Army Regulation 600–8

Personnel-General

Military Human Resources Management

SUMMARY of CHANGE

AR 600–8
Military Human Resources Management

This administrative revision, dated 2 March 2017--

o   Updates references, terms, and abbreviations (throughout).

This major revision, dated 11 April 2014--

o   Changes the name of the regulation from Military Personnel Management to Military Human Resources Management (cover and throughout).

o   Prescribes the policies that govern the Military Human Resources Support System (chap 1).

o   Updates the managerial framework which describes Military Human Resources Support requirements (chap 2).

o   Updates the integration process for use in managing the Military Human Resources Support System (chap 3).

o   Describes the characteristics of Human Resources organizations (chap 4).

o   Describes how Human Resources organizations deliver personnel services support (chap 5).

o   Establishes an internal control evaluation process (app D).

o   Updates references, terms, and abbreviations (throughout).

Headquarters
Department of the Army
Washington, DC
11 April 2014

*Army Regulation 600–8

Effective 11 May 2014

Personnel-General

Military Human Resources Management

By Order of the Secretary of the Army:

RAYMOND T. ODIERNO
General, United States Army
Chief of Staff

Official:

GERALD B. O'KEEFE
Administrative Assistant to the Secretary of the Army

History. This publication is an administrative revision.

Summary. This regulation prescribes the policy, managerial framework, organizations, and the delivery of personnel services.

Applicability. This regulation applies to the Active Army, the Army National Guard/Army National Guard of the United States, and the U.S. Army Reserve, unless otherwise stated.

Proponent and exception authority. The proponent of this regulation is the Deputy Chief of Staff, G–1. The proponent has the authority to approve exceptions or waivers to this regulation that are consistent with controlling law and regulations. The proponent may delegate this approval authority, in writing, to a division chief within the proponent agency or its direct reporting unit or field operating agency, in the grade of colonel or the civilian equivalent. Activities may request a waiver to this regulation by providing justification that includes a full analysis of the expected benefits and must include formal review by the activity's senior legal officer. All waiver requests will be endorsed by the commander or senior leader of the requesting activity and forwarded through their higher headquarters to the policy proponent. Refer to AR 25–30 for specific guidance.

Army internal control process. This regulation contains internal control provisions in accordance with AR 11–2 and identifies key internal controls that must be evaluated (see appendix D).

Supplementation. Supplementation of this regulation and establishment of command and local forms are prohibited without prior approval from Deputy Chief of Staff, G–1 (DAPE–MR), 300 Army Pentagon, Washington, DC 20310–0300.

Suggested improvements. Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to Commander, U.S. Army Human Resources Command (AHRC–PDR–R), 1600 Spearhead Division Avenue, Fort Knox, KY 40122–5402. Committee Management Approval. AR 15–1 requires the proponent to justify establishing/continuing committee(s), coordinate draft publications, and coordinate changes in committee status with the U.S. Army Resources and Programs Agency, Department of the Army Committee Management Office (AARP–ZA), 9301 Chapek Road, Building 1458, Fort Belvoir, VA 22060–5527. Further, if it is determined that an established "group" identified within this regulation later takes on the characteristics of a committee, as found in AR 15–1, then the proponent will follow all AR 15–1 requirements for establishing and continuing the group as a committee.

Distribution. This publication is available in electronic media only and is intended for command levels A, B, C, D, and E for the Active Army, Army National Guard/National Guard of the United States, and the U.S. Army Reserve.

Contents (Listed by paragraph and page number)

*This regulation supersedes AR 600–8, dated 1 October 1989.

UNCLASSIFIED

Contents—Continued

Glossary

Chapter 1
The Military Human Resources Support System

Section I
General

1–1. Purpose
This regulation establishes Army policy, a managerial framework, organizations, and the delivery process of the Human Resources (HR) Support System. It synchronizes the requirements of both the home station, operational, and tactical HR Support System and outlines the organizational structure of HR supporting organizations.

1–2. References
Required and related publications and prescribed and referenced forms are listed in appendix A.

1–3. Explanation of abbreviations and terms
Abbreviations and special terms used in this regulation are explained in the glossary.

1–4. Responsibilities
a. Assistant Secretary of the Army (Manpower and Reserve Affairs). The ASA (M&RA) has oversight of and will supervise the development and implementation of the Military HR Support System.

b. The Deputy Chief of Staff, G–1. The DCS, G–1 will—

(1) Serve as the senior Army official for the Military HR Support System and will provide Headquarters, Department of the Army (HQDA) supervision of all HR policy formulation, programs, goals, architecture, standards, structures, and resources.

(2) Through the Commanding General (CG), U.S. Army Human Resources Command (HRC) manage the daily operations of the Army's HR Support System by—

(a) Appointing a HQDA program manager for the HR Support System.

(b) Designating HQDA proponents for each HR Support System function and core competency.

(c) Interacting with the Reserve Components to integrate the common requirements of all three components.

(d) Directing HR Support System operations in the field.

(e) Serving as the functional proponent for the Army's HR Support System.

(f) Through the Adjutant General (AG), HRC—

1. Serve as the HR Support System program manager.

2. Guide HQDA proponents in execution of their departmental level responsibilities.

3. Publish and maintain an operating charter for any command review councils.

4. Serve as the coordinating agent to the CG, U.S. Army Soldier Support Institute (USASSI).

5. Control changes to the HR Support System.

6. Serve as the coordinating agent for the HR Support System in all matters related to HR integration.

7. Ensure the contents of this regulation and Field Manual (FM) 1–0 are synchronized.

8. Serve as the functional proponent for regulations, procedures, and HR information systems used to support HR functions.

c. Deputy Chief of Staff, G–3/5/7. The DCS, G–3/5/7 will exercise final authority in resourcing the HR Support System, to include allocating units, manpower authorizations, and funding.

d. Director, Personnel Information Systems Directorate, U.S. Army Human Resources Command. The Director, Personnel Information Systems Directorate will support the automation requirements of the HR Support System.

e. Commanding General, U.S. Army Combined Arms Support Command. The CG, CASCOM and Sustainment Center of Excellence will—

(1) Ensure that HR functions, doctrine, tactical developments, unit organizational structure and training are integrated and support the sustainment warfighting function.

