

NEWS FROM THE CTC

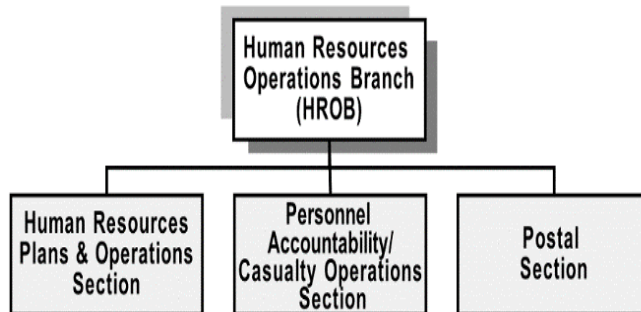
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Human Resources Operations Branch

MISSION:

Plan, coordinate, integrate, and manage theater human resources support.



Rules Of Allocation

- One per Expeditionary Sustainment Command
- One per Sustainment Brigade

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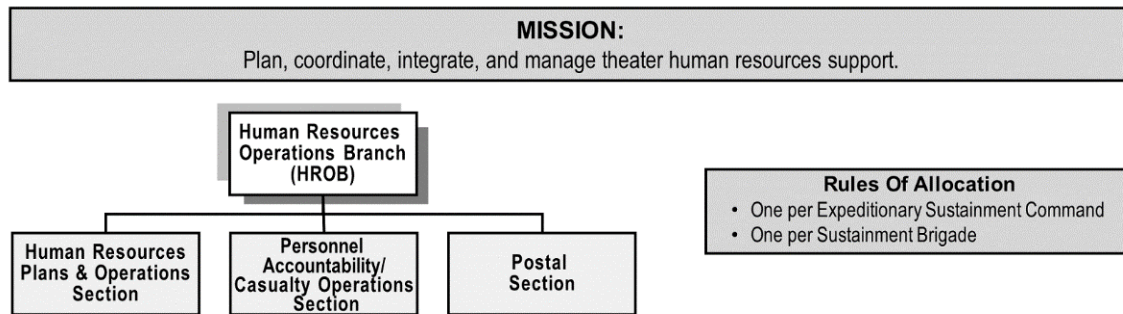
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Human Resource Operations Branch – The Forgotten SPO Commodity Manager

By Major Dennis Leung

The Human Resource Operations Branch (HROB) is a resource manager within the support operations (SPO) section of a Sustainment Brigade (Sus BDE) or Expeditionary Sustainment Command (ESC) responsible for enabling human resource operations within a theater of operations and facilitates the management of our most precious commodity – personnel. However, outside of a deployment, HROB's are seldom employed, and when deployed, HROBs are rarely manned and operated with the experience and technical expertise to be effective.

As a customer or leader, would you be comfortable having no plan or planning capability to manage the flow of postal items, personnel and casualties? The purpose of this article is to highlight a trend and observation by MCTP that units have neglected to plan and account for HR in our sustainment units. By the modified table of organization and equipment (MTOE), the HROB is nested within the support operations (SPO) section. The HROB is placed in the heart of the SPO to coordinate the logistics necessary to execute the critical functions of personnel accountability, casualty reporting, and postal operations. Despite this, historically the personnel from HROBs are often reassigned to the G1/S1 section. When separated from the SPO, the HROB loses its technical proficiency and becomes ineffective in coordinating the logistical support for theater HR assets. Figure 1 displays the typical task organization and mission of an HROB:



