

HR Plans and Operations Course

HR PLANS & OPS

TO PREPARE ADJUTANT GENERAL'S CORPS OFFICERS, WARRANT OFFICERS, AND NONCOMMISSIONED OFFICERS TO INTERPRET, INTEGRATE, COORDINATE, AND IMPLEMENT ARMY HR PROGRAMS AND POLICIES AS HR PLANNERS AND OPERATORS.

SPECIAL EMPHASIS IN..

- *HR OPERATIONS BRANCH (HROB)
- *HR SUSTAINMENT CENTER (HRSC)
- *MILITARY MAIL TERMINAL (MMT) TEAM
- *THEATER GATEWAY (TG)
- *PERSONNEL ACCOUNTABILITY TEAM (PAT)
- *HR COMPANY

COORDINATE PERSONNEL SUPPORT

MAN THE FORCE

PROVIDE HR SERVICES

HR PLANS & OPS

DEFEND

HR Planner's Information Handbook

Version 5.0 – January 2012

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Purpose

The HR Planner's Information Handbook supplements the AG Schools HR Plans and Operations Course. It is intended for HR planners to have a quick reference guide in support of their HR P&O mission requirements.

The intent of the handbook is to consolidate HR related policy and doctrinal material into one document in support of contingency operations.



HR Plans and Operations Course

ATRRS Course Number 7C-F48/500-F35

Prepares human resources (HR) officers, warrant officers and noncommissioned officers to perform duties in HR organizations (SRC 12) and staff elements with special emphasis on the HR Operations Branch (HROB) in the Sustainment Brigade (SB) and Expeditionary Sustainment Command (ESC), and the HR Sustainment Center (HRSC), Military Mail Terminal (MMT) Team, Theater Gateway (TG) Personnel Accountability Team (PAT), and HR Company HQ.

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TAB A

DOCTRINE

FM 1-0 – Short Summary

The Army's single source of doctrine for HR Support focuses on deployed operations. It describes HR doctrine and how it fits into the Army's current and future operational concept across the full spectrum of conflict and promotes a common understanding of HR support fundamentals.

Human Resources Support

CORE COMPETENCIES

Man the Force
Chapter 3

Provide HR Services
Chapter 4

**Coordinate
Personnel Support**
Chapter 5

**HR Planning and
Operations**
Chapter 6

**Personnel Readiness
Management**
Section I

**Essential Personnel
Services**
Section I

MWR Operations
Section I

**HR Planning and
Operations**

**Personnel
Accountability**
Section II

Postal Operations
Section II

**Command Interest
Programs**
Section II

**Operate HR C2
Nodes**

Strength Reporting
Section III

Casualty Operations
Section III

**Army Band
Operations**
Section III

**Retention
Operations**
Section IV

Appendix A – HR Rear Detachment Operations
Appendix B – Theater Opening/Redeployment Operations
Appendix C – Casualty Estimation
Appendix D – Civilian Support
Appendix E – HR Division of Labor

**Personnel Info
Management**
Section V

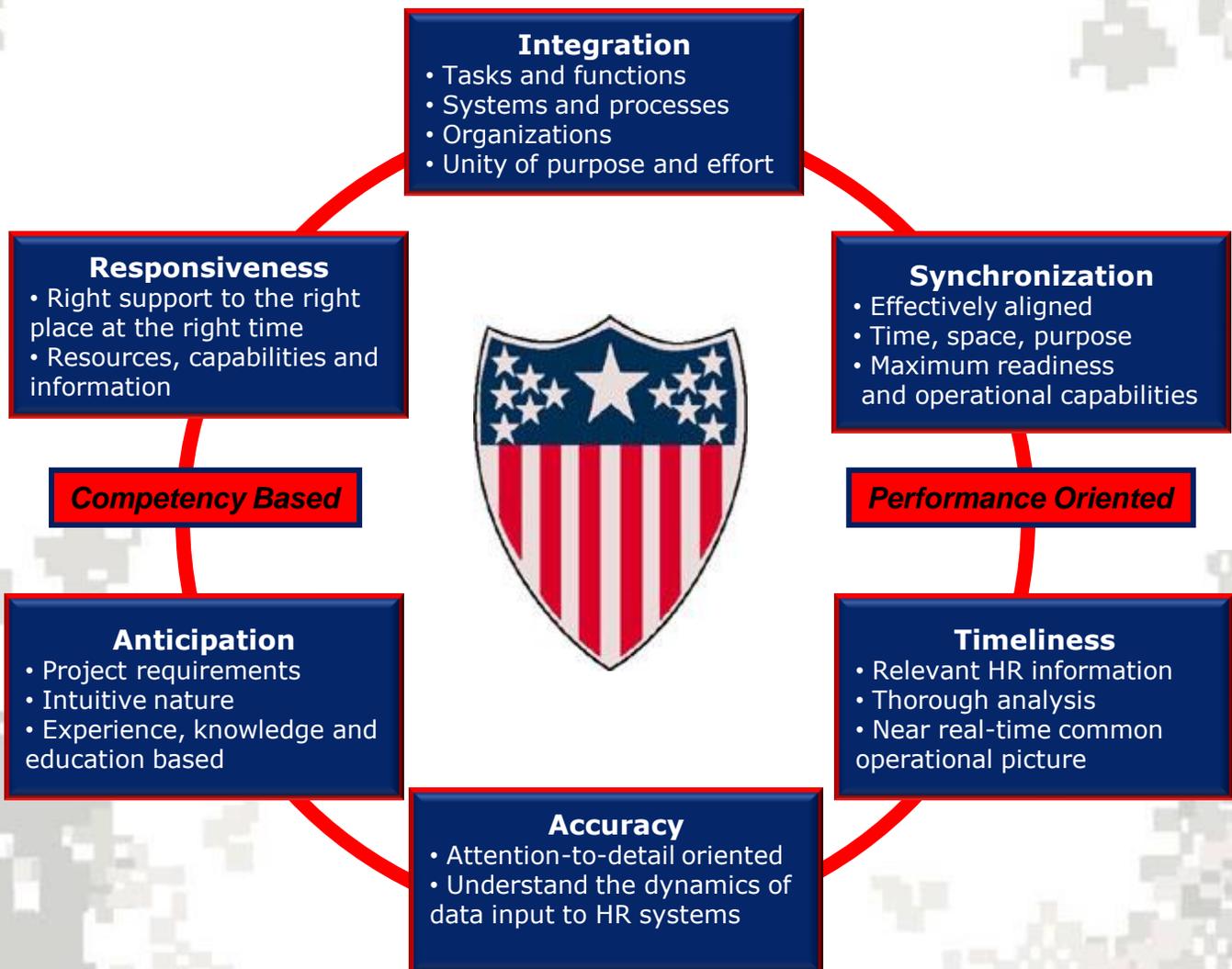
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HR Enduring Principles

HR leaders have a responsibility to not only understand the importance of their efforts and unit mission, but also the missions of all their supported and supporting units.

There are six enduring principles of HR support that are *execution-critical* in meeting the challenges of current and future operations.

FM 1-0, para 1-6



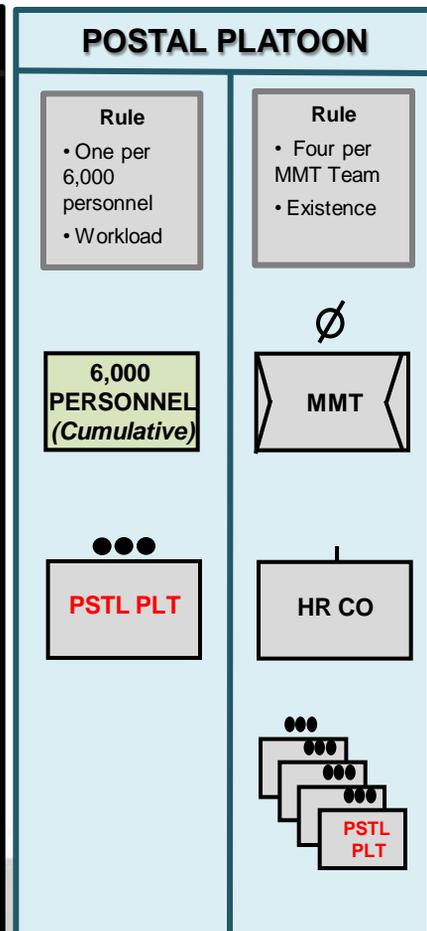
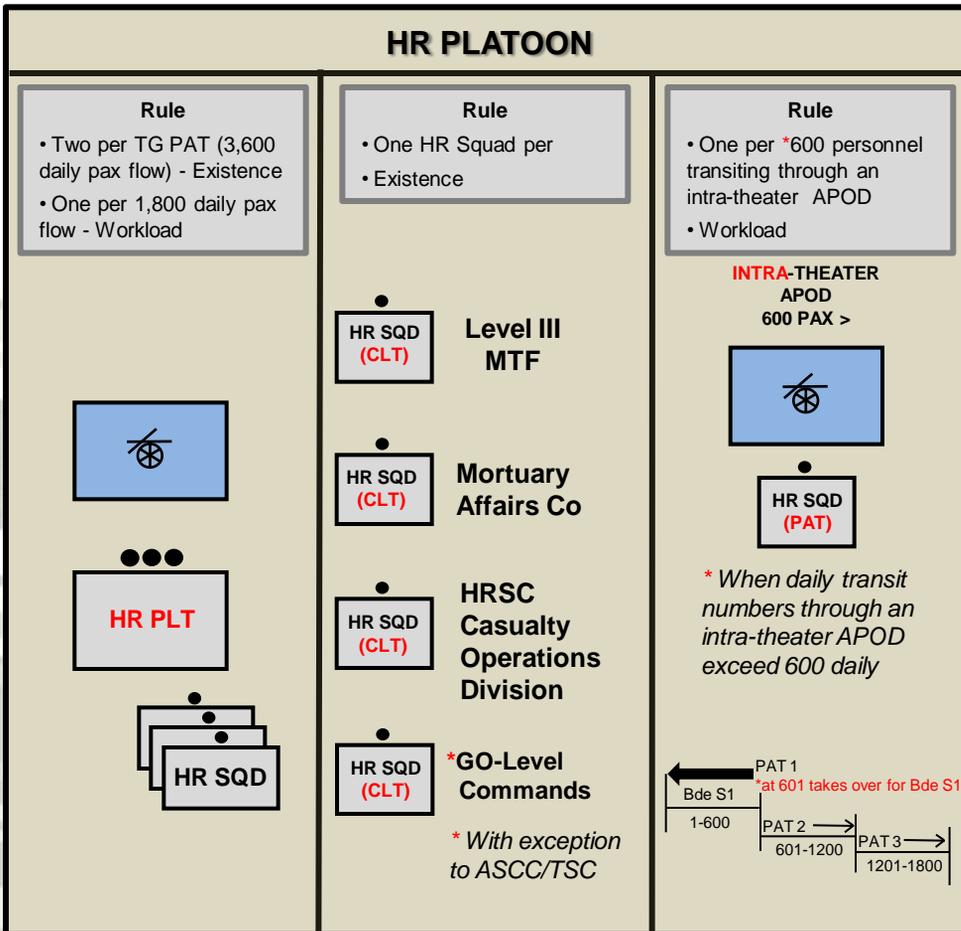
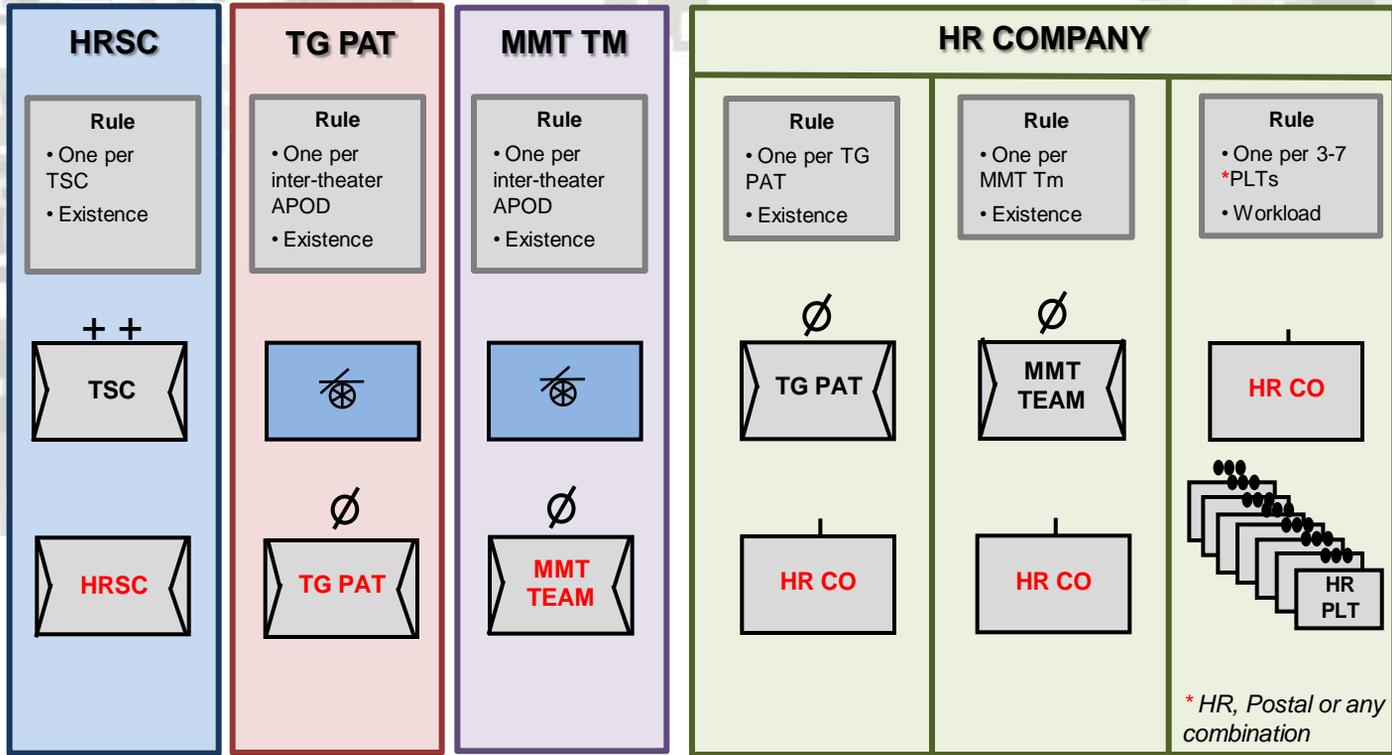
HR (SRC 12) Rules of Allocation

FM 1-0, para 6-33 – UPDATED ROA; para 6-30 – Postal Factors (Includes TAA 14-18 Phase I-III Changes – Effective FY 12)

SRC	Title	Allocation Rule	Type
12682G000	• HR Sustainment Center (HRSC)	• 1 per Theater Sustainment Command (TSC)	Existence
12567GB00	• TG PAT	• 1 per inter-theater APOD	Existence
12567GA00	• MMT Team	• 1 per inter-theater APOD	Existence
12413G000	• HR Company	• 1 per Military Mail Terminal (MMT) Team • 1 per Theater Gateway (TG) Personnel Accountability Team (PAT) • 1 per 3-7 Platoons (HR, Postal or any combination)	Existence Workload
12567GF00	• HR Platoon (3 x HR Squads) • HR Squad (Casualty Liaison Team (CLT)) • HR Squad (PAT)	• 2 per TG PAT (1st 3,600 daily pax flow) • 1 per 1,800 daily pax flow • 1 per Level III Medical Treatment Facility • 1 per Mortuary Affairs Company • 1 per HRSC Casualty Operations Division • 1 per GO-level command (w/exception to ASCC/TSC) • 1 per 600 Personnel transiting through an intra-theater APOD (when daily transit numbers exceed 600 daily)	Existence Workload Existence Workload
12356GA00	• Postal Platoon	• 4 per MMT Team • 1 per 6,000 personnel (i.e. cumulative population)	Existence Workload
	• Postal Planning Factors	• 2.0 lbs per Servicemember per day (mail volume) • 20 foot container = 8,000 lbs • 40 foot container = 16,000 lbs	

- HR rules of allocation enable HR planners to determine the number of HR units required to accomplish the HR mission.
- Rules of allocation are also used in the Total Army Analysis (TAA) system to model operational requirements of units.

