

Summary Report for Individual Task  
805C-42H-8107  
Implement Human Resources Planning and Operations Using MDMP  
Status: Approved

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**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 Fort Jackson / USASSI foreign disclosure officer. This training product can be used to instruct international military students from all approved countries without restrictions.

**Condition:** You are assigned to the Expeditionary Sustainment Command (ESC) / Sustainment Brigade (SB) Human Resources (HR) Operations Branch in a mature theater. Your unit is conducting the Military Decision Making Process (MDMP) in support of unified land operations. Your Area of Responsibility (AOR) is projected to surge from 60,000 to 90,000 personnel arriving over the next 90 days. The Support Operations Officer (SPO) tasks you to participate in the sustainment planning process to ensure HR operations are fully integrated into overall sustainment operations. You need to provide input from the theater HR perspective to include personnel accountability, postal, casualty operations, and contracting activities. You have access to references listed in the enclosed table. Some iterations of this task should be performed in MOPP 4.

**Standard:** Prepare a HR estimate that supports discussion of likely courses of action (COAs) developed during MDMP. Provide the SPO an update on all critical personnel capabilities affecting the operation. Identify risks associated with each considered COA from an HR perspective. Communicate risks by developing performance indicators to ensure HR operations are fully integrated into the overall sustainment plan.

**Special Condition:** None

**Safety Risk:** Low

**MOPP 4:** Sometimes

<b>Task Statements</b>
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**Cue:** Unit begins the MDMP in support of unified land operations.

<b>DANGER</b>
None

<b>WARNING</b>
None

<b>CAUTION</b>
None

**Remarks:** None

**Notes:** None

## Performance Steps

1. Communicate Human Resources (HR) Plans and Operations Doctrine.
  - a. Means by which the HR Provider envisions a desired end state.
  - b. Supports the operational commander's mission requirements.
  - c. Maximizes the full capabilities of HR units and organizations.
  - d. Requires technical competence in current HR systems, processes, policies, and procedures.
  - e. Continuous process that evaluates current and future operations.
  - f. Requires making execution and adjustment decisions to exploit opportunities or unforecasted requirements.
  - g. Requires HR mission command nodes to establish and maintain connectivity to HR data and voice systems.
2. Conduct HR Planning using the Military Decision Making Process (MDMP).
  - a. Coordinate HR inputs to the MDMP.
    - (1) Assess the current situation from an HR perspective.
    - (2) Forecast HR requirements.
    - (3) Assess HR unit/system capabilities, limitations, and employment.
    - (4) Identify risk and mitigation strategy.
    - (5) Determine HR organizations for operations, command, and support relationships.
    - (6) Determine general locations and movements of HR units.
    - (7) Synchronize HR operations with sustainment requirements.
  - b. Implement HR MDMP.
    - (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) Integrate the Risk Management process 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 to subordinate units.
      - (b) Analyze the unit and system capabilities, limitations, and employment.

- (c) Analyze the Task Organization to determine the command support relationship for HR support.
- (d) Analyze the organization of the unit for HR operations and how manpower allocations will be made to subordinate units, as required.
- (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) Determine 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) Prepare casualty estimates, as required.
- (j) Analyze command and support relationships, to include HR units and supported organizations and how these relationships affect the delivery of HR support.
- (k) Analyze resource allocation and employment synchronization of organic and supporting units.
- (l) Analyze locations and movement of HR units and supporting Human Resources Operations Branch (HROB).
- (m) Analyze current and near-term (future) execution of the planned HR support.
- (n) Analyze actions impacting on:
  - \_1\_ Personnel accountability.
  - \_2\_ Casualties.
  - \_3\_ Postal operations.
- (o) Update the running estimate / personnel estimate.
- (p) Analyze the unit mission and the mission of supported and supporting units.
- (q) Analyze Theater-level HR considerations.
  - \_1\_ Determine Military Mail Terminal (MMT) resourcing.
  - \_2\_ Coordinate support from Joint assets.
  - \_3\_ Evaluate postal facilities.
  - \_4\_ Obtain equipment to support mail operations.
  - \_5\_ Determine location of postal facilities.
  - \_6\_ Ensure staffing of Personnel Accountability Teams (PATs).

\_7\_ Determine transportation requirements.

\_8\_ Determine access to HR enabling systems.

\_9\_ Analyze location of Casualty Liaison Teams (CLTs).

\_10\_ Confirm connectivity and communications requirements.

(r) Identify key specified, implied and essential tasks.

(s) Identify constraints and limitations impact end state affects HR operations.

(t) Identify HR key facts and assumptions.

(u) Prepare, authenticate, and distribute the HR plan in the form of approved annexes, estimates, appendices, Operation Orders (OPORDs) and Operation Plans (OPLANs).

