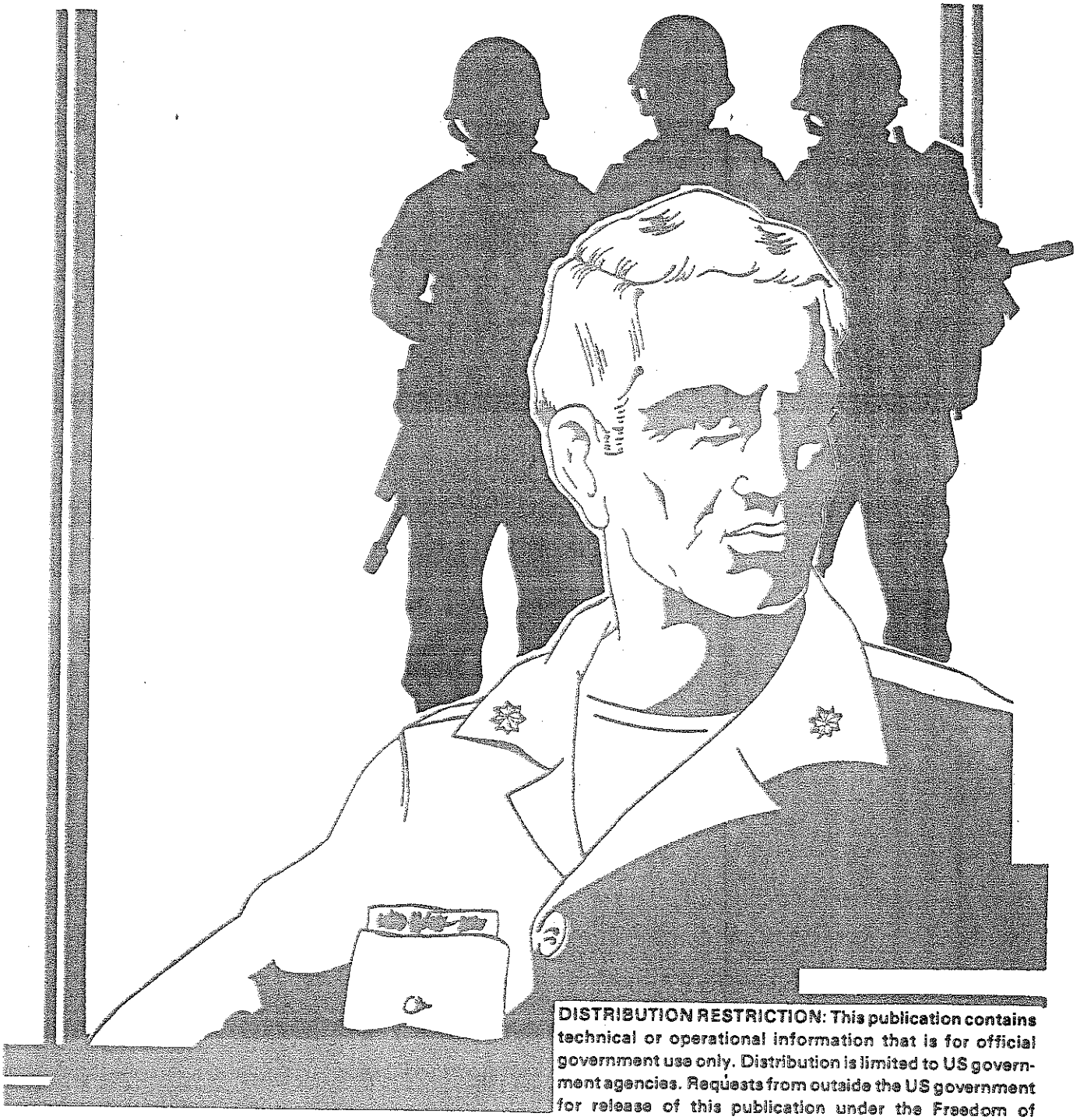
FM 12-3-2

DIVISION/SEPARATE BRIGADE PERSONNEL AND ADMINISTRATIVE DOCTRINE



DECEMBER 1983

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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 each change is recommended and provide reasons for each change/comment to insure 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, Fort Benjamin Harrison, IN 46216.

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

FIELD MANUAL
No. 12-3-2

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DIVISION/SEPARATE BRIGADE PERSONNEL AND ADMINISTRATIVE DOCTRINE

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* This publication supersedes FM 12-4, dated 29 September 1972.

Preface

FM 12-3-2 describes personnel and administrative (P&A) support at division/separate brigade level. It provides doctrinal guidance for the accomplishment of wartime P&A functions, emphasizing particularly the role of the adjutant general (AG) and AG organizations. It discusses the responsibilities and interrelationships between the G1/S1 as the overall human resources manager and the division/separate brigade AG as the P&A systems manager.

This publication also reflects emerging Army 86 doctrine in its emphasis on primary functions (strength accounting, replacement operations, and casualty reporting) and on other areas, such as identification of a new name for the AG company's Standard Installation/Division Personnel System (SIDPERS) interface branch, now called the personnel data branch. Further references to automatic data processing (ADP) organizations and processes, however, have purposely been stated in general terms because the specific organizational structures and procedures for the new systems are still being developed.

FM 12-3-2 is consistent with the new division AG company table of organization and equipment (TOE) (J-edition) and the new separate brigade AG company TOE that replaces the former administration company TOE. The J-edition is part of an overall near-term transition effort to implement as much of Division 86 as current capabilities and authorizations allow. Changes to the H-edition TOE reflected in the manual include addition of an executive officer for the AG company headquarters and new titles for the H-edition executive officer and the personnel officer, now called deputy AG and chief of personnel services division (PSD) respectively. Despite these changes, however, units still organized under the H-edition will have no difficulty in using this publication.

This manual is one of a series of manuals on P&A doctrine at various echelons within the Army. The other manuals in the series are FM 12-3-1, which covers the battalion and the separate company; FM 12-3-3, which deals with corps P&A doctrine; and FM 12-3-4, which describes echelons above corps. 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 Operation
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

In this manual the term AG or AG company represents the AG and AG company respectively at both division and separate brigade level.

CHAPTER 1

P&A Support

PERSONNEL SERVICE SUPPORT

P&A support at the division and separate brigade represents a significant portion of the personnel-oriented combat service support (CSS) functions performed at that level, otherwise known as personnel service support (PSS). PSS includes a variety of functions and subfunctions that support commanders in accomplishing their mission and contribute to the morale and welfare of the soldier. Besides the P&A services described below, other PSS functions include chaplain activities, legal services, finance/comptroller services, health services, public affairs services, and general-purpose ADP support.

FUNCTIONS

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

- Personnel services, to include strength accounting, replacement operations, personnel management, personnel actions, personnel records maintenance, and automated personnel data management.
- Administrative services, to include the internal management of administrative services 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.
- 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:

- Strength accounting.
- Replacement operations.
- Casualty reporting.

Both strength accounting and replacement operations are critical. They directly affect the composition of forces. Casualty reporting, on the other hand, is a vital P&A responsibility that affects not only the morale of the force but also the morale or national will of the whole United States. During periods of high-intensity conflict, P&A organizations may perform these primary functions to the exclusion of all others.

SECONDARY FUNCTIONS

All other P&A functions are classified as secondary. Each has greater or lesser importance based upon:

- Battlefield situation.
- Commander's priorities.
- Existing P&A policies within the theater.
- Level at which the function is being performed (*e.g., personnel administration center (PAC), AG company, or corps personnel operations center (CPOC)*).

NOTE: In situations of very low intensity, P&A support approaches that of peacetime levels.

CHAPTER 2

The G1/S1 and the Adjutant General

THE G1/S1

The Assistant Chief of Staff, G1, Personnel at division and the S1 at the separate brigade are their commanders' principal staff officers for all human resources matters. They are primarily concerned with planning, organizing, directing, coordinating, and controlling the procurement, utilization, sustainment, separation/retirement, development, and motivation of personnel within their commands. As their units' primary human resources managers, they provide policy and coordinating staff guidance to their respective adjutants general.

P&A INTERFACE

Although the AG has a "*direct line*" to the commander for P&A matters, the G1/S1 does provide a technical staff supervisory interface between the commander and the AG. The G1's/S1's basic role in accomplishing wartime P&A tasks is described below. Further discussion of P&A functions appears in chapter 5. The full range of G1/S1 responsibilities is described in detail in FM 101-5.

STRENGTH ACCOUNTING AND REPLACEMENT OPERATIONS

The G1/S1 formulates individual, team, and unit replacement policy for the command through coordination with the AG, G3, and other members of the general/special staff.

The G1/S1 influences tactical employment decisions and establishment of personnel assignment and replacement priorities. He is responsible for giving the commander basic information about the personnel strength of the command. The G1/S1 normally uses the personnel daily summary (PDS) to obtain strength accounting data.

To forecast future replacement requirements, the G1/S1 maintains a continuous loss estimate balanced against programed or estimated personnel gains.

Early in combat, the only battle and nonbattle loss data available are obtained from historical battle and nonbattle loss statistics in FM 101-10-1 and/or local SOP data. The G1/S1 studies the data with extreme care. He adjusts these data only after comparing them with past, present, and expected future conditions peculiar to the organization's situation, threat, environment, or other important external factors. This loss estimation plays a vital role in "*driving*" the requirements for the wartime "*push*" replacement system.

CASUALTY REPORTING AND OTHER P&A TASKS

In coordination with the AG, the G1/S1 establishes policy and plans for casualty reporting. In the same manner, he establishes command policy for awards, postal service, morale support, and other P&A services that the AG and others implement.

The G1/S1 also assembles the periodic personnel report and submits it to the commander on a schedule or on call. The report recapitulates personnel summary data and personnel activities in the command. It contains unit strength data; significant personnel management items; morale, discipline, and law and order information; headquarters

management data; and other miscellaneous information. Much information in the periodic personnel report comes from AG records *(i.e., strength by units, gains, losses by category, replacement information, and awards)*. An example of the periodic personnel report is in FM 101-5.

THE ADJUTANT GENERAL

As the primary P&A systems operator, the AG at division and separate brigade level is directly responsible for insuring that personnel, administrative and postal services, and morale support activities are provided to the command.

The AG must be thoroughly familiar with:

- The division/separate brigade mission, role, organization, and control facilities.
- The roles of commanders and their staffs at various levels.
- The specific manpower and materiel characteristics of the combat, combat support, and CSS elements of the command.

RELATIONSHIPS

Relationship to the Coordinating and Special Staff. The AG advises and assists the commander and staff. He exercises responsibilities in the functional areas of P&A support for all assigned and attached units. He receives coordinating staff guidance from the G1/S1 and may work directly for him. As a member of the special staff, however, the AG is often directly supervised by the division/separate brigade chief of staff/executive officer, especially in peacetime. For guidance in performing his mission, the AG uses regulations and policies emanating from DOD and DA, intermediate commands, technical channels, and the commander.

Relationship to the Division Support Command (DISCOM)/Support Battalion Commander. Within the division and separate brigade, the AG company is organic to the support command (DISCOM/support battalion respectively). The support commander exercises command authority over the AG company, but he is not responsible for its technical P&A operations. The relationship of the support commander, the AG, and the AG company is an example of assignment for command less operational control. The AG himself, rather than the support or company commanders, has the authority to control operational mission activities of the company elements. The support commander provides the AG with data processing support, certain administrative and logistical services, nontechnical training, and movement support.

NOTE: As part of emerging Army 86 doctrine, the AG company is expected to meet ADP requirements from organic ADP resources by FY 85.

During combat, most of the AG elements are located in the division/separate brigade support area. Therefore, the AG must coordinate with the support commander for tactical and defensive purposes to insure accomplishment of the P&A mission.

P&A RESPONSIBILITIES

The AG does the following:

- Provides information, makes estimates, and prepares plans and orders related to P&A support and supervises their execution.
- Exercises technical supervision over AG activities in subordinate elements of the command and establishes liaison with AG elements in higher and adjacent commands.
- Plans, supervises, and conducts technical training for the activities under his jurisdiction. Included are appropriate training and coordination of subordinate element S1 and PAC activities.
- Orients all commanders, staff officers, and P&A technicians throughout the organization on the concepts, doctrine, general procedures, and structure of the personnel support system.
- Has responsibility for the technical operations of his office in providing direct P&A support to the command. Specifically, he insures accomplishment of the P&A mission in a manner consistent with the philosophy and doctrine in chapter 5. Along with the coordinating and special staff, he pays particular attention to:
  - Establishment of policies and procedures for the allocation of individual, team, and unit replacements.

- Changes in command strength and unit composition, geographical dispersion of command elements, mission assignment, and other related factors that directly affect requirements for P&A support. Anticipating such changes enables the AG to quickly adapt the capabilities of the various AG elements to changing conditions.
- Requirements of the AG company commander, who, in coordination with the DISCOM/support battalion commander, provides for the security, tactical training, and logistical support of the AG personnel who perform the functional P&A direct support services for the command. Coordination includes rear area combat operations (RACO) and damage control requirements; requirements for communication facilities between the support area and the main command post; and requirements for replacements and AG unit movement.

CONCEPT OF MANAGEMENT AND OPERATIONS

The internal organization of AG elements is influenced by the battlefield situation, the number of operating personnel, available equipment, and the commander. The AG must, therefore, be flexible in distributing his work force and items of equipment to accomplish his mission. Since wartime TOE staffing is normally austere, there may be insufficient assets to provide extensive support for secondary functions. Furthermore, by specifying details and procedures, Army regulations and other regulatory material already dictate a significant portion of the AG's work load. Normally, each AG function is assigned to a specific person/element. Continuing internal review and follow-up techniques are employed through SOPs to insure that each function is accomplished.

Authority within AG operational areas is decentralized as much as possible to the functional element(s) or individual(s) responsible for actually performing the operation. Such decentralization should not restrict controls over policy or the standardization of procedures. Limitations on delegation of authority are imposed only to assure that the basic policies of the AG and the command are coordinated and accomplished. Control is exercised from the top level of leadership/management throughout the AG area of responsibility. This is done through a thorough review of subordinates' routine actions. Delegating discretionary authority to subordinates at the risk of a few mistakes is better than retarding effective performance through unnecessary direct supervision, "*red tape*," and review from the "*top*." Fullest benefit from this principle is gained only when a high state of training and professional ability is present in the organization at every level.

Actions in which the AG often takes a personal interest or which he reserves for his personal attention include:

- Overall allocation of replacement personnel in coordination with the G1/S1, especially with regard to critical shortages.
- Coordination of all matters concerning P&A support specifically mentioned or questioned by the division/separate brigade commander, chief of staff/executive officer, G1/S1, and other coordinating and special staff officers.
- Suspension of favorable personnel actions on officers under investigation (upon request of the responsible commander) and matters concerning key staff officers or major subordinate commanders.
- Actions of Presidential and Congressional interest and other correspondence going directly to the command group and/or originated by general officers.
- Assurance in coordination with the coordinating and special staff that SOPs cover all areas of P&A services. Of particular significance is the establishment of policy and procedures to handle casualty reporting expeditiously in mass casualty situations.

CHAPTER 3

The Adjutant General Company

MISSION

The primary mission of the AG company on the battlefield is to support combat, combat support, and CSS elements in a division/separate brigade by performing such key P&A functions as strength accounting, replacement operations, and casualty reporting. The AG company also provides centralized personnel, postal, and administrative services to all persons and units assigned or attached to the division/separate brigade. It promotes and maintains troop morale by providing limited recreational activities and band support (band support in the division only).

ORGANIZATION

Functional arrangement of the division and separate brigade AG companies is shown in figure 3-1. All elements of the company are described further in this chapter.

