

U.S. ARMY SERGEANTS MAJOR ACADEMY (BSNCOC)

R105

JUN 99

PERSONNEL SERVICE SUPPORT

PRERESIDENT TRAINING SUPPORT PACKAGE

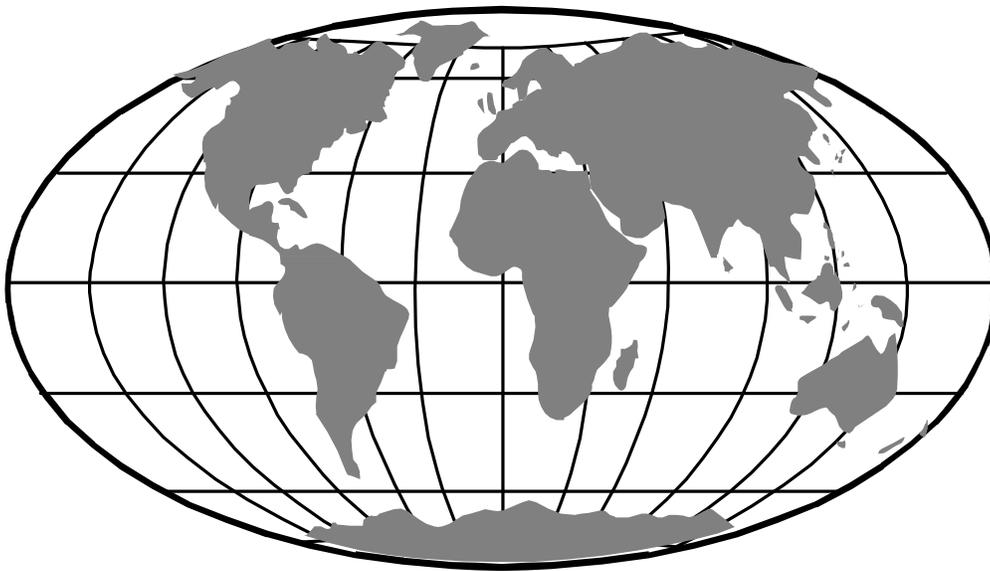
WAR FIGHTERS



Sergeant Major



Master Sergeant



Sergeant First Class



Staff Sergeant

OF THE 21ST CENTURY

PRERESIDENT TRAINING SUPPORT PACKAGE

TSP Number/ Title	R105 Personnel Service Support
<hr/>	
Effective Date	JUN 1999
<hr/>	
Supersedes TSPs	This supersedes Preresident Training Support Package R105, May 96 and Preresident Training Support Package R105, Oct 98.
<hr/>	
TSP User	The following course(s) use(s) this TSP: Battle Staff NCO Course
<hr/>	
Proponent	The proponent for this TSP is the U.S. Army Sergeants Major Academy.
<hr/>	
Comments and Recommendations	Sent comments and recommendations on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to: ATTN ATSS DCR CMDT USASMA BLDG 11291 BIGGS FLD FORT BLISS TX 79918-8002
<hr/>	
Foreign Disclosure Restrictions	The materials contained in this course have been reviewed by the course developers in coordination with the USASMA foreign disclosure authority. This course is releasable to students from all requesting foreign countries without restrictions.
<hr/>	

**This TSP
contains**

The following table lists the material included in this TSP.

Table of Contents		Pages
Lesson	Section I, Administrative Data	2
	Section II, Introduction/Terminal Learning Objective	5
	Section III, Presentation	6
	Section IV, Summary	60
	Section V, Student Evaluation	60
Appendixes	A. Lesson Evaluation, Faculty Graded	Not Used
	B. Lesson Exercise and Solutions	B-1
	C. Student Handouts	Not Used

**Gender
Disclaimer**

Unless otherwise noted, the masculine gender of pronouns refers to both men and women in this publication.

SECTION I ADMINISTRATIVE DATA**Task(s)
Trained**

This lesson trains the tasks listed in the following table(s):

Task Number:	None.
Task Title:	Perform Staff Personnel Service Support Actions.
Conditions:	While serving as a Battle Staff NCO in a battalion/brigade Tactical Operation Center.
Standard:	In accordance with FM 12-6, FM 71-2 w/Change 1, FM 71-3, FM 100-10, and the material provided in this Preresident Training Support Package.

**Task(s)
Reinforced**

This lesson reinforces the task(s) listed in the following table:

Task Number	Task Title
71-3-1005	Perform Essential Personnel Actions
71-3-1007	Provide Essential Administrative Service Support
71-3-1009	Provide Morale, Welfare, and Recreation Support.
71-3-1010	Provide Essential Legal Support.
71-3-1301	Plan Medical Support.

**Task(s)
Reinforced,
continued**

This lesson reinforces the task(s) listed in the following table, continued:

877-400-5AAM	Plan CSS to include Personnel And Health Services, Field Services, etc.
877-400-5ADS	Monitor Organizational Casualty Reporting System.

**Prerequisite
Lesson**

None.

**Clearance and
Access**

There is no security clearance or access requirement for this lesson.

**Copyright
Statement**

No copyright material reproduced for use in this lesson.

References

The following table lists the reference(s) for this lesson you will receive in Phase II.

Number	Title	Date	Paragraph No.	Additional Information
FM 12-6	Personnel Doctrine	Sep 94	NA	NA
FM 71-2 w/Change 1	The Tank and Mechanized Infantry Battalion Task force	Sep 88 C1 Aug 94	NA	NA
FM 71-3	The Armored and Mechanized Infantry Brigade	Jan 96	NA	NA
FM 100-10	Combat Service Support	Oct 95	NA	NA
R105	Preresident Training Support Package	Jun99	NA	NA

**Equipment
Required**

None.

**Materials
Required**

Pencil and writing paper.

**Safety
Requirements**

None.

**Risk
Assessment
Level**

Low.

**Environmental
Considerations**

None.

**Lesson
Approval**

The following individuals have reviewed and approved this lesson for publication and incorporation into the Battle Staff NCO Course.

Name/Signature	Rank	Title	Date Signed
Herbert T. Haskett	CIV	Training Developer, BSNCO	20 October 1999
William D. Adams	SGM	Chief Instructor, BSNCO	20 October 1999
Alan R. Tucker	SGM	Course Chief, BSNCO	20 October 1999

SECTION II INTRODUCTION

Terminal Learning Objective

This lesson contains material on personnel service support services.

Task Number:	None.
Action:	Perform Staff Personnel Service Support Actions.
Conditions:	In a self-study environment using the material presented in this lesson.
Standard:	In accordance with FM 12-6, FM 71-2 w/Change 1, FM 71-3, FM 100-10, and the material provided in this Preresident Training Support Package.

Evaluation

Prior to being enrolled into Phase II of the Battle Staff Course you must take a Phase I Exam that includes questions on material from this lesson. You must correctly answer 70% of the multiple choice questions to receive a "GO" on the Phase I exam. A "GO" is required for enrollment into Phase II.

Instructional Lead-in

According to FM 100-5, doctrine is the statement of how the Army thinks about operating on the battlefield. FM 12-6, Personnel Doctrine expands upon how the personnel community thinks about operating in support of the U.S. Army and its soldiers.

This lesson will focus on the first two, personnel service support and health service support, as well as other essential personnel services.

SECTION III PRESENTATION

ELO 1

Action	Identify Critical Personnel Systems and Functions.
Conditions:	In a self-study environment using the material presented in this lesson.
Standard:	In accordance with FM 12-6, and the material provided in this Preresident Training Support Package.

**Learning Step/
Activity (LS/A) 1 ,
ELO 1,**
Introduction to
Personnel Support

The concept of personnel support includes those systems which belong to the manning and the personnel service support portion of sustaining soldiers and their systems. Personnel support has nine critical systems/functions, at the tactical level. They are:

- Personnel readiness management (PRM).
- Personnel accounting and strength reporting (PASR).
- Casualty operations management (COM).
- Replacement management.
- Personnel information management (PIM).
- Postal operations management.
- Morale, welfare, and recreation and community support (functions)
- Essential personnel services (functions).
- Personnel Support to Civilians

Success on the battlefield will depend in part, on the effective management of personnel functions. Through the execution of these functions, essential personnel information is managed, analyzed, and used by commanders in the decision-making process.

Personnel support activities provide an integrated system that sustains the fighting force and contributes to the will of the soldier to fight.

(REF: FM 12-6, Pages I-1 through I-9.)

You will identify these critical personnel systems and functions in this lesson.

LS/A 1, ELO 1,
Introduction to
Personnel
Support:

The key to understanding personnel support concepts is recognizing that its activities serve two major areas of concentration:

- Support for commanders and units (manning).
- Support to soldiers (sustaining soldiers).

Each personnel service functions can be described in terms of command support and soldier support activities.

For instance personnel readiness management support soldiers by making certain they are prepare to deploy, and their personal documents, such as SGLI and DD Form 93, are current. This function also manages unit readiness, ensuring the unit is manned with deployable soldiers. It further supports the commander by providing him with real-time information about the combat-ready strength of his unit. Personnel operations, therefore, enhances combat power by providing information and support to both the commander and the soldier.

In many cases, systems which clearly seem to contain soldier support functions contribute to both unit and commander support. For instance, postal and morale, welfare and recreation (MWR) activities appear to support primarily the soldier. However, the morale of the unit is a combat multiplier. The ability to provide soldiers with services that improve the morale of the unit supports both the commander and soldier.

The objective of personnel support is to ensure operational success. Personnel support activities begin with the initial planning of an operation through mobilization, deployment, war or OOTW, and redeployment.

Personnel
Support and the
Levels of War

Personnel support is a major function at each level of war.

At the strategic level, personnel support encompasses national mobilization and falls within the scope of national-political and military-strategic leadership. Strategic personnel support deals with mobilization of reserves and national manpower, acquisition and integration, deployment, and demobilization. It links the nation's natural resources (people) to theater military operations.

At the operational level, personnel support focuses on reception, allocation, management, and redeployment of units and soldiers. It also focuses on reconstitution operations.

LS/A 1, ELO 1,
Personnel Support
and the Levels of
War, continued

At the tactical level, personnel support focuses on the specific functions of manning units and sustaining the soldiers of the unit. It is at this level that noncommissioned officers perform those leadership and soldier maintenance functions, which put the system in motion.

Manning

The manning challenges are to assure the uninterrupted flow of soldiers to the battlefield and to account for all soldiers and civilians. Manning the force encompasses the following:

- Personnel readiness management.
- Replacement management.
- Casualty management.
- Civilian personnel management.

The following sections highlight these manning functions and discuss how these systems maintain the unit's fighting strength and assist the commander during the command estimate process.

The systems of personnel readiness management, replacement management, and casualty management meet Army personnel requirements from mobilization and deployment through redeployment and demobilization. The Army personnel readiness system provides a flexible tool for selecting and assigning soldiers with the correct skills to meet the requirements before, during, and after combat. The replacement management system moves soldiers and civilians through continental United States (CONUS) replacement centers to the unit commander in the theater of operations.

The personnel information management system interconnects the manning sub-functions. It collects, validates, processes, and stores critical information, manual and electronic, about soldiers and units through distributed and command data bases. The personnel information data base is used as follows:

- By personnel readiness managers to assess unit readiness and support personnel allocation decisions.
- By casualty managers for basic personnel information and casualty information verification.
- By placement managers to track replacement flow through the replacement system to the ultimate unit of assignment.

