ANNEX E

Personnel Support

Soldiers are the focal point of Army operations. They are the foundation of the Army's will to win. Whether Army personnel engage in war or MOOTW, personnel support is a critical element of the CSS effort. Soldiers and their spirit, initiative, discipline, courage, and competence are the basic building blocks of a successful Army.

PRINCIPLES

Personnel support includes a wide range of functions at all levels to provide and support soldiers. It includes the activities associated with manning the force, as well as the sustaining functions of personnel service support. Personnel elements execute manning to ensure trained personnel in the right quantities are available when and where they are required for Army operations. Personnel service support (PSS) is the management and execution of personnel functions required to sustain soldiers and civilians.

These functions, along with public affairs, are usually within the purview of the tactical unit's G1/S1. However, at the various echelons they may involve different staff officers and units. Like other Army units, the elements that perform personnel functions are versatile, deployable, and expansible. They can operate as part of a joint or multinational force.

The focus of all these functions is ultimately to provide support at the tactical level. However, the success of these activities at the tactical level depends on actions taken at the strategic and operational levels.

Also, the seamless nature of the personnel system is evident as personnel elements frequently perform functions which cross over levels.

At the strategic level, DOD and DA (including reserve component) systems that support the national political and military strategic leadership guide personnel support functions. In addition to active duty personnel support units, mobilization of reserves remains a requirement. Strategic support encompasses the acquisition, mobilization, integration, deployment, and demobilization of our national manpower. Reserve component units must be resourced and manned at appropriate levels of readiness. To support joint and multinational operations, the strategic-level personnel and resource management information systems must be able to transfer information not only among the components of the total Army, but also among the services and other governmental agencies.

Operational support focuses on reception, allocation, management, and redeployment of units and soldiers, as well as reconstitution operations. Personnel

support units execute these activities as well as some functions associated with the tactical level. These functions often overlap the two levels.

At the tactical level, manning provides commanders the troops necessary to generate combat power while personnel service support sustains the soldier. Personnel support elements and functions sustain the commander's ability to conduct battles and engagements.

The objective of personnel support at all levels is to ensure the success of operations. Personnel support activities begin with the initial planning of an operation through mobilization, deployment, war or MOOTW, redeployment, and demobilization. They encompass the full range of military operations from nation and humanitarian assistance to peace enforcement and conflict.

In addition to supporting operations, personnel support units may also be designated as part of the operational force. For example, task-organized elements of a personnel services battalion may support

accountability of displaced persons in humanitarian operations. A postal company may forward deploy a platoon to provide support for units, while retaining a platoon in the rear to support nation building by training a country to set up and run its own operations.

To ensure unity of effort, formal agreements and memorandums of understanding for joint personnel services, and exchanges of liaison officers assist in developing critical management procedures. Personnel support leaders train to operate in the joint arena. Joint information systems and protocols will support a unity of effort. These efforts must expand to encompass the capabilities, services, and requirements of multinational forces. Plans must also include DOD/DA civilians, contractor personnel, and host nation or third country civilians in the execution of contingency operations.

FM 12-6 is the capstone manual on personnel doctrine. It establishes the foundation for the personnel support activities of personnel organizations and authorities throughout the US Army.

MANNING THE FORCE

The manning challenge is to ensure personnel support through the uninterrupted flow of soldiers to the battlefield. It is the commander's "troops available" part of the METT-T formula.

The manning systems of personnel readiness management, personnel accounting and strength reporting, replacement management, and casualty operations management meet Army personnel requirements from mobilization and deployment through redeployment and demobilization. The personnel information management system interconnects the manning subfunctions and PSS functions. The personnel services section of this annex describes this system.

Civilian personnel management provides essential civilian personnel and the management services necessary for their sustainment. The nature of joint and multinational operations requires that commanders know the status of all personnel under their control.

The personnel system may have to support joint, multinational, or host nation personnel.

PERSONNEL READINESS MANAGEMENT

The mission of the personnel readiness management system is to distribute soldiers to subordinate commands based on documented manpower requirements or authorizations to maximize mission preparedness. Personnel readiness describes a state of mission preparedness. It is also a process for achieving and maintaining that state. The process involves analyzing personnel strength data to determine current mission capabilities and project future requirements. It compares an organization's personnel strength to its requirements. It results in a personnel readiness assessment and allocation decision.

Individual replacements are the norm. The deputy chief of staff for operations makes decisions on any

unit replacements. Officials in the operations channels determine squad, crew, and team requirements.

The management system depends on accurate and complete information. Therefore, personnel readiness managers quickly establish a personnel accounting and strength reporting system within a theater of operations.

