The Army Universal Task List

1. Change 8 to FM 7-15, 27 February 2009, updates the tasks with financial management and other collective tasks, and the recent publication of updated field manuals, including FM 1-06, FM 3-0, and FM 5-0.

2. Completely replaces ART 4.2, Provide Personnel Support.

3. A Latin currency symbol (¤) marks new material.

4. FM 7-15, 27 February 2009, is changed as follows:

Remove Old Pages	Insert New Pages
pages i through iv	pages i through iv
pages 4-45 through 4-58	pages 4-45 through 4-58

5. File this transmittal sheet in front of the publication for reference purposes.

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By order of the Secretary of the Army:

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1120310

Field Manual
No. 7-15

The Army Universal Task List

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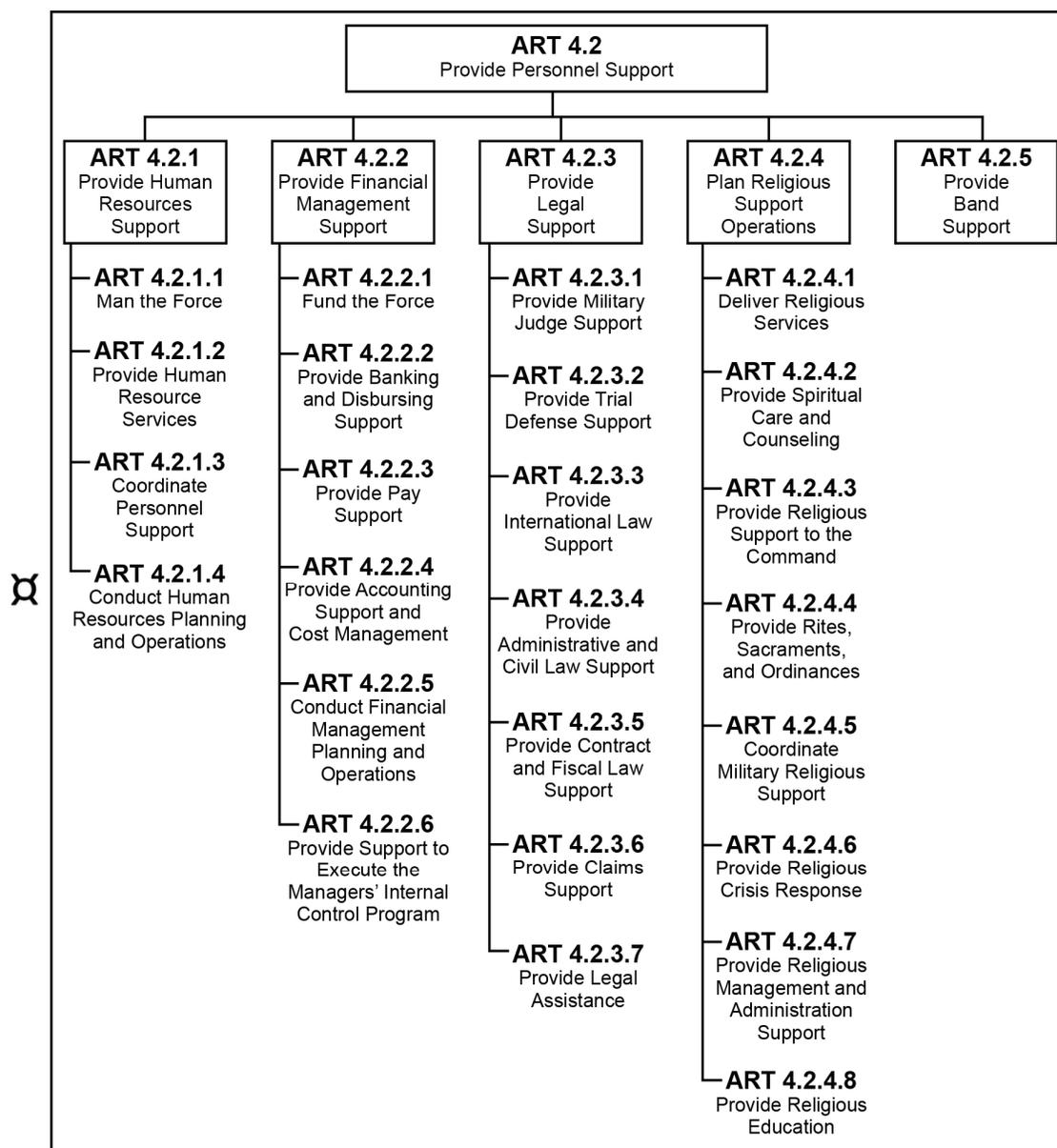*This publication supersedes FM 7-15, 31 August 2003.

