

**Department of the Army**

**Personnel-General**

# **Human Resource Metrics Guide for Commanders**



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**Personnel – General**  
**HUMAN RESOURCE METRICS GUIDE**  
**FOR COMMANDERS**

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**FORWARD**

Human Resources (HR) support is critical to sustaining trained and ready units and installations. To be effective, HR organizations (including G1s, S1s, installation DHRs and MPDs) must have trained personnel to perform the core competencies and major functions described in Field Manual 1-0.

Command involvement by Senior Commanders, Garrison Commanders, and Unit Commanders (at all levels) is essential to achieving peak performance in HR Support.

The HR Metrics Guide for Commanders has two basic purposes: To serve as a quick reference for commanders to measure and assess the levels of HR support and readiness at both the unit and the installation levels; and to provide a common understanding of the HR standards of performance.

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## **Chapter 1**

### **An Overview of HR Metrics**

#### **1-1. Description**

HR metrics apply a measurement to a standard that may be regulatory or defined locally. An example of a regulatory standard is: Soldiers should not remain assigned to position number 9992 beyond 7 days after arrival in a unit (AR 600-8-6). Measurements can reflect either success or failure (97% vs 3%). Some measurements might best be reflected as whole numbers and not percentages. Some measurements may serve merely as indicators (ie. readiness) and not as measures of performance. However, measurements should have an established threshold which indicates the need for senior leader review. HRC separates metrics into two general categories: baseline metrics and additional metrics.

#### **1-2. Objectives for using HR Metrics**

Commanders make critical decisions based on data reported in Army Human Resource Systems (AHRS). While HR metrics were initially developed to help in assessing performance at the S1/MPD-level, the primary objective for using HR Metrics is to facilitate timely and accurate updates to Army information systems in order to provide commanders with the most accurate information with which to make assessments and decisions. Whether serving as performance indicators or readiness indicators, HR metrics give commanders a way of measuring personnel strength, readiness, and the effectiveness of HR support.

#### **1-3. Responsibilities**

Regardless of rank or title, everyone has a role in performing tasks which lead to the implementation and maintenance of a successful HR Metrics program. A listing of those responsibilities is available in table 1-3.

#### **1-4. HR Assessment - 20 Questions for Commanders to Ask**

Everything commanders check and assess is important. By asking simple questions, commanders can assess the overall personnel situation. Senior Commanders, Garrison Commanders, and Unit Commanders (at every level) provide the oversight to ensure HR systems are updated for accuracy with timely personnel data. Table 1-4 provides a list of questions which commanders can use to assess the general status of personnel support and readiness within their unit.

<b>Table 1-3 Responsibilities</b>	
<b>Stakeholder / Role</b>	<b>Responsibility</b>
Soldiers	Must keep information current in their official personnel record. Soldiers are required by AR 600-8-104 to review their personnel records at least annually to ensure their record accurately reflects their military service, professional qualifications, experience, and promotion eligibility.
Leaders	Ensure compliance by Soldiers within the unit, validate Soldier professional qualifications and training, and safeguard personally identifiable information (PII).
Human Resources / Military Personnel Specialists	Provide HR support and customer service by assisting Soldiers with record reviews, updating the Army's HR systems with accurate and timely personnel information, and safeguarding personally identifiable information (PII). Provide commanders with rosters (Ex. See figure A-1) for leader action and follow-up. Compile measurements and metrics into readable formats and provide analyses for senior leaders.
Commanders	Assess and validate the unit's personnel readiness by measuring key personnel indicators (HR metrics), and report the readiness condition of the unit. Commanders direct the actions to improve the personnel readiness of the unit.
Garrison Commanders	Assess the effectiveness of the Installation Directorate of Human Resources (DHR) / Military Personnel Division (MPD) which includes customer service, essential personnel services, personnel processing activities, and personnel automation support. Use a variety of resources to compile local installation-level metrics and measurements with which to measure success.
Senior Commanders	Measure the overall effectiveness of HR support being delivered by units and installations (thru their G1's and Garrison Commands). Identify and prioritize designated HR metrics to measure in order to improve HR support, customer service, and personnel readiness.

Table 1-4		
20 Questions for Commanders to Ask		
#	QUESTION	SUCCESS
<b>Accountability and Readiness</b>		
1	a How many AWOL Soldiers in the unit (command)?	
	b Has the S1 initiated the Stop Pay for all AWOL Soldiers?	GOAL: 0; S1 must initiate Stop Pay actions immediately upon AWOL duty status
	c Any Soldiers AWOL over 31 days not yet dropped from rolls?	GOAL: <10% (total AWOLS); DFR packets due to USADIP NLT DFR+6
2	Does the unit have any assigned Soldiers in a Transient (TRA) duty status longer than 120 days ?	GOAL: <2% (total TRA); Duty status transaction completed on arrival to the unit (validated monthly by unit commander using AAA-162).
3	a Any Soldiers in Civil or Military Confinement more than 180 days?	GOAL <10%; Unit should consider separation action for sentences over 180 days.
	b Any Soldiers Hospitalized more than 90 days?	GOAL <10%; Unit should consider reassignment to WTU after 90 days.
4	How many assigned Soldiers with a medical readiness classification (MRC) of 4?	GOAL < 5%
5	How many assigned Soldiers with a medical readiness classification (MRC) of 3A or 3B?	GOAL < 10%
6	How many inbound Soldiers have not been contacted by a sponsor?	GOAL: <5%
7	Are subordinate commanders reviewing and validating both the Unit Personnel Accountability Report (AAA-162) and the Unit Commander's Finance Report (UCFR) monthly?	STANDARD: 100%; AR 600-8-6 (AAA-162) and MILPER Message 09-179 (UCFR) require monthly validation.
<b>Utilization</b>		
8	Have any Soldiers in the unit been assigned to a 9992 (Incoming) duty position in eMILPO for more than 7 days?	GOAL: < 2% assigned; AR 600-8-6 prohibits 9992 duty position for more than 7 days.
9	Does the unit have any Soldiers who have been in a 999X status for more than 30 days?	GOAL: < 10% assigned 999X Categories: 9991 (Surplus / Excess) 9993 (known loss) 9994 (attached) 9996 (temporary) 9998 (TCS attached) 9999 (potential gains)

