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**Provision of Personnel and Administrative Support to the Forward  
Deployed Force**

**ADB006693**

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6 June 1975

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This paper is a compilation of five individual study efforts addressing doctrinal concepts for provision of P&A support in the forward deployed force combat environment. A summary of each effort is below:

a. Personnel Information Systems (Study Nr 1) - This paper proposes changes to the strength accounting system based on the level of intensity of combat operations. In the European area of operation, divisional large scale computers would be located in the corps rear area. Data would be reported by battalion rather than company reducing the amount of data being reported.

b. A Simplified Personnel Strength and Accounting System (Study Nr 2) - This paper proposes an alternate system which provides the essential elements of information required to manually administer the personnel system. In addition the paper recommends a modified input document to ease the administrative burden of company clerks in a combat environment supported by an automated personnel system.

c. Concept for Personnel Information System in Sustained Combat Operations (Study Nr 3) - This paper proposes a change to the personnel system whereby companies would not supply input to the automated system during sustained combat operations. Minimum essential information would be forwarded from battalion level and the majority of the needed information would come from the supporting Military Personnel Office. Under this proposal the computer to support the system would be located no further forward than the corps rear area.

d. Evaluation of Current Doctrine Pertaining to Personnel Administration in Sustained Combat and Resultant Proposed Modifications (Study Nr 4) - This paper proposes two doctrinal changes to personnel administration in a theater of operations. The first is that all computer operations required for operation of the personnel support system would be performed by the Personnel Administration Center of the Personnel Command supporting the theater. The second change is that only those personnel administration support activities which impact directly on the combat mission of the supported units would be performed within the corps/division areas. The benefit of these doctrinal modifications is that nonessential functions and personnel would be removed from the corps and divisions.

e. Concept for Replacement Operations in Sustained Combat Operations (Study Nr 5) - The concept of replacement operations presented in this paper were developed to accomplish three principal functions: prediction of personnel replacement requirements which would serve as personnel requisitions; allocation of replacements to meet requirements; and shipment, receipt and distribution of actual replacements. The first of these functions would be accomplished by a computerized model utilizing simulation and gaming techniques. This model, operated by MILPERCEN, would use theater reported data as well as Department of the Army generated information. The second function would be performed in the theater and the third at both Department of the Army and in the theater. As a result of implementation of this concept, theater units would not have to submit personnel requisitions during combat operations.

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Personnel and Administration  
in a Combat Environment  
(NATO or Short Term Contingency)

PERSONNEL INFORMATION SYSTEMS  
(Strength & Accounting and Personnel Information)

Fulfillment of Student Requirement  
in Personnel Management (9540) Research Applications,  
Sections 19 and 20

by

Major William V. Green

5010 NR 1



## Introduction

The purpose of this paper is to present an overall concept of how the present SIDPER (Standard Installation Division Personnel) Strength and Accounting System could be modified to operate in either a NATO Combat Environment (Level 2 - combat operations in excess of 90 days) or in a Short Term Contingency Environment (Level 3 - combat operations of less than 90 days).

To develop a separate or new personnel accounting system for this purpose is not considered cost effective. Whatever system we use in combat must be similar and compatible with the system we are using during peacetime. Currently, this system is SIDPERS.

During Level 3 operations, the rule of austerity must be considered paramount. The procedures outlined in this paper, however, can be used with most modifications made during the actual implementation of either contingency plan. Although I do not consider it realistic to plan on using highly sophisticated data processing equipment, such as CS3 (Combat Service Support System), during any phase of a Level 3 contingency operation; the US Army should investigate the use of mini-computers during actual combat operations.

If it is considered essential that during Level 3 operations the contingency area must have near real time SIDPERS data, all SIDPERS data reported in-country could be processed using a mini-computer and this computer used to prepare the required management reports. Next, the data would pass to the servicing SIDPERS Interface Branch for processing, and their subsequent relaying of this information to MILPERCEN.

The use of mini-computers to provide commanders on-the-spot information could play a very important role during future combat operations. Although they are limited in core storage capacity, they offer numerous advantages over sophisticated ILM 360-30/40 used by SIOPTERS. Some of these advantages are:

- (1) Cost - A mini-computer currently rents for approximately \$750 per month.
- (2) Environmental Control - Although it does require some air-conditioning, a mini-computer does not demand the constant humidity and temperature control essential with the larger computer systems.
- (3) Ease of Operations - Requires minimum training of operators and documentation of procedures.



Concept for Strength and Accounting in Sustained  
and Short Term Contingency Type Combat Operations

I. Definitions.

A. Levels of personnel support. Generally equates to the intensity and length of conflict:

1. Level One. Personnel support provided during peacetime.
2. Level Two. Reduced personnel support. Considered adequate to meet the needs of troops and commanders engaged in combat operations in excess of 90 days, or low-intensity combat.
3. Level Three. The minimum personnel support needed to sustain troops engaged in combat operations for less than 90 days, or high-intensity combat.

B. Strength and Accounting. The accountability by a lower command to a higher command the duty status of each soldier assigned or attached to that unit.

C. Personnel Information. The collection and recording of information concerning personnel and organizations. This information is used to prepare reports and statistics needed to serve a wide variety of needs at DA, intermediate headquarters and lower command levels.

II. Background. A. In September 1789, the unit morning report came into existence. Its purpose, as outlined by the Congressional War Office Act, was to, "Establish and keep exact and regular returns of all forces of these states.....".

B. The morning report continued as the basic source document for strength and accounting through World War II and only limited personnel information was collected and transmitted to Department of the Army. This was possible, however, because the majority of all personnel management functions were decentralized to field commanders.

C. After World War II, Department of the Army began to centralize more

functions (e.g. promotions, assignments, MOS testing, pay, qualitative management, etc). With this shift in management, came the need for more information at DA level.

D. This requirement for information created the need to develop some method to file, sort, study and keep track of hundreds of thousands of personnel. This in-turn has caused our personnel computer systems to become more and more sophisticated.

E. While readiness for war is the Army's primary mission during peacetime, the requirements during peacetime and wartime are not always in agreement. For example, during peacetime we emphasize maximum efficiency with minimum resources. During wartime our emphasis is on maximum efficiency with minimum vulnerability. Systems such as SIDPERS, that rely on sophisticated computers and extensive communications to work, are extremely vulnerable to enemy action. Although maximum use of the computer should be emphasized during peacetime, modifications to these systems and contingency plans must be developed for these systems to operate reliably during combat.

III. Basic Philosophy. A. Any contingency plan developed for strength and accounting/personnel information must be designed to reduce the administrative tasks associated with operating the SIDPER System for a limited period of time and not designed to ultimately replace it.

B. If at all possible, the SIDPER computer system should remain in CONUS, or as a second alternative, be collocated with the corps rear area during periods that require Level 2 or 3 personnel support.

IV. Basic Assumptions. The following assumptions have been made and must be considered prior to developing any doctrinal concept pertaining to strength accounting and personnel information functions. In addition, since the personnel Qualification Records (DA forms 20/66) have been semi-automated and replaced by the DA Form 2/2-1, the impact of any change in strength and accounting must be related to the personnel.



record-keeping function.

A. The Army Military Personnel Center (MILPERCEN) will remain operational during Level 2 and 3 personnel support, and continue to perform personnel management functions normally accomplished during Level 1.

B. SIDPERS will remain the personnel ADP "system of record" and will be proliferated throughout the Army.

C. JUMPS-SIDPERS Interface will be operational and certain pay functions performed by the F&AO will be incorporated in the function of MILPO.

D. Direct reporting of information from CONUS installations to DA will exist.

V. Doctrinal Concept. A. Transactions reported from unit and MILPO level will be reduced according to the level of conflict.

B. The SIDPERS software must be modified to separate all transactions into two batches: (1) those that effect strength and (2) miscellaneous personnel transactions. The frequency of processing each batch will also be a function of the level of combat. One additional report, Personnel Transaction Summary, must be designed for use during Level 2 and 3.

C. During Level 2 or 3 personnel support, the current SIDPER Strength and Accounting System will be modified at company level and the following implemented:

1. Level 2. Input of data and output of information will be reduced. Personnel are to be accounted for only at battalion level using one UPC. Companies would report personnel by position number (i.e. paragraph/line number) only for internal use within a battalion. This information would not be reported through SIDPERS. Information reported to the servicing SIB by the battalion would be limited to "management by exception data" to the maximum extent possible - such as when a soldier failed to arrive or depart a unit as scheduled. Other items such as KIA, MIA, etc, would be reported by the AG Section.

2. Level 3. SIDPERS would still be used to process and pass information to MILPERCEN. Personnel would still be accounted for only at battalion level; however, the information reported and method of reporting would be substantially modified.

VI. Location of Division Rear.

Location of Division Rear Echelons:	Optimum	Personnel	Support Level
Division Support Area	1 X	2	3
Collocated w/Corps Rear in Corps Rear Area		X	(x)
Collocated w/Rear Echelons in CONUS			X

Figure 1.

The above chart depicts the optimum strength accounting functions that could be performed at each level in relationship to the location of division rear.

VII. Discussion/Proposed Procedures. A. As stated previously, due to the vulnerability of the ADP equipment, location of the division IBM 360/30 or 40 computer in the division support area is only feasible during peacetime or possibly in a highly sophisticated combat environment. Therefore, this option would rarely be selected during Level 2 and never selected to support Level 3 conflict.

B. Division rear echelons collocated with corps rear echelons deep in corps rear area. This location would best support Level 2 (combat operations in excess of 90 days) and possibly could be used during combat operations for less than 90 days (Level 3).

C. Level 2 operations. 1. Personnel Record Keeping. Only selected data items would be reported by the Division PSD. Since computer time will be limited during combat and may be interrupted by enemy action, SIDPERS transaction not effecting changes in strength would be sorted out of the update cycles and processed only once each week.



Title of ReportFrequencyPersonnel Qualification  
Record (DA Form 2 )

Assignment and Semi-annually.

Personnel Data  
Card (DA Form 2475-2)

Assignment.

As shown above, the Personnel Qualification Record (DA Form 2 ) will be distributed to the company upon initial assignment and semi-annually thereafter. This form is used in conjunction with the existing Personnel Data Card (DA 2475-2) and will be the primary information source at company level.

b. Battalion Level. A recommended list and frequency of SIDPERS reports is shown below.

Title of ReportFrequencyPersonnel Qualification  
Roster

Monthly.

Zero Balance by Duty Status

Every 15 days.

Summary of Transactions  
Processed

Monthly.

Additional reports may be added as necessary. (See Paragraph VIII).

c. MILPO Level. Not within the scope of this study. However, reports would be reduced to those absolutely essential to in-country personnel management and administration.

3. Strength & Accounting. a. As stated previously, during Level 2, the function of strength and accounting would be withdrawn from unit level and consolidated at battalion level. In addition, the responsibility to update certain data items would be eliminated. A recommended list of data items to be reported from battalion level during Level 2 is at Tab A.

b. Data items reported from battalion level would be mailed via the postal system or delivered by courier to the servicing SIR for processing. Update cycles

at the SIB would be reduced to twice weekly for strength changes and weekly for miscellaneous personnel changes.

c. Feed-back to the battalion during Level 2/3 would be similar to the procedures used by banks for "Bank by Mail Accounts". During Level 2 for example:

(1) The Zero Balance by Duty Status (ZB) Report is a unit roster sequenced alpha within MPC within duty status (See example at Tab B). The report would be modified to provide battalion totals and each would use this report to verify the duty status for each trooper assigned. Frequency - every two weeks.

(2) Transactions rejected due to edit errors would be corrected by the servicing SIB, if possible. Otherwise, they would be corrected during AG contact team visits or returned to the originator with the next ZB Report for additional information and processed in the next batch of input.

(3) According to MILPERCEN the present average number of SIDPERS transactions reported by a company is 1.5 transactions/man/month. Since this proposal consolidates unit reporting at battalion level and reduces the number of data items reported by 50 percent, I estimate the workload for a battalion using this procedure to average 1/2 transaction/man/month.

C. Level 3 (combat operations for less than 90 days) Operations.

1. Personnel Record Keeping. As with Level 2, only selected data items would be reported by PSD for update.

2. Personnel Information. a. Company level. The Personnel Qualification Record (DA Form 2 ) and Personnel Data Card (DA Form 2475-2) would remain the primary information source at company level. Changes in status: promotions, reductions, etc., would be annotated as they occur and reconciled with the official Record maintained by the AG after the 90 day period or the conflict terminated.



b. Battalion level. A recommended list and frequency of SIDPERS reports is shown as follows:

<u>Title of Report</u>	<u>Frequency</u>
Zero Balance by Duty Status	Monthly.
Personnel Qualification Roster	Monthly.
Summary of Transactions Processed	On call or at end of campaign.

3. Strength & Accounting. a. Strength and accounting functions would remain consolidated at battalion level. The data items reported from battalion level would be reduced to five data items and mailed to the servicing SIB via the Army Postal System using pre-punched cards. See below for detailed procedures.

b. Battalion Input for Level 3 Personnel Support.

1. The requirement to submit SIDPERS input to the SIB using Mark Sense Forms (DA Form 3728) would be suspended during this period. Data items reported from battalion level would be limited to:

a. Arrivals - the allocation and assignment of normal replacements would be made in CONUS or in the theater by the Replacement Processing Detachment. These initial gains would be automatically forced to the gaining unit. Only intra-division transfers would be reported by the battalion. Therefore, the number of arrivals reported from the battalion should be very small.

b. Departure, DFR, Duty Status, Revoke or correct previous transaction. Pre-punched cards would be used to report these transactions.

(1) Since the number of SIDPERS transactions submitted during peacetime has averaged 1.5 transactions/man/month at unit level, a supply of 3 to 5 pre-punched cards for each man should be adequate to cover all unit transactions needed for a 60 - 90 day period.

(2) Cards for each soldier would be furnished the reporting unit prior to departure. The pre-punched data would consist of name and SSN. The battalion clerk reporting the change would pull the desired card and check the appropriate block, filling in any additional information required. Each card would be numbered consecutively as they are submitted. To correct an erroneous transaction, he would merely be required to check his log for the erroneous change number and complete the "Revoke previous transaction block". See example in Figure 2 below.

