



HUMAN RESOURCES ADVANCED/SENIOR LEADERS COURSE 42A

HR Metrics Guide

STUDENT HANDOUT

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U.S. ARMY SOLDIER SUPPORT INSTITUTE
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STUDENT HANDOUT
HR METRICS

1. OVERVIEW. HR NCOs play a critical role in the accuracy and timeliness of data reported in Army Human Resource Systems (AHRS) by providing oversight, reviewing standard reports, resolving errors, and ensuring critical systems are updated on a daily basis. HR Metrics were developed by Human Resources Command (HRC) to assist in this process and apply a measurement to a standard that may be regulatory or defined locally.

2. INTENT. HR Metrics:

- Provide commanders and S-1s with tools to measure the effectiveness and efficiency of brigade/battalion HR operations.
- Enable HR Leaders at all levels (HRC, G-1, S-1, and Military Personnel Division (MPD)) to quickly assess and improve personnel readiness, Soldier record accuracy and customer service.
- Assist in the early detection of HR issues/deficiencies from unit-level to the “Top-of-the-System.”
- Assist in identifying requirements for training and additional resources.

3. WHY ARE HR METRICS IMPORTANT?

3-1. In the Field. Commanders make critical decisions based on data reported in AHRS. 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.

3-2. While Attending NCOES. HR Metrics are integrated throughout the course (where applicable) with particular focus during the Essential Personnel Services and Man the Force modules. All students will participate in multiple facilitated group discussions on the importance of HR metrics to Army/unit readiness and collectively identify “best practices” and tactics, techniques, and procedures (TTPs) for data collection and analysis, HR metrics reporting formats, and briefing techniques. You are expected to come to class prepared to share your operational experiences with HR Metrics and examine the HR NCO’s role in meeting or exceeding the goal or standard for each.

4. BASELINE ARMY HR METRICS. HRC developed the following **18 baseline** HR Metrics (Active Component) and the initial goal or standard for success. Each of these metrics is individually defined in [Appendix A](#) to include the goal/standard, data source, supporting HR enabling system and report tools.

MAN THE FORCE

- 4-1. Medical Readiness Category (MRC) 3A/3B
- 4-2. Medical Readiness Category (MRC) 4
- 4-3. In-Transit >120 Days
- 4-4. Duty Position 999X >30 Days
- 4-5. Duty Position 9992 >30 Days
- 4-6. Absent Without Leave >30 Days
- 4-7. Confined Military Authority (CMA), Confined Civilian Authority (CCA) or Hospital (HOS) >90 Days

PROVIDE HR SERVICES

- 4-8. Blank/Expired Good Conduct Medal (GCDML) Eligibility Date
- 4-9. Suspension of Favorable Personnel Actions (FLAGS) older than 6 Months
- 4-10. Exceptional Family Member Program Expired > 3 Years
- 4-11. DD Form 93 (Record of Emergency Data) not in iPERMS
- 4-12. SGLV (Servicemembers' Group Life Insurance Election and Certificate) not in iPERMS
- 4-13. DD Form 93 (Record of Emergency Data) not validated >365 Days
- 4-14. SGLV (Servicemembers' Group Life Insurance Election and Certificate) not validated
- 4-15. Officer Evaluation Report (OER) Timeliness
- 4-16. Noncommissioned Officer Evaluation Report (NCOER) Timeliness
- 4-17. My Board File (MBF) Validated
- 4-18. My Board File (MBF) Viewed

5. ADDITIONAL ARMY HR METRICS. HRC developed the following **21 additional** HR metrics which may be used by units/S-1 in the field to enhance Soldier support and readiness. The unit commander determines the goals and standards for each.

PROVIDE HR SERVICES

- 5-1. SPC/SGT Unqualified Promotables
- 5-2. Deoxyribonucleic Acid (DNA) - No sample on file
- 5-3. Human Immunodeficiency Virus (HIV) - Overdue for HIV blood test
- 5-4. Immunizations – Overdue for required immunization(s)
- 5-5. Finance Timeliness
- 5-6. Sponsorship
- 5-7. Stop Move Codes
- 5-8. Blank/Expired Army Reserve Component Achievement Medal (ARCAM) Eligibility Date (Reserve Component)
- 5-9. Soldier Readiness Processing (SRP) processing time
- 5-10. Blank/Expired Army Physical Fitness Test (APFT) Date
- 5-11. Evaluation Date is blank or more than 1 year
- 5-12. Unit Commander’s Finance Report (UCFR) Reconciliation
- 5-13. Unit Personnel Accountability Report (AAA-162) Reconciliation
- 5-14. Annual Records Review
- 5-15. Department of the Army Photos missing or outdated
- 5-16. Evaluations Accuracy
- 5-17. Award Timeliness
- 5-18. Family Care Plans
- 5-19. Deployment Health Assessments
- 5-20. Hearing Readiness
- 5-21. Vision Readiness

6. IMPLEMENTING AN HR METRICS PROGRAM IN YOUR UNIT. [AR 1-201](#), Army Inspection Program, states that all inspections have one purpose: ***To provide feedback to commanders so they can make decisions to improve the Army.***

6-1. S-1s/HR professionals can use HR metrics to focus commanders on subordinate units' personnel readiness and issues that may need their attention. We often assume a shortfall in an S-1 HR metric is due to poor performance by assigned S-1 personnel; however, problems may stem from other sources such as poorly designed or inefficient business practices, lack of equipment/training or lack of commander/leader support.

