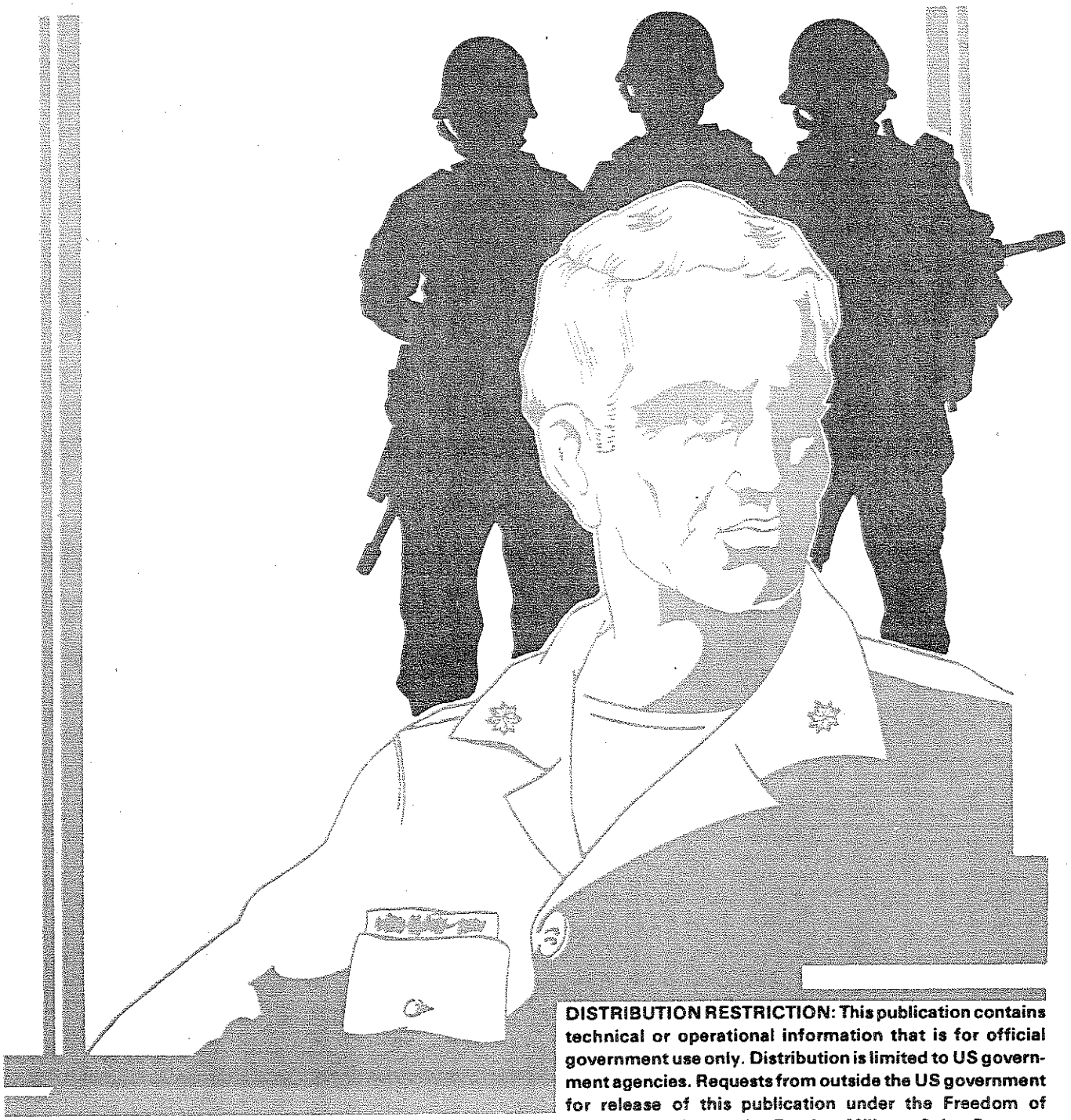
FM 12-3-4

ECHELONS ABOVE CORPS (EAC) PERSONNEL AND ADMINISTRATIVE DOCTRINE



DISTRIBUTION RESTRICTION: This publication contains technical or operational information that is for official government use only. Distribution is limited to US government agencies. Requests from outside the US government for release of this publication under the Freedom of Information Act or the Foreign Military Sales Program must be made to HQ TRADOC, Fort Monroe, VA 23651.

DECEMBER 1983

RECOMMENDED CHANGES AND COMMENTS

You are encouraged to submit recommended changes and comments to improve this manual. You should key your comments to the specific page, paragraph, and line of text in which the change is recommended and provide reasons for each change/comment to ensure understanding and evaluation. Recommendations should be submitted on DA Form 2028 (Recommended Changes to Publications and Blank Forms) and sent directly to the Commander, US Army Soldier Support Center, ATTN: ATZI-DCD-C, Fort Benjamin Harrison, Indiana 46216.

When used in this publication, "he," "him," "his," and "men" represent both the masculine and feminine genders unless otherwise stated.

FIELD MANUAL
No. 12-3-4

*FM 12-3-4

HEADQUARTERS
DEPARTMENT OF THE ARMY
WASHINGTON, DC, 8 DECEMBER 1983

ECHELONS ABOVE CORPS (EAC) PERSONNEL AND ADMINISTRATIVE DOCTRINE

TABLE OF CONTENTS

		Page
PREFACE		ii
CHAPTER 1	P&A SUPPORT	1-1
CHAPTER 2	PERSONNEL COMMAND	2-1
CHAPTER 3	PERSCOM ORGANIZATIONS	3-0
CHAPTER 4	P&A OPERATIONS	4-1
GLOSSARY		Glossary-1
REFERENCES		References-0

*This publication supersedes FM 29-6, dated 29 August 1975.

Preface

FM 12-3-4 describes personnel and administrative (P&A) support at echelons above corps (EAC) and provides doctrinal guidance for accomplishing wartime P&A functions. The role of the theater army adjutant general (AG), theater army personnel command (PERSCOM), and P&A units assigned to the PERSCOM receives special emphasis. This manual also provides doctrinal guidance for P&A units normally assigned to the theater army area command (TAACOM).

This document reflects emerging Army 86 doctrine in its emphasis on the primary functions: strength accounting, replacement operations, and casualty reporting. Units no longer assigned to the PERSCOM include the graves registration group and the chaplain general support detachment. These are assigned directly to TAACOMs and the theater army (TA) headquarters respectively. Also, because of new finance doctrine, the resource management office, formerly in the PERSCOM support directorate, has been eliminated. Headquarters, Theater Army, is the only headquarters that has comptroller positions during wartime.

This manual is one of a series of manuals on P&A doctrine at various echelons in the Army. The other manuals in the series are FM 12-3-1, FM 12-3-2, and FM 12-3-3. The following field manuals will be superseded by this series:

FM 12-1	Adjutant General Support in Theaters of Operations
FM 12-2	Personnel and Administrative Support in Theaters of Operations
FM 12-4	Division/Separate Brigade Adjutant General
FM 12-5	Personnel Service Company
FM 12-11	Administrative Support in Theaters of Operations
FM 29-6	The Personnel Command

CHAPTER 1

P&A Support

PERSONNEL SERVICE SUPPORT

P&A support at echelons above corps represents a significant portion of the personnel-oriented combat service support (CSS) functions performed at that level. These are known collectively as personnel service support (PSS). PSS includes a variety of functions and subfunctions that help commanders accomplish their mission and contribute to soldiers' morale and welfare. Besides the P&A services described below, PSS functions include chaplain activities; legal, finance/comptroller, and health services; public affairs; and general-purpose automatic data processing (ADP) support.

FUNCTIONS

P&A services represent the portion of PSS that is normally associated with AG organizations and missions. Specific functions include--

- Personnel services, including strength accounting, replacement operations, personnel management, personnel actions, personnel records maintenance, and automated personnel data management.
- Administrative services, including internal management of matters involving classified document control, correspondence preparation and distribution, reports and forms control, records management, publications management, local reproduction actions and control, and publication of orders.
- Morale support activities, including band support.
- Postal services.

All P&A functions are important. In wartime, however, they fall into two basic categories: primary and secondary.

PRIMARY FUNCTIONS

There are three specific functions in the primary category. They are strength accounting, replacement operations, and casualty reporting.

Both strength accounting and replacement operations are critical functions because they directly affect the composition of forces. Casualty reporting is vital because it affects not only the morale of the force but also the morale or national will of the whole United States.

Closely associated with all three primary functions is the casualty estimation process, which is especially crucial at EAC level. The ability to project future casualties with precision and at the required level of detail (*for example, MOS/special qualifications identifier (SQI), grade*) is vital. This process can assist the commander greatly in planning future operations and adjusting the "*push package*" replacement flow.

Also associated with the primary functions is ADP management. The development of the Army's command and control master plan causes the three primary functions to rely heavily upon automated data and data bases. Since these functions are both critical and time sensitive, they must receive the highest priority for ADP and telecommunications. The critical information passed through these

systems is used in staff estimates and command decisions.

During periods of high-intensity conflict, P&A organizations may perform their primary functions, including casualty estimation, to the exclusion of all others.

SECONDARY FUNCTIONS

All other P&A functions are classified as secondary (see chapter 4). Greater or lesser importance is placed on them, based upon the following:

- Battlefield situation. (In situations of very low intensity, P&A support approaches that used in peacetime.)
- Commander's priorities.
- Existing P&A policies within the theater.
- Level at which they are performed (*for example, personnel administration center (PAC), AG company, corps personnel operations center (CPOC), or PERSCOM*).

CHAPTER 2

Personnel Command

MISSION

The PERSCOM mission is to plan, integrate, provide, and sustain personnel, administrative, and soldier support systems for TA when preparing for and conducting armed conflict. The following areas are involved:

- Personnel services, including personnel readiness (accountability, distribution, replacement operations) and personnel sustainment.
- Administrative management and information systems.
- Postal services.
- Morale support activities, including band support when a major Army command (MACOM) band is authorized.
- Staffing and operation of the TA office of the AG.
- Responsibility for enemy prisoners of war (EPW) and control and confinement of US military prisoners.
- Command and control of assigned units.

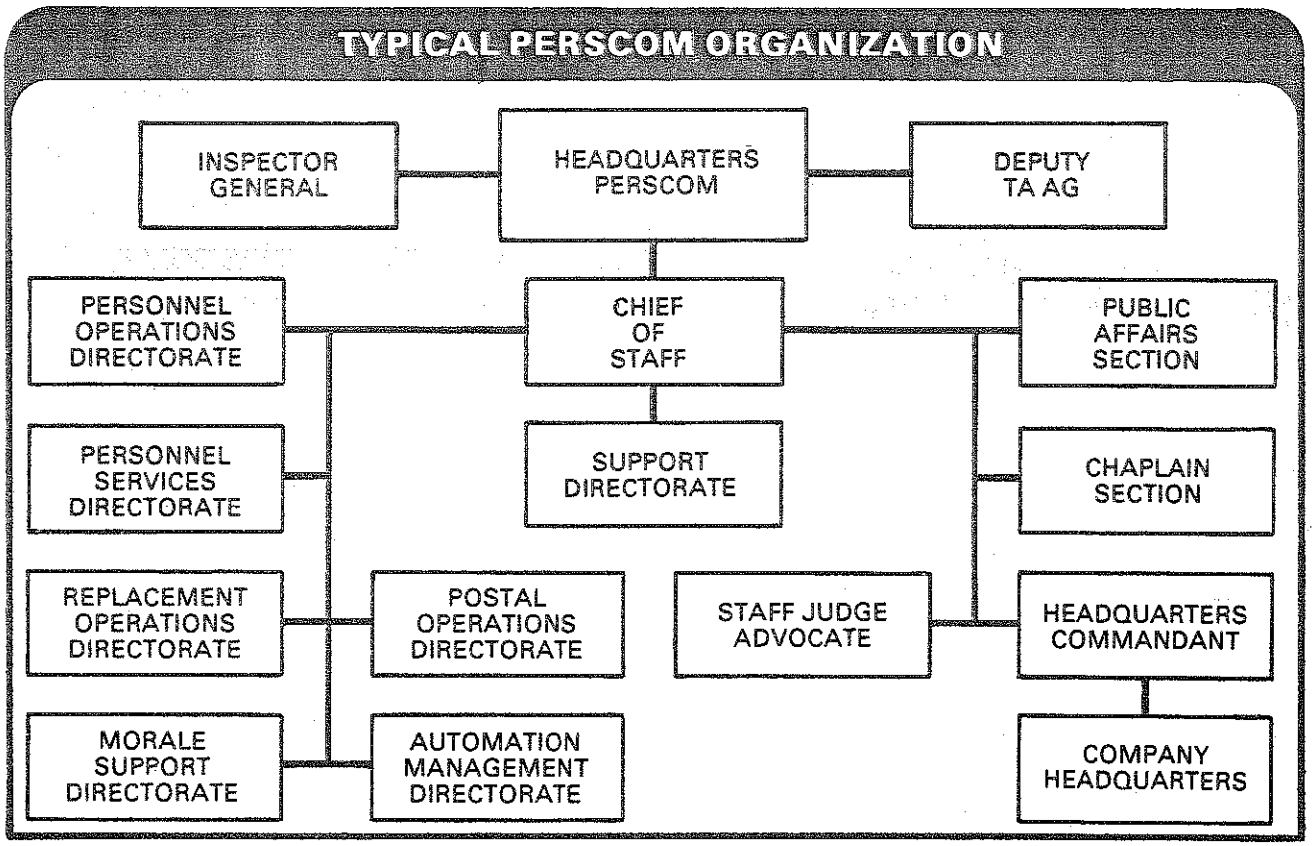


FIGURE 2-1

ASSIGNMENT AND ORGANIZATION

The PERSCOM is a major CSS functional command of theater army. Other major CSS functional commands may include the engineer command, the transportation command, and the medical command. The PERSCOM operates under the command and control of the TA commander and under general staff supervision of the TA Deputy Chief of Staff, Personnel (DCSPER). A typical PERSCOM organization is shown at figure 2-1.

PERSCOM ELEMENTS

COMMAND SECTION

The command section of the PERSCOM headquarters and headquarters company (HHC) consists of the following:

- PERSCOM commander/TA AG.
- Deputy PERSCOM commander.
- Personal staff members, including the inspector general, command sergeant major, aides, chauffeur, and required clerical personnel.

The PERSCOM commander "*wears two hats.*" As the TA AG, he provides necessary general and direct P&A support and gives advice and assistance to the TA commander on theater P&A activities. As the commander of the PERSCOM, he commands and controls all assigned units.

OFFICE OF THE THEATER ARMY ADJUTANT GENERAL

The TA deputy AG gives the TA commander information, estimates, and recommendations on P&A matters pertaining to TA elements. He exercises technical supervision over AG activities in subordinate units. He also plans, supervises, and conducts training for the activities that are his specific responsibility. The office of the theater army AG is also responsible for TA administrative management, including administrative systems, printing, and publications. In addition, this office provides internal administrative support to the TA headquarters. It is normally collocated with the TA headquarters and directly supervised by the TA deputy AG. He delegates routine AG support to the chief of the administrative management division. The organization is shown at figure 2-2.

