FM 12-2

DEPARTMENT OF THE ARMY FIELD MANUAL

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ADJUTANT GENERAL OPERATIONS IN THE FIELD ARMY

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ADJUTANT GENERAL OPERATIONS IN THE FIELD ARMY

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CHAPTER 1

INTRODUCTION

1. Purpose and Scope

This manual provides guidance and information on the organization, mission, capabilities, functions, and relationships of the adjutant general sections at field army headquarters, field army support command headquarters, corps headquarters, and support brigade headquarters. It accents the concept of centralized personnel and administration support and operations throughout the combat service support method of operation. It also provides general instructions covering the employment of adjutant general units in a type field army and delineation of their operational relationships with the various command echelons.

2. Recommended Changes

Users of this manual are encouraged to submit recommended changes or comments to improve the manual. Comments should be keyed to the specific page, paragraph, and line of the text in which the change is recommended. Reasons should be provided for each comment to insure understanding and complete evaluation. Comments should be forwarded direct to the Commanding Officer, U.S. Army Combat Developments Command, AG Agency, Fort Benjamin Harrison, Ind. 46216.

3. General Information

Adjutant general elements in the field army include staff sections at each major headquarters and various specialized adjutant general units. Above division level, all of these units are assigned within the field army support command. The staff adjutants general perform the usual staff functions described in FM 101–5, and they also provide services performed within the specific organization to which they are assigned. The staff adjutants general and the adjutant general units within the field army are described briefly below and in greater detail in later chapters.

a. Field Army Adjutant General. The field army adjutant general has overall staff supervision for adjutant general activities throughout the army. Direction and control of the replacement system are army responsibilities, and the army adjutant general insures adjutant general support of replacement operations under the staff supervision of the army assistant chief of staff, G1.

b. Corps and Division Adjutants General. The corps adjutant general has overall staff supervision for adjutant general activities of corps units, including the assigned divisions. He is also responsible for insuring that the postal and special services support provided to nondivisional corps units by the corps support brigade is adequate. In addition, he monitors replacement operations in support of corps units. The division adjutant general performs the duties indicated in FM 61–100 and FM 12–11.

c. Field Army Support Command Adjutant General. The field army support command adjutant general has overall staff supervision for adjutant general activities of all field army support command units. This responsibility includes monitoring both the internal administration and the provision of adjutant general support to other units by the corps and army rear support brigades. He must also maintain close coordination with the field army support command finance officer to insure that the personnel service companies and finance disbursing sections are working effectively together in paying all of the troops of the field army support command.

d. Support Brigade Adjutants General. The army rear and corps support brigade include all of the nondivisional postal and special services elements of the field army as well as one personnel service company per brigade. Moreover, these units are assigned directly to the support brigade headquarters rather than to a subordinate organization. Therefore, a primary responsibility of the support brigade adjutant general is supervision over the operations of these units. He must also main-

tain close coordination with the brigade finance officer to insure that the assigned personnel service company and finance disbursing sections are working together effectively in paying all of the troops of the brigade.

e. Adjutant General Units. All of the nondivisional adjutant general units of the field army except the data processing units are assigned to the various brigades of the field army support command. These units are as follows:

(1) *Personnel service companies.* One personnel service company is assigned to each support brigade and to the medical, transportation, ammunition, and military police brigades. In each case, the company provides centralized personnel service to the headquarters to which it is assigned and to subordinate units of the brigade. The company assigned to the army rear support brigade also supports the army headquarters, the field army support command headquarters, the inventory control center, and the civil affairs organization. The companies assigned to the corps support brigades and the army-wide service brigades support those brigades only.

(2) *Postal units.* Army postal units are assigned to each of the support brigades to provide postal service on an area basis. In addition, postal regulating detachments are assigned to the army rear support brigade to provide in-transit postal routing for the entire army.

(3) *Special services detachments.* A special services detachment is assigned to each support brigade to provide assistance to personnel of supported units who are assigned special services responsibilities as an additional duty.

(4) *Data-processing units.* Four data-processing units are assigned to the field army support command headquarters to handle all of the data-processing required in support of personnel management activities.

CHAPTER 2

FIELD ARMY ADJUTANT GENERAL SECTION

Section I. MISSION, ORGANIZATION, AND FUNCTIONS

4. Mission

The adjutant general serves as a staff officer of the force commander, advising him and other members of his staff concerning plans, policies, and procedures on personnel and administrative support to elements of the field army. Specifically he—

a. Recommends allocation of individual and unit replacements for the field army and issues their assignment instructions.

b. Provides for internal administrative support to the headquarters and advises on personnel matters requiring action by the army commander.

c. Within command channels, exercises staff supervision over adjutant general functions of the command.

5. Organization

The field army adjutant general section consists of the office of the adjutant general (executive element) and three operational elements as shown in figure 1.

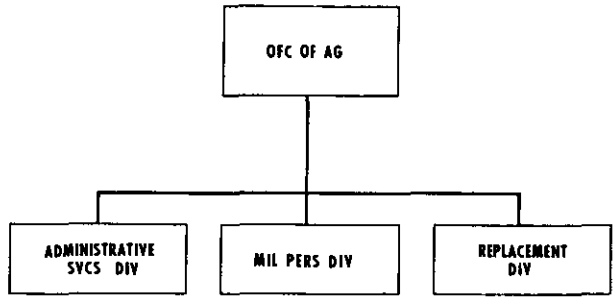


Figure 1. Type field army adjutant general section.

6. Functions

The field army adjutant general has overall responsibility for staff supervision of the adjutant general functions outlined in FM 101–5. As regards special services and postal operations at the field army level, these functions will be confined to development of broad policy guidance for the field army support command. At FASCOM these functions include both planning activities and the actual performance of the operations.

Section II. CONCEPTS OF OPERATIONS AND RELATIONSHIPS

7. Principal Activities

The field army adjutant general is a staff officer and, as outlined in FM 101–5, is responsible for exercising operational and technical supervision in the functional areas of—

a. Personnel administrative services. These include—

(1) Determination of requirements for, and allocation of, the various type personnel service companies required to perform personnel support for the nondivisional combat service support units within the field army.

(2) Accomplishing the field army replacement function.

b. Publications management (technical supervision only). The continuing objective is to drastically reduce the volume of publications within all echelons of the field army, thus enhancing overall mobility.

c. Records management. The records management program aims at reduction in the volume of records and the number of records containers; the field army adjutant general exercises staff supervision over the records management effort of the field army.

d. Other administrative services. Except for those administrative services charged to FASCOM, all other administrative services for force headquarters staff elements are provided by the field army AG.

8. Relationships

In the performance of the foregoing command-related and service-oriented functions, the field army adjutant general must respond to—

a. Command requirements under rapidly changing conditions, being constantly alert to the need for adequate staffing based on workload. On-the-job training must be conducted when needed.

b. Command and subordinate command requirements for information, advice, and recommendations in the adjutant general areas of interest.

c. Problems arising in the functional areas of personnel replacements. Replacement units, though assigned to subordinate commands, remain under the operational control of the field army commander.