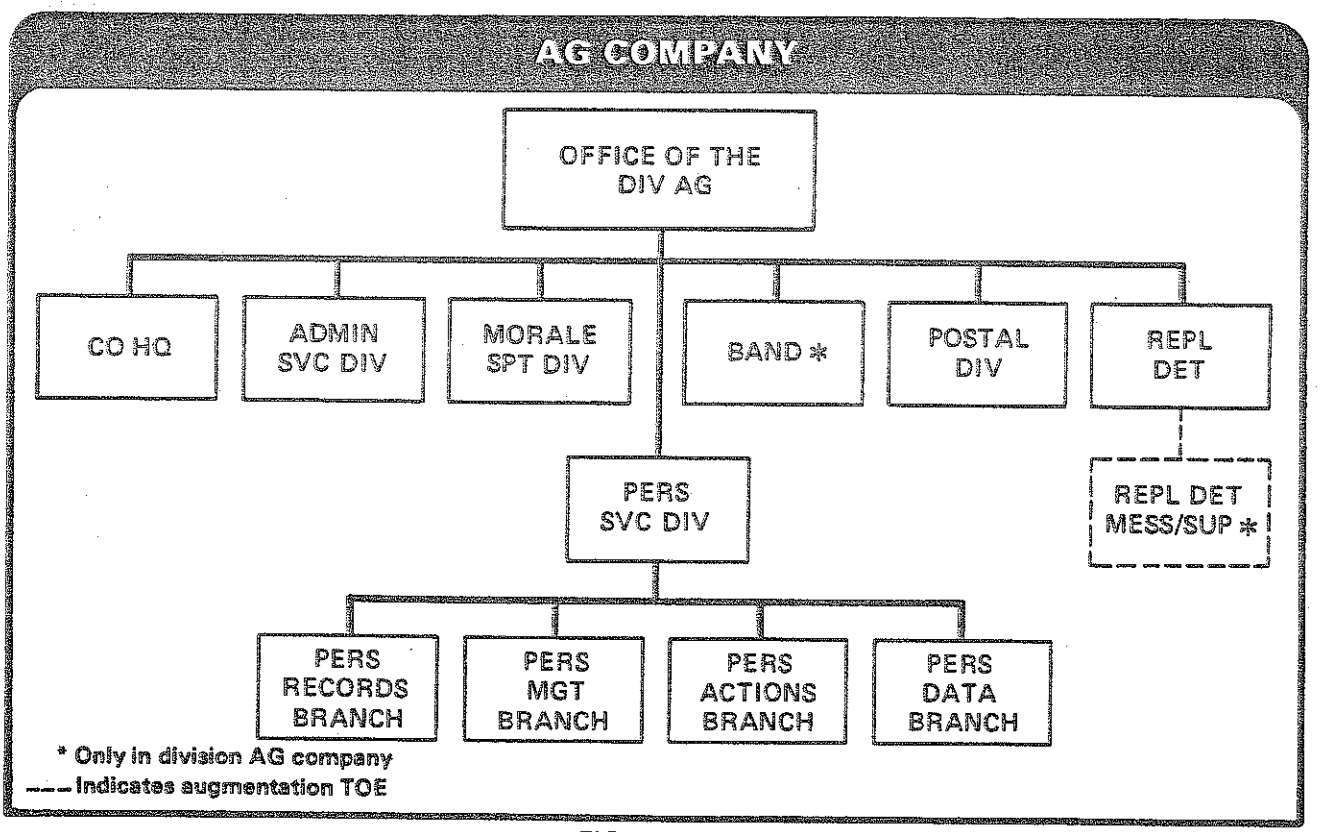


FIGURE 3-1

The AG company is organic to the DISCOM (or support battalion in a separate brigade). The support commander exercises command authority over the AG company but is not responsible for its technical operations.

CAPABILITIES AND LIMITATIONS

CAPABILITIES

When fully manned, the AG company is capable of:

- Providing P&A support for all division/separate brigade personnel.
- Providing periodic on-site support to division/separate brigade elements in field locations.
- Providing administrative, postal, and limited morale support services to division/separate brigade elements.
- Receiving, controlling, and processing up to 300 persons per day. These may be a combination of replacements, hospital returnees, and departing personnel.

LIMITATIONS

The AG company depends upon the DISCOM (or support battalion), other division (or separate brigade) units, corps, and/or higher echelon organizations for:

- Transportation to augment limited AG assets for the movement of the AG company as well as replacement personnel and their equipment.
- Communications support. The AG company has only limited radio and wire capability and no organic multichannel or radio teletypewriter (RATT) capability.
- Assistance in providing for the company's self-defense in accord with the overall RACO plan.
- Finance support.
- Additional morale and other recreational support when the combat situation permits. The AG company has only limited capability to establish recreational programs. Supported units must provide the personnel to operate them.
- Augmentation to provide more soldier-oriented and other services less critical to the battlefield *(e.g., extensive personnel records maintenance)* as the theater matures and the combat situation permits.
- ADP, medical, dental, and chaplain support.

AG COMPANY ELEMENTS

OFFICE OF THE AG

Mission. The office of the AG responds to requirements of the division/separate brigade commander and coordinates with the coordinating, special, and personal staff. It also provides leadership, direction, and control of P&A functions performed by AG functional elements in support of assigned and attached units of the division/separate brigade. The AG advises and assists the commander and, as the senior member of the AG company responsible for its technical operations, may directly supervise the AG company commander.

Organization. The office of the AG is normally composed of the AG, the deputy AG, and a stenographer/driver. The personnel sergeant, PSD, may also be located in the office of the AG and serve as AG sergeant major.

Functions. The functions of the office of the AG parallel the responsibilities of the AG himself. The office of the AG oversees all P&A functions performed by other elements of the AG company.

Responsibilities. The responsibilities of key personnel of the office of the AG are described below.

The AG

Responsibilities of the AG appear in chapter 2.

Deputy AG

The deputy AG assists the AG in the overall supervision of the AG's area of responsibility. He accomplishes specific tasks that the AG assigns to him and fulfills the duties of the AG in his absence. Examples of specific

responsibilities that the deputy AG *may* be assigned include:

- Managing the internal functioning of the office of the AG.
- Monitoring the assignment and reassignment of personnel to and from the AG company functional divisions.
- Preparing and coordinating schedules for movement and employment of the band in support of division requirements.
- Supervising the AG forward element at the main command post.
- Monitoring and insuring preparation of functional division SOPs.
- Coordinating activities of battalion PAC elements (PAC mains) when they are collocated with the AG company.
- Serving as the overall training officer for the technical training of AG company functional elements. Special attention is given to the cross training of assigned personnel.
- Assisting supported units as required in developing their P&A training.
- Planning tactical deployment of the AG company in coordination with the AG company commander.

AG COMPANY HEADQUARTERS

Mission. The AG company headquarters performs unit-level functions of administration, training, and logistical support. It plans and directs the company's tactical employment. The company headquarters provides food service, supply, communications, and organizational motor and weapons maintenance in support of the soldiers assigned and attached to the company.

Organization. Functional arrangement of the company headquarters is shown in figure 3-2.

Functions. The functions of the AG company headquarters are described below.

Unit Administration

Company headquarters administration includes:

- Office management (preparation of reports, military correspondence, requests for orders, and rosters; maintenance of unit functional files; and unit postal activities).
- Management of company headquarters personnel (selection for duties, on-the-job training, job rotation, and job performance counseling).

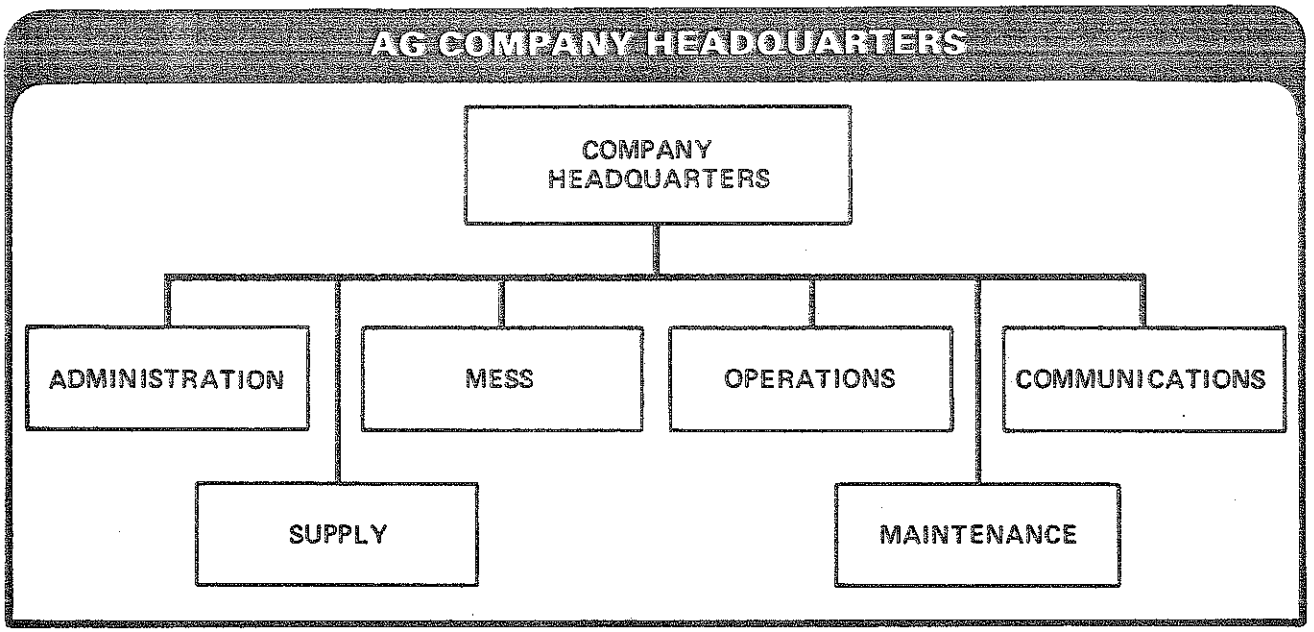


FIGURE 3-2

- Administration of Uniform Code of Military Justice (UCMJ).
- Strength and personnel accounting of unit members.

Supply Operations

The company supply section does the following:

- Requisitions, receives, stores, issues, and turns in organizational and individual equipment and supplies.
- Assures that all equipment authorized by appropriate modification tables of organization and equipment (MTOE) and common tables of allowances (CTA) is on hand in serviceable condition or is on requisition.
- Maintains required records pertaining to equipment and supplies.
- Assists the commander in maintaining supply economy.

Mess

The company headquarters provides food service support for operational personnel of the AG company and replacements temporarily assigned to the replacement detachment (unless the replacement detachment is augmented).

Operations

Besides planning and directing the tactical employment of the company in coordination with the AG and the DISCOM/support battalion commander, the headquarters directs unit and individual training. This training includes all aspects of mandatory and tactical training prescribed for company-size units, to include nuclear, biological, chemical (NBC) training. It does not include technical P&A training. NBC training/operations are designed to assure that all troops know the techniques required to perform in an NBC environment.

Maintenance

The maintenance section is authorized personnel, tools, and test equipment. It is responsible for providing organizational maintenance support on wheeled vehicles, power generation equipment, and weapons. The commander is responsible for insuring that operator maintenance is being performed by the person/functional element using the equipment.

Communications

The company headquarters has the capability to set up and perform organizational maintenance on the wire communications network in the company. Twenty-four-hour manning of the switchboard is provided. The company also operates radios within the DISCOM/RACO net.

Responsibilities. The responsibilities of key personnel of the AG company headquarters are described below.

Company Commander

The company commander does the following:

- Exercises command over all personnel assigned or attached to the AG company except transient personnel temporarily assigned to the replacement detachment.
- Plans, coordinates, and conducts the defense and tactical movement of company elements in coordination with the AG and the DISCOM/support battalion commander.
- Administers the personnel actions and affairs of members of the company *(e.g., enlisted promotions, reductions, disciplinary actions, leaves, separations, reclassification actions, awards, reporting of personnel change data on assigned and attached personnel)* in coordination with appropriate branch or division chiefs.
- Prepares training programs, schedules training periods in coordination with AG functional elements, and details supervisors and instructors for training.

Executive Officer

The executive officer does the following:

- Assists the commander in the command and control of the company.
- Directly supervises headquarters section personnel in all their functions.
- Coordinates actions concerning company personnel between functional elements

and applicable headquarters sections *(e.g., supply, administration).*

First Sergeant

The company first sergeant does the following:

- Oversees company-level administration, food service, maintenance, supply, transportation, and communications.
- Remains alert to company headquarters mission-related activities that have an impact upon the ability of the AG functional elements to perform their missions.
- Advises the company commander on matters relative to troop welfare *(i.e., assignment, reassignment, promotion, privileges, discipline, training, food service, supply, maintenance).*
- Indoctrinates new personnel of the company on the support mission and unit policies, defensive responsibilities, and the enemy threat.
- Assists the company commander in scheduling military training less technical training within AG functional elements.
- Assists the company commander in inspecting unit areas and personnel, notes discrepancies, and initiates appropriate corrective action.

The company first sergeant must deal daily with NCOs of equal or senior grade. He and the E9 PSD personnel sergeant and other division and company headquarters NCOs must develop a cooperative approach to their responsibilities to complete both missions harmoniously.

ADMINISTRATIVE SERVICES DIVISION

Mission. The administrative services division (ASD) provides administrative services for the coordinating and special staffs of the division/brigade headquarters and technical assistance for the subordinate units of the command. It performs office services and administrative management functions that relieve other headquarters staff elements of routine administrative work loads. To provide these services, the ASD is authorized medium-volume reproduction equipment and facilities for volume storage of classified material. As a technical assistance agency, the ASD establishes and monitors the command-wide records management program.

Organization. The ASD is normally organized as shown in figure 3-3. Its composition at division level usually includes 2 officers and approximately 20-25 enlisted personnel, most of whom are administrative specialists/clerk-typists. The rest are offset press operators. Staffing at separate brigade level is significantly lower.

Functions. The ASD normally contains three functional branches.

Operations Branch

The operations branch is responsible for the division/separate brigade headquarters correspondence management and the publications/forms control programs. It establishes the reports control program and operates, prepares, and maintains administrative reports for the office of the AG. Specifically, this branch does the following:

- Establishes policy and prepares the ASD SOP. In general, this SOP explains the division/separate brigade policy and procedural guidance on security control, records and forms management, official mail management, printing and reproduction services, publications management, reports control, and correspondence management. It may contain an AG mail pickup and delivery schedule, a routing guide, and information on preparation of orders and procurement of printing and duplicating services. The SOP may also include the following:
  - Organization of the ASD (to include AG forward elements).
  - Examples of signature blocks of the division/separate brigade commander, assistant division commanders, chief

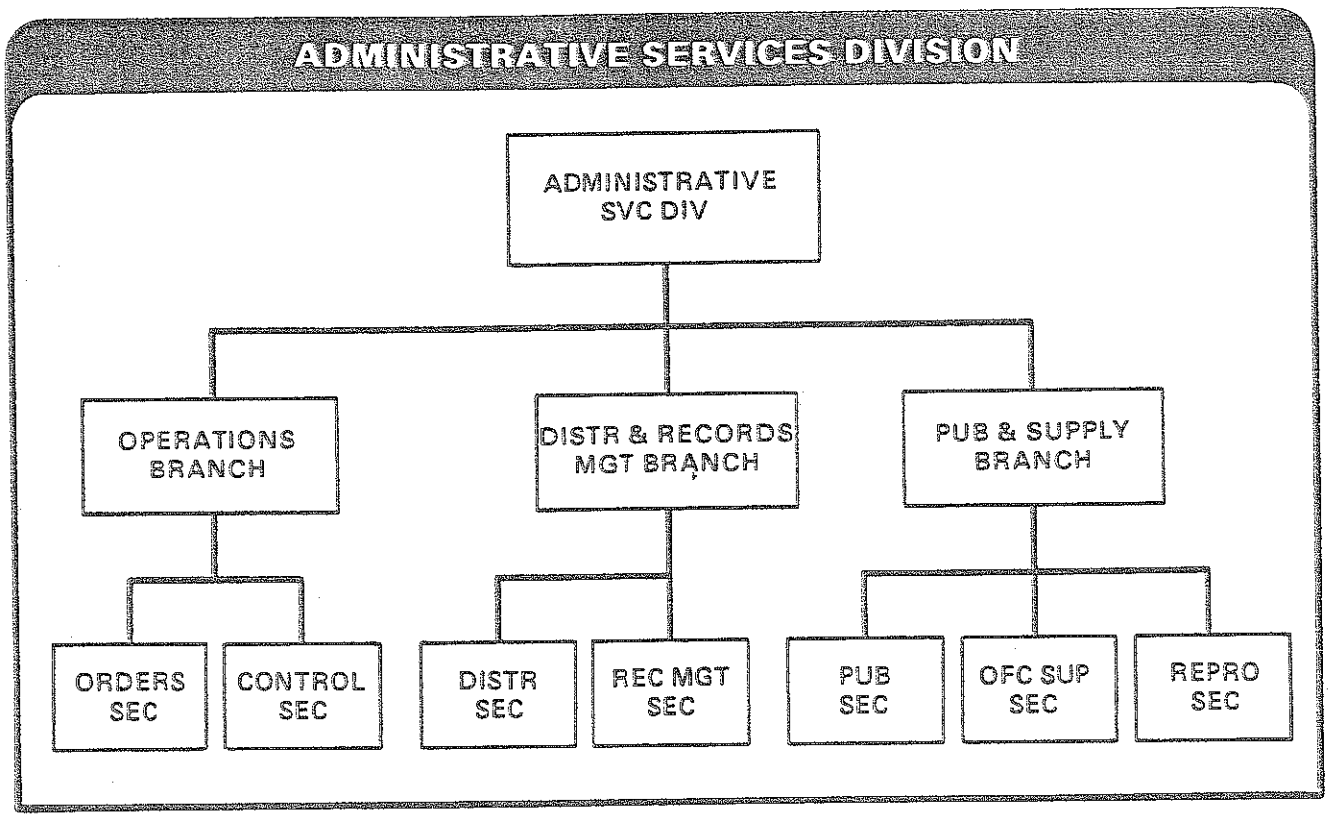


FIGURE 3-3

of staff, and AG, along with information on types of correspondence reserved for their personal signatures.

- Guidelines on preparing, coordinating, routing, and dispatching correspondence through the ASD distribution center.
- Policy on preparation of division directives (pamphlets, circulars, memorandums, supplements, bulletins).
- Policy on centralized copying services.
- Policy on reproduction services.
- Policy for the classified correspondence repository.

- Prepares multiple-original-copy correspondence and order formats for reproduction and fulfills requests for orders. (Multiple-original-copy correspondence is prepared in the original for multiple addressees, and each copy requires the original or facsimile signature of the originator.)
- Reviews and authenticates selected command correspondence.
- Prepares and maintains administrative reports (less personnel reports) for the office of the AG.
- Conducts administrative review (for correctness and completeness only) of reports of investigation referred to it in accordance with AR 15-6.