PERSONNEL ACCOUNTING AND STRENGTH REPORTING

Personnel accounting is the system for recording by-name data on soldiers 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 is a numerical end product of the accounting process. It starts with strength-related transactions submitted at unit-level and ends with a database update through all echelons to the total Army personnel data base. Standard reports available from the personnel accounting and strength reporting (PASR) system include the:

- Battle roster.
- Personnel summary.
- Personnel requirements report
- Command and control task force personnel summary.

CASUALTY OPERATIONS MANAGEMENT

The casualty operations management system records, reports, verifies, and processes information from unit level to HQDA. It also notifies appropriate individuals and assists family members. The system collects casualty information from a number of sources, collates it, and analyzes it to determine the appropriate action.

Casualties can occur on the first day of a contingency operation. Thus, casualty managers from each echelon of command may need to deploy early. Units report all casualties found. These include DOD civilians, contract personnel, and military personnel from other US Army units, other services, and multinational forces. Reports go to the personnel services battalion (PSB) as well as through S1/G1 channels. Casualty

liaison teams provide an interface between medical facilities, mortuary affairs collection points, and the personnel group.

Casualty operations require 100 percent personnel accounting reconciliation. The PSB verifies casualty information against the data base and emergency data in the soldier's and DA civilian's deployment packet. The PSB sends updated reports through channels to the US Total Army Personnel Command (USTA PERSCOM). USTA PERSCOM verifies information in the casualty report against available information systems. It then directs and coordinates notification actions through the appropriate casualty area commander. The casualty area commander makes the notification and provides casualty assistance.

All commanders, soldiers, and deployed civilians must be sensitive to the confidentiality of casualty information. Modem communications have increased the risk that family members will get casualty information from sources outside the official system. To combat this risk, casualty managers use all available means to get casualty information at the earliest possible moment.

REPLACEMENT MANAGEMENT

The replacement management system moves personnel from designated points of origin to ultimate destinations. Replacement management is the physical reception, accounting, processing, support, and delivery of military and civilian personnel. This includes replacements and return-to-duty (RTD) soldiers. The system provides primarily for individual replacements and groupings of individuals up through squad, crew, or team level as required by operations. Replacement management requires real-time access to information about all replacements, movement status from the point of selection, and personnel readiness management information to determine the final destination of replacements and RTD soldiers.

While the standard is individual soldiers, the replacement operations system must be able to provide squads, crews, or teams. It must also coordinate for their transportation to weapon system link-up and

training locations. Personnel readiness managers coordinate with materiel managers as described in Chapter 2 to link up weapon systems with squads, crew, and teams. Readiness managers also coordinate with the G3/S3 and other staff members with training resources for replacement training. Managers ensure replacements have all necessary qualifications. This includes use of additional skill identified when critical for positions or particular operations. The replacement unit maintains an element's integrity and accountability until the replacement section in-processes the squad, crew, or team.

The replacement network serves as the conduit for soldiers and civilians returning to duty from hospitals. Personnel readiness managers also help military police determine the duty status of stragglers and assist their eventual disposition through legal or replacement channels.

Readiness managers direct RTDs assignment to their original units unless the tactical condition clearly dictates otherwise. The decision to begin assigning RTDs to other than their original unit is an operational decision of the commander or operations staff with recommendations from the personnel staff.

Whenever METT-T allows, the replacement management system includes training of individual replacements. The training of replacements while they are in the replacement system unburdens the unit commander from having to do so. Training also helps reduce soldier/civilian isolation, anxiety, and fear. Training of replacements should begin at the CONUS replacement centers (CRCs). CRCs also certify soldier readiness for deployment. They coordinate the equipping, training, and CRC area transportation of replacement personnel, DA civilians, contract civilians, and personnel from the American Red Cross and other federal agencies and national organizations. CRCs also receive, outprocess, and account for individuals returning from the theater, including noncombatant evacuees.

The theater replacement directorate (RD) or the personnel element performing the RD mission coordinates transportation requirements when in-theater air assets must transport replacements from EAC to corps or division release points.

Replacement battalions command and control replacement companies at CRCs or at theater level. Replacement companies may be part of a replacement battalion, personnel group, or a PSB. The companies at theater level receive, support, and process replacements. They coordinate movement with the appropriate movement control element. The division replacement section coordinates with the G4 and division transportation officer for movement to the BSA. The brigade S1 processes and assigns replacements to battalions. The battalion S1 further assigns replacements to company level.

PERSONNEL SERVICE SUPPORT

PERSONNEL SERVICES

Personnel services support readiness as well as the human dimension of the force.