Section III. PRINCIPAL ACTIVITIES OF OPERATING ELEMENTS

9. Administrative Services Division

The administrative services division recommends policy and provides staff advice concerning administrative functions performed by corps and FASCOM. This division also provides adjutant general-type support to the army staff in these functions in addition to providing distribution center services, local reproduction, and other staff administrative services. The administrative services division is organized into three branches: the staff support branch, the publications branch, and the records management branch. Branches perform the following functions:

a. Staff Support Branch.

(1) Receives official communications.

(2) Assigns action to a specific staff section for each communication received.

(3) Distributes communications within the headquarters.

(4) Operates the headquarters suspense system.

(5) Authenticates and dispatches official headquarters communications.

(6) Provides top secret control for the headquarters.

(7) Prepares all adjutant general administrative reports except personnel reports and reports assigned to other elements of the adjutant general section.

(8) Conducts administrative review of reports of investigation and administrative boards not assigned to other elements of the adjutant general section.

(9) Prepares classified and unclassified communications pertaining to other than personnel matters which are not specifically charged to other staff elements.

b. Publications Branch.

(1) Edits and controls headquarters publications except combat orders; prepares an index of headquarters publications.

(2) Establishes and maintains formulas for distributing headquarters publications.

(3) Provides the headquarters reproduction and copying service.

(4) Is responsible for preparing forms in the DA Form 12 series for the headquarters and submitting them to the supporting adjutant general publications depot.

(5) Effects normal initial distribution of publications through a pinpoint distribution procedure. However, if this procedure is not in effect, this branch receives and makes initial distribution of DA publications and forms to the staff and attached elements of the headquarters. Resupply will be delivered directly to users.

(6) Establishes and maintains a minimum stock of DA publications and other official forms for use of the staff and attached elements of the headquarters (AR 310–1).

(7) Prepares routine orders (except those prepared by the personnel service company and the replacement division).

(8) Procures expendable supplies for, and maintains the property records of the adjutant general section.

c. Records Management Branch.

(1) Directs the records management program of the headquarters of the field army, applying management techniques to correspondence methods, mail procedures, files organization and documentation systems, utilization of files equipment, supplies and space, and files disposition.

(2) Inspects the command records management program and, if warranted, suggests corrective measures.

(3) Inspects the operations of records holding areas of the command.

(4) Maintains liasion with records management officials in order to control the production of all correspondence and related documents.

(5) Conducts clerical training for the headquarters.

(6) Coordinates heraldic matters.

10. Military Personnel Division

This division is responsible for all personnel actions at field army level which are not specifically assigned to the personnel service companies. Specifically, this division—

a. Recommends action on all personnel administration matters not delegated to a subordinate commander, to include assignments, appointments, promotions, reductions, utilizations, eliminations, separations, resignations, retirements, reenlistments, extensions, transfers, and details.

b. Conducts the awards program for the command to include recommendation for appropriate action in each case.

c. Replies to inquiries from members of congress, civic organizations, private citizens, and other bona-fide seekers of information.

11. Replacement Division

a. Replacement planning for divisions, corps, and army is designed to provide replacements for estimated personnel losses. The divisions and corps are primarily concerned with short term requirements, army with longer period estimates. The replacement division of the field army adjutant general section must be alert to any change in concepts and be prepared to adopt those procedures best designed to increase the operational effectiveness of the replacement program. The basic mission of the division is to plan for and recommend the acquisition, reception, classification, distribution, limited training, and assignment within the field army of all individual replacements. The principal functional responsibilities of the army adjutant general with respect to replacements are as follows:

(1) Maintains current strength and replacement status records of subordinate units.

(2) Supervises and operates the personnel requisitioning system within the command.

(3) Carries special staff responsibility for procurement and arrangement for administrative processing of replacements, including publication of special orders assigning replacements to units in accordance with allocations or special instructions of the command.

(4) Coordinates replacement activities with other staff sections and units of the army.

(5) Advises and informs the commander and his staff of all replacement considerations and involvements.

b. It should be noted that the corps adjutant general, mentioned above, has in general the same responsibilities as outlined above except that, in respect to the corps' divisions and nondivisional attached units, he bears only consultative and recommending responsibilities, except when the corps is operating on an independent mission.

CHAPTER 3

FIELD ARMY SUPPORT COMMAND ADJUTANT GENERAL SECTION

Section I. MISSION, ORGANIZATION, AND FUNCTIONS

12. Mission

The complete FASCOM is designed to support a field army of three corps of four divisions each engaged in sustained land combat. However, to provide for the employment of smaller forces or in operations of shorter duration, the headquarters and operating units thus should be tailored. As a result, the combat service support elements appearing in troop basis and contigency plans will not necessarily coincide in all particulars with the original structure portrayed in this manual. Under any conditions, however, the mission and organization of the FASCOM AG section are generally similar to those of the AG section in any major headquarters.

13. Organization

The FASCOM AG section is organized as shown in figure 2.

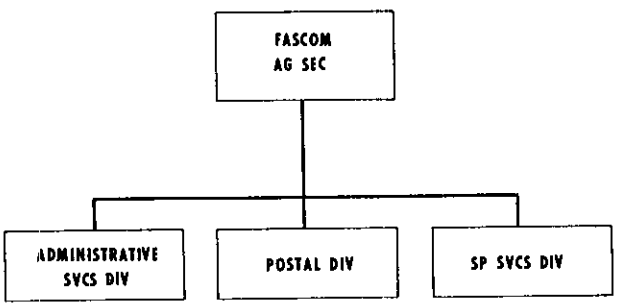


Figure 2. Type FASCOM adjutant general section.

14. Functions

a. Except for those functions performed by the field army adjutant general, the FASCOM adjutant general is responsible for providing adjutant general type assistance as delineated in FM 101–5. Constant attention is given to insuring that, in practice, the jurisdictional lines set forth herein are respected.

b. The FASCOM adjutant general, a staff officer, exercises technical supervisory responsibilities in the adjutant general functional areas which are outlined in FM 101–5 and as indicated herein.

c. Additionally, as described below, he—

(1) Is responsive to command personnel and administrative requirements and possesses a quick reaction capability for information and advice in the adjutant general areas of interest.

(2) Maintains close coordination with and between the field army, army corps, elements of the communications zone and subordinate units.

(3) Maintains effective liaison with field army replacement operating units assigned to FASCOM to insure they are properly supported. He receives from the field army adjutant general information concerning receipt, distribution, location, and inventory of replacements.

(4) Contributes to personnel loss reporting and requisitioning of replacements by subordinate FASCOM units through insuring compliance with policy and directives in these areas. Personnel losses are reported and replacements requisitioned, either manually or by machine operation, by the personnel service companies through the data processing unit channel to the field army.

(5) Exercises staff supervision over the field army postal system.

(6) Exercises staff supervision over the FASCOM band.

(7) Establishes policy guidance and furnishes technical advice in the operation of the special services support programs on an area basis.

(8) Develops uniform operating procedures for the personnel service companies serving all brigades within FASCOM.