Distribution and Records Management Branch

The distribution and records management branch operates the division/separate brigade headquarters distribution center. It also establishes and monitors the records management program, provides headquarters classified control and storage, and coordinates requirements for classified couriers. Assigned personnel of this branch deliver correspondence by messenger within division/separate brigade headquarters sections (forward and rear) only. Distribution outside the headquarters is made by a motor messenger provided

by the signal battalion. Specifically, this branch does the following:

- Receives, controls, distributes, and assigns proponency (action agency status) as required for all official publications and correspondence except electrically transmitted messages.
- Coordinates with the telecommunications center in the receipt, control, and delivery of electrically transmitted messages intended for the office of the AG.
- Maintains the correspondence suspense control system for the office of the AG.
- Establishes and monitors the division/separate brigade records management program. This includes correspondence and official mail management, document reproduction control, micrographics management, privacy program, word processing, maintenance management, and disposition of files. References pertaining to records management functions are in the AR 340 series.
- Operates and maintains the division/separate brigade headquarters classified control repository, to include the classified records accounting system. *(For details see AR 380-5).* Retention and storage of classified documents may be decentralized to separate staff elements or subordinate units when adequate classified storage facilities exist and the requirement warrants. Classified document custodians and alternates must be appointed for each element or unit that operates a decentralized classified storage facility.
- Prepares files in accordance with the headquarters classified document destruction and evacuation plans in coordination with the G2.
- Maintains a list, verified by the G2, of all persons authorized access to the headquarters classified storage repository.
- Operates a classified courier system and maintains a list of all persons authorized to act as couriers.
- Coordinates maintenance of headquarters security container combinations with G2.

Publications and Supply Branch

The publications and supply branch provides headquarters reproduction and supply services for specified publications, and it provides reference library support. It also provides office supply and maintenance support to other elements of the AG company. (The level of combat activity significantly affects the degree to which the publications supply function can be performed.) Specifically, this branch does the following:

- Provides reproduction services to the headquarters and emergency or special-purpose reproduction support to subordinate units when necessary.
- Stocks, controls, and distributes all headquarters publications and blank forms and consolidates and forwards requisitions for higher headquarters publications and forms. This branch also maintains a reasonable number of complete headquarters publications reference sets for issue to units that may be attached to the division/separate brigade.
- Maintains the headquarters standard distribution formula for publications.
- Operates the pinpoint distribution of DA publications for the headquarters.
- Determines distribution of DA publications received under the command distribution method.
- Maintains the DA Form 12 series for all assigned units and insures that applicable forms in this series are updated at least once a year. This branch also initiates requisitions to the AG publications center for resupply of DA publications.
- Establishes and operates the division/separate brigade printing and duplicating control program in accordance with AR 310-1.
- Operates and maintains the AG central reference library.

Typical ASD operations are shown in figure 3-4.

Responsibilities. The chief of ASD supervises the activities of his functional elements,

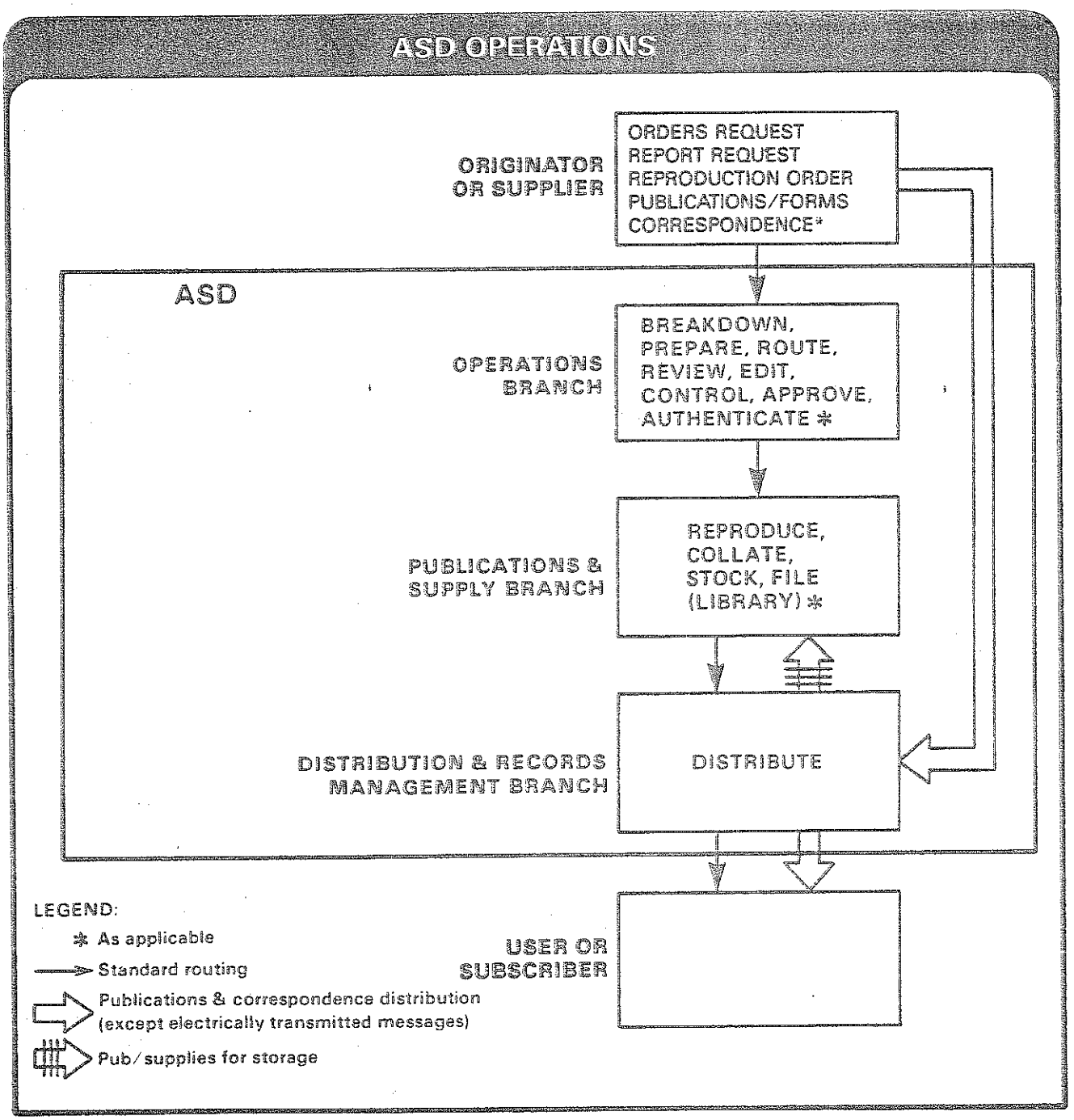


FIGURE 3-4

coordinating their activities with the operational requirements of the AG and the headquarters staff elements. Either the chief of ASD or his commissioned assistant does the following:

- Performs the additional duties of records management officer, TOP SECRET control officer, publications control officer, division publications supply officer, and reports control officer.
- Authenticates outgoing correspondence, orders, and publications. Policy and procedures concerning correspondence and orders authentication are in AR 340-15

and AR 310-10 respectively. Policy concerning release of technical correspondence (AR 340-15) is determined by the division/separate brigade commander. Information about preparation and authentication of tactical operation orders is in FM 101-5. All Adjutant General's Corps (AGC) officers assigned to the AG company are usually designated as assistant adjutants general. Officers of other staff elements may also be authorized to authenticate routine correspondence or forms. AR 600-11 provides details on the authority of Armed Forces personnel to perform notarial acts.

- When designated by the AG, serves as officer in charge (OIC) of the AG forward element when the deputy AG is not so designated.

MORALE SUPPORT DIVISION

Mission. The morale support division (MSD) provides limited recreational, morale, and welfare services to division/separate brigade troops. These services include:

- Procurement and issue of recreational supplies and equipment.
- Procurement of recreational supporting services from resources outside the division/separate brigade.
- Organization and supervision of a recreational services program within the division/separate brigade.

Organization. The manning at division level is austere. It consists of two morale support officers, a morale support NCO, a physical activities specialist, a supply specialist, and a clerk. Manning at brigade level is even more austere.

Functions. The functions of the MSD vary greatly according to the level of combat activity. If the battle is particularly intense, morale support activities are restricted initially. As the tactical situation stabilizes, more support can be provided. The MSD is primarily supply oriented. It provides small games and sports equipment to units and assists in organizing sports and other activities. Additional support may be obtained from other theater support resources. However, limited assistance is available from corps, whose morale support activity is also small and is limited to similar types of functions. Chapter 5 contains additional discussion of wartime morale support activities.

Responsibilities. The responsibilities of key MSD personnel are described below.

Morale Support Officer

The morale support officer and his commissioned assistant (not assigned at brigade level) assist the AG in developing plans and policies governing morale support. The morale support officer organizes and supervises recreational services programs and facilities. He is responsible for the following:

- Procuring and distributing movie films/video tapes, projection/video equipment, athletic equipment, and table games.
- Assuring the adequacy of the sports and athletic programs and library services (if available).
- Organizing sports events and competition.
- Arranging live entertainment.
- Supervising the maintenance of recreational services facilities and serving as the OIC of the rest area if it is located in the division area. *(See chapter 5.)*

Morale Support NCO

The morale support NCO organizes, supervises, and coordinates entertainment, sports, library, and arts and crafts programs and gives technical assistance in these areas. He does the following:

- Assists the morale support officer in continuous appraisal of recreational operations.
- Coordinates activities of recreational services rest areas and camps.
- Collects, prepares, and distributes material and data concerning morale support operations.
- Coordinates and disseminates publicity and promotional material to obtain maximum participation.

- Provides technical reports on recreational services matters, to include events, available talent, accountability, and maintenance of equipment.

Physical Activities Specialist

The physical activities specialist is primarily involved in coordinating and setting up unit athletic events.

Supply Specialist

The supply specialist (only at division) requisitions, stores, issues, maintains, and repairs athletic equipment *(e.g., soccer, football, basketball, softball, and volleyball equipment)*. He also distributes pocket books and movie films/video tapes.

Clerk

The clerk provides routine administrative support to the MSD.

PERSONNEL SERVICES DIVISION

Mission. The PSD operates the personnel management program, takes or secures action on personnel matters, and furnishes personnel information and guidance to designated command and staff recipients. PSD also reports to higher headquarters information required on such matters as personnel losses and replacement requirements.

The PSD accomplishes as many personnel actions at division/separate brigade headquarters level as possible to reduce personnel administration at unit level. The PSD exists to increase the efficiency of the division/separate brigade and to relieve unit commanders of their administrative burden. However, it is neither intended nor designed to interfere in any way with unit commanders' authority and prerogatives.

The PSD uses ADP capabilities, both those organic to the AG company and those belonging to the supporting ADP facility, as much as possible. Using ADP insures a high degree of responsiveness to division-wide personnel support requirements and requirements of higher headquarters.

Organization. The PSD is organized with four functional branches as shown in figure 3-5. (The new J-edition divisional TOE contains an augmentation element that, when activated, would give the PSD the capability to provide a more complete range of personnel services to soldiers.) These branches are delegated the necessary operational and signatory authority "**FOR THE COMMANDER**" to carry out the military personnel

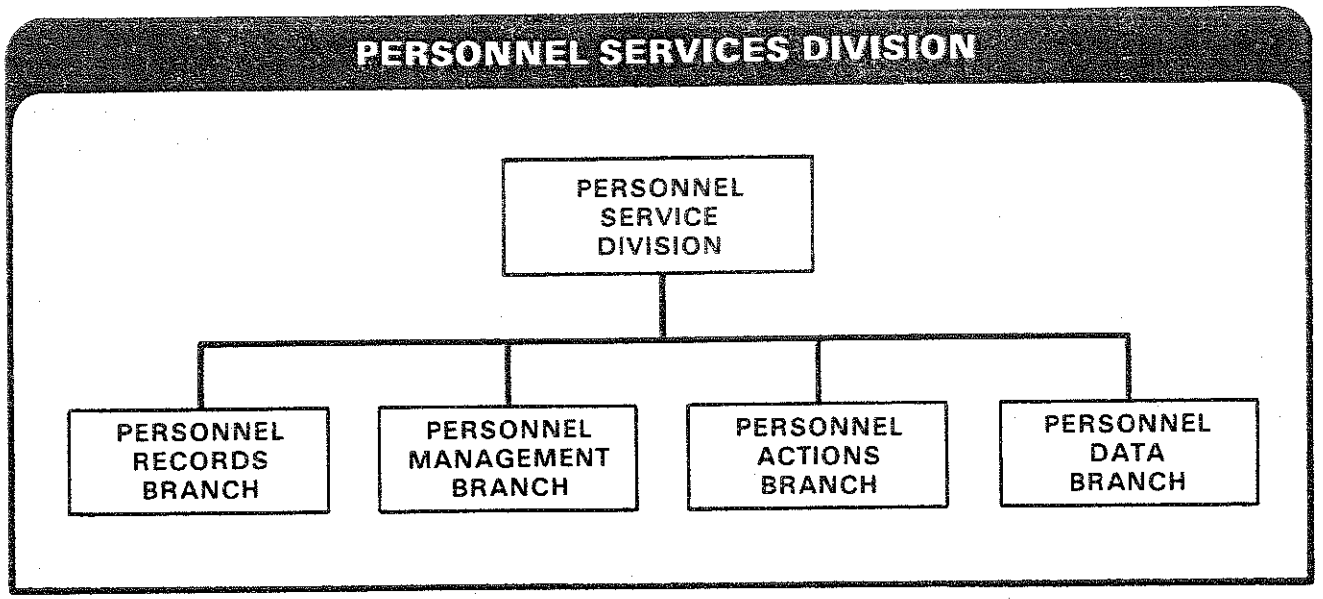


FIGURE 3-5

management and routine actions required to operate the personnel support system.

On the basis of the situation and mission, elements of the PSD may be formed into various team configurations by the division chief. These configurations may include:

- AG forward element. Members of the PSD may be part of the AG forward element (main command post (CP) and/or contingency force) to help accomplish PSD-related activities. *(See chapter 4.)*
- Contact teams. These teams are established by the chief of PSD to provide direct on-site administrative support to troops and units. The PSD contains some organic assets that permit several contact teams to operate in the division area at the same time. (Assets at separate brigade level permit the operation of only one contact team.) The size and composition of a contact team vary according to its specific mission but are constrained by vehicle capacity. During casualty surges, contact teams can be organized to assist PAC personnel in strength accounting, preparing casualty reports, and processing replacements.
- Special-purpose teams. Incoming and outgoing personnel processing teams and personal affairs teams are more specialized. They perform specific functions.

The division chief may internally tailor the PSD organization to meet requirements peculiar to the operational environment, available buildings or other shelter, or the division commander's desires. Examples of the more common organizational configurations are described below.

Functional Branch Configuration

The PSD organizational chart *(figure 3-5)* shows a typical functional branch configuration. Each branch has assigned functions to perform. It accomplishes its routine and special P&A tasks in a consolidated branch configuration. As geography and office space permit, all branch personnel, from the branch chief to the clerk-typist, work as closely as possible. Coordination with other branches of the PSD is normally effected by the branch chiefs. However, routine matters may be coordinated directly among workers of the various branches.

Composite Team Configuration

This configuration provides a functional team from each PSD branch to serve together as a larger composite team. For example, individuals from the actions, records, and management branches are organized into a composite team. They are assigned to work together in a centralized location in direct support of specifically designated divisional units. The team may remain as an integral part of the centralized PSD operation, or it may be detached from the PSD and more conveniently located to support its assigned unit. Technical direction and control of functional matters remain under the functional branch chief. Physical control of the composite team, however, regardless of functional branch affiliation, is exercised by the senior member of the team.

Functional Branch and Composite Team Combination

Figure 3-6 is an example of a typical combination of functional branches and composite teams within the PSD.

Responsibilities. The responsibilities of key PSD personnel are described below.

Chief

The chief directs and controls PSD operations, supervises the four branch chiefs, and insures coordination among the branches and with other elements that provide support services *(e.g., the ASD)*. Normally, however, channels of communication to these support elements are direct from the functional branch to the supporting element. He advises and assists supported staff officers and commanders throughout the division/separate brigade.