SRC 12 Rules of Allocation



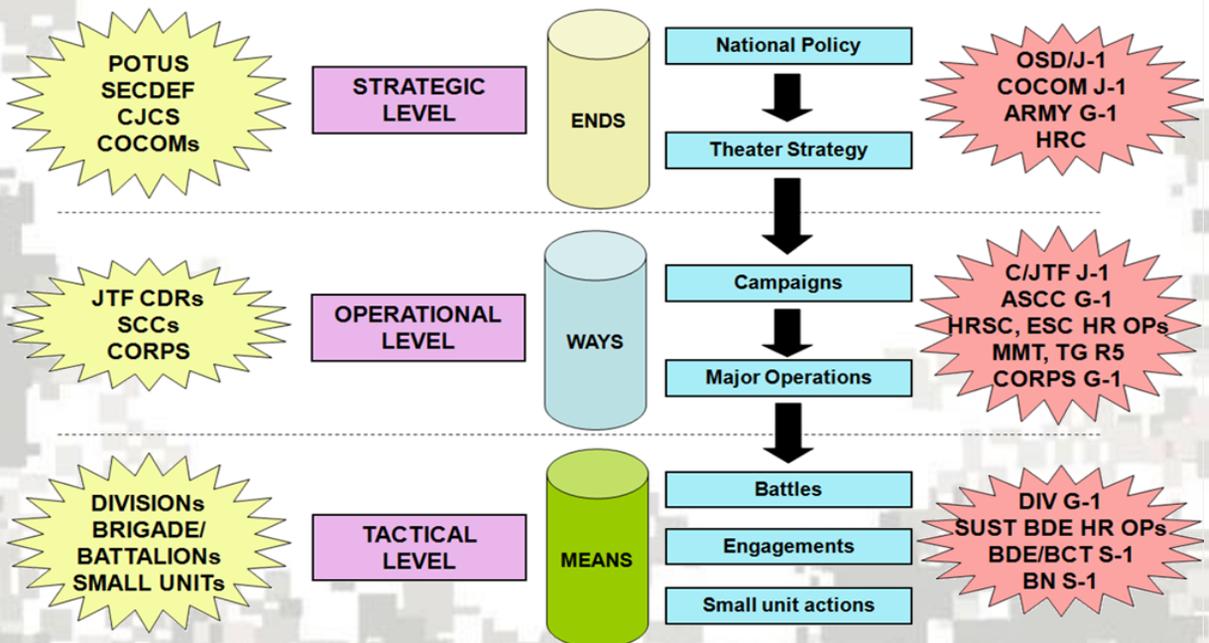
Sustainment Warfighting Function

*Sustainment is the provision of **Logistics**, **Personnel Services**, and **Health Service Support** necessary to maintain and prolong operations until mission accomplishment.*

Sustainment sub-functions include:

Logistics	Personnel Services	Health Service Support
<ul style="list-style-type: none"> Maintenance Transportation Supply Field Services Distribution Contracting General Engineering Support 	<ul style="list-style-type: none"> Human Resources Support Financial Management Legal Support Religious Support Band Support 	<ul style="list-style-type: none"> Organic and Area Medical Support Hospitalization Dental Care Behavioral Health Clinical Laboratory and CBRN Patients Medical Evacuation Medical Logistics
FM 3-0, Operations, para 4-20 FM 4-0, Sustainment, para 1-11		

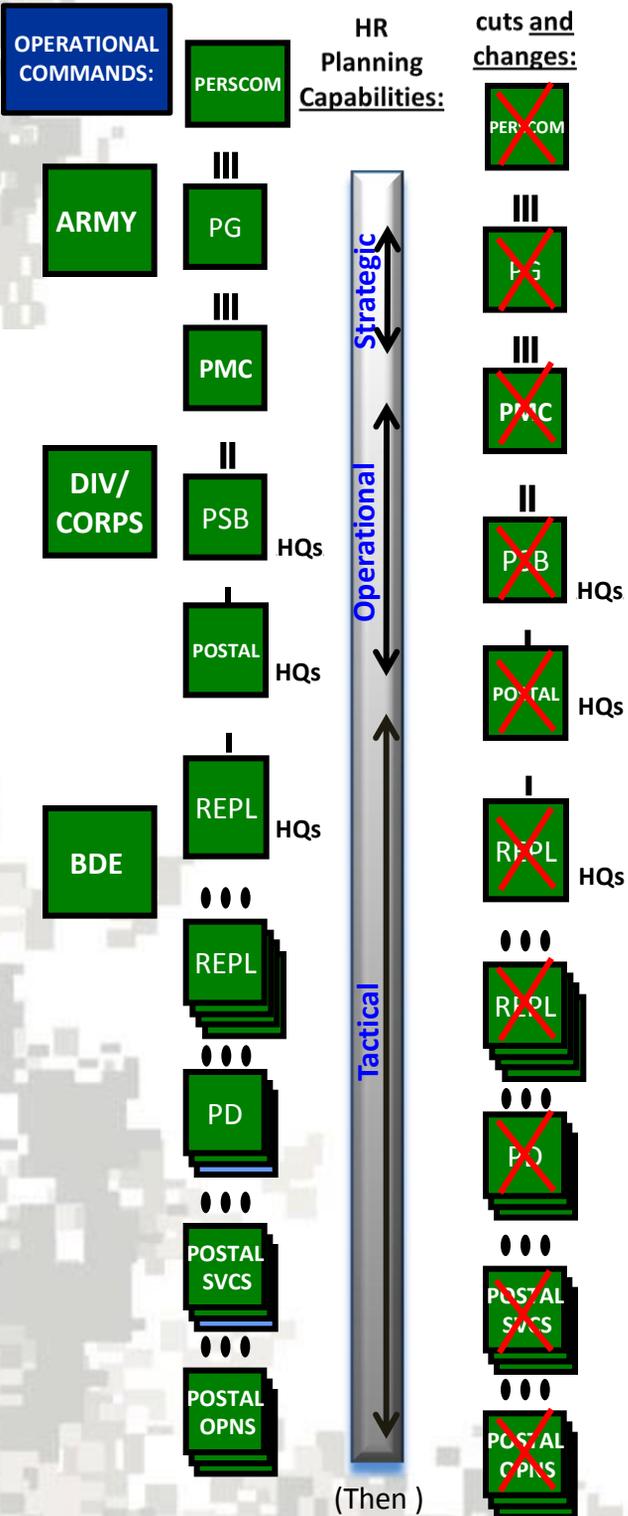
Levels of War



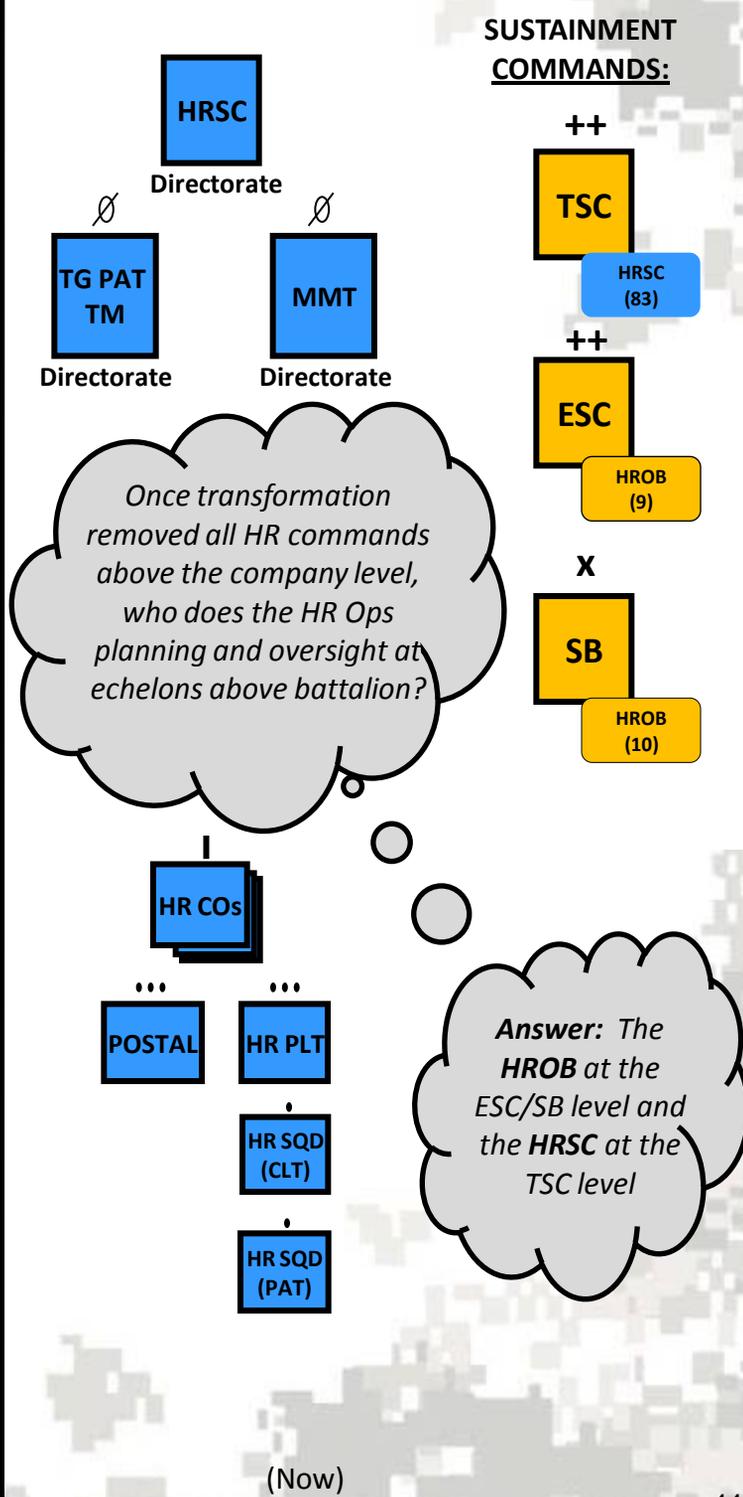
Why do we need an HRSC or HROB?

The HR Sustainment Center (TSC) and HR Operations Branch (ESC/SB SPO)

Legacy:



Modular Structure:

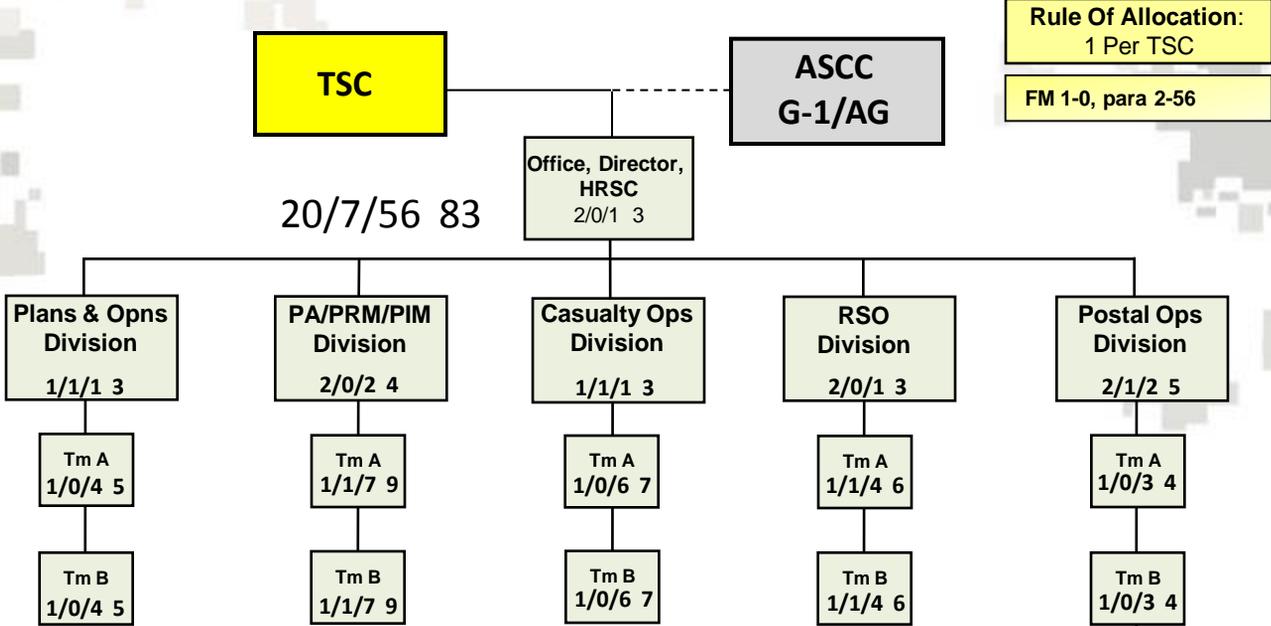


TAB B

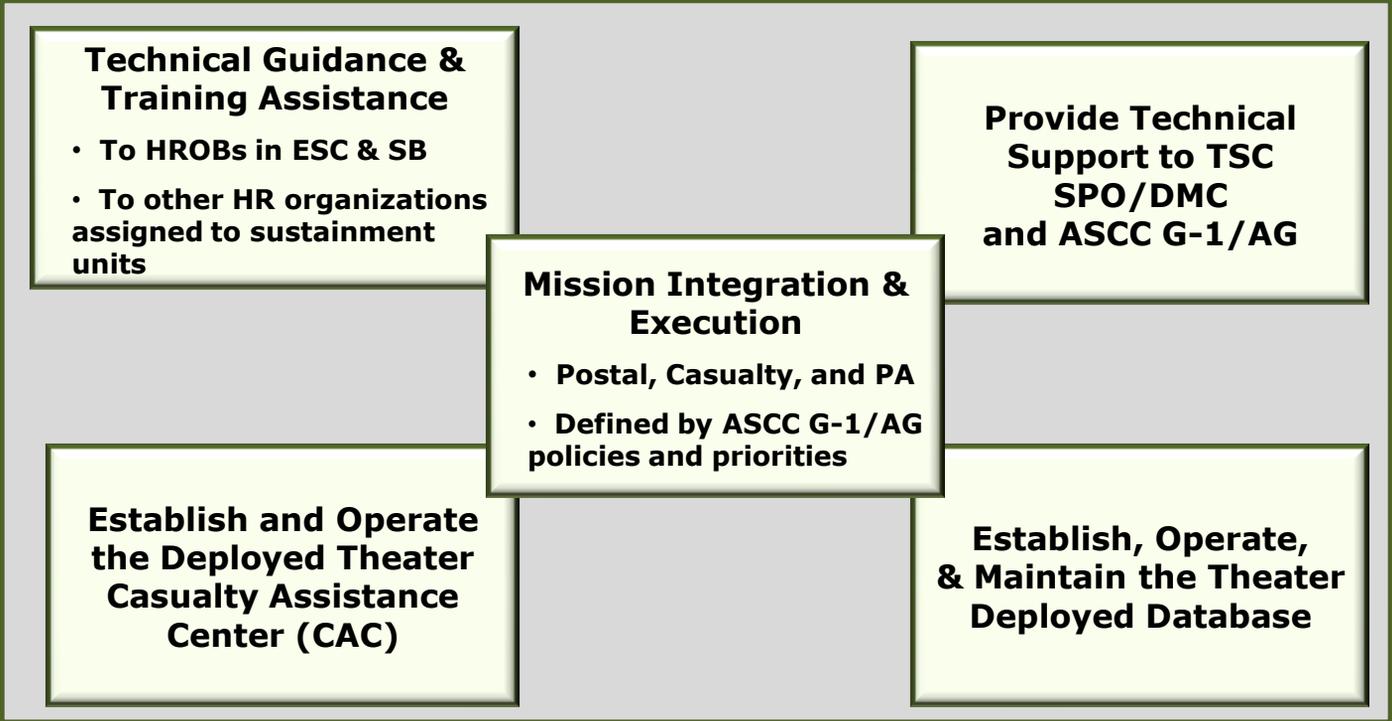
HR STRUCTURE & RESPONSIBILITIES (SRC 12)

Human Resources Sustainment Center

MISSION. HRSC provides technical guidance and ensures execution of the personnel accountability, postal, casualty, and RSO functions performed by HR SRC 12 elements and the HR Operations Branch within the Sustainment Brigades or ESCs.



HRSC - Critical Functions



HRSC - Responsibilities

(1 of 3)

Office of the Director

Integrates and executes PA, casualty, and postal functions throughout the theater.

