



Officer Foundation Standards
Adjutant General Officer
42B
Company Grade Officers Manual

2LT

Ranks

1LT

CPT



**HEADQUARTERS,
DEPARTMENT OF THE ARMY**

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SOLDIER'S MANUAL and TRAINER'S GUIDE

AOC 42B

Officer Foundation Standards Adjutant General (42B) Company Grade Officer's Manual

Ranks 2LT, 1LT and CPT

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PREFACE

This Soldier Training Publication (STP) is the Officer Foundation Standards (OFS) for Adjutant General Company Grade Human Resources Officers (AOC 42B). This OFS reference supports the self-development and training of officers possessing AOC 42B. Commanders, trainers, and officers should use this manual to plan, conduct, and evaluate training within their units.

Officers will use this publication as a training instrument and as a self-evaluation tool. Commanders will use this publication to formulate professional development programs for junior officers based on unit Mission Essential Task Lists (METLs). Officers should seek to attain a level of proficiency in performing the tasks in this publication so their responses will become automatic whenever they are required to perform, even under the most stressful circumstances.

This publication applies to the Active Army, the Army National Guard (ARNG)/Army National Guard of the United States (ARNGUS), and the United States Army Reserve (USAR) unless otherwise stated.

All tasks in this guide are related to Human Resources officer duties and responsibilities. Reserve officers in the Army National Guard and Army Reserve as well, with some modification, will use this publication in the same training and self-evaluation mode as active Army officers.

The proponent of this publication is the United States Army Training and Doctrine Command (TRADOC). Users of this publication are encouraged to recommend changes and submit comments for its improvement. Comments should be keyed to a specific page, must be provided for each comment to ensure understanding and complete evaluation. Comments should be prepared using DA Form 2028 (Recommended Changes to Publications and Blank Forms) and forwarded directly to Commander, U.S. Army Soldier Support Institute, ATTN: ATSG-TD, Fort Jackson, SC 29207-7025.

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CHAPTER 1

Introduction

1-1. GENERAL. The Adjutant General School is committed to the ongoing training and development of officers throughout their career. This OFS manual serves to identify many of the primary tasks that company grade officers will perform in the field. This OFS manual compliments the technical training that is presented in the Basic Officer Leader Course and Captains Career Course. However, it is imperative that AG Officers realize that neither this manual, nor resident training, can take the place of experiences in the field and each officer's own efforts towards self development. It is ultimately each officer's personal duty to seek knowledge above and beyond the realm of formal training.

1-2. TASK SUMMARIES. Task summaries outline the performance requirements of each critical task in this STP. Commanders and trainers will use this information to prepare, conduct, and evaluate critical individual task training. As a minimum, task summaries include the information officers must know and the skills they must perform to standard. The format for the task summaries is as follows:

- a. Task Title.** The task title identifies the action that the officer must perform/demonstrate.
- b. Task Number.** Task numbers are 11 alphanumeric characters that identify each task. Include this number and its title in any correspondence that relates to this task.
- c. Conditions.** The condition statement lists all the necessary equipment, tools, references, job aids and supporting personnel, for the officer to perform the task. This section identifies any specific cues or events that trigger task performance.
- d. Standards.** Task standards describe how well, completely, accurately, or quickly the officer must be able to perform a task. The standards reflect actual performance in support of full spectrum operations.
- e. Evaluation Preparation.** This section shows the necessary modifications to task performance in order to train and evaluate a task that normally cannot be trained to the wartime standard, under wartime conditions. It may also include special training and evaluation preparation instructions to accommodate these modifications, and any instructions to furnish the officer before evaluation.
- f. Performance Measures.** Performance measures are evaluation guides that identify the specific actions the officer are to accomplish, to successfully complete the task. This STP lists specific actions in a "GO/NO GO" format.
- g. Evaluation Guidance.** This section shows the requirements (for example, number of performance measures receiving a "GO" on) for successfully completing the task.
- h. References.** This section identifies references that provide more detailed and thorough explanations of task performance requirements than that given in the task summary description.

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CHAPTER 2

Training Guide

2-1. GENERAL. The MOS Training Plan (MTP) identifies the essential components of a unit training plan for individual training. Units have different training needs and requirements based on differences in environment, location, equipment, dispersion, and similar factors. Therefore, the MTP should be used as a guide for conducting unit training and not a rigid standard.

2-2. SUBJECT AREA CODES. The MTP shows the relationship of an MOS/AOC skill level between duty position and critical tasks. These critical tasks are grouped by task commonality into subject areas. This section lists subject area numbers and titles used throughout the MTP. These subject areas are used to define the training requirements for each duty position within an MOS/AOC.

Subject Area Codes

Skill Level 1/3

- 1 Man the Force
- 2 Provide Human Resources Services
- 3 Coordinate Personnel Support
- 4 Conduct Human Resources Planning and Operations

2-3. CRITICAL TASK LIST. This section lists by general subject areas the critical tasks to be trained in an MOS/AOC and the type of training required (resident, integration, or sustainment).

Subject Area column. This column lists the subject area number and title in the same order as shown in paragraph 2-2.

Task Number column. This column lists the task numbers for all tasks included in the subject area.

Title column. This column lists the task title for each task in the subject area.

Training Location column. This column identifies the training location where the task is first trained to Soldier training publications standards. Figure 2-1 contains a list of training locations and their corresponding brevity codes.

AGBOLC	Adjutant General Officer Basic Course-Branch
AGCCC	Adjutant General Captain's Career Course
UNIT	Trained in the Unit

Figure 2-1. Training Locations

Sustainment Training Frequency column. This column indicates the recommended frequency at which the tasks should be trained to ensure Soldiers maintain task proficiency. Figure 2-2 identifies the frequency codes used in this column.

BA - Biannually
AN - Annually
SA - Semiannually
QT - Quarterly
MO - Monthly
BW - Bi-weekly
WK - Weekly

Figure 2-2. Sustainment Training Frequency Codes

Sustainment Training Skill Level column. This column lists the skill levels of the AOC for which officers must receive sustainment training to ensure they maintain proficiency to SM standards.

**MOS TRAINING PLAN
42B – HUMAN RESOURCES OFFICER**

CRITICAL TASKS

Subject Area	Task Number	Title	Training Location	Sust Tng Freq	Sust Tng SL
Skill Level 1					
1. MAN THE FORCE	805C-42B-6102	Maintain Unit Personnel Readiness	BOLC	AN	1-3
	805C-42B-6103	Report Personnel Accountability	BOLC	AN	1-3
	805C-42B-6104	Prepare Unit Personnel Strength Data	BOLC	AN	1-3
	805C-42B-6105	Prepare Personnel Readiness Data for USR	BOLC	AN	1-3
	805C-42B-6106	Review a Personnel Asset Inventory	BOLC	AN	1-3
	805C-42B-6107	Maintain Personnel Information Data	BOLC	AN	1-3
	2. PROVIDE HR SERVICE	805C-42B-6108	Report Casualty Information	BOLC	AN
805C-42B-6109		Manage Unit Postal Operations	BOLC	AN	1-3
805C-42B-6110		Review Officer Promotions and Selections	BOLC	AN	1-3
805C-42B-6111		Administer Enlisted Promotions and Selections	BOLC	AN	1-3
805C-42B-6112		Interpret Military Pay and Allowances	BOLC	AN	1-3
805C-42B-6113		Administer Evaluations Reporting Program	BOLC	AN	1-3
805C-42B-6114		Administer Awards and Decorations Program	BOLC	AN	1-3
805C-42B-6115		Administer Battalion Leave and Pass Program	UNIT	AN	1-3
805C-42B-6116		Prepare Correspondence	BOLC	AN	1-3
3. COORDINATE PERSONEL SUPPORT	805C-42B-6100	Coordinate Command Interest Programs	UNIT	AN	1-3
	805C-42B-6101	Coordinate Unit MWR Support	UNIT	AN	1-3
4. CONDUCT HR PLANNING AND OPERATIONS	805C-42B-6117	Conduct HR Planning Using MDMP	BOLC	AN	1-3

Skill Level 3					
1. MAN THE FORCE	805C-42B-7102	Implement Personnel Readiness Management	AGCC C	AN	3
	805C-42B-7103	Validate Personnel Accountability	AGCC C	AN	3
	805C-42B-7104	Report Personnel Strength Data	AGCC C	AN	3
2. PROVIDE HR SERVICES	805C-42B-7105	Implement Casualty Operations Program	AGCC C	AN	3
	805C-42B-7106	Implement Postal Plans and Policies	AGCC C	AN	3
3. COORDINATE PERSONNEL SUPPORT	805C-42B-7100	Manage Command Interest Programs	UNIT	AN	3
	805C-42B-7101	Administer MWR Support for Deployed Forces	UNIT	AN	3
4. CONDUCT HR PLANNING AND OPERATIONS	805C-42B-7107	Develop HR Planning and Operations Staff Products Using MDMP	AGCC C	AN	3

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CHAPTER 3

MOS/Skill Level Tasks

Skill Level 1

Subject Area 1: Man the Force

Maintain Unit Personnel Readiness

805C-42B-6102

Conditions: You are assigned to an S-1 section and have responsibility for personnel readiness in your unit, including training subordinates on personnel readiness management (PRM). Your unit is scheduled to deploy in the next 180 days and you must review manning throughout the organization and ensure it achieves directed personnel readiness levels IAW the Army Manning Guidance. You have access to AR 220-1 (Army Unit Status Reporting and Force Registration-Consolidated Policies), AR 614-100 (Officer Assignment Policies, Details, and Transfers), AR 614-200 (Enlisted Assignments and Utilization Management), FM 1-0 (Human Resources Support), Army Manning Guidance, and HQDA G-1 Personnel Planning Guidance for Overseas Contingency Operations (PPG).

Standards: Develop a strength management and personnel distribution plan that ensures your unit deploys at or above the current HQDA Army Manning Guidance.

Performance Steps

1. Develop unit-level PRM policies and procedures.
2. Submit timely and accurate personnel transactions into HR enabling system(s) that impact strength and duty status.
3. Execute readiness policies and procedures.
 - a. Predict personnel requirements, based on current strength levels, projected gains and losses, and nonavailable and nondeployable personnel.
 - b. Implement unit PRM/distribution fill plan and coordinate with Human Resources Command (HRC) on modifications based on operational requirements or commander's priorities.
 - c. Distribute Soldiers to subordinate units and publish orders.
 - d. Monitor Soldier utilization, distribution, and proper slotting of Soldiers within subordinate units.
 - e. Monitor and reconcile strength deviations.
 - f. Manage Unit Identification Code (UIC) hierarchies through various databases to ensure an accurate readiness common operational picture to the National HR Provider.
 - g. Monitor and advise the commander on the personnel readiness status (current and projected) of subordinate units to include: key leaders, critical combat squads, crews and teams.
 - h. Report critical personnel requirements to HRC for individual Soldiers and/or teams.
 - i. Establish a link with the HRC for replacement of key personnel.
4. Determine, in coordination with the S-3, replacement priorities based on current and forecasted readiness status and commander's intent.
5. Coordinate Soldier Readiness Processing (SRP) to validate individual readiness and ensure visibility through updates to appropriate systems and databases.
6. Monitor personnel losses (e.g., combat, non-combat, legal actions, medical, MOS Medical Retention Boards (MMRBs), Medical Evaluation Boards (MEBs), etc).
7. Ensure the personnel portion of the USR accurately reflects critical shortages and establishes manning expectations.
8. Monitor and maintain visibility of non-available or non-deployable Soldiers, to include Rear Detachments.
9. Coordinate the call forward of replacements.

Performance Steps

10. Coordinate with S-4 for equipment for replacement personnel, if applicable.
11. Plan and coordinate the personnel portion of reorganization or reconstitution operations.
12. Ensure PRM is included in all OPORDs and OPLANs.
13. Monitor PRM for subordinate units.

Evaluation Preparation: This task can be evaluated by use of the performance measures as listed. This method of evaluation is appropriate if the Soldier performs the task on the job. Allow the Soldier to practice until the Soldier feels qualified and prepared for the evaluation. Then have the Soldier perform the task, using the materials listed in the CONDITIONS statement above. Score the Soldier "PASS" or "FAIL" as determined by the performance.

Performance Measures	<u>GO</u>	<u>NO-GO</u>
1. Developed unit-level PRM policies and SOPs.	___	___
2. Submitted timely and accurate personnel transactions.	___	___
3. Executed personnel readiness policies and procedures.	___	___
4. Determined, in coordination with the S-3, replacement priorities.	___	___
5. Coordinated Soldier Readiness Processing (SRP).	___	___
6. Monitored personnel losses.	___	___
7. Ensured the personnel portion of the USR accurately reflects critical shortages and establishes manning expectations.	___	___
8. Monitored and maintain visibility of non-available or non-deployable Soldiers, to include Rear Detachments.	___	___
9. Coordinated the call forward of replacements.	___	___
10. Coordinated with S-4 for equipment for replacement personnel, if applicable.	___	___
11. Planned and coordinated the personnel portion of reorganization or reconstitution operations.	___	___
12. Ensured PRM is included in all OPORDs and OPLANs.	___	___
13. Monitored PRM for subordinate units.	___	___

Evaluation Guidance: Score the Soldier GO if all performance measures are passed (P). Score the Soldier NO GO if any performance measure is failed (F). If the Soldier fails any performance measure, show what was done wrong and how to perform it correctly.

References

Required

- AR 220-1
- AR 614-100
- AR 614-200
- ARMY G-1 PPG
- FM 1-0

Related

- DA PAM 611-21

Report Personnel Accountability

805C-42B-6103

Conditions: You have assumed duties in an S-1 section where you are required to report the personnel accountability of your unit daily. You have access to AR 600-8-6 (Personnel Accounting and Strength Reporting), FM 1-0 (Human Resources Support), and FM 5-0 (The Operations Process).

Standards: Achieve 100% accountability of your unit's personnel and conduct accurate daily personnel accountability reporting to higher headquarters.

Performance Steps

1. Determine unit and higher headquarters Personnel Accountability requirements.
2. Implement Personnel Accountability procedures.
 - a. Establish standard operating procedures (SOPs).
 - b. Maintain 100% accountability on all assigned or attached personnel, to include replacements, RTD Soldiers, R&R personnel, Army civilians, contractors, multinational personnel, as required.
 - c. Report unit personnel accountability-related information to higher headquarters.
 - d. Correlate the HR core competency of Man the Force to Personnel Accountability.
 - e. Generate standard reports that contain personnel accountability data.
 - f. Review Operations Orders (OPORDs) and/or Fragmentary Orders (FRAGOs) daily IOT monitor daily changes to personnel accountability requirements.
3. Verify Manual Reporting requirements.
 - a. Record by-name data on personnel when they arrive, depart, change deployed duty location, change duty status, or undergo a grade change.
 - b. Submit by-name personnel accountability-related transactions via HR enabling system(s).
 - c. Account for Soldiers by reporting personnel accountability via duty status changes in DTAS.
4. Verify S-1 Personnel Accountability responsibilities.
 - a. Ensure all personnel are entered into the theater database on entry or departure from the theater.
 - b. Report Soldier and civilians' correct duty status.
 - c. Report by name personnel strength information using SIPRNET or NIPRNET, in the directed format.
 - d. Train Soldiers on Personnel Accountability.
 - (1) Establish deployment rosters.
 - (2) Track non-deployable Soldiers.
 - (3) Ensure Rear Detachment maintain accountability of non-deployed personnel and duty status changes were promptly entered into HR database of record.
 - (4) Identify reporting formats, standards and timelines.
 - (5) Include a Personnel Accountability section in the unit Tactical Standard Operating Procedures (TACSOP).
 - (6) Rehearse SOPs for using HR enabling systems in a deployed environment.
 - (7) Determine automation network requirements.
 - (8) Obtain access to the appropriate HR systems.
 - (9) Reassign non-deploying Soldiers in HR database of record (e.g., eMILPO).
 - (10) Prepare manifest for deployment.
 - (11) Deploy S-1 section personnel on the unit's advance party.
 - e. Maintain personnel accountability information and process duty status changes for all assigned/attached personnel.
 - (1) Report by-name personnel strength information, using secure or non-secure data system in the directed format.
 - (2) Process Assignment Eligibility and Availability (AEA) information for assigned/attached personnel.
 - (3) Process duty status change information.