Personnel Sergeant

The E9 personnel sergeant assists the chief in monitoring the everyday activities of the PSD. He acts as a liaison between the NCOs of the PSD and other AG company elements. To insure accurate, prompt treatment of all actions, the personnel sergeant must thoroughly screen the actions that enter

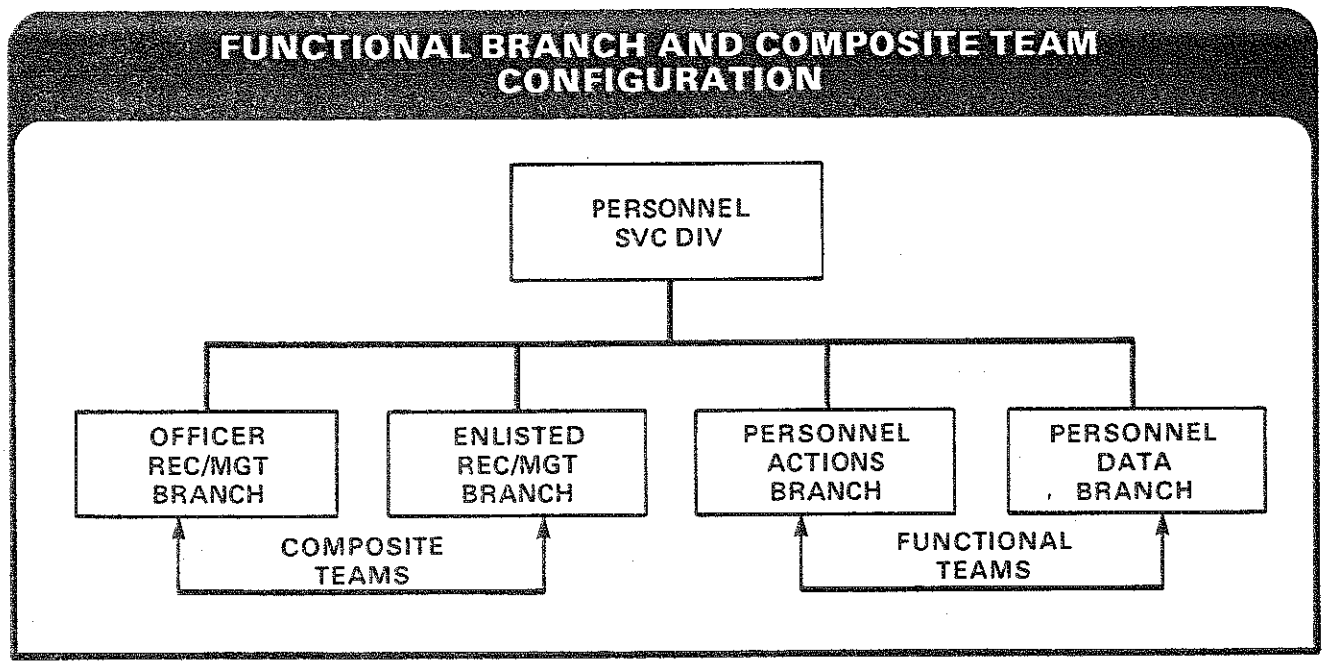


FIGURE 3-6

and leave the PSD daily. He keeps the chief of the PSD informed of all developments within the functional branches that will affect operations of the PSD. He coordinates with the AG company first sergeant to insure that assigned company-level details do not hinder PSD mission accomplishment. He also provides technical MOS instruction for the NCOs in the PSD. If assigned to the office of the AG, the personnel sergeant can serve as an AG sergeant major, applying his expertise in a broader role than in the PSD.

PERSONNEL RECORDS BRANCH

Mission. The personnel records branch (PRB) of the PSD is primarily involved in maintenance of personnel records of persons assigned and attached to the division/separate brigade. The wartime staffing of the PRB is normally austere. However, accuracy of personnel records is still very important to the major "*users*" of these files--the management and actions branches--and to troop morale. Correct utilization of personnel and accomplishment of such actions as casualty reports depend upon accurate records.

Personnel records are normally kept at one central location in the PSD. The results of centralization are greater uniformity and accuracy, ease of filing and transporting of records, conservation of manpower, a system of checks, and a complete personnel data base.

Organization. The PRB is usually organized as shown in figure 3-7 (on the next page).

Functions. The PRB functions are performed by teams and units.

Records Maintenance Teams

Records personnel are grouped into teams in accordance with the personnel records they handle. This arrangement allows detachment of records teams when required and facilitates the matching of records for out-processing. Officer and enlisted records are maintained in accordance with Army regulations as modified by the current wartime guidance. Records information is routinely furnished to other PSD branches and other staff officers and agencies on a need-to-know, right-of-access basis. Examples are pay change information provided to the supporting finance unit and other data such as notification of separations and/or reassignments.

Control Unit

Control personnel operate a suspense file of recurring personnel actions, including

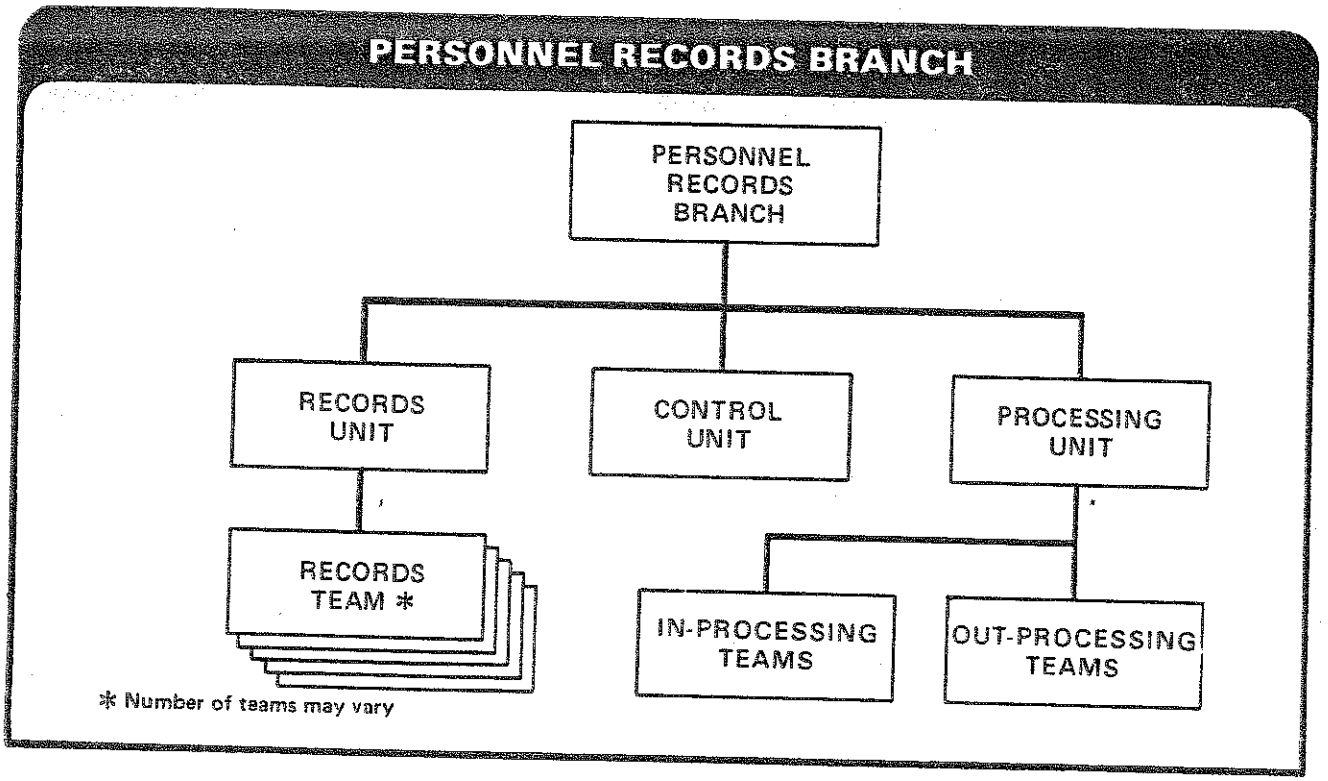


FIGURE 3-7

officer evaluation reports (OER) and enlisted evaluation reports (EER). They inform the action elements of suspense requirements and monitor their accomplishment.

Processing Unit

The processing unit consists of two kinds of teams.

One kind is the incoming personnel processing team. The personnel processing of replacements is an important part of total replacement processing. *(See chapter 5.)* In-processing is normally performed at the replacement detachment. An officer assigned to the replacement detachment is usually appointed to sign documents that require a witnessing or certifying officer. The incoming personnel processing team is under the direct supervision of the processing unit supervisor. It is organized from representatives furnished by the management, actions, and records branches, along with members of the servicing finance organization. During in-processing, the unit of assignment is determined, personnel records are audited and corrected, and personnel information for receiving commanders is identified and prepared. DA Pamphlet (Pam) 600-8 contains procedures for processing incoming personnel.

The other kind of team is the outgoing personnel processing team. The processing unit supervisor supervises and organizes out-processing teams. Their composition depends upon the work load and the situation. Even in combat, out-processing should require no more than a day. In casualty situations out-processing teams assist personal affairs and casualty elements within the personnel actions branch to insure that casualties' personnel records are out-processed and forwarded in accordance with AR 640-10. Specific procedures on out-processing of personnel are also contained in DA Pam 600-8.

Responsibilities. The responsibilities of key PRB personnel are described below.

Chief

The chief of the records branch directs the processing, maintenance, storage, and transmission of personnel records for all supported officers, warrant officers, and enlisted personnel. He also directs the updating of statistical data bases maintained in the supporting

data processing facility and the prompt preparation and submission of pay change data to the finance company. The Chief of PRB is normally designated custodian for personnel records as required by AR 640-2-1 and AR 640-10.

Records Branch Supervisor, NCOs, and Specialists

The records branch NCO supervisor supervises subordinate unit NCOs, who, in turn, supervise their own elements. The personnel records specialists maintain and update the personnel files. Among the most common and frequent tasks performed are:

- Typing.
- Filing.
- Correcting error suspense cards.
- Reconciling discrepancies on the SIDPERS output rosters if available.
- Posting qualification records.
- Coding mark-sense forms.
- Processing transaction registers.

DA Pam 600-8 contains details of these procedures.

PERSONNEL MANAGEMENT BRANCH

Mission. The personnel management branch (PMB) is the primary PSD element responsible for accomplishing personnel management functions. During conflict, the major responsibilities of the PMB are strength accounting and its role in replacement processing. These are further described in chapter 5.

Organization. The PMB is divided into separate teams designed to accomplish its many assigned tasks. Generally, teams are formed to handle assignments and replacement processing, promotions and reductions, reclassifications, and evaluation report monitoring. The composition of the teams depends upon the combat situation. Therefore, it is determined by the personnel management officer.

Functions. Among the many functions that the PMB may perform in wartime are:

- Closely coordinating the receipt, flow, and assignment of replacements with the division/separate brigade.
- Developing, maintaining, and furnishing MOS strength and statistical information as required (in coordination with the personnel data branch (PDB)).
- Monitoring personnel authorizations from MTOE, determining MOS requirements and overages, and identifying personnel requirements to higher headquarters.
- Performing classification and reclassification actions for military personnel.
- Processing oversea reassignments and applications.
- Handling matters pertaining to appointments, promotions, and reductions of assigned personnel.
- Processing applications and selecting personnel for training, schooling, and special assignments and details.
- Administering matters pertaining to redeployment and rotation of officer and enlisted personnel as well as dependents.
- Monitoring the utilization of personnel by using centralized records repositories, consolidated SIDPERS data, and updated personnel status files based upon reports from supported commanders.

Responsibilities. The responsibilities of key PMB personnel are described below.

Personnel Management Officer

The personnel management officer and his assistant (only at division level) advise the AG and the PSD chief on personnel management matters pertaining to the division/separate brigade. They direct the activities of the office. These include all MOS actions, utilization and assignment actions, promotions and reductions, travel, in-processing, and surplus reporting. When authorized, the personnel management officer acts as the classification authority for the commander.

Personnel Management Supervisor

The personnel management supervisor assists the personnel management officer, provides technical expertise, and supervises the personnel management specialists. He

reviews correspondence and reports, monitors assignments and MOS actions, monitors the enlisted promotion system, and provides technical MOS instruction for his subordinates.

Personnel Management Specialists and Clerk-Typists

The personnel management specialists and clerk-typists perform routine actions required of the branch. These include:

- Maintaining office files.
- Typing management reports and indorsements/comments for management actions.
- Researching, reviewing, and recommending appropriate courses of action for various management actions.

PERSONNEL ACTIONS BRANCH

Mission. The personnel actions branch (PAB) is the primary PSD element responsible for personnel actions. During conflict the major responsibility of the PAB is casualty reporting.

Organization. Like the PMB, the PAB is divided into separate teams to accomplish its normal mission *(e.g., casualty reporting, identification (ID) card and tag issue, awards)* according to situational requirements determined by the branch chief. In addition, personal affairs teams are normally organized to provide simultaneous personal affairs support for all soldiers by identifying a team member for each company-size unit. Extensive personal affairs support, including designation of alternate team members to provide continuous service, insures the highest degree of personnel readiness for the division/separate brigade. The PSD determines which personal affairs are appropriate to the division's/brigade's specific mission *(e.g., predeployment or postdeployment)* and provides for preparation and periodic review of documents concerning those affairs. DA Pam 600-8 contains specific procedures on personal affairs.

Functions. The PAB operates the casualty reporting system. This includes processing casualty reports, maintaining master casualty files, and supervising preparation of correspondence concerning casualty information. *(Casualty reporting is discussed in more detail in chapter 5.)* The PAB also operates the awards program; it processes recommendations, prepares citations, announces awards in orders, and maintains historical awards files. In addition, the PAB processes all matters concerning the following and takes action that is authorized and appropriate to the combat situation:

- Eliminations, separations, resignations, retirements, reenlistments, extensions, and transfers.
- Requests for excess and emergency leaves and for leaves to visit foreign countries.
- Advice and assistance on service benefits and personal affairs of military personnel and their dependents.
- Applications for marriage.
- Branch transfers and officer details.
- Assistance in obtaining travel clearances, passports, and visas.
- Control of personnel actions in security and investigative cases.
- The soldier voting program.
- Applications for ID tags and cards for soldiers and their dependents.
- Reports of suspension of favorable personnel actions.
- Replies to inquiries received from members of Congress, civic organizations, and other persons of the civilian community and to other correspondence as requested by the commander.

Responsibilities. The responsibilities of key PAB personnel are described below.

Personnel Actions Officer

The personnel actions officer keeps the AG and the chief of PSD informed. He directs the activities of his branch, coordinates its activities with other PSD elements, organizes boards, and processes personnel actions and personal affairs matters.

Personnel Actions Supervisor

The personnel actions supervisor (NCO) assists the personnel actions officer by reviewing the appropriateness and correctness

of cases before their approval and dispatch. He provides supervision, advice, training, technical assistance, and technical MOS instruction to his subordinates.

Personnel Actions Specialists and Clerk-Typists

The personnel actions specialists and clerk-typists perform tasks similar to those of the other functional specialists and clerks in the PRB and PMB. They include researching files, records, and regulations to determine the proper disposition of cases received by the office; reviewing requests; and drafting recommended courses of action.

PERSONNEL DATA BRANCH

Mission. The PDB (formerly called the SIDPERS interface branch) is responsible for all management aspects of the administrative data process. It provides the link between the PSD (and the organizations it serves) and the division data center (DDC) or brigade data center (BDC) through the SIDPERS medium. SIDPERS permits automation of personnel operations and production of periodic machine-prepared personnel rosters and strength reports used by staff officers and commanders in decision making. Basically, the PDB acts as middleman. It receives input from the PSD or a supported unit, verifies the accuracy of the information, and forwards the input in machine-readable form to the DDC (or BDC). The PDB completes the cycle by receiving and distributing output from the DDC/BDC. The operation of the PDB is governed by local guidance and by DA Pam 600-8-3 and 600-8-4.

NOTE: When the Decentralized Automated Service Support System (DAS3) Model B computer is fielded in CSS organizations, the AG company is scheduled to receive it. At that time, ADP support will become organic. The PDB will grow; its role will expand to include operation of ADP equipment (ADPE). Direct support (DS) maintenance, however, will still be provided by appropriate DISCOM maintenance elements.

Organization. The PDB is usually organized as shown in figure 3-8.

Functions. The PDB functions are performed by the office of the chief, the input/output control section, and the files management section.

Office of the Chief

The office of the chief of PDB is responsible for the overall management of its subordinate elements. This includes the normal planning, organizing, controlling, coordinating, and directing of PDB operations. Additionally, normal office administration related to PDB operations, which includes preparation and dissemination of letters of instruction (LOI) or PDB circulars, is done in coordination with other PSD branches. The branch office also conducts and monitors internal and external training programs in support of SIDPERS operations. These training programs include technical MOS instruction for persons who work in the PDB.

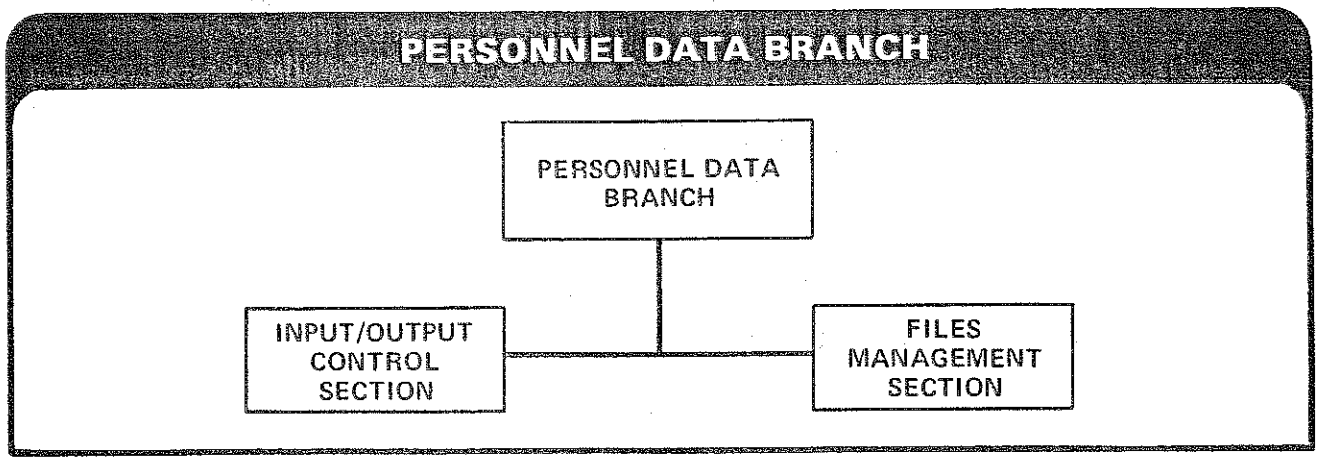


FIGURE 3-8

Input/Output Control Section

The input/output control section controls the flow of data into the automated personnel system and processes the output from the system. This section's functions include:

- Coordinating and controlling all personnel and administrative data input received from data originators.
- Converting data input to machine-readable form.
- Preparing input batches for files maintenance.
- Delivering input to and obtaining output from the DDC/BDC.
- Breaking down and distributing output to data users and PDB personnel.