Personnel Information Management

The personnel information management system collects, validates, processes, and stores critical information about soldiers, units, and DA civilians. Personnel readiness managers, casualty managers, and replacement managers use the personnel information data base.

During split operations, the personnel information processing activity of the PSB element or military personnel division at the home station provides continued support to deployed forces. The rear personnel

automation element performs sustaining base personnel information management. A forward deployed personnel detachment or a forward area support team provides only essential services in contingency operations. The forward element synchronizes data bases in the theater and transmits updates to and receives them from the rear element.

Postal Operations Management

The postal operations management system provides a network to process mail and provide postal services within a theater of operations. Processing mail involves receiving, separating, sorting, dispatching, and redirecting ordinary and accountable mail, conducting international mail exchange, and handling casualty, contaminated, and enemy prisoner of war mail. Postal services involve selling stamps; cashing and selling money orders; providing registered (including classified up to secret), insured, and certified mail services; and processing postal claims and inquiries.

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.

The Military Postal Service Agency (MPSA) establishes policy and procedures required for the proper administration of the military postal system. The MPSA acts as the single DOD point of contact with the US Postal System (USPS) and other government agencies on policy and operational matters. The MPSA activates contingency Army post offices and coordinates initial mail routing schemes with the Joint Military Postal Agency (JMPA). It also coordinates an integrated network of major military mail distribution and transportation facilities in overseas areas. The JMPA is the single point of contact with the USPS at the gateways in CONUS and the theater. It coordinates transportation of mail to and within the theater.

The United States Postal Service (USPS) sorts to battalion level in CONUS. To support force deployment, the MPSA, in coordination with the USPS and the operational major command, assigns contingency Army post office numbers to contingency forces.

A postal operations platoon routes the mail to postal services platoons which separate it by unit if not already separated by postal service platoon number. Postal elements coordinate mail transportation requirements with transportation managers at all levels. This applies to both inbound and outbound mail. They also coordinate operations within the joint operations community.

Morale, Welfare, and Recreation and Community Support

This system enables commanders to provide soldiers and civilians with recreational and fitness activities and goods and services not available through appropriated funds. For contingency operations, the MWR network provides unit recreation and sports programs and rest areas for brigade-sized and larger units. MWR personnel provide these services and facilities.

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. ARC provides 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. Mission accomplishment for forward deployed units depends on soldiers' confidence that their families are safe and capable of carrying on during their absence. AAFES, through its exchange system, provides basic health, hygiene, and personal care items to soldiers and deployed civilians.

Band

The band's mission in a force projection Army is to provide music to enhance unit cohesion and soldier morale. It also provides musical support to civil-military operations, multinational operations, recruiting operations, and national and international community relations operations. During contingency operations, mobilization and demobilization, and major training exercises, the mission may expand to include

musical support for civil affairs and psychological operations.

Other Personnel Services

FM 12-6 has details on other personnel services. These include:

- Awards and decorations.
- Officer/noncommissioned officer evaluation.
- Enlisted promotions and reductions.
- Officer promotions.
- Transfers and discharges.
- Issuance of identification documents.
- Line of duty investigations.
- Officer procurement.
- Leaves and passes.
- Retention services.

RELIGIOUS SUPPORT

The unit ministry team (UMT), composed of a chaplain and a chaplain assistant, provides unit, denominational, and area religious support. UMTs address the spiritual, ethical, and morale needs of soldiers and family members at all echelons. The UMT is a special staff section under the operational control of the unit chaplain who serves as a special staff officer responsible for implementing the commander's religious program. The UMT ensures the free exercise of religion for personnel and advises the commander on matters of religion, ethics, and morale.

The UMT provides the broadest range of religious support appropriate to the tactical situation. Direct unit involvement and forward positioning allow 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.

LEGAL SERVICE SUPPORT

Judge advocates provide advice and assistance in the functional areas of the law, including administrative, contract, international, and operational law, as well as claims, legal assistance, and military justice. Judge advocate sections are at every major echelon of command from brigade to 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.

The ability of the commander to maintain morale, order, and discipline enhances unit combat readiness. 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. 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. The soldier and family receive support through premobilization legal planning, payment of claims for damages and losses arising from military service, and preventive law programs. DA civilians deployed in military operations also receive premobilization legal support.

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 as described in FM 14-7.

The Defense Finance and Accounting Service (DFAS) is a DOD agency that provides effective and efficient finance and accounting service to DOD. DFAS 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. DFAS integrates financial services with other related functions. These functions include those provided by personnel and supply elements operating on standard DOD systems. DFAS collects and disburses funds for many federal, state, and local government agencies. It also accounts for foreign government purchases from DOD. DFAS provides military members, retirees, annuitants, and civilian employees

payroll support and payment to contractors for goods and services provided to DOD.