(2) Provide guidance and support for HR technical systems to include Enterprise systems that impact unit level functions and tactical operations requiring individual and collective training through the training proponent.

f. Commanding General, U.S. Army Soldier Support Institute. The CG, USASSI, as a joint owner in managing the Army's HR Support System, will—

(1) Ensure that subject matter experts and doctrinal proponents for each function and core competency are appointed.

(2) Ensure tactical development proponents are appointed for each HR support function and core competency.

(3) Formulate doctrine, tactical developments, unit organizational structure, and training.

g. Commandant, Adjutant General School. The Commandant, AG School will—

(1) Appoint subject matter experts (one for each HR support function and core competency) and doctrinal proponents.

(2) Publish doctrinal literature for the HR Support System.

(3) Operate the AG School.

(4) Serve as the branch proponent for the Army's HR Support System.

(5) Write doctrine, establish personnel training requirements, and conduct training.

(6) Serve as the USASSI coordinating agent to CG, HRC.

h. The Chief, National Guard Bureau. The Chief, NGB, through the Director, Army National Guard (ARNG) will support the Army's HR Support System by—

(1) Participating in the development of personnel systems guidance established by HRC in accordance with policy outlined in appropriate Army Regulations (ARs), and publish ARNG-unique personnel guidance when ARNG units are not in Active Federal Service in the strength of the Army.

(2) Ensuring personnel developers are provided with historical data (for example, military occupational specialty, historical date), reports, and special requirements that will enable them to perform the eight personnel development system life cycle management functions.

i. Chief, Army Reserve. The CAR will support the Army's HR Support System by—

(1) Overseeing the functions and core competencies of the HR Support System.

(2) Using the managerial framework described in chapters 1, 2, and 3 as a basic frame of reference.

(3) Ensuring proper utilization of personnel.

(4) Ensuring that an integrator is identified within HRC.

(5) Providing technical direction to HR support activities and units.

j. Commanding General, U.S. Army Forces Command. The CG, FORSCOM will oversee operational training and its integration with warfighting functions.

k. Commander, U.S. Army Force Management Support Agency. The Commander, U.S. Army Force Management Support Agency will—

(1) Serve as the DCS, G–1's functional manager for the HR Support System manpower requirements process.

(2) Document the manpower requirements of the HR Support System.

l. Commanders of Army commands, Army service component commands, and direct reporting units. The Commanders of ACOMs, ASCCs, and DRUs will—

(1) Oversee the functions and core competencies of the HR Support System.

(2) Provide technical direction to HR support activities, installations, and units.

(3) Ensure proper utilization of personnel.

m. Senior commanders. The SCs will—

(1) Identify a functional proponent to oversee functions and competencies for the HR Support System.

(2) Ensure that an integrator is identified within the office of the senior HR leader.

(3) Ensure proper utilization of personnel.

(4) Provide appropriate support to the HR Support System.

n. Headquarters, Department of the Army functional proponents. The HQDA functional proponents and program managers will—

(1) Ensure the efficient and cost-effective execution of HR functions and tasks on an Armywide basis, to include the home station and tactical dimensions of HR support.

(2) Operate informal networks to coordinate:

(a) Mutual functional requirements with their counterparts in the Reserve Components and at ASCC and installation-levels.

(b) Automation requirements with Director, Personnel Information Systems Directorate.

(c) Training requirements with the Commandant, AG School.

(d) Doctrinal requirements with CG, USASSI.

Section II
Organizing for Military Human Resources Support

1–5. Mission
HR support is delivered in both home station and deployed environments. The operational mission of HR support provides support and readiness services to commanders, Soldiers, Families, retirees, veterans, and contractors. During tactical operations, HR support—
  a. Directs the personnel portion of the Army's wartime command and control system.
  b. Collects, processes, and manages tactical HR information and executes decisions of commanders.
  c. Delivers replacements, mail, and other vital tactical services to commanders and Soldiers on the battlefield.
  d. Ensures that HR functional units execute designated responsibilities in support of the tactical mission.

1–6. Doctrine
HR leaders will use this regulation and FM 1–0 to plan and direct home station support, mobilization operations, and deployed support.

1–7. Organization
  a. The major structural components of the HR Support System include:
  (1) A functional description of the HR Support System.
  (2) A number of HR support functions and tasks that subdivide the HR Support System into manageable segments.
  (3) A set of HR support competencies that describe the major HQDA-directed work requirements of the HR Support System.
  (4) A set of integrated HR publications to govern the HR Support System.
  b. The HR community will endeavor to—
  (1) Integrate the requirements of HR doctrine, tactics, techniques, policies, procedures, automation support, training requirements, and manpower for the Active Army and Reserve Components.
  (2) Develop and train HR leaders and operators.
  (3) Establish responsibilities for HR support work at all levels of command.

Chapter 2
Human Resources Support Framework

2–1. General
This chapter focuses on the foundations of the managerial framework for HR support. The key elements of the HR support framework are enduring principles, competencies, key functions, tasks, and governing publications. A functional description of the Army's HR Support System is located at appendix C.