Files Management Section

The files management section is responsible for the proper maintenance of the PDB data base. This includes:

- Coordinating the resolution of differences between the PDB data base and DA data bases.
- Helping units and sections correct rejected transactions.
- Providing technical knowledge to customers.
- Notifying the PDB chief of suspected hardware, operator, and programing problems.
- Preparing information retrieval requests.
- Reviewing (scanning) data reports before release.
- Approving release of all input batches for files maintenance.
- Preparing schedule cards, cycle control cards, and notification to the servicing DDC/BDC of the expected output from each cycle.

Responsibilities. The responsibilities of key PDB personnel are described below.

Chief

The chief of PDB is responsible for its overall operation and for insuring that all the above functions are performed. He maintains a constant liaison with personnel in the DDC/BDC and the PSD.

ADP Technician

The ADP technician acts primarily as a systems troubleshooter. He must be especially effective in monitoring internal machine operations, resolving systems problems, and coordinating with the DDC/BDC.

POSTAL DIVISION

Mission. The postal division provides mail processing support, postal finance support, and postal directory service to all persons and units assigned or attached to the division/separate brigade.

Organization. The postal division is usually organized as shown in figure 3-9.

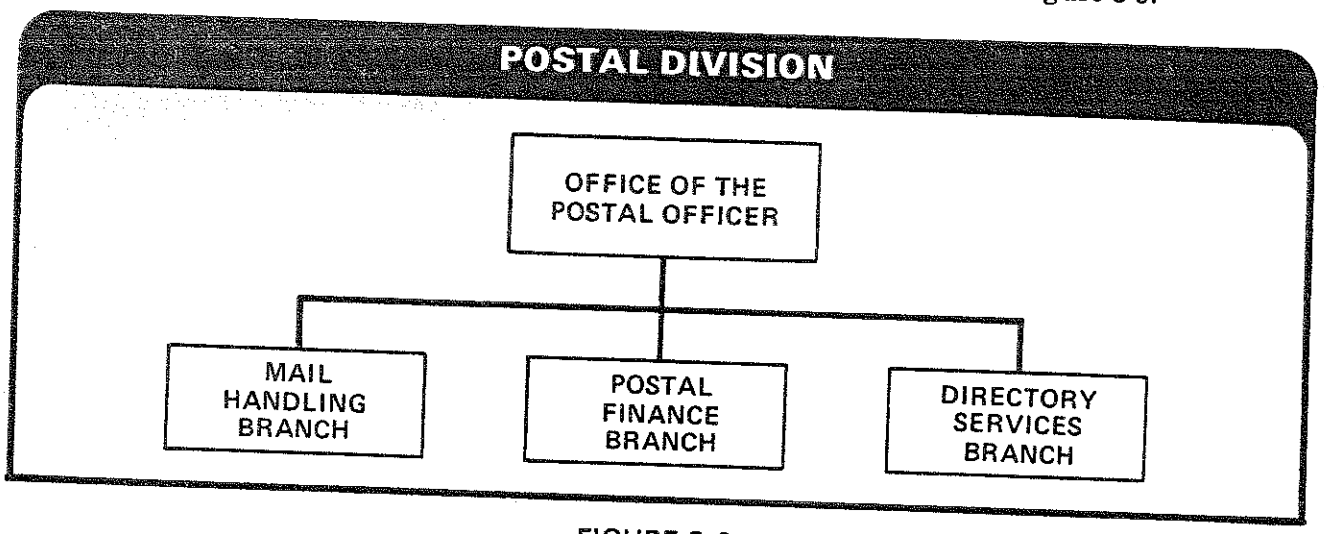


FIGURE 3-9

Functions. Postal division functions are described below.

Office of the Postal Officer

This office processes claims and inquiries, inspects unit mail rooms, and prepares reports. It also performs a postal supply function, arranges mail transportation schedules, and handles other administrative matters for which the postal division is responsible. Security of mail, particularly registered mail, is of primary importance.

Postal Finance Branch

This branch issues and cashes postal money orders. When necessary, it sells postage stamps and stamped envelopes and furnishes information to patrons.

Mail Handling Branch

This branch receives, distributes, and dispatches accountable and ordinary mail to and from appropriate postal activities and all units served by the division/separate brigade APO. Outgoing mail to be routed through customs is labeled, sacked, and processed. This branch maintains pouch records and the mail distribution scheme/military post office location list.

Directory Service Branch

This branch maintains current directory information and furnishes required directory services for mail of personnel served by the division/separate brigade. The PDB provides an alpha roster to the postal officer to support its mail directory service functions. This roster notifies the postal officer of personnel gains, losses, and intracommand transfers. In addition to the alpha roster, this branch may use a manual directory system, especially in case of mass casualties or a high turnover rate. The branch also monitors undeliverable mail returned by unit mail clerks to verify the accuracy of the addresses.

Responsibilities. The responsibilities of key personnel of the postal division are described below.

Postal Officer

The postal officer is the postal operations expert for the division/separate brigade. He is responsible to the AG for the efficient operation of the postal division. He coordinates all postal functions among his postal branches and advises the AG and commanders on postal matters. He insures that postal operations are performed in accordance with prescribed postal directives and the postal SOP. He also insures that unit mail rooms are operated in accordance with prescribed directives.

Custodian of Postal Effects

The custodian of postal effects (COPE) is responsible for all accountable postal equipment, postal forms and stock, and public monies derived from postal sales and services. *(See DOD 4525.6-M for details.)* Normally, the assistant postal officer is the COPE, but the postal officer, postal NCO, or any other qualified person in the section may be so designated.

Assistant Postal Officer

The assistant postal officer (only at division) assists the postal officer particularly in the areas of accountable mail and in the operations of outlying or numbered operating units and mobile postal teams.

Postal Supervisor and NCOs

The postal supervisor and postal NCOs provide the technical expertise and first-line supervision over the enlisted postal clerks (and assistants) and postal finance clerks (window clerks and assistants), who perform the actual mail handling and postal finance operations. They also provide technical MOS instruction for their subordinates.

BAND

Mission. The division band provides live music for command functions, troop relaxation at rest areas, concerts, military parades, and other morale-supporting activities. Bands are not assigned to separate brigades.

The band has both a primary mission and a secondary mission.

Primary Mission

The primary mission of the band is to provide music. There are two categories of musical support in combat operations: music inherent to soldiering and music in support of civil affairs activities.

- Music inherent to soldiering. The chief value of the band is its ability to enhance the emotional and spiritual level of soldiering. The band helps commanders build, reinforce, and maintain good morale and esprit among troops by supporting:
  - Military ceremonies. Appropriate ceremonial music includes official music *(e.g., national anthems, honors for dignitaries)*, marches, and patriotic and organizational songs.
  - Religious services. Music appropriate for religious services includes sacred and inspirational hymns, patriotic selections, and seasonal hymns and carols.
  - Troop gatherings and activities. The band provides the most effective dimension of musical support at locations where troops are gathered. Examples are stand-down areas, hospitals and rear area aid stations, messing areas, and rest and recuperation centers. Music appropriate for troop gatherings includes novelty arrangements and humorous skits, popular styles (country-western, rock, soul, Latin, jazz, blues), patriotic selections, and lively marches. Popular style groups, such as stage bands, and concert band capabilities are normally used to support troop gatherings and activities with a variety of styles and arrangements.
  - Training support. The band can be effectively used in the training of soldiers by being employed either collectively or in small groups to assist in drill and ceremony training.
- Music in support of civil affairs activities. The band can be used to support civil affairs activities. This support helps commanders gain the confidence and willing cooperation of the indigenous population. Mainly by marching and using concert band capabilities, the band supports events sponsored by host or third nations, such as parades and traditional gatherings. Normally, appropriate music includes patriotic selections, marches, and representative American music, as well as music of special significance to the host or third nation.

Secondary Mission

When combat intensity reaches the point that using the band in its primary role is impractical, the band assumes a secondary mission. Conditions under which it assumes a secondary mission most often correspond to a need for increased local security. Therefore, as a minimum, the band must be trained and equipped to assume a local security augmentation role. This role may include:

- Command post security. The band provides coordinated defense and security for the command post.
- Perimeter defense. The band provides an element for the local perimeter defense.
- Traffic control. The band provides coordinated control of traffic through the local headquarters area and establishes defensive strong points or checkpoints as required.
- Prisoner of war (PW) security. The band provides perimeter security for division PW evacuation facilities.

The band must be able to resume the primary mission as quickly as possible. Therefore, the secondary mission should be limited to temporary activities that permit band members to stay together under the direct supervision of their bandmaster. After considering the urgency of the situation, commanders must determine when the band assumes its secondary mission and how long it will continue. While the band is engaged in a secondary mission, ***all*** members should be so employed. If some are used for a nonmusical mission, it is very difficult for the band to continue performing any facet of its primary mission.

Organization. The division band consists of a warrant officer bandmaster, an enlisted

bandleader, and enlisted bandsmen. The composition of the band depends upon assigned bandsmen. In most cases, bandsmen are not interchangeable, so attempts should be made to insure that the proper mix of bandsmen is available.

Functions. The band performs all functions necessary to accomplish its primary and secondary missions.

Responsibilities. As commander of the band, the bandmaster, along with his enlisted assistant, is responsible for maintaining the proficiency of the band and its members and must be responsive to the division commander's needs and desires. The band is often a representative of the division. As such, it must maintain very high standards of military professionalism as well as musical proficiency. The bandmaster is responsible for insuring that band members receive all required musical and military training and are fully capable of performing all duties required of them.

REPLACEMENT DETACHMENT

Mission. The replacement detachment is an organic part of the AG company. Its mission is to receive and control transient personnel awaiting various stages of in-processing or out-processing or transportation, provide them with essential logistical support (if augmented), and billet them. Actual personnel management and replacement processing are not replacement detachment functions. These are handled by elements of the PSD that are normally collocated with the detachment.

Organization. The replacement detachment is organized as shown in figure 3-10. The detachment headquarters consists of a commander, a first sergeant, and a clerk. Each replacement team is a small cadre consisting of only a platoon leader and a platoon sergeant. Normally, the division replacement detachment contains three teams; the separate brigade detachment has one team.

Organic replacement detachment mess and supply capabilities exist only at division level and only if the AG company is augmented. Without this augmentation, mess and supply support is provided by the AG company headquarters.

Functions. The replacement detachment receives, controls, and billets individual, team, and small unit (platoon and smaller) replacements while they await personnel in-processing or out-processing or transportation to their assignments. Replacement detachment personnel familiarize replacements with all appropriate aspects of the division's mission and tactical situation.

Responsibilities. The responsibilities of key personnel of the replacement detachment are described below.

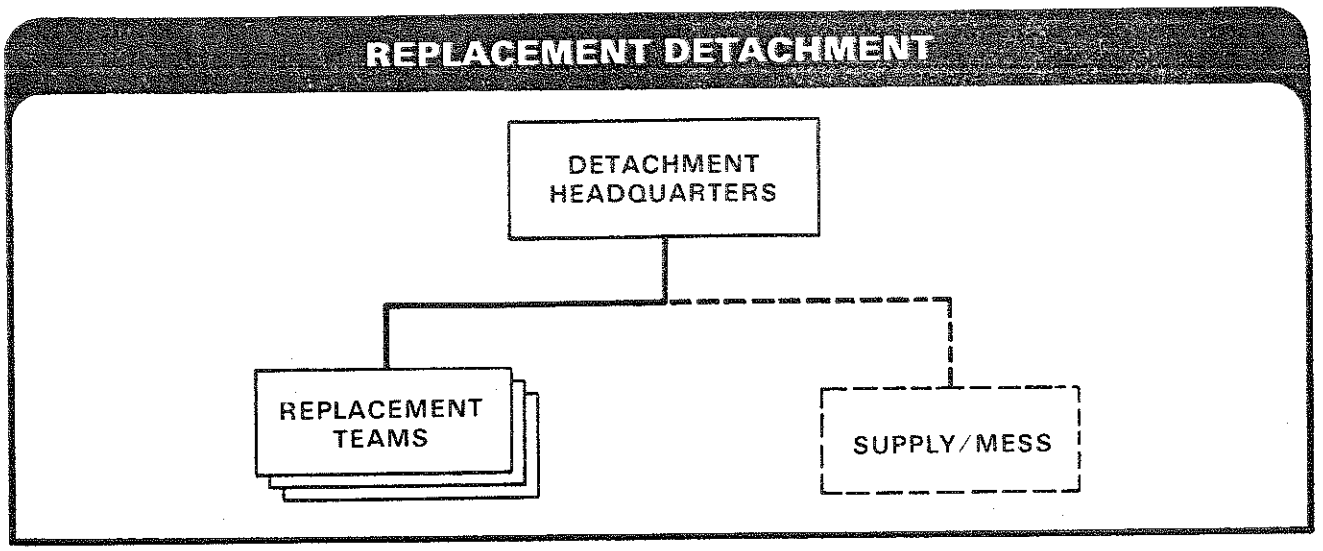


FIGURE 3-10

Detachment Commander

The replacement detachment commander is responsible for the command and control of transient personnel during their assignment to the detachment. He insures that they are processed expediently and are properly cared for logistically. He normally exercises UCMJ jurisdiction over replacements while they are assigned to the detachment.

First Sergeant

The first sergeant, assisted by the clerk, conducts unit processing of replacements and monitors the strength of the detachment.

Platoon Leaders and Platoon Sergeants

The platoon leaders and platoon sergeants directly supervise and control replacements assigned to them. They insure that replacements are properly utilized during their brief period of assignment with the detachment.

CHAPTER 4

Tactical Operations

EMPLOYMENT

When the division/separate brigade is involved in tactical operations, a G1/S1 element is located at the main CP along with a small AG element (AG forward). A G1/S1 representative is also part of the CSS liaison section at the tactical CP. The rest of the G1/S1 section may be located as part of a division rear element along with the rest of the following:

- AG company.
- Other staff elements, such as the staff judge advocate (SJA) and the division/separate brigade chaplain.
- Appropriate corps P&A and finance elements providing support within the division's/separate brigade's boundary.

The rear element is normally located as part of the division support area (DSA)/separate brigade support area (BSA) as discussed in this manual. However, depending upon the battlefield situation, it may be located in the corps area near the division rear boundary.

THE ADJUTANT GENERAL FORWARD

Location. In a combat situation most AG elements are located within the DSA/BSA. An AG forward element, however, is usually established and located to provide direct P&A support to the commander and his staff and to establish and maintain liaison with supported units. As a result, the AG forward element is normally located at the main CP with or near the forward signal communications center to facilitate rapid receipt and dispatch of messages.

Functions. The chief of staff/executive officer and the AG designate the functions of the AG forward. They normally include administrative support to the coordinating staff, limited personnel management and actions support, and courier/liaison support. Specifically, the AG forward may be involved in:

- Strength accounting.
- Initial awards processing.
- Providing personnel information/advice.
- Distributing and controlling correspondence (less messages).
- Authenticating correspondence, messages, and selected directives.
- Safeguarding and controlling classified information.
- Processing orders.
- Maintaining and issuing publications.
- Operating reproduction equipment.

Staffing. Except for a few from PSD, the majority of AG forward personnel are drawn from the ASD. Recommended minimum staffing for 24-hour operation is:

- One major or captain, normally the deputy AG or chief of ASD.
- One E6 administrative supervisor.
- One E5 administrative specialist.
- One E4 clerk-typist.

- One E3 general clerk.
- Selected personnel specialists from the PSD as required.

Contingencies. The term AG forward can also describe a small AG element that deploys early to support a quick-reaction contingency force. This AG element must be able to perform, on a reduced scale, the minimum essential P&A functions needed to support the battle for a limited time. If the rest of the AG elements deploy at all, they do so with the latest deploying units. For more detailed information about P&A support for contingency operations, see United States Army Training and Doctrine Command (TRADOC) Pam 1-1 and FM 12-3-3.

DIVISION/SEPARATE BRIGADE SUPPORT AREA

The AG's organization of his elements in the support area is based on some of the same considerations the tactical commander uses. These include:

- Enemy capabilities *(e.g., air, airborne, air assault, special operations).*
- Tactical nature, characteristics, location, and priorities of the division/separate brigade units and the impact that these have on P&A support.
- Relationship between the United States and the country of location *(e.g., native friendliness or hostility; likelihood of guerrilla operations; presence and assistance of friendly indigenous police, armed forces, etc.; and other matters concerning such relationships).*
- Location of AG elements to enhance their ability to communicate with supported units and provide replacement support to them.
- Dispersion of AG elements based on calculated risk factors along with the attempt to maintain walking contact and unit functional integrity. The realities of the air-land battlefield require that significant attention be given to the nuclear and chemical threat.
- Ability of AG elements to move, defend themselves, and communicate. The battlefield situation may require constant relocation for survival.

