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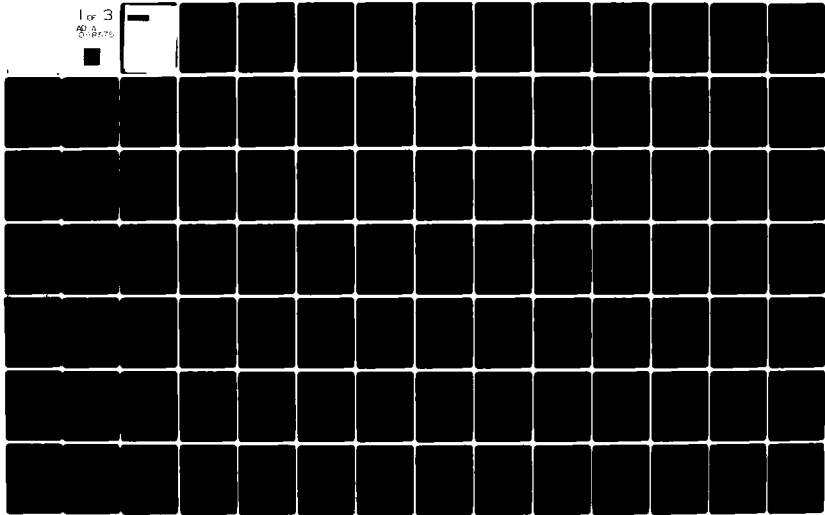
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ROADMAP FOR  
NAVY FAMILY RESEARCH

August 1980

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charting technique was utilized to organize potential research areas into logical sequences of research activities leading toward the attainment of Navy objectives.

A total of 108 research areas were identified and organized within sequential arrays relating to: generic, multi-problem family issues; deployment issues; relocation issues; medical/dental care; financial counseling; child care, housing, and child abuse/spouse abuse. For each research area, key research issues are described and existing knowledge is briefly summarized. Finally, a set of research management principles are identified for maximizing the utility of future Navy family research.

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## 1. INTRODUCTION

This document represents the first "roadmap" or plan developed for Navy family research. It was developed for the Office of Naval Research by the Westinghouse Public Applied Systems Division, and is designed to provide the Navy with a systematic framework for building the knowledge base which is required to design and implement effective Navy family related policies and programs.

The plan identifies over 100 distinct research areas, ranging from basic to increasingly applied, which must be undertaken to meet Navy family program goals and objectives. All of the research areas specified in the plan have been related to the key objectives of the Navy for family programs to ensure that research results will be useful in program planning. The process used to identify research needs involved representatives from a wide range of groups whose support will be critical to the successful translation of research findings into policy and practice.

For each research area identified, the plan contains a brief description of significant issues and previous research. Related research areas are clustered and arrayed in a logical sequence. Finally, the plan suggests principles to be considered in the future planning, management, and dissemination of family research in the Navy.

### 1.1 Background

The need for a research plan grew out of recent concern within the Navy about family problems and their impact upon the Navy mission of readiness for battle. As the Navy has increasingly organized itself to respond to family issues, the need has grown for a systematic research plan to guide program and policy initiatives designed to meet Navy family needs.

Dramatic shifts in family matters in American society as well as the institution of an all-volunteer military has led to an emerging concern for family issues among Navy policymakers. The Navy family has traditionally been faced with certain unique problems related to the Navy's mission, such as frequent relocations, family separations due to deployment and temporary assignments, and social and cultural isolation. It is believed that these unique features of Navy life, coupled with emerging trends in family patterns and attitudes, may have a significant impact on the accomplishment of the Navy mission as well as the quality of life within the Navy. Family problems and perceptions about the Navy may have an increasing influence on the ability of the Navy to recruit and retain personnel and maintain an active force ready for battle.

Recognizing these problem areas, the Navy is responding with increased efforts to provide support for its families. A Family Program

Office has been established to support Navy families and Navy awareness of family support opportunities. This Office will play an important role in the development of Navy family policy and practices. A Family Advocacy Program has also been established within the Bureau of Medicine and Surgery to respond to immediate family crises such as child abuse, spouse abuse and sexual assault.

As the interest and activity of the Navy in the family area increases, there has been a growing awareness of the need for sound research on: the needs of Navy families, effective strategies for meeting those needs, and the relationship between family issues and the Navy's mission. Unfortunately, research to date on military families has been relatively sparse and fragmented, and the family research experience of other Federal agencies and private industry has not yet been analyzed to identify models and resources potentially available or adaptable to Navy problems and needs. Current information on Navy family patterns and attitudes consists primarily of limited demographic and survey data. The effect of family trends on recruitment, retention, morale and job performance can only be hypothesized; and the effectiveness of possible family policies and programs is largely unknown.

With the establishment of a Navy Family Program Office charged with developing policy and program options, a comprehensive research plan is essential. Carefully selected and targeted research can serve as the basis for policy and program decisions by identifying existing problems, suggesting promising strategy options, and validating effective practices. Furthermore, research documenting needs and effectiveness will be critical to the future of family programs within the Navy. In calling for a comprehensive research roadmap, the Navy has recognized the importance of this role for research. The set of research areas described in this plan should provide the Navy with a solid foundation for an ongoing family research program.

## 1.2 Overview of the Research Roadmap

This plan presents a synthesis of expert opinion about the types of knowledge the Navy needs to develop in order to be able to improve the quality of Navy family life and accomplish the Navy mission of maintaining a force ready for battle. The research needs identified in the plan are based on a review of the existing literature and the combined input of a carefully selected set of participants representing military policy, operations, program and research professionals, as well as Navy families themselves.

The knowledge needs identified by the participants are organized into eight categories of Navy family issues as follows:

- Generic, multi-problem family issues.
- Deployment.

- Relocation.
- Child abuse/spouse abuse.
- Medical services.
- Financial counseling.
- Housing.
- Child care.

Within each issue category, a detailed set of research areas is presented in a logical sequential flow. The presentation of each research area includes a Description and Comment section which summarizes participants' comments on research priorities, potential research projects and methodological issues. For the generic, deployment, and relocation categories, a brief assessment of existing knowledge pertaining to each of the research areas is also included. This assessment provides the Navy with information on the extent of prior research in a given area, the quality and comprehensiveness of the existing studies, and the areas where major knowledge gaps still exist. Such information can be extremely useful when making priority decisions concerning what research should be funded.

The primary purpose of the plan as it is structured is to assist the Navy in determining the types of family research projects which should be supported. In summary, this is accomplished by:

- Identifying a comprehensive range of potential research areas which are viewed by experts in the field as most important to Navy objectives.
- Arranging these research areas into logical sequential flows.
- Providing information to aid in defining research requirements and the relative priority of each area.

The limitations of the plan should also be noted. The plan is not intended to identify specific research projects which should receive priority for Navy funding. Also the plan is not intended to serve as a resource management guide. It does not identify the major requirements necessary for conducting the research in terms of personnel, facilities, equipment, materials and funds.

It should also be noted that the review of existing knowledge is not intended to be a detailed or exhaustive review of the literature, but rather is intended to highlight some of the research conducted or presently underway for the research areas included in the roadmap.

The plan is comprised of four chapters. Chapter One briefly describes the purpose and contents of the plan and provides background information on its development.

Chapter Two presents the methodology used in preparing the plan. It includes a discussion of objective setting, the participant selection process, instrument development, data collection and analysis, literature review, and final synthesis of findings.

Chapter Three is comprised of a description of all of the research areas identified by the participants. It includes an introduction which describes how the research areas are organized and how the information is presented. For each research area identified, a description and comment section as well as a statement of existing knowledge is presented.

Chapter Four identifies key principles involved in planning Navy Family Research. The discussion focuses on the sequential ordering of research, principles for priority setting, and targeted dissemination and utilization of research results. A model research package is also presented to illustrate how these principles can be utilized.

## 2. METHODOLOGY

This chapter describes the approach taken in developing the Roadmap for Navy Family Research.

### 2.1 Key Features of the Approach

The approach taken in the development of the plan was selected based upon the understanding that a research plan must establish a careful, systematic framework for capturing and analyzing the information necessary to design and implement effective policies and programs.

The approach was designed to be responsive to the following key principles:

- Research objectives must be integrally related to the key objectives of the total Navy families program to ensure that research activities are purposefully efficient and useful in program planning.
- The process used in developing a research plan must involve representatives from all of the diverse groups whose support will be critical to effective translation of research findings into policy and practice.
- A research plan must build on previous research on the quality of Navy family life and its impact on the Navy's mission of readiness, as well as state-of-the-art knowledge about the probable effectiveness of family support programs and policies.
- A research plan must utilize a clear and logical technique for prioritizing research needs and justifying the allocation of scarce R&D funds to those research activities which are likely to make the greatest contribution to strengthening policies and programs to support Navy families.
- The initial roadmap developed for Navy family research must be developed quickly to meet immediate programming needs, but should also lay a solid foundation for an ongoing research management system.

### 2.2 Description of Steps

The approach taken in developing a roadmap for Navy family research was comprised of the following steps:

- Design Review and Orientation -- This initial step consisted of an orientation to the Navy family program and the development of an overall research design for conducting the project. Efforts focused on: selecting the appropriate participants for the interview process; finalizing the data collection instruments; and establishing a comprehensive literature review capability.
- Specification of Navy Family Program Objectives -- The next step focused on the identification of a structured set of goals and objectives to serve as the framework for planning the Navy family research program. This was accomplished by reviewing all existing program documentation and interviewing key Navy personnel responsible for policy in the family area.
- Identification of Research Needs to Meet Objectives -- Once Navy family objectives were specified, ninety-three representatives from six participant categories were interviewed to identify those areas of research needed to achieve the specified objectives. The Convergence Chart technique was utilized to depict the sequential flow of research activities to be undertaken to meet overall Navy family program goals and objectives.
- Assessment of Existing Research -- Following the development of the Convergence Charts, an assessment of existing research relevant to the identified research areas was conducted. Expert consultants as well as literature search technology were utilized to conduct the assessment. This process resulted in the identification of those areas where extensive research had already been conducted as well as those areas where major knowledge gaps still exist.
- Preparation of Final Products -- The final step called for the synthesis of all the information collected into a "Roadmap" for Navy Family Research. This included the presentation of all of the potential research areas identified through the interview process as well as a discussion of general principles for priority setting and next steps for developing an ongoing system for managing Navy family research.

The key steps in the development of the roadmap for Navy family research are discussed in more detail in the following sections.

### 2.3 Objective Setting

An important initial step in developing the Roadmap for Navy Families Research was to identify a set of Navy family program objectives that provide a framework for planning the overall research program. It should be noted that the objective setting process was an interactive one. Objectives were not formulated in isolation; the process involved a wide range of input from key policy makers as well as the use of the limited data existing in this area.

As a first step, the specified goals and objectives of the Navy Family Program Office, the Family Advocacy Program, and other inter-related Navy Offices and programs were identified through interviews with a number of key Navy personnel responsible for those offices. The individuals interviewed were asked to describe goals and objectives in the form of end results, rather than means or mechanics. In addition, existing documents and manuscripts from their offices and the Final Report of the Navy-wide Family Awareness Conference were reviewed.

Once the individual interviews were completed, a draft set of objectives was presented to an Advisory Group formed by the Office of Naval Research and comprised of key representatives from the Office of Naval Research, the Navy Family Program Office, the Navy Family Advocacy Program, the Naval Personnel Research and Development Center, the Naval Health Research Center, and the Overseas Duty Support Program of the Naval Military Personnel Command. Based on the review of the Advisory Group, the following statement of Navy family program objectives was prepared:

- To improve the Navy's awareness of the importance of family issues to fleet readiness and the Navy's mission.
- To increase the level and quality of support services to Navy families.
- To strengthen Navy-wide family support policies through the chain of command.

Based on the information collected and the input of the Advisory Group, these objectives were arranged into a hierarchy of family goals and objectives supporting the overall Navy mission. This hierarchy, depicted in Figure 2-1, is important because it formed the basis for the development of the instrument to assess research needs. The use of this framework of objectives made it possible to identify research activities that should be conducted to accomplish the mission of the Navy's family program.

### 2.4 Data Collection

Once the objectives for Navy family research were finalized, the next step in the development of the Roadmap focused on selecting participants to interview in order to identify Navy family program research

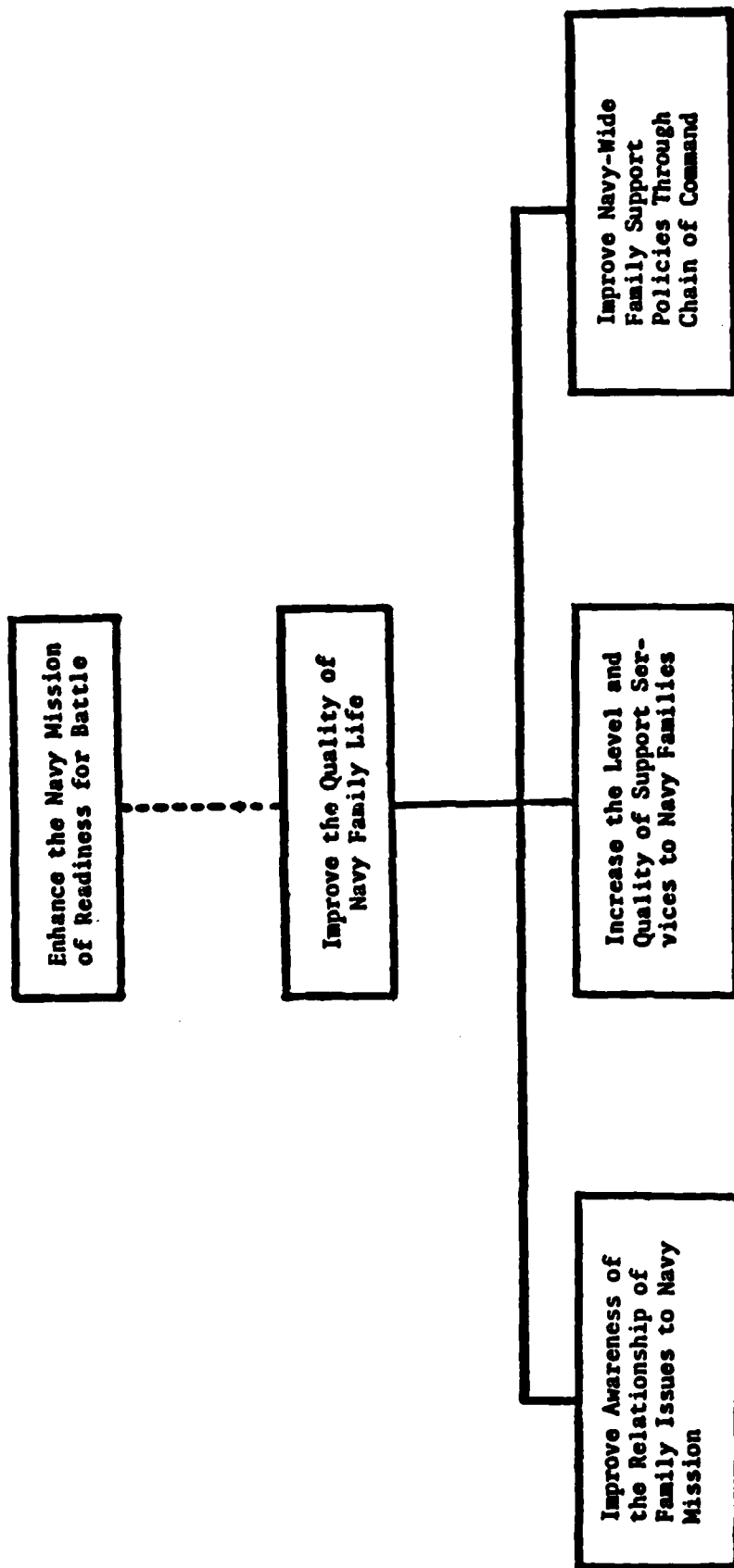


Figure 2-1. Navy Family Program Objectives



needs. This following section describes the participant selection process, instrument development, and the conduct of the interviews.

#### 2.4.1 Participant Selection Process

As part of the approach to developing a roadmap for Navy family research, interviews were conducted with a broad spectrum of Navy representatives, other military and Federal family staff and family practitioners. The following six participant categories were identified to ensure a diversity of opinion:

- Navy Policy Personnel -- such as the Family Program staff, Family Advocacy Program staff, and the Flag Steering Group established to oversee the Navy Family Program.
- Navy Operations Personnel -- such as current or former commanding officers of commands subject to varying types of family stress situations ashore and afloat.
- Navy Family Practitioners -- such as staff of the two pilot Family Service Centers and the pilot Family Advocacy Programs established at four BuMed facilities in 1978.
- Military Families Research Community -- such as appropriate staff from ONR, the Navy Health Research Center and the Navy Personnel Research and Development; corresponding Air Force and Army research staff; and prominent consultants in the field.
- Navy Family Constituency Groups -- such as the Navy Wives clubs, which has a strong interest in, and may be vocal about, Navy family policies.
- Federal Agency and Other Family Policy Staff -- such as representatives of the White House Conference on Families and key leadership within HEW's Office of Human Development, who could provide knowledge of transferrable models of integrated family services delivery, as well as knowledge of civilian resources potentially available to Navy families.

The purpose of conducting these interviews was to determine what knowledge about Navy family issues is most needed from a variety of perspectives.

A wide range of Navy personnel and outside experts assisted in identifying over 120 potential participants representing the six participant categories. A tentative list was drawn up and reviewed with the Advisory Group for comprehensiveness, appropriateness, geographic distribution and representation across participant categories. Following this meeting, the suggestions of the Advisory Group were incorporated into a final list of approximately 100 names.

Westinghouse staff, using a telephone script to ensure uniformity, contacted the potential list of over one hundred twenty individuals to explore their willingness to participate in the project. Almost all of the individuals agreed to participate or recommended an appropriate substitute. A complete list of interviewees is contained in Appendix A: Interview Participant List.

A telephone or in-person interview was then scheduled with each interviewee. Prior to each interview, a packet of materials was sent to each interviewee to prepare the individual for the interview (see Appendix B: Pre-Interview Packet). The packet included the following:

- A letter of confirmation.
- A project briefing sheet.
- Navy Family Research Plan Interview Guide.

#### 2.4.2 Instrument Development

A comprehensive Interview Guide was designed to obtain information from the participants about research needs for Navy family research (see Appendix C). The Guide was based upon the three Navy family program objectives identified at the outset of the project (see Section 2.3). For each objective, a series of questions was developed to identify the kinds of knowledge needed to achieve the stated objective. For Objective 1- To Improve Navy-wide Family Support Policies Through the Chain of Command, and for Objective 2 - To Improve the Navy's Awareness of the Relationship of Family Issues to Fleet Readiness and the Navy's Mission, a series of questions was asked to determine:

- If existing information is sufficient.
- What specific additional information needs to be developed.
- Whether or not existing information needs to be synthesized and disseminated.

Questions pertaining to Objective 1 focused specifically on whether the Navy needs additional information about how deployment and relocation affect the quality of Navy family life. Participants were also asked to

identify other areas, besides deployment and relocation where Navy policies may have a significant impact on families. The final set of questions pertaining to Objective 1 focused on whether additional information is needed about how to best implement policy changes through the chain of command.

The questions pertaining to Objective 2 were aimed at determining whether the Navy needs additional information about how family issues may affect the Navy's ability to carry out its mission in areas such as recruitment, personnel performance and retention. The last set of questions pertaining to Objective 2 explored how the Navy's awareness of this relationship could be increased.

The final set of questions in the Interview Guide focused on Objective 3 - To Increase the Level and Quality of Family Support Services to Navy Families. For these questions, the participants were given a comprehensive list of Navy family service needs prior to the interview, and were asked to select and rank order those three needs they considered to be most important for the Navy to address through their family programs (see Appendix D). The criteria the participants were asked to use in ranking the service needs were:

- Severity (e.g., the impact which the unfulfilled need has on Navy families).
- Prevalence (e.g., a large number of Navy families would potentially benefit).
- The degree to which the service need is currently being addressed (e.g., the extent to which the need is present but is not adequately addressed).

A tabulation of priority rankings is presented in Section 3.4.

For the interview, the participants were asked to select one of their top three service needs, about which they were asked a series of questions. These questions focused on whether additional knowledge is needed about:

- Reasons why families have problems in this area.
- Which families are most in need of this service.
- How to attract potential clients with this need to available services.
- Effective ways to deliver the service.
- The effectiveness of this service in alleviating family problems as well as its effect on the Navy mission.

The Interview Guide concluded with a series of more general questions about the full range of services needed by Navy families. These questions were aimed at identifying information that needs to be developed about how to coordinate existing civilian and military services and the range of potential funding mechanisms available to support Navy family needs.

Given the time constraints, and the diverse interests and background of the participants, the complete set of questions contained in the Interview Guide was not given to all participants. For example, interviews with Navy policy and operations personnel were limited to those questions pertaining to the first two objectives, plus an abbreviated version of the third objective. For Objective 3, they were simply asked to identify, for the high priority service need areas they selected, any research or demonstration efforts that they felt would be valuable to the Navy. For interviews with civilian Federal agency personnel, questions focused solely on the service need questions of Objective 3.

All of the questions in the Interview Guide were designed to identify information needed to achieve Navy family program objectives. It was recognized that there are many kinds of barriers, other than knowledge gaps, which may prevent or impede the achievement of particular objectives. However, for the purposes of developing a roadmap for Navy family research, participants were asked to focus only on knowledge gaps which are potentially solvable through research. This could include the development of new knowledge as well as the synthesis or dissemination of existing knowledge.

#### 2.4.3 Conduct of Interviews

Ninety-six interviews were conducted over a period of approximately four months from November 1979 through February 1980. A combination of in-person and telephone interviews was conducted to enable the project to contact individuals from outside the Washington metropolitan area. Representatives from areas where the Navy will be establishing comprehensive Family Service Centers were interviewed from as far away as Japan. This broad cross section of participants ensured that the research needs identified reflected a variety of perspectives on information needed to assist the Navy in their family program efforts.

The vast majority of participants provided us with a wealth of information. As a group, they were enthusiastic, interested and informative. These personal interviews also provided an opportunity to build a greater awareness of the Navy family program and its objectives among Navy and Federal representatives.

#### 2.5 Analysis

Given the large number of interviews conducted and the wealth of information obtained, it was essential that a carefully structured

process be utilized to synthesize the data to ensure that important information was not inadvertently omitted from the final plan. All of the information needs identified through the interviews were categorized by area (e.g., relocation, deployment, child care, etc.) and recorded on worksheets. The interviewers worked in teams to transpose the raw data from their interview guides onto the worksheets. This process involved translating the information needs identified by participants into research areas. An analyst supervised this process to ensure a consistent level of specificity when transposing the data.

After all of the information was recorded on the worksheets, the Convergence Chart technique was used to display the research areas in a logical sequential order. The Convergence Chart technique was originally developed by the National Cancer Institute to assist them in planning their biomedical research programs. It involves the formulation of a series of arrays depicting major research program elements in a hierarchy of phases, steps and individual projects, sequentially ordered on the basis of research logic. Decision points are included in the chart to make explicit the role of a research activities in providing knowledge necessary toward other research activities or meet objectives.

Although this technique has been successfully applied in the field of biomedical research, this Plan represents the first attempt to apply the Convergence Chart technique in the field of social science research. While the technique was somewhat modified to suit the nature of this particular research area, the basic concept of displaying the "research logic" of a program through the sequential ordering of its program elements proved to be sound. Three linear arrays were constructed to depict the sequential flow of research activities to be undertaken in the areas of deployment, relocation and generic multi-problem family research.

There are several benefits that can be realized from utilizing a structured planning technique like the Convergence Chart. It provides a means for the orderly integration of many program elements and the determination of interrelationships and interfaces. It also provides a logic framework for the establishment of priorities and the determination of required resources, often in the face of competition for scarce resources.

## 2.6 Assessment of Existing Knowledge

The assessment of existing knowledge followed a three stage process. The first stage, collection of military family research materials, began immediately and continued over the course of the project. Appropriate Navy staff and existing bibliographies were used as resources in identifying books, articles and other materials to be collected. This library was supplemented routinely as new sources were identified.

