

805C-42A-3300
Apply the Human Resources (HR) Military Decision Making Process (MDMP)
Status: Approved

Distribution Restriction: Approved for public release; distribution is unlimited.

Destruction Notice: None

Foreign Disclosure: FD1 - This training product has been reviewed by the training developers in coordination with the USASSI / Fort Jackson SC foreign disclosure officer. This training product can be used to instruct international military students from all approved countries without restrictions.

Condition: You are an Human Resources (HR) NCO and just received an Operation Order (OPORD) for a pending deployment in support of contingency operations. You have access to FM 1-0 (HR Support), ADP 5-0 (The Operations Process), ADRP 5-0 (The Operations Process) and FM 6-0 (Commander and Staff Organization and Operations). Some iterations of this task should be performed in MOPP 4.

Standard: Conduct the seven steps of the Military Decision-Making Process in sequence from an HR planning perspective and develop a Course of Action (COA) to support the mission based on the commander's intent and guidance.

Special Condition: None

Safety Risk: Low

MOPP 4: Sometimes

Task Statements

Cue: You are required to assist in the HR Planning Process for an upcoming deployment.

DANGER

None

WARNING

None

CAUTION

None

Remarks: None

Notes: None

Performance Steps

1. Receive the Mission.
 - a. Receive orders, and guidance from higher headquarters or a new mission anticipated by the commander.
 - b. Receive the commander's initial guidance and a decision to conduct initial planning, to include timelines.
 - c. Ensure the Risk Management (RM) process is included as part of each phase of the operations planning process.
2. Conduct Mission Analysis.
 - a. Identify how the commander's intent focuses HR support efforts.
 - b. Evaluate Unit and system capabilities, limitations, and employment.
 - c. Evaluate Task Organization to determine command support relationship for HR support.
 - d. Evaluate organization of the unit for HR operations and how manpower allocations will be made to subordinate units.
 - e. Analyze personnel strength data to determine current capabilities and project future requirements.
 - f. Analyze unit strength maintenance, including monitoring, collecting, and analyzing data affecting Soldier readiness.
 - g. Analyze HR support and HR services available to the force (current and projected).
 - h. Prepare estimates for personnel replacements requirements, based on estimated casualties, non-battle losses, and foreseeable administrative losses to include critical military occupational skill requirements.
 - i. Update the running estimate.
 - j. Identify unit mission and the mission of supported and supporting units.
 - k. Identify key specified and implied HR tasks and determine which tasks are essential.
 - l. Identify constraints and limitations and how they affect HR end-state.
 - m. Identify HR key facts and assumptions.
 - n. Identify recommended Commander's Critical Information Report (CCIR)s and status of essential elements of friendly information.
 - o. Issue/receive warning order update.
3. Develop Courses of Action (COA).
 - a. Develop broad operational and sustainment concept.
 - b. Revise planning guidance as necessary.
 - c. Determine HR resources required to support each COA.

- d. Review each COA to ensure it supports the commander's intent.
 - e. Analyze HR capabilities, strength impacts, and HR asset vulnerabilities.
 - f. Include current and future HR operations in COA development.
 - g. Integrate the Risk Management process in COA development.
4. Analyze Courses of Action.
- a. Refine the status of all HR friendly forces.
 - b. List critical HR events in war gaming.
 - c. Determine how HR events will be evaluated.
 - d. Determine potential decision points, branches, or sequels.
 - e. Assess the results of the war gaming (from an HR perspective).
5. Compare Courses of Action.
- a. Refine COAs based on war game results.
 - b. Compare relative success of achieving HR success by each COA.
 - c. Identify the HR advantages and disadvantages of each COA.
 - d. Identify any critical areas of HR support which may impact on each COA, if any.
 - e. Identify major deficiencies in manpower.
 - f. Include the Risk Management process in COA comparison.
 - g. Recommend the best COA from an HR perspective.
6. Receive Course of Action Approval.
- a. Select best COA; modify HR support as necessary to support.
 - b. Refine the commander's intent, CCIRs, and essential elements of friendly information.
 - c. Issue the Warning Order
7. Produce Orders.
- a. Provide input to the OPORD.
 - b. Provide input to Tab A to Appendix 2 to Annex F.
- (1) Personnel Readiness Management.

- (2) Personnel Accountability.
- (3) Strength Reporting.
- (4) Casualty Operations.
- (5) Essential Personnel Services.
- (6) Postal Operations.
- (7) Morale, Welfare, and Recreation (MWR) Operations.

(Asterisks indicates a leader performance step.)

Evaluation Guidance: Score the Soldier GO if all performance measures are passed (P). Score the Soldier NO GO if any performance measure is failed (F). If the Soldier fails any performance measure, show what was done wrong and how to perform it correctly.

Evaluation Preparation: This task can be evaluated by use of the performance measures as listed. This method of evaluation is appropriate if the Soldier performs the task on the job. Allow the Soldier to practice until the Soldier feels qualified and prepared for the evaluation. Then have the Soldier perform the task, using the materials listed in the CONDITIONS statement above. Score the Soldier "PASS" or "FAIL" as determined by the performance.

