

CHAPTER 6

Personal Support

The objective of personnel support is to ensure operational success. Soldiers are the focal point of warfare, the foundation of the Army's will to win. Success in combat is directly affected by the success of PSS elements within CONUS and the theater of operations. Manning ensures that military personnel of the right type, in the right numbers, are on the battlefield. Together, the manning and personnel services portion of sustaining the force are referred to as personnel support. Its activities encompass the full range of military operations, from nation and humanitarian assistance to peace enforcement and conflict. They begin with the initial planning of an operation through mobilization, deployment, war or MOOTW, and redeployment. Whether committed to a forward-presence or MOOTW mission, personnel support must be tailored to satisfy the commander's tactical and operational requirements, either Army alone or in concert with a joint or multinational force.

MANNING THE FORCE

The manning challenges are to assure the uninterrupted flow of military personnel to the battlefield and to provide the necessary services to sustain them. Manning the force encompasses personnel readiness management (PRM), replacement management, casualty operations management (COM), and personnel accounting and strength reporting (PASR). These critical functions meet the Army personnel requirements from mobilization and deployment through redeployment and demobilization. They maintain the units' fighting strength and assist the commander during the command estimate process.

PERSONNEL READINESS MANAGEMENT

Personnel readiness describes a state of mission preparedness. The Army PRM System is a process for achieving and maintaining that state. It provides a flexible tool for selecting and assigning military personnel with the correct skills to meet the requirements before, during, and after combat. Its mission is to maximize wartime preparedness by distributing soldiers

and Army civilians to commands based on documented manpower requirements and/or authorizations. It—

- Analyzes personnel strength data to determine current combat capabilities and project future requirements.
- Accounts for military personnel, reports other strength-related information, and updates command data bases at all levels.
- Starts with the comparison of an organization's personnel strength against its requirements or authorizations and ends with a personnel readiness assessment and allocation decision.

REPLACEMENT MANAGEMENT

Replacement management is the physical reception, accounting, processing, support, and delivery of military and civilian personnel, including replacements and return-to-duty soldiers. The Replacement Management System, which responds to commanders through the PRM System, moves military

personnel and civilians through CONUS replacement centers to the unit commander in the theater of operations. It provides primarily for individual replacements in all military occupational specialties and groupings of individuals up through company level as operations require. Replacement management requires real-time access to basic information about all replacements, movement status from the point of selection, and personnel readiness management information to determine the final destination of replacements and return-to-duty soldiers.

CASUALTY OPERATIONS MANAGEMENT

COM helps the personnel readiness manager and commander replace incurred losses. This system records, reports, verifies, and processes information from unit level to HQDA; notifies appropriate individuals; and provides assistance to family members. Casualty information from a number of sources

must be collected, collated, and analyzed to determine appropriate action and ultimate case disposition.

PERSONNEL ACCOUNTING AND STRENGTH REPORTING

PASR is the system for recording by-name data on military personnel when they arrive and depart units, change duty status—for example, from duty to hospital—and change grades. Strength reporting is a numerical end product of the accounting process that starts with a strength-related transaction submitted at battalion and separate unit level. It ends with a data base update through all echelons of command to the Total Army personnel data base (TAPDB). The battlefield requirements of joint and multinational operations mean that commanders need to know the status of all personnel under their control. The personnel system may be asked to account for joint, allied, or HN personnel and/or provide services in a manner similar to that for Army personnel.

CIVILIAN PERSONNEL MANAGEMENT

Civilian personnel management provides essential civilian personnel and the services necessary for their sustainment. The director of civilian personnel, DCSPER, will develop civilian personnel policy. The DCSPER will also develop and coordinate policy and guidance for the expansion of DA civilian, as well as military, manpower to meet a wartime situation. The director of mobilization,

DCSPER, who has overall responsibility for manpower mobilization policy, will direct and supervise formulation of the Army's personnel mobilization program. The director of mobilization and operations, DA PERSCOM, is the principal agent for coordinating and integrating manpower mobilization plans and procedures for Army transition from peacetime to wartime.