The second vehicle utilized to collect and assess existing knowledge was the structured interview. The Interview Guide included questions

such as the following for each major substantive topic (e.g., deployment separation):

- If you know of an important body of knowledge already available in this area, which needs to be pulled together and disseminated so that the Navy can use it effectively, please describe it.
- Who needs to have this information who does not have access to it now?

The responses to these questions from all respondents were systematically collated and utilized both in identifying key references and assessing impressions of the state-of-the-art held by different groups.

Once the interviewing was completed and the Convergence Chart was prepared, a systematic process was begun to assess the status of existing knowledge pertinent to each proposed research area. The purpose of this highly focused review of four to five hundred references was to develop capsule summary statements about the state of knowledge that would assist the Navy in determining the need for additional research in each area. These capsule summary statements were developed with the assistance of the project's consultants. Dr. Edna Jo Hunter, particularly, assisted in this process by conducting a focused review of the materials which will be included in the annotated bibliography of military family research which she is preparing under contract to the Office of Naval Research. Other consultants, as well as key Navy personnel familiar with the research, assisted by providing information in select areas.

The summary statements on existing knowledge for each research area in the generic, deployment, and relocation categories are contained in Chapter 3 of this plan. Each statement includes the following types of comments:

- extent of prior research.
- comprehensiveness and quality of existing studies.
- key findings and major gaps.
- key references on the topic.

It should be noted that the review of existing knowledge completed for this project was not intended to represent either an exhaustive or a detailed review of the literature. Rather, it was intended to provide a very quick overview of the extent of existing research in each research area included in the roadmap. References cited are illustrative; others may exist which make a significant contribution to the field. More detailed information on individual references will be included in the annotated bibliography and review of the literature being conducted by Dr. Hunter.

## 2.7 Synthesis of Findings

After the review of existing knowledge was completed, the writing of the plan began. All information collected from the interviews pertinent to each research area was synthesized to derive a summary statement about each. These description and comment statements, contained in the generic, deployment, and relocation sections of Chapter 3, contain information such as:

- the frequency with which research areas were mentioned by different types of participants.
- elaboration of research needs perceived by various participants.
- comments on the priority attached to the area by participants, where appropriate.
- comments on the feasibility of conducting research in an area.
- comments on particular research designs suggested by participants.

Additional comments pertinent to research planning were synthesized and discussed in Chapter 4. These comments included:

- general comments on research priorities.
- responses to questions on who needs information.
- responses to questions on effective ways to communicate information.
- responses to questions on barriers to increasing awareness and improving policies and practices.
- general observations and comments obtained during the interviewing process.

### 3. RESEARCH AREAS

This chapter presents the results of the ninety-six interviews conducted to identify the research which must be undertaken to meet Navy family program goals and objectives. All of the research areas identified through the interview process were organized into the following categories:

- Generic, multi-problem family issues.
- Deployment.
- Relocation.
- Family Service Needs (Child Abuse, Spouse Abuse, Medical/Dental Care, Financial Counseling, Housing, Child Care).

(See Appendix E for a complete listing of research areas by category).

The Generic category was established to capture areas of investigation aimed at identifying and understanding key issues of Navy family life and its relationship to the Navy mission. It does not include research areas which relate to any specific family problem or issue, but rather is structured to provide a better understanding of the full range of issues involved and their relative significance. The category of generic issues also encompasses research interventions which are not specific to any particular family issue, but which address generic (e.g., communications) or multiple problems simultaneously.

The categories of deployment and relocation were selected because of the general consensus of opinion within the Navy that they represent unique problems encountered by Navy families, and that they have a significant impact on the family as well as the Navy's mission. The research areas identified within the Family Service Needs category represent those service needs which received the highest priority scores during the interview process. They include:

- Child Abuse/Spouse Abuse.
- Medical/Dental Care.
- Financial Counseling.
- Housing.
- Child care.

A series of convergence charts has been developed to depict all of the research areas identified within the categories of generic multi-problem family issues, deployment, and relocation (see Figures 3-3,



3-4, and 3-5). Each Convergence Chart is comprised of a sequential flow of research phases. The complete set of research phases within a given category is referred to as a linear array. The arrays have been constructed so that research to be undertaken within each array will contribute toward the accomplishment of the Navy family program objectives:

- To improve awareness of the relationship of family issues to the Navy mission.
- To improve Navy-wide family support policies through the chain of command.
- To increase the level and quality of support services to Navy families.

Figure 3-1 represents the prototype upon which all of the arrays have been modeled. It is comprised of five phases, ranging from basic to increasingly applied research as follows:

PHASE I: UNDERSTANDING FAMILY PROBLEMS

PHASE II: PROBLEMS' IMPACT ON MISSION

PHASE III A: DESIGN POLICY INTERVENTION

PHASE III B: DESIGN SERVICE INTERVENTION

PHASE IV A: PILOT TEST/EVALUATION OF POLICY IMPACT ON FAMILY AND NAVY MISSION

PHASE IV B: PILOT TEST/EVALUATION OF SERVICE IMPACT ON FAMILY AND NAVY MISSION

PHASE V: INSTITUTIONALIZE SUCCESSFUL PRACTICES

Each phase is followed by a decision point which represents a place within the Program where assessments and judgments will have to be made about the sufficiency of knowledge in a given area, in order to maintain or modify the research logic and determine the relative value of conducting additional research in a particular area. It should be noted that the determination as to whether or not knowledge is sufficient to move on to the next phase of research can be based upon a consensus of expert opinion as well as hard data. The decision points do not imply that a particular phase of research must be completed before moving on to the next phase. However, it is reasonable to assume that there will always be a need to have a certain minimum amount of knowledge about a prior phase of research before moving on to the next phase.

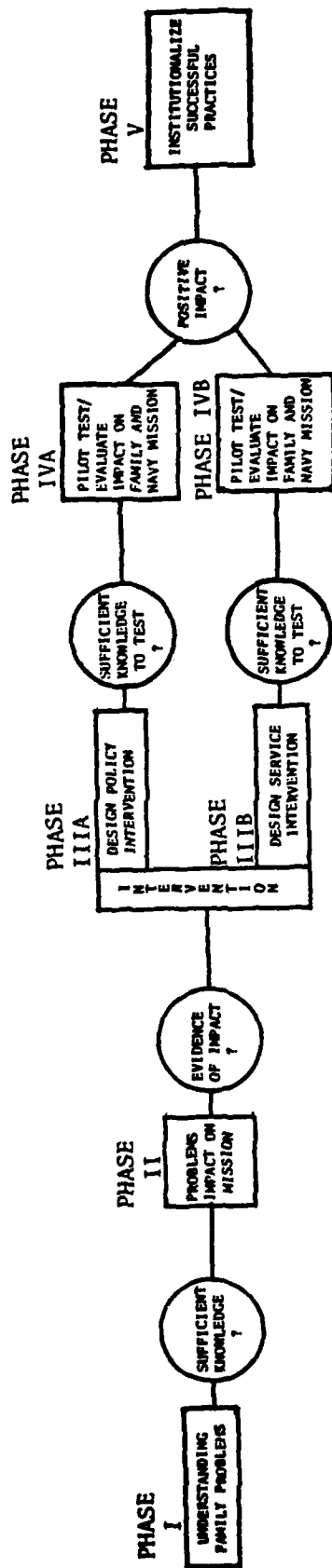


Figure 3-1. Array Prototype

The research phases identified in each array are made up of clusters of related research areas. Unlike the phases, which are in sequential order, the research areas within each phase are not in sequential order. There may be a few exceptions, where a specific research area cannot be initiated until another area is completed. However, generally speaking, the research areas enumerated within a given phase of research represent a "package" of individual research projects which are not sequentially dependent.

Following each convergence chart, is a summary of all the information collected during the interview process pertaining to the research areas within each array. Reviewing each convergence chart before reading the accompanying text will provide a brief overview of research areas identified within each array. Section 3.1 presents the accompanying text for the generic, multi-problem array. Sections 3.2 and 3.3 present the accompanying text for the deployment and relocation arrays. Section 3.4 describes all of the research areas included within the category of Family Service Needs.

For each array, the description of research areas is organized by research phase. Figure 3-2 depicts the format used to present the information. For each research area, a Description and Comment section summarizes participants' comments concerning research priorities, potential research projects within each area, and methodological issues. In addition, for the research areas identified within the relocation, deployment and generic arrays, a brief summary statement on Existing Knowledge is presented. These statements include comments regarding the extent of prior research, comprehensiveness and quality of existing studies, key findings, major gaps and key references. As indicated previously, these statements on existing knowledge are intended to provide a very brief overview of the extent of existing research in a given area. They do not represent an exhaustive review of the literature.

ARRAY I:

PHASE I:

Area 1:

Description and Comment

Existing Knowledge

Area 2:

Description and Comment

Existing Knowledge

:

:

:

PHASE II:

:

:

:

Figure 3-2. Format for Research Area Descriptions

GENERIC ARRAY  
CONVERGENCE CHART

Figure 3-3. Generic Array

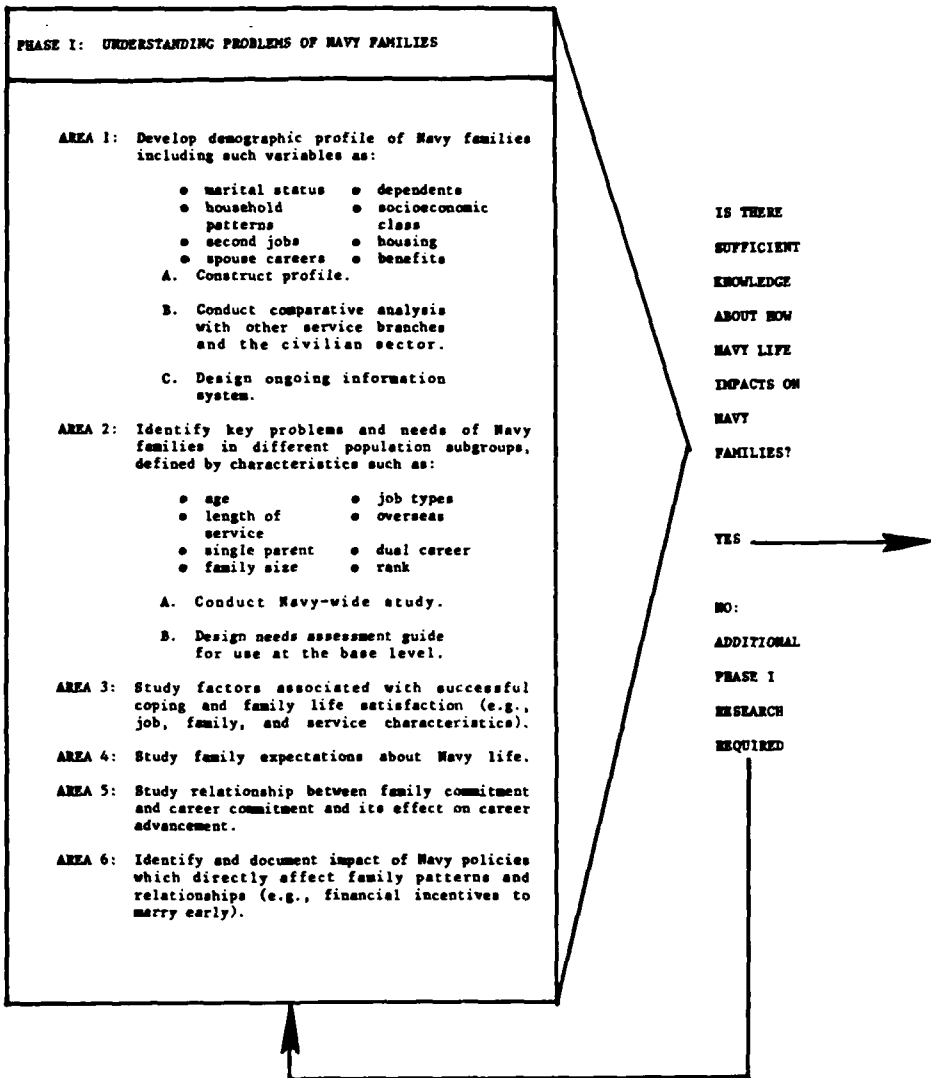


Figure 3-3.a

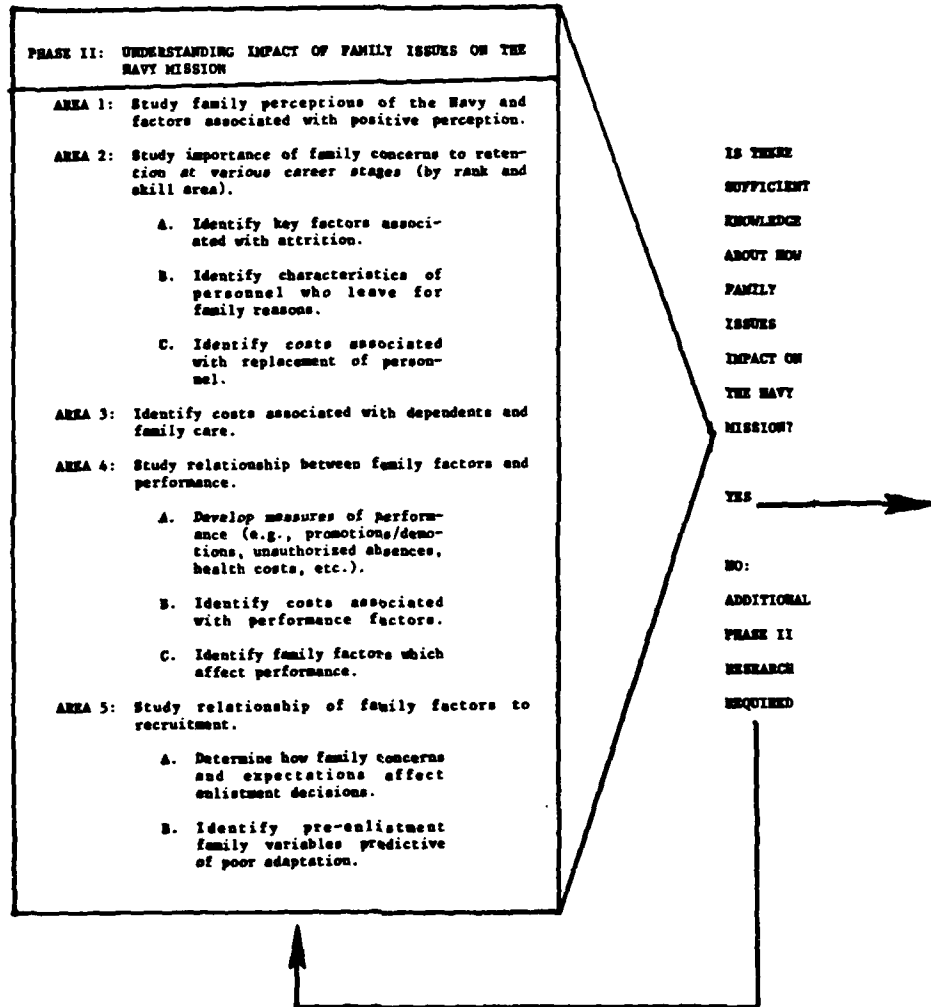


Figure 3-3.b

# GENERIC ARRAY

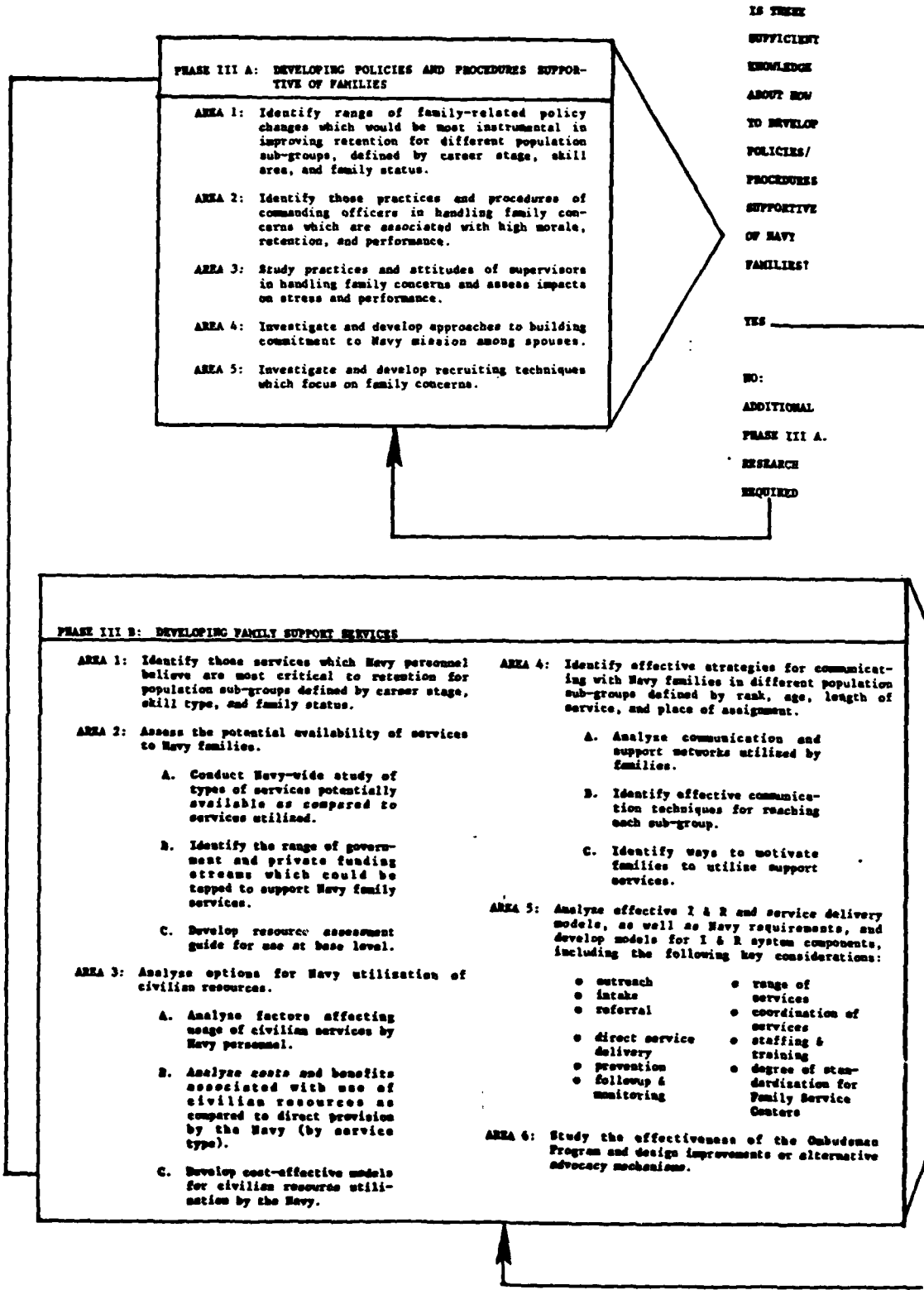


Figure 3-3.c



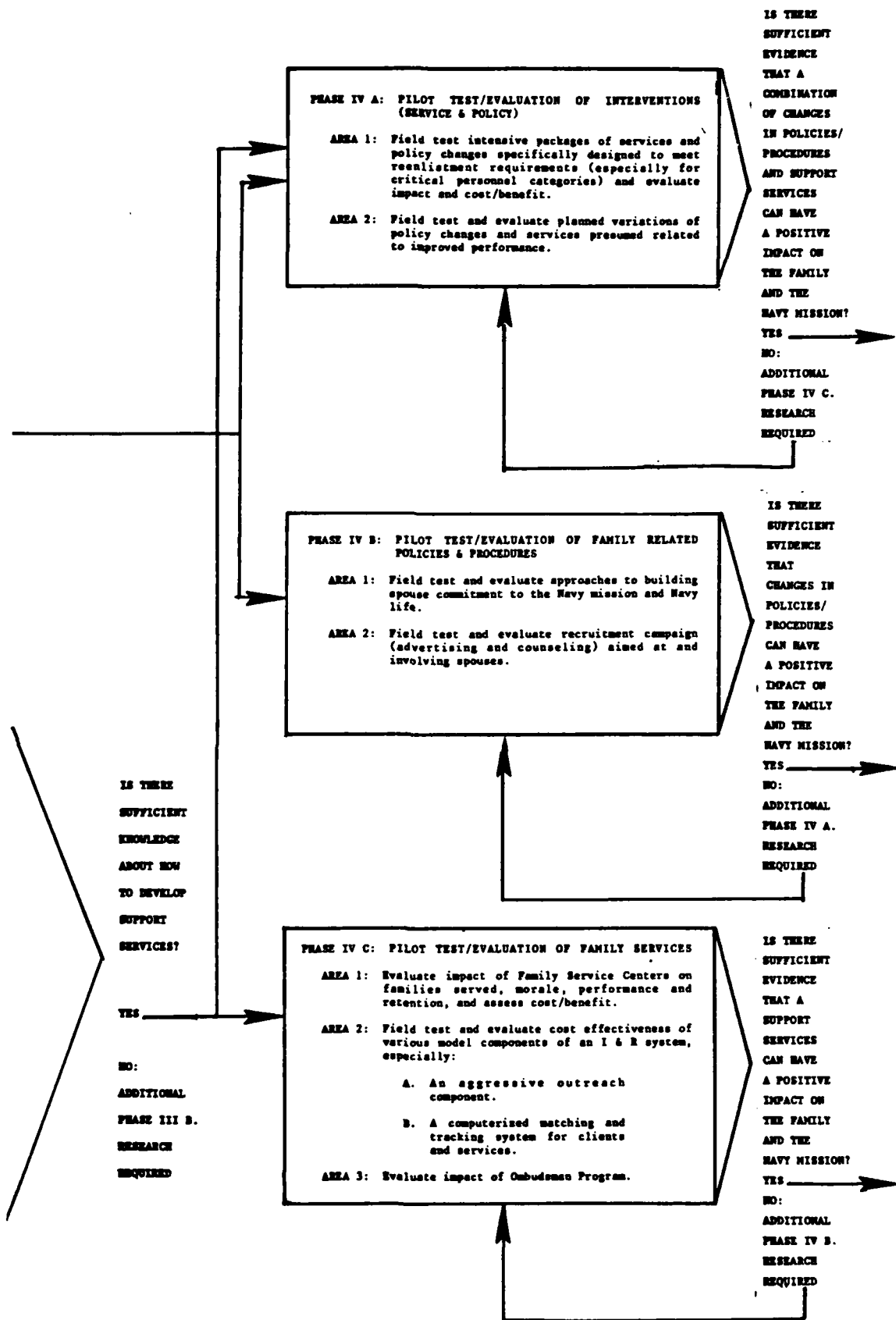


Figure 3-3.d

**PHASE V. INSTITUTIONALIZING FAMILY POLICIES AND SERVICES**

**AREA 1:** Analyze the level and type of responsibility for handling family problems at each point in the chain of command and assess the level of capability at the most critical points.

**AREA 2:** Study how good family practices can be institutionalized within the Navy at all levels in the chain of command.

A. Analyze effective training models and Navy requirements and develop training programs to build sensitivity and competence in handling family issues.

B. Analyze feasible options for building career incentives and accountability mechanisms for sound family practices.

**AREA 3:** Analyze options for career patterns within the Navy to meet the need for competent family service administrators and service providers.

**AREA 4:** Study implications of split lines of geographic responsibility in the Navy for the administration of family services and procedures.

Figure 3-3.e

### 3.1 GENERIC ARRAY

Within the Generic Array, 33 distinct research areas were identified within the five phases of research.

#### 3.1.1 PHASE I: UNDERSTANDING THE PROBLEMS OF NAVY FAMILIES

AREA 1: DEVELOP DEMOGRAPHIC PROFILE OF NAVY FAMILIES INCLUDING SUCH VARIABLES AS:

- marital status
- household patterns
- second jobs
- spouse careers
- dependents
- socioeconomic class
- housing
- benefits

- A. CONSTRUCT PROFILE.
- B. CONDUCT COMPARATIVE ANALYSIS WITH OTHER SERVICE BRANCHES AND THE CIVILIAN SECTOR.
- C. DESIGN ONGOING INFORMATION SYSTEM.