An example of an AG company layout is shown at figure 4-1.

SELECTION OF SITES FOR AG ELEMENTS

The AG and the AG company commander choose several possible sites and coordinate final selection with the DISCOM/support battalion commander and the G1/S1. The major considerations in the final site selection include:

- Cover and concealment.
- Internal and external accessibility (roads, trails, paths, aerial access).
- Security and defensibility.
- Communications.
- Internal layout.

Cover and Concealment. The selected area should afford good cover, camouflage, and concealment. The AG must insure that maximum cover and concealment are used so that the AG elements can survive.

Internal Accessibility. There should be a suitable internal road or trail network that can accommodate large trucks and vans going to all parts of the area. Additional considerations are as follows:

- The network should have several entrances and exits, negotiable turns for large trucks and vans, one-way traffic circulation, and convenient access to the motor park and the dismount point.
- The roads should not require field engineering or maintenance beyond the abilities of largely unskilled division/separate brigade support area personnel. Engineer support may not be available.
- The roads should not be subject to obstruction by man-made or natural obstacles. Particular attention should be paid to the following:
  - Streams, ditches, or creeks that cross the internal road network.
  - Dry creek beds that could wash out (flash flood) during heavy rains or quick thaws.
  - Dangerous curves, steep grades, or unstable shoulders on roadsides.

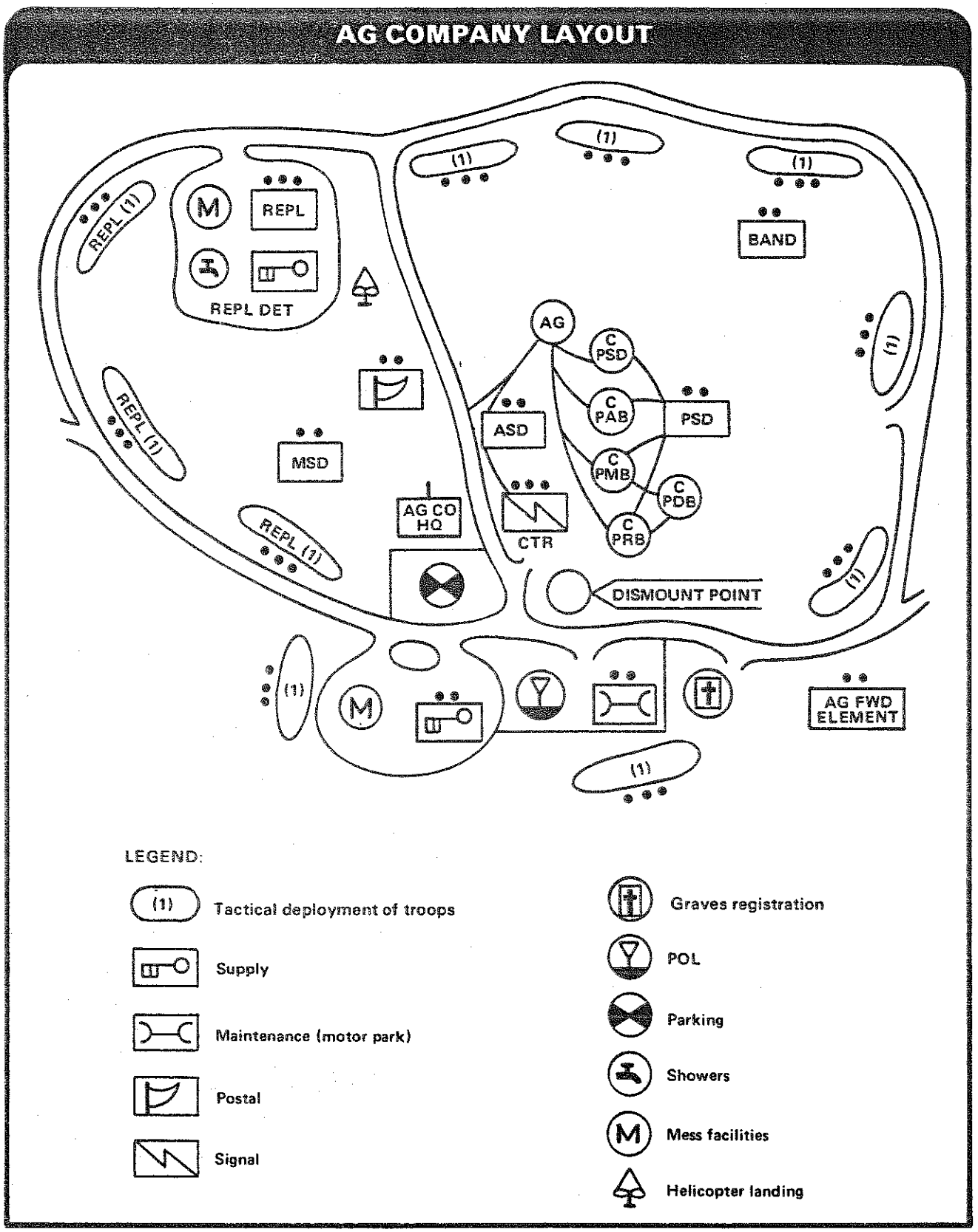

AG COMPANY LAYOUT
REPL (1)
REPL
REPL DET
REPL (1)
REPL (1)
MSD
AG CO HQ
(1)
(1)
(1)
BAND
AG
C PSD
C PAB
PSD
ASD
C PMB
C PDB
C PRB
CTR
(1)
DISMOUNT POINT
(1)
(1)
AG FWD ELEMENT
(1)
LEGEND:
(1) Tactical deployment of troops
Supply
Maintenance (motor park)
Postal
Signal
Graves registration
POL
Parking
Showers
Mess facilities
Helicopter landing

FIGURE 4-1

External Accessibility. A site for AG elements should be near the main supply route (MSR), and good routes should extend from the site. Also important are:

- Alternate routes between the MSR and the motor park.
- Possibility of safe two-way traffic.
- Site's proximity to other activities.

Security and Defensibility. In addition to satisfying operational requirements, the position chosen for AG elements should provide adequate security and defense against guerrillas, partisans, and direct enemy attack. Lack of defense factors may cause an otherwise excellent position to be discarded.

Communications. Communications must be available in an area to be used by AG elements. Communications support beyond AG elements' limited organic capabilities is provided by the division/separate brigade signal unit.

Internal Layout. The internal layout of AG elements should be patterned to best support the mission. SOPs dealing with internal layout should consider the following principles and requirements:

- Elements should be grouped according to their supporting functions. The larger, more independent elements should be located separately. Elements with considerable internal traffic *(e.g., the PSD)* should have enough space and accessibility to main internal routes to accommodate this traffic.
- The replacement detachment should be located to enhance replacements' morale, insure effective security operations, and offer minimal disruption of replacement processing. The detachment should be separated from other support area elements. The space assigned should be suitable for training, messing facilities, a shower point, proper dispersion of shelter-half tents or other shelter for approximately 300 persons, and easy mounting and dismounting of replacements.
- The dismount point should be at the primary entrance and exit where the internal road network meets the feeder route to the MSR.
- The visitors' motor park should have enough space for vehicles to park and be adequately dispersed. The motor park should be arranged to permit dispersion of vehicles and suitable concealment. It should be convenient to the internal road net that leads to the functional operations in the area.
- The postal unit should be close to the dismount point to facilitate the flow of traffic it attracts. If mail is to be moved by air, there should be easy access to the landing zone.

Other Considerations. The following are other considerations important to site selection:

- High ground should be available for a radio relay station.
- The ground should be suitable for a helicopter landing site.
- Water for bath and shower points should be available.
- The site should be located away from installations or facilities that are potential nuclear, chemical, and/or air targets *(e.g., fuel, ammunition, or supply depots).*

FINAL SITE SELECTION

After a site has been chosen by map reconnaissance, a thorough ground reconnaissance should be done. The AG and/or the AG company commander and the quartering party should visit the area selected on the map. Once an area has been selected, ground reconnaissance has occurred, and the features of the area have been evaluated, the locations of elements are determined. These are marked with signs. Sketches of the area are prepared. These show the approximate location of each element, a traffic circulation plan, dismount points, perimeter guard posts, motor parks, and the proposed defense plan if time permits. The sketches should also show the locations and directions of fire for crew-served weapons. A strip map showing the route of movement should be prepared for persons who may be in

charge of movement and for drivers. The spot where the quartering party will meet vehicle drivers is also selected. The AG and the quartering party make final selection of element locations as soon as the column arrives.

DEFENSIVE OPERATIONS

REAR AREA COMBAT OPERATIONS

Rear area combat operations concern the actions taken to prevent, neutralize, or destroy enemy threats to units, activities, and installations in the rear area.

In the combat zone, RACO is a function of rear area protection (RAP), which is a combination of RACO and area damage control (ADC). As a minimum, RACO includes local security of units and installations.

Security of the DSA/BSA is the responsibility of the DISCOM/support battalion commander. The RACO system is based on local security provided by each unit and installation, along with participation of units as part of the overall RACO mission. The DSA and BSA are normally divided into manageable segments that include several units and installations. Therefore, the AG and the AG company commander establish appropriate liaison and cooperate with adjacent units as directed by the support commander.

PLANNING AND ESTABLISHING A DEFENSE

Responsibilities. Before combat operations occur, the DISCOM/support battalion commander, in coordination with the AG, directs the AG company commander to plan, organize, and later execute the AG company portion of the defense plan. Other officers and NCOs within the AG company may be directed to assist the company commander with this mission.

Planning a Defense. The defensive capabilities of AG units are restricted by the limited types of weapons, communications equipment, and transportation assets authorized. AG units must rely chiefly on organic small arms and the commander's resourcefulness. To survive in the combat zone, AG units should follow this key to conducting a successful defense:

- Improve unit/section discipline through training in small arms and combat.
- Understand the fundamentals of terrain analysis and site selection and know how to prepare defensive positions at the field or urban site.
- Understand the capabilities and employment of assigned organic weapons.
- Understand the basics of defensive operations.
- Imaginatively use all resources, military and civilian, to accomplish the mission.

Establishing a Defense. Four factors should be considered in establishing a defense:

- The missions of AG elements must be evaluated. The AG and the AG company commander must determine how much of the mission effort can be directed to meet tactical requirements while mission requirements continue to be met. As described in chapter 5, it may be possible for only primary functions (strength accounting, replacement operations, casualty reporting) to be performed.
- Capabilities of troops and weapons must be carefully assessed. This assessment includes availability of troops in the replacement detachment and rest areas, their state of training, and combat capabilities of units attached or adjacent to the AG elements. Tactical plans must include alternate or contingency plans to provide for the fluctuating numbers of troops available for tactical employment.
- The amount of communications capability available for tactical operations must be assessed. Wire is the chief means of communication in the rear area.
- The fire support plan must take into account all types of enemy threats. The possibility of enemy guerrilla actions, commando raids, air assaults, or airborne operations must be considered. The fire support plan should identify all possible enemy approach routes and concealed areas that enemy forces may occupy. The map coordinates of each of these potential

targets should be recorded so that mortars, artillery, or air strikes can be quickly and accurately requested.

NOTE: The defensive fundamentals presented here give the reader a basic understanding of the defense. For a more thorough treatment of defensive operations, tactics, and techniques, the reader should refer to FM 7-8 and other appropriate manuals.

PERIMETER DEFENSE

Principles. As either part of a larger force or an independent force, AG units are tasked to take part in a perimeter defense. The following are principles/characteristics of a sound perimeter defense:

- It must permit continued efficiency in mission/functional operations.
- It has no exposed flanks. A perimeter defense places troops and weapons along the outer boundary of the defense area. Figures 4-2, 4-3, and 4-4 and the accompanying text give examples of types and variations of perimeter defenses and steps for establishing them.
- Where feasible, provisional company-size units are formed by the DSA/BSA OIC to man perimeters. Each unit is assigned a sector or a specific tactical function. Each unit then reassigns portions of its sector or function to designated platoons and squads.
- The shapes of perimeters are determined by the type of terrain and fields of observation and fire. When possible, the perimeter should be tied into some natural obstacle, such as a river. This allows the