Green W.V.		UPC <u>AHJXXX</u>		Change # <u>2</u>
Arrival	<u>          </u>	Date	<u>          </u>	losing UPC
Departure	<u>          </u>	Date	<u>          </u>	new UPC
DFR	<u>          </u> Effective date & time			
Duty Status Change	<u>          </u>	from	<u>          </u>	to <u>          </u> date & time
Revoke previous transaction Card number <u>0</u> , 2, 3, 4, 5 (circle one)				
duty status as of <u>750401/2400</u>		is <u>POV</u>		
date/time		Duty Status		

Figure 2. Pre-punched card.

(3) These pre-punched cards would become part of each soldier's POR Packet and could also be used to prepare flight manifests, postal locator cards, intra-theater ALPHA Rosters, etc.

(h) A Personnel Transaction Log Book would be maintained by each battalion to record all transactions submitted and would be used to prepare the Personnel Daily Summary or other strength reports required by higher headquarters. This log book would be used to reconcile transactions reported vs those listed on Summary of Transactions Processed at the end of the campaign. See Figure 3 for suggested format of log.



Personnel Transaction Log Book

Page 1

DISCOM ADM BN (AHJXXX)  
Unit

Period covered 750401 from 75042400 to

Entry #	Date/Time	Name	SSN	Action Reported	Change #	P/U
XXXXXX	XXXXXX	XXXXX	XXXXXXXXXX	XXXXXXXXXXXX	XXXX	X
000001	2400	GREEN	429683710	AWOL	1	
000002	-	GREEN	429683710	REVOKE #1	2	P/

Strength Recap for Period

	Gen	Col	Ltc	Maj	W-1	E9	E8	E7	E6	E5	E4
Prev Days Assigned	0	2	3	7	2	2	5	22	42	61	137
Gains				1				2			11
Losses				1				1			13
Today's Strength	0	2	3	7	2	2	5	23	42	61	135
Remarks	LTC SMITH, JAMES A. 123456789 ASSUMED COMMAND.										

FUZZ, BILL B. / 1/LT, ARTY  
Name/Rank SI/Adj

Bill B. Fuzz  
Signature of SI/Adjutant

VIII. Management Information. A. The SIDPER System could still furnish all reports desired by the division commander or his staff during either Level 2 or 3. The timeliness, however, of the information on file would depend on the frequency of up-date cycles and the time-lag involved.

B. With division rear collocated with the corps rear, strength reports could be used by the division commander and his staff to determine replacement priorities, strength category of subordinate units, etc. If near real time data (data not less than 2 days old) is required to make these decisions this data will have to be reported manually using the procedures outlined in Appendix H, FM 101-5, Personnel Daily Summary, (PDS); or else a mini-computer should be used.

C. Computer located in CONUS. Since information on the SIDPERS file will be 7 to 10 days old during Level 3, the use of the PDS to report strength figures to division will probably have to be implemented.\*\*

\*\*Rationale for this statement. Minimum courier or mail time from Europe or Middle-East to CONUS is approximately 2 - 4 days; cycle frequency in peacetime is 3 - 4 cycles/week; computer time to process one cycle is 8 to 10 hours; and preparation of output for distribution requires an additional 3 to 5 hours;



## Battalion Input

<u>Data Item</u>	<u>Level 1</u>	<u>Level 2</u>	<u>Note/Remark</u>
Arrival	X	X	1
Assigned-Not-Joined	X		2
Attached	X		3
Death (Deceased)	X		4
Departure	X	X	
DFR	X	X	
DMOS	X	X	
Duty Status (Leave,AWOL)	X	X	5
Flag	X		
Join (from ASN J)	X		
Position Number	X		6
Relief from Attached	X		3
Return from DFR	X		7
Revoke Erroneous Duty Status	X	X	
Revoke Arrival or ASN J	X	X	1 & 2
Revoke Departure	X	X	
Revoke DFR	X		7
Organizational Strength Change (OSTR)	X		8

The above chart depicts data items that are currently required to be reported from unit level (Level 1) and proposed input required during Level 2. Notes below explain additional changes to be made during combat conditions:

1 - Arrival. Replacements arriving a new battalion from the replacement detachment would be automatically gained to the new unit of assignment (HI). Therefore, only exception type data would be reported to the servicing SIB from the battalion, (e.g. trooper failed to arrive or assignment made outside normal replacement system).

2 - ASNJ. Not used. If a replacement fails to arrive he would be reported as AWOL.

3 - Attached. Under normal conditions individual attachments would not be reported to the servicing SIB.

4 - Death. During Level 2 or 3, this information would be reported to SIDPERS by the AG Casualty Section, and not the unit.

5 - Duty Status. Only changes such as AWOL, hospital, or ordinary leave would be reported by the unit (battalion). Other duty status changes would be reported by the AG such as, captured, KIA, MIA, and missing, based on casualty reporting information from the battalion.

6 - Position number. During Level 2 and 3, personnel are accounted for at battalion level, thus position number would not be reported.

7 - Return from DFR. All DFR's who return for duty during combat should be reassigned by replacement operations. Therefore, return from DFR would be reported by the AG.

8 - Organizational Strength Change (OSTR) would be suspended for unit reporting. Once each month, strength data would be updated by the servicing



SIB (Based on a monthly or Daily Strength Summary data reported by the unit to the G-1, (see Paragraph VIII). Monthly each battalion would verify file vs assigned strength using the Zero Balance Report by Duty Status. (See Tab B).

# Personnel Strength Zero Balance Report

Report Synopsis. a. Reconciles totals of duty status categories on the SIDPERS Organization Master File (SOMF) and the SIDPERS Personnel File (SPF) by Military Personnel Class (MPC). The result of the comparison, if a difference, is shown as a plus or minus for each category and MPC. The date of the last reported strength transaction is also shown on the report.

b. Provides the means for reconciling the strength of a unit on a "by name" basis. It is based upon MPC, duty status code, grade and name of each individual assigned or attached to the unit. Whenever a difference (plus or minus) occurs on Part I, Part II will be automatically produced. Part II and the PDC-SIDPERS (DA Form 2475-2) are used to reconcile the strength by duty status. Duty status codes in Part II correlate to duty status categories in Part I as shown below:

<u>Part I</u> <u>Duty Status Category</u>	<u>Part II</u> <u>Duty Status Category</u>
Present	PDY
TDY	WDY
Leave	OLV, SLV
Hospital	HOS, HOW, SND
Confined	CCA, CMA
AWOL	AWL, AWC
Missing	MIA, CAP, INT

c. Report Sequence. (1) Part I. By duty status within Battalion UPC.

(2) Part II. Alphabetically by name within duty status within MPC within Battalion UPC.



PERSONNEL STRENGTH ZERO BALANCE REPORT									
PREPARED 74 APR 15 FOR: B-AC-027				NC D1 DA CODES-ASG FC STATUS C1 LOC 6KS UIC W AHS TO UPC AHS XXX ANALYST A RPT SEQ CODE				CD 74 APR 10 SC: DB PAGE 24	
UNIT 001616NEN VICH RHC				DATE OF REPORTED STRENGTH 740403					
PART I STRENGTH RECONCILIATION BY DUTY STATUS									
DUTY STAT	OFFICERS		WARRANT OFFICERS		ENLISTED		DIFF		DIFF
	OM STR	ACTUAL	OM STR	ACTUAL	OM STR	ACTUAL	DIFF		
PRESENT	21	21	1	1	135	135	0+	0+	0+
TEMP DUTY	1	1	0	0	21	21	0+	0+	0+
LEAVE	0	0	0	0	15	15	0+	0+	0+
HOSPITAL	0	0	0	0	2	2	0+	0+	0+
CONFINED	0	0	0	0	0	0	0+	0+	0+
AWOL	0	0	0	0	1	1	0+	0+	0+
MISSING	0	0	0	0	0	0	0+	0+	0+
DECEASED	0	0	0	0	0	0	0+	0+	0+
TOTAL ACTB	22	22	1	1	174	174	0+	0+	0+
REPT ACTB STRENGTH		21		1		180			0+
DIFFERENCE		1		0		6			

Sample Format for Personnel Strength Zero Balance Report, Part I

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A SIMPLIFIED  
PERSONNEL STRENGTH AND ACCOUNTING SYSTEM

A research paper submitted in fulfillment of the requirements for Course 9540 (Personnel Management) at the United States Army Command and General Staff College, Fort Leavenworth, Kansas.

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STUDY NR 2

1 April 1975

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## PURPOSE

The purpose of this research paper is to suggest a simplified personnel strength and accounting system which could be used at the company, battery or troop level to report unit personnel strength during a mid-intensity, extended duration conflict.

## BACKGROUND INFORMATION

The United States Army's continued emphasis towards centralization of personnel management functions and decision making is the result of increasing computer technology and substantial improvement in automatic data processing equipment (ADPE). This centralization has created an alarming dependence upon ADPE in supporting such automated systems as the Joint Uniform Military Pay System (JUMPS), the Division Logistical System (DELOG) and the Standard Installation and Division Personnel System (SIDPERS).

Senior military commanders and staff officers are beginning to question whether sophisticated computer systems will be capable of functioning in a dynamic combat environment. Although the comments of senior commanders merit serious consideration, an increasing number of "middle managers"--captains, majors and lieutenant colonels--are expressing their concern as to the "combat durability" of automated systems such as the Standard Installation and Division Personnel System. This is of particular significance since it is the middle management level who are the "doers" of the system. Seldom are senior officers



exposed to the exhaustive efforts required to maintain an automated system.

A significant aspect of SIDPERS is the lack of data processing equipment to support the system. Neither the 4th Infantry (Mechanized) Division at Fort Carson, Colorado, nor the 1st Infantry Division at Fort Riley, Kansas, have "deployable" automatic data processing equipment. The divisions are totally dependent upon the post management information systems office, a fixed organization with a variety of missions, to provide them with automated personnel support in garrison. Additionally, the lack of data processing equipment is the most commonly stated reason for delaying implementation of SIDPERS within the United States Army, Europe (USAREUR). Should hostilities erupt within the European Theater which required deployment of CONUS combat units, two incompatible personnel systems would be encountered. Most USAREUR units are using the PERMACAP (Personnel Management and Card Processor) System supported by the UNIVAC 1005 Card Processor while SIDPERS requires an IBM 360 System.

The opinions concerning operating SIDPERS in a combat environment will vary depending upon the background and experience of the individual questioned. An informal survey involving approximately one hundred student officers at the United States Army Command and General Staff College indicated that officers with extensive civilian and military training in computer science or management information systems believe that SIDPERS is a durable combat system--while a small minority of officers with similar experience disagree. Former division personnel managers are suspicious of the complexity of the system and the degree of expertise required at the company level to administer the system.

Former company commanders and battalion executive officers view SIDPERS with extreme caution--an almost unconcerned or disbelieving attitude towards a system that is designed to provide them with their most valuable resource, people!

The question, "Will SIDPERS provide combat commanders and staff officers with accurate and timely information upon which to base decisions?" remains speculative until the system can be tested in a combat environment. However, at that time it might be too late to determine the merits and shortcomings of the system. For this reason, a manual, highly-simplified system must be developed to insure that division personnel management is not totally dependent upon a automated system that has not been tested in combat.

#### MANUAL MANAGEMENT OF PERSONNEL STRENGTH AND ACCOUNTING

The logical base point for attempting to simplify the personnel strength and accounting system is at the unit level, for the accuracy of any system--automated or manual--is totally dependent upon the initial input from the unit commander. The SIDPERS system eliminated the unit morning report--a management tool which had withstood the test of time and combat.

With the elimination of the morning report, there is a need for a document to be used in reporting the personnel strength of subordinate commands in a theater that is not supported by an automated personnel system. For this reason, the author proposes a modified unit morning report and personnel data cards designed to provide a minimum of information to unit first sergeants, commanders and division personnel



managers.

### PERSONNEL DATA CARDS

What information is required to manage the personnel of a company-size unit? To obtain the answer to this question, the author contacted various first sergeants, former first sergeants, and a number of experienced company commanders. Information obtained from these interviews indicates the necessity for the following items of data:

- |                             |                                     |
|-----------------------------|-------------------------------------|
| 1. Name                     | 11. Platoon designation             |
| 2. Rank/Grade               | 12. Profile/Assignment Limitations. |
| 3. SSN                      | 13. Martial Status                  |
| 4. Date of Rank             | 14. Insured by SGLI                 |
| 5. Primary MOS              | 15. Number of children              |
| 6. Secondary/Additional MOS | 16. NOK and address                 |
| 7. Education level          | 17. Blood type                      |
| 8. Date assigned to unit    |                                     |
| 9. DEROS                    |                                     |
| 10. ETS                     |                                     |

This list of "vital information" was expanded to include the option of Servicemen's Group Life Insurance, name and address of the next-of-kin, blood type and physical profile after the author stressed that proposed data items should be applicable to a combat environment. Senior enlisted men who served as first sergeants in the Republic of Viet Nam related the problems created by soldiers who had failed to exercise their option for life insurance. Most felt that experienced first sergeants would attempt to persuade the younger soldiers to exercise this important option.

It is envisioned that the PERSONNEL DATA CARDS would be reproduced on 3 x 5 inch cards. The possibilities of color coding cards to represent specific grades, military occupational specialties, etc.,



are endless. A proposed example of a PERSONNEL DATA CARD is depicted below.

<u>PERSONNEL DATA CARD</u>	
Name: _____	SSN: _____
Rank: _____	DOR: _____ PLT: _____
Date Asg/Atch: _____	DEROS: _____ /ETS: _____
PMOS: _____	ED LV: _____
SMOS: _____	PROFILE: _____
AMOS: _____	BLOOD TYPE: _____

The front side of the card contains professional information pertaining to each assigned or attached soldier. The back of the card contains supplemental personal information and additional space for the first sergeant to record information that he determines important such as: record of courts martial, non-judicial punishment, recommendation for awards and decorations, date eligible for promotion, etc. The back side of the personnel data card is shown below.

<u>Personal Information</u>	
M/Status: _____	SGLI: _____
NOK: _____	
City _____	/State/ Relationship/# children
<u>Additional Information</u>	
_____	
_____	
_____	
_____	
_____	
_____	

# PERSONNEL SUMMARY CARD

Complementing the personnel data card is a PERSONNEL SUMMARY CARD which is used to report the daily personnel posture of the unit. This summary card is a vital document in the personnel strength and accounting system--for it is a simplified morning report. An example of the proposed summary card is illustrated below.

