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AIR COMMAND AND STAFF COLLEGE
AIR UNIVERSITY,

**ENCOURAGING WORK-FAMILY BALANCE: WHY THE DEPARTMENT OF
DEFENSE NEEDS A FAMILY MEDICAL LEAVE ACT**

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in partial fulfillment of the graduation requirements for the degree of
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Introduction/Thesis Explained

The most significant challenge the military will face is maintaining a qualified force that is ready to deploy at a moments notice. The typical service member demographic has changed over the last 25 years. There are more service members who are married, have children, are female, and are dual military. Despite the changes in the military make-up, policies which relate and impact those in these organizations have not changed. Due to this, the military will continue to have a difficult time maintaining unit readiness as more and more of its members are faced with family choices which, inadvertently, pit career ambitions against family needs. Giving service members the option to take non-chargeable family leave, if an issue arises, would help balance career and family responsibilities, resulting in increased job satisfaction along with resiliency and, therefore, increased retention. A Military Family Medical Leave Act (MFMLA) would give valuable personnel the flexibility to care for their family members in certain circumstances instead of foting members to leave the service. This would reduce the loss of skill set and training investment these personnel represent, along with the promotion of resiliency throughout the organizations.

Problem Background

President Clinton signed the FMLA into law in 1993 to help Americans balance the requirements of work and family life. The law authorizes up to 12 weeks of unpaid leave for employees who need to care for a family member and meet the required stipulations of employment. Yet, the law excludes more than 1.3 million active duty military service members from FMLA benefits; they lack protection and proper authorization in the event that they need to care for a child, parent, or spouse who has medical needs. While each of the military branches have adopted varying degrees of convalescent leave, compassionate reassignment, and hardship

discharge programs, the military as a whole lacks a comprehensive policy to support service members who have families. Current regulations on Family Care Plans suffer from ambiguity, therefore leaving the solutions of affected personnel up to interpretation by their chain of command. The result is a different set of standards for each service, branch, and unit within the military. Current leave policies do not specifically address family or caregiver leave, forcing many service members to take ordinary leave as a means to take care of their family with temporary conditions or issues. With 30 days of leave given per fiscal year, military members are forced to take annual leave for family issues rather than use it to decompress from daily work life. This increases stress on the member, which directly impacts resiliency and readiness. If a service member is required to go over 30 days of annual leave in dealing with the care of a family member, they are left with three options: 1) request advanced leave; 2) return to work and hope that family care can be provided; or 3) go AWOL but ensure their family is taken care of. These are not viable solutions for service members.

For the last ten years, high operational mission tempo and requirements have greatly reduced a commander's ability to address these situations in a flexible manner. Therefore, the military needs a comprehensive policy. This policy will provide support for service members who have families or become caregivers, for various reasons, and define how the DoD will accommodate the need. Additionally, this policy will give commander's a guide to help them make and protect their important decisions on this topic. This policy has the potential to reduce the number of trained and experienced service members departing service. Therefore, creating a MFMLA program will help the DoD retain highly qualified service members.

History of Family Leave Program Research

Introducing a family leave program for the military is not a new topic within the military. For over two decades, service members within the Department of Defense have studied many ideas on this topic to include a parental leave of absence program, family adjustments within the military, comprehensive pregnancy/family medical care leave program, and a single or dual military parent programs.

Parental Leave of Absence Program: In 1998, Lieutenant Colonel Linda Christ proposed an option for a one-year, unpaid leave of absence program which would benefit the Army and its soldiers. “First, the Army would benefit because it would retain more trained, experienced, career Soldiers who might otherwise leave the service.” LTC Christ stated, “The fact that more military women are embarking upon a career while raising a family reflects a set of changing perceptions of family and work roles within the society as a whole.¹ Her reasoning on an important program to be introduced to the Army stemmed from retaining quality Soldiers as it has become increasingly difficult and costly to replace them. “You recruit the individual, but you retain the family. This statement acknowledges the fact that once an individual is on board, decisions to reenlist or leave the Army are based on two essential factors: job satisfaction and quality of life.”² Interestingly, she highlighted the Gulf War as being the first major conflict to surface childcare issues in the demographically-changed Army. Over 17,000 children were left without a legal parent to care for them which shocked the American public and forced Congress to form a bipartisan commission to determine policies for military families. The commission made several recommendations to include, “one parent of a dual-service couple be involuntarily separated from service and single parents be precluded from deployment or discharged.”³

Although these recommendations did not get implemented, it clearly shows there have been and will continue to be issues which arise without a proper family program in place.

In 2009, Commander James Gerlach proposed a parental leave of absence program in which military members had the option of taking a two or three-year hiatus from military service in order to start a family or deal with family issues. “The changing demographics within the greater military family requires a comprehensive sabbatical program to address these issues.”⁴ Through this program, officers would be required to participate in the Individual Readiness Reserve (IRR), medical and administrative screening once a year, and retained health benefits. “It would respond to the changing demographics in the military family by giving military members the opportunity to give greater consideration to their spouses’ careers and to take time away from the military to concentrate on family matters.”⁵ The downside to this program is it only encompasses the officer population which is not as affected by family leave as the enlisted population.

