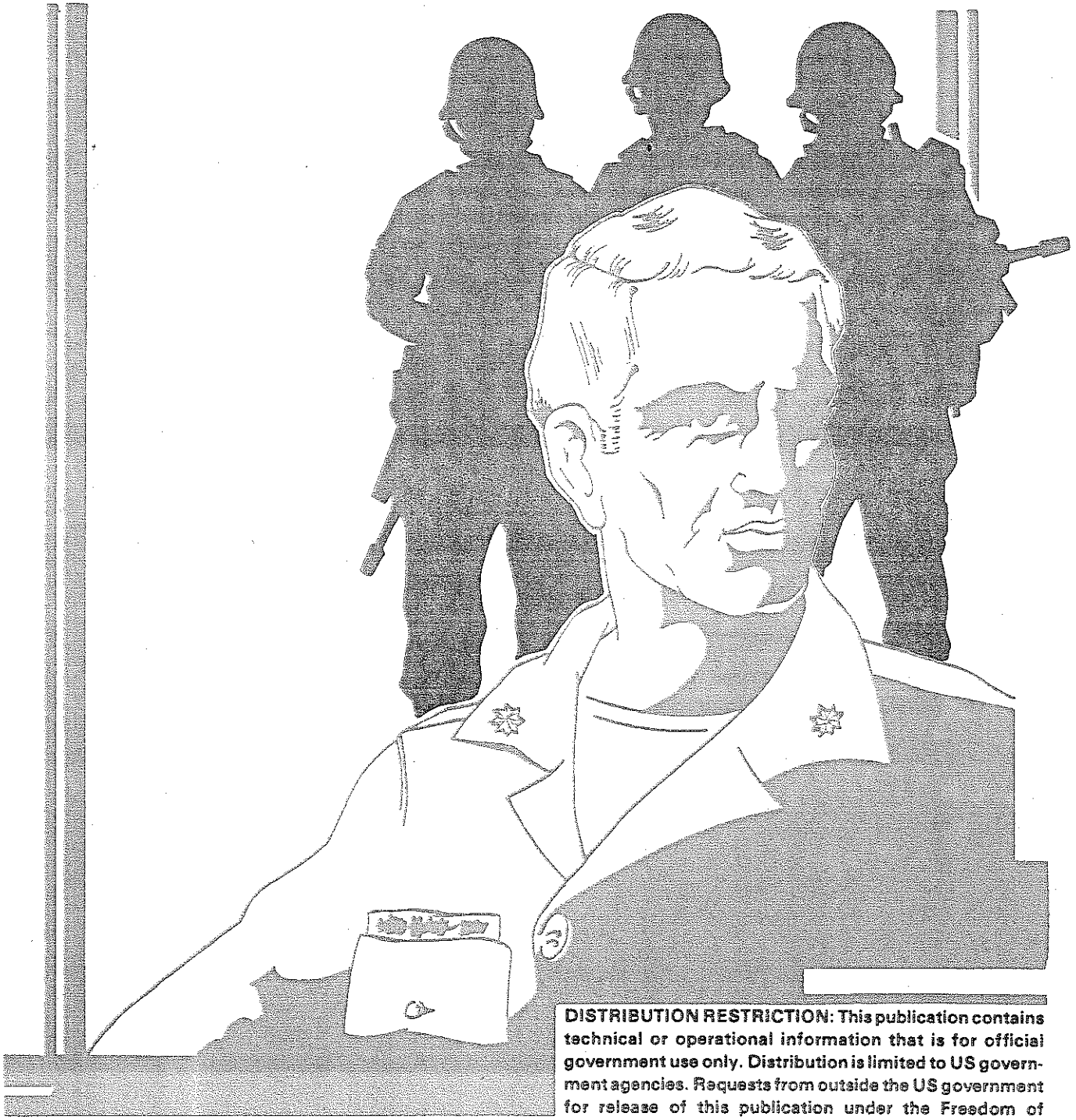
FM 12-3-3

CORPS LEVEL PERSONNEL AND ADMINISTRATIVE DOCTRINE



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DECEMBER 1983

RECOMMENDED CHANGES AND COMMENTS

You are encouraged to submit recommended changes and comments to improve this manual. You should key your comments to the specific page, paragraph, and line of text in which 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.

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CORPS LEVEL PERSONNEL AND ADMINISTRATIVE DOCTRINE

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*This publication supersedes FM 12-5, date 15 March 1974.

Preface

This publication describes personnel and administrative (P&A) support at the corps level. It also provides doctrinal guidance; an overview of adjutant general (AG) functions and responsibilities; and concepts of management, operations, and employment of the corps AG section, the corps personnel operations center (CPOC), the P&A battalion, and the personnel service company (PSC). In addition, chapters 6 and 7 are devoted to tactical operations, to include combat and contingency operations for P&A elements in the corps. This manual describes the role of the corps G1 staff section only as it relates to the P&A functions performed by AG units or elements in the corps. Specific proponent manuals contain doctrinal guidance on other areas of interest to the G1 (e.g., chaplain activities, legal services, health services, finance services, public affairs).

This manual 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 PSC's Standard Installation/Division Personnel System (SIDPERS) interface division, now called the personnel data division (PDD). 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.

This 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, FM 12-3-2, and FM 12-3-4. The following field manuals will be superseded by this series:

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

CHAPTER 1

P&A Support

PERSONNEL SERVICE SUPPORT

P&A support at the corps represents a significant portion of the personnel-oriented combat service support (CSS) functions performed at that level, known collectively 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, 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 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.

PRIORITY OF P&A FUNCTIONS

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 CPOC*).

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

CHAPTER 2

The G1 and the Adjutant General

THE G1

The Assistant Chief of Staff, G1, Personnel at corps is the commander's principal staff officer for all human resources matters. He is primarily concerned with planning, organizing, directing, coordinating, and controlling the procurement, utilization, sustainment, separation/retirement, development, and motivation of personnel within the command. As the primary corps human resources manager, the G1 provides policy and coordinating staff guidance to the corps AG.

P&A INTERFACE

The G1 is directly involved in a wide range of functions and activities. Many do not fall within the confines of P&A as described in chapter 1. The G1's interface with and participation in the P&A process is described below. A discussion of other G1 tasks is in FM 101-5.

Although the AG, the primary operator of the corps P&A system, has a *"direct line"* to the commander for P&A matters, the G1 provides a technical staff interface between the commander and the AG. The G1's basic rôle in accomplishing wartime P&A tasks is described below.

STRENGTH ACCOUNTING AND REPLACEMENT OPERATIONS

In coordination with the AG, the G1 formulates individual, team, and unit replacement policy for the corps.

The G1 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 normally uses the personnel daily summary (PDS) to obtain strength accounting data.

To forecast future replacement requirements, the G1 coordinates with the AG and 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 and AG study the data with extreme care. They adjust it only after comparing it 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 corps AG, the G1 establishes casualty reporting policy and plans. In the same manner, he establishes command policy for awards, postal service, morale support, and other P&A services that the AG and other personnel implement. Also, the G1 normally schedules band activities in accordance with the commander's desires.

The corps G1 also assembles the periodic personnel report and submits it to the commander either 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 information such as weapons systems replacement operations (WSRO) data. 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 corps AG is responsible for the overall functioning of the corps personnel system and for providing administrative and postal services and morale support activities to the command.

The AG must be thoroughly familiar with:

- The corps 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 and may work directly for him. As a member of the special staff, however, the AG is often directly supervised by the corps chief of staff (especially in peacetime). The relationship of the AG to the corps staff can best be described as one of support, but it is also one of coordination, cooperation, and resolution of problems of mutual concern.

Relationship to the P&A Battalion Commander. In his role as the overall P&A systems operator, the corps AG provides technical guidance to the P&A battalion commander. As a result, the P&A battalion commander often works directly for the corps AG.

P&A RESPONSIBILITIES

The corps 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 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 corps personnel system.
- Has responsibility for the technical operations of his office in providing direct P&A support to the command. 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.
  - ☐ Assurance that the corps casualty reporting system is operating and appropriate casualty information is being processed accurately and promptly.

- Provides internal administrative support to the corps headquarters.
- Develops portions of the corps plans that pertain to AG areas of interest.

CONCEPT OF MANAGEMENT AND OPERATIONS

When the corps is operating independently, the corps AG assumes responsibilities that parallel those of a personnel command (PERSCOM) commander. Augmentation of the AG staff section is required for performance of the additional responsibilities associated with that role.

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, especially with regard to critical shortages.
- Coordination of all matters concerning P&A support specifically mentioned or questioned by the corps commander, chief of staff, G1/other staff section chiefs, P&A battalion commander, or subordinate adjutants general.
- 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.

CORPS ADJUTANT GENERAL SECTION

The corps AG section consists of the office of the AG and two operating elements. During combat operations a CPOC is normally constituted and is supervised by the AG (*figure 2-1*). (The CPOC is discussed in chapter 3.)

OFFICE OF THE ADJUTANT GENERAL

The AG is directly responsible for the operation of his section. Within the overall plans and policies established in coordination with other corps staff offices, the AG section carries out the operations charged to it.

ADMINISTRATIVE SERVICES DIVISION

The administrative services division recommends policy and provides staff advice

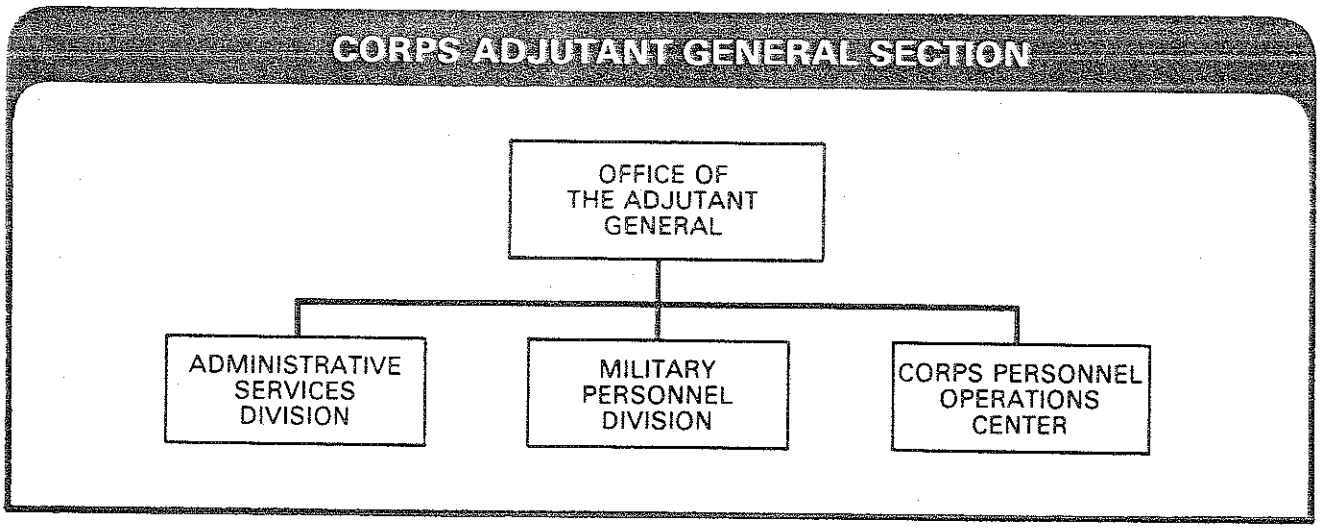

FIGURE 2-1

concerning corps administrative functions. It also provides administrative support to the corps staff. During intense combat, many of this division's activities are curtailed, and personnel assets are shifted to more critical wartime functions. The administrative services division is organized into three functional branches.

Operations Branch. The operations branch does the following:

- Receives all official communications except electrically transmitted messages.
- Assigns action to a specific staff section for each communication received.
- Distributes communications within the corps headquarters.
- Coordinates with the signal battalion telecommunications center on the receipt, control, and delivery of electrically transmitted messages sent to the office of the AG.
- Operates the headquarters suspense system.
- Dispatches selected official headquarters communications.
- Conducts administrative review of reports of investigation and administrative boards not assigned to other elements of the AG section.
- Gives advice on official mail matters to corps subordinate commands in coordination with the PERSCOM postal organization.

Publications Branch. The publications branch does the following:

- Edits and controls headquarters publications (except combat operations orders) and prepares an index of headquarters publications.
- Establishes and maintains distribution schemes for headquarters publications.
- Provides reproduction and copying service to the headquarters except for electrically transmitted messages.
- Prepares and submits requisitions for administrative, doctrinal, and technical publications for headquarters staff elements.
- Effects normal initial distribution of publications through a pinpoint distribution procedure to the headquarters staff and attached elements.
- Prepares orders as required.
- Establishes and maintains a minimum stock of DA publications and other official forms for use by the staff and attached elements of the headquarters.
- Maintains the AG library of administrative publications for use by the headquarters staff. Each staff section maintains technical publications that it needs.
- Procures expendable supplies for the AG section and maintains this section's property records.

Office Management Branch. The office management branch does the following:

- Directs the office management program of the corps once the tactical situation has stabilized by applying management techniques to correspondence methods; mail procedures; files, organization, and documentation systems; and use of files and office copying equipment.
- Inspects the command records management program and suggests corrective measures.
- Maintains liaison with records management officials throughout the command.
- Provides technical assistance to the Assistant Chief of Staff (ACofS), G3 for the training of clerical personnel.
- Operates the forms management program.
- Reviews requests for reproduction equipment and makes recommendations on them.
- Manages word processing equipment/systems for the headquarters and the command.
- Analyzes and evaluates microfiche system proposals, microfiche studies, and microfiche equipment requests.

- Acts upon requests for information from Army records received under the Freedom of Information Act.

MILITARY PERSONNEL DIVISION

The military personnel division (MPD) is responsible for all personnel actions at corps level that are not assigned to another corps unit. Specifically, the MPD does the following:

- Recommends action on all personnel matters not delegated to a subordinate commander (*e.g., administrative eliminations, separations, resignations, appointments, transfers, details*).
- Conducts the awards program for the command, to include recommendations for appropriate action, when required.
- Receives, processes, and forwards inquiries from members of Congress, other dignitaries, and private citizens to subordinate commands for action and reply. This division also investigates and finalizes replies to such inquiries for units not delegated authority by the corps commander to reply directly.
- Processes other personnel actions (*e.g., line of duty determinations, personal affairs, casualty matters, survivor assistance*).
- Monitors officer evaluation report (OER)/ enlisted evaluation report (EER) rating schemes of subordinate commands and maintains suspense on OERs/EERs that involve rating officers on the corps staff.
- Processes other personnel actions *(e.g., line of duty determinations, personal affairs, casualty matters, survivor assistance).*

CHAPTER 3

Corps Personnel Operations Center

MISSION

The CPOC is constituted during combat to coordinate the critical P&A functions of strength accounting and replacement operations within the corps. The CPOC is the focal point between all corps units/activities and the theater's PERSCOM.

The CPOC, an extension of the AG staff section, is under the overall supervision of the corps AG. It may be composed of any combination of personnel from the corps AG and G1 staffs and/or the P&A battalion.

ORGANIZATION

Figure 3-1 shows a typical organizational structure for a CPOC. The functions of a CPOC may be altered to satisfy the wishes of the corps AG. However, the focus should remain on replacement operations and strength accounting, not on secondary functions that can otherwise be performed by the remainder of the AG or G1 staff sections or the P&A battalion.

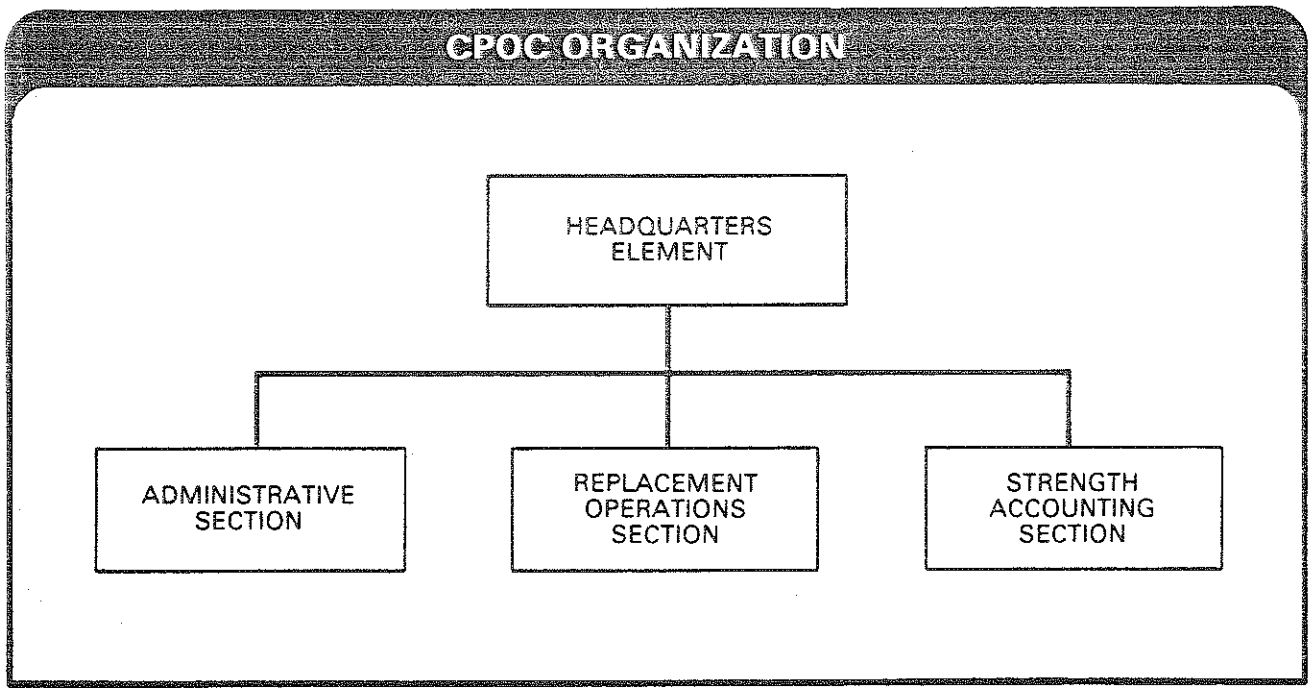

FIGURE 3-1

Minimum recommended staffing for the CPOC is shown in figure 3-2. Additional personnel may be necessary, based on corps requirements and/or local SOP.