PERSONNEL SUMMARY CARD									
Ending 2400 hrs					UPC: <u>2 D 1 A C 0</u>				
					Assigned	Attached	Total		
Officers					_____	_____	_____		
Warrant Officers					_____	_____	_____		
Enlisted					_____	_____	_____		
Total Personnel on:									
TDY _____ / Leave _____					Hosp _____	AWOL _____	CNF _____		
Missing _____ / KIA _____					WIA _____	Other _____			
*****									
GRADE DISTRIBUTION									
GEN/COL/LTC/MAJ/CPT/1LT/2LT/W4/W3/W2/W1/ Total									
_____									
E9	E8	E7	E6	E5	E4	E3	E2	E1	Total
_____	_____	_____	_____	_____	_____	_____	_____	_____	_____

The following casualties were sustained by this unit during the reporting period:

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_

Other Information: (Example) Send me a 1SG.

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Authentication/Grade/Position/Date



The front of the personnel summary card is used to report the assigned and attached strength of the unit. A section is provided to report those individuals that are considered not present for duty. Additionally, a grade distribution section will provide information that can be verified with the division personnel management records.

The back of the personnel summary card is used to summarize casualty information during the 24-hour reporting period. It is not the intent of this section to replace the required casualty report; however, information provided on the summary card will be used to verify submitted casualty reports. An authentication signature block is provided to insure the documents admissibility in a trial by court-martial.

The PERSONNEL SUMMARY CARD is prepared daily by the unit clerk or first sergeant for the period ending 2400 hours of the previous day. The card is prepared in duplicate--one copy is attached to the personnel data card file and one copy is sent to battalion where cards are consolidated and expeditiously forwarded to the division personnel section or to the Assistant Chief of Staff, G1. This information is then recorded on a master strength report and used in establishing assignment priorities and to brief the division commander on the personnel posture of his command. It is possible that the brigade commander will also desire a copy of the summary card; however, the brigade copy will be prepared by the battalion personnel section.

#### UNIT PERSONNEL FILE

When used in combination, the personnel data cards and the personnel summary cards comprise the UNIT PERSONNEL FILE. This file



is designed to provide first sergeants and unit commanders with information on their soldiers and division personnel managers with minimum, yet sufficient, information to monitor the personnel posture of subordinate commands. If the personnel managers have verified unit strengths and the accuracy of the automated master file prior to deployment, it is possible to manually manage the personnel assets of a division for a period of 90-days or less. An extended conflict would require extensive unit strength verification and coordination. However, the proposed concept is applicable during an extended conflict assuming that division personnel managers recognize this requirement to periodically verify their master strength file.

\* \* \* \* \*

#### SIDPERS IN THE THEATER OF OPERATIONS

Assuming that automatic data processing equipment is available within the Theater of Operation, the positioning of the hardware is directly related to the responsiveness of the system. At the present time, there is considerable controversy over the physical location of the computer data center. Some commanders believe that the computer should be deep within the Corps Rear Area--while others believe that the computer should be positioned closer to the combat elements. The author contends that the data center should be within a reasonable driving distance (one hour or less) of the combat elements it is supporting. Regardless of the final decision, the fact remains that SIDPERS and the coding of the three required forms is cumbersome for

unit clerks and first sergeants to administer in a dynamic combat environment. The simple requirement for cleanliness of the mark sense forms is a major disadvantage of the system at the unit level. Thus, a SIMPLIFIED SIDPERS WORKSHEET (Inclosure 1) is proposed which requires no mark sense coding of forms by unit clerks and is not dependent upon stringent cleanliness requirements.

The SIMPLIFIED SIDPERS WORKSHEET would be reproduced with a manifold carbon so that a copy of the completed worksheet is maintained in the unit files for future reference. Worksheets are prepared by the unit clerk and authenticated by either the first sergeant or any officer (commissioned) assigned to the battalion. In this way, the worksheet becomes a legal document and is admissible as evidence in any legal proceeding. Once the worksheet is authenticated, it is sent to the battalion adjutant or personnel staff NCO (PSNCO) where it is consolidated and promptly forwarded to the division personnel section. Within the division personnel services division (PSD), a special analyst section--consisting of six SIDPERS analysts--would be established with the responsibility of coding the provided information onto the mark sense forms.

The proposed SIMPLIFIED SIDPERS WORKSHEET consists of three data sections, a strength section and an authentication section. The five sections of the worksheet include:

1. Identification Data Section
2. Control Data Section
3. Action Data Section
4. Organizational Strength Section
5. Authentication Section

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IDENTIFICATION DATA SECTION: The identification data section is used to record the unit processing code (UPC); the company clerks name, telephone number and originator code; the date the worksheet was prepared and the worksheet number. Each worksheet submitted is identified by a separate consecutive number for reference and verification purposes.

CONTROL DATA SECTION: The control data section contains information pertaining to the individual whose file is to be changed. It consists of the individual's name--last name, first name and middle initial--social security number and grade.

ACTION DATA SECTION: Inclosure 2 is a listing of unit level "reportable items" recorded in the SIDPERS User Manual, Volume 1 (Unit Level Procedures), dated 1 July 1974. The number of reportable items has been substantially reduced under the simplified system. It is the intent of the proposed system to reduce the number of reportable items at the unit level to only those items which are considered essential to administer the division personnel management system.

The action data section has been subdivided into five parts--each of which consists of several "types" of actions. Part I of the action data pertains to ARRIVALS and DEPARTURES and consists of the following reportable items:

-----  
Part I - ARRIVALS and DEPARTURES

△ Assigned, Present

△ Attached

△ Reassigned to:

\*\* Individual named in the CONTROL DATA SECTION was diverted by the battalion commander from UPC to UPC.

△ Relieved from attached

△ Leave

△ Ordinary △ Emergency △ Special △ Excess △ Convalescent

△ TDY to:

△ Admin Absence

Reportable Items  
Arrival date/Position No/DMOS  
UPC of Asg Unit/Position No/DMOS  
UPC New Unit/Reporting Date  
Date Departed  
Date Departed  
Where /Date Departed  
Where /Date Departed

The arrival portion provides division personnel managers with sufficient information to verify that individuals assigned to a particular unit did, in fact, arrive in that unit and were not diverted to another unit by the brigade. A new feature of this simplified system provides the battalion commander the flexibility to INFLUENCE division assignments by diverting newly arrived replacements to a unit other than the one initially determined by the division personnel assignment team. A checkmark in the appropriate portion of Part I serves as a request for amendment to the individual's original assignment orders. For obvious reasons, Commanders will be asked to use this option sparingly. Strength accountability is maintained if the system is closely monitored. This feature provides the battalion commander with the "final approval authority" and was included in this proposal because of the necessity for the division personnel officer to assign replacements directly to company level. This diversion feature does not relieve the division personnel section of the requirement to coordinate replacement assignments with the appropriate battalion; however, a dynamic combat environment may restrict such sophisticated coordination.

Procedure 2-4 of the SIDPERS User Manual includes a category designated "Assigned, Not Joined" for strength accountability of personnel who have been assigned to a particular unit but are currently intransit. This category has been deleted because it is proposed that all intransit personnel be assigned to a "carrier unit" such as the division replacement detachment or the adjutant general company.



Assignments to a specific unit will be made once the replacement is physically present for duty in the division. This provides the division commander with considerable flexibility in assigning replacement personnel to priority battalions. It is not envisioned that in a combat environment that Department of the Army or a major Theater headquarters will attempt to assign replacement personnel directly to battalion or company level.

The reportable items are as depicted in the Part I example and consist of: (1) the actual arrival date of the replacement, (2) the TO&E position number assigned the replacement and the (3) Duty MOS assigned--which should correspond to the position number. Duty MOS was included as a reportable item because it is possible that the position number would be that designated for excess personnel. For this reason there is a requirement to report the DMOS of the individual.

For attached personnel, the reportable items include: (1) the unit processing code of the assigned unit, (2) the position number and (3) the DMOS assigned. This information will assist division personnel managers in verification of individual unit strengths.

Other information currently provided by the unit clerk has been deleted. This information includes: (1) Payroll Number--which can be obtained from the finance officer, (2) Primary MOS--which can be obtained from the individual's assignment orders, and (3) the Losing Unit Processing Code--which is recorded on the individual's PCS orders. This information is extracted by the division assignment team and forwarded to the SIDPERS analysts who includes the information when coding the mark sense forms after receipt of the SIDPERS

The departure portion includes reassignments, release from attachment, leave, temporary duty and administrative absence. It is possible that items such as Special or Excess Leave and Administrative Absence could be considered as non-essential and deleted from the worksheet. However, it was included in this study because authorization for leave, TDY or administrative absence will have an impact on the personnel posture of the unit.

Part II of the ACTION DATA SECTION pertains to HOSPITALIZED, DECEASED AND MISSING PERSONNEL and contains the following reportable items:

Part II - HOSPITALIZED/DECEASED/MISSING PERSONNEL

△ Sick in Hospital	△ Missing in Action
△ Killed in Action	△ Missing Other than enemy action
△ Death, Non-Battle/Hostile (Disease)	△ Captured
△ Death, Non-Battle/Hostile (Other)	
Date	

-----  
This section is used to report that an individual is either hospitalized, deceased or considered as either missing or captured. The DATE is the date of hospitalization, death or the date the individual is considered missing or captured. The entry CAPTURED is used only when verification has been received that the individual has been captured by the enemy. An entry in this part of the action data section will require verification with the casualty reporting section and result in a change in the organizational strength section.





or General Orders, after the case is reviewed by the Staff Judge Advocate, and are also available to division personnel managers. There is no need to restrict the grades that unit clerks report as either promoted or reduced. If a unit clerk reports the reduction of an individual from grade E6 to E5, this information will only serve to alert the SIDPERS analyst that a "reduction action" has occurred and verification action should be initiated.

Part V of the ACTION DATA SECTION pertains to CORRECTIONS and CHANGES to previous reports or to any information contained in the SIDPERS Master File. Because there are numerous corrections that are possible, information reported consists of simply a brief description of the required correction. If required, and after the carbon is removed from the worksheet, comments can be continued on the backside of the form. The only requirement here is that the unit clerk can accurately describe the correction required. It is possible that additional communication between the SIDPERS analyst and the unit clerk will be necessary; however, the clerk's telephone number is provided in the IDENTIFICATION DATA SECTION and the requirement is no different than what is currently being experienced by SIDPERS Interface Branches.

ORGANIZATIONAL STRENGTH SECTION: The organizational strength section consists of the following reportable items:

-----  
**ORGANIZATIONAL STRENGTH SECTION.**

The strength of this unit is:

Officers

Warrant Officers

Enlisted

Total

Assigned

Attached

Total

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

The Commander reports the following CRITICAL personnel shortages:

MOS: \_\_\_\_\_

MOS: \_\_\_\_\_

MOS: \_\_\_\_\_

MOS: \_\_\_\_\_

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AUTHENICATION SECTION: Part V of the SIMPLIFIED SIDPERS WORKSHEET is the authentication section and consists of the following:

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Part V - AUTHENICATION SECTION

<u>Signature of Preparer</u>	<u>Grade</u>	<u>Position Title</u>	<u>Date</u>
<u>Authentication Signature</u>	<u>Grade</u>	<u>Position Title</u>	<u>Date</u>

\*Authentication signature can be either the first sergeant or any officer of the battalion.  
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#### CONCLUSION

The intent of this research paper was not to infer that SIDPERS should not be deployed to a Theater of Operations, but rather to develop an alternative system which will provide only the essential elements of information required to manually administer the personnel strength and accounting system of a division. Additionally, the SIMPLIFIED SIDPERS WORKSHEET serves to ease the administrative burden of company clerks and first sergeants in a combat environment supported by an automated personnel system. Information recorded on the worksheet could easily be transposed onto punch cards in a PERMACAP format.

The author maintains that it would be possible, for a relatively short period of time, to manually manage the personnel assets of a division without input from company size units. However, the degree of accuracy is totally dependent upon the accuracy of the SIDPERS Master File at the time of deployment, restrictions placed upon subordinate commanders pertaining to reassignment authority, and

closely monitoring the assignment of replacements and the casualties sustained by each subordinate unit.

The SIMPLIFIED SIDPERS WORKSHEET eliminates the requirement to manage personnel without input from subordinate units. It was developed with the assumption that much of the information currently considered "reportable items" for company size units can be obtained by the personnel managers at division level.

Although the purpose of this research effort was not intended to discuss the peacetime or garrison application of SIDPERS, it is reasonable to assume that if this concept merits additional research for possible use in a combat environment, then it is also applicable to a garrison environment. Simplification in the method of transmitting reportable information at the combat, battery or troop level will improve the accuracy of the master file, instill confidence in the automated personnel system and relieve unit personnel of another unrealistic administrative requirement.





Concept For  
Personnel Information System  
in Sustained Combat Operations

Classified 12.3

MAJ Erik Van Brero  
C&SC 75 Sec 20



## Function Definition

No definition for Personnel Information exists. The Army Personnel System is considered to contain the following functional areas;<sup>1</sup>

- Strength accounting
- Automated Personnel Information System
- Replacement requisition/requirements
- Replacement processing/operations
- Record maintenance
- Promotions
- Awards and decorations
- Casualty Reporting
- Rotations
- Operations
- Actions
- Pay

Considering these functional areas of the Personnel system, an automated personnel information system may be defined as the management of computer hardware, computer software, and computer operating personnel for the purpose to input, store, process data into information and supply this information to the various functional area activities of the Personnel System.

A personnel information system is the process of taking data and processing it into information. If automated, PIS includes the management of equipment, the design and usage of software, and the management of the personnel to carry out the data processing function.

The Army personnel system is organized along functional lines and decentralized for the execution of personnel management. Each major unit,

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1. ADMINCON Draft outline format Handbook for Administrative Support during Contingency Operations, p.2 and Administrative Contingency Model Contents Outline

separate brigade and division on up, has its own personnel organization to perform the personnel functions. In the separate brigade and division this is the Admin Co which staffs the Adjutant General section, Personnel Services Division. In Corps and above the Personnel and Administration Battalion with the Personnel Services Companies perform the personnel functions. Within the PSD and the PSC are found the Personnel Management Branch, Personnel Actions Branch, and the Personnel Records Branch. These branches are referred to as the Military Personnel Office (MILPO).