The analysis of the data base information is provided to the commander to support the commander's decision-making process.

**LS/A 1, ELO 1,
Sustaining**

Sustaining soldiers and their systems includes personnel service support, health services support, field services support, quality of life, and general supply support.

Personnel service support is the management and execution of six personnel-related functions:

- Personnel services.
- Resource management.
- Chaplaincy activities.
- Finance services.
- Command information services.
- Legal service support.

These functions are usually within the scope of the tactical unit's G-1/S-1, however different staff officers and unit commanders may present them at different echelons. Personnel services are the products of the personnel system which provide services essential to sustain the highest possible level of readiness.

Now you will identify and study material on personnel readiness management in this lesson.

(REF: FM 12-6, pages 1-1 through 1-9)

**Personnel
Readiness
Management
Mission**

The mission of the personnel readiness management system is to distribute soldiers to subordinate commands based on documented manpower requirements or authorizations and the commander's priorities.

**Personnel
Readiness
Management
Process**

Personnel readiness describes a state of wartime preparedness. Personnel readiness management is a process for achieving and maintaining that state.

The process involves analyzing personnel strength data to determine current combat capabilities and project future requirements. It starts with the comparison of an organization's personnel strength its requirements or authorizations and ends with a personnel readiness assessment and allocation decision.

LS/A 1, ELO 1, Doctrinal Requirements and Standards of Support	<p>Readiness managers continuously collect, correlate, and analyze critical personnel strength information of develop a vision of future requirements. From this assessment they make recommendations to commanders on various courses of action.</p> <p>Critical information includes the latest known personnel strength including such factors as recent casualties, recent replacement allocations, soldiers and Army civilians returning to duty from hospitals, and projected replacement gains and casualty losses.</p>
Principles of Support	<p>The personnel readiness management system based on individual replacements as the norm. The Army Deputy Chief of Staff for Operations and Plans (DCSOPS) makes decisions regarding unit replacements regardless of size. Officials in the operations channels determine squad, crew, and team requirements.</p>
Personnel Requirement Reporting	<p>The personnel readiness management system depends on accurate and complete information. Therefore, personnel readiness managers must quickly establish a reporting system within the theater of operations.</p>
Personnel Readiness Requirements	<p>During the early stages of a deployment, personnel readiness requirements generally fall into the following categories:</p> <ul style="list-style-type: none"> • Initial readiness. • Designated replacements. • Critical requirements. • Special requirements. • Contingency casualty replacements.
Initial Readiness	<p>The Department of the Army will determine the acceptable personnel readiness standards for deploying units. Unit personnel readiness managers must report to United States Total Army Personnel Command (USTA PERSCOM) any requirements that cannot be satisfied through cross-leveling at the parent installation. Current authorized strength serves as the basis for personnel readiness management unless the HQDA DCSOPS direct a change.</p>
Designated Replacements	<p>Replacements will continue to arrive at the home station for some time after their designated units have deployed. The home station will process and deploy these soldiers to their units in the theater of operations.</p>

LS/A 1, ELO 1, Critical Requirements	Though deploying units are brought to a designated readiness level, some critical personnel requirements may remain after the units arrive in the theater of operations. Unit commanders must report these requirements through channels to PERSCOM.
<hr/>	
Special Requirements	Commanders may recognize special requirements beyond their required/authorized strengths. We fill these needs by cross-leveling at each echelon and forwarding assets to the next higher level. Army Deputy Chief of Staff for Operations and Plans (DCSOPS) validates these requirements before the personnel system fills them.
<hr/>	
Contingency Casualty Replacements	<p>The predetermined shelf requisition serves as the basis for sending replacements for anticipated casualties. However, a well-defined threat or set of assumptions does not bind current contingency planning.</p> <p>Contingency plans without time phase force deployment lists (TPFDL) are becoming the primary planning documents.</p> <p>United States Total Army Personnel Command , with assistance from the Army component commander, estimates casualty replacement requirements from the deployed force structure and casualty estimates based on the nature of the planned operation.</p> <p>The standard method for making most casualty replacements is to replace individual soldiers; however, it is possible that there may be the need to replace squads, crews or teams.</p> <p>Now you will identify and study the reconstitution process critical factor for personnel readiness management in this lesson.</p>
<hr/>	
Reconstitution	<p>Reconstitution is an action planned and implemented by a commander to restore units to a desired level of combat effectiveness commensurate with mission requirements and available resources. Reconstitution transcends normal day-to-day sustainment actions but uses existing units to do so. No resources exist solely to perform reconstitution.</p> <p>Personnel readiness management is a critical factor in the reconstitution process. Personnel managers at all levels must understand the concepts of reconstitution and plan to support commanders in their efforts to sustain combat power.</p> <p>NOTE: R106, TSP will cover reconstitution more in detail.</p>

LS/A 2, ELO 1, During the early deployment stages, personnel readiness managers must focus their efforts in the following critical area and establish new requisition accounts in the following:

Initial Focus

- Total Officer Personnel Management Information System (TOPMIS)
- Enlisted Distribution and Assignment System (EDAS)
- Army Civilian Personnel System (ACPERS)

The above will reflect the deployed force configuration and establishing a theater personnel requirements reporting system.

Battlefield
Flow

During the deployment phase of a contingency operation, the personnel readiness management system will operate on two levels.

One level will operate within the sustaining base. It will focus on improving unit readiness before, then during deployment. The other level will begin to operate within the deployed force. It will focus on assessing deployed unit readiness and identifying critical personnel requirements.

The personnel readiness management system will gradually transition during the deployment phase from the garrison requisitioning mode to a deployed force requirement reporting mode.

LS/A 2, ELO 1,
Personnel
Readiness
Management
Responsibilities

The personnel management directorates of PERSCOM and the personnel management centers (PMCs) at each echelon of command from theater to battalion are responsible for personnel readiness management.

The following units/agencies have the responsibility to plan, establish, and operate the personnel readiness management system.

- Battalion
- Brigade
- Division
- Corps
- Theater PERSCOM
- Installations
- MACOM
- USTA PERSCOM

The personnel readiness management branch performs specific critical tasks essential for operating the personnel readiness and replacement management system.

Information
Requirements

The personnel readiness management process requires strength information from two sources:

- Strength reports from the chain of command.
- Detailed strength information from the command data base.

Strength reports include the personnel status report and the personnel requirements report.

Once mobilized, personnel readiness managers at all levels in all components (Active Army including civilians, USAR, ARNG) will use Standard Installation Division Personnel System (SIDPERS) for personnel information management.

Weapon System
Replacement
Operations
(WSRO)

Weapon System Replacement Operations (WSRO) requires that the weapon systems manager know the commander's priorities for issue of weapon systems assets, unit weapon system shortages, and the personnel and equipment assets available to fill unit shortages.

LS/A 1, ELO 1,
Weapon System
Replacement
Operations
(WSRO),
continued

The key to WRSO is the joint personnel and logistical managing, reporting, and monitoring of complete weapon systems at the battalion, brigade, division, and corps levels.

The three terms often used in describing WSRO:

- WSRO are Ready-for-issue weapon. This weapon system has been removed from its previous condition of preservation for shipment or storage and made mechanically operable.
- Ready-to-fight weapon. This is a crewed, ready-for-issue weapon with basic issue items and ammunition stored on board.
- Linkup. This is the process of joining a ready-for-issue weapon with a trained crew.

Weapon System
Management

WSRO must be managed at each level of command to ensure maximum utilization of the major weapon systems. Management procedures for all critical weapon systems and their crews must be developed on an individual basis applicable to the division concerned.

There is a weapon system manager designated at each level of command and is charged with weapon system management. The brigade executive officer is normally appointed as the WSRO.

The weapons effect signature simulator report provides weapon system suppliers with the necessary information to assemble the appropriate weapon systems for replacement.

Brigade
Management

The battalion must submit their weapon systems status reports to the brigade rear command post (CP). S-1 and S-4 personnel ensure that information submitted on recurring personnel and logistical reports compare with the information submitted on the "weapons effect signature simulator report.

The "weapons effect signature simulator" report provides the weapon system suppliers the necessary information to assemble the appropriate weapon system. Units must submit the report to DMMC, and provide an information copy to support operations section of the FSB.

LS/A 1, ELO 1,
Brigade
Management,
continued

The brigade XO is kept informed of WSRO managed systems and ensure reports are processed and coordinated as required. The brigade S-1 and S-4 must closely coordinate the needs identified on battalion reports with up-to-date equipment repairs from the FBS, and personnel returned to duty from the brigade treatment station.

At the brigade level, weapon systems that are normally managed by WSRO are:

- Tanks with a four-man crew.
- Mortars with a four-man crew.
- BFVs with a three man crew.
- M113-series infantry carrier with a two man crew.
- ITV with a three man crew.
- CFV with a five man crew.

Other replacements to man or support these systems are managed by individual replacement procedures.

Division
Management

The division provides replacement weapon systems to battalions based on brigade priorities. Efficient allocation of limited resources is accomplished by managing weapon systems rather than focusing on personnel and equipment separately.

The division materiel management center (DMMC) and division AG coordinates the replacement of both vehicles and crews to maximize weapon systems on the battlefield.

Issuing Weapon
Systems

The transportation of equipment from theater Army or corps to division is normally by rail or heavy equipment transport (HET). Personnel arrive in theater and are transported forward to the division by rail, air, or truck.

Incoming tanks from CONUS are processed by the heavy materiel supply company (or its equivalent) in the theater Army area command or COSCOM. This processing includes the installation of fire control equipment, radios, machine guns and the filling of fuel tanks to capacity.

LS/A 1, ELO 1,
Issuing Weapon
Systems,
 continued

The primary division linkup point for weapon systems is at the main support battalion supply and service company in the division support area (DSA). As the tank arrives in a ready-for-issue state, the crew only has to perform those tasks to make the tank ready to fight.

Based on the number of weapon systems allocated to the division, the division commander determines the allocation to each brigade. The weapon system management officer contacts each brigade to determine the internal brigade allocation and assigns crews and weapon systems to specific battalions.

(FM 71-3, Pages 8-24 through 8-26.)

Battalion/Brigade
Personnel
Readiness
Management

At the battalion/brigade level, personnel readiness responsibilities include the following tasks:

- Advise the commander on current readiness status and forecast personnel status to support intelligence/logistics preparation of the battlefield.
- Collect and maintain critical personnel readiness information.
- Maintain the personnel status of critical combat teams.
- Assign individual, squad, crew, or team replacements in accordance with command priorities.
- Report critical personnel requirements up the chain of command.
- Plan and coordinate the personnel portion of reconstitution operations.

Personnel
Accounting and
Strength
Reporting
Mission

The mission of the Army's Personnel Accounting and Strength Reporting System (PASR) is to:

- Account for soldiers and Army civilians.
- Report other strength-related information, such as duty status, unit of assignment, and specialty code.
- Update command data bases at all levels.

Information gained through PASR provides readiness managers the details necessary to analyze personnel strength as a component of combat power. This information is also used by other personnel system managers to plan and provide their support.