Finance units provide deployed forces real-time, split-base support during wartime and MOOTW. Finance support includes two general areas: support to organizations and support to individuals. Organizational support encompasses the payment for local procurement of supplies and services, enemy prisoners of war, legal claims, and local national employees. It supports CSS units, military police units, the staff judge advocate, civil affairs units, intelligence elements, tactical field exchanges, and other unit commanders. 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 deployed forces and the families and military communities of the forces' home stations.

Finance units have a modular force structure design. They can provide tailored support to operational task forces ranging in size from platoon to corps. This modular design allows finance units to task organize to support the rapidly changing situation.

The senior finance commander in the theater is responsible for providing finance policy and technical guidance to the Army service component commander. He determines which finance and accounting functions will be performed in the theater and which will be assigned to a designated finance support activity. The senior finance commander is also responsible for central funding support, commercial accounts, foreign national pay, accounting, and finding support to other US and multinational organizations when designated.

Commercial Vendor and Contractor Payments

Finance elements' commercial accounts branches provide local procurement support for supplies, equipment, and services procured by CSS or operational forces. Finance elements deploy with the advance tactical force and coordinate earl y on with procurement and host nation elements for contracting support, commercial vendor services payments procedures, and conversion rates. The commercial accounts function is divided into two areas: contract support and commercial vendor services support.

Contract support involves the payment of commercial accounts for goods and services such as all classes of supply, laundry and shower operations, transportation assets and facilities, and maintenance services obtained through formal contracting procedures.

Commercial vendor services support is for the immediate needs of the force that Army CSS elements cannot reasonably or economically satisfy. Imprest fund cashiers, finance support teams, and class A agents provide this support. Cash payments are for such items as pay for day laborers, Class I supplements, and the purchase of construction materials. This type of support increases during operations in austere theaters and remote sites.

In joint and multinational operations, Army finance units, when designated, prepare and pay commercial accounts vouchers for supplies and nonpersonal services procured by other US military services or multinational forces.

Central Funding

Finance units in coordination with host nation and military banking facilities provide central currency support for the theater. Currency support includes providing US currency, foreign currencies, and US Treasury checks to all US Army finance units and other US services.

Pay

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

Foreign national pay support is provided to non-US employees and day laborers who augment military labor to support mission accomplishment. Finance units provide advice and assistance to 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 disbumements on certified vouchers.
- Receive, collect, and control currencies.
- Exchange currencies.
- Maintain accountable records.
- Fund class A agents
- Replenish imprest funds.

US 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 also cash personal checks for DOD contractor personnel.

Accounting

Finance units maintain appropriated and nonappropriated funds accounting records. They report the status of funds distributed or collected. The level of formal accounting performed in the theater depends upon the intensity, duration, and location of the conflict. A designated finance support activity outside the theater may perform the accounting function.

RESOURCE MANAGEMENT

FM 14-6 describes the resource management functions and organizational structure within a theater of operations. Resource management is essential to sustaining and modernizing the Army during peacetime, war, and MOOTW. During peacetime, it helps maintain the Army's readiness posture. During and war and MOOTW, it may be the key to success.

Resource management functions relate to funds acquisition, distribution, control, execution, and reporting. The resource manager advises the commander on time phasing and actions required for the transaction of resource management operations. Resource managers provide support on fund controls and reporting requirements. They facilitate the flow of financial documentation for resources used in the theater. They advise theater activities on obligation authority and fund documentation to permit local procurement and payment for services.

In operations where the Army is supporting other US or international agencies, it must ensure full accounting of expenditures and tracking of use of CSS assets to capture costs for reimbursement. Full accountability at all levels and accurate billing is essential to the reimbursement process. It is also essential for reporting to Congress on the costs of military operations.

PUBLIC AFFAIRS

The public affairs officer (PAO), a member of the commander's personal staff at separate brigade and above, 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. PA operations are designed to fulfill the Army's obligation to provide information to the American people and the Army. They are also critical to helping to establish the conditions which lead to confidence in the force and its operations. By advising the commander and assisting members of the command in media relations and media encounters, PA personnel

expedite the flow of complete, accurate, timely information appropriate with the mission and national security. They work to achieve a balanced, fair presentation which communicates the Army's perspective. This can enhance battle command, increase depth and agility, and result in greater operating freedom.

At brigade level and below, public affairs is a collateral duty normally assigned to the adjutant. At higher echelons, public affairs units are available to assist the command PAO and other units without a dedicated PAO. FM 46-1 fully describes PA operations.