In the past the MILPOs processed their own data, obtained from the units the MILPO supports, and processed this into information. Then the information was used to perform the functions and furnish informational reports to the headquarters and up.

Due to the complexity of personnel management, size of the Army, requirements to furnish rapid personnel information reports, and modern technology the Army has become dependent on automated data processing equipment. "The vast amount of data needed to operate a modern Army can no longer be coped with manual systems. Like other large organizations, the Army has turned to computers and automation to solve the insatiable lust for more data. Systemization is essential to insure equity and fairness in the application of personnel policies and to improve the overall effectiveness of the Army's Personnel Support System." <sup>2</sup>

The execution of the personnel functions are decentralized to major unit level, separate brigade and division on up, therefore, major units need automated data processing capabilities. Currently, the Army is fielding an automated personnel information system for divisions and

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2. "Up With People", U.S. Army. pp IV-2-4

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installations called the Standard Installation/Division Personnel System (SIDPERS). For the objectives and functions of SIDPERS see Incl 2.

The primary functions of the personnel information system are;

1. Process input data
2. Provide output information
3. Store data and information for record keeping purposes

Automated processing equipment (computers) are expensive, software development is expensive, operating personnel are specialized and highly trained, and the maintenance of equipment critical, therefore the operation of an automated data processing facility is a separate functional area.

This facility performs the Automated Personnel Information System function of the Personnel System.

With the implementation of SIDPERS the MILPO has added an Interface Branch. The purpose of this activity is to manage the flow of data into and the flow of information from the computer (ADP) site. The functions of the Interface branch are listed at Incl 3.

Strength accounting is the statistical reporting of quantitative effects of personnel and organizational changes. Since SIDPERS has a function of record keeping of organizational and personnel data, the strength accounting function would be an inherent function of the automated PIS.

## Doctrinal Concept

Certain assumptions are made in developing this concept. See Incl 1. The primary assumption is that in sustained combat operations SIDPERS would continue to remain the basic automated personnel information system. See Incl 3. Input data would be reduced to that essential data to manage the personnel system in a combat environment. See Incl 4. Accordingly, the output information would be reduced. See Incl 4. Each major unit (separate brigade and division and up) would perform the functions of the personnel system and rely on automated support to the maximum degree. Below the division and separate brigade level, management of the personnel system will be manual with manual input to the MILPO. The lowest level that the MILPO would manage the personnel system would be the battalion. The battalion would be the basic organizational unit to report input data to the MILPO and the MILPO would furnish automated informational reports down to battalion. See Incl 5. Battalions would only provide that data which is only available to the battalion. See Incl 6. All other data would be controlled and reported by the various MILPO branches to the Interface Branch. The Interface Branch would continue to perform the functions as described in Incl 3. The MILPO, to include the Interface Branch, would remain with its supported unit and could be physically located in the units rear echelon, as current doctrine suggests.

The automated data processing facility (computer) which performs the automated PIS function ideally should be colocated or in near proximity of the MILPO and the Interface Branch. This would reduce electronic

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communication requirements and provide maximum response. However, in sustained combat operations computers may not be able to be located near the combat zone and remain functional. The following conditions may impair computer operations;

1. Susceptibility to enemy attack
2. Need for frequent displacement
3. Susceptibility to electronic counter measures
4. Susceptibility to electro magnetic pulse
5. Inadequate maintenance capabilities
6. Mobility limitations of the equipment

It may be more desirable to locate the ADP facility in an area which minimizes the above conditions and insures the operatable status of the equipment. As a general rule the ADP facility should not be located closer to the combat zone than the Corps rear area and depending on the conditions of the combat zone may need to be further back. ADP facilities should be dispersed but in close enough proximity to each other to provide mutual support. The Corps should be the coordinating headquarters for the selection of the subordinate units location and its own location of the ADP facility site.

By removing the ADP facility from the near proximity of the MILPO a reduction in responsiveness of automated support may incur. This can be overcome by linking the Interface Branch electronically to the ADP facility. However, if the communication channels are not available, a slower method may be required such as air or land couriers. The location of the ADP facility would not reduce the ability of SIDPERS to perform its designated functions. See Incl 2. However, a reduction in responsiveness for management information would result, if air or land couriers would be used between the ADP facility and the Interface Branch

of the MILPO.

Above division and corps level the automated personnel information system would remain the same as currently established. With data input reduced at SIDPERS level and since SIDPERS is the basic PIS, a reduced upward information flow will result.



## Proposed Procedures

Below the major unit level, having an automated personnel information system, a manual data flow procedure would exist. Minimal reportable data would be submitted from the battalion level. Only that data is reported that is a result of personnel actions initiated by the battalion, which do not require the publishing of orders or approval authority at the major unit level. This type of data will be forwarded from the battalions to the MILPO by means of a unit personnel data report ((Incl 6). All other data input for the automated PIS will originate from within the MILPO. The MILPO directly controls the following personnel actions through the requirements of publishing orders, approving actions, and/or the in and out processing of personnel;

- assignment gains
- attachment gains
- assignment losses
- attachment losses
- promotions
- MOS changes
- reenlistments
- other personnel data

Therefore, the MILPO is in a position to submit most of the data input to the Interface Branch. The current unit SIDPERS mark sense forms can be used. Data furnished by the battalions will be forwarded to the MILPO branches having primary interest. The MILPO branch will then prepare the SIDPERS forms obtaining any additional data requirements from within the MILPO operation.

At inclosures 4 and 6 are the type of duty status changes that are

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only available at battalion level since they occur in the battalion and must be reported to the MILPO. A manual report would simplify the procedure for the battalion requiring a total free form which the clerk can use for multipurposes.

The strength accounting function can remain automated. All strength data will continue to be reported to the Interface Branch for processing by the data processing system. The basic change from the current procedure is that the companies will not provide the input data. Most of the data will be provided by the other MILPO branches and the remainder from the battalion level.

The battalion commander will be the basic unit personnel manager. In order for him to perform his assigned mission he must have control over his assets. This includes his assigned people. For the commander to manage his people he must be provided the informational reports as to strength, disposition and qualification of the people assigned. The battalion, therefore, will be provided with the following informational automated reports; Personnel Qualification Record, Daily Unit Strength reports, Personnel Qualification Roster, Battalion Manning Roster and Enlisted Personnel Eligible for Promotion roster. The last report will only be provided if promotions are delegated to battalion level.

When a person is assigned to the Battalion, the battalion is furnished a copy of the Personnel Qualification Record and the Personnel Data Card. The Personnel Data Card will be forwarded in triplicate. This card is small and can be easily carried by the clerks or commanders. Data on the card is reduced to essential information only. See Incl 7. One copy is to be retained at battalion, one copy forwarded to the company and one copy returned to the MILPO reflecting the persons duty NOS and position number. The copy returned to the MILPO will also

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serve as confirmation that the person has physically reported in. After assignment, any subsequent data will be submitted by means of the Unit Personnel Data Report.

All of the SIDPERS quality control reports and error correction reports will not be forwarded to the battalions. Since all data for SIDPERS is submitted by the MILPO these reports will remain for internal MILPO use and monitoring purposes by the personnel functional managers.

Certain of the SIDPERS reports will be deleted, since in a sustained combat environment these personnel actions will be suspended or will be of little interest to the commanders and personnel managers. If required, this information can be obtained through the SIDPERS Inquiry Retrieval procedure. The SIDPERS reports are;

- AWOL Statistical Report
- Education Level Summary
- EER Worksheet
- Reports of enlisted persons eligible for MOS evaluation
- Personnel Transaction register by unit

In sustained combat operations with units deployed over a wide area, great difficulty may be encountered in reconciling strength data, personnel data, duty status and position data. Although the MILPO will be submitting all input data, it does lack the ability to physically confirm the data with the unit commander or the individual person. Therefore a procedure must be established where the MILPO can perform unit intermediate processing. This may be accomplished whenever the battalion or companies are withdrawn for rest and recuperation. During this or similar periods of standdown, the unit and all persons will be reprocessed and all discrepancies resolved. The MILPO will provide mobile processing teams for this purpose. The teams will accomplish the reprocessing at the location of the unit.

## Support Level Conversion

This proposed doctrinal concept would require current SIDPERS operating procedure conversion in two areas. The first, the relocation of the ADP facility and second, the transission from the present procedure of unit data submission to data submission by the MILPO.

The relocation of the ADP facility should pose minimal problems. The equipment is mobile to the extent that it can be moved and set up with limited delays. Of primary concern would be the selection of the location. The selected site should minimize the effects of the combat environment and maximize the access to communication support. The facility should not be located closer than the Corps rear area and may need to be located further back. The colocation of all corps ADP facilities may be desirable since then the facilities could provide mutual support to each other. Also, the colocation would require less security forces to secure the site, however it would provide a more desirable target for the enemy.

The transition of the current data input procedure from companies to primarily the MILPO and limited data input by the Battalion would be the most difficult to accomplish. In contingency planning by corps units and below, plans must include the steps that will be accomplished to transfer to this procedure. The plans should include timing and the phasing of the change over. The MILPOs need to plan to increase their staffing since some increase will be necessary if most of the input data must be coded by the MILPO, and the MILPO has the responsibility to correct all errors.

What could be implemented immediately is the concept of consolidating



personnel and administration at battalion level. A number of studies have been conducted by the Administration Center which recommend the implementation of this concept. This would lighten the company administrative burden and be a step towards the proposed Personnel Information System concept for the sustained combat environment. The battalion should be established as the basic personnel and administrative unit.

In a peacetime environment it is desirable to have units submit all SIDPERS input data. This approach follows the computer science concept of obtaining data as close to the source as possible. Here the source is the location of the person and the commander that has the basic personnel management responsibility. However, the unit may not be the closest point to where the personnel action is finalized. In most instances this occurs in the MILPO. It would be feasible to transfer many of the input requirements to the MILPO. For example, all assignment gains and losses could be submitted by the MILPO since all personnel should in and out process through the MILPO. As a control item for the units, feeder reports could be provided to the units.

This concept should be further examined and tested. Some local unit experiments were conducted under PERMACAP to control Morning Report entries at major unit level. Although all morning reports were still submitted by the companies, most entry data was on suspense at major unit level and verified against the morning to insure morning reports were correct and timely. All the suspended data at major unit level was obtained from in-house MILPO sources. This procedure assisted one major unit to reduce morning report error rates from 9.6% to .4%, and eliminate late morning reports. This example does not insure success for the

proposed concept in this paper but similar tests could be conducted  
at major unit levels.



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REPRODUCTION**

### System Implications

The implications of this entire concept is that the battalion will be the basic unit to perform unit personnel and administrative functions. The SIDPERS input requirements for the battalion would be sharply reduced, but output information reports would remain sufficient for the commander to manage his personnel assets. Those input requirements that do remain can be accomplished by a manual form and will not require extensive training and reference material. The advantage of this concept is that the battalion has some responsibility to provide data input and that the company is completely relieved of the requirement.

The command and control for the battalion will not be impaired. Sufficient personnel information reports will be available to the commander to perform his personnel management function. The company commander's ability may be somewhat impaired but he will still have the Personnel Data Card for his use.

The greatest impact will be on the MILPO which must expand its capability to report most SIDPERS input data. Additional staffing of the MILPO will be necessary and new procedures will need to be developed.

This concept is of greatest advantage to ADP operations. The ADP facility will be located in a relative secure location and this will give the best insurance for continuous operation of the equipment. The responsiveness of the Automated Personnel Information System will largely depend on the availability of reliable communication channels with the Interface Branch of the MILPO.

The concept would permit and assist the revision of the personnel

and administrative functions from the company level to the battalion level. Also, the over all requirements could be reduced and shifted from battalion to the MJLFO.



### Assumptions

1. SIDPERS will remain the basic Automated Personnel Information system for the field units. Major SIDPERS redesign concepts would require extensive research and development effort and is beyond the scope of this paper.
2. Computer support will be essential to support SIDPERS. Without computer support a complete manual system would need to be established.
3. Sustained combat operations will require military operations under combat conditions for longer than 90 days to an indefinite time in the future. Therefore, personnel functions can not be delayed. They are either performed or suspended.
4. Sustained combat operations will require extensive deployment of forces. As a minimum, one Theater Army will be operational.

## SIDPERS

### Objectives:

1. Improve personnel information services to individual soldiers.
2. Provide sufficient management information to the commander to enable him to effectively manage his personnel.
3. Improve automated support of personnel and administrative functions at the operating level.
4. Allow exchange of information between this system and other automated information systems.
5. Improve the accuracy of personnel data.
6. Standardized personnel system which can be easily adapted to changing requirements.

SIDPERS is identified to perform 4 major functions and three automated procedures in support of the major functional areas of the personnel system.

### Functions:

1. Strength accounting.
2. Organizational and Personnel record keeping.
3. Information exchange with other automated systems.
4. Command and staff reporting for use by functional managers, personnel managers and ADP personnel.

### Automated procedures:

1. Automatic recommended requisitioning procedure.
2. Automatic recommended assignment procedure.
3. Automated orders preparation procedure.



## SIDPERS Interface Branch

### Functions:

1. Maintain the SIDPERS data base.
2. Receive, control and batch SIDPERS input data.
3. Convert SIDPERS input data to machine readable form.
4. Receive, process and schedule requests for SIDPERS outputs to include SIDPERS SIR requests as well as cyclical/non-cyclical reports.
5. Receive, separate and distribute SIDPERS outputs.
6. Assist SIDPERS users in correcting rejected transactions.
7. Assist units in balancing personnel strength.
8. Conduct and/or monitor internal and external SIDPERS training programs.
9. Resolve record variance between the SIB and DA/MILPAC.
10. Monitor, measure and report performance of SIDPERS operations.