Family Adjustments Within the Military: In 1993, Gary Bowen, Dennis Orthner, and Laura Zimmerman sought to examine the relative contributions of work stressors, family and community resources, and Army support resources to the family adjustment of Soldiers in the Army. “The military is no longer the province of single males. A mosaic of family and household types defines the military community today.”⁶ The results indicated, “single fathers are more likely to report personal and family vulnerabilities and difficulties than single, dual military, or mothers.” Compared to the mother population, single fathers were older, served more years in the Army, and were identified as being in a higher pay grade which is associated with greater responsibilities. Surprisingly, this falls into line with Attachements 1 to 3, in which more

involuntary and voluntary chapters for parenthood were given to the ranks of E-4 to E-5, despite the information being gathered a decade later.

Comprehensive Pregnancy and Family Medical Care Leave Program: In 1999, Lieutenant Colonel Bette Sayre proposed a 3-month combination of regular and advance leave to meet medical needs. Anything longer and for up to 24-months, can be requested through a “family medical care leave” through the first general officer in the chain of command.⁷ Similar to education leave, the service member would, “incur a two-for-one payback in service time.” Additionally, a contract would be created in which service members would have to sign before taking this extended leave in which they agree with the length of leave, service obligation extension, and financial reimbursement if they do not return to duty.

Single or Dual Military Parent Program: In June 1980, Maradee Rider stated, “Military single parents have many responsibilities that are different from the general public. They must be available for duty periods, periods away from home, and on call 24-hours a day. In order to handle responsibilities to both family and military, there must be planning or policies to cover all contingencies”⁸ Maradee Rider made it clear that there were not any policy for single parents and it was a new territory for many leaders within the military who did not know how to handle such cases. Those service members who could not fulfill military and family responsibilities would either send their children to relatives and remain on active duty or leave the military. “The military is losing highly desirable and qualified personnel due to being single parents as they feel any understanding or support from the military.”⁹ Although the author does not propose a policy, she recognizes there needs to be one implemented which would include counseling of single service members and a plan for children during working or duty periods.

In 1990, Lieutenant Colonel Charley Marino wrote his thesis at the Army War College on sole-parents and their impact on readiness. Since this was a new topic for the military and was the start to the culture change, many couple of ideas were presented on how to accept this change. “Nobody wants to address the essential question about whether single parents should be banned from the military, or if they are allowed to stay in the military, should they receive preferential treatment.”¹⁰ The general assumption across the military was that sole-parents do have an adverse impact on readiness, yet empirical data did not exist to support this assumption. LTC Marino presented his study with the findings, “sole-parents do not have an adverse impact on readiness. Moreover, this study shows that our concern with having sole-parents and dual-military parents in the ranks stems from our lack of viable personnel accounting procedures, our failure to properly administer family care plans, and our shortage of child care facilities to accommodate the needs of our military families.”¹¹ This study showed the unique case in which the military was not prepared for a culture change, perceptions wrongfully pointed at the service member, but military organizations were faulty in their ability to keep up with this change. One could argue that the same issues within the military still take place almost three decades later.

In 2005, Lieutenant Colonel Carolyn Carroll proposed the need to change Army policies toward single parents and dual military couples with children. She proposed a parental leave of absence program in which service members could potentially leave the service for up to one year. “This program should follow the FMLA model and be available for serious or chronic illness of a family member, a new single parent or dual military couple who have been deployed more than 75% during a three year period.”¹² The service member’s career clock would “freeze” during this leave along with all benefits and pay. LTC Carroll also proposed a recommendation for sole parents to be given an incentive pay in heavy critical specialties to increase their

motivation to stay on the job. And lastly, she proposed a recommendation to discharge first term Soldiers who become sole parents.¹³ The downside to her proposal includes temporary solutions for what could be long term problems along with deterring service members from reporting any domestic violence cases in fear of being separated from the service if they are a first term Soldier.