CPOC STAFFING

HEADQUARTERS SECTION

POSITION	MOS	GRADE	QUANTITY
Chief	42A	O5	1
Clerk	71L	E5	1

ADMINISTRATIVE SECTION

Chief	42A	O3	1
Administrative NCO	71L	E6	1
Clerk	71L	E4	1

STRENGTH ACCOUNTING SECTION

Chief	42A	O3	1
Strength Accounting NCO	75Z	E7	1
Personnel Management Specialist	75C	E5	2
Personnel Management Specialist	75C	E4	2

REPLACEMENT OPERATIONS SECTION

Chief	42A	O3	1
Replacement NCO	75Z	E7	1
Personnel Management Specialist	75C	E5	2
Personnel Management Specialist	75C	E4	2

	Officers	Enlisted
Total	4	12

FIGURE 3-2

LOCATION

The CPOC is not an element of the corps main command post (CP) but may be located near it to facilitate communications between the CPOC and the G3 and commander. The CPOC may also be located as part of a corps rear element or rear CP (chapter 6). A major factor in determining the exact location is availability of signal support. The CPOC needs this support to maintain contact with subordinate personnel activities and to keep the strength status of the corps accurate and up to date.

CPOC ELEMENTS

HEADQUARTERS ELEMENT

The headquarters element provides command and control of the CPOC.

ADMINISTRATIVE SECTION

The administrative section does the following:

- Insures that only authorized personnel enter the CPOC.
- Controls and dispatches/routes all classified and unclassified correspondence sent to or released from the CPOC.
- Controls internal classified material.
- Provides word processing and reproduction services for the CPOC.

REPLACEMENT OPERATIONS SECTION

The replacement operations section does the following:

- Advises and informs the corps commander and his staff about replacement operations and receives guidance and priorities from them.
- Maintains liaison with the corps replacement regulating detachments (RRD) to coordinate prompt personnel assignments and movement.
- Monitors replacement activities and the status of replacements within the corps until they reach their units of assignment (*e.g., division, nondivisional units, support command*).
- Insures proper allocation of replacements to corps nondivisional units by considering immediately available assets, personnel en route, personnel returned to duty, and refined loss estimates. As necessary, this section redirects the flow of replacements to meet the corps-wide tactical situation.
- Monitors closely (in coordination with the strength accounting section) the reporting of replacement requirements from subordinate units to the PERSCOM.
- Forecasts replacement movement requirements with the corps support command (COSCOM) movement control center.

STRENGTH ACCOUNTING SECTION

The strength accounting section is responsible for:

- Maintaining strength figures for all subordinate commands within the corps.
- Advising and informing the corps commander and his staff about the strength status of the corps.
- Coordinating strength figures with the replacement operations section of the CPOC and corps G1.
- *"Rolling up"* strength figures and reporting corps strength and requirements to the PERSCOM.

To accomplish its responsibilities, the strength accounting section does the following:

- Receives the PDS and the personnel requirements reports (PRR) from corps subordinate commands (COSCOM, combat divisions, and other separate corps commands). (TC 12-6 provides recommended procedures and routing of the personnel status report (PSR), which is made up of both a PDS and a PRR.)

- Uses ADP when available to maintain current strength postures for all corps units, updating data as new information becomes available.
- Receives special strength reports with updated information on strengths after an event that causes unusual changes in a unit's strength.
- Prepares strength accounting summaries for the use of the corps AG and G1. The summaries contain information for use in briefings and in preparation of loss estimates and periodic personnel reports.

The strength accounting function at corps level is discussed more fully in chapter 7.

CHAPTER 4

P&A Battalion

MISSION

The mission of the P&A battalion on the battlefield is to provide personnel, administrative, and postal services and morale support activities to nondivisional corps units on an area or command-channel basis.

ORGANIZATION

The P&A battalion is a flexible organization that is functionally organized and normally organic to the COSCOM. A typical P&A battalion organization is shown in figure 4-1. Elements of the P&A battalion are described in both this chapter and chapter 5.

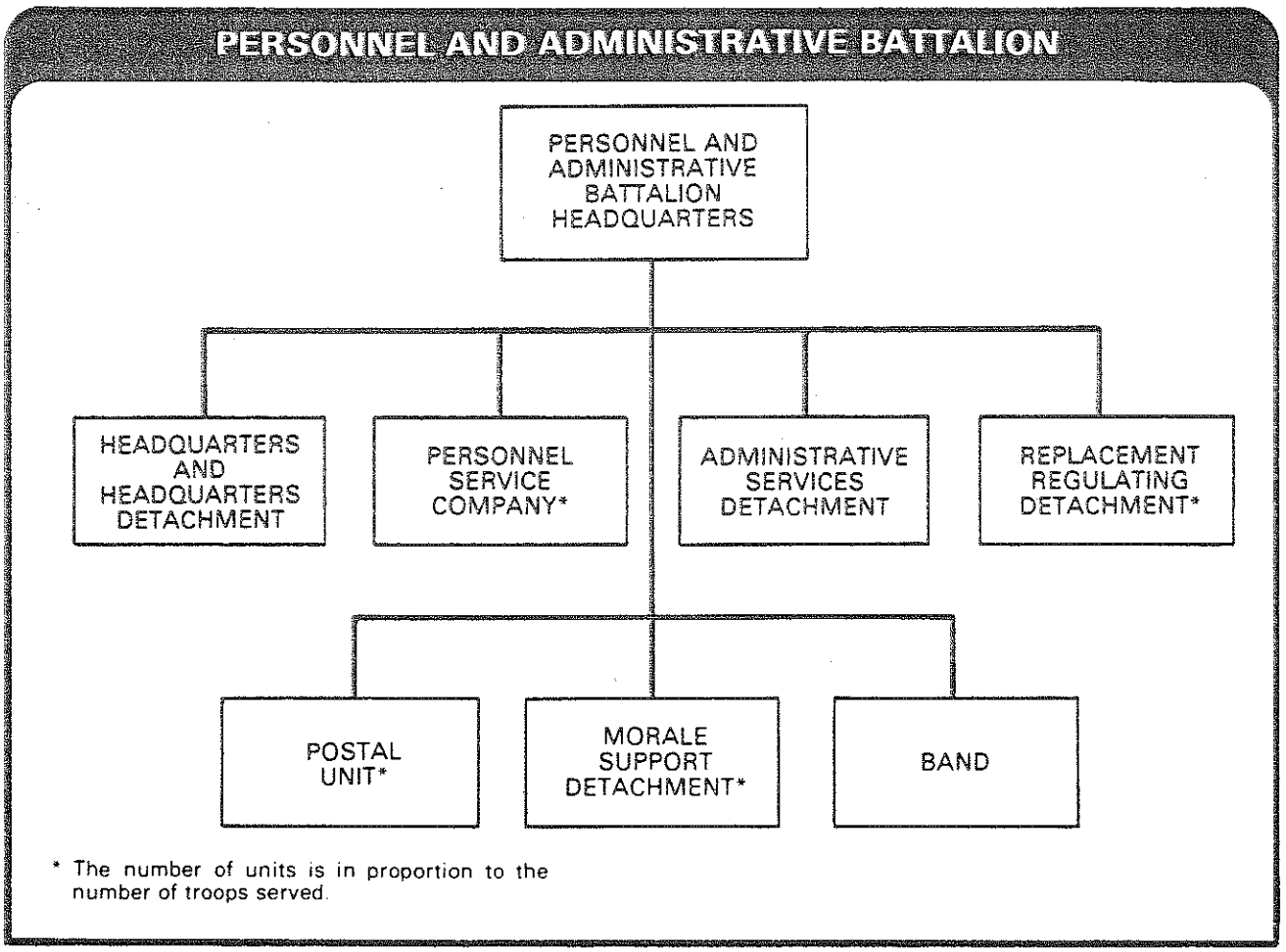

FIGURE 4-1

CAPABILITIES

The P&A battalion provides command and control of an administrative services detachment, personnel service companies, a band, replacement regulating detachments, morale support detachments, and postal units as required. The P&A battalion depends upon other support activities for:

- Supplemental ground/air transportation.
- Medical services.
- Mess support.
- Military police.
- Signal communications.
- Organizational maintenance of organic signal equipment.
- Direct support maintenance of organic vehicles.

COMMAND RELATIONSHIPS

The COSCOM commander has command authority over the P&A battalion but he is not responsible for its technical operations. As a result, in accordance with corps policy, the P&A battalion commander may work directly for the COSCOM commander or the corps AG. Elements of the P&A battalion execute, in the name of the commander of the headquarters supported, the P&A policies established by that headquarters.

CONCEPT OF OPERATIONS

P&A support is generally provided on an area basis by elements of the P&A battalion during a static situation. Units within a given geographic area are served by a specified PSC.

In a fluid situation, where corps or division elements are constantly moving, support may be provided along unit lines regardless of geographic boundaries. The P&A battalion exercises command and control over its subelements; however, the subelements are also responsive to the units they support.

Within the corps, the P&A battalion commander must organize the battalion to parallel the support structure of the COSCOM. Many corps nondivisional units operate well forward in the division area of operations. The COSCOM is designed to provide support far forward; the PSS structure must be designed to do the same. To accomplish this, a small forward area support team (FAST) can be organized from P&A battalion assets to work in the division area of operations (close to the division AG and the forward support base from the COSCOM). The team can serve as the release point for mail and replacements moving forward from the P&A battalion/PSC. It can also be a collection point for strength reports, casualty reports, and other items moving to the rear from all corps units, including the divisions. Organic transportation in the postal units links the forward-deployed FASTs to the divisions and to the corps rear.

ADP support is used as much as possible to improve the timeliness and accuracy of personnel data and of reports provided to supported headquarters and units.

A P&A battalion under the direction of the corps AG may have to act as a theater PERSCOM when the corps is involved in independent operations.

P&A BATTALION ELEMENTS

HEADQUARTERS AND HEADQUARTERS DETACHMENT

Mission. The mission of the battalion headquarters is to provide command and control, staff planning, and supervision of assigned or attached units. The mission of the detachment headquarters is to provide administrative and logistical support to personnel assigned to the headquarters and headquarters detachment (HHD) of the P&A battalion.

Organization. The HHD of the P&A battalion has a battalion headquarters and a detachment headquarters.

Capabilities. In carrying out its mission, the detachment arranges for supporting units to provide logistical, transportation, signal,

finance, maintenance, and mess support and medical services to assigned and attached units.

Concept of Operations. Key sections of the HHD are assigned responsibility for staff functions.

The S1

The S1 is responsible for:

- Maintenance of battalion strength.
- Personnel and manpower management.
- Morale, discipline, and law and order.
- Internal management of the headquarters.

The S2/S3

The S2/S3 is responsible for:

- Overseeing battalion plans, training, operations, communications, unit security, and intelligence.
- Allocating P&A assets to provide support to units deploying into the corps area of operations (AO).
- Monitoring the operation of RRDs.
- Monitoring and supervising morale support activities for corps units, planning and recommending requirements for morale support units and personnel, and controlling morale support items of supply.
- Allocating battalion quotas for rest areas.
- Monitoring personnel policies.

The S4

The S4 is responsible for:

- Supply and maintenance activities of the battalion.
- Coordination of support for assigned and attached units.

Detachment Headquarters

The detachment headquarters provides routine company support to the battalion headquarters.

Personnel Service Company

The PSC is discussed in complete detail in chapter 5.

REPLACEMENT REGULATING DETACHMENT

Mission. The RRD is an operating element of the corps replacement system. It provides command and control, mess, encampment, limited equipment supply, and personnel accounting for transient personnel. Transient personnel may include individual, team, and small unit replacements; personnel returning to duty; personnel being rotated; and personnel returning from or going to rest and recreation areas. The RRD can also provide control and personnel accounting for transient troop units.

Organization. The RRD is a cellular organization. It normally consists of teams as shown in figure 4-2.

Capabilities. The capabilities of RRDs vary with the sizes and groupings of their teams. Detachment headquarters teams provide command and control, unit-level P&A support, and supervision for mess team(s) and replacement operations and control team(s). Mess teams provide mess support on either a normal or a 24-hour basis. Replacement control teams provide command and control for individual, team, and small unit transient personnel and arrange for mess and billeting. Operations teams coordinate their movement to and from their unit of assignment. (FM 101-10-2 gives a more detailed description of the capabilities of these and other teams within the P&A battalion.)

Concept of Operations. Replacement regulating detachments are assigned to the P&A battalion to provide direct support (DS) replacement functions based on troop strength in an area of operations. The RRDs maintain liaison with the CPOC to maintain a continuous flow of nondivisional replacement personnel. (Normally, divisional replacements, especially those with combat MOSs, flow directly to the division AG company's replacement detachment.) Along with a designated transportation movement element, RRDs coordinate the transportation of replacements to their units of assignment and of persons being sent to ports of embarkation. RRDs are located on the battlefield to facilitate their support mission with assets normally collocated with the PSCs and other P&A battalion elements.

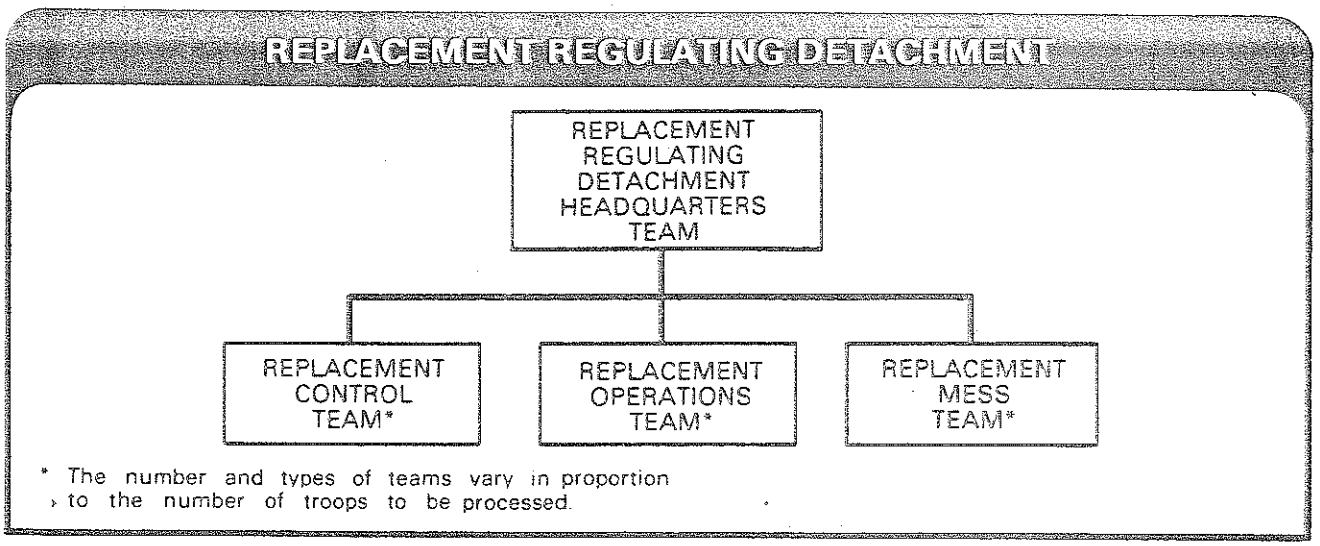

FIGURE 4-2

ADMINISTRATIVE SERVICES DETACHMENT (REPRODUCTION SERVICES)

Mission. The mission of the administrative services detachment is to provide volume reproduction for all nondivisional units in the corps.

Organization. The administrative services detachment is functionally organized as shown in figure 4-3.

Capabilities. The volume of reproduction services provided varies with the type of team employed. (See FM 101-10-2.) The type of team is determined by the size of the population supported. Teams operate on a 24-hour basis. They provide reproduction services, to include duplicating, collating, binding, packaging, and delivering in bulk to local units.

Concept of Operations. The detachment operates under the command of the P&A battalion. However, all major command headquarters and units supported normally communicate directly with the administrative services detachment. The detachment installs, operates, and maintains a reproduction facility. It provides volume reproduction services when the number of pages a unit needs exceeds the capability of that unit's organic reproduction equipment or personnel.