Performance Steps

- (4) Process information on replacements, return to duty (RTD) Soldiers, Army civilians, contractors, Joint, Interagency, Intergovernmental, and Multinational (JIIM) and other personnel, as required.
 - (5) Reconcile manual and automated personnel accountability information.
 - (6) Perform data management and error reconciliation for HR systems, both manual and automated.
 - (7) Update automated DTAS daily.
 - (8) Submit Personnel Status Report (PERSTAT), Personnel Summary (PERSUM), and Personnel Requirements Report (PRR) as required by higher headquarters.
 - (9) Coordinate with Casualty Liaison Teams (CLTs), Mortuary Affairs (MA), hospitals, and military police for information on casualties, patient tracking, and stragglers and updated HR databases and systems as appropriate.
 - (10) Process duty status change information, i.e. Present for Duty to WIA, KIA, MIA, etc., and updated the appropriate databases and HR systems (e.g., eMILPO/DTAS).
 - (11) Track transiting unit personnel (emergency leave, Rest & Recuperation, etc.).
 - f. Conduct redeployment Personnel Accountability.
 - (1) Prepare manifest for redeployment.
 - (2) Redeploy with databases reflecting only redeploying Soldiers' records.
 - (3) Track transiting Soldiers in DTAS.
 - (4) Reassign non-deploying Soldiers from derivative UICs.
 - g. Coordinate a Personnel Asset Inventory (PAI).
5. Integrate Personnel Accountability Enabling Systems into unit operations.
- a. Process personnel accountability related transactions.
 - (1) Obtain and file supporting documentation.
 - (2) Review HR enabling system output reports (e.g., eMILPO AAA-162).
 - (3) Process personnel accountability transactions daily.
 - (4) Slot Soldiers into the correct duty position.
 - (5) Maintain suspense file for all Permanent Change of Station (PCS) orders.
 - (6) Coordinate connectivity for secure and non-secure voice and data systems.
 - (7) Ensure S-1 personnel have the appropriate security clearances and access/permissions to the appropriate HR databases and systems required to perform their mission.
 - b. Manifest Soldiers using Tactical Personnel System (TPS) during deployment.
 - c. Upload TPS into DTAS.

Evaluation Preparation: This task can be evaluated by use of the performance measures as listed. This method of evaluation is appropriate if the Soldier performs the task on the job. Allow the Soldier to practice until the Soldier feels qualified and prepared for the evaluation. Then have the Soldier perform the task, using the materials listed in the CONDITIONS statement above. Score the Soldier "PASS" or "FAIL" as determined by the performance.

Performance Measures	<u>GO</u>	<u>NO-GO</u>
1. Determined unit and higher headquarters Personnel Accountability requirements.	—	—
2. Implemented Personnel Accountability procedures.	—	—
3. Verified Manual Reporting requirements.	—	—
4. Verified S-1 Personnel Accountability responsibilities.	—	—
5. Integrated Personnel Accountability Enabling Systems into unit operations.	—	—

Evaluation Guidance: Score the Soldier GO if all performance measures are passed (P). Score the Soldier NO GO if any performance measure is failed (F). If the Soldier fails any performance measure, show what was done wrong and how to perform it correctly.

References

Required

AR 600-8-6

FM 1-0

FM 5-0

Related

DTAS 0506

DTAS USERS MANUAL

**Prepare Unit Personnel Strength Data
805C-42B-6104**

Conditions: You are assigned to an S-1 section and your unit is currently in the deployment phase of the ARFORGEN cycle. You are required to report the strength of your unit to your higher headquarters. You have access to AR 600-8-6 (Personnel Accounting and Strength Reporting), FM 1-0 (Human Resources Support), FM 5-0 (The Operations Process), HR enabling systems, Deployed Theater Accountability Software (DTAS), and SIPRNET web-based Joint Personnel Status Report (JPERSTAT), Personnel Requirements Report (PRR) and Personnel Summary (PERSUM).

Standards: Report your unit's personnel strength in accordance with higher headquarters SOP and with 100% accuracy.

Performance Steps

1. Review Operations Orders (OPORDs) and Fragmentary Orders (FRAGOs) to determine command relationships for all subordinate units.
2. Identify any change to task organization/command relationships for subordinate units to ensure strength reporting requirements are communicated.
3. Convert by-name data into a numerical end product.
4. Reconcile the JPERSTAT and DTAS for accuracy.
5. Review the JPERSTAT, PERSUM, and PRR before it is submitted to higher headquarters according to SOP.
6. Prioritize replacements and influence tactical decisions based on strength data and the commander's intent.
7. Process strength related transactions through DTAS, eMILPO and other applicable HR enabling system.

Evaluation Preparation: This task can be evaluated by use of the performance measures as listed. This method of evaluation is appropriate if the Soldier performs the task on the job. Allow the Soldier to practice until the Soldier feels qualified and prepared for the evaluation. Then have the Soldier perform the task, using the materials listed in the CONDITIONS statement above. Score the Soldier "PASS" or "FAIL" as determined by the performance.

Performance Measures	<u>GO</u>	<u>NO-GO</u>
1. Reviewed Operations Orders (OPORDs) and Fragmentary Orders (FRAGOs) to determine command relationship for all subordinate units.	—	—
2. Identified any change any task organization/command relationships for subordinate units to ensure strength reporting requirements were communicated.	—	—
3. Converted the by-name data into a numerical end product.	—	—
4. Reconciled the JPERSTAT and DTAS for accuracy.	—	—
5. Reviewed the JPERSTAT, PERSUM, and PRR before it was submitted to higher headquarters according to SOP.	—	—
6. Prioritized replacements and influenced tactical decisions based on strength data and the commander's intent.	—	—
7. Processed strength related transactions through DTAS, eMILPO and other applicable HR enabling systems.	—	—

Evaluation Guidance: Score the Soldier GO if all performance measures are passed (P). Score the Soldier NO GO if any performance measure is failed (F). If the Soldier fails any performance measure, show what was done wrong and how to perform it correctly.

References**Required**

AR 600-8-6

FM 1-0

FM 5-0

Related

DTAS 0506

DTAS THEATER MANUAL

DTAS USERS MANUAL

EMILPO USERS MANUAL

ADP 3-0

Prepare Personnel Readiness Data for USR

805C-42B-6105

Conditions: You are assigned to an S-1 section and have been assigned responsibility for the personnel portion of the Unit Status Report (USR). You are preparing for the monthly submission and have several subordinate units who have assigned new personnel responsibility for collecting USR information. You must ensure they are trained properly in order for the USR submission to be complete and accurate. You have access to AR 220-1 (Army Unit Status Reporting and Force Registration - Consolidated Policies), unit personnel status information and strength data.

Standards: Obtain personnel USR data from 100% of subordinate units. Submit a complete and 100% accurate USR to higher headquarters in accordance with established timeframes.

Performance Steps

1. Identify Personnel Unit Status Reporting (USR) procedures and requirements.
2. Assist commanders of reporting organizations to uniformly determine and accurately report personnel status.
 - a. Determine requirements to define unit's Personnel Status.
 - b. Submit periodic reports in accordance with policy guidance.
 - c. Identify the types of USR reports, personnel requirements for each, and when each type of report is submitted.
 - d. Determine the appropriate level of classification for the USR based on what personnel items are reported.
 - (1) Determine SECRET reporting requirements.
 - (2) Determine CONFIDENTIAL reporting requirements.
 - (3) Determine classification of reports associated with specific operations or exercises.
3. Verify accuracy of personnel data in HR database of record and update accordingly.
4. Calculate personnel strength percentages.
 - a. Determine the assigned strength percentage (ASPER).
 - b. Determine the available strength percentage (AVPER).
 - c. Compute Available military occupational specialty (MOS) qualified (MOSQ) personnel percentage (MSPER).
 - d. Calculate the available senior-grade percentage (SGPER).
 - e. Calculate SDPER (Special Duty Personnel).
5. Calculate the unit's overall Personnel Level (P-Level).
 - a. Identify required strength.
 - b. Identify assigned strength.
 - c. Compute assigned strength percentage.
 - d. Identify available strength.
 - e. Compute available strength percentage.
 - f. Identify available MOS-qualified strength.
 - g. Compute available MOSQ percentage.
 - h. Identify available senior-grade strength.
 - i. Compute available senior-grade percentage.
 - j. Identify critical personnel shortages.
 - k. Identify non-available and non-deployable personnel.
 - l. Compute operating strength available to deploy.
 - m. Determine unit's overall P-level.

Evaluation Preparation: This task can be evaluated by use of the performance measures as listed. This method of evaluation is appropriate if the Soldier performs the task on the job. Allow the Soldier to practice until the Soldier feels qualified and prepared for the evaluation. Then have the Soldier perform the task, using the materials listed in the CONDITIONS statement above. Score the Soldier "PASS" or "FAIL" as determined by the performance.

Performance Measures	<u>GO</u>	<u>NO-GO</u>
1. Identified Personnel Unit Status Reporting (USR) procedures and requirements.	—	—
2. Assisted commanders of reporting organizations to uniformly determine and accurately report personnel status.	—	—
3. Verified accuracy of personnel data in HR database of record.	—	—
4. Calculated personnel strength percentages.	—	—
5. Calculated the unit's overall Personnel Level (P-Level).	—	—

Evaluation Guidance: Score the Soldier GO if all performance measures are passed (P). Score the Soldier NO GO if any performance measure is failed (F). If the Soldier fails any performance measure, show what was done wrong and how to perform it correctly.

References

Required
AR 220-1

Related

Review a Personnel Asset Inventory
805C-42B-6106

Conditions: You are assigned to an S-1 section, and have just received the results of a Personnel Asset Inventory (PAI). You have access to an AAA-162 (Unit Personnel Accountability Report (UPAR)), DA Form 3986-R (Personnel Asset Inventory (LRA)) and information/documentation indicating the reason that a Soldier is not physically at formation, AR 600-8-6 (Personnel Accounting and Strength Reporting), Standing Operating Procedures (SOP), and standard office supplies and equipment.

Standards: Verify the PAI to data to ensure 100% of all assigned and attached personnel are properly accounted for and correct documentation on duty status is submitted.

Performance Steps

1. Review the DA Form 3986-R for obvious errors in unit identification blocks 1 through 6.
2. Ensure the dates are entered in block 1, 7, 10, and 11.
3. Compare cycle and date entry in block 7 with the cycle and "as of" date of the AAA-162 used to prepare the PAO.
4. Check columns a, c, d, e, and f of blocks 7 through 11 to make sure that the entries corresponds with the source documents and that additions and subtractions are correct.
5. Ensure that the proper type of inventory is checked in block 12.
6. Verify that all personnel gains and losses as well as discrepancies between blocks 10 and 11 are accounted for in block 12.
7. Verify that required copies of the AAA-162 and source documents are attached to the DA Form 3986-R.
8. Verify that any errors are corrected.
9. Verify the authentication data for commanders in Block 14, Section II (if applicable) and Section IV.
10. Ensure Military Personnel Strength Monitor certification is completed and endorsed in Section V.
11. Verify that complete copies of the approved PAI are filed IAW AR 600-8-6.

Evaluation Preparation: This task can be evaluated by use of the performance measures as listed. This method of evaluation is appropriate if the Soldier performs the task on the job. Allow the Soldier to practice until the Soldier feels qualified and prepared for the evaluation. Then have the Soldier perform the task, using the materials listed in the CONDITIONS statement above. Score the Soldier "PASS" or "FAIL" as determined by the performance.

Performance Measures	<u>GO</u>	<u>NO-GO</u>
1. Reviewed the DA Form 3986-R for obvious errors in unit identification blocks 1 through 6.	—	—
2. Ensured that dates are entered in block 1, 7, 10 and 11.	—	—
3. Compared cycle and date entry in block 7 with the cycle and "as of" date of the AAA-162 used to prepare the PAI.	—	—
4. Checked columns a, c, d, e, and f of blocks 7 through 11 to make sure that the entries corresponds with the source documents and that additions and subtractions are correct.	—	—

Performance Measures	<u>GO</u>	<u>NO-GO</u>
5. Ensured that the proper type of inventory is checked in block 12.	—	—
6. Verified that all personnel gains and losses as well as discrepancies between block 10 and 11 are accounted for in block 13.	—	—
7. Verified that required copies of the AAA-162 and source documents are attached to the DA Form 3986-R.		
8. Verified that any errors found are corrected.		
9. Verified the authentication data for commanders in block 14, Section II (if applicable) and Sections IV.		
10. Ensured the Military Personnel Strength Monitor certification is completed and endorsed in Section V.		
11. Verified that complete copies of approved PAI are filed IAW AR 600-8-6.		

Evaluation Guidance: Score the Soldier GO if all performance measures are passed (P). Score the Soldier NO GO if any performance measure is failed (F). If the Soldier fails any performance measure, show what was done wrong and how to perform it correctly.

References

Required
AR 600-8-6

Related
DA FORM 3986-R

Maintain Personnel Information Data
805C-42B-6107

Conditions: You are assigned as a human resources professional in a deployed unit with access to AR 600-8-1 (Army Casualty Program), AR 600-8-104 (Military Personnel Information Management/Records), FM 1-0 (Human Resources Support), DD Form 93 (Record of Emergency Data), SGLV Form 8286 (Servicemembers' Group Life Insurance Election and Certificate) documents, access to an Army Human Resource Workstation with internet capabilities, and access to the appropriate HR systems. You are responsible for maintaining timely and accurate personnel information data for your unit's Soldiers.

Standards: Develop a process to review and update Soldiers' personnel information that provides timely and accurate information to the commander that will assist in the decision-making process.

Performance Steps

1. Establish personnel information data maintenance responsibilities within the S-1 section.
2. Maintain accurate personnel information data.
 - a. Update strength related information in automated databases to include gains, losses, and grade and duty status changes.
 - b. Update HR enabling and information systems (HURS, eMILPO, TOPMIS II, EDAS, DTAS, iPERMS, DCIPS-CF, and other HR systems as applicable).
 - c. Ensure proper accesses are granted to personnel information systems.
 - d. Maintain personnel files in accordance with governing regulations and policies.
 - e. Monitor personnel information on all assigned/attached personnel with particular attention to information that updates specific HR databases and automated systems.
 - f. Establish policies and procedures that affect management of personnel information data for subordinate units.
3. Administer manual personnel information data requirements and management tools.
 - a. Ensure accurate and timely updating of the database of record.
 - b. Employ HR enabling systems for updating Soldier information.
 - c. Review key HR enabling systems reports and outputs.
 - (1) Personnel Asset Visibility Report.
 - (2) Personnel Grade Strength Report.
 - (3) Enlisted Promotion Reports (AAA-117 & AAA-294).
 - (4) Multiple readiness report and individual data queries for Soldier information.
 - (5) Unit Personnel Accountability Report, AAA-162.
 - (6) Human Resource Authorization Report (HRAR) AAA-161 (formerly known as the Unit Manning Report).
 - (7) Officer/Enlisted Record Brief.
 - (8) DD Form 93.
 - (9) SGLV Form 8286.
 - (a) Provide written notification to spouse if a married Soldier elects reduce insurance coverage or designates a beneficiary who is not NOK.
 - (b) Counsel Soldiers on reasons for termination of SGLI.
 - (c) Schedule periodic reviews of the DD Form 93 and SGLV Form 8286 IAW established regulations.
 - d. Request and manage access to DA-level HR systems through HURS.
 - e. View officer and enlisted personnel strength and authorization information through the Common Operating Picture Synchronizer (COPS).
 - f. Review key COPS reports and outputs.
 - (1) View unit authorized and assigned strength.
 - (2) View available and non-available population.
 - (3) Produce an MOS inventory style report.
 - g. Employ DCIPS-CF as the automated system to record and report casualty data.