(9) Insures that initial distribution of departmental publications is provided by pinpoint distribution from CONUS or COMMZ depots to using units through postal channels. Resupply will normally be accomplished by submission of requisitions from the using unit directly to the servicing depot. Field army and field army support command publications are provided through normal distribution.

(10) Exercises staff supervision over, publishes, and distributes publications directives of the field army support command.

(11) Oversees requisitioning of replacements by FASCOM units and insures compliance with policy. Requisitions may be processed manually or by machine operations of personnel service companies.

Section II. PRINCIPAL ACTIVITIES OF OPERATING ELEMENTS

15. Administrative Services Division

The administrative services division performs administrative management functions for the assigned and attached elements of the FASCOM, in addition to providing support to the staff. The command-wide functions include records and forms management, publications service, reproduction control for FASCOM, and coordination of courier services. These command-wide functions are further detailed as follows:

a. Records centers will normally be located in the COMMZ. Temporary holding areas may be established during fast-moving situations pending reshipment to COMMZ centers.

b. *Classified* courier service will be provided between army, FASCOM, corps, support brigades, and army-wide service brigade headquarters when required. The FASCOM AG section, however, has no personnel specifically provided for this purpose.

c. Staff support includes all of the above plus mail and distribution services, reproduction of publications, and other staff administrative services. This division is organized into three branches: staff support, publications, and records management. Branches normally perform the same functions for subordinate headquarters and units and for the field army support command headquarters as listed under the appropriate branches of administrative services division, field army (para 9).

16. The Postal Division

a. Acting on behalf of the FASCOM commander, the Chief, Postal Division, provides staff supervision and technical guidance through command channels for all postal activities in the field army postal system. The postal division chief is also the army staff postal officer. Functions performed by this division include planning future operations, supervising current operations, and the following:

(1) Inspection of units as required.

(2) Recommendation of location and movement of postal units.

(3) Compilation of mail routing and distribution scheme.

(4) Coordination of mail transportation matters.

b. Postal service to the field army is provided by postal regulating detachments, army postal units, and the postal division of the adjutant general section in divisions. Postal functions at division level are outlined in FM 12–11. Functions and employment of postal elements of the field army appear in paragraphs 31 and 32.

17. Special Services Division

a. Provides staff supervision of special service activities which are performed on an area basis; and insures that adequate recreational, morale, and welfare services are available to troops within the army area. It is further assigned the direct support mission of providing special services support to army and FASCOM headquarters. Specifically, this division administers and supervises the special services programs within the field army service area as follows:

(1) Advises the FASCOM adjutant general on special services matters.

(2) Operates all direct mission support of special services to army and FASCOM headquarters.

(3) Insures that adequate special services units and personnel are available.
(4) Reviews assignments of special services units to support brigades.
(5) Maintains liaison with TALOG to insure adequate flow of special services items of Department of the Army issue or command procurement.
(6) Exercises staff supervision over all recreational motion picture operations and distribution of entertainment motion pictures.
(7) Makes technical inspections of special services supplies and equipment and program support.
(8) Supervises all recreational activities, to include entertainment programs; mobile programs, such as crafts; employment of special services units; sports activities, as required; and provides technical assistance in the operation of rest areas.

b. For details concerning rest areas and special services programs, see appendix II.

18. Military Personnel Activities

The commander of the personnel service company of the army rear support brigade is responsible for providing all personnel administration for the FASCOM headquarters and other elements (para 3*e*(1)). In that regard he insures that the company processes and recommends action on all matters pertaining to utilization including classification and reclassification, eliminations, separations, assignments, retirements, deaths, transfers, and decorations and awards. Also, the company monitors the personnel loss reporting effort, including the processing of feeder reports and the preparation and routing of personnel loss files and correspondence. The performance of aforementioned functions is coordinated with the FASCOM AG although he has no operational control over their conduct.

CHAPTER 4

CORPS ADJUTANT GENERAL SECTION

19. Mission

When the corps is operating as an integral part of the field army, the mission of the corps adjutant general section is to provide support to the command in the adjutant general areas of interest for a tactical nonadministrative command. However, the corps adjutant general section must be prepared for and capable of augmentation so as to provide an adequate staff for independent operations when the situation warrants. In independent operations, the corps adjutant general has responsibilities paralleling those of an army adjutant general. Specific functions for a corps adjutant general operating as an integral part of the field army are contained in paragraph 21.

20. Organization

There is no prescribed form of organization for a corps adjutant general section. However, a typical organization of a corps adjutant general section is shown in figure 3. The organization of the adjutant general section will vary as the mission requirements change, e.g., the adjutant general section must be staffed to perform replacement processing when the corps is employed on an independent mission.

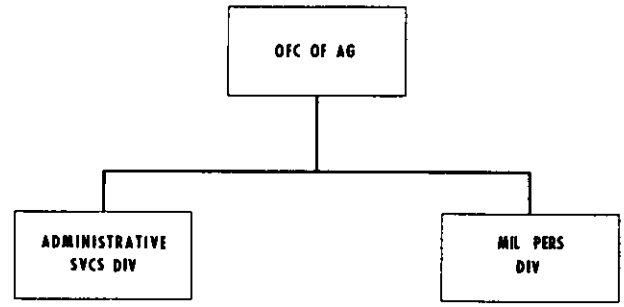


Figure 3. Type corps adjutant general section.

21. Functions

The corps adjutant general is concerned primarily with the following functions:

a. Serving as advisor to the corps commander in the adjutant general area of interest.

b. Performing liaison-type duties and close coordination with army headquarters and subordinate commands in the adjutant general area of interest.

c. Recommending allocation of replacements.

d. Making recommendations concerning assignments, awards and decorations, leaves, rotation, and personnel actions in general.

e. Providing adjutant general services for corps staff elements.

CHAPTER 5

SUPPORT BRIGADE ADJUTANT GENERAL SECTION

Section I. MISSION, ORGANIZATION, AND FUNCTIONS

22. Mission

The adjutant general of each support brigade has the same general functions and responsibilities as does the adjutant general of FASCOM headquarters except that he operates at the next lower command echelon.

23. Organization

The support brigade adjutant general section is organized as shown in figure 4.

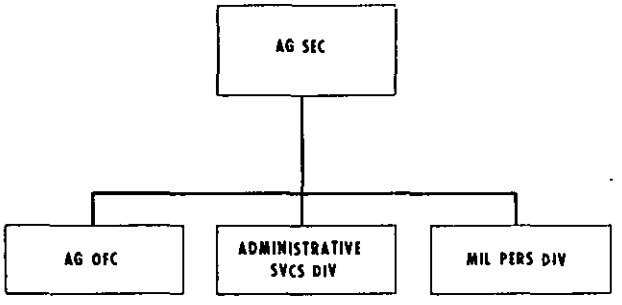


Figure 4. Support brigade adjutant general section.

24. Functions

The support brigade adjutant general—

a. Provides advice on adjutant general activities to the support brigade commander.

b. Performs administrative and personnel services for the brigade headquarters other than those that are specifically accomplished by the personnel service company of the brigade.

c. Exercises technical supervision over adjutant general functions, as delineated in FM 101–5, that are performed within the brigade area, except for those units or functions which are the specific responsibility of another echelon.

d. Recommends policy changes to the brigade commander on those functions performed by personnel services companies, special services units, and postal units.

e. Coordinates with FASCOM and corps adjutants general on matters pertaining to welfare and morale. He is responsive to the needs of all nondivisional units concerning postal service and special services.