LS/A 1, ELO 1,
Personnel
Accounting

Personnel accounting is the reporting system for recording by-name data on soldiers and Army civilians when they arrive in and depart from units, when their duty status changes (for example, from duty to hospital), and when their grade changes.

Strength
Reporting

Strength reporting is also a numerical end product of the accounting process. The PASR process starts with strength-related transactions submitted at battalion and separate unit level and ends with a data base update at all echelons to the total Army personnel data base (TAPDB).

Doctrinal
Requirement and
Standards of
Support

Company commanders account for soldiers by reporting strength accountability and duty status changes to the battalion S-1 who enters that information into the data base through SIDPERS transactions. This is the point where data converts from a written or verbal to an automated format.

These data base entries flow to the brigade S-1 for data base update and transmittal to the personnel services battalion (PSB). The PSB updates its own and the G-1 data base and transmits to the personnel group (corps or TAACOM). The personnel group updates the corps data base and transmits to the theater PERSCOM. The PG/PSBs supporting echelons above corps (EAC) update their data base and transmit to theater.

Personnel readiness managers at all levels of command reconcile strength reports from this network with reports from other sources in the following manner:

- Receive unit strength reports/personnel status report (PSR)
- Cross-check PSRs for accuracy with tactical reports, medical clearing station, mortuary affairs, and so forth.
- Prepare PSR.

The personnel management centers at all levels are responsible for accounting for civilians and joint assigned/attached personnel.

(FM 12-6, Pages 2-1 through 2-13.)

LS/A 1, ELO 1, Principles of Support, Accountability	<p>This section will describe the accountability and strength reporting.</p> <p>The personnel accounting process is central to the Army's entire personnel information management system. This process has special significance during contingency operations and in support of task organization</p>
Strength Reporting	<p>Strength reports are available from battalion to division level through command and control strength reporting system (C2SRS). These reports include the—</p> <ul style="list-style-type: none"> • Personnel summary (PS). • Personnel requirements report (PRR). <p>The task force organization and reporting is also available within C2SRS.</p>
Command Strength Reports	<p>These reports are—</p> <ul style="list-style-type: none"> • Battle roster. • Personnel summary. • Personnel requirements report. • Personnel status report.
Battle Roster	<p>This report can serve as a PASR tool. It contains a personnel file extract on every soldier in the unit, and it can reflect task organization by company, platoon, squad, crew/gun section.</p>
Personnel Summary	<p>This report displays a unit's personnel strength in aggregate numbers as of a given time. It reports strength by personnel category (officer, warrant officer, enlisted and civilians), gains, losses, and duty status changes since the last report. Commanders and personnel readiness managers use the report to assess organizational combat power and set priorities.</p>
Personnel Requirements Report	<p>This report displays a unit's requirements for additional personnel by rank and nine-character MOS/AOC. Personnel readiness managers above battalion level use the report to requisition and allocate replacement personnel</p>

LS/A 1, ELO 1, Personnel Status Report	In the manual mode, you may combine the personnel summary and the personnel requirements report and it's become the Personnel Status Report. The unit produces this form to satisfy the demand for immediate information when automated systems are not available. It is not as timely as the automated form.
---	---

Task Organization	<p>There are three terms we commonly use in determining command and control relationships: These are—</p> <ul style="list-style-type: none"> • Assigned. • Operational control (OPCON). • Attached.
----------------------	--

Assigned	Assigned strength includes all soldiers currently assigned on orders to the unit.
----------	---

Operational Control (OPCON)	<p>Operational control (OPCON) unit strength is included in the personnel strength report of the parent unit of assignment (supporting commander). OPCON units are normally temporary in nature and are placed on the task organization for a specific operational mission.</p> <p>Generally, OPCON units are not logistically supported (fed, housed, armed, etc. by the gaining commander.</p>
-----------------------------------	--

Attached	Attached unit strength is included in the personnel strength report of the gaining commander. Attached units are often habitually attached and are fed, housed, armed, etc. by the gaining commander.
----------	---

PASR: Initial Focus	<p>During the early stages of a deployment, PASR managers must concentrate their initial efforts in three areas:</p> <ul style="list-style-type: none"> • Accessing mobilizing Reserve Component (RC) soldiers into the Active Component (AC) SIDPERS data base. • Accounting for all assigned personnel. • Reassigning soldiers who will not deploy, from deploying units. <p>It may be necessary to account for civilians, contractors, and joint personnel manually or by using stand-alone automated systems.</p>
------------------------	--

**LS/A 1, ELO 1,
Battlefield Flow**

Upon arrival in theater, the lead corps Adjutant General (AG) establishes PASR systems. Deploying units will arrive with data bases which reflect only deploying soldiers' records. Upon arrival at the port of debarkation, units will furnish copies of their data bases to the senior personnel unit in theater and to the servicing personnel services battalion (PSB).

Divisions will continue to update their personnel accounting system through an electronic data link with the sustaining base/home station processing activity.

Non-divisional units will maintain their personnel accounting systems through their corps or theater PSB, which provides the electronic data, link to their sustaining base.

Responsibilities

The following agencies must prepare for critical roles during the early deployment stages to establish and operate the PASR management system.

Commanders at company level have the responsibility to account for soldiers and civilians and accurately report their duty status to the battalion S-1.

Commanders at battalion and brigade levels enforce the process of recording and transmitting personnel accounting information.

**Battalion
Responsibilities,
PASR**

The battalion S-1 records personnel changes in the battalion's command data bases. This process automatically generates update transactions.

Battalion S-1 personnel accounting and strength reporting responsibilities include the following critical tasks:

- Collect, summarize, analyze, and report personnel strength information.
 - Submit duty status and battle roster changes to the battalion data base;
 - Process information on replacements soldiers, returned to duty, and Army civilians into the unit data base.
 - Compare manual strength information against the results of SIDPERS processing: Identify and resolve discrepancies.
-

LS/A 1, ELO 1, Brigade Responsibilities, PASR	<p>The brigade S-1 processes transactions from subordinate battalions to update the brigade's command data base. This process automatically generates update transactions, consolidates them in an electronic queue (under SIDPERS) and transmits them to the personnel automation section of the supporting PSB.</p> <p>Brigade S-1's personnel accounting and strength reporting responsibilities include the following critical tasks:</p> <ul style="list-style-type: none"> • Collect, summarize, and submit personnel strength reports. • Compare manual personnel strength information against SIDPERS information; identify and resolve discrepancies.
Information Requirements	<p>PASR management depends on real time information and total asset visibility to ensure accurate gain, loss, duty status, and other strength-related data from all units.</p>
Casualty Operations Management Mission	<p>The mission of the casualty operations management system is to report, record, verify, and process casualty information from unit level to HQDA. Notify appropriate individuals; and provide casualty assistance to next of kin.</p>
Casualty Operations	<p>Casualty operations includes the following functions:</p> <ul style="list-style-type: none"> • Casualty reporting. • Casualty notification. • Casualty assistance. • Line-of-duty determination. • Reporting status of remains. • Casualty mail coordination.
Doctrinal Requirements and Standards of Support	<p>Casualties can occur on the first day of a contingency operation. Thus, casualty managers from each echelon of command must deploy without delay. <u>Units must report all casualties found.</u> These include:</p> <ul style="list-style-type: none"> • DOD civilians. • Contract personnel. • Military personnel from other U.S. Army units. • Other Services. • Allied forces.

LS/A 1, ELO 1, Doctrinal Requirements and Standards of Support	These reports are sent to battalion level without delay or as soon as the tactical situation permits.
---	---

Casualty Reporting	<p>Units record casualties on Witness Statement/Casualty Feeder Reports (DA Forms 1155/1156). Send these reports to battalion level without delay or as soon as the tactical situation permits.</p> <p>Battalions and separate units may submit the report to any personnel services battalion (PSB) on the battlefield.</p>
-----------------------	--

Casualty Information Requirements	<p>In addition to the report from the unit, casualty operations management requires information from the following sources:</p> <ul style="list-style-type: none"> • Individual personnel information from the servicing PSB. • Patient accountability from medical facilities. • Individual diagnosis and prognosis reports from medical facilities. • Evacuation reports from medical facilities. • Status of remains from mortuary affairs collection points and mortuary sites. • Straggler information from provost marshal channels.
---	--

Personnel Accounting	<p>In addition to the casualty system, the personnel services battalion (PSB) must take action to transfer accountability for patients from the assigned unit to a patient accounting system. This is essential for two reasons:</p> <ul style="list-style-type: none"> • To remove personnel no longer fit for duty from the unit's SIDPERS data bases. • To isolate and consolidate patient information for intensive accountability management.
-------------------------	--

Casualty Liaison Teams	Managers of casualty operations must be proactive. They cannot afford to wait for units to submit casualty information. They must establish casualty liaison teams at all medical facilities to obtain casualty information as injured and ill persons arrive for treatment. Managers must also establish a liaison with mortuary affairs and provost marshal personnel.
---------------------------	--

LS/A 1, ELO 1,
Casualty Liaison
Teams

Division G-1s and brigade/battalion S-1s are responsible for establishing a casualty liaison with Division and below medical treatment facilities.

The casualty liaison team must get as much information as possible about each case and report it quickly to the appropriate personnel service battalion (PSB) or next higher organization in the casualty reporting chain.

Confidentiality
and Sensitivity

Modern communications have increased the risk that family members will get casualty information from sources outside the official system.

All commanders, soldiers, and deployed civilians must be sensitive to the confidentiality of casualty information. The processing through official channels is the commander's responsibility.

Mortuary Affairs
and Personal
Effects

Overall policy for the disposition of remains rests with HQDA, DCSPER. At CONUS installations, the supervision of the care and disposition of remains and personal effects is a logistical function of the installation Adjutant General.

In OCONUS commands, the supervision of the care and disposition of remains and personal effects is a logistics function performed by the logistics commands and staffs.

During major military operations, the collection and evacuation of remains to a mortuary and the collection and evacuation of associated personal effects is a logistics responsibility under the supervision of logistics commands and staffs.

Responsibilities

Each management level in the casualty reporting chain will verify information as necessary to meet the 100 percent accuracy standard.

The following agencies have critical roles in establishing and operating the casualty operation management system for a contingency operation.

- Battalion
 - Brigade
-

LS/A 1, ELO 1,
Battalion Casualty
Operations
Management

Battalion casualty management responsibilities include the following critical tasks:

- Responsible for the training of all soldiers and civilians who carry DA Forms 1155/1156 (Casualty Reporting).
 - Collect DA forms 1155/1156 from subordinate units.
 - Submit reports to the personnel services battalion.
 - Maintain a casualty log.
 - Prepare letters of sympathy.
 - Update and report changes to emergency data information.
 - Coordinate with the battalion/brigade S-4 regarding mortuary affairs and disposition of personal effects.
 - Continually follow-up to obtain most up-to-date status on missing and evacuated soldiers and Army civilians.
-

Brigade Casualty
Operations
Management

The brigade S-1's casualty operations management responsibilities include the following critical tasks:

- Collect and forward reports to the PSB and division G-1 when the battalion is unable to do so.
- Collect and submit automated casualty information to the PSB.
- Collect letters of sympathy, and forward them to the division PMC.
- Collect and forward emergency data changes to the PSB.
- Ensure that subordinate units train on and require soldiers and civilians to carry reporting forms

(REF: FM 12-6, Pages 3-1 through 3-9.)