Performance Steps

- h. Employ deployable RAPIDS for use in both tactical and non-tactical environments.
 - i. Ensure system operators are appointed in writing and are trained on how to use the deployable RAPIDS.
 - j. Employ DTAS as the cornerstone of accurate accountability of the deployed force.
 - k. Review key DTAS reports and outputs.
 - (1) View gains/losses to the organization during the 24-hour reporting period.
 - (2) View in-transit report.
 - (3) Review PERSTAT report.
 - l. Employ EDAS to manage and distribute the Army's enlisted Soldiers (active component) and to update enlisted records data on HR database of record.
 - m. Employ TOPMIS for its officer/warrant officer information retrieval and data query functionality.
 - n. Employ eTOPMIS to pull officer/warrant officer information, such as Officer Records Brief (ORBs), promotion orders, and Requests for Orders (RFOs).
 - o. Employ TPS to create a deployable personnel database which assists BN and BDE/BCT S-1 sections to:
 - (1) Generate reports (Personnel Daily Summary, Personnel Requirements Report) which assist S-1 PA and replacement management operations.
 - (2) Eliminate unnecessary data entry to create manifests, deployed databases, and reports
 - (3) Generate deployment, redeployment, and/or aircraft manifests.
 - (4) Automatically build a deployed personnel database.
 - (5) Provide queries on deployed personnel.
 - (6) Generate transfer files (.trn) which are uploadable to populate the DTAS.
4. Determine official documents required in the Interactive Personnel Electronic Records Management System (iPERMS) and ensure official documents are uploaded to iPERMS.

Evaluation Preparation: This task can be evaluated by use of the performance measures as listed. This method of evaluation is appropriate if the Soldier performs the task on the job. Allow the Soldier to practice until the Soldier feels qualified and prepared for the evaluation. Then have the Soldier perform the task, using the materials listed in the CONDITIONS statement above. Score the Soldier "PASS" or "FAIL" as determined by the performance.

Performance Measures	<u>GO</u>	<u>NO-GO</u>
1. Established personnel information data maintenance responsibilities within the S-1 section.	—	—
2. Maintained accurate personnel information data.	—	—
3. Administered manual personnel information data requirements and management tools.	—	—
4. Determined official documents required in the Interactive Personnel Electronic Records Management System (iPERMS) and ensured official documents were uploaded to iPERMS.	—	—

Evaluation Guidance: Score the Soldier GO if all performance measures are passed (P). Score the Soldier NO GO if any performance measure is failed (F). If the Soldier fails any performance measure, show what was done wrong and how to perform it correctly.

References

Required
 AR 600-8-1
 AR 600-8-104
 FM 1-0

Related
 DD FORM 93
 SGLV FORM 8286

Subject Area 2: Provide HR Services

Report Casualty Information

805C-42B-6108

Conditions: You are assigned as a battalion S-1 in a deployed environment and your unit has just sustained a casualty. You have access to FM 1-0 (Human Resources Support), AR 600-8-1 (Army Casualty Program), AR 600-8-4 (Line of Duty Policy, Procedures, and Investigations), AR 600-25 (Salutes, Honors, and Visits of Courtesy), AR 638-2 (Care and Disposition of Remains and Disposition of Personal Effects), access to iPERMS, DD Form 93 (Record of Emergency Data), SGLV Form 8286 (Servicemembers' Group Life Insurance Election and Certificate) and DA Form 1156 (Casualty Feeder Card). You have DCIPS, user manual, and an Army Human Resources Workstation (AHRW).

Standards: Integrate casualty reporting procedures in the unit that ensure all casualties are properly reported within theater standards, Next of Kin (NOK) notification is confirmed, remains and personal effects are recovered and S-1 key functions are accomplished without error.

Performance Steps

1. Receive notification that a casualty has occurred.
2. Extract casualty data from unit's reporting document as per unit SOP.
3. Initiate a heads-up phone call to the next higher level.
4. Complete the initial casualty report using DCIPS and submit to higher headquarters within 3 hours of incident, or as conditions permit.
 - a. Ensure initial casualty reports for deceased/DUSTWUN are authenticated by a field grade officer or higher.
 - b. Confirm data fields marked by an asterisk (*) are completed at a minimum to send a casualty report forward.
 - c. Confirm accuracy and completeness of the casualty report against all source documents.
 - d. Provide copies of DD93 and SGLV 8286 to next higher level/Casualty Area Command (CAC) IAW local SOP.
 - e. Any missing or changed data will be sent on supplemental reports until all information is completed.
5. Update duty status on Personnel Status Report (PERSTAT) and databases.
6. Monitor patient tracking in coordination with the medical officer and CLTs.
7. Confirm notification of Primary Next of Kin (PNOK).
8. Process awards, promotions and evaluations, if applicable.
9. Appoint a Summary Court Martial Officer (SCMO) and AR 15-6 Officer, if required.
10. Process casualty mail.
11. Prepare letters of sympathy.
12. Update commander throughout the process.
13. Coordinate with BN S-4 for movement of Personal Effects.
14. Assist Chaplain with memorial ceremony, as required.

Evaluation Preparation: This task can be evaluated by use of the performance measures as listed. This method of evaluation is appropriate if the Soldier performs the task on the job. Allow the Soldier to practice until the Soldier feels qualified and prepared for the evaluation. Then have the Soldier perform the task, using the materials listed in the CONDITIONS statement above. Score the Soldier "PASS" or "FAIL" as determined by the performance.

Performance Measures	<u>GO</u>	<u>NO-GO</u>
1. Received notification that a casualty has occurred.	—	—
2. Extracted casualty data from unit's reporting document as per unit SOP.	—	—
3. Initiated a heads-up phone call to the next higher level.	—	—
4. Completed the initial casualty report using DCIPS and submit to higher headquarters within 3 hours of incident, or as conditions permit.	—	—
5. Updated duty status on PERSTAT and databases.	—	—
6. Monitored patient tracking with the medical officer and CLTs.	—	—
7. Confirmed notification of PNOK.	—	—
8. Processed awards, promotions and evaluations, if applicable.	—	—
9. Appointed a SCMO and AR 15-6 Officer, if required.	—	—
10. Processed casualty mail.	—	—
11. Prepared letters of sympathy.	—	—
12. Updated commander throughout the process.	—	—
13. Coordinated with BN S-4 for movement of Personal Effects (PE).	—	—
14. Assisted the Chaplain with memorial ceremony, as required.	—	—

Evaluation Guidance: Score the Soldier GO if all performance measures are passed (P). Score the Soldier NO GO if any performance measure is failed (F). If the Soldier fails any performance measure, show what was done wrong and how to perform it correctly.

References

Required

AR 15-6
AR 600-25
AR 600-8-1
AR 600-8-4
AR 638-2
FM 1-0

Related

DCIPS FORWARD USER MANUAL
DA FORM 1156
DD FORM 93
SGLV FORM 8286

Manage Unit Postal Operations

805C-42B-6109

Conditions: You are assigned to the Brigade/Battalion S-1 section and are responsible for unit postal operations both in garrison and in a deployed environment. The Executive Officer tasked you to create and implement a plan to manage and execute the Postal Operations mission for the unit. You have access to AR 600-8-3 (Unit Postal Operations), FM 1-0 (Human Resources Support), DoD Manual 4525.6-M (DOD Postal Manual), DD Form 285 (Appointment of Military Postal Clerk, Unit Mail Clerk or Mail Orderly), and DD Form 2258 (Temporary Mail Disposition Instructions).

Standards: Administer unit postal operations to ensure accurate and timely delivery of mail while maintaining 100% accountability.

Performance Steps

1. Determine the Postal Operations mission and any specific unit requirements.
2. Coordinate with S-6 or G-6 regarding official mail.
3. Administer Unit Mail Room Operations.
 - a. Produce BN/BDE postal support plan.
 - b. Implement unit mail room operations Standard Operating Procedure (SOP).
 - c. Appoint unit postal officer, mail clerks and orderlies in writing.
 - d. Coordinate with necessary POC for mail support within designated AO.
 - e. Supervise subordinate unit mail operations.
 - f. Coordinate with all subordinate units/individuals for establishment of mail pick up at the UMR.
 - g. Collect and route daily retro-grade mail received by unit mail clerks to the supporting postal platoon.
 - h. Collect and forward mail for wounded, deceased, or missing Soldiers and civilians to the supporting APO for further processing.
 - i. Coordinate with S-4 for transportation support for mail pick up at servicing APO.
 - j. Ensure mail clerks are appointed, trained, and certified by servicing APO and can execute mail handling duties IAW AR 600-8-3 and DoD 4525.6-M.
 - k. Allow sufficient time for unit mail clerks to perform daily mail room functions.
 - l. Investigate and reconcile any problems within the battalion hindering the delivery of mail.
 - m. Establish and execute internal mail room Inspection Program IAW DoD 4526.6-M and AR 600-8-3.
 - n. Immediately report any postal problems to the APO. Be familiar with suspicious (i.e. explosive, bio-terrorist) profiles, and knowledge of what to do in the event of suspicious mail.
4. Oversee postal requirements during pre-deployment, deployment, and redeployment.
5. Ensure pre-deployment actions are accomplished in support of unit postal operations.
 - a. Identify and appoint qualified unit mail personnel, ensuring minimum criteria are met.
 - b. Provide mailing instructions and mailing address (if available) to deploying personnel and Families.
 - c. Ensure Soldiers are aware of mail disposition options during deployment and DD Form 2258 for mail is completed.
 - d. Brief Soldiers regarding change of address policies for a deployment and mailing restrictions.
6. Execute postal operations during deployment.
 - a. Establish contact with servicing postal platoon/APO ASAP upon arrival in theater and provide a personnel roster.
 - b. Ensure all unit postal personnel are trained and certified by servicing APO.
 - c. Keep APO notified of any unit or individual Soldier and location changes.
 - d. Verify mailing address with the APO and disseminate changes to unit if necessary.
 - e. Determine and coordinate transportation requirements to pick up mail.

Performance Steps

- f. Ensure availability of mail clerks.
 - g. Coordinate postal finance support at outlying FOBs without servicing APOs.
 - h. Implement mail delivery support to outlying FOBs without servicing APOs.
7. Execute postal redeployment responsibilities.
- a. Advise APO of unit departure date and provide list of all Soldiers affected and DA Form 3955 (Change of Address and Directory Card) with addresses for mail forwarding.
 - b. Ensure redeploying Soldiers complete two (2) DA Form 3955s. One copy is maintained by incoming unit for directory service. One copy is provided to MMT.
 - c. Inform Soldiers to notify correspondents to stop sending mail 30 days prior to departure
 - d. Notify the local Post Office of the unit's arrival upon redeployment.
 - e. Notify the mobilization station of redeployment and provide incoming unit with unit's forwarding address (Reserve Component units).
 - f. Distribute information to Soldiers on non-mailable items/mailing restrictions.
 - g. Notify rear detachment of items mailed back via official mail.
 - h. Coordinate through rear detachment and home station APOs and CMRs for space to store personal redeployment mail (OCONUS units).

Evaluation Preparation: This task can be evaluated by use of the performance measures as listed. This method of evaluation is appropriate if the Soldier performs the task on the job. Allow the Soldier to practice until the Soldier feels qualified and prepared for the evaluation. Then have the Soldier perform the task, using the materials listed in the CONDITIONS statement above. Score the Soldier "PASS" or "FAIL" as determined by the performance.

Performance Measures

	<u>GO</u>	<u>NO-GO</u>
1. Determined the Postal Operations mission and any specific unit requirements.	—	—
2. Coordinated with S-6 or G-6 regarding official mail.	—	—
3. Administered Unit Mail Room Operations.	—	—
4. Oversaw postal requirements during pre-deployment, deployment, and redeployment.	—	—
5. Ensured pre-deployment actions were accomplished in support of unit postal operations.	—	—
6. Executed postal operations during deployment.	—	—
7. Executed postal redeployment responsibilities.	—	—

Evaluation Guidance: Score the Soldier GO if all performance measures are passed (P). Score the Soldier NO GO if any performance measure is failed (F). If the Soldier fails any performance measure, show what was done wrong and how to perform it correctly.

References

Required
 AR 600-8-3
 DOD 4525.6-M
 FM 1-0

Related
 DA FORM 3955
 DD FORM 285
 DD FORM 2258

Review Officer Promotions and Selections
805C-42B-6110

Conditions: You are assigned to an S-1 and have the responsibility for reviewing officer promotions and selections. You have AR 600-8-29 (Officer Promotions), AR 350-100 (Officer Active Duty Service Obligations), AR 601-100 (Appointment of Commissioned and Warrant Officers in the Regular Army), DA Form 78-R (Recommendation for Promotion to 1LT/CW2 (LRA)), DA Form 268 (Report to Suspend Favorable Personnel Actions (FLAG)), DA Form 4037 (Officer Record Brief) and standard office supplies and equipment. You also have access to the internet where you can review pertinent Military Personnel (MILPER) messages pertaining to promotions and selections.

Standards: Integrate the principles of the decentralized and the centralized officer promotion/selection system into unit operations to ensure accurate management of the officer promotion program.

Performance Steps

1. Compute promotion eligibility date (PED) for 1LT/CW2.
 - a. Determine which rule to use for calculating the PED.
 - (1) Determine if the officer is a West Point Graduate.
 - (2) Determine if the officer is a Reserve Officer Training Course (ROTC) Graduate.
 - (3) Determine if the officer is a Officer Candidate School (OCS) Graduate.
 - b. Calculate the PED based on the applicable rule.
2. Identify all officers not recommended for promotion to 1LT/CW2.
3. Complete DA Form 268 and flag officer in HR enabling system, if required.
4. Identify promotion/selection board dates based on published MILPER messages.
5. Identify and inform eligible officers in the zones of consideration of their eligibility.
6. Submit updates to OMPF and ORB as requested by the officer.
7. Process mandatory and optional evaluation reports as necessary.
8. Inform commander of promotion/selection board results.
9. Identify names of officers eligible for promotion based on the range of sequence numbers, upon receipt of monthly promotion numbers MILPER message.
10. Print the promotion order from eTOPMIS.
11. Produce the promotion certificate (DD Form 1 (Officer's Commission)) for presentation.
12. Schedule promotion ceremony on effective date of promotion or the last duty day prior if promotion effective date is on a non-duty day.

Evaluation Preparation: This task can be evaluated by use of the performance measures as listed. This method of evaluation is appropriate if the Soldier performs the task on the job. Allow the Soldier to practice until the Soldier feels qualified and prepared for the evaluation. Then have the Soldier perform the task, using the materials listed in the CONDITIONS statement above. Score the Soldier "PASS" or "FAIL" as determined by the performance.

Performance Measures	<u>GO</u>	<u>NO-GO</u>
1. Computed promotion eligibility date (PED) for 1LT/CW2.	—	—
2. Identified all officers not recommended for promotion to 1LT/CW2.	—	—
3. Completed DA Form 268 and flag officer in HR enabling system, if required.	—	—
4. Identified promotion/selection board dates based on published MILPER messages.	—	—
5. Identified and inform eligible officers in the zones of consideration of their eligibility.	—	—
6. Submitted updates to OMPF and ORB as requested by the officer.	—	—
7. Processed mandatory and optional evaluation reports as necessary.	—	—
8. Informed commander of promotion/selection board results.	—	—
9. Identified names of officers eligible for promotion based on the range of sequence numbers, upon receipt of monthly promotion numbers MILPER message,	—	—
10. Printed the promotion order from eTOPMIS.	—	—
11. Produced the promotion certificate (DD Form 1) for presentation.	—	—
12. Scheduled promotion ceremony on effective date of promotion or the last duty day prior if promotion effective date is on a non-duty day.	—	—

Evaluation Guidance: Score the Soldier GO if all performance measures are passed (P). Score the Soldier NO GO if any performance measure is failed (F). If the Soldier fails any performance measure, show what was done wrong and how to perform it correctly.

References

Required
 AR 350-100
 AR 600-8-29
 AR 601-100

Related
 DA FORM 78-R
 DA FORM 268
 DA FORM 4037
 DD FORM 1

Administer Enlisted Promotions and Selections
805C-42B-6111

Conditions: You are assigned to an S-1 and are reviewing the results of the semi-centralized promotion board. You also have the responsibility to review centralized promotion/selection board processes and decentralized promotions. You have access to eMILPO, AR 600-8-19 (Enlisted Promotions and Reductions), DA Form 4187 (Personnel Action), Enlisted Advancement Report (AAA-117), Waiver Allocation Report (AAA-119), Eligibility Roster (AAA-294), and standard office supplies. You also have access to the internet where you can review pertinent Military Personnel (MILPER) messages pertaining to promotions/selections.

Standards: Integrate the principles of the decentralized enlisted promotion system, the semi-centralized promotion system, and the centralized promotion/selection system into unit operations to ensure accurate management of the enlisted promotion program.