PERSONNEL STRUCTURE

In addition to conflict and mobilization, personnel units are critical during preconflict/war and redeployment activities. Normally, personnel units are among the first to deploy and the last to redeploy. Units are tailored and configured based on METT-T analysis. The senior personnel officer at the operational level makes recommendations on unit configuration. Commanders should anticipate this and plan accordingly. Personnel units are also important in MOOTW, and they must plan for providing

support to military personnel involved in those operations. To support personnel readiness management, commanders should ensure that the personnel information element deploys into the theater early, usually concurrent with other sustainment data bases. The Army's personnel management system organizational structure below HQDA is divided into three areas: personnel management centers (PMCS), operational personnel units, and personnel C² units.

PERSONNEL MANAGEMENT CENTERS

A PMC is a task-organized functional area staff element that performs the manning function by managing critical personnel systems. It is composed of the functional area elements of a personnel organization, and its mission is distinctly separate from the personnel unit's command role. The PMC may be a staff element within a battalion, brigade, division, corps, or senior logistics headquarters, or the mission performance element of a personnel command or group. Staff elements direct personnel management operations at all levels.

OPERATIONAL PERSONNEL UNITS

Organizations that execute the personnel management mission on the battlefield as part of an integrated network are personnel detachments, postal companies, replacement battalions, CONUS replacement centers, reception battalions, and Army bands.

- Personnel detachments collect, validate, process, and manage combat-essential information; manage critical personnel systems; and provide essential services to commanders, soldiers, deployed civilians, and joint or allied personnel.
- Postal companies receive, process, and deliver mail and provide other postal services.
- Replacement battalions command replacement companies at CONUS replacement centers or at theater level. Replacement companies may be part of a replacement battalion, personnel group, or a personnel services battalion (PSB). They receive, support, and process replacements, including coordinating transportation for their movement from theater to corps, theater army area command (TAACOM), and division levels.

- CONUS replacement centers provide C², validate soldier readiness processing, and report and coordinate the equipping, training, and transportation of replacement personnel, DA civilians, contract civilians, American Red Cross (ARC), and federal agency/national organization personnel en route from CONUS to the theater of operations.
- Reception battalions in-process new soldiers and prior-service soldiers for initial entry training and/or advanced individual training.
- Army bands are units normally allocated to operational-level and tactical-level (corps, division) commands. They promote readiness by performing music that enhances morale, unit esprit, and civil-military operations (CMO). Bands have the secondary role of temporarily augmenting security during periods of heightened combat intensity when using them in their primary role is impractical.

PERSONNEL C² UNITS

The PSB exercises C² over assigned personnel units in the division area and operates designated personnel management systems. A PSB may command two to six personnel detachments. Depending on TOES and METT-T, it may also exercise C² over a replacement company, postal unit, and/or band. At corps level, personnel groups exercise C² over assigned personnel units and operate the personnel management system for the corps. At the operational level, the personnel command exercises C² over assigned personnel units and operates the personnel management system for the theater.

PERSONNEL SERVICE SUPPORT

The PSS mission enhances the combat capability of the soldier through sustainment, thereby increasing combat power. Whether committed to peacetime operations, MOOTW, or war, PSS organizations are tailored to

satisfy the operational requirement of the theater independently or in conjunction with allied forces. PSS systems provide services essential to sustain the highest possible level of readiness. The services they provide to

soldiers, civilians, and family members are essential to sustain the human dimension of the force.

As the Army seeks to synchronize its warfighting capabilities with all services, the PSS community must also strive to integrate its capabilities. To ensure unity of effort, joint personnel services require formal agreements, MOUs, and exchange of liaison officers. Sustaining military personnel and their systems include PSS, HSS, field services support, quality of life, and general supply support.

Personnel support is a major function at each level of war. At the strategic level, it encompasses national mobilization and falls within the purview of national political and military-strategic leadership. Strategic personnel support deals with mobilization of reserves and national manpower and acquisition, integration, deployment, and demobilization. It links the nation's natural human resources to theater military operations. Operational personnel support

focuses on reception and onward movement, allocation, management, redeployment of units and military personnel, and reconstitution operations. Tactical personnel support focuses on the specific functions of manning units and sustaining the unit's soldiers. Centralized management and assignment of military personnel and systems at the strategic level facilitate decentralized execution of personnel support at the operational and tactical levels.