Section II. CONCEPT OF OPERATIONS AND RELATIONSHIPS

25. The Adjutant General Section

Operations of the support brigade adjutant general section are essentially the same as those of the adjutant general sections of the field army and FASCOM, adjusting for echelon of operation. Personnel of the section coordinate closely with their counterparts at FASCOM headquarters level. They function as staff officers in carrying out their advisory and staff supervision duties; they are operators only as they provide direct administrative support to the brigade staff.

26. Administrative Services Division

The administrative services division coordinates administrative management functions for subordinate elements of the support brigade and provides staff support to the brigade staff. Functions of this division are essentially the same as those indicated for the administrative services division, adjutant general section, field army, and FASCOM. At support brigade level, postal and special services functions are performed in this division. These functions are listed in detail as follows:

a. Postal.

(1) Coordinates the implementation of directives of higher headquarters on postal matters.

(2) Coordinates the location and move-

ment of postal facilities of the brigade.

(3) Coordinates inspections of postal units as appropriate and as directed by higher headquarters.

(4) Provides for guidance and technical postal assistance to boards of officers appointed to conduct investigations of postal incidents.

b. Special Services.

(1) Coordinates the employment of special services units.

(2) Advises the adjutant general and commanders on special services matters.

(3) Coordinates the use of mobile facilities such as crafts, library, and service clubmobiles assigned to his area.

(4) Coordinates film service under operation of the special services unit.

(5) Makes periodic inspections of the operations of all rest camps within his area except division rest camps. Rest camps will have attached finance, medical, bathing and laundry, mess, billeting, exchange, and other elements necessary for welfare and morale activities on a need-to-have basis.

(6) Coordinates the flow of special services supplies to subordinate units with the special services officer, FASCOM headquarters.

27. Military Personnel Division

This division is responsible for all personnel administration which is not specifically assigned to the personnel service companies. Specifically, the division—

a. Processes and recommends action on all matters pertaining to assignments, classification and reclassification, eliminations, separations, resignations, retirements, reenlistments, extensions, deaths, transfers and details, and security clearances.

b. In close coordination with the servicing data processing units provides information on personnel losses to the brigade commander and his staff.

c. Provides advice to the brigade commander on the decorations and awards program for the command, and processes recommendations for decorations and awards.

d. Provides information to be used in replying to inquiries from members of congress, civic organizations, private citizens, and any other authorized seekers of data.

CHAPTER 6

ADJUTANT GENERAL UNITS

Section I. PERSONNEL SERVICE COMPANIES

28. Organization and Operations

a. General. The personnel service company is organized functionally and is designed to relieve commanders of the administrative burden of maintaining personnel records and to utilize modern business machines for the manipulation of personnel data. Personnel service companies provide centralized personnel support and are employed as states in paragraph 3*e*(1).

b. Mission. To act as custodian of and maintain the field individual military personnel records, and accomplish the personnel actions and services which are attendant upon this responsibility. This service includes that which satisfies the personnel requirements of the individual as well as that which the commanders being supported need to permit them to discharge their personnel management responsibilities. The keynote is responsiveness to the needs of the supported commanders.

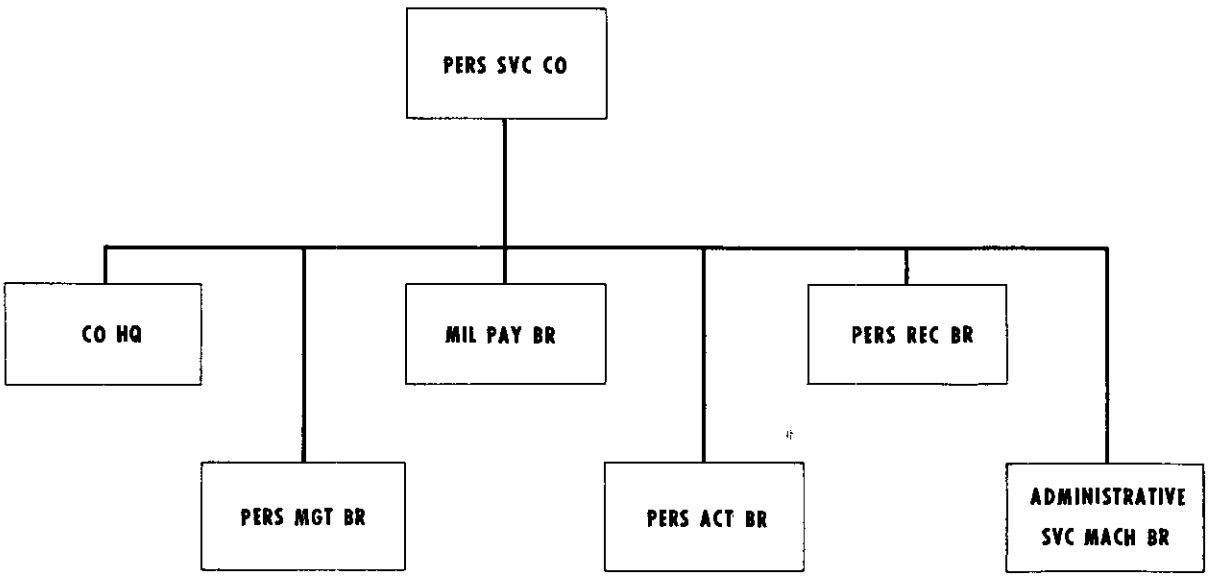
c. Organization.

(1) Personnel service companies are of five types and are designed to support troop strengths as follows:

(*a*) Type A—2,000 to 4,999 (manual)
(*b*) Type B—5,000 to 7,999
(*c*) Type C—8,000 to 10,999
(*d*) Type D—11,000 to 13,999
(*e*) Type E—14,000 to 16,999

(2) The companies may be used in combination when required. For example, to support a troop strength of 26,000 a Type C and Type E company may be employed together.

(3) The personnel service companies consist of a company headquarters and functional branches as shown in figure 5. Details of the organization are shown in TOE 12–67.



NOTE: Strengths vary according to type company. See TOE 12-67.

Figure 5. Personnel service company.

29. Concept of Operations

a. Support Brigade.

(1) The personnel service company is the operating agency of the brigade for the provision of personnel administration support to the brigade.

(2) The personnel service company operates under the command and control of the brigade comander.

(3) The fundamental mission and operations of the personnel services company are to—

(*a*) Assist commanders in executing their personnel management responsibilities.

(*b*) Fulfill the personnel records keeping responsibility of the commander.

(*c*) Insure that the pay status and account of each individual are current and correct.

(*d*) Assist in maintenance of morale by provision of the various individual personnel administration services.

(*e*) Insure that the commander and staff are furnished required personnel statistics and information.