<b>Table 1-4</b>		
<b>20 Questions for Commanders to Ask - Continued</b>		
<b>Support</b>		
10	Does the unit have any FLAGS (Suspension of Favorable Personnel Actions) that are older than 6 months in duration?	GOAL: <2% (flagged Soldiers); Most actions are resolved in less than 6 months. Flags should be lifted promptly after commander's actions are complete
11	a How many assigned enlisted Soldiers with a blank or expired Good Conduct Medal Eligibility Date?	GOAL < 2%
	b What % of Awards are late (submitted or completed late)?	GOAL < 2%
12	Any Exceptional Family Member Program (EFMP) members who are overdue to update status?	GOAL: <2% (enrolled); EFMP status must be revalidated every 3 years.
13	Does the unit have any late OERs?	GOAL: < 5% submitted
14	Does the unit have any late NCOERs?	GOAL: < 5% submitted
15	a How many RAPIDS ID card machines on hand?	STANDARD: 1 per BCT S1. Should actively use the Unit-level RAPIDS machine to issue ID cards to Soldiers. Not doing so may negatively impact the Installation ID Card center which supports Family Members, DA Civilians, and Contractors.
	b How many RAPIDS ID card machines currently operational and being used on a regular basis?	
16	a How far in advance do Soldiers know they are on PCS assignment instructions?	GOAL: 180 days
	b How far in advance do Soldiers receive PCS Orders in hand?	GOAL: 90 days
<b>Records</b>		
17	Have any assigned Soldiers not conducted an Annual Record Review with the S1/MPD?	GOAL: <2%; Annual Requirement. ORB and ERB should reflect the Soldier's Record of Service, professional qualifications, and promotion eligibility.
18	Have all assigned Soldiers reviewed their casualty documents for accuracy within the last year?	Annual requirement. Compliance is captured in both iPERMS and eMILPO
	a DD93, Record of Emergency Data:	GOAL <2% not on file or reviewed within the last year
	b SGLV, Service Member's Group Life Insurance:	GOAL <2% not on file or reviewed within the last year
<b>Training</b>		
19	For BCT/BN Commanders: How often does the S1 Section conduct Section training on MOS Skills or HR systems training?	GOAL: Weekly
20	For Garrison Commanders: How often does the Installation MILPER Division conduct Section training on Job Skills or HR systems training?	GOAL: Weekly

## Chapter 2 HR Metrics

### 2-1. Data Quality, Accuracy, and Timeliness

HR leaders primarily at the S1/MPD level have the primary responsible of maintaining Army HR systems with accurate and timely personnel data. HR leaders provide oversight controls, review standard reports, resolve errors, and ensure critical systems are updated on a daily basis to maximize accuracy and readiness. Commanders work with their HR leaders and primary staff elements to develop metrics and standards to assess the quality of support and level of readiness within the command.

### 2-2. Baseline Metrics

Baseline metrics are developed by HRC and provided for senior leader review on a recurring basis at the Army level. The initial goal or standard for success is determined by HRC. Baseline metrics are listed at table 2-2.

Metric	Goal / Weight	Definition	Significance	Source	Report Tool	Responsibility
MRC 3A/3B	<10% / 1%	The <u>percentage</u> of assigned Soldiers with a Medical Readiness Classification of 3A or 3B.	Soldiers with MRC 3A/3B possess medical issues which are either temporary or permanent in nature. Unit readiness is adversely affected.	Datastore	MEDPROS	MEDICAL
MRC 4	<5% / 5%	The <u>percentage</u> of assigned Soldiers with a Medical Readiness Classification of 4.	Soldiers with MRC 4 are overdue for an overdue annual dental exam or physical health assessment. Failure to complete these exams prolongs the detection and treatment of potential issues which can affect unit readiness.	Datastore	MEDPROS	MEDICAL
Blank/Expired GCMDL Eligibility Date	<2% / 6%	The <u>percentage</u> of assigned enlisted Soldiers with a blank or expired Army Good Conduct Medal Eligibility Date.	Blank/Expired GCMDL's affect Soldiers in ways ranging from morale to promotion and pay.	Datastore	eMILPO AAA-199	S1/MPD
In Transit (TRA)	<2% / 4%	The <u>percentage</u> of in-Transit Soldiers in an in-Transit duty status for more than 120 days.	Existence of Soldiers in this category indicates that commanders are failing to properly validate the duty status of their Soldiers.	Datastore	eMILPO AAA-162	S1/MPD
999X > 30 Days	<10% / 4%	The <u>percentage</u> of assigned Soldiers slotted in a 999 duty position, other than 9992, for longer than 30 days.	Inaccurate slotting increases NetUSR processing time and reflects poor Soldier utilization.	Datastore	eMILPO HRAR	S1/MPD
9992 > 7 Days	<2% / 6%	The <u>percentage</u> of assigned Soldiers slotted in a 9992 (Incoming Personnel) duty position for longer than 7 days.	Inaccurate slotting increases NetUSR processing time and reflects poor Soldier utilization.	Datastore	eMILPO HRAR	S1/MPD
CMA/CCA/HOS > 90 Days	<10% / 1%	The <u>percentage</u> of Soldiers in a Confined Military Authority (CMA), Confined Civilian Authority (CCA), or Hospital (HOS) duty status for longer than 90 days.	Soldiers in this category affect strength and a unit's capability of requesting replacement Soldiers.	Datastore	eMILPO AAA-162	S1/MPD
AWOL > 31 Days	<10% / 9%	The <u>percentage</u> of Absent Without Leave (AWOL) Soldiers in an AWL duty status longer than 31 days.	Soldiers in this category indicate poor accountability and can cause major problems for the Army.	Datastore	eMILPO AAA-160	S1/MPD
FLAGS > 6 Months	<2% / 6%	The <u>percentage</u> of flagged Soldiers with active Flags that are older than 6 months.	FLAGS affect awards, assignments, promotions, and more. While there are certainly cases where a Soldier may be flagged for longer than 6 months, most flags will not exceed 6 months.	Datastore	eMILPO AAA-095	S1/MPD