SECTION II – ART 4.2: PROVIDE PERSONNEL SUPPORT

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4-77. Personnel services are those sustainment functions related to Soldiers' welfare, readiness, and quality of life. Personnel services complement logistics by planning for and coordinating efforts that provide and sustain personnel. (FM 3-0) (USACAC)

*ART 4.2.1 PROVIDE HUMAN RESOURCES SUPPORT

4-78. Perform activities and tasks to sustain human resources (HR) functions of manning the force; HR services; personnel support; and HR planning and operations in support of deployed forces. HR support maximizes operational effectiveness and facilitates support to Soldiers, their families, DOD civilians, and contractors authorized to accompany the force. (FM 1-0) (USAAGS)

No.	Scale	Measure
01	Yes/No	HR support and procedures assisted the supported unit to accomplish its mission.
02	Yes/No	Developed a comprehensive plan to provide HR support.
03	Yes/No	Unit identified adequate resources and deployed the resources as part of the early entry element.
04	Yes/No	Unit identified location and support requirements for HR operations.
05	Yes/No	Adequate personnel information management was available.
06	Yes/No	Unit maintained personnel accountability and tracking of personnel entering or departing the organization or theater.
07	Time	To complete required coordination.
08	Time	To establish postal operations.
09	Time	To establish morale, welfare, and recreation programs and services.
10	Time	To establish HR communications nodes
11	Time	To deploy casualty liaison teams, personnel accountability teams and Theater Gateway Personnel Accountability Team.
12	Time	To perform personnel accounting functions associated with theater gateways and other inter/intra theater ports.
13	Time	To provide/receive HR support on request.
14	Time	To produce strength reports that accurately reflects the strength of the unit.
15	Percent	Of personnel meeting personnel readiness requirements.
16	Percent	Of HR resources in place and operational.
17	Percent	Of casualty reports processed in accordance with established timeframes.

*ART 4.2.1.1 MAN THE FORCE

4-79. Manning combines anticipation, movement, and skillful positioning of personnel so that the commander has the personnel required to accomplish the mission. ART 4.2.1.1 involves personnel readiness management, personnel accountability, strength reporting, retention, and management of personnel information. (FM 1-0) (USAAGS)

No.	Scale	Measure
01	Yes/No	The supported unit had sufficient personnel to accomplish its mission.
02	Yes/No	Unit maintained accountability of personnel transiting the organization or theater.
03	Time	To establish HR organizations as required.
04	Time	To access HR systems enablers and accurately post changes to the personnel database of record.
05	Time	To coordinate transportation and life support of transiting personnel.
06	Percent	Of unit and nonunit personnel scheduled to deploy or redeploy per scheduled dates or times.
07	Percent	Of unit personnel requirements met by Deployment-Day.
08	Percent	Of individuals, teams, platoons, and companies resourced for operations.
09	Percent	Of transiting personnel processed on a daily basis or in accordance with the distribution plan.
10	Percent	Of reports submitted in accordance with established time lines.
11	Number	Of operations degraded, delayed, or modified due to personnel shortages.

*ART 4.2.1.1.1 Perform Personnel Readiness Management

4-80. Distribute Soldiers and Army civilians to subordinate commands based on documented manpower requirements, authorizations, and predictive analysis in support of the commander's plans and priorities. (FM 1-0) (USAAGS)

No.	Scale	Measure
01	Yes/No	Soldiers/individuals distributed per commander's priorities and documented manpower authorizations.
02	Yes/No	Strength management numbers were accurately maintained.
02	Yes/No	Accurate individual personnel readiness data was available in a timely manner to make personnel readiness decisions.
03	Time	On average for managing unit/individual readiness.
04	Time	Delay in providing replacements due to operational priorities.
05	Time	Delay in providing replacements due to transportation shortfalls.
06	Percent	Of reception, replacement, rest and recuperations, redeployment, and return to duty personnel record transactions completed correctly for individuals transiting the organization/theater.
07	Percent	Of military personnel files that have incorrect data entered (based on sample survey)
08	Number	Of operations degraded, delayed, or modified due to personnel shortages.
09	Number	Of replacement personnel provided by the national provider.

*ART 4.2.1.1.2 Conduct Personnel Accounting

4-81. Personnel accounting is the by-name recording of specific data on individuals' as they arrival and departure from units, duty status changes, change in location, MOS or specialty codes, grade changes, and so on. (FM 1-0) (USAAGS)

No.	Scale	Measure
01	Yes/No	Personnel accounting enhanced the unit's ability to accomplish its mission.
02	Yes/No	All transiting personnel are tracked and accountability maintained.
03	Time	To perform personnel accounting of transiting individuals/units into or out of the organization or theater.
04	Time	To integrate transiting Soldiers/individuals personnel accounting data into the theater database.
05	Percent	Of personnel data transactions completed.

*ART 4.2.1.1.3 Conduct Strength Reporting

4-82. Strength reporting is the numerical end product of the personnel accountability process, it is based on fill versus authorizations, and drives Army readiness and personnel readiness management. Strength reporting reflects the combat power of a unit and is used to monitor unit strength, prioritize replacements, execute strength distribution, and make tactical and human resources (HR) support decisions. (FM 1-0) (USAAGS)

No.	Scale	Measure
01	Yes/No	Strength reporting enhanced the unit's ability to accomplish its mission.
02	Yes/No	Strength reports for subordinate organizations are consolidated and reported to higher.
03	Yes/No	Strength reports have been reconciled to match database of record.
04	Time	To consolidate subordinate personnel summaries.
05	Time	To integrate transiting Soldiers and other personnel accounting data into the theater database.
06	Percent	Of personnel data transactions completed meeting established submission guidelines.
07	Percent	Of reports submitted on a timely basis.

