



EVERY SOLDIER COUNTS: PART 2

THE ROLE OF THE BATTALION S1 IN MANNING A BRIGADE IN TODAY'S FORCE REDUCTIONS

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Editor's Note: *This is the second article of a three-part series on how company command teams, battalion S1s, and brigade S1s sync their efforts to properly man brigade combat teams as the Army reduces its end strength.*

The battalion S1 plays an integral role in the effective manning of a brigade in today's force reduction. The battalion S1 serves as the linchpin of human resource (HR) services in the brigade. As a battalion's senior HR professional, the battalion S1 must provide updated HR support to the company command teams. Conversely, the battalion S1 collects and reviews HR data from company command teams before it is consolidated into local brigade databases and Army-level HR systems. As the only HR officer in each battalion, the battalion S1 ensures his or her battalion's HR data is collected in a correct and timely manner from the company command teams and then properly annotated in brigade and Army-level HR systems. The S1 also provides these teams with recommended means to mitigate administrative and medical readiness issues that can adversely affect the available/deployable status of Soldiers.

As the Army continues to reduce its personnel end strength from the wartime high of 569,000 to a prewar level of 490,000 or possibly even lower, the battalion S1's role in providing company command teams with updated HR information is crucial.¹ It is the responsibility of battalion S1s to monitor the Human Resource Command's (HRC's) website for military personnel (MILPER) and all-Army activities (ALARACT) messages that are pertinent to their units. Truly effective battalion S1s then glean the data most important from the source document and send a concise message to their company command teams in the form of an email or daily consolidated message from the battalion operations section, depending on the unit standard operating procedure (SOP).

A prime example of a message that directly affects a battalion's personnel is one listing the details of an upcoming separation board. It is the duty of the battalion S1 to dissect a message of this importance and push the most important details to the battalion and company command teams. These details usually include the population targeted by that board, the date of the board, and pre-board requirements such as

board notification counselings, complete the record evaluation thru dates, and updated photos. With these details company command teams and the battalion command team can prepare their formations for the impending impact of these types of Army-level actions.

The battalion S1 must conduct meetings, weekly is preferable, with company command teams to ensure that each Soldier's available status is properly coded in the Electronic Military Personnel Office (eMILPO) system — <https://emilpo.ahrs.army.mil/>. With the current available status of each assigned Soldier, along with the gains and loss rosters from the various automated Army HR systems, the battalion S1 can formulate the status of the battalion's current and projected available strength. This enables the battalion S1 to provide the battalion command team an accurate picture of the battalion's current and projected available strength, to include any personnel concerns.² These concerns are typically centered on undermanned weapon crews or low density military occupational specialty (MOS) shortages.³ Any of these concerns that cannot be resolved internally, generally by cross-leveling personnel, are reported by the battalion commander in the monthly unit status report (USR).

Accurate availability data in eMILPO provides all echelons — from battalion to U.S. Army Forces Command (FORSCOM) — a common manning picture for each unit. The battalion S1 is charged with ensuring that each Soldier's availability is accurately entered and updated in eMILPO as required. This is accomplished by thoroughly understanding the personnel status data provided by the company command teams during the unit's personnel sync meetings. Once each Soldier's availability status is verified, the battalion S1 section accurately annotates the availability/non-availability status of each Soldier in eMILPO in accordance with the Army's Manning Guidance.⁴ The availability/non-availability codes are used by brigade S1s, division strength managers, and various HR professionals throughout the Army to determine the personnel readiness status of units.

After the battalion S1 reviews their Soldiers' available/non-available status codes, they can determine which issues most negatively impact their Soldiers' availability. Some of the most common issues that negatively impact Soldiers' availability

are medical/dental readiness, outdated DD Form 93s, outdated record briefs, and incomplete family care plans. Each and every one of these issues can be mitigated through aggressive adherence to the Soldier Readiness Process (SRP). The battalion S1 coordinates through the brigade S1 for support from their garrison's finance, HR, legal, medical, and dental agencies/directorates at least biannually to conduct the SRP to validate assigned Soldiers' availability. It is during the SRP that Soldiers identified as non-available are assigned follow-up appointments to either mitigate the issue that has made them non-available or determine if they are to be separated from the Army. Consistent planning and execution of the SRP is crucial to maintaining the personnel readiness of any unit. By identifying Soldiers that cannot attain an available status, battalion S1s can work with their chain of command to separate these Soldiers and request Soldiers that have the required skill sets and available status to meet their unit's mission.

