*FM 1-0 (FM 12-6)

Human Resources Support

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Human Resources Support

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Preface

This document provides fundamental principles to help guide actions, make decisions, and establish policies in support of national objectives. FM 1-0 is the Army's single source of doctrine for Human Resources Support. It describes human resource doctrine and how it fits into the Army's current and future operational concept across the full spectrum of conflict. Execution of this doctrine requires well-trained, values-based Soldiers imbued in the Warrior ethos who are capable of operating in a joint and expeditionary environment.

PURPOSE

FM 1-0 promotes a common understanding of human resource support fundamentals. This manual does not dictate procedures for any particular operational scenario. It provides the doctrinal base for developing operational plans (OPLANs) and standard operating procedures (SOPs). Leaders and human resource operators at all levels must apply these fundamentals using the military decision-making process (MDMP), troop leading procedures (TLP), and METT-TC. This publication is authoritative; but requires judgment in application.

WHAT HAS CHANGED

As Army transformation has progressed, human resources support and services have evolved. The stovepipe structures of the cold war era have been replaced with modular organizations that provide the commander with tailorable, sustainable, and flexible options to cope with any challenges faced during military operations. Another key change involves making brigades capable of independent human resources operations, regardless of location. Prior to HR transformation, S-1 sections at the Brigade/BCT and Battalion levels were never capable of fully supporting the commander and the Soldier. A combination of increased training, equipment, and manning have made S-1-centric HR support to the Brigade/BCT-centric Army possible. FM1-0 delineates these changes and many others in the HR arena; carefully outlining the capabilities and responsibilities of HR leaders and organizations as they operate across the full spectrum of conflict.

SCOPE

Chapter 1 discusses the mission, characteristics, core competencies, and functions of Human Resource Support. Chapter 2, which outlines Human Resource Support in Army Transformation, is more historical in nature, and discusses the philosophy behind the personnel transformation and the implications that it has on the future force and the way ahead. Chapter 3 describes Human Resources, Brigade/BCT, and Battalion organizations, their responsibilities, employment and support requirements. Chapter 4 describes Brigade/BCT and Battalion S-1 section operations. Chapter 5, which covers Human Resource Support of Force Projection Operations, discusses the deployment life cycle and how human resources support these operations. The appendices are planning and management tools for HR core competencies and HR operations and are designed to assist commanders and human resource operators in establishing SOP's, OPLANS, and command policies.

APPLICABILITY

FM 1-0 applies to all Army leaders regardless of component. This doctrine applies across the full spectrum of conflict (from stable peace to general war). Army headquarters serving as a joint force land component command or joint task force headquarters should also refer to JP 1-0, *Doctrine for Personnel Support to Joint Operations*, and other joint personnel publications. The publication applies to the Active Army, the Army National Guard/Army National Guard of the United States, and the United States Army Reserve unless otherwise stated. Elements may be included in other doctrinal publications.

ADMINISTRATIVE INFORMATION

Although this manual does not implement any international agreements, the material presented herein is in accordance with related international agreements. Unless this publication states otherwise, masculine nouns and pronouns do not refer exclusively to men.

The proponent of this publication is the United States Army Training and Doctrine Command (TRADOC), and the preparing agency is the U.S. Army Adjutant General School. Send comments and recommendations to agdoctrine@jackson.army.mil or on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to Commandant, US Army Adjutant General School, ATTN: ATSG-AG-CD, Fort Jackson, South Carolina.

Introduction

Human Resources (HR) doctrine must be complete enough for HR professionals to determine tasks and competencies that must be accomplished, yet not so prescriptive that it prohibits the freedom to adapt to operational circumstances. Much like the tactical commander, HR professionals must be versatile and flexible enough to sustain uninterrupted HR support in today's contemporary operating environment. Knowledge of doctrine, combined with expertise and experience, provides a strong foundation for superior planning and execution and establishes a consistent understanding of required HR proficiencies.

This manual outlines processes through which the HR professional ensures reliable, responsive, and flexible support for commanders, Soldiers, DoD civilians, contractors, and their families. It defines objectives and standards for conducting continuous HR operations whether at home station or deployed in support of contingency operations throughout the world. Additionally, this field manual outlines those conditions and missions the HR professional must anticipate. We must stay focused on these capabilities because they are among the key components in conducting and sustaining successful full spectrum operations. If we rely too much on prescription and deny commanders flexibility, then we undermine the ability of units and commanders at all levels to operate effectively.

HR doctrine describes how HR support contributes to current and future forces operations and how HR professionals, organizations, and systems play a critical role in support of maneuver, maneuver support, and maneuver sustainment forces in Army, Joint, Interagency, and Multinational (JIM) operations. This manual reinforces the Army's vision that **Soldiers and readiness** are the focus of HR support.