- Provides support to the ASCC G-1/AG in the accomplishment of their PRM and PIM missions
- Provides theater-wide technical guidance and training assistance for PA, casualty, and postal functions performed by TG PATs, MMT Teams, HR Companies, platoons, and HROBs
- Serves as the technical link and advisor to theater G-1/AGs, S-1s, HROBs, and HR Companies for PA, casualty, and postal operations

FM 1-0, para 2-56 through 2-58

Plans and Operations Division

MISSION. *Provides the HRSC Director the capability to manage current operational requirements and planning for both long and short range HR operations.*

- Provides long and short range planning for the execution of HR tasks supported by HR organizations (PA, casualty, and postal operations) and assists the HRSC Director in managing current HR operational requirements
- Tracks force flow and monitors down-trace HR organizations deployment plans, deployment preparations, and support of contingency operations in the allocated AO
- Manages internal HRSC deployment plans, deployment preparation, and support of contingency operations in the allocated AO

FM 1-0, para 2-62

HRSC - Responsibilities

(2 of 3)

PA / PIM / PRM Division

MISSION. *Produces data, reports, and other information required for the analysis of Strength Reporting, Casualty, Postal, and Personnel Accountability Team operations.*

- Establishes and maintains the theater deployed database
- Ensures the database remains active and is properly synchronized to receive data from both the supporting PAT elements and the S-1 and G-1/AG sections operating in the AO
- Manages the theater database hierarchy and makes adjustments as the ASCC G-1/AG and G-3 updates and modifies task organization
- Uses DTAS, eMILPO/RLAS/SIDPERS, and other systems that feed into TAPDB to prepare, collect, and analyze required reports to maintain situational awareness of the theater PA status and PA operations

FM 1-0, para 2-63

Casualty Operations Division

MISSION. *Establishes the theater CAC & manages casualty reporting within the theater of Operations IAW policies established by the ASCC G-1/AG.*

- Serves as the POC for all Casualty and Mortuary Affairs Operations Center (CMAOC) actions by establishing a direct link to CMAOC
- Reports all casualties from DoD civilians, contractors, and personnel from other Services (*if the sponsoring Service is not in the immediate area*)
- Receives, processes, and forwards all casualty reports in the theater. Maintains and provides casualty data and briefings for the ASCC G-1/AG
- Assists CMAOC through monitoring formal LOD investigations on deceased Soldiers

FM 1-0, para 2-64

HRSC - Responsibilities

(3 of 3)

Postal Operations Division

MISSION. *Provides postal assistance and technical guidance to HROBs and HR companies and ensures they are in compliance with postal operations policies and regulations; directly supports the execution of the theater postal policy and the EPW mail mission; ensures appropriate resources are identified to support the theater postal mission.*

- Provides technical guidance and compliance support to all subordinate HROBs
- Assists the ESC HROB in the establishment of theater opening postal ops
- Establishes the deployed AO postal inspection plan
- Establishes direct coordination with both the MPSA and the servicing JMPA and conducts detailed postal planning/coordination with the MPSA
- Ensures DoD civilian, contractor and multinational support requirements are determined and disseminated
- Monitors and determines appropriate mail flow rates and ensures current data is integrated into all TSC and ESC SPO planning

FM 1-0, para 2-65

RSO Division

MISSION. *Responsible for planning and providing technical guidance, and maintaining visibility of personnel transiting inter/intra theater APOD/APOE.*

- Provides assistance and support to the theater G-1/AG in developing and executing the R&R program
- Coordinates with the PA/PRM/PIM Division on all matters affecting personnel accountability and CONUS APOD & Air Force planners on personnel flows & capabilities
- Monitors & recommends distribution and emplacement of PATs. Conducts SAVs on APODs & PATs
- Coordinates with the P&O Division and the TSC SPO (Mobility Branch) for deployment and redeployment plans
- Coordinates with appropriate agencies for external sustainment support, life support (food & billeting), and onward transportation for transiting personnel

FM 1-0, para 2-66

MMT Team & TG PAT

Military Mail Terminal Team

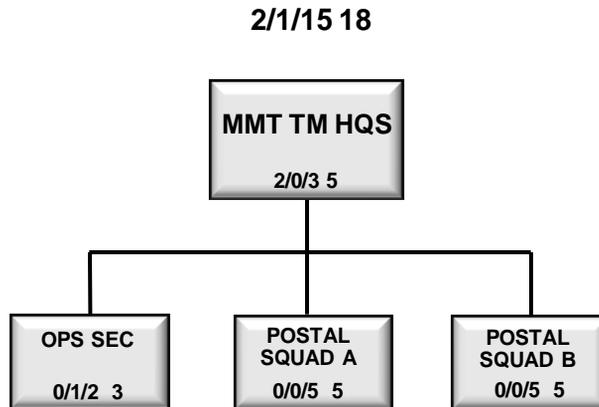
Capabilities:

Existence based organization employed as part of the theater opening mission to establish a Joint Military Mail Terminal. With augmentation of the HR Company, provides integrated, accurate, and timely processing of mail.

Rule of Allocation:

One per Inter-theater Aerial Port of Debarkation (APOD) that receives bulk mail (Existence based).

FM 1-0, para 2-69



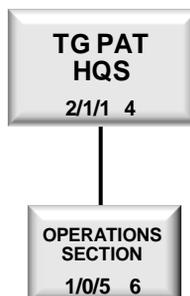
MISSION: Provide postal support to an area of operations

Key Responsibilities

1. Coordinates transportation for inbound and outbound personnel
2. Coordinates billeting for processing Soldiers / Civilians
3. Coordinates life support sustainment functions
4. Transportation manifest support and tracking for arriving and departing flights
5. Security operations for both movement elements and property
6. Coordinating transient briefings

TG PAT

3/1/6 10



Rule of Allocation: One per Inter-theater Aerial Port of Debarkation (APOD)

FM 1-0, para 2-76

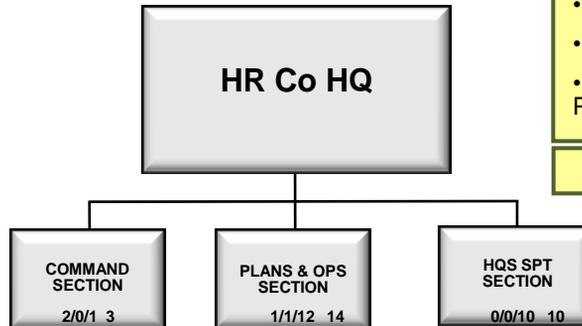
MISSION: Provide personnel accountability support to the theater by coordinating and providing Joint Operations Area-level reception, replacement, and redeployment support to gain / maintain personnel accountability of transiting personnel.

HR Company Headquarters(HQ)

DOCTRINAL RESPONSIBILITIES

- Provide HR Platoons and PATs to support TG PAT
- Provide PATs at locations designated by HRSC, TG PAT, or HROB of Sustainment Brigade
- Coordinate logistics support (billeting, transportation, etc.)
- Coordinate PA issues with HROB
- Ensure all PATs have access to HR database systems

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RULE OF ALLOCATION

- 1 per TG PAT (Existence)
- 1 per MMT (Existence)
- 1 Per 3-7 HR and/or Postal Platoons (Workload)

FM 1-0, para 2-80 and 3-57

MISSION. Provide mission command (C2), planning, and technical support to all assigned or attached HR or postal platoons.

HR Company Headquarters

- Existence and workload based command and control organization
- Employed with 3-7 Postal and/or HR platoons & Plans and Ops Section
- Attached or assigned to a SB supporting BCTs and other BDEs
- Task organized to deliver HR area support for postal, personnel accountability and casualty operations in the SB AOR

Receives technical guidance from:

- HRSC (RSO, Postal or Casualty Ops Division)
- ESC/SB HROBs (includes planning guidance)

The HR Company falls under the STB (or CSSB) of the SB

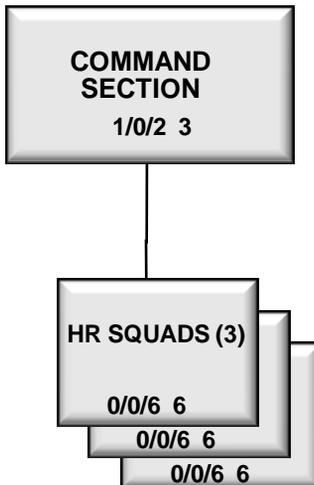
HR Companies (and HROBs) **DO NOT** support essential Personnel Services, MWR, or personnel readiness management operations

HR Platoon

DOCTRINAL RESPONSIBILITIES

- A multifunctional platoon with the capability to provide Personnel Accountability support to all individuals and units in an assigned AO
- May also serve as a supporting element of the TG PAT

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RULES OF ALLOCATION

HR PLATOON

- 2 per TG PAT (offset by 1 per additional 1800 avg. daily pax flow)

HR SQUAD (Casualty Liaison Team) (CLT)

- .1 squad per Level III Medical Treatment Facility
- .1 squad per Mortuary Affairs Company
- .1 squad per HRSC Casualty Operations Division
- .1 squad per General Officer Level Command (w/exception to ASCC/TSC)

HR SQUAD (Personnel Accountability Team) (PAT)

- 1 per 600 personnel transiting through an **intra-theater** APOD (when daily numbers exceed 600 daily)

FM 1-0, para 2-92

MISSION. Provide casualty and/or personnel accountability support to all individuals and units to an assigned area of operations or serves as a supporting element of the Theater Gateway Personnel Accountability Team.

Postal Platoon

DOCTRINAL RESPONSIBILITIES

FM 1-0, para 4-61

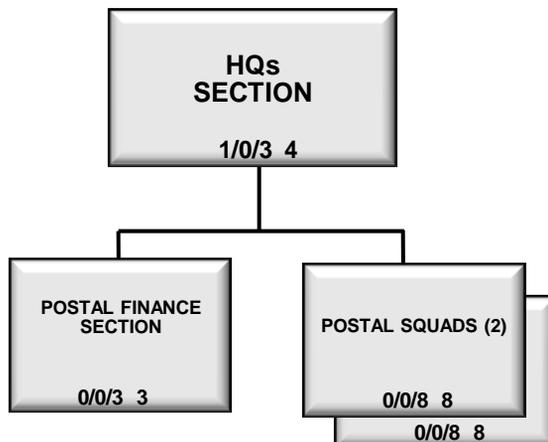
- Appoint an onsite supervisor(s), COPE, and an accountable mail clerk
- Coordinate with HR Company headquarters
- Direct daily postal operations
- Receive and distribute intra-theater mail
- Prepare mail for unit mail clerks
- Receive, process, and dispatch outgoing mail
- Receive, process, and redirect incoming mail
- Receive, process, and maintain a chain of custody for all mail with special services
- Update postal routing schemes
- Conduct casualty mail and EPW mail operations
- Conduct postal financial and supply support and management
- Conduct UMR/CMR inspections
- Plan MPO openings, closings, and relocations
- Respond to all customer complaints, inquiries, and suggestions

RULES OF ALLOCATION

- 1 per 6,000 personnel
- 4 per Military Mail Terminal

FM 1-0, para 2-88

1/0/22 23



MISSION. Provide postal support to all individuals and units in an assigned area or serve as an element of an MMT.

Theater HR - Key Functions

Postal Operations – Roles and Responsibilities

ASCC-G-1/AG	HRSC POD	MMT	HR Co / Postal PLT
- Conduct Theater Postal Planning	- Determine Postal structure required to support mission	- Establish MMT	- Establish APOs as directed
- Develop Postal Policy	- Implement Postal policy - Provide technical guidance	- Control AOR mail movement	- Provide Postal finance area support
- Ensure sufficient Postal force structure available	- Conduct Postal Inspections	- Coordinate w/Joint and Sustainment nodes for support	- Distribute Prograde mail
- Request contingency APO activation	- Provide routing info to JMPA	- Distribute mail to HR Companies (Postal)	- Process Retrograde Mail
- Direct establishment of Theater MMT Tm	- Distribute Postal Plts/HR Companies (Postal)	- Consolidate Retrograde Mail	- Manage Redirect Mail
- Manage Theater Postal System	- Establish AOR locator/redirect services	- Process Casualty Mail	

Casualty Operations– Roles and Responsibilities

ASCC-G-1/AG	HRSC CAC	HR Co / HR Plt / CLT
- Develop Casualty Policy	- Establish and Operate Theater CAC - Receive and process Casualty Reports	- Provide Casualty support Cbt Spt Hospitals and Select GO HQ (G-1/AGs)
- Establish Reporting Policy	-- Provide Casualty Technical guidance to all CLTs and BDE S-1 Sections	-- Ensure accurate and timely Casualty Reporting
- Ensure sufficient Force Structure Is available	- Determine Casualty Structure required to support Theater Mission	- Operate DCIPS-CR/CF
- Manage Theater Casualty System	- Coordinate w/CMAOC	-- Maintain Casualty Statistics

Personnel Accountability – Roles and Responsibilities

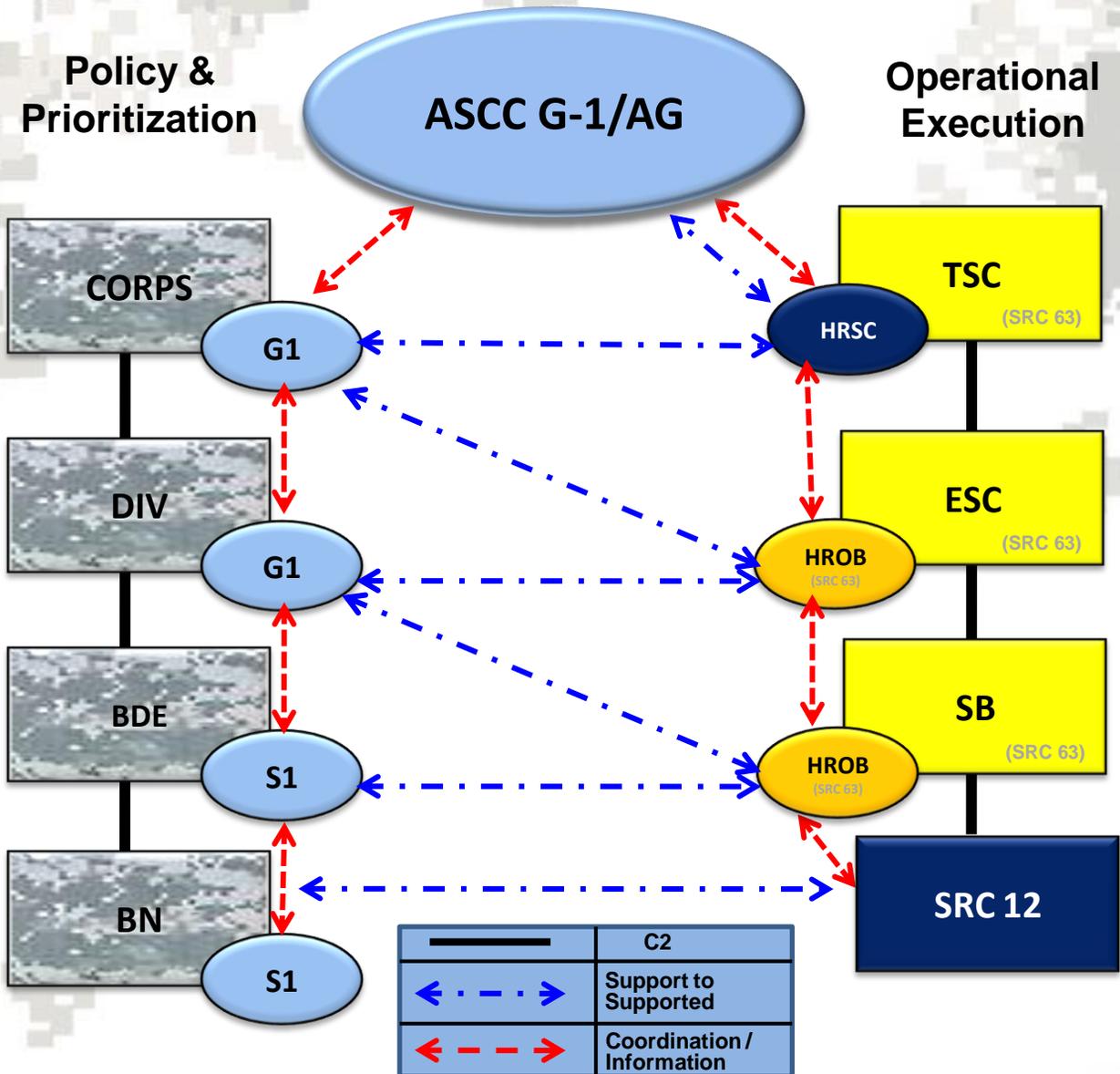
ASCC-G-1/AG	HRSC P&O / RSO	TG PAT	HR Co / HR Plt / PAT
- Establish Theater Replacement Shelf	- Determine PAT Structure to support msn	- Establish TG PAT Center (Inter-Theater APOD)	- Establish Intra-theater APOD PAT Operations
- Develop PA and R&R policy	- Provide PAT Technical Guidance	- Conduct PA (using TPS) & Integrate DTAS/Finance data	- Conduct Personnel Accountability
- Manage Theater PA System	- Determine Inter/Intra Theater APOD locations	- Coordinate Onward Movement	- Integrate DTAS data
- Ensure sufficient PAT force structure available	- Analyze, monitor, predict flow rates	- Coordinate Non-HR support for Transient population	- Coordinate onward movement
- Determine Civilian Reporting Policy	- Distribute HR assets (PAT/Plts/HR Co's)	- Coordinate w/Joint and Sustainment Nodes for Support	- Coordinate Non-HR support

TAB C

RELATIONSHIPS

Relationships

(1 of 6)