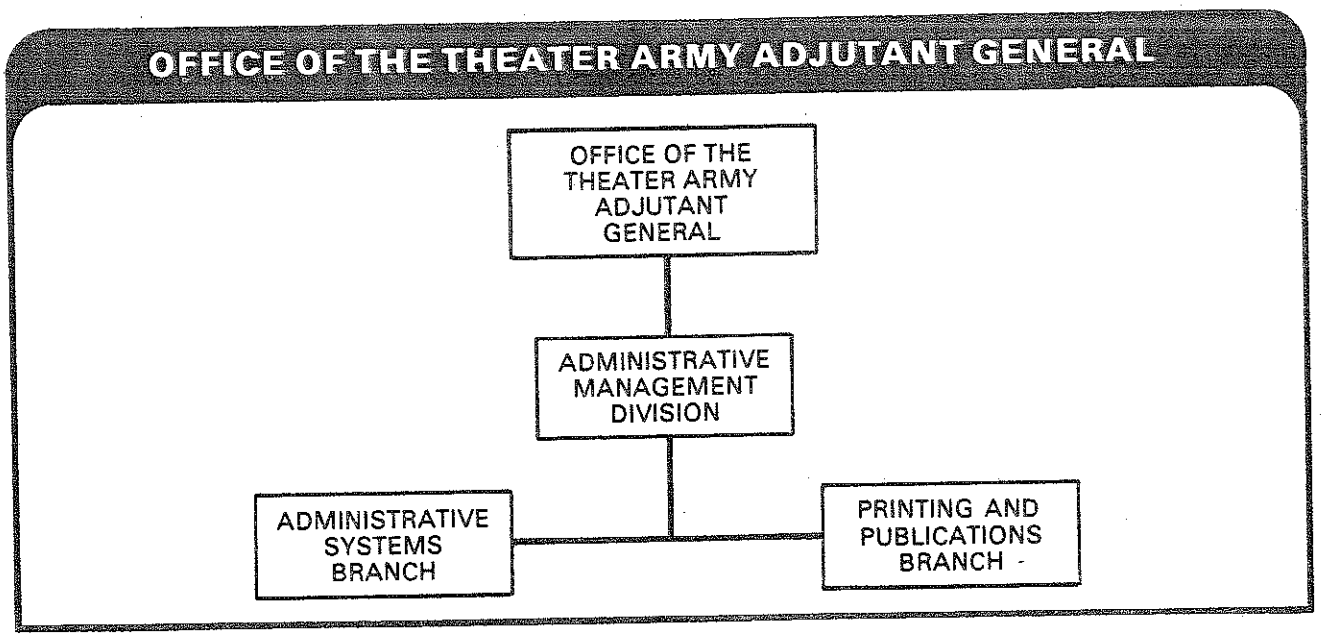


FIGURE 2-2

ADMINISTRATIVE MANAGEMENT DIVISION

The chief of the administrative management division is the TA director for administrative management. He is responsible for developing and coordinating the installation of administrative management information systems (MIS). He develops policy and provides technical advice and assistance on administrative management and support services throughout the TA. The chief exercises technical control and supervision of the two operating branches of the division: the administrative systems branch and the printing and publications branch.

Administrative Systems Branch. The administrative systems branch does the following:

- Maintains a classified and unclassified publications library.
- Provides internal classified and unclassified distribution and delivery service for the TA headquarters.
- Receives, controls, and dispatches all classified and registered material for the TA headquarters.
- Operates the TOP SECRET control office.
- Exercises technical control over NATO top secret (COSMIC) and nuclear access (ATOMAL) control points throughout the TA.
- Authenticates all classified and unclassified command administrative correspondence.
- Directs TA records management, office copier, and Privacy Act and Freedom of Information programs.
- Develops policy and procedures concerning the TA headquarters alternate files program, maintenance of the files, and operation of local records holding areas.
- Develops policy for preparation of correspondence and publication of administrative orders.
- Directs the TA official mail control program.
- Provides the TA AG with word processing center capability.
- Provides document translation services in the host nation language when deployed overseas. (Other languages, such as French for NATO documents, may also be provided if necessary.)
- Develops policy and procedures for implementing administrative systems throughout TA.

Printing and Publications Branch. The printing and publications branch does the following:

- Provides quality control, editing, copy preparation, printing, and binding for command publications, multiple-addressee correspondence, and permanent orders originating at the TA headquarters.
- Develops policy and procedures for printing, duplicating, and binding services within the theater.
- Develops policy and procedures concerning the TA publications, forms and printing equipment management programs as directed by The Adjutant General's Office (TAGO).

CHIEF OF STAFF

The chief of staff supervises the efforts of the coordinating and special staffs. The secretary of the general staff, who works directly for the chief of staff, does the following:

- Manages the command group's activities in accordance with the commander's directives.
- Controls actions that require the commander's personal attention.
- Performs protocol functions for the commander.
- Ensures coordination of actions that cross functional lines.

SPECIAL STAFF

The special staff is composed of four elements.

Public Affairs Section. The public affairs section advises the commander and staff on all aspects of command information functions, including:

- Information planning.
- Publication of command information newspapers and other informational media.
- Operation of command information broadcast stations and networks in oversea commands.
- Distribution of command information through these stations and networks.

Chaplain Section. The chaplain section does the following:

- Advises the commander and staff on spiritual, religious, and moral needs of their personnel.
- Assists the commander in insuring that policies and leadership practices of the command are in keeping with highest moral, ethical, and humanitarian standards.
- Coordinates assignment, transfer, and replacement of subordinate unit chaplains and chapel activities specialists within the PERSCOM.
- Provides religious services, pastoral care, and counseling for all assigned and attached personnel, ensuring effective coverage for the area of operations.

Staff Judge Advocate. The staff judge advocate (SJA) provides necessary legal support to the PERSCOM. The SJA has direct access to the commander on all matters involving military justice (Article 6, Uniform Code of Military Justice) and other appropriate matters. The SJA provides the fullest possible legal services to the command. However, the scope of legal services must be flexible and responsive to specific support requirements and/or theater limitations. Theater legal support, including supporting personnel, placed under the overall control of the senior theater SJA and may be provided on an area basis.

Headquarters Commandant. The headquarters commandant does the following:

- Maintains local security of the headquarters.
- Arranges and moves the headquarters.
- Coordinates/monitors training, physical security, maintenance, logistics management, communications support, and movement of the command.
- Exercises operational control over headquarters troops.

The headquarters company commander is under the operational and technical supervision of the headquarters commandant. The headquarters company develops and carries out training and life support programs for headquarters personnel and equipment. These include messing, quartering, training, supply, maintenance, morale, and discipline.

SUPPORT DIRECTORATE

The director of the support directorate is the PERSCOM commander's principal staff officer for all resource matters and internal support concerning the use of personnel and other resources. Under the direction of the PERSCOM commander, he may have coordinating and supervisory responsibility for the special staff. Functional arrangement of the support directorate is shown at figure 2-3.

Personnel and Administrative Office. The personnel and administrative office is responsible for:

- Internal P&A-related activities of the PERSCOM. (These include intracommand personnel replacements, strength accounting, personnel accounting (*for example,*

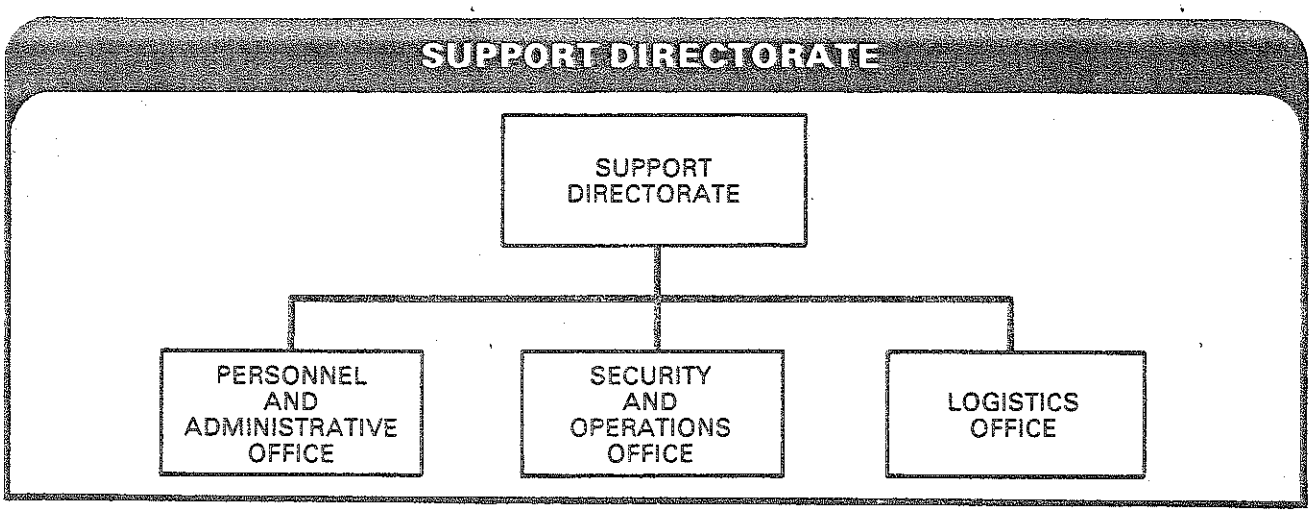


FIGURE 2-3

wartime SIDPERS), casualty reporting, personnel actions and management.)

- Intracommand administrative support services (*for example, distribution, copier services, official mail room operation*).
- Supervision of intracommand programs in the area of human resources efficiency, such as human relations and morale support.

Security and Operations Office. The security and operations office is responsible for:

- Development of PERSCOM headquarters plans and policies as they relate to unit training, war planning, physical security, and contingency operations.
- Assistance to the commander in overall internal PERSCOM mission support planning and execution of support operations and operational security.
- All aspects of command intelligence, personnel security clearances, and physical security.
- Coordination of rear area security/rear area protection operations with appropriate commands and staff elements.

Logistics Office. The logistics office supervises all PERSCOM logistical actions in the areas of supply, maintenance, transportation, facilities, contracting, and command inspections. Functions may include:

- Supervision and management of the property book and installation equipment.
- Staff supervision of property accountability actions, including reports of survey, cash collections, and statements of charges.
- Management of the command's ammunition and its petroleum, oils and lubricants (POL).
- Supervision of the command maintenance program, including vehicles; weapons; generators; tentage; nuclear, biological, chemical (NBC) equipment; calibration; and The Army Maintenance Management System (TAMMS).
- Coordination of command transportation.
- Supervision of real property management, space utilization, facilities master planning, utilities, repair, energy conservation, and janitorial/sanitation services.

PERSONNEL OPERATIONS DIRECTORATE

The director of the personnel operations directorate is the principal staff officer responsible for maintaining personnel staffing

requirements for all TA units. In coordination with the replacement operations directorate, he is also responsible for allocating available replacements within the theater. (Functional arrangement of the personnel operations directorate is shown at figure 2-4.) Assets from the personnel operations directorate form the theater army personnel operations center (TAPOC), which is essential to PERSCOM tactical operations. (For discussion of the TAPOC, see chapter 4.)

Force Structure and Analysis Division. The force structure and analysis division does the following:

- Monitors force structure actions that involve the documentation and programed personnel fill.
- Insures coordination of all theater P&A systems, both manual and automated.
- Provides for continuity of operations when outages of automated P&A systems occur.
- Acts as TA-level approval authority for all changes to and/or implementation of new P&A systems.
- Recommends to the commander changes needed to eliminate redundancy, improve cost effectiveness, and use existing P&A systems, force planning, and associated resources to the maximum.

Plans and Operations Division. The plans and operations division does the following:

- Monitors the time-phased forces deployment of P&A and military police (MP)/EPW unit arrivals.
- Develops contingency plans as required.
- Monitors current plans, coordinates overall planning actions, and insures that PERSCOM units develop their plans in support of the PERSCOM mission.
- Provides a crisis management capability.
- Monitors status of PERSCOM units (replacement, postal) and submits reports on them.
- Maintains liaison with subordinate, lateral, and higher headquarters.
- Recommends PERSCOM priorities to the commander.
- Provides the replacement operations directorate with general personnel replacement priority for all commands supported and specific personnel replacement priorities for PERSCOM units.
- Performs operations research/systems analysis and feasibility studies.
- Monitors/analyzes theater/unit personnel readiness and utilization.

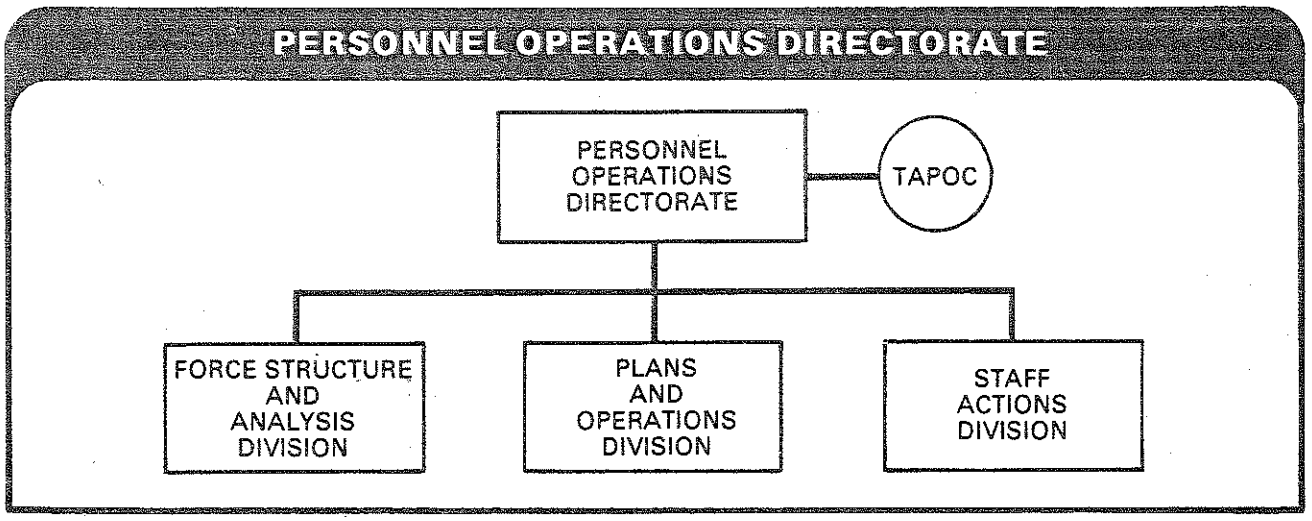


FIGURE 2-4

- Coordinates with the TA Deputy Chief of Staff, Logistics (DCSLOG) materiel management center to insure coordination of weapons/equipment and associated personnel resupply.

Staff Actions Division. The staff actions division does the following:

- Coordinates sensitive actions that involve one or more directorates.
- Condenses information contained in voluminous documents and prepares executive summaries.
- Coordinates studies of P&A systems that affect PERSCOM functional elements.
- Processes staff actions that are time sensitive and so important that they cannot be done adequately by another staff element.

PERSONNEL SERVICES DIRECTORATE

The director of the personnel services directorate (PSD) is the principal staff officer responsible for TA personnel services. These include designated personnel management functions, personnel actions, casualty reporting, and field service support. The director and the division chiefs act on personnel matters for which the PERSCOM has approval authority in the name of the TA commander. An operations branch may be organized within the director's office. This branch controls suspense actions, distribution, planning and training, internal coordination, and coordination of transportation and logistical requirements. (Functional arrangement of the PSD is shown at figure 2-5.)

The functions and responsibilities of each division are described below.