The detachment headquarters consists of personnel to perform unit-type operations,

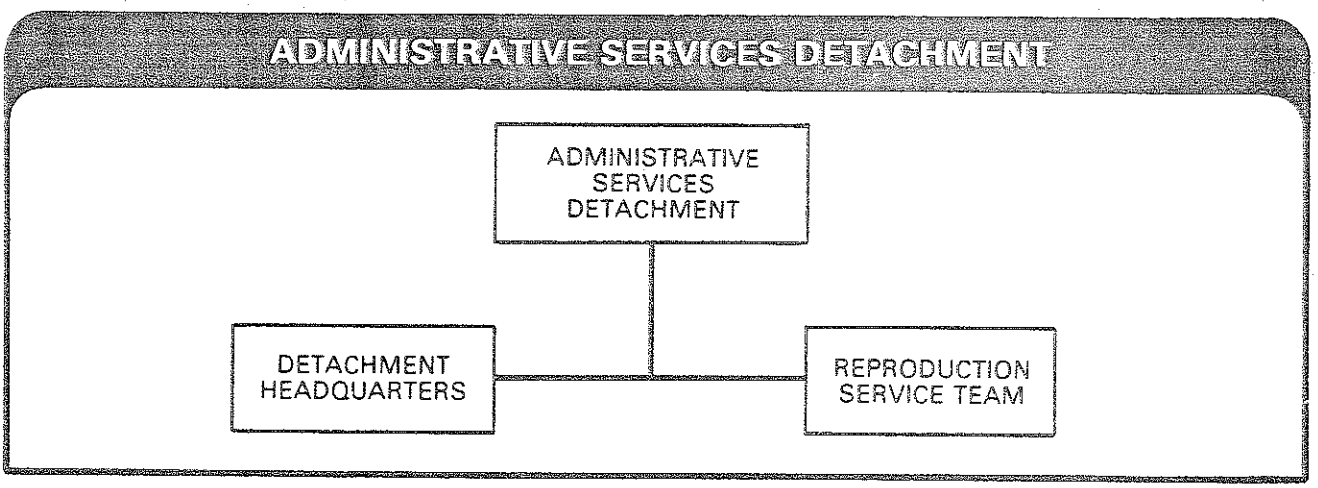

FIGURE 4-3

including administration, supply, and maintenance functions. The reproduction services section performs large-volume reproduction service. All reproduced material is returned to the requester for distribution.

MORALE SUPPORT DETACHMENT

Mission. The mission of the morale support detachment (MSD) is to establish and control rest areas within the area of assignment and to issue related morale support equipment to supported units.

Organization. The MSD is a cellular organization. It consists of teams as shown in figure 4-4.

Capabilities. Morale support detachments assigned to the P&A battalion establish and operate rest areas for supported units in the combat zone. There is one detachment for each 60,000 soldiers. The command to which the MSD is assigned for operational control furnishes the following services for the rest area:

- Finance support.
- Food service.
- Bath and clothing exchange.
- Postal service.
- Medical support.
- Chaplain.
- Exchange services.
- Engineer support.
- Supply support.
- Organizational vehicle maintenance.

Detachment headquarters teams provide command and control of up to four recreation and entertainment teams. A recreation and entertainment team establishes and operates a rest area for 750 troops. The team also provides supervision and equipment for athletics, recreation, and arts and crafts.

Concept of Operations. The P&A battalion headquarters (S2/S3) coordinates communications and transportation support for rest areas and informs the MSD headquarters of units scheduled for each assigned rest area. The MSD controls recreation and entertainment teams that operate designated rest areas. When rest areas are near a town or city, the commander of a unit occupying a rest area may authorize unit personnel to visit the town or city if local command policy permits.

Rest areas are normally established in accordance with the following guidelines:

- Rest areas are set up within the COSCOM area to provide group facilities for relaxation. They are designed to relieve fatigue and combat stress. All units within the corps are authorized to use the facilities of a morale support rest area. Each division

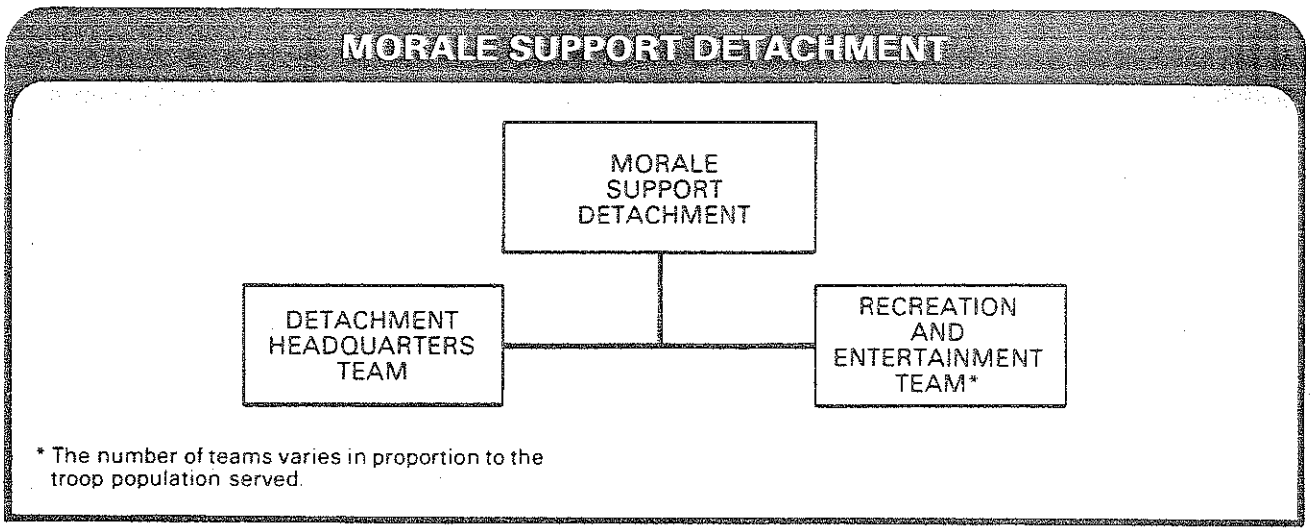

FIGURE 4-4

or separate brigade in a corps area has a designated rest area that its troops may use. When the combat situation allows the rest area to be set up within the division or separate brigade zone of control, a recreation and entertainment team from the MSD supports this organization. The team coordinates activities with the appropriate morale support officer.

- The recreation and entertainment teams operating rest areas are not staffed to provide live entertainment themselves. But they do coordinate as appropriate for United Service Organizations (USO) shows and other similar entertainment. Such teams can provide guidance, assistance, training, and support in games, sports, motion picture showings, and arts and crafts to units occupying rest areas.
- Units using rest areas provide their own command and control of unit personnel. They also use unit morale support equipment and supplies as much as possible.

The MSD headquarters furnishes morale support equipment to each recreation and entertainment team. Additional support for rest area operations is furnished by CSS functional teams.

BAND

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 and activities 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 support troop gatherings and activities with various styles and arrangements.
- Training support. The band can be effective in the training of soldiers if it is used either as a whole 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 by 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 perform 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 corps PW evacuation facilities.

The band must be able to resume its 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 this mission 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 band is not subdivided organizationally.

Capabilities. The band can provide a marching/ceremonial band or concert band; stage/dance band; or brass, woodwind, and mixed instrumental ensemble(s).

Concept of Operations. Bandmasters are responsible for unit-level command and control of bands. Operational control of bands during either the primary or the secondary mission is normally the responsibility of the G1. Command and control are closely coordinated to insure that bands are used effectively. Because of the fluid conditions of the battlefield, band are prepared to meet mission requirements through both reactive and proactive operations.

Reactive Operations

Bands respond when tasked to support military ceremonies, religious and memorial services, troop gatherings and activities, and events related to civil affairs.

Proactive Operations

In coordination with the operational control authority and commanders concerned, bandmasters actively seek opportunities to provide live music and entertainment for troops within the area.

Bands cannot perform live music in areas contaminated by nuclear, biological, or chemical exchanges. Recordings provide music when conditions prohibit use of live bands.

POSTAL UNITS

Mission. The mission of the corps DS postal units assigned to the P&A battalion is to provide direct postal support. Direct postal support includes mail processing, postal finance, postal claims assistance, and directory services to nondivisional units other than separate brigades in the assigned area of responsibility. The general support (GS)/DS postal unit assigned to the P&A battalion provides GS mail processing service for the entire corps and DS services to nondivisional units other than separate brigades in the assigned area of responsibility. In an established theater, divisions and separate brigades have organic postal elements.

Organizations. DS/GS postal units are cellular organizations. They normally consist of teams as shown in figure 4-5.

Capabilities. The capabilities of postal units vary according to sizes and groupings of the teams used. (See FM 101-10-2.) The headquarters teams for the DS postal units provide command and control for a combination of teams furnishing DS postal services. The headquarters team for the DS/GS postal unit provides command and control for DS postal service teams and a GS mail processing team. DS mail processing teams provide direct postal services, including receipt, distribution, sorting, information, routing, and dispatch of mail to units served. DS postal finance teams issue and cash postal money orders, sell postage stamps and stamped paper, accept accountable mail, and furnish postal information to individuals. DS postal claims teams provide supervision and processing assistance in preparing and handling claims. The GS

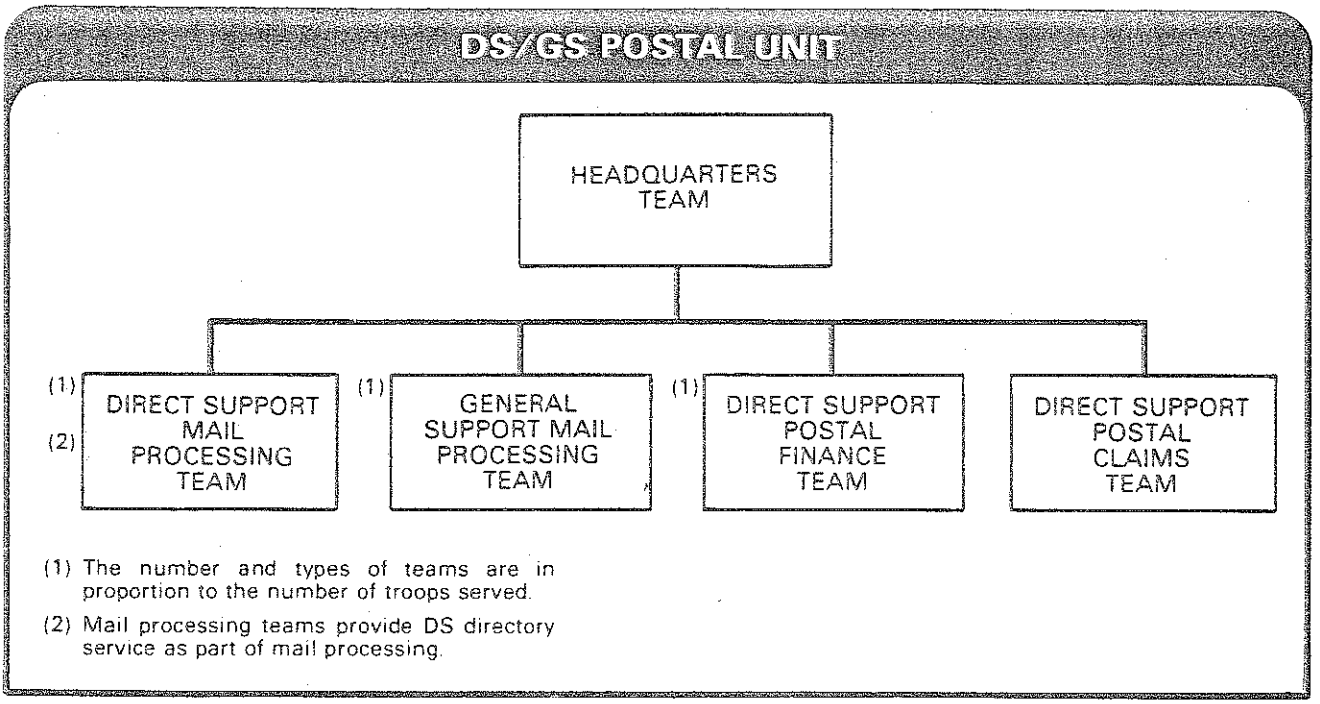

FIGURE 4-5

mail processing team receives incoming mail from the aerial mail terminal (AMT) or surface port and dispatches outgoing mail to it.

Concept of Operations. Until the combat situation permits otherwise, individuals are normally limited to sending and receiving first-class letter mail, post/postal cards, and sound-recorded correspondence only. There are no limitations on official mail. An Executive order is required to allow military personnel in the theater of operations to use the free mailing privilege.

DS postal units/elements are located to provide ease of access to supported units. They are often collocated with other P&A battalion/PSC assets. Units and hospitals have designated personnel (unit mail clerks/alternates) to receive incoming mail from and deliver outgoing mail to the servicing DS postal unit/element. Custodians of postal effects (COPE) account for postal monies and effects. *"No record"* mail at the corps DS level is returned without delay through postal channels to the theater-level central directory for disposition.

Postal supplies, equipment, stamp stock, and blank postal money orders are requisitioned from the theater-level GS/DS unit that provides this support.

CHAPTER 5

Personnel Service Company

MISSION

The mission of a PSC is to provide P&A support to nondivisional corps units. It provides centralized support in accordance with policies and criteria of higher headquarters and of units supported. The PSC acts as custodian of field individual military personnel records and is responsible for their maintenance. The PSC also provides personnel actions and management support to commanders and individuals. These functions can be fulfilled within a defined geographical area or through command lines.

ORGANIZATION

The PSC is normally organized into a company headquarters, a company support division, and five functional divisions that form the military personnel office. A typical PSC organization is shown in figure 5-1. Each PSC division is discussed in detail in this chapter.

PSCs are assigned to P&A battalions. Various numbers and types of PSCs are assigned on the basis of numbers and sizes of nondivisional corps units supported.

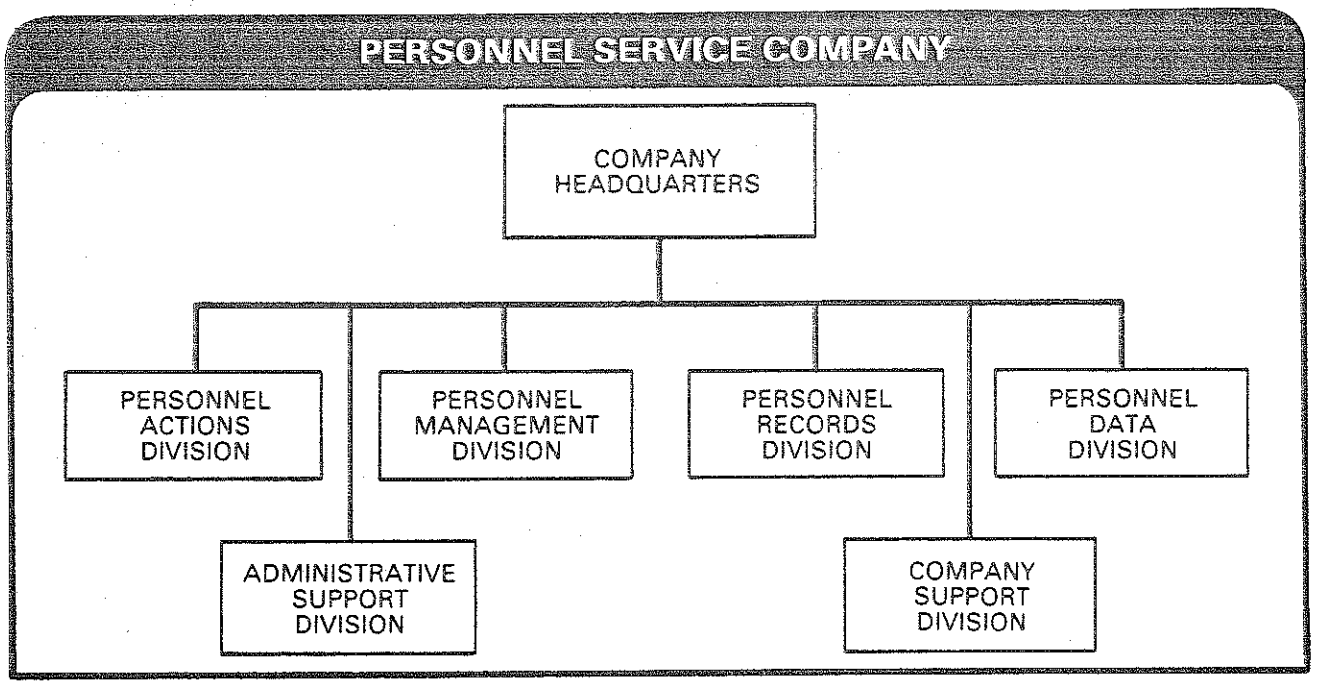

FIGURE 5-1

CAPABILITIES

Table of Organization and Equipment (TOE) 12-67H5 authorizes seven types of PSCs. A PSC is organized and identified by type, depending on the number of troops supported, as follows:

TYPE	TROOPS SUPPORTED
A	5,000
B	8,000
C	11,000
D	14,000
E	17,000
F	20,000
G	24,000

All PSCs are administratively self-sufficient. They operate as separate entities in providing personnel support.

Each PSC can furnish special-purpose teams for attachment to battalion-sized organizations that need personnel support when operating independently for long periods of time.

PSCs depend upon other COSCOM units for chaplain, medical, finance, supplemental transportation, engineer, and signal services. They can provide their own operator maintenance on organic power generation equipment, vehicles, and weapons.

COMMAND RELATIONSHIPS

The P&A battalion is responsible for supervision and operational control of the PSC's mission, operations, and functions. However, the P&A battalion is not routinely included in the technical personnel channel between the PSC and supported headquarters or units. The PSC sends directly to the PERSCOM those actions requiring theater army (TA) headquarters approval.