Performance Steps

1. Determine the appropriate promotion authorities for each level of enlisted promotions.
2. Review decentralized promotion processes.
 - a. Review the waiver allocation to ensure it is completed correctly before obtaining the battalion commander's signature.
 - b. Review the AAA-117.
 - (1) For those Soldiers fully eligible and denied promotion, ensure the company has completed a DA Form 4187 to deny promotion.
 - (2) Verify the promotions clerk has input the system transaction for Soldiers denied automatic promotion not later than the 20th of the month.
 - (3) For those eligible Soldiers being promoted, review and sign the DA Form 4187 authorizing the promotion.
 - c. Review the promotion certificates then forward to the battalion commander for signature.
 - d. Ensure company receives completed DA Form 4187 and promotion certificate.
3. Process semi-centralized promotion actions.
 - a. Review the Unit Enlisted Promotion Report (AAA-294).
 - b. Ensure promotion board has been coordinated with the CSM, and an Memorandum of Instruction (MOI) is published.
 - c. Assist Soldiers with reviewing their Promotion Point Worksheet (PPW) on eMILPO
 - d. Review the memorandum of board proceedings before forwarding to the commander for signature.
 - e. Integrate Soldiers recommended for promotion onto the HQDA promotion list.
 - f. Review monthly audits.
 - g. Process Exception to Policy packets as needed.
 - h. Ensure promotion ceremonies have been coordinated.
4. Process centralized promotion/selection actions.
 - a. Identify Soldiers eligible for promotion/selection based upon zones of consideration in the applicable MILPER message.
 - b. Ensure eligible Soldiers are informed of pre-board requirements, including any mandatory or optional evaluation reports.
 - c. Upon receipt of HQDA selection list, ensure all eligible Soldiers were considered by the promotion/selection board.
 - d. Upon receipt of the MILPER message with the monthly promotion numbers, ensure promotable NCOs whose sequence number are in the range of sequence numbers are not flagged.
 - e. Ensure Soldiers are counseled concerning the service remaining requirement and procedures for declining promotions.
 - f. Review the promotion certificates, then forward to the commander for signature.

Performance Steps

- g. Ensure promotion ceremonies have been coordinated.

Evaluation Preparation: This task can be evaluated by use of the performance measures as listed. This method of evaluation is appropriate if the Soldier performs the task on the job. Allow the Soldier to practice until the Soldier feels qualified and prepared for the evaluation. Then have the Soldier perform the task, using the materials listed in the CONDITIONS statement above. Score the Soldier "PASS" or "FAIL" as determined by the performance.

Performance Measures

	<u>GO</u>	<u>NO-GO</u>
1. Determined the appropriate promotion authorities for each level of enlisted promotions.	—	—
2. Reviewed decentralized promotion processes.	—	—
3. Processed semi-centralized promotion actions.	—	—
4. Processed centralized promotion/selection actions.	—	—

Evaluation Guidance: Score the Soldier GO if all performance measures are passed (P). Score the Soldier NO GO if any performance measure is failed (F). If the Soldier fails any performance measure, show what was done wrong and how to perform it correctly.

References

Required
AR 600-8-19

Related
DA FORM 4187

Interpret Military Pay and Allowance

805C-42B-6112

Conditions: You are assigned to an S-1 section and are responsible for ensuring all members of the unit are receiving entitlements IAW DoD regulations. Given the requirement to research pay and entitlement issues, access to Department of Defense (DoD) Financial Management Regulation 7000.14-R Volume 7A, calculator, an Army Human Resource Work Station with internet capabilities, and standard office supplies.

Standards: Establish entitlements to basic, special, and incentive pays for unit personnel with 100% accuracy. Implement internal control procedures that ensure 100% accountability of military pay allowances and entitlements received by Soldiers.

Performance Steps

1. Determine unit specific special pay entitlements (e.g., parachute, hazardous duty, etc.).
2. Review DoDFMR 7000.14-R Vol 7A.
3. Research finance actions.
 - a. Identify key words or terms.
 - b. Review the Table of Contents.
 - c. Research applicable chapters.
 - d. Perform office computations to support pay-related issues.
4. Determine Special Pay entitlements by verifying.
 - a. Supporting documentation.
 - b. Eligibility.
5. Determine Incentive Pay entitlements by verifying.
 - a. Supporting documentation.
 - b. Eligibility.
6. Determine Subsistence allowances by verifying.
 - a. Supporting documentation.
 - b. Eligibility.
 - (1) Basic Allowance for Subsistence (BAS).
 - (2) Family Subsistence Supplemental Allowance (FSSA).
7. Determine other payable allowances by identifying eligibility for:
 - a. Basic Allowance for Housing.
 - b. Family Separation Allowance.
 - c. Cost of Living Allowance.
 - d. Other entitlements (e.g. Clothing Allowance).
8. Supervise processing of Pay Inquiries.
9. Implement Internal Control Procedures.
 - a. Verify all documentation.
 - b. Maintain documentation on file.
 - c. Verify data on Unit Commander's Finance Report (UCFR).
 - d. Reconcile data on UCFR.
 - e. Safeguard assets.
 - f. Detect errors and fraud.
 - g. Adhere to the Defense Finance Accounting Service (DFAS) supplemental internal control policies and practices.

Evaluation Preparation: This task can be evaluated by use of the performance measures as listed. This method of evaluation is appropriate if the Soldier performs the task on the job. Allow the Soldier to practice until the Soldier feels qualified and prepared for the evaluation. Then have the Soldier perform the task, using the materials listed in the CONDITIONS statement above. Score the Soldier "PASS" or "FAIL" as determined by the performance.

Performance Measures	<u>GO</u>	<u>NO-GO</u>
1. Determined unit specific special pay entitlements.	—	—
2. Reviewed DoDFMR 7000.14-R Vol 7A.	—	—
3. Researched finance actions.	—	—
4. Determined Special Pay entitlements.	—	—
5. Determined Incentive Pay entitlements.	—	—
6. Determined Subsistence allowances.	—	—
7. Determined other payable allowances.	—	—
8. Supervised processing of Pay Inquiries.	—	—
9. Implemented Internal Control Procedures.	—	—

Evaluation Guidance: Score the Soldier GO if all performance measures are passed (P). Score the Soldier NO GO if any performance measure is failed (F). If the Soldier fails any performance measure, show what was done wrong and how to perform it correctly.

References
Required

Related
DOD 7000.14R VOL 7A

Administer Evaluations Reporting Program
805C-42B-6113

Conditions: You are assigned to an S-1 section and have received multiple evaluation reports to review and process. You have AR 623-3 (Evaluation Reporting System), DA PAM 623-3 (Evaluation Reporting System), DA Form 67-9 (Officer Evaluation Report), DA Form 67-9-1 (Officer Evaluation Report Support Form), DA Form 67-9-1A (Developmental Support Form), DA Form 2166-8 (Noncommissioned Officer (NCO) Evaluation Report), DA Form 2166-8-1 (Noncommissioned Officer Evaluation Report (NCOER) Counseling and Support Form), access to the internet, access to the senior rater profile, and standard office supplies.

Standards: Integrate the principles of the evaluation reporting system into unit operations to ensure accurate management of officer and enlisted evaluation reports. Verify officer and enlisted rating schemes. Implement a quality control and evaluations tracking system that ensure 100% timeliness and that all evaluation reports are submitted without errors.

Performance Steps

1. Identify population requiring evaluations using applicable systems (e.g., IWRS, eMILPO, etc.).
2. Establish a rating scheme IAW applicable regulatory guidance.
3. Ensure an accurate tracking system is maintained for all evaluations.
 - a. Track current status and location of evaluations.
 - b. Monitor suspense dates in order to meet the submission requirement to Human Resources Command (HRC).
 - c. Update the commander on the status of evaluations, as required.
4. Review and process all evaluations for your respective unit.
 - a. Review evaluation reports for accuracy.
 - b. Provide referred reports (OER only) to the rated Soldier and continue to route through the referral process.
 - c. Advise personnel on the evaluation report redress program.
5. Review Senior Rater Profile for Officer Evaluation Reports (if required).
 - a. Obtain current senior rater profile from the Senior Rater.
 - b. Review senior rater profile with senior rater to ensure the profile is current and that all previously submitted reports are captured on the profile.
 - c. Identify current OERs submitted for projected senior rater profile percentage.
 - d. Project the senior rater profile percentage; ensure it does not exceed 50% for Above Center of Mass (ACOM).
6. Forward completed evaluations to HRC, as required.
7. Monitor IWRS to ensure the reports have been received and processed by HRC.

Evaluation Preparation: This task can be evaluated by use of the performance measures as listed. This method of evaluation is appropriate if the Soldier performs the task on the job. Allow the Soldier to practice until the Soldier feels qualified and prepared for the evaluation. Then have the Soldier perform the task, using the materials listed in the CONDITIONS statement above. Score the Soldier "PASS" or "FAIL" as determined by the performance.

Performance Measures	<u>GO</u>	<u>NO-GO</u>
1. Identified population requiring evaluations using applicable systems (IWRS, EMILPO, etc).	—	—
2. Established a rating scheme IAW applicable regulatory guidance.	—	—
3. Ensured an accurate tracking system was maintained for all evaluations.	—	—
4. Reviewed and processed all evaluations.	—	—
5. Reviewed Senior Rater Profile for Officer Evaluation Reports (if required).	—	—
6. Forwarded completed evaluations to HRC, as required.	—	—
7. Monitored IWRS to ensure the reports were received and processed by HRC.	—	—

Evaluation Guidance: Score the Soldier GO if all performance measures are passed (P). Score the Soldier NO GO if any performance measure is failed (F). If the Soldier fails any performance measure, show what was done wrong and how to perform it correctly.

References

Required

AR 623-3
DA PAM 623-3

Related

DA FORM 67-9
DA FORM 67-9-1
DA FORM 67-9-1A
DA FORM 2166-8
DA FORM 2166-8-1

Administer Awards and Decorations Program
805C-42B-6114

Conditions: You are assigned to an S-1 section and have responsibility for the awards and decorations program for your unit. You must ensure your unit is prepared to execute the awards and decorations program both in garrison and while deployed. You have access to AR 600-8-22 (Military Awards), AR 672-20 (Incentive Awards), Joint Publication 1-0 (Joint Doctrine for Personnel Support to Joint Operations), DA Form 638 (Recommendation for Award), DA Form 7594 (Unit Award Recommendation), DA Form 1256 (Incentive Award Nomination and Approval), appropriate MILPER/ALARACT messages, and standard office supplies.

Standards: Integrate the principles of the awards and decorations program for the unit to ensure deserving Soldiers are recognized and awards are submitted in a timely manner and error free.

Performance Steps

1. Determine the commander's awards philosophy, goals and objectives for the individual awards program.
2. Publish commander's award philosophy, policies, and procedures.
 - a. Communicate the commander's awards program philosophy, objectives, and policy to subordinate commanders.
 - b. Publish DA Form 638 templates for individual awards, to include up-to-date routing (intermediate approval and approval authorities) information for each level of award.
 - c. Publish commander's criteria for awards such as Certificates of Achievement and unit coins.
 - d. Establish award and special skill badge submission criteria and timelines.
 - e. Establish routing and (digital) signature procedures.
 - f. Establish quality control measures for all award/special skill badge recommendation paperwork to include the review procedures at the recommender level, through the chain of command, and to the approval level (if applicable).
 - g. Publish DA Form 4187 (Personnel Action) templates for special skill badges and Purple Hearts.
 - h. Ensure S-1 personnel have access to upload approved awards/orders into iPERMS.
 - i. Determine wartime awards considerations (e.g., ensure awards completion prior to Relief-In-Place (RIP)/Transfer of Authority (TOA)).
3. Establish internal S-1 policy for timeline and publication of award orders (i.e. Good Conduct Medal certificates/orders, Drivers' and Mechanics' Badge orders).
4. Supervise the review of administrative data (Part I) of the DA Form 638 and ensure S-1 personnel are trained on administrative data review criteria.
5. Review DA Form 638 or DA Form 4187 and supporting documents prior to forwarding to commander.
 - a. Ensure the DA Form 638 or DA Form 4187 are free of errors and that correct routing information is reflected.
 - b. Ensure supporting documents are included if required (i.e. narratives, citations, SIGACTS, Story Boards, DA Form 1156 (Casualty Feeder Card)).
6. Ensure that all award recommendations adhere to policy and procedures of higher headquarters.
7. Establish tracking system to maintain 100% accountability of all award recommendations/special skill badge recommendations until completion.
 - a. Ensure copies of all approved awards/orders and certificates are maintained by S-1 section.
 - b. Ensure approved awards/orders are uploaded into Soldiers' iPERMS file.
8. Ensure completion of Part V of the DA Form 638 if applicable (i.e. AAMs at BN level).
9. Verify accuracy of certificates.
10. Advise unit commanders on Civilian (employee and volunteer), Contractor, and FRG awards.
 - a. Process Civilian awards to the appropriate level of approval.
 - b. Process FRG awards to the appropriate level of approval.

Performance Steps

11. Advise unit leaders on the Joint Services Awards program and ensure clarification of qualification criteria for both Joint Individual Awards and Joint Unit Awards.
12. Request delegation authority for approval of awards when applicable.
13. Conduct awards ceremonies when required.
 - a. Ensure S-1 personnel are trained on critical tasks required to execute awards ceremonies.
 - b. Establish internal S-1 procedures for the execution of awards ceremonies.
 - c. Ensure S-1 section maintains adequate number of certificates, medal sets, skill badges, and awards folders on-hand.

Evaluation Preparation: This task can be evaluated by use of the performance measures as listed. This method of evaluation is appropriate if the Soldier performs the task on the job. Allow the Soldier to practice until the Soldier feels qualified and prepared for the evaluation. Then have the Soldier perform the task, using the materials listed in the CONDITIONS statement above. Score the Soldier "PASS" or "FAIL" as determined by the performance.

Performance Measures	<u>GO</u>	<u>NO-GO</u>
1. Determined the commander's awards philosophy, goals and objectives for the individual awards program.	—	—
2. Published commander's award philosophy, policies, and procedures.	—	—
3. Established internal S-1 policy for timeline and publication of award orders (i.e. Good Conduct Medal certificates/orders, Drivers' and Mechanics' Badge orders).	—	—
4. Supervised the review of administrative data (Part I) of the DA Form 638 and ensured S-1 personnel are trained on administrative data review criteria.	—	—
5. Reviewed DA Form 638 or DA Form 4187 and supporting documents prior to forwarding to commander.	—	—
6. Ensured that all award recommendations adhered to policy and procedures of higher headquarters.	—	—
7. Established tracking system to maintain 100% accountability of all award recommendations/special skill badge recommendations until completion.	—	—
8. Ensured completion of Part V of the DA Form 638 if applicable (i.e. AAMs at BN level).	—	—
9. Verified accuracy of certificates.	—	—
10. Advised unit commanders on Civilian (employee and volunteer), Contractor, and FRG awards.	—	—
11. Advised unit leaders on the Joint Services Awards program and ensure clarification of qualification criteria for both Joint Individual Awards and Joint Unit Awards.	—	—
12. Requested delegation authority for approval of awards when applicable.	—	—
13. Conducted awards ceremonies when required.	—	—

Evaluation Guidance: Score the Soldier GO if all performance measures are passed (P). Score the Soldier NO GO if any performance measure is failed (F). If the Soldier fails any performance measure, show what was done wrong and how to perform it correctly.

References**Required**

AR 600-8-22
AR 672-20
JP 1-0

Related

DA FORM 638
DA FORM 1156
DA FORM 1256
DA FORM 4187
DA FORM 7594

Administer Battalion Leave and Pass Program
805C-42B-6115

Conditions: You are assigned as a Battalion S-1 and the battalion is preparing for block leave. The Executive Officer calls you in his office and reminds you that you are responsible for the administration of the commander's leave and pass program. You have access to AR 600-8-10 (Leaves and Passes), DA Form 31 (Request and Authority for Leave(EGA)), DA Form 4179 (Leave Control Log) and Army Human Resources Workstation.

Standards: Ensure that 100% of all DA Form 31s for Soldiers taking leave or pass are processed without error. Implement internal controls to ensure Soldiers in a "Use or Lose" status are properly advised of their status. Reconcile 100% of all leave issues with the supporting finance element.