As the battalion's senior HR professional, the battalion S1 serves as the linchpin of HR services and personnel readiness in brigades. They are the HR leaders that provide crucial HR support to battalion and company command teams and ensure that Soldiers' availability status is correctly reflected in the Army's HR systems. It is this HR support that ensures that all available means are leveraged to secure Soldiers' availability against controllable issues, such as medical/dental readiness, outdated DD Form 93s, outdated record briefs, and incomplete family care plans. The battalion S1's efforts preserve the battalion's and companies' personnel readiness and contribute immensely to their mission readiness.

Notes

¹ GEN Raymond T. Odierno, "Planning for Sequestration in Fiscal Year 2014 and Perspectives of the Military Services on the Strategic Choices and Management Review," House Armed Services Committee, First Session, 113th Congress, Washington, D.C., September 2013.

² FM 1-0, *Human Resources Support* (Fort Jackson, S.C.: U.S. Army Soldier Support Institute, April 2010) 3-5.

³ Ibid.

⁴ ALARACT 293/2012, "HQDA EXORD 10-12 ISO the HQDA FY13-15 Active Component Manning Guidance," Pentagon Telecommunications Center, HQDA, Washington, D.C., October 2012.

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WARRIOR UNIVERSITY OFFERS RESOURCES

This portal is organized as a professional "home" for Infantry, Armor, and Cavalry Soldiers and leaders to facilitate and foster lifelong professional relationships. The mission of Warrior University is to synchronize and integrate all maneuver training so the right Soldiers receive the right training at the right time, regardless of their physical location. It is the center of gravity for Warrior Learning and serves as the Maneuver Center of Excellence's executive agent for use of technology to enhance resident instruction, to meet the training needs of field units, and to quickly disseminate information on new systems and lessons learned in the contemporary operating environment.

www.warrioruniversity.army.mil

The screenshot shows the Warrior University website interface. At the top, there is a search bar and navigation links for Home, Training and Educational Material, Forums, Maneuver News, and Army Training Help Desk. The main content area is titled "Training and Educational Material" and features a "MCoE Apps" section. Below this, there is a "Maneuver Center of Excellence Apps" section with a feedback form. The feedback form includes a table with columns for "Feedback", "App Title and Description", "Adobe Air", "Android", "iOS", and "Windows".

Feedback	App Title and Description	Adobe Air	Android	iOS	Windows
Request for Digital Learning Content Training Product Development form	All customers requesting a DLC product must fill out an Instructional Technology Development Team Request for Digital Learning Content Training Product Development form. Please fill out a request completely as possible and provide a detailed description of the requested product to avoid ambiguity. POC for all requests: roy.m.elam.civ@mail.mil				
Rate this App	Agile and Adaptable Leadership Development - This application is an Informative based training and sustainment reference tool for the use of all military personnel. Users select from a list of menu topics which provide guidance related to the development of decisive procedures and leader actions. Users are provided with a training and sustainment reference at the point of need which provides necessary information regarding aspects of decision making directly related to critical situations.				
Rate this App	Arab Culture - This application is an informative based training and sustainment reference tool used for Pre-deployment and deployed military personnel. Users select from specific listed areas of cultural concern within a given theater of operations. Selection of specific content illustrates conditional behavioral expectations in relation to appropriate cultural procedures.				
Rate this App	BRM 4 - Descriptive videos of Soldiers in Basic Combat Training maintaining and zeroing the M16 Rifle (Program of Instruction)				
Rate this App	BT2 - Descriptive videos of Soldiers in Basic Combat Training performing essential tasks and battle drills (Program of Instruction)				
Rate this App	CSF2 provides a complete overview and educational material of Comprehensive Soldier and Family Fitness (CSF2) program in order to increase the physical and				