#### Description and Comment

A significant number of respondents across all categories, but particularly those at the policy level, indicated a need for better demographic information about Navy families in order to plan for future services, assess the need for policy changes, and set research priorities. Respondents believed that hard data were needed to document the magnitude of particular family problems within the Navy as compared to other service branches or the population at large. Some of the participants also noted the need to design a automated mechanism that would enable the Navy to collect, store and analyze data on family and household patterns on a routine basis. It was suggested that research in this area be conducted DOD-wide, using definitions compatible with Census items, so that comparisons could be made and an accurate picture of family problems and patterns within the Navy could be presented.

#### Existing Knowledge

A partial demographic profile of Navy families was recently completed. This study (Orthner, 1980) utilizes variables similar to those reported in "Living and Family Patterns in the Air Force," (Orthner, Carr, and Brown 1979). Because of information gaps in Navy personnel records, however, many family characteristics could not be described. Information gaps include: type and location of dependents, age of marriage, holding of second jobs, career of spouse, and socioeconomic measures such as eligibility for foodstamps.

Navy data currently available on families appear insufficient for the purposes of assessing family needs within the Navy or for the purpose

of drawing stratified samples for many research purposes. Additional limitations of the existing personnel data system are that it is manual and does not integrate updated information on service members and their dependents. The Defense Eligibility Enrollment System (DEERS) currently being implemented DOD-wide will help to meet the need for an automated ongoing data base on military dependents. This system, scheduled for full implementation in 1981, will provide minimum baseline information on all service members and their dependents who are eligible for military benefits. Information is entered whenever ID cards are issued or revised (every three years).

Existing data suggest that the Air Force, the Navy, and the U.S. population as a whole reflect similar upward trends in divorce levels, number of single parents, and number of dual-career couples. Limited information on the Army is reported in Bennett (1974), Segal (1976), and Shaylor (1978). The level of availability and quality of data has limited the type of comparative analysis that might be done between different branches of the service and the civilian population.

AREA 2: IDENTIFY KEY PROBLEMS AND NEEDS OF NAVY FAMILIES IN DIFFERENT POPULATION SUBGROUPS, DEFINED BY CHARACTERISTICS SUCH AS:

- age
- length of service
- single parent
- family size
- job types
- overseas
- dual career
- rank

- A. CONDUCT NAVY-WIDE STUDY.
- B. DESIGN NEEDS ASSESSMENT GUIDE FOR USE AT THE BASE LEVEL.

Description and Comment

Several interview participants, particularly among field operations personnel and service providers, expressed a need for a better understanding of the key problems and needs which Navy families view as most important to them. This information was perceived as critical to understanding how to provide responsive services and policies that families would see as helpful and an inducement to remain in the service.

Individual participants expressed interest in the needs of particular subgroups of the Navy population. Interest was most commonly expressed in understanding the needs of young enlisted families; since these families were often perceived not only as having the most difficult problems and least coping resources, but also as the most difficult group for service providers and command personnel to reach effectively. Other groups of particular interest who were presumed to have special problems included: single parents, dual military career couples, families of service members in high stress jobs, and families stationed overseas.

Most of the comments centered on the need to solicit from families their own opinions about their key problems and needs. A few persons

associated with family service programs expressed an interest in having an instrument which bases could use routinely to assess the needs of families in their service area.

#### Existing Knowledge

A variety of recent studies have addressed the problems and needs of particular subgroups in the military. Most studies of military families, however, have not been based on representative or sufficiently large samples to allow meaningful comparisons between subgroups.

Orthner (1980) does provide interview data on a statistical sample of 773 service members and spouses in the Air Force, thus allowing for some valid comparisons of needs as that study progresses. Most of the available studies, however, focus solely on the needs of a particular group.

The issue of variations in needs according to rank, age, and length of service are addressed in a few studies, including Orthner (1980). Derr (1979) describes stages of family and career needs over the life of a Navy officer's career. Biderman (1959-1972), McNeil (1964-1967), Bellino (1969, 1970), Garber (1971), and Platte (1974), all examine the problems and needs of late career and retiring service members. Although information about the problems and needs of young enlisted families was identified in this study as a critical need, there appeared to be little discussion of this group in the existing literature.

Orthner and Brown (1978 and 1980), address the problems of single parents in the Air Force in some depth. Their data suggests that this small, but growing population have increased concerns about support systems, child care and housing, although they maintain career commitment levels equal to or higher than other groups.

The issue of family size did not appear to be examined systematically in any of the studies identified.

A few studies have been done on the stresses experienced in particular categories of jobs. An unpublished Naval Health Research Center study suggests a higher incidence of family problems for Marine Drill Instructors. Snyder (1978) and others have described stress and dysfunction among submariner's wives. Air Force studies have examined family stress for pilots in TAC and MAC groups.

The limited literature on needs of overseas families is described in the Relocation Array, Phase I, Area 1, and Phase III B, Area 1 (Section 3.3). Additional studies, such as Kimura (1957), Druss (1965), Montalvo (1968), and Nice (1980), identify particular problems and needs of foreign born wives in dealing with military life.

Rapid increases in the number of dual career military families, now estimated at 4-6% of the military force, has resulted in a few studies of

the problems and needs of this group. Studies include Williams (1978), Suter (1979) and Orthner (1979, 1980). These studies report some anxiety among dual career couples about career enhancement and the coordination of assignments, but otherwise favorable adjustments to military life.

There did not appear to be any instruments available for assessing family needs at the base level. In developing such a guide, useful references might include Benson and Van Vranken (1977), Van Vranken and Benson (1978), and Nice (1980), although these studies are basically concerned with needs and resource utilization during deployment separations.

AREA 3: STUDY FACTORS ASSOCIATED WITH SUCCESSFUL COPING AND FAMILY LIFE SATISFACTION (E.G., JOB, FAMILY, AND SERVICE CHARACTERISTICS)

Description and Comment

A large number of respondents expressed interest in studying the characteristics of families who cope successfully and are satisfied with Navy family life. Studies of this nature were viewed as being helpful primarily in enhancing understanding of how to help families to cope more effectively, but were also seen as helpful in predicting which families would adjust well to Navy life, and which would have difficulty. Predictive capability was seen as helpful to recruiting and assignment. A few participants expressed particular interest in understanding how the ability to cope varies with job characteristics and pay levels, family variables, or service supports received.

Existing Knowledge

Most of the research pertaining to successful coping has centered around the issue of coping with separation. This literature is discussed in the Deployment Array, Phase I, Area 3. In recent articles, McCubbin (1979) has addressed stress and coping phenomena at a broader theoretical level.

A few studies have attempted to isolate factors associated with family life satisfaction in the military. Some studies have suggested that job-related factors such as pay or economic security, working hours, and treatment by supervisors are significant factors. Research examining family characteristics that might correlate with family satisfaction has been sparse, and no conclusions in this area were identified. The role of children in determining satisfaction with military family life is largely unknown. At least one study suggests that the issues which are important to spouses are different than those considered most important by military members. Services which have been identified as significant determinants of military family life satisfaction include medical benefits and housing. Research references include: Gregory (1976), Woelfel and Savell (1978), Stampf (1978), Woelfel (1979), Derr (1978), Thomas and Durning (1980), Orthner (1980).

#### AREA 4: STUDY FAMILY EXPECTATIONS ABOUT NAVY LIFE

##### Description and Comment

A few participants suggested investigating the initial expectations which families have about Navy life. These respondents, primarily researchers and policy personnel, hypothesized that service members and their families may enter the Navy with unrealistically high expectations about the benefits which their families will receive. These expectations might derive from recruitment strategies and the reputation of the military for benefits. The erosion of military benefits and the changing role of families in the military were hypothesized as factors which might play a role in leading to disillusionment with the Navy and poor retention. It was also hypothesized that many families are not prepared for the rigors of deployment separation and other facets of Navy life. Survey research was proposed as a means of determining initial expectations and the degree to which those expectations are met.

##### Existing Knowledge

No studies were identified which attempted to document the expectations which families entering the Navy had about Navy life. Research by Wilcore, Thomas and Blankenship (1979), suggests however, that prior expectations about Navy life may be significant in predicting attrition, at least for Navy women. Grace, Steiner and Holoter (1976), also indicated the importance of wives' initial expectations and reported that wives were more likely to find Navy life worse than they expected than they were to find it better than they expected.

#### AREA 5: STUDY RELATIONSHIP BETWEEN FAMILY COMMITMENT AND CAREER COMMITMENT AND ITS EFFECT ON CAREER ADVANCEMENT

##### Description and Comment

A few respondents indicated an interest in this area. Family and career were seen as systems potentially competing for the time and attention of the service member. Research was suggested to determine the extent to which commitment to career reduces commitment to family, as well as to determine the circumstances under which commitment to family reduces (or enhances) commitment to career and career advancement.

##### Existing Knowledge

Although this topic has been researched in the civilian sector, e.g., Clark, Nye and Gecas (1978), there are few such studies in the military sector. Landrum (1977) and Hunter (1979), suggest potential conflicting demands in the military system. Grace, Steiner and Holoter (1976), Schafer (1978), Lund (1978), and Thomas and Durning (1980), address wives' attitudes towards husbands' career and suggest a strong influence. Derr (1979) discusses competing family and career orientations among a sample of Navy officers over 3 career stages. Orthner

(1980), however, found career commitment and family commitment to be weakly related for men and relatively independent for women. More research is needed before any conclusions can be drawn. No studies were identified which specifically linked family commitment and career advancement.

AREA 6: IDENTIFY AND DOCUMENT IMPACT OF NAVY POLICIES WHICH DIRECTLY AFFECT FAMILY PATTERNS AND RELATIONSHIPS (E.G., FINANCIAL INCENTIVES TO MARRY EARLY)

Description and Comment

Several respondents across all categories suggested the importance of reviewing a range of existing Navy policies to determine how they affect families in today's Navy. Many commented that they believed that this type of review was needed because existing policy was not always attuned to the radically changed composition of the Navy, the role of women, and economic conditions. Others suggested that some current policies had unintentional undesirable effects, such as promoting early marriages, encouraging alcohol abuse or creating inequities in benefits received. Some individuals suggested a thorough family impact analysis for all Navy policies; others suggested a much more selective review. Studies of this type were seen as needed so that improved policies could be planned and the need for them could be documented. Examples of policy areas suggested for study included:

- Housing and pay benefits offered to married individuals which may lead to early marriages or marriages of convenience.
- Policies and practices governing access to alcoholic beverages.
- Policies on women serving on ships.
- Policies (or lack thereof) on the assignment and deployment of dual career couples in the military.
- Policies (or lack thereof) on child care supports and requirements.
- Permanent Change of Status transfer policies.
- Policies and practices affecting overtime hours, inspections, training and other operations which take time away from the family for service members.
- Policies on housing availability and allowances.

Existing Knowledge

There do not appear to be any studies which have attempted to document empirically the effect of particular Navy policies on family



patterns and relationships. Numerous papers have hypothesized effects based on observation, including McCubbin, et al (1979), Hunter (1979), and Landrum (1977).

3.1.2 PHASE II: UNDERSTANDING IMPACT OF FAMILY ISSUES ON THE NAVY MISSION

AREA 1: STUDY FAMILY PERCEPTIONS OF THE NAVY AND FACTORS ASSOCIATED WITH POSITIVE PERCEPTION

Description and Comment

This topic was identified by a few participants as a barometer of the Navy's care and concern for its people. It was suggested that both attitudes toward the Navy and perceptions of the Navy's commitment to its families be measured for different types of Navy families under varying circumstances (e.g., families with older children; families overseas).

Existing Knowledge

A few studies have addressed the issue of family perceptions of the Navy (or other service branch), although most of these have not analyzed the factors associated with positive perception with much rigor. The studies have concentrated on wives rather than other family members. Generally, positive perceptions are reported for 60% or more of the wives in the samples surveyed. More ambivalency has been reported on wives perceptions of the military's concern for them as dependents. Key studies include: Muldrow (1971), Ladycom (1973), Gregory (1976), Grace Steiner, and Holoter (1976), McGrath (1977), Schaefer (1978), Wooley-Downs (1979), Orthner (1980), and the annual Air Force Quality of Life Surveys done by D.C.S./Manpower and Personnel, U.S.A.F.

AREA 2: STUDY IMPORTANCE OF FAMILY CONCERNS TO RETENTION AT VARIOUS CAREER STAGES (BY RANK AND SKILL AREA)

- A. IDENTIFY KEY FACTORS ASSOCIATED WITH ATTRITION.
- B. IDENTIFY CHARACTERISTICS OF PERSONNEL WHO LEAVE FOR FAMILY REASONS.
- C. IDENTIFY COSTS ASSOCIATED WITH REPLACEMENT OF PERSONNEL.

Description and Comment

Virtually all participants identified this topic as a research priority. Several individuals at the policy and operations level believed that there was a clear need to establish a link to justify continued efforts by the Navy in the families area. Others at the policy, operations, and particularly practitioner level were personally willing to accept family programming as a priority without rigorous documentation of its role in retention, but believed that hard data was needed to persuade colleagues or superiors who were more skeptical. Researchers, in particular saw a need to establish the correlation between family

factors and retention. Most participants agreed that existing knowledge in this field should be synthesized and widely disseminated throughout the chain of command.

Respondents stressed the need to identify how attrition and retention decisions varied for different types of families and service members. It was generally believed that the factors affecting retention might be very different for particular groups, for example: officers vs enlisted, first-termers vs second-termers vs mid-career, families with no children or young children vs families with older children, career vs non-career spouses, single parents, etc.

Participants also described some of the family issues or concerns which should be investigated in attempting to determine which family concerns primarily affect the decision to remain in the Navy. A significant number further suggested that the inter-relationship between family concerns and job and pay related concerns be investigated. Some of the specific factors suggested for inclusion in the analysis included:

- pay level.
- perception of benefits.
- service members' job satisfaction.
- degree of family separation.
- command leadership styles and morale.
- housing costs and availability.
- career commitment of spouse.
- perception of impact on children.
- role of the spouse in decision-making.
- perceptions of relocation prospects.

A related issue raised by several participants was the need to determine the characteristics of those personnel who do leave the Navy for family-related reasons. Questions posed included:

- To what extent do these personnel fall into job skill areas which are critical to Navy manpower needs?
- What is the length of service of these personnel?
- To what extent are these individuals high performers, or low performers who present multiple problems to the Navy?

- To what extent do these individuals have family problems which are independent of Navy life?
- What are the costs associated with retaining these individuals?
- What are the costs associated with replacing these individuals?

Most of the issues raised under this research area are appropriately addressed through survey research. Several participants commented, however, that for future research on retention to have Navy impact, it should:

- focus on both service members and wives.
- emphasize actual behavioral measures rather than indirect attitudinal measures.
- involve actual interventions and evaluation if possible.

#### Existing Knowledge

While there is not abundant literature relating family factors to retention and attrition, there is a significantly greater body of knowledge than was assumed by most of the project participants interviewed. Most of the studies available suffer from a variety of methodological limitations, including: small, often non-representative or narrowly defined samples; inadequate statistical controls, inadequate prediction models, poorly specified independent variables, and over-reliance on attitudinal rather than behavioral measures of retention or career decisions. Nonetheless, taken as a whole, the research at least strongly suggests that family factors play a significant role in influencing career intentions and decisions. Some of the more rigorous studies have found that family-related factors ranked very high in importance as correlates with retention, producing correlation coefficients comparable to such variables as pay, job satisfaction and treatment by supervisors.

The research provides less guidance however, on the specific factors of concern to families (or specific components of family support) which lead to improved retention. Some of the studies used only a single independent variable based on spouse support. A critical analysis and synthesis of findings from these studies is needed to generate possible causal models which explain how family factors may influence retention and attrition for different groups of individuals (e.g., first term, second term, midcareer; officer vs enlisted).

Literature on the relationship between retention and family concerns about separation and relocation is discussed separately under each of those arrays (Section 3.2.2 and 3.3.2). Housing and health care concerns have also been suggested by some studies to be related to retention.

Significant studies on this topic include: Malone (1967), Belt and Parrott (1972), Stoloff, et al (1972), Lockman, et al (1972), Systems Development Corp. (1972), Bennet (1974), Grace, et. al (1976), McGrath (1977), Ladycom Survey (1977), Schaeffer (1978), Lund (1978), Woelfel and Savell (1978), Stampf (1978), Trejo (1978), Hoiberg (1979), Derr (1979), Parker (1979), Air Force Pilot Reenlistment Study (1979), Air Force Q.O.L Surveys (1976-1980), Thomas and Durning (1980), and Orthner (1980).

No research was identified which analyzed the distinguishing characteristics of personnel who are likely to leave the Navy for family-related reasons, although a few of the studies cited above provide some insights in their presentation or discussion of data. Costs of replacing personnel who leave the Navy are not addressed in any of the above studies; but it appears that the information necessary to estimate dollar costs (in terms of recruiting and training new personnel) for various job categories can be obtained from other sources within the Navy.

#### AREA 3: IDENTIFY COSTS ASSOCIATED WITH DEPENDENTS AND FAMILY CARE

##### Description and Comment

A few participants (researchers and operations personnel) suggested that there is a need to examine the costs to the Navy of maintaining service members with families in the Navy. It was suggested that additional costs involved include various dependent allowances (e.g., housing, moving) use of benefits (e.g., hospitalization) and use of other resources (e.g., supervisory time). Participants indicated that information on these costs would allow a more accurate cost/benefit analysis of the trade-offs involved in recruiting or retaining married, as opposed to single, individuals or certain families with high service needs, at least for certain categories of Navy jobs.

##### Existing Knowledge

No studies were identified which provide a model for estimating the financial burden incurred by the Navy in supporting dependents and meeting needs of service members with families.

#### AREA 4: STUDY RELATIONSHIP BETWEEN FAMILY FACTORS AND PERFORMANCE

- A. DEVELOP MEASURES OF PERFORMANCE (E.G., PROMOTIONS/DEMOTIONS, UNAUTHORIZED ABSENCES, HEALTH COSTS, ETC.).
- B. IDENTIFY COSTS ASSOCIATED WITH PERFORMANCE FACTORS.
- C. IDENTIFY FAMILY FACTORS WHICH AFFECT PERFORMANCE.

##### Description and Comment

Most respondents indicated that they believed that the Navy needed more information about how various family-related factors may affect performance of Navy personnel; although most believed that Navy personnel

generally do not see as direct and important a link between family issues and performance as they did between family performance and retention. Interviewees generally were unaware of any data or studies documenting family impacts on performance, but a wide range of effects was hypothesized, from on-the-job productivity to early returns from overseas assignments to disciplinary actions to increased sick time and hospitalizations for both service members and their dependents. It was generally believed that hard data relating family factors to performance and associated dollar costs to the Navy would be persuasive to decision-makers if it could be obtained. Most respondents viewed performance impacts as difficult to measure.

#### Existing Knowledge

There appears to be much less research addressing the relationship of family factors to performance than to retention. While much of the literature discussed under Phase I of all three arrays documents family stresses which result from military life, the studies generally do not examine how those stresses affect the performance of personnel.

There is a fairly extensive civilian literature which examines the relationship between family support/family stress and physical and mental health. This literature, reviewed by Nice (1979), tends to support the conclusion that family supports or stresses directly affect performance-related variables which would be of concern to the Navy, e.g., sick time, hospitalization, medical treatment costs, and emotional health (and therefore presumably productivity). Other recent civilian research, such as Marks (1978) and Fortner (1979), examine ways in which families affect work interruptions, productivity, and job stress.

Within the military sector, a few studies have suggested that family problems affect career motivation, and AWOL and desertion rates. See Ryan and Bevelacqua (1974); Hartnagel (1974), Bell and Houston (1976). Recent studies on women in the Navy at NHRC and NPRDC address hospitalization, pregnancy, and time devoted to dependent care.

#### AREA 5: STUDY RELATIONSHIP OF FAMILY FACTORS TO RECRUITMENT

- A. DETERMINE HOW FAMILY CONCERNS AND EXPECTATIONS AFFECT ENLISTMENT DECISIONS.
- B. IDENTIFY PRE-ENLISTMENT FAMILY VARIABLES PREDICTIVE OF POOR ADAPTATION.

#### Description and Comment

Although most study participants expressed some interest in studying the relationship of family factors to Navy recruitment, this area did not receive the same level of priority as retention or performance. Recruitment of individuals with families was viewed both positively and negatively by different respondents. Several participants suggested studying how family factors affect the decision to enlist, including:

- The extent to which the desire to provide well for one's family is a significant factor in enlistment decisions.
- How the Navy's image as a caretaking organization affects enlistment decisions.
- The role of parents, wives, fiancées and girlfriends in the enlistment decision.

It was also suggested that the expectations of Navy family life held by recruits and their spouses be studied to determine if recruitment pitches build false expectations. Studies in the above areas were seen as critical to the design of successful strategies to recruit more married or soon-to-be married personnel to meet Navy needs. One approach suggested to studying these issues was to draw samples from recruiter contact lists of those who enlisted and those who did not and analyze the demographic and attitudinal differences between the two groups with regard to family concerns.

A few respondents, particularly operations personnel, expressed concern that the Navy may be inappropriately recruiting families, especially young enlisted families who are not able to cope with the rigors and expenses of Navy life. These participants suggested studies which would identify characteristics of families who are likely to leave the Navy or have great difficulty coping with Navy life.

#### Existing Knowledge

Very little appears to have been written on how family concerns enter into decisions to enter the Navy. Most studies of enlistment behavior have not included this aspect. Grace, et. al., (1976), reported that reenlistment advertising had little effect on wives. One study in progress by Col. Phillips at the University of Maryland seeks to identify how the attitudes of significant others affect young people enlisting in the Army.

#### 3.1.3 PHASE III A: DEVELOPING POLICIES AND PROCEDURES SUPPORTIVE OF FAMILIES

AREA 1: IDENTIFY RANGE OF FAMILY-RELATED POLICY CHANGES WHICH WOULD BE MOST INSTRUMENTAL IN IMPROVING RETENTION FOR DIFFERENT POPULATION SUB-GROUPS, DEFINED BY CAREER STAGE, SKILL AREA, AND FAMILY STATUS

#### Description and Comment

This topic as well as Area 1 in Phase III B, is a natural extension of the research concepts discussed in Phase II, Area 2, concerning the relationship of family factors to retention. Several participants

indicated that there was a need to identify specific interventions, either policy changes or support services, which would encourage different categories of personnel to remain in the Navy. It was further suggested that research should focus on designing interventions which would meet the needs of subgroups which the Navy is particularly anxious to retain (e.g., second termers in critical skill areas).

Research in this area is clearly dependent upon adequate knowledge about the true relationship between family needs and retention, for specific types of families. Some researchers and practitioners interviewed indicated that it would be very difficult at present to design interventions to help families with any real confidence that particular interventions would actually affect retention for those families.

#### Existing Knowledge

Some of the literature cited in Phase II, Area 2, suggests areas of family concern such as family separations, housing, relocation, and working hours where new or revised policies might have an impact on retention. Much more detailed research would be necessary however to determine the likely effects of policy shifts in any of these areas on retention rates.

#### AREA 2: IDENTIFY PRACTICES AND PROCEDURES OF COMMANDING OFFICERS IN HANDLING FAMILY CONCERNS WHICH ARE ASSOCIATED WITH HIGH MORALE, RETENTION, AND PERFORMANCE

#### Description and Comment

Several operations and policy personnel, as well as others, expressed the opinion that commanding officers, aboard ships especially, play a key role in influencing morale, performance, and retention, by their manner of handling their personnel and the families of their personnel. It was suggested by several interviewees that the practices and procedures used by commanding officers in handling family concerns be studied, so that promising practices could be identified, documented, and where appropriate publicized or made mandatory. One study design which was proposed as a means of documenting practices associated with high retention rates, was to draw a sample of ships with high retention rates and a sample with low rates and analyze the differences in how various family issues are handled (e.g., pre-deployment briefings, ship-to-shore communications, use of emergency leave).

#### Existing Knowledge

No studies of this type were identified. Some of the literature reviewed in this document does suggest however, the importance of attitudes of commanding officers and supervisors in influencing morale, retention and performance. Dingle Associates (1980) describe existing family practices recommended by people in the field as promising.