6-2. The question may be not what we should measure, but what is the root cause of the problem? HR metrics are only numbers that are indicators of a condition. **The challenge is analyzing the numbers to uncover what is causing the problem.** S-1s/HR professionals are encouraged to use the basic HR support assessment checklists available in [ATTP 1-0.1](#), S-1 Operations, as they design their program.

ADDITIONAL HR METRICS PROGRAM CONSIDERATIONS

Repetition and Review

Consistently review HR metrics and reinforce the standard/goal.

Command Support

Engage your commander and unit leaders. Leaders support is essential in order to facilitate and sustain quality HR service.

Clarity

Clearly state, accurately measure and define your HR metrics. Indicate whether the measurement indicates success or failure and who/what the measurement includes (e.g., all assigned personnel or targeted population).

Knowledge

S-1/HR professionals who are familiar with Army doctrine, regulatory requirements and HR enabling systems are able to both retrieve and analyze HR metrics and develop new ones.

Grouping

Grouping your HR metrics according to HR core competencies and key functions from FM 1-0, HR Support, assists in identifying problem areas and focusing training needs.

Sustainability

Develop a program that is sustainable. If your program is too complex, time consuming, or data retrieval is too complicated, it will likely take a back seat to competing priorities.

7. RESPONSIBILITIES. Regardless of rank or duty position, all Soldiers in your unit have a role in a successful HR metrics program. Engage and educate both your unit leaders and subordinates on the importance of data accuracy and records maintenance. Some of those basic responsibilities are listed below.

Soldiers	<i>Review records annually and keep information current in their official personnel record.</i>
Leaders	<i>Ensure compliance by Soldiers within the unit; validate Soldier qualifications and training; and safeguard Personally Identifiable Information (PII).</i>
S-1s/HR Professionals	<i>Provide timely HR support and customer service; update AHRS; safeguard PII; provide commanders timely and accurate information; compile measurements and metrics and provide analyses.</i>
Commanders	<i>Assess and validate the unit's personnel readiness with HR metrics and report unit readiness; direct actions for improvements.</i>

8. HR METRICS REFERENCES.

[AR 1-201](#) Army Inspection Program

[FM 1-0](#) HR Support

[ATTP 1-0.01](#) S-1 Operations

[HR Metrics Guide for Commanders](#)

9. PROCEDURES TO ACCESS HRC STEP-BY-STEP INSTRUCTIONS FOR ARMY HR METRICS. Detailed instructions for pulling data for the various HR metrics are provided by HRC on Army Knowledge Online (AKO) by entering the following link in your web browser:

<https://www.us.army.mil/suite/folder/30853557>

APPENDICES

- A. [Baseline Army HR Metrics – Man the Force](#)
- B. [Baseline Army HR Metrics – Provide HR Services](#)
- C. [HR Metrics Reports - Examples](#)
- D. [HR Enabling Systems](#)
- E. [Access Request to DQRY - Example](#)
- F. [MILPER Message 13-055, Subject: Soldier Record Accuracy \(26 Feb 13\)](#)

Appendix A
Baseline Army HR Metrics – Man the Force

A-1. Medical Readiness Category (MRC) 3A/3B				
Definition:	The <u>percentage</u> of assigned Soldiers with a MRC of 3A or 3B.			
Significance:	Soldiers with MRC 3A/3B possess medical issues which are either temporary or permanent in nature. Unit readiness is adversely affected.			
Goal:	<10%		Weight:	1%
	Source	HR Enabling System(s)	Report Tool	Responsibility
Officers:	Datastore	TOPMIS II	MEDPROS	Medical
Enlisted:	Datastore	DQRY	MEDPROS	Medical
Reference(s):	AR 40-501 , Standards of Medical Fitness			
Report Instructions:	https://www.us.army.mil/suite/folder/30853557			

A-2. Medical Readiness Category (MRC) 4				
Definition:	The <u>percentage</u> of assigned Soldiers with a MRC of 4.			
Significance:	Soldiers with MRC 4 are overdue for an 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.			
Goal:	<5%		Weight:	5%
	Source	HR Enabling System(s)	Report Tool	Responsibility
Officers:	Datastore	TOPMIS II	MEDPROS	Medical
Enlisted:	Datastore	DQRY	MEDPROS	Medical
Reference(s):	AR 40-501 , Standards of Medical Fitness			
Report Instructions:	https://www.us.army.mil/suite/folder/30853557			