Foreign Military Leave Policy: While the U.S. does not have a formal, written policy or law governing military leave for family care, other countries around the world do. These countries, Denmark, Sweden, and Israel, have benefited from a family leave program. In Denmark, military service is mandatory for men. Women are not drafted but serve on a volunteer basis. The countries family leave is governed by the Leave for Family Reasons Act which includes military members. “Military personnel get paid leave as if they themselves were sick when a child is sick, for one and two of the child’s illness. However, following day two there is no right to paid leave.”¹⁴ The policy specifically states that parents in the military are not guaranteed sick days off but commanders must work with the military employee to meet their requests as much as possible.¹⁵

In Sweden, military service is voluntary. Leave for family reasons is governed by the Act on Parental Leave, which applies to all workers including the members of the military. Military members have the option to take leave to care for sick family members. “Such leave is paid at the rate of 80% of the daily wage and is limited to 120 days a year per child.”¹⁶

In Israel, men and women are mandated to serve in the Israel Defense Force when they reach the age of 18. Men are required to serve three years and women are required to serve two years. However, they are not allowed to utilize the countries civilian labor laws and have specific order titled, “Benefits Due to Pregnancy and Parenthood”. For parental leave, “parents can take

between 8 to 16 days for one child annually.” Additionally, spouses can take up to 6 days to care for a spouse who is dependent on the care.¹⁷ Although different countries have different caregiver/parenthood policies, it is important to recognize the United States doesn’t have a written policy for its military members.

Military Spouses: In 2008, President George Bush signed an expansion to the FMLA which expanded the program to families of military service members in two major ways. First, the new law permits an employee to take up to 12 weeks of FMLA leave, “because of any qualifying exigency arising out of the fact that the spouse, or a son, daughter, or parent of the employee is on or has been called to active duty in the Armed Forces.”¹⁸ The second change included an eligible employee who is a primary care giver of a service member with a ‘serious injury or illness’ incurred in the line of active duty may now take up to 26 weeks of FMLA. A ‘serious injury or illness’ is defined as, “an illness or injury incurred in the line of duty that may render the service member medically unfit to perform his or her military duties.”¹⁹ It is also important to note that California, Illinois, Indiana, Maine, Minnesota, Nebraska, and New York are among the states that have recently enacted various laws for military spouses such as when a family member is deployed or family member is home from a deployment.²⁰

Army Voluntary/Involuntary Chapter Discussion

Involuntary Separation Due to Parenthood, Chapter 5-8, AR 635-200, is most prevalent or used discharge among Soldiers. A Soldier may be considered for this chapter and paragraph if their parental obligation interferes with the fulfillment of military responsibilities. These responsibilities may include: inability to perform prescribed duties satisfactorily, repeated absenteeism and/or tardiness; inability to participate in field training exercise; inability to perform special duties, and nonavailability for worldwide assignment or deployment according

to the needs of the Army. From FY04 to FY17, the Army has lost 22,774 enlisted Soldiers to involuntary Parenthood Chapters. More specifically, the Army discharged 16,896 at the ranks of Specialist (E-4) and Sergeant (E-5). (See Attachment 1).

Voluntary Dependency or Hardship Discharge under paragraph 6-3a-b, Chapter 6, AR 635-200, requires a Soldier to separate as the only readily available means of eliminating the condition. Of note, these conditions are not temporary in nature. Dependency is defined as a death or disability of a member of a Soldier's, or spouse's, immediate family causes that member to rely upon the Soldier for principal care or support. Hardship is defined as a circumstances not involving death or disability of a member of the Soldier's (or spouse's) immediate family, separation from the service will materially affect the care or support of the family by alleviating undue and genuine hardship. Although the regulation does not specify, the hardship should involve a family member. From FY04 to FY17, the Army has discharged 3,720 enlisted Soldiers to this chapter with a majority of the population (2,235) residing at the Specialist (E-4) and Sergeant (E-5) ranks. (See Attachment 2).

Voluntary Hardship Discharge under paragraph 6-3b, Chapter 6, AR 635-200, is defined above. From FY04 to FY17, the Army discharged 1,185 enlisted Soldiers to this chapter with a majority of the population (856) residing at the Specialist (E-4) and Sergeant (E-5) ranks. (See Attachment 3).

From FY04-FY17, the Army discharged a total of 27,679 enlisted Soldiers due to an involuntary parenthood chapter, voluntary dependency or hardship chapter, or a voluntary hardship chapter. All three chapters primarily affected the Specialist (E-4) and Sergeant (E-5) ranks with a total of 19,987 Soldiers. These two rank groups accounted for 72% of the overall population Soldiers discharged. The Army spent time and money to train over 27,000 Soldiers

who were later discharged due to family related responsibilities which could not be resolved because the military lacks a specific policy that gives Soldiers the flexibility to deal with family issues.

Methodology

The survey used for this research was created within the domain of SurveyMonkey. The survey was open during a four week period to all students, faculty, and assigned personnel within Air University at Maxwell Air Force Base, Alabama. Air University personnel were able to access the link sent out via mass email. The survey did not include any Personally Identifiable Information (PII) and averaged 4.7 minutes to complete. The objective of the survey was to determine if: Nonchargeable family leave was value added to the military; how chargeable leave was being used; and the experiences military personnel had dealing with family issues. A total of 23 questions were asked including 4 demographic information, 10 chargeable leave questions, and 9 experience with chargeable leave questions.