AREA 3: STUDY PRACTICES AND ATTITUDES OF SUPERVISORS IN HANDLING FAMILY CONCERNS AND ASSESS IMPACTS ON STRESS AND PERFORMANCE.

Description and Comment

Although mentioned less frequently than Area 2, a few participants suggested looking at practices and attitudes of supervisors in a fashion similar to commanding officers, above.

Existing Knowledge

Existing Knowledge is described in Phase III A, Area 2 above.

AREA 4: INVESTIGATE AND DEVELOP APPROACHES TO BUILDING COMMITMENT TO NAVY MISSION AMONG SPOUSES.

Description and Comment

A significant number of participants indicated interest in studying approaches to building family commitment to the Navy mission. This interest was expressed especially by practitioners and family constituent group representatives, but was also mentioned by some policy personnel and researchers. Concern focused on more open and regular communication with spouses and increased roles for them in participating in Navy activities (e.g., reenlistment interviews, deployment briefings). New initiatives of this nature were viewed as contributing toward a better appreciation for the rationale behind Navy decisions and lifestyles, an increased sense of importance and belonging, and therefore greater support for making the Navy a career. Information from Phase II, Area 1 (factors associated with positive perception of the Navy) was seen as potentially helpful in designing successful approaches.

Existing Knowledge

While several researchers comment on the importance of building spouse commitment to the Navy mission as a means of reducing stress and improving morale and retention, no models for developing strategies and programs were identified.

AREA 5: INVESTIGATE AND DEVELOP RECRUITING TECHNIQUES WHICH FOCUS ON FAMILY CONCERNS.

Description and Comment

A few respondents, primarily researchers, suggested developing recruiting strategies which are specifically aimed at spouses and/or fiancées. Several other respondents across a number of categories suggested that strategies or policies should be developed which present a realistic picture of Navy family life and its stresses and which discourage enlistment of those who may have the greatest difficulty adapting.



Existing Knowledge

No research in this area was identified.

3.1.4 PHASE III B: DEVELOPING FAMILY SUPPORT SERVICES

AREA 1: IDENTIFY THOSE SERVICES WHICH NAVY PERSONNEL BELIEVE ARE MOST CRITICAL TO RETENTION FOR POPULATION SUB-GROUPS DEFINED BY CAREER STAGE, SKILL TYPE, AND FAMILY STATUS

Description and Comment

Description and Comments are covered in Phase III A, Area 1.

Existing Knowledge

Although some of the literature cited in Phase II, Area 2, provides insights into areas of family concern where new or improved services might affect retention, much more detailed research is needed to determine how the provision of any particular service might affect retention or attrition for population subgroups within the Navy.

AREA 2: ASSESS THE POTENTIAL AVAILABILITY OF SERVICES TO NAVY FAMILIES

- A. CONDUCT NAVY-WIDE STUDY OF TYPES OF SERVICES POTENTIALLY AVAILABLE AS COMPARED TO SERVICES UTILIZED.
- B. IDENTIFY RANGE OF GOVERNMENT AND PRIVATE FUNDING STREAMS WHICH COULD BE TAPPED.
- C. DEVELOP RESOURCE ASSESSMENT GUIDE FOR USE AT BASE LEVEL.

Description and Comment

A large number of participants saw a need for more information about the range of services potentially available to Navy families. This interest emanated from a general concern that the Navy take advantage of all possible Navy, Navy-related, and civilian resources available. In most cases, interest was simply in assuring that Family Service Centers, as they are established, are fully informed about the full range of resources which they could make available to families. Service availability overseas was noted as a particularly crucial area for investigation. Specific interest was frequently voiced in researching Federal, state, and private funding streams which Navy family programs could tap to pay for needed services. Federal officials interviewed often pointed out that programs which they funded (e.g., child abuse demonstration projects and Resource Centers, teenage pregnancy programs, family mediation demonstration programs) could be utilized by military families and that military agencies could cooperate with civilian agencies in receiving awards of funds.

A few participants further suggested a need to develop an assessment tool which agencies on Naval bases could use to assess the resources which are available in their geographic area.

#### Existing Knowledge

A few recent studies have addressed the issue of availability of services. The Navy Family Program Office has recently completed a command-by-command inventory of family service resources. The naval base in San Diego has compiled a comprehensive listing of services available in that area. Also the Family Service Center Manual describes potential service resources.

Less has been done, however, on the utilization of available services. A few studies have examined use of services by wives during deployment separations. (See Deployment Array, Phase I, Area 3) Grace, Steiner and Holter (1976), address wives' attitudes toward certain Navy services. McGrath (1977), reports on the rates of participation in 12 services among a limited sample of Navy wives. Van Vranken and Benson (1978), found a general lack of awareness of formal military and civilian resources. Orthner and Bowen (1980), collected data on attitudes toward and participation in a wide range of family support services for a statistical sample of Air Force families, both overseas and in the United States. Several studies, such as Spellman (1965), and Bevilacqua (1967), Van Vranken and Benson (1978), found that service utilization is viewed more positively as rank and length of service increase.

No resources were identified which analyzed the range of government and private funding streams which could be tapped to support Navy family services. Also, there did not appear to be any instruments developed for assessing family service resources at the base level. Instruments of this type could be adapted, however, from models in use in the civilian sector.

#### AREA 3: ANALYZE OPTIONS FOR NAVY UTILIZATION OF CIVILIAN RESOURCES

- A. ANALYZE FACTORS AFFECTING USAGE OF CIVILIAN SERVICES BY NAVY PERSONNEL.
- B. ANALYZE COSTS AND BENEFITS ASSOCIATED WITH USE OF CIVILIAN RESOURCES AS COMPARED TO DIRECT PROVISION BY THE NAVY (BY SERVICE TYPE).
- C. DEVELOP COST-EFFECTIVE MODELS FOR CIVILIAN RESOURCE UTILIZATION BY THE NAVY.

#### Description and Comment

Most participants expressed a need for the Navy to analyze its options for effective utilization of civilian resources. Several factors were mentioned by various respondents as important considerations to be

weighed in developing Navy policies or recommended practices for the utilization of civilian services as part of the Navy family program:

- Willingness of Navy personnel to seek out non-military services.
- Stigma attached to the use of military services.
- Confidentiality in the military vs civilian sector.
- Sensitivity of civilian agencies to military needs.
- Quality of service in the civilian vs military sector.
- Cost/savings of using existing civilian resources, both governmental and private.
- Cost/effectiveness of purchasing services from the civilian sector
- Differences in military vs civilian law.

It was suggested that these issues be assessed for the different types of service provided in order to determine the most appropriate position for the Navy to take on the provision of services to its families. Models for cooperative arrangements with civilian agencies were also seen as needed.

#### Existing Knowledge

A few studies have assessed factors affecting usage of civilian services by Navy personnel. Hunter and Plag (1973) found that wives of POW/MIA's preferred to use civilian health care services because of superior psychiatric care and confidentiality, despite their feeling that civilian practitioners were less sensitive to military values and problems. Spellman (1965), Montalvo (1968), Decker (1977), and Van Vranken and Benson (1978) have suggested that military families were most likely to be aware of and to utilize services within the military subculture and may need a military intermediary before they would turn to civilian resources. Research on housing preferences has shown mixed results about attitudes toward civilian vs military housing. Orthner and Bowen (1980) compare attitudes toward military and civilian services for a representative Air Force sample. Considerably more research would be needed to assess the optimum mix of military and civilian services to best meet family needs.

No studies were identified which examined the relative costs and benefits associated with the use of civilian resources. Effective models

for civilian resource utilization are touched on only briefly in Hunter and Plag (1973), Decker (1977), Grace, et al (1976), and the Navy Family Services Center Manual (1980).

AREA 4: IDENTIFY EFFECTIVE STRATEGIES FOR COMMUNICATING WITH NAVY FAMILIES IN DIFFERENT POPULATION SUB-GROUPS DEFINED BY RANK, AGE, LENGTH OF SERVICE, AND PLACE OF ASSIGNMENT

- A. ANALYZE COMMUNICATION AND SUPPORT NETWORKS UTILIZED BY FAMILIES.
- B. IDENTIFY EFFECTIVE COMMUNICATION TECHNIQUES FOR REACHING EACH SUB-GROUP.
- C. IDENTIFY WAYS TO MOTIVATE FAMILIES TO UTILIZE SUPPORT SERVICES.

Description and Comment

This topic was seen as a critical need by a large number of participants, particularly practitioners, family constituent groups and operations personnel. The inability to communicate effectively with Navy families was viewed by many people in the field as a major obstacle to the provision of support services to families. Numerous examples were cited of instances where carefully prepared courses or support services were simply not attended or utilized by most families, especially those families seen as most in need. Frustration often centered on the families of young enlisted men and on racial and ethnic groups where culture and language further complicated communications issues. Exploration of alternatives to traditional Navy communication channels were seen as needed. Privacy and confidentiality regulations, protective attitudes of service members, limited Navy social organization structures for enlisted personnel, and limited official and unofficial communication vehicles were all cited as obstacles to be overcome in designing new strategies.

Existing Knowledge

Although there are studies which suggest that information about Navy activities, and available services are considered important by military spouses, there are only a few studies which are helpful in identifying effective strategies for communicating with families. Studies which examine communication with families during deployment are reviewed in the Deployment Array, Phase III B, Area 1. Additionally, Spellman (1965) provides insight into the underlying attitudes of service members and spouses which inhibit use of support services among a probability sample of enlisted men and officers in the Army. Only two studies deal with generic communication strategies. Grace et. al (1976) identified sources of information utilized by Navy wives and propose a contact model for communicating with Navy spouses. McGrath (1977), utilizing a limited sample of Navy wives, identified the most frequently cited sources of news and information and obtained somewhat different responses than Grace, et al. Much more research is needed to understand the communication and support networks of different family subgroups and to devise effective communication and motivation strategies.

AREA 5: ANALYZE EFFECTIVE I & R AND SERVICE DELIVERY MODELS, AS WELL AS NAVY REQUIREMENTS, AND DEVELOP MODELS FOR I & R SYSTEM COMPONENTS, INCLUDING THE FOLLOWING KEY CONSIDERATIONS:

- outreach
- intake
- referral
- direct service delivery
- prevention
- followup & monitoring
- range of services
- coordination of services
- staffing & training
- degree of standardization for Family Service Centers

Description and Comment

Coordination of services was seen as major problem by many participants, particularly those associated with or responsible for the provision of services to families. A large number of questions were raised which related to the issue of how to establish an Information and Referral (I & R) network which is as effective as possible in ensuring the delivery of quality services to those in need in a coordinated and efficient manner. Examples of research questions posed which relate to the I & R components listed above included:

- What form should the first contact take (e.g., walk-in, telephone, written referral, personal outreach) in order to produce the best service outcome.
- During what hours are service needs greatest?
- Would families respond better to civilian or military staff?
- Where should intake centers be located to promote maximum utilization?
- What types of referral agreements and followup procedures produce the best results for clients?
- What models exist for matching client needs with services and for tracking outcomes?

Several participants also suggested that research should be conducted to determine how knowledge gained from civilian sector studies about I & R systems could be transferred or adopted to meet Navy needs. It was suggested that a manual describing key principles and factors to consider in constructing and operating a Navy family I & R system would be useful to personnel responsible for family service programs.

### Existing Knowledge

Although a large body of research on I & R systems exists in the civilian sector, very little research has been conducted to developing effective models for use in the military system. References which contain recommendations for I & R Systems in the military include: Hunter and Plag (1973), Van Vranken and Hunter (1976), the Army Community Service Program regulations (1978), the Final Report of the Navy Family Awareness Conference (1978) and the Navy Family Service Center Manual (1980).

### AREA 6: STUDY THE EFFECTIVENESS OF THE OMBUDSMAN PROGRAM AND DESIGN IMPROVEMENTS OR ALTERNATIVE ADVOCACY MECHANISMS

#### Description and Comment

Several respondents discussed the Ombudsman Program. The quality and effectiveness of the program was assumed to vary widely from base to base and especially overseas. It was suggested that differences in training, roles, and strategies of ombudsmen be examined, as well as the level of program utilization and effectiveness in order to identify changes which might strengthen the program or lead to the creation of alternative strategies to provide advocacy for families.

### Existing Knowledge

No formal studies of the Ombudsman Program were found, although several reports contain recommendations for strengthening the Ombudsman Program and increasing advocacy activities. Some of the studies cited in Area 2 on participation in services indicate relatively low percentages of spouses utilizing the Ombudsman program. Other resources identified include a variety of program manuals and guides, such as Howe (1979), CINCATLANTFLT Family Ombudsman Coordinators Seminar materials, and the Tidewater Area Ombudsman Handbook.

### 3.1.5 PHASE IV A: PILOT TEST/EVALUATION OF INTERVENTIONS (SERVICE & POLICY)

### AREA 1: FIELD TEST INTENSIVE PACKAGES OF SERVICES AND POLICY CHANGES SPECIFICALLY DESIGNED TO MEET REENLISTMENT REQUIREMENTS (ESPECIALLY FOR CRITICAL PERSONNEL CATEGORIES) AND EVALUATE IMPACT AND COST/BENEFIT

#### Description and Comment

Many of the participants expressed a preference for action research which would test the actual effect on retention of pro-family policies and services. This approach was often favored over survey or attitudinal research for two reasons. Some individuals believed that there was already sufficient evidence of need to justify the development of specific supportive policies and services on a pilot basis and that the

provision of services would probably at least be beneficial to families. Others believed that demonstrations, with accompanying evaluation studies would provide the most salient evidence that family issues are important to retention (and maybe the only evidence that would be universally accepted.) The ratio of cost to benefit in these experiments was seen as critical to many policy personnel. A few researchers cautioned, however, not only that controlled experiments would be difficult to establish, but also that other factors not related to the intervention such as supervisory practices or pay changes might easily obscure the true effect of a set of family-related interventions on retention. Others pointed out that our knowledge of how to help families may not be well enough developed yet to make a successful experiment likely. Additional knowledge development appears prudent prior to experimental pilot testing.

Several individuals also suggested that studies utilizing actual enlistment behavior would be more credible than evaluations based on reenlistment intentions or attitudes (utilized in some previous studies).

Numerous individuals suggested conducting pilot tests of either policies or services and evaluating the impact on families and retention. In some cases, it was especially suggested that intensive packages of both services and policy changes be implemented on a selective basis in a deliberate attempt to see if retention could be affected. Particular research suggestions included:

- introducing benefits to service members who are approaching a reenlistment decision within a year so that impact could be determined relatively quickly.
- Selecting a target group, which the Navy is particularly anxious to retain.
- Offering special benefits as a condition of reenlistment.
- Introducing planned variations in services and policy changes offered and evaluating variations in impact on retention.

#### Existing Knowledge

No studies of this type were identified.

#### AREA 2: FIELD TEST AND EVALUATE PLANNED VARIATIONS OF POLICY CHANGES AND SERVICES PRESUMED RELATED TO IMPROVED PERFORMANCE

##### Description and Comment

Just as with retention, many respondents expressed a preference for action research, rather than survey research, in studying the relationship between family issues and job performance. Even greater skepticism

was expressed however, about the prospects for conducting successful experiments of this type without greater knowledge about how family issues actually affect different performance measures. Several participants suggested that if sufficient information to design an experiment could be obtained, it would be productive to experiment with different family support interventions and evaluate their impact on various measures of personnel performance as well as health costs to the Navy. Research results from Phase II, Area 4, would clearly be instrumental in facilitating the design of appropriate experiments.

Existing Knowledge

No studies of this type were identified.

3.1.6 PHASE IV B: PILOT TEST/EVALUATION OF FAMILY RELATED POLICIES & PROCEDURES

AREA 1: FIELD TEST AND EVALUATE APPROACHES TO BUILDING SPOUSE COMMITMENT TO THE NAVY MISSION AND NAVY LIFE

Description and Comment

This area is a natural extension of Area 4, Phase III A, calling for field testing and evaluating approaches to building spouse commitment. Evaluation measures would cover family satisfaction, perceptions of and support for the Navy, morale, retention, and performance factors.

Existing Knowledge

No studies of this nature were identified.

AREA 2: FIELD TEST AND EVALUATE RECRUITMENT CAMPAIGN (ADVERTISING AND COUNSELING) AIMED AT AND INVOLVING SPOUSES

Description and Comment

Individuals who identified a need for research to develop recruitment strategies of this type (see Phase III A, Area 5) also suggested field tests and evaluation of recruitment campaigns directed at spouse and family concerns. An additional suggestion was that these campaigns include sessions where recruiters work with the entire family to explore the pros and cons of military life

Existing Knowledge

No studies of this nature were identified.

3.1.7 PHASE IV C: PILOT TEST/EVALUATION OF FAMILY SERVICES

AREA 1: EVALUATE IMPACT OF FAMILY SERVICE CENTERS ON FAMILIES SERVED, MORALE, PERFORMANCE AND RETENTION, AND ASSESS COST/BENEFITS



### Description and Comment

A large number of participants, representing diverse participant categories, suggested evaluation of the Navy's Family Service Centers as a future research need. Although specific approaches to evaluation were not discussed, participants indicated two reasons for the need for this type of research:

- To determine what types of approaches or models utilized by differing Family Service Centers prove to be most effective, so that new centers and new center directors could learn from the experiences of others.
- To determine and document the impact of the centers on families and the Navy mission, so that their value to the Navy could be established.

### Existing Knowledge

No evaluations of Family Service Centers have been conducted.

### AREA 2: FIELD TEST AND EVALUATE COST EFFECTIVENESS OF VARIOUS MODEL COMPONENTS OF AN I & R SYSTEM, ESPECIALLY:

- A. AN AGGRESSIVE OUTREACH COMPONENT.
- B. A COMPUTERIZED MATCHING AND TRACKING SYSTEM FOR CLIENTS AND SERVICES.

### Description and Comment

A small number of respondents expressed particular interest in developing and testing individual components of the Family Service Center I & R system which they viewed as particularly important. Two components which were specifically mentioned were:

- Outreach models where FSC staff play a proactive role in alerting target groups to the availability and accessibility of services which are important to them.
- Computerized systems for matching client needs with available service providers and monitoring outcomes to insure that clients needs are addressed.

These components would be based on research analyzing effective I & R component models in the civilian sector to develop prototypes suitable for Navy use (see Phase III B, Area 5).

### Existing Knowledge

No studies of this nature could be identified.

### AREA 3: EVALUATE IMPACT OF OMBUDSMAN PROGRAM

#### Description and Comment

Among those respondents identifying a need to examine the Ombudsman and other advocacy programs (Phase III B, Area 6), a few specifically suggested conducting a formal evaluation of the Ombudsman Program to determine its impact on Navy families (broken down by rank and location) and on morale and retention.

#### Existing Knowledge

No evaluations of this program were identified.

### 3.1.8 PHASE V: INSTITUTIONALIZING FAMILY POLICIES AND SERVICES

#### AREA 1: ANALYZE THE LEVEL AND TYPE OF RESPONSIBILITY FOR HANDLING FAMILY PROBLEMS AT EACH POINT IN THE CHAIN OF COMMAND AND ASSESS THE LEVEL OF CAPABILITY AT THE MOST CRITICAL POINTS

#### Description and Comment

Interview questions concerning who needs research information and how services and policies can be strengthened produced a diverse array of responses from participants that was not predictable based on participant category. Individuals made significantly different judgements about the level within the chain of command which could most appropriately and effectively utilize information and bring about change. Many respondents focused on CNO and the fleet and type commanders. Others included Admirals in particular positions within OPNAV and NMPC. Some respondents focused on more intermediate levels of commanding officers; while others suggested that it might be junior officers and senior enlisted men who have the greatest contact with service members about family issues and therefore the greatest impact. Sometimes chaplains, housing officers, and other specific job classifications were described as central; and often respondents simply indicated that more information and greater sensitivity to family concerns was needed at every level in the chain of command.

In analyzing this situation, a few respondents noted that formal recognition of family concerns was relatively new as a Navywide phenomenon and that appropriate organizational responsibilities and accountability for handling family-issues was not yet clear. It was recommended then, that a potential research effort might be an organizational needs analysis for the Navy with respect to the handling of family concerns. The analysis would assess current responsibilities at each point in the chain of command, identify critical points, assess the capacity at each point to respond, and analyze alternative strategies to enable the Navy organization to respond more effectively to family needs.

### Existing Knowledge

No studies in this area were identified.

#### AREA 2: STUDY HOW GOOD FAMILY PRACTICES CAN BE INSTITUTIONALIZED WITHIN THE NAVY AT ALL LEVELS IN THE CHAIN OF COMMAND

- A. ANALYZE EFFECTIVE TRAINING MODELS AND NAVY REQUIREMENTS AND DEVELOP TRAINING PROGRAMS TO BUILD SENSITIVITY AND COMPETENCE IN HANDLING FAMILY ISSUES.
- B. ANALYZE FEASIBLE OPTIONS FOR BUILDING CAREER INCENTIVES AND ACCOUNTABILITY MECHANISMS FOR SOUND FAMILY PRACTICES.

### Description and Comments

Many respondents, especially family constituents, practitioners, researchers and some policy personnel, expressed concern that knowledge gained about sound family practices should not be confined to cumbersome reports, memoranda, or individual recollections. Interviewees suggested that research be conducted to identify strategies for the dissemination of knowledge and the support of policy so that effective practices which are identified become part of routine Navy operations.

A significant number of respondents specifically suggested studies aimed at the training of Navy personnel on family matters. It was suggested that a study:

- Identify the most appropriate and feasible opportunities to introduce information to key target groups (e.g., during basic training, leadership education and management training, prospective commanding officers training).
- Identify the most effective training techniques to educate Navy service members and leaders on family needs and policies and to build skills in handling family issues and programs.
- Develop appropriate training packages.

Another area of concern raised by many participants, especially practitioners, operations, and policy personnel, was the need to provide incentives for Navy officers especially, to take responsibility for implementing family programs and policies. It was suggested that research be undertaken to identify feasible options to create incentives and accountability for implementing sound family practices and addressing family needs. Suggested areas of investigation included:

- Fitness reports.
- Base inspections.
- Promotion criteria.

Existing Knowledge

No studies in this area were identified.

AREA 3: ANALYZE OPTIONS FOR CAREER PATTERNS WITHIN THE NAVY TO MEET THE NEED FOR COMPETENT FAMILY SERVICE ADMINISTRATORS AND SERVICE PROVIDERS

Description and Comments

Several interviewees pointed out that there are no career slots in the Navy for social service providers or administrators, nor does the Navy train uniformed personnel in social service skills. These respondents suggested that integrating social service jobs into the Navy work force presented an important challenge, and that a manpower study should be conducted to analyze social service manpower requirements and appropriate options to meet the Navy's need for trained personnel to administer and operate Navy family service programs.

Existing Knowledge

No studies in this area were identified.

AREA 4: STUDY IMPLICATIONS OF SPLIT LINES OF GEOGRAPHIC RESPONSIBILITY IN THE NAVY FOR THE ADMINISTRATION OF FAMILY SERVICES AND PROCEDURES

Description and Comments

A small number of practitioners and operations personnel described problems in the administration of family services which are due to the geographic co-location of several separate commands. It was suggested that a study be conducted to assess the best administrative options for meeting the needs of all families within a geographic area.

Existing Knowledge

No studies in this area were identified.