A-3. In-Transit (TRA) >120 Days				
Definition:	The <u>percentage</u> of Soldiers in an In-Transit duty status for more than 120 days .			
Significance:	Existence of Soldiers in this category indicates that commanders are failing to properly validate the duty status of their Soldiers.			
Goal:	<2%		Weight:	4%
Source:	HR Enabling System(s)	Report Tool		
Datastore	eMILPO	AAA-162	Unit Personnel Accountability Report	
Responsibility:	S-1/MPD			
Reference(s):	AR 600-8-6 , Personnel Accounting and Strength Reporting AR 600-8-101 , Personnel Processing (In-,Out-,Soldier Readiness, Mobilization and Deployment Processing) eMILPO User Manual			
Report Instructions:	https://www.us.army.mil/suite/folder/30853557			

A-4. Duty Position 999X > 30 Days				
Definition:	The <u>percentage</u> of assigned Soldiers slotted in a 999 duty position, other than 9992, for longer than 30 days.			
Significance:	Inaccurate slotting increases NetUSR processing time and reflects poor Soldier utilization.			
Goal:	<10%		Weight:	4%
Source:	HR Enabling System(s)	Report Tool		
Datastore	eMILPO	Human Resources Authorization Report (HRAR)		
Responsibility:	S-1/MPD			
Reference(s):	eMILPO User Manual			
Report Instructions:	https://www.us.army.mil/suite/folder/30853557			

A-5. Duty Position 9992 > 7 Days			
Definition:	The <u>percentage</u> of assigned Soldiers slotted in a 9992 (Incoming Personnel) duty position for longer than 7 days .		
Significance:	Inaccurate slotting increases NetUSR processing time and reflects poor Soldier utilization.		
Goal:	<2%	Weight:	6%
Source:	HR Enabling System(s)	Report Tool	
Datastore	eMILPO	Human Resources Authorization Report (HRAR)	
Responsibility:	S-1/MPD		
Reference(s):	eMILPO User Manual		
Report Instructions:	https://www.us.army.mil/suite/folder/30853557		

A-6. Confined Military Authority (CMA), Confined Civilian Authority (CCA) or Hospital (HOS) >90 Days			
Definition:	The <u>percentage</u> of Soldiers in a CMA, CCA or HOS Duty Status for longer than 90 days .		
Significance:	Soldiers in this category affect strength and a unit's capability of requesting replacement Soldiers.		
Goal:	<10%	Weight:	1%
Source:	HR Enabling System(s)	Report Tool	
Datastore	eMILPO	AAA-162	Unit Personnel Accountability Report
Responsibility:	S-1/MPD		
Reference(s):	AR 630-10 , Absence Without Leave, Desertion and Administration of Personnel Involved in Civilian Court Proceedings		
	eMILPO User Manual		
Report Instructions:	https://www.us.army.mil/suite/folder/30853557		

A-7. Absent Without Leave (AWOL) >31 Days			
Definition:	The <u>percentage</u> of AWOL Soldiers in an AWL duty status longer than 31 days.		
Significance:	Soldiers in this category indicate poor accountability and can cause major problems for the Army. Duty status should change from AWOL to Dropped from the Rolls (DFR) on the 31 st day.		
Goal:	<10%	Weight:	9%
Source:	HR Enabling System(s)	Report Tool	
Datastore	eMILPO	AAA-162	Unit Personnel Accountability Report
Responsibility:	S-1/MPD		
Reference(s):	AR 630-10 , Absence Without Leave, Desertion and Administration of Personnel Involved in Civilian Court Proceedings		
	eMILPO User Manual		
Report Instructions:	https://www.us.army.mil/suite/folder/30853557		

Appendix B
Baseline Army HR Metrics – Provide HR Services

B-1. Blank/Expired Good Conduct Medal (GCDML) Eligibility Date				
Definition:	The <u>percentage</u> of assigned enlisted Soldiers with a blank or expired Army Good Conduct Medal Eligibility Date.			
Significance:	Blank/Expired GCMDLs affect Soldiers in ways ranging from morale to promotion and pay.			
Goal:	<2%		Weight:	6%
Source:	HR Enabling System(s)	Report Tool		
Datastore	eMILPO	AAA-199	Good Conduct Medal Roster	
Responsibility:	S-1/MPD			
Reference(s):	AR 600-8-22 , Military Awards eMILPO User Manual			
Report Instructions:	https://www.us.army.mil/suite/folder/30853557			

B-2. Suspension of Favorable Personnel Actions (FLAGS) >6 Months				
Definition:	The <u>percentage</u> of flagged Soldiers with active Flags that are older than 6 months.			
Significance:	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.			
Goal:	<2%		Weight:	6%
Source:	HR Enabling System(s)	Report Tool		
Datastore	eMILPO	AAA-095	Suspension of Favorable Personnel Actions Report	
Responsibility:	S-1/MPD			
Reference(s):	AR 600-8-2 , Suspension of Favorable Personnel Actions (FLAG) eMILPO User Manual			
Report Instructions:	https://www.us.army.mil/suite/folder/30853557			