Table 2-2 Baseline Army Human Resources Metrics - Continued						
Metric	Goal / Weight	Definition	Significance	Source	Report Tool	Responsibility
EFMP Expired > 3 years	<10% / 2%	The <u>percentage</u> of EFMP-enrolled Soldiers with Exceptional Family Member Program validations that have expired.	Failure to properly maintain EFMP enrollment affects the Army's ability to properly assign and care for the family members of Soldiers.	Datastore	eMILPO	MEDICAL
SGLV 8285/8286 not in iPERMS	<2% / 11%	The <u>percentage</u> of assigned Soldiers who do not have a SGLV 8285 and/or SGLV 8286 in iPERMS.	Failure to properly maintain Soldier casualty documents will result in increased problems/challenges when processing family support on the death of a Soldier.	iPERMS	iPERMS	S1/MPD
DD93 not in iPERMS	<2% / 11%	The <u>percentage</u> of assigned Soldiers who do not have a DD93 in iPERMS.	Failure to properly maintain Soldier casualty documents will result in increased problems/challenges when processing family support on the death of a Soldier.	iPERMS	iPERMS	S1/MPD
SGLV Not Validated > 365 Days	<2% / 11%	The <u>percentage</u> of assigned Soldiers whose SGLV Election Date in eMILPO is older than 365 days.	Failure to properly maintain Soldier casualty documents will result in increased problems/challenges when processing family support on the death of a Soldier.	Datastore	eMILPO AAA-167	S1/MPD
DD93 Not Validated > 365 Days	<2% / 11%	The <u>percentage</u> of assigned Soldiers whose DD93 Verification Date in eMILPO is older than 365 days.	Failure to properly maintain Soldier casualty documents will result in increased problems/challenges when processing family support on the death of a Soldier.	Datastore	eMILPO AAA-167	S1/MPD
OER Timeliness	<5% / 6%	The <u>percentage</u> of OERs submitted late for a given Personnel Service Center (PSC) Code and time period.	Late reports reflect poor program management and a lack of concern for Soldiers. Promotions and selections are also affected.	IWRS	SEPS	S1/MPD
NCOER Timeliness	<5% / 6%	The <u>percentage</u> of NCOERs submitted late for a given Personnel Service Center (PSC) Code and time period.	Late reports reflect poor program management and a lack of concern for Soldiers. Promotions and selections are also affected.	IWRS	SEPS	S1/MPD
My Board File (certified)	100%	The <u>percentage</u> of eligible Soldiers who have certified their board file in IWS.	A Soldier's failure to certify their board file can result in erroneous promotion and selection board results. It also indicates poor management at the unit and lack of motivation on the part of the Soldier.	IWS	IWS	S1
My Board File (viewed)	100%	The <u>percentage</u> of eligible Soldiers who have viewed their board file in IWS.	A Soldier's failure to certify their board file can result in erroneous promotion and selection board results. It also indicates poor management at the unit and lack of motivation on the part of the Soldier.	IWS	IWS	S1

### 2-3. Additional Metrics

Additional metrics are measurements of other areas which may also be used by units in the field to achieve positive change. The measurements reflect areas affecting both support and readiness. The goals or standards for success are determined by the commander. Additional metrics and recommended standards for consideration are listed in table 2-3.

<b>Metric</b>	<b>Goal</b>	<b>Definition</b>	<b>Significance</b>	<b>Source</b>	<b>Report Tool</b>	<b>Responsibility</b>
E4/5 Unqualified Promotable	<2%	The <u>percentage</u> of assigned E4/5 on the promotion standing list and possess a disqualifier on their personnel record (FLAG/ERUP/etc).	Unqualified Soldiers who remain on the promotion list have the potential to be erroneously selected for by-name promotion. Erroneous promotions affect morale, strength, and readiness.	Datastore	eMILPO C10	S1/MPD
DNA	0	The <u>number</u> of assigned Soldiers who do not have a DNA sample on file.	Soldiers without a valid DNA sample may be difficult to identify in the event of a casualty. Soldiers in this category may also cause increased SRP processing time.	Datastore	MEDPROS	Medical
HIV	<2%	The <u>percentage</u> of assigned Soldiers who are overdue for an HIV blood test.	Soldiers in this category may cause increased SRP processing time.	Datastore	MEDPROS	Medical
IMM	<2%	The <u>percentage</u> of assigned Soldiers who are overdue for a required immunization.	Soldiers in this category may cause increased SRP processing time.	Datastore	MEDPROS	Medical
Finance Timeliness	>95%	The <u>percentage</u> of documents submitted to finance by an organization within required timelines (typically NMT 30 days from effective date).	The late submission of financial documents results in financial loss to the Army and sometimes financial hardship to Soldiers.	DJMS	DJMS	S1
Sponsorship	>95%	The <u>percentage</u> of incoming Soldiers who have been assigned a sponsor and the sponsor has initiated contact.	A successful sponsorship program will directly affect unit readiness.	Local	Local	S1
Stop Move Codes	>98%	The <u>percentage</u> of assigned Soldiers (in a unit scheduled for deployment) who possess a stop move code on their personnel record.	Soldiers in this category who do not possess a valid code have the potential to be selected for assignment, affecting strength management at multiple levels.	Datastore	TAPDB	S1/MPD
Blank/Expired ARCAM Eligibility Date (RC)	<2%	The <u>percentage</u> of assigned enlisted Reserve Component Soldiers whose ARCAM eligibility date is either blank or expired.	Blank/Expired ARCAMs affect Soldier morale and promotions.	RLAS	RLAS	S1/MPD
SRP/C Processing Time	TBD	The <u>average</u> processing time per Soldier for an SRP/C facility.	High processing times require additional resources including extra personnel and money.	Local	Local	DHR
Blank/Expired APFT Date	<2%	The <u>percentage</u> of assigned enlisted Soldiers whose APFT date in eMILPO is either missing or greater than one year old.	The presence of Soldiers in this category indicates a potential for missed promotions, affecting Soldier morale and unit readiness.	Datastore	eMILPO	S1/MPD
Projected Evals	<2%	The <u>percentage</u> of assigned officers and NCOs whose last evaluation date is blank or more than one year ago.	Late evaluations affect promotions, selections and morale.	Datastore	eMILPO	S1/MPD
UCFR Reconciliation	100%	The <u>percentage</u> of units within an organization which have completed on time a reconciliation of the Unit Commander's Finance Report (UCFR).	Late, incomplete, or inaccurate UCFR reconciliations leave commanders in the dark on Soldier pay issues for which they have control.	Finance	Finance	S1
AAA-162 Reconciliation	100%	The <u>percentage</u> of units within an organization which have completed on time a reconciliation of the Unit Personnel Accountability Roster (AAA-162).	Late, incomplete, or inaccurate AAA-162 reconciliations indicate poor accountability of a commander for their Soldiers.	eMILPO	eMILPO	S1/MPD
Annual Records Review	100%	The <u>percentage</u> of assigned Soldiers who have completed an annual records (ERB/ORB/OMPF) review.	Failure to review records in a timely manner translates to numerous possibilities in errant management decisions including promotions and reassignments.	Local	iPERMS / eMILPO	S1/MPD
DA Photo	0	The <u>number</u> of eligible, assigned Soldiers with a missing or outdated DA photo.	AR 640-30 identifies personnel eligible to maintain a DA photo. Missing or outdated photos have an adverse effect on promotions and selections.	Datastore	DAPMIS	S1
Evaluations Accuracy	>98%	The <u>percentage</u> of evaluations received by HRC error-free (as indicated in IWRS).	Errors delay the processing of evaluations and further indicate a poor quality management program at the unit-level.	IWRS	IWRS	S1