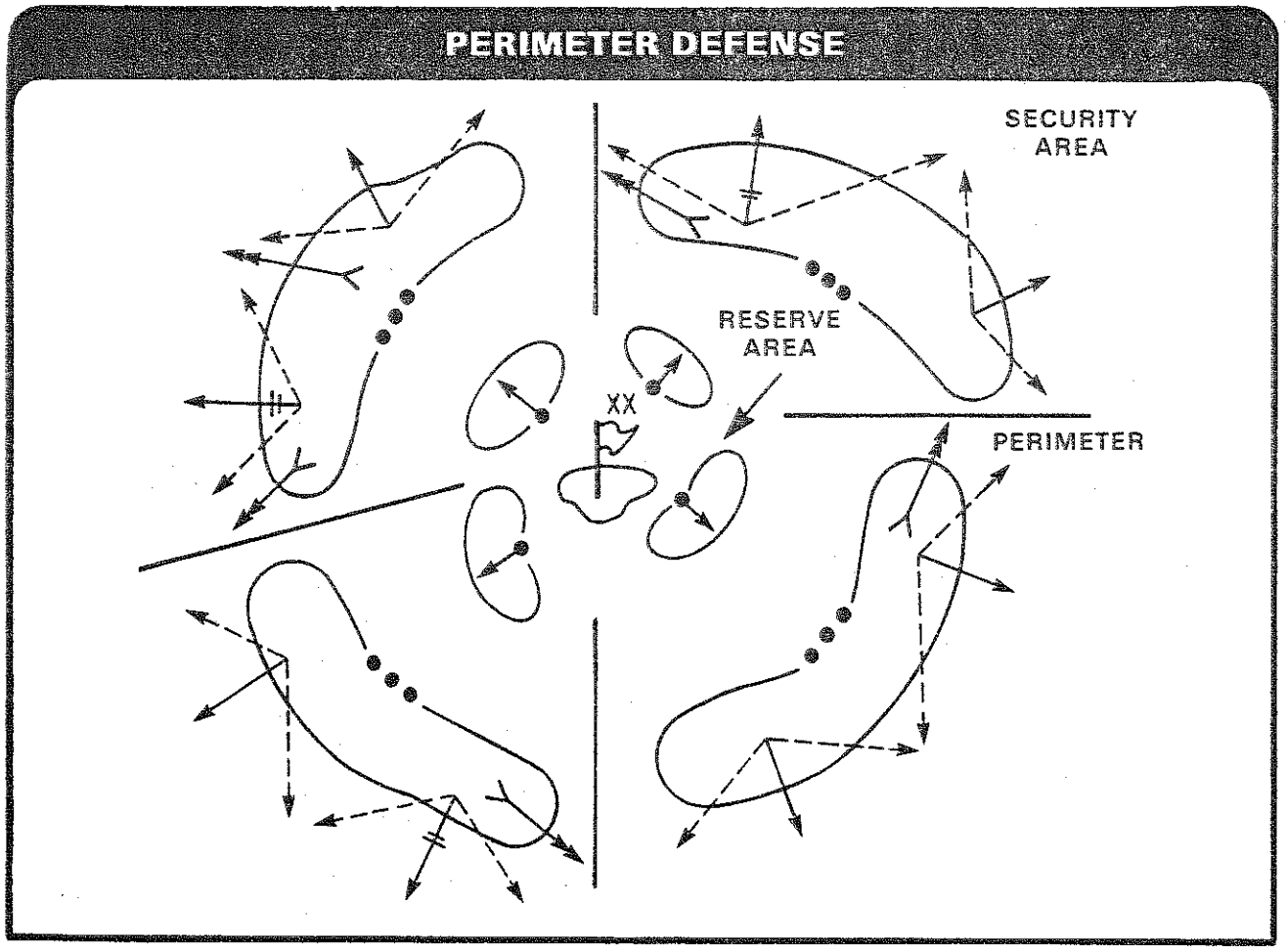


FIGURE 4-2

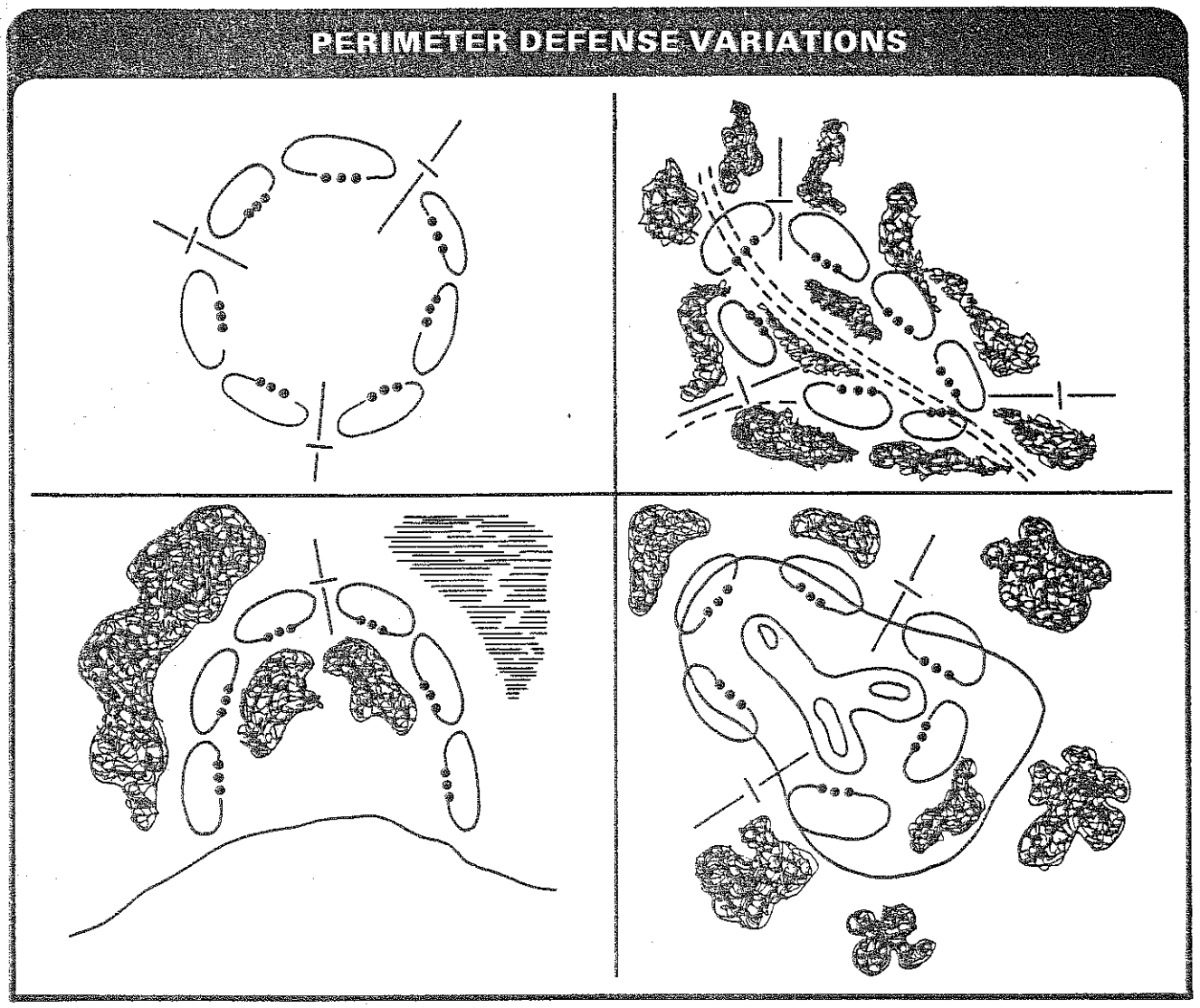


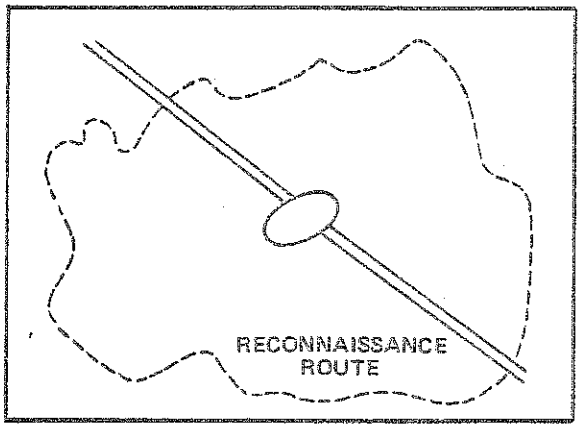
FIGURE 4-3

commander to concentrate most of his forces in the direction of the most likely attack. No matter how secure a natural obstacle is, its area must also be manned to insure that all approaches to the perimeter are covered.

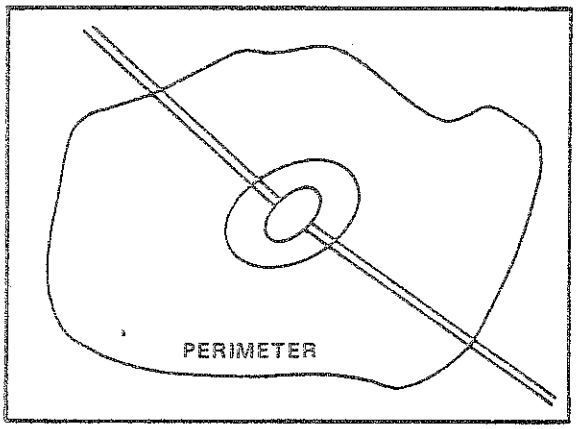
- Machine guns may be used singly or in pairs on the perimeter. Those placed on the perimeter are assigned a final protective line and a sector of fire. If placed in the reserve area, they are given only a main direction of fire and are positioned to fire between the units on the perimeter. Alternate positions for these weapons should be designated.
- If possible, patrols should be used to provide security and early detection.
- Observation posts (OP) and listening posts (LP) should be established within small arms supporting range of the entire perimeter to cover possible avenues of approach.
- Mechanical aids, such as booby traps and trip flares, should be used to prevent surprise attacks upon the perimeter.

Organizing a Perimeter Defense. The steps on the next page should be used to organize a perimeter defense. *(See figure 4-4 on the next page.)*

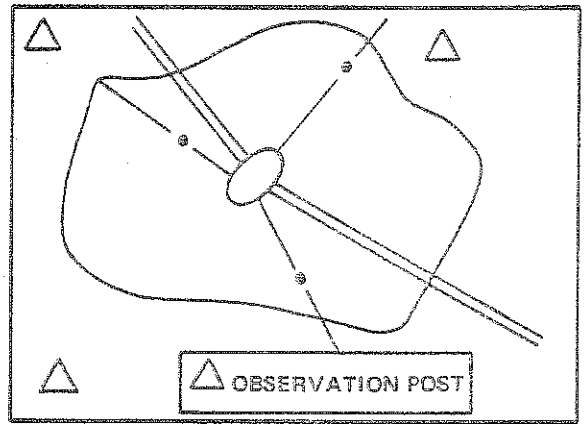
PLANNING STEPS FOR PERIMETER DEFENSE



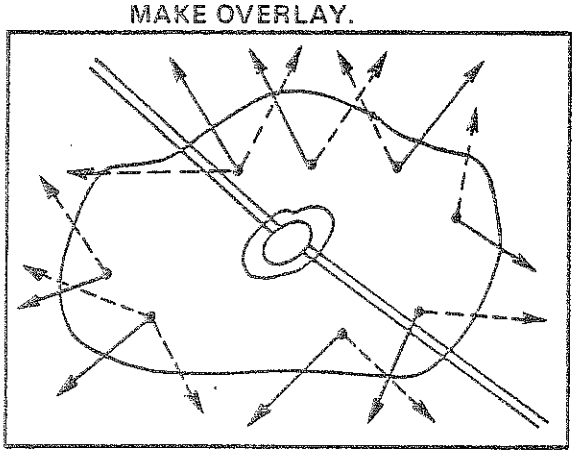
STEP 1 – RECONNOITER THE AREA.



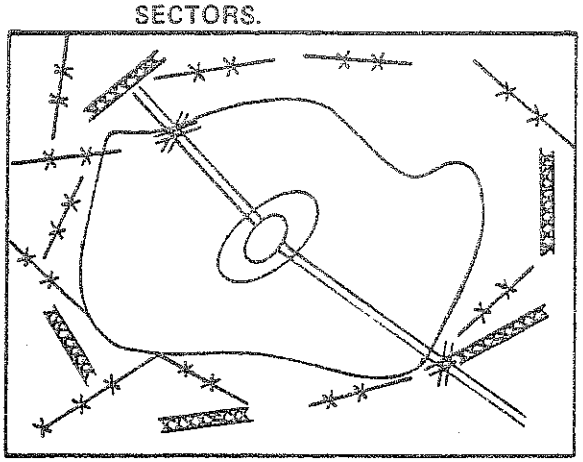
STEP 2 – ESTABLISH A PERIMETER AND MAKE OVERLAY.



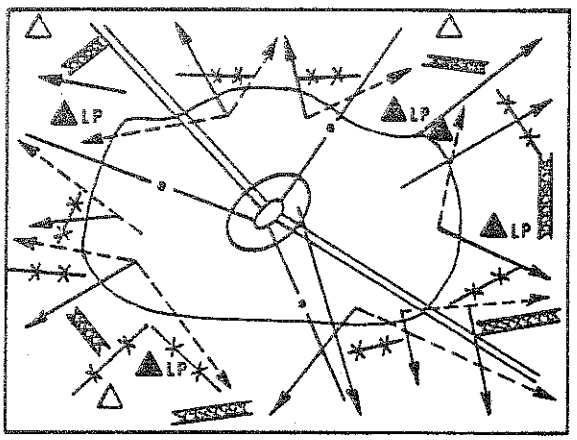
STEP 3 – DIVIDE THE PERIMETER INTO SECTORS.



STEP 4 – SELECT SITES FOR WEAPONS.



STEP 5 – SET UP OBSTACLES.



STEP 6 – MAKE A FINAL CHECK.

FIGURE 4-4

The following questions should be considered in making a physical reconnaissance:

- Is the perimeter or sector defensible with the means available?
- What are the natural terrain features on which the defense might be anchored?
- Do fields of fire exist?
- What are the most likely avenues of approach?
- How will the terrain affect the perimeter?
- Where are the logical sites for observation and/or listening posts?
- What are the areas of responsibility for patrols?

An overlay of the perimeter/sector to be defended is prepared. It is based on the reconnaissance. The overlay should show observation/listening posts, sectors of responsibility, fields of fire, and areas of planned indirect fire. Mine fields, booby traps, and obstacles should be accurately recorded on the overlay.

Continuous effort should be made to improve the perimeter defense. Techniques such as the following should be used:

- Constructing protected and concealed fighting positions.
- Burying or sandbagging wire lines.
- Constructing camouflaged trenches.

URBAN DEFENSE

Fundamentals of Urban Defense. The following principles are vital to a successful urban defense:

- Understand the enemy. On the urban battlefield the attacker must normally forfeit the advantages of cover and concealment to move and mass his forces. His routes of advance, limited and clearly defined, enhance the defender's target surveillance capability. Finally, the attacker must increase use of communications to coordinate the concentration of his forces. This increase reduces his ability to achieve surprise.
- Exploit the advantages of urban terrain. The defender can prepare the ground in advance, build and reinforce obstacles, and select firing positions and observation posts. Many of these need only minimal improvement. He can reconnoiter and improve routes between battle positions to shift forces and supply them. Mutually supporting positions are often available. With proper positioning, the defender can strike the enemy repeatedly. This action slows and disrupts the enemy, inflicts losses, and makes him more vulnerable to counterattacks.
- Select and prepare defense and weapons positions. Positions selected must afford the defender good cover and concealment. This allows the defender to inflict maximum damage on the enemy with minimum risk to himself.
- Use available resources imaginatively. AG units should be prepared to use whatever is available. For example, civilian vehicles can be used to move troops or equipment if military vehicles are not available.

Planning Considerations. AG units must often establish their defense in an urban area. *(FM 90-10 gives more detailed information on defense in urban areas.)* The functions and organization of the DSA/BSA are not significantly changed in an urban environment. On the other hand, in large urban areas mobility may be restricted by damage to and along lines of communication. As a result, detailed traffic control may be required to maintain the forward and rearward flow of CSS units. Limited availability and mobility of other units in the support area increase AG units' responsibility for internal security and self-defense.

Urban Terrain Analysis. A major factor in conducting an urban defense is a proper terrain analysis. This includes the proper use of natural and man-made obstacles to channel the enemy into kill zones or to slow the enemy's rate of advancement.

AREA DAMAGE CONTROL

Area damage control involves the preventive and control measures taken before, during,

and after an attack or a natural/man-made disaster to minimize its effects.

ADC Planning. The DISCOM/support battalion commander is responsible for ADC planning for the support area. The purpose of this planning is to prescribe the procedures, organization, and placement of activities to minimize the effects of damage from enemy or natural causes. The planning for rear ADC must also include consideration of actions to be taken before, during, and after the disaster.

ADC Forces. Each support activity must provide resources for its own damage control functions. The ADC plans also designate and form damage control forces to aid other activities that are so severely damaged that they cannot help themselves. The restoration of normal operations involves maintaining or restoring command and control, evacuating casualties, isolating danger areas, and reducing personnel and materiel losses.

Unit Damage Control Plans. The AG must insure that each AG element has a workable damage control plan or SOP.

Relationship of ADC to Security Operations. Security operations and ADC measures are related activities in the support area. Personnel from the same source must man security positions and damage control teams. Basic passive defense for security is also basic defense against damage *(e.g., dispersion, protected emplacements).* Organization for tactical operations includes providing a skeleton organization for ADC. Likewise, damage control teams in operation must be able to contribute to tactical objectives. Responsibilities for carrying out ADC rest with the same people as do tactical operations.

ADC is an integral part of the tactical training of support area personnel. Individuals should receive practical training and be assigned duties in the countermeasures and procedures of damage control, particularly radiological survey, decontamination, rescue, and firefighting.

CHAPTER 5

P&A Operations

P&A TASK ACCOMPLISHMENT

This chapter describes from a doctrinal standpoint the basic approach to the accomplishment of P&A tasks in a theater of operations. Detailed procedures for accomplishing these tasks can be found in other DA publications, publications written at major Army command (MACOM) level and below, and unit SOPs. All written guidance about accomplishing P&A functions, however, should be consistent with the philosophy and doctrine in this chapter.

Strength accounting and replacement operations can directly influence battlefield decisions. They must be performed with a high degree of responsiveness regardless of the intensity of the battle. Most other P&A functions do not directly influence battlefield decisions. Therefore, the intensity of the battle dictates how and to what extent they are performed. In general, the following guidelines apply to P&A functions:

- They should not place an unnecessary administrative burden on the field commander.
- They should be decentralized to the extent that the commander has maximum flexibility in influencing the morale and efficient management of the unit without sacrificing appropriate standardization, consistency, and equity of policy and procedures *(e.g., promotion and award policy)*.
- They should use ADP and communications systems as much as possible dependent upon the battlefield situation. If electronic means are not available, comprehensive and streamlined manual procedures must be used.

PRIMARY FUNCTIONS

STRENGTH ACCOUNTING

Strength accounting, as 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 for two primary reasons.

First, it 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 that his staff officers implement. Strength accounting in this role is the chief responsibility of the G1/S1. Generally, the minimum essential strength accounting data required to make tactical

employment decisions and to establish assignment priorities are ***gross total strength figures for a given unit.***

The second reason is that it determines specific personnel requirements and influences cross-leveling and on-hand replacement distribution decisions. Strength accounting in this role is the chief responsibility of the AG. ***MOS/specialty skill identifier (SSI), number required, grade, and unit*** are the minimum information required to sustain the force.

The battlefield situation, communications capability, and availability of ADP equipment dictate the degrees of accuracy and/or timeliness of strength accounting data. During the actual "*heat*" of battle, "*hasty*" (abbreviated) status reports or situation reports are usually the only strength data available. These reports most often pass by voice through command tactical radio nets. Within P&A channels, on the other hand, the flow of strength accounting data normally takes one of two paths as shown in figure 5-1.

One path, containing gross strength figures that the G1/S1 monitors, is operationally oriented toward ***controlling*** the force. (The PDS is normally used to submit gross figures manually.)

The other path, which the AG controls and monitors, contains specific MOS/SSI and grade data as well as gross strength figures. It is oriented toward ***sustaining*** the force. (The personnel requirements report (PRR) is used to submit MOS/grade data.) The combat situation may require subordinate units to prepare hasty PRRs with only combat power MOSs and forward them by the fastest means available to the AG company. Similarly, the division may forward hasty PRRs to the CPOC to report urgent combat MOS requirements.

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

Strength accounting data, especially critical in tactical employment decisions, 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 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 higher headquarters. 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.

NOTE: The unit locations and flow of data in figure 5-1 represent only one typical example. Dependent upon communication capabilities and specific requirements of commanders at different echelons, alternative data flows may be needed. For example, gross strength figures may be forwarded from battalion to brigade and then to division rather than directly from battalion to brigade and division simultaneously as shown in the figure. It may also be necessary to provide MOS/SSI data to brigade for cross-leveling purposes. Additionally, figure 5-1 is geared to information flow in a division. Appropriate adjustments to the chart are necessary to reflect data flow in a separate brigade.

