

## CHAPTER 10

**PERSONNEL SERVICES AND ADMINISTRATION****Section I. INTRODUCTION****10-1. General**

Personnel services and administration is a collection of processes which allow the commander to initiate personnel actions, input finance matters, report unit strength, recommend awards, administer UCMJ, and maintain a file of the unit's activities. Also included among these are chaplain support, morale support activities, and postal operations. For the purposes of this manual, unit administration refers to general administration and personnel management within the unit and does not apply to administration associated with patient care and unit operations. Other chapters within the manual, particularly Chapters 3 and 5, discuss administration of patient care and unit operations. In-depth coverage of dental unit administration is not within the scope of this manual; therefore, the remainder of this chapter only highlights general areas of concern to the dental commander and provides references when appropriate. Nevertheless, unit administration and personnel services are critical aspects of the unit's readiness and must be properly attended. It is imperative that the commander and his headquarters staff be knowledgeable in this broad area and execute their responsibilities accordingly. Routine administrative procedures should be included in the unit's TSOP.

**10-2. Administrative Personnel**

Each dental unit, with the exception of the medical team (prosthodontics), has a varying number of organic

administrative personnel. The senior dental NCO supervises the administrative and personnel management operations of the unit. In the companies and detachments, administrative personnel conduct the daily personnel management and administrative business, while the function of the more senior battalion personnel is to provide staff supervision and guidance to their subordinate units. The unit clerk is the primary administrative person in the company, detachment, and battalion HHD. The battalion HHD also has a personnel services NCO (75B). The unit clerk is responsible for a broad range of administrative and personnel actions in the unit. The personnel services NCO in the battalion HHD performs the functions of a personnel administration center (PAC ) for the battalion.

**10-3. Support Requirements**

Dental units are not self-sustaining with regard to personnel services and administration. They rely on higher head quarters and supporting personnel service support (PSS) organizations. Each dental unit is dependent on either the corps support command (COSCOM) or the Theater Army Area Command (TAACOM) for finance, religious, legal, and personnel and administrative services. Dental units also depend on higher headquarters such as the medical group and medical brigade for technical guidance and staff supervision.

**Section II. UNIT ADMINISTRATION****10-4. General**

Unit administration is the foundation of the Army's systematic approach to the accomplishment of its daily business. It provides the basis for all other unit activities. General categories of unit administration include publications management, recordkeeping, correspondence, and duty rosters. Personnel management and postal operations are also a major part of unit administration and are covered in Sections III and IV of this chapter.

**10-5. Publications**

Part of the comprehensive system of unit administration is the collection of references known as DA publications. They are divided into five basic groups.

- *Administrative publications* — pertain to the conduct of military affairs and the internal management of units. Normally, they are permanent in duration and directive and regulatory in nature.

They outline policies and responsibilities for the entire Army.

- *Technical publications* — concern specific subjects in the arts, sciences, and trades. They are specialized, detailed, or professional guides for a particular subject. They are not directive.

- *Doctrinal, training, and organizational publications* — contain information regarding doctrine, tactics, techniques, and procedures that have been adopted for use by the Army.

- *Supply publications* — contain instructions for the procurement, distribution, maintenance, and salvage of supplies.

- *Miscellaneous publications* — contain information not readily associated with one of the above categories.

a. *Indexes to Publications.* Indexes to military publications are contained in DA Pam 25-30 (microfiche). This pamphlet lists each item categorically and numerically. Army Regulations 310-25 and 310-50 should be used in working with these publications.

b. *Distribution and Resupply of Publications.* Initial distribution and resupply of publications is made by two methods—command and pinpoint distribution.

- *Command distribution.* This method is used for initial distribution of publications and initial distribution and resupply of blank forms through command channels. This is accomplished through the system of installation publications stockrooms and overseas publication centers established and operated in the field. In CONUS, bulk quantities are furnished by Adjutant General (AG)

publication centers to installation publications stockrooms for initial distribution to activities and units.

- *Pinpoint distribution.* This is a method by which publications are forwarded direct from the publication center to the using unit, bypassing the installation publications stockroom and resulting in more rapid distribution. All elements of the Army down to and including company level are authorized to establish a publications account/sub-account with the AG Publications Center in Baltimore. Use DA Form 12 to obtain an account number.

## 10-6. File System

The Modern Army Recordkeeping System (MARKS) prescribes the proper method for the systematic identification, maintenance, retirement, and destruction of Army information. Army Regulation 25-400-2 governs MARKS and should be readily accessible to unit administrative personnel. All files created within a unit must be established using the MARKS.

## 10-7. Correspondence

Army Regulation 25-50 is the unit clerk's reference for the preparation of Army correspondence. All correspondence from within the unit should follow the formats prescribed in this regulation.

## 10-8. Duty Rosters

Fair and equitable distribution of duty is an important factor in the maintenance of unit morale and is generally the responsibility of the senior dental NCO. Army Regulation 220-45 prescribes the procedures for establishment and maintenance of a duty roster.

# Section III. PERSONNEL MANAGEMENT

## 10-9. General

Personnel management covers broad range of actions to include: personnel accountability, replacement

operations, personnel management, personnel actions, personnel records maintenance, casualty reporting, promotions, awards and decorations, and officer and NCO evaluations. In most instances the extent of the

dental unit's personnel management responsibilities is to feed data and reports through the higher headquarters PAC to the supporting personnel services unit. Personnel records, to include the formal Military Personnel Records Jacket, are maintained at the supporting personnel services unit. This section highlights those areas of personnel management for which the dental unit has significant internal responsibilities.