B-3. Exceptional Family Member Program (EFMP) Expired >3 Years				
Definition:	The <u>percentage</u> of EFMP-enrolled Soldiers with Exceptional Family Member Program validations that have expired. Soldiers are required to update their EFMP information every 3 years or more frequently if the medical and/or special education needs of their Family members change.			
Significance:	Failure to properly maintain EFMP enrollment affects the Army's ability to properly assign and care for the family members of Soldiers.			
Goal:	<10%		Weight:	2%
Source:	HR Enabling System(s)	Report Tool		
Datastore	eMILPO	eMILPO One-Page HR Metrics Report		
Responsibility:	Medical			
Reference(s):	AR 608-75 , Exceptional Family Member Program			
	eMILPO User Manual			
Report Instructions:	https://www.us.army.mil/suite/folder/30853557			

B-4. SLGV 8285/8286 not in iPERMS				
Definition:	The <u>percentage</u> of assigned Soldiers who do not have a SGLV 8285 and/or SGLV 8286 in iPERMS.			
Significance:	Failure to properly maintain Soldier casualty documents will result in increased problems/challenges when processing family support on the death of a Soldier.			
Goal:	<2%		Weight:	11%
Source:	HR Enabling System(s)	Report Tool		
iPERMS	iPERMS	iPERMS DD Form 93/SGLVs Unit Summary		
Responsibility:	S-1/MPD			
Reference(s):	AR 600-8-1 , Army Casualty Program			
	eMILPO User Manual			
Report Instructions:	https://www.us.army.mil/suite/folder/30853557			

B-5. DD Form 93 (Record of Emergency Data) not in iPERMS				
Definition:	The <u>percentage</u> of assigned Soldiers who do not have a DD Form 93 in iPERMS.			
Significance:	Failure to properly maintain Soldier casualty documents will result in increased problems/challenges when processing family support on the death of a Soldier.			
Goal:	<2%		Weight:	11%
Source:	HR Enabling System(s)	Report Tool		
iPERMS	iPERMS	iPERMS DD Form 93/SGLVs Unit Summary		
Responsibility:	S-1/MPD			
Reference(s):	AR 600-8-1 , Army Casualty Program			
	eMILPO User Manual			
Report Instructions:	https://www.us.army.mil/suite/folder/30853557			

B-6. SLGV Not Validated >365 Days				
Definition:	The <u>percentage</u> of assigned Soldiers whose SGLV Election Date in eMILPO is older than 365 days.			
Significance:	Failure to properly maintain Soldier casualty documents will result in increased problems/challenges when processing family support on the death of a Soldier.			
Goal:	<2%		Weight:	11%
Source:	HR Enabling System(s)	Report Tool		
Datastore	eMILPO	AAA-167	Unit Soldier Readiness	
Responsibility:	S-1/MPD			
Reference(s):	AR 600-8-1 , Army Casualty Program			
	eMILPO User Manual			
Report Instructions:	https://www.us.army.mil/suite/folder/30853557			

B-7. DD Form 93 Not Validated >365 Days				
Definition:	The <u>percentage</u> of assigned Soldiers whose DD Form 93 Verification Date in eMILPO is older than 365 days.			
Significance:	Failure to properly maintain Soldier casualty documents will result in increased problems/challenges when processing family support on the death of a Soldier.			
Goal:	<2%		Weight:	11%
Source:	HR Enabling System(s)	Report Tool		
Datastore	eMILPO	AAA-167	Unit Soldier Readiness Report	
Responsibility:	S-1/MPD			
Reference(s):	AR 600-8-1 , Army Casualty Program eMILPO User Manual			
Report Instructions:	https://www.us.army.mil/suite/folder/30853557			

B-8. Officer Evaluation Report (OER) Timeliness				
Definition:	The <u>percentage</u> of OERs submitted late for a given Personnel Service Center (PSC) Code and time period.			
Significance:	Late reports reflect poor program management and a lack of concern for Soldiers. Promotions and selections are also affected.			
Goal:	<5%		Weight:	6%
Source:	HR Enabling System(s)	Report Tool		
IWRS	IWRS	OERs Late Report by Command and PSB/UA		
Responsibility:	S-1/MPD			
Reference(s):	AR 623-3 , Evaluation Reporting System DA PAM 623-3 , Evaluation Reporting System			
Report Instructions:	https://www.us.army.mil/suite/folder/30853557			

B-9. Noncommissioned Officer Evaluation Report (OER) Timeliness				
Definition:	The <u>percentage</u> of NCOERs submitted late for a given Personnel Service Center (PSC) Code and time period.			
Significance:	Late reports reflect poor program management and a lack of concern for Soldiers. Promotions and selections are also affected.			
Goal:	<5%		Weight:	6%
Source:	HR Enabling System(s)	Report Tool		
IWRS	IWRS	NCOERs Late Report by Command and PSB/UA		
Responsibility:	S-1/MPD			
Reference(s):	AR 623-3 , Evaluation Reporting System			
	DA PAM 623-3 , Evaluation Reporting System			
Report Instructions:	https://www.us.army.mil/suite/folder/30853557			