*ART 4.2.1.1.4 Provide Personnel Information Management

4-83. Collecting, processing, storing, displaying, and disseminating of relevant human resources (HR) information about units and personnel. This HR information includes Soldiers, attached joint, international

and multinational military personnel and civilians (Department of Defense, interagency, and contractor employees) authorized to accompany the force. (FM 1-0) (USAAGS)

No.	Scale	Measure
01	Yes/No	The conduct of reception, replacement, rest and recuperation, redeployment, and return to duty (R5) operations supported unit mission accomplishment.
02	Time	To perform personnel accounting of transiting individuals or units in theater.
03	Time	To deploy and operate theater human resources teams such as theater gateway, R5, and casualty liaison teams.
04	Time	To integrate transiting personnel accounting data into the theater database.
05	Time	To coordinate transportation requirements.
06	Time	To coordinate life support for transiting personnel.
07	Percent	Of individuals or units processed daily.

*ART 4.2.1.1.5 Conduct Retention Operations

4-84. Retention improves readiness, aligns forces, and maintains Army end strength. Employ the four phases of the Army Career Counseling System to increase retention and reduce unit level attrition by advising leaders and developing and counseling Soldiers. (FM 1-0) (USAAGS)

No.	Scale	Measure
01	Yes/No	Retention supported unit mission accomplishment.
02	Time	To provide retention information (on average).
03	Time	To provide retention services (on average).
04	Time	To retain personnel to fill current positions (on average).
05	Percent	Of reenlistment actions processed correctly.
06	Percent	Of eligible personnel retained.
07	Percent	Of reenlistments occurring during a designated time.
08	Number	Of retention actions processed correctly.
09	Number	Of military personnel supported (given in an average).

*ART 4.2.1.2 PROVIDE HUMAN RESOURCES SERVICES

4-85. Human resources (HR) services are functions which directly impact a Soldier's status, assignment, qualifications, financial status, career progression, and quality of life which allows the Army leadership to effectively manage the force. HR services include the functions of essential personnel services (EPS), Postal, and Casualty operations. HR services include essential personnel services, casualty operations, and postal operations. (FM 1-0) (USAAGS)

No.	Scale	Measure
01	Yes/No	The unit's ability to accomplish its mission was enhanced because of the quality or quantity of personnel service support provided.
02	Time	To process an individual action.
03	Time	To coordinate or collect essential personnel services information.
04	Percent	Of total actions processed in specified time.
05	Percent	Of actions processed incorrectly.
06	Percent	Of actions returned for additional information.
07	Percent	Of HR services capabilities in place and operational after area of operations is assigned.
08	Percent	Of casualty and postal reports submitted in a specified time.

*ART 4.2.1.2.1 Conduct Casualty Operations

4-86. Collect, record, process, verify, and report casualty information from unit level to Department of the Army. (FM 1-0) (USAAGS)

No.	Scale	Measure
01	Yes/No	Families of personnel in the area of operations who become casualties were accurately notified in a timely and compassionate manner.
02	Time	To establish casualty liaison team at medical facilities and other required locations.
03	Time	To accurately record and report casualty information.
04	Time	To obtain evacuation reports from medical facilities.
05	Time	Of average delay in reporting and processing casualties reports.
06	Time	To provide casualty information to commanders.
07	Time	To appoint Summary Court Martial Officer and AR 15-6 Investigating officer.
08	Time	To prepare Next of Kin letters and process personnel actions.
09	Time	To complete a line of duty investigation.
09	Percent	Of total number of casualties not reported to Department of the Army within 12 hours of incident.

*ART 4.2.1.2.2 Perform Essential Personnel Services

4-87. Essential personnel services include customer service, awards and decorations, evaluation reports, promotions and reductions, transfers and discharges, , leaves and passes, military pay, personnel action request and other S-1 support (officer procurement, line-of-duty investigations, AR 15-6 investigations, suspension of favorable actions/Bars to reenlistment, citizenship/naturalization, congressional inquiries, identification card and tags). (FM 1-0) (USAAGS)

No.	Scale	Measure
01	Yes/No	Personnel actions let Soldiers know their contributions were valued by that organization.
02	Yes/No	Every Soldier, Army civilian or authorized contractor in the area of operations has required identification documents.
03	Yes/No	Unit recognition program fairly, equitably, and accurately recognized contributions made by unit or individual.
04	Yes/No	Unit personnel promotions and reductions occurred on a timely, fair and equitable basis.
05	Time	To process action (on average).
06	Time	To verify eligibility for ID documents (on average).
07	Time	To process award or decoration (on average)
08	Time	To process evaluation reports (on average).
09	Time	To process promotion or reduction (on average).
10	Time	To process leave or pass (on average)
11	Time	To initiate and process line of duty investigations (on average).
12	Percent	Of number of actions returned for incompleteness.
13	Percent	Of personnel actions processed correctly.
14	Percent	Of line of duty investigations completed in a timeline prescribed by Army regulation.
15	Percent	Of pay inquiries successfully completed.
16	Percent	Of evaluation reports submitted after timelines prescribed by Army regulation.
17	Percent	Of accuracy in the preparation of ID documents.
18	Number	Of promotions per grade in a given period.
19	Number	Of identification documents processed and issued.
20	Number	Of pay inquiries resolved during a specific period.