### **10-10. Personnel Accountability**

The dental unit clerk maintains personnel data on each individual assigned and attached to the unit as deemed appropriate by the commander. Information concerning unit strength is transmitted by the unit, usually in hard copy, to the higher headquarters PAC. There is no standard format for transmittal of this information at company level or lower; however, local formats are usually prescribed by higher headquarters. At battalion level (including dental battalion HHD) personnel accounting is accomplished using the Standard Installation/Division Personnel System (SIDPERS) installed in the unit's Tactical Army CSS Computer System.

### **10-11. Personnel Actions**

Individual personnel actions are forwarded through the PAC to the supporting personnel services unit. A Request for Personnel Action (DA Form 4187) is used for submission of individual personnel actions and status changes.

### **10-12. Casualty Reporting**

In the event of friendly casualties, dental units must be prepared to report their casualties through channels prescribed in the TSOP of the higher headquarters, evacuate the casualties, make disposition

of personal property, and if necessary conduct mortuary affairs operations IAW FM 10-63-1.

### **10-13. Promotions**

A fair and equitable promotion system is not only good for morale but also ensures that the best qualified individuals fill positions of importance and leadership. This, in turn, enhances unit readiness. Policies and procedures governing the enlisted promotion system are covered in AR 600-200. As that regulation provides for varying degrees of decentralization of promotion authority in the TO, most specific guidance concerning promotion policies and procedures will be passed through the chain of command from the TAACOM.

### **10-14. Officer and Noncommissioned Officer Evaluations**

The Noncommissioned Officer Evaluation Reporting System (NCOERS) and the Officer Evaluation Reporting System (OERS) are key factors in the promotion of officers and NCOs. Guidance for the OERS is contained in AR 600-200, and the NCOERS is covered in AR623-205. As is the case for promotions, provisions for modified implementation within the TO require specific guidance to be passed through the chain of command.

### **10-15. Awards and Decorations**

Awards and decorations, a long-standing tradition in the Army, are used to recognize the valor and merit of individual soldiers. The requirements and formats for submission of awards are prescribed in AR 672-5-1. In many cases awards and decorations procedures are directed by the policies of higher headquarters. In addition to recognition, awards and decorations help a soldier toward promotion; therefore, it is important that appropriate information be transmitted into the soldier's official file.

## **Section IV. MILITARY JUSTICE, FINANCE, POSTAL, CHAPLAIN, AND MORALE SUPPORT**

### **10-16. General**

Though not technically defined as personnel or administrative services, military justice and chaplain support are discussed in this chapter. Dental units have very limited capability in these areas and are dependent on supporting corps units. Nevertheless, these areas are important aspects of dental unit administration and dental unit commanders have well defined responsibilities.

### **10-17. Military Justice**

Authority under the UCMJ is delegated to commanders at all levels. It is a primary tool in the maintenance of unit discipline; however, imprudent administration can have an adverse effect on both morale and discipline. Delegation of UCMJ authority through the chain of command is to some degree the prerogative of the senior commander and may vary among commands. Implementation of the provisions of the UCMJ requires paraprofessional and professional legal support. The legal specialist at the medical brigade assists the brigade commander and his subordinates in preparation of UCMJ actions. The Staff Judge Advocate at the COSCOM or the TAACOM is the first level where professional legal support is available.

### **10-18. Finance**

Ensuring that soldiers receive their due pay is important to morale. The Army finance system is centralized in the CONUS base with local management in the TO provided by corps or TAACOM finance units. The responsibility of dental units is to provide input to the supporting finance unit through SIDPERS or locally required transmittal documents. In addition to personnel finance services, other finance matters which may affect dental units are—

- Procurement of local supplies and services.
- Hiring of local national personnel.
- Contracting of HN facilities.

In these and other situations, guidance and support will be provided by higher headquarters.

### **10-19. Postal Operations**

Receipt of mail from home is another key morale factor. Postal operations for dental units may be consolidated at higher headquarters or may require the dental unit to interface directly with the supporting AG postal unit. In any case, the unit will have one or more formally appointed mail clerks to undertake this important function. Access to the mail system is particularly important to dental units as it is the means by which prosthodontic cases are transferred to and from the supporting CONUS ADL.

### **10-20. Chaplain Support**

Moral fitness is a part of total soldier fitness. In addition to religious support, chaplains provide emotional comfort and counseling to soldiers and act as advisors to the commander on the morale and moral climate of the unit. The first chaplain available to dental unit commanders is the chaplain assigned to the staff of the medical brigade.

### **10-21. Morale Support**

Maintenance of morale is largely a function of leadership and command climate; however, specific activities which fall into the category of morale support serve to enhance individual and unit morale. Within the dental unit, morale support activities are necessarily simple and ad hoc in nature. For example, during times of reduced operational tempo, simple activities such as organized sports or individual physical training enhance maintenance of soldier fitness as well as morale. Within the COSCOM and TAACOM level, dependent on theater maturity and tempo, more formal morale support services may be available. Dental unit commanders must coordinate through higher headquarters to ensure that their personnel have access to these services when the situation permits.