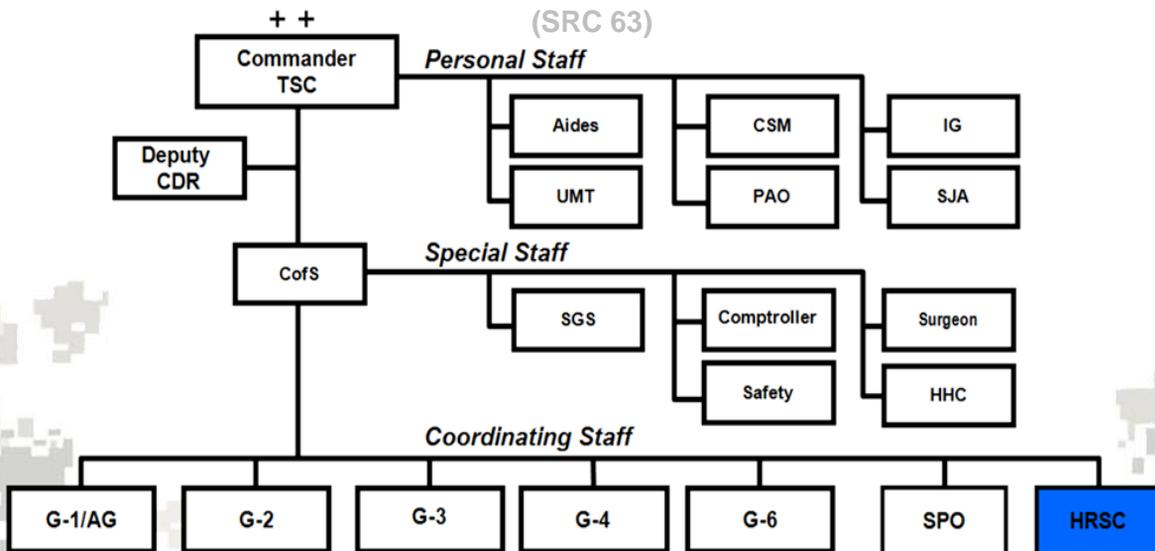


- ❑ ASCC establishes policies and priorities; provides CDR intent and planning guidance
- ❑ HRSC ensures execution, synchronization, integration of Postal, Casualty, PA and SR key functions consistent with policy, guidance, and priorities established by ASCC G-1/AG
- ❑ HRSC provides planning operations for ASCC G-1/AG in areas of Postal, Casualty, PA and SR; ensures synchronization, execution and compliance within sustainment war fighting functions (*i.e. build up/draw down, force structure realignment, etc.*)

Relationships

(2 of 6)

Theater Sustainment Command



- The TSC is the senior sustainment organization for a theater of operations – the HRSC is assigned to the TSC
- The TSC is the key linkage between the ASCC G-1/AG and the HRSC
- The TSC G-1/AG's focus is on TSC specific (internal) HR support, while the HRSC focus is theater-wide (PA, Casualty, & Postal operations)

FM 1-0, para 1-38 & Figure 1-3

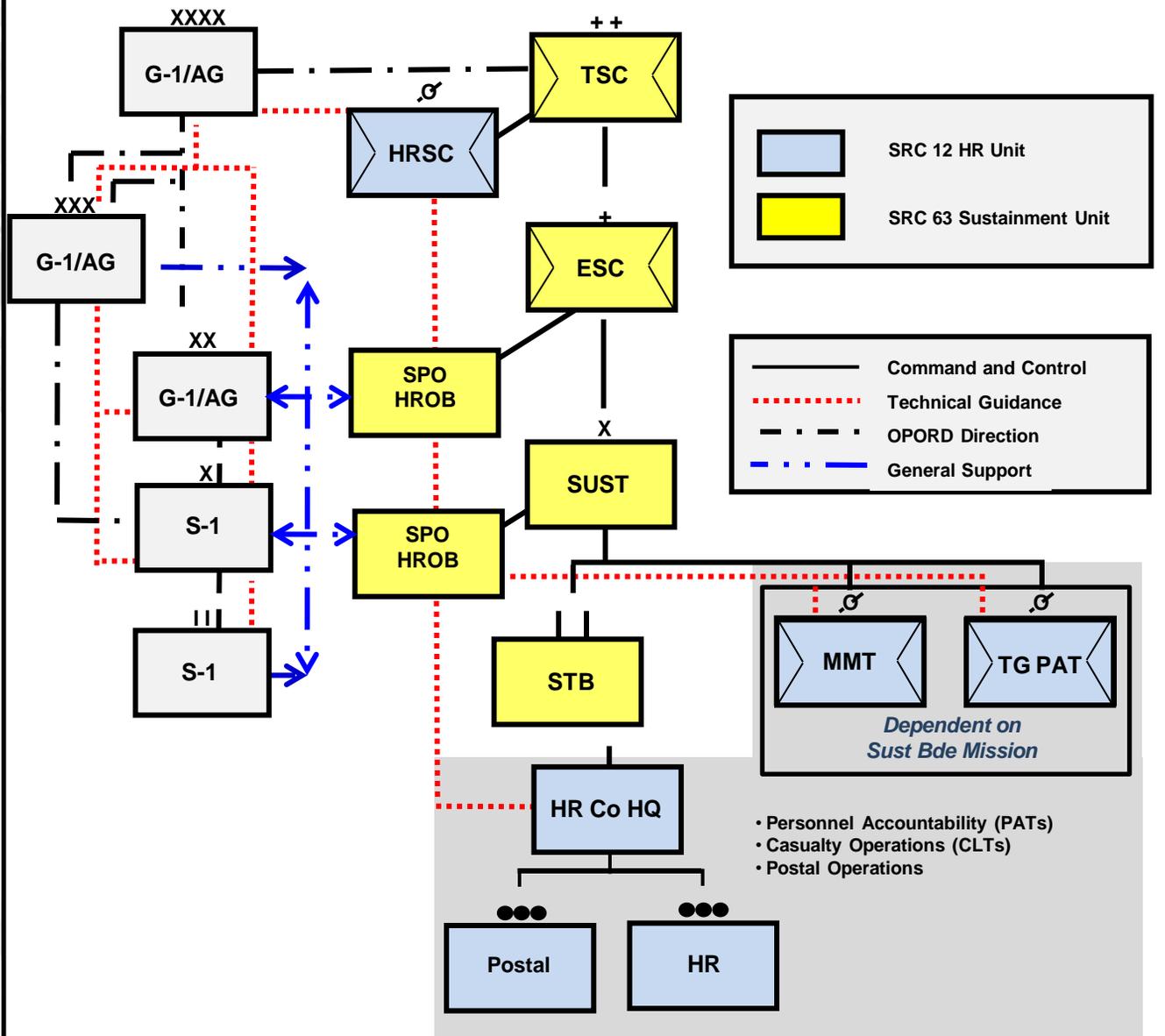
HRSC Link to TSC SPO

- Developing HR deployment / redeployment plans
- Determining (in coordination with the TSC G-3) the number, type, and location of HR resources
- Assessing the current situation and forecasting HR requirements
- Directing action to apply HR resources and support at decisive points and time
- Coordinating the execution of transportation support for mail movement to include enemy prisoner of war mail
- Conducting HR casualty operations
- Coordinating execution of transportation support to move transiting personnel within the theater, theater of operations, AO, or JOA
- Coordinating the execution of life support for arriving replacements and transiting personnel

Relationships

(3 of 6)

HR / Sustainment



MC: Mission Command (formerly C2) of all of the SRC 12 HR organizations resides within the deployed theater sustainment organizations (in most cases). The highest level of “pure” HR “mission command is found in the HR Company.

Technical Guidance: Technical Guidance is provided by the various divisions of the HRSC and is passed to subordinate HROBs in the ESC and the Sustainment Brigades, and then ultimately to the SRC 12 HR organizations providing the support and executing the PAT, postal, and casualty support.

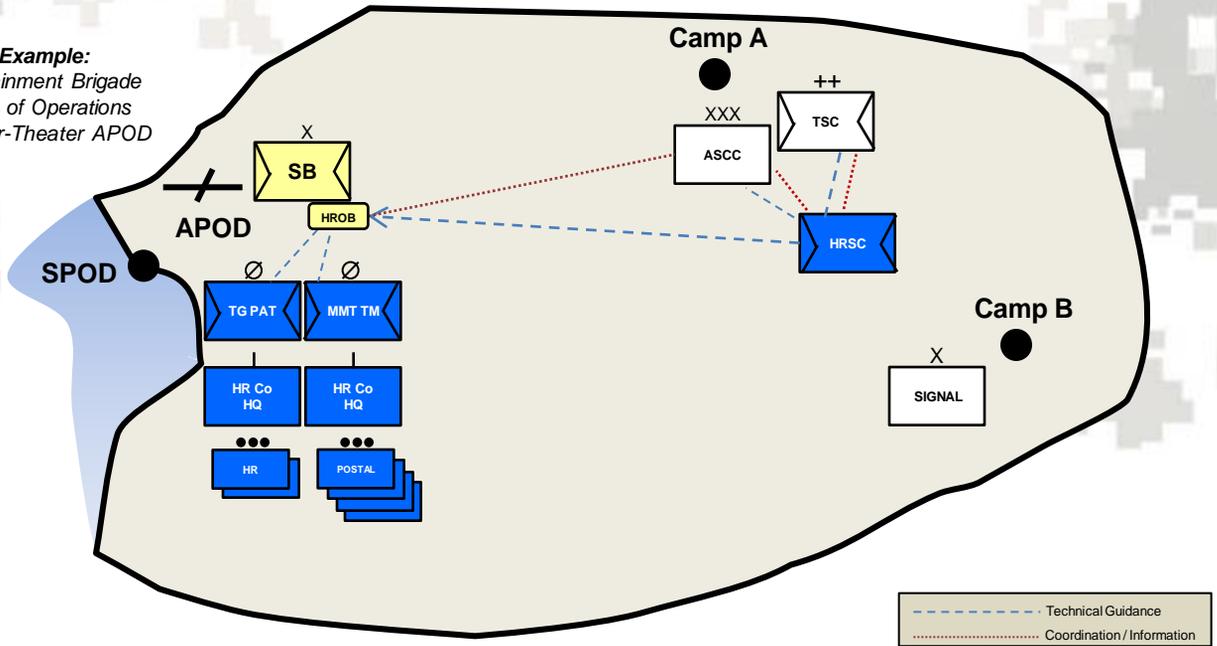
Support Relationship: The establishment of a close relationship between G-1s, S-1s, and the supporting HROBs is critical for timely support. G-1s and S-1s have a supported/supporting relationship with the sustainment structure of the theater and integrate their requirements through the HROBs of either the ESC or the SB

Relationships

HR Support-to-Supporting Relationships (4 of 6)

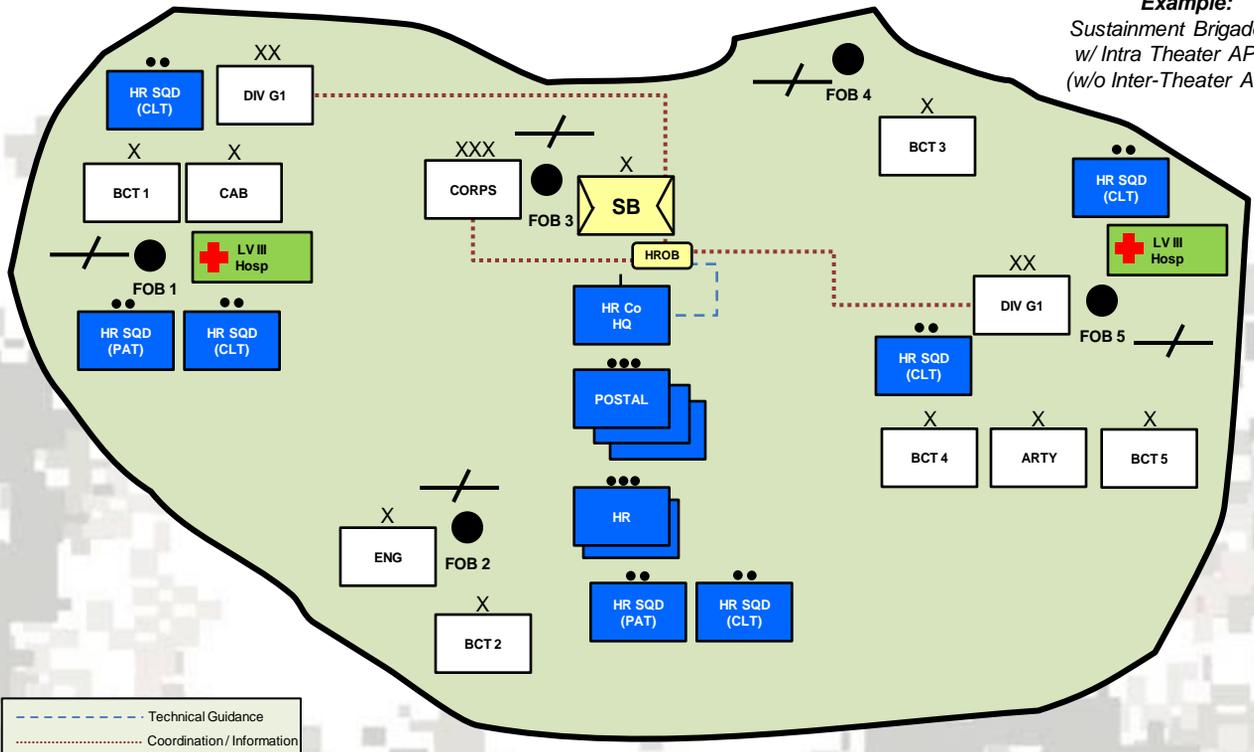
Sustainment Brigade w/ Theater Opening Mission

Example:
Sustainment Brigade
Area of Operations
w/ Inter-Theater APOD



Sustainment Brigade w/ Theater Distribution / Sustainment Mission

Example:
Sustainment Brigade AO
w/ Intra Theater APODs
(w/o Inter-Theater APOD)



Relationships

(5 of 6)

HR Operations Branch

AHRC



HRSC

++
TSC

+
ESC

X
SB
CDR/CSM

HROB Relationship

- Synchronize
- Mission Command (C2)
- - - - Integrates HR Support;
Provides Technical Guidance

G1/S1s

Plan Sync
HROB
Integrate Coordinate

SPO
Team

SRC 12
Units

∅
TG
PAT

∅
MMT

HR Co

HR

Postal

HR Sqd
(PAT)

HR Sqd
(CLT)

AFSB
CDR

*Building Relationships...
....Builds Credibility!*

Relationships

(6 of 6)

Command Relationships:

- Define superior and subordinate relationships
- Enable use of forces with maximum flexibility
- Identify the degree of control.
- Unify effort

COMMAND

Assigned

Attached

Operational Control (OPCON)

Tactical Control (TACON)

Administrative Control (ADCON)

Support Relationships:

- Are established when –
 - The support is more effective if a commander with the requisite technical and tactical expertise controls the supporting unit rather than the supported commander
 - The echelon of the supporting unit is the same as or higher than that of the supported unit.
 - The supporting unit supports several units simultaneously
 - The requirement to set support priorities, allocate resources, and to supported units exists
- Are not a command authority.

SUPPORT

Direct Support

General Support

Reinforcing

General Support-Reinforcing

FM 5-0, Appendix F

Assigned: To place units or personnel in an organization where such an organization controls and administers the units or personnel for the primary function in a permanent nature. Unless specifically stated, this includes administrative control (ADCON) **(Parent Unit is responsible for PA and SR)**

Attached: The placement of units or personnel in an organization where such placement is relatively temporary **(Gaining Unit is responsible for PA and SR)**

Operational Control (OPCON): Transferable command authority for a specific mission; temporary; not normally logistically or administratively supported **(Parent Unit is responsible for PA and SR)**

Tactical Control (TACON): Unit falls under a commander's command authority for a specific mission; temporary; not logistically or administratively supported. **(Parent Unit is responsible for PA and SR)**

Administrative Control (ADCON): Includes personnel management, control of resources and equipment, discipline, and other matters not included in operational missions. For OPCON and TACON, parent units retain ADCON.