2–2. Enduring principles
Enduring principles guide HR leaders and support providers in assuring a higher quality, more diverse and ready Total Army using effective systems and agile policies. The following enduring principles guide leaders in meeting the challenges of current and future operations and are also provided in FM 1–0:
  a. Integration. Integration maximizes efficiency by joining all elements of HR support (tasks, functions, systems, processes, and organizations) with operations ensuring unity of purpose and effort to accomplish the mission.
  b. Anticipation. Anticipation relies on professional judgment resulting from experience, knowledge, education, intelligence, and intuition to foresee events and requirements in order to initiate the appropriate HR support.
  c. Responsiveness. Responsiveness is providing the right support to the right place at the right time. It is the ability to meet ever-changing requirements on short notice and to apply HR support to meet changing circumstances during current and future operations. It involves identifying, accumulating, and maintaining sufficient resources, capabilities, and relevant information to enable commanders to make rapid decisions.
  d. Synchronization. Synchronization is ensuring HR support operations are effectively aligned with military actions in time, space, and purpose to produce maximum relative readiness and operational capabilities at a decisive place and time. It includes ensuring the HR operational process is planned, executed, and assessed.
  e. Timeliness. Timeliness ensures decision makers have access to relevant HR information and analyses that support current and future operations. It also supports a near real-time common operational picture across all echelons of HR support.

f. Accuracy. Accuracy of information impacts not only on decisions made by commanders, but also on Soldiers and their Families. Information accuracy affects Soldier careers, retention, compensation, promotions, and general well- being. Information accuracy affects Family members during the next of kin notification portion of casualty operations. HR providers must understand the dynamic nature of HR system architecture and the fact that data input at the lowest level directly impacts decisions made at the highest level.

2–3. Core competencies
Core competencies are essential and enduring capabilities which translate into major work requirements involving one or more key HR functions. Work requirements of a competency are derived from, or executed through, HR functions. For example, the Man the Force competency is a consolidation of the key functions of personnel readiness management, personnel accountability (PA), strength reporting, retention operations, and personnel information management.

2–4. Human resources functions
HR functions are manageable segments within the HR Support System. Each key function is directed by HQDA functional proponents and is addressed in its own governing publication or set of publications. Not all functions are accomplished at all levels of HR support. For example, while the strength reporting function is common to staff elements (G–1 and adjutant (S1)), it is generally not conducted by the military personnel division (MPD). Key functions and core competencies are listed and correlated in table 2–1.

2–5. Functional proponency system
a. This system of functional proponents and program managers supports the operators who are responsible for providing HR support at all levels. The system is operated by the following major activities:
(1) HRC.
(2) Installation Management Command.
(3) NGB.
(4) Office of the CAR.
(5) ACOMs.
(6) USASSI.
b. Proponents and program managers are appointed to manage each HR function. Also, an HR support integration program manager is appointed as the overall manager of the system for the activity and will interact with higher and lower echelon counterparts.
c. Installation and USASSI-designated subject matter experts will coordinate with respective HRC, HQDA, and Installation Management Command functional proponents and program managers in training and doctrine development. Informal coordination meetings will be conducted periodically.
d. The system of functional proponents provides technical support and guidance to HR support providers at all levels. Functional proponents and program managers operate informal networks and conduct periodic meetings in coordinating matters associated with their functions and programs.

Table 2–1
Core competencies and key functions

Competency	Man the Force	Provide HR Services	Coordinate Personnel Support	Conduct Planning and Operations
	Personnel readiness management	Essential personnel services	Morale, welfare, and recreation operations	HR planning and operations
	PA	Postal operations	Comm and interest programs	Operate HR comm and nodes
Key function	Strength reporting	Casualty operations	Army Band operations	
	Retention operation			
	Personnel information management			

2–6. Principles of support
Principles of support are established for HR support functions and multifunction programs. They are general policy statements that explain the nature of the work required. They are the major reasons for executing work in terms of contribution to the Army's life cycle model. Principles of support are listed in appendix B and also appear in the governing regulations for each function, program, or task.

2–7. Standards of service

a. The standards of service summarize a number of major precepts that establish requirements for manpower and other resources. HR support standards are general policy statements that establish work requirements for each support function and program. The intent of the work standard is to provide a mechanism to summarize the major requirements for review and validation by senior leaders.

b. Commanders and senior leaders must conduct periodic reviews using standards listed in governing publications and established by their organization to supplement governing publications in order to ensure the highest quality of support.

2–8. Tasks

a. The HR task describes the work required to execute key functions. It is the common denominator that links doctrine, training, manpower, and automation used to modernize the HR Support System.

b. Tasks are either structured or unstructured. Structured tasks are HQDA-directed work requirements for unit or installation-level execution. Unstructured tasks are general tasks involved in program management, functional planning, and functional meeting and workshop attendance.

c. HR tasks (mandated operating instructions) are presented in a standard manner, normally as a table, in governing HR publications. A task consists of the following elements:

(1) Task-specific functional rules.
(2) Sequential steps required to execute the task.
(3) Identification of the agent responsible for executing each step.
(4) A statement of the work required at each step.

2–9. Publications

The publications used in managing the HR Support System and directing work to be executed by HR Soldiers are—

a. AR 600–8, which prescribes the HR Support System.

b. AR 600–8 series (see app A for each publication), which serves as a reference for each particular function and program.

c. FM 1–0, which provides the doctrinal dimension of the HR Support System.

d. ARs 135 and 140 series (see app A for each publication), which provide supporting guidance addressing program applications unique to Reserve Components.

e. National Guard Regulation (NGR) 600 series (see app A for each publication), which provides supporting guidance addressing program applications unique to the ARNG.

Chapter 3
Human Resources Integration

3–1. General

HR integration unifies efforts across all components to achieve efficient operations. It also unifies doctrine, manpower, training, and automation requirements in executing supporting tasks for each key function and core competency.

3–2. Program management

a. HRC and USASSI share major portions of the HR Support System. USASSI manages HR concepts, doctrine, tactics, techniques, and procedures. HRC executes HR policies and directs procedures to accomplish tasks and functions in both the home station and deployed environments. The Chief, Field Services Division, HRC is the program manager for HR integration and serves as the HRC coordinating agent to the USASSI while the commandant of the AG School serves as the USASSI coordinating agent to HRC.

b. The basic foundation documents and concepts of the HR Support System are listed below and must have HRC and USASSI agreement to change them.