Commanders of units supported by the PSC retain the authority and responsibility inherent in overall personnel management of their commands. They do not have the authority to supervise the PSC support. To accomplish its mission, the PSC must assist the commander by providing responsive and accurate personnel service support. The PSC centralizes routine personnel management and actions by maintaining the policies and criteria of each supported headquarters and unit above company level. It acts in the name of the commander concerned on matters that do not require his personal attention. The PSC relieves the supported commanders and staffs of handling routine P&A actions, but it should not infringe upon command prerogatives.

CONCEPT OF OPERATIONS

The PSC is commanded by the commander/personnel officer. He directs PSC operations through his division chiefs. Functional divisions of the PSC normally have the operational "FOR THE PERSONNEL OFFICER" signatory authority to carry out most of the military personnel management in routine action services required to operate the personnel system.

Each operating element of the PSC is responsive to the P&A battalion commander, the corps AG, and other members of the corps staff. The PSC is also responsive to brigade, battalion, and company commanders of units served. The PSC must insure that it is also responsive to individuals' needs in accordance with operational requirements.

ADP permits automation of personnel operations and production of periodic personnel rosters and reports used by staff officers and commanders. Functional divisions of the PSC process data changes to maintain up-to-date ADP files on all personnel of the command. If ADP support is not available, the PSC must insure the same responsiveness manually.

Elements of the PSC may be formed into various team configurations by the personnel officer. These configurations may include:

- Contact teams. These teams are established by the personnel officer to provide direct on-site administrative support to troops and units. The size and composition of a contact team vary according to its specific mission but are often constrained by vehicular 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. Special-purpose teams may be formed when certain people

from the PSC must be grouped together for a specific purpose. Organization and size of a special-purpose team depend upon its mission. During contingency operations, special-purpose teams are used extensively to provide direct personnel support to units of the contingency force. The FASTs outlined in chapter 4 are examples of special-purpose teams. They collect data in forward areas and pass the data back to the appropriate P&A elements.

The PSC may be internally tailored to meet requirements peculiar to the current operational environment and available buildings or other shelter. Two of the most common configurations are the "*functional division*" (the normal configuration) and the "*composite team.*"

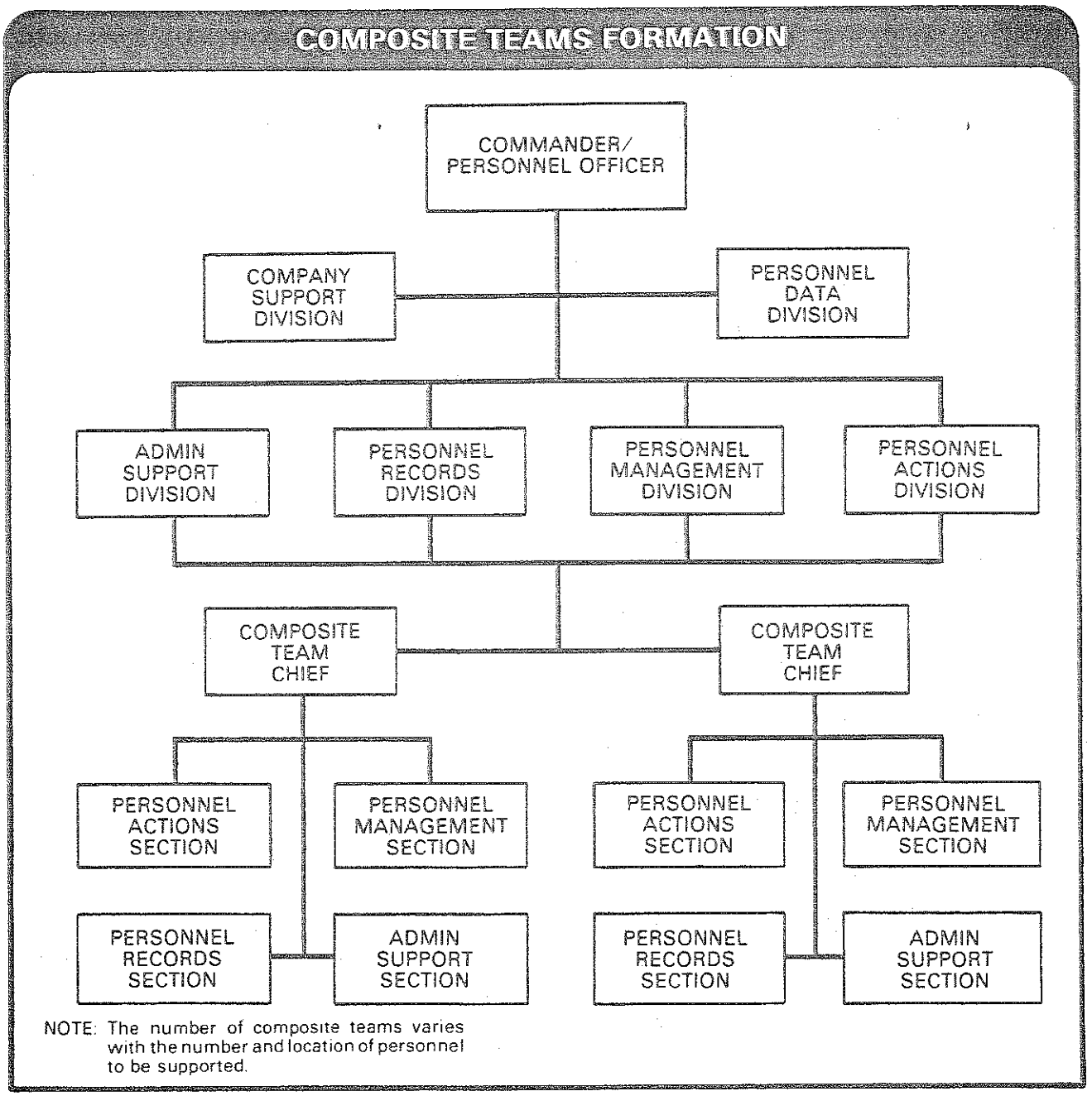

FIGURE 5-2

FUNCTIONAL DIVISION CONFIGURATION

Figure 5-1 shows the PSC in a typical functional division configuration. Each division has assigned functions to perform. It performs its routine and special P&A tasks in a consolidated division configuration. As geography and office space permit, all division personnel, from the chief to the clerk-typist, work as closely as possible. Coordination with other divisions of the PSC is normally accomplished by the division chiefs. However, routine matters may be coordinated directly among workers of the various divisions.

COMPOSITE TEAM CONFIGURATION

This configuration (figure 5-2) provides a functional team from each PSC division to serve together as a composite team. For example, individuals from the actions, records, and management divisions are organized into a composite team. They work together in a centralized location, giving direct support to designated units. The team may remain as an integral part of the centralized PSC operation, or it may be detached from the PSC and more conveniently located to support its assigned units. Technical direction and control of functional matters remain under the functional division chief. Physical control of the composite team, however, is exercised by its senior member.

FUNCTIONAL DIVISION AND COMPOSITE TEAM COMBINATION

Figure 5-3 shows an example of combined functional divisions and composite teams within the PSD.

PERSONNEL SERVICE COMPANY ELEMENTS

COMPANY HEADQUARTERS

Functions. The company headquarters provides the command and control for the PSC. This element contains the commander/personnel officer, the personnel sergeant, and a clerk-typist.

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

Commander/Personnel Officer

The commander/personnel officer is responsible for the following:

- Supervising and controlling the operation of the company. He commands all officer and enlisted personnel assigned or attached to the company, exercises company discipline, enforces law, maintains order, and administers unit punishments. He is the immediate commander exercising jurisdiction for nonjudicial punishment under Article 15, Uniform Code of Military Justice (UCMJ), for enlisted personnel of the unit.

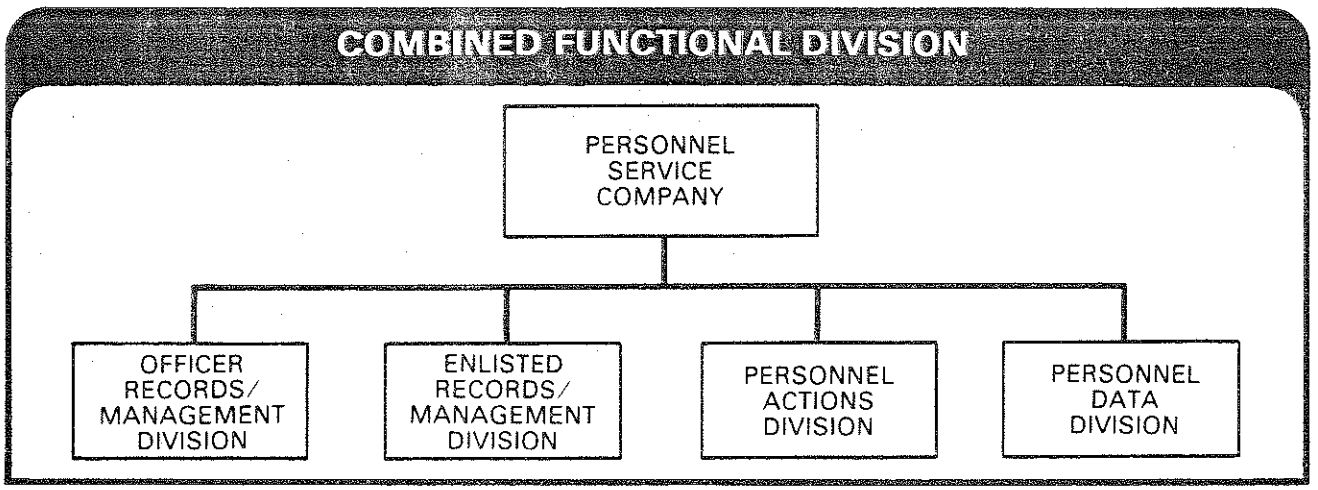

FIGURE 5-3

- Directing and controlling the operations of the PSC and supervising the six subordinate division chiefs. He responds directly to the P&A battalion commander and advises and assists supported staff officers and commanders of units served.
- Supervising overall operations of the unit in accomplishing its assigned mission. He coordinates P&A functions with higher, lateral, and supported headquarters.
- Planning, coordinating, and conducting the defense and tactical movement of company elements.
- Administering the personnel actions and affairs of members of the company. These include:
  - Enlisted promotions and reductions.
  - Disciplinary actions.
  - Leaves.
  - Separations.
  - Reclassification actions.
  - Awards.
  - Reporting of personnel change data on assigned/attached personnel in coordination with appropriate branch or division chiefs.
- Insuring security, maintenance, and accountability of all PSC property in accordance with AR 710-2, AR 735-11, and DA Pamphlet (Pam) 710-2-1.
- Training all PSC personnel individually and collectively.

Personnel Sergeant

The personnel sergeant assists the commander/personnel officer by:

- Advising and supervising personnel who perform technical operations of the unit.
- Coordinating staff actions.
- Supervising technical training.
- Performing administrative and operational support functions with higher, lateral, and supported units.

COMPANY SUPPORT DIVISION

Organization. The functional arrangement of the company support division (CSD) is shown in figure 5-4.

Functions. The CSD performs six primary functions.

Unit Administration

Unit administration includes:

- Office management (preparation of reports, military correspondence, requests for orders, and rosters; maintenance of unit functional files; unit postal activities).

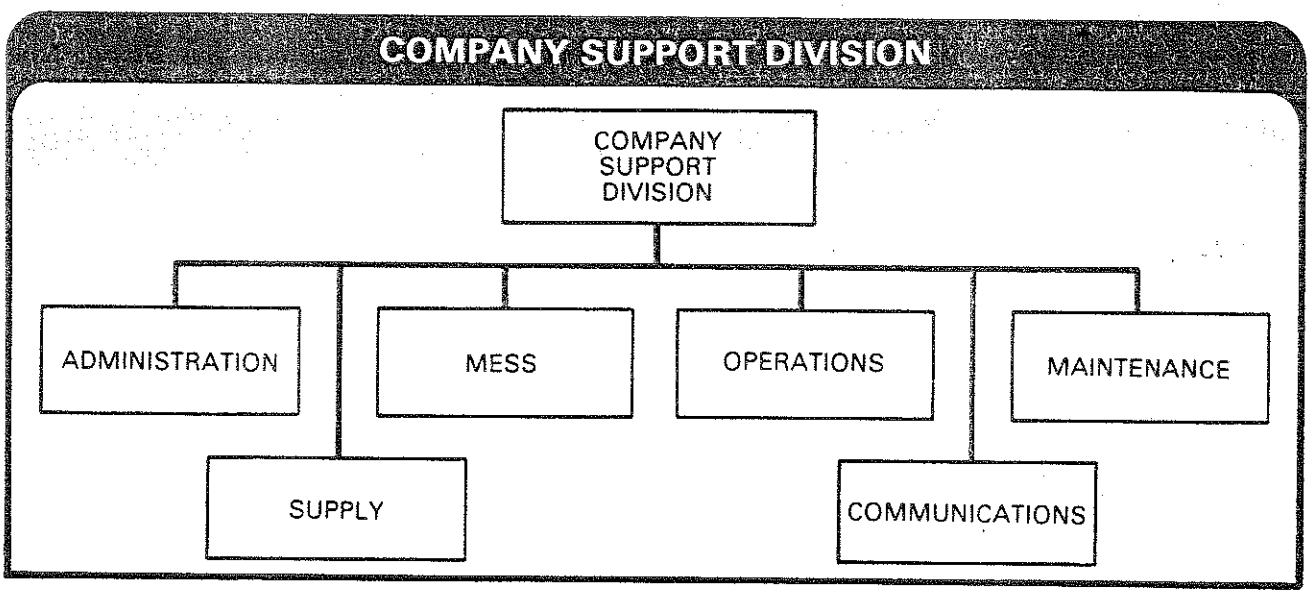

FIGURE 5-4

- Management of company personnel (selection of duties, on-the-job training, job rotation, job performance counseling).
- Administration of UCMJ (under direction of the commander).
- Unit strength and personnel accounting.

Supply Operations

The company supply section is responsible for:

- Requisitioning, receiving, storing, issuing, and turning in organizational and individual equipment and supplies.
- Assuring that all equipment authorized by appropriate modification tables of organization and equipment (MTOE) and common tables of allowances (CTA) is on hand and in a serviceable condition or is on requisition.
- Maintaining required records on equipment and supplies.
- Maintaining supply economy.

Mess

The CSD provides food service support for operational personnel of the PSC.

Operations

Besides planning and directing the tactical employment of the company under the commander's direction, the CSD coordinates and plans 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, but does not include technical P&A training. NBC training and operations are designed to assure that all troops are versed in techniques required in an NBC environment.

Maintenance

The maintenance section is authorized personnel, tools, and test equipment. It provides organizational maintenance support on wheeled vehicles, power generation equipment, and weapons. The commander insures that operator maintenance is performed by the person/element using the equipment.

Communications

The CSD is able to set up the wire communications network within the company and perform organizational maintenance on it. Twenty-four-hour manning of the switchboard is provided.

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

Chief

The chief of the CSD insures that all functions are carried out. He directly supervises headquarters section personnel. He also coordinates actions concerning company personnel between PSC functional divisions and applicable headquarters sections (*e.g., supply, operations*).

First Sergeant

The company first sergeant is concerned primarily with company-level administration, food service, maintenance, supply, transportation, and communications. However, he must also remain alert to company headquarters mission-related activities that affect the ability of the PSC functional elements to perform their missions. He must deal daily with NCOs of equal or senior grade. It is essential that the E9 personnel sergeant and other division and company headquarters NCOs cooperate to insure harmonious completion of missions. The company first sergeant is also responsible for:

- Advising the company commander and/or CSD chief on matters concerning troop welfare (*i.e., assignment, reassignment, promotion, privileges, discipline, training, food service, supply, maintenance*).
- Indoctrinating new company personnel on the support mission and unit policies, defensive responsibilities, and the enemy threat.
- Helping the commander and the CSD chief schedule military training (not technical training) for PSC functional elements.
- Helping the company commander and the CSD chief inspect unit areas and personnel.

ADMINISTRATIVE SUPPORT DIVISION

Functions. The administrative support division (ASD) is responsible for:

- Providing reproduction services, orders reproduction, and distribution.
- Providing records management.
- Maintaining central files.
- Distributing publications, regulations, correspondence, and official mail.
- Procuring and distributing office supplies and blank forms.
- Maintaining classified files.
- Providing general administrative services support for the other PSC functional divisions.

Responsibilities. The chief administrative NCO supervises the overall operation of the division. He is directly responsible to the commander/personnel officer.

PERSONNEL RECORDS DIVISION

The personnel records division (PRD) is involved in maintaining personnel records of persons assigned to supported units. Accuracy of personnel records is very important to the major users of these files--the management and actions divisions--as well as 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 centralized locations in the PSC. The results are greater uniformity and accuracy, ease of filing and transporting records, conservation of manpower, a system of checks, and a complete personnel data base.

If records are evacuated to a centralized corps or theater location, an adequate number of PRD personnel are relocated appropriately.

Organization. The PRD is usually organized as shown in figure 5-5.

Functions. Units and teams perform PRD functions.

