authorized strengths by UIC level of detail. Key information for S-1s to remember includes the following:

- Access to COPS is through the AKO portal.
- Provides HR personnel at all levels the ability to view same manning data.
- Provides number of assigned and authorized personnel by UIC.

C-6. **Defense Casualty Information Processing System (DCIPS).** The DCIPS is the automated system used to report casualty data. The system is employed by HR units, typically CLTs, brigade and brigade-level (STB) S-1 sections, and G-1s performing casualty reporting missions. When adequate Nonsecure Internet Protocol Router Network (NIPRNET) access is available, the web-based component of DCIPS should be used for casualty reporting. Gaining access and configuring the web-based component of DCIPS requires prior coordination with CMAOC and the casualty reporting chain-of-command. The web-based component of DCIPS is available on NIPRNET only.

C-7. When adequate NIPRNET access is not available, the DCIPS Forward component of DCIPS must be used. DCIPS Forward provides a standalone capability for units to record and report casualties. Since DCIPS Forward is a standalone application, it may be used on the Secret Internet Protocol Router Network (SIPRNET). However, casualty reports created on SIPRNET eventually must be declassified and reentered into DCIPS on the NIPRNET. Brigade, brigade-level (STB) S-1s and G-1s are required to coordinate with HRC and HRSC before deploying to ensure they have the most current version of DCIPS Forward. Additionally, HR units serving as deployed casualty assistance centers must coordinate with CMAOC to ensure they have access to all required components of DCIPS.

C-8. **Defense Enrollment Eligibility Reporting System (DEERS).** The DEERS is an automated system that maintains personnel and benefits information for active, retired, and reserve uniformed Service personnel; eligible family members of active, retired, and reserve uniformed Service personnel; DOD Service personnel; and DOD contractors requiring logical access. The DEERS is used to verify eligibility when producing ID cards (RAPIDS and CACs). The DEERS supports benefit delivery including medical,

dental, educational, and life insurance. In addition, DEERS enables DOD e-business, including identity management, and reduces fraud and abuse of government benefits and supports medical readiness. Key information for S-1s to remember include the following:

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

C-9. **Deployed Theater Accountability Software (DTAS).** The DTAS is used to establish and maintain PA in a JOA. The DTAS is a classified system fielded to all S-1 organizations in the JOA. It provides S-1 personnel and their commanders with a tool to accurately account for and report military and civilian personnel. This capability is critical for immediate and future operations. Key information for S-1s to remember include the following:

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

C-10. **electronic Military Personnel Office (eMILPO).** The eMILPO is a web-based application designed to provide the Army with a reliable, timely, and efficient mechanism for performing personnel actions, PA, and SR. The eMILPO is utilized by S-1s at all levels and is the mechanism for updating active duty Soldier information at the top of the system. The eMILPO transactions establish or update the various TAPDB and ultimately (daily) the ITAPDB at HRC. The eMILPO modules allow users, HR managers, and commanders visibility of the location, status, and skills of their Soldiers from both HQDA-levels down to unit-level. S-1 key reports include the following:

- Personnel asset visibility report.
- Personnel grade strength report.
- Enlisted promotion reports (AAA 117 & AAA 294).
- Multiple readiness report and individual data queries for Soldier information.
- Unit personnel accountability report (AAA 162).
- HR authorization report (HRAR).
- Personnel accountability notice (AAA 165).
- Good conduct medal suspense report (AAA 199).
- AWOL report (AAA 160).
- Suspense of favorable actions (FLAG) report (AAA 095).

C-11. **Enlisted Distribution and Assignment System (EDAS).** The EDAS is a real-time, interactive, automated system which supports the management of the enlisted force. Assignment and distribution managers in HRC use EDAS to create requisitions and process assignments, to create and validate requisitions, and to add or modify requisitions. It also provides enlisted strength management information. Installations primarily use eMILPO to update data on TAPDB – Active Army Enlisted. Key information for S-1s to remember include the following:

- Units use EDAS to create enlisted requisitions and to read data that they are authorized; for example, information on Soldiers assigned to their commands and incoming personnel.
- Soldiers cannot be on assignment instructions if it has not been processed through EDAS. Date of notification is not official confirmation.
- Some EDAS functions cannot be completed unless the information in eMILPO has been updated.

C-12. **Human Resources Command User Registration System (HURS).** The HURS is a web-based application used by unit administrators to request access to HRC controlled databases and automated

systems (does not support requests for eMILPO access). Key information for S-1s to remember include the following:

- User access is at: https://hurs.army.mil/hurs.
- A HURS account must be established to access TOPMIS II, eTOPMIS, EDAS, and COPS.
- Each brigade-level S-1 organization must have a HURS account. S-1s may further delegate sponsor privileges to any individual assigned to their personnel processing activity code.

C-13. **Integrated Total Army Personnel Database (ITAPDB).** The ITAPDB integrates individual records from the five physical TAPDB databases into a single physical database. Ownership rules determined by the three Army components are applied, so ITAPDB shows which component "owns" the Soldier at the time the records are loaded.

C-14. **Interactive Personnel Electronic Records Management System (iPERMS).** The iPERMS is the repository of official military personnel files for all active Army personnel (includes active duty, USAR, and ARNG). Key information for S-1s to remember include the following:

- The MHRR replaces the official military personnel file and contains a copy of all permanent documents.
- Documentation must be placed into the Soldier's MHRR IAW AR 600-8-104. For family members, accuracy of information is critical for NOK notification.
- "One system" for all components.

C-15. **Interactive Web Response System (IWRS).** The IWRS provides information to a variety of users (individuals, S-1s, HR managers, and commanders) to facilitate an effective evaluation system. The IWRS reflects administrative information on OERs for all officers, regardless of component, and NCOERs on AC and RC NCOs. The IWRS allows visibility of evaluation administrative information for OER/NCOERs once received at HRC using a variety of report formats. Examples of report formats include individual look up by social security number, senior rater reports, evaluation statuses by UIC/Personnel Services Battalion-Unit of Action code/command/state, and OER late reports. Reports are sorted by the date they are received at HRC.

C-16. **RC Line of Duty (LOD) Module.** Provides a web-accessible comprehensive, user-friendly tool for use at units, Joint Force headquarters, regional support commands, United States Army Reserve Command, NGB, and CMAOC to administer and manage LOD determinations, incapacitation pay, medical care, and safety programs. The LOD Module helps the user organize the materials needed to complete the electronic DA Form 2173 or DD Form 261 (Report of Investigation Line of Duty and Misconduct Status), transfer forms electronically to the next step, and track LOD investigation actions. Information available via the Medical Operating Data System pre-populates data fields where appropriate. Improved security occurs with the digital signature of specified data elements using a CAC.

C-17. **Real-Time Automated Personnel Identification System (RAPIDS) - Deployable.** The deployable RAPIDS workstation is a laptop version of a fixed RAPIDS workstation designed for use in both tactical and nontactical environments. It provides the brigade S-1 with the ability to provide DEERS updates and issue CACs to Soldiers at home station or in a deployed environment. The deployable workstation also provides the brigade S-1s with a CAC PIN reset capability. This system only works when connected to DEERS and has the same operational capability as the standard desktop version of the RAPIDS workstation.

C-18. The SSM is vital to operation of a RAPIDS site. The Defense Manpower Data Center (DMDC) relies heavily upon the RAPIDS SSM to provide the leadership needed to operate a RAPIDS workstation and to ensure that only eligible individuals receive DOD personnel and medical entitlements as well as to safeguard access to DOD systems and facilities. The SSM is responsible for the following key areas of operation: policy and procedure compliance; operator and site administration; documentation and training compliance and cardstock and consumables support. The DMDC requires two certified SSMs per site to allow continuity of operations for on-demand application overrides and additional application activities that only SSMs have role-based access to support when maintenance or communication issues arise. Additionally, SSMs may need to coordinate with the S-6 or supporting firewall and network administrator,

and/or technical staff to ensure that adequate local area network connection and firewall port access are available to accommodate the RAPIDS deployable system.

C-19. Key to successful operation of the deployable RAPIDS workstation is its continued utilization in both tactical and nontactical environments. System operators maintain proficiency and certification as well as maintain the RAPIDS workstation with up-to-date software upgrades and system security patches.

C-20. Brigade S-1s must ensure two SSMs are appointed in writing, along with a minimum of two VOs, and are trained on how to use the deployable RAPIDS. The RAPIDS SSMs and VOs must complete the web-based training certification courseware prior to issuing cards on the system. The certification courses are available from any CAC enabled workstation at https://learning1.dmdc.osd.mil.

C-21. **Regional Level Application Software (RLAS).** RLAS is used by the USAR and is a client-server web-enabled application for the management of personnel and resources. RLAS shows overall readiness posture of the unit by Soldier and generates TAPDB – Reserves transactions and electronically transmits the data to HRC.

C-22. **Reserve Component Automation System (RCAS).** RCAS is an automated information system that supports commanders, staff, and functional managers in mobilization, planning, and administration of the Army's RC forces. It is primarily an ARNG system, but the USAR uses some mobilization modules. It is a web-based information system that provides visibility of personnel management data, tools for retirement points accounting, and mobilization planning. Unit-level personnel can view all data for Soldiers assigned. Key information for S-1s to remember include the following:

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

C-23. **Standard Installation/Division Personnel System – Army National Guard (SIDPERS-ARNG).** SIDPERS-ARNG performs functions similar to those performed in eMILPO for the AC. It is the ARNG's database of record for personnel – each of the 54 states/territories maintains its own database. Each state transmits their updates to NGB and the NGB loads these state-level changes into TAPDB – Guard. Key information for S-1s to remember include the following:

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

C-24. **Tactical Personnel System (TPS).** TPS is a standalone database that provides an ad hoc ability to create a temporary system to account for unit personnel. TPS has limited ability to perform robust PA or SR and is used primarily to create manifests for transportation by air. TPS is capable of producing automated manifests that can be loaded in Air Force manifesting systems and DTAS. Key information for S-1s to remember include the following:

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

C-25. **Total Army Personnel Database (TAPDB).** TAPDB is the Army's corporate HR database. It is implemented as five separate databases: TAPDB – Guard for the Headquarters, National Guard; TAPDB-Reserves; TAPDB – Active Army Enlisted; TAPDB – Active Army Officer; and TAPDB – Civilian.