B-10. My Board File (Certified)				
Definition:	The <u>percentage</u> of eligible Soldiers who have certified their board file in IWS.			
Significance:	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.			
Goal:	100%		Weight:	NA
Source:	HR Enabling System(s)	Report Tool		
IWS	IWS	My Board File Certification Report		
Responsibility:	S-1			
Reference(s):	AR 600-8-104 , Army Military Human Resource Records Management			
Report Instructions:	https://www.us.army.mil/suite/folder/30853557			

B-11. My Board File (Viewed)				
Definition:	The percentage of eligible Soldiers who have viewed their board file in IWS.			
Significance:	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.			
Goal:	100%		Weight:	NA
Source:	HR Enabling System(s)	Report Tool		
IWS	IWS	Integrated Web Services (IWS) Report		
Responsibility:	S-1			
Reference(s):	AR 600-8-104 , Army Military Human Resource Records Management			
Report Instructions:	https://www.us.army.mil/suite/folder/30853557			

Appendix C HR Metrics Reports – Examples

C-1. Rollup. This is an example template for use in briefing a senior leader on the status of identified HR metrics within their organization. The format is irrelevant. Important takeaways include the green/amber/red status and designated thresholds. The section designated for comments is also important and may be used to communicate challenges and recommended solutions.

EXAMPLE HR METRIC REPORT – BRIGADE ROLLUP TEMPLATE

TARGET: **COPS Query**

ASGN: **DS Query**

X Brigade (DMSL XBDE)

Core Competency	DESCRIPTION	GREEN	AMBER	RED	Core Competency	DESCRIPTION	GREEN	AMBER	RED
Man the Force	Non-Available Rear-D Report Not to exceed 10%		Data Store Query		Man the Force	CMA/OCA/HOS >90/120-150/>150 Days		Data Store Query	
Man the Force	MRC 4 Not to exceed 5%		Data Store Query		Man the Force	AWOL > 30 days Requires DFR		Data Store Query	
Man the Force	PROJ GAINS that are MRC 3A, 3B	DQRY for ENL	TOPMIS2 for CO/WO		Provide HR Services	FLAGS > 6 months		Data Store Query	
Man the Force	Stop Move Input: NULL	DQRY for ENL	TOPMIS2 for CO/WO		Provide HR Services	EFMP Validation/Expired Total number over 3 years		Data Store Query	
Provide HR Services	GCDML Elig. Date: Blank/Expired >2% assigned		Data Store Query		Provide HR Services	SOLV S288/S285 In IPERMS 100% in IPERMS		IPERMS	
Man the Force	In-Transit > 90 days 0 less than 120 days		Data Store Query		Provide HR Services	DD83 in IPERMS 100% in IPERMS		IPERMS	
Man the Force	Slotting 996X > 30 Days Not to exceed 10%		Data Store Query		Provide HR Services	OERs Timeliness 88-100%, 91-95%, 90%		IWRS	
Man the Force	Slotting 9992 (Incoming) > 7 days > Not to exceed 5%		Data Store Query		Provide HR Services	NCOERs Timeliness 88-100%, 91-95%, 90%		IWRS	

COMMENTS: Non-Available is 4% higher than CSA goal of 10%. High number of Soldiers (47) eligible for GCDML who have not received. Evaluations timeliness below Army standard. There are 32 Soldiers who will be coded as MRC 4 in the next 60 days unless immediate action is taken. Roster of Soldiers requiring annual dental exam or physical provided to commanders.

FOUO

PREPARER'S NAME / DATA AS OF DATE

C-2. Detailed. HR Metric Reports may be formatted 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. An effective HR Metric Report enables the commander to see a large amount of information in an abbreviated space and at the very least highlight major problem areas.

HR METRIC REPORT- MULTIPLE UNITS - DETAILED

	DMSL	MPC	#	Blank/Expired GCMDL Elig. Dt.	AWOL > 30 Days	CCA CMA HOS > 90 Days	Expired EFMP	FLAG Code	FLAGS > 6 Months	MRC_CD	# MRC	9992 > 7 Days (Incoming PERS)	999X > 30 Days	TRA > 90 Days	DD93/SGLV Current/in iPERMS	OER Timeliness	NCOER Timeliness
UNIT NAME	###	E	1000	34	0	0	4	A	1	4	2	7	0	0	1040	0 / 00	0 / 00
		O	50	3%	0	0	0%	B	1	3A	2	3%	0%	0.0%	99%	95%	88%
		W	10					J	1	3B	2						
	U###	1060	K					1	TOTAL	6							
	TOTALS	1060					4	3A/B	4		0%	0%					
UNIT NAME	###	E	1000	12	0	0	0	A	1	4	2	2	0	0	1043	0 / 00	0 / 00
		O	50	1%	0	0	0%	B	1	3A	2	0%	0%	0.0%	99%	95%	88%
		W	10					D	1	3B	2						
	U###	1060	F					1	TOTAL	6							
	TOTALS	1060					J	1	3A/B	4		0%	0%				
UNIT NAME	###	E	1000	99	1	0	5	A	1	2	1	19	0	0	1056	0 / 00	0 / 00
		O	50	9%	0	0	0%	B	1	3A	1	2%	0%	0.0%	98%	95%	88%
		W	10					J	1	3B	1						
	U###	1060	K					1	TOTAL	3							
	TOTALS	1060					4	3A/B	4		0%	0%					

Appendix D

HR Enabling Systems

Compiling data for HR metrics requires access to multiple HR enabling systems. Coordinate with your HR Technician/420A to ensure you have proper access to systems you will need. Some of the primary systems and enabling tools used by S-1s/HR professionals are listed below.