Replacement
Management
Mission

The mission of the replacement management system is to move personnel from designated points of origin to ultimate destinations and coordinate individual training at each replacement center/company/ section as determined by METT-T.

Replacement management is the physical reception, accounting, processing, support, reequipping, training, and delivery of military and civilian personnel. This includes replacements and return-to-duty (RTD) soldiers.

LS/A 1, ELO 1, Replacement Management Mission, continued	<p>The replacement management system provides primarily for individual replacements and groupings of individuals up through squad, crew, or team level as required by operations. Replacement management requires:</p> <ul style="list-style-type: none"> • Real-time access to information about all replacements. • Movement status from the point of origin. • Personnel readiness management information to determine the final destination of replacements and RTD soldiers.
---	--

Doctrinal Requirements	<p>Replacement operations begin with moving individual soldiers from the point of origin to deployed units.</p> <p>Replacement companies will support their reequipping requirements with organic supply personnel and by drawing supply personnel from the replacement stream as needed. Equipment is obtained from the supporting DS supply company. After receiving equipment, return-to-duty personnel will rejoin their original units, if feasible.</p> <p>Commanders process replacements through the CONUS replacement centers (CRC) in accordance with the soldier readiness program, or civilian equivalent standards. Each replacement carries a complete deployment packet upon departure.</p> <p>The CRC verifies deployment readiness. It coordinates equipment issue, required area/mission processing and training, and movement to the aerial port of embarkation (APOE).</p> <p>The CRC must complete processing within 96 hours. CRCs may reduce the processing time to 72 hours to meet operational requirements.</p>
---------------------------	---

Replacement Operations	<p>Early during a deployment, corps and divisions establish rear and forward replacement operations to manage the replacement flow. Replacement units also establish a capability to process individuals early in the deployment. Replacement units can perform this mission by deploying teams to ports of embarkation/debarkation.</p> <p>Replacements process through the theater personnel replacement battalion (PRB) under operational control of the theater PERSCOM. The GS replacement companies, under command of the PRB, process replacements.</p>
---------------------------	--

LS/A 1, ELO 1, Replacement Operations, continued	Processing at the replacement company includes orders publication and arrival and departure transaction submission to establish an audit trail. This process is essential for tracking replacement flow through the system.
Transportation Coordination	<p>In the replacement process, responsibility for transportation coordination and communication is from higher to lower. The theater PERSCOM coordinates transportation from GS to DS replacement units.</p> <ul style="list-style-type: none"> • DS replacement units coordinate transportation to divisions and non-divisional units. • Divisions and higher are responsible for transporting replacements to subordinate units.
Replacement Training	<p>To the maximum extent possible, dictated by METT-T, the replacement management system must coordinate individual replacement training in the common tasks. The training of replacements while they are in the replacement system—</p> <ul style="list-style-type: none"> • Unburdens the unit commander from having to plan and conduct training. • Helps reduce soldier isolation, fear, and anxiety. • Reinforces the skills that will help the soldier survive, cope, and contribute on the battlefield.
Battalion Replacement Management	<p>At battalion level, the S-1 plays an important role in the operation of a replacement system for a deploying force. The PAC in the field trains monitors replacement flow. Replacement management responsibilities include:</p> <ul style="list-style-type: none"> • Coordination of orientation requirements (SOP briefings) for incoming replacements. • Ensuring that replacements have essential equipment (weapons and field gear). • Coordination of equipment requirements for replacement personnel with the S-4. • Coordination of meals and lodging requirements for replacements.

LS/A 1, ELO 1,
Brigade
Replacement
Management

The brigade plays a critical role in establishing and operating its part of a replacement management system for a deploying force. The brigade S-1's replacement management responsibilities include the following critical tasks:

- Receive replacements from the division replacement section and coordinate their logistical support.
- Coordinate with the brigade S-4 for transportation to the battalions.
- Coordinate with the brigade S-4 to resolve individual replacement equipment shortages.
- Coordinate with the brigade S-3 to ensure that replacements receive refresher training and battlefield orientation.

(REF: FM 12-6, Pages 4-1 through 4-10)

Personnel
Information
Management
Mission

The mission of the personnel information management system is to collect, validate, process, and store critical information about soldiers, Army civilians, and units.

This information assists commanders in their decision-making process and satisfies the Army's legal obligation to retain historical information about veterans, retirees and civilians who deploy. It also supports policy and personnel management decisions at DA level.

Maintenance of
Personnel
Information

The Army maintains personnel information in two forms:

- Manual.
 - Electronic.
-

Manual
Personnel
Records

The manual personnel record consists of the following:

- Official military personnel file (OMPF).
 - Military personnel records jacket (MPRJ).
-

LS/A 1, ELO 1, Manual Personnel Records, Deployment	<p>When deployed away from the personnel organization that performs their records management, the battalion S-1 or the individual replacement ensure the deployment record is provided to the designated PSB.</p> <p>The deployment record serves as a field file and includes copies of the following:</p> <ul style="list-style-type: none"> • DD Form 93/SGLI. (Servicemen's Group Life Insurance). • Forms 2A and 2-1/ Officer Record Brief (ORB). • Other forms as outlined in AR 600-8-104. <p>During deployment, civilian employees carry an extract of their manual personnel record to their designated personnel management center (PMC).</p>
Manual Personnel Records, Mobilization	<p>At mobilization, ARNG and USAR units take their MPRJ to the mobilization station where the installation AG assumes custody until demobilization.</p>
Army Civilian Manual Personnel Record	<p>The manual personnel record for Army civilians, both appropriated fund (APF) and non-appropriated fund (NAF), is the official personnel file. The local civilian personnel offices maintain these records.</p>
Electronic Personnel Records	<p>Commanders maintain individual electronic personnel records in command databases in the field to conduct personnel accounting and strength reporting at installations and in areas of operation.</p> <p>The information system also provides individual information such as:</p> <ul style="list-style-type: none"> • Individual assignments. • Location. • Skills information. <p>U.S. Total Army (USTA) PERSCOM maintains a larger version of the individual electronic record within the Total Army Personnel Data Base (TAPDB) for Active Component soldiers.</p>

LS/A 1, ELO 1, Total Army Personnel Data Base (TAPDB)	<p>The TAPDB is the Army's official data base, which serves as the Army official repository for U.S. Total Army Personnel Center, U.S. Army Reserve Personnel Center, and the National Guard Bureau (NGB).</p> <p>The TAPDB consists of a set of logically integrated, physically distributed data bases. SIDPERS is an external data base for processing personnel information updates to the TAPDB. Mobilized units of the Active Army, USAR, and ARNG will have a common automated personnel database.</p>
Data base Maintenance	<p>Data base maintenance is performed as follows:</p> <ul style="list-style-type: none"> • USARPERCEN maintains the personnel data base for USAR soldiers. • The NGB maintains the personnel data base for ARNG soldiers. • The Human Resource Directorate maintains the civilian personnel data base.
Command Data Bases	<p>The personnel information system consolidates electronic personnel records into command data bases at battalion and separate unit level. Consolidated command data bases are at brigade, division, corps, and theater level.</p> <p>Personnel information changes submitted at battalion and separate unit level update data bases at all echelons of command, ending with the TAPDB update.</p> <p>Command data bases produce personnel management information for use in the field.</p>
Initial Focus	<p>During the early stages of deployment, personnel information managers must concentrate their initial efforts in two critical areas. They must establish electronic data links to the personnel information system (PERSINS) processing activity (PPA) to conduct split operations</p>
Responsibilities	<p>A number of agencies have critical responsibilities in managing the personnel information flow and maintenance. They have critical roles in establishing the personnel information management system for deployed units during contingency operations. The following paragraphs describe the systemic network and agency/unit responsibilities.</p>

LS/A 1, ELO 1,
Systemic
Network
Responsibilities

The personnel information network includes all personnel organizations in the force. They usually fall into two categories:

- Managers
 - Users
-

Managers
Responsibilities

The management group consists of reporting units and data base managers.

- Battalion and separate units are responsible for basic personnel accounting.
 - The PSB collects transactions from battalions and separate units, processes them into command data bases, and forwards them to USTA PERSCOM. The PSB also records miscellaneous personnel information in the command data base.
-

Users
Responsibilities

The user group includes personnel readiness, casualty, postal, and replacement managers. The personnel information data base is used by the following people:

- Personnel readiness managers to assess unit readiness and support personnel allocation decisions.
- Casualty managers for basic personnel information and casualty information verification.
- Postal managers for postal locator information and to manage the casualty mail system.
- Replacement managers to track replacement flow through the replacement system to the ultimate unit of assignment.

(REF: FM 12-6, Pages 5-1 through 5-12.)

The battalion S-1 is responsible for basic personnel accounting. They record gains, losses, and other strength-related changes in their electronic data bases and forward transactions through brigade to the supporting PSB. Battalion S-1 personnel information management responsibilities include the following critical tasks:

- Manage the personnel data base.
 - Transmit and receive critical electronic data transmissions to and from the brigade S-1 and PSB on a real-time basis.
 - Submit SIDPERS transactions on a daily basis to the PSB and brigade.
 - Back up electronic files.
-

**LS/A 1, ELO 1,
Battalion
Responsibility**

- Prior to deployment, dispose of files IAW governing regulation.
 - Forward critical documents pertaining to reclassifications, physical limitations, awards, and reassignments to the supporting PSB.
 - Maintain a record set of critical documents.
-

**Brigade
Responsibility**

The brigade S-1's personnel information management responsibilities include the following critical tasks:

- Manage a command data base for the brigade.
- Receive SIDPERS data from the battalions and the PSB, and transmit data to the battalions and the PSB.
- Duplicate critical data files.
- Plan for computer contingency operations.
- Dispose of unnecessary files before deployment.
- Forward critical documents recording skill changes, physical limitations, promotions, awards, and reassignments to the PSB.

Maintain a record set of critical documents.

Now you will identify and study the functions of postal operations management in this lesson.

**Postal
Operations
Management
Mission**

The mission of postal operations is to operate a network to process mail and provide postal services within a theater of operations.

Processing mail involves the following:

- Receiving, separating, sorting, dispatching, and redirecting ordinary and accountable mail.
- Conducting international mail exchange.
- Handling casualty and enemy prisoner of war (EPW) mail.
- Screening for contaminated/suspicious mail.