(v) Identify recommended Commander's Critical Information Requirements (CCIRs) and status of Essential Elements of Friendly Information (EEFI).

(w) Issue/receive Warning Order (WARNORD) update.

(3) Develop Courses of Action.

(a) Develop a broad operations 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) Determine and refine casualty estimations for each COA.

(f) Ensure HR capabilities, strength impacts, and HR asset vulnerabilities are considered.

(g) Ensure deployment, intra-theater transit or movements, and redeployment are considered.

(h) Ensure current and future HR operations are included in COA.

(4) Analyze Courses of Action.

(a) Refine the status of all HR friendly forces.

(b) List critical HR events during war gaming.

(c) Analyze how HR events will be evaluated.

(d) Analyze the potential decision points, branches, or sequels.

(e) Analyze 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) Analyze the advantages and disadvantages of each COA.
- (d) Analyze any critical areas of HR support which may impact on each COA, if any.
- (e) Analyze major deficiencies in manpower or in number of HR units, teams, or squads.
- (f) Recommend the best COA from an HR perspective.

(6) Approve Course of Action.

- (a) Select best COA and modify as necessary.
- (b) Refine commander's intent, CCIR, and EEFI.
- (c) Issue the WARNORD.

(7) Produce Orders.

- (a) Prepare OPORD.
- (b) Prepare HR Annex.

3. Prepare a Synchronization Matrix.

- a. Record the results of War Gaming during MDMP.
- b. Synchronize COAs across time, space, and purpose in relationship to potential enemy and civil actions.

4. Prepare an HR Planning Considerations Briefing.

- a. Assess situation from an HR perspective.
- b. Analyze COAs a commander is considering that best accomplishes the HR support mission.
- c. Evaluate HR factors.
- d. Draw conclusions and recommend a COA to the commander from an HR functional perspective.
- e. Coordinate Running Estimate with other functional staff sections.

5. Prepare a Personnel Appendix.

- a. Review Operation Order (OPORD).

- (1) Situation.
- (2) Mission.
- (3) Execution.
- (4) Sustainment.
- (5) Command and Control.

- b. Update Running Estimate.
- c. Develop HR inputs to the Personnel Appendix.
- d. Prepare Appendix 2 (Personnel Service Support) to Annex F (Sustainment).
- e. Produce and distribute Personnel Appendix.

(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. Communicated HR Plans and Operations Doctrine.			
2. Conducted HR Planning using the MDMP.			
3. Prepared a Synchronization Matrix.			
4. Prepared an HR Planning Considerations Briefing.			
5. Prepared a Personnel Appendix.			

**Supporting Reference(s):**

Step Number	Reference ID	Reference Name	Required	Primary
	ADP 3-0	Unified Land Operations	Yes	No
	ADP 5-0	The Operations Process	Yes	Yes
	ADRP 4-0	Sustainment	Yes	No
	ADRP 5-0	The Operations Process	Yes	Yes
	ATP 1-0.1	G-1/AG and S-1 Operations	Yes	No
	ATP 4-94	THEATER SUSTAINMENT COMMAND	Yes	No
	ATP 5-19 (Change 001 09/08/2014 78 Pages)	RISK MANAGEMENT <a href="http://armypubs.army.mil/doctrine/DR_pubs/dr_a/pdf/atp5_19.pdf">http://armypubs.army.mil/doctrine/DR_pubs/dr_a/pdf/atp5_19.pdf</a>	Yes	No
	FM 1-0	Human Resources Support <a href="http://armypubs.army.mil/doctrine/DR_pubs/dr_a/pdf/fm1_0.pdf">http://armypubs.army.mil/doctrine/DR_pubs/dr_a/pdf/fm1_0.pdf</a>	Yes	Yes
	FM 6-0	COMMANDER AND STAFF ORGANIZATION AND OPERATIONS	Yes	Yes

**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 FM 3-34.5 Environmental Considerations and GTA 05-08-002 ENVIRONMENTAL-RELATED RISK ASSESSMENT.

**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-42H-8102	Direct Deployed Personnel Accountability	805C - Adjutant General (Individual)	Approved
805C-42H-8101	Direct Personnel Readiness Management (PRM)	805C - Adjutant General (Individual)	Approved
805C-42H-8106	Coordinate Deployed Postal Operations	805C - Adjutant General (Individual)	Approved
805C-42H-8105	Coordinate Deployed Casualty Operations	805C - Adjutant General (Individual)	Approved
805C-42H-8103	Implement Deployed Personnel Strength Reporting	805C - Adjutant General (Individual)	Approved

**Supported Individual Tasks :** None

**Supported Collective Tasks :** None