(1) AR 600–8.
(2) FM 1–0.
(3) Army Tactics, Techniques, and Procedures (ATTP) 1–0.1.
(4) Army Techniques Publication (ATP) 1–0.2.
(5) HR support structure.
(6) Principles of support.
(7) Standards of service.
(8) Enduring principles.

c. Structured committees conduct periodic reviews of the components and prevailing issues relating to HR support in order to develop solutions for consideration by Army leadership. The two primary committees include a general officer steering committee and a council of colonels. The council of colonels may submit progress reports and requests for additional guidance to the general officer steering committee. Committees may convene during major HR conferences and are generally composed of members from the following agencies:

(1) DCS, G–1.
(2) HRC.
(3) USASSI.
(4) U.S. Army Reserve.
(5) NGB.
(6) ACOMs, ASCCs, and DRUs.

3–3. Managing change
New or updated HR work requirements and additional guidance (for example, board messages, new incentive programs, and so forth) will be announced using military personnel messages and memorandums. HRC controls the release of these documents and coordinates with HQDA functional proponents and managers to—
a. Establish proponency with the system of functional proponents.
b. Identify new work in the form of task descriptions.
c. Identify automation requirements.
d. Coordinate new work with USASSI.
e. Identify new training requirements for the AG School.

Chapter 4
Human Resources Organizations

4–1. General
HR organizations are tailorable, scalable, flexible, and capable of providing sustaining HR support across full spectrum operations. HR organizations fall into one of three distinct categories: Directorates of Human Resources (DHRs), HR primary staff sections, and HR functional units.

4–2. Directorate of Human Resources
A DHR accomplishes non-deployed HR functions for Soldiers, Families, retirees, veterans, Department of Defense (DOD) civilians, and contractors. Some of those functions include in- and out-processing, identification card services, transition services, and Soldier readiness processing and checks. The MPD of the DHR provides limited HR support to units not supported by a brigade or geographically separated from their headquarters.

4–3. Human resources primary staff sections
a. The S1 is the HR primary staff section of a battalion or brigade. The G–1 is the HR primary staff section at echelons above brigade. The HR primary staff section in a Joint environment is the J–1.
b. The S1 prioritizes, plans, coordinates, and executes the delivery of HR support, services, and information on all assigned or attached personnel within the command or supported organizations. The brigade S1 executes the delivery of HR support and provides technical guidance for subordinate S1 elements. S1 elements not supported by a brigade may obtain limited support from the MPD.
c. The G–1 prioritizes and plans HR support within the command to assure a unity of purpose and effort and to maximize readiness and operational capabilities. G–1 staff elements exist at HQDA, ACOMs, ASCCs, DRUs, corps, and divisions. In a Joint environment, Services augment the J–1 in order to support Title 10, United States Code (10 USC) requirements. Some policies and procedures will remain consistent (for example, personnel accounting, strength reporting, casualty reporting, and Joint awards), while others will remain unique to the Army (for example, evaluations and promotions). The ARNG Joint Forces Headquarters and the U.S. Army Reserve Command G–1 provide similar HR support within their components.

4–4. Human resources functional units
a. HR functional units are organizational structures that provide direct or area HR support as an integrated part of the sustainment warfighting function. They are supported by the sustainment community and provide tactical HR support in three specific areas: PA, postal operations, and casualty operations.

b. The human resources sustainment center (HRSC) is employed as the HR primary staff section of the theater sustainment command and provides theater-level PA, casualty, and postal support to U.S. forces in a theater according to policies, procedures, and priorities established by the ASCC.

c. The HR operations cell exists as an element within both corps and division G–1 staff. It plans, coordinates, and synchronizes HR support for major combat units.

d. The HR operations branch is a staff element of the sustainment brigade or sustainment command. It plans, coordinates, integrates, and assesses the emplacement and operations of HR elements executing PA, casualty operations, and postal operations.

e. The HR company provides tactical theater support for PA functions, casualty operations, and postal operations. The company consists of a headquarters section, postal platoons, and HR platoons. The headquarters section of the company provides command and control, planning, and technical support to all assigned or attached HR or postal platoons. The postal platoon exists as an organic element of the HR company and provides modular, scalable, and flexible postal support - including postal financial management, services, and distribution within a theater area of operations. The HR platoon provides both PA and casualty support within a theater area of operations. To achieve versatility within the theater, the platoon employs both PA teams and casualty liaison teams.

f. The military mail terminal (MMT) element provides specialized postal expertise and limited augmentation manpower while coordinating postal support in a tactical theater. The element is augmented by postal platoons from an HR company.

Chapter 5
Personnel Services Delivery

5–1. Standardization strategy
Aligned under the sustainment warfighting function, HR support consists of both the management and delivery of personnel services at multiple levels and in multiple capacities in both the home station and deployed environments.

5–2. Home station
a. Home station support includes all tasks completed in a non-deployed environment.

b. HR primary staff sections process key functions in all environments. However, not all contributing tasks apply in all environments. For example, the task of coordinating morale, welfare, and recreation support contributes to the key competency of Coordinate Personnel Support (see table 2–1). However, HR primary staff sections do not typically coordinate morale, welfare, and recreation support in the home station environment. HR primary staff sections provide home station HR support depending on their command relationship.

(1) Brigade-level HR primary staff sections and below provide the majority of HR supporting tasks. These sections are organized by capability and typically consist of a leadership section and two teams. The personnel readiness team focuses on the core competency of Man the Force and its subordinate tasks and functions. The HR services team focuses on the remaining three core competencies and their supporting tasks and functions (see table 2–1).

(2) HR primary staff sections above the brigade operate mainly in a managerial capacity. While these staff sections continue to process limited Soldier actions, they more routinely establish policy, advise commanders, manage programs, and monitor status. While specific arrangements may vary between organizations, HR primary staff sections above the brigade generally consist of a headquarters or leadership section and two teams. A manpower team focuses on the core competency of Man the Force and a key function of essential personnel services. A plans and operations or programs and policy team focuses on Coordinate Personnel Support, Conduct Plans and Operations, and other key functions of casualty and postal operations.

c. DHR collaborates with an installation's SC to provide HR services not typically accomplished in a deployed environment (in- and/or out-processing, transition services, Soldier readiness processing and checks, and so forth). The DHR also provides oversight of the Army's field personnel information system for an installation and provides limited support to rear detachments and Families of deployed Soldiers. The MPD of the DHR provides limited HR support to units not supported by a brigade or geographically separated from their headquarters.