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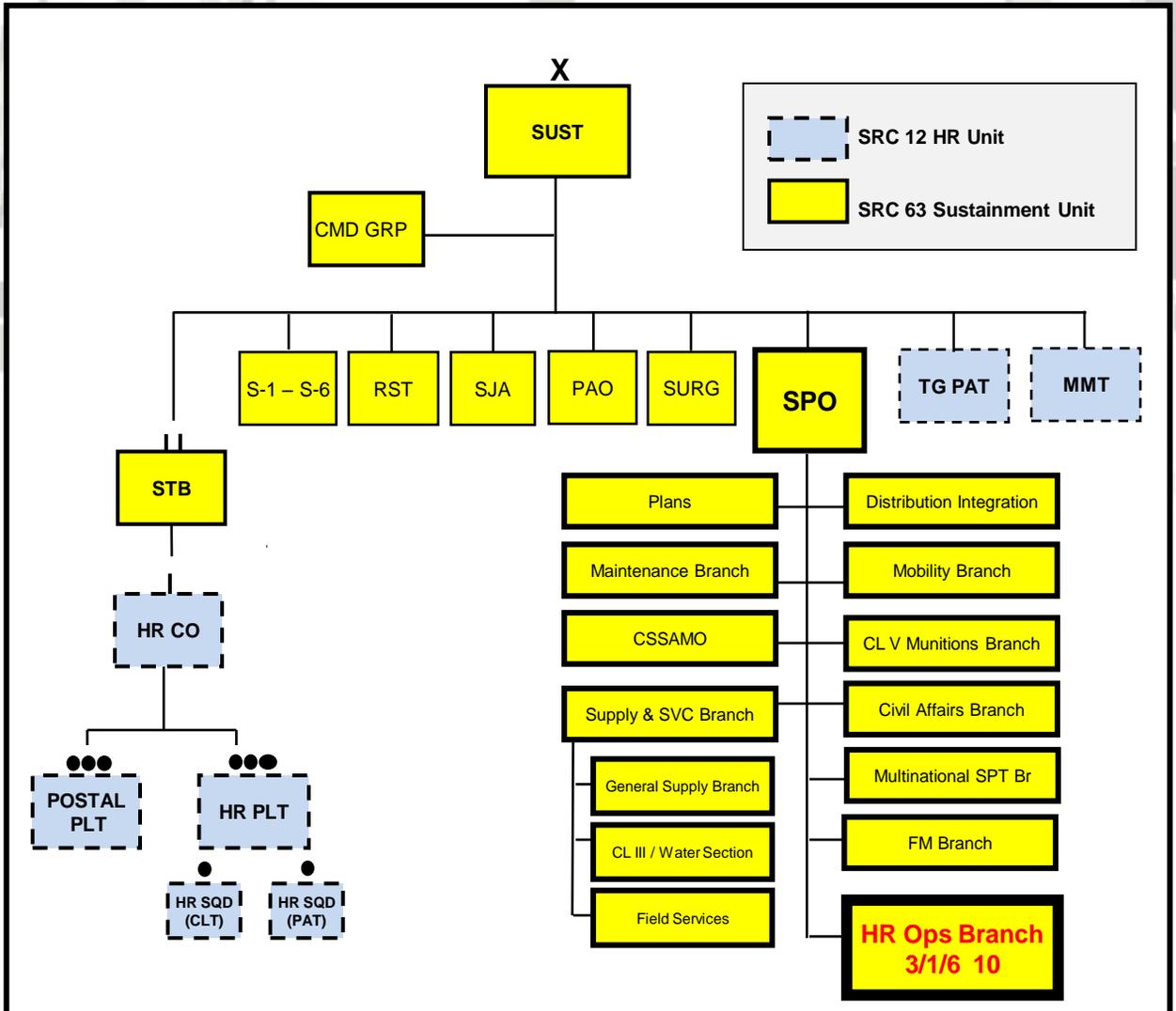
TAB D

HUMAN RESOURCES OPERATIONS BRANCH (HROB)

**Expeditionary Sustainment Command (ESC)
&
Sustainment Brigade (SB)**

(SRC 63)

HROB in the SPO of a SB



Sustainment Brigade Major Missions

FMI 4-93.2, Chapter 2

- Theater Opening
- Theater Distribution
- Sustainment

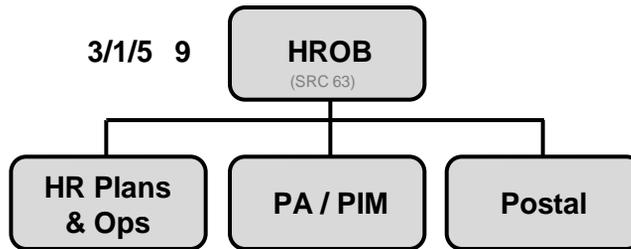
The SPO

- Principal Staff Officer for coordinating support for all units within the SB's assigned AO
- Provides technical supervision of all sustainment operations
- Key interface between supported units and the TSC/ESC

SB with Theater Opening Mission (Inter-theater APOD) - TG PAT and MMT will be assigned or attached to the STB.

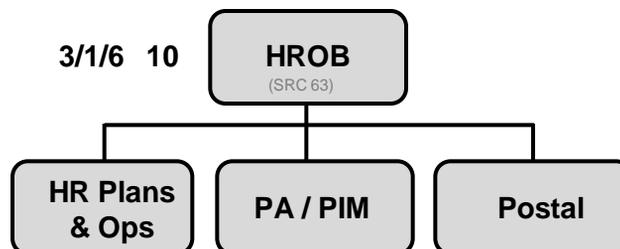
Human Resources Operations Branch

ESC SPO - HROB



- A subordinate branch of the ESC SPO
- Plans, coordinates, integrates and synchronizes the activities of subordinate HR units in the deployed theater (attached to SBs) to ensure they are resourced, positioned, and properly allocated to provide Postal, **Personnel Accountability Team**, and **Casualty** support
- **Interfaces with HRSC** to ensure supported priorities are resourced appropriately
- Provides technical guidance for Sustainment Bde HROB and MMT Teams and TG PAT subordinate to the ESC

SB SPO - HROB



- A subordinate branch of the SB SPO
- The most important planning and coordinating elements on the battlefield for the delivery of HR support
- Plans, coordinates, integrates, and synchronizes **personnel accountability, casualty, and postal operations** missions
- Serves as integrator between the HRSC, supported units (G-1/S-1) and HR Companies, MMT Team and TG PAT
- Plans, projects, and recommends HR support for current/futures operations

HROB Value Added to the SPO

HROB MISSION

Plan, Coordinate, Integrate and Manage Sustainment Brigade Human Resources (HR) Support.

FM 1-0, fig 2-6

SB SPO HROB

The HR branch is responsible for planning, coordinating, integrating, and synchronizing the activities of subordinate units (HR companies, platoons, and teams) for the SPO in the sustainment brigade area of the theater of operations. This includes ensuring they are resourced, correctly positioned, and properly allocated to provide required **postal, personnel accountability, and casualty support.**

Ref: FMI 4-93.2, para 2-53

- Provides Operational guidance to all subordinate HR units**
- Understands which HR enabling systems are critical to mission success**
- Monitors / helps establish HR contracting efforts within the AO**
 - Write/review the performance work statement
 - Interacts with contractor management
- Analyzes redeployment or reallocation of HR units within the AO**
 - Receives unit input
 - Coordinates with higher ESC/HRSC
- Conducts the Military Decision Making Process focused on HR**
 - Develops HR COAs to support mission requirements
 - Analyzes COAs / recommends best HR support
- Provides HR input to Operations Orders and Plans**
 - Develops the HR running estimate
 - Prepares the HR concept of support / HR Synch Matrix
- Provides current / future planning capabilities to the SPO/Cdr**
- Conducts SAV/Inspections of APODS/PATs, CLTs, and APOs**
- Understands and coordinates HR unit force tracking**
 - Identify gaps or excessive overlaps
 - Conduct HR unit distribution management
 - Develops mitigation strategies
 - Maintains HR Crosswalk and tracks HR FTNs
- Serves as a HR subject matter expert regarding**
 - Personnel Accounting Team Operations
 - Postal Operations
 - Casualty Operations
 - HR Asset Force Management
- Serves as the commander's conduit to influence the HR concept of support**

HROB Critical Functions

Integrator between **supported units (G-1/AG and S-1)** and sustainment organizations for the execution of external HR support.

Synchronizes non-HR support requirements (transportation, billeting, and feeding for transient personnel)

HR Asset Force Management
Plans, Projects, and recommends HR support requirements for current and future military operations.

Integrator between the **HRSC** and **assigned or attached HR organizations** for the execution of HR support.

Synchronizes HR Support with the concept of support plan for Personnel Accountability, Casualty, and Postal operations.

Part of the SB Early Entry Element.
Assists in establishing initial Theater Personnel Accountability, Casualty, and Postal Operations.

FM 1-0, para 2-45

HROB Responsibilities

The HROB maintains support to supporting relationships with G1s & S1s and HR organizations by prioritizing available HR resources to support mission requirements.

The HROB is the SB SPO hub for HR integration, synchronization, planning, coordination, and HR sustainment operations.

Personnel Accountability

Postal Operations

Casualty Operations

HROB

The HROBs support HR requests with internal SB HR assets or forwards the request to the ESC SPO or HRSC for resolution.

The HROB plans and coordinates sufficient HR organizations needed to provide HR support based on the commander's intent.

The HROB provides technical guidance and resources to the SRC12 organizations as directed in the HR concept of support.

HROB Keys To Success

- ❑ Establish and maintain operational relevance with the ESC/SB SPO to ensure HR freedom of action, extend HR operational reach, and prolong HR endurance
- ❑ Actively participant in the military decision making process / rapid decision synchronization process (MDMP / RDSP)
- ❑ Engage with theater HR leadership and support HRSC/ASCC G-1/AG intent - **achieve and maintain situational awareness and situational understanding**
- ❑ Achieve and maintain HR situational awareness, situational understanding, and “operational adaptability”
- ❑ Develop understanding of contingency contracting, operational contracting support, and importance of Contracting Officer Representative (COR) roles
- ❑ Understand doctrinal Rules of Allocation for HR assets and battle space placement of HR assets and enablers
- ❑ Participate in Army and Joint exercises to share HR experience
- ❑ Maintain mental agility and critical thinking - you are (or will likely be) operating in a persistent conflict and expeditionary environment

Confidence + Competence = Relevance

How confident is your commander with what you are telling them?

Challenges of the HROB

- ❑ Training - Lack of Force Management/Tracking training - what do you need?
- ❑ HR Enabling System connectivity, training, and proficiency - how do you get this?
- ❑ Manning - HROB not fully manned or staffed with rank, grade, ASI, SQI or experience
- ❑ Automation equipment shortages - what is the minimum you need to operate?
- ❑ The acronym “FM” (Force Management) misunderstood – what do you really do?
- ❑ Gaining understanding & importance of developing an operational adaptability mindset
- ❑ Training the SPO on the execution-critical role/relevancy of the HROB staff
- ❑ Ensuring the SPO team understands the HROB value to the SB customers
- ❑ Lack of “relevant” pre-deployment training (CTE, MRE/MRX) – how do you get involved?
- ❑ EPS “mission creep” into the HROB – you are not the S1 – you are externally focused!
- ❑ Understanding the HRSC capabilities and using them as asset extensions of the HROB
- ❑ Home station mission set training - what do you do when not deployed?

Ask yourself - What does your SPO need to know?

HR Ops Key Performance Indicators

(1 of 2)

The HROB is the Sustainment Brigade's element responsible for ensuring HR operations are fully integrated into overall sustainment operations. They develop and monitor key performance indicators for the areas of Personnel Accounting, Postal Ops, Casualty Ops, and HR Asset Force Management.

To do this they:

- Ensure sufficient number of HR organizations / units are available
- Monitor and manage HR support provided within the AO
- Provide technical guidance and resources support to the supporting HR units
- Ensure units have the capability to provide the required PA, casualty, and postal support directed in the HR concept of support
- Establish a supported/supporting relationship with the G-1/AG and S-1s
- Communicate and coordinate with supported and supporting HR elements to effectively manage HR support in the Sustainment Brigades AO
- Uses HR planning considerations to develop performance indicators to ensure HR operations are integrated into the overall sustainment plan

Personnel Accounting Team Operations

- PA Team locations
- Operational Status
- Passenger Movement
 - Last 24 hours
 - Backlog #'s (24/48/72 hrs)
 - #Days at APOD
- System Access
 - TPS
 - DTAS
 - NIPR/SIPR
- Staff Assistance Visits
- LAD/BOG tracking
 - Units w/in 90 days of LAD
 - Status of replacements (BOG)
- Accountability issues
 - Military
 - Civilian
 - Contractors
 - Joint (or other services)
- Departure Locations (intra theater APODS)
 - Population served
 - Unit redeployment schedule
- Non-HR support Coordination (w/S1/S4/SPO)
 - Billeting
 - Feeding
 - Transportation
- Contracting (numbers/locations/Status)
- RAPIDS - ID Cards (Machines)
 - Adequate band-width to support DEERS
 - VSAT usage
 - System usage/connectivity/updates
 - System Training (SSM / VO)
 - Floats / Theater requirements
 - Card stock threshold
 - Military/Civilian/Contractor support
 - Contract renewal / surge periods

HR Ops Key Performance Indicators

(2 of 2)

Postal Operations

- Identify postal unit locations / FOB locations
- Provide current operational status
- Track inspections status
- Monitor population serviced (area population)
- Monitor mail volume (# MILVANS / # TRIWALLs)
 - Delivery delay
 - Trans & storage issues
- Establish/close APOs (ICW HRSC)
- Coordinate Postal Plans
- Reconcile Postal issues
- Systems Access (AMPS, DTAS, eMILPO)
- Track & monitor APO reports (status and submission)
- Monitor Contracting (Contractors/COR duties/QAE)

Casualty Operations

- Placement of CLTs
 - Locations (MTF/G1/GO HQ/HRSC)
 - Manning requirements
- Monitor # of casualties last 24 hours (formatted report)
- Verify CLT Communications (G6/S6 coordination)
 - System access (NIPR/SIPR)
 - Current version of TPS
- Last visit (by leadership) / Inspection
- LAD/BOG tracking
 - Units w/in 90 days of LAD
 - Status of replacements (BOG)

HR Asset Force Management

- Maintain HR FM Crosswalk / Track FTNs
- Identify and track LAD / BOG dates
- Mitigate significant unit under laps / overlaps
- Capture actual arrival dates of units / update systems
- Review, monitor, & recommend HR asset distribution
- Maintain theater situational awareness
- Track date of next rotation – when requirements are due
- Requirements conference / Sourcing conference attendance
- Prepare HR RFFs (draft/ghost write)
- Provide input to the HR concept of support
- ROA training / application
- Conduct systems training
- Establish & maintain support to supporting relationships

Sample – HR OPS KPI Tracking Charts

(1 of 4)

SAMPLE

PAT Operations Key Performance Indicators

SAMPLE

Purpose: To provide the Brigade Commander the status of PAT operations at Intra Theater APODs.

PA Team		Personnel Flow		Personnel Processing Center
Unit	Location /FOB	Arrived last 24 hours	Projected in the next 24 hours	Operations Assessment ⓐ ⓑ ⓓ
Tm 1, 2 PLT, 213 HR CO	Bob	589	625	ⓐ
1 PLT, 147 HR CO	Tom	1148	1280	ⓑ Scanner down
Tm 2, 3 PLT, 461 HR CO	Jane	614	578	ⓐ
Example Assessments				
ⓐ	Green: all systems operating normally			
ⓑ	Amber: TPS scanner machine down			
ⓓ	Red: TPS scanners not working and no connectivity for DTAS			

SAMPLE

PAT Operations

SAMPLE

Purpose: Provide KPI for Theater Gateway PAT operations.

Location (Unit/FOB)	Inbound Personnel			Outbound Personnel		CAC cards issued
	Personnel arrivals last 24 hours	Number of transactions in DTAS	Arrived Personnel beyond 2-days on ground	Number of Personnel Outbound	Outbound Personnel beyond 2-days on ground	
461/Brussels	682	682	25	297		1
105/Kuwait	1148	1148	0	490	102	15
633/Spain	714	714	2	75		0

Personnel on Ground beyond 2-Days		
Number	Destination	Reasons
25	FOB Brussels	Convoy to FOB delayed.
102	Kuwait	Flight canceled.
2	FOB Spain	Missed movement.

Sample – HR OPS KPI Tracking Charts

(2 of 4)

SAMPLE

Postal Operations Key Performance Indicators

SAMPLE

Purpose: To provide the Brigade Commander the status of AO mail operations at the Army Post Office level

Postal Facilities			Postal Inspection		
Unit	Location/FOB	Operations Assessment	Most recent inspection	Inspection Assessment	Next scheduled inspection
		(G) (A) (R)		(G) (A) (R)	
1st PLT, 90th HR Co	Apha	(G)	14 Mar	(G)	1 May
2nd PLT, 90th HR Co	Bravo	(R)	19 May	(G)	10 Jul
3 PLT, 90th HR CO	Charlie	(G)	1 Jun	(G)	9 Aug
Example Assessments					
(G)	Green: facility is operating normally				
(A)	Amber: facility was degraded because ran out of postal finance stockage or storage room to store mail				
(R)	Red: facility was shut down due to unidentified HAZMAT material or investigation for theft or someone tried to mail a UXO (grenade)				

SAMPLE

Postal Operations

SAMPLE

Purpose: To provide key performance indicators for MMT Tm mail operations

Location (Unit/FOB)	Mail Inbound			Mail Outbound			Postal Offenses	Postal Directory Updated	Next Postal Inspection
	Tons/Air Pallets/Milvans	Days on Ground not delivered	Assessment	Tons/Air Pallets/Milvans	Days on ground not transported off FOB	Assessment			
147/Anaconda	8/11/5	2	(A)	1/2/1	2	(G)	1	Yes	14-Jun-08
131/Cuervo	4/5/3	4	(R)	1/2/1	6	(B)	0	Yes	12-Jul-08

Standards	Mail Inbound	Mail Outbound
(G) Green	1 day	2 day
(A) Amber	2-3 days	3 days
(R) Red	4 days	4-5 days
(B) Black	5+ days	6+ days

Postal Offenses:
* PFC Xxxxx sent UXO (grenade) in package, found in initial inspection at FOB; 15-6 in progress.

Sample – HR OPS KPI Tracking Charts

(3 of 4)

SAMPLE

Casualty Operations Key Performance Indicators

SAMPLE

Purpose: To provide the Brigade Commander the status of casualty operations.

Casualty Assets			Casualty Operations	
Liaison Teams	Location	Supporting Organization	Reported last 24 hours	CLTs Operations Assessment (G) (A) (R)
2 CLT, 147 HR CO	Wilson	2ACR G-1	7	(G)
7 CLT, 105 HR CO	Voit	III Corps G-1	24	(G)
3 CLT, 300 HR CO	Addidas	121 CSH	18	(R) No DCIPs connectivity
Example Assessments				
(G)	Green: CLTs at full strength and fully integrated with MTF or Div/Corps G-1			
(A)	Amber: CLTs minimally staffed or DCIPS connectivity unreliable			
(R)	Red: No connectivity with DCIPS or communications with unit			

SAMPLE

Casualty Operations

SAMPLE

Purpose: To provide Key performance indicators for casualty operations.