REPLACEMENT OPERATIONS

At division and separate brigade level, replacement operations are a criticial P&A function, composed of three 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. Requirements data

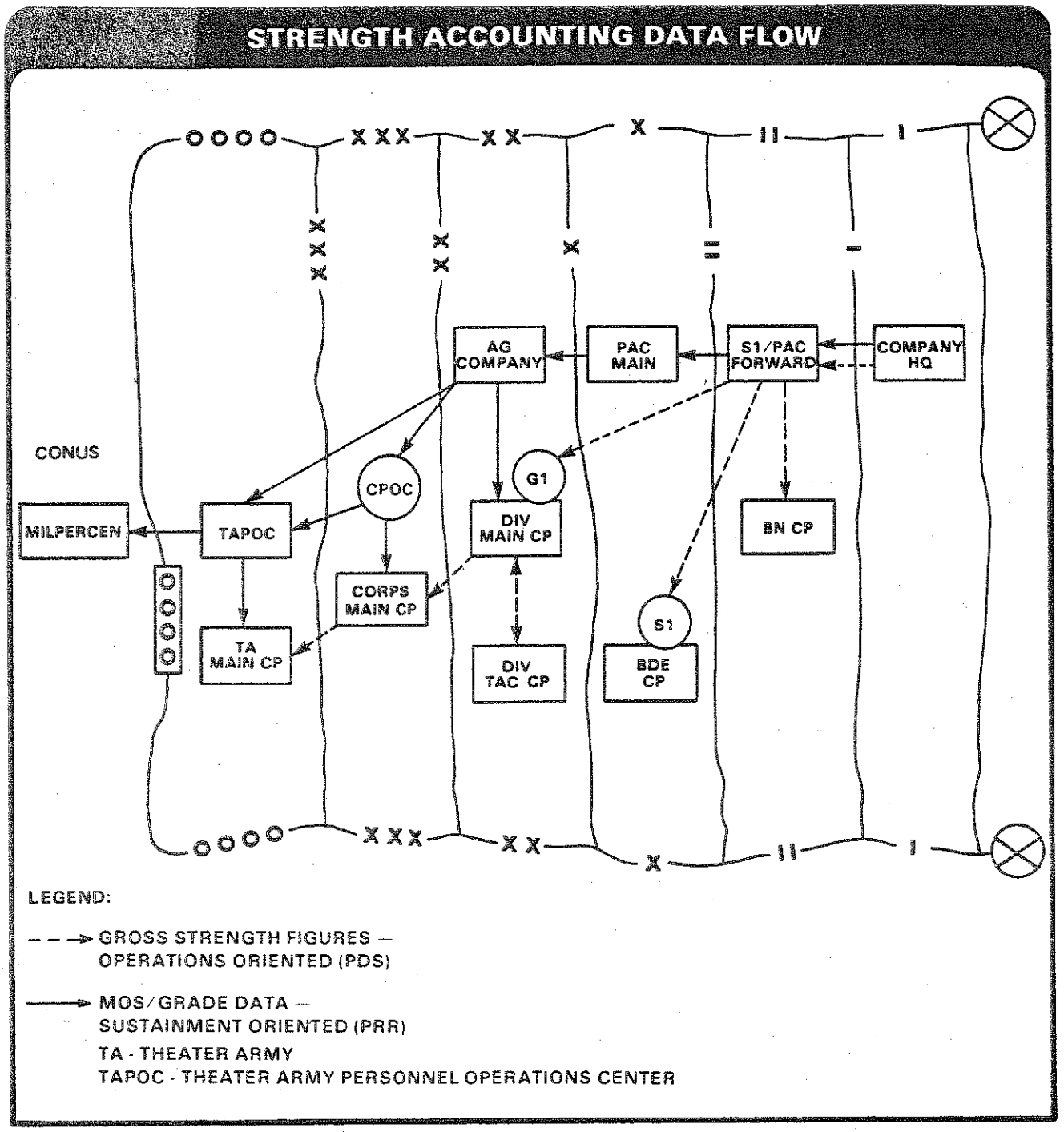


FIGURE 5-1

must be reported as quickly and accurately as possible to adjust the "*push package*" and training base priorities and to reflect actual battlefield losses/requirements.

Replacement Assignments. This encompasses the personnel management tasks that insure effective use of all replacements (to include return-to-duty personnel) through 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 weapons systems crews.

Administration and Records. These include but not limited to:

- Normal "*housekeeping*" support provided by the replacement detachment.
- Initial records processing provided by the records branch.
- Requirement to coordinate the transportation for replacement movement.

Weapons Systems Replacement Operations. Weapons systems are managed and allocated on the basis of the commander's priorities under the direction of a weapons systems manager (WSM). He is located in the division materiel management center (DMMC) or separate brigade headquarters. The personnel aspect of weapons systems replacement operations (WSRO) is monitored by both the G1/S1 and the AG. An AG representative provides direct interface and liaison between the logistical/materiel side and the team/personnel management side of WSRO. Direct communications are maintained among all appropriate P&A elements. These include the G1/S1, the replacement detachment, the PMB, and the AG WSRO representative.

Reconstitution. If units in the division/separate brigade become ineffective, the AG coordinates with the commander and key personnel from supply, maintenance, transportation, and medical elements to reconstitute the units and return them to their desired level of effectiveness. Critical personnel resources come from the replacement system as well as the medical systems. Reconstituting units requires rapid assessment, identification of resources, and priority unit designation of critical personnel assets.

FM 12-16 provides detailed doctrinal guidance on the Army's replacement system.

CASUALTY REPORTING

Casualty reporting is one of the most exacting administrative tasks in the Army. It has an importance and immediacy not found in other administrative functions because of its effect on the morale of the military and civilian populace, impact on the Army image, and connection with other administrative functions. When a soldier becomes a casualty, the next of kin must be notified as fast as possible. In accordance with appropriate regulations and field guidance, prompt, factual, and accurate casualty reports are submitted through channels to Headquarters, Department of the Army (HQDA), which notifies the next of kin.

The G1/S1 and the AG prepare plans for a casualty reporting system to be used at all levels of the command. Each echelon must be prepared to report casualties accurately and promptly.

A casualty branch is often required in combat as a separate organizational entity. Although the PAB provides the basic staffing for it, additional personnel may be drawn from other elements of the PSD to expand its capability. Each casualty report flows from the person who knows about the casualty through the company and battalion (or PAC as appropriate) to the PSD. There the information is processed and sent to the personnel command (PERSCOM). Casualty reporting operations are coordinated by the PSD with postal, finance, medical, provost marshal, graves registration, and chaplain functions. FM 12-15 and AR 600-10 are the primary references that deal with the Army's casualty reporting system.

SECONDARY FUNCTIONS

As stated previously, all P&A functions except strength accounting, replacement operations, and casualty reporting can be grouped into a secondary but still important category. Within this category, however, it is extremely difficult to arrange wartime P&A functions according to priorities. One commander may place a high priority on a P&A service that another commander may relegate to a much lower status. Another aspect that makes these priorities difficult is the overlap and interface of various tasks. For example, while personnel records maintenance has a lower priority than the primary functions cited earlier, maintenance of records needed to support casualty reporting *(e.g., emergency data records)* is crucial. Furthermore, limited

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MAJOR SECONDARY P&A FUNCTIONS

- Postal operations.
- Awards.
- Promotions/reductions.
- Classification and reclassification actions.
- Morale support activities.
- Selected administrative services functions *(e.g., operations order production, distribution center operations).*

FIGURE 5-2

wartime TOE staffing for AG units may prohibit extensive support beyond the primary functions. If the commander's priorities change or the combat situation permits more extensive services approaching those of peacetime levels, additional personnel augmentation is required.

The secondary P&A functions listed in figure 5-2 are especially important.

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. Free mail is authorized in areas where US forces are engaged in combat operations; an Executive order is required for its implementation. Additional postal services for soldiers are not normally provided until the military situation permits.

Incoming mail is received from the servicing general support (GS) postal activity, and outgoing mail is dispatched to it.

Incoming Mail. APO personnel usually receive incoming mail "*broken down*" to units according to a mail distribution scheme. This scheme is used by military post offices and United States Postal Service (USPS) facilities in the continental United States (CONUS) to effect the most direct distribution, dispatch, and routing. Information in the scheme is based upon input from the postal officer. This information must be current at the servicing CONUS joint military postal activity to permit accurate separation and direct routing of mail to units. Designated mail clerks and assistants pick up incoming mail at the parent APO (usually located in the support area) or at an APO unit in an accessible, secure area. The postal officer is responsible for movement of incoming mail between the parent APO and APO units.

Outgoing Mail. Processing and routing of outgoing mail is similar to that of incoming mail except that casualty mail receives special handling. *(DOD 4525.6-M contains information about handling casualty mail.)* The handling of mail for persons evacuated to medical units requires that the postal officer coordinate with the S1 of the supporting medical unit. In accordance with the intratheater evacuation policy and work load, patients are transferred from one medical facility to another within the evacuation chain. Therefore, they may not be kept long enough to receive and send mail. The staffing and administration of the hospital are designed to provide mail support for assigned personnel only.

Transportation. General transportation support is provided for movement of mail between the parent APO and the servicing GS/DS postal unit. When the mail volume justifies, mail may be moved directly from and to the aerial mail terminal (AMT) or surface port. Vehicles organic to the postal division are used to move both incoming and outgoing mail between the parent APO and APO operating units. When the postal officer's requirements cannot be handled by organic assets, he is given transportation support. 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 and assistants deliver mail to individuals.

Postal Finance Services. Stamps and stamped paper are sold, and postal money orders are issued and cashed 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 of time. In a combat area the sale of stamps and stamped paper is usually not a problem; the free mailing privilege gives soldiers a means of personal correspondence. However, mailing of packages and accountable mail (when the combat situation permits) and issuing and cashing of money orders may be required on a continuing basis.

Postal Operations with Allied Forces. 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 the theater to the lowest organizational level consistent with HQDA guidance and the appropriateness and dignity of the award. Local administrative procedures must be streamlined to reduce any unnecessary burden on the field commander.

An awards branch is usually required in combat as a separate entity within the PSD. Award recommendations must be factual, normally 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.

MORALE SUPPORT ACTIVITIES

During operations of very low intensity or during peacetime, the division/separate brigade may become a satellite of a larger unit for support. It may be provided:

- Permanent recreational and athletic facilities.
- Exchange services.
- Ration supplement sundry packs.
- Movies and live shows.
- Service clubs staffed by civilian personnel.
- Nonappropriated funds for buying recreational supplies and equipment and for paying part-time sports officials and employees.

A major part of the effort of the morale support element in this situation is devoted to organizing and supervising athletic programs. The tasks of the division morale support officer are mainly planning, coordinating, and controlling the use of consolidated morale and welfare activities by unit personnel.

When the command is operating independently and the level of combat intensity is light, rest camps may be established. A rest area or rest camp in the rear area provides unit personnel the facilities for relaxation to relieve combat stress and fatigue. On most occasions, however, rest areas are located in the corps support command (COSCOM) area to support division/separate brigade troops. In these situations the morale support element coordinates with corps morale support activities in the use of corps rest areas. When a rest area is established in the division/separate brigade rear, corps recreation and entertainment teams may be attached.

Even if rest areas are not established, corps morale support units may be attached to the division/separate brigade. They can assist morale support elements in providing movies, libraries, and sports activities. Mobile units, such as bookmobiles, clubmobiles, craftmobiles, and showmobiles, may also be available from theater support resources. Professional entertainment groups that tour theaters of operations may be scheduled to visit when the situation permits.

PROMOTIONS AND RECLASSIFICATION

Wartime policy provides for decentralization of promotions and reclassification actions according to HQDA guidance and the level of combat activity.

ADMINISTRATIVE SERVICES

Some services provided by administrative services elements, such as classified document control, operations order reproduction, and

direct support of command posts *(e.g., AG forward at the main CP)*, are extremely important. Wartime planning must insure adequate staffing of these sections.

PERSONNEL RECORDS MAINTENANCE

During wartime, personnel records maintenance is kept to an absolute minimum. TOE staffing of records branches does not allow the extensive personal service provided during peacetime. As a result, HQDA and local policy must establish minimum requirements for the contents of the Military Personnel Records Jacket (MPRJ). Normally, the wartime MPRJ contains only a records brief and documents required to support casualty reporting. Based on the battlefield situation, records maintenance may be reduced to simply "*drop-filing*" documents and maintaining emergency data. In some circumstances, records may have to be evacuated to a centralized location at either corps or theater level and be accompanied by PRB personnel for maintenance. Personnel records are evacuated to a CONUS site only under extreme conditions.

Glossary

ADC	area damage control
ADMIN	administrative
ADP	automatic data processing
ADPE	automatic data processing equipment
AG	adjutant general
AGC	Adjutant General's Corps
AMT	aerial mail terminal
APO	Army Post Office
ASD	administrative services division
BDC	brigade data center
bde	brigade
bn	battalion
BSA	brigade support area
C	Chief
co	company
CONUS	continental United States
COPE	custodian of postal effects
COSCOM	corps support command
CP	command post
CPOC	corps personnel operations center
CSS	combat service support
CTA	common table of allowances
ctr	center
DA	Department of the Army
DA Pam	Department of the Army Pamphlet
DAS3	Decentralized Automated Service Support System
DDC	division data center
det	detachment
DISCOM	division support command
distr	distribution
div	division
DMMC	division materiel management center
DOD	Department of Defense
DS	direct support
DSA	division support area
EER	enlisted evaluation report
e.g.	for example
etc.	and so forth
FM	Field Manual
fwd	forward
FY	fiscal year
GS	general support
HQ	headquarters
HQDA	Headquarters, Department of the Army
ID	identification
i.e.	that is
LOI	letter of instruction
LP	listening post
MACOM	major Army command
mgt	management
MILPERCEN	United States Army Military Personnel Center
MOS	military occupational specialty
MPRJ	Military Personnel Records Jacket

MSD	morale support division
MSR	main supply route
MTOE	modification table of organization and equipment
NBC	nuclear, biological, chemical
NCO	noncommissioned officer
OER	officer evaluation report
ofc	office
OIC	officer in charge
OP	observation post
P&A	personnel and administrative
PAB	personnel actions branch
PAC	personnel administration center
PDB	personnel data branch
PDS	personnel daily summary
pers	personnel
PERSCOM	personnel command
PMB	personnel management branch
POL	petroleum, oils and lubricants
PRB	personnel records branch
PRR	personnel requirements report
PSD	personnel services division
PSR	personnel status report
PSS	personnel service support
pub	publications
PW	prisoner of war
RACO	rear area combat operations
RAP	rear area protection
RATT	radio teletypewriter
rec	records
repl	replacement
repro	reproduction
sec	section
SIDPERS	Standard Installation/Division Personnel System
SJA	staff judge advocate
SOP	standing operating procedure
spt	support
SSI	specialty skill identifier
STANAG	Standardization Agreement
sup	supply
svc	services
TA	theater army
tac	tactical
TAPOC	theater army personnel operations center
TOE	table of organization and equipment
TRADOC	United States Army Training and Doctrine Command
UCMJ	Uniform Code of Military Justice
USPS	United States Postal Service
WSM	weapons systems manager
WSRO	weapons systems replacement operations

References

Required

ARMY REGULATIONS

15-6	Procedures for Investigating Officers and Boards of Officers
220-1	Unit Status Reporting
310-1	Publications, Blank Forms, and Printing Management
310-10	Military Orders
340 series	Office Management
340-15	Preparing Correspondence
380-5	Department of the Army Information Security Program
600-10	The Army Casualty System
600-11	Authority of Armed Forces Personnel To Perform Notarial Acts
640-2-1	Personnel Qualification Records
640-10	Individual Military Personnel Records
672-5-1	Military Awards

DEPARTMENT OF THE ARMY PAMPHLETS

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

FIELD MANUALS

7-8 (HTF)	The Infantry Platoon and Squad (Infantry, Airborne, Air Assault, Ranger)
*12-3-3	Corps Level Personnel and Administrative Doctrine
*12-15	Wartime Casualty Reporting
*12-16	Replacement Operations
90-10 (HTF)	Military Operations on Urbanized Terrain (MOUT)
101-5	Staff Officers' Field Manual: Staff Organization and Procedure
101-10-1	Staff Officers' Field Manual: Organizational, Technical, and Logistic Data (Unclassified Data)

DEPARTMENT OF DEFENSE MANUAL

4525.6-M	DOD Postal Manual

TRAINING CIRCULAR

*12-6	Wartime Strength Accounting

OTHER PUBLICATION

STANAG 2109	Postal Organization for the NATO Forces in Wartime

Related

ARMY REGULATIONS

18-1	Army Automation Management
28-1	Army Morale Support Activities
30-1	Army Food Program
66 series	Courier Service
105-31	Record Communications
220-90	Army Bands
310-2	Identification and Distribution of DA Publications and Issue of Agency and Command Administrative Publications
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 (Microfiche)
340-1	Records Management Program
340-2	Maintenance and Disposition of Records in TOE Units of the Active Army, the Army Reserve and the National Guard
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
340-18 series	Maintenance and Disposition of *** Functional 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
600-31	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)
600-200	Enlisted Personnel Management System
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)
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
612-2	Preparing Individual Replacements for Oversea Movement (POR)
614-100	Officers
623 series	Personnel Evaluations

624-100	Promotions of Officers on Active Duty
635-100	Officer Personnel
635-200	Enlisted Personnel
638-30	Graves Registration Organization and Functions in Support of Major Military Operations
640-30	Photographs for Military Personnel Files
672-5-2	Illustrations of Awards
680-1	Unit Strength Accounting and Reporting

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	The Standard Army Publications System (STARPUBS) Users Guide
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

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

7-10 (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
*12-3-4	Echelons Above Corps 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
71-100(HTF)	Armored and Mechanized Division Operations
*90-14	Rear Area Protection (RAP) Operations
100-5 (HTF)	Operations

100-10(HTS)	Combat Service Support
101-10-2	Staff Officers' Field Manual: Organizational, Technical, and Logistical Data Extracts of Nondivisional Tables of Organization and Equipment

TECHNICAL MANUAL

38-750	The Army Maintenance Management System (TAMMS)

MISCELLANEOUS PUBLICATION

13-1	DOD Military Pay and Allowances Entitlements Manual

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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

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