C-26. **Total Officer Personnel Management Information System II (TOPMIS-II)/electronic Total Officer Personnel Management Information System (eTOPMIS).** Brigade and battalion S-1s use TOPMIS for officer/warrant officer information retrieval and data query functionality. TOPMIS has two subsystems: TOPMIS II and electronic TOPMIS (eTOPMIS).

C-27. TOPMIS II is a Microsoft Windows-based program, intended to provide the user with friendly point and click screens, and easy access to data. TOPMIS II, with its web-based interface, allows users' real-time access via the Internet from any location worldwide. TOPMIS II also updates all officer/warrant officer records for selected data points. Deploying units must ensure Soldiers have requested access from HRC and that they have received the prerequisite training on TOPMIS II. The CITRIX application is required before TOPMIS II can be accessed. HR Soldiers can request passwords simultaneously for both CITRIX and TOPMIS II. Assignment and distribution managers at HRC use TOPMIS II to create/validate requisitions and process assignments. It is also used by HQDA/Army Commands / Installations to manage officer strength and distribution of officers and to maintain officer record data on the TAPDB – Active Army Officer. Key reports and outputs include officer record briefs, request for orders, multiple individual queries, and unit officer strength reports.

C-28. eTOPMIS is a read-only system and requires access clearance just like TOPMIS II. eTOPMIS allows users the opportunity to pull officer/warrant officer information, such as officer records briefs, promotion orders, and request for orders. Additionally, users are able to retrieve senior enlisted promotion orders from eTOPMIS.

OTHER AUTOMATION SYSTEMS

C-29. **Medical Protection System (MEDPROS).** In addition to the HR systems listed above, S-1s need access to the MEDPROS. MEDPROS is a medical system which provides S-1s and their commanders with a real-time, worldwide system to monitor and assess the medical readiness and deployability for Soldiers in their respective unit. MEDPROS is accessible to the brigade surgeon to assist in planning and executing Army Health System operations and to provide commander's with medical situational awareness. The S-1 can use MEDPROS to track DOD individual medical readiness requirements. MEDPROS provides commanders and S-1 staffs with comprehensive reports to assess the medical readiness for their Soldiers. MEDPROS tracks the following individual medical readiness requirements:

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

C-30. MEDPROS reports are color coded as red, amber, and green to provide the commander with an immediate glance to unit readiness. A particular key module for an S-1 to utilize is the USR report tool module. The MEDPROS USR tool was built to assist commanders and staff with completing the USR. The report and data the tool provides should be used when preparing the USR and can be turned in with the USR as supporting documentation of the unit's medical readiness. Users can access MEDPROS for read only or read/write capability. Individuals that only require read only access can request a logon and password from the MEDPROS homepage.

C-31. **Net Unit Status Reporting (NetUSR).** The NetUSR is a web-based Army readiness input tool that enables HR users to import current readiness, status information, and data on their unit(s) from official sources and assists HR users in preparing and submitting readiness status reports into the DRRS-A. The

DRRS-A is a "Commander's Report" that provides enhanced features that directly links users to respective Army authoritative databases and provides user-friendly web-based input tools to ease report submission.

C-32. **Synchronized Pre-deployment and Operational Tracker (SPOT).** SPOT is designated as the joint enterprise contractor management and accountability system. SPOT maintains by-name accountability for all contractors. The contractors authorized to accompany the force (CAAF) coordination cell is attached to the Army field support brigade and assists in establishing and maintaining the tracking and accountability of all CAAF and other contractors as directed. The Army field support brigade reports SPOT, CAAF, and other contract employee data as directed, who incorporates contractor numbers in their reports to the HRSC and the ASCC G-1/AG. The ASCC G-1/AG is responsible for developing PA and reporting policies for contractors. The HRSC, G-1/AGs, and S-1s execute these policies. G-1/AGs monitor the accountability process to ensure subordinate units are properly executing the accountability process. (See FMI 4-93.41, Army Field Support Brigade Tactics, Techniques, and Procedures, and JP 4-10, Operational Contract Support, for additional information on SPOT.)

C-33. **Army Battle Command System (ABCS).** ABCS integrates the C2 system found at each echelon, from ground force component commanders at the JOA to the individual Soldier or weapons platform. ABCS supports the mission by integrating the automation systems and communicates with the functional link at strategic and tactical headquarters.

C-34. **The Force XXI Battle Command Brigade and Below (FBCB2).** FBCB2 is a major component of ABCS and system supports lower-echelon battle command tactical mission requirements such as—

- Real-time situational awareness for commanders, staff, and Soldiers.
- Integrated logistics support.
- Graphical displays with friendly and enemy unit locations.
- Common operating picture of the operations area.

C-35. **Contractor Verification System (CVS).** CVS is a web-based tool used to gather information to verify eligibility for issuing CACs to authorized contractors. CVS is accessible from any computer with a web browser and was created to provide increased control in who may apply for a CAC; eliminates data reentry; and provides real-time information about DOD contractors. (Note: There is a distinction between contractors eligible for a CAC and others needing physical access that are issued a local contractor's ID.)

C-36. **Director's Strength Readiness Overview.** An ARNG web-based analysis tool that provides an accurate picture of a state or unit's strength posture with drill-down capability.

C-37. **Information Management and Reporting Center System.** A tool used by the ARNG for education and incentive tracking that includes tracking of bonuses.

This page intentionally left blank.

Appendix D

S-1 Assessment Checklist

D-1. This appendix provides a checklist for brigade, brigade-level, and battalion S-1s to assist them in assessing the effectiveness of S-1 operations. This list is not all inclusive, but should be used by S-1s as a guide.

MAN THE FORCE

☐ Is the S-1 properly manned in order to have the capability to perform 24 / 7?

☐ Do all S-1 personnel understand how the S-1 contributes to the mission of the unit?

☐ Are S-1 personnel trained on HR doctrine, HR core competencies, and subordinate key functions?

☐ Do S-1 personnel understand the overall mission of the S-1 and the role of each team member?

☐ Are S-1 personnel knowledgeable of the mission of subordinate units and of their higher headquarters?

☐ Do S-1 personnel understand the ARFORGEN cycles and what the key S-1 functions are during each force pool (RESET, train-ready, and available)?

☐ Do S-1 personnel understand how S-1 support is conducted in garrison and while deployed?

☐ Are S-1 personnel aware of the specific tasks performed during the DCS process?

☐ When cross-leveled RC Soldiers return to their home station unit following a deployment, does the home station S-1 coordinate those Soldiers' attendance at Yellow Ribbon training and events?

PERSONNEL READINESS MANAGEMENT (PRM)

☐ Has an SOP been established?

☐ Has a link been established with HRC for brigade replacement personnel?

☐ Are critical positions (billets) identified?

☐ Are deployment operational timelines confirmed with G-3, HRC, and S-3?

☐ Is PRM being managed for subordinate units?

☐ Is a distribution fill plan established based on manning guidance and commanders priorities?

☐ Are Soldiers properly distributed to subordinate units?

☐ Has the manning status in subordinate units been verified?

☐ Is the brigade S-1 in contact with HRC on issues of training, gender, ASI, or other special instructions?

☐ Have replacement priorities, based on current and forecasted readiness status and commander's intent, been coordinated with the S-3?

☐ Has the commander been advised on the personnel readiness status (current and projected) of subordinate units to include key leaders, critical combat squads, crews, and teams?

☐ Has the S-1 projected personnel requirements, based on current strength levels, projected gains, estimated losses, and the projected number of Soldiers and Army civilians returning to duty from MTFs?

☐ Are losses monitored (for example, combat, noncombat, Uniform Code of Military Justice actions, administrative separations, medical, MAR2s, MEBs, and PEBs)?

☐ Have nonavailable or nondeployable Soldiers been identified, issues resolved, or have the Soldiers been reassigned to nondeploying units?

☐ Have policy and procedures for the call forward of replacements been established?

- Have equipment requirements for replacement personnel been coordinated with the S-4?
- Is SRP processing managed to validate individual readiness and ensure visibility through updates to appropriate HR systems and databases?
- Are Soldiers properly utilized, distributed, and slotted?
- Are critical personnel requirements reported by the brigade to HRC for individual Soldiers and/or teams?
- Does the S-1 monitor and reconcile strength deviations?
- Are UIC hierarchies managed through various databases to ensure an accurate readiness common operational picture to the national HR provider?
- Is PRM included in all OPORDs and OPLANs?
- Have RC Soldiers completed civilian employment information annually and during premobilization (except AGRs)?
- Does the S-1 conduct a final check of Soldier's in-processing to ensure nondeployment conditions are corrected or reported to the commander?
- Does the S-1 follow-up on all suspense actions required for Soldier's readiness processing requirements?
- Are Soldiers identified who arrive to the unit with high personnel tempo (PERSTEMPO) historical report and identified as high deployers?