DEPLOYMENT ARRAY

CONVERGENCE CHART

Figure 3-4. Deployment Array

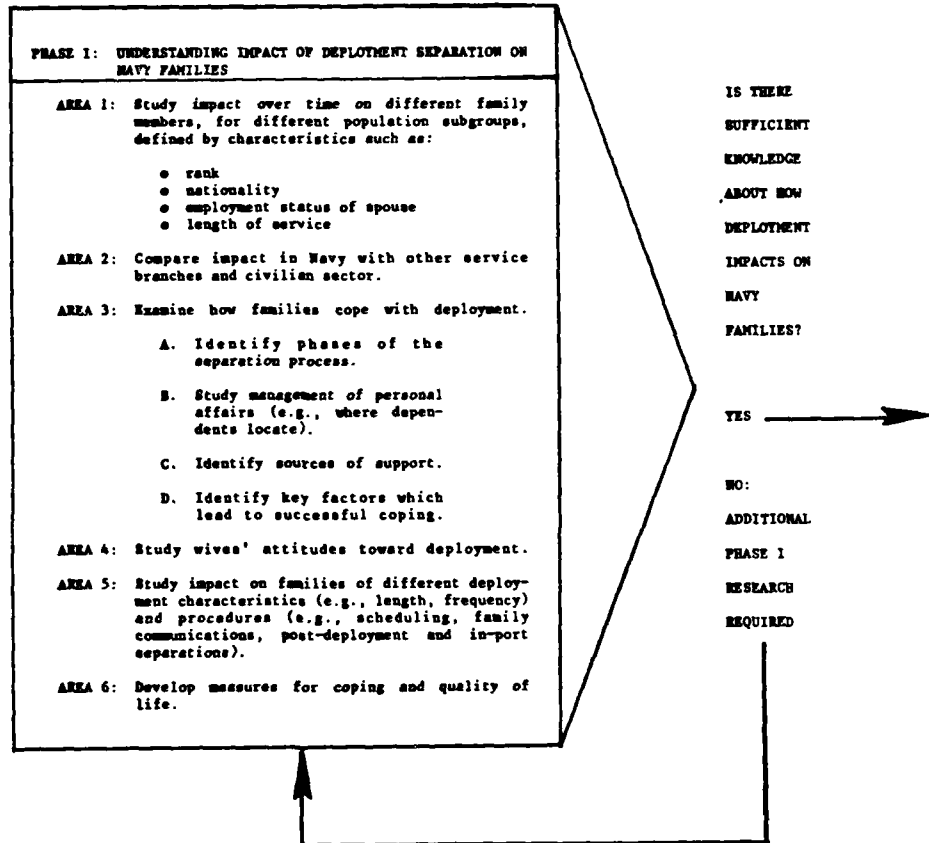


Figure 3-4.a

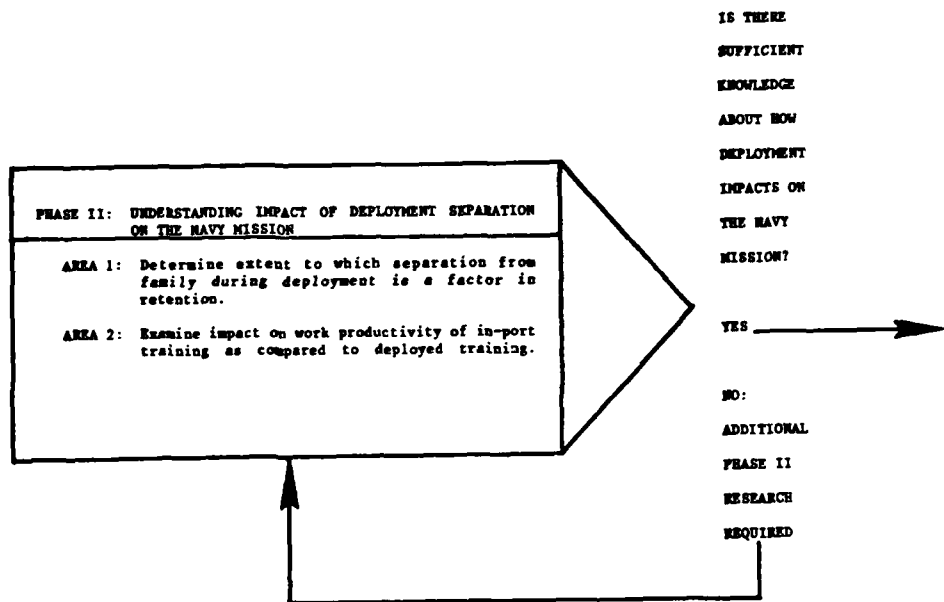


Figure 3-4.b

# DEPLOYMENT ARRAY

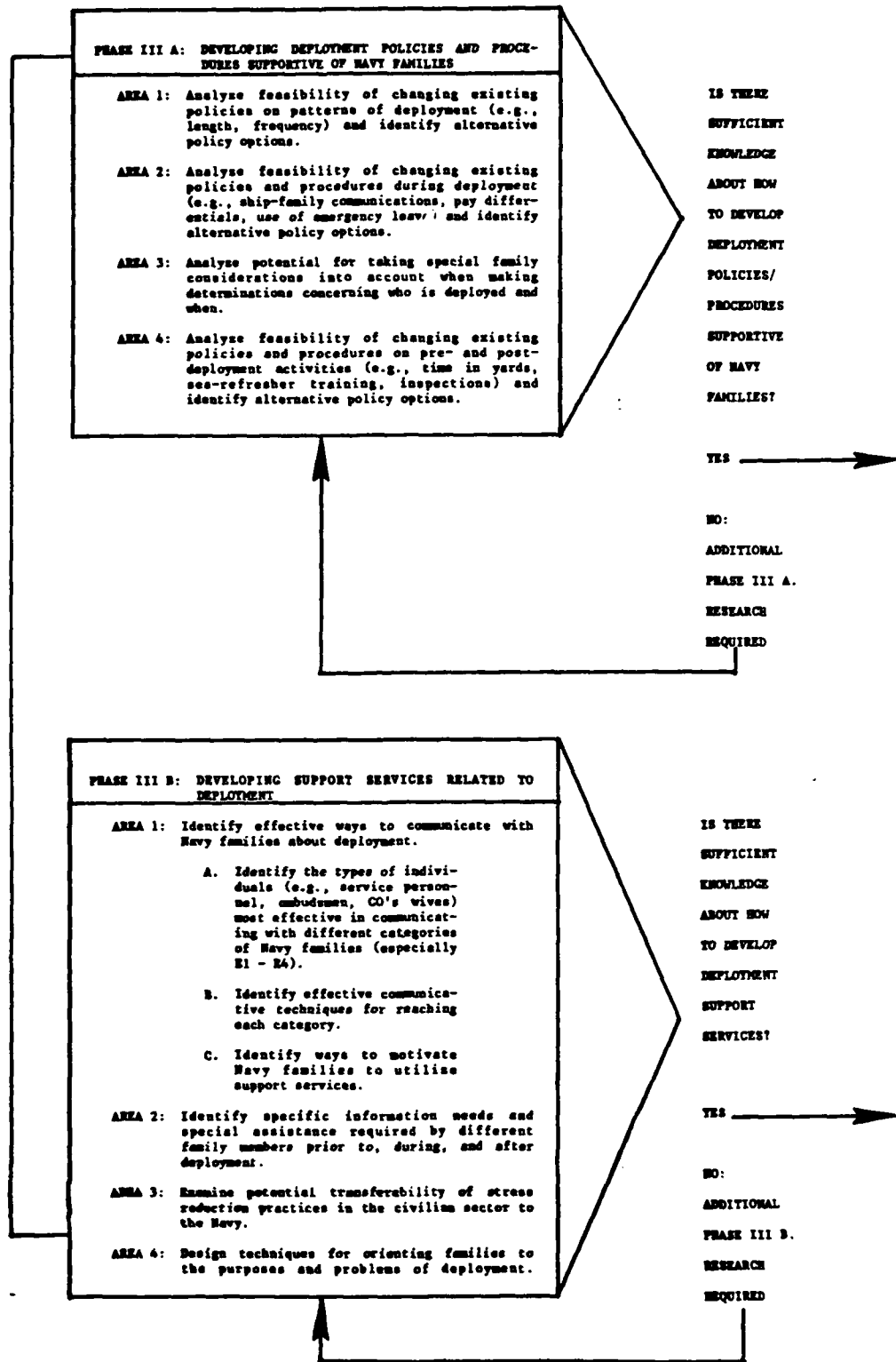
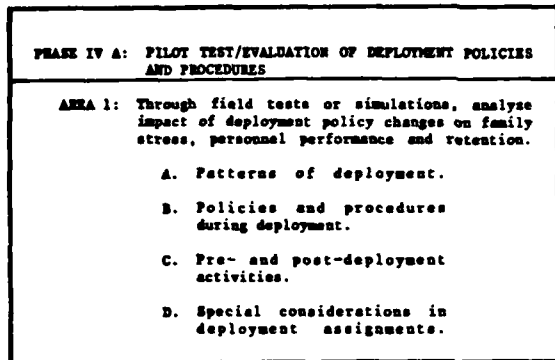


Figure 3-4.c

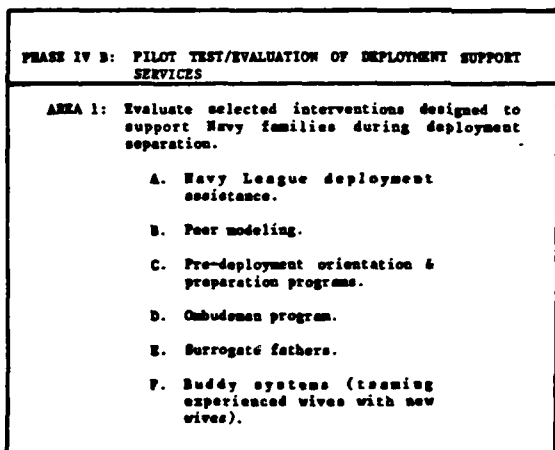




IS THERE SUFFICIENT EVIDENCE THAT CHANGES IN DEPLOYMENT POLICIES/ PROCEDURES CAN HAVE A POSITIVE IMPACT ON THE FAMILY AND THE NAVY MISSION?

YES

NO:  
ADDITIONAL PHASE IV A. RESEARCH REQUIRED



IS THERE SUFFICIENT EVIDENCE THAT DEPLOYMENT SUPPORT SERVICES CAN HAVE A POSITIVE IMPACT ON THE FAMILY AND THE NAVY MISSION?

YES

NO:  
ADDITIONAL PHASE IV B. RESEARCH REQUIRED

Figure 3-4.d

**PHASE V: INSTITUTIONALIZING DEPLOYMENT POLICIES AND SERVICES**

**AREA 1: Assess Navy command leadership's awareness of the impact of deployment on the family and develop strategies to strengthen awareness.**

**AREA 2: Assess options for institutionalizing pre-deployment briefing programs.**

Figure 3-4.e

### 3.2 DEPLOYMENT ARRAY

Twenty distinct research areas were identified within the Deployment Array.

#### 3.2.1 PHASE I: UNDERSTANDING IMPACT OF DEPLOYMENT SEPARATION ON NAVY FAMILIES

AREA 1: STUDY IMPACT OVER TIME ON DIFFERENT FAMILY MEMBERS, FOR DIFFERENT POPULATION SUBGROUPS, DEFINED BY CHARACTERISTICS SUCH AS:

- rank
- nationality
- employment status of spouse
- length of service

#### Description and Comment

Virtually all participants cutting across the six participant categories agreed that there is a need to study the impact of deployment separation on the Navy family. They all agreed that deployment separation is a problem which is unique to Navy families and should receive high priority as a research topic. Respondents suggested that some factors which should be taken into consideration when conducting studies of this include:

- Rank of service personnel
- Age of children.
- Employment status of spouse.
- Length of service.
- Nationality.
- Family history (previous military experience)

Several of the respondents expressed a particular interest in focusing on both the short and long term effects of deployment separation on children. Others indicated that they were interested in learning whether the impact of deployment separation changes over time. In other words, does it get easier or harder for the Navy family to adjust to frequent periods of separation. Others suggested that adjustments to role changes brought about by deployment separation should also be studied.

#### Existing Knowledge

There are a large number of studies over the past 30 years which have examined the impact of military separations and reunions on various

family members. Research may be divided into three categories according to impact on the service member, the spouse, and children.

Very little research has been done on the impact of deployment separation on service members. One notable exception is the work of McCubbin et. al. (1976) examining factors related to stress levels for men on the U.S.S. Kittyhawk.

Numerous studies have addressed problems encountered by spouses. Most of this research however, has involved small, non-representative samples, many of which were clinical populations. Few studies involved comparison or control groups; most are descriptive and impressionistic. Most of the research clearly indicates that deployment separation entails significant psycho-social disruption and health costs for many spouses, although some recent research has suggested that some wives find these separations beneficial. A recently completed study by Nice (1980) utilizing comparison groups failed to confirm additional stress and health care requirements during deployment and thus introduces additional controversy about the true impact of deployment separations. Little has been done to document how impact changes over time; although some recent data suggests that the impact may worsen with time. None of the studies include an analysis of differential impact by population subgroups. Furthermore changing trends in female roles and Navy composition throws much of the early research into question. Some key references on problems encountered by spouses include: Hill (1949), Boulding (1950), MacIntosh (1968), Isay and Pearlman (1968), McCubbin, et.al., (POW/MIA studies, 1974, 1975), Hunter (1977), Snyder, (1978), Nice (1980).

A significant number of studies have also been done on the effects of separations on children. These studies generally suffer from the same shortcomings cited above for spouse studies. Further, most have been based on parent perceptions of child development rather than objective measures of behavior. Most studies suggest a relationship between father absence and emotional disturbance in children, at least for some vulnerable families; but the effects are not well understood, and a few studies suggest that positive emotional development may occur. Some studies suggest that the impact on the mother mediates or determines the impacts on children. Several authors have noted that for children and spouses, stress appears greatest at reunion. Research references include: Selpin (1952), Gabower (1960), Pederson (1966), Baker, Fagen, Janda and Cove (1967), Darnauer (1970), Gonzales (1970), McCubbin, Dahl, Hunter, Metres and Plag (1976), Nice (1978).

AREA 2: COMPARE IMPACT IN NAVY WITH OTHER SERVICE BRANCHES AND CIVILIAN SECTOR.

Description and Comment

Several participants suggested that it would be useful to compare the impact of deployment separation on the Navy family with other service

branches as well as the civilian sector. The feeling was expressed that deployment separation experienced by Navy families is unique and has a much more severe impact on families than separations experienced in other service branches or the civilian sector. The separation experienced by submariners wives was cited as particularly acute.

It was felt that very few, if any, comparisons of this type have been conducted, and that studies of this kind could prove to be very beneficial in understanding the unique problems caused by the separation and reunion cycles in the Navy.

#### EXISTING KNOWLEDGE

There do not appear to be any studies which compare separation impact in the Navy with the effect experienced in other service branches or the civilian sector.

#### AREA 3: EXAMINE HOW FAMILIES COPE WITH DEPLOYMENT

- A. IDENTIFY PHASES OF THE SEPARATION PROCESS.
- B. STUDY MANAGEMENT OF PERSONAL AFFAIRS (E.G., WHERE DEPENDENTS LOCATE).
- C. IDENTIFY SOURCES OF SUPPORT.
- D. IDENTIFY KEY FACTORS WHICH LEAD TO SUCCESSFUL COPING.

#### Description and Comment

A large number of respondents expressed interest in studying how families cope with deployment. Several aspects of the coping process were identified for examination. It was suggested that it would be useful to identify the different phases of the separation process. One participant suggested that comparison with studies about the phases of separation anxiety associated with the death of a family member could provide some helpful insights.

Another aspect of coping which was identified, concerned how families manage their personal affairs during deployment. One participant was interested in investigating where dependents locate during deployment and how they access entitlements if they are away from a military installation. Other participants identified the need to identify sources of support as well as key factors which lead to successful coping among Navy families.

#### EXISTING KNOWLEDGE

Several recent studies have examined the family coping process associated with deployment separation. Research suggests that the phases of the separation process may be similar to those associated with loss and grieving, as documented by Kubler-Ross, as well as Lindenman. A few studies have identified sources of support utilized by select samples of

spouses during deployments; these studies suggest a strong preference for use of peers and personal resources rather than military or civilian service resources. Research to date does not allow conclusions to be drawn about the factors that lead to successful coping, but suggests the importance of pre-separation family support structures as well as the independence and role-orientation of the wife. Major references include: Fagan, Janda, et.al. (1967), Isay and Pearlman (1968), Montalvo (1968), Price-Bonham (1970), Belt and Sweeney (1973), McCubbin, et.al. (1975, "Coping Repertoires"), Bermudes (1975), Decker (1976), Benson and Van Vranken (1977), Hunter and Benson (1977), McCubbin and Lester (1977, Nice (1978), Van Vranken and Benson (1978), Boynton and Pearce (1978), McCubbin (1979), McCubbin and Patterson (1980), Orthner (1980).

#### AREA 4: STUDY WIVES' ATTITUDES TOWARD DEPLOYMENT

##### Description and Comment

A few participants suggested studying wives' attitudes toward deployment. While it is generally assumed that wives view deployment in extremely negative terms, little is known about what particular aspects of deployment create these negative feelings. It was suggested that many wives may view deployment as unnecessary or punitive because they do not understand the reasons behind deployment decisions. One participant expressed interest in examining whether wives' attitudes toward deployment have been affected by the fairly recent decision to assign women to sea duty. Another participant suggested that for certain Navy families, deployment separation may serve a functional purpose enabling marriages to survive longer. It was felt, however, that this was not the case for the majority of Navy families.

##### EXISTING KNOWLEDGE

A small number of studies have examined wives attitudes toward deployment, none in any depth. Survey and anthropological research uniformly report negative attitudes toward deployment separation for most spouses. Studies shed little light, however, on the factors which determine attitude nor on the particular aspects of deployment separation which are viewed most negatively. References include several surveys: Grace, Steiner and Holoter (1976), Air Force Quality of Life Surveys (1976 and subsequent years), Wolfel and Savell (1978), Thomas and Durning (1980). Descriptive studies are typified by Snyder (1978) and Wooley-Downs (1978).

#### AREA 5: STUDY IMPACT ON FAMILIES OF DIFFERENT DEPLOYMENT CHARACTERISTICS (E.G., LENGTH, FREQUENCY) AND PROCEDURES (E.G., SCHEDULING, FAMILY COMMUNICATIONS, POST-DEPLOYMENT AND IN-PORT SEPARATIONS)

##### Description and comment

Several participants, particularly among practitioners and policy personnel, expressed a need for better understanding of the impact on

families of different deployment patterns and procedures. Rather than studying how different family characteristics (e.g., age of children, rank of service personnel) affect the ability of the family to cope with deployment separation, the focus of this research would be on what the impact of different deployment patterns such as length (e.g., four, six, or nine months) and frequency of deployment is on the family. Participants also suggested studying the impact on the family of different procedures associated with deployment. These include: scheduling (e.g., emergency vs expected deployment); T.V., telephone and mail communications with the family during deployment; and the scheduling of post deployment activities, such as inspections, overtime, and time in yards, which take additional time away from families. Research of this type was seen as essential to determine the types of policy changes on deployment which might be most beneficial to families.

#### EXISTING KNOWLEDGE

It appears that existing research has not addressed how the impact of deployments varies according to deployment characteristics and procedures, except that coping research by McCubbin suggests that the degree of family communication during deployment is an important variable and that coping with short vs long term separations involves different coping patterns.

#### AREA 6: DEVELOP MEASURES FOR COPING AND QUALITY OF LIFE

##### Description and Comment

A few participants expressed the need to develop measures in two areas to facilitate research on the impact of deployment on families: coping and quality of life. They indicated that such measures were an essential ingredient of any research focusing on the impact of deployment separation on Navy families.

#### EXISTING KNOWLEDGE

There do not appear to be any validated measures for coping by military families, although various measures have been utilized in past research, including a measure for wives' coping (Coping with Separation Inventory) currently being tested by McCubbin. Standardized stress measures utilized for civilian populations have not been validated with military families.

Quality of life has been measured in various ways by different military family researchers, but no standardized measures appear to exist. The Air Force has reviewed Q.O.L. measures for its Quality of Life Surveys.

#### 3.2.2 PHASE II: UNDERSTANDING IMPACT OF DEPLOYMENT SEPARATION ON THE NAVY MISSION

##### AREA 1: DETERMINE EXTENT TO WHICH SEPARATION FROM FAMILY DURING DEPLOYMENT IS A FACTOR IN RETENTION

### Description and Comment

A few participants, mainly policy personnel, expressed an interest in studying the extent to which separation from family is a major factor in the decision to leave the Navy. Although this is frequently believed to be the case, participants felt that the relationship between dissatisfaction with deployment separation and retention has not been sufficiently investigated. It was suggested that certain factors which should be taken into consideration when conducting this study include family characteristics (e.g., number and age of children) and type of assignment (e.g., cruiser vs submarines vs air command).

### EXISTING KNOWLEDGE

Few studies have examined the relationship between dissatisfaction with deployment separation per se, and attrition from the service. The Air Force Quality of Life Surveys have consistently shown "family separations" to be a primary factor, listed by both officers and enlisted personnel and their spouses, which would influence the decision not to make the Air Force a career. Studies such as Grace, Steiner, and Holoter (1976), and Lund (1978), suggest the possibility of a direct relationship between separation dissatisfaction and attrition. There do not appear to be any studies which attempted to link separation dissatisfaction directly with actual reenlistment behavior. On the other hand, Orthner (1980), did not find separation factors to be significant in explaining retention in an Air Force sample where separations were primarily due to temporary duty assignments.

### AREA 2: EXAMINE IMPACT ON WORK PRODUCTIVITY OF IN-PORT TRAINING AS COMPARED TO DEPLOYED TRAINING

#### Description and Comment

One participant, within the operations personnel category, expressed an interest in comparing the work productivity of in-port training with deployed training. It was his belief that in-port training tends to be longer and less efficient than the shorter intensive 24-hour training provided during deployment. An analysis of actual differences in effectiveness was suggested, however, so that actual trade-offs could be examined and family separations reduced if possible.

### EXISTING KNOWLEDGE

No research in this area was identified.

### 3.2.3 PHASE III A: DEVELOPING DEPLOYMENT POLICIES AND PROCEDURES SUPPORTIVE OF NAVY FAMILIES

#### AREA 1: ANALYZE FEASIBILITY OF CHANGING EXISTING POLICIES ON PATTERNS OF DEPLOYMENT (E.G., LENGTH, FREQUENCY) AND IDENTIFY ALTERNATIVE POLICY OPTIONS



### Description and Comment

A large number of respondents across all six categories identified this topic as a research priority. They expressed the need to examine current policies regarding patterns of deployment (e.g., length, frequency) and assess the feasibility of changing some of these policies. One participant suggested comparing the deployment patterns of CINCPAC and CINCATLAN. It was also suggested that alternative policy options should be explored so that optimum patterns could be developed which maximize Navy goals while minimizing family impacts.

### EXISTING KNOWLEDGE

No existing research pertinent to this phase was identified.

AREA 2: ANALYZE FEASIBILITY OF CHANGING EXISTING POLICIES AND PROCEDURES DURING DEPLOYMENT (E.G., SHIP-FAMILY COMMUNICATIONS, PAY DIFFERENTIALS, USE OF EMERGENCY LEAVE) AND IDENTIFY ALTERNATIVE POLICY OPTIONS

### Description and Comment

Several respondents across all participant categories indicated the need to analyze the feasibility of changing existing policies and procedures employed during deployment. Many of the policies which respondents suggested should be examined fall within the discretion of the commanding officer (e.g., ship-family communications, use of emergency leave, providing transportation home on weekends if overhauling is being done outside home port). It was also suggested that policies regarding pay differentials should be examined. Once a thorough examination of existing policies has been completed, it was suggested that alternative policy options should be developed.

### EXISTING KNOWLEDGE

No existing research pertinent to this phase was identified.

AREA 3: ANALYZE POTENTIAL FOR TAKING SPECIAL FAMILY CONSIDERATIONS INTO ACCOUNT WHEN MAKING DETERMINATIONS CONCERNING WHO IS DEPLOYED AND WHEN

### Description and Comment

A few participants, particularly among service providers, expressed the need to explore the potential for taking special family considerations into account when making decisions concerning who is deployed and when. It was felt that this need has become increasingly important as family patterns have begun to shift. Examples of "special considerations" which respondents suggested should be considered when making deployment assignments include needs of single parent families and dual

career families, needsto be at home during childbirth or with a newborn in the family, family medical or emotional crises, etc. Respondents suggested that existing practices be examined and an investigation into the potential flexibility of the criteria be conducted.

Existing Knowledge

No studies of this nature were identified.