Table 2-3 Additional Army Human Resources Metrics - Continued						
Metric	Goal	Definition	Significance	Source	Report Tool	Responsibility
Award Timeliness	>98%	The <u>percentage</u> of awards submitted or processed in accordance with DA or local timeliness standards.	Untimely awards processing results in Soldiers receiving recommended awards late. This has a direct affect on Soldier morale and the health of the force.	Local	Local	S1
Family Care Plan	0	The <u>number</u> of both single Soldiers and dual military couples (either with dependents or pregnant) who have not submitted a family care plan to the unit within 30 days of initial counseling.	Required Soldiers without a valid family care plan are considered ineligible for overseas movement and should be considered for separation IAW AR 600-20.	Local	Local	Unit
DHA	>98%	The percentage of assigned Soldiers who have completed a required deployment health assessment (DHA).	Failure to complete DHAs at required time periods in the deployment cycle causes the commander and the Army to miss potential deployment-related health issues.	MEDPROS	MEDPROS	Medical
Hearing Readiness	>98%	The <u>percentage</u> of assigned Soldiers who are reported as a GO in MEDPROS.	Soldiers classified as NO GO either required additional treatment, equipment, or an annual hearing screening.	MEDPROS	MEDPROS	Medical
Vision Readiness	>98%	The <u>percentage</u> of assigned Soldiers who are reported as a GO in MEDPROS.	Soldiers classified as NO GO either required additional treatment, equipment, or an annual vision screening.	MEDPROS	MEDPROS	Medical

## Chapter 3

### Implementing a Successful HR Metrics Program

#### 3.1. Scorecard

Scorecards enable commanders to compare the performance of multiple units at the same time. They immediately quantify subordinate unit efforts in designated areas of HR support and personnel readiness. Each commander will determine their own preference of formatting. A successful scorecard will enable a commander to see a large amount of information in an abbreviated space and will at the very least highlight major problem areas. Figures 3-1a and 3-1b provide some examples of successfully applied formats at both three and four-star levels.

BDE/BCT	# ASG/ ENLISTED	AWOL >30 Days	CMA/HOS >90 Days	NonAv MRC	NonAv MRC 4	Slot 9992 >7 Days	Slot 999x >30 Days	FLAGS > 6	Blank/Exp GCMDL	NCOER Timeliness	OER Timeliness	DD93s In iPERMS	SGLVs In iPERMS	
<b>ARMY GOAL PERCENTAGE:</b>				<10%	<5%	<5%	<5%	<5%	<2%	>95%	>95%	100%	100%	
xx	820	0	0	121	52	41	67	35	7	264/36	137/20	811	810	
	<b>608</b>			15%	6%	5%	8%	4%	1%	86%	85%	99%	99%	
xx	4643	3	4	442	80	1669	58	235	145	332/79	71/26	4636	4631	
	<b>4160</b>			10%	2%	36%	1%	5%	3%	76%	63%	100%	100%	
xx	3802	0	5	449	184	182	203	228	336	370/75	69/4	3834	3726	
	<b>3475</b>			12%	5%	5%	5%	6%	10%	80%	94%	101%	98%	
xx	3548	6	4	475	130	248	442	100	448	569/50	192/7	3604	3510	
	<b>3205</b>			13%	4%	7%	12%	3%	14%	91%	96%	102%	99%	
xx	2724	3	3	364	48	1905	28	122	254	310/18	63/1	2117	2099	
	<b>2375</b>			13%	2%	70%	1%	4%	11%	94%	98%	78%	77%	
xx	2799	0	2	317	66	572	122	132	50	264/36	137/20	2799	2794	
	<b>2269</b>			11%	2%	20%	4%	5%	2%	86%	85%	100%	100%	
xx	1011	0	1	218	54	207	74	66	82	107/28	30/4	999	1000	
	<b>883</b>			22%	5%	20%	7%	7%	9%	74%	87%	99%	99%	
xx	563	0	0	104	35	15	93	39	12	51/0	32/1	504	502	
	<b>471</b>			18%	6%	3%	17%	7%	3%	100%	97%	90%	89%	
xx	3068	0	3	335	98	206	314	110	332	266/15	54/1	3079	3073	
	<b>2722</b>			11%	3%	7%	10%	4%	12%	94%	98%	100%	100%	
xx	212	0	0	33	7	3	35	10	10	178/11	63/8	200	198	
	<b>135</b>			16%	3%	1%	17%	5%	7%	94%	87%	94%	93%	
<b>AS OF: Date</b>														