5–3. Deployed
a. Deployed support includes all tasks completed in a deployed environment (field, deployed, and so forth). Command relationships play a key role in identifying responsibilities for support.

b. HR primary staff sections perform all key functions in a deployed environment and are generally collocated with their sustainment staff counterparts. The type and level of deployed HR support depends on the command relationship. For example, a brigade S1 may provide support to numerous non-organic units based on the task organization established

by the higher headquarters. HR primary staff sections may also be required to employ theater-specific data management tools and reports depending on the environment and requirements from the headquarters.

c. HR functional units are geographically collocated with sustainment elements in a theater of operations. They are employed in a deployed environment based on rules of allocation as a collective unit or as individual teams. Rules of allocation define how many functional units are required to support an area of operations and are discussed in more detail in FM 1–0.

(1) The HRSC is employed with a theater sustainment command and ensures theater PA, casualty, and postal support is developed and then supported with available resources.

(2) The HR Operations Branch exists within the support operations section of a sustainment brigade or command and plans, coordinates, integrates, and synchronizes the PA, casualty, and postal operations missions within its area of operations.

(3) The HR company headquarters provides command and control, planning, and technical support to HR and postal platoons depending on the command relationship. The postal platoon of an HR company provides postal support to all individuals in its area of operations, either as a standalone element or in conjunction with an MMT. The HR platoon employs PA teams to maintain accurate accountability of personnel transiting a theater of operations. It employs casualty liaison teams to assist HR primary staff sections in managing casualty operations.

(4) The MMT works in conjunction with an HRSC's port of debarkation to provide postal support to a theater of operations. The MMT is equipped with heavy equipment used to move mail.

Appendix A

References

Section I

Required Publications

Unless otherwise stated, all publications are available at http://www.apd.army.mil.

FM 1–0
Human Resources Support (Cited in para 1–4*b*(2)(*f*)7.)

Section II

Related Publications

A related publication is merely a source of additional information. The user does not have to read it to understand this regulation. National Guard regulations are available at http://www.ngbdc.ngb.army.mil.

AR 11–2
Managers' Internal Control Program

AR 15–1
Committee Management

AR 25–30
The Army Publishing Program

AR 71–32
Force Development and Documentation

AR 135–2
Full-Time Support Program

AR 135–5
Army Reserve Forces Policy Committee

AR 135–7
Incentive Programs

AR 135–9
Participation in Joint Service Reserve Component Facility Boards

AR 135–11
The Enhanced Reserve Component Foreign Area Officer Program

AR 135–18
The Active Guard Reserve (AGR) Program

AR 135–32
Retention in an Active Status after Qualification for Retired Pay

AR 135–91
Service Obligations, Methods of Fulfillment, Participation Requirements, and Enforcement Procedures

AR 135–100
Appointment of Commissioned and Warrant Officers of the Army

AR 135–101
Appointment of Reserve Commissioned Officers for Assignment to Army Medical Department Branches

AR 135–133
Ready Reserve Screening, Qualification Records System, and Change of Address Reports

AR 135–155
Promotion of Commissioned Officers and Warrant Officers Other than General Officers

AR 135–156
Reserve Component General Officer Personnel Management

AR 135–175
Separation of Officers

AR 135–178
Enlisted Administrative Separations

AR 135–180
Qualifying Service for Retired Pay Nonregular Service

AR 135–200
Active Duty for Missions, Projects, and Training for Reserve Component Soldiers

AR 135–205
Enlisted Personnel Management

AR 135–210
Order to Active Duty as Individuals for Other than a Presidential Selected Reserve Call-up, Partial or Full Mobilization

AR 135–381
Incapacitation of Reserve Component Soldiers

AR 140–1
Mission, Organization, and Training

AR 140–9
Entry on Active Duty or Active Duty for Training (ROTC Officers)

AR 140–10
Assignments, Attachments, Details, and Transfers

AR 140–30
Active Duty in Support of the United States Army Reserve (USAR) and Active Guard Reserve (AGR) Management Program

AR 140–50
Officer Candidate School, Army Reserve

AR 140–111
U.S. Army Reserve Reenlistment Program

AR 140–145
Individual Mobilization Augmentation Program

AR 140–185
Training and Retirement Point Credits and Unit Level Strength Accounting Records

AR 140–315
Employment and Utilization of U.S. Army Reserve Military Technicians

AR 140–483
Army Reserve Land and Facilities Management

AR 195–3
Acceptance, Accreditation, and Release of United States Army Criminal Investigative Activities

AR 500–5
Army Mobilization

AR 570–4
Manpower Management

AR 600–8–1
Army Casualty Program

AR 600–8–2
Suspension of Favorable Personnel Actions (Flag)

AR 600–8–3
Unit Postal Operations

AR 600–8–4
Line of Duty Policy, Procedures, and Investigations

AR 600–8–6
Personnel Accounting and Strength Reporting

AR 600–8–7
Retirement Services Program

AR 600–8–8
The Total Army Sponsorship Program

AR 600–8–10
Leaves and Passes

AR 600–8–11
Reassignment

AR 600–8–14
Identification Cards for Members of the Uniformed Services, Their Family Members, and Other Eligible Personnel

AR 600–8–19
Enlisted Promotions and Reductions

AR 600–8–22
Military Awards

AR 600–8–24
Officer Transfers and Discharges

AR 600–8–29
Officer Promotions

AR 600–8–101
Personnel Processing (In-, Out-, Soldier Readiness, Mobilization, and Deployment Processing)

AR 600–8–104
Army Military Human Resource Records Management

AR 600–8–105
Military Orders

AR 600–8–111
Wartime Replacement Operations

Articles of the Geneva Conventions of 1949
(Available at http://www.icrc.org/eng/.)