(*f*) Insure that commanders' responsibilities in the specialized areas of casualty reporting and decorations and awards are discharged effectively.

(4) The method of operations of the personnel services company closely parallels the operation of the personnel service division in the division administrative company as set forth in AR 600–16 and AR 600–17. The company is composed of specialized elements which offer services and support to assigned and attached units in the four major areas of military personnel administration—personnel management, records maintenance, military pay, and personnel actions. A fifth section, the administrative service/machine branch (Types B, C, D, and E units only), by use of punched card machines, has the capability of maintaining data and preparing reports faster and more accurately, fully mechanizing the military pay voucher system within each brigade, mechanizing replacement operations, and preparing routine orders semiautomatically. Specific information concerning files maintained, updating instructions, reports preparation, and punched card machine utilization is contained in chapter 8, AR 600–16.

b. Army-Wide Service Brigades. The personnel service companies of the ammunition, medical, military police, and transportation brigades provide centralized personnel service to all units of the brigade. In contrast to the support brigades, however, the army-wide service brigades have subordinate units located throughout the field army area. For this reason, pay vouchers prepared by the personnel service company are computed by the finance disbursing section supporting the brigade, while the payment is actually made by a finance disbursing section in the area of the unit being paid. Close liaison between the personnel service company and finance disbursing section is essential. Moreover, all procedures used by the company must be designed to minimize the problems inherent in performing administration for a widely dispersed organization.

30. Personnel Administration Below Brigade Level

The overall personnel administration system for those elements supported by the personnel service companies is as indicated below.

a. Group.

(1) Those groups that are organic to a brigade are not normally administrative and enter into administrative channels only for processing those matters pertaining to the group headquarters. The group headquarters provides advice and assists in the administration matters of subordinate units. Generally, a group does not process individual actions, but is concerned with the overall personnel situation. The group is responsible for the training and combat efficiency of its unit. To accomplish this, the group is provided with information on authorized and current strengths, shortages, overages, known gains, and known losses for its subordinate units.

At the discretion of the brigade commander, group commanders may be authorized to direct intragroup reassignments to ease critical shortages and make best use of local overages.

(2) In the field of personnel management, the group commander's principal assistants are the S–1 and personnel staff NCO. The duties and responsibilities of the S–1 are as stated in FM 101–5. The duties and responsibilities of the personnel staff NCO are as stated in AR 600–17 and FM 12–11.

b. Battalion.

(1) The battalion commanders retain the authority and responsibilities they now possess for initiating personnel actions and for the effective overall personnel management of their command. They are responsible for insuring that prompt, accurate feeder information is furnished to the personnel service company to permit maintenance of current and up-to-date records, rosters, and reports. However, they are relieved of responsibility for maintenance of personnel records of individuals assigned to their battalion and for making recommendations on those routine personnel actions and documents that are initiated at company level and go direct to the personnel service company.

(2) In the area of personnel management, the battalion commander is assisted by the battalion S–1 and the battalion personnel staff NCO. Their duties and functions are similar to those of the S–1 and personnel staff NCO of the group. When the battalion is detached for a prolonged period, a support team from the personnel service company is attached to maintain personnel records of the battalion and to accomplish personnel actions.

c. Company and Detachment. The company commander is the primary manager of his personnel. The company commander has as his staff for his personnel management function the executive officer, first sergeant, and company clerk. The company clerk is the key point of contact for the soldiers of the unit. The company clerk establishes close liaison with the battalion personnel staff NCO in developing those actions which require decision by the battalion commander. Company level personnel administration is identified as that wherein personnel are accounted for by formal written records, such as morning reports, and personnel actions are taken or initiated.

Section II. POSTAL UNITS

31. Assignment

Army postal units are under the command and control of each support brigade to which assigned. These postal units, varying in type based on population served, provide complete postal service for all nondivisional elements in the field army area as follows: A type S unit is required for each of the four brigade headquarters and adjacent units, each of the 3 corps headquarters, and for the field army headquarters. A type V APU is required to support the FASCOM headquarters and adjacent units, to maintain current individual locator information, and to furnish locator service on all mail requiring directory service for all personnel using the Army post office as a mailing address. Since the APO number assigned to FASCOM headquarters should be the command APO, when this system is utilized, the directory service workload will be much greater than that of any other APO in the field army. The balance of the APU's (types T and U) assigned to the support brigades provide complete postal service, including directory service for personnel using the APO number as a mailing address, normally on an area basis, to units located within a given area, including the field army service area.

32. Operations

a. Postal Regulating Detachments (PRD). These detachments (types A and B) provide intransit mail routing and redistribution service between Army post offices in the area served and between APO's and BPO's. For example, incoming mail flows from base post offices located at ports or air terminals to the PRD's in bulk form, where it is distributed to

APO's for delivery to units. This procedure is reversed for outgoing mail. The type B serves as the primary control activity for mail to and from the field army. Additionally, this type PRD, in coordination with the directory section of the APU, maintains current information on the present location of all units using the command APO number as mailing address and schemes all mail addressed to the command APO number, routing such mail to the appropriate serving APO. Since these units are not self-supporting, they will be attached to a unit for required support.

b. Army Postal Units (APU). Army postal units provide complete postal service on an area basis to elements located in their assigned areas of responsibility. These units are not self-supporting and will be attached to other units for administration, mess, supply, and maintenance.

(1) *Organization.* The Army post office (APO), which is operated by the APU, is necessarily a flexible organization since the strength of each section must vary according to fluctuating workloads. In the selection of a site for the APO, ground space, housing facilities, and access routes should be carefully considered. The commanding officer of the APU also acts as the postal officer and custodian of postal effects (COPE) for the APO. As postal officer, he supervises the entire postal operation. The postal officer insures that adequate security is provided at all times for mail, funds, and accountable postal effects. The COPE must maintain and administer accountable postal funds and effects in accordance with current directives.

(*a*) *Mail Services Section.* This section issues and cashes postal money orders; sells postage stamps and stamped paper; accepts certified, insured, and registered mail; accepts mailable items including parcel post; and furnishes postal information to patrons. The section is composed of as many branch offices as required to provide postal financial services in areas of high troop density or in isolated areas. The parent APO must operate branch APO units from authorized resources.

(*b*) *Postal Operations Section.* This section receives, processes, distributes, and dispatches accountable (numbered, insured, certified, and registered) and ordinary mail to and from appropriate postal activities and units served by the APO. This section cancels, cases, labels, ties out, and pouches ordinary and certified letter mail; prepares required bills and pouches registered mail; and sacks and labels outgoing parcel post to the appropriate customs districts in accordance with current directives. It maintains records of amount of mail received and dispatched and keeps the mail distribution scheme current.

(*c*) *Directory Section.* This section maintains current locator information and furnishes required directory service for mail of all personnel authorized to use the APO as a mailing address. The personnel service companies provide locator information on personnel as they are assigned and on subsequent changes. All mail directory service actions must be accomplished on a day-to-day basis. This branch monitors undeliverable mail returned by unit mail clerks for accuracy of addresses and indorsements; and provides locator information as necessary.