Records Unit and Teams

Records personnel are grouped into teams in accordance with the personnel records they handle. This arrangement allows detachment of records teams when required

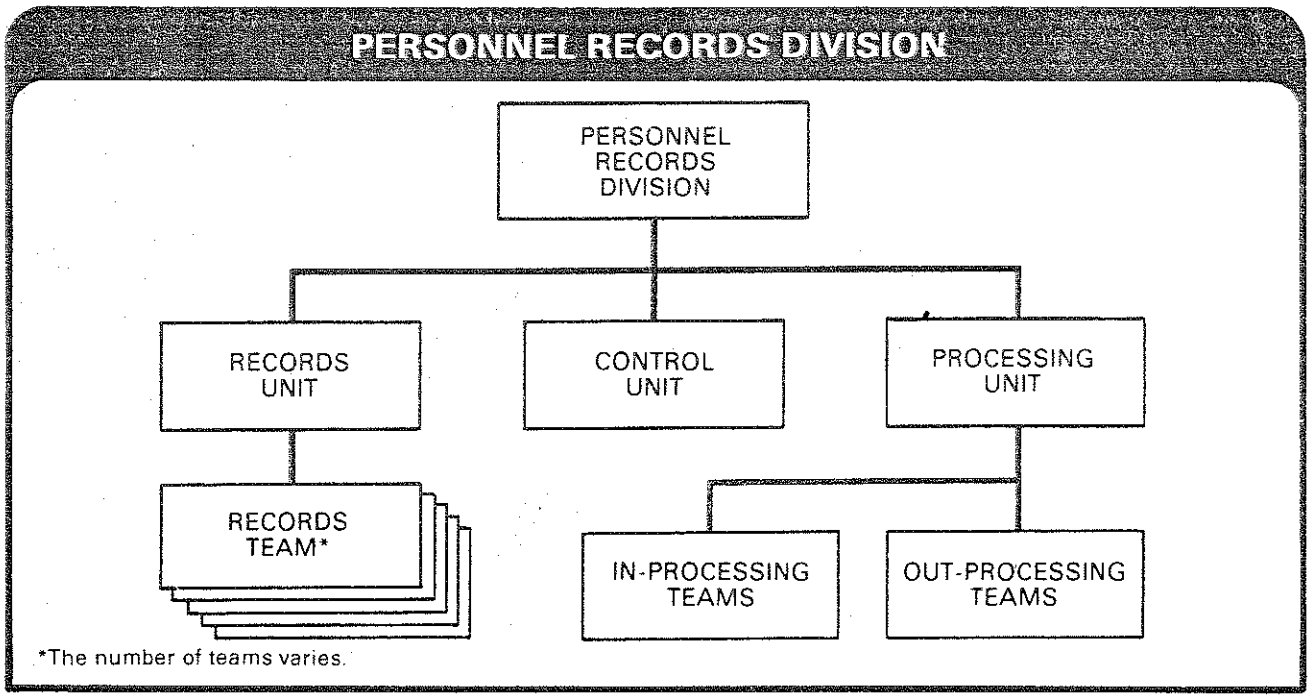

FIGURE 5-5

and facilitates the matching of records for out-processing. Officer and enlisted records are maintained in accordance with Army regulations as modified by wartime guidance. Records information is routinely furnished to other PSC divisions 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 suspense files of recurring personnel actions, to include OERs/EERs. They inform the action elements of suspense requirements and monitor accomplishment of the actions. The activity of the control unit decreases considerably as the combat situation intensifies.

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 7.) In-processing is normally performed at the servicing RRD. An officer assigned to the RRD 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 divisions, 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 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 1 day. In casualty situations out-processing teams assist the personal affairs and casualty elements within the personnel actions division 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 PRD personnel are described below.

Chief

The chief of the PRD directs the processing, maintenance, storage, and transmission of personnel records for all supported officers, warrant officers, and enlisted personnel. He 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 organization. The chief of PRD is normally designated custodian for personnel records as required by AR 640-2-1 and AR 640-10.

Records Division Supervisor, NCOs, and Specialists

The records division 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, and 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 about these tasks.

PERSONNEL MANAGEMENT DIVISION

Organization. The personnel management division (PMD) 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 PMD may perform in wartime are:

- Closely coordinating the receipt, flow, and assignment of replacements within its area of assignment.
- Developing, maintaining, and furnishing MOS strength and statistical information as required (in coordination with the PDD).
- 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.
- Monitoring utilization of personnel by using centralized records repositories, consolidated SIDPERS data, and updated personnel status files based on reports from supported commanders.

Responsibilities. Responsibilities of key PMD personnel are described below.

Personnel Management Officer

The personnel management officer advises the personnel officer on personnel management matters within the PSC area of responsibility. He directs the activities of his 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 (NCO) 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 division. 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 DIVISION

Organization. Like the management division, the personnel actions division (PAD) 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 division 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 serviced units. DA Pam 600-8 contains specific procedures on personal affairs.

Functions. The PAD operates the casualty reporting system. This includes processing casualty reports, maintaining master casualty files, and supervising preparation of correspondence about casualties. (Casualty reporting is discussed in more detail in chapter 7.)

The PAD also operates the awards program; it processes recommendations, prepares citations, announces awards in orders, and maintains historical awards files. In addition, the PAD processes all matters concerning the following and takes action that is authorized and appropriate according 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.
- Appropriate immunizations and medical examinations.
- Control of personnel actions in security cases and investigations.
- 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 other correspondence as requested by the commander.

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

Personnel Actions Officer

The personnel actions officer keeps the personnel officer informed. He directs the activities of his division, coordinates its activities with other PSC 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 PRD and PMD. They include researching files, records, and regulations to determine proper disposition of cases received by the office; reviewing requests; and drafting recommended courses of action.

PERSONNEL DATA DIVISION

The PDD (formerly called the SIDPERS interface division) is responsible for all management aspects of ADP for the PSC. It provides the link between the PSC (and the organizations it serves) and the servicing data processing facility 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 PDD 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 servicing data processing facility. The PDD completes the cycle by receiving and distributing output from that facility. The operation of the PDD 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 computers are fielded in CSS organizations, PSCs are scheduled to receive them. At that time ADP support will become organic. The PDD will grow; its role will expand to include operation of ADP equipment (ADPE). However, DS COSCOM units will still maintain the ADPE.

Organization. The PDD is usually organized as shown in figure 5-6.

Functions. The two sections of the PDD function are shown below.

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 servicing data processing facility.
- Breaking down and distributing output to data users and PSC personnel.

Files Management Section

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

- Coordinating the resolution of differences between the PDD data base and DA data bases.
- Helping units and sections correct rejected transactions.
- Providing technical knowledge to customers.
- Notifying the chief of PDD 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 data processing facility of the expected output from each cycle.

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

Chief

The chief of the PDD is responsible for the overall management of his subordinate elements. This includes:

- Planning, organizing, controlling, coordinating, and directing PDD operations.
- Preparing and disseminating letters of instruction (LOI) or PDD circulars.
- Conducting and monitoring internal and external training programs in support of SIDPERS operations. These programs include technical MOS instruction for persons working in the PDD.
- Maintaining a constant liaison with personnel in both the PSC and the servicing data processing facility.

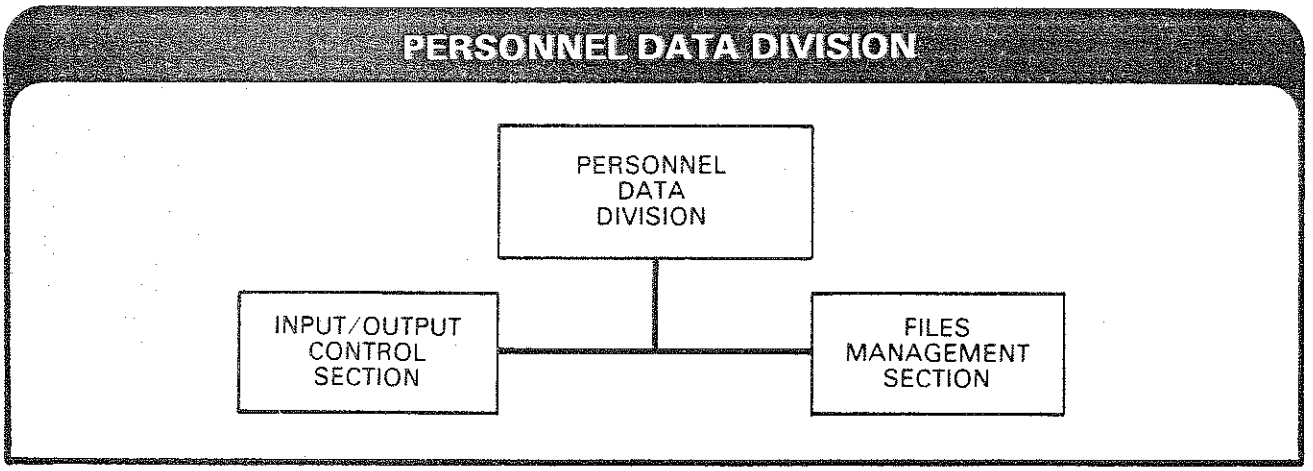

FIGURE 5-6

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 data processing facility.

CHAPTER 6

Tactical Operations

EMPLOYMENT

When the corps is involved in tactical operations, a G1 element is located at the main CP. A G1 representative is also part of the CSS element at the tactical CP. The rest of the G1 and AG staff sections may be located at the CPOC or as part of a corps rear element (or rear CP) along with the rest of the P&A battalion and other staff elements, such as the staff judge advocate (SJA), corps chaplain, and public affairs officer (PAO). The CPOC may be near the main CP to facilitate communications between itself and the G3 and commander. Figure 6-1 shows a typical layout of P&A organizations on the battlefield.

COLLOCATION OF P&A ELEMENTS

At corps level, many interrelated P&A functions are performed by separate and independent organizations that are joined together only at P&A battalion level. For example, a PSC provides direct personnel support, a postal detachment provides mail delivery support, and an RRD controls replacements. All three are independent P&A organizations supporting a common population. These elements should be collocated, and placed under central direction (often a PSC commander) to provide the best possible support to the supported units. Collocating these elements, as shown in figure 6-1, also enables the FASTs to operate from a consolidated base.

THREAT

Threat tactical doctrine stresses breaking through defensive positions and carrying the battle to the rear. The strategy of striking deep in the rear area to destroy forces and support elements can create confusion and disrupt lines of communication in P&A operations throughout the corps area. Enemy agents, sympathizers, and terrorists threaten rear area base defenses from without and within. Highly trained, capable enemy diversionary teams and larger airborne or airmobile forces also threaten corps rear area operations. Therefore, AG units must be trained and prepared to defend themselves. They must use every possible measure to protect themselves from enemy surveillance and attack.

THE BATTLEFIELD

The realities of the modern air-land battlefield significantly affect the ability of AG units to provide accurate, timely P&A support. Normal means of communications are often disrupted by electronic warfare, electromagnetic pulse (EMP), or some other equally effective means. As a result, thorough plans must be developed for reliable back-up communications systems. Since NBC operations increase casualties and decrease productivity, NBC training must be included in scheduled training programs. The realities of the air-land battlefield also require that careful attention be given to dispersion. In coordination with the COSCOM commander and the support group commander, AG units must determine the best location, configuration, and dispersion based on the situation. AG sections and units must be dispersed enough to reasonably minimize the effects of nuclear and chemical weapons but stay consolidated enough to insure efficient operations and rear area protection.

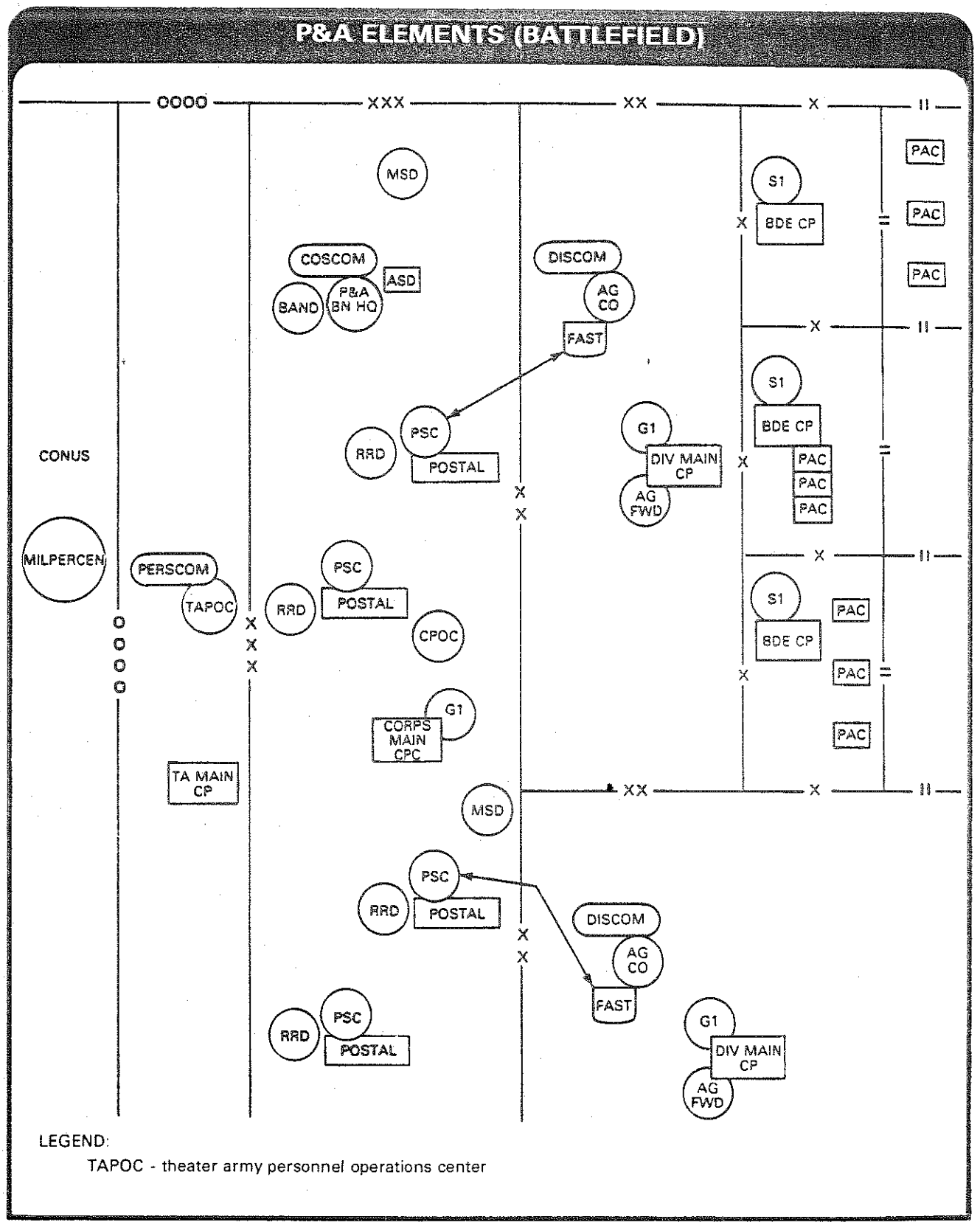
P&A ELEMENTS (BATTLEFIELD)
CONUS
MILPERCEN
PERSCOM
TAPOC
TA MAIN CP
MSD
COSCOM
ASD
BAND
P&A BN HQ
RRD
PSC
POSTAL
CPOC
CORPS MAIN CPC
G1
DISCOM
AG CO
FAST
DIV MAIN CP
AG FWD
S1
BDE CP
PAC
LEGEND:
TAPOC - theater army personnel operations center

FIGURE 6-1

SELECTION OF SITES FOR AG ELEMENTS

Sites for corps AG units and elements in the corps rear area are chosen by their unit commanders/officers in charge (OIC), normally in coordination with the COSCOM staff. The major considerations in the final site selection are:

- 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. These improve the AG elements' chance of survival. The use of available buildings, shelters, homes, and barns is encouraged in corps rear areas.

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 corps 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.
  - Roads or trails that are subject to blocking. (Even though a one-way traffic plan should normally be enforced, roads or trails should not be subject to complete blocking by man-made or natural obstacles.)

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 rear area.
- 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 available in an area to be used by AG elements.