ATP 1–0.2
Theater-Level Human Resources Support

ATTP 1–0.1
S–1 Operations

FM 7–15
The Army Universal Task List

NGR 600–2
Screening of the Army National Guard

NGR 600–7
Selected Reserve Incentive Programs

NGR 600–12/ANGI 36–3009
National Guard Family Program

NGR 600–21
Equal Opportunity Program in the Army National Guard

NGR 600–22
National Guard Military Discrimination Complaint System

NGR 600–23
Nondiscrimination in Federally Assisted Programs

NGR 600–63
Army National Guard Health Promotion Program

NGR 600–101
Warrant Officers - Federal Recognition and Related Personnel Actions

NGR 600–102
Commissioned and Warrant Officers Assigned to Selective Service Stations State Area Commands

NGR 600–200
Enlisted Personnel Management

NGR (AR) 600–5
The Active Guard/Reserve (AGR) Program, Title 32, Full-Time National Guard Duty

NGR (AR) 600–82
U.S. Army Regimental System-Army National Guard

NGR (AR) 600–85
Drug Abuse Prevention and Control

NGR (AR) 600–100
Commissioned Officers - Federal Recognition and Related Personnel Actions

10 USC
Armed Forces (Available at http://uscode.house.gov/search/criteria.shtml.)

Section III

Prescribed Forms

This section contains no entries.

Section IV

Referenced Forms

Unless otherwise indicated, DA forms are available on the Army Publishing Directorate Web site (http://www.apd.army.mil).

DA Form 11–2
Internal Control Evaluation Certification

DA Form 2028
Recommended Changes to Publications and Blank Forms

Appendix B

Principles of Support for the Human Resources Support System

The principles of support for HR support functions and multifunction programs are as follows:

B–1. Awards and decorations

a. Enables commanders to recognize Soldiers for valor, meritorious service, and achievement; and to document and record that recognition for historical purposes.

b. Recognizes members of other military departments, foreign allies, and U.S. civil servants for their meritorious contributions to the Army's success in mission accomplishment.

c. Recognizes veterans and the next of kin of Soldiers.

B–2. Band operations

Provides music to promote troop morale, unit esprit, and civil/military relations in support of military operations.

B–3. Career planning and retiree support

Assists Soldiers in career planning and the retirement process; and serves the retired population as part of the total Army.

B–4. Casualty operations

a. Maintains the casualty reporting system in peacetime and wartime to ensure Casualty Assistance Centers expeditiously report all individuals who become casualties to the Director, Casualty and Mortuary Affairs Operations Center.

b. Manages the flow of casualty information 24 hours a day and 7 days a week.

c. Ensures timely notification and continued assistance to the primary next of kin for all reportable casualties, as well as to the secondary next of kin, the person authorized to direct disposition, and other designated beneficiaries for all deceased, missing, or duty status-whereabouts unknown personnel.

B–5. Evaluations

a. Evaluates the performance and potential of officers, warrant officer one through major general, in peacetime and wartime.

b. Evaluates the performance and potential of noncommissioned officers, sergeant through command sergeant major, in peacetime and wartime.

c. Evaluates the performance of Soldiers during DOD, civilian educational, medical, or industrial institution programs.

B–6. Exceptional Family members

a. Assesses, documents, and codes the special needs of eligible Family members for consideration during the assignment process.

b. Facilitates accessibility and the timely distribution of information and services supporting Soldiers and their eligible Family members.

B–7. Enlisted management

a. Distributes enlisted Soldiers based on available inventory and priorities established by HQDA to meet the unit readiness of commanders.

b. Develops the enlisted force through programs that govern the training, career development, assignment, and use of Soldiers.

B–8. Enlisted promotions and reductions

a. Provides a centralized promotion selection process in peacetime for promotion to the rank of sergeant first class and above.

b. Provides a semi-centralized promotion selection process in peacetime for promotion to sergeant and staff sergeant.

c. Authorizes commanders to advance Soldiers to specialist and below.

d. Retains Armywide equity during hostilities as long as the supporting systems (for example, the centralized and semi-centralized processes) are practical and affordable.

B–9. Enlisted transfers and discharges

a. Provides a mechanism to terminate the services of enlisted Soldiers prior to the terms of the original contract (both voluntarily and involuntarily).

b. Provides authority to transfer enlisted Soldiers from one military Service to another.

c. Provides authority to discharge enlisted Soldiers from all forms of military obligation.

B–10. Flagging
Guards against the accidental execution of specified favorable personnel actions for Soldiers not in good standing.

B–11. Identification documents
a. Issues identification cards and tags to personnel likely to become prisoners of war to comply with the Articles of the Geneva Conventions of 1949.

b. Provides eligible dependents, retirees, civilians, and contractors with a distinct identification card authorizing them to receive Uniformed Services' benefits and privileges.

B–12. Leaves and passes
Supports health, morale, motivation, and efficiency.

B–13. Line of duty
Determines if a Soldier's disease, injury, underlying condition, or death, was due to the Soldier's intentional misconduct or willful negligence, or occurred during a period of unauthorized absence.

B–14. Manpower mobilization
a. Ensures the manpower readiness of the military and civilian personnel systems to mobilize and transition from peacetime to wartime.

b. Ensures all military personnel functional regulations and systems adequately address the actions required to transition the Reserve Component force to wartime operations as a part of the Army's combat force.

c. Exercises the military functional requirements of the manpower mobilization process in support of Army exercises or contingency operations.

d. Prepares to execute replacement allocation priorities for the battlefield base on DCS, G–3/5/7 guidance.

B–15. Officer management
a. Distributes officers (with the exception of Army Medical Department, Chaplain's Corps, and Judge Advocate General's Corps officers) to meet the needs of the Army.

b. Manages officers to ensure the presence of the leadership and technical skills necessary for mission accomplishment.