Limitations

This survey was limited to personnel within Air University. Within Air University, there are noncommissioned and field grade officers who define a majority of the population. Therefore, the lower enlisted and officer ranks are not properly accounted for. How does this affect the overall results? The ranks which may receive flexibility to their job requirements were represented opposed to the lower enlisted ranks who may not be afforded or have more of a difficult time balancing requirements. Additionally, Air Force officers were a majority of the sample size which is not inductive of all branches of military culture or service.

Assumptions

The main assumptions to this survey were all individuals had a chance to read and understand the definitions outlined before executing the survey. Understanding key definitions such as “parenthood chapter” and its service equivalent in order to properly answer survey questions. Additionally, the researcher assumes each person who filled out the survey answered truthfully.

Principle Findings

Demographics: A total number of 251 personnel volunteered to take the survey. Of the personnel, 154 (61%) were within the Major (O-4) and Lieutenant Colonel (O-5) ranks. As a whole, enlisted personnel represented only around 17% of the overall population. Officers represented 82% of the population and 1% did not answer. For time in service, a majority (74%) of the survey personnel had 13+ years in the service. For branch of service, the Air Force represented a majority of survey participants at 87%. Lastly, a majority (78%) of participants have children.

The researcher set out to answer three questions: What are the experiences military personnel had dealing with family issues in their organizations?; How is chargeable leave being utilized?; and was nonchargeable family leave value added to the military?

Experiences: 194 personnel (77%) agreed to having take ordinary leave to deal with a family issue or emergency. Similarly, 157 personnel (62%) agreed to know of someone in their unit who had to take chargeable leave to deal with a family issue or emergency. Only 67 personnel (26%) agreed to be granted pass or convalescent leave to deal with family situations in the past. A majority of personnel (148 or 59%) of the population disagreed that the purpose of annual

chargeable leave was to deal with family issues. This data shows a conflicting account of what service members are doing with their leave versus how they believe their leave should be utilized.

Chargeable Leave Utilized: In the last year, 177 (70%) of personnel did not lose annual chargeable leave due to use/lose. Additionally, 173 (68%) of personnel agreed to using a majority of their annual chargeable leave for vacation. 164 (65%) disagreed that a majority of their annual chargeable leave was used for family issues.

Value Added: The results show that service members see a MFMLA of value to the organization. 242 (96%) of personnel agreed that they are better members of their unit if they know their family is taken care of and have the support of their chain of command. 134 (53%) of personnel have wondered why the military doesn't have a family medical type leave. Additionally, 143 (57%) agreed that having a non-chargeable MFMLA would be a factor in relisting or staying in the military.

Conclusion

In 2011, it was reported that the Army had a total of around 75,000 Soldiers which were categorized as not able to deploy, including around 8% of that population due to "Parenthood".²¹ Any policy proposed must be one in which encompasses the needs of the service member and family members, as well as the needs of the military. The policy must be enforced with minimal disruption to unit readiness and fairness to all service members to include those who do not have children, are fortunate enough not to suffer catastrophic illness or injury in their families, or have older parents with special needs. The policy should also avoid establishing a double standard for men and women in the same position. One of the challenges of implementing FMLA include each service member must meet the regulatory guidance and mission requirements during what

can be a highly emotional time. After all, service members who qualify for this type of leave are undergoing challenges. These challenges can range from losing or caring for a child, parent, or spouse during a serious health condition or injury. This policy sets to help provide guidance to leaders who balance their legal obligations of accountability with the natural human desire to be compassionate during a difficult time. Properly managing FMLA obligations is a win-win situation. Service members win because they get non-chargeable leave when they really need it, with the assurance that they won't be judged for putting their family first. Leaders in the military win because helping service members balance work and family leads to greater loyalty to the organization and all the other benefits flow from it- morale, retention, and productivity.

Policy Proposal

FMLA Non-Chargeable Leave: .5 days a month/ 6 days a year. Will start when a service member reports to his or her first unit, with or without a family. Service members can only carry a maximum balance of 30 days, at any given time. Commanders have the authority to request medical documentation for any leave lasting longer than 4 days. FMLA leave cannot be used in conjunction with Expiration Term of Service, Permant Change of Station, or retirement leave.

Approval/Disapproval Authority: up to 14 days at the O-5 level or higher. 14 days or more at the O-6 level or higher. Approval/disapproval will be determined by the Commander based on mission requirements.

When FMLA Non-Chargeable Leave Cannot Be Used: Repeated absenteeism and/or tardiness, inability to participate in field training exercises, inability to perform special duties such as 24-hour duty, and non-availability for worldwide assignment or deployment. (As outlined in AR 635-200 for a Parenthood Chapter).

Care of a Child Leave:

Who is covered: A biological or adopted child that is enrolled under service members DEERS.

Care of a Parent Leave:

Who is covered: A biological parent or legal loco parentis. Parent and service member must have a long term care plan that covers the time in which the service member returns to duty, if applicable.

Care of a Spouse Leave:

Who is covered: A legal partner who is enrolled in SMs DEERS. Legal partner must be incapacitated to the extent that the service member must care for them or their family.