Location (Unit/FOB)	# of casualty arrived	Unit contacted	DCIPS transactions submitted	# of Casualty Returned-to-Duty	# of Casualty Evacuated to another MTF	DCIPS Connectivity (G) (A) (R)	Communications with Units, S-1, SB, SPO-HR Branch, Theater-CAC (G) (A) (R)
3 CSH/Denmark	27	26	24	0	0	(A)	(A)
291 MTF/Cuervo	2	2	2	0	0	(G)	(G)

Assessments		Notes:
(G) Green	CLTs at full strength and fully integrated with MTF or Div/Corps G-1; Good connectivity &	* As of 1600, unable to contact 4/23 FA. Attempted to update unit @ 1530 on arrival of casualty
(A) Amber	CLTs minimally staffed or DCIPS connectivity unstable or communications unreliable	* DCIPS not updated; 2 casualties are still in ER as of 1600
(R) Red	No connectivity with DCIPS or communications with unit	

Sample – HR OPS KPI Tracking Charts

(4 of 4)

HROB AO		HR ASSET TRACKER		FY11													
DATE:				1Q			2Q			3Q			4Q				
LAD	BOG	FOB / Location	Unit Description	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep		
25 Jul 10	24 May 11	Lewis	806th MMT	█													
3 May 11	2 May 12	Lewis	81st MMT								█						
6 Oct 10	4 Aug 11	Lewis	350th HR Co	█													
12 Jul 11	10 May 12	Lewis	444th HR Co										█				
6 Oct 10	4 Aug 11	Lewis	350HRCo / PLT 1 (Postal)	█													
12 Jul 11	10 May 12	Lewis	444HRCo / PLT 1 (Postal)										█				
18 Oct 10	14 Aug 11	Lewis	350HRCo / PLT 2 (Postal)	█													
26 Jul 11	25 May 12	Lewis	444HRCo / PLT 2 (Postal)										█				
13 Nov 10	9 Sep 11		138th TG PAT		█												
20 Aug 11	19 Aug 12		9th TG PAT											█			
18 Sep 10	17 Sep 11		22nd HR Co	█													
2 Aug 11	31 May 12		387th HR Co											█			

The HR Ops Branch ensures sufficient number of HR organizations are available to provide HR area support, monitor the support provided by HR organizations, provide technical guidance, and coordinate resource support to the SRC-12 organizations (supporting units) to ensure they have the capability to provide the required PA , Postal, and Casualty operations support as directed in the HR concept of support.

The HR Ops Branch also provides a supported/supporting relationship with the G-1s/S-1s within the SB AOR for the areas of Casualty, Postal and PA operations.

It is through the SPO HR Ops Branch that the Commander is able to monitor the “pulse” of HR support operations and the effectiveness of the support provided.

Commanders monitor HR support by establishing HR KPI which will provide them insight into the effectiveness of HR support. These KPI may be included as part of the Commander’s Critical Information Requirements (CCIR).

Sample HROB CCIR / EEFI

Postal

- Postal Offenses
- Number of days mail is static, or undelivered
- Accountable mail and casualty mail accounted for and redirected
- Storage capacity for mail based on combat operations (*e.g., offense might require a delay in mail delivery / exceed capacity*)

Personnel Accountability

- Number of days personnel remain at APOD/Theater Gateway
- Visibility of inbound and outbound transportation
- Tactical Personnel System (TPS)/Deployed Theater Accountability Software (DTAS) operational and updated daily
- Access to systems (uninterrupted)

Casualty

- Uninterrupted access to DCIPS-CF
- Loss of communication between Casualty Liaison Teams (CLTs), Unit S1s and Theater Casualty Assistance Center (CAC)
- Initial casualty reports, from time of incident, greater than 12 hours, to HRC-Casualty and Mortuary Affairs Operations Center (CMAOC) – tracked and reported by Theater CAC

The above CCIR/EEFI are not all inclusive

•HR Planners will further develop the Commander's Critical Information requirements (CCIRs) and Essential Elements of Friendly Information (EEFIs) for HR operations based on METT-TC and the commanders guidance.

•These CCIR/EEFI are provided to facilitate HR planners thoughts as part of the HR Planning considerations, but do not supersede any CCIR/EEFI established by the unit.

Sample HROB Checklist

(1 of 3)

HROB (SPO) receives mission to conduct Theater Opening / Theater Distribution

(Establish TG PAT, MMT) Postal Ops, PA Ops, and Casualty)

- Conducts mission analysis (part of MDMP)
- Provides planning guidance to HROB personnel
- Oversees and provides additional direction, as needed, to staff planning
- Develop running estimates / HR planning factors

HROB establishes

Support to Supporting Relationships

- Coordinate with the HRSC for support and technical guidance
 - Determine theater PA, Casualty, Postal requirements
 - Verify system & database requirements / procedures
 - Submit requests for additional forces required by mission
 - Coordinate Postal support activities and inspections
 - Coordinate RSO requirements and PAT SAVs
- Coordinate status and capabilities w/TG PAT, MMT Team, HR Co
- Coordinate with appropriate SPO branches and/or sustainment elements for Non-HR life support (billeting, food, and trans)
- Coordinate with Higher/Lower HROB, G1/S1 and HRSC
- Coordinate plans with supporting units and staff elements

HROB develops plans

(Establish TG PAT, MMT, PA, Postal, and Casualty Ops)

- Determine initial / forecasted support requirements
- Determine resource requirements (equip/pers)
- Identify & Verify supporting elements (units/staff)
- Determine current status of personnel
- Determine specific PA requirements (# APODS)
- Identify external support requirements
- Obtain input for developing plans (HRSC/HR Co)
- Develop RFI list and track status of completion
- Identify problems areas requiring higher headquarters assistance
- Update Running Estimate / HR Planning Considerations HROB Synch Matrix
- Develop request for additional forces as required (HR Asset Force Management)
- Briefs HROB concept of support to the SPO

HROB personnel monitor

TG PAT / MMT activities

- Provide theater PA/Postal policies to TG PAT/MMT
 - Alert TG PAT to changes in theater personnel flow
 - Provide TG PAT with reporting requirements & changes
- Verify TPS use & linkage to the deployed theater database
- Receive personnel status from TG PAT, MMT and HR Co
- Provide CCIR requirements, reports frequency, and format
- Review personnel processing reports
- Assist in coordination of Non-HR support (transportation, billeting, food, and life support)
- Assist in resolving any HR support issues
- Provide SPO with current assessments of operations and provide status updates as required

Sample HROB Checklist

(2 of 3)

HROB reviews postal support requirements within AO

- Receive planning guidance
- Verify current support requirements
- Monitors future planning options
- Coordinate with HR Co for platoon assignments / locations
- Coordinate with HR Co to ID / determine future requirements
- Recommend additions or reductions in personnel requirements
- Brief commander, SPO and higher HQ of postal ops status

HROB assesses postal capabilities and coordinates with HR CO

- Determine personnel status of each platoon
- Coordinate manning assessment with HR Co P&O Section
- Coordinate and track personnel augmentation requirements with higher HROB or HRSC
- Coordinate additional support requirements
- Determine status of postal equipment
- Gather MMT work load data (pro/retro-grade)
- Provide requirements and frequency for all postal reports

HROB manages logistical support for postal platoons

- Coordinate with SB SPO trans section or unit for moving mail in and out of APOs
- Coordinate with SB SPO for life support at individual APO sites (when not contracted)
- Coordinate for augmentation or replacement of postal equipment

HROB personnel receive technical guidance from the HRSC POD and/or higher headquarters

- Review guidance for distribution and implementation
- Add additional instructions for ease of use
- Distribute technical guidance for all postal elements within AO

HROB personnel coordinate with supported unit G1/S1s

- Any changes in postal procedures, support, or locations
- Establishment or change in designated mail distribution points
- Gather unit G1/S1 assessment of postal support received
- Special postal services for isolated sites
- For current and forecasted postal support capabilities

HROB personnel review postal reports

- Establish reporting requirement with HR Co P&O Team for Cdr's CCIR – Provide format
- Set reporting period and submission windows
- Determine volume of workload
- Verify personnel and equipment availability
- Identify trends, problem area, and shortfalls
- Develop COA to offset shortfall/problem areas
- Assist the Postal element in implementing COA

HROB conducts postal inspections/SAVs of Unit Mail rooms / APOs

- Coordinate with higher headquarters HROB or HRSC POD as appropriate, for any policy changes or specific focus areas
- Establish inspections plan
 - Plan for inspections
 - Publish SAV/inspection schedule
- Coordinate with higher HQs, HROB or HRSC POD for augmentation
- Provide Inspection results to HR Co, HRSC POD and Cdr
- Assist postal element in correcting or improving deficiencies
- Conduct follow up inspections/SAV as required

Sample HROB Checklist

(3 of 3)

HROB reviews AO CLT support requirements

- Verifies current support requirements
- Monitors future planning options
- Provides staff with planning guidance
- Recommends additions or reductions in personnel requirements
- Briefs commander and higher HQs of CLT operational status

HROB personnel monitor CLT operations

- Receives planning guidance
- Coordinates with HR Co for CLT assignments and locations
- Coordinates with higher HROB or HRSC for future requirements

HROB coordinates with HR Co headquarters

- Determines CLT personnel status
- Determines status of communications equipment and connectivity
- Determines CLT workload and future requirements

HROB assists HR Co in coordinating logistical support for CLTs

- Coordinates with MTF PAD for work area and life support
- Coordinates with MTF S/G6 for connectivity/maintenance support

HROB receives technical guidance

- Receive guidance from the HRSC Casualty Operations Division / Higher HROB
- Review guidance for distribution and implementation
- Add additional instructions for local requirements or ease of use
- Distribute technical guidance to appropriate units/elements (HR Co for all CLT, and unit G1/ S1s within the AO)

HROB Assess CLT Capabilities and Casualty reporting Ops

- Establish reporting requirement with supporting HR Company
- Specify data elements and format
 - Number of reports processed
 - Type of reports
- Establish reporting channels
- Specify reporting periods and submission times
- Coordinate manning/equipment with higher HQ
- Coordinate personnel augmentation or force requirement requests based upon METT-TC or MDMP (future operations)
- Prepare requests for additional personnel and equipment required

HROB Tasks - Recommendations

(1 of 2)

Casualty Operations

- Ensure casualty elements (HR platoons and teams) are resourced and distributed in compliance with theater policy that ensures timely and accurate reporting
- Provide or coordinate augmentation in the event of mass casualty
- Through assigned HR Company assets, the SB commander ensures casualty personnel are trained and capable to execute this mission
- Maintain Battle Book/Concept of Support material
- Maintain CLT Weekly Rollup Excel Spreadsheet
- Maintain CLT Unit Tracker
- Access SIPRNET Web to verify CLT Info
- Create CAS operations Lay Down Maps
- Prepare historical summaries
- Utilize minimum mission-essential HR enabling systems

Postal Operations

- Ensure adequate equipment, personnel, and facilities are in place to provide for processing of mail and ensure compliance with USPS directives
- Ensure postal personnel are trained, technically proficient, and mission capable
- Serve as postal liaison to POD, DCMA, and Postal Contractor(s)
- Provide interpretation of applicable policies, systems, and procedures
- Disseminate policies and guidance from COCOM, ASCC G-1/AG, POD, MPSA
- Review requests for additional contractor support, provide recommendations
- Participate in contract technical evaluations to facilitate Government requirements
- Review and validate reports for the monthly negative review board, serve as SME during Performance Evaluation Board (PEB) reviews
- Utilize minimum mission-essential HR Enabling Systems (AMPS, etc.)

HROB Tasks - Recommendations

(2 of 2)

Personnel Accountability

- Ensure PAT operations are adequate to account for all personnel entering and exiting all APOD/SPOD with an assigned PAT
- Ensure accurate/timely personnel accountability updates to the deployed theater accountability software (DTAS) database
- Ensure all life support, transportation, and coordination requirements are provided in a timely manner IOT minimize delays - particularly for personnel joining their units
- Determine PAT battle space structure and positioning
- Conduct APOD analysis and recommend COAs for PA Ops
- Prepare FRAGOs for PAT/CLT placement
- Track late casualty reports, PAX flow, & monitor gateway system info
- Research/prepare PA Letter of Justification (LOJ)/Statement of Work (SOW) to contract PA Teams
- Provide technical support to incoming SBs
- Utilize minimum mission-essential HR Enabling Systems
- Understand PA system capabilities

General Operations

(Fundamentals of Execution)

- Plan/coordinate HR requirements based on OPTEMPO and METT-TC Provide SRC 12 forecasted requirements and recommendations to ForceGen, HRSC, TSC SPO and G3
- Manage external projects/requirements for PA, Casualty, and Postal Ops – Utilize mission-essential HR Enabling Systems
- Manage internal battle rhythm/deliverables & Perform capability analysis for postal, PA, and casualty operations
- Plan, coordinate, synchronize HR support with HR/ Sustainment community; seek technical guidance from HRSC
- Battle staff is proficient with MDMP, RDSP and Fundamentals of Execution

HROB Training

What can you do when not deployed?

Training (Internal and external training is the priority focus for the HROB.
Training is essential to remaining relevant and deployment ready)

- Force Management (HR Asset Force Management)
- HR Enabling Systems (see Tab E)
- Contracting Officer Representative (COR)
- Postal Courses (F4/F5)
- Exercise participation (CPT, MRX, Silver Scimitar)
- Support Operations Course
- Military Decision Making Process (MDMP)
- Rapid Decision and Synchronization Process (RDSP)
- Key Performance Indicators
- Battle Staff course (NCOs)
- Standard Operating Procedures (develop SOPs)
- Garrison support (mailroom inspections / SAVs)

Relationship Building (internal & external)

- G1/S1s (to include SB S1)
- SPO team
- Supported HR units
- HRSC
- Other HROBs (both deployed / & CONUS)

Critical Functions (The “HR SPO” focused externally)

- Integrator of external HR support
- Provide HR Technical Guidance
- Synchronize Non HR Support (Billeting/ Feeding/Trans)
- Plan / recommend HR Support (PA/Casualty/Postal)
- Part of the Early Entry Element

Sell the HROB (Always be ready to tell your boss what you can do)

- Value Added – (30 second sound bite)
- Know doctrine (FM 1-0/FMI 4-93.2)
- Understand the application of HR support
- Be the focal point for all SB related external HR support
- Know the difference between S1 and HROB functions

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TAB E

ENABLING SYSTEMS

HR Planner Enabling Systems

(1 of 4)

Enabling systems enhance the HRSC, ESC and SB HROB capability to achieve the desired HR end state in support of an operational commander's mission requirements.

To remain relevant to the Future Force, the HR professional must continue to embrace the new Knowledge Management and Net-centric culture as future military operations will be conducted in a different and changing operational environment – one that is powered by enabling systems.

Not all enabling systems listed are applicable to every HR Planner. These are provided as a starting point. Refer to FM 1.0. para 3-97 and ATTP 1-0.1, App. C for more system information.

“Successful application and use of these enabling systems will enhance HR decision dominance”

-CW5 Raymond Lutz

SYSTEM	DESCRIPTION
ATRRS	Army Training Requirements and Resources System. Department of the Army Management Information System of record for managing student input to training. System establishes training requirements, determines training programs, manages class schedules, allocates class quotas, makes seat reservations, and records student attendance and supports numerous HQDA processes to include the Structure Manning Decision Review (SMDR). Also links to ATRRS Student Center.
AMPS	The Automated Military Postal System. Connects Military Post Offices (MPOs) and other Military Postal activities around the world directly to the Military Postal Service Agency (MPSA) in Alexandria, VA via the World Wide Web. Instead of relying on telephone messages, e-mails, or other secondhand communication methods, AMPS users can view the information about their MPOs on their own desktops. When changes or corrections must be made, users can update the information themselves. With AMPS, the process of opening a new MPO can be handled within a considerably smaller amount of time than it has taken in the past.
AST	ARFORGEN Synchronization Tool (SIPRNET). The Army Campaign Plan (ACP) 2009 (page F-35) directed FORSCOM to develop and maintain the AST to support ARFORGEN information requirements and integrate Army automation systems. AST will be the Army means of injection into the Joint Force Generation Planning Automation Initiative termed the “Joint Capability Requirements Manager (JCRM). AST provides one-stop consolidation of validated requirements and sourcing solutions depicted over time for Army conventional forces worldwide. See FORSCOM MSG (DTG 091657ZJAN09) .
BCS3	Battle Command Sustainment Support System. Enables war fighters to target, access, scale and tailor logistics and eMILPO information to near real time. It provides a more effective and more efficient means to gather and integrate assets and in-transit information to manage distribution, deployment and sustainment missions.
CAMALS	Consolidated Air Massing and Labeling Scheme. Implements USCENTCOM Regulation 25-102. CAMALS massing scheme implements mail procedures requirements for intra-theater mail massing and labeling instructions for all postal activities in Southwest Asia, Central Asia, and the Horn of Africa. The concept employs a maximum number of direct pouches based on volumes with strict adherence to massing points. While the quantity may seem small to some large volume operations, the direct pouch or massing concept is necessary to reduce handling and, ultimately, mail transit times. It places pouching/labeling requirements at the mail origin MPO versus an in-transit point which is consistent with USPS directives and policy. USAFCENT provides updates to all locations and their serving headquarters via e-mail. CAMALS procedures ensure pouching, labeling, and routing of INTRA-THEATER mail is compatible with the worldwide mail transportation network.