Data Reporting Requirements  
by Activity

MILPO:

Management Branch  
Assignment gains  
Attachment gains  
Promotions- Unit  
Reductions  
MOS changes-unit

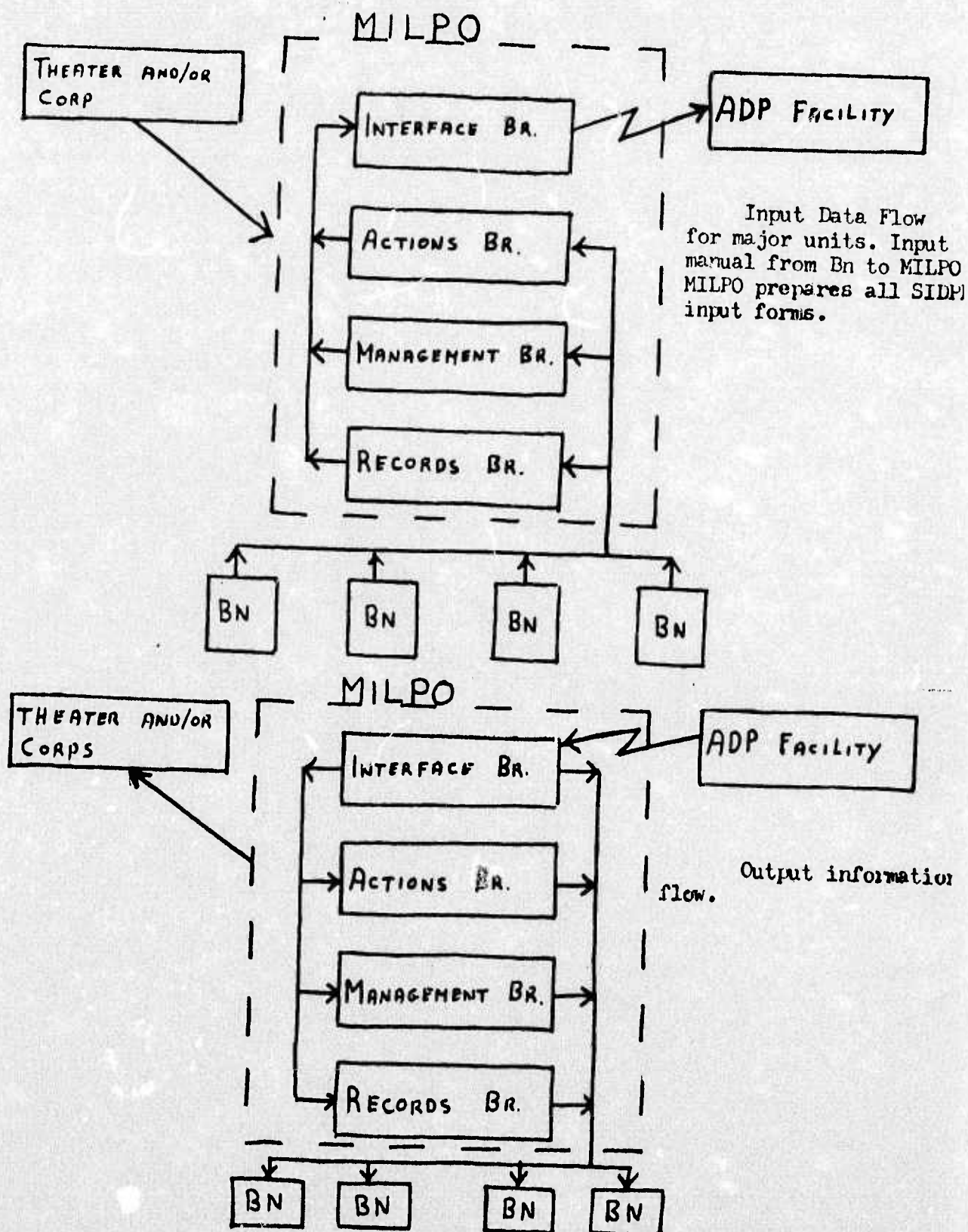
Records Branch  
Assignment losses  
Attachment losses  
Promotion-DA  
MOS changes-DA  
ETS/ESA changes  
Reenlistment

Actions Branch  
Name change or correction  
DOB correction  
SSAN correction  
Suspension of favorable personnel actions  
Monitor and complete casualty reports

Battalions:

DMOS initial and changes  
AWOLs/DFR  
Position changes  
Casualty reporting  
Misc losses not directed by higher HQ





At Theater the Automated Personnel Information System interfaces with the CONUS/DA personnel systems. Pending on combat conditions and availability of communication channels, input and output from major unit level to Theater will be electric or manual.

# UNIT PERSONNEL DATA REPORT

To: MILPO

From: (UNIT)

DATE: xxxx

NAME \_\_\_\_\_ SSAN \_\_\_\_\_ GRADE \_\_\_\_\_

## REPORTABLE DUTY STATUS CHANGE

☐ DMOS/SPEC NEW DMOS/SPEC \_\_\_\_\_ AS OF \_\_\_\_\_

☐ POSITION CHANGE FROM \_\_\_\_\_ TO \_\_\_\_\_ AS OF \_\_\_\_\_

☐ LEAVE TYPE \_\_\_\_\_ # OF DAYS \_\_\_\_\_ AS OF \_\_\_\_\_

☐ AWOL \_\_\_\_\_ AS OF \_\_\_\_\_

☐ RETURN FROM AWOL \_\_\_\_\_ AS OF \_\_\_\_\_

☐ DFR \_\_\_\_\_ AS OF \_\_\_\_\_

☐ RETURN FROM DFR \_\_\_\_\_ AS OF \_\_\_\_\_

☐ CONFINEMENT ☐ MIL ☐ CIV \_\_\_\_\_ AS OF \_\_\_\_\_

☐ RETURN FROM CONFINEMENT \_\_\_\_\_ AS OF \_\_\_\_\_

☐ LOSS ☐ BATTLE ☐ NON BATTLE

☐ KIA ☐ DECEASED

☐ WIA ☐ INJURED

☐ MIA ☐ MISSING

FURNISH DETAILS TO INCLUDE TIME, DATE AND LOCATION

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☐ OTHER \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

AUTHENTICATION \_\_\_\_\_



Personnel Data Card

Front side

NAME _____	
SSAN _____	GRADE _____
PMOS / PRIM. SPEC. _____	
SMOS / ALT. SPEC. _____	
ETS/ESA _____	DEROS _____
ASG. ORG. _____	DATE OF ASG. _____
DMOS / SPEC. _____	
POSITION _____	

Back side

<p><b>REMARKS</b></p> <p>Back side may be used to record the Duty status changes reported to the MILPO. Additional data may be recorded as desired by Co and Bn Commanders.</p>
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INDIVIDUAL RESEARCH PAPER - IR 99  
(COURSE NUMBER 9540)

EVALUATION OF CURRENT DOCTRINE PERTAINING  
TO PERSONNEL ADMINISTRATION IN  
SUSTAINED COMBAT  
AND  
RESULTANT PROPOSED  
MODIFICATIONS

28 APRIL 1975  
MAJ J.L. MCGILLEN  
C&GSC, SECTION 8

Study NR 4



## SECTION 1

PURPOSE. The purpose of this paper is to evaluate the current doctrine, organization and procedure pertaining to the performance of personnel administration functions in a sustained combat environment. Proceeding from the evaluation, modifications to the personnel operating system for combat will be proposed.

CRITERIA. Two criteria appear to this author as being fundamental to the construct of doctrine, organization and procedure for the provision of personnel administration service support in a sustained combat environment.

The first criterion is the degree of contribution to the accomplishment of the supported unit's mission during combat. Some functions required for the accomplishment of the peacetime garrison mission may not be essential to the accomplishment of the combat mission. Such functions should be terminated during combat to ensure unity of effort within the command.

A variant of this criterion is that personnel support functions should be performed at the highest support level consistent with supported units' missions.

The point at issue is whether the personnel support provided to combat units is tailored to meet their needs or whether it is in response to directives and requirements of higher headquarters. The needs and goals of different

levels of any organizational structure may conflict. The duties of organizational managers encompass the satisfaction of these internal needs within the overall goal of the total organization at any given time. The time in question for the purpose of this paper is combat and the overriding goal of the organization is to win in combat.

The second criterion is that of combat reliability. If the doctrine, organization, or procedure is not capable of being implemented within the limits set by the rigors of sustained combat then modification is required to meet those limits. At issue here is the matter of combat readiness. The existing doctrine, organization and procedure must be adaptable to the constraints of today's battlefield while simultaneously responding to the projected realities of tomorrow's battlefield.

ASSUMPTIONS. The sustained combat environment is perceived by military strategists in the context of a European scenario. Consequently, the commonly accepted assumptions of the European scenario are employed in this paper as the basis for examining the provision of personnel administration support in sustained combat.

- U.S. forces will fight initially in a defensive role.
- Fighting will take place on extended frontages in a restricted battlefield necessitating a capability to fight in a configuration which approximates strong point defensive tactics.
- The enemy will attempt rapid and deep penetrations beyond the FEBA.



- Self defense in rear areas will be critical to the survival of the U.S. force.

- The impact of E W will be significant in terms of its influence on the conduct of battle.

These assumptions permit the postulation of several characteristics of the sustained combat environment which impact on the capability to provide personnel administration services. The first characteristic is the absence of stable, unassailable base camps within the corps and division rear areas such as generally existed in the Vietnam campaigns. The vulnerability to both air and ground attack of the rear combat service support elements creates a requirement for extensive resources for self defense. Large uncontested areas in close proximity to combat units and with relative free access for the units constitute a planning concept inconsistent with the type of combat envisioned in the European scenario.

A second characteristic of the sustained combat environment which can be drawn from the scenario assumptions is the requirement for mobility of the combat service support elements located in the division and corps rear areas. Because of mobility requirements inherent in the self defense responsibility and those derived from the extended configuration of the battlefield itself, rear elements will be forced to displace both in their entirety and in team or detachment configurations to support the combat units.

The third characteristic is a severely restricted capability to employ radio and telephonic communication in the performance of combat service support functions. This author foresees the requirement to rely routinely on courier communications for the accomplishment of support functions. The possibility of battalion-sized tactical units in situations of radio silence for a period of some days is not unlikely in the EW environment envisioned in the European scenario. The constraint of EW will be lessened in proportion to the distance behind the FEBA. Relative freedom from EW will be experienced apparently only by rearmost units in the COMZ.



## SECTION 11

DEFINITION OF FUNCTIONS. The activities which comprise the personnel administration support are performed at the direct support level within the personnel services division of the Office of the Adjutant General at division and separate brigade level. At corps and theater, these services are provided by the personnel service companies of the personnel and administration battalions providing direct support. The personnel service companies/divisions remain under the command of the appropriate commander while functioning as part of the personnel operating system controlled by the Personnel Command (PERSCOM) of the theater commander. The PERSCOM provides the interface with the personnel operating element of Headquarters, Department of Army, or MILPERCEN, through its Personnel and Administration Center (PAC).

Before addressing the specific activities comprising the personnel administration support function in sustained combat, discussion of the first criterion upon which the activities are evaluated is proper at this point. It is essential to determine at the outset which activities performed in the peacetime garrison situation are required for mission accomplishment in sustained combat. When analyzed from this perspective - the degree of impact upon mission accomplishment - three categories of personnel administration support activities are evident .

- No Impact: Activities in this category are related to long term aspects of career development and may be suspended

for units engaged in extensive combat operations. These activities are related to preparation of the individual for combat and impact only residually during combat.

- Indirect Impact: This category applies to those activities which constitute the personnel system required to support organizational viability. These activities sustain combat units but do not impact uniquely on a unit's internal operation. Although required to sustain combat units, their performance requires only informational feedback from the units supported. Performance at supported unit level is not required.

- Direct Impact: This category describes those activities which impact on the internal operation of a unit. These enhance or degrade a unit's unique capability to accomplish its mission. Their performance requires operational integration with the supported units.

Below are the categories of personnel administration support activities defined in terms of their impact on mission accomplishment in combat. These activities are provided by the supporting personnel service division/company to supported division/corps/theater units.

Category Number One: No impact.

a. Personnel Management Branch.

- Operation of the enlisted evaluation system to include MOS testing.



- Army miscellaneous testing.
- Classification and reclassification.

2. Category Number Two. Indirect impact.

a. Personnel Management Branch.

- Maintaining data of MOS requirements.
- Monitoring personnel utilization.
- Personnel reports and requisitions.
- Assignments and reassignments.
- Coordinating the receipt, flow and assignment of replacements.
- Evaluation and processing individual requests for school training.

b. Personnel Actions Branch.

- Separations, retirements, resignations, curtailments, extensions, leaves and deaths.
- Service benefits for an individual member and his dependents.
- Individual preference statements.
- Personnel aspects of security investigations and flagging actions.
- Control of immunization and physical examinations.

c. Personnel Records Branch.

- Maintenance of personnel records.

3. Category Number Three: Direct Impact.

a. Personnel Management Branch.

- Promotions and reductions.

b. Personnel Actions.

- Administration of officer and enlisted efficiency reports.
- Administration of LOD investigations.
- Casualty reporting.
- Awards and decorations.
- Special correspondence.

The author recognizes that universal agreement on the categorization of each individual activity is unlikely. However, development of doctrine, organization and procedure for the provision of personnel administration support should begin with this determination of essentiality to mission accomplishment. Review of the anticipated personnel support system in combat indicates that such a determination was not accomplished. How ready then is the personnel administration support to function in sustained combat?

COMBAT READINESS. Given the constraints of the combat requirements currently envisioned for today's battlefield in the European scenario, operation of any personnel support system, such as SIDPERS, which is totally dependent on extensive computer support is an assumption open to serious objection. As presently designed, the success of SIDPERS is dependent on the relatively



unhindered and smooth functioning of computers at the division DDC and corps/COMZ ADP center (direct support level).

Considering the assumed characteristics of the battlefield discussed above, several obstacles to the success of a division/corps level computer - based personnel support system may be raised.

- The impact of EMP on computer functions has not, to the knowledge of this author, been countered. Certainly no technological developments to counter EMP have been implemented in existing computer hardware.

- The requirement for sophisticated maintenance may not be fulfilled in the sustained combat environment.

- The degree of mobility required in the European scenario may exceed the capability of the division and corps level portion of the SIDPERS equipment and its power sources.

- The complexity and rigor inherent in the system's operation may preclude its adaptation to sustained functioning in the combat environment at division/corps level..