Performance Steps

1. Determine the commander's goals and objectives of the leave and pass program.
2. Establish unit leave and pass policies and procedures in unit standard operating procedures.
 - a. Communicate the commander's leave and pass program goals, objectives, and policy to subordinate commanders.
 - b. Publish DA Form 31 templates for leaves and passes.
 - c. Establish DA Form 31 submission criteria and timelines.
 - d. Establish routing and digital signature procedures.
 - e. Establish procedures for control numbers and finance processing.
3. Supervise the processing of leave and pass forms requiring battalion-level approval through the battalion chain of command channels.
4. Supervise the accurate completion of the DA Form 4179.
5. Ensure that staff duty personnel can process departures and arrivals during non-duty hours.
 - a. Provide staff duty personnel with the organizations DA Form 31 for departing Soldiers.
 - b. Provide the staff duty personnel the DA Form 647 (Personnel Register) and Standing Operating Procedures (SOP) for Leaves so they have an understanding of leave procedures.
6. Supervise completion of leave forms upon Soldiers' return from chargeable leave.
7. Supervise the processing of error reconciliation on chargeable leave.
 - a. Review the reconciliation report from the Finance Office for discrepancies in chargeable leave.
 - b. Ensure S-1 personnel are trained on how to create a revised Leave Control Log entry when issues requiring reconciliation occur.
 - c. Post the date changes to the affected DA Form 31.
 - d. Route the revised DA Form 31 and the reconciliation memo to the Finance Office in a timely manner.
8. Monitor use or lose leave balances and ensure subordinate units have visibility on Soldiers' leave balances.
9. Ensure that special leave accrual requests are processed as required.

Evaluation Preparation: This task can be evaluated by use of the performance measures as listed. This method of evaluation is appropriate if the Soldier performs the task on the job. Allow the Soldier to practice until the Soldier feels qualified and prepared for the evaluation. Then have the Soldier perform the task, using the materials listed in the CONDITIONS statement above. Score the Soldier "PASS" or "FAIL" as determined by the performance.

Performance Measures	<u>GO</u>	<u>NO-GO</u>
1. Determined the commander's goals and objectives of the leave and pass program.	—	—
2. Established unit leave and pass policies and procedures in unit standard operating procedures.	—	—
3. Supervised the processing of leave and pass forms requiring battalion-level approval through the battalion chain of command channels.	—	—
4. Supervised the accurate completion of the DA Form 4179.	—	—
5. Ensured that staff duty personnel can process departures and arrivals during non-duty hours.	—	—
6. Supervised completion of leave forms upon Soldiers' return from chargeable leave.	—	—
7. Supervised the processing of error reconciliation on chargeable leave.	—	—
8. Monitored use or lose leave balances and ensured subordinate units have visibility on Soldiers' leave balances.	—	—
9. Ensured that special leave accrual requests were processed as required.	—	—

Evaluation Guidance: Score the Soldier GO if all performance measures are passed (P). Score the Soldier NO GO if any performance measure is failed (F). If the Soldier fails any performance measure, show what was done wrong and how to perform it correctly.

References

Required

AR 600-8-10

Related

DA FORM 31
DA FORM 647
DA FORM 4179

Prepare Correspondence

805C-42B-6116

Conditions: Given a draft memorandum, a personal computer system loaded with MS Office software, AR 25-50 (Preparing and Managing Correspondence), and standard office supplies and equipment, to include a dictionary.

Standards: Prepared, saved and printed a properly formatted memorandum for signature, distribution, and file.

Performance Steps

1. Type all of the elements appropriate to preparing a formal or informal memorandum. Such elements may include -
 - a. Letterhead (for formal memorandum).
 - b. Suspense date (if applicable).
 - c. Office symbol.
 - d. Date.
 - e. MEMORANDUM FOR addressee(s).
 - f. SEE DISTRIBUTION addresses format (if applicable).
 - g. MEMORANDUM THRU-FOR addresses (single or multiple).
 - h. Subject Line.
 - i. Body (text).
 - (1) Reference(s) in first paragraph (when used).
 - (2) Writer's identification (point of contact) and address (if necessary).
 - j. Authority line (if required).
 - k. Signature block.
 - l. Enclosure listing (if applicable).
 - m. Distribution listing (if applicable).
 - n. Copy(ies) furnished (CF) listing (if applicable) and with/without enclosure(s) notation (if applicable).
 - o. Page number (second and subsequent pages only).
 - p. Classification markings/handling instructions (if applicable).
2. Prepare a formal or informal memorandum so that the content of each element is complete and correct.
3. Prepare the formal or informal memorandum in the proper format.
 - a. Placement of the elements.
 - b. Margins (left, right, top, and bottom).
 - c. Spacing (horizontal/vertical).
 - d. Paragraphing.
 - (1) Spacing within the paragraph(s).
 - (2) Spacings between paragraphs.
 - (3) Indention.
 - (4) Division/subdivision.
 - (5) Identification (number, letter, etc.).
4. Type a continuation page of a formal or informal memorandum (if required) on a second and subsequent pages, using the appropriate elements and proper format.
5. Prepare a formal or informal memorandum in sufficient copies for proper distribution and file.
6. Use correct spelling, capitalization, abbreviations, and punctuations.
7. Make neat and legible corrections.

Performance Steps

8. Mark all enclosures as required.
9. Assemble (and protect with the appropriate cover sheet when required) a completed formal or informal memorandum and all associated materials in proper sequence and staple where/when necessary.

Note: Cover sheets are used.

Evaluation Preparation: To evaluate a Soldier's performance on the job, the Soldier should perform the task, using the materials which appear in the CONDITIONS statement. When the Soldier completes the task, the supervisor will score the Soldier PASS (P) or FAIL (F) on each performance measure.

Performance Measures	<u>GO</u>	<u>NO-GO</u>
1. Typed all of the elements appropriate to preparing a formal or informal memorandum.	—	—
2. Prepared a formal or informal memorandum so that the content of each element is complete and correct.	—	—
3. Prepared a formal or informal memorandum in the proper format.	—	—
4. Typed a continuation page of a formal or informal memorandum (if required) on a second and subsequent pages, using the appropriate elements and proper format.	—	—
5. Prepared a formal or informal memorandum in sufficient copies for proper distribution and file.	—	—
6. Used correct spelling, capitalization, abbreviations, and punctuation.	—	—
7. Made neat and legible corrections.	—	—
8. Marked all enclosures as required.	—	—
9. Assembled (and protected with the appropriate cover sheet when required) a completed formal or informal memorandum and all associated materials in proper sequence, and stapled where necessary.	—	—

Evaluation Guidance: Score the Soldier a GO if the Soldier passes (P) all performance measures. Score a NO GO if the Soldier fails (F) any performance measure. Show the Soldier what was done wrong on any failed performance measure and how to do it correctly.

References

Required
AR 25-50

Related

Subject Area 3: Coordinate Personnel Support

Coordinate Command Interest Programs

805C-42B-6100

Conditions: You are assigned as the battalion S-1. Your new battalion commander tasked you to coordinate the unit's current procedures and policies for Family Readiness, Equal Opportunity (EO), Voting Assistance, Army Substance Abuse Program (ASAP), Army Weight Control Program (AWCP), Combined Federal Campaign (CFC), Army Emergency Relief (AER), Suicide Prevention, and Sponsorship. You have access to AR 215-1 (Military Morale, Welfare, and Recreation Programs and Nonappropriated Fund Instrumentalities), AR 385-10 (Army Safety Program), AR 600-20 (Army Command Policy), AR 600-9 (The Army Weight Control Program), AR 600-85 (The Army Substance Abuse Program), AR 600-8-8 (The Total Army Sponsorship Program), AR 608-1 (Army Community Service Center), AR 608-20 (Army Voting Assistance Program), and FM 1-0 (Human Resources Support).

Standards: Coordinate the unit's command interest programs and ensure each program is appropriately resourced and properly executed.

Performance Steps

1. Receive commander's intent regarding the implementation and requirements for the command interest programs.
2. Coordinate the Family Readiness Program.
 - a. Assist company Family Readiness Group (FRG) leaders, as appropriate.
 - b. Coordinate with Army Community Service for FRG and deployment support and education.
3. Enforce Equal Opportunity Program.
 - a. Monitor the execution of the EO program for assigned or attached units.
 - b. Ensure written command policy statements are published for EO, the prevention of sexual harassment, and EO complaint procedures consistent with Army policy.
 - c. Provide EO training for units IAW procedures outlined in AR 600-20 and command needs.
 - d. Provide EO support, as appropriate, for EO matters.
 - e. Ensure companies have an EO representative appointed on orders.
 - f. Compile, maintain, and submit EO statistical data as required.
 - g. Identify unlawful discriminatory practices affecting military personnel and Family members, initiate corrective actions, follow-up and feedback throughout problem resolution.
 - h. Promote EO for all military personnel and Family members.
 - i. Advise the commander on appropriate action against those who violate Army EO policy.
4. Coordinate the Voting Assistance Program.
 - a. Ensure companies have a voting assistance officer (VAO) appointed on orders.
 - b. Ensure that appointed VAOs remain assigned through the election cycle or ensure that a VAO.
 - c. Ensure the VAOs receive appropriate training on absentee registration and voting.
 - d. Provide command emphasis and support to the voting assistance program.
5. Coordinate Army Substance Abuse Program (ASAP).
 - a. Monitor the implementation of appropriate initiatives of the ASAP.
 - b. Ensure companies appoint an E5 or higher as the Unit Prevention Leader (UPL) who is certified through required training.
 - c. Ensure appointed UPLs have appropriate security clearance.
6. Coordinate the unit's Weight Control Program.
 - a. Ensure unit maintains required weight control data on Soldiers in accordance with the Army Weight Control Program (AWCP).

Performance Steps

- b. Ensure that personnel responsible for issuing Temporary Duty (TDY)/Permanent Change of Station orders include the required weight control information.
- 7. Coordinate the Combined Federal Campaign for the unit.
 - a. Ensure a unit CFC representative is appointed at battalion and company levels.
 - b. Ensure CFC representative attends training, distributes material and provides weekly updates to the commander and higher headquarters.
 - c. Ensure the CFC representative submits the material to higher headquarters upon completion.
- 8. Communicate with installation Army Emergency Relief for any required support and training.
- 9. Ensure all assigned Soldiers receive suicide prevention training according to local policy.
- 10. Administer the Army sponsorship program.
 - a. Ensure sponsors receive training from Army Community Services.
 - b. Assign a qualified sponsor to all potential gains.
 - c. Prepare and mail a welcome letter from the commander or CSM.
 - d. Appoint a reactionary sponsor to perform duties for all unexpected arrivals.

Evaluation Preparation: This task can be evaluated by use of the performance measures as listed. This method of evaluation is appropriate if the Soldier performs the task on the job. Allow the Soldier to practice until the Soldier feels qualified and prepared for the evaluation. Then have the Soldier perform the task, using the materials listed in the CONDITIONS statement above. Score the Soldier "PASS" or "FAIL" as determined by the performance.

Performance Measures	<u>GO</u>	<u>NO-GO</u>
1. Received commander's intent regarding the implementation and requirements for the command interest programs.	—	—
2. Coordinated the Family Readiness Program.	—	—
3. Enforced Equal Opportunity Program.	—	—
4. Coordinated the Voting Assistance Program.	—	—
5. Coordinated Army Substance Abuse Program.	—	—
6. Coordinated the unit's Weight Control Program.	—	—
7. Coordinated the Combined Federal Campaign for the unit.	—	—
8. Communicated with installation Army Emergency Relief for any required support and training.	—	—
9. Ensured all assigned Soldiers receive suicide prevention training according to local policy.	—	—
10. Administered the Army sponsorship program.	—	—

Evaluation Guidance: Score the Soldier GO if all performance measures are passed (P). Score the Soldier NO GO if any performance measure is failed (F). If the Soldier fails any performance measure, show what was done wrong and how to perform it correctly.

References

<p>Required AR 600-20 AR 600-85 AR 600-8-8</p>	<p>Related AR 608-47 AR 608-48</p>
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References

Required

AR 600-9
AR 608-1
AR 608-20
AR 608-99
AR 215-1
AR 385-10
FM 1-0

Related

**Coordinate Unit MWR Support
805C-42B-6101**

Conditions: You are assigned as a human resources professional in a deployed unit. You have been tasked to review the unit's Morale, Welfare, and Recreation (MWR) program and provide information to the battalion commander on what must occur prior to, during, and after deployment. You have access to AR 215-1 (Military Morale, Welfare, and Recreation Programs and Non-appropriated Fund Instrumentalities), FM 1-0 (Human Resources Support), and JP 1-0 (Personnel Support to Joint Operations).

Standards: Integrate unit MWR planning and support activities during predeployment, deployment, and redeployment operations.

Performance Steps

1. Determine the battalion commander's intent for the MWR Program.
2. Coordinate with support agencies for MWR requirements.
 - a. Coordinate Army and Air Force Exchange Service (AAFES) support.
 - b. Determine the requirement for AAFES support.
 - (1) Coordinate with brigade S-1 to ensure AAFES support exists for the AO.
 - (2) Coordinate AAFES Imprest Fund Activities (AIFA) that may be established and operated by unit personnel.
 - c. Coordinate unit Family Readiness programs and policies.
 - d. Coordinate emergency communication with the American Red Cross.
3. Assign responsibilities for providing MWR support at the unit level.
 - a. Assess the level of MWR support for Soldiers and civilians.
 - b. Verify company commanders appoint unit Athletic and Recreation (A&R) Officer/NCO.
 - (1) Coordinate with battalion S-4 for Health and Comfort Packs (HCPs).
 - (2) Determine the type and quantity of HCPs carried by Soldiers.
 - (3) Coordinate for unit MWR programs during pre-deployment planning.
 - (4) Requisition book kits.
4. Plan for the battlefield flow of MWR.
 - a. Identify MWR Support requirements in operational plans.
 - b. Coordinate for civilian/contractor MWR support.
 - c. Coordinate with higher headquarters for MWR support.
 - d. Coordinate with S-4 to ensure availability of stock MWR items.
 - e. Request live entertainment based on availability, theater policy, and the tactical situation.

Evaluation Preparation: This task can be evaluated by use of the performance measures as listed. This method of evaluation is appropriate if the Soldier performs the task on the job. Allow the Soldier to practice until the Soldier feels qualified and prepared for the evaluation. Then have the Soldier perform the task, using the materials listed in the CONDITIONS statement above. Score the Soldier "PASS" or "FAIL" as determined by the performance.

Performance Measures	<u>GO</u>	<u>NO-GO</u>
1. Determined the battalion commander's intent for the MWR Program.	—	—
2. Coordinated with support agencies for MWR requirements.	—	—
3. Assigned responsibilities for providing MWR support at the unit level.	—	—
4. Planned for the battlefield flow of MWR.	—	—

Evaluation Guidance: Score the Soldier GO if all performance measures are passed (P). Score the Soldier NO GO if any performance measure is failed (F). If the Soldier fails any performance measure, show what was done wrong and how to perform it correctly.

References

Required

AR 215-1

FM 1-0

JP 1-0

Related

Subject Area 4: Conduct HR Planning and Operations

Conduct HR Planning Using MDMP
805C-42B-6117

Conditions: You are the personnel officer (S-1) of a battalion/squadron in a tactical environment. The battalion/squadron is preparing to conduct full spectrum operations. The executive officer (XO) has given the staff a time limit in which to complete the planning process. As the battalion primary staff officer for human resources, you are required to conduct MDMP as a member of the staff to determine the Human Resources planning and operations conditions (HR) and provide input to the Sustainment Annex of the battalion Operation Order (OPORD). You have access to FM 1-0 (Human Resources Support) and FM 5-0 (The Operations Process).

Standards: Prepare a thorough recommendation supporting an attainable and sustainable course of action (COA). Present the recommendation to the commander as a part of the Mission Analysis briefing. Update the battalion/squadron commander on all critical personnel issues affecting the operation. Produce the human resources portion of the Sustainment Annex that will support the Commander's Intent for HR Support that is synchronized and nested with the operational plan.