Short Term Leave Examples (Not all encompassing)

Category	Requirements	Examples
Inpatient Treatment	Overnight stay in the hospital, hospice, or residential medical care facility	Inpatient surgery, hospitalization, overnight stay for observation
Incapacity for more than 3 days and continuing treatment	At least 2 visits to a health care provider within 30 days, or one visit to a health care provider and an ongoing regimen of treatment, or unable to attend childcare facility	Pneumonia, migraine, chicken pox, mononucleosis, viral infection
Treatments	Restorative surgery after an accident or injury, or a condition that would require an absence of more than three days if not treated	Arthritis treatment, dialysis, chemotherapy, radiation therapy, surgery to reset a broken bone, repair a torn ligament, or treat a burn
Military Caregiver	Dual military member where one of the service members has been injured while serving**	Combat related injury, field related injury
Domestic Violence/SHARP incidents	Service members who are victims of domestic violence or sexual violence	Seek order of protection, medical attention or recover from physical or psychological injuries, seek counseling, participate in safety planning, relocation, or other steps to ensure physical safety of service member and family

***It is up to the Commanders discretion for all other situations not specifically laid out or to modify as he/she see fit. **Dual military not restricted to all other categories.**

Endnotes

- ¹ Christ, Linda. Parental Leave of Absence: Time for the Next Step. Strategy Research Project. USAWC, Carlisle Barracks, Pennsylvania. 1998. 2.
- ² Ibid., 7.
- ³ Ibid., 8.
- ⁴ Ibid., 13.
- ⁵ Ibid., 25.
- ⁶ Bowen, Gary, Orthney, Dennis, and Zimmerman, Laura. Family Adjustments of Single Parents in the U.S. Army. University of North Carolina. 1993. 1.
- ⁷ Sayre, Bette. A Comprehensive Pregnancy and Family Medical Care Leave Program for the 21st Century Army. USAWC, Carlisle Barracks, Pennsylvania. 1999. 45.
- ⁸ Rider, Maradee. Single Parents in the Military. Naval Postgraduate School. 1980. 21.
- ⁹ Ibid., 60.
- ¹⁰ Marino, Charley. Sole-Parents and Their Impact on Readiness. Strategy Research Project, USAWC, Carlisle Barracks, Pennsylvania. 2.
- ¹¹ Ibid., 40.
- ¹² Carroll, Carolyn. The Need to Change Army Policies Toward Single Parents and Dual Military Couples with Children. Strategy Research Project. USAWC, Carlisle Barracks, Pennsylvania. March 2005. 3.
- ¹³ Ibid., 14.
- ¹⁴ Hofverberg, Elin and Levush, Ruth. Family and Medical Leave Benefits Provided by the Military: Denmark, Israel, Norway, and Sweden. The Law Library of Congress. 2014. 5.
- ¹⁵ Ibid., 17.
- ¹⁶ Ibid., 23.
- ¹⁷ Ibid. 46.
- ¹⁸ Hickman, John, Gilligan, Matt, and Patton, Glenn. FMLA and Benefit Obligations: New Rights Under an Old Mandate. *Benefits Law Journal* 21, no.3. 2008: 5-19.
- ¹⁹ Ibid.
- ²⁰ Ibid.
- ²¹ Arnold, Scott, Crate, Christopher, Drennan, Steven, Gaylord, Jeffrey, Hoffman, Arthur, Martin, Donna, Herman, and Willoughby, Monty. Non-Deployable Soldiers: Understanding the Army's Challenge. USAWC, Carlisle Barracks, Pennsylvania, July, 2011. 12.

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Attachment 1: Army Involuntary Parenthood Chapter

	FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17	TOTAL
E-1	13	17	9	26	24	35	15	13	14	8	8	3	0	10	195
E-2	47	51	79	84	108	81	56	52	35	20	20	14	13	15	675
E-3	269	236	254	298	311	260	222	201	180	126	91	95	86	65	2694
E-4	1068	920	776	982	940	782	722	819	945	709	606	456	448	395	10568
E-5	593	620	564	650	584	436	416	418	466	446	328	328	279	200	6328
E-6	186	195	177	219	192	155	119	133	149	129	113	113	95	71	2046
E-7	19	15	14	26	29	21	16	20	20	20	16	16	20	10	262
E-8	0	0	1	0	0	2	0	1	1	1	0	0	0	0	6
TOTAL	2195	2054	1874	2285	2188	1772	1566	1657	1810	1459	1182	1025	941	766	22774