Postal services involve the following:

- Selling stamps.
 - Cashing and selling money orders.
 - Providing registered (including classified up to secret), insured, and certified mail services.
 - Processing postal claims/inquiries.
-

LS/A 1, ELO 1, Postal Operations Management Mission, continued	<p>Postal operations management includes all actions required to dispatch mail for movement from its point of origin to its ultimate destination and provide associated services.</p> <p>The flow of ordinary and accountable mail in the theater starts with transportation units transporting mail from a theater seaport or airport to a military mail terminal (MMT). It ends with a unit mail clerk delivering the mail to addressees.</p>
<hr/>	
Doctrinal Requirements	<p>The postal operations management system processes official, personal, accountable, and “any soldier” mail.</p> <ul style="list-style-type: none"> • Personal mail is that addressed to individual soldiers and civilians. • Official mail is that addressed to military or other governmental organizations. • Accountable mail is that which is registered, numbered, insured, or certified. • “Any soldier” mail is that not addressed to a specific individual. <p>The postal network makes special provisions for processing “any soldier” mail by assigning it a unique contingency APO number. It is still treated as personal mail.</p> <p>Official mail moves through the postal system until it reaches the postal services platoon of the unit addressed. FM 24-1 and AR 25-51 address official mail.</p>
<hr/>	
Unit Mail Clerk	<p>Unit mail clerks receive and sort the mail and provide it to addressees. The standard of service for first class mail is 12 to 18 days from the point of origin to individual soldiers worldwide.</p>
<hr/>	
Postal Operations Management Network	<p>The postal operations management network coordinates mail transportation requirements with transportation managers at each level of command. Postal operations management will often be required to coordinate within the joint operations community.</p>

LS/A 1, ELO 1,
Postal Operations
Management
Network
Deployment

To support force deployment, the military postal service agency (MPSA), in coordination with the United State Postal Service (USPS) and the operational MACOM, assigns contingency APO numbers to contingency forces. The MACOM provides the contingency APO to deploying personnel at least 24 hours prior to deployment if no permanent contingency APO for the unit has been assigned.

This allows the USPS to sort mail to company/battalion level. The MPSA coordinates contingency APO activation with the USPS at the beginning of an operation. Assigned APO numbers for a unit remain constant throughout the operation.

Mail Processing

Processing mail based on priority is situation-dependent.

- Postal elements at all levels should process mail, in a manner allowing priority/first class mail to be processed from point of origin to customer in 12 to 18 days.
- Degradation of processing all other mail is not appropriate if it occurs only to move priority/first class faster than 12 to 18 days.

Processing
Priorities

Priorities for processing mail on the battlefield (in descending order):

- All official registered mail including classified up to secret (inbound and outbound).
- All other accountable mail (inbound and outbound).
 - Express mail.
 - Personal registered.
 - Certified official/personal.
 - Insured official/personal.
- All other mail (inbound and outbound).
 - Personal and "any soldier" mail priority/first class.
 - Space Available Mail (SAM)/Parcel Airlift Mail (PAL).
 - Surface (bulk rate, for example, magazines).

LS/A 1, ELO 1, Standard of Service	<p>The standard for a theater of operations is unrestricted mail service. However, during the early stages of a contingency operation, it may be advisable for the theater commander in chief (CINC) to restrict personal mail to the following:</p> <ul style="list-style-type: none"> • Cassette tapes • Post cards • First class letters weighing less than 12 ounces. <p>The CINC may lift restrictions and permit parcels as the theater matures, more postal personnel become available, and the theater ground transportation and airlift are able to handle the estimated increase in volume created when restrictions are lifted.</p>
Postal Finance Services	<p>Postal services platoons provide postal finance services to the extent possible consistent with the theater mail policy. These services include:</p> <ul style="list-style-type: none"> • Money order and stamp sales. • Accountable mail services. • Package mailing. <p>Postal services platoons provide finance services within brigade support areas and to soldiers and civilians in corps and echelons above corps (EAC) areas.</p> <p>Units can coordinate with the services postal platoon leader to provide limited mobile postal finance services to units or teams not located near the postal platoon. The medical treatment facility (MTF) coordinates with the services postal platoon in its area to provide the MTF commander with necessary postal finance services to patients.</p>
Redirect Services	<p>The postal network provides official and personal mail redirect service starting at the unit mail clerk level.</p> <p>There are two forms of redirect services:</p> <ul style="list-style-type: none"> • Soldier redirect. • Unit redirect.
Soldier Redirect	<p>Soldier redirect applies to individual pieces of mail requiring directory service prior to processing. This includes mail for individual soldiers who have changed units or locations as individuals and not with the unit.</p>

LS/A 1, ELO 1, Unit Redirect	Unit redirect involves redirecting bags, trays, or pallets of mail because of task organization changes, unit relocation, or unit redeployment.
---	---

Casualty Mail	<p>In accordance with DoD 4525.6-M Volume II unit mail clerks will endorse all undelivered casualty mail without a forwarding address and return it through the postal services platoon as soon as possible.</p> <p>The postal services platoon(s) sends it through postal channels to the designated postal operations platoon(s) that processes casualty mail.</p> <p>Casualty mail processing requires special attention. This is essential to prevent premature casualty information disclosure and mail return before notifying the next of kin.</p>
---------------	---

Enemy Prisoners Of War (EPW) Mail	<p>The Geneva Convention identifies the need for EPW mail operations. Theater PERSCOM identifies postal operations platoons to handle EPW mail. TC 27-10-2, <i>Prisoners of War</i>, Chapter 2, addresses mail.</p>
---	---

Host Nation Support	<p>Host nation support can be a critical element of the postal support structure. It frees U.S. postal personnel for more critical duties. Host nation personnel can be military or civilian, and they can handle all mail classes except official registered (classified) mail.</p>
------------------------	--

Contaminated/ Suspicious Mail	<p>The postal network must make special provisions for processing contaminated/suspicious mail.</p> <ul style="list-style-type: none"> • <u>Contamination</u> may consist of nuclear, biological, or chemical agents. • <u>Suspicious mail</u> may include conventional explosives or contraband. <p>The postal network screens for contaminated/suspicious mail, separates it, and stops the mail flow when it is discovered. The postal network delivers such mail to units trained in handling contaminated/suspicious material.</p>
----------------------------------	---

LS/A 1, ELO 1,
Postal
Operations
Planning
Requirements

Planning of postal operations from lowest to highest levels is an essential consideration for any military operation. Postal service has played a vital role in morale support and national will efforts since the Civil War, and is an important combat multiplier.

Commanders and their staffs must plan for the transportation and logistics support required to fulfill postal operations requirements.

Postal
Operations
Planning Basic
Principles

The following are basic principles essential to planning and providing military postal support.

- Sustain equitable and unrestricted postal service to soldiers and civilians in all theaters of operation.
- Use U.S. Postal System (USPS) resources and procedures to the maximum extent.
- Relieve forward and deployed units of mail processing and movement responsibilities during heavily engaged operational commitments.
- Determine, plan, and establish personnel information, communication, and automation network requirements.
- Integrate military postal resources to move and process mail on an area basis.
- Maintain readiness; plan shipment and resupply of mission-essential postal equipment, supplies, and postal pre-packs.
- Estimate the number of pieces and/or pounds per soldier per day, and plan logistics.
- Deploy with the same mission-essential TOE, CTA, and USPS equipment in which soldiers train

Initial Focus

Prior to deployment, the commander of the lead personnel group must determine postal support requirements in coordination with the contingency PERSCOM and the MACOM AG (postal directorate).

In determining requirements, the lead personnel group commander must consider infrastructure in the area of operations, deployment timing, force composition, and expected deployment duration. The commander must decide from his situational analysis what postal unit structure will be necessary to support the operation and where to place the theater military mail terminal (MMT).

LS/A 1, ELO 1, Requirement for Postal Support	The normal postal unit requirement for supporting a deployed force is one postal operations platoon for up to 36,000 soldiers and civilians, a postal service platoon for up to 6,000 soldiers and civilians, and a postal company headquarters for every three platoons.
Military Postal Service Agency (MPSA)	The MPSA establishes policy and procedures required for the proper administration of the military postal system. The MPSA acts as the single Department of Defense (DOD) point of contact with the USPS and other government agencies on policy and operational matters.
Unit Mail Clerks	<p>Trained and certified unit mail clerks are the key to ensuring that all letters and parcels are properly, expeditiously, and legally delivered to the soldiers. Mail clerks must possess strong character and good judgement.</p> <p>Unit mail clerks do not require an F5 additional skill identifier, but must carry a mail handler's card and should be a 71L. Unit mail clerks will perform the following critical tasks:</p> <ul style="list-style-type: none">• Receive mail and sort it by location to the lowest remaining unit level.• Deliver mail to addressees.• Collect 100 percent of retrograde mail from unit soldiers and forward it to the postal services platoon via the mail delivery points (MDPs).• Forward retrograde mail to the postal services platoon/mail delivery point separated by outgoing and intra-theater (local) military mail.• Ensure that all mail is safeguarded and handled IAW DOD postal regulations (without exception).• Coordinate with the S-1 to maintain an account ability roster by location of unit soldiers to ensure efficient mail redirect for soldiers who become casualties or change location.• Appropriately label and redirect casualty mail to the postal services platoon for forwarding.• Deliver accountable mail to soldiers and civilians IAW department of defense (DOD) postal regulations.• Immediately report any postal problems to the commander and/ or unit S-1.

LS/A 1, ELO 1,
Battalion Postal
Operations
Management

At battalion level, the S-1 develops and coordinates a postal operations plan for assigned and attached units within the battalion. The S-1 is responsible for the following tasks:

- Supervise all mail operations.
 - Collect and route daily outgoing mail to the postal services platoon.
 - Coordinate with the S-4 for delivery of mail to soldiers.
 - Responsible for ensuring the mail clerks receive the proper training and certification.
 - Collect and sort incoming mail.
 - Coordinate with higher headquarters to assist with mail service to soldiers under OPCON of the unit.
 - Ensure proper marking and redirect of mail for wounded, deceased, or missing soldiers and civilians.
 - Coordinate with higher headquarters for handling of official mail.
 - Investigate and coordinate to reconcile any problems within the unit hindering the delivery of mail to soldiers.
-

Brigade Postal
Operations
Management

The brigade S-1 develops and coordinates a postal operations plan for assigned and attached units within the brigade by performing the following critical tasks:

- Supervise all brigade mail operations.
- Coordinate with the brigade S-4 for transportation to battalion S-1s and remote troop locations.
- Collect and route outgoing mail to the postal services platoon.
- Ensure the proper marking and redirect of mail for wounded, deceased, or missing soldiers through the postal services platoon.
- Coordinate with OPCON unit S-1s and their parent units to assist whenever possible with mail service to soldiers in units under operational control of the brigade.
- Coordinate with the division signal officer for the handling of official mail in coordination with the brigade signal officer.
- Ensure that unit mail clerks handle all mail in accordance with DOD postal regulations.
- Coordinate with the division G-1 to provide postal finance services to brigade soldiers.
- Investigate and coordinate to reconcile any problems within the brigade hindering the delivery of mail to soldiers in a timely manner.

(REF: FM 12-6, pages 6-1 through 6-14.)

LS/A 1, ELO 1,
Morale, Welfare,
and Recreation
and Community

The mission of the MWR program is to improve readiness by promoting fitness, building morale and cohesion, enhancing quality of life, and providing recreational, social, and other support services for soldiers, civilians, and their families.

The community support programs include the American Red Cross (ARC), Family support, and the exchange system. During mobilization and deployment, the ARC provides emergency communication and case management services to support the health, welfare, and morale of the Armed Forces and their families. It gives forward-deployed units a direct link to their families during family emergencies.

The mission of family support programs is to foster total Army family readiness, as mission accomplishment is directly linked to soldiers' confidence that their families are safe and capable of carrying on during their absence. The exchange system provides basic health, hygiene, and personal care needs to soldiers and Army civilians.