Unit Status Reporting

- Has an SOP been established?
- Is the nonavailable listing with the correct nonavailable codes (which match what is reported on Net USR) submitted via email prior to arrival at G-1/AG for USR?
- Is the critical MOS shortage list (top 10) submitted on the most recent USR in the order of priority, which match what is listed on the commander's letter?
- Does the critical MOS shortage list provide a statement of operational impact if MOSs are not filled?
- Does the eMILPO database match the Net USR Personnel Report for USR?
- Are units checking their replacement UIC account daily?
- Is the monthly G-1/AG USR prescrub attended by a knowledgeable brigade S-1 representative (for example, strength manager, OIC, NCOIC)?
- Are the MTOE/TDA used to determine required strength?
- Does the required strength exclude augmented TDA for non-TOE positions?
- Does the required strength include authorized Professional Officer Filler Information System (PROFIS) personnel?
- Is the assigned strength percentage determined by comparing assigned versus required strength?
- Are PROFIS personnel assigned to required PROFIS positions?
- Is the assigned strength adjusted to the "as of" date of the USR (15th of the month)?
- Is a list of nonavailable personnel, by name and condition, maintained?
- Is available strength percentage based on a comparison of available strength and required strength?
- Are PROFIS personnel included in available strength?
- Is MOS qualified percentage based on a comparison of available strength and required strength?
- Does MOS qualified exceed available strength?
- Are officers counted on a one-for-one basis?
- Are personnel in over-strength skills being reported as excess in NetUSR?
- Have procedures been established for identifying available personnel for squad crew manning?

PERSONNEL ACCOUNTABILITY (PA)

- ☐ Has an SOP been established?
- ☐ Is 100 percent PA being maintained?
- ☐ Are appropriate HR databases updated as changes occur?
- ☐ Are higher headquarters PA policies and procedures being conducted in prescribed timeframes?
- ☐ Is PA being maintained for in-transit personnel at APOE/APOD during theater of operations entry, during military operations, and redeployment?
- ☐ Are rear detachment personnel maintaining 100 percent accountability of nondeployed personnel?
- ☐ Is AEA code information processed and monitored for the AC?
- ☐ Are duty status changes and changes in locations made as soon as the change becomes effective and is the S-1 made aware of the change (for example, return to duty, R&R, leave and pass, hospital)?
- ☐ Do S-1 personnel have access to HR systems and do they have the appropriate permission level to conduct PA?
- ☐ Are unit accountability reports and unit PA notices monitored and processed daily?
- ☐ Are S-1s producing the AAA-162 report twice monthly to reconcile with the PA system (USR and end of month)?
- ☐ Are suspension of favorable actions management, reports of absent without leave (AWOL), and good conduct medal reports being monitored and processed monthly?
- ☐ Are DA Form 4187s (Personnel Action) completed and eMILPO transactions submitted on AWOL Soldiers?
- ☐ Have DA Form 1506 (Statement of Service – for Computation of Length of Service for Pay Purposes) and appropriate transactions been properly calculated and submitted to reenlistment for Soldiers who return from AWOL/dropped from the rolls (DFR) status to reflect service computation adjustments?
- ☐ Does the S-1 maintain a copy of the latest PAI with the proper documentation attached?
- ☐ Was the PAI completed within 5 duty days of the muster formation?
- ☐ Are Soldiers properly in-processed and out-processed by the installation prior to reporting or departing the unit?
- ☐ Are S-1s and units completing in-processing as required by DA Form 5123-1, section B?
- ☐ Is the DA Form 647 or 647-1 (Personnel Register) being maintained?
- ☐ Does the S-1 obtain a copy of the Soldier's orders, verify unit of assignment, and have the Soldier sign in on DA Form 647 or 647-1?
- ☐ Do S-1 personnel understand procedures on how to input transactions on mass arrivals or on a group of Soldiers assigned to same UIC?
- ☐ Are Soldiers being slotted in valid positions as part of the arrival transaction process?
- ☐ Does the S-1 ensure the current MTOE document is correctly reflected in the HR database?

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

- ☐ Has an SOP been established?
- ☐ Do commanders conduct an immediate inquiry to determine Soldiers true status?
- ☐ Are DA Form 4187s (Personnel Action) completed and eMILPO transactions submitted on AWOL Soldiers within 24 hours after scheduled return date?
- ☐ Do PIM records reflect AWOL/DFR status?
- ☐ Is the provost marshal notified after 24 hours of Soldier's absence and provided information which could lead to early apprehension?
- ☐ Did the S-1/unit commander initiate a FLAG immediately upon determination that a Soldier was AWOL?

☐   Did the S-1 prepare a letter notifying the absentee's NOK by the 10th day of absence?

☐   Did the S-1 drop the Soldier from the rolls at 0001 on the 31st consecutive day of AWOL?

☐   Did the S-1 submit a DFR transaction?

☐   Is a DA Form 4187 prepared for DFR?

☐   Has DD Form 553 (Deserter/Absentee Wanted by the Armed Forces) been forwarded to the local provost marshal office?

☐   Is DD Form 458 (Charge Sheet) completed and forwarded along with DFR packet to the brigade S-1?

☐   Did the brigade S-1 forward the original copy of the DFR packet within 48 hours to the United States Army Deserter Information Point, Fort Knox, Kentucky, after Soldier had been placed in a DFR status?

☐   After a Soldier is DFR, did the S-1 coordinate with the SCMO to have the Soldier's belongings inventoried and coordinate with S-4 to have personnel belongings secured and unit equipment returned to supply?

☐   Are files maintained IAW AR 25-400-2?

STRENGTH REPORTING (SR)

☐   Has an SOP been established?

☐   Does the S-1 collect, analyze, update, and report personnel strength information to G-1/AG or higher headquarters?

☐   Does the S-1 monitor duty status change information (that is, present for duty, wounded in-action, killed in-action, missing in-action) and update the personnel database and HR management systems?

☐   Are error reconciliation and deviation corrections resolved between eMILPO/RLAS/SIDPERS and TAPDB and between DTAS and the manual PERSTAT?

☐   Are DTAS and other HR systems updated daily or as required?

☐   Are PERSTAT/joint PERSTATs submitted to higher headquarters?

☐   Are personnel summary and personnel requirements reports submitted when required by higher headquarters?

☐   Has the S-1 coordinated with the rear detachment, appropriate staff sections, and external agencies for information on casualties, patient tracking, and stragglers to ensure the database is updated?

☐   Does the S-1 plan and coordinate for connectivity for secure and nonsecure data systems, as well as access to secure voice communications systems?

☐   Is manifesting conducted at ports of embarkation and ports of debarkation and is the information entered into the theater of operations database?

Enlisted Strength Management

☐   Has an SOP been established?

☐   Has access to EDAS been established?

☐   Are enlisted Soldiers assigned to duty positions IAW established DA priorities?

☐   Are Soldiers assigned in the primary MOS at the same rank or up to two ranks higher (normal progression in the MOS career pattern)?

☐   Are nonbonus, first-term Soldiers slotted in their primary MOS during their first term of service or through the first 12 months after completion of advanced individual training?

☐   Are exceptions to the above based on urgent military requirements and are they limited to no more than 90 days, except during combat?

☐   Have Soldiers in the organization been assigned a position number on the HRAR?

☐   Are Soldiers being carried in position 9992 longer than 7 days after arrival?

☐ Are eMILPO data transactions submitted?

☐ Is the current MTOE document correct in eMILPO?

☐ Are Soldiers double slotted or carried in position 9999?

☐ Is reconciliation retained for 1 month then destroyed?

☐ Are commanders familiar with the child Soldier protocol (that is, under 18 years of age) to the United Nations Convention? If so, have they been identified?

☐ Are Soldiers that are attached to other units for deployment being placed in position 9996?

☐ Are Soldiers appropriately assigned to position codes: 9990- Overstrength, 9991-Surplus/Excess, 9992-Incoming, 9993-Known Loss, 9994-Authorized Attached, 9995-Future Use, 9996-Assigned Temporary, and 9998-TCS Attached?

Flags

☐ Do unit commanders promptly notify the S-1 when a Soldier should be flagged or when the flag should be lifted?

☐ Are FLAG transactions being promptly submitted, using the correct transaction code?

☐ Does the S-1 ensure the unit commander coordinates flagging actions with the S-2, security manager?

☐ Does the S-1 send a copy of the final flag to HQDA for Soldiers who are on a HQDA selection list?

☐ Are appropriate officials authenticating the DA Form 268 (Report to Suspend Favorable Personnel Actions [FLAG])?

☐ Are copies of DA Form 268 forwarded to finance via the unit transmittal letter?

☐ Has the S-1 provided a copy of DA Form 268 to the Retention NCO to ensure the proper immediate reenlistment prohibition code is applied and removed?

☐ Is the suspension of favorable actions report, AAA 095, posted with changes?

☐ Are final FLAGs filed IAW AR 25-400-2 and AR 600-8-2?

☐ Is the suspense of favorable actions (FLAG) report, AAA 095, sent to unit commanders for review, verification, and correction?

☐ Are "initial" and "removal" FLAG transactions submitted with the correct effective date?

☐ Is the weekly AWOL report, AAA 160, sent to unit commanders for review, verification, and correction?

Officer Strength Management

☐ Has an SOP been established?

☐ Has access to TOPMIS II and eTOPMIS been established?

☐ Manage the assessment of officers into the unit. Failure to do this and over-assessing company grade officers will result in no career progression for a large part of this population.

Reassignments (Deletions/Deferments)

☐ Has an SOP been established?

☐ Are procedures in place to initiate deletions and deferments if disqualifying factors are identified?

☐ Does the S-1 and unit submit requests for deletion/deferment within prescribed timelines?

☐ Has the S-1 taken appropriate action to delete a Soldier's assignment instructions when they have not reenlisted/extended to meet service remaining requirements within 30 days from EDAS cycle date?

PERSONNEL INFORMATION MANAGEMENT (PIM)

Records Management

☐ Has an SOP been established?

☐ Does the S-1 and unit have required system accesses and resources (for example, system access such as eMILPO, iPERMS, EDAS, eTOPMIS, TOPMIS II, regulations, military personnel messages) to conduct records management functions?

☐ Is 100 percent accountability of all Soldier records compared to the unit accountability roster?