In light of these obstacles, this author is of the opinion that the ongoing implementation of SIDPERS does not improve our capability to function in sustained combat. In terms of existing combat readiness for today's battlefield, the SIDPERS is not ready.

In 1972, a major study of the Army's current and planned personnel support systems was conducted by the Personnel Support Systems and Services Study Group chaired by Major General Sparrow. 23

The Study Group's report cited two significant major failures in the current and planned personnel systems.

- Unit administrative capability is inadequate to cope with the myriad requirements generated from the highest levels of the personnel system.

- The existing personnel system lacks centralized planning, direction and control.

The study report recommended that augmentation of unit administrative capability with additional personnel specialists at company and battalion levels would overcome the first deficiency. It also suggested that the on-going centralization within the newly established MILPERCEN would remedy the second deficiency. Promulgation of centralized system management is, however, contingent upon implementation of SIDPERS Army-wide. Two obstacles to these recommendations are evident in the form of current funding restrictions. In the present era of dollar and manpower austerity, augmentation of the personnel specialists authorized at the company level is not reasonable. Equally significant is the apparent fact that budget constraints have precluded SIDPERS implementation in USAREUR for the immediate future. Therefore, neither recommendation of the Sparrow Report is capable of implementation: no augmentation to unit personnel specialists and no centrally operated personnel system via SIDPERS.

To summarize at this point: in the opinion of this author, no reasonable doctrine exists consistent with available resources



or the expected characteristics of today's battlefield for a personnel system in sustained combat in Europe. Even during peacetime, the forces in Europe are faced with the requirements of a centralized personnel system without the SIDPERS capability with which to respond. To state the situation bluntly, both the present personnel system and existing doctrine are inadequate now and for the immediate future to attain maximum contribution to the mission accomplishment of the European forces in combat.

## SECTION III

Thusfar this paper has attempted to show that neither of the two criteria established by the author to evaluate doctrine, organization and procedure for personnel administration support in sustained combat is presently being met. Changes to the doctrinal personnel administration support system for combat are proposed in the remainder of this paper to meet the requirements of these two criteria.

The first of the two changes to doctrine is that all computer operations required for operation of the personnel support system are performed by the PAC. The second modification is that only those personnel administration support activities which impact directly on the combat mission of the supported units are to be performed within the corps/division areas. These two doctrinal modifications are recognizable as restatements of the author's evaluative criteria of the degree of essentiality to combat readiness (the first modification) and the degree of impact on mission accomplishment (the second modification).

The effect of these modifications on current doctrine is that the category one personnel support activities - those with no impact on the combat mission - will be suspended for units within the combat theater. Those personnel activities categorized as having only an indirect impact on combat mission accomplishment - category two - will be performed by the PAC. The remaining category three activities will continue to be performed



at the direct support level as they impact directly on accomplishment of the combat mission.

The benefit from this doctrinal modification is that non-essential functions and personnel will be removed from corps and division. The combat commanders' capability to unify and focus his unit's efforts on combat mission accomplishment will be significantly enhanced. Required personnel reports and other support will still be provided these commanders from the computerized theater-wide data base of the PAC.

The proposed modifications to the combat organization for personnel administration support adheres to the three level support concept presently employed: Unit level (company), direct support level, and general support level (PAC). Consolidation of the company clerks at the battalion level is the initial step in the proposed organization. The lowest level of the proposed personnel system organization is the battalion personnel team. This team consists of the battalion S-1, his PSNCO and clerk, and the four clerks of the battalion's companies. The team is located in the battalion field trains in the parent brigade's trains area. The brigade S-1 will exercise staff supervision over the four battalion personnel teams. The functions of the teams are those of the unit clerks at company level:

- strength accountability
- personnel status change reports
- maintenance of personnel data cards

- compilation and control of casualty reports
- completion and forwarding of award recommendations
- maintenance of unit personnel files

At the direct support level, the personnel services division/company is reorganized into a personnel services branch (PSB) capable of performing the direct impact personnel support activities in category three for the division commander or comparable authority. The PSB is located with the other support elements in the DISCOM area. Its functions are as follows:

- awards and decorations processing
- casualty reporting
- control of promotions and reductions
- preparation of special correspondence
- control of officer and enlisted efficiency report systems
- monitoring division strength and strength accountability
- coordination of replacement activities



The proposed organizational manning for the PSB is reflected in this chart.

ELEMENT	AUTHORIZATION	PROPOSED AUTHORIZATION	PAC AUGMENTATION
PSD Hqs	4	3	1
Records Br	83	0	83
Management Branch	36	20	16
Actions Branch	31	31	0
TOTALS	154	54	100

The third level within the theater personnel support system is at the Personnel Command of the Theater Support Command, the Personnel Administration Center (PAC). As depicted in the manning diagram, the PAC is augmented for accomplishment of the category two personnel support activities for the theater. Under this proposal the size of the PAC is expected to be approximately 1500.

Currently Authorized	687
Augmentation: 5 divisions	500
Augmentation: 3 P&A Bn's	300
TOTAL:	1487

With the addition of the personnel records maintenance function, the addition of a personnel records maintenance branch to the

personnel services division of the PAC is proposed. Augmentation of the personnel management branch is achieved with the additional personnel from the direct support level. The PAC functions would be expanded in the proposed organizational change as follows:

- Preparation of personnel requisitions for all units in the theater.
- Operation of theater casualty reporting center.
- Preparation of required personnel reports to DA and to theater units.
- Issuance of reassignment instructions for theater departure.
- Control of promotion allocations.
- Processing of theater and higher level recommendations for award.
- Coordination of theater level replacement activities.
- Maintenance of personnel records for theater personnel.
- Processing of miscellaneous personnel actions:  
e.g. dependent service benefits.

The key to the PAC's functions is the process of data conversion into machine useable form. Although the computer capability provided PAC is assumed to be sufficient under current doctrinal organization (no additional data has been created), an increased capability to convert hard copy data to machine input is required to implement this proposed organization. A variety of systems employing optical scan equipment in conjunction with key punch equipment would appear to be suitable. However, the long term solution to this requirement is appropriately left to the expertise of computer systems designers. Immediate solution is possible through the increase of key punch equipment absorbed



from existing resources now at the direct support level.

Through coordination with the replacement operation of the PAC, the personnel records branch will provide one stop personnel service to the individual soldier. Generally, this service would occur upon arrival into the theater and upon departure from the theater. The maintenance of the individual personnel files is basically limited to filing copies of awards, recording promotions and reductions, recording units of assignment and positions held, and recording tour lengths.

The fundamental modification proposed for the existing procedures is the preparation of hard copy data by the battalion personnel team and the PSB at the direct support level. All input to the PAC is by means of multicopy forms. These forms are designed to permit written identification of the individual (s) concerned and an indication of the status change or action through check marks entered in appropriate blocks of the form. The same approach is followed for casualty reporting and for award recommendation. The completed forms are transported from one support level to another in shelved containers adapted specifically for this function (similar in shape and structure to marmite food containers). Until availability of such containers, standard courier pouches would suffice.

Communications within the personnel system is by ground and air except for initial casualty reporting by radio communication. Movement of the form containers from the battalion personnel teams is arranged by the Forward Area Support Coordinator (FASCO) 81

in the brigade trains area and by the Supply and Transport Battalion's Transportation Officer in the DISCOM area. Under this proposal the daily update of the PAC's data files is not possible nor, in the opinion of the author, is it required. The Personnel Daily Summary report is sufficient to inform commanders of the daily strength status which is not the function of the PAC personnel data base. Its function is personnel accountability as opposed to personnel daily status. Consequently, twice weekly updates of the PAC data base appear sufficient to satisfy the accountability and the requisition requirements.

In summary, the proposed contingency combat personnel support system consists of three levels: the battalion personnel team, the personnel services branch, and the PAC. Source data is prepared by the battalion personnel team on multi-copy "check-off" forms, correlated and reviewed by the PSB, and sent to PAC twice-weekly for entry into the data processing portion of the system. PAC then provides the requisite output in the form of reports to the serviced units while providing requisition and personnel data to MILPERCEN via the AUTODIN network. Personnel service to individuals is provided at all three levels of the system with record maintenance performed at the PAC.

To more clearly demonstrate the manner in which the proposed modifications meet the requirements of the author's evaluative criteria, two examples of specific personnel administration support activities being performed will be illustrative. The operation of the proposed junior enlisted



theater assignment system is indicative of the simplified means by which the modifications are implemented.

The PAC assigns replacements directly to battalions and separate companies in accordance with priorities established by theater army. Corps and division furnish the input to theater army for the priority of assignment to subordinate battalions/separate companies. Assignment rosters by separate company and battalion are provided to the theater replacement activity. The assignment rosters are in lieu of special orders and serve as in-country travel orders. Consequently, the rosters accompany the group of individual replacements through the replacement flow to the ultimate battalion/separate company of assignment. Parent division or corps unit identification is included on the rosters to enable transportation to identify the appropriate lower replacement detachment. Upon arrival of the replacements, the rosters are verified by the receiving battalion personnel team, or servicing PSB in the case of separate companies, and copies returned through the personnel reporting system to the PAC for confirmation of its data files. Personnel accountability is not maintained by company but by battalion except in the case of separate companies. Assignment diversions may be directed by corps or division in which case the appropriate replacement detachment notifies the PAC by return of the amended roster.

See figure 1.

The processing and reporting of a casualty (a category 3 activity) will serve to further illustrate the proposed modifications to the personnel administration support system.

ACTION	FROM	TO	VIA	ITEMS
1. Verbal Report	Unit	Bn Pers Tm	Bn Radio Net	Identification data, category (KIA, MIA, etc.) date, location
2. Verbal Report	Bn Pers Team	PSB	Bde/DISCOM Net	Same
Written Report with ltr* of sympathy and witness statement	Bn Pers Team	PSB	FASCO	Same, plus full circumstances and pending awards
3. Verbal Report	PSB	PAC	Div/Corps Net	Identification data, category (KIA, MIA, etc.) date, location
Written Report with 2 ltrs** of sympathy and witness statements	PSB	PAC	S&T Bn transportation	Same, plus full circumstances and pending awards
4. Initial Report	PAC	DA	TT	Identification data, category (MIA, KIA, etc.) date, location
Supplementary Report	PAC	DA	TT	Same, plus full circumstances and pending awards

\* First letter of sympathy is from unit CO in his own handwriting.

\*\* Second letter, more standard, typed by PSB and signed by

Division/Corps C.G.



## SECTION IV

SUPPORT LEVEL CONVERSION. Conversion from support level 1 to support level 2 is begun and completed prior to the commencement of hostilities. Department of Army (MILPERCEN) is the approval authority for initiation of the transition phase and notifies the theater commander not later than D-30. The reorganization of the PAC and the PSB is completed by D-15 with the key punch equipment installed at PAC. The Battalion personnel team is formed by D-10.

MILPERCEN suspends the Category 1 personnel administration activities concurrent with its notification to the theater commander (D-30). PAC assumes responsibility for the Category 2 activities in the theater from each personnel services company/division as it completes transfer of its personnel, records and equipment to PAC. Theater-wide responsibility is assumed by PAC in any event not later than D-15. The category 3 activities are performed by the personnel services branch and the battalion personnel teams on D-10. This schedule permits the PSB a five day period to prepare for implementation of the proposed procedures.

Transfer to the proposed procedures between the PAC and the PSB's commences and terminates on the dates of their mutual reorganization and occurs by division/corps personnel support units.

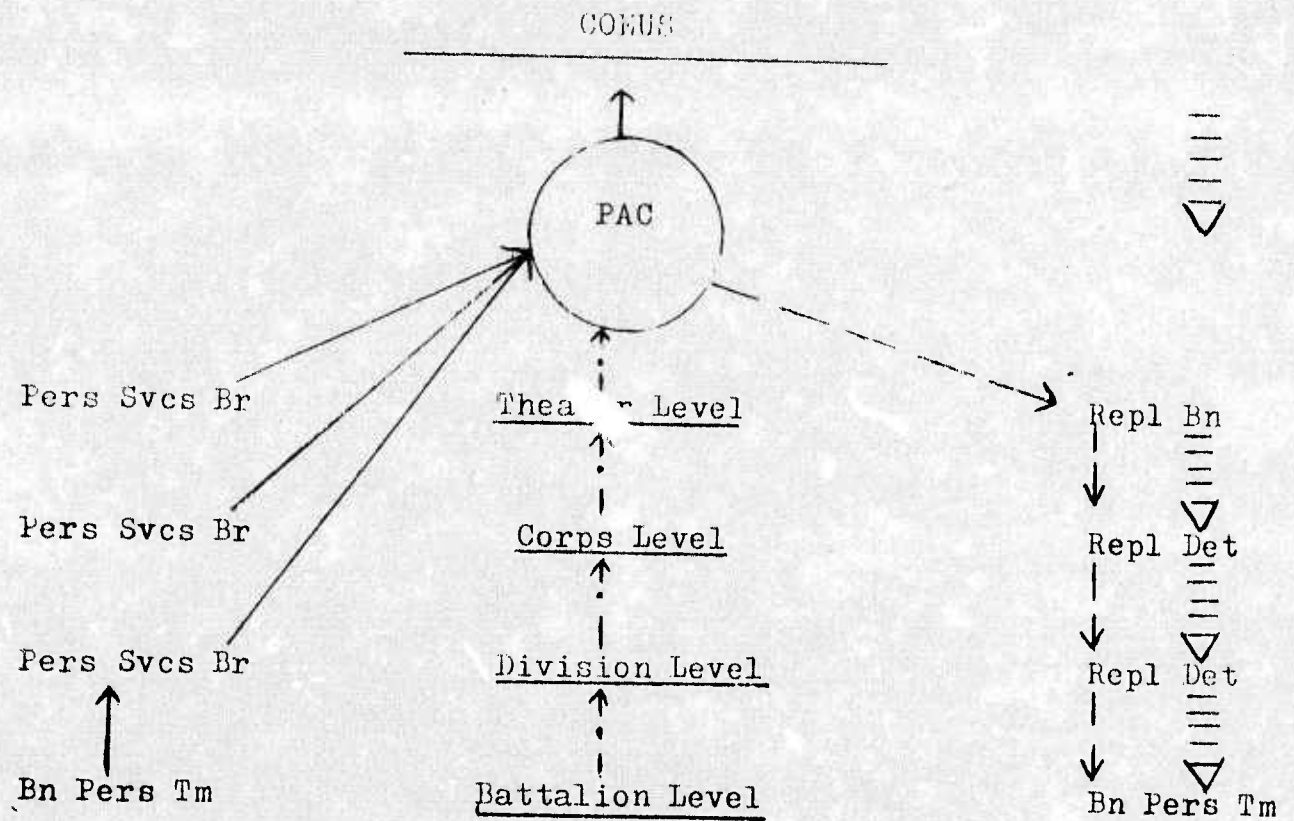
SYSTEM WIDE IMPLICATIONS: No significant implications appear to impact on the Army-wide personnel system as a result of these modifications for sustained combat. Personnel records 85

maintenance will result in certain deviations from routine practice: e.g. personnel entries, such as assignments, not supported by special orders. Local promotion boards will have only a copy of the personnel data card (initiated by the PAC for replacements) as opposed to a field 201 file. Management of personnel during combat is, under the proposed modifications, a responsibility exercised by company and battalion commanders with little constraint. Reclassification is suspended and replaced by change notifications of duties performed. The monitorship of this reporting is a major responsibility of the S-1 for the battalion commander. These types of procedural changes will not influence the Army-wide personnel operating system, however, as normal peacetime procedures will be reinstated upon a unit's withdrawal from the theater or upon cessation of combat.