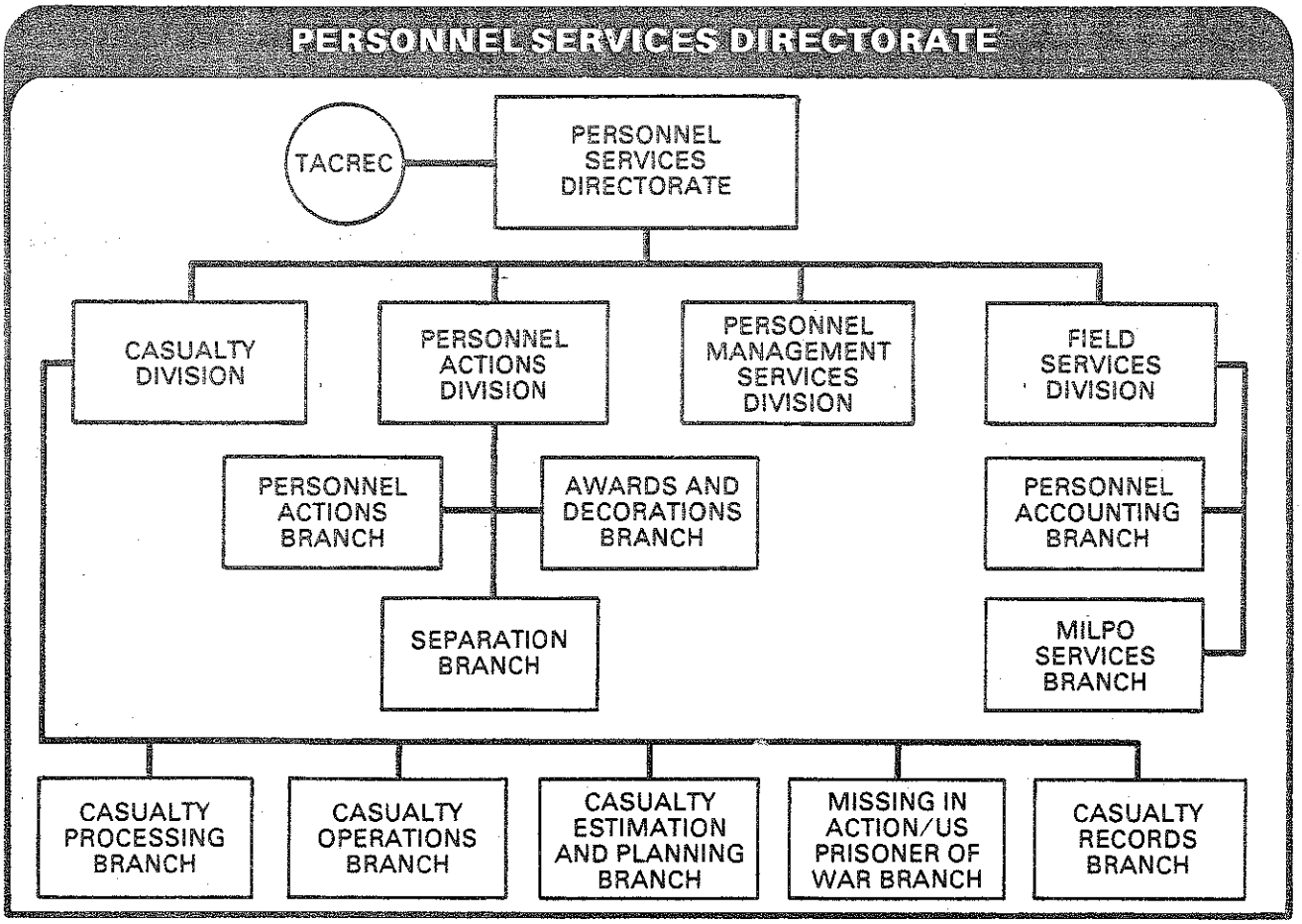


FIGURE 2-5

Casualty Division. When the PERSCOM commander directs, the casualty division may be formed into a theater army casualty and records center (TACREC). If so, assets from the casualty division branches and from the personnel accounting branch of the field services division are used. In addition, records clerks may be provided by divisional AG companies and nondivisional personnel service companies (PSC) throughout the theater. The functions of the casualty division branches are described below.

Casualty Processing Branch

The casualty processing branch does the following:

- Receives reports and information from all possible sources (*for example, CPOC, PSC, AG companies, forward area support teams*).
- Completes, processes, and submits casualty reports to Headquarters, Department of the Army (HQDA).
- Makes reports of change of casualties' status, including seriously ill persons in the medical system.
- Ensures that notification is made to next of kin (NOK) of each deceased person when the NOK remains in theater.
- Prepares special status reports of mass casualty incidents to show the number and types of casualties.

Casualty Operations Branch

The casualty operations branch does the following:

- Provides operational interface between the casualty system and the replacement, medical, graves registration, and MP straggler information systems.
- Accumulates and analyzes casualty statistics from all sources and provides data to elements of the PERSCOM, TA, major support commands, and HQDA.
- Processes line of duty (LOD) investigations as required for forwarding to HQDA.

Casualty Estimation and Planning Branch

The casualty estimation and planning branch maintains all casualty data (historical and current) to help in casualty estimation, which is crucial to EAC planning and operations. Projecting future casualties with precision can help the commander plan future operations and adjust the "*push package*" replacement flow.

Missing in Action/US Prisoner of War Branch

The missing in action (MIA)/US prisoner of war (USPW) branch does the following:

- Handles MIA/USPW casualty cases.
- Performs special processing required by MIA/USPW casualty reports and accounts for changes in their status.

Casualty Records Branch

The casualty records branch does the following:

- Maintains the records on US personnel in an MIA or a prisoner of war (PW) status.
- Maintains information on those killed in action (KIA) and those whose status is undetermined.
- Provides research to identify remains and returnees, working closely with other casualty division branches and with graves registration, medical authorities, military police, other TA commands, and HQDA.

Personnel Actions Division. The personnel actions division is the primary PSD element responsible for personnel actions. It is normally composed of at least three branches: personnel actions branch, awards and decorations branch, and separation branch (figure 2-5). It either takes final action or forwards information to HQDA on the following:

- Awards.

- Eliminations/separations.
- Resignations.
- Retirements.
- Congressional inquiries.

Personnel Management Services Division. The personnel management services division does the following:

- Operates the major personnel management systems of officer and enlisted promotions.
- Manages officer and enlisted evaluations.
- Monitors officer, warrant officer, and enlisted promotions and reductions and reclassification actions delegated to the theater by HQDA.
- Coordinates with the medical command and the replacement operations directorate on reclassification of persons returned to duty but no longer physically qualified in their MOSs.
- Manages battlefield commissions.
- Makes recommendations on matters reserved to TA or HQDA for decision.
- Establishes procedures for the enlistment of in-theater prior service personnel.

Field Services Division. The field services division does the following:

- Monitors and administers TA personnel services, including automated personnel systems.
- Develops and coordinates personnel services procedures.
- Directs and monitors the redistribution of personnel records and personnel service elements throughout the theater.

The division has a personnel accounting branch and a military personnel office (MILPO) services branch. These do the following:

- Evaluate the technical proficiency and operation of MILPOs.
- Provide training for automated personnel systems and assist in developing and coordinating unit manning documents for TA MILPOs.
- Perform automated personnel accounting.
- Perform quality assurance for their automated systems.

REPLACEMENT OPERATIONS DIRECTORATE

The director of the replacement operations directorate (ROD) is the principal staff officer responsible for the overall operational control of the theater army replacement system (TARS). (FM 12-16 contains a detailed discussion of the TARS.) Functional arrangement of the ROD is shown at figure 2-6. The ROD does the following:

- Maintains TA strength data.
- Assigns officer and enlisted personnel, coordinating with elements of the TAPOC for fill priority.
- Provides technical control and coordination of TA replacement units, including command and control of personnel replacement battalions (PRB) and replacement regulating detachments (RRD) not assigned to corps and divisions.
- Commands the theater army replacement group (TARG).
- Assigns Individual Ready Reserve and retirees within the theater.

Operations Division. The operations division does the following:

- Determines the location of replacement battalions and supervises their operations.
- Coordinates with the TAPOC to obtain and provide management information about replacement operations.
- Coordinates with the US Army Military Personnel Center (MILPERCEN) on shipment instructions as to ports of debarkation (POD).

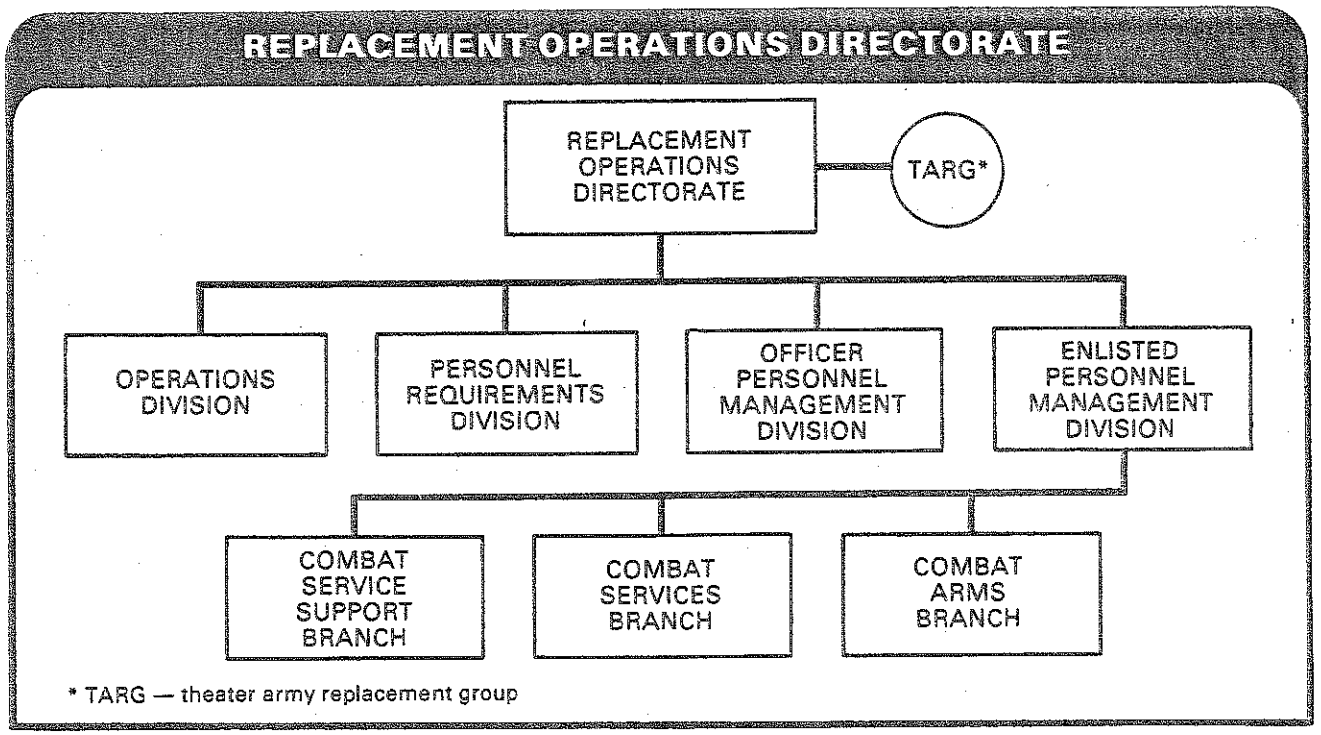


FIGURE 2-6

Personnel Requirements Division. The personnel requirements division does the following:

- Maintains statistics on the personnel strength of units assigned to or deploying into the TA.
- Provides statistics by grade and MOS/specialty to the plans and operations division of the POD for planning and developing recommendations for assignment priorities.
- Provides requirements by grade and MOS/specialty to the personnel operations directorate and the appropriate PERSCOM division for assigning replacements and developing fill plans.
- Gathers, retrieves, processes, analyzes, and updates the following:
  - Strength accountability data on enlisted MOSs and officer specialties
  - Statistical information.
  - Personnel requirements reports (PRR).
  - Personnel daily summaries (PDS).
  - Casualty feeder reports (CFR).
  - Information about confined and missing personnel.
  - Patient accounting data.
  - USPW data.
  - Stragglers.
- Prepares critical MOS/specialty lists reported by subordinate units and provides the lists to the operations division and the officer and enlisted personnel management divisions.
- Maintains authorized and operating strengths of units deploying to the TA.
- Receives, validates, and submits TA crew/team and individual replacement requirements to MILPERCEN.
- Advises the TA Deputy Chief of Staff, Operations (DCSOPS) about unit replacement requirements.
- Coordinates with responsible agencies on specific personnel management matters (*for example, reclassification*).

Officer Personnel Management Division. The officer personnel management division does the following:

- Assigns officer replacements to corps, divisions, and other TA units by grade and specialty according to priorities and incoming gains received/reported by the operations and personnel requirements divisions. (Assignment of general officers is coordinated with the TA DCSPER.)
- Makes specialty substitutions as necessary and provides the personnel requirements division with critical specialty and grade requirements (excluding general officers) for theater replacements.

Enlisted Personnel Management Division. The enlisted personnel management division consists of three branches: combat service support branch, combat services branch, and combat arms branch. This division does the following:

- Assigns enlisted personnel to corps, divisions, and other assigned TA units by MOS according to priorities and incoming gains received/ reported by the operations and personnel requirements divisions.
- Considers MOS substitutions as necessary and prepares and provides critical MOS lists to the personnel requirements division.

POSTAL OPERATIONS DIRECTORATE

The director of the postal operations directorate is the principal staff officer responsible for TA postal services. The directorate develops broad theater policy for the postal support of TA forces. This includes technical control of postal finance operations, mail routing, dispatching, directory services, and casualty mail handling procedures. The directorate controls the allocation of postal units in the theater. It coordinates postal support with other US services, unified commands, allied forces, and host nations. It is the coordinating authority for mail movement within the theater and to/from the continental United States (CONUS). Functional arrangement of the postal operations directorate is shown at figure 2-7. The functions and responsibilities of its two divisions are described below.

Postal Plans Division. The postal plans division, which is responsible for TA postal operations and administrative functions, does the following:

- Processes postal claims and inquiries.
- Provides directory services.
- Provides unit mail services.
- Publishes postal information bulletins.

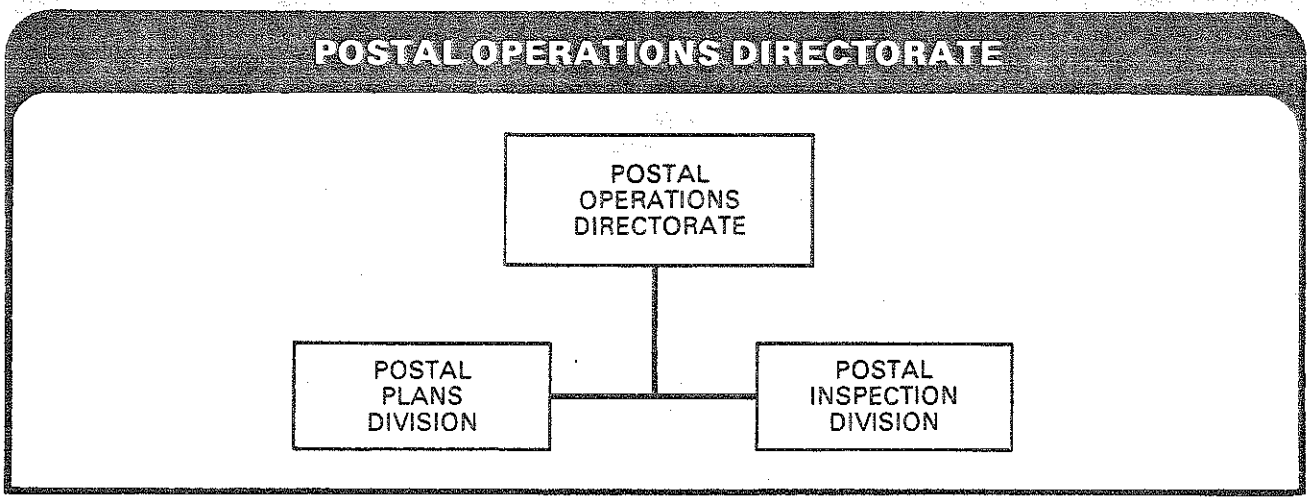


FIGURE 2-7

- Writes command postal directives.
- Supervises operation of the TA postal finance and supply office.
- Consolidates postal operations reports.
- Coordinates transportation of mail to, from, and within the theater.
- Monitors mail distribution/routing schemes, APO location lists, directory services, and mail handling procedures.
- Makes recommendations to the appropriate commander about location and movement of postal units.

Postal Inspection Division. The postal inspection division does the following:

- Conducts theater-wide postal inspections.
- Investigates irregularities and complaints about mail.
- Inspects all postal activities to ensure that they accomplish the mission and follow postal regulations.
- Conducts required audits of postal funds/effects.

MORALE SUPPORT DIRECTORATE

The director of the morale support directorate (MSD) is the principal staff officer responsible for TA morale support activities. Functional arrangement of the MSD is shown at figure 2-8.

The MSD does the following:

- Allocates and controls morale support activities and band resources in the theater.
- Provides plans and procedures for the operation of morale support for the US Army and, when directed, other military forces in the theater.
- Establishes rest areas and leave and recreation centers.
- Controls the procurement, funding, and initial distribution of morale support supplies.
- Supervises the theater sports and entertainment programs.
- Exercises technical supervision of the MACOM band.