☐ Are copies of DD Form 93, VA Form SGLV 8286, VA Form SGLV 8286A, and Enlistment/Reenlistment documents being maintained in iPERMS?

☐ Are all required MHRR updates uploaded to iPERMS?

☐ Are hand receipts for transferred records maintained for records transferred?

☐ Has the S-1 appointed a records manager and assistant records manager?

☐ Are military personnel files being maintained IAW AR 600-8-104 and filed IAW AR 25-400-2?

☐ Are records managers registered in the Army Records Information Management System (ARIMS) and have they completed the training on ARIMS redesign computer-based training or the web-based tutorial?

PROVIDE HR SERVICES

ESSENTIAL PERSONNEL SERVICES (EPS)

Awards and Decorations

☐ Has an SOP been established?

☐ Is an effective system in place to ensure Soldiers receive awards prior to their redeployment or departure from the installation?

☐ Are awards being processed via AKO "My Forms" and is there a system in place to track status of awards?

☐ Are awards (Meritorious Service Medals and above) submitted to approving authority within established timelines?

☐ Are proper enclosures being submitted with the Combat Action Badge, Purple Heart, and Bronze Star Medal?

☐ Are Bronze Star Medals being forwarded to the approving authority on either memorandum format or DA Form 638?

☐ Is distribution Block 31 of DA Form 638 properly completed IAW AR 600-8-22?

☐ Are award (Army Commendation Medals and below) orders maintained and disposed of properly IAW AR 25-400-2?

☐ Are award orders amendments, recessions, or revocations of permanent awards prepared on a separate order?

☐ Are order numbers properly assigned IAW AR 600-8-105?

☐ Is SF 135 (Records Transmittal and Receipt) properly processed for records transfer and retirement IAW AR 25-400-2?

☐ Are approved awards uploaded in iPERMS?

☐ Is the Good Conduct Medal suspense roster, AAA 199, sent to unit commanders for review and approval?

Enlisted Promotions

- Has an SOP been established?
- Does the unit have the required resources to conduct promotion functions?
- Are promotion selection boards being held NLT the 8th of every month?
- Have board members been appointed in writing by the promotion authority and copies filed as part of the board proceedings?
- Are board proceedings signed by the president of the board and approved by the promotion authority?
- Does the S-1 provide a copy of the promotion board proceedings to every Soldier that appears before the board?
- Were Soldiers who were not recommended, or whose score was less than that required to hold recommended list status, counseled?
- Is the recommended promotion list reviewed and initialed by the Soldiers and posted to the bulletin board?
- Are monthly audits conducted NLT the 25th and reported findings provided to HRC NLT the 30th of each month?
- Is the unit conducting and completing HRC directed audits within 30 days of notification and reporting findings to HRC within 30 days?
- Have newly arrived Soldiers been integrated on the promotion recommended list?
- Is the AAA-117 report being generated by the second working day of the month prior to the promotion month, and are necessary corrections made and then forwarded to the promotion authority within 1 working day?
- Is the AAA-117 report reconciled against the previous months report to determine if previous actions have processed?
- Are promotion or deny promotion transactions being inputted through eMILPO by the 10th of the month prior to the promotion month?
- Is the S-1 calculating SPC/E4 waivers and consolidating at battalion-level?
- Are promotion allocations computed correctly?
- Are units adhering to waiver computations IAW AR 600-8-19?
- Do S-1s ensure commanders review the AAA-117 report to determine advancement potential of each Soldier by indicating "YES/NO" next to the Soldier's name and sign the report?
- Does the S-1 verify that the battalion commander circled "YES/NO" and signed the report for all SPC/E4 advancements with waiver?
- Are Soldiers who are eligible for promotion without waiver, but not recommended, being counseled by the first line leader?
- Does the promotion authority, who denies automatic promotion to PV2/E2, PFC/E3, and SPC E4, circle "NO" and place initials beside the Soldier's name, sign the report, and return the report within 2 working days to the S-1 for further processing?
- Is the "PA" code entered into eMILPO to deny the automatic NLT first duty day of the projected promotion month?
- Is the deny promotion summary page being printed and attached to the AAA-117, along with the required counseling statements?
- Is the monthly unit commander's finance report being reviewed to ensure those Soldiers were denied automatic promotion or promoted?
- Has an initial promotion point worksheet been prepared for each recommended Soldier, signatures obtained, and forwarded to the S-1/MPD?
- Is the memorandum appointing board members prepared as required?
- Are promotion boards convened by the 15th of the month?

☐ Are copies of the unit EDAS C-10 report authenticated by the unit commander and forwarded to the promotion section by the established suspense date?

☐ Does the S-1 ensure that the latest promotion points are posted on the EDAS C-10 report, initialed by the Soldiers, and filed?

Evaluations

☐ Has an SOP been established?

☐ Do rating schemes include the effective date each rating official assumed that status for each rated Soldier listed, and is a copy of the scheme provided to each rated Soldier and rating official?

☐ Does the senior rater explain the reason for the rated Soldier's signature missing on evaluations?

☐ Has the S-1 established a tracking/notification system to ensure Soldiers receive a change of rater report (PCS, TCS, and extended temporary duty) prior to departure?

☐ Are evaluations submitted through AKO "My Forms" on the current pure edge form?

☐ Does the S-1 maintain an effective suspense system to ensure all reports are completed and submitted to HQDA?

☐ Does the S-1 use IWRS to check the status of evaluation reports through the various system reports available?

☐ Do S-1s understand the evaluation report redress program/appeal procedure?

☐ Do S-1s ensure each report arrives at HRC NLT the 90th day following the report "thru" date?

☐ Have procedures been established to facilitate change of duty, change of rater, annual, and complete-the-record reports?

☐ Do all rated officers receive a copy of both the rater's and the senior rater's support form shortly after assuming duties?

Common Access Cards/ID Tags

☐ Has an SOP been established?

☐ Is the CAC machine connected and operational in order to receive DMDC pushed updates?

☐ Does the S-1 have a safe within the brigade S-1 area that meets the requirements to secure CACs?

☐ Is proper mail-in disposition of recyclable CACs conducted on a weekly basis?

☐ Are an adequate number of CAC forms maintained to support the unit and units without a CAC machine, to include contractors?

☐ Does the S-1 have two certified primary/alternate SSMs and VOs, and have they completed the certification training?

☐ Does the S-1 conduct a semi-annual (at a minimum) inventory of blank cards or upon change of accountability officer?

☐ Are S-1 VOs familiar with the verifying officials information system?

☐ Are CAC holders being briefed about their responsibilities IAW AR 600-8-14, paragraph 1-19?

☐ Are CACs being confiscated by VOs when expired, fraudulently used, or used by a person not entitled to the card?

Leaves and Passes

☐ Has an SOP been established to include R&R policies and procedures?

☐ Have commanders established a leave program to manage and allow the use of authorized leave?

☐ Are permissive temporary duty requests approved or disapproved by proper authority?

☐ Does the data on DA Form 4179s match the data on the DA Form 31 (Request and Authority for Leave [EAG])?

- Are DA Form 31s properly voided with a line through the form and authenticated by the S-1 or commander?
- Are requests for extensions properly processed?
- Does the S-1 maintain an effective leave suspense system?
- Are original copies of DA Form 31 sent to finance within 3 working days after leave is complete?
- Are DA Form 31s filed and maintained IAW AR 25-400-2?
- Is reconciliation completed within 3 working days if incorrect leave is charged and the DA Form 4179 is incorrect based on receipt of the daily register of transactions?
- Are the S-1s and commanders monitoring the unit commander's finance report on leave policies (75 days maximum annual leave accrual, special leave accrual, one-time special leave accrual sell back, and special rest and recuperation IAW National Defense Authorization Act 2008)?

LOD Processing

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

Meal Cards

- Has an SOP been established?
- Has the commander appointed in writing an E7/GS9 or above (E6 in an E7 position) as the meal card control officer (MCCO)?
- Has the MCCO or commander appointed one or more meal card controllers, E4/GS-4 or above, in writing to issue DD Form 714s (Meal Card Control Book) to authorized personnel?
- Are DA Form 5672-Rs (Meal Card Control Book Log [LRA]) properly transferred to current MCCO?
- Are DA Form 5672-Rs properly accounted for on DA Form 3161 (Request for Issue or Turn-in)?
- Are MCCOs reporting the number of DD Form 714s lost/stolen on a weekly basis or as loss or theft occurs?
- Are MCCOs providing an annual status report (100 percent audit of all DA Form 5672-Rs), initiated as of 31 December of each year?
- Are DA Form 5672-Rs maintained in meal card binders for active and inactive for each DA Form 5672-R?
- Are DD Form 714s being accounted for on DA Form 4809-R (Meal Card Control Register)?
- Are DD Form 714s that cannot be reissued being destroyed and appropriate entries annotated on DA Form 4809-R?

□   Are commanders initiating written action to effect basic allowance of subsistence recoupment, while in the field?

□   Is the S-1 submitting unit transmittal letters recouping field duty and certified by finance personnel?

□   Are MCCOs safeguarding DA Form 5672-Rs for the commander by storing books in a secured container, a safe, or file cabinet with welded lock bar and padlocks?

MOS Administrative Retention Review (MAR2)

□   Has an SOP been established?

□   Do MAR2 personnel have available access to AR 600-60 and AR 40–501?

□   Have MAR2 personnel coordinated with the hospital to receive a list of P3/P4 profiles on a recurring basis?

□   Are MAR2s conducted monthly, as a minimum?

□   Are Soldiers with P3 profiles scheduled for the first MAR2 possible, after receiving profile from the hospital?

□   Are Soldiers who are scheduled to appear before MAR2s briefed on the procedures?

□   Has an automated tracking system been established to monitor Soldiers pending MAR2s?