Internal Layout. The internal layout of AG elements should be patterned to best support the mission. Lessons learned from experience should minimize the need to experiment. For example, PSCs are normally located close to finance units, and administrative services divisions are normally located close to the signal communications center. An example of a PSC layout is shown at figure 6-2. 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 should have enough space and accessibility to main internal routes to accommodate this traffic.
- RRDs should be located to enhance replacements' morale, insure effective security operations, and offer minimal disruption during replacement processing. The detachments should be separated from other support area elements. The space assigned should be suitable for

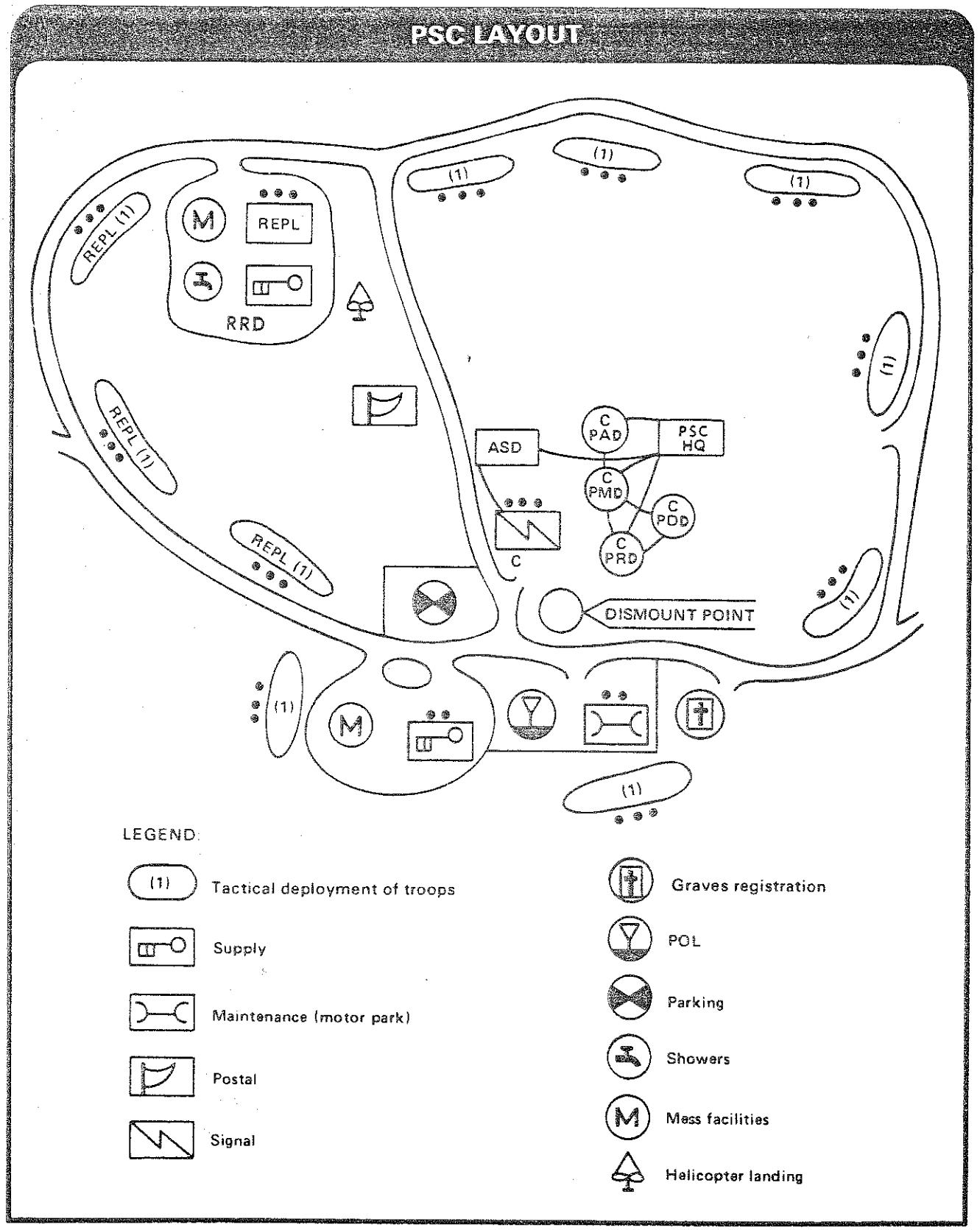
PSC LAYOUT
REPL (1)
REPL
RRD
(1)
ASD
C PAD
PSC HQ
C PMD
C PDD
C PRD
C
DISMOUNT POINT
LEGEND:
Tactical deployment of troops
Supply
Maintenance (motor park)
Postal
Signal
Graves registration
POL
Parking
Showers
Mess facilities
Helicopter landing

FIGURE 6-2

training, messing facilities, a shower point, proper dispersion of shelter-half tents or other shelter, 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.
- Postal units should be close to the dismount point to facilitate the flow of traffic they attract. 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:

- The ground should be suitable for a helicopter landing site.
- Training areas should be within walking distance.
- An area suitable for weapons training should be available.
- 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 unit commander and his 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 usually marked with signs. The OIC has sketches of the area prepared. These show the approximate location of each element, the 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. Signs that show the telephone code designations of elements and guides may be placed along the march route. 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. In addition, a spot where the quartering party meets the head of the column and guides it into the bivouac area is selected. The unit commander and the quartering party make final selection of element locations as soon as the column arrives.

REAR AREA PROTECTION

Rear area protection (RAP) includes rear area combat operations (RACO) and area damage control (ADC). RACO and ADC are two distinct functions. However, they are closely related in the corps rear area because the same soldiers must man defensive positions and serve on damage control teams. Basic passive defense for security is also basic defense against damage (*e.g., dispersion and emplacements*). Organization for tactical operations must also provide skeleton organization for damage control operations. Likewise, damage control teams in operation contribute toward tactical objectives. Minimal damage control activities and security operations can be carried on at the same time by personnel in the support area. For example, reserve tactical forces inside the perimeter may conduct damage control missions while the outer perimeter is actively engaged with the attacker. However, the active defense against attack in progress must receive the major effort of all elements. Command responsibilities for carrying out damage control operations rest with the same people as do tactical operations.

Rear Area Combat Operations. Rear area combat operations are actions taken to prevent, neutralize, or destroy enemy threats to units, activities, and installations in the rear area. AG units are equipped to defend themselves against attacks by enemy agents, sympathizers, terrorists, and diversionary

groups. They are also prepared to provide a base of fire against enemy airborne or air-mobile forces pending reinforcement. The formation of defensive bases creates the need to integrate defenses, assign zones of responsibility and perimeter fields of fire, and assign personnel control checkpoints. Persons in AG units or elements must be knowledgeable in fire support planning, integration of fires within the base area, and barrier employment. They should also be familiar with placement of sensors and radars, communications techniques, and medical evacuation (MEDEVAC) procedures. Maintaining local security against enemy agents or diversionary units acting under cover is difficult in the corps rear area. However, measures must be taken to provide the best security program feasible. The following provisions should be present in all security plans:

- Persons entering the base must be subjected to control procedures.
- A means of identification must be established.
- Specified points of entry and exit must be established and all other points denied or watched.
- Personnel and crew-served weapons must be provided as backup at each point of entry or exit.
- A centrally located on-order reaction force in communication with points of entry or exit as well as the perimeter must be provided.
- Perimeter security consisting of prepared and camouflaged positions must be provided to allow 360-degree observation through observation/sensor devices.

Area Damage Control. Area damage control encompasses prevention and control measures taken before, during, and after an attack or natural/man-made disaster to minimize its effects.

ADC Planning

ADC planning is needed to prescribe the procedures, organization, and placement of activities to minimize the effects of damage from the enemy or from natural causes. The COSCOM commander in coordination with the corps engineer brigade plans for rear area damage control. He anticipates the damage that could occur in the support area. He also prescribes the protective placement and dispersion of units, formulates the procedures to be followed, and assigns damage control missions to subordinate activities. The support command ADC plan or SOP standardizes procedures and provides guidance in preparing subordinate plans. Included in this plan or SOP are the designation of damage control forces and the actions they must take.

Damage Control Forces

Each corps support activity must provide resources for its own damage control functions. Also, the support command ADC plans include the designation and formation of damage control forces to aid activities that are damaged so severely that they cannot help themselves. These control forces consist mainly of CSS units or elements and designated engineer elements. Damage control parties that form these units may be used for ADC in their own units. However, their chief function in case of calamity is to reinforce other units or installations if the situation warrants and if the support element commander directs.

Actions of Damage Control Parties

Even if an attack has occurred, operations must resume. Restoration of operations involves maintaining or restoring control, evacuating casualties, isolating danger areas, and reducing personnel and materiel losses.

Unit Damage Control Plan

P&A commanders must insure that all their elements have established a workable damage control plan or SOP. The plan prescribes measures to minimize the effects of damage occurring in their area. It also sets forth in detail the equipment and troops to be dispatched to assist other activities and units in accordance with approved ADC plans and the COSCOM SOP.

Damage Control Training

Tactical training of support area personnel includes ADC operations. They should be assigned duties in the countermeasures and procedures of damage control, especially

radiological survey, decontamination, rescue, and fighting fire.

PLANNING AND ESTABLISHING A DEFENSE

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. The following factors should be considered in establishing a defense:

- The missions of AG elements must be evaluated. The commanders of the P&A battalion, PSC, and other P&A units must determine how much of the mission effort can be directed to meet tactical requirements while mission requirements continue to be met.
- Capabilities of troops and weapons must be carefully assessed. This assessment includes availability of troops in RRDs and rest areas, their state of training, and combat capabilities of units attached or adjacent to the AG elements. Tactical plans must be continually updated 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 in this section 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 6-3, 6-4, and 6-5 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 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 commander to concentrate most of his

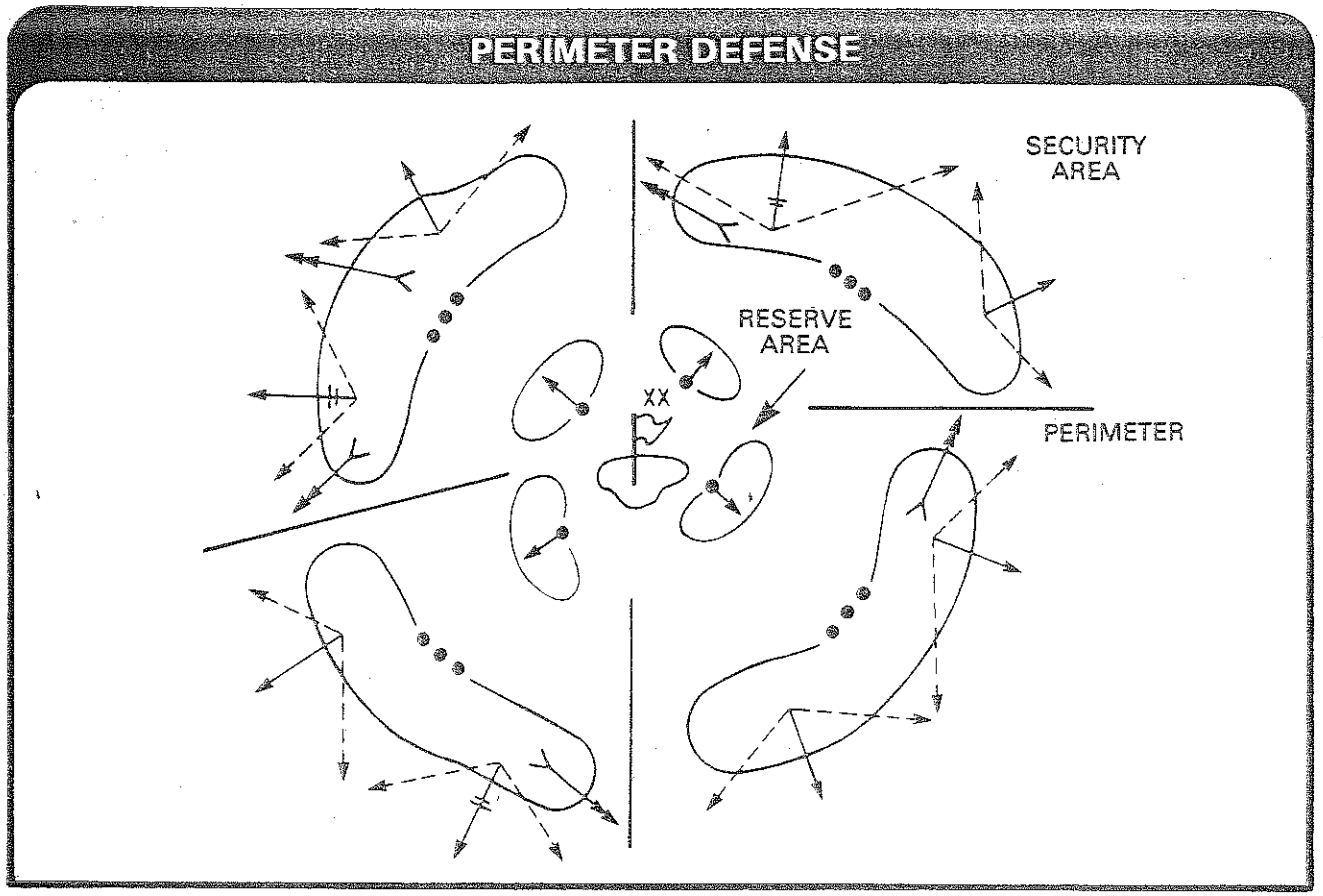

FIGURE 6-3

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 on the perimeter.

Organizing a Perimeter Defense. The steps below should be used in organizing a perimeter defense. (See figure 6-5 -page 6-9.)

- The following questions should be considered in making a physical reconnaissance:
  - ☐ Is the perimeter or sector defendable 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?

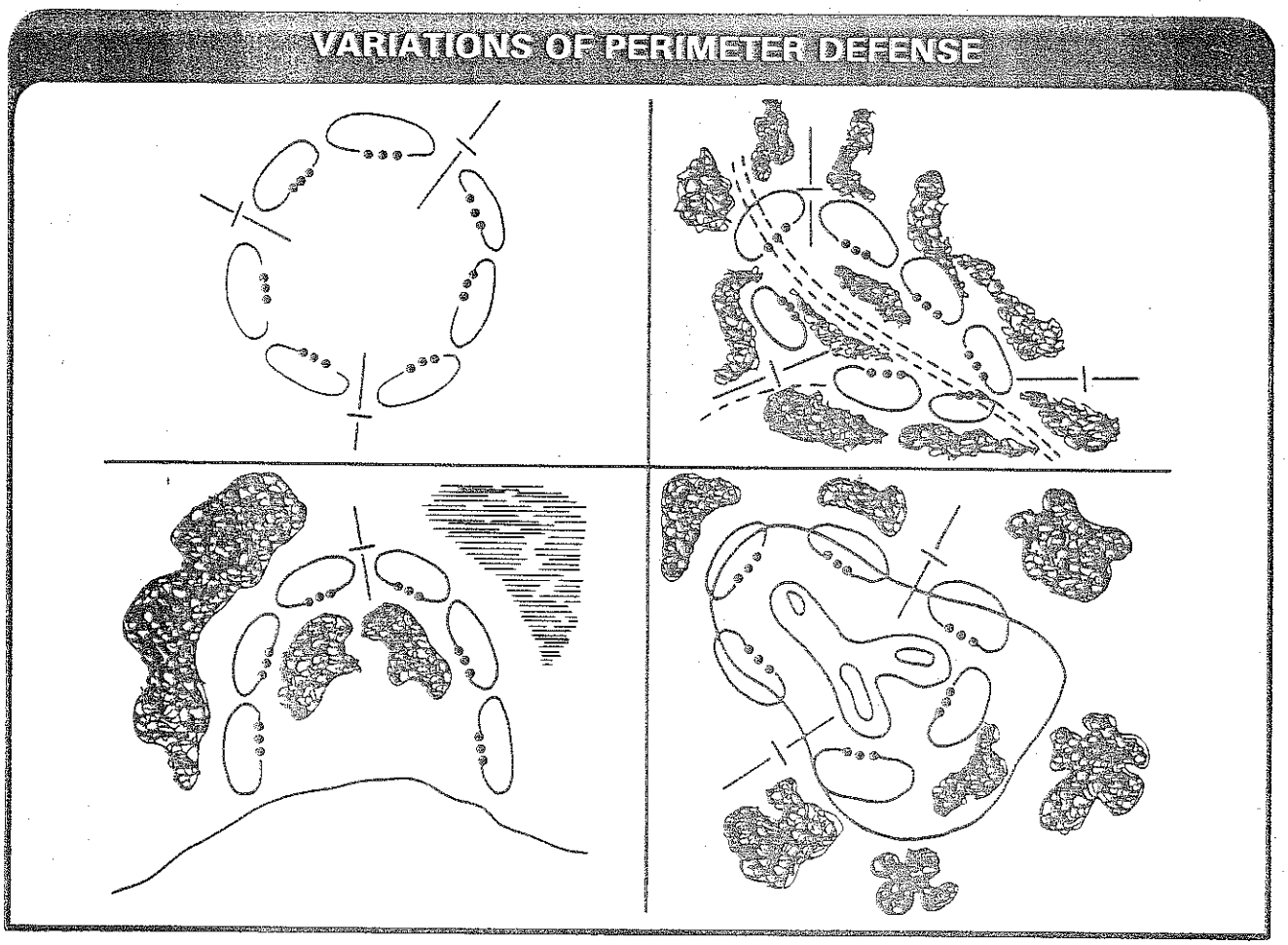

FIGURE 6-4

- ☐ 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, 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 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 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 corps support area 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.