AREA 4: ANALYZE FEASIBILITY OF CHANGING EXISTING POLICIES AND PROCEDURES ON PRE- AND POST-DEPLOYMENT ACTIVITIES (E.G., TIME IN YARDS, SEA-REFRESHER TRAINING, INSPECTIONS) AND IDENTIFY ALTERNATIVE POLICY OPTIONS

Description and Comment

A large number of participants across several categories suggested studies to analyze the feasibility of changing existing policies and procedures concerning pre- and post-deployment activities. Several researchers indicated that these policies create a sense of separation not directly related to the actual deployment, but rather to the pre-and post-time, and consequently harm family morale. Some of these policies relate to activities such as inspections, sea-refresher training and time spent in yards. Participants expressed the need to identify alternative policy options which would enable families to adjust more easily to the initial separation and the reunion period.

Existing Knowledge

No studies of this type were identified.

3.2.4 PHASE III B: DEVELOPING SUPPORT SERVICES RELATED TO DEPLOYMENT

AREA 1: IDENTIFY EFFECTIVE WAYS TO COMMUNICATE WITH NAVY FAMILIES ABOUT DEPLOYMENT

- A. IDENTIFY THE TYPES OF INDIVIDUALS (E.G., SERVICE PERSONNEL, OMBUDSMEN, CO'S WIVES) MOST EFFECTIVE IN COMMUNICATING WITH DIFFERENT CATEGORIES OF NAVY FAMILIES (ESPECIALLY E1 - E4).
- B. IDENTIFY EFFECTIVE COMMUNICATION TECHNIQUES FOR REACHING EACH CATEGORY.
- C. IDENTIFY WAYS TO MOTIVATE NAVY FAMILIES TO UTILIZE SUPPORT SERVICES.

Description and Comment

Several participants, especially among the family constituents and practitioners, suggested the importance of identifying more effective

ways to communicate with different family members about deployment. Particular emphasis was placed on improving communication with E1 - E4 families. It was suggested that several different aspects of the communication process need to be examined. The focus of one study should be on what kinds of individuals are most effective in communicating with different types of Navy families. One participant suggested studying how the CO's wife can be better prepared to assist Navy families during deployment. Another participant was interested in examining what happens when the CO's wives' expectations are not met (i.e., she is not sought out for help and advice, especially by enlisted families). Other participants suggested studying how effective service personnel and ombudsmen are in communicating with Navy families.

Another research topic suggested was a study to identify techniques for reaching different kinds of families as well as different family members. Lastly, participants agreed that it was essential to study ways to motivate Navy families to utilize the support services which are available to them during periods of deployment (See also Generic Array, Phase III B, Area 4).

#### Existing Knowledge

There appear to be only a small number of studies which have addressed communication systems during deployments and most of these are unpublished or involve small, non-representative samples. Research suggests that peers are important, and that potential helping resources are not known to, or utilized by, spouses, particularly spouses of enlisted men. See also Generic Array, Phase III B, Area 4. References include: Teichman, et. al. (1975), Decker (1977), Hunter and Benson (1977), VanVranken and Benson (1978).

#### AREA 2: IDENTIFY SPECIFIC INFORMATION NEEDS AND SPECIAL ASSISTANCE REQUIRED BY DIFFERENT FAMILY MEMBERS PRIOR TO, DURING, AND AFTER DEPLOYMENT

##### Description and Comment

Almost all participants agreed upon the need to identify the specific information needs of different family members prior to, during, and after deployment. Examples of some of the information needs identified by participants included the names of others deployed with one's spouse, information about the spouse's mission, and specific information required to fulfill new roles which may be brought about as a result of deployment (e.g., financial management of family affairs). Once these information needs are identified, participants indicated the need to identify the kinds of special assistance required to meet these needs. One participant suggested integrating the family into the community prior to deployment, so they can comfortably seek support during and after periods of deployment.

### EXISTING KNOWLEDGE

Most studies on deployment separation do not go so far as to identify specific information and assistance needs of families at differing points in time. Some informal surveys appear to exist, but results have not been documented for distribution. The breadth of literature available on impact of separations suggests a need to carefully analyze and synthesize previous studies to build models for intervention. References include: Grace, Steiner and Holoter (1976), O'Beirne (1976), Benson and VanVranken (1977), McCubbin and Lester (1977), Snyder (1978), McCubbin (1979).

### AREA 3: EXAMINE POTENTIAL TRANSFERABILITY OF STRESS REDUCTION PRACTICES IN THE CIVILIAN SECTOR TO THE NAVY

#### Description and Comment

A few participants in the service provider category expressed interest in a study to synthesize all available stress reduction literature from the civilian sector. The feeling was expressed that a considerable amount of attention has recently been focused on this area and that some effective strategies have been identified. Once this synthesis has been completed, respondents suggested examining how certain stress reduction practices in the civilian sector could be adapted and implemented within the Navy structure.

### EXISTING KNOWLEDGE

There do not appear to be any studies addressing Navy applications of family stress reduction practices in the civilian sector.

### AREA 4: DESIGN TECHNIQUES FOR ORIENTING FAMILIES TO THE PURPOSES AND PROBLEMS OF DEPLOYMENT

#### Description and Comment

Several respondents across all categories suggested the importance of designing techniques to orient family members to the purposes and problems of deployment. There was general agreement that this is a high priority topic because of the unique problems encountered by families during deployment and the need to better prepare families for deployment separation problems. It was also suggested that many spouses do not understand the reasons for deployment and its importance to Navy needs. One Navy family constituent suggested designing an orientation program which presented the separation stresses associated with deployment as a normal part of Navy life -- not to be ignored nor exaggerated.

### EXISTING KNOWLEDGE

Many commanders have developed deployment handbooks and there appears to have been a wide variety of approaches attempted in the field

in recent years, but little has been documented to provide guidance on successful orientation components. Nice (1980), suggests the difficulty of successful intervention, even with careful planning. Establishing consistent communication with families in need appears to be a major concern. General suggestions are contained in the Final Report of the Navywide Family Awareness Conference Workshop F (1979) and the Navy Family Service Center Manual (1980).

### 3.2.5 PHASE IV A: PILOT TEST/EVALUATION OF DEPLOYMENT POLICIES AND PROCEDURES

AREA 1: THROUGH FIELD TESTS OR SIMULATIONS, ANALYZE IMPACT OF DEPLOYMENT POLICY CHANGES ON FAMILY STRESS, PERSONNEL PERFORMANCE AND RETENTION

- A. PATTERNS OF DEPLOYMENT.
- B. POLICIES AND PROCEDURES DURING DEPLOYMENT.
- C. PRE- AND POST-DEPLOYMENT ACTIVITIES.
- D. SPECIAL CONSIDERATIONS IN DEPLOYMENT ASSIGNMENTS.

#### Description and Comment

Following through on research proposed in Phase III A, several respondents indicated that model policy changes should be field tested on a selective basis to determine how deployment policy changes impact on both the family and the Navy mission. It was suggested that evaluation should focus on how such policy changes affect the level of family stress as well as their effects on personnel performance and retention. Some of the policy changes which could be examined include:

- Patterns of deployment (e.g., length, frequency).
- Procedures during deployment.
- Pre- and post-deployment activities.
- Special considerations in deployment assignments.

One respondent suggested that this type of research could be carried out through limited field testing as well as through simulations.

#### EXISTING KNOWLEDGE

No pilot tests or evaluations were identified in this area.

### 3.2.6 PHASE IV B: PILOT TEST/EVALUATION OF DEPLOYMENT SUPPORT SERVICES

AREA 1: EVALUATE SELECTED INTERVENTIONS DESIGNED TO SUPPORT NAVY FAMILIES DURING DEPLOYMENT SEPARATION

- A. NAVY LEAGUE DEPLOYMENT ASSISTANCE.
- B. PEER MODELING.
- C. PRE-DEPLOYMENT ORIENTATION AND PREPARATION PROGRAMS.
- D. OMBUDSMAN PROGRAM.
- E. SURROGATE FATHERS.
- F. BUDDY SYSTEMS (TEAMING EXPERIENCED WIVES WITH NEW WIVES).

Description and Comment

Virtually all participants identified this topic as a research priority. The feeling was expressed that given the unique problems associated with deployment separation, it is essential to provide Navy families with adequate support during these periods. Respondents indicated that a broad range of interventions must be evaluated to determine the most effective intervention to provide support to different family members prior to, during, and after deployment. Some of the interventions which participants suggested to be evaluated included:

- Deployment assistance provided by the Navy league.
- Ombudsman Program.
- Pre-Deployment Orientation Programs.
- Surrogate Fathers.
- Peer Modeling.
- Buddy System.

Participants agreed that there has not been an adequate evaluation of the interventions currently being provided to Navy families in this area.

EXISTING KNOWLEDGE

Only one experimental intervention was identified in this area: a controlled experiment for a small population conducted by Nice (1980), which attempted certain support services for spouses prior to and during deployment.

3.2.7 PHASE V: INSTITUTIONALIZING DEPLOYMENT POLICIES AND SERVICES

AREA 1: ASSESS NAVY COMMAND LEADERSHIP'S AWARENESS OF THE IMPACT OF DEPLOYMENT ON THE FAMILY AND DEVELOP STRATEGIES TO STRENGTHEN AWARENESS

Description and Comment

Participants from the policy, operations and service provider categories expressed interest in examining the awareness level of Navy

command leadership about the impact of deployment on the family. It was suggested that this examination should include leaders at both the squadron/group level as well as the type commander level. Participants also indicated that there is a real need to develop strategies to help strengthen this awareness. Such strategies might include sensitizing Navy command leadership to the many problems faced by Navy families prior to, during, and after deployment.

Existing Knowledge

No studies were identified in this area.

AREA 2: ASSESS OPTIONS FOR INSTITUTIONALIZING PRE-DEPLOYMENT BRIEFING PROGRAMS

Description and Comment

A few participants expressed an interest in assessing the options for making pre-deployment briefings mandatory. They all agreed that there is presently a lack of effective programs to adequately prepare families for deployment. It was suggested that some of the activities which might be included in pre-deployment briefing programs are: discussion of mission of the unit; family deployment preparation concerning legal and financial matters, the distribution of a dependent's handbook, and a discussion of communications between service members and family during deployment.

Existing Knowledge

No studies of this type were identified.

RELOCATION ARRAY

CONVERGENCE CHART

Figure 3-5. Relocation Array



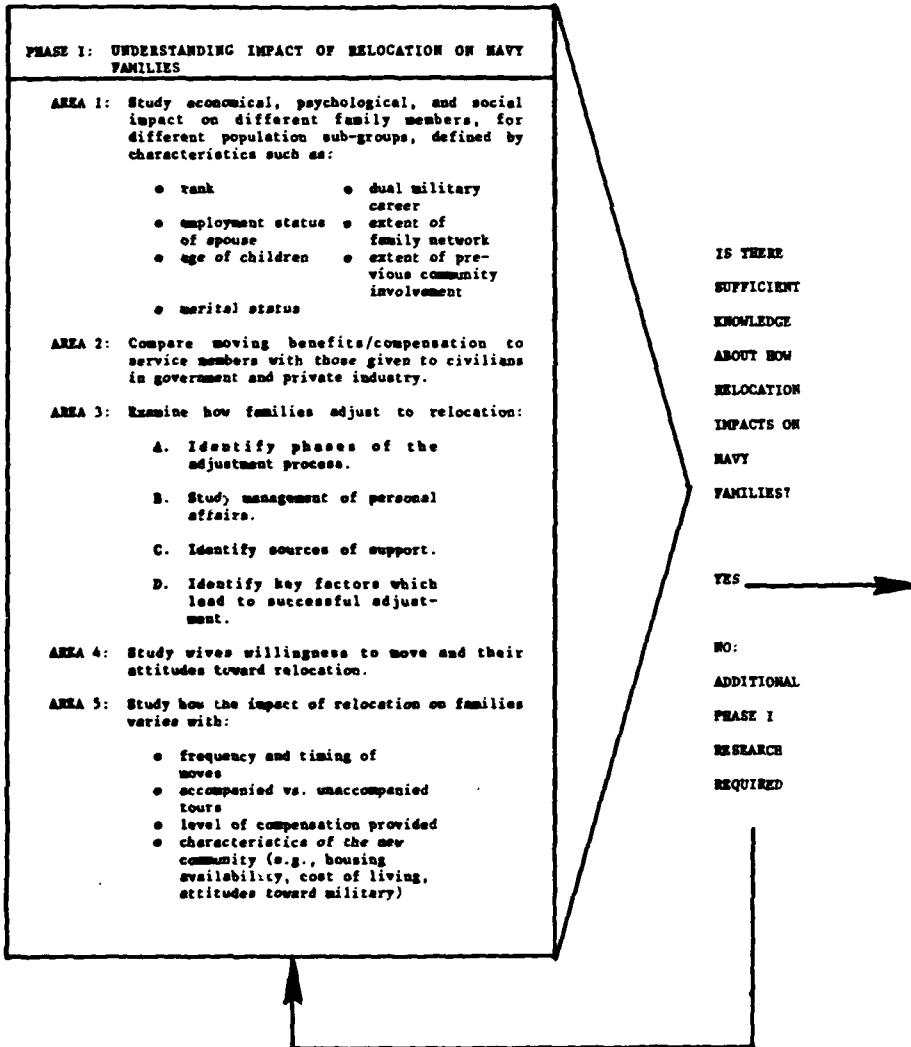


Figure 3-5.a

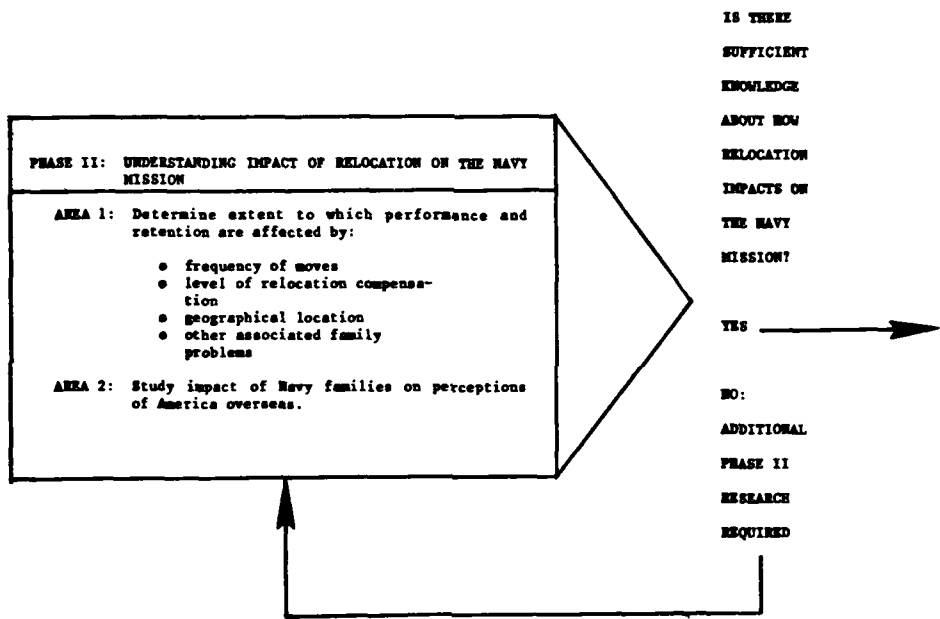


Figure 3-5.b

# RELOCATION ARRAY

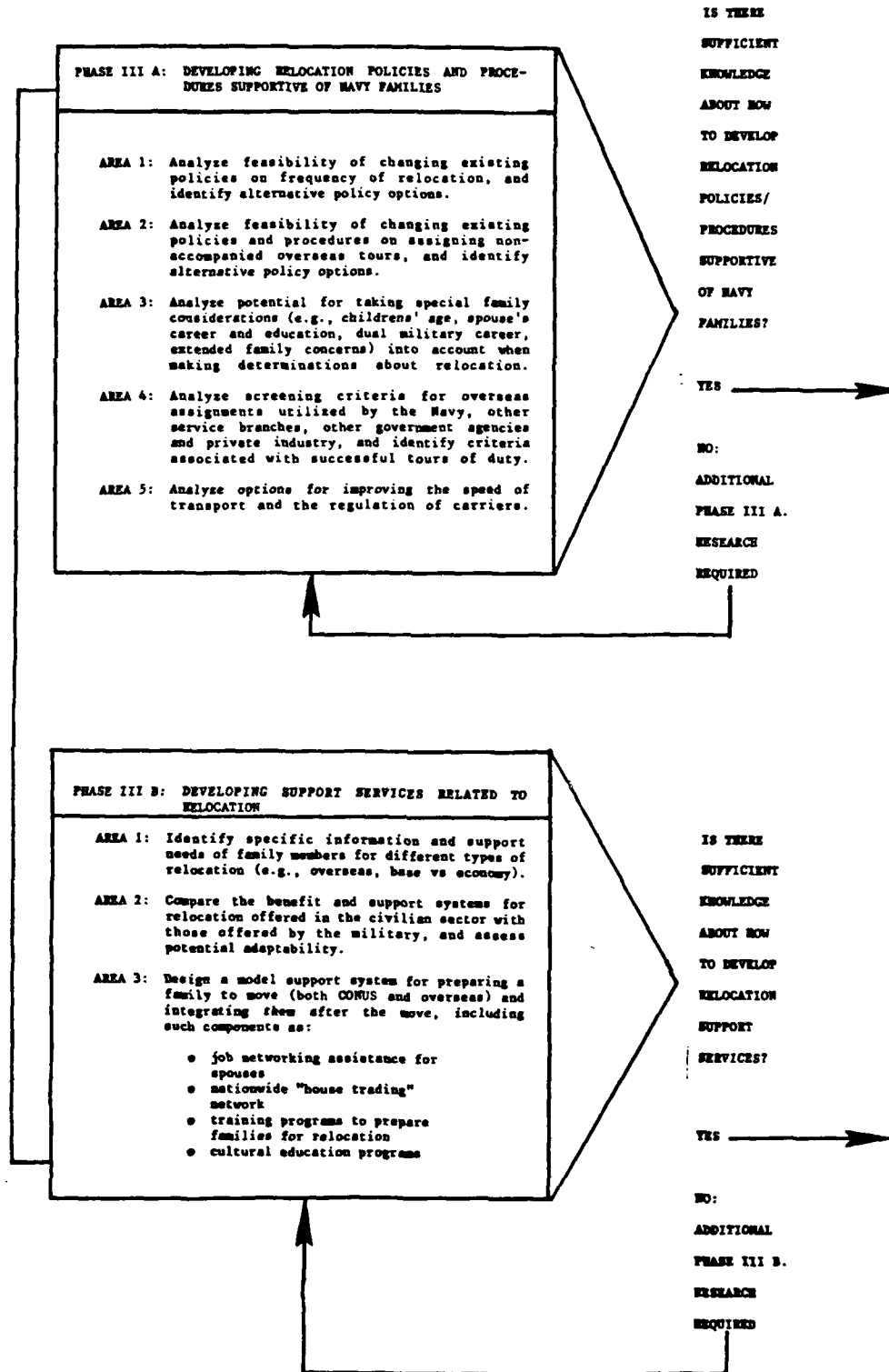
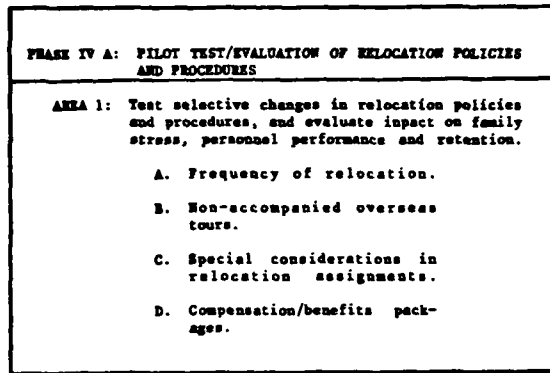


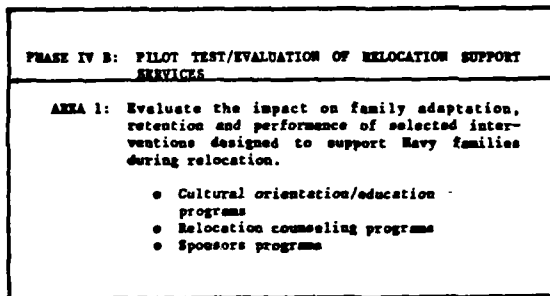
Figure 3-5.c



IS THERE SUFFICIENT EVIDENCE THAT CHANGES IN RELOCATION POLICIES/ PROCEDURES CAN HAVE A POSITIVE IMPACT ON THE FAMILY AND THE NAVY MISSION?

YES

NO:  
ADDITIONAL PHASE IV A. RESEARCH REQUIRED



IS THERE SUFFICIENT EVIDENCE THAT RELOCATION SUPPORT SERVICES CAN HAVE A POSITIVE IMPACT ON THE FAMILY AND THE NAVY MISSION?

YES

NO:  
ADDITIONAL PHASE IV B. RESEARCH REQUIRED

Figure 3-5.d

**PHASE V: INSTITUTIONALIZING RELOCATION POLICIES AND PROCEDURES**

**AREA 1: Assess options for institutionalizing orientation courses for all personnel assigned overseas.**

Figure 3-5.e

### 3.3 RELOCATION ARRAY

Eighteen research activity areas were identified for the Relocation Array.

#### 3.3.1 PHASE I: UNDERSTANDING IMPACT OF RELOCATION ON NAVY FAMILIES

AREA 1: STUDY ECONOMICAL, PSYCHOLOGICAL, AND SOCIAL IMPACT ON DIFFERENT FAMILY MEMBERS, FOR DIFFERENT POPULATION SUB-GROUPS, DEFINED BY CHARACTERISTICS SUCH AS:

- rank
- employment status of spouse
- age of children
- marital status
- dual military career
- extent of family network
- extent of previous community involvement

#### Description and Comment

Many respondents across respondent categories agreed that more detailed baseline data needs to be gathered in the area in order to determine potential effects of relocation on different families at different times in their Navy career. This detailed information would greatly assist in projecting family needs and planning more effective policies and procedures to meet those needs. Variables or special groups recommended for study included:

- Families moving for the first time.
- Service members' rank.
- Employment status of spouse.
- Ages of children.
- Marital status/single parent.
- Lower pay grades bringing wives overseas at their own expense.
- Dual military career families.
- Extent of family network.
- Extent of previous community involvement.
- Living on or off-base in a new community.

The hypothesis of many respondents was that the positive or negative impact of relocation would vary greatly for different types of military

families. Respondents also conjectured that this variance would be due not only to objective differences in the relocation experience, but also to subjective perceptions and perceptions influenced by variables such as one's rank and isolation from the community.

#### Existing Knowledge

Less research has been done on the impact on families of military relocations than on the effects of separations and reunions, but a number of studies have been conducted over the past 15 years. Attention has focused on the effects on spouse and children. Most of the research is based on surveys or anecdotal evidence, and only a few have involved comparison groups or statistical controls.

Most of the research suggests that spouses have difficulty in adjusting to moves, particularly in establishing new support systems. The degree of adjustment appears to be related to the degree of disruption of kinship, relationships and the level of integration of the family with the military housing and social community. Some researchers have also indicated that the lack of adequate compensation for moves creates a significant financial strain which taxes family stability. Studies on overseas moves generally indicate more severe problems adjusting to culture shock as well as new social networks and living conditions. Rank and age of children have been found to correlate significantly with the degree of hardship reported. The above findings are generally consistent with similar studies in the civilian sector, such as Landis (1966), Smith and Christopherson (1966), Jones (1973), and Barrett and Bass (1976). Key military references include: Holmes and Rahe (1967), McKain (1969), Marsh (1970), Braunstein (1971), Goldsamp (1972), Weinberg, et. al. (1972), Nower (1976), Dorman, et. al. (1977), Furukawa (1977), Garret, et. al. (1978), Woelfel and Savell (1978), Nice and Beck (1978), Orthner (1980).

Research on the effects of relocation on children shows divided results. Most studies have focused on problems, rather than benefits. Studies using clinical groups have indicated a variety of social and psychological development problems, but a few studies have found no differences with civilian comparison groups or suggest possible benefits. Effects on older children are hypothesized to be more severe. A few studies suggest that the impact on children varies according to the adjustment of the parents. Key references include: Coates and Pellegrini (1965), Pederson and Sullivan (1964), Kurlander et.al. (1961), Pepin (1966), Gonzalez (1970), Kenny (1967), Rainey (1978).