□   Do MAR2 personnel monitor the progress of Soldiers in a probationary status, reclassification, and who are referred to the physical disability system?

□   Is the MAR2 section involved in the USR lay down process to verify the accuracy of personnel reported nondeployable due to MAR2 proceedings?

□   Are departing Soldiers screened to determine if they have a P3 profile and/or pending MAR2 action?

□   Are Soldiers given an opportunity to comment, as desired, on the complete content of the MAR2 before the packet is referred to the board?

□   Are Soldiers informed that they are being referred to the MAR2 for fitness determination and have they been counseled by the Physical Evaluation Board liaison officer on its findings and related rights and benefits?

□   Are Soldiers given the opportunity to review and comment on the medical & nonmedical information referred to the MAR2?

□   Are Soldiers who miss appointments reported to the commander?

□   Is the 60-day rule for allotted time standard for reaching final medical resolution being met?

□   Are Soldiers given the opportunity to review MAR2 findings and recommendations?

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

Sponsorship

□   Has an SOP been established?

□   Does the S-1 verify subordinate organization sponsorship programs are using command inspection program checklists and AR 600-8-8?

□   Does the S-1 ensure inbound Soldiers are allocated to subordinate units in time for sponsors to be appointed, and are the Soldiers contacted at their previous duty stations?

□   Are welcome letters and information being forwarded to incoming Soldiers within 10 working days following appointment of a sponsor?

UNIT MAIL ROOM/CONSOLIDATED MAIL ROOM OPERATIONS

□   Has an SOP been developed?

- ☐ Has a separate and secure room with sufficient space and equipment been provided to establish a UMR/CMR?
- ☐ Has a postal officer been appointed in writing?
- ☐ Has each commander appointed a unit mail clerk and at least one alternate unit mail clerk using DD Form 285 (Appointment of Military Postal Clerk, Unit Mail Clerk or Mail Orderly)?
- ☐ Are mail clerks trained and certified by the supporting Army Post Office (APO) (postal platoon) and can execute mail handling duties IAW AR 600-8-3 and DOD 4525.6-M?
- ☐ Is the DOD postal manual and AR 600-8-3 on hand?
- ☐ Have units coordinate with the brigade S-1 for mail support within the designated area of responsibility?
- ☐ Is the S-1 supervising UMR operations?
- ☐ Do S-1 postal clerks coordinate with subordinate units/individuals for establishment of mail pick up at the designated UMRs/CMRs?
- ☐ Are USPS mailbags used for transporting U. S. mail only, emptied promptly, and returned daily to the source received from?
- ☐ Are unauthorized personnel denied access to UMRs/CMRs?
- ☐ Do mail clerks and orderlies check for forgotten or mishandled mail?
- ☐ Is retrograde (outgoing) mail collected and routed daily?
- ☐ Do Soldiers have the opportunity to send mail out of the JOA as often as the tactical situation allows?
- ☐ Does the battalion S-1 ensure that the brigade S-1 and G-1/AG receive daily updates for mail delivery points (MDPs) for subordinate units?
- ☐ Is coordination made with the S-4 for transportation support for mail pick up at the servicing APO?
- ☐ Are mail clerks allowed sufficient time to perform daily UMR/CMRs functions?
- ☐ Does the battalion S-1 inform supporting postal units (through the brigade S-1) of individual/unit additions and deletions for routine update of the unit and task force directory system?
- ☐ Do mail clerks collect and forward mail for wounded, deceased, or missing Soldiers and civilians to the supporting APO for further processing without endorsement?
- ☐ Has the S-1 coordinated with the S-6 official mail manager for handling official mail?
- ☐ Are investigations initiated on any problems that hinder the delivery of mail to Soldiers/units in a timely manner?
- ☐ Ensure mail rooms establish and execute an internal UMR/CMR inspection program IAW the DOD 4526.6-M and AR 600-8-3.
- ☐ How often do UMR/CMR inspections occur (for example, daily, weekly, monthly)?
- ☐ Are all postal problems reported to the unit postal officer and/or commander?
- ☐ Are postal personnel familiar with suspicious profiles (for example, explosive, bioterrorist), and knowledgeable of what to do in the event suspicious mail is identified?
- ☐ Does the S-1 ensure deploying personnel have deployed APO addresses?
- ☐ Is the sustainment brigade support operations (SPO) HROB and G-1/AG provided with grid coordinates or geographical location for the daily MDP and alternate MDPs?
- ☐ Are all task organization changes provided to the supporting APO?
- ☐ Are postal inspections coordinated with the supporting HROBs?
- ☐ Is all mail handled IAW postal regulations?
- ☐ Has coordination with the HROB been conducted for supporting postal platoon to provide postal finance services for units/activities at remote locations?
- ☐ Has the S-1 coordinated with the supporting APO for establishment and execution of routine postal assistance visits for all subordinate UMRs/CMRs?

CASUALTY OPERATIONS

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

☐ Have all personnel been trained on unit-level casualty reporting using the Soldier support institute and CMAOC produced exportable training package?

☐ Has contact been established with the supporting CLT (or home station Casualty Assistance Center when in garrison)?

☐ Does the rear detachment maintain a roster of trained and certified casualty notification and casualty assistance officers?

☐ Has the rear detachment been properly trained and are they making timely and sensitive telephonic notifications for all injured/ill casualties?

☐ Has the rear detachment identified and trained sufficient personnel to serve as SCMOs to secure and process home station personal effects?

☐ Is personnel asset visibility maintained on all assigned or attached personnel, other service personnel, DOD/DA civilians, and CAAF?

☐ Does the S-1 maintain a personnel information database as directed by the ASCC G-1/AG for the purposes of assisting personnel recovery operations?

☐ Does the personnel recovery cell require information on isolated, missing, detained, or captured personnel? (Note: This is especially important if the individual in question did not complete DD Form 1833, Isolated Personnel Report [ISOPREP], or civilian equivalent form).

☐ Are all assigned or attached personnel trained to use the DA Form 1156 (Casualty Feeder Card) as a prompter template for electronically transmitting essential casualty information from the incident location to the S-1 and maintain required copies of DA Form 1156 for this purpose?

☐ Is casualty information from subordinate battalion S-1s obtained from tactical voice and data nets, using the DA Form 1156 as a template to collect all essential elements of the casualty report, from brigades' ad hoc CLTs?

☐ Has casualty information (DD Form 93 [Record of Emergency Data], VA Form SGLV 8286 [Servicemembers's Group Life Insurance Election and Certificate], and VA Form SGLV 8286A [Family Coverage Election and Certificate]) been verified and is current on the Soldier's MHRR?

☐ Are DA Form 1156s submitted to the battalion, brigade, corps/division G-1/AG, or deployed theater of operations Casualty Assistance Center, IAW ASCC G-1/AG reporting guidance and timelines? Is circumstance information compared with information reported through serious incident reports, commander's critical information requirements, or medical evacuation requests, and other available sources to ensure accuracy?

☐ Is the S-1 informed of duty status whereabouts unknown incidents and casualty reports?

☐ Is coordination maintained with the surgeon/MTF/medical company to monitor status of casualties?

☐ Are DA Form 1156s submitted when the status of the casualty changes or whenever additional information becomes available, to include the initiation of or completion of any death investigation?

☐ Does the S-1 monitor/appoint SCMOs for disposition of personal effects, as required, to include submission of DD Form 2811 (Report of Proceedings by Initial/Subsequent Board of Inquiry or Further Review Board) and DD Form 2812 (Commander`s Preliminary Assessment and Recommendation Regarding Mission Person) to CMAOC?

☐ Are posthumous promotions, awards, and United States citizenship processed, if appropriate?

☐ Does the S-1 coordinate with the S-4 for movement of personal effects?

☐ Are appointment orders issued for investigation officers to conduct AR 15-6 collateral investigations into all hostile deaths, suspected suicides, and military-related accidental deaths and friendly fire incidents?

- ☐ Does the S-1 monitor and appoint LOD investigating officers for nonhostile injuries and deaths, to include any RC Soldier who incurs, aggravates, or is treated for a medical condition while on active duty, as directed by the commander?

- ☐ Does the S-1 prepare and dispatch letters of sympathy/condolence, as required?

- ☐ Are casualty operations included in all OPORDs and OPLANs?

- ☐ Does the S-1 use DCIPS forward to update the status of casualties to the commander, subordinate S-1s, and rear detachment commander as they move through the medical system?

- ☐ Does the S-1 analyze personnel strength data to determine current capabilities and project future requirements, as casualties occur?

- ☐ Does the brigade S-1 establish and convene a casualty working group to ensure all actions that are required to be completed in the aftermath of a casualty incident are coordinated and completed?

- ☐ Have unit personnel been trained on how to operate DCIPS forward and monitor online casualty reporting?

- ☐ Are casualty reports authenticated by the proper authority/grade?

- ☐ Do units have required resources to conduct casualty document and reporting functions ?

- ☐ Are authorized dependents provided by Soldier reflected in DEERS/eMILPO?

- ☐ Is the person authorized to direct disposition counseling (DA Form 4856 - Developmental Counseling Form) attached to the DD Form 93, if required, and signed by an E7/GS5 or above?

- ☐ Have rural routes/box number addresses been provided in block #14 of DD Form 93 along with driving directions?

- ☐ Is guardian information provided in block #5d of DD Form 93 for minor children not residing with Soldier?

- ☐ Do DD Form 93 and SGLI-series forms possess original signatures and are they dated less than 5 years from current date?

- ☐ Are units using the revised DD Form 93?

- ☐ Are units having Soldiers who previously reduced or declined SGLI coverage complete the SGLV-8286 to request increase or reinstatement of SGLI coverage and complete the SGLV-8286A to increase or reinstate family SGLI coverage for a spouse after previously reducing or declining coverage?