HR Planner Enabling Systems

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SYSTEM	DESCRIPTION
COPS	Common Operating Picture Synchronizer. An Active Component (AC) web based (via NIPRNET) system. COPS provides common operating picture between strength managers, HRC and brigades and is a read-only system. It provides users the capability to view strength information by MACOM, UIC, DML, and DMSL which drill down to GR, MOS, and ASI/SQI.
DCIPS-CF	Defense Casualty Information Processing System – Casualty Forward (CF). Automated systems used to record and report casualty data. CR system is used primarily in CONUS and CF when deployed. These systems are employed by HR units performing casualty reporting missions and are capable of producing automated casualty reports.
DMDC-DRS	Defense Manpower Data Center - Data Request System (DRS). DMDC maintains the largest archive of personnel, manpower, and training data in the Department of Defense. DMDC enabling systems include the DoD Occupational Data Base (DODDB); Forces and Readiness Management Information System (FORMIS); Information Delivery System (IDS); the System for Training and Readiness Tracking (STRT), and the UICSS system.
DTAS	Deployed Theater Accountability Software . A SIPRNET web enabled Army standard system for deployed accountability that builds the deployed theater database and contains extract data from eMILPO and the Joint Patient Tracking System (JPTS). Provides commanders a standardized software tool and database for tracking and reporting duty status of all deployed personnel by Name, SSN, Unit Location, and day.
EDAS	Enlisted Distribution Assignment System. EDAS is a system that allows HR to create and monitor enlisted requisitions. Authorized users can read or query data on Soldiers assigned to their commands and incoming personnel. EDAS is used to distribute, manage, and assign the AC force.
eMILPO	Electronic Military Personnel Office . Provides reliable, timely, and efficient method of managing strength accountability and performing personnel actions; to include visibility of location and skills, Soldier status, DD 93/SGLV updates, personnel actions; PERSTEMPO and QUERY (datastore) functions
E-TOPMIS	Total Officer Personnel Management Information System. Real-time, interactive Web based system that supports officer management. Allows viewing/printing of RFOs, ORBs, and related personal data. E-TOPMIS is provided as a restricted service by the U.S. Army Human Resources Command and is intended to be used by DoD personnel for viewing and retrieving information only.
FMSWeb	Force Management System Web Site. FMSWeb is the official repository for Army (NIPRNET, CAC access) decisions on mission, organizational structure, personnel and equipment requirements and authorizations for Army units and Army elements of joint organizations for the current year through the first program year. FMSWeb maintains HQDA approved authorization documents (MTOE, TDA, and CTA) and staffing documents for review and coordination with Commands/Installations/units.
FRED	Force Requirements Enhanced Database. Historical Database (SIPRNET) for mobilized units. It is the systems by which all CENTCOM Units Request for Forces (URFs) are submitted, reviewed, approved/disapproved/deleted and sourced. It provides the sourced unit's mission statement, capabilities, LAD,BOG,UIC, PAX and location.
GATES	Global Air Transportation Execution System. An Air Mobility Command (AMC) aerial port operations and management information system designed to support automated cargo and passenger processing, the reporting of in-transit visibility data to the Global Transportation Network (GTN), and provides the billing to Air Mobility command's financial management directorate. A peripheral system to US Army personnel accountability systems and one of several systems managed under the Gates Enterprise Management System (GEMS) of systems.

HR Planner Enabling Systems

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SYSTEM	DESCRIPTION
GFMAP	Global Force Management Allocation Plan (SIPRNET). A Joint Staff (J33/DDRO) managed Web based (SIPRNET) capability to align force apportionment , assignment, and allocation methodologies in support of the National Defense Strategy (NDS) and joint force availability requirements for COCOMs. GFMAP provides comprehensive insights into the global availability of the U.S. military forces/capabilities and provide senior decision makers a process to quickly and accurately assess the impact and risk of proposed changes in forces/and capability assignment, apportionment, and allocation.
GTN	Global Transportation Network (SIPRNET). Designated Department of Defense (DoD) in-transit visibility system. Provides customers with the ability to track the identity, status, and location of DoD units and non-unit cargo, passengers, patients, forces, and military and commercial airlift, sealift, and surface assets from origin to destination across the range of military operations.
GTS	Gateway Tracking System. The Theater Gateway (TG) in the USCENTCOM AOR utilizes a local Oracle Software Database, known as the GTS, to maintain visibility of PAX transiting theater. GTS is a stand alone database.
ITAPDB	Integrated Total Army Personnel Database. This site shows how the Army's four critical personnel databases, Active, National Guard, Army Reserve and DA Civilians, are consolidated into one data warehouse in order to provide a common view for all Army users
JAMMS	Joint Asset Movement Management System. Stand alone automation system designed to capture movement and location information about operating forces, USG employees, and contractors in specified theaters of operation at DFACs and other transit locations. JAMMS has no direct connectivity to local area networks or servers. Consists of a laptop computer, bar code (CAC card) scanner and ancillary equipment.
JCRM	Joint Capabilities Requirement Manager JCRM is the principal DoD tool used by Global Force Managers to capture Force Capabilities, develop force requirements, and coordinate Global Force Provider Activities.
JOPES	Joint Operation Planning and Execution System. The integrated joint command and control system used to develop situational awareness, support military operational planning, execution, and monitoring activities for both conventional and nuclear situations.
MDIS	Mobilization Deployment Information System (SIPERNET). Used to Track Air Craft Personnel. It obtains information from FRED, JOPES, ASORTS, DAMPS and other systems and databases used to track mobilized units. It can track all units theater and is updated regularly.
RAPIDS	Real-Time Automated Personnel Identification System. Deployable Real-Time Automated Personnel Identification System (RAPIDS). The deployable RAPIDS workstation is a laptop version of a fixed RAPIDS workstation designed for use in both tactical and non-tactical environments. It provides the brigade S-1 with the ability to provide DEERS updates and issue common access cards to Soldiers at home station or in a deployed environment. The deployable workstation also provides the brigade S-1 with a common access card/personal identification number reset capability. This system works only when connected to DEERS and has the same operational capability as the standard desktop version of the RAPIDS workstation. Manuals include: AF136-3026 (Identification Cards for Members of the Uniformed Services and Other Eligible Individuals), AR 600-8-14, and RAPIDS 7.3 User's Guide. Web-based training.
SMS	Single Mobility System. A web-based computer system that provides visibility of air, sea, and land transportation assets and provides aggregated reporting of cargo and passenger movements. SMS does this by collecting plane, ship, and truck movement data from other computer systems such as GTN, CAMPS, GDSS, JALIS, DTTS, and ANGMU.

HR Planner Enabling Systems

(4 of 4)

SYSTEM	DESCRIPTION
S1NET	S1 NET. Part of the Battle Command Knowledge System (BCKS), the S1 NET is part of an Army-wide knowledge management system supporting the flow of knowledge throughout the Human resources (HR) community. It is partnered with a network of over 40 professional forums where HR professionals can share knowledge and ultimately become more efficient and effective in supporting our Army in an era of persistent conflict. The mission of the S1 NET is to support the wrafighter; provide relevant and timely information to professionals in the field; capture knowledge to improve decision making; and finding new methods for tapping the latest HR experiences and knowledge in the field.
SPOT	Synchronized Pre-deployment and Operational Tracker. The designated Joint Enterprise Contractor Management and Accountability System to provide a central source of contingency contractor information and a summary of contract services IAW DoDI 3020.41, Contractor Personnel Authorized to Accompany the U.S. Armed Forces, dated 3 Oct 05. Company and Government Representatives are required to maintain by-name contractor accountability within SPOT. Used to create a deployable personnel strength automated files (Manifest).
SUSNet	Sustainment Network. SustainNet is one of the Army's primary tools for facilitating the exchange of knowledge between Logisticians within the Institutional and Operational Force. SustainNet is a Professional Forum, providing soldiers, DoD civilians, supporting contractors and other services/agencies with the ability to leverage expertise, share experiences, and participate in discussions within Communities of Practice and Virtual Teams.
TFT	Theater Force Tracker (SIPRNET). Provides a database of all units that are or have been deployed to theater. Infrequently updated.
TPS	Tactical Personnel System. TPS provides the essential personnel functionality to support a commander's tactical decision-making process. It also builds the deployed personnel database. This capability is critical for immediate and future operations. TPS facilitates the requirement for a smaller personnel footprint on the battlefield while maximizing human resource strength accountability to the tactical commander during operations where the unit is split to accommodate more than one mission at the same time. Is used to create a deployable personnel strength automated file (Manifest).
TRAC2ES	TRANSCOM Regulating and Command and Control Evacuation System. Provides for inpatient visibility and captures those casualties not reported through normal channels.
TRAMS	Transient Reporting, Accountability, and Manifesting System. Personnel Checkpoint Queries can be submitted to Personnel Assistance Points (PAP) operated at Atlanta and Dallas/Fort Worth. Queries give users insight into locating personnel that are manifested through this system for R&R, Deployment and Redeployment, Emergency Leave, TDY and CONUS Replacement. Generally updates with 48 hours of wheels up from ATL or DFW.
VSAT/ CAISI	Very Small Aperture Terminal. A two-way satellite ground station with a dish antenna smaller than 3 meters. VSATs are most commonly used to transmit narrowband data (point of sale transactions such as credit card, polling or RFID data; or SCADA), or broadband data (for the provision of Satellite Internet access to remote locations, VoIP or video). VSATs are also used for transportable, on-the-move (utilizing phased array antennas) or mobile maritime communications. Includes CSS Automation Information System Interface (CAISI) .
TSC SIPR	Sustainment Command (Theater) TSC G-1 SIPR Portal. Based on the secure SIPRNet, this is the repository for all TSC G-1 master policies, SOPs, forms, EPS program references, on-going projects, and related HR information.

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TAB F

HR Planning

HR Planning and Operations

HR Planning is a *continuous process* that evaluates current and future operations from a functional perspective of the HR provider.

HR PLANNERS:

- Understand that HR P&O is the means by which the HR provider envisions a desired end state in support of the operational commander's mission requirements
- Understand how HR support is delivered in the operational environment
 - Can identify and communicate the intent, expected requirements, and outcomes to be achieved
 - Know the MDMP, RDSP and Composite Risk Management process

HR Operations is the process of tracking current and future execution of HR support.

- Assessing the current situation and forecasting HR requirements based on the progress of the operation
 - Making execution and adjustment decisions to exploit opportunities or unforecasted requirements
 - Achieve and maintain unity of effort by applying HR resources and capability at decisive points and time

FM 1-0, Chapter 6

Theater HR Mission

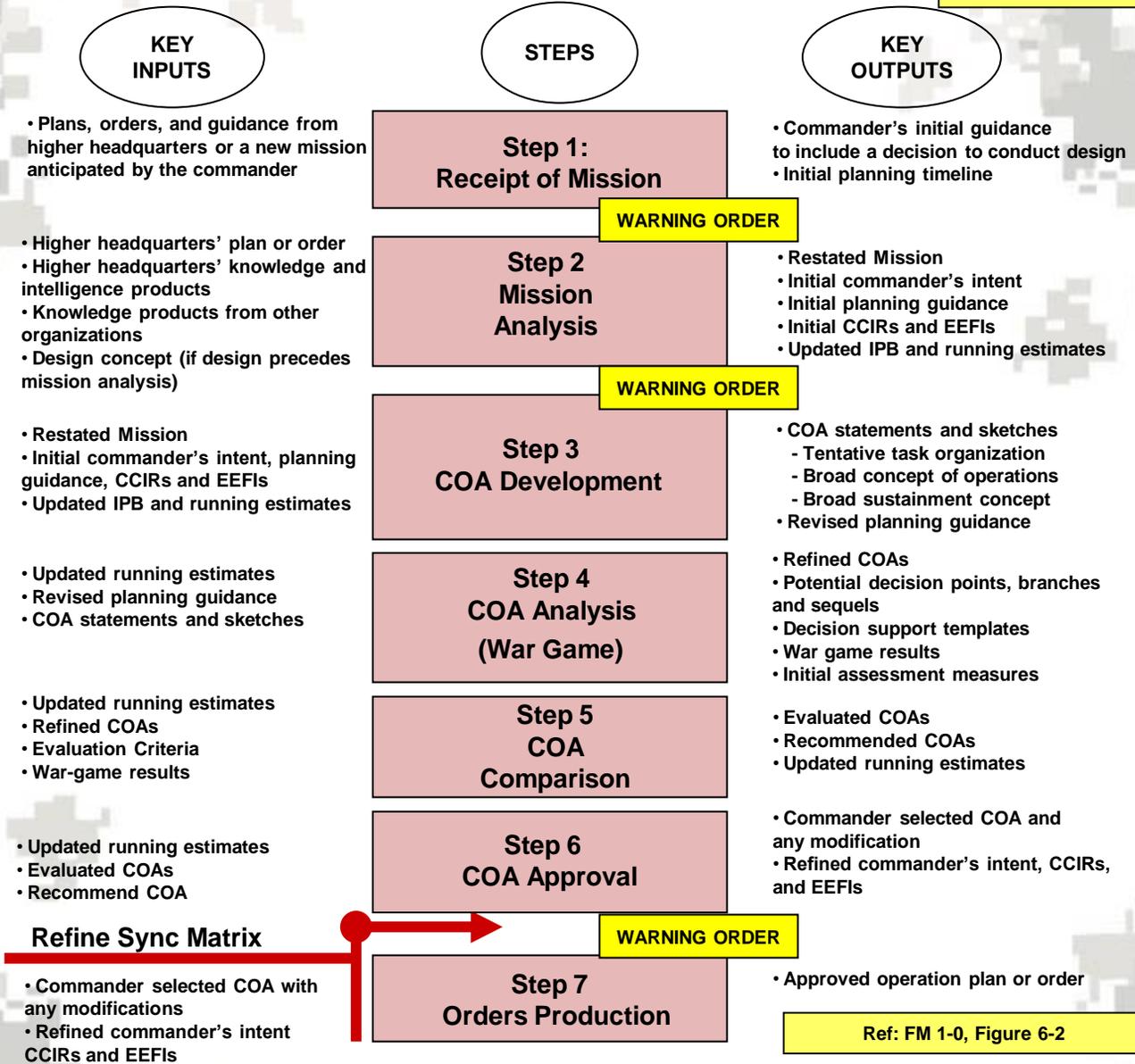
- Theater HR elements *plan, prioritize, coordinate, integrate, and execute* the delivery of HR support to Soldiers, units, and DOD civilians conducting operations in a deployed theater of operations.
- Theater HR support operations are *complex and involve the integrated action* of various G-1/AG staff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

FM 1-0, Appendix B

The Military Decision Making Process

The MDMP is an iterative planning methodology that integrates the activities of the commander, staff, subordinate headquarters, and other partners to understand the situation and mission; develop and compare courses of action; decide on a course of action that best accomplishes the mission; and produce an operation plan or order for execution.

Ref: FM 5-0, App B



Ref: FM 1-0, Figure 6-2

HR Ops Planning Considerations - Actions / Tasks in the HR MDMP

- | | |
|---|---|
| <ul style="list-style-type: none"> <input type="checkbox"/> Focus of HR Support <input type="checkbox"/> Systems requirements <input type="checkbox"/> Update estimates <input type="checkbox"/> HR support and services <input type="checkbox"/> Support relationships <input type="checkbox"/> Track HR units <ul style="list-style-type: none"> <input type="checkbox"/> Locations <input type="checkbox"/> Capabilities <input type="checkbox"/> Resourcing | <ul style="list-style-type: none"> <input type="checkbox"/> Identify/Track CCIRs <ul style="list-style-type: none"> <input type="checkbox"/> Movement issues <ul style="list-style-type: none"> <input type="checkbox"/> Mail <input type="checkbox"/> Passengers <input type="checkbox"/> CLT status <input type="checkbox"/> Provide HR input to an Operations Order <ul style="list-style-type: none"> <input type="checkbox"/> Running Estimate <input type="checkbox"/> HR Concept of Support <input type="checkbox"/> Rules of Allocation |
|---|---|

The Rapid Decisionmaking & Synchronization Process

The RDSP is a decisionmaking and synchronization technique that commanders and staffs commonly use during execution. While identified here with a specific name and method, the approach is not new; its use in the Army is well established.

Commanders and staffs develop this capability through training and practice. When using this technique, the following considerations apply:

- Rapid is often more important than process.
- Much of it may be mental rather than written.
- It should become a battle drill for the current operations integration cells, future operations cells, or both.
- How much of the technique is explicitly performed varies by echelon and the time available.

Ref: FM 5-0, chapter 5

The RDSP includes five steps.

1. *Compare the current situation to the order*
2. *Determine that a decision, and what type, is required*
3. *Develop a COA*
4. *Refine and Validate the COA*
5. *Implement*

The first two may be performed in any order, including concurrently.