Peacetime MWR

During peacetime, the scope of MWR includes:

- Sports activities.
 - Recreation centers.
 - Libraries.
 - Clubs.
 - Bowling centers.
 - Golf centers.
 - Outdoor recreation.
 - Arts and crafts.
 - Entertainment.
-

Wartime MWR

During operations, the MWR network provides services to the theater of operations. These services are in the form of unit recreation, library book kits, sports programs, and rest areas at brigade level and higher.

Community
Support

The community support programs include:

- American Red Cross (ARC).
 - Family support.
 - Exchange system.
-

LS/A 1, ELO 1, MWR American Red Cross (ARC)	The ARC delivers essential Red Cross services to active duty military, National Guard, reservists, Army civilians, and their families in order to assist them in preventing, preparing for, and coping with emergency situations.
--	---

Community Family support	<p>The chain of command helps soldiers and civilian solve personal problems and communicate with their families through the family support system. Departure of soldiers during operations creates substantial stress on soldiers and their family members throughout the period of separation. The morale of both the soldier and the family has a significant impact on soldier performance.</p> <p>Families of deploying personnel are provided all possible services to which they are entitled by the sustaining base/rear detachment.</p> <p>Services include pre-deployment briefing/readiness checks (wills, allotment, family care plans, insurance), frequent family briefings, survival skills training (stress management, problem solving, household and auto maintenance), and the family assistance center (counseling, DEERS enrollment, legal, information and referral, and ACSs).</p>
-----------------------------	--

Exchange System	The exchange system provides basic health, hygiene, and personal care needs to soldiers and Army civilians. The Army and Air Force Exchange Service (AAFES) supports major installations in CONUS, overseas, and units deployed to remote areas. It also supports field operations and exercises.
-----------------	---

Doctrinal Requirements	<p>MWR is a mission-essential activity. The funding of mission dollars, to provide support during war and OOTW. Commanders at all levels are responsible for the morale, welfare, and recreation support provided for their soldiers and civilians.</p> <p>Operational plans must include requirements for fitness and recreation, exchange activities, and community support functions such as ARC. Civilian recreation staff may be available to assist in the planning and execution of necessary support services.</p> <p>However, staff responsibility for this area of support in deployment situations remains an S-1/G-1 function whether civilian recreation staffs are available or not. S-1/G-1 staffs must plan and prepare to execute all necessary actions to ensure timely and effective support.</p>
---------------------------	--

LS/A 1, ELO 1,
Doctrinal
Requirements,
continued

Commanders may identify appropriate civilian positions on the installation mobilization table of distribution and allowances (MTDA) to prepare to deploy into the theater of operations to support recreation requirements. Civilian MWR personnel are battle-rostered to the staffs of brigade and larger-sized units.

These personnel will be part of the S-1/G-1 staff and will plan and coordinate MWR activities prior to and during mobilization.

Company and battalion commanders, with guidance from civilian MWR personnel, develop detailed lists of MWR equipment and supplies to support unit-level recreation programs and activities. Requirement include such items as athletic equipment, recreational items, and small game kits. These items are part of the unit basic load. Commanders must include shipment with the higher headquarters lift plan.

Commanders at all levels must be sensitive to conditions external to the theater that can affect morale. In emergency cases, ARC representatives inside and outside the theater of operations can support communications between soldiers, civilian, and their family.

For planning purposes, the following guidelines establish a time-phased schedule for deploying MWR resources to support operations. Actual timelines will be based on METT-T.

Redeployment

During redeployment, operations consolidate or close as the number of personnel supported decreases. Commanders ensure adequate support for residual forces. Theater Army and corps staffs establish and implement policies for equipment turn-in and redeployment. Resource accountability is critical during this phase to prevent waste, fraud, and abuse.

Unit MWR
Operations
Responsibility

Commanders at all levels are responsible for the MWR support provided for their soldiers and civilians. MWR activities are found at all echelons on the battlefield and in all scenarios.

MWR requirements are based on the combat environment and availability of resources. Battalion and below self-administer their programs using their unit MWR coordinators; brigade and above utilize their civilian MWR personnel. The civilian MWR personnel assist all units in planning and executing their MWR programs.

**LS/A 1, ELO 1,
Battalion MWR
Responsibilities**

The battalion S-1/MWR coordinator (an additional duty assignment) has the following MWR responsibilities:

- Coordinate with the S-4 to ensure that soldiers deploy with a 30-day supply of health and comfort packs.
- Prepare an equipment/supply list, and plan for unit MWR activities prior to deployment.
- Prepare pre-positioned requisitions for MWR athletic and recreation (A&R) equipment through home station supply channels.
- Requisition for book kits at the sustaining base.
- Ensure subordinate units include MWR equipment and book kits in their basic load plans.
- Appoint subordinate unit MWR coordinators to coordinate activities and maintain equipment.
- Use Army Master Fitness Trainers (when available) to plan and conduct unit physical fitness programs.
- Coordinate establishment and operation of soldier activity centers, recreation activities, exchanges, and unit lounges.
- Coordinate unit athletic and recreation programs to include acquisition, use, and maintenance of equipment/supplies.

**Brigade MWR
Responsibilities**

Brigades may deploy with a civilian MWR person whose duty is to facilitate and coordinate MWR activities. The brigade S-1/civilian MWR person have the following responsibilities:

- Ensure that the brigade plans for the deployment of civilian MWR personnel.
- Ensure that commanders at battalion and company level appoint MWR coordinators as an additional duty.
- Plan for and prepare pre-positioned requisitions; procure and arrange the deployment of bulkier, heavier, and more breakable items such as free weights, large screen TVs, computer games or other items for soldier recreation and relaxation.
- Coordinate establishment and operation of soldier activity centers, recreation activities, exchanges, and unit lounges.
- Coordinate unit athletic and recreation programs to include acquisition, use, and maintenance of equipment/supplies.

Next you will identify and study essential personnel services.

(REF: FM 12-6, Pages 7-1 through 7-9.)

LS/A 1, ELO 1,
Essential
Personnel
Services

The following paragraphs describe the missions and doctrinal requirements of essential personnel services. The mission and doctrinal requirements of essential personnel services are:

- Awards and decorations.
- Noncommissioned officer and officer evaluations.
- Enlisted promotions and reductions.
- Transfers and Discharges.
- Identification documents.
- Leaves and passes.
- Line of duty investigations.
- Retention.

The management of programs associated with these services are at the unit level and are the responsibility of the S-1. The planning and execution of these programs must be in the interest of individual soldier morale/welfare and unit efficiency.

Awards and
Decorations

The awards and decorations function enables the Army to give recognition for soldiers' and veterans' valor, meritorious service, and achievements. It provides the mechanism for recording recognition for historical purposes. The function also provides the means to recognize next of kin, members of sister services, military personnel of allied countries, and civilians for their meritorious contributions.

Commanders in the awards processing chain should process awards expeditiously. The wartime standard is for approval authority action within 60 days from the recommendation date. Commanders may use boards for reviewing award recommendations and recommending decisions.

Non-
commissioned
Officer
Evaluations

The mission of the enlisted evaluation function is to evaluate and document the performance of NCOs in the grades of sergeant through command sergeant major.

LS/A 1, ELO 1, Enlisted Promotions and Reductions	<p>The mission of the enlisted promotion and reduction function is to promote qualified soldiers to fill authorized enlisted spaces and reduce those determined to be no longer deserving of their current grades.</p> <p>Promotions are through a system of centralized, semi-centralized and unit-level selections. Reductions result from non-judicial punishment, court-martial, and inefficiency proceedings.</p>
Transfers and Discharges	<p>The transfer and discharge function provides a mechanism for the orderly administrative separation or transfer (component/service) of soldiers for a variety of reason.</p>
Identification Documents	<p>The identification documents function on the battlefield is to provide identification, complying with the Articles of the Geneva Convention of 1949, To people who are subject to becoming prisoners of war.</p>
Leaves and Passes	<p>The mission of the leaves and passes function is to provide maximum use of authorized absences to support health, morale, motivation, and efficiency of the soldier.</p> <p>Upon declaration of a national emergency by Executive Order of the President or upon declaration of war by the Congress, the Secretary of the Army may suspend leave for soldiers.</p> <p>Commanders may allow soldiers on emergency leave to remain on short periods of leave unless HQDA directs otherwise.</p> <p>Commanders may grant soldiers short periods of leave for temporary personal emergencies after appropriate verification. Mobilized soldiers report for duty before departing on such leave.</p>
Line of Duty Investigations	<p>The purpose of line of duty (LOD) investigations is to determine if a soldier's or Army civilian's disease, injury, or death occurred in the line of duty.</p> <p>Commanders conduct line of duty investigations to determine whether misconduct or negligence was involved a soldier's disease, injury, or death. An investigation may be formal or informal.</p>

**LS/A 1, ELO 1,
Retention**

The mission of the retention function is to reenlist an appropriate number of highly qualified soldiers. Additionally, career counselors and transition personnel enlist/transfer qualified soldiers who ETS into the Reserve Component. Both procurement activities are essential to support Army readiness and battlefield requirements

During operations the retention management system continues supporting deployed soldiers. Soldier career counseling and guidance must continue during deployment periods. A viable system, which ensures deployed forces have access to retention guidance and career counseling is critical.

Next you will identify and study civilian personnel management system

(REF: FM 12-6, Pages 8-1 through 8-4.)

**Personnel Support
to Civilians,
Mission**

The civilian personnel management system ensures that deployed civilians are accounted for and that they receive personnel services. The wartime dimension of civilian personnel management is a subset of the base operation (BASOPS) civilian personnel management function. As such, it is manned entirely in the table of distribution and allowances (TDA) structure.

The civilian TDA structure with support from the military personnel support system provides personnel support to deployed civilians during operations. Support begins prior to the deployment and lasts until the civilian redeploys

**Doctrinal
Requirements and
Standards of
Support**

Military and civilian personnel managers are responsible for providing the personnel support.

The civilian personnel management system provides essential civilian personnel and the services necessary for their sustainment.

The following paragraphs describe the different doctrinal requirements and standards of support when providing personnel support to civilians.

LS/A 1, ELO 1, Civilian Personnel Readiness Management	<p>The peacetime replacement system requires the Army service component commander to identify civilian requirements. Just as with soldiers, the personnel readiness managers at every level must predict civilian personnel requirements based on the following:</p> <ul style="list-style-type: none"> • Current strength levels. • Projected gains. • Estimated losses. • Projected number of civilian returning to duty from medical facilities.
<hr/>	
Civilian Personnel Accounting and Strength Reporting	<p>The civilian personnel management system must account for civilians, report strength-related information, and update command data bases. Where the civilian system is not available (such as for a deployed battalion), the military system accomplishes these functions and sends this information through the PSB/S-1/G-1 channels to the senior deputy chief of staff, personnel (DCSPER)/G-1 or the civilian personnel cell, if established.</p> <p>The personnel management system's control over the final processing and departure of civilians to the theater is key to the accountability of civilians in the area of operations.</p> <p>Military and civilian personnel managers are responsible for accounting for civilians in the area of operations. They record by-name data on civilians when they arrive and depart units and when their duty status changes, for example, from duty to hospital. They are also responsible for strength reporting from unit level, through automated updates throughout all echelons of command to the civilian personnel data base.</p>
<hr/>	
Casualty Operations Management	<p>Casualty reporting for deployed civilians is conducted in the same manner as for soldiers, as outlined in casualty operations management. This includes proper notification of civilians' next of kin.</p>
<hr/>	
Replacement Management	<p>Civilian personnel managers will need to replace individual civilians due to normal rotations out of the area, on emergency leave, or casualties. Just as with soldiers, replacement managers require real-time access to basic information about the point of origin, and assignment information to determine the final destination of replacement and return to duty (RTD) civilians.</p>

LS/A 1, ELO 1,
Personnel
Information
Management

Just as with soldiers, the personnel information management system provides essential personnel information to commanders, civilians, and families (through the appropriate civilian organization).