- ☐ Does the S-1 have a system in place to check iPERMS to determine if assigned Soldiers have current DD Form 93 and SGLI-series forms posted?

- ☐ Are individuals designating unusual beneficiary designation on SGLV-8286 being briefed and counseled by appropriate grade (E7/GS5 and above)?

- ☐ Are Soldiers afforded an opportunity to designate nonmedical attendant and medical geographical location as additional information in the remarks section of the DD Form 93 if they choose to do so?

- ☐ Does the S-1 send spousal notification letters when a married Soldier designates another individual in addition to or other than the spouse to receive all or a portion of the death gratuity pay?

- ☐ Does the S-1 ensure Soldiers review "Taking Care of Business – a Personal Readiness Action Plan for Soldiers and Spouses", and ensure that Soldiers receive training on how to complete the DD Form 93 and SGLI-series forms prior to in/out processing SRP or completing forms at unit?

- ☐ Are records for casualties reviewed for eligibility (for example, posthumous promotion, citizenship)?

- ☐ Do S-1s understand the task organization of the units they provide services to and ensure that those units, in turn, understand the task organization in order to facilitate accurate and timely casualty reporting?

COORDINATE PERSONNEL SUPPORT

MORALE, WELFARE, AND RECREATION OPERATIONS

- ☐ Has an SOP been developed?

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

COMMAND INTEREST PROGRAMS

Family Care Plans (FCPs)

- □   Has an SOP been established?
- □   Is the S-1 advising commanders on the requirements for managing FCPs IAW AR 600-20, paragraph 5-5?
- □   Are S-1s monitoring and reporting Soldiers as nondeployable until the plan is approved?
- □   Are transactions being submitted for Soldiers pending an FCP chapter IAW AR 600-20, paragraph 5-5?

Voting Assistance

- □   Has an SOP been established?
- □   Are sufficient voting assistance officers appointed IAW DOD/DA requirements?

HR PLANNING AND OPERATIONS

HR PLANS AND OPERATIONAL ORDERS

☐ Has an SOP been established to ensure HR operations are integrated into all OPLANs and OPORDs?

☐ Is risk management considered in developing input to OPLANs and OPORDs?

☐ Has the commander's intent been considered and integrated into plans?

☐ How does the commander's planning guidance focus HR support efforts? (Should not be tied to a specific course of action).

☐ Have unit and system capabilities, limitations, and employment been considered?

☐ Are manpower allocations determined based on anticipated operations?

☐ Is access to voice and data systems for HR and C2 addressed?

☐ Has personnel strength been analyzed to determine current capabilities and project future requirements?

☐ How will data collection and reporting be determined?

☐ Has the priority of HR support been analyzed and determined?

☐ Have estimates for personnel replacements requirements, based on estimated casualties, nonbattle losses, and foreseeable administrative losses, to include critical MOS requirements, been completed for each phase of the operation?

☐ Are command and support relationships known and included in plans?

☐ Have resource allocations and employment synchronization of organic and supporting units been completed?

☐ Have locations and movement of HR units and supporting HROB been identified?

☐ Are actions impacting on PA, casualty, and postal operations been assessed and is the capability to track the location, resourcing, and capabilities of supporting HR companies, platoons, and teams known and identified?

☐ Have procedures for updating the running estimate been established?

☐ Do S-1 personnel have knowledge of unit mission and the mission of supported and supporting units?

☐ Has the location of CLTs been determined?

☐ Is planned connectivity adequate for communications between CLTs, SPO HROB, the supported unit, and DCIPS?

☐ Have all key specified and implied tasks been identified?

☐ Have HR support operations shortfalls been identified and has requested support been initiated?

☐ Have HR annexes, estimates, and appendices been prepared and included in OPLANs and OPORDs?

☐ Has a COA been identified for each action?

☐ Are HR resources required to support each COA? If so, have they been determined?

☐ Has each COA been reviewed to ensure it supports the commander's intent?

☐ Have casualty estimations for each COA been determined?

☐ Have HR capabilities, strength impacts, and HR asset vulnerabilities been considered?

☐ Are intra-theater transit or movements, and redeployment of personnel considered?

☐ Are current and future HR operations included in the COA?

☐ Have HR assigned forces been identified?

☐ Has determining how HR events will be evaluated been completed?

☐ Have potential decision points, branches, or sequels been determined?

☐ Have COAs been refined based on war game results?

☐ Has identifying the advantages and disadvantages of each COA been completed?

☐ Have major deficiencies in manpower been identified?

PERSONNEL TEMPO (PERSTEMPO)

☐ Have primary and alternate PERSTEMPO personnel been trained via the "Train the Trainer" program or from the web based training module?

☐ Does the primary Staff Officer/NCO have access to eMILPO for PERSTEMPO reports?

☐ Has the unit ensured departing PERSTEMPO account(s) have been cancelled?

☐ Does the brigade S-1 monitor subordinate battalions to ensure PERSTEMPO transactions are properly completed for deployed Soldiers?

☐ Are tracking tools, individual history reports, training schedules, and other pertinent documents that impact PERSTEMPO reporting retained IAW the ARIMS?

☐ Is a system in place to ensure appropriate AEA codes (AC only) are being submitted for deploying and redeploying Soldiers?

Glossary

The glossary lists acronyms and terms with Army, multi-Service, or Joint definitions, and other selected terms. Where Army and Joint definitions are different, *(Army)* follows the term. The proponent manual for other terms is listed in parentheses.

SECTION I – ACRONYMS AND ABBREVIATIONS

ABCS	Army Battle Command System
AC	active component
ACS	Army Community Service
ADPAAS	Army Disaster Personnel Accountability and Assessment System
AG	adjutant general
AGR	Active Guard Reserve
AKO	Army Knowledge Online
AO	area of operations
APO	Army Post Office
APOD	aerial port of debarkation
APOE	aerial port of embarkation
AR	Army Regulation
ARFORGEN	Army Force Generation
ARIMS	Army Records Information Management System
ARNG	Army National Guard
ASCC	Army Service Component Command
ASI	additional skill identifier
ATTP	Army Tactics, Techniques, and Procedures
AWOL	absent without leave
C2	command and control
CAAF	contractors authorized to accompany the force
CAC	common access card
CLT	casualty liaison team
CMAOC	Casualty and Mortuary Affairs Operations Center
CMR	consolidated mail room
COA	course of action
CONUS	continental United States
COPS	Common Operating Picture Synchronizer
CP	command post
CSM	Command Sergeant Major
CVS	Contractor Verification System
CW2	Chief Warrant Officer 2
DA	Department of the Army
DARTS	deployment and reconstitution tracking software
DCIPS	Defense Casualty Information Processing System
DCS	deployment cycle support
DEERS	Defense Enrollment Eligibility Reporting System
DFR	dropped from the roles
DMDC	Defense Manpower Data Center
DMS	Demobilization Station

DMSL	distribution management sub-level
DOD	Department of Defense
DRRS-A	Defense Readiness Reporting System – Army
DTAS	deployed theater accountability software
DUIC	derivative unit identification code
EDAS	Enlisted Distribution and Assignment System
eMILPO	electronic Military Personnel Office
eTOPMIS	electronic Total Officer Personnel Management Information System
EPS	essential personnel services
FBCB2	Force XXI Battle Command Brigade and Below
FCP	family care plan
FLAG	Suspension of Favorable Personnel Actions
FM	Field Manual
FMWR	family and morale, welfare, and recreation
FRG	family readiness group
HQDA	Headquarters, Department of the Army
HR	human resources
HRAR	human resources authorization report
HRC	Human Resources Command
HROB	Human Resources Operations Branch
HRSC	Human Resources Sustainment Center
HURS	Human Resources Command User Registration System
IAW	in accordance with
ID	identification
IMA	individual mobilization augmentee
IMCOM	Installation Management Command
iPERMS	Interactive Personnel Electronic Records Management System
IRR	individual ready reserve
ITAPDB	integrated Total Army Personnel Database
IWRS	Interactive Web Response System
JOA	joint operations area
LOD	line of duty
MAR2	MOS administrative retention review
MCCO	Meal Card Control Officer
MDMP	military decision making process
MDP	mail delivery point
MEB	medical evaluation board
MEDPROS	Medical Protection System
METT-TC	mission, enemy, terrain and weather, troops and support available, time available, civil considerations
MHRR	military human resource record
MOS	military occupational specialty
MPD	Military Personnel Division
MPS	Military Postal System
MPT	Music Performance Team
MSG	Master Sergeant
MTF	medical treatment facility
MTOE	modified table of organization and equipment

MWR	morale, welfare, and recreation
NCO	noncommissioned officer
NCOER	noncommissioned officer evaluation report
NCOIC	noncommissioned officer in charge
NGB	National Guard Bureau
NIPRNET	Non-Secure Internet Protocol Router Network
NLT	no later than
NOK	next of kin
OCONUS	outside continental United States
OER	officer evaluation report
OPLAN	operations plan
OPORD	operations order
PAI	personnel asset inventory
PA	personnel accountability
PAT	personnel accountability team
PCS	permanent change of station
PDHRA	Post-Deployment Health Reassessment
PEB	Physical Evaluation Board
PERSTAT	personnel status report
PERSTEMPO	personnel tempo
PFC	private first class
PIM	personnel information management
PIN	personal identification number
PMAD	personnel management authorization document
PPG	personnel policy guidance
PROM	Promotion Work Center
PRM	personnel readiness management
PROFIS	Professional Officer Filler Information System
PR TM	Personnel Readiness Team
PSDR	Personnel Services Delivery Redesign
PV2	Private/E2
R&R	rest and recuperation
RAPIDS	Real-Time Automated Personnel Identification System
RC	reserve component
RCAS	Reserve Component Automation System
RIP	relief-in-place
RLAS	regional level application software
SCMO	summary court-martial officer
SFC	sergeant First class
SGM	sergeant major
SGT	sergeant
SIDPERS –	Standard Installation / Division Personnel System – Army National
ARNG	Guard
SIPRNET	Secret Internet Protocol Router Network
SOP	standing operating procedure
SPC	specialist
SPOT	synchronized predeployment and operational tracker
SPO	support operations