The last three are performed interactively until commanders identify an acceptable COA.

- Compare the current situation to the order.
- Determine that a decision, and what type, is required.

Performed concurrently or sequentially.

- Develop a course of action.
- Refine and validate the course of action.
- Implement.



If the action is unacceptable, develop a new course of action.

Planning in a Time-Constrained Environment

The RDSP seeks a timely and effective solution within the commander's intent, mission, and concept of operation. Using the RDSP lets leaders avoid the time-consuming requirements of developing decision criteria and comparing courses of action (COAs).

The RDSP must be done continuously – it is not tied to the battle rhythm.

Ref: FM 5-0, App B

HR Input to OPORDS

Running Estimates / Planning Considerations

HR INPUT TO OPERATIONS ORDERS

FM 5-0 provides the format for an OPORD/OPLAN. HR staff planners must understand that Tab A (Human Resources Support) to Appendix 2 (Personnel Support) of Annex F (Sustainment) describes both the concept of HR support and communicates directives to subordinate commanders and staffs. HR planners use their running estimate, HR planning considerations, and HR Synch Matrix to support the development of the operations order.

SAMPLE FORMAT

TAB A (HR Support) to APP 2 (PSS) to Annex F (Sustainment)

1. **Situation.** Include information affecting HR operations not covered in Paragraph 1 of the OPORD/OPLAN or information that needs to be expanded.
2. **Mission.** State the mission of the HR functional area in support of the base plan or order
3. **Execution.** Describe how HR support operations supports the Cdr's intent and concept of operations. Establish the priorities of support to units for each phase of the operation, specified tasks, and key coordinating instructions.
 - a. **Unit, location and support provided** (HRSC, TG PAT, MMT, HR Co, Postal & HR Plts, PATs, CLTs, HROB)
 - b. **Man the Force** (PIM, PRM, PA, STR Reporting, Casualty Ops)
 - c. **Provide HR Services** (EPS, Postal Operations)
 - d. **Coordinate Personnel Support** (MWR, AAFES, Command Interest Programs, band support)
 - e. **Coordinate Postal Operations**
 - (1) Unit, location / functions / support provided
 - (2) Assumptions (mail restrictions, personnel requirements)
 - (3) Planning Factors (lbs. mail per person per day, services)
 - (4) Tasks (MMT, APO, Unit Mailroom Ops, Mail Transportation)
 - f. **Conduct HR Planning and Operations** (OPORD Prep, HR C2 Nodes –Commo/NIPR/SIPR)
 - g. **Tasks to subordinate units** (TG PAT, MMT, HR CO, Postal, PAT, CLT)
 - h. **Coordinating Instructions** (ref. FM 1-0, para 6-27 & 6-32)
4. **Sustainment**
5. **Command & Control**

Running Estimate / Planning Considerations

Ref: FM 5-0, App. E

A running estimate is the continuous assessment of the current situation used to determine if the current operation is proceeding according to the commander's intent and if planned future operations are supportable. Building and maintaining running estimates is a primary task of the HROB. Running estimates must be developed, revised, updated and maintained continuously. In their running estimates, the HROB continuously consider the effects of new information and update the following:

- Facts
- Assumptions
- Enemy activities and capabilities
- Civil considerations
- Conclusions and recommendations

HR planning considerations are essential in determining what a HR planner will track as part of a running estimate and what input they will have to sustainment operations.

Designated Letters for Dates and Times

Term	Definition
C-Day	<p>The unnamed day on which a deployment operation commences or is to commence. The deployment may be movement of troops, cargo, weapon systems, or a combination of these elements using any or all types of transport. The letter “C” will be the only one used to denote the above.</p> <p>The highest command or headquarters responsible for coordinating the planning will specify the exact meaning of C-day within the aforementioned definition. The command or headquarters directly responsible for the execution of the operation, if other than the one coordinating the planning, will do so in light of the meaning specified by the highest command or headquarters coordinating the planning.</p>
D-Day	The unnamed day on which a particular operation commences or is to commence.
H-Hour	The specific hour on D-day at which a particular operation commences.
M-Day	The term used to designate the unnamed day on which full mobilization commences or is due to commence.
N-Day	The unnamed day an active duty unit is notified for deployment or redeployment.
R-Day	Redeployment day. The day on which redeployment of major combat, combat support, and combat service support forces begins in an operation.
S-Day	The day the President authorizes Selective Reserve call-up (not more than 200,000).
T-Day	The effective day coincident with Presidential declaration of national emergency and authorization of partial mobilization (not more than 1,000,000 personnel exclusive of the 200,000 call-up).
W-Day	Declared by the President, W-day is associated with an adversary decision to prepare for war (unambiguous strategic warning).

Ref: FM 5-0, Table E-1

TAB G

SUSTAINMENT

Sustainment Units (SRC 63) - Roll-up

THEATER SUSTAINMENT COMMANDS 3 / 1 / 1 (5)	
UNIT / LOCATION	COMPO
1st TSC / Ft Bragg, NC (USARCENT) 14th HRSC – Ft Bragg, NC	1 1
8th TSC / Hawaii (USARPAC) 8th HRSC -Fort Shafter, HI	1 1
21st TSC / Germany (USAREUR) 1st HRSC - Kaiserslautern, GE	1 1
167th TSC / Ft McClellan, AL (USARNO) 310th HRSC – Fort Jackson, SC	2 3
377th TSC / New Orleans, LA (USARSO) 3d HRSC – Jackson, MS	3 3

EXPEDITIONARY SUSTAINMENT COMMANDS - 3 / 2 / 8 (13)	
UNIT / LOCATION	COMPO
3d ESC / Fort Knox, KY	1
4th ESC / San Antonio, TX	3
13th ESC / Fort Hood, TX	1
19th ESC / Camp Henry, Korea	1
103d ESC / Des Moines, IA	3
135th ESC / Birmingham, AL	2
143d ESC / Orlando, FL	3
184th ESC / Laurel, MS	2
310th ESC / Indianapolis, IN	3
311th ESC / Los Angeles, CA	3
316th ESC / Coraopolis, PA	3
364th ESC / Mount Vernon, WA (Marysville, WA)	3
451st ESC / Wichita, KS	3

SUSTAINMENT BRIGADES – 13/10/9 (32)	
UNIT / LOCATION	COMPO
1st SB / Fort Riley, KS	1
3d SB / Fort Stewart, GA	1
4th SB / Fort Hood, TX	1
7th SB / Fort Eustis, VA	1
10th SB / Fort Drum, NY	1
15th SB / Fort Bliss, TX	1
16th SB / Bamberg, Germany	1
17th SB / Las Vegas, NV	2
36th SB / Austin, TX (Temple, TX)	2
38th SB / Kokomo, IN	2
43d SB / Fort Carson, CO	1
45th SB / Schofield Barracks, HI	1
55th SB / Fort Belvoir, VA	3
77th SB / Fort Dix, NJ	3
82d SB / Fort Bragg, NC	1
89th SB / Wichita, KS	3
90th SB / N. Little Rock, AR	3
96th SB / Salt Lake City, UT	3
101st SB / Fort Campbell, KY	1
108th SB / Chicago, IL	2
113th SB / Greensboro, NC	2
224th SB / Long Beach, CA	2
230th SB / Chattanooga, TN	2
287th SB / Wichita, KS	2
300th SB / Grand Prairie, TX	3
304th SB / March AFB, CA	3
321st SB / Baton Rouge, LA	3
369th SB / New York, NY	2
371st SB / Kettering, OH	2
501st SB / Camp Walker, Korea	1
518th SB / Raleigh, NC	3
593d SB / Fort Lewis, WA	1

FY 12 HR Units (SRC 12) - Roll-up

HRSC – 3/0/2 (5)		
UNIT	LOCATION	COMPO
1st HRSC	Kaiserslautern, GE	1
3d HRSC	Jackson, MS	3
8th HRSC	Fort Shafter, HI	1
14th HRSC	Fort Bragg, NC	1
310th HRSC	Fort Jackson, SC	3

TG PAT - 3/3/2 (8)		
UNIT	LOCATION	COMPO
1st TG PAT	Camp Coiner, Korea	1
9th TG PAT	Fort Campbell, KY	1
49th TG PAT	Anchorage, AK	2
52d TG PAT	Fort Eustis, VA	1
138th TG PAT	Indianapolis, IN	2
633d TG PAT	Chicago, IL	2
814th TG PAT	Starkville, MS	3
864th TG PAT	Coraopolis, PA	3

MMT TM – 3/0/2 (5)		
UNIT	LOCATION	COMPO
81st MMT TM	Fort Hood, TX	1
112th MMT TM	Fort Lewis, WA	1
125th MMT TM	Fort Bragg, NC	1
316th MMT TM	Fort Totten, NY	3
806th MMT TM	Riverside, CA	3

COMPO 1 – Active
 COMPO 2 – National Guard
 COMPO 3 – Army Reserve

HR Co HQ – 7/5/15 (27)		
UNIT	LOCATION	COMPO
18th HR CO	Fort Bragg, NC	1
19th HR Co	Camp Coiner, Korea	1
22d HR Co	Fort Lewis, WA	1
49th HR CO	Sacramento, CA	2
90th HR Co	Fort Stewart, GA	1
101st HR Co	Fort Campbell, KY	1
105th HR Co	Nashville, TN	2
147th HR CO	Roseville, MN	2
149th HR CO	Austin, TX (Wichita Falls, TX)	2
213th HR Co	Fort Indiantown Gap, PA	2
271st HR Co	Fort Buchanan, PR	3
350th HR Co	Grand Prairie, TX	3
300th HR Co	Homewood, IL	3
328th HR Co	Fort Sam Houston, TX	3
376th HR CO	Bell, CA	3
387th HR CO	Wichita, KS	3
406th HR Co	Rhein-Main, Germany (Kaiserslautern)	3
408th HR CO	Fort Totten, NY	3
444th HR Co	Pittsburgh, PA	3
461st HR CO	Decatur, GA	3
478th HR CO	Salt Lake City, UT	3
502d HR Co	Fort Hood, TX	1
510th HR Co	Fort Eustis, VA	1
678th HR Co	Nashville, TN	3
847th HR Co	Snelling, MN	3
909th HR Co	Bothell, WA	3
912th HR Co	Orlando, FL	3

Ref: FMSWeb, SRC 12 Units (<https://fmsweb.army.mil>)

Standard Requirement Code (SRC) List

Series	Title	Series	Title
01	Aviation/Aviation Logistics	34	Combat Electronics Warfare and Intelligence
02	Band	35	Interpreter / Translator
03	Chemical	37	Mechanized Enhancement
05	Engineer	40	Space / Missile
06	Field Artillery	41	Civil Affairs
07	Infantry	42	Supply
08	Medical	43	Maintenance (except Missile)
09	Ordnance (Missile/Munitions)	44	Air Defense Artillery
10	Quartermaster	45	Public Affairs
11	Signal	47	Stryker Brigade
12	Adjutant General	49	Battlefield Surveillance
14	Finance	51	Army
16	Chaplain	52	Corps
17	Armor	53	Information Operations
19	Military Police	54	Logistics Organizations & Operations
20	Military History	55	Transportation
27	Judge Advocate	63	Combat Service Support (Sustainment)
30	Military Intelligence	77	IBCT / BSTB
31	Special Forces	87	HBCT / BSBT & Division
32	INSCOM	90	Acquisitions Logistics
33	Military Informant	97	Training

Table of Organization and Equipment (TOE)

The TOE is a document that prescribes the wartime mission, capabilities, organizational structure, and mission essential personnel and equipment requirements for military units.

A Modification table of organization and equipment (MTOE) is an authorization document that prescribes the modification of a basic TOE necessary to adapt it to the needs of a specific unit or type of unit.

Each TOE is identified by a unique number that should remain the same throughout the life of the organization. TOE developers, in coordination with the TRADOC force designers, are responsible for developing the proposed TOE number.

USAFMSA RDD approves the TOE number.

The TOE number is composed of a nine-position, alphanumeric code, viz: 32536AA00

This number is also the first nine digits of the Standard Requirements Code SRC.

Sustainment Classes of Supply

CLASSES	SYMBOL	SUBCLASSES
CLASS I Subsistence		Class I: Includes rations, water, and ice as well as gratuitous issue items related to health, morale, and welfare.
CLASS II Clothing, Individual Equipment, Tools, Admin Supplies		Class II. Includes clothing, individual equipment, MOPP suits, tentage, tool sets, and administrative and housekeeping supplies and equipment.
CLASS III Petroleum, Oil, and Lubricants (POL)		Class III. Covers POL products.
CLASS IV Construction Material		Class IV. Construction materials, pickets, sandbags, and concertina wire.
CLASS V Ammunition		Class V. Covers all types of ammunition and mines, including explosives such as C4.
CLASS VI Personal Demand Items		Class VI. Includes personal-demand items ordinarily sold through the exchange system.
CLASS VII Major End Items		Class VII. Includes major end items such as vehicles.
CLASS VIII Medical Materiel		Class VIII. Covers medical supplies.
CLASS IX Repair Parts		Class IX. Includes repair parts and documents required for equipment maintenance operations.
CLASS X Material for Nonmilitary Programs		Class X. Includes materials to support nonmilitary programs such as agriculture and economic development.
MISCELLANEOUS		Miscellaneous. This category covers anything that does not fall in one of the existing classes of supply.

Glossary

(1 of 2)

This glossary lists acronyms commonly used throughout the HR Planners Information Handbook. Not all military acronyms are included. System acronyms are included in Tab E. Refer to the appropriate FM reference for additional terms and definitions not included in this booklet.

ADCON	Administrative control
AMPS	Automated Military Postal System
AO	area of operation
APO	Army Post Office
APOD	aerial port of debarkation
ASCC	Army Service Component Command
AUTL	Army Universal Task List
BOG	Boots on the ground
CAC	Casualty Assistance Center
CCIR	commander's critical information requirement
CLT	Casualty Liaison Team
CMAOC	Casualty and Mortuary Affairs Operations Center
COCOM	Combatant Command
COA	course of action
COD	Casualty Operations Division
COR	Contracting Officer Representative
CPX	command post exercise
CSSB	Combat Sustainment Support Battalion
CTE	culminating training event
DCIPS-CF	Defense Casualty Information Processing System-Casualty Forward
DMC	distribution management center
DTAS	Deployed Theater Accountability Software
EEFI	Essential Elements of Friendly Information
EPS	Essential Personnel Services
ESC	Expeditionary Sustainment Command
FOB	forward operating base
FTN	force tracking number
HR	human resources
HRC	Human Resources Command
HR Co	Human Resources Company
HROB	Human Resources Operations Branch
HRSC	Human Resources Sustainment Center
KPI	Key Performance Indicators
LAD	latest arrival date
LOD	line of duty
MA	mortuary affairs
MC	Mission Command (formerly Command and Control)
MCA	mail control activity
MDMP	military decision making process
MDP	Mail delivery point
METT-TC	mission, enemy, terrain and weather, troops and support available, time available, civil considerations

Glossary

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MMT	Military Mail Terminal
MPO	military post office
MPSA	Military Postal Service Agency
MRE	mission readiness exercise
MRX	mission rehearsal exercise
MTF	medical treatment facility
MTOE	modified table of organization and equipment
NIPRNET	Nonsecure Internet Protocol Router Network
OMM	Official Mail Manager (G6/S6)
OPCON	operational control
OPLAN	operation plan
OPORD	operation order
PA	personnel accounting
PAT	Personnel Accountability Team
PIM	personnel information management
POD	Postal Operations Division
QAE	quality assurance evaluation (contracting)
R&R	rest and recuperation
RAPIDS	Real-Time Automated Personnel Identification System
RDSP	rapid decision synchronization process
RFF	request for forces
ROA	rules of allocation
RSO	reception, staging, and onward movement
RSO&I	reception, staging, onward movement, and integration
SAV	staff assistance visit
SB	Sustainment Brigade
SIPRNET	SECRET Internet Protocol Router Network
SME	subject matter expert
SOP	standing operating procedures
SOW	statement of work (contracting)
SPO	support operations
SPOD	sea port of debarkation
SPOE	sea port of embarkation
SPOT	Synchronized Pre-deployment and Operational Tracker
SR	strength reporting
SRC	standard requirements code
STACH	status change
STB	Special Troops Battalion
TAPDB	Total Army Personnel Database
TG PAT	Theater Gateway Personnel Accountability Team
TPS	Tactical Personnel System
TSC	Theater Sustainment Command
TTP	tactics techniques and procedures

References

- FM 1-0, Human Resources Support (Apr 10)
 - ATTP 1-0.1 S1 Operations (May 11)
 - **ATTP 1-0.2 Theater HR Operations (to be published)**
- FM 1-02, Operational Terms and Graphics (Sep 04)
- FM 3-0, Operations (Feb 08) – Changed to ADP 3.0 (Sep 11)
- FM 4-0, Sustainment (Apr 09)
- FMI 4-93.2, The Sustainment Brigade (Feb 09)
- FM 4-94, Theater Sustainment Command (Feb 10)
- FM 5-0, The Operations Process (Mar 10)
- FM 7-15, Army Universal Task List (Feb 09, Change 8)

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- The SLTD Team -