Individual personnel actions pertaining to future assignments and training will be processed only during outprocessing from the theater. Consequently, quick-reaction assignment procedures at MILPERCEN are needed to manage the CONUS training base. Adaptation of the recruiting assignment system would appear to satisfy this requirement.

In sum, the operation of the personnel system as proposed is driven by the needs of the combat units during periods of sustained combat. In the author's opinion, this is as it must be.



LEGEND:

- > Personnel strengths/status reports
- · — · —> Assignment Priorities
- - - - -> Assignment Rosters
- |||||> Replacement Flow

Figure 1

CONCEPT FOR REPLACEMENT OPERATIONS IN SUSTAINED COMBAT OPERATIONS

Ralph D. Pedersen  
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Elective 9540 (1R99)

STUDY NR 5



# CONCEPT FOR REPLACEMENT OPERATIONS IN SUSTAINED COMBAT OPERATIONS

## SECTION I FUNCTION DEFINITION

1. In general terms, this concept of replacement operations has been developed to accomplish three principal functions:

a. Prediction of personnel replacement requirements. The projected requirements serve as requisitions requiring the assignment of replacement personnel.

b. Allocation of replacements to meet requirements.

c. Shipment, receipt and distribution of actual replacements.

2. More specifically, these general functions include:

a. Generation of loss estimates, demands for replacements, instructions for direct assignments and information concerning shipment, receipt, distribution, locations, stockage levels, and processing of replacements.

b. Maintenance of accounting, control and audit procedures for all replacements in the theater of operations.

c. Receipt, processing, housing, feeding, clothing and equipping of all individual and unit replacements entering the theater of operations.

d. Assignment within the theater of all replacements.

e. Planning for and executing in coordination with appropriate transportation agencies, the movement of replacements throughout the theater.

f. Planning and controlling the distribution of all replacements.

SECTION II  
DOCTRINAL CONCEPT

1. Prediction of Personnel Replacement Requirements.

a. Prediction of projected personnel replacement requirements under this concept is accomplished by use of a theater personnel replacements model. The model, which comprises a major element of a new replacement system known as the Computerized Theater Personnel Replacement System - Combat (CTPRS-C), provides computation of time-phased personnel requirements by grade, military occupational specialty (MOS), and specialty (as appropriate). The estimate or projection of personnel replacement requirements includes losses resulting from battle casualties, nonbattle casualties, administrative actions and rotation policies. Provisions are included to reduce gross loss estimates by projecting the number of personnel to be returned to duty from previous loss categories. Unit shortages at the commencement of combat operations are also considered when units are transferred from the peacetime replacement system to the combat replacement system. Based on current shortages and projected losses the combat system provides for model-generated requisitions covering the initial 90-days of combat operations. Thereafter requisitions are generated on a cyclical basis (weekly) to cover periods beyond 90-days. (NOTE: For this concept it is assumed that the Personnel Deployment and Distribution Management System, FERDDIMS, will eventually be the peacetime replacement system of the Army. Conversion from FERDDIMS to CTPRS-C is considered feasible solely because both are "push" systems and both utilize some form of TAADS/MTAADS as well as the Standard Installation/Division Personnel System, SIDIERS.)

b. Thus replacements for the theater are generated by a computer located in CONUS (MILPERCEN) utilizing simulation and gaming techniques. Refinement of data upon which initial projections are based takes place over time as daily strengths and actual loss data are incorporated into the data base. These data are provided by TASCAM



Personnel Command's Personnel and Administration Center (PAC)  
through the Standard Installation/Division Personnel System (SIDPLRS).

2. Allocation of Replacements to Meet Requirements.

a. The replacement branch of the IAC allocates replacements by issuing assignment, reassignment and reclassification instructions to the appropriate replacement regulating organizations. A continuous theater wide consolidation of actual status for each major command by grade, MOS and specialty is maintained by the replacement branch. This consolidation is used as the basis for allocating replacements to major subordinate commands within the theater and contains command priority codes (which are subject to change) for guidance in making assignments. Major commands include but are not limited to divisions, separate brigades, corps units, corps support commands, theater army units and theater army support command. (NOTE: Allocation to major commands is preferred because of the unmanageable number of diversions experienced in attempting to make specific unit assignments during the Vietnam conflict.)

b. Direct support personnel units transmit daily SIDPLRS information pertaining to supported units. Current status information is obtained from the SIDPLRS files and used by the (PAC) replacement branch to fill personnel requirements to the extent of its capabilities, subject to priorities. At the same time that replacements are allocated, the replacement branch notifies the major commands (direct support personnel units) of the number of replacements assigned by grade, MOS, and specialty. By-name rosters which are properly annotated to serve as assignment orders are transmitted to control and information purposes.

3. Shipment, Receipt and Distribution of Replacements.

a. Direction of replacement distribution is the responsibility of the Deputy Chief of Staff, Personnel at Department of the Army level. The DA operating agent for the system is MILPERCEN which acts on the

basis of established guidance, personnel requirements, and availability of replacements. Distribution functions require full consideration be given replacement lead times and transit time to the theater. Replacement availability is a key factor in any concept of replacement operations.

b. Shipping directives are issued, after correlation of requirements (as generated by the combat replacement system) and availability, which direct the actual movement of replacements initially to CONUS overseas replacement stations and thence to the theater of operations.

c. Replacement regulating units will operate in close proximity to ports of entry. Arriving replacements will be expeditiously moved to a designated replacement activity (normally a replacement battalion) where they will be received, processed, housed, clothed and equipped as necessary. Replacement distribution procedures must provide for the movement of replacements through the fewest possible number of processing points. Under this concept the majority of replacements will make just two stops enroute to their ultimate unit of assignment. The first stop will be at the replacement activity near port of entry. The second stop is normally at the replacement detachment of the major command to which the individual has been allocated. Replacements then proceed to their unit of assignment.

d. The replacement regulating organization must be capable of accounting for all replacements provided to and moving within the theater. To insure an accurate, timely and simple system of accounting, maximum use will be made of Personnel Command's data processing equipment for receiving, computing, storing and transmitting data. This general concept carries through all levels of the theater personnel support system.

e. The receipt, processing and distribution (on-ward shipment) of replacements are performed in the COMFZ by Personnel Command's replacement regulating organization, in corps rear areas by replacement regulating detachments of the COSCON personnel and administration



battalion, and in division areas by replacement detachments of the division Adjutant General Company.

f. The location of division rear echelons (AG Company, Finance Company, Division Data Center and Signal Rear Echelon Platoon) in the division support area verses collocation with corps rear echelons deep in the corps rear area appears to have little impact on replacement operations. However, there are some aspects of the location that could be considerations :

(1.) Replacement operations under this concept rely to a considerable degree on the continuous flow of computer-processed information. Thus reducing the vulnerability of data processing centers/activities is desirable.

(2.) Collocation provides alternate sources of "computer-time" in the event equipment fails. Collocation also makes it feasible to consider the concept of a "dedicated" personnel computer system.

(3.) The time-distance factor affects the timely receipt of daily SIDPERS input from divisional units.

#### 4. Other Generalized Doctrinal Concepts.

a. All personnel replacements will be moved within the theater by air unless

- (1.) Tactical situation precludes air travel, or
- (2.) Ground travel time is less to destination, or
- (3.) Ground travel is more convenient.

b. All CONUS replacements will be equipped upon arrival in the COMZ by the TASCOP Personnel Command's replacement regulating organization.

c. Individuals evacuated to General Support medical facilities will be considered as losses to their units at the time the individual is picked up on the hospital's Admissions and Dispositions (A&D) Sheet. Personnel returning to duty from medical facilities will enter the replacement system at the nearest point available and will be returned to their previous unit unless prohibited by their physical condition.

SECTION III  
PROPOSED PROCEDURES

1. Prediction of Personnel Replacement Requirements.

a. Current methods used for the prediction of personnel replacement needs in a theater of operations are discussed in FM 101-10-1. These methods have normally been manually applied to specific situations and, owing to restrictions of time and labor, have been limited to the calculation of replacements for gross losses. Replacements for wartime losses have traditionally been the only type considered -- thus completely discounting the rotation of personnel out of the theater under selected risk policies or normal rotation of personnel upon tour completion or expiration of service commitment. After an initial development period, replacements required to implement a rotation policy may be as great or greater than replacements due to casualty losses.

b. Sophisticated simulation and gaming methods offer an opportunity to progress beyond the "8-day forecast based on FM 101-10-1" level of predicting replacement requirements. Additionally, these methods, if properly developed and refined, provide a means of eliminating the line-item requisitioning or "pull" replacement system from the combat theater. Experience (in my opinion and in the opinion of several writers on the subject) has shown that previously used "pull" systems do not function sufficiently well in a combat environment.

c. General Verne Bowers observed upon his return from Vietnam that "some form of inventory and projection by grade and MOS, against which replacements are furnished, will permit a more effective job in replacement operations and eliminates a tremendous amount of paper-work." Thus General Bowers appears to be advocating a "push" system based on projections rather than the previous "pull" system based on line-item requisitions submitted from the theater.

d. The concepts associated with the Computerized Theater Personnel Replacement System - Combat provide a possible solution to



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this problem area. Operation of the system envisions establishment of the initial data base through a transfer of data from PERDEIMS (the assumed peacetime replacement system) for those units comprising the task organization of the theater. Portions of this data base (authorizations and current vacancies) are used together with policies and factors related specifically to the particular theater of operations to generate projected requirements data utilizing the Theater Personnel Replacements Model. More specific information regarding the model is contained in Annex A.

e. A simplification of the step-by-step procedures is as follows:

- STEP 1: Identify all units to operate in the combat theater.
- STEP 2: Transfer the data files pertaining to those units from the peacetime system (PERDEIMS) to the combat replacement system (ctprs-C).
- STEP 3: Generate from the Theater Personnel Replacements Model, data on projected losses for the initial 90-day period of combat operations.
- STEP 4: Loss data from the model is input to the combat replacement system. Requisitions for replacements required during the initial 90-day period are received as output from the system. Action is then taken by MILPERCEN to fill these items. Requirements reflect time-phasing over the 90-day period.
- STEP 5: The information data base of the combat system is updated by SIDPERS input from the theater. This input is also used to refine the data used by the replacements model. Actual loss data and strength reports allow evaluation of the initial projections as well as refining future projections.

STEP 6: Requisitions for periods beyond the initial 90-days are then generated on a cyclical basis (probably weekly) by the combat replacement system and are based on initial data as refined and updated by SIDPERS input as well as refined projections generated by the model.

f. Prediction and requisitioning functions at division and separate brigade level to include loss projections, experience factors by type unit and by grade and MOS, "8-day forecasts, etc. are eliminated under this concept. Timely submission of normal SIDPERS transactions replaces the previous line-item requisitioning and forecasting.

g. Loss data and actual strengths as reported under SIDPERS provides the PAC with data upon which to base allocations of replacements and MILPERCEN with data to assist in the generation of future requirements and requisitions. The data obtained from SIDPERS input is processed by the supporting data center -- either the Division Data Center or the Corps Personnel Support Center is the Division rear echelon is collocated with the Corps rear echelon. This information is then transmitted to the PAC and return to MILPERCEN for updating the combat replacement system.

h. Except for the fact that many different organizations are supported in the nondivisional areas, the system works just the same throughout the entire theater as it does in the division. Nondivisional units located in the Corps rear area submit SIDPERS input to their supporting personnel services company (PSC). The Personnel Service Companies in this area are units of the COSCOM personnel and administration battalion. The companies transmit input to the personnel service center (PSCEN) which uses COSCOM data processing equipment to process the input and transmits the data to the PAC at theater army. Units located in the COMMZ submit SIDPERS input to their servicing personnel services companies which are units of TASCAM's Area Support Command personnel and administration battalion. The PSCEN receives the



input and uses the TAACOM data processing equipment to process the input and transmit resulting data to the IAC.

1. The TASCAM Personnel Command's Personnel and Administration Center (PAC) is the apex of the personnel data flow within the theater. The data from the IAC is transmitted to MILPERCEN where, among other actions, it serves as input to the combat replacement system. Extracts of this data are used to refine projections generated by the Theater Personnel Replacements Model.