Performance Steps

1. Receive the Mission.
 - a. Receive orders, and guidance from higher headquarters or a new mission anticipated by the commander.
 - b. Receive the commander's initial guidance and a decision to conduct initial planning, to include timelines. This step concludes with a warning order to the staff or subordinate units.
 - c. Ensure the Composite Risk Management (CRM) process is included as part of each phase of the operations planning process.
2. Perform Mission Analysis.
 - a. Identify how the commander's intent focuses HR support efforts. Should not be tied to a specific course of action.
 - b. Evaluate Unit and system capabilities, limitations, and employment. This includes the ability to access voice and data systems for HR and C2.
 - c. Evaluate Task Organization to determine command support relationship for HR support.
 - d. Evaluate Organization of the unit for HR operations; how manpower allocations will be made to subordinate units.
 - e. Analyze personnel strength data to determine current capabilities and project future requirements.
 - f. Analyze unit strength maintenance, including monitoring, collecting, and analyzing data affecting Soldier readiness.
 - g. Prepare estimates for personnel replacements requirements, based on estimated casualties, non-battle losses, and foreseeable administrative losses to include critical military occupational skill requirements.
 - h. Update the running estimate.
 - i. Identify unit mission and the mission of supported and supporting units.
 - j. Identify key specified and implied HR tasks and determine which task are essential.
 - k. Identify constraints and limitations and how they affect HR endstate.
 - l. Identify HR key facts and assumptions.
 - m. Identify recommended CCIRs and status of essential elements of friendly information.
 - n. Issue/receive warning order update.
3. Develop Course of Action Development.
 - a. Development of a broad concept of operation and sustainment concept.
 - b. Revising planning guidance as necessary.
 - c. Determining HR resources required to support each COA.

Performance Steps

- d. Reviewing each COA to ensure it supports the commander's intent.
 - e. Ensuring HR capabilities, strength impacts, and HR asset vulnerabilities are considered.
 - f. Ensuring current and future HR operations are included in COA.
 - g. Ensure the Composite Risk Management process is included in COA development.
4. Perform Course of Action Analysis.
- a. Refining the status of all HR friendly forces.
 - b. Listing critical HR events in war gaming..
 - c. Determining how HR events will be evaluated.
 - d. Determining potential decision points, branches, or sequels.
 - e. Assessing the results of the war gaming (from an HR perspective).
5. Refine Course of Action Comparison.
- a. Refining COAs based on war game results.
 - b. Comparing relative success of achieving HR success by each COA.
 - c. Identifying the HR advantages and disadvantages of each COA.
 - d. Identifying any critical areas of HR support which may impact on each COA, if any.
 - e. Identifying major deficiencies in manpower.
 - f. Ensure the Composite Risk Management process is included in COA comparison.
 - g. Recommending the best COA from an HR perspective.
6. Select Course of Action Approval.
- a. Select best COA; modify HR support as necessary to support.
 - b. Refine the commander's intent, CCIRs, and essential elements of friendly information.
 - c. Issue the Warning Order.
7. Prepare Orders.
- a. Prepare OPORD.
 - b. Prepare input to the Sustainment Annex including but not limited to the following items.
 - (1) Personnel Readiness Management.
 - (a) Personnel augmentation and manning requirements- stop-move.
 - (b) Priority of fill.
 - (c) Individual Soldier readiness.
 - (d) Cross-leveling.
 - (e) Key leader/crew replacements.
 - (2) Personnel Accountability.
 - (a) System of record.
 - (b) Initial manifesting/processing.
 - (c) Guideline for reporting.
 - (d) Accountability of contractors and other civilians.
 - (3) Strength Reporting.
 - (a) Timeline reporting format for PERSTAT.
 - (b) Timeline reporting format for JPERSTAT.
 - (4) Essential Personnel Services.
 - (a) ID cards/tags.
 - (b) Awards authority and processing.
 - (c) Promotion processing.
 - (d) Military pay/entitlements.
 - (e) Personnel action requests.
 - (f) Leaves and passes; R&R guidance and allocation by subordinate unit.
 - (g) Evaluation reports.
 - (h) Line of Duty Investigations.
 - (i) Other EPS functions as necessary.
 - (5) Postal Operations.
 - (a) Initial restrictions.
 - (b) Addresses; supporting postal organization.

Performance Steps

- (c) Scheduled delivery/retrograde.
- (d) Casualty mail.
- (6) Morale, Welfare, and Recreation Operations.
 - (a) ARC support/procedures and processing.
 - (b) In-country MWR support.
 - (c) AAFES support)..

Evaluation Preparation: This task can be evaluated by use of the performance measures as listed. This method of evaluation is appropriate if the Soldier performs the task on the job. Allow the Soldier to practice until the Soldier feels qualified and prepared for the evaluation. Then have the Soldier perform the task, using the materials listed in the CONDITIONS statement above. Score the Soldier "PASS" or "FAIL" as determined by the performance.

Performance Measures

	<u>GO</u>	<u>NO-GO</u>
1. Received the Mission.	___	___
2. Performed Mission Analysis.	___	___
3. Developed Course of Action Development.	___	___
4. Performed Course of Action Analysis.	___	___
5. Refined Course of Action Comparison.	___	___
6. Selected Course of Action Approval.	___	___
7. Prepared Orders	___	___

Evaluation Guidance: Score the Soldier GO if all performance measures are passed (P). Score the Soldier NO GO if any performance measure is failed (F). If the Soldier fails any performance measure, show what was done wrong and how to perform it correctly.

References

Required

- FM 1-0
- FM 5-0

Related

Skill Level 3

Subject Area 1: Man the Force

**Implement Personnel Readiness Management
805C-42B-7102**

Conditions: You are the battalion S-1 and your unit is scheduled to deploy in 180 days. Less than 60% of your unit's personnel are reported as available to deploy. The battalion commander tasked you to improve the unit's personnel readiness management (PRM) in preparation for deployment in support of full spectrum operations. You have access to AR 220-1 (Army Unit Status Reporting and Force Registration-Consolidated Policies), AR 600-8-6 (Personnel Accounting and Strength Reporting), AR 614-100 (Officer Assignment Policies, Details, and Transfers), AR 614-200 (Enlisted Assignments and Utilization Management), DA PAM 611-21 (Military Occupational Classification and Structure), FM 1-0 (Human Resources Support), the Army G1 Personnel Policy Guidance (PPG), the Army Manning Guidance (AMG), HR systems and standard office supplies and equipment.

Standards: Develop a strength management and personnel distribution plan that ensures the battalion deploys at or above the current HQDA Manning Guidance. Identify 100% of non-deployable Soldiers and request replacements.

Performance Steps

1. Develop unit-level PRM policies and SOPs.
2. Conduct PRM predeployment activities.
 - a. Submit G1 Rear Detachment (RD) report, as required.
 - b. Track status of non-deployable Soldiers.
 - c. Track status of non-available Soldiers.
 - d. Track the physical profile process, immunizations, and medical/dental readiness using the Medical Protection System (MEDPROS).
 - e. Manage Derivative Unit Identification Codes (UICs).
 - f. Review Human Resources Authorization Report (HRAR)/Unit Manning Report (UMR) for authorizations and proper slotting of personnel.
3. Update DTAS and HR enabling systems with all required personnel data, strength, and duty status changes.
4. Provide Brigade with a list of deploying units, if required.
5. Prepare the personnel portion of the USR to ensure unit personnel readiness is accurately reflected, identifies critical shortages, and establishes manning expectations.
6. Determine replacement priorities based on current and forecasted readiness status and commander's intent.
7. Distribute Soldiers and Army civilians to subordinate commands based on documented manpower requirements, authorizations, and predictive analysis.
8. Report to the commander the personnel readiness status (current and projected) of subordinate units to include: key leaders, critical combat squads, crews and teams.
 - a. Predict personnel requirements, based on current strength levels, projected gains, estimated losses, and the projected number of Soldiers and Army civilians returning to duty from MTFs.
 - b. Cross-level Soldiers in deploying units to ensure all deploying elements are sufficiently manned.

Performance Steps

9. Monitor losses (e.g., combat, non-combat, legal actions, medical, MOS/Medical Retention Boards (MMRBs), Medical Evaluation Boards (MEBs), etc).
 - a. Utilize Warrior Transition Units (WTUs) when appropriate.
 - b. Ensure officers and enlisted personnel comply with HRC assignment instructions.
10. Monitor status of non-available or non-deployable Soldier status, to include Rear Detachments.
11. Plan the personnel portion of reorganization or reconstitution operations.
12. Coordinate the SRP to validate individual readiness and ensure visibility through updates to appropriate systems and databases.
13. Manage Soldier utilization; distribute and properly slot Soldiers within the battalion.
14. Report critical personnel requirements for individual Soldiers and/or teams.
15. Ensure PRM is included in all OPORDs and OPLANs.

Evaluation Preparation: This task can be evaluated by use of the performance measures as listed. This method of evaluation is appropriate if the Soldier performs the task on the job. Allow the Soldier to practice until the Soldier feels qualified and prepared for the evaluation. Then have the Soldier perform the task, using the materials listed in the CONDITIONS statement above. Score the Soldier "PASS" or "FAIL" as determined by the performance.

Performance Measures	<u>GO</u>	<u>NO-GO</u>
1. Developed unit-level PRM policies and SOPs.	—	—
2. Conducted PRM predeployment activities.	—	—
3. Updated DTAS and HR enabling systems with all required personnel data, strength, and duty status changes.	—	—
4. Provided Brigade with a list of deploying units, as required.	—	—
5. Prepared the personnel portion of the USR to ensure unit personnel readiness is accurately reflected, identifies critical shortages, and establishes manning expectations.	—	—
6. Determined replacement priorities based on current and forecasted readiness status and commander's intent.	—	—
7. Distributed Soldiers and Army civilians to subordinate commands based on documented manpower requirements, authorizations, and predictive analysis.	—	—
8. Reported to the commander the personnel readiness status (current and projected) of subordinate units to include: key leaders, critical combat squads, crews and teams.	—	—
9. Monitored losses (e.g., combat, non-combat, legal actions, medical, MMRBs, MEBs, etc).	—	—
10. Monitored status of non-available or non-deployable Soldier status, to include Rear Detachments.	—	—
11. Planned the personnel portion of reorganization or reconstitution operations.	—	—
12. Coordinated the SRP to validate individual readiness and ensure visibility through updates to appropriate systems and databases.	—	—

Performance Measures	<u>GO</u>	<u>NO-GO</u>
13. Managed Soldier utilization; distribute and properly slot Soldiers within the battalion.	—	—
14. Reported critical personnel requirements for individual Soldiers and/or teams.	—	—
15. Ensured PRM is included in all OPORDs and OPLANs.	—	—

Evaluation Guidance: Score the Soldier GO if all performance measures are passed (P). Score the Soldier NO GO if any performance measure is failed (F). If the Soldier fails any performance measure, show what was done wrong and how to perform it correctly.

References

Required

- AR 220-1
- AR 600-8-6
- AR 614-100
- AR 614-200
- DA PAM 611-21
- FM 1-0

Related

Validate Personnel Accountability
805C-42B-7103

Conditions: You are the new battalion S-1. The battalion CSM and Executive Officer are concerned that the personnel accountability (PA) procedures are not efficient or accurate. The Executive Officer has tasked you to review the PA Standing Operating Procedures (SOP) for the unit, and brief him on necessary changes. You have access to AR 600-8-6 (Personnel Accounting and Strength Reporting), FM 1-0 (Human Resource Support), and FM 5-0 (The Operations Process).

Standards: Implement PA reporting procedures both in garrison and deployed to maintain 100% of all assigned and attached personnel, to include replacements, Return to Duty (RTD) Soldiers, Rest and Recuperation (R&R) personnel, Army civilians, contractors and multi-national personnel at the battalion level.

Performance Steps

1. Review battalion PA responsibilities.
 - a. Implement battalion PA reporting SOP.
 - b. Review Operations Orders (OPORDs) and/or Fragmentary Orders (FRAGOs) daily.
 - c. Coordinate with the S-3 to determine command relationships of supported units.
2. Report by name personnel strength information using SIPRNET or NIPRNET, in the directed format.
3. Process Assignment Eligibility and Availability (AEA) information for assigned/attached personnel.
4. Process duty status change information.
5. Reconcile manual with automated strength information and identify/resolve discrepancies by submitting the appropriate transaction.
6. Coordinate connectivity for secure and non-secure voice and data systems with battalion S-6 and the brigade S-1, where appropriate.
7. Ensure S-1 personnel have the appropriate security clearances and access/permissions to the appropriate HR databases and systems required to perform their mission.
8. Ensure personnel accountability is included in the unit Tactical SOP.
9. Administer a Personnel Asset Inventory (PAI).
10. Perform additional deployed PA tasks.
 - a. Establish deployment rosters.
 - b. Reassign non-deploying Soldiers to derivative UICs.
 - c. Manifest Soldiers using Tactical Personnel System (TPS) during deployment.
 - d. Ensure all personnel are entered into the theater database on entry or departure from the theater.
 - e. Process duty status change information daily, i.e. Present for Duty to WIA, KIA, MIA, etc., and update the appropriate databases and HR systems.
 - f. Ensure the Rear Detachment maintains accountability of non-deployed personnel and that their duty status changes are promptly entered into HR enabling systems.
 - g. Process information on replacements and RTD personnel, as required, into the appropriate database.
 - h. Track transiting unit personnel (emergency leave, R&R, etc.).
 - i. Coordinate with Casualty Liaison Teams (CLTs), Mortuary Affairs (MA), hospitals, and military police for information on casualties, patient tracking, and stragglers and update HR databases and systems as appropriate.
 - j. Coordinate connectivity for secure and non-secure voice and data systems with battalion S-6 and the brigade S-1, where appropriate.

Evaluation Preparation: This task can be evaluated by use of the performance measures as listed. This method of evaluation is appropriate if the Soldier performs the task on the job. Allow the Soldier to practice until the Soldier feels qualified and prepared for the evaluation. Then have the Soldier perform the task, using the materials listed in the CONDITIONS statement above. Score the Soldier "PASS" or "FAIL" as determined by the performance.

Performance Measures	<u>GO</u>	<u>NO-GO</u>
1. Reviewed battalion PA responsibilities.	—	—
2. Reported by name personnel strength information using SIPRNET or NIPRNET, in the directed format.	—	—
3. Processed AEA information for assigned/attached personnel.	—	—
4. Processed duty status change information.	—	—
5. Reconciled manual with automated strength information; identified and resolved discrepancies by submitting the appropriate transaction.	—	—
6. Coordinated connectivity for secure and non-secure voice and data systems with battalion S-6 and the brigade S-1, where appropriate.	—	—
7. Ensured S-1 personnel have the appropriate security clearances and access/permissions to the appropriate HR databases and systems required to perform their mission.	—	—
8. Ensured personnel accountability is included in the unit Tactical SOP.	—	—
9. Administered a Personnel Asset Inventory (PAI).	—	—
10. Performed additional deployed PA tasks.	—	—

Evaluation Guidance: Score the Soldier GO if all performance measures are passed (P). Score the Soldier NO GO if any performance measure is failed (F). If the Soldier fails any performance measure, show what was done wrong and how to perform it correctly.

References

Required
 AR 600-8-6
 FM 1-0
 FM 5-0

Related
 DTAS 0506
 DTAS USERS MANUAL
 EMILPO GUIDE 09-2006

**Report Personnel Strength Data
805C-42B-7104**

Conditions: You are a new battalion S-1. The unit has not received needed personnel replacements in months. When you asked the Brigade S-1 about the situation, she explained that you haven't received replacements because your battalion has submitted inaccurate personnel strength reports. The battalion commander tasked you to establish proper strength reporting (SR) procedures to ensure required manning and readiness levels. You have access to the Army's Manning Guidance, AR 600-8-6 (Personnel Accounting and Strength Reporting), AR 220-1 (Army Unit Status Reporting and Force Registration-Consolidated Policies), and FM 1-0 (Human Resources Support).

Standards: Collect and process strength data to provide 100% accurate reporting to higher headquarters in order to obtain your unit's required manning and readiness levels.