Attachment 2: Army Voluntary Dependency or Hardship Chapter

	FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17	TOTAL
E-1	33	24	36	41	29	24	18	6	6	4	4	2	4	3	234
E-2	46	43	50	56	47	38	18	15	10	6	15	10	1	12	367
E-3	122	91	68	90	80	34	41	23	30	20	21	22	17	12	671
E-4	254	221	141	155	109	86	81	81	94	105	73	64	70	57	1591
E-5	100	88	63	82	59	37	21	23	37	30	37	26	24	17	644
E-6	24	27	16	20	17	8	13	9	7	6	11	8	7	4	177
E-7	4	4	6	2	6	2	0	1	1	1	4	1	1	1	34
E-8	0	0	0	1	1	0	0	0	0	0	0	0	0	0	2
TOTAL	583	498	380	447	348	229	192	158	185	172	165	133	124	106	3720



Attachment 3: Army Voluntary Hardship Chapter

	FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17	TOTAL
E-1	1	2	9	3	1	1	0	0	0	1	0	0	0	0	18
E-2	8	9	8	8	0	4	2	2	0	0	0	0	1	0	42
E-3	19	54	29	10	9	9	6	2	2	1	4	3	4	0	152
E-4	88	246	77	20	16	12	19	8	9	9	3	6	8	5	526
E-5	65	152	56	10	11	10	8	6	4	0	2	3	0	3	330
E-6	25	41	17	4	9	1	2	3	1	2	0	0	0	0	105
E-7	2	6	0	0	1	0	0	0	0	1	0	1	0	0	11
E-8	1	0	0	0	0	0	0	0	0	0	0	0	0	0	1
TOTAL	209	510	196	55	47	37	37	21	16	14	9	13	13	8	1185



Attachment 4: Example Survey

Work-Family Balance Survey

DoD FMLA Policy: Creating a Family-Work Balance

Survey Control Number: 2018RFLS0228

IAW AFI 38-501, para 2.2, your participation in this survey is encouraged but voluntary. Strict confidentiality concerning any identifiers of individual survey respondents is maintained and data collection is anonymous. Your feedback is critical to academic program improvement and greatly appreciated.

Definitions

Advanced leave: Chargeable leave granted in anticipation of the accrual of leave during the remaining period of service.

Annual chargeable leave: 30 days of leave received in a 12 month period.

Family Medical Leave Act (FMLA): A labor law requiring larger employers to provide employees unpaid leave for serious health conditions or to care for a sick family members.

Non-chargeable leave: Leave that is not charged due to family medical situations; Similar to civilian FMLA.

Ordinary leave: Regular, chargeable leave time.

Separated: Leave the military for employment elsewhere.

Legal loco parentis: "In the place of a parent".

1. Rank:

2. Time in Service:

3. Branch (Army, Air Force, Marines, Navy):

4. Children? (Yes or No):

* 5. I have taken ordinary leave to deal with a family issue/emergency.

I Strongly Disagree	I Disagree	I'm Neutral	I Agree	I Strongly Agree	Unable to Rate
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

* 6. I have taken advanced leave to deal with a family issue/emergency.

I Strongly Disagree	I Disagree	I'm Neutral	I Agree	I Strongly Agree	Unable to Rate
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

* 7. I have one or more children who are categorized as dependents in DEERS.

I Strongly Disagree	I Disagree	I'm Neutral	I Agree	I Strongly Agree	Unable to Rate
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

* 8. I have an elderly parent or legal loco parentis who relies on me for support.

I Strongly Disagree	I Disagree	I'm Neutral	I Agree	I Strongly Agree	Unable to Rate
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

* 9. I have been granted pass or convalescent leave to deal with family situations in the past.

I Strongly Disagree	I Disagree	I'm Neutral	I Agree	I Strongly Agree	Unable to Rate
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

* 10. In the last year, a member of my unit requested chargeable leave to deal with a family issue/emergency.

I Strongly Disagree	I Disagree	I'm Neutral	I Agree	I Strongly Agree	Unable to Rate
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

* 11. In the last year, a member of my unit was separated due to a Parenthood chapter.

I Strongly Disagree	I Disagree	I'm Neutral	I Agree	I Strongly Agree	Unable to Rate
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

* 12. In the last year, I have lost annual chargeable leave due to use/lose.

I Strongly Disagree	I Disagree	I'm Neutral	I Agree	I Strongly Agree	Unable to Rate
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

* 13. In the last year, a majority of my annual chargeable leave has been taken for vacation.

I Strongly Disagree	I Disagree	I'm Neutral	I Agree	I Strongly Agree	Unable to Rate
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

* 14. In the last year, a majority of my annual chargeable leave has been taken for Permanent Change of Station (PCS).

I Strongly Disagree	I Disagree	I'm Neutral	I Agree	I Strongly Agree	Unable to Rate
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

* 15. In the last year, a majority of my annual chargeable leave has been taken for family issues.

I Strongly Disagree	I Disagree	I'm Neutral	I Agree	I Strongly Agree	Unable to Rate
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

* 16. In the last year, a majority of my annual chargeable leave has been taken for other reasons.