PPS is an integrated system that sustains the fighting force and contributes to both the national will and the will of the soldier to fight. It is the management and execution of six personnel-related functions: personnel services, resource management, finance services, religious support, PA, and legal services. These functions are usually within the purview of the tactical unit's G/S-1, although at different echelons they may be represented by different staff officers and unit commanders. Figure 6-1 depicts the relationships between manning and sustaining soldiers and their systems.

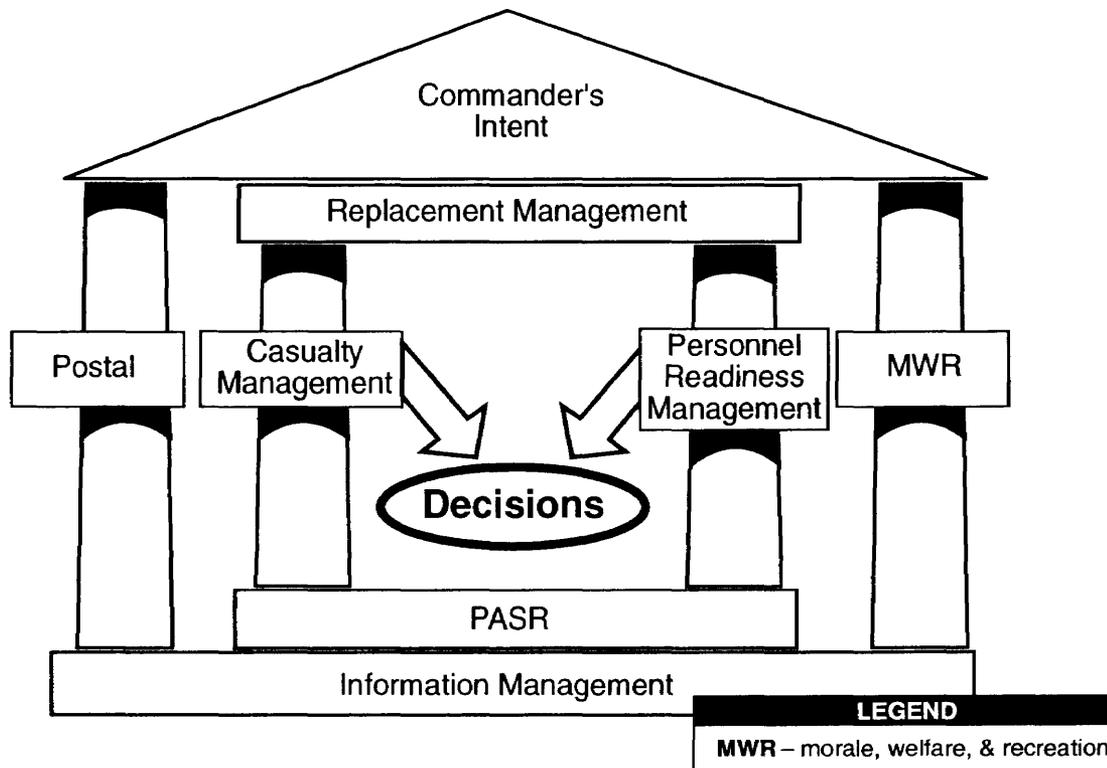


Figure 6-1. Interconnected Military Personnel Systems

PERSONNEL SERVICES

The key to understanding personnel services is recognizing that personnel services activities apply to both commanders and units (manning) and military personnel (sustaining soldiers). For instance, personnel services support soldiers by making certain they are prepared to deploy and that their personal documents, such as their life insurance and DD Forms 93, are current. This function also manages unit readiness, ensuring that the unit is manned with deployable military personnel. It further serves the commander by providing him with real-time information about the combat-ready strength of his unit personnel operations, therefore becoming a combat multiplier by providing information and support to both the commander and the soldier. Many systems that contain soldier support functions contribute to both unit and commander support. For instance, postal and MWR activities appear to support primarily the soldier. However, the morale of the unit is a combat multiplier. The ability to provide military personnel with services that improve the morale of the unit supports both the commander and soldier.