The information system integrates and distributes the information products necessary to assign, account for, and sustain civilians on the battlefield.

The deployment record for civilians deploying with a unit is prepared and sent by the Human Resources Directorate (HRD) at the final processing site to the area of operations.

If an HRD element is deployed, it will maintain the deployment record and issue any replacement identification document.

If the HRD element is not deployed, the senior theater personnel manager will coordinate with the appropriate commander(s) to designate a PSB element(s) to maintain the deployment record and issue replacement identification documents. Civilians deploying individually will carry their deployment record to the deployed HRD/PSB element.

Postal Operations
Management

Postal services, to include free mail, are provided to deployed civilian personnel in the same manner as for soldiers as describe in Postal Operations Management. Contract civilians may use the zip code of the primary unit they support (for example, the zip code of the HHC of the division or corps support group) unless the Military Postal Service Agency has designated a separate zip code.

The postal platoon and the S-1 provide the same support to contract civilians who move from unit to unit as they would for a soldier who changes unit. Just as soldiers, civilian addresses must be kept current, primarily with changes of address cards.

MWR and
Community
Support

Deployed civilians will have access to recreational activities, goods, services, and community support programs such as the American Red Cross. Family support, and the exchange system.

(REF: FM 12-6, Pages 9-1 through 9-7.)

LS/A 1, ELO 1,
Lesson
Exercise 1

Click here to go to [Lesson Exercise 1](#).

ELO 2

Action	Identify other Personnel Service Support requirements.
Conditions:	In a self-study environment using the material presented in this lesson.
Standard:	In accordance with FM 100-10, Annex E, and the material provided in this Preresident Training Support Package.

Religious Support Introduction

The unit ministry team (UMT), composed of one chaplain and a chaplain assistant provides unit, denominational, and area religious support. UMTs address the spiritual, ethical, and moral needs of soldiers and units at all echelons.

Unit ministry Team (UMT) Staff Activities

The unit ministry team is a special staff section under operational control of the unit chaplain. The chaplain serves as special staff officer responsible for implementing the commander's unit religious program.

The UMT ensures the free exercise of religion for personnel and advises the commander on matters of religion, ethics, and morale.

Range of Religious Support

The unit ministry team provides the broadest range of religious support appropriate to the tactical situation.

Direct unit involvement and forward positioning allows the UMT to perform ministry in support of soldiers in combat.

This ministry includes support for soldiers experiencing combat stress and battle fatigue. Following an operation, the UMT provides unit memorial services and other religious activities as required.

(REF: FM 100-10, Annex E, Page E-6.)

LS/A 1, ELO 2,
Legal Services
Support

The Judge advocates provide advice and assistance in the matters concerning:

- Functional areas of law.
 - Administrative.
 - Contract.
 - International law.
 - Operational law.
 - Claims.
 - Legal assistance.
 - Military justice.
-

Staff Judge
Advocate (SJA)

Personnel in Staff Judge Advocate (SJA) sections are at every major echelon of command from brigade to echelons above corps (EAC).

Legal specialists are at battalion and brigade to ensure liaison with unit commanders and soldiers.

The staff judge advocate is a member of the commander's personal staff.

Morale, Order,
and Discipline

The ability of the commander to maintain morale, order, and discipline enhances unit readiness. When morale, order, and discipline are absent, unit readiness suffers.

Organizational morale depends on the command's ability to care for the soldier and protect the soldier from unnecessary concern about legal issues affecting his family. The soldier and family receive support through:

- Pre-mobilization legal planning.
- Payment of claims for damages and loss arising from military service.
- Preventive law program.

Order and discipline depend on the commander's ability to dispose of violations against persons and property effectively while protecting the rights of the soldier, the victims, and the unit.

(REF: FM 100-10, Annex E, Page E-6.)

**LS/A 1, ELO 2,
Finance Services**

Finance services sustain Army, joint, and multinational operations by providing timely commercial vendor and contractor payments, various pay and disbursing services, and all essential accounting.

**Defense Finance
and Accounting
Service (DFAS)**

The Defense Finance and Accounting Service (DFAS) is a DOD agency that provides effective and efficient finance and accounting service to DOD.

The DFAS also provides standard procedures, systems, policies, and oversight to the component services.

DFAS centers consolidate finance and accounting functions, except for tactical operations and classified activities. They provide real-time quality financial management information, accounting, and payment services to all service components.

**Wartime Finance
Support**

Finance units provide deployed forces real-time, split-base support during operations.

Finance support includes two general areas:

- Support to organizations.
 - Support to individuals.
-

**Support to
Organizations**

Organizational support encompasses the payment for:

- Local procurement of supplies and services.
- Enemy prisoners of war.
- Legal claims.
- Local national employees.
- Combat Service Support (CSS) units.

It supports the following units:

- Military police units.
 - The Staff Judge Advocate.
 - Civil affairs units.
 - Intelligence element.
 - Tactical field exchanges.
 - Other unit commanders.
-

LS/A 1, ELO 2, Individual support deals with the personal pay entitlements of military personnel and civilians. It provides them currency in the area of operations. Finance units Support to Individual support deployed forces and the families and military communities of the forces at home station.

(REF: FM 100-10, Annex E, Pages E-6 through E-8)

Finance Services Finance units in coordination with host nation and military banking facilities Central Funding provide central currency support for the theater.

Currency support includes providing U.S. currency, foreign currencies, and U.S. Treasury checks to all U.S. Army finance units and other U.S. services.

Finance Services The pay function includes the areas of military, civilian, foreign national, and Pay Function travel pay. Finance units provide deployed forces military pay support.

- Military pay support includes normal pay actions. Soldiers may receive casual payments and cash personal checks in accordance with theater policy.
 - Finance units provide travel pay services on a limited basis to military and civilian personnel in theater. These services include travel advances, settlement of travel claims, and maintenance of travel records.
 - Provide foreign national pay support to non-U.S. employees and day laborers that augment military labor to support mission accomplishment. Finance units provide advice and assistance to enemy prisoner of war (EPW) camp commanders in the payment of EPWs and civilian internees.
 - Civilian pay support for DOD civilians in the theater may include technical guidance, leave and payroll data, pay inquiries, and pay actions.
-

Disbursing Finance elements provide the following functions:

- Make check and cash disbursements on certified vouchers.
- Receive, collect, and control currencies.
- Exchange currencies.
- Maintain accountable records.
- Funds class A agents.
- Replenish imprest funds.

The U.S. Army finance units may cash personal checks and similar negotiable instruments, exchange currencies, pay disbursement vouchers and receive collections for other services when authorized. Finance units may cash personal checks for DOD contractor personnel.

LS/A 1, ELO 2,
Public Affairs
Introduction

The division public affairs office provides public affairs (information) support for soldiers and commanders in wartime. Public affairs operations are designed to fulfill the Army's obligation to provide information to the American people and the Army. Sound public affairs practices are critical to helping in establish the conditions, which lead to confidence in the force and its operations.

Public Affairs
Officer (PAO)
Responsibilities

The public affairs officer (PAO) is a member of the commander's personal staff at separate brigade and above. He assists the commander in fulfilling public affairs responsibilities.

- The PAO and other PA personnel assess the media environment in which operations occur, provide guidance and recommendations to the commander as part of the decision-making process, and plan and execute public affairs operations.
- They identify the news, information, and entertainment needs of internal and external audiences, and interface between news media representatives and members of the force.
- At brigade level and below, public affairs position is a collateral duty normally assigned to the adjutant and at higher echelons, public affairs units are available to assist the command PAO and other units without a dedicated PAO.

(REF: FM 100-10, Annex E, Pages E-8 through E-9.)

LS/A 1, ELO 2,
Lesson
Exercise 2

Click here to go to [Lesson Exercise 2](#).

ELO 3

Action	Identify staff procedures for health service support.
Conditions:	In a self-study environment using the material presented in this lesson.
Standard:	In accordance with FM 71-2 w/Change 1, FM 71-3, and FM 100-10, Annex D, and the material provided in this Preresident Training Support Package.

LS/A 1, ELO 3,
Introduction to
Combat Health
Support Mission

The combat health support (CHS) mission is to conserve the fighting strength. The brigades employ health services to provide the most benefit to the maximum number of personnel. The combat medical facilities will examine, treat, and return patients to duty (RTD) as close to their unit as possible or, if unable to return to duty, evacuated further to the rear.

Supporting the
Force

The CHS system sustains the health of the soldier during operations. Combat health support is a seamless integrated system. It operates across the range of military operations from the forward line of troops to the continental United States (CONUS) sustaining base.

Combat Health
Support Goals

The goals of the Army CHS system are:

- Reduce the incidence of disease and non-battle injuries through sound preventive medicine programs.
- Provide medical and surgical treatment for illnesses, injuries, or wounds.
- Evacuate patients to the appropriate medical treatment facility (MTF).
- Maintain soldiers on duty or promptly RTD those who have recovered.

NOTE: Involvement at all levels of command ensures proper CHS resource management and required medical care for those in need.

LS/A 1, ELO 3,
Strategic
Consideration

Strategic combat health support focuses on the following—

- Support of forces deployment by ensuring soldier medical readiness.
 - Industrial-base mobilization.
 - Requirements determination and acquisition of medical equipment, supplies, and blood and biologicals to support force projection.
 - Stockpiling and prepositioning of medical material (prepositioning of medical material configured to unit sets and afloat prepositioning).
 - Host nation support.
 - Medical regulating, patient evacuation, and hospitalization.
 - Mobilization.
 - Reconstitution of the strategic force by returning injured soldiers to full health.
 - Demobilization.
-

Tactical
Considerations

Tactical planning is proactive rather than reactive. Commanders will integrate combat health support into their tactical plans and orders.

Commanders reallocate medical resources as tactical situations change. Combat health support commanders tailor medical units to adapt to the flow of the battle and to meet reinforcement or reconstitution requirements. Elements to reconstitute normally come from the next higher echelon of CHS.

Mass
Destruction

Due to the mass destructive and disabling capabilities of modern conventional and NBC weapons system, medical units can anticipate large numbers of casualties in a short period of time. These mass casualty situations will probably exceed the capabilities of local medical units.

The key factors for effective mass casualty management are—

- On-site triage.
 - Emergency resuscitative cares.
 - Early surgical intervention.
 - Reliable communications.
 - Skillful evacuation by air and ground resources.
-

Defend

Medical personnel may also have to defend themselves and their patients within their limitations. In certain situations, CHS units in areas must be able to defend against Level I threats and to survive NBC strikes while continuing to support the operation.

LS/A 1, ELO 3,
Preventive
Medicine
Services

In many past conflicts, disease and non-battle injuries rendered more soldiers ineffective than combat action. The prevention of disease and non-battle injuries is the most effective, least expensive means of providing commanders with the maximum number of healthy soldiers.