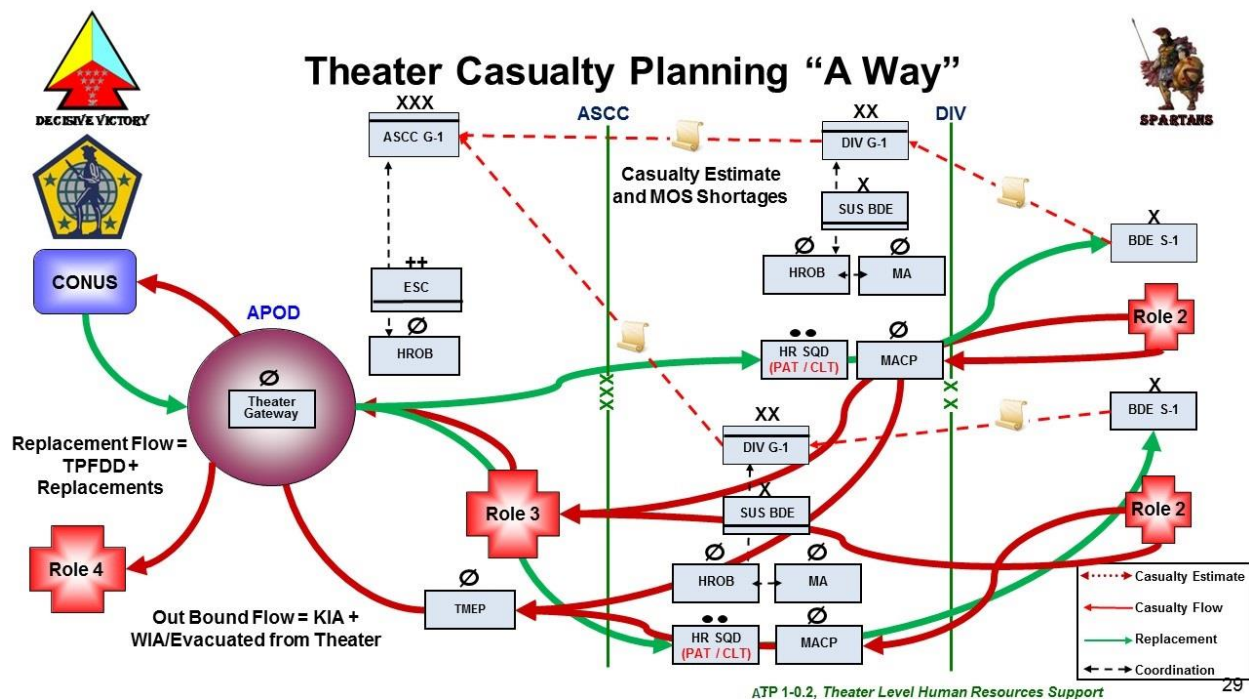
(Figure 1)

The HROB has the critical responsibility to plan and coordinate for the logistical support (e.g., transportation, billeting, feeding, etc. for transient personnel) necessary to enable theater personnel accountability, casualty reporting and tracking, and postal operations. The HROB plans for the emplacement of HR assets in order to synchronize HR across a theater of operations. Most importantly, the HROB anticipates current and future HR support requirements.

The HROB manages the critical HR assets including of Personnel Accountability Teams (PATs), Casualty Liaison Teams (CLTs) and Postal units within a theater of operations.

PATs and CLTs synchronize the flow of Soldiers, civilians and contractors to include their logistical requirements. The HROB is located inside the SPO in order to integrate with their ability to provide external sustainment. When considering that HROBs are often undermanned, or not manned at all, the personnel, casualty, and postal flow of a theater is completely unsynchronized or potentially not even a planning consideration.

Within a theater of operations, the Theater Gateway Personnel Accountability Teams (TGPATs) and Personnel Accountability Teams provide in-transit visibility for the movement of personnel. Casualty Liaisons Teams provide in-transit visibility of casualties within the theater of operations. These HR units help to establish accurate accountability of our Soldiers, contractors and. They are responsible for executing transportation, billeting and feeding of transient personnel. Figure 2 represents a doctrinal way of theater casualty planning.



(Figure 2)

To ensure efficiency at each node, the HROB plans the emplacement of HR units based on the forecasted in-bound and out-bound force flow. Additionally they rely heavily on estimates from the Corps/ASCC/Division G1s. The HROB coordinates with the Corps/ASCC/Division G1s in order to forecast the number of in-bound personnel developed through a comprehensive analysis of the supported G1's casualty estimate. This is synchronized with personnel flow from the Time Phased Force Deployment Data (TPFDD), in order to ensure the efficient throughput of personnel at key nodes. It may seem awkward or insensitive to treat our personnel as a commodity; however, if this is not the case, their flow in and out of theater cannot be synchronized with the resources the commodity managers of the Sus BDE and ESC manage.

Postal platoons and Military Mail Terminals (MMTs) coordinate with the HROB for the transportation and Material Handling Equipment (MHE) required to process and transport mail. Postal Platoons and MMT teams establish mail terminals for the processing of mail within a theater of operations. IAW DoD 4525.6-M, MMTs plan for a factor of two-pounds of mail per Soldier per day (JP 1-0). They allocate one square foot of workspace for every two supported Soldiers. For example, if the supported population is 100,000 Soldiers, the estimated size of the facility is 50,000 square feet (JP 1-0). The HROB is the integration element within the SPO to resource support requirements for associated postal operations. The HROB coordinates for containers and container storage space. Additionally they coordinate with the ESC Distribution Management Center for the movement of mail containers. A typical task organization of an HROB within an Army Service Component Command (ASCC)/Sustainment command is depicted in Figure 1-2 below.