When required, one or more table of organization and equipment (TOE) morale support detachments may be activated. These are normally assigned to the P&A battalion of the TAACOM. However, an expanding theater may necessitate placing all the detachments under the command and control

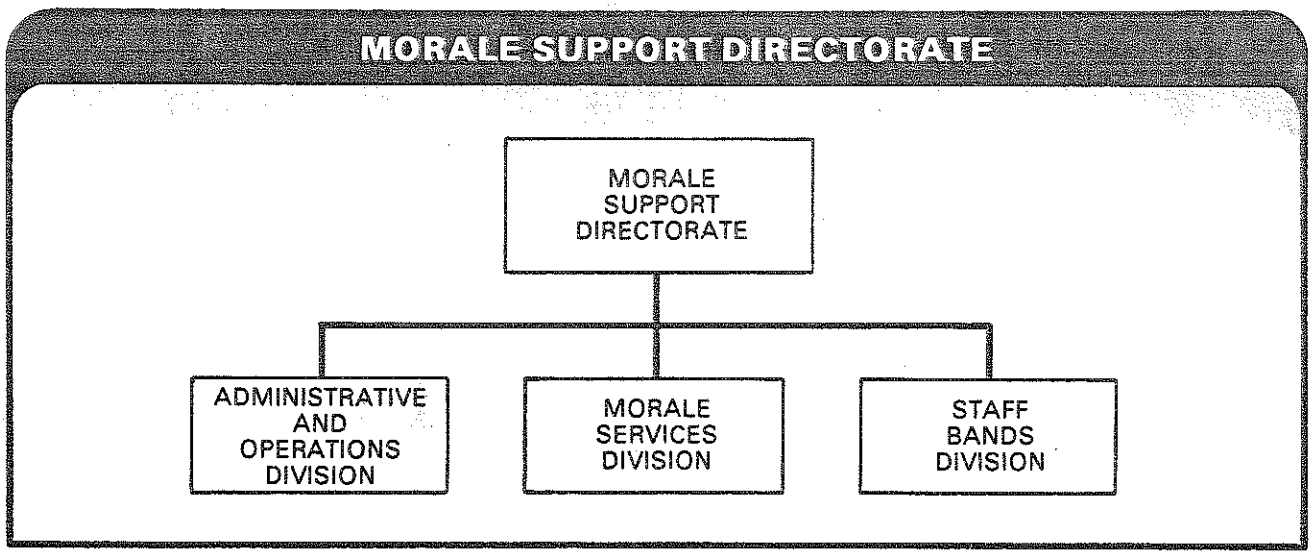


FIGURE 2-8

of the MSD director. Also, if one theater-level rest and recuperation (R&R) site is established, a morale support detachment may be assigned directly to the PERSCOM rather than the TAACOM P&A battalion. FM 12-3-3 contains more detailed information about the morale support detachments.

AUTOMATION MANAGEMENT DIRECTORATE

The director of the automation management directorate (AMD) is the principal staff officer for automation matters in the command. As indicated in chapter 1, ADP plays an important role in the automated support of the primary P&A functions (strength accounting, replacement operations, casualty reporting). The AMD does the following:

- Provides policy guidance on automation matters in the command.
- Determines requirements for hardware and software acquisition, information services, and data base management.
- Provides limited technical assistance and systems analysis.
- Establishes priorities for automation services.
- Controls, budgets, and forecasts command automation funds.
- Exercises technical supervision of the data processing unit(s) assigned/attached to the PERSCOM.

CHAPTER 3

PERSCOM Organizations

COMMAND AND CONTROL

As mentioned in chapter 2, the PERSCOM commander exercises command and control of all assigned units.

ASSIGNED UNITS

Units normally assigned to the PERSCOM are shown at figure 3-1 and are described below.

MILITARY POLICE UNITS

The military police units assigned to the PERSCOM intern enemy prisoners of war and confine US military prisoners.

EPW Brigade. This unit provides the evacuation, processing, administration, and internment of enemy prisoners of war. The brigade commander, who serves as a deputy commander of the PERSCOM, is the primary advisor to the PERSCOM on EPW matters.

US Military Confinement Battalion. This unit provides theater facilities for confinement

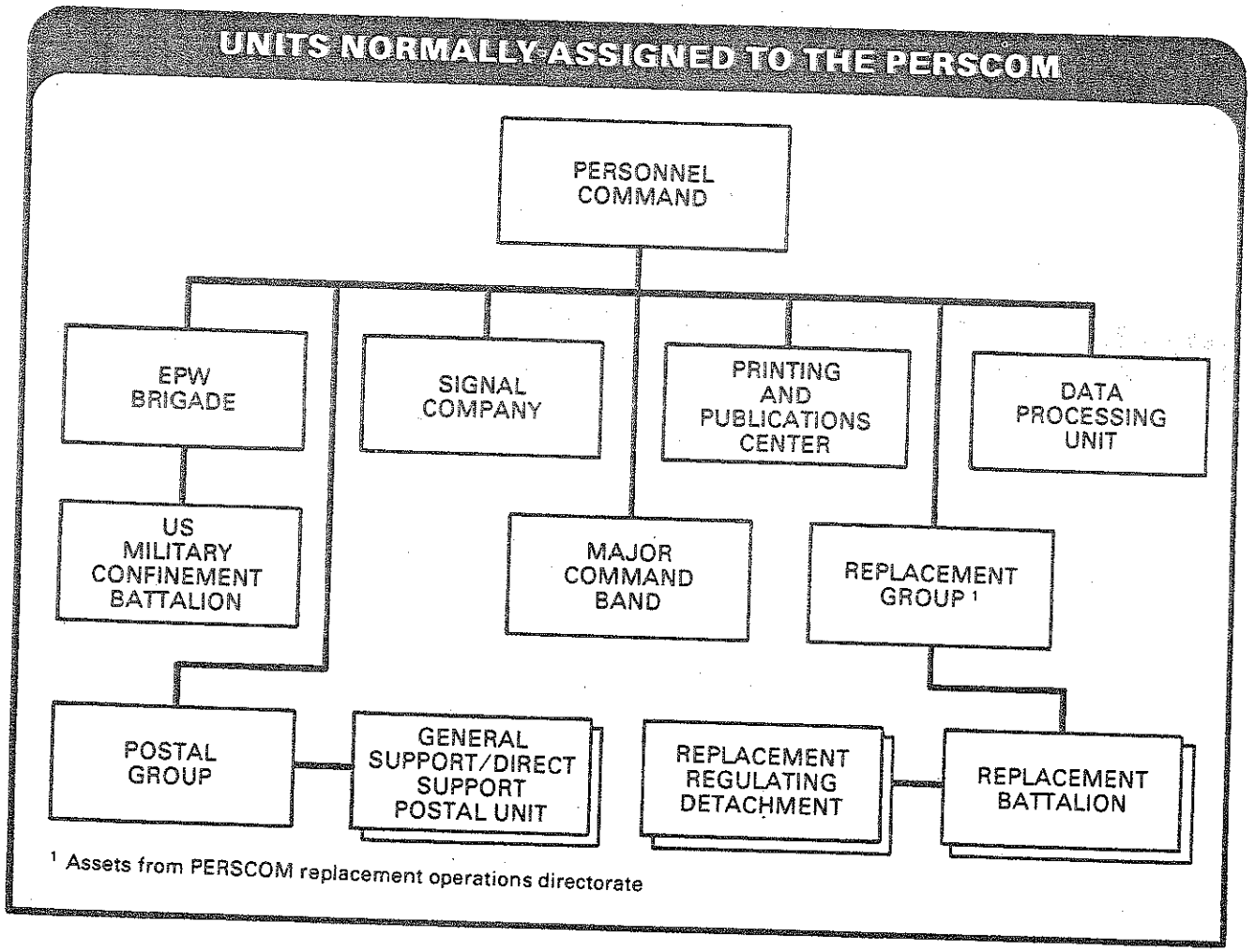


FIGURE 3-1

of US military prisoners. The battalion commander is the primary advisor to the PERSCOM on US military prisoner matters.

The EPW brigade and the US military confinement battalion provide liaison personnel. These people effect coordination and cooperation between the units to insure tactical and operational unity in support of the PERSCOM mission.

Further discussion of the mission, operations, organization, and functions of the EPW brigade and the US military confinement battalion is contained in FM 19-1 and FM 19-4.

SIGNAL COMPANY

The signal company provides internal communication facilities and services to the PERSCOM. The company commander, who also serves as the communications-electronics staff officer for the PERSCOM headquarters, is under the technical supervision of the headquarters commandant. Further discussion of the mission, operations, organization, and functions of the signal company is contained in FM 11-23.

THEATER ARMY REPLACEMENT GROUP

At the PERSCOM commander's discretion, a TARG may be formed to provide command and control of replacement battalions when there are three or more battalions in the theater. The TARG is formed from ROD personnel and is under the direct supervision of the ROD director.

PERSONNEL REPLACEMENT BATTALION

The PRB is normally assigned to the TA PERSCOM. However, when a TARG is formed, the PRB is assigned to it. Functional arrangement of the PRB is shown at figure 3-2.

The PRB, with its assigned RRDs, is the principal operations unit in the TA replacement system. The PRB commands, controls, and supervises two to six RRDs. It provides general support (GS) to the whole theater and direct support (DS) to units in the communications zone (COMMZ). In a mature theater, however, DS RRDs may be assigned to the TAACOM P&A battalion. The PRB accounts for the inventory of replacements moving

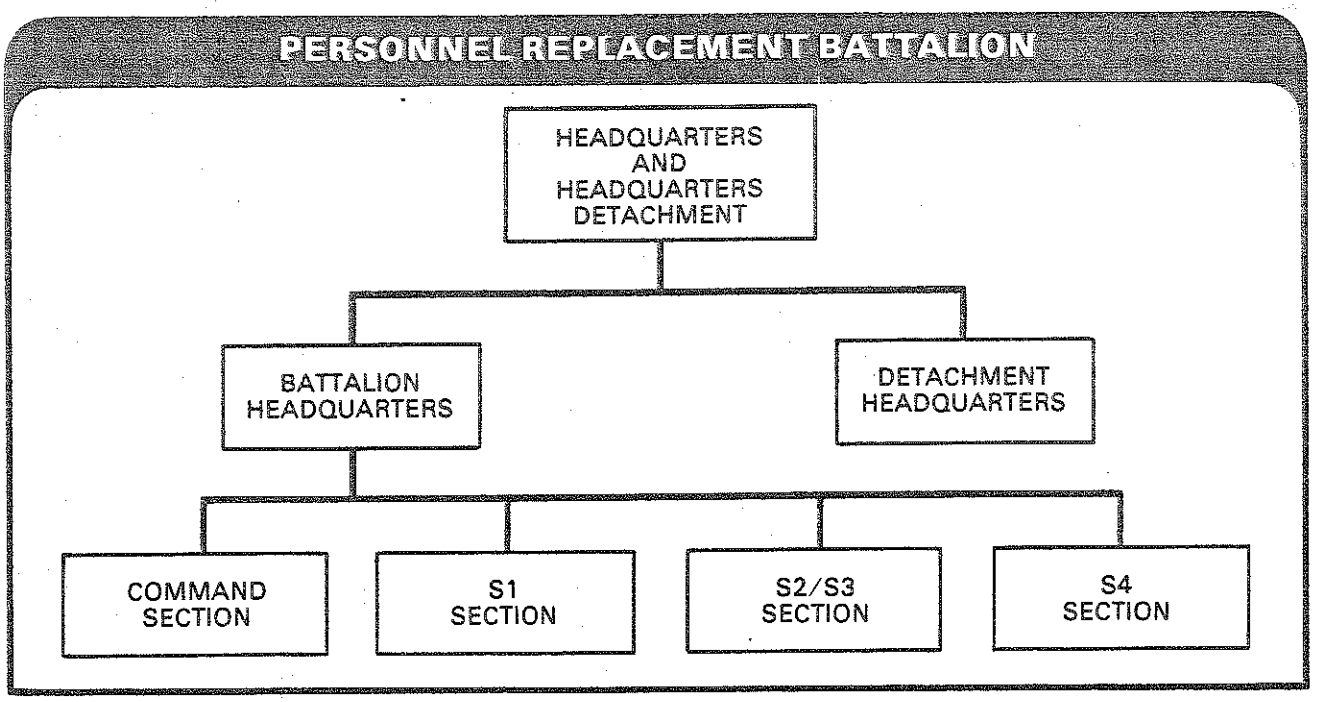


FIGURE 3-2

through its replacement channels. It reports this to the PERSCOM.

HEADQUARTERS ELEMENTS

The headquarters elements provide command, control, and supervision of assigned units. It also provides unit administration and logistical support for individuals assigned to the battalion.

S1 Section. The S1 section provides normal administrative and personnel services support to assigned and attached soldiers, including replacements needing P&A support while being processed through the TARS. Specifically, the S1 section does the following:

- Maintains unit strength.
- Monitors discipline, law, and order.
- Provides personnel management/administrative services.
- Develops and maintains welfare and morale.
- Ensures safety.
- Monitors health services.
- Operates the message center.
- Manages the headquarters.
- Oversees the information program.

S2/S3 Section. The S2/S3 section provides the detailed operational control and guidance necessary for the battalion to execute its assigned mission. This section is the element that controls and monitors replacement operations within a geographical area. Specifically, the S2/3 section does the following:

- Operates the battalion command post.
- Manages the movement/relocation of the command/RRDs.
- Oversees RRD operations.
- Coordinates replacement operations and movement of replacements.
- Maintains liaison with lateral and supporting commands.
- Provides intelligence, rear area protection, and operation orders (OPORD)/operation plans (OPLAN).
- Prepares accountability statistics and reports for replacements.
- Distributes fill plans to RRDs.
- Monitors assignment/arrival of replacements.

S4 Section. The S4 section provides logistical support for the battalion and assigned RRDs. Specifically, the S4 section does the following:

- Requisitions, receives, and distributes supplies and services as required.
- Supervises unit maintenance/motor pool.
- Allocates/designates billets/shelter except for headquarters personnel.
- Controls property.
- Coordinates bath and laundry services as required.

REPLACEMENT REGULATING DETACHMENT

The RRD is the operating component of the PRB. It provides food service; billeting/encampment; limited supply; and local control and orientation of individual and small unit replacements, return-to-duty personnel, and rotating personnel. Personnel returning from or going to R&R areas are also processed through the RRD. The RRD can provide control and personnel accounting for transient troop units when required. There are two variations of the RRD TOE that allow RRDs to support either 200 or 400 soldiers at once. All RRDs, whether they support 200 or 400 soldiers, have identical functions. The differences in size are based upon increased work load due to increased transient processing capability. They provide personnel accountability, arrange and coordinate transportation, confirm/obtain assignment instructions, distribute orders, and screen

replacements. The RRD provides services for the following:

- Personnel arriving in the theater and moving to or from other units within the theater.
- Medical returnees, rotating personnel, stragglers, and others as appropriate.
- Personnel en route to/from the R&R area.
- Personnel being returned from confinement facilities.
- Small units arriving in the theater.

THEATER ARMY POSTAL GROUP

The TA postal group is assigned to the PERSCOM and exercises command and control over all GS/DS and DS postal units in the COMMZ. Each postal unit consists of a headquarters team to provide command and control, and appropriate functional teams to perform its assigned mission. All of the GS/DS postal units have GS mail processing team(s) to provide GS support on an area basis, and DS mail processing and postal finance team(s) to provide DS support in their specific area of responsibility. One of the GS/DS postal units has a GS directory service team(s), a GS postal finance and supply team(s), and a GS international exchange office team(s) to provide these GS support services theater-wide.

GS Mail Processing Team. This team provides GS postal services, including:

- Receipt of mail from CONUS.
- Distribution to DS postal units/elements.
- Receipt of mail from DS postal units/elements for forwarding to CONUS or to other DS postal units/elements in the theater.

GS Postal Finance and Supply Team. This team operates the TA postal finance and supply depot. The depot requisitions postage stamps, stamped paper, blank money order forms, postal operating equipment, supplies, and forms from CONUS USPS (US Postal Service) postal sources. The depot issues these to postal units/elements in the theater.