Figure 3-1a

UNIT	TOTAL ASGN	ASGN %	AWOL TOTAL	AWOL STOP PAY	AWOL >30 DAYS (0)	DFR PACKET SUB	CONFIN >180 DAYS (0)	HOSP >90 DAYS (0)	TRANS STATU S	TRANS% >7 DAYS (5%)	POSN 9992	POSN 9992% >7 DAYS (5%)	SPC/S GT TOTAL	APFT >1 YEAR	APFT% >1 YR	TOTAL FLAGS	FLAGS >180 DAYS	OVERDUE FLAGS % (5%)	ENL TOTAL	GCMD L	GCMDL %>ELIG DT (2%)
Xxx	900	117.3%	0	0	0	0	0	0	3	0.3%	9	1.0%	244	63	25.8%	50	23	2.6%	597	4	0.7%
xxx	921	117.9%	0	0	0	0	0	0	1	0.1%	13	1.4%	373	76	20.4%	61	17	1.8%	714	4	0.6%
xxx	3976	106.0%	3	2	2	0	2	1	1	0.0%	50	1.3%	2142	360	16.8%	332	78	2.0%	3617	27	0.7%
xxx	4013	107.0%	6	6	3	2	2	3	28	0.7%	69	1.7%	2100	264	12.6%	392	102	2.5%	3634	115	3.2%
xxxxx	3901	104.0%	4	3	2	0	2	0	9	0.2%	63	1.6%	2082	213	10.2%	398	79	2.0%	3522	33	0.9%
xxxxx	3695	98.5%	3	3	3	0	0	0	76	2.1%	1091	29.5%	1849	260	14.1%	316	76	2.1%	3330	141	4.2%
xxxx	2993	107.9%	2	0	0	0	0	0	4	0.1%	91	3.0%	1590	269	16.9%	278	48	1.6%	2453	12	0.5%
xxxx	1355	111.3%	2	2	1	0	0	0	0	0.0%	0	0.0%	788	71	9.0%	133	13	1.0%	1185	2	0.2%
xxxx	4586	109.6%	7	7	3	1	3	1	10	0.2%	19	0.4%	2140	306	14.3%	563	95	2.1%	4169	6	0.1%

Figure 3-1b

### 3-2. Analysis

a. Analysis is absolutely essential for senior leaders to determine exactly how well organizations are performing over a period of time. Two methods of analyses include a weighted average and trend analysis.

b. A weighted average analysis enables a commander to quickly and consistently identify top (or bottom) performers with the organization. To work properly, all measured categories must be reported in the same format (percentage vs number; goal=100% vs goal=0%). The commander works with HR leaders to establish an order of precedence and weighted distribution for each category (weight percentage must add up to 100%). To obtain a weighted average score, multiply each category measurement by its corresponding weighted percentage. Add the results for a total score. The weighted average method would be best suited for use with a scorecard. The weight distribution for baseline metrics is listed in table 2-2. See figure 3-2a for an example of a weighted average.

c. Trend analyses may be incorporated into regular metric reviews or may be completed periodically for specific reviews. Trend analyses are best suited for staggered review (quarterly, semiannually, etc). See figure 3-2b for a sample trend analysis of multiple metrics.

	MRC 3A/B	MRC4	GCMDL	TRA	9992	999X	CCA / CCM / HOS	AWOL	FLAGS	EFMP	SGLV	DD93	NCOER	OER	TOTAL SCORE
Weight	2%	10%	10%	10%	5%	3%	5%	10%	10%	5%	10%	10%	5%	5%	100%
UNIT A	10.00%	5.00%	5.00%	4.00%	9.00%	12.00%	20.00%	50.00%	5.00%	5.00%	5.00%	5.00%	10.00%	10.00%	
Score A	0.20%	0.50%	0.50%	0.40%	0.45%	0.36%	1.00%	5.00%	0.50%	0.25%	0.50%	0.50%	0.50%	0.50%	88.84%
UNIT B	10.00%	5.00%	5.00%	4.00%	9.00%	12.00%	0.00%	50.00%	5.00%	5.00%	5.00%	5.00%	10.00%	10.00%	
Score B	0.20%	0.50%	0.50%	0.40%	0.45%	0.36%	0.00%	5.00%	0.50%	0.25%	0.50%	0.50%	0.50%	0.50%	89.84%