Main support battalion (MSB), separate brigade, ACR medical companies, and area support medical battalions (ASMBs) provide preventive medicine services.

Combat Stress
Control (CSC)

Combat stress control (CSC) preserves the fighting strength by minimizing losses due to battle fatigue and neuropsychiatric disorders. The focus of Army CSC is as follows:

- Promotion of positive mission-oriented motivation.
- Prevention of stress-related casualties.
- Treatment and early return to duty of soldiers suffering from battle fatigue.
- Prevention of harmful combat stress reactions such as misconduct stress behaviors and post-traumatic stress disorders.

Main support battalion, separate brigade, armored cavalry regiment (ACR) medical companies and troops, and ASMBs provide CSC support.

Area Medical
Support

Medical companies of the division support command (DISCOM) and the ASMB of the medical brigade provide area medical support. These companies provide medical care throughout the division, corps, and echelons above corps (EAC) areas. They employ medical squads/teams to establish aid stations, and to reinforce medical treatment elements of maneuver battalions.

(REF: FM 100-10 Annex D, Pages D-1 through D-9.)

Battalion/
Brigade Medical
Support

The battalion/brigade S-1 coordinates most medical support through the forward support battalion (FSB) medical company or the medical platoon assigned to support the battalion. Provided medical support normally includes:

- Treatment and evacuation of casualties.
 - Medical supply support.
 - Preventive medicine.
-

LS/A 2, ELO 3, The task force health services support is planned by the medical platoon leader, or the brigade surgeon, and S-1. It is provided by the battalion medical platoon. Support Planning The FSB medical company provides backup support.

To support task force (TF) operations, the medical platoon leader, brigade surgeon, and the medical operations officer must understand the scheme of maneuver as well as the support plan of the FSB medical company.

Medical
Platoon
Organization

The battalion medical platoon is organized with:

- Platoon headquarters.
- Treatment squad.
- Ambulance section.
- Combat medic section.

This organization facilitates quick evacuation and transport of wounded soldiers so that they may be treated by trained medical personnel within 30 minutes of the time they are wounded.

Ambulance
Section

The ambulance section operates from company trains and from the battalion aid station (BAS). Tracked ambulances and crews together with medics from the combat medic section form company aid/evacuation teams. The senior combat medic is in charge of this company aid/evacuation team.

Functions

Specific functions performed by company aid/evacuation teams include:

- Provide emergency medical treatment and protection for the sick and wounded.
 - Assist combat vehicle crews in evacuating injured crewmen from their vehicles.
 - Provide medical evaluation.
 - Initiate a field medical card for the sick and wounded, and, time permitting, complete this card in the case of deceased personnel.
 - Screen, evaluate, and treat patients suffering from minor illnesses and injuries; return patients requiring no further attention to duty; and notify the first sergeant of those requiring evacuation to the battalion aid station.
 - Remain abreast of the tactical situation, and comply with the instructions of the unit first sergeant.
-

LS/A 2, ELO 3,
Functions,
continued

- Inform the company commander and the battalion surgeon of the status of patients seen and the overall status of the health and welfare of the company.
 - Train unit personnel to enable them to perform self-aid and buddy aid.
 - Provide trained combat lifesavers with medical supplies as required.
-

**Battalion Aid
Station (BAS)**

The battalion aid station has medically trained personnel to stabilize patients for further evacuation, and to perform the following:

- Immediate lifesaving or limb-saving techniques.
- Stabilize patients for further evacuation.
- Treat minor wounds or illnesses in order to return patients to duty.

The BAS can operate two treatment teams for a limited time if the tactical situation requires it. Other BAS functions are:

- Receiving and recording patients.
 - Notifying the S-1 concerning all patients processed and disposition of casualties as directed by SOP.
 - Preparing field medical records and verifying information on field medical cards.
 - Requesting and monitoring aeromedical evacuation.
 - Monitoring personnel, when necessary, for radiological contamination before medical treatment.
 - Decontaminating and treating small numbers of chemical casualties.
 - Monitoring the activities of aid/evacuation teams.
-

**Medical
Evacuation**

Medical evacuation is the responsibility of the next higher level of medical support; for example, the FSB medical company evacuates patients from the BAS or coordinates medical evaluation from corps resources.

Patients are evacuated no further to the rear than their condition requires, and they are returned to duty as soon as possible.

Medical evacuation within the task force is routinely done by the medical platoon ambulance section. Medical evacuation outside the task force may be done by ground or air evacuation.

LS/A 3, ELO 3, Type of Evacuation	Aeromedical evacuation out of the task force sector is used as much as possible. Ground ambulances are used only for those patients who cannot be evacuated by air. The specific mode of evacuation is determined by the patient's condition, the availability of aircraft, and the tactical situation. Normally, the physician or physician's assistant treating the patient makes this determination.
Transportation Support	If necessary, the medical platoon leader coordinates with the S-4 for additional transportation and ensures that temporary ambulances have medically trained personnel and medical supplies necessary for casualty movement. Returning supply vehicles can be used for transportation.
Medical Supplies	The medical platoon maintains a two-day stockage of medical supplies. To prevent unnecessary depletion of blankets, litters, splints, and the like, the receiving medical facility exchanges like property with the transferring agency. (REF: FM 71-2 w/Change 1, Pages 7-37 through 7-40.)
LS/A 1, ELO 3, Lesson Exercise 3	Click here to go to Lesson Exercise 3 .

SECTION IV SUMMARY

Review/ Summarize Lesson

During this lesson you learned that the health, welfare, morale, and general well being of soldiers is directly affected by the personnel service support portion of combat service support (CSS).

This lesson identified specific personnel and health service support requirements necessary for a battalion/brigade to operate in combat effectively.

Check on Learning

The three lesson exercises that you completed during this lesson serve as the check on learning for the TLO.

Transition to Next Lesson

None.

SECTION V STUDENT EVALUATION

Testing Requirements

Prior to being enrolled into Phase II of the Battle Staff Course you must take a Phase I Exam that includes questions on material from this lesson. You must correctly answer 70% of the multiple choice questions to receive a "GO" on the Phase I exam. A "GO" is required for enrollment into Phase II.

Feedback Requirement

None.



Lesson Exercise 1: Instructions

The following four questions will test your knowledge of the materials covered in ELO 1. There is only one correct answer for each item. When you answer each question, you will be given immediate feedback. If you answer any question incorrectly, study that part of the ELO again.





Personnel support activities of serve two major areas of concentration. What are they?

- A. Resource Management and Command Information.
- B. Initial Readiness and Critical Requirements.
- C. Manning (units) and Sustaining (soldiers).
- D. Accounting for soldiers and updating command databases.





Which of the following is a basic principle of postal operations planning?

- A. Accurately estimating requirements on a monthly basis.
- B. Relieving deployed units of mail processing duties during heavily engaged operational commitments.
- C. Unrestricted postal service to soldiers stationed only in CONUS.
- D. Use of USPS only in an emergency.





At battalion and brigade level, which staff section is responsible for coordinating equipment requirements and personnel replacements?

- A. AG.
- B. G-4.
- C. S-4.
- D. J-6.





Which of the following activities does the command conduct, to determine if there were any misconduct or negligence, during an injury or death involving a soldier?

- A. Standard of Conduct Inquiry.
- B. Personal Reliability Investigation.
- C. Article 32 Inquest.
- D. Line of Duty Investigation.



INCORRECT

The correct answer is C.

Two major areas of concentration served by the activities of personnel support are manning (units) and sustaining (soldiers). PTP, PAGE 7.



CORRECT



INCORRECT

The correct answer is B.

The basic principles of postal planning require relieving deployed units of mail processing duties during heavily engaged operational commitments.
PTP, PAGE 40.



CORRECT



INCORRECT

The correct answer is C.

At the battalion and brigade level, equipment requirements for replacement personnel are coordinated with the S-4. PTP, PAGE 28.



CORRECT



INCORRECT

The correct answer is D.

The activity that the command will conduct to determine if any misconduct or negligence involving an injury or death of a soldier is a Line of Duty Investigation.
PTP, PAGE 52.



CORRECT





Lesson Exercise 2: Instructions

The following four questions will test your knowledge of the materials covered in ELO 2. There is only one correct answer for each item. When you answer each question, you will be given immediate feedback. If you answer any question incorrectly, study that part of the ELO again.





What are the three types of support that the chaplain and chaplain assistant provide to personnel?

- A. Area, denominational, unit.
- B. Catholic, Jewish, Protestant.
- C. Critical, moral, spiritual.
- D. Denominational, pastoral, unit.





Complete the following statement.

At battalion and brigade level, _____ provide liaison between staff judge advocate sections, unit commanders, and soldiers.

- A. Chaplains
- B. Equal Opportunity NCOs
- C. Legal specialists
- D. Staff officers





What general area(s) of support does finance provide during wartime?

- A. Finance Group.
- B. Support to Organizations and Individuals.
- C. Unit Maintenance Collecting Point.
- D. Unit Ministry Team.





Complete the following statement.

At brigade level and below, public affairs is a collateral duty normally assigned to the _____

- A. Adjutant.
- B. Executive officer.
- C. HHC commander.
- D. S-3.



INCORRECT

The correct answer is A.

Area, denominational, unit. PTP, PAGE 56.



CORRECT



INCORRECT

The correct answer is C.

At battalion and brigade level, legal specialists provide liaison between staff judge advocate sections, unit commanders, and soldiers. PTP, PAGE 57.



CORRECT



INCORRECT

The correct answer is B.

Support to Organizations and Individuals. PTP, PAGE 58.



CORRECT



INCORRECT

The correct answer is A.

At brigade level and below, public affairs is a collateral duty normally assigned to the Adjutant. PTP, PAGE 60.



CORRECT





Lesson Exercise 3: Instructions

The following four questions will test your knowledge of the materials covered in ELO 3. There is only one correct answer for each item. When you answer each question, you will be given immediate feedback. If you answer any question incorrectly, study that part of the ELO again.





Complete the following statement.

Medical companies of the _____ and the area support medical battalion of the medical brigade provide area medical support.

- A. Division support command
- B. Field sanitation battalion
- C. Forward support company
- D. Medical division





The basic mission of the battalion medical platoon is to evacuate and transport wounded soldiers within a period of _____

- A. 1 hour.
- B. 2 hours.
- C. 1/2 hour.
- D. 3/4 hour.





How many days stockage of supplies will the medical platoon maintain?

- A. Four.
- B. Six.
- C. Three.
- D. Two.





Who determines the type of patient evacuation?

- A. Battalion S-4.
- B. Brigade S-1.
- C. Physician treating the patient.
- D. Treatment section chief.



INCORRECT

The correct answer is A.

Medical companies of the division support command and the area support medical battalion of the medical brigade provide area medical support.
PTP, PAGE 63.



CORRECT



INCORRECT

The correct answer is C.

The basic mission of the battalion medical platoon is to evacuate and transport wounded soldiers within a period of 1/2 hour. PTP, PAGE 64.



CORRECT



INCORRECT

The correct answer is D.

Two. PTP, PAGE 66.



CORRECT



INCORRECT

The correct answer is C.

Physician treating the patient. PTP, PAGE 66.



CORRECT