SR	strength reporting
SRP	Soldier Readiness Program
SSG	staff sergeant
SSM	site security manager
STB	special troops battalion
TAPDB	Total Army Personnel Database
TCS	temporary change of station
TDA	table of distribution and allowances
TG	theater gateway
TIMIG	time-in-grade
TIS	time-in-service
TOA	transfer of authority
TOPMIS II	Total Officer Personnel Management Information System II
TPU	troop program unit
TPS	Tactical Personnel System
UIC	unit identification code
UMR	unit mail room
U. S.	United States
USAR	United States Army Reserve
USPS	United States Postal Service
USR	Unit Status Report
VA	Veterans Affairs
VO	verifying official

SECTION II – TERMS

casualty operations

The process to record, report, verify, and process casualty information from unit level to HQDA, notify appropriate individuals and agencies, and provide casualty notification and assistance to the NOK.

coordinate personnel support

Personnel support encompasses the functions of FMWR Operations, Command Interest Programs, and Army Band Operations and contributes to unit readiness by promoting fitness, building morale and cohesion, enhancing quality of life, and by providing recreational, social, and other support services for Soldiers, DoD civilians, and other personnel who accompany the force.

essential personnel services

Essential personnel services include customer service, awards and decorations, evaluation reports, promotions and reductions, transfers and discharges, officer procurement, leaves and passes, military pay, personnel action requests, LOD investigations, AR 15-6 investigations, suspension of favorable actions / bars to reenlistment, citizenship / naturalization, congressional inquiries, and CACs and ID tags.

human resources planning and operations

The means by which the HR provider envisions a desired HR end state in support of the operational commander's mission requirement. End state includes the intent, expected requirement, and outcomes to be achieved in the conduct and sustainment of HR support operations. Planning involves the use of the military decision making and composite risk management processes to ensure decisions are being

made at the proper level of command. End result is communicated to subordinates through an OPLAN or OPORD.

human resources services

Includes the key functions of EPS, casualty operations, and postal operations. HR Services functions directly impact a Soldier's status, assignment, qualifications, financial status, career progression, and quality of life which allows the Army leadership to effectively manage the force.

human resources support

The functions and tasks executed within the Army Personnel Life Cycle Model (Acquire, Develop, Distribute, Structure, Deploy, Compensate, Transition, and Sustain) which provides HR services and support to Soldiers, their Families, DoD civilians, and other authorized individuals. Key functions include Man the Force, Provide HR Services, Coordinate Personnel Support, and Conduct HR Planning and Operations.

man the force

Man the Force combines anticipation, movement, and skillful positioning of personnel so that the commander has the personnel required to accomplish the mission. It involves the HR functions of personnel readiness management, personnel accountability, strength reporting, retention operations, and personnel information management. Man the Force ensures the right person is in the right positions with the right skills and training at the right time.

morale, welfare, and recreation and community support activities

Programs that 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.

music performance team

Army Bands music performance teams (MPT) are modular groups ranging from 5-17 members designed to support concurrent operations with targeted musical styles. MPTs may work in-conjunction with MWR or the United Service Organization under the auspices of the combatant commander. MPT performances include music for troop events and to help connect the American public or foreign nations with the United States Army mission.

national HR provider

The Army's National HR Provider is the key "top of the system" management, policy formulation, and process leader of the Army HR system and consists of the Army's Deputy Chief of Staff G-1, the combined Army G-1 staff, and HRC (all components).

personnel accountability

The by-name recording of specific data on individuals' as they arrive and depart from units or JOA transiton points. Data includes information such as duty status, changes in duty status, changes in locations, and grade changes.

personnel information management

Collecting, processing, storing, displaying, and disseminating relevant HR information about units and personnel. Information includes HR data on Soldiers, Family members, Army civilians, and all personnel who accompany the force (contractors, Joint, International and Multinational personnel) during deployments.

personnel readiness management

Personnel readiness management is the distribution of Soldiers and Army civilians to command and organizations based on documented manpower requirements, authorizations, and predictive analysis in support of the commander's plans and priorities need to accomplish its mission.

postal operations

Postal operations provide a network to process mail and provide postal services to Soldiers and other personnel authorized to receive postal entitlements. 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.

retention

An Army program that ensures all Soldiers, regardless of the type of military operations, have access to career counseling and retention processing. Retention improves readiness of the force, assists in force alignment, and contributes to maintaining the Army end strength.

strength reporting

The numerical end product of the personnel accountability process to reflect the combat power of a unit. It is based on fill versus authorizations, and drives Army readiness and personnel readiness management. Strength reporting is used to monitor unit strength, prioritize replacements, execute strength distribution, and make tactical and HR support decisions. Strength reporting is conducted at each command and control level.

References

Field manuals and selected Joint publications are listed by new number followed by old number.

REQUIRED PUBLICATIONS

This document must be available to intended users of this publication.

FM 1-0, *Human Resources Support*, 6 April 2010.

RELATED PUBLICATIONS

AR 5-9, *Area Support Responsibilities*, 16 October 1998.

AR 15-6, *Procedures for Investigating Officers and Boards of Officers*, 2 October 2006.

AR 25-400-2, *The Army Records Information Management System (ARIMS),* 2 October 2007.

AR 40-66, *Medical Record Administration and Health Care Documentation,* 17 June 2008.

AR 40-501, *Standards of Medical Fitness*, 14 December 2007.

AR 135-7, *Army National Guard and Army Reserve Incentive Programs*, 15 April 1996.

AR 135-100, *Appointment of Commissioned and Warrant Officers of the Army*, 1 September 1994.

AR 135-155, *Promotion of Commissioned Officers and Warrant Officers Other Than General Officers,* 13 July 2004.

AR 135-156, *Reserve Component General Officer Personnel Management*, 17 May 2007.

AR 140-10, *Assignments, Attachments, Details, and Transfers*, 15 August 2005.

AR 140-111, *U. S. Army Reserve Reenlistment Program*, 9 May 2007.

AR 215-1, *Military Morale, Welfare, and Recreation Programs and Nonappropriated Fund Instrumentalities*, 24 September 2010.

AR 215-3, *Nonappropriated Funds Personnel Policy*, 29 August 2003.

AR 215-4, *Nonappropriated Fund Contracting*, 29 July 2008.

AR 215-8, *Army and Air Force Exchange Service Operations*, 30 July 2008.

AR 220-1, *Army Unit Status Reporting and Force Registration – Consolidated Policies*, 15 April 2010.

AR 220-90, *Army Bands*, 14 December 2007.

AR 350-100, *Officer Active Duty Service Obligations*, 8 August 2007.

AR 360-1, *The Army Public Affairs Program*, 15 September 2000.

AR 380-5, *Department of the Army Information Security Program*, 29 September 2000.

AR 500-5, *Army Mobilization*, 7 June 1996.

AR 600-8, *Military Personnel Management*, 1 October 1989.

AR 600-8-1, *Army Casualty Program*, 30 April 2007.

AR 600-8-2, *Suspension of Favorable Personnel Actions (FLAGS),* 23 December 2004.

AR 600-8-3, *Unit Postal Operations*, 28 December 1989.

AR 600-8-4, *Line of Duty Policy, Procedures, and Investigations*, 4 September 2008.

AR 600-8-6, *Personnel Accounting and Strength Reporting*, 24 September 1998.

AR 600-8-8, *The Total Army Sponsorship Program,* 4 April 2006.

AR 600-8-10, *Leaves and Passes*, 15 February 2006.

AR 600-8-11, *Reassignment,* 1 May 2007.

AR 600-8-14, *Identification Cards for Members of the Uniformed Services, Their Family Members, and Other Eligible Personnel,* 17 June 2009.

AR 600-8-19, *Enlisted Promotions and Reductions*, 30 April 2010.

AR 600-8-22, *Military Awards*, 11 December 2006.

AR 600-8-24, *Officer Transfers and Discharges*, 12 April 2006.

AR 600-8-29, *Officer Promotions,* 25 February 2005.

AR 600-8-101, *Personnel Processing (In- Out-, Soldier Readiness, Mobilization, and Deployment Processing)*, 18 July 2003.

AR 600-8-104, *Military Personnel Information Management/Records*, 22 June 2004.

AR 600-8-105, *Military Orders,* 28 October 1994.

AR 600-8-111, *Wartime Replacement Operations*, 13 August 1993.

AR 600-20, *Army Command Policy*, 18 April 2008.

AR 600-34, *Fatal Training/Operational Accident Presentations to the Next of Kin*, 2 January 2003.

AR 600-60, *Physical Performance Evaluation System,* 28 February 2008.

AR 601-100, *Appointment of Commissioned and Warrant Officers in the Regular Army*, 21 November 2006.

AR 601-280, *Army Retention Program*, 31 January 2006.

AR 608-1, *Army Community Service Center*, 19 September 2007.

AR 608-10, *Child Development Services*, 15 July 1997.

AR 608-18, *The Army Family Advocacy Program*, 30 October 2007.

AR 614-1, *The U. S. Army Replacement System,* 2 September 1969.

AR 614-30, *Overseas Service*, 30 March 2010.

AR 614-100, *Officer Assignment Policies, Details and Transfers,* 10 January 2006.

AR 614-200, *Enlisted Assignment and Utilization Management*, 26 February 2009.

AR 623-3, *Evaluation Reporting System,* 10 August 2007.

AR 635-5-1, *Separation Program Designator (SPD) Codes*, 10 December 2007.

AR 635-200, *Active Duty Enlisted Administrative Separations*, 6 June 2005.