I Strongly Disagree	I Disagree	I'm Neutral	I Agree	I Strongly Agree	Unable to Rate
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Other (please specify)

* 17. I am a better member of my unit if I know my Family is taken care of and I have the support of my chain of command.

I Strongly Disagree	I Disagree	I'm Neutral	I Agree	I Strongly Agree	Unable to Rate
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

* 18. If I had Family issues (like sick children or ailing parents), my chain of command would support me in being part of the resolution.

I Strongly Disagree	I Disagree	I'm Neutral	I Agree	I Strongly Agree	Unable to Relate
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

* 19. I have wondered why the military doesn't have sick leave or FMLA type leave.

I Strongly Disagree	I Disagree	I'm Neutral	I Agree	I Strongly Agree	Unable to Relate
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

* 20. Civilians who work for larger employers are allowed FMLA leave. This leave is unpaid. If the military had a FMLA type program that was paid and also non-chargeable leave, it would be a factor in reenlisting or staying in the military.

I Strongly Disagree	I Disagree	I'm Neutral	I Agree	I Strongly Agree	Unable to Relate
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

* 21. The military is competitive with civilian jobs when it comes to leave and time off.

I Strongly Disagree	I Disagree	I'm Neutral	I Agree	I Strongly Agree	Unable to Relate
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

* 22. The purpose of annual chargeable leave is to go on vacation and unwind from work stress.

I Strongly Disagree	I Disagree	I'm Neutral	I Agree	I Strongly Agree	Unable to Relate
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

* 23. The purpose of annual chargeable leave is to deal with family issues.

I Strongly Disagree	I Disagree	I'm Neutral	I Agree	I Strongly Agree	Unable to Relate
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



Attachment 5: Survey Demographics

Q1. Grade	
E2	9
E5	11
E6	3
E7	12
E8	5
E9	2
O2	5
O3	18
O4	94
O5	60
O6	21
O7	1
No answer	10
Total	251

Q2. Time in Service:	
1-4 years	6
5-8 years	19
9-12 years	40
13-16 years	65
17-20 years	52
21+ years	69
Total	251

Q3. Branch:	
Air Force	219
Army	20
Navy	6
Marines	3
USCG	2
No Answer	1
Total	251

Q4. Children?:	
Yes	197
No	54
Total	251

Attachment 6: Survey Results

Q5. I have taken ordinary leave to deal with a family issue/emergency.														
	I Strongly Disagree		I Disagree		I'm Neutral		I Agree		I Strongly Agree		Unable to Rate		Total	Weighted Average
1	10.36%	26	6.37%	16	3.98%	10	30.28%	76	47.01%	118	1.99%	5	251	3.99
													Answered	251
													Skipped	0
Q6. I have taken advanced leave to deal with a family issue/emergency.														
	I Strongly Disagree		I Disagree		I'm Neutral		I Agree		I Strongly Agree		Unable to Rate		Total	Weighted Average
1	41.43%	104	25.10%	63	5.58%	14	6.77%	17	7.57%	19	13.55%	34	251	2
													Answered	251
													Skipped	0
Q7. I have one or more children who are categorized as dependents in DEERS.														
	I Strongly Disagree		I Disagree		I'm Neutral		I Agree		I Strongly Agree		Unable to Rate		Total	Weighted Average
1	11.55%	29	5.18%	13	0.80%	2	13.15%	33	59.76%	150	9.56%	24	251	4.15
													Answered	251
													Skipped	0
Q8. I have an elderly parent or legal loco parentis who relies on me for support.														
	I Strongly Disagree		I Disagree		I'm Neutral		I Agree		I Strongly Agree		Unable to Rate		Total	Weighted Average
1	44.62%	112	27.09%	68	4.38%	11	7.97%	20	5.18%	13	10.76%	27	251	1.9
													Answered	251
													Skipped	0
Q9. I have been granted pass or convalescent leave to deal with family situations in the past.														
	I Strongly Disagree		I Disagree		I'm Neutral		I Agree		I Strongly Agree		Unable to Rate		Total	Weighted Average
1	21.91%	55	17.93%	45	4.78%	12	20.32%	51	26.69%	67	8.37%	21	251	3.13
													Answered	251
													Skipped	0
Q10. In the last year, a member of my unit requested chargeable leave to deal with a family issue/emergency.														
	I Strongly Disagree		I Disagree		I'm Neutral		I Agree		I Strongly Agree		Unable to Rate		Total	Weighted Average
1	7.17%	18	4.78%	12	3.98%	10	24.30%	61	38.25%	96	21.51%	54	251	4.04
													Answered	251
													Skipped	0