Figure 3-2a Weighted Average

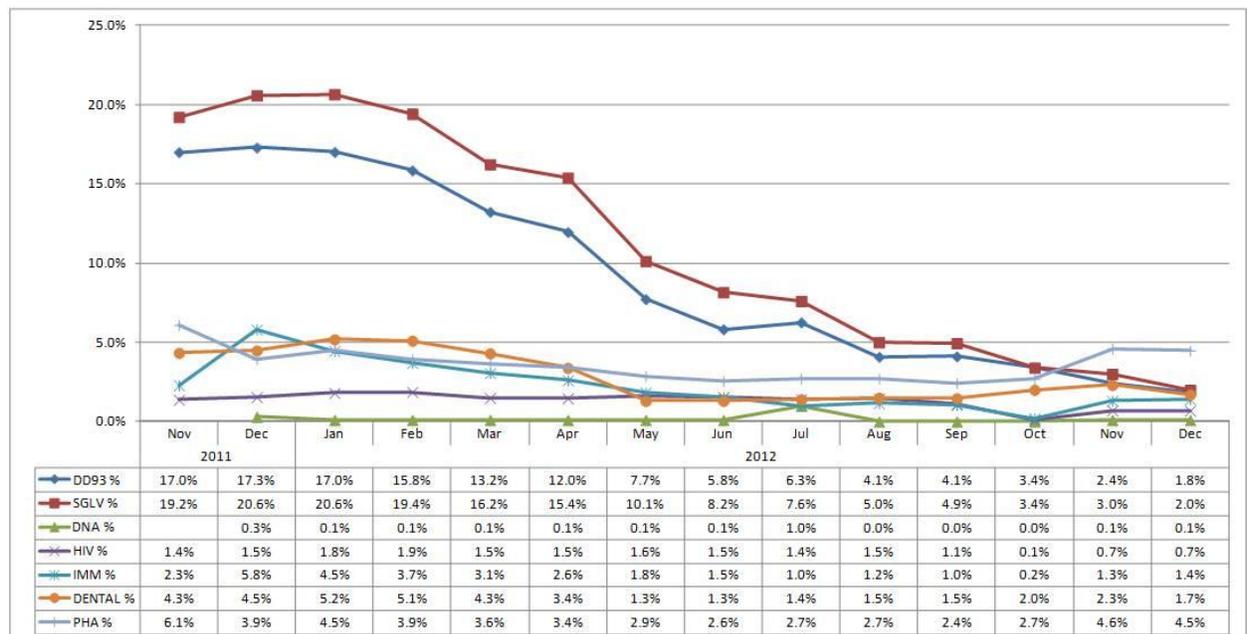


Figure 3-2b Trend Analysis

### 3-3. Assessment

AR 1-201, Army Inspection Program, states that all inspections have one purpose: to provide feedback to commanders so they can make decisions that will improve the Army. In conjunction with that process improvement, commanders can use an HR metrics program to focus efforts in an inspection or assessment program. For example, a commander might require units failing to meet standards to undergo a more in-depth assessment of services executed at their level. A requirement of this nature could both provide the necessary motivation to perform well and identify problems associated with poor training or execution. A basic HR support unit (S1/MPD) assessment checklist is available in ATTP 1-0.1 on the Army Publishing Directorate website: <http://www.apd.army.mil>.

### 3-4. Additional Considerations

a. Repetition and review. Good habits are formed when actions are repeated continuously. By consistently reviewing measurements and holding Soldiers and HR leaders accountable, commanders will

help to reinforce good support habits and drive the Army culture in a positive direction. Recurring metric reviews combined with trend analyses enable commanders to identify the extent to which positive change has occurred. A sample operations order for establishing a recurring metric review program is listed at appendix C.

b. Command support. HR leaders at all levels must have the commander's support in order to facilitate and sustain quality service. Commanders support the policies and procedures by which HR leaders train, support the command and support its Soldiers.

c. Clarity. Metrics are useless if they are not clearly stated and accurately measured. Clearly define whether or not the measurement indicates success or failure. Define if the measurement includes the entire assigned population or just a targeted population.

d. Knowledge. Leaders who are familiar with Army doctrine, requirements and support mechanisms will be able to both retrieve and analyze requested measurements and develop new measurements.

e. Grouping. Grouping the metrics into categories and subcategories helps in identifying problem areas and training needs. A preferred method is to group metrics into HR core competencies and subcompetencies defined in FM 1-0. This method ensures consistency across the Army and assists the US Army Adjutant General School in focusing training efforts.

f. Sustainability. A metric review program must be sustainable. If the program is too cumbersome, it will inevitably take a back seat to competing priorities.

**Appendix A**  
**The S1 Battle Rhythm Calendar**

Most, if not all, S1s complete recurring actions and process reports at the same time every month. For example, all S1s are required to print and process Enlisted Advancement Reports on the 2d (but not later than the 5th) day of each month. All S1s are required to print the AAA-162 and obtain the commander's authentication at least once monthly. All commanders (usually assisted by the S1) are required to validate and file the Unit Commander's Finance Report (UCFR) once a month. To assist commanders in achieving a better understanding of their S1s requirements, a sample battle rhythm is provided in figure A-1.

	MON	TUE	WED	THUR	FRI
WEEK 1	AAA-165 (Unit Accountability Notices) AAA-351 (Unresolved Error Resolution Report)	AAA-165 AAA-351 <b>HR Training</b>	AAA-165 AAA-352 AAA-069 (EDAS Special Ltr of Instr)	AAA-165 AAA-353 AAA-008 (Levy Status report)	AAA-165 AAA-354 Records Review (SRB/DD93/SGLV)
	AAA-160 (AWOLs)	AAA-117 (Enl Adv Rpt) AAA-294 (Enl Prom Rpt)	AAA-234 (EDAS Individual Losing Assignment Report)	AAA-125 (EDAS Error Report) AAA-126 (EDAS Reassignment Report)	AAA-162 turn-in to Bde/MPD
	AAA-095 (SPFA) AAA-101 (SPFA)	AAA-163 (MOSI) AAA-164 (MOSI)	AAA-167 (Unit Soldier Readiness)	AAA-132 (Losing Assign Adj Roster) AAA-133 Gaining Assign Adj Roster)	
	Review/Reconcile UCFR	AAA-342 (Alpha Roster)	AAA-338 (Demographic Profile Report)	AAA-233 (EDAS Losing Assign Recap) AAA-227 (EDAS Gain Assign Report)	
WEEK 2	AAA-165 AAA-351	AAA-165 AAA-352	AAA-165 AAA-353 AAA-354	AAA-165 AAA-354	AAA-165 AAA-355
	AAA-160 (AWOLs)	<b>HR Training</b>	AAA-069 AAA-234	AAA-008 AAA-125 AAA-126 AAA-132 AAA-133 AAA-233 AAA-227	Records Review (SRB/DD93/SGLV)
	Validate NetUSR against AAA-162 (Bn)		Validate NetUSR against AAA-162 (Bde)		Validate NetUSR against AAA-162 (Div)
	Begin MPF Inventory				End MPF Inventory
WEEK 3	AAA-165 AAA-351	AAA-165 AAA-352	AAA-165 AAA-353	AAA-165 AAA-354	AAA-165 AAA-355
	AAA-160 (AWOLs)	<b>HR Training</b>  Review Trackers: Evals, Awards, Rating Schemes, SR Profile, Soc/Recall Rosters, FG/Cmd Slates	AAA-069 AAA-234	AAA-008 AAA-125 AAA-126 AAA-132 AAA-133 AAA-233 AAA-227	Records Review (SRB/DD93/SGLV)
			AAA-167 (Unit Soldier Readiness)		File Maintenance DEERS/RAPID Maintenance
WEEK 4	AAA-165 AAA-351	AAA-165 AAA-352	AAA-165 AAA-353	AAA-165 AAA-354	AAA-165 AAA-355
	AAA-160 (AWOLs)	<b>HR Training</b>	AAA-069 AAA-234	AAA-008 AAA-125 AAA-126 AAA-132 AAA-133 AAA-233 AAA-227	Records Review (SRB/DD93/SGLV)
	Receive UCFR from Finance			EDAS Semi-Centralized Promotion List (C-10)	AAA-199 (AGCM) AAA-162 (UPAR)
8	DAILY	WEEKLY	2/MONTH	MONTHLY	QUARTERLY

