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\*This publication supersedes FM 12-6, 23 August 1989. i

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## PREFACE

FM 12-6 describes personnel doctrine and how it fits into the Army's current operational concept. It provides a single source of doctrine for commanders, staff, and personnel managers. It also describes the process for providing personnel support to unit commanders, soldiers, and Army civilians. The doctrinal principles in this manual apply across the operational continuum and to all components of the total force, including the Active Army, U.S. Army Reserve and Army National Guard.

This manual does not dictate personnel procedures for any particular operational scenario. It provides the doctrinal base for developing specific operational plans and standard operating procedures. Implementing regulations provide specific Army policies and procedures.

Part One describes the Army's personnel systems and functions.

Part Two outlines the personnel organizational structure. It describes the organizations that operate the systems and perform the functions.

Part Three describes the actions leaders must take to establish and project personnel systems in an area of operations.

Part Four describes objective personnel developments and system design.

The proponent for this publication is the Adjutant General School. Send comments and recommendations on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to Commandant, Adjutant General School (ATZI-AGP-C), Bldg 401-C, 8899 East 56th Street, Indianapolis, IN 46216-5530.

Unless this publication states otherwise, masculine nouns and pronouns do not refer exclusively to men.

## INTRODUCTION

According to FM 100-5, doctrine is the statement of how the Army thinks about operating on the battlefield. This manual on personnel doctrine expands upon how the personnel community thinks about operating on the battlefield in support of the U.S. Army and its soldiers.

As FM 100-5 states, soldiers are the focal point of warfare. They are the foundation of the Army's will to win. The tactical function of manning is executed by personnel units to ensure that soldiers of the right type and in the right numbers are on the battlefield. Their spirit, initiative, discipline, courage, and competence are the basic building blocks of a successful Army. Another large portion of the personnel support mission is to then enhance the combat capability of the soldier through sustainment, thereby increasing combat power.

Personnel doctrine must be complete enough to guide operators, yet not so prescriptive that it limits support for the commander and his soldiers. Much like the tactical commander, the personnelist must be versatile and able to improvise to ensure continuing support. To lay out a doctrine so complete as to outline all possibilities would tie the hands of the supporter. Knowledge of doctrine, combined with experience, provides a foundation for superior execution.

This manual outlines how the personnelist ensures responsive, flexible personnel support for commanders and soldiers. It defines objectives and standards for integrating continuous support into a joint or combined battlefield and outlines those conditions and missions the personnelist must anticipate. We must stay focused on these concepts because they are among the keys to both warfighting and soldier support. If we rely too much on prescription and deny the commander flexibility, then we undermine the ability of units and commanders at all levels to operate effectively.

### CHARACTERISTICS OF THE U.S. ARMY

The characteristics of our Army, described in FM 100-5, outline what it takes to accomplish the mission. The personnel support mission must mirror these characteristics when it considers how it intends to support the Army.

#### TRAINED TO FIGHT AS A JOINT OR COMBINED FORCE

As the Army seeks to synchronize its warfighting capabilities with all services, the personnel services community must also strive to integrate its capabilities. To ensure unity of effort, joint personnel services require formal agreements, memorandums of understanding, and exchanges of liaison officers. Critical personnel