Performance Steps

1. Review battalion SR responsibilities.
 - a. Implement battalion SR SOP.
 - b. Review Operations Orders (OPORDs) and/or Fragmentary Orders (FRAGOs) daily.
 - c. Coordinate with S-3 to determine command relationships of supported units.
 - d. Train S-1 Soldiers in SR.
 - e. Convert by-name data into a numerical end product.
2. Submit personnel strength reports to the brigade S-1.
3. Process information on new personnel, return-to-duty (RTD) Soldiers, Army civilians, and multinational personnel, as required.
4. Submit Personnel Summary (PERSUM) and Personnel Requirements Report (PRR) by unit SOPs or established procedures from higher HQs.
5. Coordinate for connectivity for secure and non-secure voice and data systems with the battalion S-6 and brigade S-1, where appropriate.
6. Perform additional deployed strength reporting responsibilities.
 - a. Report personnel strength information, using secure or non-secure data systems in the directed format with the proper enabling HR system.
 - b. Perform error reconciliation between the manual PERSTAT and DTAS when required.
 - c. Coordinate with appropriate agencies for information on casualties, patient tracking, and stragglers and update the database as appropriate.
 - d. Coordinate with battalion S-6 and brigade S-1 for connectivity and access to secure and non-secure HR systems.
7. Ensure battalion S-1 personnel have clearance for access to appropriate HR systems.

Evaluation Preparation: This task can be evaluated by use of the performance measures as listed. This method of evaluation is appropriate if the Soldier performs the task on the job. Allow the Soldier to practice until the Soldier feels qualified and prepared for the evaluation. Then have the Soldier perform the task, using the materials listed in the CONDITIONS statement above. Score the Soldier "PASS" or "FAIL" as determined by the performance.

Performance Measures	<u>GO</u>	<u>NO-GO</u>
1. Reviewed battalion SR responsibilities.	_____	_____
2. Submitted personnel strength reports to the brigade S-1.	_____	_____

Performance Measures	<u>GO</u>	<u>NO-GO</u>
3. Processed information on new personnel, RTD Soldiers, Army civilians, and multinational personnel, as required.	—	—
4. Submitted PERSUMs and PRRs by unit SOPs or established procedures from higher HQs.	—	—
5. Coordinated for connectivity for secure and non-secure voice and data systems with the battalion S-6 and brigade S-1, where appropriate.	—	—
6. Performed additional deployed strength reporting responsibilities.	—	—
7. Ensured battalion S-1 personnel had clearance for access to appropriate HR systems.	—	—

Evaluation Guidance: Score the Soldier GO if all performance measures are passed (P). Score the Soldier NO GO if any performance measure is failed (F). If the Soldier fails any performance measure, show what was done wrong and how to perform it correctly.

References

Required
AR 220-1
AR 600-8-6
FM 1-0

Related
FM 5-0

Subject Area 2: Provide HR Services

Implement Casualty Operations Program
805C-42B-7105

Conditions: You are the battalion S-1 and your unit is preparing to deploy. Your commander directed you to review the casualty program and ensure your unit is prepared to execute casualty operations. You have access to FM 1-0 (Human Resources Support), AR 600-8-1 (Army Casualty Program), AR 600-8-4 (Line of Duty Policy, Procedures, and Investigations), AR 600-25 (Salutes, Honors, and Visits of Courtesy), AR 638-2 (Care and Disposition of Remains and Disposition of Personal Effects), DD Form 93 (Record of Emergency Data), SGLV Form 8286 (Servicemembers' Group Life Insurance Election and Certificate), and DA Form 1156 (Casualty Feeder Card). You have DCIPS-CF software and user's manual.

Standards: Administer the casualty operations mission for your unit, ensuring casualties are properly reported in accordance with theater policy, notification of Next of Kin (NOK) is completed and all necessary casualty related HR key functions are accomplished without error.

Performance Steps

1. Develop unit Casualty SOP.
 - a. Determine format for the unit battle roster.
 - b. Identify methods of collecting casualty data within the area of operation.
 - c. Determine a means of verifying the casualty status of a person.
 - d. Develop the process for verifying the accuracy of all casualty information.
 - e. Format letters of sympathy, condolence, and concern.
 - f. Develop memorial SOP In coordination with the chaplain.
2. Execute pre-deployment casualty actions.
 - a. Identify trained Summary Court Martial Officers (SCMO).
 - b. Ensure that DD Form 93, SGLV Form 8286, and unit specific casualty assistance documents are up-to-date.
 - c. Ensure rear detachment members are trained as Casualty Notification Officers (CNOs) and Casualty Assistance Officers (CAOs).
 - d. Update Soldiers' Officer Record Briefs (ORB), Enlisted Record Briefs (ERBs) and DA Form 2-1 (Personnel Qualification Record).
 - e. Ensure access to DCIPS-CF.
 - f. Identify requirements for Fatal Accident Briefing.
 - g. Brief the Family Readiness Group (FRG) on the casualty notification process.
3. Ensure that all assigned or attached personnel are trained on and maintain required copies of DA Form 1156.
4. Update DD Form 93 and SGLV Form 8286 as changes occur.
5. Receive casualty information from subordinate or attached units (information may be received via casualty reporting system, DA Form 1156s, radio, or by other available methods).
6. Notify the commander and chaplain when a casualty occurs.
7. Verify casualty information through outside agencies, including Casualty Liaison Teams (CLT), Mortuary Affairs (MA) collection points, straggler information, provost marshal channels, or other means.
8. Submit initial casualty reports to brigade S-1 using DCIPS-CF when available or via DA Form 1156 when DCIPS-CF is not available.

Performance Steps

9. When required, ensure a field grade officer from the battalion reviews and authenticates casualty information prior to submission of the initial report.
 - a. Initiate a heads-up phone call to the next higher level.
 - b. Record the phone call (who you spoke with, date and time) for audit trail purposes.
10. Provide supplemental casualty report information whenever any additional casualty information is confirmed.
11. Process posthumous promotions, awards, U.S. citizenship actions, if applicable.
12. Appoint SCMO for personal effects.
 - a. Coordinate with battalion S-4 for movement of personal effects.
 - b. Log shipment information (date of pickup, who picked up, verify destination of NOK).
13. Coordinate for an investigating officer to conduct AR 15-6 investigations (required for hostile deaths, suspected suicides, deaths resulting from military-related accidents, or friendly fire incidents).
14. Ensure casualty operations are included in all OPORDs.
15. Appoint LOD investigating officer for non-hostile injuries and deaths, as directed by commander.
16. Dispatch letters of sympathy and/or condolence.
17. Monitor status of casualties.
 - a. Utilize Joint Patient Assessment Tracking System.
 - b. Track evacuated casualties back to home station.
 - (1) Establish contact with the appointed CAO.
 - (2) Coordinate escorts for remains, as required.
 - c. Provide updates to the commander.
18. Process casualty mail.
19. Assist chaplain, as needed.

Evaluation Preparation: This task can be evaluated by use of the performance measures as listed. This method of evaluation is appropriate if the Soldier performs the task on the job. Allow the Soldier to practice until the Soldier feels qualified and prepared for the evaluation. Then have the Soldier perform the task, using the materials listed in the CONDITIONS statement above. Score the Soldier "PASS" or "FAIL" as determined by the performance.

Performance Measures	<u>GO</u>	<u>NO-GO</u>
1. Developed unit Casualty SOP.	—	—
2. Executed pre-deployment casualty actions.	—	—
3. Ensured that all assigned or attached personnel are trained on and maintain required copies of DA Form 1156.	—	—
4. Updated DD Form 93 and SGLV Form 8286 as changes occurred.	—	—
5. Received casualty information from subordinate or attached units.	—	—
6. Notified the commander and chaplain when a casualty occurs.	—	—
7. Verified casualty information through outside agencies.	—	—
8. Submitted initial casualty reports to brigade S-1.	—	—

Performance Measures	<u>GO</u>	<u>NO-GO</u>
9. Ensured a field grade officer from the battalion reviewed and authenticated casualty information prior to submission of the initial report.	—	—
10. Provided supplemental casualty report information whenever any additional casualty information is confirmed.	—	—
11. Processed posthumous promotions, awards, U.S. citizenship actions, if applicable.	—	—
12. Appointed SCMO for personal effects.	—	—
13. Coordinated for an investigating officer to conduct AR 15-6 investigations.	—	—
14. Ensured casualty operations were included in all OPORDs.	—	—
15. Appointed LOD investigating officer for non-hostile injuries and deaths, as directed by commander.	—	—
16. Dispatched letters of sympathy and/or condolence.	—	—
17. Monitored status of casualties.	—	—
18. Processed casualty mail.	—	—
19. Assisted chaplain, as needed.	—	—

Evaluation Guidance: Score the Soldier GO if all performance measures are passed (P). Score the Soldier NO GO if any performance measure is failed (F). If the Soldier fails any performance measure, show what was done wrong and how to perform it correctly.

References

Required

- AR 600-25
- AR 600-8-1
- AR 600-8-4
- AR 638-2
- FM 1-0

Related

- DA FORM 2-1
- DA FORM 1156
- DCIPS FORWARD USER MANUAL
- DD FORM 93
- SGLV FORM 8286

Implement Postal Operations Plans and Policies
805C-42B-7106

Conditions: You are the battalion S-1 and appointed on orders as the battalion Postal Officer. Your unit is scheduled to deploy in 180 days. The brigade S-3 is preparing the Sustainment Annex to the Operation Order (OPORD and provided you a Warning Order (WARNO) to develop and implement a postal operations plan for your battalion. You have access to AR 600-8-3 (Unit Postal Operations), FM 1-0 (Human Resources Support), DoD Manual 4525.6-M (DOD Postal Manual), DD Form 285 (Appointment of Military Postal Clerk, Unit Mail Clerk or Mail Orderly), and DD Form 2258 (Temporary Mail Disposition Instructions).

Standards: Develop a postal operations plan that supports 100% of assigned and attached personnel. Ensure 100% of mail clerks are trained and certified. Establish procedures to safeguard and account for 100% of all mail.

Performance Steps

1. Receive higher headquarters postal support plan.
2. Determine the battalion Postal Operations mission and requirements.
3. Coordinate internal and external support operations.
4. Produce Battalion postal support plan.
5. Ensure pre-deployment actions are accomplished:
 - a. Train and appoint qualified mail personnel.
 - b. Provide mailing instructions to deploying personnel and their family.
 - c. Complete DD Form 2258 for mail disposition.
 - d. Disseminated information to Soldiers regarding who to notify of their address change for a deployment and mailing restrictions.
 - e. Advise Soldiers of the options regarding mail disposition during deployment.
6. Execute deployed battalion S-1 postal responsibilities.
 - a. Establish a battalion mailroom in a secure area.
 - b. Appoint at least two mail clerks per subordinate company.
 - c. Contact servicing postal platoon as soon as possible upon arrival in theater.
 - d. Appoint the unit postal officer in writing.
 - e. Supervise Unit Mail Room (UMR) and Unit Mail Clerk (UMC) operations, certification, and inspection.
 - f. Coordinate daily retrograde mail routing to the APO.
 - g. Coordinate with the S-4 to determine transportation needs for the mail.
 - h. Validate DD Form 285 for all assigned mail clerks.
 - i. Ensure proper disposition of mail IAW DOD 4525.6-M.
 - j. Coordinate with Battalion S-6 who is responsible for official mail.
 - k. Coordinate training for assigned personnel.
 - l. Inspect the unit mail room daily and conduct a self-inspection monthly.
 - m. Inform APO in theater of the unit's arrival and provide a unit manning roster.
 - (1) Notify the APO of any unit or individual Soldier changes.
 - (2) Verify mailing address with the APO and disseminate to all unit members.
 - (3) Determine the transportation requirements to get mail.
7. Execute postal redeployment responsibilities.
 - a. Advise APO of unit departure date and provide them a list of all Soldiers affected.
 - b. Notify correspondents to stop sending mail 30 days prior to departure.
 - c. Notify the local Post Office of the unit's arrival upon redeployment.

Performance Steps

- d. Reserve component units must notify the mobilization station of redeployment and unit forwarding address.
- e. Ensure re-deploying Soldiers complete DA Form 3955 (Change of Address and Directory Card).
- f. Ensure Soldiers are aware of all mailing restrictions and distribute information on non-mailable items.
- g. Notify rear detachment of bulk shipped mail packages.
- h. Coordinate through rear detachment and home station APOs storage space.

Evaluation Preparation: This task can be evaluated by use of the performance measures as listed. This method of evaluation is appropriate if the Soldier performs the task on the job. Allow the Soldier to practice until the Soldier feels qualified and prepared for the evaluation. Then have the Soldier perform the task, using the materials listed in the CONDITIONS statement above. Score the Soldier "PASS" or "FAIL" as determined by the performance.

Performance Measures

	<u>GO</u>	<u>NO-GO</u>
1. Received higher headquarters postal support plan.	—	—
2. Determined the battalion Postal Operations mission and requirements.	—	—
3. Coordinated internal and external support operations.	—	—
4. Produced Battalion postal support plan.	—	—
5. Ensured pre-deployment actions are accomplished.	—	—
6. Executed deployed battalion S-1 postal responsibilities.	—	—
7. Executed postal redeployment responsibilities.	—	—

Evaluation Guidance: Score the Soldier GO if all performance measures are passed (P). Score the Soldier NO GO if any performance measure is failed (F). If the Soldier fails any performance measure, show what was done wrong and how to perform it correctly.

References

Required

- AR 600-8-3
- DOD 4525.6-M
- FM 1-0

Related

- DA FORM 3955
- DD FORM 285
- DD FORM 2258

Subject Area 3: Coordinate Personnel Support

Manage Command Interest Programs

805C-42B-7100

Conditions: You are assigned as the battalion S-1. Your new battalion commander has tasked you to review the unit's current procedures and policies for Family Readiness, Equal Opportunity (EO), Voting Assistance, Army Substance Abuse Program (ASAP), Army Weight Control Program (AWCP), Combined Federal Campaign (CFC), Army Emergency Relief (AER), Suicide Prevention, and Sponsorship. You have access to AR 215-1 (Military Morale, Welfare, and Recreation Programs and Nonappropriated Fund Instrumentalities), AR 385-10 (Army Safety Program), AR 600-20 (Army Command Policy), AR 600-9 (The Army Weight Control Program), AR 600-85 (The Army Substance Abuse Program), AR 600-8-8 (The Total Army Sponsorship Program), AR 608-1 (Army Community Service Center), AR 608-20 (Army Voting Assistance Program), and FM 1-0 (Human Resources Support).

Standards: Promote the command interest programs through policy letters and SOPs which will contribute to unit readiness through fitness, building morale and cohesion, enhancing quality of life, and providing recreational, social and other support services for Soldiers and Families.

Performance Steps

1. Analyze support requirements for the management of Command Interest Programs (CIP) by receiving commander's intent regarding the implementation and requirements for the command interest programs.
2. Coordinate the Family Readiness Program by assisting the battalion Family Readiness Group leaders as needed.
3. Monitor the battalion EO program.
 - a. Ensure written command policy statements are published for EO, the prevention of sexual harassment and EO complaint procedures consistent with Army policy.
 - b. Appoint the battalion EO representative.
4. Coordinate the Voting Assistance Program.
 - a. Ensure companies have a Voting Assistance Officer (VAO) appointed on orders.
 - b. Ensure that appointed VAOs remain assigned through the election cycle or ensure that a VAO who is scheduled for reassignment is replaced before he or she leaves.
 - c. Ensure the VAOs receive appropriate training on absentee registration and voting.
 - d. Provide command emphasis and support to the voting assistance program.
5. Monitor battalion's Army Substance Abuse Program.
 - a. Monitor the implementation of appropriate initiatives of the ASAP.
 - b. Ensure companies appoint an E5 or higher as the Unit Prevention Leader (UPL) who must be certified through required training.
6. Monitor the battalion Weight Control Program.
 - a. Monitor the implementation of appropriate initiatives of the weight control program.
 - b. Track weight control status, including adverse actions, progress and nutrition counseling.
7. Manage the Combined Federal Campaign (CFC) for the unit.
 - a. Ensure a unit CFC representative is appointed at battalion and company levels.
 - b. Ensure CFC representative attends training, distributes material and provides weekly updates to the commander and higher headquarters.
8. Manage the Army Emergency Relief (AER) campaign.
 - a. Ensure a unit AER campaign representative is appointed at battalion and company levels.
 - b. Ensure AER representative attends training, distributes material and provides weekly updates to the commander and higher headquarters.
9. Manage the battalion's suicide prevention program.