(2) *Operational Concepts and Procedures for Mail Distribution.* Incoming and outgoing mail is delivered to or received from the appropriate postal regulating detachment, base post office, or aerial mail terminal by APO personnel. Arrangements for additional transportation must be made as necessary and airlift capabilities should be used as appropriate. Units served normally receive mail from and deliver mail to the APO. To facilitate pickup and delivery of mail by units, the APO should be located in a readily accessible area.

Section III. SPECIAL SERVICES UNITS

33. Mission and Organization

The special services unit is organized under TOE 12–18 and operates under the command and control of the corps or army rear support brigade commander. It provides supervision, training, and assistance to supported personnel in conducting motion picture showings, crafts programs, film library service, sports programs, and live entertainment programs on an area basis. Paperbound books and craft sets are issued as expendables. Sports and music kits, while nonexpendable, are issued for the use of troops on a do-it-yourself basis. A suggested structure is shown in figure 6.

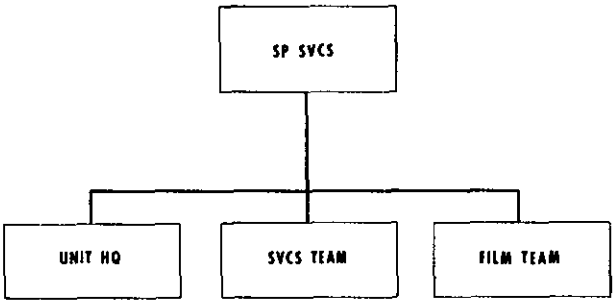


Figure 6. Special services unit.

34. Operations

a. The personnel of the unit receive specialized training in crafts, motion picture service, library, music, theatrical and sports activities, and have the capabilities of providing recreational and entertainment supervision in the army service area or the corps area on an area basis. These units will be located in small rest areas where they will be responsible for aiding units and personnel in "do-it-yourself" constructive recreational and entertainment projects. The unit will assist in organizing sports events, soldier entertainment groups, hobby activities, etc. It is emphasized that participants in any of these activities will come from supported units. To accomplish the mission this unit is organized into a unit headquarters, a services team, and a film team. The unit headquarters provides the command element of the unit and is organized along conventional lines. It contains the necessary personnel and facilities by which the unit commander exercises command, control, and coordination to accomplish the assigned mission.

b. The services team provides personnel for the purpose of supervising recreation; organizing entertainment and sports; assisting in the crafts program; and issuing musical instruments, crafts kits, and paperbound books.

c. The film team provides training and assistance to unit projectionists, provides projectionists in rest areas when unit projectionists are not available, and maintains and furnishes advice on the use of film libraries.

d. These units are 100 percent mobile, utilizing organic vehicles, but are dependent on the field army support command or other organizations for motor maintenance, messing, and administration.

Section IV. REPLACEMENT OPERATING UNITS

35. Organization

a. Since replacements (unit and individual) are a vital element of combat operations, their timely allocation and assignment by types and military occupational specialties on an impartial basis are essential to the accomplishment of the combat mission. The field army replacement function provides individual and unit replacements to maintain field army units at authorized strength, and provides centralized control over the entire replacement effort, with decentralized operation by replacement operating units. The function is performed by the field army commander through general staff supervision by the field Army G–1 and under the technical direction of the field army adjutant general. To enhance flexibility, effectiveness, and responsiveness to meet the commander's needs, advancements in the field of automatic data processing and data transmission are exploited to the maximum in order to eliminate manual operations in the replacement function. The replacement system is designed for a continuous flow of replacements. Replacements will move directly from TALOG or CONUS as far forward into the combat zone as the tactical situation and transport facilities permit.

b. The adjutant general replacement staff element at field army headquarters consists of a replacement division to accomplish assignment and other replacement operations at these headquarters. The specific organization for a field army replacement division depends on the size and geographical dispersion of the army or other forces being supported, nature of the conflict, transportation facilities, area of operation, and replacement sources.

36. Operations

a. Replacement battalions (TOE 12–56) and replacement companies (TOE 12–57) are the replacement operating units of the field army. The replacement battalion is the principal operating unit and uses teletypewriter equipment to facilitate receipt of assignment and shipment status reports. Although assigned to FASCOM for administration and logistical support, the usual four replacement battalions are under the operational control of the field army. Each battalion consists of a headquarters and headquarters detachment and from three to five replacement companies. One battalion is attached to each of the three corps support brigades and the army rear support brigade (generally four replacement companies are attached to each replacement battalion in support of a corps and three replacement companies are attached to the replacement battalion operating in the field army service area).

b. Field army replacement functions are as follows:

(1) Furnishes theater army headquarters, the field army commander and his staff, and subordinate headquarters with information and recommendations concerning the receipt, distribution, location and inventory of replacements.

(2) Accounts for and controls all United States Army replacements assigned to the field army.

(3) Provides for the receipt, processing, housing, feeding, and limited training, as necessary, of all replacements under field army control.

(4) Assigns replacements.

(5) Plans and executes, in coordination with appropriate transportation agencies or gaining units, the movement of replacements under field army control.

(6) Prepares replacement estimates, requisitions, and reports for submission to higher authority. Maintains necessary statistics to aid in maintaining field army units at authorized strength.

(7) Supports the theater rotation program.

c. Detailed procedures for data processing of replacement data are as follows:

(1) *Requisitions and Daily Replacement Status Reports.* Units in the field army requisition individual replacements as required by TOE line number by means of teletypewriter equipment. Field armies requisition weekly to theater army. Policy is established and provisions made for requisitioning unit replacements, or components thereof, and for the submission of emergency requisitions for critical needs.

(2) *Assignment and Processing of Replacements.* Allocation and assignments of replacements against requirements are made by theater army, field army, and division headquarters based on required data submitted from using units by teletypewriter. Continuous flow is the desired objective.

Section V. DATA PROCESSING UNITS

37. Organization and Mission

a. General. The data processing units are assigned to the FASCOM commander and operate directly under that headquarters with staff coordination supplied by the Assistant Chief of Staff for Services. The units are required to maintain such files and prepare such statistical reports as are directed by the Department of the Army under AR 330-series and other applicable directives.

b. Mission. To collect, audit, and maintain personnel and organizational data from personnel sections, administrative centers and units, division personnel services divisions, and appropriate nondivisional unit personnel sections. This mission is established to improve manage-

ment capabilities of commanders and staff officers by providing accurate and timely information through efficient use of modern data processing equipment.

c. Organization. The data processing units are organized as Type Z (Mobile) data processing units under Table of Organization and Equipment 12–510. The field army is normally assigned a total of four such units, with one designated as a consolidating unit (fig. 7). A typical data processing unit is organized into four functional sections: the administration section, the machine section, the statistical section, and the accounting section (fig. 8). The data processing units are links in a worldwide network of data processing facilities culminating at Headquarters, Department of the Army.

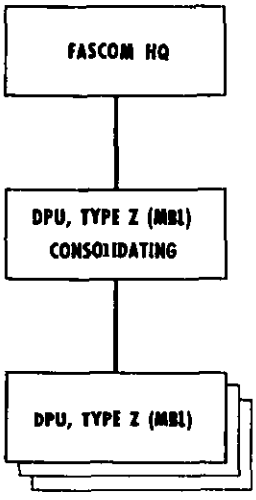


Figure 7. Data processing units.