Enhanced communications allow accomplishment of some personnel functions, such as personnel information management (PIM), from CONUS or another theater, requiring deployment of only critical functions. Split-based operations, however, require careful consideration of the commander's vision and intent and application of logistics characteristics. The following paragraphs describe the personnel service systems.

Personnel Information Management

The PIM system interconnects the manning subfunctions. It collects, validates, processes, and stores critical information, manually and electronically, about military personnel and units through distributed and command data bases. It provides essential personnel information to commanders, military personnel, and families. The personnel information data base is used by—

- Personnel readiness managers to assess unit readiness and to support personnel allocation decisions.
- Casualty managers for basic personnel information and to verify casualty information.
- Replacement managers to track replacement flow through the replacement system to the ultimate unit of assignment.

This system integrates and distributes the information products necessary to man and sustain soldiers and their systems on the battlefield. The analysis of the data base information is provided to the commander to support the decision-making process. Figure 6-2 shows the connectivity of the personnel management functions for military personnel support.

Postal Operations Management

This system operates a network to process mail and provide postal services within the area of operations. Processing mail involves receiving, separating, sorting, dispatching, and redirecting ordinary and accountable mail.

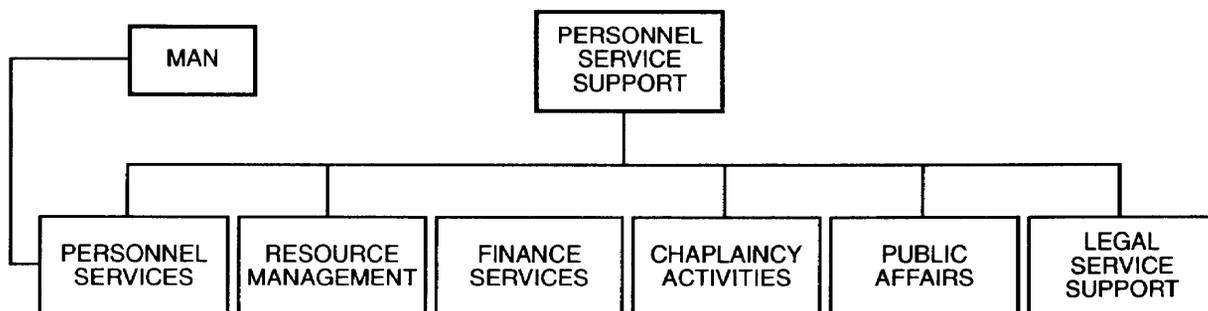


Figure 6-2. Manning and Personnel Service Support

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Postal services involve selling stamps; cashing and selling money orders; providing registered, insured, and certified mail services; and handling casualty and contaminated mail.

MWR and Community Support

The mission of the MWR program is to improve unit readiness by promoting fitness, building morale and cohesion, enhancing quality of life, and providing recreational, social, and other support services for military personnel, Army civilians, and their families. During peacetime, the scope of MWR includes sports activities, recreation centers, libraries, clubs, bowling centers, golf centers, outdoor recreation, arts and crafts, and entertainment. During war and MOOTW, the MWR network provides services to the theater of operations in the form of unit recreation, library book kits, sports programs, and rest areas at brigade level and higher. Military and civilian MWR personnel staff these activities and services. The MWR network also provides facilities that house a number of MWR functions for military personnel, such as unit lounges, recreation centers with snack bars, and activity centers. The facilities provided by the MWR network depend on the theater/corps command policies and the operational/tactical situation. Community support programs include the ARC, family support, and the exchange system.