B–16. Officer procurement
Procures the right number and type of officers (with the exception of Army Medical Department officers) of high military merit, to meet the Army's authorized strength levels.

B–17. Officer promotions
a. Provides centralized promotion selection process for promotion to all ranks, except general, lieutenant general, first lieutenant, and chief warrant officer two.

b. Retains Armywide equity during hostilities as long as the supporting systems (for example, the centralized process) are practical and affordable.

B–18. Officer transfers and discharges
a. Provides a mechanism to terminate the services of an officer prior to the terms of the original contract (both voluntarily and involuntarily).

b. Provides authority to transfer officers from one component to another.

c. Provides authority to discharge officers from all military obligations.

B–19. Orders
Provides orders to substantiate entitlements and documents of key events.

B–20. Personnel accounting and strength reporting
a. Accounts for Soldiers and reports their duty status as the foundation for critical battlefield decisions.

b. Operates a command and control strength reporting system to manage the personnel combat power of the tactical force.

c. Reconciles personnel accounting and strength reporting information over time.

B–21. Personnel information management

a. Consolidates current and projected personnel information on Soldiers and units from data sources to serve as the basis for command decisions and projected battlefield requirements.

b. Extracts combat essential personnel information from the command databases and provides consolidated databases to ASCC-level strength, casualty, and postal managers.

c. Periodically reviews and improves existing automation products.

d. Produces new products to support functional requirements within HRC and in field organizations, for all components, in all environments (tactical or operational).

e. Provides a record of critical personnel information about Soldiers to support battlefield decisions and to satisfy the nation's obligation to retain historical information for its veterans.

B–22. Personnel processing

a. Efficiently accomplishes all administrative actions required to relocate Soldiers.

b. Ensures Soldiers are ready for short notice deployment to meet contingency requirements.

c. Efficiently processes the mobilizing force as it enters active duty.

d. Assists in the family movement process.

e. Prepares Soldiers for movement.

B–23. Postal operations

a. Manages and operates a postal network to move, deliver, and collect mail in the deployed force to contribute to the fighting will of Soldiers.

b. Provides an alternative delivery system for personnel information.

c. Delivers official mail to include spare parts and medical supplies.

B–24. Quality assurance

a. Regularly reviews HR operations using both top of the system indicators and visits to identify and correct systemic and procedural problems.

b. Reinforces and modifies internal control review requirements to minimize the risk of fraud, waste, and abuse and mismanagement.

c. Maintains, analyzes, publishes, and acts on periodic performance indicators for field operations.

B–25. Reassignment

a. Maintains a set of reassignment eligibility rules.

b. Verifies the eligibility of Soldiers to satisfy HRC assignment instructions.

B–26. Replacement operations

Coordinates the support and delivery of replacements and return to duty Soldiers, including orders issuance, personnel accounting, logistical support, personnel processing, and transportation.

B–27. Retention

Retains quality Soldiers and maintains proper strength levels in all components of the total Army force.

B–28. Soldier applications

Identifies, standardizes, streamlines, and provides automation tools to support the Soldier application process.

B–29. Soldier reception

Receives, processes, and indoctrinates new Soldiers en route to the training base.

B–30. Special pay programs

Identifies, standardizes, streamlines, and provides automation tools to support the special pay process.

B–31. Sponsorship
Assists Soldiers, civilian employees, and Families during the reassignment and transition process, so as to—

a. Assist Families geographically separated from the principal because of duty or travel requirements.

b. Improve unit cohesion and readiness by decreasing distractions which hamper personal performance and mission accomplishment.

B–32. Strength management
a. Assesses an organization's combat power and plans for future operations, and assigns replacements on the battlefield.

b. Predicts the need for and provides a mixture of individuals and small units as replacements to sustain the combat power on the battlefield.

c. Includes the technique and the decision process used to allocate replacements to the fighting force, and to assess the combat capabilities of units from an HR perspective.

B–33. Survivor benefits
Counsels and assists Soldiers and their Families on the benefits of the Survivor Benefits Program.

B–34. Trainee and student support
Supports trainees and students in the training base.

B–35. Transition management and processing
a. Discharges or releases Soldiers from active duty.

b. Performs transition processing requirements.

c. Improves the quality of the force through the Qualitative Management Program.

d. Prepares Soldiers and Family members for transition to the next phase of Federal service.

e. Helps make future Army alumni proud of their service and look forward to continued affiliation.

f. Fosters a positive image of the Army in the eyes of Congress and the public.

g. Protects Soldiers' rights while preventing claims against the Army.

h. Implements cost reduction initiatives.

Appendix C

Functional Description of the Human Resources Support System

C–1. Program strategy

a. The HR Support System is competency-based and performance-oriented. It decentralizes responsibilities within the HR community. HR staff sections provide the majority of HR support in both the operational and tactical environments. DHRs provide specialized support in the operational environment, while HR functional units provide specialized support in the tactical environment.

b. HR elements, both staff sections and functional units, are organized by capability. Sections within each element focus their efforts on a designated competency and its related functions and tasks.

c. HR supporting tasks and functions are organized into core competencies.

C–2. The Army functional framework

a. Terms that describe the HR Support System are listed below in descending order.

(1) The Army.

(2) Sustainment warfighting function.

(3) Personnel support.

(4) HR support.

(5) Core competencies.

(6) Key functions.

(7) Multifunctional programs.

(8) Tasks.

b. The sustainment warfighting function consists of related tasks and systems that provide support and services to ensure freedom of action, extend operational reach, and prolong endurance.

c. Personnel support consists of those functions relating to Soldier welfare, readiness, and quality of life. Personnel support complements logistics by planning for and coordinating efforts that provide for and sustain personnel.

d. HR support consists of those key functions required to accomplish the HR core competencies. HR support maximizes operational effectiveness and facilitates support to Soldiers, their Families, DOD civilians, and contractors authorized to accompany the force.

e. Core competencies are major work requirements involving one or more key HR functions. Work requirements of a competency are derived from or executed through key HR functions. The four HR core competencies are—

(1) Man the Force.