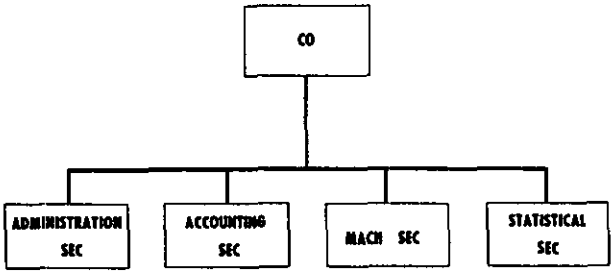


Figure 8. Type data processing unit.

38. Operations

a. Data Processing Unit (Type Z, Mobile) Functions. The commanding officer of the data processing unit exercises command of the unit, performs necessary liaison with reporting activities and higher headquarters, and assures efficient utilization of both data processing equipment and assigned personnel.

(1) *Administration Section.* Provides general administrative services support to the unit, including:

(*a*) Personnel administrative functions, as required, for assigned and attached personnel.

(*b*) Typing of all correspondence initiated by the branches of the unit.

(*c*) Receipt, control and distribution of incoming mail.

(*d*) Preparation and dispatch of all outgoing mail, to include packaging of reports, card shipments, etc.

(*e*) Maintenance of unit suspense file.

(*f*) Preparation of unit administrative reports.

(*g*) Maintenance of central unit administrative files.

(2) *Accounting Section.* Audits, codes, controls, and analyzes source documents pertaining to personnel, including but not limited to the following functions:

(*a*) Controls, analyzes, and codes morning reports, personnel surveys, rosters, supplemental personnel data, and other source documents.

(*b*) Performs daily check balances and periodic zero balances for units serviced.

(*c*) Maintains certain morning report and monthly personnel roster files for all units serviced. See AR 330–15 for details.

(*d*) Audits and codes casualty reports.

(*e*) Initiates all correspondence pertaining to source documents received within the unit.

(3) *Machine Section.* Is responsible for all equipment maintenance and mechanical operations connected with files maintenance and reports preparation which are required by Department of the Army and the field army commander; and concurrent collection of equipment utilization data.

(4) *Statistical Section.* Compiles statistical reports; audits and verifies statistical reports and rosters to be released to the Department of the Army and field army headquarters through

the consolidated DPU; and prepares charts and supplementary data required in the presentation of statistical information. More specifically:

(*a*) Initiates work orders for all requests for statistical reports received in the unit, coordinates reports preparation, and assures release of the reports by required due dates.

(*b*) Maintains a statistical reports library for the unit.

(*c*) Has responsibility for maintenance of organizational data files within the unit.

(*d*) Initiates all correspondence relative to branch functions.

b. Data Processing Unit (Type Z, Mobile, Consolidating) Functions. Performs all functions in *a* above. In addition, it consolidates all statistical data within the field army from feeder data provided by supervised data processing units, and provides consolidated reports to Department of the Army, field army headquarters, and intervening headquarters. For details of functions see appendix III.

APPENDIX I

REFERENCES

1. Army Regulations (AR)

28–52	Army Sports Program
28–85	Army Library Program
65-series	Postal Service
66-series	Courier Service
310–1	Military Publications—General Policies
310–3	DA Publications—Preparation, Coordination, and Approval
310–10	Orders
330-series	Statistical and Accounting Systems
341–10	Official Mail
341–50	Mailing Instructions and Addresses for Certain United States Army Elements and Activities and Certain United States Citizens Outside Continential United States.
345–200	Records Management—Program Policies and Procedures
345–210	Records Management; Files Systems and Standards
345–215	Records Management—TOE Units of the Active Army and the Army Reserve
380–5	Safeguarding Defense Information
600–8	Unit Personnel Sections
600–16	Personnel—General; Personnel Service Division Organization and Procedures
600–17	The Division Personnel Support System; Organization and Procedures

2. DA Pamphlets (DA Pam)

1–10	Improve Your Writing
310–10	Guide for Publications Supply Personnel
340–1	Form and Guide Letters: How to Design and Use Them
600–8	Unit Personnel Officer's Guide

3. Field Manuals (FM)

8–16	Medical Service, Field Army
12–11	Administration Company, Airborne, Armored, Infantry, and Mechanized Divisions
14–1	Finance Service in an Overseas Area
29–10	Supply Management in the Field Army (Data Processing)
54–2	Division Logistics and the Support Command
54–3	Field Army Support Command
54–4	The Support Brigade
100–10	Field Service Regulations: Administration
101–5	Staff Officers' Field Manual; Staff Organization and Procedures
101–10, Pt I	Staff Officers' Field Manual; Organization, Technical, and Logistical Data
101–10–2	Staff Officers' Field Manual; Organization, Technical, and Logistical Data—Extracts of TOE

4. Tables of Organization and Equipment (TOE)

12–18	Special Services Unit
12–47	Postal Regulating Detachment
12–56	Headquarters and Headquarters Detachment, Replacement Battalion
12–57	Replacement Company
12–67	Personnel Service Company
12–510	Data Processing Unit
12–605	Postal Unit, General Assignment

APPENDIX II

SPECIAL SERVICES REST AREAS AND PROGRAMS

1. General

During peacetime, the special services program is normally oriented toward the installation level, utilizing permanent or semipermanent facilities. Basic policies for such operations are contained in AR's of the 28-series. This appendix provides guidance primarily for combat operations. Since the basic purpose of special services is to increase the effectiveness of the army, it is necessary that flexible and varied special services program be established in a theater of operation to provide rest, relaxation, and recreation for the military personnel of the theater. There are several tools available to the theater commander to support such a program.

2. Rest Areas

Normally these are established behind the division rear boundary by the corps commander as required to provide rest, relaxation, and recreation for divisional troops not engaged in combat operations and other nondivisional troops in the area. These rest areas will accommodate about 2500 troops and provide them with the basic necessities which include billets, messing, bath facilities, religious services, finance services, barber shops, dispensaries, exchanges, clothing exchange, postal services, and recreational activities. They should be located in an area which is easily accessible to troops but away from targets that could attract enemy fire. Normally a commander is appointed and provided with a small operating staff, including mess personnel. Advantage is taken of any existing buildings which may be available; and class IV items, such as tents and folding cots, may be used. Maximum use is made of indigenous employees, if available, supplemented by services obtained from FASCOM support units, such as elements of postal, finance, medical, religious, exchange, and bath services. The commander and operating personnel are detailed from units within the support brigades on a special duty basis.