American Red Cross. The ARC consistently delivers essential Red Cross services to active duty military, National Guard, reservists, Army civilians, and their families worldwide in order to assist them in preventing, preparing for, and coping with emergency situations. During mobilization and deployment, it provides emergency communication and case management services to support the health, welfare, and morale of the armed forces and their families. ARC representatives are available at division and higher levels to assist with family emergencies and emergency communication between family members and deployed personnel. ARC provides forward deployed units a direct link to their families during family emergencies. Requests for ARC personnel to accompany US forces into a theater of MOOTW must be forwarded to the US Army Community and Family Support

Center (USACFSC), Family Support Directorate (FSD). USACFSC-FSD is DOD's Executive Agent for the deployment of Red Cross personnel during these situations. It is responsible for coordinating and securing support for ARC personnel to support military operations, managing and monitoring military support to ARC, funding travel to and from the theater of operations for ARC personnel, and coordinating and preparing ARC personnel for deployment and return. The ARC's national headquarters is responsible for supplying the staff and managing and monitoring ARC operations in the field. A designated Red Cross representative will be involved with the USACFSC, the appropriate military command, and the ARC's national headquarters in contingency planning to ensure proper coordination and clarification of requirements. In the theater of operations, coordination for Red Cross support falls under the G1.

Family Support. Departure of military personnel during war or MOOTW creates substantial stress on military personnel and their family members throughout the period of separation. The morale of both the soldier and the family significantly impacts soldier performance. The family support program's mission is to foster Total Army family readiness since mission accomplishment for forward deployed units is directly linked to soldiers' confidence that their families are safe and capable of carrying on during their absence. The chain of command helps soldiers and Army civilians solve personal problems and communicate with their families through the family support system. Families of deploying personnel are provided all possible services to which they are entitled by the sustaining base/rear detachment. Services include predeployment briefings/readiness checks (wills, allotments, family care plans, insurance), frequent family briefings, survival skills training (stress management, problem solving, household and auto maintenance), and the family assistance center (counseling, the Defense Eligibility Enrollment System enrollment, legal information and referral, and Army community services). These services may need to expand to the families of military personnel in the reserve and National Guard

who have been called to active duty. DA Pam 608-47 provides more detailed information.

The Exchange System. The exchange system provides basic health, hygiene, and personal care needs to soldiers and Army civilians. A board of directors that includes senior Army and Air Force leaders directs AAFES operations worldwide. The system supports major installations in CONUS and overseas and units deployed to remote areas. It also supports field operations and exercises. The Army provides materiel, facilities, transportation, field site support, and some personnel for AAFES operations.

During war and MOOTW, the CINC-level command, in coordination with AAFES, plans for and supports exchange operations. These plans may include a combination of direct retail operations, tactical field exchanges (TFEs), and AAFES imprest funds activities (AIFAs):

- AAFES deploys personnel to assist the Army in establishing direct retail operations and an exchange warehousing and distribution system. The senior personnel manager in the operational area and the tactical level personnel manager coordinate with the senior CSS manager and tactical-level CSS manager in the process of designating, training, deploying, and employing Army and Air Force personnel to support the theater AAFES system. Preferably, these personnel have Defense Commissary Agency experience in supply management, warehousing, distribution, and/or retail operations. AAFES may establish these activities using AAFES employees, contract operators, and/or third country national employees or vendors.
- TFEs are military-operated exchanges designated to provide merchandise and services on a temporary basis in areas where permanent exchange activities are not present. TFEs serve soldiers and Army civilians and may locate as far forward as the brigade support area and tactical situation allow. They are manned by Defense Commissary Agency personnel or detailed military personnel.
- AIFA is a military-operated retail activity, usually operated in small or remote sites,

when regular direct-operation exchanges cannot be provided. It is operated basically the same as a TFE except that the unit is accountable and responsible for the merchandise that it purchases. Should commanders choose to employ AIFA, they must select and train personnel from their units to operate these activities. AAFES issues the unit a fund to purchase an initial inventory. Money generated from sales is used to replenish the merchandise stock. A site commander can request the establishment of an AIFA from the general manager of the AAFES geographical area.

Other Essential Personnel Services. Other personnel services include general services such as voting, safety, and heraldry. They also include awards and decorations, noncommissioned officer and officer evaluations, enlisted promotions and reductions, officer promotions, enlisted and officer transfers and discharges, identification documents, leaves and passes, line-of-duty investigations, officer procurement, retention, and recruiting, and band operations. For more information, see FM 12-6.