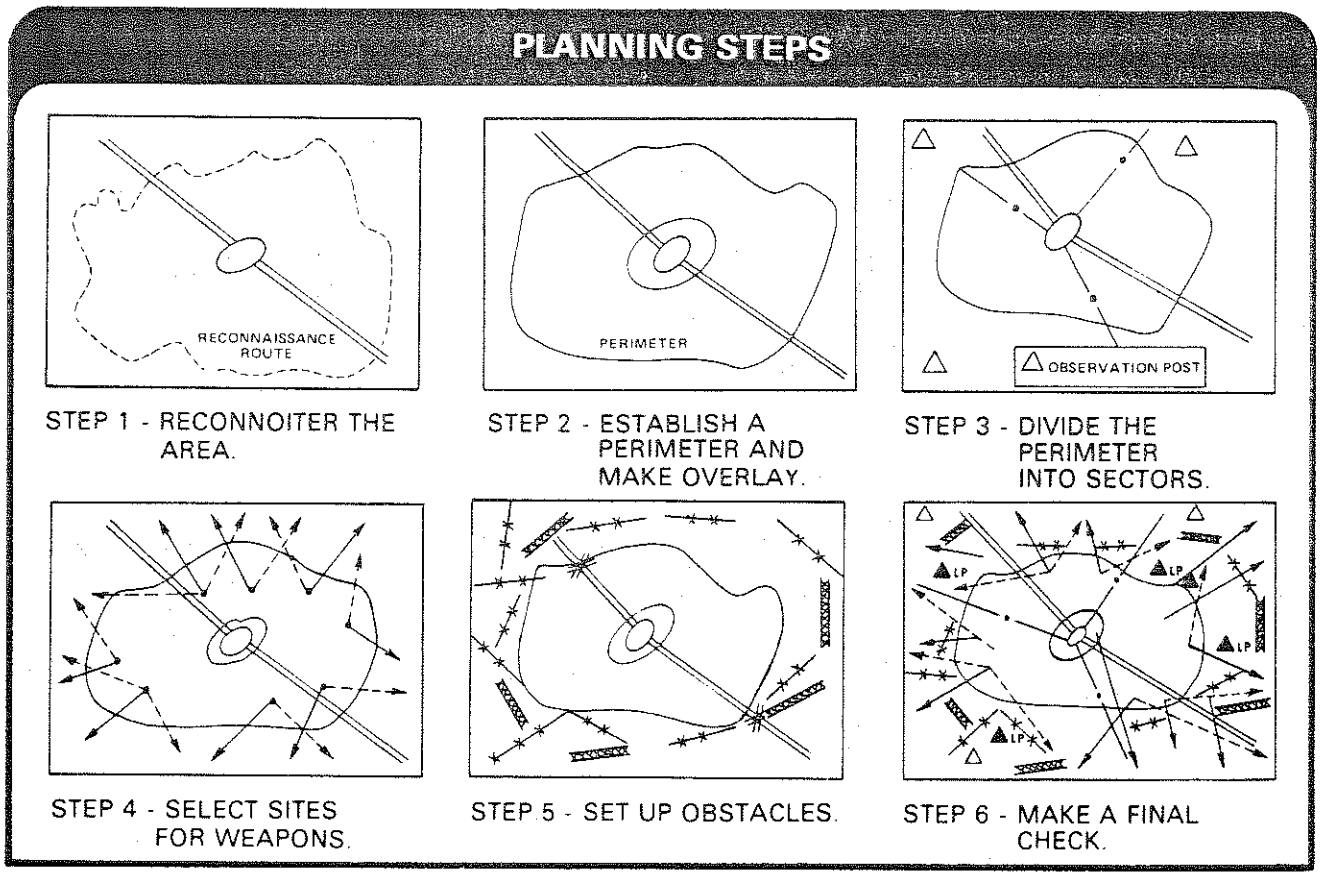

FIGURE 6-5

CHAPTER 7

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 are 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.

P&A PHILOSOPHY

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. 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. The minimum essential information required to sustain the force is ***MOS/ specialty skill identifier (SSI), number required, grade, and unit.***

The corps G1 is responsible to the corps commander for providing information about the strength of the command and accomplishing necessary staff actions to maintain its strength. He makes a continuous estimate of strength for present and future situations and monitors the maintenance of unit strength. The CPOC and the corps AG perform strength accounting and replacement functions in close coordination with the G1 staff. The CPOC obtains information on the status of command strength through receipt and analysis of reports from subordinate units. The CPOC helps the G1 staff estimate future strengths by providing data for loss estimates.

The battlefield situation, communications capability, and availability of ADPE dictate the degrees of accuracy and/or timeliness of strength accounting data. 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 7-1 on page 7-2.

One path, containing gross strength figures, is monitored by the G1. It is operationally oriented toward ***controlling*** the force. The PDS is normally used to submit gross figures manually. Gross strength information is forwarded from corps units (whether located in the division or in the corps area) to the appropriate corps subordinate command (*e.g., engineer brigade, air defense artillery (ADA) group*). There it is rolled up and forwarded to the corps main CP for the commander's use. Strength data for divisions and separate brigades come directly from those units' main CP. Since speed is vital, this information should be transmitted by the fastest means available.

The other path is controlled and monitored by the AG at the CPOC. It contains specific MOS and grade data as well as gross strength figures and is geared to ***sustaining*** the force. The PRR is used to submit MOS/grade data. This report is passed to the CPOC through P&A channels. PSCs maintain requirements for their supported units and forward a consolidated PRR to the CPOC with total requirements by MOS and grade. PRR information for corps units in the division AO is often collected by the FAST as outlined in chapter 4 and sent by courier to the PSC. The combat situation may dictate that units prepare hasty PRRs with only combat power MOS and send them by the fastest means available through the PSC to the CPOC. Divisional AG companies normally submit their PRRs directly to the theater army personnel operations center (TAPOC) with an information copy going to the CPOC.

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

Strength accounting data, especially critical in influencing tactial 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 the critical decision-making processes. Any attempt to require information beyond the minimum essential data should be examined very carefully. Nothing should detract from the basic purpose of the strength accounting function: to provide critical strength data rapidly to influence personnel-related combat decisions. Subordinate headquarters are often required to report information or provide data *"roll ups"* that are already available or can be computed more easily at the corps. Thus, the emphasis on requiring information from subordinate units should not be placed on *"nice to have"* data. It should be placed on data absolutely necessary for mission accomplishment.

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

REPLACEMENT OPERATIONS

Replacement operations are a critical P&A function, composed of three key subfunctions.

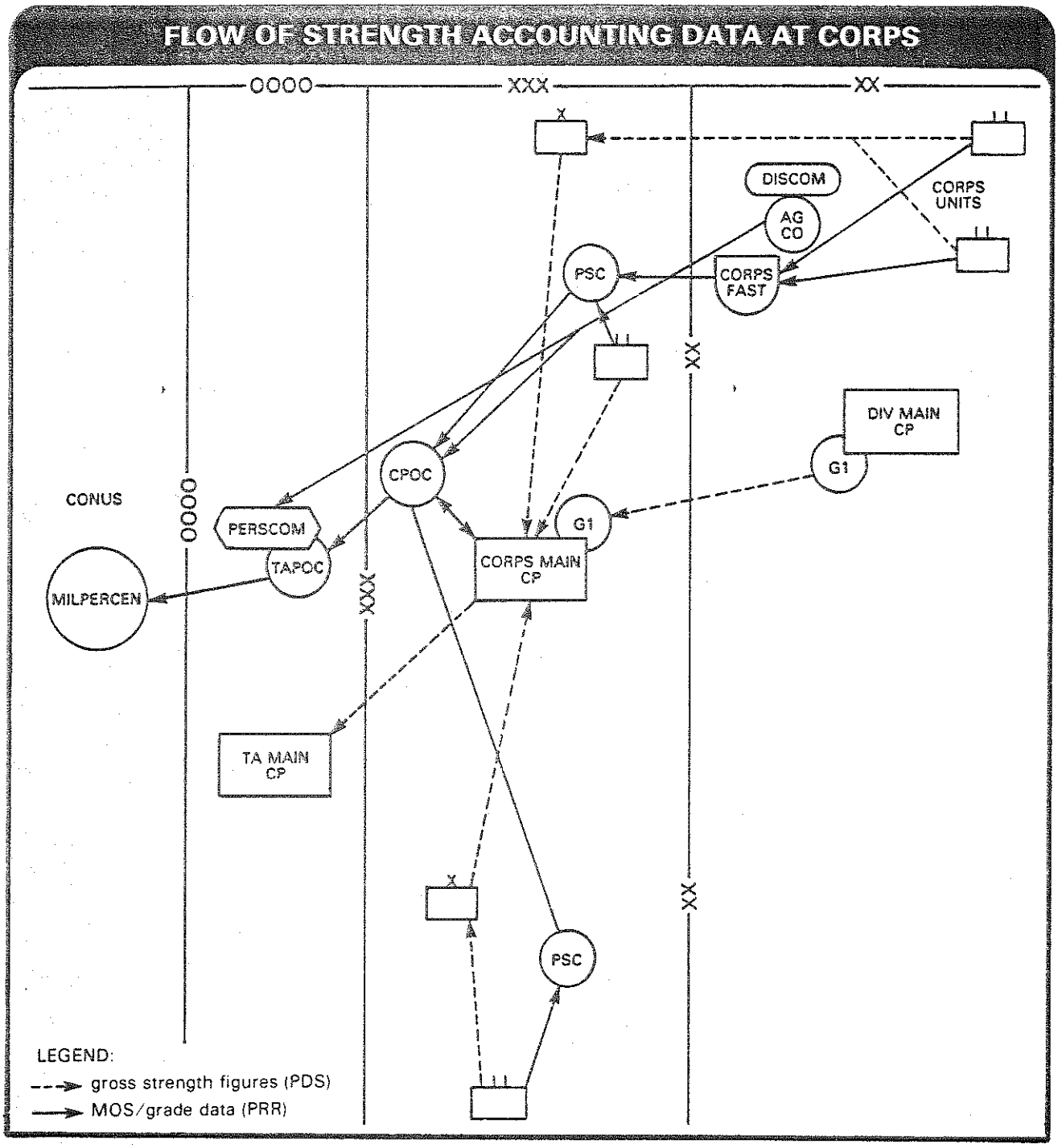

FIGURE 7-1

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 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 are not limited to:

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

The theater army replacement system (TARS) requires centralized planning and decentralized execution (see figure 7-2). The PERSCOM, or CPOC when the corps is the

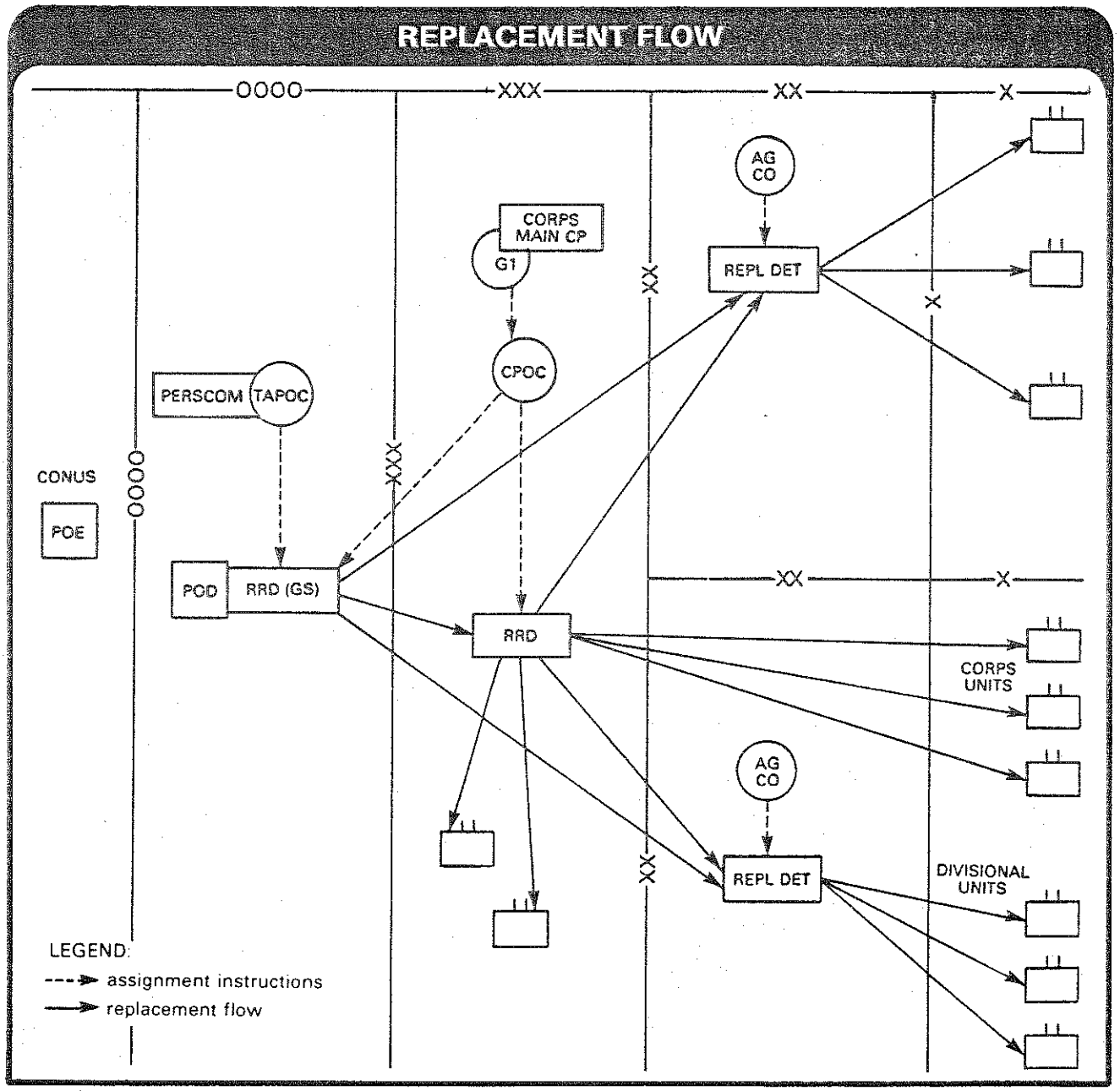

FIGURE 7-2

largest US force, is the focal point for replacement operations throughout the theater. Headquarters, Department of the Army (HQDA), assigns replacements to the theater based on current strength and battle loss estimates without waiting for theater requisitions (*"push"* system). These estimates are periodically reevaluated and updated by actual battlefield requirements and casualty reports from the theater. HQDA coordinates and directs the movement of replacements to the theater of operations. Assignment of replacements to the divisions are normally made directly from theater as coordinated by the CPOC. Nondivisional corps replacements are sent to the corps RRD for assignment and distribution. In certain circumstances MOSs that are not critical to combat, divisional and nondivisional, may be sent through the corps RRDs.

RRDs support nondivisonal units. Replacement detachments (RD) support divisional and separate brigade units. Dependent upon size, detachments can process from 100 to 400 replacements per day. RRDs and RDs are established in an assigned area. They handle individual, small unit, and team replacements; persons returned to duty within the theater; or persons rotating from the theater. Both RRDs and RDs are required to receive, feed, orient, and process replacements.

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

Corps G1

The corps G1 is concerned primarily with:

- Preparing and maintaining a continual estimate of the replacement situation, including unit replacements, and advising the commander and appropriate staff elements. As necessary, he submits estimates to higher headquarters.
- Formulating replacement policies concerning requisitions and reports, allocation and distribution, procurement, and assignment and reassignment.
- Coordinating replacement matters with other staff sections, higher headquarters, and subordinate units.
- Providing coordinating staff supervision of the AG replacement operations.
- Allocating replacements to units on the basis of priorities established by the G3 and the corps commander.

Corps AG

The corps AG has special staff responsibility for directing replacement operations. Operational control of the replacement system's operating units is exercised by the division adjutants general and the P&A battalion commander. The corps AG supervises the CPOC. The CPOC monitors the replacement system for the corps and tracks the status of replacements within the corps until they reach their units of assignment. The AG is responsible for keeping the corps command group and staff informed about corps replacement operations. He coordinates replacement activities with the PERSCOM and with replacement organizations in the combat divisions, corps nondivisional units, and COSCOM.

Corps G3

The corps G3 establishes priorities concerning the distribution of individual and unit replacements.

Corps G4

The corps G4 coordinates the availability of supply facilities and transportation for replacement operations. In coordination with the G3, he recommends assignment of logistical tasks to support processing and movement of replacements. On the basis of the logistics mission, he advises the G3 and G1 on assigning CSS personnel. Elements of division support commands (DISCOM) and the COSCOM carry out approved logistic support assignments. (For example, supply and transport battalions provide the central issue facility and transportation of replacements.)

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). The personnel aspect of WSRO is monitored by both the G1 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, the replacement organization, the CPOC, the PMDs, and the AG WSRO representative.

Reconstitution. If units in the corps 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 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 HQDA, which notifies the next of kin.

In coordination with the AG, the corps G1 prepares plans for a casualty reporting system to be used at all levels of the command. The AG has special staff responsibility for the corps casualty reporting system. During the formulation of instructions and procedures, the AG helps the G1 prepare guidance and prescribes procedures to insure the greatest accuracy in casualty reporting. Each echelon of command in the corps must be prepared to report casualties accurately and promptly.

Units report casualties in accordance with AR 600-10, FM 12-15, theater implementing instructions, and local SOP and directives. Each casualty report for corps nondivisional units flows from the person who knows about the casualty through the company and battalion (or PAC, as appropriate) to the supporting PSC, often via the FASTs. The information is processed at the PSC and sent to the PERSCOM. PSCs coordinate reports with postal, finance, medical, provost marshal, graves registration, and chaplain functions to insure checks of all data concerning each casualty. The PAD provides the basic staffing for casualty reporting. However, personnel can also be drawn from other elements of the PSC to expand casualty reporting capabilities.

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 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 following secondary P&A functions are especially important:

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

POSTAL OPERATIONS

Mail is the soldier's link to his family and other loved ones. Inefficient distribution of mail can quickly undermine morale.

In the early stages of a conflict, postal services for soldiers are usually restricted to limited postal money order service and personal mail that qualifies for the free mailing privilege. (Examples are first-class letters, post/postal cards, and sound-recorded correspondence.) Free mail is authorized in areas where US forces are engaged in combat operations; a Presidential order is required for its implementation. Additional postal services for soldiers are not normally provided until the military situation permits.

Normally, DS postal units/elements in the corps receive incoming mail and dispatch outgoing mail to the corps GS/DS postal unit. (See figure 7-3.) When the volume of mail justifies, the mail may be moved directly from and to the AMT or surface port providing service.

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) postal 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 to permit accurate separation and direct routing of mail to units. Designated mail clerks/alternates 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 personnel 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 mail.

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

POSTAL FINANCE SERVICES

Postal finance services (selling stamps and stamped paper and issuing/cashing postal money orders) are provided at the parent APO and at each numbered APO operating unit. When required, mobile services are provided by the postal officer on a *preannounced scheduled 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 sending personal correspondence. However, special mailing services and mailing of packages (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.