AR 638-2, *Care and Disposition of Remains and Disposition of Personal Effects*, 22 December 2000.

AR 672-20, *Incentive Awards*, 29 January 1999.

AR 690-11, *Use and Management of Civilian Personnel in Support of Military Contingency Operations*, 26 May 2004.

AR 690-400, *Total Army Performance Evaluation System*, 16 October 1998.

AR 700-137, *Logistics Civil Augmentation Program (LOGCAP),* 16 December 1985.

AR 715-9, *Contractors Accompanying the Force*, 29 October 1999.

AR 930-4, *Army Emergency Relief,* 22 February 2008.

AR 930-5, *American National Red Cross Service Program and Army Utilization,* 1 February 2005.

ATTP 1-19, *U.S. Army Bands,* 7 July 2010.

DA PAM 600-8-101, *Personnel Processing (In-, Out-, Soldier Readiness, Mobilization, and Deployment Processing)*, 28 May 2003.

DA PAM 600–41, *Military Personnel Managers Mobilization Handbook*, 1 January 1987.

DA PAM 600–81, *Information Handbook for Operating Continental United States (CONUS) Replacement Centers and Individual Deployment Sites*, 15 July 2001.

DA PAM 601-6, *Warrant Officer Procurement Program*, 14 June 2006.

DA PAM 611-21, *Military Occupational Classification and Structure*, 22 January 2007.

DA PAM 638-2, *Procedures for the Care and Disposition of Remains and Disposition of Personal Effects*, 22 December 2000.

DA PAM 672-3, *Unit Citation and Campaign Participation Credit Register (January 1960 – February 1986)*, 29 January 1988.

DA PAM 690-47, *Civilian Personnel Handbook, DA Civilian Employee Deployment Guide New Information Pamphlet*, 1 November 1995.

FM 3-0, *Operations,* 27 February 2008.

FM 3-50.1, *Army Personnel Recovery*, 10 August 2005.

FM 3-90.5, *The Combined Arms Battalion*, 7 April 2008.

FM 3-90.6, *Brigade Combat Team*, 14 September 2010.

FM 3-100.21, *Contractors on the Battlefield*, 3 January 2003.

FM 4-0, *Sustainment*, 30 April 2009.

FM 4-02.51, *Combat and Operational Stress Control,* 6 July 2006.

FM 4-94, *Theater Sustainment Command,* 12 February 2010.

FM 5-0, *The Operations Process*, 26 March 2010.

FM 6-0, *Mission Command: Command and Control of Army Forces*, 11 August 2003.

FM 7-0, *Training Units and Developing Leaders for Full Spectrum Operations,* 23 February 2011.

FM 7-15, *The Army Universal Task List,* 27 February 2009.

FM 100-9, *Reconstitution,* 13 January 1992.

FMI 4-93.2, *The Sustainment Brigade*, 4 February 2009.

FMI 4-93.41, *Army Field Support Brigade Tactics, Techniques, and Procedures,* 22 February 2007.

DA Personnel Policy Guidance (PPG) for Contingency Operations in Support of GWOT, 28 October 2010.

Army Directive 2007-02, *Deployment Cycle Support (DCS) Directive*, 26 March 2007.

Army Directive 2009-02, *The Army Casualty Program (Dover Media Access and Family Travel),* 3 April 2009.

Army Directive 2010-01, *Conduct of AR 15-6 Investigations into Suspected Suicides and Requirements for Suicide Incident Family Briefs*, 26 March 2010.

Army Directive 2010-02, *Guidance for Reporting Requirements and Redacting Investigation Reports of Deaths and Fatalities,* 26 March 2010.

Joint and DOD Publications

Most joint publications are available online: <http://www.dtic.mil/doctrine/jpcapstonepubs.htm.>

JP 1-0, *Personnel Support to Joint Operations*, 16 October 2006.

JP 1-02, *Department of Defense Dictionary of Military and Associated Terms*, 8 November 2010

JP 3-0, *Joint Operations*, 17 September 2006.

JP 3-10, *Joint Security Operations in Theater*, 3 February 2010.

JP 3-35, *Deployment and Redeployment Operations*, 7 May 2007.

JP 4-06, *Mortuary Affairs in Joint Operations*, 5 June 2006.

JP 4-10, *Operational Contract Support,* 17 October 2008.

DOD 1348.33, *Manual of Military Decorations and Awards*, 23 November 2010.

DOD 1400.25-M, *DOD Civilian Personnel Manual (CPM),* 1 December 1996

DOD 4525.6-C, *DOD Postal Supply Catalog*, 1 April 1990.

DOD 4525.6-H, *Mail Distribution Instructions and Labeling Handbook (MDILAH),* 2 October 1981.

DOD 4525.6-L-1, *Military Post Office Location List (MPOLL),* 14 February 1990.

DOD 4525.6-M, *Department of Defense Postal Manual*, 15 August 2002.

DOD 4525-6-STD, *Transit Time Information Standard System for Military Mail (TTISMM),* 28 May 1993.

DODD 1200.7, *Screening the Ready Reserve,* 18 November 1999.

DODD 1404.10, *DOD Civilian Expeditionary Workforce*, 23 January 2009.

DODD 3025.14, *Protection and Evacuation of U.S. Citizens and Designated Aliens in Danger Areas Abroad*, 5 November 1990.

DODD 5101.11, *SDOD Executive Agent for the Military Postal Service (MPS)*, 31 January 2005.

DODI 1000.1, *Identity Cards Required by the Geneva Convention*, 30 January 1974.

DODI 1300.18, *Department of Defense (DOD) Personnel Casualty Matters, Policies, and Procedures*, 8 January 2008.

DODI 1400.32, *DOD Civilian Work Force Contingency and Emergency Planning Guidelines and Procedures*, 24 April 1995.

DODI 1444.2, *Consolidation of Automated Civilian Personnel Records*, 16 September 1987.

DODI 3001.02, *Personnel Accountability in Conjunction with National or Manmade Disasters,* 3 May 2010.

DODI 3020.41, *Contractor Personnel Authorized to Accompany the U. S. Armed Forces*, 3 October 2005.

DODI 4525.7, *Military Postal Service and Related Services*, 2 April 1981.

CJCSM 3500.04E, *Universal Joint Task List*, 25 August 2008.

DEPARTMENT OF THE ARMY FORMS

DA and DD Forms are available on the Army Publishing Directorate web site (www.apd.army.mil).

DA Form 31, *Request and Authority for Leave.*
DA Form 268, *Report to Suspend Favorable Personnel Actions (FLAG).*
DA Form 647 or 647-1, *Personnel Register.*
DA Form 638, *Recommendation for Award.*
DA Form 1156, *Casualty Feeder Card.*
DA Form 1506, *Statement of Service - for Computation of Length of Service for Pay Purposes.*
DA Form 2028, *Recommended Changes to Publications and Blank Forms.*
DA Form 2173, *Statement of Medical Examination and Duty Status.*
DA Form 3161, *Request for Issue or Turn-in.*
DA Form 3349, *Physical Profile.*
DA Form 4179, *Leave Control Log.*
DA Form 4187, *Personnel Action.*
DA Form 4809-R, *Meal Card Control Register.*
DA Form 4856, *Developmental Counseling Form.*
DA Form 5118, *Reassignment Status and Election Statement.*
DA Form 5123, *In-and Out-Processing Records Checklist.*
DA Form 5123-1, *In-Processing Personnel Record.*
DA Form 5434, *Sponsorship Program Counseling and Information Sheet.*
DA Form 5672-R, *Meal Card Control Book Log (LRA).*
DA Form 7274, *Sponsorship Program Survey.*
DA Form 7425, *Readiness and Deployment Checklist.*
DA Form 7594, *Unit Award Recommendation.*
DA Form 7631, *Deployment Cycle Support (DCS) Checklist.*

DEPARTMENT OF DEFENSE FORMS

DD Form 93, *Record of Emergency Data.*
DD Form 214, *Certificate of Release of Discharge from Active Duty.*
DD Form 215, *Correction to DD Form 214, Certificate of Release of Discharge from Active Duty.*
DD Form 261, *Report of Investigation Line of Duty and Misconduct Status.*
DD Form 285, *Appointment of Military Postal Clerk, Unit Mail Clerk or Mail Orderly.*
DD Form 458, *Charge Sheet.*
DD Form 714, *Meal Card Control Book.*
DD Form 553, *Deserter/Absentee Wanted by the Armed Forces.*
DD Form 1173, *Uniformed Services Identification and Privilege Card.*
DD Form 1351-2, *Travel Voucher or Subvoucher.*
DD Form 1833, *Isolated Personnel Report (ISOPREP) – Test (V2.)*
DD Form 2365, *DOD Civilian Employee Overseas Emergency-Essential Position Agreement.*
DD Form 2501, *Courier Authorization Card.*
DD Form 2811, *Report of Proceedings by Initial/Subsequent Board of Inquiry or Further Review Board.*
DD Form 2812, *Commander`s Preliminary Assessment and Recommendation Regarding Mission Person.*
DD Form 2900, *Post-Deployment Health Re-Assessment (PDHRA).*

OTHER FORMS REFERENCED

SF 135, *Records Transmittal and Receipt.*
VA Form SGLV 8286, *Servicemembers's Group Life Insurance Election and Certificate.*
VA Form SGLV 8286A, *Family Coverage Election and Certificate.*

This page intentionally left blank.

Index

By order of the Secretary of the Army:

MARTIN E. DEMPSEY
General, United States Army
Chief of Staff

Official:

JOYCE E. MORROW
Administrative Assistant to the
Secretary of the Army
1106612

DISTRIBUTION:

Active Army, the Army National Guard, and the United States Army Reserve: To be distributed in accordance with the initial distribution number (IDN) 116014, requirements for ATTP 1-0.1.