PERFORMANCE MEASURES	GO	NO-GO	N/A
1. Received the Mission.			
a. Received orders, and guidance from higher headquarters or a new mission anticipated by the commander.			
b. Received the commander's initial guidance and a decision to conduct initial planning, to include timelines.			
c. Ensured the Risk Management process was included as part of each phase of the operations planning process.			
2. Conducted Mission Analysis			
a. Identified how the commander's intent focused on HR support efforts.			
b. Evaluated unit and system capabilities, limitations, and employment.			
c. Evaluated Task Organization to determine command support relationship for HR support.			
d. Evaluated organization of the unit for HR operations and how manpower allocations were made to subordinate units.			
e. Analyzed personnel strength data to determine current capabilities and project future requirements			
f. Analyzed unit strength maintenance, including monitoring, collecting, and analyzing data affecting Soldier readiness.			
g. Analyzed HR support and HR services available to the force (current and projected).			
h. Prepared estimates for personnel replacements requirements, based on estimated casualties, non-battle losses, and foreseeable administrative losses to include critical military occupational skill requirements.			
i. Updated the running estimate.			
j. Identified unit mission and the mission of supported and supporting units.			
k. Identified key specified and implied HR tasks and determined which tasks were essential.			
l. Identified constraints and limitations and how they affected HR end-state.			
m. Identified HR key facts and assumptions.			
n. Identified recommended CCIRs and status of essential elements of friendly information.			
o. Issued / received warning order update.			
3. Developed Courses of Action.			
a. Developed broad operational and sustainment concept.			
b. Revised planning guidance, as necessary.			
c. Determined HR resources required to support each COA.			
d. Reviewed each COA to ensure it supported the commander's intent.			
e. Analyzed HR capabilities, strength impacts, and HR asset vulnerabilities.			
f. Included current and future HR operations in COA development.			
g. Integrate the Risk Management process in COA development.			
4. Analyzed Courses of Action.			
a. Refined the status of all HR friendly forces.			
b. Listed critical HR events in war gaming.			
c. Determined how HR events were evaluated.			
d. Determined potential decision points, branches, or sequels.			
e. Assessed the results of the war gaming (from an HR perspective).			
5. Compared Courses of Action.			
a. Refined COAs based on war game results.			
b. Compared relative success of achieving HR success by each COA.			
c. Identified the HR advantages and disadvantages of each COA.			
d. Identified any critical areas of HR support which may have impacted on each COA, if any.			
e. Identified major deficiencies in manpower.			
f. Include the Risk Management process in COA comparison.			

g. Recommended the best COA from an HR perspective.			
6. Obtained Course of Action Approval.			
a. Selected best COA; modified HR support as necessary to support.			
b. Refined the commander's intent, CCIRs, and essential elements of friendly information.			
c. Issued the Warning Order.			
7. Produced Orders.			
a. Provided input to OPORD.			
b. Provided input to Tab A to Appendix 2 to Annex F.			

Supporting Reference(s):

Step Number	Reference ID	Reference Name	Required	Primary
	ADP 5-0	The Operations Process	Yes	No
	ADRP 5-0	The Operations Process	Yes	No
	FM 1-0	Human Resources Support http://armypubs.army.mil/doctrine/DR_pubs/dr_a/pdf/fm1_0.pdf	Yes	Yes
	FM 6-0 (Change 002, April 22, 2016)	COMMANDER AND STAFF ORGANIZATION AND OPERATIONS	Yes	Yes

TADSS : None

Equipment Items (LIN): None

Materiel Items (NSN) :

Step ID	NSN	LIN	Title	Qty
	7025-01-328-5540		Printer, Automatic Data Processing, Laser Printer	1
	7021-01-C14-3190	70210N	Computer, Micro Lap-Top Portable AC: M4500 Dell	1

Environment: Environmental protection is not just the law but the right thing to do. It is a continual process and starts with deliberate planning. Always be alert to ways to protect our environment during training and missions. In doing so, you will contribute to the sustainment of our training resources while protecting people and the environment from harmful effects. Refer to the current Environmental Considerations manual and the current GTA Environmental-related Risk Assessment card.

Safety: In a training environment, leaders must perform a risk assessment in accordance with ATP 5-19, Risk Management. Leaders will complete the current Deliberate Risk Assessment Worksheet in accordance with the TRADOC Safety Officer during the planning and completion of each task and sub-task by assessing mission, enemy, terrain and weather, troops and support available-time available and civil considerations, (METT-TC). Note: During MOPP training, leaders must ensure personnel are monitored for potential heat injury. Local policies and procedures must be followed during times of increased heat category in order to avoid heat related injury. Consider the MOPP work/rest cycles and water replacement guidelines IAW FM 3-11.4, Multiservice Tactics, Techniques, and Procedures for Nuclear, Biological, and Chemical (NBC) Protection, FM 3-11.5, Multiservice Tactics, Techniques, and Procedures for Chemical, Biological, Radiological, and Nuclear Decontamination.

Prerequisite Individual Tasks : None

Supporting Individual Tasks :

Task Number	Title	Proponent	Status
805C-42A-3000	Conduct Personnel Readiness Management (PRM)	805C - Adjutant General (Individual)	Approved

805C-42A-3054	Review the Human Resources (HR) Organizational Structure	805C - Adjutant General (Individual)	Approved
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Supported Individual Tasks : None

Supported Collective Tasks : None

ICTL Data :

ICTL Title	Personnel Type	MOS Data
42A - Human Resources Specialist - SL3	Enlisted	MOS: 42A, Skill Level: SL3, Duty Pos: UQI