*ART 4.2.1.2.3 Conduct Postal Operations

4-88. Postal operations provide a network to process mail and provide postal services. Processing mail involves receiving, separating, sorting, dispatching, and redirecting ordinary and accountable mail; completing international mail exchange; handling casualty and enemy prisoner of war mail; and screening for contaminated or suspicious mail. Postal services involve selling stamps; cashing and selling money orders; providing registered (including classified up to secret), insured, and certified mail services; and processing postal claims and inquiries. (FM 1-0) (USAAGS)

No.	Scale	Measure
01	Yes/No	Military Mail Terminal was established and effective.
02	Yes/No	Adequate personnel and equipment was available to support postal operations.
03	Yes/No	Unit members can send and receive mail.
04	Yes/No	Postal operations established in a timely manner that enhances force morale.
05	Time	To process and distribute mail, after receipt.
06	Time	For mail to transit from CONUS to overseas addressee (on average).
07	Percent	Of required military mail terminals and post offices established within planned timelines.
08	Percent	Of routes that have alternative routing sites.
09	Percent	Of routes that have daily delivery.
10	Percent	Of processed mail undeliverable.
11	Number	Of tons of backlogged mail, by class per day.

*ART 4.2.1.3 COORDINATE PERSONNEL SUPPORT

4-89. Personnel support activities encompass those functions and activities which contribute to unit readiness by promoting fitness, building morale and cohesion, enhancing quality of life, and by providing recreational, social, and other support services for Soldiers, Department of Defense civilians, and other personnel who deploy with the force. Personnel support encompasses the following functions: morale, welfare, and recreation (MWR), command interest programs, community support activities and band operations. (FM 1-0) (USAAGS)

Note: ART 4.2.5 Provide Band Support provides additional support to ART 4.2.1.3.

No.	Scale	Measure
01	Yes/No	Command interest programs supported unit readiness and morale activities.
02	Yes/No	All deployed unit members have access to human resource and community activity programs.
03	Time	To routinely establish command interest programs.
04	Percent	Of planned command interest resource programs in place and operational.
05	Number	Of personnel who have access to command interest programs, MWR and community activity programs.

*ART 4.2.1.3.1 Conduct Command Interest Programs

4-90. Army human resource programs are critical to sustain individual and unit readiness. These include the equal opportunity program, sexual harassment program, substance abuse prevention program, and weight control program. (FM 1-0) (USAAGS)

No.	Scale	Measure
01	Yes/No	All unit members felt they are valued members of the unit.
02	Yes/No	Community interest programs are fully established and enhance individual and unit readiness.
03	Time	Necessary to implement community interest programs or resolve an individual case.

No.	Scale	Measure
04	Percent	Of planned community interest programs in place and operational.
05	Percent	Of community interest program cases successfully closed or completed.
06	Number	Of command interest programs required.
07	Number	Of personnel required to support community interest programs.
08	Number	Of cases successfully closed or completed.

*ART 4.2.1.3.2 Provide Morale, Welfare, and Recreation and Community Support Activities

4-91. Provide Soldiers, Army civilians, and other authorized personnel with recreational and fitness activities, goods, and services. The morale, welfare, and recreation network provides unit recreation and sports programs and rest areas for brigade-sized and larger units. Community support programs include the American Red Cross and family support. (FM 1-0) (USAAGS)

No.	Scale	Measure
01	Yes/No	Unit personnel and other authorized individuals had safe means to release some of the stress imposed on them as a result of their participation in full spectrum operations.
02	Yes/No	Quality of morale, welfare, and recreation program met unit and individual needs.
03	Time	To coordinate for the establishment of adequate recreation or fitness facilities in AO.
04	Percent	Of deployed units that have access to American Red Cross programs.
05	Percent	Of personnel with access to adequate recreational or fitness facilities.
06	Percent	Of deployed personnel who have access to rest and recuperation facilities.
07	Percent	Of units that have active family and community support programs.
08	Number	Of hours per day allotted to personal leisure, recreational, and fitness activities.

*ART 4.2.1.4 CONDUCT HUMAN RESOURCES PLANNING AND OPERATIONS

4-92. Performs and coordinates functions and activities needed to conduct and sustain human resources (HR) support operations. ART 4.2.1.4 includes planning and mission preparations, staff coordination, and establishment and operations of HR data nodes. (FM 1-0) (USAAGS)

No.	Scale	Measure
01	Yes/No	Human resource support was included as part of the planning process
02	Yes/No	Human resource support was coordinated and supports operations
03	Yes/No	HR connectivity to data and voice communications nodes was established.
04	Time	To establish HR connectivity to data and voice nodes.