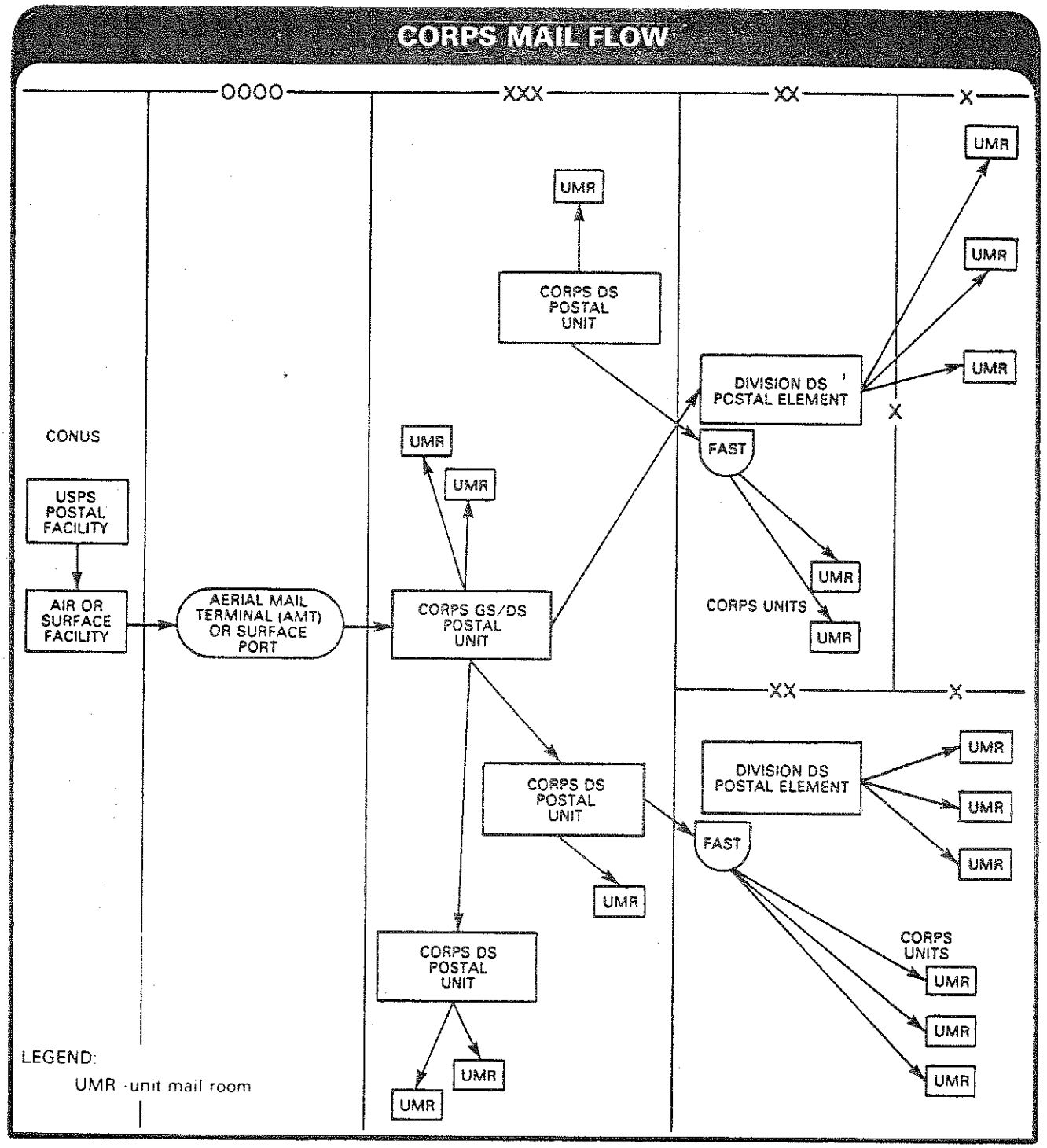

FIGURE 7-3

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 PSC. 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 corps morale support elements may provide:

- 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 elements is devoted to organizing and supervising athletic programs. The tasks of the morale support officer are mainly planning, coordinating, and controlling the use of consolidated morale and welfare activities by unit personnel.

When combat intensity is relatively light, rest camps may be established. A rest area or rest camp in the COSCOM area provides unit personnel the facilities for relaxation to relieve combat stress and fatigue. It may support both divisional and nondivisional troops.

Even if rest areas are not established, corps morale support units may provide 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 (*e.g., classified document control, operations order reproduction, direct support of command posts*) are extremely important. Wartime planning must insure adequate staffing of these elements.

PERSONNEL RECORDS MAINTENANCE

During wartime, personnel records maintenance is kept to an absolute minimum. TOE staffing of the records division 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 PRD personnel for maintenance. Personnel records are evacuated to a CONUS site only under extreme conditions.

CONTINGENCY OPERATIONS

During contingency operations, only the minimum essential P&A functions are accomplished in the AO. Whenever possible, functions are accomplished at the deployed unit's home station or at a CONUS P&A base.

Primary P&A functions have priority of effort in the AO. Secondary functions that must be at least partially accomplished in the AO include:

- Postal operations.
- Promotions and reductions.
- Awards.
- Miscellaneous personnel actions.
- Reproduction.
- Classified document control.
- Morale support activities.

Actions still normally performed in CONUS include:

- Personnel records maintenance.
- Rotations and separations.
- Forms and publications requisitioning.
- Postal directory services.
- Other P&A services not required in the AO.

CONUS P&A BASE

A CONUS P&A base is an organization formed to coordinate personnel support for units operating in a contingency AO. It is the contingency force commander's primary P&A link with DA/DOD and the various home stations of units that compose the contingency force. The CONUS P&A base is the central location for processing all replacements for the contingency force. It is also the primary link through which DA staff agencies effect the flow of replacements to the AO via replacement units at the base. It establishes a records holding section to control records of replacements pending their initial assignment determination in the AO. The CONUS P&A base inputs automated personnel and finance data on soldiers in the AO through data provided by special-purpose teams of CSS elements in the AO, or it forwards the data to the appropriate home station.

CONTINGENCY FORCE P&A FUNCTIONS

During contingency operations, P&A support is tailored to the peculiar requirements of the force. United States Army Training and Doctrine Command (TRADOC) Pam 1-1 describes in detail how P&A operations are conducted in a contingency environment. The functions are summarized below.

Replacement Operations. As in other wartime situations, replacements for contingencies are provided through a preplanned push package. Persons with critical skills not included in the push package are individually selected by DA. Individual and unit replacements process through an RRD at the CONUS P&A base. Replacements are usually assigned to specific units after arrival in the AO on the basis of priorities established by the commander through the CPOC. Replacement elements in the AO logistically support the replacements until they are moved to their units of assignment. Filler personnel are assigned directly to a deploying unit that normally deploys directly from its home station.

Strength Accounting. Gross strength accounting information (PDS) flows from the PAC/separate company level through command channels for consolidation at major unit level. There it is forwarded to the corps main CP. MOS and grade data are gathered by the PSCs and consolidated at the CPOC, which reports daily corps strength to the joint task force (JTF) headquarters and the CONUS P&A base. The CONUS P&A base coordinates personnel requirements with HQDA.

Casualty Reporting. Reports from the AO are normally abbreviated, since only minimal personnel records are deployed. The abbreviated casualty report is forwarded to the individual's home station or, in some cases, directly to HQDA for initial notification. The home station prepares a complete report and submits it to HQDA.

Postal Operations. Postal services to individuals are limited to sending/receiving first-class letters, post/postal cards, and sound-recorded correspondence. Postal money order services (issuing and cashing) are available as long as the combat situation allows. All personal and official mail for deployed forces is sorted in CONUS to unit level. It is transported in containers or on pallets by air to the USAF-operated aerial port of entry (APOE) serving the AO. Then it is sent as far forward as possible. Mail is transported to and from the AMT on JTF-/corps-controlled transportation. Outgoing mail flows the opposite way. Incoming/outgoing mail is dispatched daily when the combat situation permits. "*Free mail*" is authorized when the President designates the AO as one where forces of the United States are engaged in armed conflict. The JTF commander may designate one service to be responsible for all postal support to the JTF except for operation of the AMT at the APOE.

Administrative Services. Classified document control and reproduction of combat-related orders receive heavy emphasis during contingency operations. Most other administrative services can be wholly or partially accomplished in CONUS at the home station. Only administrative services support that is directly essential to combat operations is furnished in the AO. Records management allows only essential files to accompany elements to the AO. Other files are transferred to the records holding area, destroyed (if destruction is authorized by AR 340-2 or the AR 340-18 series), or maintained at the home station. Staff elements and units in the AO should have an ample supply of publications and blank forms to sustain minimal administrative operations. However, the home station can resupply forms and distribute new publications as required. Reproduction and duplicating services are conducted on a 24-hour basis in the AO to publish combat orders and travel authorizations. Distribution centers are set up to receive, control, and assign actions on correspondence for staff agencies in the AO. The communications center receives, dispatches, and delivers electrically transmitted messages. Classified documents in the AO are received, controlled, and distributed in accordance with applicable regulations.

Promotions and Reductions. During contingencies, the current promotion and reduction system normally remains in effect. For DA centralized promotions, the appropriate CONUS custodian of records screens consolidated MILPERCEN (United States Army Military Personnel Center) orders and publishes true copies of the promotions. Copies of each applicable extract are forwarded to each soldier's commander in the AO for an appropriate promotion ceremony. Copies are distributed in CONUS to the supporting finance office. DA semicentralized promotions are processed under the current system or may be modified to suspend promotion boards if HQDA directs. Also, if HQDA directs, promotions may be decentralized and made by a quota system based on vacancies and MOS restrictions. Or the semicentralized promotion system may be adjusted to account for the absence of promotion board points.

Awards. Recommendations are processed in accordance with AR 672-5-1.

Miscellaneous Personnel Actions. During contingency force operations, only essential personnel actions are initiated and completed within the AO. All others are suspended or returned to CONUS for processing. The following are actions that normally require initiation or completion in the AO:

- Emergency leaves. All recommendations are processed in accordance with AR 630-5.
- Record of Emergency Data (DD Form 93). New forms are prepared by the supporting personnel service division (PSD)/PSC when required.
- Military ID cards/tags. New ID cards/tags are prepared and issued by the PSD/PSC when required.
- Report for Suspension of Favorable Personnel Actions (DA Form 268). Copies of DA Form 268 are returned to the CONUS records custodian for processing.
- Congressional correspondence (personnel-related matters). PSDs/PSCs assist in obtaining information and preparing a reply. Routing of the response and level of release are determined by the Army contingency force commander.
- Sole surviving sons/daughters. After verification by PSDs/PSCs, these individuals are returned to CONUS or assigned to a safe haven area in accordance with AR 614-75.

During contingency operations, any of the following routine personnel actions may be suspended:

- Retirements.
- MOS evaluation.
- Letters of indebtedness.
- Requests for schools.
- Name changes.
- Surveys.
- Requests for assignment/reassignment.

- Requests for airborne training and Special Forces training.
- Army Classification Battery (ACB) retest.
- Naturalization and citizenship.
- Reenlistment data cards.
- Medical examinations.
- Assignment preference statements.
- Photographs.

Morale Support Activities. Morale support activities provided in the AO are tailored to the tactical situation and geographical environment. The materials essential to unit morale support activities are made available on *"push"* supply basis. The corps morale support activities officer (MSAO) and subordinate MSAOs coordinate with logistics personnel. They insure that morale support activities equipment is obtained, transported to the AO, and distributed, controlled, and maintained by units to which it is issued.

Rotations and Separations. A normal flow of rotations is not established during contingency operations. Separations are initiated on an exception basis and returned for processing, review, and approval at the home station.

Personnel Records Maintenance. During contingency force operations, MPRJs are usually maintained at the CONUS home station. Each replacement hand carries his MPRJ, including finance and medical records, to the CONUS P&A base. The MPRJ is sent to the appropriate records maintenance activity when the AO receives the replacement's initial assignment. A records holding section is established at the CONUS P&A base to control records of replacements pending their initial assignment determination in the AO. Positive control of records for en route personnel must be maintained; these records form the basis for casualty reporting information in case of en route accidents or casualties. Deployed units and individual replacements have abbreviated personnel records in the AO. Minimum contents of the abbreviated personnel record are a copy of DD Form 93 and a DA Form 2 (Personnel Qualification Record-Part I). If other MPRJ documents are required in the AO, a reproduced copy of each record is forwarded upon request. Data in the ADP data base must be timely and accurate. Therefore, procedures must be developed during predeployment planning to insure that documents required to be filed in the MPRJ are routed to the appropriate CONUS records custodian. Procedures must also be developed for controlling distribution between special-purpose teams in the AO and the appropriate records custodian.

RESPONSIBILITIES

Corps G1. In addition to his normal wartime functions, which are outlined in chapter 2, the corps G1 is responsible for:

- Determining the number and types of P&A units required to support the units on the contingency force troop list.
- Developing priorities for the deployment of P&A units and increments of the G1 staff.

Corps AG. The corps AG exercises special staff supervision for P&A support in corps contingency operations. He is responsible for developing procedures to implement that support. He coordinates termination and transfer of P&A for units supported by the P&A battalion that are not alerted to deploy with the contingency force. He also assumes responsibility for coordinating P&A for contingency force units that were not previously supported by the P&A battalion. The corps AG may operate from the AO but may be able to control corps P&A operations from the CONUS P&A base. If he is in CONUS, he acts as the main policymaker for the corps rear, located at the CONUS P&A base, as it relates to P&A management. If designated, he may serve as commander of the corps rear (located at CONUS home base). When located in CONUS, he also monitors dependent advocacy for families of deployed personnel. The corps AG establishes technical channels of communication with the Deputy Chief of Staff, Personnel (DCSPER), HQDA, and with MILPERCEN. The corps AG designates elements of the AG staff to operate in the AO and prepares them for deployment in increments.

Corps Personnel Operations Center. The CPOC has the same responsibilities in corps

contingency operations as in other tactical operations. However, it must also inform the JTF headquarters of strength accounting figures. The CPOC must coordinate replacement operations and personnel requirements with the CONUS P&A base instead of the PERSCOM.

Subordinate Personnel and Administrative Elements. The P&A battalion headquarters, PSCs, postal units, morale support detachments, RRDs, and administrative services detachments--or elements of these units--could be tasked to deploy as part of the contingency force to provide P&A support to the limit of their capability. The remaining elements, or units, stay at home stations and perform their missions there.

Glossary

ACB	Army Classification Battery
ACofS	Assistant Chief of Staff
ADA	air defense artillery
ADC	area damage control
ADP	automatic data processing
ADPE	automatic data processing equipment
AG	adjutant general
AMT	aerial mail terminal
AO	area of operations
APOE	aerial port of entry
ASD	administrative support division
CONUS	continental United States
COPE	custodian of postal effects
COSCOM	corps support command
CP	command post
CPOC	corps personnel operations center
CSD	company support division
CSS	combat service support
CTA	common table of allowances
DA Pam	Department of the Army Pamphlet
DAS3	Decentralized Automated Service Support System
DCSPER	Deputy Chief of Staff, Personnel
DISCOM	division support command
DS	direct support
EER	enlisted evaluation report
EMP	electromagnetic pulse
FAST	forward area support team
GS	general support
HHD	headquarters and headquarters detachment
HQDA	Headquarters, Department of the Army
ID	identification
JTF	joint task force
LOI	letter of instruction
LP	listening post
MACOM	major Army command
MEDEVAC	medical evacuation
MILPERCEN	United States Army Military Personnel Center
MPD	military personnel division
MPRJ	Military Personnel Records Jacket
MSAO	morale support activities officer
MSD	morale support detachment
MSR	main supply route
MTOE	modification table of organization and equipment
NBC	nuclear, biological, chemical
OER	officer evaluation report
OIC	officer in charge
OP	observation post
P&A	personnel and administrative
PAC	personnel administration center
PAD	personnel actions division
PAO	public affairs officer
PDD	personnel data division
PDS	personnel daily summary

PERSCOM	personnel command
PMD	personnel management division
PRD	personnel records division
PRR	personnel requirements report
PSC	personnel service company
PSD	personnel service division
PSR	personnel status report
PSS	personnel service support
PW	prisoner of war
RACO	rear area combat operations
RAP	rear area protection
RD	replacement detachment
RRD	replacement regulating detachment
SIDPERS	Standard Installation/Division Personnel System
SJA	staff judge advocate
SOP	standing operating procedure
SSI	specialty skill identifier
STANAG	Standardization Agreement
TA	theater army
TAPOC	theater army personnel operations center
TARS	theater army replacement system
TOE	table of organization and equipment
TRADOC	United States Army Training and Doctrine Command
UCMJ	Uniform Code of Military Justice
UMR	unit mail room
USO	United Service Organizations
USPS	United States Postal Service
WSM	weapons systems manager
WSRO	weapons systems replacement operations

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 Departmen t 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)

614-75	Assignment of Sole Surviving Son
614-100	Officers
614-200	Selection of Enlisted Soldiers for Training and Assignment
623 series	Personnel Evaluations
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630-5	Leave, Passes, Permissive Temporary Duty, and Public Holidays
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
710-2	Supply Policy Below the Wholesale Level
735-11	Accounting for Lost, Damaged, and Destroyed Property

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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
710-2-1	Using Unit Supply System, Manual 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
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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 MANUALS

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

MISCELLANEOUS PUBLICATION

13-1	DOD Military Pay and Allowances Entitlements Manual

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

FM 12-3-3

8 DECEMBER 1983

By Order of the Secretary of the Army:

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

Official:

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

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