NOTE: Day's action can be to Run, Review, Validate, Reconcile, File, etc.

Figure A-1 Sample S1 Battle Rythm Calendar

## **Appendix B. Enabling Systems**

### **B-1. General**

Measurements can come from just about any system into which data is entered. Some of the primary systems and enabling tools commonly used by HR providers are listed below.

### **B-2. eMILPO**

eMILPO is the Army's primary mechanism for updating Soldier data at the unit-level and performing strength accountability. It enables visibility of Soldier location, status, and skill from the top of the system to the unit-level. Accuracy is paramount to ensuring leaders correctly account for Soldiers. As the primary mechanism for Soldier data input, the eMILPO application can also provide some types of measurements. eMILPO produces a variety of by-name and numerical reports from which to draw support measurements. Some examples include:

- a. Personnel Accountability Report (AAA-162): This report provides the primary means of Soldier accountability. From this report, commanders and HR providers can identify the names and numbers of Soldiers in any type of duty status including (among others) Absent Without Leave (AWOL); Confined Civilian/Military Authorities (CCA/CMA); Ordinary Leave (OLV); and Temporary Duty (TDY).
- b. Report of AWOLS (AAA-160): The AAA-160 lists all Soldiers reported AWOL and DFR (Dropped From Rolls) by a unit. Use this report to monitor AWOL/DFR Soldiers and to verify current duty status.
- c. Human Resources Authorization Report (HRAR): The HRAR is a tool which enables a unit to accurately comply with Army utilization requirements. Soldiers should be assigned to authorized MTOE/TDA/DMO positions, consistent with their qualifications. Units need to periodically reevaluate utilization of Soldiers and adjust overages and shortages by reassigning Soldiers when appropriate.
- d. Suspension of Favorable Personnel Action Report (AAA-095): The AAA-095 is used to manage Suspension of Favorable Personnel Actions. It lists flagged Soldiers with their associated information. It is sorted by commissioned officers, warrant officers, and enlisted Soldiers. Active FLAG actions must be reviewed by the commander each month. Open actions which have been effective for more than six months must be reviewed by the battalion commander each month.
- e. Unit Soldier Readiness Report (AAA-167): The Unit Soldier Readiness Report is a multifunctional report which lists all Soldiers assigned to an organization. It includes readiness data which commanders and support staff can use to facilitate maximum personnel readiness at all times.
- f. Good Conduct Medal Roster (AAA-199). The purpose of the Good Conduct Medal Roster is to provide the Commander with a list of Soldiers who are eligible to receive a Good Conduct Medal within the next 90 days. The report also lists Soldiers who are overdue to receive a Good Conduct Medal as well as those Soldiers with blank data.
- g. A complete listing of eMILPO reports and their uses can be found in the eMILPO Field User Guide.

### **B-3. AHRS Datastore**

The AHRS Datastore is a query tool from which authorized users can pull a variety of information in just about any preferred format. It also allows users to export data for external use. Pulling accurate reports and queries from this tool requires a working knowledge of data fields and filtering mechanisms. From the same information request (i.e. Unit listing of Soldiers with rank and duty status), two users can extract different information if the filtering mechanisms are inaccurate. Any measurement which is captured in eMILPO can be retrieved through the Datastore.

### **B-4. Common Operating Picture Synchronizer (COPS)**

COPS is a dashboard report tool designed to give personnel strength managers the capability to view officer and enlisted personnel strength and authorization information. Common metrics retrieved from COPS include assigned percentage, nonavailable percentage, or projected strength percentage.

### **B-5. Enlisted Distribution and Assignment System (EDAS) / webEDAS**

EDAS is a system which enables the Army to effectively manage enlisted Soldier assignments. Common metrics retrieved from EDAS includes enlisted strength and projected strength. WebEDAS is a dashboard variation of EDAS and is accessed through the internet. WebEDAS offers greater flexibility in creating user-defined enlisted strength reports.

### **B-6. Total Officer Personnel Management Information System (TOPMIS)**

TOPMIS is a system which enables the Army to effectively manage officer assignments. It also includes a query tool for retrieving user-defined data. Common metrics retrieved from TOPMIS includes assigned or projected strength.

### **B-7. Interactive Web Response System (IWRS)**

IWRS is a performance evaluation report tool. When evaluations are submitted to HRC, they are recorded in a database and IWRS provides the capability to view some results. Common measurements retrieved from IWRS include a designated organization's evaluation timeliness or rating. Units can also identify accuracy ratings by comparing the number of submitted reports to the number of reports listed with errors.