GS Postal Directory Team. This team operates the theater postal directory, which provides TA organizational and individual locator service. "*No record*" mail, as well as all mail addressed to casualties, is forwarded to the central postal directory. It coordinates with the PSD casualty records branch to assist in directing casualty mail. In a mass casualty situation, the postal directory team advises the servicing CONUS USPS facility to retain mail for units concerned and wait for disposition instructions. It also notifies intratheater postal elements to locate mail and divert it to the TA postal directory. The postal directory uses automation to search for addresses.

GS International Exchange Team. The GS international exchange team coordinates international mail matters with host country postal authorities by operating an international exchange office for the theater.

DS Mail Processing Team. This team provides direct postal services. These include receipt, distribution, sorting, information, routing, and dispatch of mail to units served. This team also performs the DS postal directory function.

DS Postal Finance Team. This team issues and cashes postal money orders, sells postage stock, accepts accountable mail, and furnishes postal information to individuals.

DS Postal Claims Team. This team provides supervision and processing assistance in preparing and handling claims in any overseas area.

AUTOMATION DATA PROCESSING UNIT

The automation data processing unit (ADPU) is assigned to the PERSCOM and is normally attached to HHC, PERSCOM. The ADPU operates under the staff supervision of the PERSCOM AMD. The AMD has overall responsibility for management information

systems, automatic data processing equipment (ADPE), and ADP resources of the command. The ADPU depends on the PERSCOM PSD and the PERSCOM headquarters commandant and headquarters company for administrative and logistical support. This includes food service, billeting, unit training, maintenance, supply, and transportation. Functional arrangement of the ADPU is shown at figure 3-3.

The mission of the ADPU is to operate ADP systems in support of the PERSCOM P&A support functions. The ADPU provides multi-user ADP support to PERSCOM headquarters staff elements and other PERSCOM units, as well as to other units as appropriate. Information systems responsibility is assigned to a single information systems officer (ISO) in each functional staff agency. The ISO monitors his functional staff agency and functional system(s). He also defines new requirements for ADP support and monitors functional area activities to provide timely information to the AMD on activities that may affect MIS. The AMD provides staff supervision of the ADPU. In this capacity the AMD informs other staff officers of the commander's plans and policies, interprets them, and helps subordinates carry them out. He monitors the extent to which those plans and policies are carried out and informs the commander. Conflicts among functional users (*for example, priorities, machine use, adequacy of support*) that cannot be resolved between the users and the supporting ADPU are elevated to the AMD director. If he cannot arbitrate the conflict, he forwards a recommendation to the PERSCOM command for decision.

Commander, ADPU. The commander of the ADPU does the following:

- Manages the ADPU operation under the guidance of the AMD.
- Serves as point of contact on operational matters with authorized users of ADPU services.
- Serves as point of contact on technical matters between agencies outside the PERSCOM.

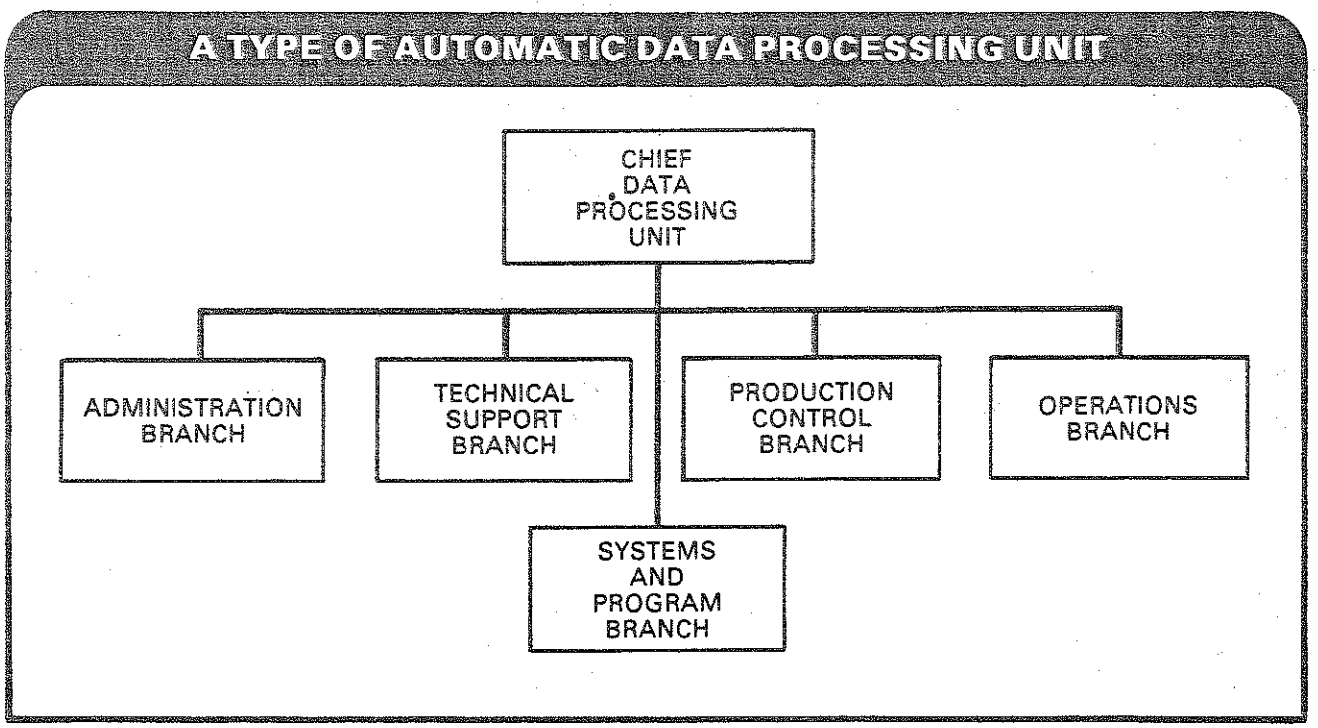


FIGURE 3-3

Administration Branch. The administration branch does the following:

- Initiates and administers personnel actions.
- Controls and prepares mail, messages, and correspondence.
- Develops, monitors, and administers programs pertaining to site safety and security.
- Controls and requisitions supplies.
- Develops, monitors, and executes plans and programs.
- Develops and monitors the budget.

Technical Support Branch. The technical support branch does the following:

- Develops, implements, and monitors ADP policies and standards.
- Serves as point of contact for all executive-level computer operating system requirements from outside agencies.
- Maintains operating system software in accordance with established baselines.
- Installs operating system changes as needed.

Production Control Branch. The production control branch does the following:

- Controls all input to and output from the ADPU.
- Prepares reports (include bursting, decollating, reproducing, assembling, and binding).
- Performs quality assurance and report edits.
- Maintains ADP documentation and files.
- Assumes responsibility for production control.
- Serves as ADPU point of contact for job and activity priority determination.

Systems and Program Branch. The systems and program branch does the following:

- Performs all application software systems analysis and design.
- Performs all computer application systems programing.
- Prepares and maintains all documentation.
- Monitors and implements all DA standard systems and changes.

Operations Branch. The operations branch does the following:

- Operates and maintains the ADPE.
- Operates and maintains the tape and disk library.
- Performs, prepares, and monitors job stream scheduling.
- Converts for source data when required.

PRINTING AND PUBLICATIONS CENTER

The PERSCOM printing and publications center (PPC) receives technical control and supervision from the administrative management division of the office of the TA AG. The PPC provides unclassified and classified general support printing to TA. It also stocks and distributes mobilization-essential TA publications and blank forms. The functions and responsibilities of its divisions are described below. The functional arrangement of the PPC is shown at figure 3-4.

Supply Division. This division maintains supply items required for PPC mission requirements. It also provides in-house maintenance within manpower and equipment allowances.

Publications Division. This division stocks and distributes mobilization-essential TA publications and blank forms identified in

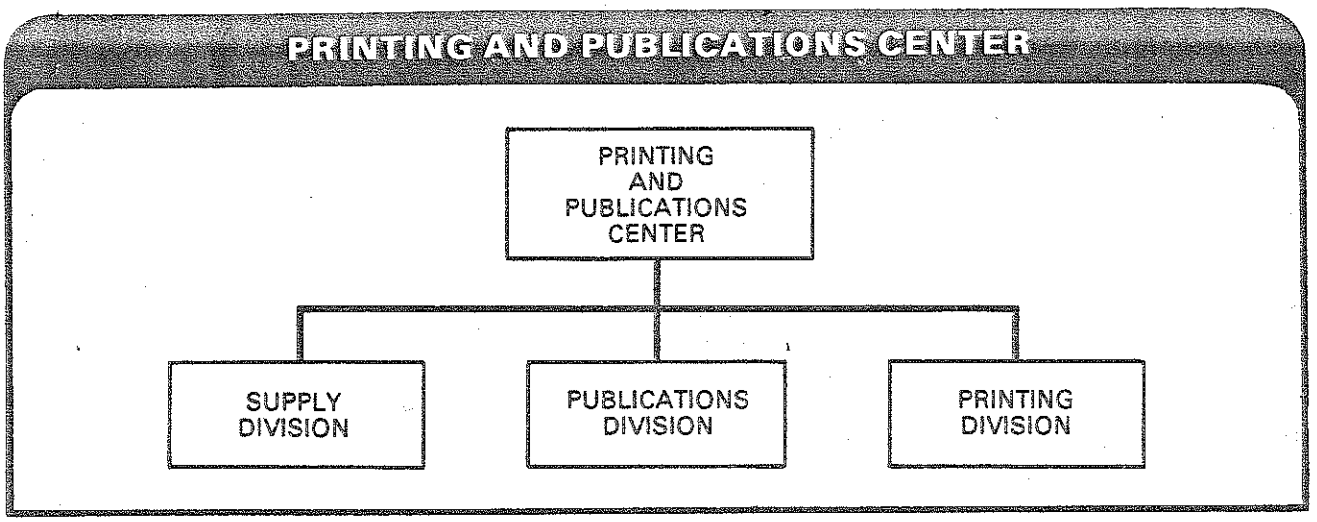


FIGURE 3-4

TA directives and in DA Circular 310-81-9. It provides a secure repository for accountable, sensitive, and classified forms and publications.

Printing Division. This division provides large-scale classified and unclassified printing support to TA as required.

MACOM BAND

The MACOM band, when authorized, falls under the operational control of the TA deputy AG. It provides musical support for military, state, recruiting, and civil functions; formal concerts; and recreational activities at the local, national, and international levels within TA. Further discussion of the primary and secondary missions, operations, and functions of local security augmentation are contained in United States Army Training and Doctrine Command (TRADOC) Pamphlet 525-13.

CHAPTER 4

P&A Operations

P&A SUPPORT

P&A support at EAC consists of both the direct support provided by P&A battalions assigned to the TAACOM and the general and direct support provided by the PERSCOM. Figure 4-1 shows a typical layout of key P&A elements and relationships at EAC.

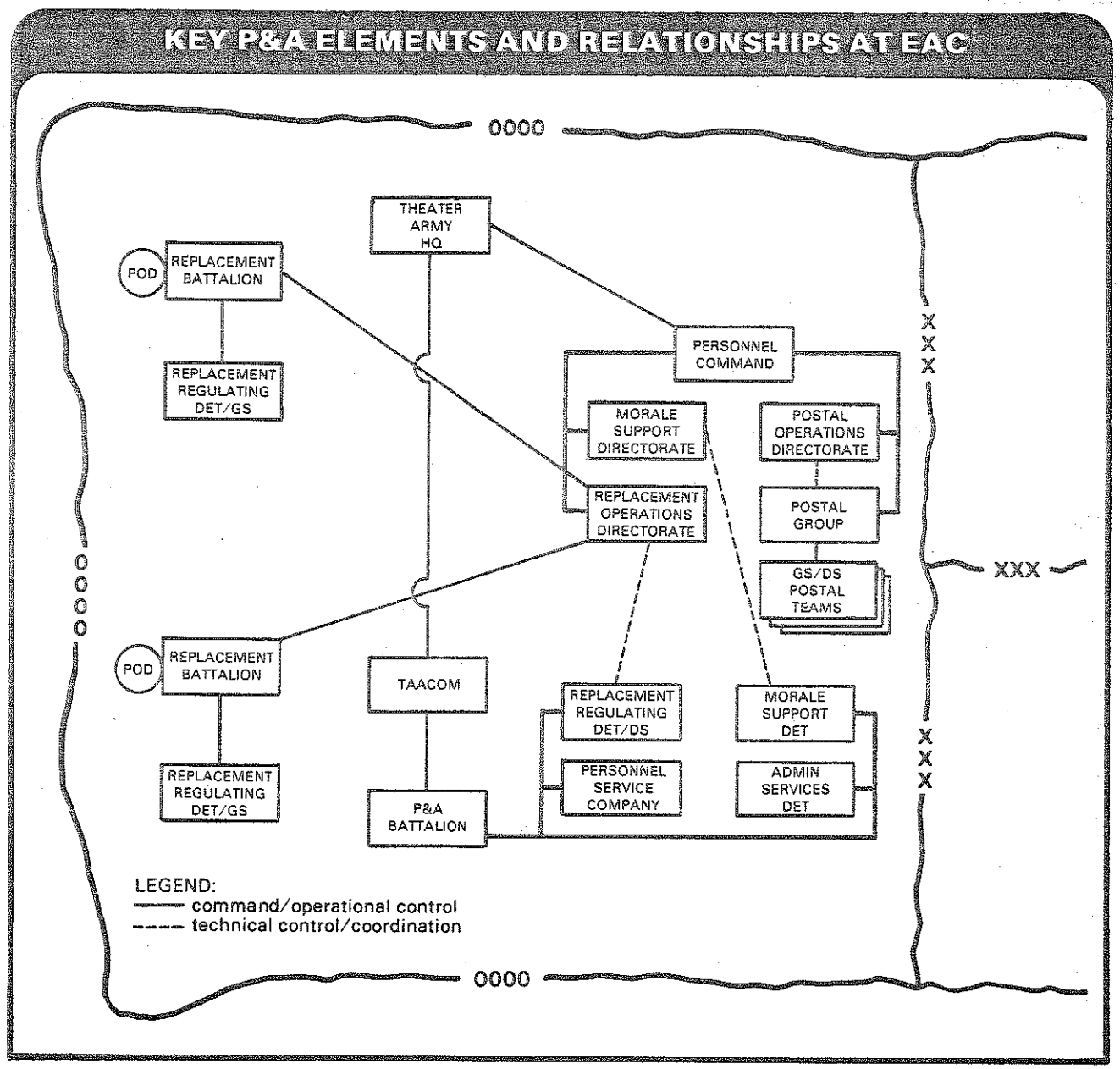


FIGURE 4-1

THE PERSONNEL COMMAND

The PERSCOM, the apex for the TA P&A system, operates with maximum delegation of authority from the TA commander. It communicates directly with HQDA, MILPERCEN, and CONUS replacement centers (CRC) to report and exchange operational personnel information. The PERSCOM has direct technical communications with the TA staff concerning policy and operations. It prepares, submits, and receives P&A reports and information and provides appropriate technical advice to the TA staff. The PERSCOM communicates and coordinates with other EAC operation centers throughout the theater. For example, it coordinates with the PRB and the movement control center (MCC) of the transportation command (TRANSCOM) for movement of personnel replacements in the theater.

As a theater-level command, the PERSCOM primarily provides general support for P&A operations. As discussed in chapter 2, the PERSCOM establishes and supervises the policies that the DS units, such as the P&A battalions and AG companies, implement. While the PERSCOM exercises technical control over these DS units, operational control normally remains in command channels. The exception to this rule is the postal group that is assigned under the PERSCOM but is not organic to it. This group provides DS as well as GS support to troops in the COMMZ and is under the operational control of the PERSCOM. (The ADPU provides direct support only to the PERSCOM.)

Daily routine operations require the PERSCOM to communicate directly with GS and DS units in the theater. For example, RRDs in the COMMZ receive assignment and movement instructions directly from the PERSCOM. In addition, the PERSCOM normally provides statistical information to supported units through their DS activity. Direct communications by a supported unit with the PERSCOM are usually the exception.