*ART 4.2.1.4.1 Perform Human Resources Planning

4-93. Human resources (HR) planning support the commander's mission requirements. HR planners conducts mission and planning analysis, creates possible courses of action, analyze and compare courses of action, recommends a solution, and produce an operation plan or order annex. (FM 1-0) (USAAGS)

No.	Scale	Measure
01	Yes/No	Human resource support was integrated into the staff process.
02	Yes/No	Human resource support was integrated into the command budget cycle.
03	Yes/No	Human resource element conducted mission analysis.
04	Yes/No	Human resource element produced a human resource support plan to support mission.
05	Time	To coordinate and plan human resource support for mission.
06	Time	To integrate written plan into mission operation order or fragmentary order.
07	Time	Needed to plan for resources.
08	Number	Of days required to determine requirements.

No.	Scale	Measure
09	Number	Of days required to determine support requirements.
10	Yes/No	Operational communications nodes provided the ability to maintain the common operational picture (COP).
11	Percent	Of coordinating operations occurring during a designated time.
12	Number	Of coordinating actions processed correctly.

*ART 4.2.1.4.2 Operate Human Resources Command and Control Nodes

4-94. Establish, operate, and maintain connectivity to human resources (HR) data and voice communications nodes for HR operations. HR command and control nodes include those required for all HR operations, across commands and echelons, and to higher and lower elements. (FM 1-0) (USAAGS)

No.	Scale	Measure
01	Yes/No	Established connectivity to data communications nodes and procedures supported unit mission accomplishment.
02	Yes/No	Adequate equipment and personnel were available to establish required connectivity to data and voice communications nodes.
03	Yes/No	Operational communications nodes provided the ability to maintain common operational picture.
04	Time	To establish required connectivity to communications nodes for HR operations.
05	Time	To coordinate and establish connectivity to communications and sustainment operations.
06	Number	Of HR nodes established in a specified time.
07	Number	Of critical HR data and voice communications nodes required for operations.

¤ART 4.2.2 PROVIDE FINANCIAL MANAGEMENT SUPPORT

4-95. Provide financial management support to commanders. Financial management is the sustainment of Army, joint, interagency, interdepartmental, and multinational operations through the execution of two mutually supporting core functions: resource management and finance operations. These two functions are composed of the following core competencies: fund the force, banking and disbursing, pay support, accounting support and cost management, financial management planning and operations, and management internal controls. (FM 1-06) (USAFMS)

No.	Scale	Measure
01	Yes/No	Finance and resource management support enhanced the supported units' ability to accomplish their missions.
02	Yes/No	Operations were funded and reimbursed properly per funding guidance.
03	Yes/No	Unit developed a comprehensive plan to provide financial management support.
04	Yes/No	Access to requisite financial management systems was available.
05	Time	To establish managers' internal control (MIC) program.
06	Time	To establish banking and disbursing support.
07	Time	To establish pay support policies and guidance.
08	Time	To establish policies to implement special funding requirements.
09	Time	To input data for cost modeling requirements.

¤ART 4.2.2.1 FUND THE FORCE

4-96. Funding the force contributes significantly to support the Army's primary role in defense—the application of land power. Fund the force matches legal and appropriate sources of funds with thoroughly vetted and valid requirements. It provides flexibility through nonlethal methods to augment and, in some cases, lead the effort in obtaining the effects the commander is trying to achieve. (FM 1-06) (USAFMS)

No.	Scale	Measure
01	Yes/No	Identification, acquisition, distribution, and control of funds enhanced the supported unit's ability to accomplish its mission.
02	Yes/No	Operations were funded or reimbursed properly per funding guidance.
03	Yes/No	Identification, acquisition, distribution, and control of funds complied with fiscal law.
04	Time	To provide guidance to commands on funding procedures after establishing the area of operations.
05	Time	To complete required legal and contracting coordination.
06	Time	To develop spending plans containing mission critical funding requirements.
07	Percent	Of operations funded and reimbursed properly per funding guidance.
08	Number	Of funding authorization documents and resource distribution documents provided per month.

¤ART 4.2.2.2 PROVIDE BANKING AND DISBURSING SUPPORT

4-97. Banking support encompasses a wide spectrum of financial management activities ranging from currency support of U.S. military operations to liaison with host-nation banking officials to strengthen local financial institutions. Disbursing is the act of distributing funds from a specific account to make payments (currency, electronic funds transfer, and checks) on properly prepared and certified vouchers, receiving collections, receiving and controlling currencies, maintaining accountable records, cashing negotiable instruments, managing established limited depositary checking accounts (LDAs), making foreign currency conversions, and determining the need for currency and its replenishment. (FM 1-06) (USAFMS)

No.	Scale	Measure
01	Yes/No	Banking and disbursing support enhanced the commander's intent and vision for the area of operations.
02	Yes/No	Banking initiatives were coordinated with national providers.
03	Yes/No	Theater-specific policies for disbursing operations were developed.
04	Yes/No	Unit had access to requisite financial management information systems.
05	Time	To establish capabilities to use International Treasury Services government and electronic funds transfer.
06	Time	To implement electronic-commerce and theater-specific initiatives.
07	Time	To establish special payment policies and miscellaneous disbursing support.