D-1. [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, eMILPO can also produce a variety of by-name and numerical reports from which to draw support measurements.

D-2. [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. Any measurement which is captured in eMILPO can be retrieved through the Datastore.

D-3. [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.

D-4. [Enlisted Distribution and Assignment System \(EDAS\) / webEDAS](#)

EDAS 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.

D-5. [Total Officer Personnel Management Information System \(TOPMIS\)](#)

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

D-6. [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.

D-7. Medical Protection System

MEDPROS was developed by the AMEDD to track all immunization, medical readiness, and deployability data for all Active and Reserve Components 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. 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/4, etc.).

D-8 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.

D-9. 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 E
Access Request to DQRY - Example

In order to pull certain data for HR metrics, access to DQRY (via PERnet) and the EQ1-T table is required. Coordinate with your HR Tech/420A to request access from HRC. An example memorandum is provided below.

	<p>DEPARTMENT OF THE ARMY ORGANIZATIONAL NAME/TITLE STANDARDIZED STREET ADDRESS CITY, STATE, AND ZIP + 4 CODE</p>
<p>REPLY TO ATTENTION OF</p>	
<p>OFFICE SYMBOL</p>	<p>Date</p>
<p>MEMORANDUM FOR Commander, US Army Human Resources Command, ATTN: AHRC-EPO-E, 1600 Spearhead Division Ave., Fort Knox, Kentucky 40122-5102</p>	
<p>SUBJECT: DQRY Access</p>	
<p>1. Request the following individuals are granted access to DQRY and the EQ1-T table in order to pull Army HR Metrics.</p>	
<p>Rank Last, First MI Duty Title</p>	
<p>2. Point of contact for this memorandum is (your HR Tech) at DSN 123-456-7890 or john.w.smith@us.army.mil.</p>	
<p>JOHN W. SMITH CW2, AG Human Resources Technician</p>	

Appendix F
MILPER Message 13-055, Subject: Soldier Record Accuracy (26 Feb 13)

Milper Message Number
13-055

Proponent
AHRC-PDF

Title
SOLDIER RECORD ACCURACY

...Issued: [26 Feb 13]...

A. AR 600-8-104, ARMY MILITARY HUMAN RESOURCE RECORDS MANAGEMENT, 2 AUGUST 2012.

B. AR 600-8-101, PERSONNEL PROCESSING (IN-, OUT-, SOLDIER READINESS, MOBILIZATION AND DEPLOYMENT PROCESSING), 18 JULY 2003.

C. EMILPO FUNCTIONAL USER GUIDE, AUGUST 2011.

D. IPERMS FUNCTIONAL GUIDANCE.

E. OPERATIONS ORDER # 12-068, HQ, U.S. ARMY INSTALLATION MANAGEMENT COMMAND, DTG 212316Z NOVEMBER 2011.

1. THIS MILPER MESSAGE WILL EXPIRE NLT 15 MARCH 2015.

2. GENERAL. THIS MESSAGE ANNOUNCES PROCEDURES AND GUIDANCE FOR MAINTAINING SOLDIER RECORD ACCURACY. THE SOLDIER'S RECORD HAS A SIGNIFICANT IMPACT ON FUTURE PROMOTIONS, SELECTIONS, AND ASSIGNMENT OPPORTUNITIES AS THE ARMY REDUCES THE SIZE OF THE TOTAL FORCE. COMMANDERS, SOLDIERS, HUMAN RESOURCE MANAGERS, AND MILITARY PERSONNEL SPECIALISTS MUST TAKE DELIBERATE STEPS TO ENSURE EVERY SOLDIER IN THEIR FORMATION (UNITS AND INSTALLATIONS) HAS AN ACCURATE PERSONNEL RECORD THAT REPRESENTS THEIR MILITARY SERVICE.

3. THE SOLDIER'S PERSONNEL RECORD INCLUDES: THE ACTIVE COMPONENT OFFICER AND ENLISTED RECORD BRIEF (ORB/ERB), THE RESERVE COMPONENT PERSONNEL QUALIFICATION RECORD (PQR), THE DA PHOTO, AND THE OFFICIAL MILITARY PERSONNEL FILE (OMPF), WHICH IS MAINTAINED IN THE INTERACTIVE PERSONNEL ELECTRONIC RECORDS MANAGEMENT SYSTEM (IPERMS).

4. HQ, U.S. ARMY INSTALLATION MANAGEMENT COMMAND OPERATIONS ORDER #12-068 DIRECTED ALL INSTALLATION MILITARY PERSONNEL DIVISIONS TO ENSURE ALL HUMAN RESOURCE SPECIALISTS ON ARMY INSTALLATIONS HAVE APPROPRIATE TRAINING, ACCESS, AND PERMISSIONS TO ALLOW THEM THE CAPABILITY TO MANAGE STRENGTH ACCOUNTABILITY AND PERFORM PERSONNEL SERVICES.