### **B-8. Medical Protection System (MEDPROS)**

MEDPROS was developed by the AMEDD to track all immunization, medical readiness, and deployability data for all Active and Reserve components of the Army as well as DA Civilians, contractors and others. It is a powerful tool allowing the chain of command to determine the medical and dental readiness of individuals, units, and task forces. Commander's and Medical leaders at various echelons are responsible for the use and implementation of MEDPROS to measure their unit/individual medical readiness status. Common measurements retrieved from MEDPROS include percentages of a designated organization's Soldiers who fall into a measured category (overdue dental; overdue immunizations; fully medically ready; MRC 1/2/3A/3B/4etc).

### **B-9. Interactive Personnel Electronic Records Management System (iPERMS)**

iPERMS is a repository for personnel records. Documents are uploaded using the internet and are available for review by authorized users. Common measurements retrieved from iPERMS include numbers and percentages of assigned personnel with casualty documents (DD93/SGLV) on file.

**B-10. Defense Joint Military Pay System (DJMS)**

DJMS is system which enables the Army (and Air Force and Navy) to process pay-related management functions. Local finance offices can query DJMS for some timeliness data on pay-related transactions.

**Appendix C**  
**Operations Order (Sample) for the HR Metrics Monthly Review (Personnel Readiness Review)**

**SAMPLE**

OPERATION ORDER (PERSONNEL READINESS REVIEW)

References: TBD

Time Zone Used Throughout Order: Local.

Task Organization: Omitted.

1. **SITUATION.** The Personnel Readiness Review (PRR) is a monthly performance based review of Human Resources (HR) metrics consisting of personnel support, readiness and deployability indicators to ensure individual Soldier readiness. The purpose of the review is to accurately see ourselves, share challenges, solutions and address system or training shortfalls. The monthly review is scheduled for DATE TIME GROUP at LOCATION, and will occur on the first Friday of every month. All Brigade and Separate Commanders will BPT brief their slides. The PRR will consist of selected measurements as indicated in the key personnel readiness indicators/standards (Enclosure 1). Although, not all measurements identified in Enclosure 1 will be briefed during the PRR, the additional indicators will assist human resources personnel in performing their duties and responsibilities.

2. **MISSION.** Senior Commander and subordinate Units conducts monthly PRR DATE at LOCATION. The PRR will occur on the first Friday of every month in order to assess personnel readiness, identify shortfalls and determine corrective actions.

3. **EXECUTION.**

a. **Concept of Operations.** The Senior Commander will host the monthly PRR with all Brigade and Separate Commanders at HQs Location, DATE TIME GROUP and the PRR will occur on the first Friday of every month. All Brigade and Separate Commanders will BPT brief their slides.

b. **Tasks to Units.**

(1) Provide the name, organization, phone number and e-mail address of the Unit PRR representative to the G1 PRR POC (Name, Email, Phone) NLT DATE.

(2) Retrieve PRR data on the 10<sup>th</sup> calendar day of each month. If the 10<sup>th</sup> falls on a non-duty day then the data will be retrieved on the first working day following the 10<sup>th</sup>. Required PRR data is contained in the template available from the (Sharepoint Folder) and further defined Enclosure 1.

(3) Submit data to G1 NLT 1500 on the 17<sup>th</sup> calendar day of each month by creating a new PRR document through the G1 SharePoint. If the 17<sup>th</sup> is a non-duty day, Units will submit PRR information on the first duty day following the 17<sup>th</sup>.

(4) UNITS: Provide a monthly roll up, by Brigade and Separate Units, of finance documents and DA Form 31 (Request and Authority for Leave) timeliness to the G1 PRR POC NAME and PHONE # NLT the 1<sup>st</sup> week of each month.

(5) U.S. Army Garrison: Director Human Resources (Awards): Provide a monthly roll up, by Brigade and Separate Units, of the percentage of awards submitted to the Senior Commanders (Director of Human Resources Awards office) outside the established timeliness standard to POC NAME, PHONE #, NLT the 1<sup>st</sup> week of each month.

c. Tasks to Staff:

- (1) Provide overall coordinating responsibility for the PRR.
- (2) Create, maintain and manage the master PRR slide deck.
- (3) Coordinate monthly meeting time, date and location.
- (4) Collect and consolidate Unit slides.
- (5) Post the consolidated PRR slide deck to the G1 NLT two days prior to the PRR.
- (6) Provide Read-Ahead PRR Slides to the Command Group NLT three days prior to the PRR.

(7) Establish a Personnel Readiness Assessment and Assistance Team (PRAAT) to assist Commanders with maintaining personnel readiness standards and to coach, teach and mentor their HR personnel. The PRAAT will conduct systems review and staff assistance visits prior to a Unit entering train ready, at anytime requested or when the Unit's key personnel readiness indicators fall below the Senior Commanders established standards.

(8) Provide a monthly roll up, by Brigade and Separate Units, of the percentage of awards submitted to the G1 outside the established timeliness standard.

d. Coordinating Instructions.

- (1) Tasked Units will make direct PRR coordination with NAME, PHONE #
- (2) The CG/DCG may select specific Units to brief when time is limited.
- (3) Units will create and populate a new PRR Input slide using SharePoint each month.

(4) LOCATION is limited; therefore, only two individuals from each Brigade and Separate organization is authorized to attend.

4. SERVICE SUPPORT. Omitted.

5. COMMAND AND SIGNAL.

a. Command. Omitted.

b. Signal.

(1) SMC G1 POC is \_\_\_\_\_.

(2) MSE G3 POC is Mr. \_\_\_\_\_.

ACKNOWLEDGE:

SENIOR COMMANDER

LTG, USA

OFFICIAL:

MISSION SUPPORT ELEMENT G3

ENCLOSURE 1: HR METRICS, GOALS, AND MEASURES TO OBTAIN GOALS