¤ART 4.2.2.2.1 Provide Cash Management Support

4-98. Cash management support provides coordination with host-nation and military banking facilities to provide currency to the theater of operations. (FM 1-06) (USAFMS)

No.	Scale	Measure
01	Yes/No	Cash management support enhanced the unit's ability to accomplish the mission.
02	Yes/No	Unit activated disbursing station symbol numbers.
03	Time	To select limited depositary institution and establish limited depositary accounts.
04	Time	To determine amount of currency (U.S. and foreign) needed to support operation.
05	Time	To implement electronic (E)-commerce and theater-specific initiatives.
06	Time	To establish and maintain central funding support.
07	Time	To establish capabilities to use International Treasury Services government and electronic funds transfer.
08	Percent	Of payments made by E-commerce methods in cash (local and U.S. currency).
09	Number	Of transactions performed per month by type.
11	Number	Of currency conversions transacted per month.
12	Number	Of local depositary checking accounts established.

No.	Scale	Measure
13	Number	Of U.S. currency transactions per month by payment method.
14	Cost	In dollars per month of foreign currency on hand
15	Cost	In dollars per month disbursed in U.S. currency by payment method.

¤ART 4.2.2.2.2 Provide Procurement Support

4-99. As a critical component of the fiscal triad, financial management provides both funding for validated requirements and payments for contracted goods and services. This support ensures that all required documents are available and accurate prior to unit submitting for payment. It also includes support to the commander by training, funding, and clearing pay agents. (FM 1-06) (USAFMS)

No.	Scale	Measure
01	Yes/No	Procurement support enhanced the unit's ability to accomplish the mission.
02	Yes/No	Payments occurred within established timelines.
03	Time	To train, fund, and clear paying agents.
04	Time	To implement electronic (E)-commerce and theater-specific initiatives.
05	Time	To coordinate with contracting organizations.
06	Percent	Of payments made by E-commerce methods in cash (local and U.S. currency).
07	Percent	Of payments without errors.
08	Number	Of transactions performed per month by type.
09	Ratio	Of late payments to total payments.
10	Cost	In dollars per month of contracts paid by currency type and method of payment.
11	Cost	In dollars per month of interest payments, due to late payments, made to vendors.

¤ART 4.2.2.2.3 Provide Special Payments and Miscellaneous Disbursing Support

4-100. Special payments and miscellaneous disbursing support are provided to military personnel and commanders in support of mission operations. This support may include check cashing, advance of pay and allowances, support to noncombatant evacuation operations, the Savings Deposit Program, and solatium payments. (FM 1-06) (USAFMS)

No.	Scale	Measure
01	Yes/No	Special payments and miscellaneous disbursing support enhanced the military personnel's and unit's ability to accomplish the mission.
02	Yes/No	Payments occurred within established timelines.
03	Time	To implement guidance received for special programs.
04	Time	To implement guidance on miscellaneous disbursing support.
05	Time	To implement guidance on the analysis of unmatched transactions.
06	Percent	Of payments without errors.
07	Number	Of transactions performed per month by type.
08	Number	Of nonsufficient fund checks returned for collection.
09	Cost	Of transactions performed per month by type.

¤ART 4.2.2.3 PROVIDE PAY SUPPORT

4-101. Pay support to military personnel is provided to all personnel assigned or attached within the Financial Management Center's area of operations. This support ensures military personnel receive proper pay entitlements. (FM 1-06) (USAFMS)

No.	Scale	Measure
01	Yes/No	Unit paid military personnel employed on time per established pay schedules.
02	Yes/No	Unit received policy on pay entitlements.

No.	Scale	Measure
03	Percent	Of personnel in area of operations reporting pay problems per month.
04	Percent	Of errors from data input by finance units that reflected changes in pay status of supported military personnel in a given time.
05	Number	Of times supported individuals are not accurately paid.
06	Number	Of transactions performed per month.
07	Number	Of case management system cases processed by type.
08	Number	Of case management system cases open less than 30 days.

¤ART 4.2.2.4 PROVIDE ACCOUNTING SUPPORT AND COST MANAGEMENT

4-102.   The Army relies on the financial management community to ensure fiscal stewardship of the public funds entrusted to execute its assigned missions. Financial managers provide expert fiscal analysis based on accurate financial data. Accounting is the act of receiving, controlling, validating, recording, classifying, and summarizing transactions in terms of money, analyzing and interpreting those transactions, and reporting the operating results and related resource management information to higher headquarters. The cost management process is the accurate measurement and thorough understanding of the full cost of an activity's processes, products, and services that support leaders' decisionmaking and fiscal stewardship thereby maximizing the effectiveness and efficiency of the activity's operations. (FM 1-06) (USAFMS)