#### AREA 2: COMPARE MOVING BENEFITS/COMPENSATION TO SERVICE MEMBERS WITH THOSE GIVEN TO CIVILIANS IN GOVERNMENT AND PRIVATE INDUSTRY

##### Description and Comment

Several respondents in the policy and research categories suggested that a comparative study be done of the relocation benefits and support

offered by private industry to their employees and those provided by the military to employees at similar levels of responsibility. A study might also include an analysis of effects on the adjustment process or subsequent job performance which might be attributed to any differences found. It was also suggested that a comparative study should be done to compare the total costs of relocation of a military family with those of a similar civilian family for a similar move.

#### Existing Knowledge

No research pertinent to this area was identified.

#### AREA 3: EXAMINE HOW FAMILIES ADJUST TO RELOCATION:

- A. IDENTIFY PHASES OF THE ADJUSTMENT PROCESS.
- B. STUDY MANAGEMENT OF PERSONAL AFFAIRS.
- C. IDENTIFY SOURCES OF SUPPORT.
- D. IDENTIFY KEY FACTORS WHICH LEAD TO SUCCESSFUL ADJUSTMENT.

#### Description and Comment

A few respondents were interested in having definitive studies done to trace the pattern of relocation adjustment experienced by most Navy families, especially during the first three to six months after a move. It was felt that a study of adjustment factors is a necessary process to the development of an adjustment model for Navy families. Such a model would be most useful in assessing the needs of individual families, redirecting and planning services to meet needs during different phases of the adjustment process, and in preventing common pitfalls. Critical aspects of this research topic are:

- Identification of the distinct phases of the adjustment process.
- Determination of alternatives used for management of personal affairs.
- Study of the support systems (i.e., sources of psychological and social support) used to assist in the adjustment process.
- Identification of the key factors associated with successful adjustment (CONUS as compared with overseas).

#### Existing Knowledge

Little has been written on the process of adjustment to relocation, although most of the literature cited for Area 1 addresses adjustment



processes to some extent. Furakawa particularly speaks to the phases of adjustment. Maintenance of communication with kin and degree of integration with the military community appear to be factors associated with successful adjustment.

AREA 4: STUDY WIVES WILLINGNESS TO MOVE AND THEIR ATTITUDES TOWARD RELOCATION

Description and Comment

A few respondents suggested a study of Navy wives' attitudes toward relocation and willingness to move. It was hypothesized that the willingness to move may be declining as more women establish careers and the costs of relocation increase in today's economy.

Existing Knowledge

Although several papers have speculated about wives attitudes toward relocation, particularly for today's working wife, few surveys have directly touche on the issue. Those studies which have included brief questionnaire items on the topic, such as Marsh (1970), Ladycom (1973), Gregory (1976), Lund (1978) and Thomas and Durning (1980), indicate roughly a 50-50 split on attitudes toward relocation, with a tendency toward less favorable attitudes among officers and those with greater length of service sometimes reported. Most studies have not analyzed the characteristics associated with positive or negative attitudes; but perceived career enhancement, desirability of location, prior community attachment, and degree of hardship experienced in moving have been found to be significant correlates for service members.

AREA 5: STUDY HOW THE IMPACT OF RELOCATION ON FAMILIES VARIES WITH:

- frequency and timing of moves
- accompanied vs unaccompanied tours
- level of compensation provided
- characteristics of the new community (e.g., housing availability, cost of living, attitudes toward military)

Description and Comment

A few respondents pointed out that studies of family impact in this area should also examine variables relating to the relocation itself, as differentiated from family or support system characteristics. Some of the policy variables identified for study were:

- Frequency and timing of moves (including time of year).
- Relocation associated with accompanied vs unaccompanied tours.

- Level of compensation provided for relocation expenses.
- Characteristics of the new community, such as housing, cost of living, etc.

These variables were felt to be most significant because of their potentially intrinsic importance to families. Respondents were interested in determining to what extent potential changes in Navy policy in these areas might have a significant impact on quality of family life in the Navy. Frequency and timing of moves maybe particularly salient for families with children in school; the issue of delaying moves until school was out for the summer or Christmas vacation was repeatedly brought up by respondents. The issue of accompanied vs unaccompanied tours was raised because of the issues of family separation or readiness of the family for experiences overseas, with another culture. Even moves within the continental U.S. can carry elements of culture shock, depending on the characteristics of the new community. The level of relocation compensation was frequently raised as a serious family concern. An additional aspect of this issue raised by some respondents was the perception of fairness and equity across ranks.

#### Existing Knowledge

Most of the research on military family mobility has been limited to descriptions of the impacts on small samples of respondents which have not allowed for any detailed analysis of how the impacts might vary under the conditions listed above. Marsh (1970) found that availability of housing, unreimbursed moving costs, distance moved, and damages while moving were factors affecting the degree of family hardship experienced as reported by service members.

### 3.3.2 PHASE II: UNDERSTANDING IMPACT OF RELOCATION ON THE NAVY MISSION

#### AREA 1: DETERMINE EXTENT TO WHICH PERFORMANCE AND RETENTION ARE AFFECTED BY:

- frequency of moves
- level of relocation compensation
- geographical location
- other associated family problems

#### Description and Comment

A majority of respondents across respondent categories believed that it is important to attempt to link relocation problems with key mission-related issues. They suggested that the effects of the following variables be studied to determine how they influence reenlistment decisions as well as job performance.

- Frequency of moves
- Level of relocation benefits/compensation.
- Geographical location and cost of living in new location as compared with previous location.
- Family dissatisfaction with relocation or family problems caused by or associated with relocation.

It was felt that, due to several of these variables, families may have the perception that they are unfairly forced to subsidize the Navy either financially or emotionally due to the organization's rigidity, inefficiency, or inappropriate distribution of resources. It was conjectured that the negative impact of these factors on family attitudes, job performance and retention might outweigh the cost and inconvenience to the Navy of changing some of those variables. Before changes could be made, however, respondents felt that the true impact of these factors and the resulting costs to the Navy must be determined.

#### Existing Knowledge

There do not appear to be many studies which have examined the direct relationship between relocation issues and either retention or performance. Woelfel and Savell (1978) found relocation to be an important issue to families, but could not determine its impact on retention. Lund (1978) found that frequency of moves was a factor which a sample of junior officers in the Army tended to report as a factor influencing them to leave the military. Orthner (1980) found that satisfaction with moves was a significant, but not highly predictive, factor in retention attitudes of Air Force men.

#### AREA 2: STUDY IMPACT OF NAVY FAMILIES ON PERCEPTIONS OF AMERICA OVERSEAS

##### Descriptions and Comment

A few respondents highlighted the significant quasi-diplomatic role played by military families overseas. In many countries, military families are the only American families (other than tourists) that residents are likely to meet and associate with over an extended period of time. Yet most military families receive little or no formal preparation for this role and only receive minimal orientation to the new culture in which they will be expected to function. Some respondents questioned the efficacy of current policies/procedures utilized to select "suitable" families for overseas relocation. One respondent also raised the question of how the presence of a servicemember's family affects interactions with local residents and their perceptions of the military. behavior on the attitudes of other countries toward America would be very helpful in determining the relative importance of future research and action on the preparation of families for overseas tours.

### Existing Knowledge

No studies of this nature were identified.

### 3.3.3 PHASE III A: DEVELOPING RELOCATION POLICIES AND PROCEDURES

#### SUPPORTIVE OF NAVY FAMILIES

#### AREA 1: ANALYZE FEASIBILITY OF CHANGING EXISTING POLICIES ON FREQUENCY OF RELOCATION, AND IDENTIFY ALTERNATIVE POLICY OPTIONS

##### Description and Comment

Several respondents in the policy and research categories recommended that the Navy undertake a policy analysis to identify alternative policy options regarding frequency of moves, and to specify the feasibility and costs of changing existing policy to implement each of these alternatives.

Respondents varied in their estimation of the room for flexibility in current policies on transfers. Some respondents suspected that the Navy had already analyzed all available options for minimizing transfers of personnel. Most were unsure, but believed that the subject was well worth studying in light of the high economic and social costs of relocating. Several suggested re-examining the efficiency of training away from home port and the necessity of relocation to obtain the varied experience necessary for career advancement. Mathematical simulations and optimization techniques were suggested by one respondent as a possible means of developing relocation policies which meet Navy mission requirements while minimizing transfer of personnel.

### Existing Knowledge

No studies of this nature were identified.

#### AREA 2: ANALYZE FEASIBILITY OF CHANGING EXISTING POLICIES AND PROCEDURES ON ASSIGNING NON-ACCOMPANIED OVERSEAS TOURS, AND IDENTIFY ALTERNATIVE POLICY OPTIONS

##### Description and Comment

A few respondents expressed a need for systematizing assignment procedures for non-accompanied overseas tours. Research to identify alternative policy options should be grounded in research findings from Phase I, Area 5, concerning such issues as:

- Where families locate and how they cope during unaccompanied tours.
- Economic impact on families during unaccompanied tours, especially for families who choose to move with the service member at their own expense.

- Impact on families of extensions of unaccompanied tours.
- Variations in impact on families according to the length of the tour and the degree of communication and visitation during the tour.
- Identification of those families who fare better when they do not accompany the service member overseas.

Research from Phase II, Area 2, would also shed light on the role which families play in influencing attitudes toward America in host countries. Based on research findings in these areas, policy options could be developed with respect to criteria for assignment of unaccompanied tours and procedures to prepare families for unaccompanied tours and keep them informed of the service members status.

This concern arose from observations of situations in which unstable or multi-problem families were given an accompanied tour apparently without regard for the impact of such an assignment on their problems due to variables such as increased stress and isolation, culture shock, and lack of medical facilities. In addition, respondents felt that families should be given time and information to consider on their own whether it would be advisable for them to accompany so as to make a decision based on knowledge of the pros and cons.

#### Existing Knowledge

No studies were identified.

AREA 3: ANALYZE POTENTIAL FOR TAKING SPECIAL FAMILY CONSIDERATIONS (E.G., CHILDRENS' AGE, SPOUSE'S CAREER AND EDUCATION, DUAL MILITARY CAREER, EXTENDED FAMILY CONCERNS) INTO ACCOUNT WHEN MAKING DETERMINATIONS ABOUT RELOCATION

#### Description and Comment

Many respondents felt that the Navy should explore mechanisms to build more flexibility into its decision-making procedures about relocation, in order to accomodate special family needs. While it was realized that mission-related exigencies place limitations on such flexibility, it was felt that a serious investigation of policy change feasibility might demonstrate some areas where increased flexibility would have minimal impact on the Navy's ability to meet its commitments. Special family considerations which respondents suggested might be taken into account include:

- Childrens' age and school status.
- Spouses' career and education commitments.

- Needs of dual military career families.
- Responsibilities for parents or other relatives.
- Special medical needs of dependents.

#### Existing Knowledge

No models were identified. The Navy (CNET) offers a course for service members and their families on cultural adaptation overseas. The State Department has established a job networking system for spouses.

AREA 4: ANALYZE SCREENING CRITERIA FOR OVERSEAS ASSIGNMENTS UTILIZED BY THE NAVY, OTHER SERVICE BRANCHES, OTHER GOVERNMENT AGENCIES AND PRIVATE INDUSTRY, AND IDENTIFY CRITERIA ASSOCIATED WITH SUCCESSFUL TOURS OF DUTY

#### Description and Comment

Many respondents across all respondent categories were concerned about inappropriate or inadequate screening criteria for selecting families for accompanied overseas tours. Respondents often cited cases in which pre-existing marital, health, emotional, and family problems had been exacerbated to the point of break down or family crisis by the stresses and strains of overseas transfer. In other cases, respondents were concerned about the impact of Navy families' prejudice or parochialism on the perceptions of the host country. They therefore suggested that the Navy take a close look not only at its own screening criteria but also at criteria used for similar purposes by their service branches, other government agencies such as the Foreign Service, and private industry. The Navy should compare the relative effectiveness of each set of criteria in weeding out unsuitable candidates, and attempt to identify those criteria most associated with successful tours of duty.

#### Existing Knowledge

A limited research literature exists on screening criteria for military overseas assignments. Tucker (1975) provides a review of the literature on overseas screening and selection, referencing 254 works and concluding that adjustment or adaptation had proved difficult to measure and that criteria which predict adjustment had not been established clearly. Conceptual work by Campbell, et. al. (1973) and development work by Yellen and Mumford (1975) has shown promise for the development of accurate selection instruments. None of the armed services currently utilize such instruments and families are not normally included in the screening process. Furukawa (1977) provides anecdotal evidence of the consequences of poor screening.

AREA 5: ANALYZE OPTIONS FOR IMPROVING THE SPEED OF TRANSPORT AND THE REGULATION OF CARRIERS

### Description and Comment

Several respondents in the operations and policy categories felt that the military system for using and regulating commercial carriers to transport household goods was inadequate. For example, one respondent indicated that procedures for updating the approved lists of carriers are ineffective, since bankrupt or barely salient carriers have been maintained on the lists. This results in the inability of the service member to receive recompense from the carrier for any damage claims. It was suggested that existing procedures be reviewed and that alternatives be analyzed.

### Existing Knowledge

No studies of this nature were identified, although Marsh (1970) suggests the potential importance of this area; and civilian mobility research such as Jones (1973) suggests that arrival of household goods is important to successful adjustment to a move.

### 3.3.4 PHASE III B: DEVELOPING SUPPORT SERVICES RELATED TO RELOCATION

#### AREA 1: IDENTIFY SPECIFIC INFORMATION AND SUPPORT NEEDS OF FAMILY MEMBERS FOR DIFFERENT TYPES OF RELOCATION (E.G., OVERSEAS, BASE VS ECONOMY)

### Description and Comment

A significant number of respondents across respondent categories specified a need for more baseline data on family information and support needs relating to relocation. Examples given of information needs to be determined included information about local schools, community characteristics, types of housing, extent of Navy and civilian support services (e.g., day care) and local culture. It was felt that this study should differentiate between needs for different types of relocations -- for example, CONUS vs overseas relocation, and relocations where families would live on-base vs those where they would live "on the economy".

### Existing Knowledge

Many of the studies cited under Phase I, Area 1, provide insights into the information and support needs of families before and during the relocation process, although there is less information in this area than on deployment separation. For the most part, the studies are of assistance in identifying some of the problems experienced which had the greatest effect on families, but the resulting information and support needs must be inferred. Dorman, et.al. (1977) addresses the needs of Foreign Service spouses and families.

#### AREA 2: COMPARE THE BENEFIT AND SUPPORT SYSTEMS FOR RELOCATION OFFERED IN THE CIVILIAN SECTOR WITH THOSE OFFERED BY THE MILITARY, AND ASSESS POTENTIAL ADAPTABILITY

### Description and Comment

Building on the study cited for Phase I, Area 2, respondents suggested those support systems and benefits found to be most effective in the civilian sector (in terms of retention and job performance as well as family satisfaction) be considered as part of a model system by the military. Those models should be assessed for potential feasibility and adaptability to the military sector in designing more effective support systems for relocating families.

### Existing Knowledge

No studies of this type were identified.

AREA 3: DESIGN A MODEL SUPPORT SYSTEM FOR PREPARING A FAMILY TO MOVE (BOTH CONUS AND OVERSEAS) AND INTEGRATING THEM AFTER THE MOVE, INCLUDING SUCH COMPONENTS AS:

- job networking assistance for spouses
- nationwide "house trading" network
- training programs to prepare families for relocation
- cultural education programs

### Description and Comment

Several respondents in the policy, research, and constituency categories advocated the development of a model system for preparing families to move and integrating them into an appropriate community after the move. Such a system should address both CONUS and overseas transfers and could include the following components:

- Job networking assistance for spouses.
- Nation-wide "house trading" network.
- Training programs to prepare families for relocation.
- Cultural education programs.
- Instructions on use of Navy support services such as the Navy Lodge and the sponsorship program.
- Provision of social profiles of new communities, including the community's acceptance of minorities and the military in general.

In designing this system, it was suggested that the Navy should consider the relative effectiveness of on-site vs state-wide training and



one-to-one vs group training. In addition, one respondent suggested the cost effectiveness of increasing availability of public quarters be determined and included in the model system, if appropriate, as a means of reducing the cost of selling an old home and financing a new one for every transfer.

#### Existing Knowledge

A scattered assortment of self-help aids (mostly pertaining to overseas transfers) as well as a few conceptual papers are available. There do not appear to be any documents which integrate program concepts and successful models to provide clear guidance for developing a model support system. Useful references include Dorman (1977), Kohls (1979), the Final Report of the Family Awareness Conference, Workshop E Report on "The Navy Family Overseas" (1979), the Department of State Guidelines for Family Liaison Officers (1978), the Regulations for the Army Community Service Program, Chapter 5 (1978) and the Navy Family Services Center Manual (1980).

Activity is underway in NMPC-6 to develop better support materials for families going overseas, and in the State Department to develop a job-networking assistance program for spouses.

#### 3.3.5 PHASE IV A: PILOT TEST/EVALUATION OF RELOCATION POLICIES AND PROCEDURES

##### AREA 1: TEST SELECTIVE CHANGES IN RELOCATION POLICIES AND PROCEDURES, AND EVALUATE IMPACT ON FAMILY STRESS, PERSONNEL PERFORMANCE AND RETENTION

- A. FREQUENCY OF RELOCATION.
- B. NON-ACCOMPANIED OVERSEAS TOURS.
- C. SPECIAL CONSIDERATIONS IN RELOCATION ASSIGNMENTS.
- D. COMPENSATION/BENEFITS PACKAGES.

#### Description and Comment

Building on Phase III A, above, respondents suggested the Navy pilot test selected changes in relocation policies and the impact of these changes on family stress, personnel performance, and retention. Policy changes suggested to be tested should be selected from the following areas (see Phase III A above, for more detailed suggestions):

- Frequency of relocation.
- Non-accompanied overseas tours.
- Special family considerations in relocation assignments.
- Compensation/benefits packages.



### Existing Knowledge

No field experiments or evaluations of this type were identified.

### 3.3.6 PHASE IV B: PILOT TEST/EVALUATION OF RELOCATION SUPPORT SERVICES

#### AREA 1: EVALUATE THE IMPACT ON FAMILY ADAPTATION, RETENTION AND PERFORMANCE OF SELECTED INTERVENTIONS DESIGNED TO SUPPORT NAVY FAMILIES DURING RELOCATION

- cultural orientation/education programs
- relocation counseling programs
- sponsors programs

#### Description and Comment

Many respondents, building on Phase III B suggestions above, were concerned with evaluating the impact of selected relocation-related interventions and support systems on family adaptation, retention, and performance. Some of the interventions cited already exist and are used by Navy families, while others could be pilot-tested as new projects. The suggested interventions/support systems to be evaluated included:

- Cultural orientation/education programs.
- Relocation counseling programs.
- The Navy sponsor program.
- The Navy Lodge.
- The traditional volunteer informal support network (e.g., CO/XO wives).

### Existing Knowledge

No formal evaluations of support programs were identified.

### 3.3.7 PHASE V: INSTITUTIONALIZING RELOCATION POLICIES AND PROCEDURES

#### AREA 1: ASSESS OPTIONS FOR INSTITUTIONALIZING ORIENTATION COURSES FOR ALL PERSONNEL ASSIGNED OVERSEAS

#### Description and Comment

This suggestion arose from a concern over the lack of preparation of Navy families for living outside CONUS, and the lack of systematic Navy efforts to provide this preparation. Respondents in this area felt

that current practices left to the discretion of the CO were inadequate, and that additional organizational supports should be developed or strengthened. It was felt to be critical to institutionalize the provision of orientation courses and to standardize the content of these courses. Respondents suggested that the training procedures and materials of the State Department and private businesses be carefully studied and the most effective and appropriate aspects institutionalized. A few respondents noted that such orientation should include specific stress management training as well as information on survival skills, culture, and language.

Existing Knowledge

No studies of this nature were identified.

### 3.4 Family Service Needs

This section presents the research areas identified within the category of Family Service Needs. Information relating to over twenty distinct family service needs was obtained. The priority rankings were tabulated by type of respondent (i.e., policymaker, family practitioner, researcher, etc.), and then aggregated to reflect the composite rankings of the entire respondent group. The composite rankings using alternative methodologies, are shown in Figure 3-6. As illustrated in Figure 3-7, the service needs most often ranked as #1 were identified as:

- Information and referral.
- Medical/Dental Care.
- Deployment.
- Housing.
- Emergency services.

However, when each service area was taken into account and weighted according to level of priority assigned (with those mentioned as a #1 priority given the most weight) the top service needs shown in Figure 3-8 are:

- Medical/Dental Care.
- Information and Referral.
- Deployment.
- Housing.
- Financial Counseling.
- Child Care.

Given the large number of service needs selected by participants only five service needs have been chosen for discussion in this section. These five needs include:

- Child Abuse/Spouse Abuse.
- Medical/Dental Care.
- Financial Counseling.
- Housing.
- Child Care.

A: FREQUENCY OF AREAS DISCUSSED/MENTIONED BY RESPONDENTS

NO. OF TIMES RESPONDENTS MENTIONED/DISCUSSED	SERVICE NEEDS AREA IN FREQUENCY RANK ORDER
32	Information and referral
28	Medical/dental care
26	Deployment assistance
16	Child care
15	Financial counseling
14	Housing
11	Emergency services
10	Career counseling
9	Relocation assistance
8	Marital counseling
8	Family enrichment
7	Child/spouse abuse
6	Substance abuse
5	Navy exchange/commissary
2	DODS schools
2	Compensation reimbursement
1	Children/youth services
1	Civilian police relations
1	Job bank for dependents
1	Declining quality of personnel
1	Family-basic education
1	Lobbying efforts

Figure 3-6. Priority Rankings of Service Need Areas

**B. FREQUENCY OF AREAS DESIGNATED WITHIN TOP THREE PRIORITY RANKINGS**

NO. OF RESPONDENTS ASSIGNING	PRIORITY #1	NO. OF RESPONDENTS ASSIGNING	PRIORITY # 2	NO. OF RESPONDENTS ASSIGNING	PRIORITY #3
16	Information & Referral	8	Medical/Dental Care	6	Medical/Dental Care
9	Medical/Dental Care	8	Deployment assistance	5	Deployment assistance
5	Deployment assistance	6	Financial counseling	4	Child care
5	Housing	5	Information & referral	4	Housing
3	Emergency services	4	Child care	3	Financial counseling
2	Relocation assistance	4	Marital counseling	3	Emergency services
2	Child care	3	Relocation	2	Information & referral
2	Financial counseling	3	Family enrichment	2	Career counseling

Figure 3-7. Priority Rankings of Service Need Areas

C. Weighted Index of Priority Areas\*

WEIGHTED INDEX #	SERVICE NEED AREA
83	Medical/Dental Care
79	Information and referral
62	Deployment assistance
32	Housing
28	Financial counseling
26	Child care
18	Emergency services
12	Marital counseling

\*1 areas have been given a weight of 4, #2 areas a weight of 3, #3 areas a weight of 2, and topics discussed but not ranked, a weight of 1

Figure 3-8. Priority Rankings of Service Need Areas



These service needs were selected not only based on the weighted priority ranking by the group of respondents, but also in consideration of the quantity and quality of researchable topics which were identified in relation to them. In addition, child and spouse abuse was selected due to the focus of the Navy Family Advocacy effort on this issue.

Given the large number of service needs covered in the interview and the relatively limited amount of information gathered on each individual service area, the format for presentation of the service need research area has been slightly modified. First, it should be noted that participants have not necessarily identified research areas within each of the five phases. Second, only brief descriptions of individual research areas are provided and existing knowledge sections have not been included.

Research areas identified for the service needs pertaining to deployment and relocation assistance are discussed in Sections 3.2 and 3.3 of this report. Information and Referral service needs are discussed under the generic array in Section 3.1.

#### 3.4.1 Child Abuse/Spouse Abuse

##### PHASE I: UNDERSTANDING IMPACT OF CHILD ABUSE/SPOUSE ABUSE ON NAVY FAMILIES

##### AREA 1: DETERMINE BASELINE DATA

###### Description and Comment

Many respondents commenting on this service need felt that baseline data are needed in this area before the Navy can proceed effectively in refining its approaches to the problem. A first step identified by respondents was to determine the incidence of child abuse and spouse abuse in the Navy, and compare this rate with incidence rates in the military as a whole and in the civilian population. Determination of Navy incidence being higher, lower, or the same as other populations could lend to more fruitful exploration of factors contributing to abuse.