5. IAW REFERENCE A, SOLDIERS ARE RESPONSIBLE TO ANNUALLY REVIEW AND UPDATE THEIR PERSONNEL RECORDS. THIS ANNUAL RECORD REVIEW NORMALLY OCCURS DURING IN/OUT PROCESSING, PROMOTION BOARD PREPARATION, AND SOLDIER READINESS PROCESSING. IF NONE OF THESE EVENTS OCCUR WITHIN A 12-MONTH PERIOD, THEN SOLDIERS MUST CONDUCT AN ANNUAL RECORD REVIEW WITH THEIR SUPPORTING S1 OR MPD, AS APPLICABLE. SOLDIERS MUST REVIEW ALL PORTIONS OF THEIR PERSONNEL RECORD. THE SUPPORTING S1/MPD WILL UPDATE PERSONNEL INFORMATION CHANGES TO EACH SOLDIER'S RECORD - IN EMILPO, THE SYSTEM OF RECORD - AND ENSURE ALL NEW DOCUMENTS ARE POSTED IN THE SOLDIER'S OMPF WITHIN IPERMS. THE MOST COMMON ITEMS REQUIRING UPDATE ARE: ADDRESS, AWARDS, ASSIGNMENT HISTORY, OVERSEAS SERVICE, DEPLOYMENT HISTORY, AND PERSTEMPO DWELL TIME.

6. REQUIREMENTS FOR CONDUCTING THE SOLDIER'S ANNUAL RECORDS REVIEW (FORMERLY KNOWN AS THE BIRTH MONTH AUDIT):

A. INSTALLATION MPD: WILL ASSIST SOLDIERS IN NON-PSDR UNITS IN MAINTAINING ACCURATE AND COMPLETE RECORDS BY SUPPORTING THE ANNUAL RECORD REVIEW AND UPLOADING AND VERIFYING RECEIPT OF AUTHORIZED DOCUMENTS TO IPERMS. DURING IN-/OUT-PROCESSING, PROVIDE ALL SOLDIERS WITH A COPY OF THEIR CURRENT RECORD BRIEF (ORB/ERB/PQR) AND ASSIST THEM IN UPDATING, VALIDATING, AND UPLOADING SUBSTANTIATING DOCUMENTS AS NEEDED. SOLDIERS WILL REVIEW THEIR RECORD BRIEF FOR ACCURACY BEFORE PROCEEDING TO THEIR UNIT OF ASSIGNMENT OR A NEW INSTALLATION. MPDS WILL ALSO ASSIST MPD-SUPPORTED UNIT COMMANDERS (NON-PSDR) IN TRACKING COMPLIANCE WITH HUMAN RESOURCE MEASURES OF PERFORMANCE (HR METRICS).

B. BRIGADE AND BATTALION S1S: WILL ASSIST SOLDIERS IN MAINTAINING ACCURATE AND COMPLETE RECORDS BY SUPPORTING THE ANNUAL RECORD REVIEW AND UPLOADING AND VERIFYING RECEIPT OF AUTHORIZED DOCUMENTS TO IPERMS. ESTABLISH PROCEDURES TO SCHEDULE, CONDUCT AND TRACK COMPLETE ANNUAL RECORD REVIEWS. ASSIST SOLDIERS IN UPDATING, VALIDATING, AND UPLOADING SUBSTANTIATING DOCUMENTS AS NEEDED TO ENSURE EACH SOLDIER'S RECORD IS ACCURATE, FREE OF ERRORS, AND REPRESENTATIVE OF THEIR SERVICE.

C. IPERMS-SUPPORTED ANNUAL RECORD REVIEWS. U.S. ARMY HUMAN RESOURCES COMMAND (AHRC) IS IN THE PROCESS OF EXPANDING IPERMS WITH FUNCTIONAL CHANGES TO SUPPORT ANNUAL RECORD REVIEWS, SOLDIER RECORD ACCURACY AND ARMY AUDIT READINESS. IPERMS SYSTEM CHANGES ARE EXPECTED TO OCCUR DURING THE FY13-14 TIMEFRAME, AND WILL INCLUDE NEW HR METRICS TO ASSIST INSTALLATION MPDS, COMMANDERS, BRIGADE, AND BATTALION S1'S IN TRACKING COMPLIANCE WITH AR 600-8-104.

