

The Army's Personnel Services Delivery Redesign (PSDR) initiative is the answer to the human resource requirements of a modular, brigade-centric fighting force. By eliminating support layers and creating more robust brigade and battalion S-1 sections, the PSDR initiative improves the accessibility, quality and timeliness of HR support for tactical units. Further, it allows unit commanders to provide HR support directly to their Soldiers. In the deployed theater, the HR organizational footprint will change dramatically, creating new HR organizations to more effectively handle the challenges of our modern operational environment. Legacy C2 layers are replaced by modular HR units and a scalable approach to delivering personnel services and support in a deployed theater.

The key underpinning of PSDR is empowering the BCTs, brigades and battalions to deliver the majority of HR support to their assigned Soldiers. This concept allows these units to provide support regardless of their location; in garrison, in the field, or while deployed. By adding additional HR personnel to the S-1 section and providing more communications bandwidth and equipment like CAISI and VSAT; the new, improved S-1 organization can handle additional tasks that were previously done at division and corps level, like managing personnel strength and coordinating assignments with HRC. Additionally, there is a reduced reliance on installation support which means manpower savings for Military Personnel Divisions (MPDs) and ultimately the Army. For example, providing brigades the equipment needed to issue CAC Cards, having them maintain personnel records, and also manage evaluation reports are all missions which were previously performed at the division or installation level. This new organizational structure also eliminates any requirement to take resources from the MPD or elsewhere on an installation when an organization deploys. Quality and timeliness of personnel support also improve because the support is now closer to the troops that require it. Eliminated are time consuming trips across post or multiple stops at battalion and brigade en route to the personnel office for Soldiers that need routine personnel support. Now, most Soldier HR support can be provided at the battalion or brigade level.

In the operational theater, a new structure is emerging for HR support. Earlier force structure decisions unrelated to PSDR eliminated the theater PERSCOMs and the personnel service battalions and brigades that staffed and managed the multiple support layers of the HR system. Instead, what is emerging is a tailored, modular support structure specifically designed to meet the theater commander's human resource requirements. These technically focused AG units are now aligned under the Theater Sustainment Command, and will rely on the sustainment organizations with which they are collocated for life support and other troop and equipment maintenance needs. Additionally, the redesigned HR organizations will benefit from staff planning and oversight that is imbedded in the sustainment brigade organization. HR doctrine has been rewritten to address these new relationships between HR providers and the Army's Sustainment community.

The capstone theater HR organization is the Human Resource Sustainment Center (HRSC), a subordinate element of the TSC, which also supports the Army Service Component Commander (ASCC) G-1. With deep technical expertise in all the HR core competencies, the HRSC leadership orchestrates theater HR operations through a network of functionally aligned teams under the command and control of HR companies embedded in the sustainment brigade. A hallmark of the PSDR approach is the flexibility afforded by this "plug and play" approach; it maximizes limited HR resources while at the same time providing more capability, more quickly than in the past. With newly designed structures to handle missions from R5 to postal operations to casualty reporting, PSDR has greatly improved the theater commander's HR capabilities.

PSDR conversion of active Army units which started in February 2006 will be 80% complete by the end of fiscal year 2007. Additionally, the Army started training and

converting Army National Guard units in South Carolina in September 2006, and converting units in the US Army Reserve in December 2006. The National Guard will be 31% converted and fielded by the end of FY 2007 and the Army Reserve will be 41% complete. Overwhelming feedback from units undergoing transition is positive and commanders have truly embraced their role in delivering HR support to Soldiers. Through an ongoing lessons learned process, fielding and transition of units continue to improve with each iteration.

In summary, Brigade-centric HR is delivering better support to commanders and Soldiers and is a key enabler for our modular force. Feedback from the user community and those undergoing conversion have allowed us to adjust the fielding process to make it more effective. The many benefits that accrue from having more HR Soldiers in the S-1 section and creating theater HR units that are tailored for specific HR missions clearly indicate that PSDR is the right approach for our modular force. The future fielding of the enterprise-wide Defense Integrated Military Human Resources System (DIMHRS) will complement and further enhance brigade-centric HR support. For more information on PSDR and current updates, please visit the website at www.psdr.army.mil.