As figure 3-1 shows, the personnel-related elements are under the operational control of the PERSCOM. The mission accomplishment of these elements is essential to the success of the overall PERSCOM mission. These units are designed and required to accomplish functions that are under the auspices of the major PERSCOM directorates. Therefore, these directorates must exercise technical supervision of the elements that provide the support in the COMMZ, particularly the replacement and postal groups. While actual command of the units remains within command lines, the directors must ensure cooperation between the operating units and the PERSCOM staff.

P&A communications (data flow) channels are direct from the supported unit to the DS activity (divisional and nondivisional) to the GS activity (PERSCOM). The PERSCOM uses this communications network to transmit reports and statistics required by higher, lateral, and lower commands in the theater; HQDA; CONUS commands and activities; and combined/unified or allied command headquarters. This communications net is composed of voice, teletype, facsimile transceiver, courier, automatic digital network (AUTODIN), postal, and direct communications.

Normally, direct P&A support for units at the EAC level is provided by the TAACOM P&A battalion(s) on an area support basis. However, in an expanding theater, P&A battalions or PSCs may be assigned directly to the PERSCOM. The P&A battalion at EAC is very similar to the one that serves nondivisional units at corps level. The exception is that the PERSCOM retains command and control of all postal units in the COMMZ. The PERSCOM may also retain command and control of the morale support detachments as described in chapter 2. The TAACOM P&A battalion is under the command and control of the TAACOM commander. P&A battalion elements execute administrative policies established by the TAACOM, the various mission commands, and other units

as the TA commander directs. The P&A battalion establishes close liaison with all major supported headquarters to facilitate communications about P&A policies. The PERSCOM maintains technical coordination with the P&A battalion and its supporting elements. FM 12-3-3 contains a detailed description of P&A battalion elements.

THE PERSONNEL COMMAND IN TACTICAL OPERATIONS

When the PERSCOM is tactically deployed, its major elements are normally dispersed to command posts (CP) in four primary locations as shown in figure 4-2.

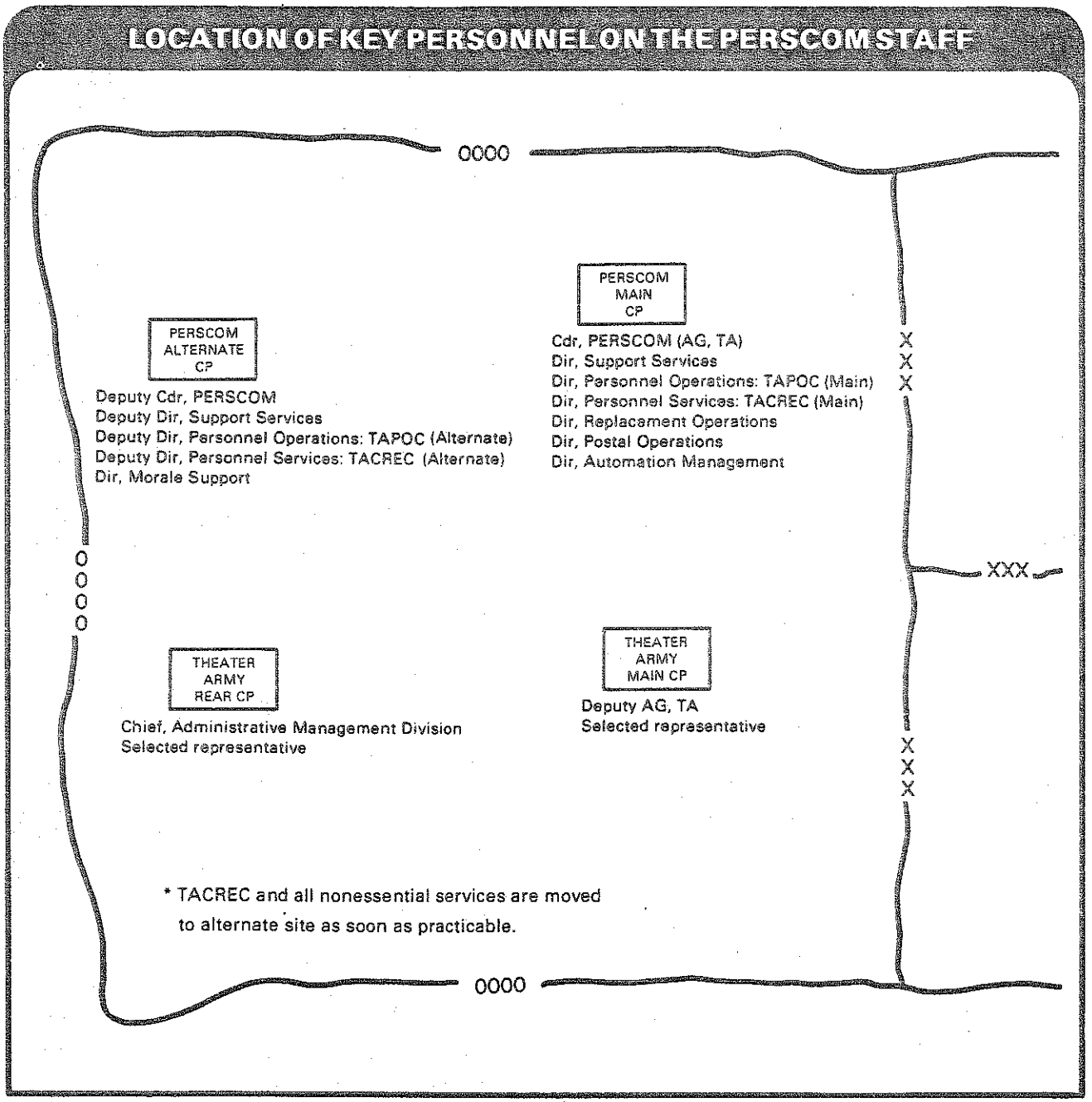


FIGURE 4-2

PERSCOM MAIN CP

The PERSCOM main CP is composed of the TAPOC and representatives of the other PERSCOM directorates. It is the main element that directs the P&A aspects of the war with emphasis on primary functions.

PERSCOM ALTERNATE CP

The PERSCOM alternate CP is established in a location that is securer and farther to the rear of the COMMZ than the main CP. The alternate CP is prepared at all times to assume the main CP's mission if the main CP becomes incapacitated. Therefore, the alternate CP must not only maintain continuous communication with the main CP but also duplicate the main CP's communications requirements as much as possible.

TA MAIN CP AND REAR CP

PERSCOM elements at the TA main and rear CPs maintain continuous communications with the PERSCOM main CP to provide direct interface with the TA headquarters. Thus, they can be immediately available to the TA commander and his staff (especially the DCSPER) for P&A matters. The elements of PERSCOM at the TA main and rear CPs may also provide an alternate/retransmission means of secure communications between the PERSCOM and TA major subordinate commands. In addition, they may receive personnel and other support priorities directly from the TA staff. They can also pass near real-time information about the battle to the main and alternate TAPOCs. Additionally, the staff support division of the office of the TA AG provides direct administrative support to the main and rear CPs. Exact distribution of PERSCOM headquarters personnel to the various CP locations varies according to the tactical situation and the PERSCOM commander's desires. Figure 4-2 shows a typical layout of the TA and PERSCOM CPs within the COMMZ. It also shows the distribution of most of the key personnel on the PERSCOM staff.

The TAPOC is a small tactical cell (7 to 10 persons per shift) made up of designated personnel from the divisions within the personnel operations directorate. A basic function of the TAPOC is to maintain a continuous estimate of the situation. Therefore, its elements must operate on a 24-hour basis. During tactical operations the TAPOC is the focal point of the PERSCOM main and alternate CPs. It provides responsive communications with HQDA, joint command headquarters, unified/combined command headquarters, allied command headquarters, subordinate command headquarters, and the other elements within the CP. Liaison personnel assigned to the personnel operations directorate in coordination with the TAPOC are located at the theater headquarters, allied headquarters, and other units as appropriate. The PERSCOM commander may augment the TAPOC with cells from other operating elements for short periods when a crisis occurs or when work load requires. The TAPOC is normally supervised by the chief of the plans and operations division of the personnel operations directorate. But the TAPOC is highly responsive to the desires of the PERSCOM commander, with whom it is normally collocated.

When the tactical situation dictates and the PERSCOM commander directs, elements from the casualty division and other PSD divisions may be formed into a TACREC. The primary mission of the TACREC is twofold. It serves as the TA focal point for the processing of all casualty reports. It may also serve as the personnel records repository for the entire theater. If the PERSCOM commander directs, TA personnel organizations move their Military Personnel Records Jackets (MPRJ) to a centralized location under the direction of the TACREC. These records are accompanied by enough records clerks to ensure at least minimal servicing. This enables the TACREC casualty section to have access to records that are necessary for completion

of casualty actions. Due to the large volume of casualty reports and records during armed conflict, the TACREC is normally located at the alternate PERSCOM CP. It is under the direction of the deputy director of PSD.

PRIMARY P&A FUNCTIONS

STRENGTH ACCOUNTING

Strength accounting, differentiated from *by-name* personnel accounting, is the process of collecting, recording, and reporting *numerical* personnel data to analyze a unit's strength posture/status. Strength accounting has a direct impact on the tactical employment and sustainment of the force.

Strength accounting influences tactical employment decisions and plans. The commander is responsible for making tactical decisions based on estimates and recommendations of his staff. He also establishes personnel assignment priorities, which his staff officers implement. Strength accounting in this role is the chief responsibility of the TA DCSPER. Generally, the minimum strength accounting data required to make tactical employment decisions and establish assignment priorities are *gross total strength figures for a given unit.*

Strength accounting also determines *specific* personnel requirements and influences cross-leveling and on-hand replacement distribution decisions. In this role strength accounting is a key responsibility of the PERSCOM commander. The minimum information required to sustain the force is MOS/*(specialty skill identifier) SSI, number required, grade and unit.*

The DCSPER is responsible for giving the TA commander information about the commander's gross strength and for accomplishing staff actions necessary to maintain the strength. He continuously estimates strength for present and future situations and monitors the maintenance of unit strength. Strength accounting and replacement functions are performed by the PERSCOM in close coordination with the DCSPER staff. The PERSCOM obtains information on the status of command strength through receipt and analysis of reports from subordinate units. The PERSCOM helps the DCSPER staff estimate future strengths by providing data for loss estimates.

The battlefield situation, communications capability, and availability of ADPE dictate the degrees of accuracy and/or timeliness of strength accounting data.

Within P&A channels the flow of strength accounting data normally takes one of two paths as shown in figure 4-3 on page 4-6.

One path, containing gross strength figures, is monitored by the DCSPER. It is operationally oriented toward controlling the force. The PDS is normally used to submit gross figures manually. Gross strength information is forwarded from EAC units to the appropriate EAC subordinate command (*for example, engineer command, transportation command*). There it is rolled up and forwarded to the main CP for the commander's use. Strength data for corps, divisions, and separate brigades come directly from those units' main CPs. Since speed is vital, this information should be transmitted by the fastest means available.

The other path is controlled and monitored by the PERSCOM. It contains specific MOS and grade data as well as gross strength figures and is aimed at sustaining the force. MOS/grade data are submitted on the PRR. This report is passed through the TAPOC to the personnel requirements division (PRD) of the ROD through P&A channels. TAACOM PSCs maintain requirements for their supported units. They forward a consolidated PRR to the ROD PRD with total requirements by MOS and grade.

The personnel status report (PSR) is normally used to report unit strength data to the ROD. The PSR is made up of the PDS (part I), the PRR (part II), and a remarks section. The PRR and PDS are classified in accordance with paragraph 2-7, AR 220-1.

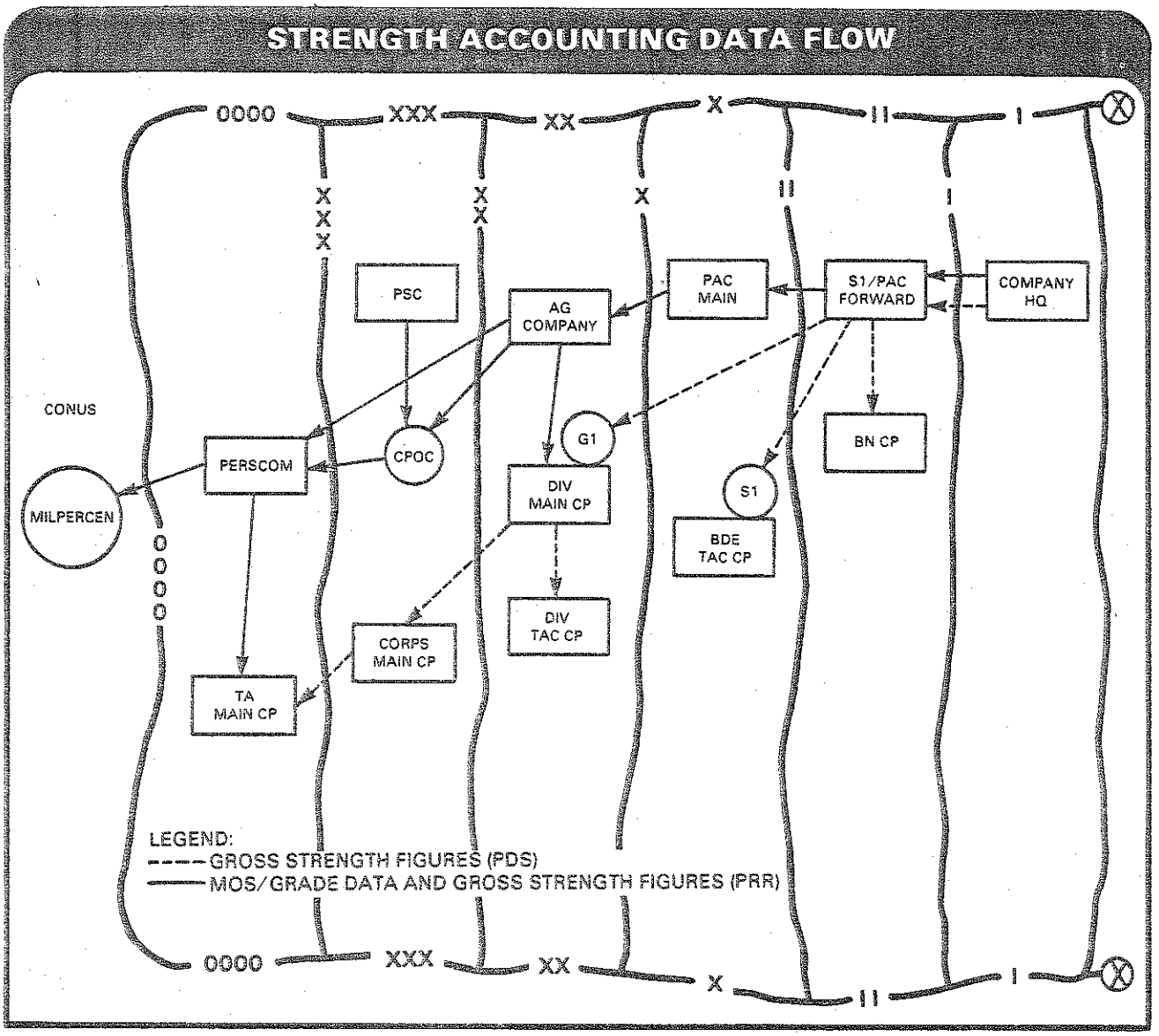


FIGURE 4-3

Strength accounting data are critical, especially in the role of influencing tactical employment decisions. Therefore, the data must be collected and processed as quickly and accurately as possible. The emphasis is on speed. Manipulating detailed by-name personnel accounting information, a time-consuming task, is not essential to the critical decision-making processes. Any attempt to require information beyond the minimum essential data should be examined very carefully. Nothing should detract from the basic purpose of the strength accounting function: to provide critical strength data rapidly to influence personnel-related combat decisions. Subordinate headquarters are often required to report information or provide data "*roll ups*" that are already available or can be computed more easily at the PERSCOM. Thus, the emphasis on requiring information from subordinate units should not be placed on "nice to have" data. It should be placed on data absolutely necessary for mission accomplishment.