7. HUMAN RESOURCE (HR) METRICS GUIDE FOR COMMANDERS. AHRC WILL LAUNCH THE HUMAN RESOURCE METRICS GUIDE FOR COMMANDERS IN MARCH 2013 TO SERVE AS A QUICK REFERENCE FOR COMMANDERS TO MEASURE THE EFFECTIVENESS OF THEIR HR SUPPORT, AND SOLDIER RECORDS DATA QUALITY, MANAGED BY THEIR UNIT AND INSTALLATION. AHRC AND THE ADJUTANT GENERAL (AG) SCHOOL AT FORT JACKSON, SC HAVE FORMALIZED THE ARMY'S BASELINE HUMAN RESOURCE METRICS. FIELD USERS CAN ACCESS THE ARMY HR METRICS AT ([HTTPS://WWW.US.ARMY.MIL/SUITE/FOLDER/30853557](https://www.us.army.mil/suite/folder/30853557)). THE AG SCHOOL WILL EMPHASIZE THE USE OF ARMY HR METRICS IN ALL HR TRAINING FOR OFFICERS, WARRANT OFFICERS, AND SENIOR NCOS.

8. LEADERS (AT ALL LEVELS) MUST ENSURE COMPLIANCE BY SOLDIERS WITHIN THEIR UNITS AND EMPHASIZE TO SOLDIERS THE ADVANTAGES AND IMPORTANCE OF ACCURATE PERSONNEL RECORDS WHEN CONSIDERED FOR FUTURE ASSIGNMENTS, PROMOTIONS, RETENTION, AND PROFESSIONAL DEVELOPMENT OPPORTUNITIES. COMMANDERS AND LEADERS ARE ENCOURAGED TO USE THE "MY BOARD FILE" (MBF) CERTIFICATION REPORT TOOL TO TRACK THE STATUS OF BOARD FILE VIEW/CERTIFICATION DATA FOR SOLDIERS ELIGIBLE FOR UPCOMING DA SELECTION BOARDS. TO VIEW THIS REPORT, LOG ON TO THE HRC WEBSITE ([HTTP://WWW.HRC.ARMY.MIL](http://www.hrc.army.mil)) AND SELECT THE "SELF-SERVICE" OPTION. UNDER "TOOLS FOR SOLDIERS", SELECT "MY BOARD FILE CERTIFICATION REPORT" LOG IN VIA CAC AREA; ENTER THE UIC OF DESIRED UNIT IN THE SEARCH CRITERIA TO LOCATE YOUR UNIT'S REPORT. THIS REPORT PROVIDES A LIST OF SOLDIERS IDENTIFIED AS ELIGIBLE FOR AN UPCOMING SELECTION BOARD TO INCLUDE RANK, NAME, AND CERTIFICATION STATUS OF THEIR BOARD FILE. DURING A SELECTION BOARD, BOARD MEMBERS HAVE THE ABILITY TO VIEW THE CANDIDATES' MBF CERTIFICATION STATUS.

9. MANAGEMENT AND SUPERVISORY CONTROLS: COMMANDERS, G1S, AND DIRECTORS OF HUMAN RESOURCES (DHR) MUST SUPERVISE, INSPECT, AND ASSESS THIS HUMAN RESOURCES SUPPORT FUNCTION DURING ORGANIZATIONAL INSPECTION PROGRAMS (OIP) AND OTHER ASSESSMENT METHODS. S1S/MPDS MUST MAINTAIN THE APPROPRIATE LEVEL OF SYSTEM ACCESS AND PROFICIENCY TO UPDATE APPLICABLE HUMAN RESOURCES SYSTEMS (IPERMS, EMILPO, TOPMIS, EDAS, AGRMIS, RLAS, SIDPERS-ARNG, ETC).

10. TRAINING:

A. THE AG SCHOOL AT FORT JACKSON, SC RECENTLY REVIEWED ALL LESSON PLANS TO ENSURE SOLDIER RECORD ACCURACY IS TRAINED DURING RESIDENT INSTRUCTION AND INCLUDED IN DISTRIBUTABLE TRAINING PRODUCTS.

B. THE AG SCHOOL IS CONDUCTING A SURVEY OF SOLDIERS IN CAREER MANAGEMENT FIELD (CMF) 42-HUMAN RESOURCES TO SOLICIT FIELD FEEDBACK REGARDING THE DOCTRINE, TRAINING, AND PRACTICES FOR ENSURING SOLDIER RECORD ACCURACY. THE RESULTS OF THIS SURVEY WILL DRIVE THE AREAS TO BE TRAINED. ARMY HR PERSONNEL ARE INVITED TO TAKE THIS SHORT SURVEY AT THE FOLLOWING LINK: [HTTP://WWW.SSI.QA.ARMY.MIL/COMMUNITY/SE.ASHX?S=25113745163A2D8A](http://www.ssi.qa.army.mil/community/se.ashx?s=25113745163A2D8A).

11. MILPER GUIDANCE WILL BE INCORPORATED INTO FUTURE UPDATES OF AR 600-8-104 AND AR 600-8-101.

12. POINTS OF CONTACT

A. AHRC FIELD SERVICES DIVISION, INTEGRATION BRANCH, AT USARMY.KNOX.HRC.MBX.TAGD-FSD-INTEGRATION-BRANCH@MAIL.MIL COMM (502) 613-9002 OR DSN 983-9002.

B. AHRC IPERMS SUPPORT TEAM AT USARMY.KNOX.HRC.MBX.PERMS-RECORDS@MAIL.MIL COM (502) 613-9990, DSN 983-9990.