RESOURCE MANAGEMENT

During peacetime, the resource management mission is greatly expanded to provide a full range of financial services, since fund availability determines the ASCC's ability to refine the force structure and train and maintain for war. During the transition phase of operations, the DCSRM retains its organizational structure in an established (mature) theater. However, variations in staffing are necessary as the scope of functions is adjusted to the intensity level of the conflict. The ASCC, in coordination with HQDA, determines staffing variations. Financial transactions will continue to be reported unless Congress suspends or modifies them. The level of formal accounting functions to be performed in the theater depends on the location, type, and duration of the hostilities. For details, see FM 14-6 and other resource management guidance. The DOD contract construction agent is responsible for managing military contract construction funds in the theater.

FINANCE SERVICES

The finance mission is to sustain the Army during joint and multinational operations by providing timely commercial vendor and contractor payments, various pay and disbursing services, and limited accounting. This support provides the warfighting commander with a significant combat multiplier. Military pay, travel, and disbursing are missions that offer morale support and, as such, provide an additional combat multiplier.

As directed, the senior finance commander in the theater is responsible for providing finance support to all joint and multinational commands and policy and technical guidance to finance units. He is responsible for accomplishing centralized theater support missions such as currency funding, commercial accounts, foreign national pay, and appropriated and nonappropriated fund accounting. When designated by DOD, the Army's senior finance commander—

- Provides currency funding support to other US and allied organizations in the theater.
- Establishes theater financial policy to ensure consistent application of DOD finance and accounting (F&A) policy.
- Coordinates finance support requirements within the theater.
- Recommends allocations of finance units in theater,
- Reviews theater operations plans and prepares annexes to ensure proper support of operations.
- Coordinates HNS for F&A.
- Supports noncombatant evacuation operations (NEO).
- Coordinates and performs logistical, operational, and administrative actions for assigned finance units.
- Ensures operational readiness of assigned finance units.

Finance units provide the full range of F&A services to all military personnel and units in the theater as described in FM 14-7. They also-

- Formulate command financial policy and establish finance procedures.
- Provide finance support for the AOR within

the theater by preparing and paying commercial vouchers, travel vouchers, and foreign national payrolls; cashing negotiable instruments; funding tactical exchange facilities and other nonappropriated fund instrumentalities; and accounting for pay to enemy prisoners of war (EPW) and civilian internees.

- Provide currencies for local procurement payments, foreign national payrolls, imprest funds, combat payments, day laborer payments, intelligence and counterintelligence operations, and claims.

During conflict or war, the level of formal accounting services performed by the finance elements in the theater of operations depends on the intensity, duration, and location of the conflict. Based on the JTF or theater commander's recommendation, in coordination with the Assistant Secretary of the Army for Financial Management, the theater commander will approve the transfer of accounting functions to a designated finance support activity (DFSA) in CONUS. After transfer, the finance element will continue to ensure that necessary documentation and data are provided to the DFSA to accomplish the accounting function.

The ASCC suspends normal payday operations during war, and support for the procurement process becomes the finance element's critical mission. He also establishes the amounts of monthly cash payments made to individual soldiers. Finance support teams pay soldiers when and where their commanders desire. They are able to make contract payments, commercial vendor payments, and combat payments and to process pay inquiries.

RELIGIOUS SUPPORT

Unit ministry teams provide religious support to the deployed force. As a minimum, the teams consist of one chaplain and a chaplain assistant. Their support includes—

- Preparing/coordinating religious support plans and annexes to OPLANs/OPORDs.
- Conducting rites, ordinances, and worship services and administering sacraments.
- Providing pastoral care and counseling.

- Supporting battle fatigue prevention and treatment programs.
- Advising the commander and staff on religion, morals, and morale and the impact of indigenous religions on military operations.