2. Allocation of Replacements to Meet Requirements.

a. Under this concept, the vast majority of replacements for the theater are "bulk allocated" from MILPERCEN. Projected gain information to include grade, MOS, specialty, scheduled arrival date, and other pertinent items is transmitted from MILPERCEN to the theater PAC (replacement branch). Transmittal of the gains information is made at the earliest possible time consistent with the required confirmation that the individuals are deployable. Additionally, all flight manifest information is transmitted to the replacement branch as confirmation that a replacement is enroute. Projected assignments are made upon receipt of flight manifests. Confirmation of assignments is made during the 24-48 hour period after replacements arrive in the theater. Summarized personnel strength and status information is obtained by the replacement branch from the SIDPERS data base. This information is used to determine assignments by priority and need for newly arrived replacements and personnel entering the replacement stream from medical units (returnees). The Personnel and Administration Center acts as a "wholesaler" for replacements in that it allocates replacements to the major commands. Based on information received from medical units, the replacement regulating detachments transmit data concerning personnel returning to duty to the assignment activity at that same level. Allocation of personnel in this category is handled in accordance with concept outlined in Section II, paragraph 4c. Allocation and assignment of senior officers (O-5 and above)

is handled on an individual basis. All other personnel (with specific exceptions such as assignment limitations) are bulk allocated to major commands in accordance with computer based information pertaining to personnel status and priorities. Under this concept, properly annotated assignment "instructions" will be used rather than published orders. Orders per se will not be issued until and ultimate unit of assignment is determined at which time the servicing personnel services unit will prepare formal assignment orders.

b. Information concerning the allocation of replacements is forwarded from the IAC to the TAACOM personnel and administration battalion, the COSCOM personnel and administration battalion and the division Adjutant General Companies. Information is passed from these levels to personnel servicing units and replacement regulating units as appropriate. Assignments for replacements allocated to theater army, corps and divisions are determined by the personnel services companies and AG companies respectively. Such assignments are based on personnel status reports provided by SIDPERS plus individual command priorities.

### 3. Shipment, Receipt and Distribution of Actual Replacements.

a. This concept prescribes that all replacements be shipped from CORUS (or other points outside the theater if applicable) to ports of entry (FOE) in the COMNZ. The number of FOE is dependent on the scale of the sustained operation. Replacements are initially processed through replacement regulating units (normally battalions with three to five replacement companies) of Personnel Command's replacement regulating organization, which are located in close proximity to the ports of entry. Replacements will normally remain in the replacement battalions 24-48 hours to allow for processing and acclimation necessitated by the environment and "jet lag". During this period the replacements will be clothed and equipped as necessary, be provided dispensary type medical care if needed, receive an initial theater orientation briefing, and be fed, housed, and prepared for onward movement. Upon receipt of assignment instructions from the PAC



replacement branch, replacements are transported (normally by air) to the replacement regulating unit of the major command to which the replacement has been allocated.

b. In the corps area the COSCOM personnel and administration battalion, by means of assigned replacement regulating detachments, assists replacements from their arrival in the area until they reach their parent unit of assignment. Encampment and messing facilities are provided for the replacements. The status of replacements is reported to the personnel service center (PSCEN) where assignment instructions are issued within 24 hours. The replacement detachments then coordinate with a designated transportation element of the COSCOM for transportation of replacements to their unit of assignment. Essentially the same procedures are followed in the CONMZ by units of the TASCOC and TAACOM.

c. Replacements arriving in division areas are received by replacement detachment of the division AG Company. Arrivals are reported to the Personnel Services Division (PSD) in the Office of the Adjutant General. Assignments are determined by the PSD based on unit requirements as reflected in status reports and priorities. Assignment orders are published and the replacement detachment is furnished movement instructions. Shipment of personnel is coordinated with the Transportation Section of the Division Supply Office which provides for transportation from the Supply and Transport Battalion or from other means available. Unit pick-up is used where possible.

d. Control and accountability of replacements is based on a system of accounting for "projected gains" which utilizes the SIDIRS system throughout the theater and is monitored by the PAC replacement branch. At the time a replacement is allocated he or she is entered into the personnel system as a projected gain to the appropriate major command. An appropriate time period is allowed for an element of that major command to account for the replacement as an assigned gain reported through SIDIRS. If the replacement is not gained by a unit of the major command, he or she appears on a report of

personnel that have not been accounted for as unit pairs. Follow-up action is then taken by the PAC in the form of a "status inquiry" to the major command.



## SECTION IV

### SUPPORT LEVEL CONVERSION

1. Basic concepts for the organization and operation of a replacement system must be developed for peacetime, contingency operations and sustained combat operations. Since these conditions may change suddenly and radically, the basic concepts must be applicable to all conditions.

2. In developing the concept contained herein, it was felt that the best or at least a logical approach was to consider present systems and those that are to be implemented in the reasonably near future -- systems such as SIDFERS, VTAADS/TAADS, and PERDDIMS which are appropriate to the peacetime situation. Modifications are then developed that can be rapidly implemented at the commencement of combat operations. Thus the base for operating the replacement system under combat conditions would already be in existence at the start of a conflict.

3. Conversion from level one in which personnel requirements are obtained through PERDDIMS, by-name assignments to division/parent unit level are accomplished through direct communications and replacement regulating requirements are minimal -- to -- level two in which replacement requirements are generated by the Theater Personnel Replacements Model of the combat replacement system, troops are "bulk" allocated to the theater of operations and replacement regulating requirements are considerable, involves at least one major problem. Changing from a procedure of centralized assignments based on direct communications to one of "bulk" allocations results in a very significant increase in the magnitude of replacement operations in the overseas theater. The resultant requirement is that operational units of the replacement regulating type be augmented or that additional units be assigned to the theater.

4. The solution to this problem rests with our capabilities to develop appropriate plans for conversion from the peacetime system to the combat system, to periodically exercise these plans, and to have available or rapidly make available the resources needed in the replacement regulating functional expansion.



## SECTION V

### SYSTEM IMPLICATIONS

Implications which this concept of replacement operations may have are focused in the following areas:

1. Using a data base of theaterwide authorizations, the assignment of personnel resources with authorized strength limitations is made simpler and easier.
2. Replacement requirements are varified by comparing the current strength plus projected gains minus projected losses generated by the model.
3. Commanders at all levels in the theater are relieved of the requirement to determine requirements and submit line-item requisitions. Thus the replacement system provides a service rather than presenting a requirement.
4. As with PERDDIMS, the combat replacement system maintains a continuous statement of requirements, assures maximum lead time and provides summary planning data for the DA and theater staffs.
5. Conceptualized system takes advantage of the majority of "plus factors" associated with PLRDDIMS.
6. Flexibility to changing requirements and priorities is maximized through bulk allocations to the theater.
7. Responsiveness to combat losses is increased through model-generated loss projections. Continuous loss projections can be provided for a theater even if the flow of data from that theater is interrupted for any reason.

8. Requirements for replacement regulating personnel and units are increased above peacetime levels.



ANNEX A  
MODEL DESCRIPTION

The replacement model envisioned in this concept of replacement operations is an expanded and improved (hopefully) version of the Theater Personnel Replacements Model which was initially developed in 1968 under Project SIGMALOG (Simulation and Gaming Methods for Analysis of Logistics) by Research Analysis Corporation of McLean, Virginia. The concept model also incorporates selected capabilities of the Medical Model found as part of SIGMALOG. The model serves to automate the determination of personnel replacements needed in a military theater of operations because of losses caused by combat, diseases, injuries, rotation, and administrative actions.

All sustaining replacement operations require an estimate of requirements for theater personnel replacements. This requirement is satisfied by the computation of time-phased personnel replacements by grade, MOS, and Specialty. In this respect the model supports the combat replacement system and defines the number of personnel required to support defined operations. It incorporates personnel released to duty by the theater hospital system, personnel gains from intratheater sources, and personnel rotating out of theater on a "tour completion" basis to determine gross and net theater replacements.

Battle losses include missing personnel and those who are wounded, injured, killed, or captured by the enemy. Nonbattle losses include disease, injury, or any other loss not directly attributed to enemy action (except administrative losses). Personnel rotation is based on Department of the Army policies which establish the tour length.

Personnel lost to military forces must be replaced within a short period of time if the forces are to retain their combat effectiveness. Replacement of casualty losses has always been a

continuing requirement during combat. Recent conflicts have also required the replacement of personnel who have completed prescribed tours of combat or theater duty. Therefore all personnel in a theater of operations must be considered for potential replacement. The complexities of replacement operations demonstrate the need for a computer model to assume and expand the manual replacement requirements computation.

It is envisioned that the Theater Personnel Replacements Model would perform three functions for the Computerized Theater Personnel Replacement System - Combat. First, it would generate personnel-loss data by groupings of MOSs and Specialties in detailed summary form. In performing this task it would account for personnel returned to duty from the hospital system to reduce the replacement requirements from outside the theater. In general the losses to be accounted for are: battle losses, nonbattle losses, and administrative losses except for rotation. Second, the model would account for rotation policies as established by Department of the Army. Third, the model would account for all categories of personnel gains. This and the first two functions combine to determine net replacement requirements for the theater.

In determining the replacements for a theater's manpower losses from defined causes, personnel must be grouped into categories for which a loss experience factor is then applied. The detail with which this is done will affect the degree to which the model reflects actuality. This is also true for the determination of the tactical situations encountered over time. Tactical simulations are possible to depict virtually every possible tactical situation. Personnel replacement requirements are generated for a sequential set of time periods that cover the operational aspects to be simulated.

Computation of battle and nonbattle losses to the theater forces and also the hospital evacuation losses and return-to-duty gains are accomplished using the following generalized inputs:



- (1) Concept of the operation
- (2) Theater population
- (3) Scenario
- (4) Theater policies - medical evacuation, rotation, etc.
- (5) Controls, loss rate factors, capabilities, etc.

Loss rate factors are determined for specific groupings of enlisted military occupational specialties and officer specialties. Groupings by category provide a measure of simplification that should not detract from a reliable projection of losses. The use of theater-wide loss rate factors for each grouping regardless of location in the theater, e.g. division area, corps rear echelon, COMMZ, etc., is made feasible through the use of statistical techniques to give an "average" factor. This reduces the complexity of determining loss rate factors. A limited number of clearly defined and differentiated combat intensity levels are used in conjunction with the particular types of operations called for in each scenario. Statistical variances will be estimated or predicted to account for shortfalls in the area of timely and accurate reporting from the theater of operations.

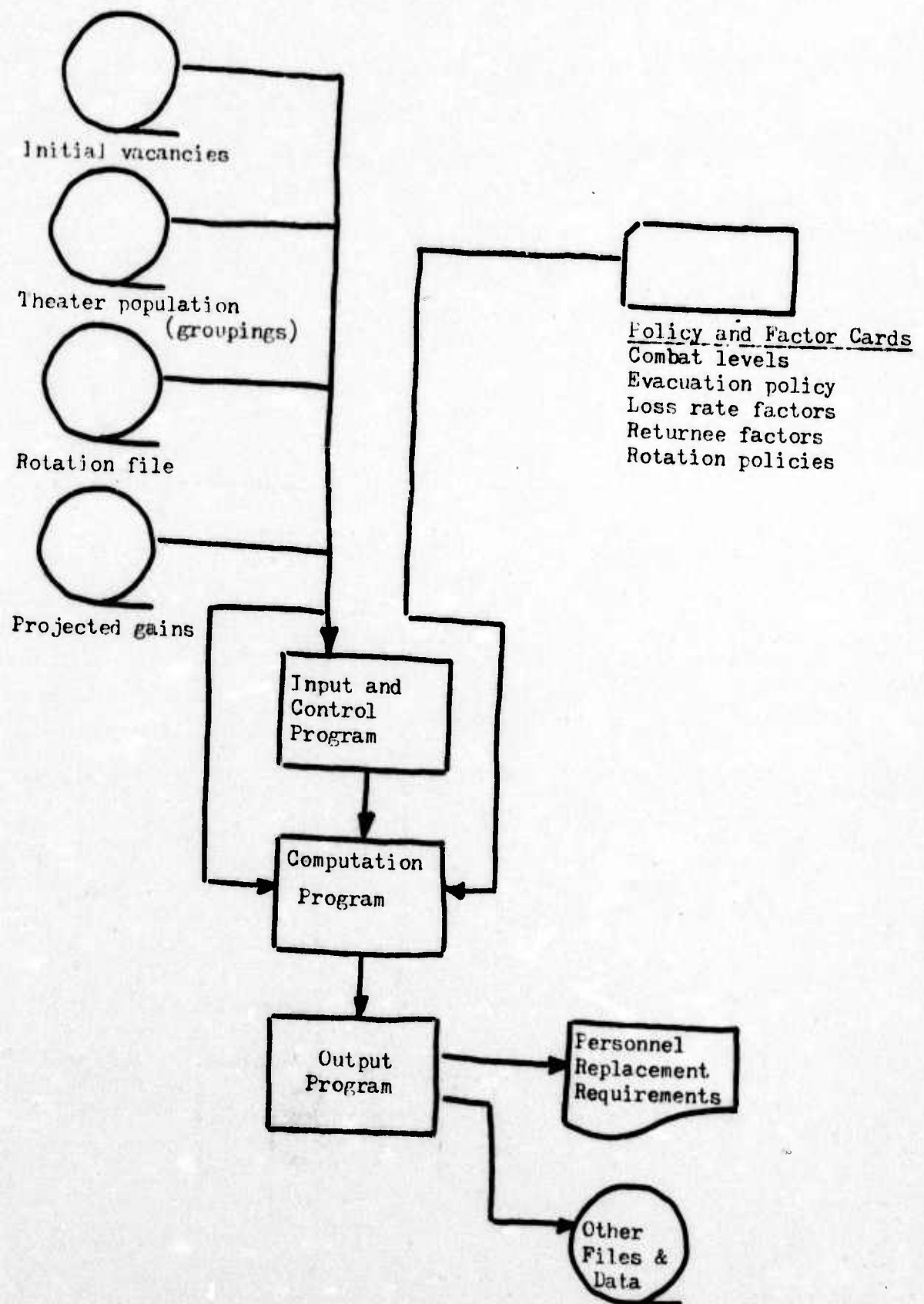
Theater evacuation losses and return-to-duty gain factors are determined from historical data and current medical evacuation policies. Much of the factor data is similar to that found in the SIGMALOG Medical Model.

Rotation losses are determined at the time the personnel and unit data files are transferred to the combat system. Rotation losses under this concept are time-phased to preclude a "rotation hump" problem such as was experienced in Vietnam. Thus tour lengths for personnel are flexible with specific lengths dependent on the particular MOS grouping concerned. Infantry personnel may serve anywhere from nine to twelve months while supply personnel may serve a tour of twelve to fifteen months.

Gains are applied to the model using the assumption that all previously generated requirements will be filled with qualified personnel. Exceptions will be input to the model as they are determined.

The model is illustrated in the attached schematic.





THEATER PERSONNEL REPLACEMENTS MODEL