TC 12-6 is the primary reference that deals with wartime strength accounting.

REPLACEMENT OPERATIONS

Replacement operations at theater level, a very critical P&A function, are composed of four key subfunctions.

Replacement Requirements. This includes the strength accounting process dealing with requirement data described above. The wartime replacement system is a "*push package/shelf requisition*" system. Requirement data must be reported to HQDA immediately and accurately to adjust the "*push package*" and training base priorities and to reflect battlefield losses/requirements.

Replacement Assignments. This encompasses the personnel management tasks that ensure effective use of all replacements, including return-to-duty personnel, as a result of efficient assignment procedures. Effective management brings all appropriate personnel considerations into balance. These include replacement requirements, replacement availability, battlefield situation, and commander's priorities. Especially important is the management of the weapons systems crew.

Administration and Records. These entail normal "*housekeeping*" support provided by the RRD, initial records processing provided by the records divisions, and the coordination of transportation for replacement movement. At theater level this requirement pertains only to the DS RRD supporting EAC units.

TARS. The TARS requires centralized planning and decentralized execution as shown in figure 4-4. The PERSCOM is the focal point for replacement operations throughout the theater. HQDA assigns replacements to the theater on the basis of current strength and battle loss estimates without waiting for theater requisitions ("*push*" system). These estimates are periodically reevaluated and updated by battlefield requirements and casualty reports from the theater. HQDA coordinates and directs the movement of replacements to the theater of operations. The PERSCOM assigns replacements according to priorities established by the TA DCSOPS. Assignments of replacements to divisions are normally made directly by the PERSCOM. Any necessary coordination is made with the CPOC.

Nondivisional corps replacements are sent to the corps RRD for assignment and distribution. In certain circumstances MOSs that are not critical to combat, both divisional and nondivisional, may be sent through the corps RRD.

Many "*players*" are involved in ensuring that replacement operations function properly.

Deputy Chief of Staff, Personnel

The DCSPER is concerned primarily with the following:

- Preparing and maintaining a continual estimate of the replacement situation, including unit replacements, and advising the commander and appropriate staff elements. (As necessary, he submits estimates to higher headquarters.)
- Formulating replacement policies concerning requisitions and reports, allocation and distribution, procurement, and assignment and reassignment.
- Coordinating replacement matters with other staff sections, higher headquarters, and subordinate units.

Deputy Chief of Staff, Operations

The DCSOPS establishes priorities for distribution of individual and unit replacements.

Deputy Chief of Staff, Logistics

The DCSLOG coordinates the availability of supply facilities and transportation for replacement operations. In coordination with the DCSOPS, he recommends assignment of logistical tasks to support processing and movement of replacements. On the basis of the logistics mission, he advises the DCSOPS and the DCSPER on assigning CSS personnel. Elements of division support commands (DISCOM) and the corps support command

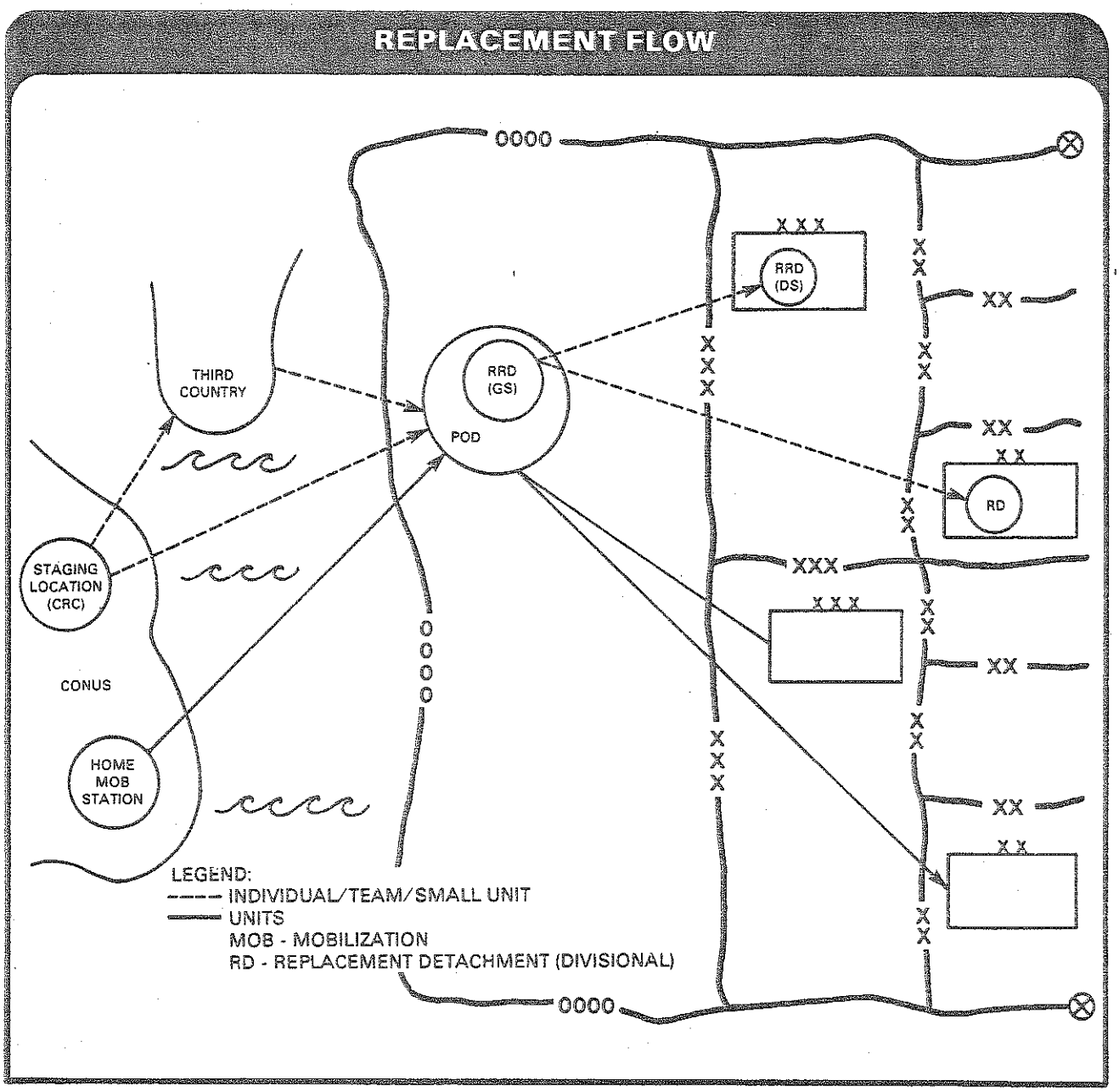


FIGURE 4-4

(COSCOM) carry out approved logistical support assignments. (*For example, supply and transportation battalions provide the central issue facility and transportation for replacements.*)

Replacement Operations Directorate

The ROD is the PERSCOM staff element that is responsible for making actual replacement assignments. It also supervises the overall replacement operation in the theater. This includes coordination with MILPERCEN and HQDA, technical supervision of replacement battalions and TARG (if formed), and coordination of replacement operations with the TAACOM, corps, and divisions. To ensure effective, efficient replacement operations, the ROD must maintain continual communication with the other replacement "players" and subordinate replacement elements.

Personnel Replacement Battalions and Replacement Regulating Detachments

Replacement processing is carried out primarily by the PRBs with their subordinate RRDs. When three or more PRBs are operating in the theater, a TARG may be formed at the discretion of the PERSCOM commander. Assets for the TARG come from the ROD. When no TARG is formed, the PRBs are assigned to the PERSCOM under the technical supervision of the ROD.

RRDs are organized to support either 200 or 400 replacements at once as explained in chapter 3. The variation of the RRDs allows dispersion in the area of operations (AO) and variance of support depending on the number of replacements to be processed. Initially crews/teams and small units (usually platoon size and smaller), along with individual replacements, move through CRCs. From the CRCs, replacements flow to the port of embarkation (POE), designated POD, or aerial port of debarkation (APOD). Once within the theater, personnel are processed and distributed through the PRBs and RRDs. The PRBs are geographically as close as possible to the POD/APOD. Normally one RRD is collocated with the PRB. Other RRDs are located as the geographical/tactical situation dictates. Assignment instructions are sent from the ROD operations division through the PRB to the RRDs, where replacements/rotating personnel are processed for movement to or from their units. The RRDs may also receive personnel returned to duty from medical or confinement facilities and stragglers within a geographical area. The RRDs coordinate their movement. Reclassification and assignment instructions are provided by the servicing personnel unit. If possible, the TA commander may provide training teams at each PRB to conduct appropriate survival training for soldiers arriving in the theater. Based on time available, training may include zeroing weapons, fitting/donning the protective mask, recognizing of mines/booby traps, and administering first aid. (This training is normally provided to soldiers at the CRC. The training provided at the PRB supplements the CRC effort.)

Weapons Systems Replacement Operations (WSRO)

Weapons systems are normally managed and allocated under the overall direction of a weapons systems manager (WSM) in accordance with priorities established by the commander. Both the DCSPER and the ROD monitor the personnel aspect of WSRO. A PERSCOM representative provides direct interface between the logistical/materiel side and the team/personnel management side of WSRO.

CASUALTY REPORTING

Casualty reporting is one of the most exacting administrative tasks in the Army. It has importance and immediacy not found in other administrative functions because of its far-reaching effects on military and civilian morale and the Army image. It also has a connection with other functions of Army personnel support. When a soldier becomes a casualty, the NOK must be notified as fast as possible. In accordance with appropriate regulations and field guidance, casualty reports that are prompt, factual, and accurate are submitted through channels to HQDA. HQDA then notifies the NOK.

The TACREC is the focal point for casualty reporting in the theater. The PSD casualty division is responsible for establishing theater policy on the processing of casualty reports. Units report casualties in accordance with AR 600-10, FM 12-15, theater implementing instructions, and local SOP and directives. Each casualty report flows from the person who knows about the casualty through the company and battalion (or PAC if appropriate) to the supporting PSC or AG. The information is processed at the PSC/AG company and sent to the PERSCOM as shown in figure 4-5. Reports are coordinated with postal, finance, medical, provost marshal, graves registration, and chaplain functions to ensure checks of all data concerning each casualty.

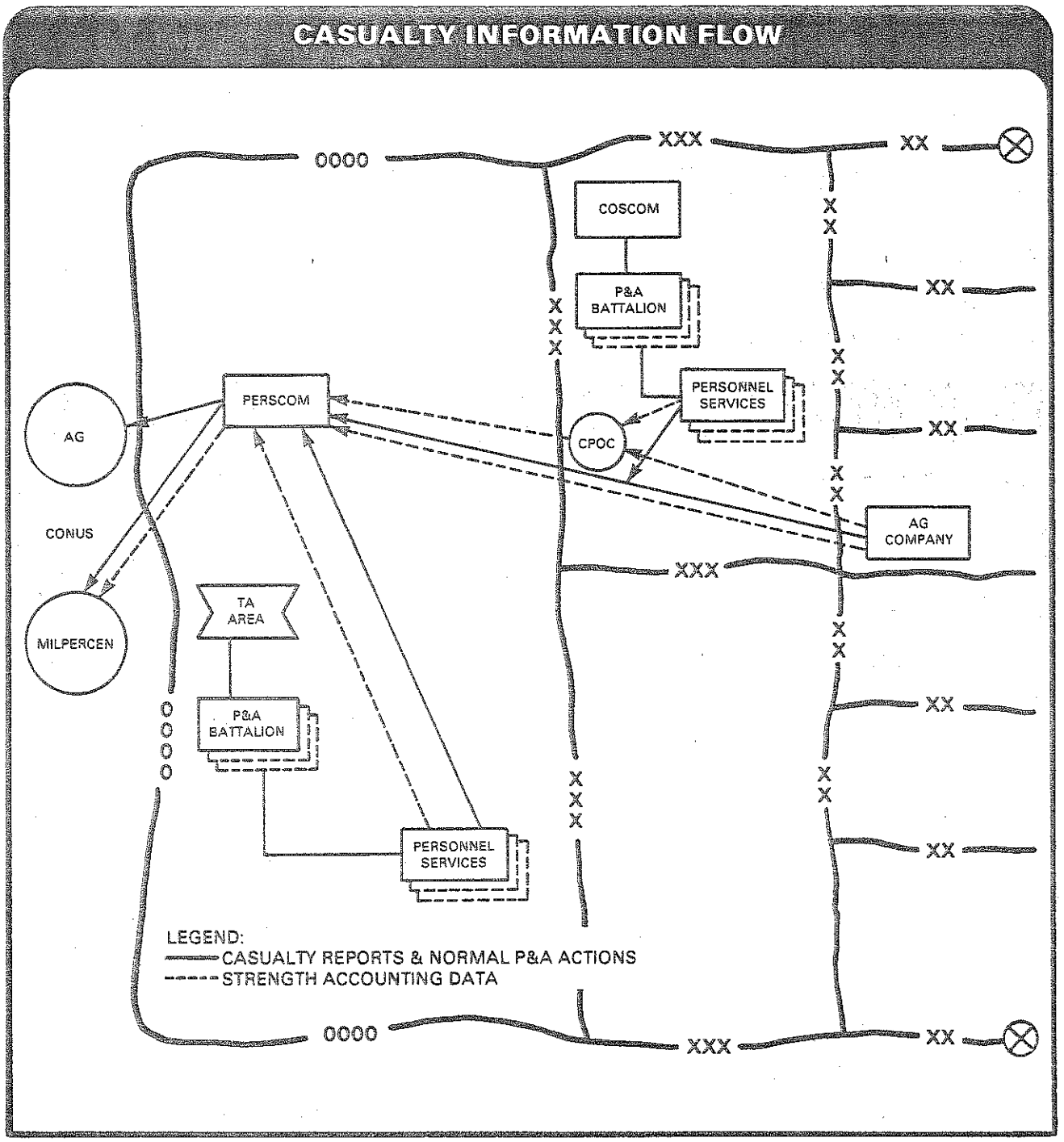


FIGURE 4-5

Casualty reports are normally delivered to the TACREC by courier or some form of ground transportation. The TACREC verifies and/or completes the casualty report. Then the report, which initially consisted of DD Forms 1156 and 1155, is put into message format for transmission to the United States Army Adjutant General Center (TAGCEN). The casualty records branch maintains records of all casualty actions. The MIA/USPW branch of the casualty division maintains MIA/USPW cases.

SECONDARY P&A FUNCTIONS

POSTAL OPERATIONS

Mail is the soldier's link to his family and other loved ones. Inefficient distribution of mail can quickly undermine morale. In the early stages of a conflict, postal services for soldiers are usually restricted to limited postal money order service and personal mail that qualifies for the free mailing privilege. (*Examples are first-class letters, post/postal cards, and sound-recorded correspondence.*) Free mail is authorized in areas where US forces are engaged in combat operations if a Presidential order implements it. Additional postal services for soldiers are not normally provided until the military situation permits.