The senior chaplain on each staff serves as a special staff officer to the respective commander. He supervises his own staff and provides staff supervision of religious support in subordinate units. He also coordinates religious support with chaplains of other US services, as well as allied and HN religious leaders. The commander charged with rear area operations is responsible for religious support in the rear area. His staff chaplain coordinates religious support.

PUBLIC AFFAIRS

The American people have a right to know about Army operations. More importantly, the Army has a vital interest in ensuring an expedited flow of complete, accurate, and timely information about them. Doing so fulfills the Army's obligation to keep the American people informed. It also helps to establish the conditions that lead to confidence in America's Army and its conduct of operations in peacetime, conflict, and war. When military personnel, their families, the nation's political leaders, and the general public perceive that the Army is conducting operations competently, professionally, and ethically, the morale, esprit, and effectiveness of our force are enhanced. This is critical to successful mission accomplishment.

Leaders must understand that the perception of an operation can be as important to success as its execution. They need to recognize that the global visibility of today's media is bridging the gap between the strategic and tactical levels so that a tactical victory can be an operational or strategic loss and vice versa. They have to appreciate that the media's ability to provide detailed graphics and live coverage of events from anywhere in the world has made military operations into spectator events watched in real time by the American public, allies, and adversaries. They must realize that this allows media personalities, politicians, pundits, critics, academics, and

“armchair quarterbacks” of every bent to become active participants in debates about the way the operation is being conducted.

The key to achieving an expedited flow of complete, accurate, and timely information about Army operations is the integration of PA estimates and recommendations into the planning and decision-making process. PA elements must—

- Assess internal and external information needs and expectations and analyze what the media is publishing.
- Develop strategies that support open and independent reporting.
- Ensure that their strategies are synchronized with higher headquarters' PA guidance.
- Carefully coordinate their efforts with related information communication functions such as combat camera, CA, and PSYOP.

PA success comes from open, honest, proactive information communications. PA personnel serve as the interface between the military and the media. They work to communicate the Army prospective and to ensure that reporting is fair and balanced. They try to educate media representatives on the military and the operation, and they prepare military personnel to interact with the media. Although the commander and the PAO are the organization's official spokespersons, all military personnel are potential spokespersons. The media often perceive junior soldiers as especially candid, honest, insightful, and credible. PA personnel play a key role in facilitating media-soldier interaction.

In addition to serving as the interface between the military and the media, PA supports the commander's program to ensure that the information needs of military personnel and their families are met. PA personnel develop a strategy based on critical information needed to understand the operation and the mission and to maintain morale and esprit. This strategy identifies the product requirements for communicating information within the theater and between the theater and home station. It synchronizes

commercial contract services and Army production capabilities to most effectively and efficiently provide optimum command information.

LEGAL SERVICES

The commander's ability to maintain morale, order, and discipline enhances unit combat readiness. When morale, order, and discipline are absent, unit readiness suffers. Organizational morale depends upon the command's ability to care for the soldier and protect him from unnecessary concern about legal issues affecting his family. As described in FM 27-100, legal service support to the command, the organization, and the soldier is accomplished within a theater of operations through seven functional areas: administrative law, contract law, criminal law, international law, operational law, claims, and legal assistance.

Personnel in SJA sections at every major echelon of command, from division to theater, provide legal service support. Legal specialists are located at battalion and brigade to ensure liaison with unit commanders and soldiers. The

SJA is a member of the commander's personal and special staff. As the commander's personal legal advisor, the SJA implements the commander's policies under the preventive law program and establishes the climate for disposition of legal matters.

Order and discipline depend on the commander's ability to effectively dispose of violations against persons and property while protecting the rights of the soldier, the victims, and the unit. The soldier or civilian and his family are supported through premobilization legal planning, payment of claims for damages and loss arising from military service, and the preventive law program. Military judges and defense counsel provide the command with the prerequisite assets needed to dispose of courts-martial and other adversarial proceedings against a soldier. These assets are assigned to a field operating agency of the judge advocate general (JAG) with duty at installations or appropriate headquarters. The JAG service organizations augment SJA offices, usually at echelons above division, to ensure that appropriate legal assets are available. See AR 27-1 and AR 27-10 for more details.