(2) Provide HR Services.

(3) Coordinate Personnel Support.

(4) Conduct Planning and Operations.

f. Key HR functions are manageable work segments within the HR Support System. Key functions are directed by HQDA functional proponents and addressed in one or more governing regulations.

g. Multifunctional programs are similar to the core competencies in that they are major work requirements involving one or more key HR functions.

h. Tasks are the step-by-step work requirements to complete each function.

Appendix D

Internal Control Evaluation

D–1. Function
The function covered by this evaluation process is the HR Support System.

D–2. Purpose
The purpose of this checklist is to assist leaders in evaluating the performance of the HR Support System.

D–3. Instructions
Answers must be based on the actual testing of controls (observation, document analysis, interviewing, and so forth). Answers that indicate deficiencies must be explained and corrective action or recommendations annotated in supporting documentation. These internal controls must be evaluated at least once every 5 years and then certified on DA Form 11–2 (Internal Control Evaluation Certification).

D–4. Test questions
  a. Is there a program manager for the HR Support System?
  b. Are doctrine, organizational structure, and training sufficient for current and future operations?
  c. Do documented manpower requirements meet current and future operational needs?
  d. Do integration tasks accomplish an effective unity of effort across all components and proponents?
  e. Do structural components of the system enable the Army to maximize HR support?
  f. Does current organizational structure result in efficient utilization of resources?
  g. Do planners accurately use rules of allocation in determining requirements for HR functional units?
  h. Do rules of allocation provide an efficient use of manpower while accomplishing the mission?
  i. Is the delivery of HR support limited by command relationships?

D–5. Supersession
Not applicable.

D–6. Comments
Help make this a better tool for evaluation internal controls. Submit comments to The Adjutant General Directorate, U.S. Army Human Resources Command (AHRC–PDR–R), 1600 Spearhead Division Avenue, Department 420, Fort Knox, KY 40122–5420.

Glossary

Section I

Abbreviations

ACOM
Army command

AG
Adjutant General

AR
Army Regulation

ARNG
Army National Guard

ASA (M&RA)
Assistant Secretary of the Army (Manpower and Reserve Affairs)

ASCC
Army service component command

ATP
Army Techniques Publication

ATTP
Army tactics, techniques, and procedures

CAR
Chief, Army Reserve

CASCOM
U.S. Army Combined Arms Support Command

CG
commanding general

DCS
Deputy Chief of Staff

DHR
Directorate of Human Resources

DOD
Department of Defense

DRU
direct reporting unit

FM
field manual

FORSCOM
Forces Command

HQDA
Headquarters, Department of the Army

HR
human resources

HRC
Human Resources Command

HRSC
human resources sustainment center

MMT
military mail terminal

MPD
military personnel division

NGB
National Guard Bureau

NGR
National Guard Regulation

PA
personnel accountability

S1
adjutant

SC
senior commander

USASSI
U. S. Army Soldier Support Institute

Section II

Terms

Core competencies
Essential and enduring capabilities which translate into major work requirements involving one or more key HR support functions.

Council of colonels
Colonels or civilian equivalent leaders of specific organizations who oversee the HR integration process; advise the CGs, USASSI and HRC; and organize and conduct recurring command reviews.

Enduring principles
Set of fundamental truths which guides HR support providers in assuring a higher quality, more diverse, and ready Total Army.

Function
Grouping of one or more tasks, the accomplishment of which leads to accomplishing a core competency.

Functional proponent
Entity responsible for managing key functions or tasks.

General officer steering committee
General officers or senior executive service leaders of specific organizations who review and adjust the priorities and goals of the HR support process.

Human resources support system
Consists of eight levels, beginning at the top of the system (HQDA–Army), going down to the last level (task-level).

Integration process
The process that unites the pieces of the HR network in support of the HR Support System.

Man the Force
Ensuring the right people are in the right places with the right skills to fully capitalize on expertise and assure the fulfillment of missions as a strategic element of national policy.

Personnel automation
Management of the command's personnel database, product of a command and staff management tool, and fielding of new and improved automated personnel systems.

Personnel information management
The process of collecting, processing, storing, displaying, and disseminating information about Soldiers, DOD civilians, units, and other personnel.

Personnel readiness management
Collection of tasks and functions enabling leaders to determine unit personnel combat capabilities, project future requirements, and assess conditions of individual readiness.

Policy
A general objective or rule governing a key function or multifunction program.

Principles of support
General policy statements that describe the nature of the work required by each key function and multifunction program (the "what" and the "why") and are the major reason for executing the function or the program in terms of its contribution to the Army's life cycle model.

Program managers
Those responsible for HR support functions, tasks, and programs.

Retention operations
Processes designed to ensuring all Soldiers have access to career counseling and retention processing, regardless of the environment.

Rule
Executes both policy statements and specific operating tasks; an absolute criteria that applies to a specific process (task).

Rules of allocation
Standards which assist HR planners in identifying the number of HR functional units required to provide support.

Senior commander
The SC is normally the senior general officer at an installation. The SC routinely resolves installation issues with Installation Management Command and, as needed, the associated ACOM, ASCC, or DRU.

Standards of service
Summarize a number of major precepts that underpin the HR support system and establish requirements for manpower and other resources. They describe, for each function and program, where the work is to be done and the criteria for excellence (the "when" and the "how").

Step
The sequential parts of a task.

Structure
Identifies the tasks for which HQDA operating instructions (tasks) are required and available.

Subject matter experts
Responsible for coordinating wartime and training requirements with the HQDA functional proponents.

Sustaining the force
Ensures the continuity of tactical operations through the uninterrupted provision of supplies, field services, maintenance, transportation, medical, and personnel service support to field commanders.

Task
The smallest unit of work activity that has a meaning to the performer. It has a beginning and an end, and is measurable.