Mail inbound from CONUS is usually received at the aerial mail terminal (AMT) or surface port and "broken down" to units according to a mail distribution scheme. This scheme is used by military post offices and USPS facilities in CONUS to effect the most direct distribution, dispatch, and routing of

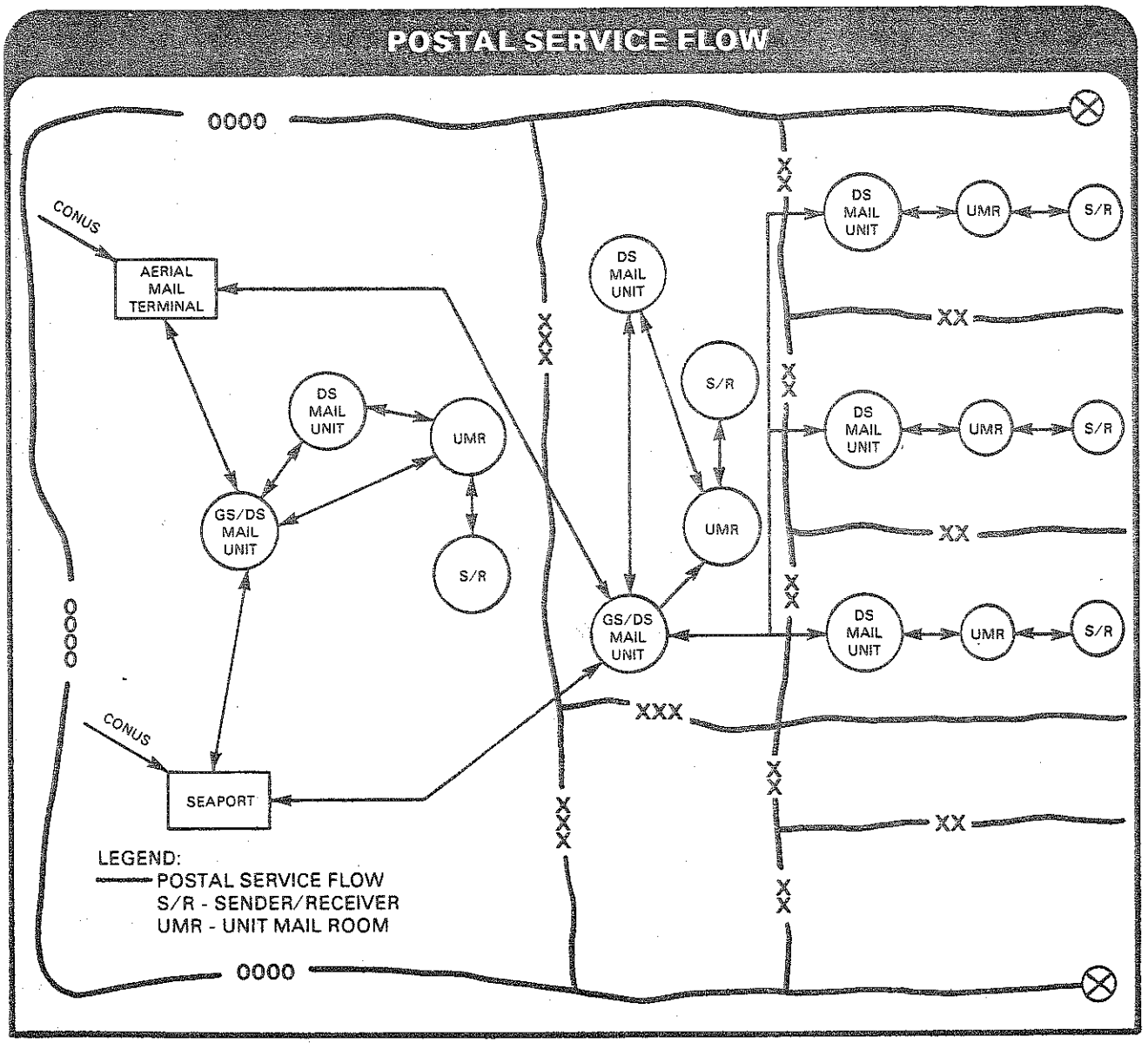


FIGURE 4-6

military mail. Information in the scheme is based upon input from postal officers. This information must be current to permit accurate separation of mail and its direct routing to units. Normally, the theater GS/DS postal units receive only mail that is addressed to units within the COMMZ. Inbound mail addressed to corps or division units is forwarded directly to the corps GS/DS postal unit. The theater GS/DS postal unit delivers the mail to the units concerned if appropriate or forwards it to the servicing DS postal unit as shown in figure 4-6. Mail sent from COMMZ units to CONUS takes the reverse route through the DS unit (if applicable) to the GS/DS unit and goes on to the AMT.

Intratheater mail is normally sent to the theater GS/DS postal unit and routed to the appropriate corps or division APO.

Theater-managed/controlled transportation moves incoming and outgoing mail between the parent APO and the GS postal activity (or the AMT/surface port when mail volume justifies). Units served provide their own transportation to move incoming and outgoing mail between the parent APO or operating units and the unit mail facilities. Unit mail clerks/assistants/orderlies deliver mail to individuals.

Postal finance services (selling stamps and stamped paper, issuing/cashing postal money orders) can be provided at the parent APO and at each numbered APO operating unit. When required, mobile services are provided by the postal officer on a preannounced schedule at designated points for limited periods. Selling stamps and stamped paper in a combat area is not usually a problem; the free mailing privilege provides soldiers a means of personal correspondence. However, special mailing services, mailing of packages (when the combat situation permits), and issuing and cashing of money orders may be required on a continuing basis.

Postal operations conducted with allied forces must be in accordance with International Standardization Agreement (STANAG) 2109.

AWARDS

Authority to present individual awards during wartime is normally delegated within theater to the lowest organizational level consistent with the award's appropriateness and dignity and HQDA guidance. Local administrative procedures must be streamlined to reduce any unnecessary burden on the field commander. The awards and decorations branch of the PSD processes all awards requiring approval by the TA commander or HQDA. Normally, award recommendations must be based upon factual, eye-witnessed events or accomplishments appropriate to the awards recommended. They must be processed promptly. Details on the Army awards program are in AR 672-5-1.

Glossary

admin	administrative
ADP	automatic data processing
ADPE	automatic data processing equipment
ADPU	automation data processing unit
AG	adjutant general
AMD	automation management directorate
AMT	aerial mail terminal
AO	area of operations
APO	Army Post Office
APOD	aerial port of debarkation
AR	Army Regulation
ATOMAL	nuclear access
AUTODIN	automatic digital network
bde	brigade
bn	battalion
CFR	casualty feeder report
COMMZ	communications zone
CONUS	continental United States
COSCOM	corps support command
COSMIC	NATO top secret
CP	command post
CPOC	corps personnel operations center
CRC	continental United States replacement center
CSS	combat service support
DCSLOG	Deputy Chief of Staff, Logistics
DCSOPS	Deputy Chief of Staff, Operations
DCSPER	Deputy Chief of Staff, Personnel
det	detachment
dir	director
DISCOM	division support command
div	division
DS	direct support
EAC	echelon above corps
EPW	enemy prisoner of war
FM	Field Manual
GS	general support
HHC	headquarters and headquarters company
HQ	headquarters
HQDA	Headquarters, Department of the Army
ISO	information systems officer
KIA	killed in action
LOD	line of duty
MACOM	major Army command
MCC	movement control center
MIA	missing in action
MILPERCEN	United States Army Military Personnel Center
MILPO	military personnel office
MIS	management information system
mob	mobilization

MOS	military occupational specialty
MP	military police
MPRJ	Military Personnel Records Jacket
MSD	morale support directorate
NATO	North Atlantic Treaty Organization
NBC	nuclear, biological, chemical
NOK	next of kin
OPLAN	operation plan
OPORD	operation order
P&A	personnel and administrative
PAC	personnel administration center
PDS	personnel daily summary
PERSCOM	personnel command
POD	port of debarkation
POE	port of embarkation
POL	petroleum, oils and lubricants
PPC	printing and publications center
PRB	personnel replacement battalion
PRD	personnel requirements division
PRR	personnel requirements report
PSC	personnel service company
PSD	personnel services directorate
PSR	personnel status report
PSS	personnel service support
PW	prisoner of war
R&R	rest and recuperation
RD	replacement detachment
ROD	replacement operations directorate
RRD	replacement regulating detachment
SIDPERS	Standard Installation/Division Personnel System
SJA	staff judge advocate
SOP	standing operating procedure
SQI	special qualifications identifier
S/R	sender/receiver
SSI	specialty skill identifier
STANAG	Standardization Agreement
TA	theater army
TAACOM	theater army area command
tac	tactical
TACREC	theater army casualty and records center
TAGCEN	United States Army Adjutant General Center
TAGO	The Adjutant General's Office
TAMMS	The Army Maintenance Management System
TAPOC	theater army personnel operations center
TARG	theater army replacement group
TARS	theater army replacement system
TOE	table of organization and equipment
TRADOC	United States Army Training and Doctrine Command
TRANSCOM	transportation command
UMR	unit mail room
USPS	United States Postal Service

USPW	United States prisoner of war
WSM	weapons systems manager
WSRO	weapons systems replacement operations

References

Required

ARMY REGULATIONS

18-7	Data Processing Activity Management, Procedures, and Standards
30-1	Army Food Program
310-1	Publications, Blank Forms, and Printing Management
310-2	Identification and Distribution of DA Publications and Issue of Agency and Command Administrative Publications
310-10	Military Orders
340-2	Maintenance and Disposition of Records in TOE Units of the Active Army, the Army Reserve and the National Guard
340-15	Preparing Correspondence
340-18 series	Maintenance and Disposition of *** Functional Files
380-5	Department of the Army Information Security Program
600-10	The Army Casualty System
600-200	Enlisted Personnel Management System
611-101	Commissioned Officer Specialty Classification System
611-112	Manual of Warrant Officer Military Occupational Specialties
611-201	Enlisted Career Management Fields and Military Occupational Specialties
614-100	Officers
614-200	Selection of Enlisted Soldiers for Training and Assignment
635-100	Officer Personnel
635-200	Enlisted Personnel
672-5-1	Military Awards
680-1	Unit Strength Accounting and Reporting

DEPARTMENT OF THE ARMY PAMPHLETS

600-8	Military Personnel Management and Administrative Procedures
600-8-1 through 600-8-10	SIDPERS User Manuals

FIELD MANUALS

11-23	Theater Communications Command (Army)
*12-3-3	Corps Level Personnel and Administrative Doctrine
*12-15	Wartime Casualty Reporting
*12-16	Replacement Operation
19-1	Military Police Support Divisions and Separate Brigades
19-4	Military Police Combat Support, Theater of Operations
*90-14	Rear Area Protection (RAP) Operations
*100-16	Support Operations: Echelons Above Corps (EAC)

TRAINING CIRCULAR

*12-6	Wartime Strength Accounting

DOD MANUAL

4525.6-M	DOD Postal Manual

MISCELLANEOUS PUBLICATION

13-1	DOD Military Pay and Allowances Entitlements Manual

OTHER PUBLICATIONS

STANAG 2109	Postal Organizations for the NATO Forces in Wartime

Related

ARMY REGULATIONS

15-6	Procedures for Investigating Officers and Boards of Officers
18-1	Army Automation Management
27-1	Judge Advocate Legal Service
27-10	Military Justice
28-1	Army Morale Support Activities
66 series	Courier Service
105-31	Record Communications
220-1	Unit Status Reporting
220-90	Army Bands
310-3	Preparation, Coordination, and Approval of Department of the Army Publications
310-25	Dictionary of United States Army Terms
310-34	Equipment Authorization and Utilization Policies and Criteria and Common Tables of Allowances
310-49	The Army Authorization Documents System (TAADS)
310-50	Catalog of Abbreviations and Brevity Codes
340-1	Records Management Program
340-3	Official Mail
340-4	Files Equipment
340-5	Correspondence Distribution Management
340-8	Army Word Processing Program
340-9	Office Symbols
340-10	CENTO and NATO Correspondence
340-17	Release of Information and Records from Army Files
340-20	Office Copiers
340-21	The Army Privacy Program
340-22	Army Micrographics Program
340-25	Mailing Procedures for Certain US Army Activities and US Citizens Overseas
570-2	Organization and Equipment Authorization Tables: Personnel
600-8	Military Personnel Offices
600-11	Authority of Armed Forces Personnel To Perform Notarial Acts
600-31	Suspension of Favorable Personnel Actions for Military Personnel in National Security Cases and Other Investigations or Proceedings
600-33	Line of Duty Investigations
600-37	Unfavorable Information
600-61	The Personnel Management Assistance System (PERMAS)
601-50	Appointment of Temporary Officers in the Army of the United States upon Mobilization
606-15	Preparation of Fingerprint Record
608-2	Servicemen's Group Life Insurance (SGLI); Veterans' Group Life Insurance (VGLI); United States Government Life Insurance (USGLI) and National Service Life Insurance (NSLI)
612-2	Preparing Individual Replacements for Oversea Movement (POR)
614-75	Assignment of Sole Surviving Son
623 series	Personnel Evaluations

624-100	Promotions of Officers on Active Duty
630-5	Leave, Passes, Permissive Temporary Duty, and Public Holidays
638-30	Graves Registration Organization and Functions in Support of Major Military Operations
640-2-1	Personnel Qualification Records
640-10	Individual Military Personnel Records
640-30	Photographs for Military Personnel Files
672-5-2	Illustrations of Awards

DEPARTMENT OF THE ARMY PAMPHLETS

1-2	Personnel Administration Center (PAC): Guide for Administrative Procedures
5-2	Improvement Tools for Soldier Managers
310-1	Consolidated Index of Army Publications and Blank Forms
310-10	Guide for Publications Supply Personnel
310-15	Forms Management and Standardization
340-1	Form and Guide Letters: How To Design and Use Them
600-7	Personnel Management Assistance System Visit Procedures
750-1	Maintenance Guide for Leaders

DEPARTMENT OF THE ARMY CIRCULAR

310-81-9	Publications and Blank Forms Requirements for Mobilization

TABLES OF ORGANIZATION AND EQUIPMENT

12-66H2	Headquarters and Headquarters Detachment, Personnel and Administration Battalion
12-67H5	Personnel Service Company
12-107H5	Army Band
12-147H6	Administration Company, Support Battalion, Separate Armored Brigade or Administration Company, Support Battalion, Separate Infantry Brigade or Administration Company, Support Battalion, Separate Infantry Brigade (Mechanized) or Administration Company, Support Battalion, Separate Light Infantry Brigade or Administration Company, Support Battalion, Separate Airborne Brigade or Administration Company, Support Battalion, Air Cavalry Combat Brigade or Administration Troop, Support Squadron, Armored Cavalry Regiment
12-530H5	Recreation Services Organization
12-550H2	Postal Service Organization
12-560H2	Replacement Regulating Organization
12-570H6	Administration Service Organization

FIELD MANUALS

7-8 (HTF)	The Infantry Platoon and Squad (Infantry, Airborne, Air Assault, Ranger)
7-10 (HTF)	The Infantry Rifle Company (Infantry, Airborne, Air Assault, Ranger)
10-63	Handling of Deceased Personnel in Theaters of Operations
12-3-1 (Test)	Separate Company/Battalion Level Personnel and Administrative Doctrine
*12-3-2	Division/Separate Brigade Level Personnel and Administrative Doctrine
12-50	The Military Band

14-6	Comptroller/Finance Services in Theaters of Operations
14-7	Finance Operations
63-1(HTS)	Combat Service Support Operations Separate Brigade
63-2(HTS)	Combat Service Support Operations, Division
90-10 (HTF)	Military Operations on Urbanized Terrain (MOUT)
100-10 (HTS)	Combat Service Support
101-5	Staff Officers' Field Manual: Staff Organization and Procedure
101-10-1	Staff Officers' Field Manual: Organizational, Technical, and Logistic Data
101-10-2	Staff Officers' Field Manual: Organizational, Technical, and Logistical Data Extracts of Nondivisional Tables of Organization and Equipment

TECHNICAL MANUALS

10-415	Dining Facility Equipment: Operation and Operator Maintenance
38-750	The Army Maintenance Management System (TAMMS)

*Projected Publications: These publications are scheduled for printing. Upon DA print, they will be distributed automatically via pinpoint distribution (DA Form 12-11A or 12-11B) and will not be available for requisition from USAAG Publications Center, Baltimore, until indexed in DA Pam 310-1.

U.S. GOVERNMENT PRINTING OFFICE : 1985 O - 467-036

FM 12-3-4

8 DECEMBER 1983

By Order of the Secretary of the Army:

JOHN A. WICKHAM, JR.
General, United States Army
Chief of Staff

Official:

ROBERT M. JOYCE
Major General, United States Army
The Adjutant General

DISTRIBUTION:

Active Army, USAR, and ARNG: To be distributed in accordance with DA Form 12-11A, Requirements for AG Support in Theaters of Operations (Qty rqr block no. 118).

Additional copies may be requisitioned from the US Army Adjutant General Publications Center, 2800 Eastern Boulevard, Baltimore, MD 21220.