No.	Scale	Measure
01	Yes/No	Accounting and cost management support enhanced the supported unit's ability to accomplish its mission.
02	Yes/No	The unit coordinated and maintained appropriated fund accounting.
03	Yes/No	The unit captured and accurately recorded expenditures for all accounting classifications used in theater.
04	Yes/No	The unit identified and corrected or forwarded funding irregularities to appropriate authorities for disposition.
05	Yes/No	The unit recorded and managed all obligations by type.
06	Yes/No	Commanders were aware of cost implications when making decisions.
07	Yes/No	Unit had access to requisite financial management information systems.
08	Time	Time to determine and validate mission costs.
09	Time	To estimate cost of future operations.
10	Time	To establish cost capturing procedures.
11	Time	To establish reporting procedures.
12	Time	To identify available cost models.
13	Time	To collect cost management data for commander's resource informed decision.
14	Percent	Of audit samples without errors.
15	Number	Of reports reconciled per month.
16	Number	Of accounts maintained per month.
17	Number	Of accounts audited per month.
18	Number	Of obligating documents per month.
19	Number	Of cost reports provided per month.
20	Number	Of outstanding negative unliquidated obligations over 30 days.

¤ART 4.2.2.5 CONDUCT FINANCIAL MANAGEMENT PLANNING AND OPERATIONS

4-103.   Conduct financial management planning and operations enables units to perform and coordinate functions and activities needed to conduct and sustain financial management operations. This may include planning and mission preparation, staff coordination, and establishment and operations of financial management data nodes. (FM 1-06) (USAFMS)

No.	Scale	Measure
01	Yes/No	Financial management support was included as part of the planning process.
02	Yes/No	The unit identified and programmed theater financial management support requirements.
03	Yes/No	Financial management support was coordinated and supports operations.
04	Yes/No	The unit established financial management connectivity to data and voice communications nodes.
05	Yes/No	The unit submitted financial management operations tab to the Personnel Services Appendix to the Sustainment Annex.
06	Yes/No	The unit developed a financial management running estimate in support of the planning process.
07	Yes/No	The unit designed financial management measure of effectiveness and performance to assess financial management operations.
08	Time	To coordinate and plan financial management support for mission.
09	Time	To plan and coordinate for funding and special programs.
10	Time	To establish financial management connectivity to data and voice nodes.
11	Time	To determine number of financial management units to provide required theater support.
12	Time	To refine the financial management plan after receipt of warning order.
13	Time	To account for contracting requirements on the battlefield.
14	Number	Of units in place and operational to support mission.

¤ART 4.2.2.6 PROVIDE SUPPORT TO EXECUTE THE MANAGERS' INTERNAL CONTROL PROGRAM

4-104. Managers' internal controls (MIC) are designed to ensure that programs operate as intended, areas needing improvement are identified and reported, and that timely corrective action is taken. MIC promote these goals through periodic evaluation of key controls and full disclosure of any shortcoming that are detected. (FM 1-06) (USAFMS)

No.	Scale	Measure
01	Yes/No	The MIC program was established on behalf of the commander.
02	Yes/No	The MIC guidance was developed establishing specific responsibilities and timelines.
03	Yes/No	The commander designated an internal control administrator.
04	Yes/No	The commander established and maintained an internal control evaluation plan.
05	Time	To maintain the internal control evaluation plan.
05	Time	To coordinate and assist in the preparation of the unit's annual assurance statement.
06	Time	To identify, record, correct, and track any material weaknesses.
07	Time	To identify and provide training in support of MIC.
08	Time	To establish all internal control program procedures and be fully operational within 48 hours of the financial management unit commencing operations.
09	Number	Of finance operations quality assurance reviews per reporting cycle.
10	Number	Of finance operations reports with findings and corrected actions, from all levels, forwarded to the senior G-8 for situational awareness.

ART 4.2.3 PROVIDE LEGAL SUPPORT

4-105. Provide operational law support in all legal disciplines (including military justice, administrative and civil law, international and operational law, contract and fiscal law, claims, and legal assistance) in support of the command, control, and sustainment of operations. (FM 27-100) (TJAGLCS)

Note: ART 5.5.1.2.1 (Provide Law and Order) and ART 5.5.1.3 (Provide Military Justice Support) are included in ART 5.0 (The Command and Control Warfighting Function).