Personnel Accountability Teams, Casualty Liaison Teams and Military Mail Terminals (MMT) are small squad to platoon sized elements distributed throughout a theater of operations. These small HR units are dependent on the HROB to coordinate the handling of personnel, casualties, and mail.

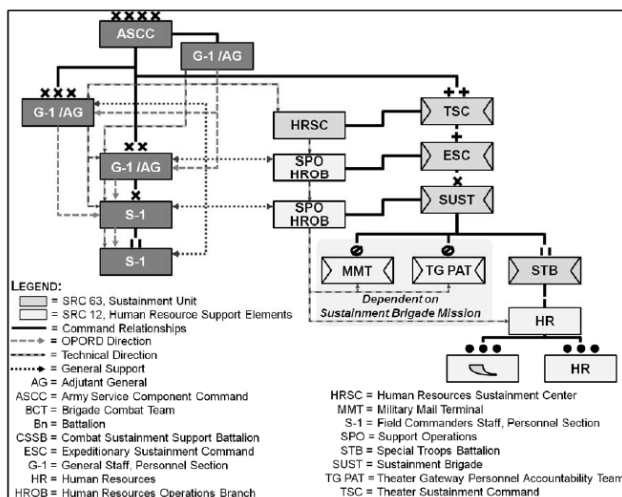


Figure 1-2. HR/sustainment structure relationship

Sustainment commands often assign HROB personnel to the S1/G1 in order to fill personnel shortages. This leaves the HROB with no one to execute or plan critical HR functions. We have observed during past Warfighter Exercises the relationship between the HROB and the other SPO commodity managers are rarely developed.

Assigned personnel within the HROB work day to day within the S1/G1 section and are thrust back into the HROB for deployments and training exercises, often with no collective training. As a result, the team often

lacks shared understanding and cohesion. Historically HR professionals assigned to the HROB lack doctrinal knowledge on HROB operations, to include the mission requirements of PATs, CLTs and MMTs. The separation of the HROB from the SPO leaves personnel assigned to HROB billets with little understanding of external sustainment.

Creating Shared Understanding

Successful mission command fosters adaptability and a greater understanding of an operational environment. Adaptability reflects a quality that Army leaders and forces exhibit through critical thinking, their comfort with ambiguity and uncertainty, their willingness to accept prudent risk, and their ability to rapidly adjust while continuously assessing the situation. A greater understanding enables commanders to make better decisions and develop courses of action that more quickly accomplish missions and achieve the overall end state - **ADRP 3-0, Unified Land Operations, May 2012.**

Way Ahead - Training Opportunities

SRC-12 (HR) units should maximize real-world training opportunities that focus on unit specific core functions, capabilities and technical roles to ensure their own unit preparedness to deploy and assist with the improvement of garrison HR operations - FM 1-0, Human Resources Support, APR 14.

Understanding the mission of HR Companies and their roles within a theater of operations is not easily understood at the ESC and Sus BDE (refer to Figure 1-2). This creates difficulties for junior officers and NCOs assigned to SPO HROBs. There are numerous training opportunities available to HROB personnel.

1. The HR Plans and Operations Course at Fort Jackson provides a doctrinal foundation of the mission requirements of PATs, CLTs, and MMTs. The Support Operations Course at Fort Lee educates our HR professionals on how to operate within a SPO and on the capabilities of commodities.
2. We should strive to train as we fight. Unit CTC rotations and Warfighters Exercises provide training opportunities for SPO HROBs to manage HR support to a theater of operations. Installation reception operations, monthly personnel asset inventories and operations at the installation Casualty Assistance Center are daily operations that mirror theater HR functions within a garrison environment.
3. Field Training Exercises, Command Post Exercises and Sergeant's Time Training offer local training opportunities where an HROB could organize to train and execute its mission. Additionally, these events could afford opportunities for an ESC and Sus BDE HROB to work together to plan and execute HR operations in an integrated manner.

The sensitivity of HROB support (our fallen heroes' remains and postal items) can lead to significant morale issues within a theater or command if not planned and integrated effectively. At MCTP, we have continually seen HROB operations as a challenge in all units. The tasks executed by HR companies and the management of those capabilities by the HROB are usually an after-thought and were not included in initial planning or staff estimates. This is due to a lack of integration and limited experience within the commands at establishing theater HR operations. Over the past 10 to 15 years as we operated out of Iraq and Afghanistan, much of this capability was executed by contractors. Our senior leaders see the requirements as they develop; however, they are often alarmed when they discover their units have very little experience establishing HROB operations.

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Ops Grp Sierra trains ESC and Sus BDE staffs within a Decisive Action Training Environment (DATE) against a near peer competitor.