Performance Steps

- a. Coordinate with the battalion chaplain to provide training to all Soldiers in accordance with local policy.
 - b. Track completion of post-deployment mental health assessment through MEDPROS.
 - c. Ensure Soldiers are familiar with "Ask, Care, Escort" (ACE) Program.
10. Administer the battalion sponsorship program.
- a. Ensure sponsors receive training from Army Community Services.
 - b. Assign a qualified sponsor to all potential gains.
 - c. Prepare and mail a welcome letter.
 - d. Appoint a reactionary sponsor to perform duties for all unexpected arrivals.
 - e. Assign a battalion-level sponsorship Program Coordinator.
 - f. Distribute sponsor surveys to incoming Soldiers.

Evaluation Preparation: This task can be evaluated by use of the performance measures as listed. This method of evaluation is appropriate if the Soldier performs the task on the job. Allow the Soldier to practice until the Soldier feels qualified and prepared for the evaluation. Then have the Soldier perform the task, using the materials listed in the CONDITIONS statement above. Score the Soldier "PASS" or "FAIL" as determined by the performance.

Performance Measures	<u>GO</u>	<u>NO-GO</u>
1. Analyzed support requirements for the management of Command Interest Programs (CIP).	—	—
2. Coordinated the Family Readiness Program.	—	—
3. Monitored the battalion EO program.	—	—
4. Coordinated the Voting Assistance Program.	—	—
5. Monitored battalion's Army Substance Abuse Program.	—	—
6. Monitored the battalion weight control program.	—	—
7. Managed the Combined Federal Campaign for the unit.	—	—
8. Communicated with installation Army Emergency Relief for any required support and training.	—	—
9. Managed the battalion's suicide prevention program.	—	—
10. Administered the battalion sponsorship program.	—	—

Evaluation Guidance: Score the Soldier GO if all performance measures are passed (P). Score the Soldier NO GO if any performance measure is failed (F). If the Soldier fails any performance measure, show what was done wrong and how to perform it correctly.

References

Required

- AR 215-1
- AR 385-10
- AR 600-20
- AR 600-85
- AR 600-8-8
- AR 600-9
- AR 608-1
- FM 1-0

Related

- AR 608-47
- AR 608-48
- DA PAM 600-24
- DA PAM 608-47

**Administer MWR Support for Deployed Forces
805C-42B-7101**

Conditions: You are assigned as the Battalion S-1 and your unit is preparing to deploy. Your commander tasked you to review the unit's Morale, Welfare, and Recreation (MWR) program and produce a plan to support MWR operations throughout all phases of full spectrum operations. You have access to AR 215-1 (Military Morale, Welfare, and Recreation Programs and Non-appropriated Fund Instrumentalities), and FM 1-0 (Human Resources Support).

Standards: Provide MWR support, including efficient use of nonappropriated (NAF) funds that promotes and maintains physical and mental well-being for all members of the unit during the mobilization, deployment, redeployment and personnel reset during full spectrum operations.

Performance Steps

1. Assign responsibilities for providing MWR support at the unit level.
 - a. Plan for the use of Nonappropriated Funds (NAF) and activities at the unit level.
 - (1) Identify brigade MWR NAF manager.
 - (2) Allocate NAF within the battalion according to personnel strength of each subordinate unit and the commander's priorities.
 - b. Assess the level of MWR support for Soldiers and civilians.
 - (1) Coordinate with battalion S-4 for Health and Comfort Packs (HCPs).
 - (2) Determine the type and quantity of HCPs carried by Soldiers.
 - (3) Coordinate for unit MWR programs during pre-deployment planning.
 - (4) Requisition book kits.
 - (5) Ensure units include MWR equipment (unit level recreation kits, book kits, etc.) in the unit basic load plan.
 - (6) Appoint unit Athletics and Recreation (A&R) officers/NCOs.
 - (7) Plan for AAFES Imprest Fund Activities (AIFA) as needed.
 - (8) Schedule Soldiers for Rest and Recuperation (R&R) leave.
 - (9) Coordinate establishment and operation of Soldier activity centers, recreation activities, exchanges and unit lounges.
 - (10) Assist the Family Readiness Staff Assistant with unit Family Readiness programs and policies, as needed.
 - (11) Ensure unit commanders appoint Family Readiness liaison personnel as an additional duty.
2. Perform MWR support during full spectrum operations.
 - a. Identify MWR Support requirements in operational plans.
 - b. Assign responsibilities for MWR support in a deployed environment.
 - c. Coordinate for civilian/contractor MWR support.
 - d. Coordinate with higher headquarters for MWR support.
 - e. Coordinate with S-4 to ensure availability of stock MWR items.

Evaluation Preparation: This task can be evaluated by use of the performance measures as listed. This method of evaluation is appropriate if the Soldier performs the task on the job. Allow the Soldier to practice until the Soldier feels qualified and prepared for the evaluation. Then have the Soldier perform the task, using the materials listed in the CONDITIONS statement above. Score the Soldier "PASS" or "FAIL" as determined by the performance.

Performance Measures	<u>GO</u>	<u>NO-GO</u>
1. Applied the principles of MWR support.	—	—
2. Assigned responsibilities for providing MWR support at the unit level.	—	—
3. Performed MWR support during full spectrum operations.	—	—

Evaluation Guidance: Score the Soldier GO if all performance measures are passed (P). Score the Soldier NO GO if any performance measure is failed (F). If the Soldier fails any performance measure, show what was done wrong and how to perform it correctly.

References**Required**

AR 215-1

FM 1-0

Related

Subject Area 4: Conduct HR Planning and Operations

**Develop HR Planning and Operations Staff Products Using MDMP
805C-42B-7107**

Conditions: You are assigned as the battalion S-1 and your unit is scheduled to deploy in support of full spectrum operations. The battalion Executive Officer and S-3 have called a meeting to begin the deployment planning process. As a battalion S-1, you must advise the commander on all planning considerations involving human resources (HR) and develop appropriate Courses of Action (COAs). You have access to FM 1-0 (Human Resources Support) and FM 5-0 (The Operations Process).

Standards: Analyze HR planning considerations using the Military Decision Making Process (MDMP) and prepare courses of action and recommendations for the commander. Provide HR input to the sustainment annex during the orders development process.

Performance Steps

1. Receive plans, orders, or guidance from higher headquarters.
 - a. Disseminate initial HR planning information and planning considerations.
 - b. Conduct composite risk management (CRM) in all phases of planning.
2. Formulate HR planning considerations.
 - a. Analyze commander's intent to determine HR requirements.
 - b. Determine data and voice communication requirements and resources.
 - (1) Coordinate with battalion S-6 to address anticipated communications shortfalls.
 - (2) Consider NIPR and SIPR requirements for automated HR systems to support personnel information management (PIM).
 - c. Determine necessary Command and Control (C2) nodes to track key personnel and main body movements throughout theater.
 - d. List unit, location, and functional area support provided by supporting unit (include all that apply) by determining.
 - (1) Postal support.
 - (2) Finance support.
 - (3) Available support from higher headquarters.
 - (4) Casualty Liaison Team(s) support.
 - (5) American Red Cross (ARC) support.
 - (6) Army and Air Force Exchange System (AAFES) support.
 - e. Determine battalion personnel strength requirements to include.
 - (1) Reporting requirements for DTAS and JPERSTAT.
 - (2) Reporting requirements for deployed Unit Status Reporting (USR).
 - f. Determine HR support requirements.
 - (1) Develop and maintain the personnel estimate.
 - (2) Identify HR support constraints.
 - (3) Identify key facts and assumptions impacting HR operations.
 - (4) Formulate the concept of HR support in line with the concept of operation and the commander's intent.
 - (5) Determine HR resources required to support the operation.
 - (6) Identify specified and implied tasks.
 - (7) Evaluate organization of the S-1 section to ensure EPS are available during every phase of the operation.
 - (8) Determine MWR requirements and resources throughout every phase of the operation.
 - g. Coordinate HR planning activities with other staff sections and higher headquarters.
 - h. Identify and develop training for HR battle drills, i.e. casualties, Red Cross messages, etc.
 - i. Coordinate for necessary Deployment Cycle Support tasks for all phases of the deployment.
3. Develop HR support plan for the sustainment of operations.
 - a. Assess battalion casualty SOP.

Performance Steps

- b. Prepare estimates for personnel replacements.
 - c. Plan for rear detachment operations.
 - d. Revise HR planning guidance as necessary.
 - e. Review HR plan to ensure it supports the commander's intent.
 - f. Include Composite Risk Management (CRM) is included in HR support plan.
4. Apply HR support plan to the battalion's approved deployment course of action (COA).
- a. Refine the status of all HR resources in theater.
 - b. List all critical HR events.
 - c. Identify HR support shortfalls.
 - d. Refine HR support plan.
5. Consider redeployment operations.
- a. Develop plan for Relief in Place and Transfer of Authority HR considerations.
 - b. Coordinate with servicing post office for mail forwarding.
 - c. Develop policy for end of tour awards processing.
 - d. Complete evaluations on personnel attached for deployment.
 - e. Develop plan to accomplish personnel reset.
 - (1) Complete PCS Awards.
 - (2) Complete evaluations reports on personnel departing unit.
 - (3) Cross-level personnel within battalion, as necessary.
6. Produce HR planning products.
- a. Develop detailed HR support plans.
 - b. Provide input to Sustainment Annex of the OPORD.

Evaluation Preparation: This task can be evaluated by use of the performance measures as listed. This method of evaluation is appropriate if the Soldier performs the task on the job. Allow the Soldier to practice until the Soldier feels qualified and prepared for the evaluation. Then have the Soldier perform the task using the materials listed in the CONDITIONS statement above. Score the Soldier "PASS" or "FAIL" as determined by the performance.

Performance Measures	<u>GO</u>	<u>NO-GO</u>
1. Received plans, orders, or guidance from higher headquarters.	___	___
2. Formulated HR planning considerations.	___	___
3. Developed HR support plan for the sustainment of operations.	___	___
4. Applied HR support plan to the battalion's approved deployment course of action (COA).	___	___
5. Considered redeployment operations.	___	___
6. Produced HR planning products.	___	___

Evaluation Guidance: Score the Soldier GO if all performance measures are passed (P). Score the Soldier NO GO if any performance measure is failed (F). If the Soldier fails any performance measure, show what was done wrong and how to perform it correctly.

References

Required	Related
FM 1-0	
FM 5-0	

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GLOSSARY

Section I Acronyms & Abbreviations

AAR	after action review; after action report
AC	active component; assistant commandant
ACC	Army correspondence course
ACE	American Council on Education
ACS	Army Community Service
AD	active duty
ADT	active duty for training
AG	Adjutant General
AGS	Adjutant General School
AMOS	additional awarded military occupational specialty
AN	annually
AOC	area of concentration
APFT	Army physical fitness test
APO	Army Post Office
AR	Army Regulation; Army Reserve
ARNG	Army National Guard
ASD	Administrative Services Division
BSA	brigade support area
CFR	casualty feeder report
COA	Comptroller of the Army; course of action
CONUS	the continental United States
DA	Department of the Army
DCIPS-F	Defense Casualty Information Processing System - Forward
DFR	dropped from rolls
DMM	Domestic Mail Manual

DoD	Department of Defense
DOR	date of rank; detail obligation report
DTG	date-time group
EB	enlisted bonus
EDAS	enlisted distribution assignment system
FID	Format Identification
FM	field manual
FSOP	Field Standard Operating Procedure
FTX	field training exercise
HQDA	Headquarters, Department of the Army
IAW	in accordance with
JMPA	joint military postal activity; joint military satellite communications (MILSATCOM) panel administrator
KIA	killed in action
LOI	letter of instruction
METL	mission essential task list
MIA	missing in action
MILPER	military personnel
MMRB	MOS/medical retention board
MOS	military occupational specialty
MPS	military postal system
MPSA	Military Postal Service Agency
MQS	military qualification standards
MWR	morale, welfare, and recreation
NAF	non-appropriated fund
NCO	noncommissioned officer
NCOER	noncommissioned officer evaluation report
NG	National Guard
NOK	next of kin

OCONUS	outside the continental United States
OCS	officer candidate school
OER	officer evaluation report
OMPF	official military personnel file
OPLAN	operations plan
ORB	officer record brief
PAS	personnel automation section
PCS	permanent change of station
PME	professional military education
PMOS	primary military occupational specialty
POR	preparation of replacements for oversea movement
PQR	personnel qualification record
PRR	personnel requirements report
PS	prior service; postal service
PSR	personnel summary report; personnel status report; personnel strength report
PULHES	physical profile serial code
QMP	qualitative management program
RA	regular army
REFRAD	release from active duty
RFO	request for orders
ROTC	Reserve Officer Training Corps
RSOP	readiness standing operating procedure
SF	standard form
SGLI	servicemembers' group life insurance
SJA	Staff Judge Advocate
SMOS	secondary military occupational specialty
SOP	standing operating procedure

SPECAT	special category
SRB	selective reenlistment bonus
SSD	single source data
STP	Soldier Training Publication
TDY	temporary duty
TIG	time in grade
TIS	time in service
TM	technical manual
TOE	table of organization and equipment; Term of Enlistment
TPFDL	time-phased force development list
TTAD	temporary tours of active duty
UMR	unit manning report
UPC	unit processing code
USAR	U.S. Army Reserve
USMA	United States Military Academy
USPS	United States Postal Service
UTL	unit transmittal letter
WIA	wounded In action

Section II
Terms

DA CIR
Department of the Army Circular

DA PAM
Department of the Army Pamphlet

REFERENCES

Required Publications

Required publications are sources that users must read in order to understand or to comply with this publication.

Army Regulations

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- AR 25-30, *The Army Publishing Program*, 27 March 2006.
- AR 25-50, *Preparing and Managing Correspondence*, 3 June 2002.
- AR 25-400-2, *The Army Record Information Management System (ARIMS)*, 2 October 2007.
- AR 27-10, *Military Justice*, 3 October 2011.
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- AR 380-5, *Department of the Army Information Security Program*, 29 September 2000.
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- AR 600-8-3, *Unit Postal Operations*, 28 December 1989.
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- AR 600-8-22, *Military Awards*, 11 December 2006.
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- AR 600-8-104, *Military Personnel Information Management/Records*, 22 June 2004.
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- AR 600-37, *Unfavorable Information*, 19 December 1986.
- AR 600-60, *Physical Performance Evaluation System*, 28 February 2008.
- AR 600-85, *Army Substance Abuse Program (ASAP)*, 2 February 2009.
- AR 601-100, *Appointment of Commissioned and Warrant Officers in the Regular Army*, 21 November 2006.
- AR 608-1, *Army Community Service Center*, 19 September 2007.
- AR 608-20, *Army Voting Assistance Program*, 28 October 2004.
- AR 608-99, *Family Support, Child Custody, and Paternity*, 29 October 2003.
- AR 614-30, *Overseas Service*, 30 March 2010.
- AR 614-100, *Officer Assignment Policies, Details and Transfers*, 10 January 2006.
- AR 614-200, *Enlisted Assignments and Utilization Management*, 26 February 2009.

AR 623-3, *Evaluation Reporting System*, 10 August 2007.
AR 635-200, *Active Duty Enlisted Administrative Separations*, 6 June 2005.
AR 638-2, *Care and Disposition of Remains and Disposition of Personal Effects*, 22 December 2000.
AR 670-1, *Wear and Appearance of Army Uniforms and Insignia*, 3 February 2005.

Department of Army Forms

DA Forms are available on the Army Publishing Directorate web site (www.apd.army.mil)

DA FORM 2-1, *Personnel Qualification Record*.
DA FORM 31, *Request and Authority for Leave(EGA)*.
DA FORM 67-9, *Officer Evaluation Report*.
DA FORM 67-9-1, *Officer Evaluation Report Support Form*.
DA FORM 67-9-1A, *Development Support Form*.
DA FORM 78-R, *Recommendation for Promotion to 1LT/CW2 (LRA)*.
DA FORM 268, *Report to Suspend Favorable Personnel Actions (FLAG)*.
DA FORM 638, *Recommendation for Award*.
DA FORM 647, *Personnel Register*.
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S-1 NETWORK, *The S-1 Network*.

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13 January 2012

By Order of the Secretary of the Army

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