No.	Scale	Measure
01	Yes/No	Legal support services enhanced the supported unit's ability to accomplish its mission.
02	Time	To refine the legal services program for the area of operations (AO) after receipt of warning order.
03	Time	Between commander's requests for and receipt of legal advice or support.
04	Time	To prepare legal estimates.
05	Time	Between requests for briefings on rules of engagement or law of war and actual presentation of the briefing.
06	Time	To review existing interagency or multinational agreements.
07	Percent	Of issues correctly identified, analyzed, and resolved to support command and control missions.
08	Percent	Of legal opinions that reflect an accurate view of law.
09	Percent	Of legal opinions that answer the client's questions clearly and concisely.
10	Percent	Of legal opinions in a form that is useful to the client.
11	Percent	Of opinions formatted in compliance with regulatory requirements.
12	Percent	Of opinions that are reviewed by a supervisor before release.
13	Percent	Of deployments requiring augmentation of legal personnel.
14	Percent	Of judge advocates and support personnel with working knowledge of current automated Army information systems.
15	Percent	Of judge advocates with access to automated Army information systems.
16	Percent	Of judge advocates and support personnel with access to Legal Automation Army-Wide System.
17	Percent	Of operationally ready vehicles dedicated to legal support.
18	Percent	Of core legal disciplines provided in support of unit.
19	Percent	Of operational cells with a judge advocate detailed.
20	Percent	Of missions where judge advocate participates in mission analysis.
21	Percent	Of targets reviewed by a judge advocate.
22	Percent	Of entities requiring legal liaison having a designated judge advocate liaison.
23	Percent	Of crisis management team meetings attended by a judge advocate.
24	Percent	Of units or Soldiers that receive legal briefings on rules of engagement or law of war, status-of-forces agreements, and host-nation law before deployment.
25	Number	Of judge advocates required to provide support in more than one core legal discipline.
26	Number	Of judge advocates required to provide support both in AO and at home station.
27	Number	Of vehicles dedicated for legal support.

ART 4.2.3.1 PROVIDE MILITARY JUDGE SUPPORT

4-106. Preside over courts-martial, supervise military judges, promulgate rules of court, and supervise the military magistrate program to include the review of pretrial confinement, confinement pending the outcome of foreign criminal charges, and the issuance of search, seizure, or apprehension authorizations. (FM 27-100) (TJAGLCS)

No.	Scale	Measure
01	Yes/No	Military judges supported the accomplishment of the supported unit's mission.
02	Time	Between referral of a case for trial by courts-martial and detailing of the military judge.
03	Time	Between referral of a case for trial by courts-martial and the arraignment.
04	Time	From pretrial confinement to military magistrate review.
05	Time	Between completion of the record of trial and the military judge's authentication.
06	Percent	Of trials in which the military judge leads "bridging the gap" mentoring sessions.
07	Percent	Of pretrial confinement cases overruled by the military judge.

No.	Scale	Measure
08	Percent	Of search and seizure authorization later suppressed by the military judge.
09	Percent	Of the unit covered by military judge support.
10	Number	Of counsel having a copy of the rules of court.

ART 4.2.3.2 PROVIDE TRIAL DEFENSE SUPPORT

4-107. Provide personal legal advice to Soldiers related to criminal allegations; represent Soldiers in courts-martial and adverse administrative proceedings. (FM 27-100) (TJAGLCS)

No.	Scale	Measure
01	Yes/No	Accused Soldiers' legal rights were protected.
02	Time	Between a Soldier's request for and the scheduling of an appointment for legal advice.
03	Time	Between the scheduling of an appointment and the actual appointment date.
04	Percent	Of Soldiers electing to retain their detailed or individually requested military counsel.
05	Percent	Of Soldiers appearing before administrative boards represented by military counsel.
06	Percent	Of legal issues correctly identified and analyzed.
07	Percent	Of legal opinions that answer clients' questions clearly and concisely.
08	Percent	Of Soldiers receiving advice on adverse administrative actions from legal assistance instead of trial defense services.
09	Percent	Of units covered by trial defense service support.

ART 4.2.3.3 PROVIDE INTERNATIONAL LAW SUPPORT

4-108. Implement the Department of Defense law of war program. Assist with international legal issues relating to U.S. forces overseas. Advise concerning the legal basis for conducting operations and the use of force; advise concerning the legal status of forces; monitor foreign trials and confinement of Army personnel and their family members; perform legal liaison with the International Committee of the Red Cross and host-nation legal authorities; and advise concerning legal issues in intelligence operations, security assistance, counterdrug operations, stability operations, and civil assistance activities. (FM 27-100) (TJAGLCS)

No.	Scale	Measure
01	Yes/No	International law support services enhanced the supported unit's ability to accomplish its mission.
02	Time	Between discovery of possible law of war violations and report to higher headquarters.
03	Time	Between foreign confinement of Army personnel and notification to the U.S. legal liaison.
04	Time	Between reporting of a potential law of war violation and the decision whether to investigate.
05	Time	Between capture of an individual and determination of status under Article 5, Geneva Convention of 1949.
06	Percent	Of required international agreements on hand.
07	Percent	Of commanders or Soldiers who receive legal briefings on rules of engagement or law of war, status-of-forces agreement, and host-nation law before deployment.
08	Percent	Of targets reviewed by a judge advocate.
09	Percent	Of law of war allegations that are reported.
10	Percent	Of foreign trials and confinement of Army personnel and family members that comply with status-of-forces agreement requirements.
11	Percent	Of international law issues correctly identified, analyzed, and resolved.
12	Percent	Of legal opinions that answer the client's questions clearly and concisely.
13	Percent	Of legal opinions that are reviewed by a supervisor before release.
14	Percent	Of entities requiring legal liaison having a designated judge advocate liaison.
15	Percent	Of orders, plans, and policies reviewed for compliance with international legal obligations.
16	Percent	Of foreign trials observed by a qualified U.S. trial observer.
17	Number	Of U.S. law of war violations.