Q11. In the last year, a member of my unit was separated due to a Parenthood chapter.														
	I Strongly Disagree		I Disagree		I'm Neutral		I Agree		I Strongly Agree		Unable to Rate		Total	Weighted Average
1	27.49%	69	14.34%	36	8.76%	22	3.98%	10	5.58%	14	39.84%	100	251	2.1
													Answered	251
													Skipped	0
Q12. In the last year, I have lost annual chargeable leave due to use/lose.														
	I Strongly Disagree		I Disagree		I'm Neutral		I Agree		I Strongly Agree		Unable to Rate		Total	Weighted Average
1	43.43%	109	27.09%	68	2.79%	7	4.78%	12	17.13%	43	4.78%	12	251	2.21
													Answered	251
													Skipped	0
Q13. In the last year, a majority of my annual chargeable leave has been taken for vacation.														
	I Strongly Disagree		I Disagree		I'm Neutral		I Agree		I Strongly Agree		Unable to Rate		Total	Weighted Average
1	8.76%	22	15.94%	40	5.98%	15	35.86%	90	33.07%	83	0.40%	1	251	3.69
													Answered	251
													Skipped	0
Q14. In the last year, a majority of my annual chargeable leave has been taken for Permeant Change of Station (PCS).														
	I Strongly Disagree		I Disagree		I'm Neutral		I Agree		I Strongly Agree		Unable to Rate		Total	Weighted Average
1	29.48%	74	33.07%	83	9.56%	24	12.75%	32	7.57%	19	7.57%	19	251	2.31
													Answered	251
													Skipped	0
Q15. In the last year, a majority of my annual chargeable leave has been taken for family issues.														
	I Strongly Disagree		I Disagree		I'm Neutral		I Agree		I Strongly Agree		Unable to Rate		Total	Weighted Average
1	28.29%	71	37.05%	93	8.37%	21	15.54%	39	8.37%	21	2.39%	6	251	2.37
													Answered	251
													Skipped	0
Q16. In the last year, a majority of my annual chargeable leave has been taken for other reasons.														
	I Strongly Disagree		I Disagree		I'm Neutral		I Agree		I Strongly Agree		Unable to Rate		Total	Weighted Average
1	26.51%	66	23.29%	58	21.29%	53	11.24%	28	5.62%	14	12.05%	30	249	2.39
Other (please specify)													33	
													Answered	249
													Skipped	2

Q17. I am a better member of my unit if I know my Family is taken care of and I have the support of my chain of command.

	I Strongly Disagree		I Disagree		I'm Neutral		I Agree		I Strongly Agree		Unable to Rate		Total	Weighted Average
1	2.39%	6	0.40%	1	0.00%	0	15.14%	38	81.27%	204	0.80%	2	251	4.74
													Answered	251
													Skipped	0

Q18. If I had Family issues (like sick children or ailing parents), my chain of command would support me in being part of the resolution.

	I Strongly Disagree		I Disagree		I'm Neutral		I Agree		I Strongly Agree		Unable to Relate		Total	Weighted Average
1	3.19%	8	3.19%	8	7.57%	19	36.25%	91	49.00%	123	0.80%	2	251	4.26
													Answered	251
													Skipped	0

Q19. I have wondered why the military doesn't have sick leave or FMLA type leave.

	I Strongly Disagree		I Disagree		I'm Neutral		I Agree		I Strongly Agree		Unable to Relate		Total	Weighted Average
1	13.55%	34	15.94%	40	14.34%	36	22.71%	57	30.68%	77	2.79%	7	251	3.42
													Answered	251
													Skipped	0

Q20. Civilians who work for larger employers are allowed FMLA leave. This leave is unpaid. If the military had a FMLA type program that was paid and also non-chargeable leave, it would be a factor in reenlisting or staying in the military.

	I Strongly Disagree		I Disagree		I'm Neutral		I Agree		I Strongly Agree		Unable to Relate		Total	Weighted Average
1	11.95%	30	8.76%	22	17.93%	45	28.69%	72	28.29%	71	4.38%	11	251	3.55
													Answered	251
													Skipped	0

Q21. The military is competitive with civilian jobs when it comes to leave and time off.

	I Strongly Disagree		I Disagree		I'm Neutral		I Agree		I Strongly Agree		Unable to Relate		Total	Weighted Average
1	4.78%	12	9.96%	25	9.16%	23	37.45%	94	34.26%	86	4.38%	11	251	3.9
													Answered	251
													Skipped	0

Q22. The purpose of annual chargeable leave is to go on vacation and unwind from work stress.

	I Strongly Disagree		I Disagree		I'm Neutral		I Agree		I Strongly Agree		Unable to Relate		Total	Weighted Average
1	2.79%	7	3.59%	9	9.56%	24	38.25%	96	45.82%	115	0.00%	0	251	4.21
													Answered	251
													Skipped	0

Q23. The purpose of annual chargeable leave is to deal with family issues.														
	I Strongly Disagree		I Disagree		I'm Neutral		I Agree		I Strongly Agree		Unable to Relate		Total	Weighted Average
1	28.69%	72	30.28%	76	22.71%	57	13.94%	35	4.38%	11	0.00%	0	251	2.35
													Answered	251
													Skipped	0