3. Programs

a. Sports. Participation by troops in sports offers the commander an opportunity to develop the physical and mental abilities, as well as the competitive spirit, of his men. By fully utilizing a competitive sports program, he may also develop a fine esprit within his entire unit. Every commander from the highest to the lowest echelon should recognize and exploit this by providing full support within personnel and fund capabilities. Competitive sports, both individual and team, should be emphasized at the lowest possible level. Adequate equipment, game and practice areas, coaching, officiating, training, and supervision are prerequisities for a successful sports program.

b. Crafts. The crafts program affords the soldier an opportunity to develop creative skills, provides mental relaxation, and escape from tensions through active participation in constructive crafts activities during his off-duty time. Craft facilities should be made available in the number of crafts justified by their patronage. Safety controls will be maintained at all times to protect the individual using crafts equipment and tools. Crafts programs in the combat division area will be limited to issuance of small tool kits for leather or metal working. In rest camps, recreation specialists assigned to the special services unit will conduct limited crafts programs in metal and wood working, painting, and model building. Recreation specialists assigned to FASCOM and support brigade will conduct similar programs for headquarters and attached troops as required. Mobile crafts units will be available to FASCOM special services officer for conduct of advanced crafts project behind the division rear areas.

c. Entertainment. The entertainment program has been established to stimulate, develop, and maintain the mental fitness and well-being of the personnel in a military community through musical and theatrical activities for

the purpose of furnishing opportunities for recreational participation and providing guidance for, and supervision of, entertainment for military personnel. A mobile unit known as a "Show-mobile" may be used to carry entertainment to troops in maneuver and/or rest areas. In addition, professional entertainers or celebrities tour within rest camps and rear army areas. The FASCOM special services officer will be responsible for scheduling and providing logistical support for the group upon arrival in his area. If the tactical situation permits, the group may be permitted to tour near the front line troops.

d. Motion Picture Service. The primary purpose of the Army-Air Force Motion Picture Service is to provide recreation through the medium of motion pictures for members of the military community. This service should be provided for military personnel under every feasible situation. Since considerable funds are involved, definite responsibilities should be assigned to appropriate personnel in the supervision and administration of this service.

e. Library. Library services are provided to theater troops by issuance of paper bound book-kits, paper bound libraries, magazine kits, and special materials. Mobile libraries offering a greater selection are provided by the FASCOM special services officer for operation in rear rest camps and within the FASCOM area.

APPENDIX III

FUNCTIONS PERFORMED BY A TYPICAL FIELD ARMY DPU

1. Receives, controls, audits, and codes the following source data documents:
   - Unit morning reports
   - Sample survey of the army
   - Accident statistical reports
   - Separation forms
   - Linguist forms
   - Special orders
   - General orders
   - Enlistment & induction forms
   - Manpower utilization reports
   - Supply status lists
   - Personnel loss reports
   - Records of proceedings of Article 15, UCMJ
   - Oath of extension of enlistments
   - Tables of organization and equipment
   - Tables of distribution and vouchers
   - Monthly personnel rosters
   - Active duty orders for officers
   - Admission & disposition reports
   - Officer transfer notice cards
   - Enlisted transfer notice cards
   - Troop basis documents
   - Locator organization cards
   - Officer assignment cards
   - Enlisted assignment cards

2. Prepares and maintains the following personnel, organizational, and equipment files:
   - Files on all hard copy source data received from the field
   - Status files on active duty military and active duty for training personnel
   - Alphabetic file
   - Officer and enlisted PCS file
   - ACDUTRA accession and separation control file
   - Absentee status file
   - Supply status file
   - Organization files:
     - a. Parent unit organization
     - b. Subunit organization
     - c. Locator organization
     - d. Worldwide master locator
     - e. Unit actions organization
     - f. Personnel roster heading
   - Linguist file
   - Awards and decorations
   - Officer personnel control file:
     - a. Inter-transfer notice file
     - b. Intra-transfer notice file
     - c. Error suspense file
     - d. Change notification suspense file
   - Enlisted personnel control file:
     - a. Active army enlisted accession, separation, reassignment file
     - b. Intra-DPU gain and loss control file
     - c. Transfer notice control file
     - d. Error notification suspense file
   - Daily strength summary card file
   - Personnel loss files
   - Master MOS file
   - Record of proceedings, Article 15, UCMJ file
   - Assignment instruction files
   - Authorized strength files:
     - a. TD and TOE detail file
     - b. Authorized strength, current and projected

3. Prepares and furnishes the following administrative information, reports, statistics, programs, and records:
   - Troops base reports
   - Mobilization base reports
   - Tables of distribution
   - Reporting requirements under the ADPS for active army officer personel
   - Military personnel and organization cards, rosters, and reports:
     - a. Strength summary cards
     - b. Unit actions cards
     - c. Locator cards
     - d. Accession and loss cards
     - e. Monthly personnel rosters
     - f. Enlisted inductions and dropped from rolls cards
   - Inventory and projection of army strength
   - AWOL statistical report
   - Warrant officers and enlisted personnel holding USAR commissions or warrants

Pay grade and length of service
Enlisted personnel eligible for foreign service
Parent unit and locator organization cards
Inventory of proficiency pay awards
Personnel loss reporting
Linguistic personnel data requirements
Permanent change of station statistical report
Eligibility for additional pay
Status cards for enlisted personnel serving in pay grade E1 through E9
Accident statistical cards
Current authorized officer strength
Officer assignment cards
Permanent changes of station by reassignment from oversea area to CONUS
Transfers notice system for inter-command and Inter-data processing unit reassignments of enlisted personnel as individuals
Expiration of term of enlistment or service by component
Voluntary extension of enlistment
Appointment by pay grade and length of service summary cards
Installation and activity report
Morning report
Selected categories of Army military and civilian personnel and their dependents, located in foreign countries
Memorandums and circulars as requested
TOE mobilization troop basis
Authorized strength data
Authorized changes to TD units
Worldwide locator listings
Strength summary cards for organization in designated oversea areas
Special rosters and status cards
Such other files and reports as required by The Department of the Army and local commanders

By Order of the Secretary of the Army:

HAROLD K. JOHNSON,
General, United States Army,
Chief of Staff.

Official:

J. C. LAMBERT,
Major General, United States Army,
The Adjutant General.

Distribution:

Active Army:

DCSPER (2)
ACPI (2)
DCSOPS (2)
DCSLOG (2)
ACSFOR (2)
CRD (1)
CORC (2)
COA (1)
CINFO (1)
TIG (1)
TJAG (1)
TSG (1)
OPO (1)
CofCh (1)
USACDC Agcy (5) except USACDCAGA (12)
USCONARC (10)
USACDC (10)
ARADCOM (10)
ARADCOM Rgn (10)
OS Maj Comd (2)
LOGCOMD (5)
DISCOM (5)
Armies (25)
Corps (15)
Div (10)
Div Atry (5)
Bde (5)
Regt/Gp (5)
Bn (5)
Co/ Btry(2)
Det/Team (2)
USACDCIAS (1)
USACDCCAG (5)
USACDCEC (10)
USACDCCSSG (5)
USACDCSWCAG (5)
USACDCCISG (1)
USMA (10)
USAMPS (10)
USAOC&S (1)
USAOGMS (1)

NG: State AG (3); units—same as Active Army except Co/Btry (1); Det/Team (1).
USAR: Units—same as Active Army except allowance is one copy to each unit.

For explanation of abbreviations used, see AR 320-50.