Concomitantly, respondents indicated that a profile of abusive Navy families was needed, and should include demographic variables such as educational level as well as psychosocial indicators such as degree of closeness with extended family and feelings of isolation. If a difference for incidence between military and civilian populations was found, respondents felt that a thorough profile could assist in assessing whether Navy-related factors contributed to the difference or whether individuals with a predisposition (or lack thereof) toward abuse were differentially recruited into the Navy. The profile could also help in the identification of high-risk families.

##### AREA 2: INVESTIGATE FACTORS POTENTIALLY INFLUENCING ABUSE

### Description and Comment

Most respondents were concerned with determining the influence or impact of various factors (many of them Navy-related) on the occurrence or reporting of family violence. Factors felt to be most significant included:

- Job satisfaction.
- Habitation on-base vs off-base.
- Deployment separation and transfer cycles.
- Cultural differences (including attitudes of foreign born spouses and attitudes of families living overseas).
- Navy attitudes and practices regarding the use and availability of alcohol.
- Social isolation.
- Effects of stigma and guilt on abusive families in the military community.
- Military training (i.e., its physical, aggressive aspects).

### AREA 3: INVESTIGATE HELP-SEEKING BEHAVIORS

#### Description and Comment

Several interviewers were interested in determining at what point Navy families spontaneously seek help for an abuse problem, to whom they first turn for help, and what factors contribute to these decisions. Such a research project would require close cooperation with civilian hotlines and child protection and mental health agencies, as well as with formal and informal helping systems within the Navy, if it is to approach the requisite level of accuracy and comprehensiveness.

### PHASE III A: DEVELOPING CHILD ABUSE/SPOUSE ABUSE POLICIES AND PROCEDURES SUPPORTIVE OF NAVY FAMILIES

#### AREA 1: INVESTIGATE INFLUENCES ON REPORTING OF ABUSE

#### Description and Comment

One respondent felt that Navy confidentiality policies should be analyzed and their impact on the reporting of abuse assessed. Less specific concerns were experienced by other interviewers about the

practice of placing automatically on a service member's record any report of a problem such as spouse abuse, family violence, etc. It was felt that there may be some policy differences among the military services on this issue, and that these differences should be comparatively evaluated. In addition, the respondent felt that such an analysis of confidentiality policy should be extended to determine its true impact on the affected service members' career paths and on their families.

PHASE III B: DEVELOPING SUPPORT SERVICES RELATED TO CHILD ABUSE/SPOUSE ABUSE

AREA 1: DEVELOP TRAINING PROGRAMS

Description and Comment

The development of training programs in abuse for key contact personnel such as military physicians and shore patrol as felt to be essential by several respondents. Such training should cover the identification and reporting of abuse (in its early phases), as well as guidance on effective interaction with abusive families at the first point of contact. One respondent felt that the design of such programs should be preceded by an investigation of current operating practices by the aforementioned personnel.

AREA 2: ASSESS CRITICAL FACTORS IN INTERVENTION DELIVERY

Description and Comment

A major issue recognized by respondents was whether to provide abuse services through Navy facilities or existing civilian facilities (perhaps with appropriate Navy funding). A related issue was the facilitation of coordination between medical and human services personnel in whichever sector (military or civilian) assumes primary responsibility for service delivery. Both issues will require joint deliberation and cost-benefit analysis by key civilian and Navy personnel at the national, state, and local levels.

AREA 3: IDENTIFY OPTIMAL PERIODS FOR INTERVENTION

Description and Comment

A basic concern in designing intervention is the determination of optimal points in the problem cycle at which to intervene. One respondent suggested that this question be considered by Navy practitioners in light of relevant available research done in the civilian community, but in consideration of critical Navy variables such as deployment separation.

Finally, several respondents pointed out the importance of distinguishing between appropriate interventions for spouses as opposed to children when designing service delivery approaches.

PHASE IV B: PILOT TEST/EVALUATION OF CHILD ABUSE/SPOUSE ABUSE SUPPORT SERVICES

AREA 1: EVALUATE PREVENTIVE PROGRAMS

Description and Comment

A few respondents suggested that abuse prevention programs, including training of key personnel in early identification, be piloted on a base and then evaluated in comparison with a control population from another, similar base. Such evaluation should address the impact of each program on reporting of abuse as well as on long term benefits to target families.

AREA 2: EVALUATE INTERVENTION PROGRAMS

Description and Comment

Several interviewees suggested that different intervention models be designed and pilot-tested at different bases to provide comparative evaluations of effectiveness. Models could include Navy-sponsored and civilian-sponsored approaches. It was felt that all demonstration projects should attempt to determine the influence of a participation of the family in such services on the service member's job performance.

3.4.2 Medical/Dental Care

PHASE I: UNDERSTANDING IMPACT OF MEDICAL/DENTAL PROBLEMS ON NAVY FAMILIES

AREA 1: DETERMINE NEED FOR MILITARY MEDICAL/DENTAL SERVICES

Description and Comment

A few respondents in the policy and operations categories felt that more work needs to be done on determining the health service needs of Navy families. One respondent was interested in profiling Navy families to establish reliable family risk indicators that could be used to identify high-risk families in the health and mental health areas. Such indicators could be used in making recruitment and relocation/overseas transfer decisions. Another respondent suggested that a useful indicator for planning could be developed by correlating the average number of health services needed different types/sizes of families at different salary levels. Several respondents were concerned with medical/dental needs as indicated by:

- Financial and emotional costs incurred by families as a result of the constraints of military health coverage (e.g., lack of continuity of care, lack of provision of certain services such as limitations on reproductive health services for women).

- Number of military families using civilian health care when equivalent Navy care is available and types of health services involved.
- Determine the factors which make certain services more attractive and responsive to families and the feasibility of incorporating such factors in all medical facilities.

AREA 2: INVESTIGATE FACTORS AFFECTING APPROPRIATE UTILIZATION OF MILITARY HEALTH SERVICES

Description and Comment

A few respondents felt a need to study the following utilization issues:

- Investigate reasons for overutilization of medical services by some and determine appropriate interventions to prevent this.
- Determine the significance and prevalence of service members or spouses losing a day's work and/or pay in order to utilize medical military health services.
- Study the capability of CO's, Division Chiefs, crew chiefs, and other supervisory personnel to recognize signs and symptoms of poor health, and to take appropriate action (e.g., encourage personnel to seek medical care).
- Determine reasons for military families utilizing civilian health agencies when equivalent Navy services are available to them.

AREA 3: DETERMINE IMPACT OF MISSION-RELATED FACTORS ON FAMILY HEALTH AND HEALTH SERVICES

Description and Comment

One respondent was specifically concerned with two critical areas in which mission may have impact on family health and help-seeking behavior:

- Determine the relationship of high stress/work volume rates or assignments or workaholic attitudes and behavior among service members and their superiors with family health and mental health problems.
- Determine prevalence of and objective justification for the attitude that family complaints about

medical care or presentation of stigmatized health/mental health problems in military medical facilities will negatively influence the service member's military career.

- Study family perceptions of and reality concerning the issue: Is a service member's military career jeopardized by considering family needs above career needs?

AREA 4: INVESTIGATE CHARACTERISTICS OF MILITARY MEDICAL PERSONNEL

Description and Comment

Two respondents in the policy and operations categories were interested in assessing the knowledge and attitudes of Navy medical personnel by:

- Determining the accuracy of military physicians' understanding of military lifestyles.
- Examining the role and value differences between line personnel and Navy health personnel with respect to social medicine and holistic health care.

AREA 5: STUDY IMPACT OF CHAMPUS-RELATED POLICIES ON NAVY FAMILIES

Description and Comment

Several respondents felt it imperative to institute a more systematic inquiry into the impact of CHAMPUS policies on families. They suggested the following areas as starting points:

- Study the impact of changes in CHAMPUS regulations on retired families who settled near military hospitals.
- Determine the effect of policies requiring competitive bidding on the quality of CHAMPUS program management contacts.
- Determine the impact of the 20% deductible in CHAMPUS on families in different locations with different levels of medical charges.

PHASE III A: DEVELOPING MEDICAL/DENTAL POLICIES AND PROCEDURES SUPPORTIVE OF NAVY FAMILIES

AREA 1: DEVELOP IMPROVED POLICIES CONCERNING CHAMPUS BENEFITS

Description and Comment

Many respondents were concerned with developing improved policies and information on policies regarding CHAMPUS benefits. The main issue was keeping families better informed about the frequent policy changes within the program. One respondent also suggested investigation of the policy development process with regard to contingency planning for medical needs in peacetime vs wartime.

PHASE III B: DEVELOPING SUPPORT SERVICES RELATED TO MEDICAL/DENTAL SERVICES

AREA 1: DESIGN MODEL INTERVENTIONS

Description and Comment

One respondent discussed two areas of service intervention design:

- Develop projects to help people recognize stress in themselves and others, and take appropriate steps to correct or minimize negative stress effects.
- Design intervention to develop and measure "family readiness" for military life and fulfillment of mission, as the Navy does for fleet readiness, without creating paternalism and dependency. Some indicators of family readiness might include the existence of a will, medical provision for the family in preparation for deployment, etc.

PHASE IV A: PILOT TEST/EVALUATION OF MEDICAL/DENTAL POLICIES AND PROCEDURES

AREA 1: EVALUATE MEDICAL POLICIES

Description and Comment

Many respondents were concerned with policies lacking dental coverage for dependents and felt that a cost-benefit analysis of such coverage should be done; this analysis should point out the difference between the cost of such services provided on the private sector to the individual as opposed to costs to the government of military-sponsored services. In addition, one respondent posed the following basic questions:

- What effect does the Congressional limitation on monies for medical services have on families?
- What current military practices and policies detract from the delivery of health services, and how?

PHASE IV B: PILOT TEST/EVALUATION OF MEDICAL/DENTAL SUPPORT SERVICES

AREA 1: EVALUATE SPECIFIC MEDICAL BENEFITS AND SERVICES

Description and Comment

Most respondents agreed that more systematic evaluation of existing aspects of this service need area is needed. Many different foci for such an evaluation were identified:

- Determine differential application of medical benefits among different family members, differentiating preventive from treatment services.
- Determine availability of on-base pharmacies in different locations.
- Determine reasons for underutilization or inappropriate utilization of CHAMPUS.
- Determine the need for extended hours of various medical facilities and feasibility of implementation.
- Evaluate the impact of limitations on reproductive health services on families both overseas and within the Continental United States (including contraception, sterilization, and abortion).
- Compare the effectiveness of obesity programs run through Family Practice with such programs operated under a unit with mental health or motivational responsibilities.
- Determine the impact of improved health care facilities and adequate medical personnel on job performance and retention; this could be done by comparing two bases with differences in facilities available.
- Study the feasibility of incorporating civilian support services into base operations and vice versa (e.g., station a CHAMPUS representative at a local clinic or physicians' office once a week).
- Evaluate the Norfolk DEERS program which includes computerized verification of eligibility for medical benefits.

AREA 2: EVALUATE ATTITUDES OF FAMILIES AND MEDICAL PERSONNEL



### Description and Comment

Most respondents were especially concerned with various questions of patient satisfaction and provider attitudes:

- Determine attitudes of BUMED personnel toward serving families and about their own medical privileges, and how these attitudes affect quality of care.
- Compare the satisfaction of patients with military dental care vs medical care and the reasons for any differences found.
- Determine the impact of increased use of physician extenders or civilian physicians on family satisfaction, BUMED personnel's satisfaction, continuity of care, workload of BUMED personnel, and health care costs.
- Compare patient attitudes toward two different medical facilities and determine factors contributing to satisfaction levels as well as objective differences between the facilities.
- Evaluate current "contact point" training program for Navy medical personnel (purpose is to sensitize them to patient needs and attitudes). This should include data on hours of training, number and types of personnel trained, and correlation of training with changes in patient satisfaction as determined through pre- and post-training surveys.

### 3.4.3 Financial Counseling

#### PHASE I: UNDERSTANDING IMPACT OF FINANCIAL PROBLEMS OF NAVY FAMILIES

#### AREA 1: STUDY POTENTIAL INDICATORS OF FINANCIAL STRESS/PROBLEMS AMONG NAVY FAMILIES

### Description and Comment

Several respondents expressed the need for more precise baseline data in this problem area as a precursor to the design of effective interventions. As mentioned under other areas, it was suggested that the changing demographic characteristics of Navy families be studied, with particular focus on cycles of financial demand and the kinds of attitudes different types of families (including single service members) could be expected to have toward money and on the prevalence of financial problems (who, when, and where). Once this baseline had been delineated, respondents felt the following issues should be explored and indicators of financial distress developed:

- Prevalence of moonlighting on the part of the service member.
- Effects of moonlighting on family satisfaction with the Navy, etc.
- Effects of inflation on the worth of military benefits.
- Effects of relocation on the financial status of persons at various ranks/career levels.
- Comparisons of civilian with military wage rates among similar careers and trades (taking unionization into account as a variable).

AREA 2: DETERMINE NEED FOR FINANCIAL COUNSELING AND ASSISTANCE SERVICES

Description and Comment

Most respondents across respondent categories agreed that more investigation of need for this service is required. Particular attention should be directed to families within pay grades E-1-E-4. Of interest are:

- The reasons why families seek various types of financial assistance.
- The extent to which lack of consumer protection for military families affects Navy families' financial problems.
- The relationship between financial problems and family stability.
- Families perceptions about the kinds of financial assistance available.

PHASE II: UNDERSTANDING IMPACT OF FINANCIAL PROBLEMS ON THE NAVY MISSION

AREA 1: STUDY RELATIONSHIP BETWEEN FINANCIAL PROBLEMS AND RETENTION AND PERFORMANCE

Description and Comment

Some respondents stated that efforts should be made to relate the factors explored in Phase I research (above) to retention and job performance. For example:

- What is the effect of moonlighting on job performance?

- How do the cycles of financial demand within families relate to retention decisions.
- How do perceived and actual differences between civilian and military wages in comparable jobs affect retention decisions?

PHASE III B: DEVELOPING SUPPORT SERVICES RELATED TO FINANCIAL COUNSELING

AREA 1: DELIVERY OF FINANCIAL COUNSELING

Description and Comment

One respondent felt that more effort needs to be expended on intervention design in this area. In particular, the respondent felt that the optimal level of detail and what type of information is most needed should be determined.

PHASE IV A: PILOT TEST/EVALUATION OF FINANCIAL POLICIES AND PROCEDURES

AREA 1: EVALUATE EMERGENCY LOAN PROCEDURE

Description and Comment

Several respondents in different respondent categories identified as a research need the evaluation of the Navy Relief's Emergency Loan Procedure. This evaluation should be geared not only to determining procedural efficiency but also the perceptions and satisfaction of Navy families with the procedure. The assessment of this procedure was felt to be particularly important as it represents the major Navy sponsored form of financial assistance.

PHASE IV B: PILOT TEST/EVALUATION OF FINANCIAL COUNSELING SUPPORT SERVICES

AREA 1: EVALUATE NAVY PAY/SALARY-RELATED PROGRAMS

Description and Comment

Most respondents expressed a need for evaluation research of all existing programs relating to financial assistance. Among these are the Pay and Personnel Support Services Center and the computerized pay system (JUMPS). The convenience and efficiency of these systems for families should be determined.

AREA 2: EVALUATE MILITARY FINANCIAL COUNSELING PROGRAMS

Description and Comment

Respondents were interested in the evaluation of existing Army and Navy financial counseling projects. Of particular interest is effectiveness of the Navy Adjutant Generals' Corps Consumer Credit and Financial

Counseling programs which were provided to NATO forces, and their applicability to the Navy. Also considerable concern was expressed about participation in Navy Relief training and other functions, its effectiveness in meeting family needs, and the effect of budget management education on families' behavior.

#### 3.4.4 Housing

### PHASE I: UNDERSTANDING IMPACT OF HOUSING PROBLEMS ON NAVY FAMILIES

#### AREA 1: DETERMINE NEED FOR MILITARY HOUSING AND HOUSING REFERRAL

##### Description and Comment

Several respondents (primarily in the family practitioner and operations categories) suggested that future housing needs (demand) and preferences for housing, whether on or off-base, be studied. Particular attention should be shown to lower pay grade, married personnel and differences in preference of senior-level vs middle-level personnel. Information on needs in various locations should then be compared with current and projected availability of housing in order to influence budgeting and planning. Concomitantly, respondents were concerned with determining families' need for a central, reliable service of housing information and referral.

#### AREA 2: EXAMINE IMPACT OF HOUSING ALTERNATIVES ON FAMILIES

##### Description and Comment

A few respondents were interested in ways in which housing alternative reflected and influenced accepted lifestyle alternatives; this pertains to the function of the family home in structuring both the family's physical and psychosocial space. Thus, respondents posed the following questions for investigation:

- How do military housing designs and community housing patterns relate to family access to services, leisure time use, and other factors?
- What are military attitudes toward alternative living patterns as reflected in housing design and housing policies and procedures; to what extent do these attitudes and policies limit family choices?
- Are there differences between off-base rental housing frequented by military families as compared with such housing used primarily by civilians (i.e., in style, maintenance, or policies)? If so, how do these differences affect military families?

PHASE II: UNDERSTANDING IMPACT OF HOUSING PROBLEMS ON NAVY MISSION

AREA 1: STUDY IMPACT OF AVAILABILITY OF HOUSING ON RETENTION

Description and Comment

One respondent suggested that the Navy study the impact of increased availability of adequate military housing on retention.

PHASE III A: DEVELOPING HOUSING POLICIES AND PROCEDURES SUPPORTIVE OF NAVY FAMILIES

AREA 1: EXAMINE FEASIBILITY OF DESIGNING POLICIES WHICH ARE CONSONANT WITH FAMILY NEEDS/PREFERENCE

Description and Comment

Several respondents suggested that several policy alternatives be examined by policymakers:

- Examine the feasibility of a variable housing allowance.
- Examine policy alternatives (and costs thereof) which would result in expanding availability of housing for enlisted persons (e.g., utilizing mobile homes, including low pay grade personnel).
- Study the feasibility of transferring people systematically in consideration of the match between their housing needs and housing availability.

PHASE IV A: PILOT TEST/EVALUATION OF HOUSING POLICIES/PROCEDURES

AREA 1: DETERMINE EXTENT TO WHICH CURRENT POLICIES ARE CONSONANT WITH FAMILY NEEDS AND PREFERENCES

Description and Comment

Several respondents across respondent categories were concerned that housing policies were formulated without regard to the needs and preferences of their client population. For example, a routine practice is to require or encourage single enlisted personnel to live on-base and families to live off-base; it is thought that this practice does not reflect current preferences of many Navy people. In addition, procedures concerning length of time for availability notification, length of waiting lists, equity assignments, housing allowances, and accommodations to school year considerations should be examined. Housing assignments and allowances should be studied through the comparison of two types of housing in one base. One respondent suggested that the

impact of different management structures on family satisfaction and housing maintenance be assessed, particularly on overseas bases. One Navy policy-maker was interested in the broader issue of evaluating the impact on families of housing-related policies which are controlled by Congress. Finally, a respondent in the operations category pointed out that military housing privileges are often used as an arm of discipline for dependents as well as service members, although the policy only applies to service members. The respondent suggested that such incidents be identified, recorded, and studied to determine alternative means of dealing with the situations, as well as ways to discourage this practice.

#### PHASE IV B: PILOT TEST/EVALUATION OF HOUSING SUPPORT SERVICES

##### AREA 1: EVALUATE COSTS AND FEASIBILITY OF UPGRADING MILITARY HOUSING

###### Description and Comment

Several respondents across categories felt that a major service intervention in this service need area would be modernization of existing military housing stock and related support facilities to meet current safety, aesthetic, and convenience standards evidenced in civilian communities.

##### AREA 2: STUDY FEASIBILITY OF ENHANCING SUPPORT SERVICES WITHIN MILITARY HOUSING

###### Description and Comment

One respondent was concerned with two types of support services which were felt to be important to this service need area: the physical support facilities such as recreation areas, laundry etc., and the family services which could be located within military housing complexes. With regard to support facilities, the respondent suggested that the Navy analyze the budget and policies to determine feasibility of upgrading existing facilities and planning for the construction of new facilities along with each new housing project in the future. Too often in the past, such facilities have been added as an afterthought and consequently have been poorly designed and maintained. With regard to family services, the respondent suggested the Navy test the feasibility and effectiveness of locating selected family services within military housing complexes at a few demonstration sites; such service might include family education (e.g., deployment briefings, etc.), crisis intervention, and information and referral. Apparently some bases have relocated an underutilized service from elsewhere on base to the housing office, and experienced a substantial increase in appropriate utilization. The respondent advocated an individualized approach to meet the needs of each command in designing pilot projects of this type.

### 3.4.5 Child Care

#### PHASE I: UNDERSTANDING IMPACT OF CHILD CARE PROBLEMS ON NAVY FAMILIES

##### AREA 1: DETERMINE NEED FOR DIFFERENT TYPES OF CHILD CARE AND RELATED SERVICES

###### Description and Comment

All of the respondents who discussed this service need felt that the gathering of further baseline data including expressed need and indicators of special needs was critical to any programs in this area. They suggested that the following research projects be undertaken:

- Determine prevalence of perceived need for any type of child care.
- Document the number of single parents and dual career/two worker families in each location.
- Investigate the prevalence of "latch-key" or supervised children and their ages.
- Study current child care provisions of single parent Navy families.
- Determine the need for educating parents about child care choices.

#### PHASE II: UNDERSTANDING IMPACT OF CHILD CARE PROBLEMS ON THE NAVY MISSION

##### AREA 1: STUDY IMPACT ON JOB PERFORMANCE

###### Description and Comment

Two respondents felt it would be beneficial to establish the impact of provision of needs and appropriate child care services on service members' productivity and work attendance. Such a study should concentrate particularly on a sample of single parents since they often have the most pressing child care needs.

#### PHASE III B: DEVELOPING SUPPORT SERVICES RELATED TO CHILD CARE

##### AREA 1: DETERMINE THE STATE-OF-THE-ART IN CHILD CARE

###### Description and Comment

Two respondents in the research and constituency group categories suggested that civilian research on what constitutes effective child care be synthesized and interpreted for Navy use in designing appropriate programs.

AREA 2: DETERMINE ALTERNATIVE DESIGNS OF CHILD CARE PROGRAMS TO MEET NEEDS OF NAVY FAMILIES

Description and Comment

Most respondents in this area emphasized the need to tailor child care services to the needs of different family structures in different locations to the extent possible. In order to do this, they felt the following information needs to be gathered:

- Study the pros and cons of Navy-sponsored vs civilian-sponsored child care in different locations, and of coordination with related civilian services such as single parent groups.
- Identify hours when child care is most needed (e.g., drop-ins, extended after school use, 24-hour care at time of deployment, etc.).
- Identify the priority target populations for child care programs and gear admission priorities accordingly.
- Identify the type of programming needed in various locations and by age of the target group of children (e.g., infant stimulation, development by care for handicapped children, custodial care for toddlers, child development for preschool children, etc.).

PHASE IV B: PILOT TEST/EVALUATION OF CHILD CARE SUPPORT SERVICES

AREA 1: EVALUATE THE COST AND QUALITY OF CURRENT AND DEMONSTRATION CHILD CARE PROJECTS UNDER MILITARY AUSPICES

Description and Comment

Several respondents stated that several cost and quality parameters of child care services should be evaluated:

- Investigate how varying costs (i.e., fees for) child care services affect their utilization by Navy families.
- Evaluate the relationship between the cost of child care (both to the user and the sponsor) and the quality of that care.
- Examine the impact, if any, of exemption from state day care licensing regulations on Navy-sponsored child care.



- Investigate Navy perceptions and satisfaction/attitudes about the cost and quality of Navy child care services.

#### 4. CONDUCTING NAVY FAMILY RESEARCH: PRINCIPLES FOR COMPREHENSIVE PLANNING

Chapter Three identifies and discusses over 100 research areas which are viewed as fruitful and useful areas for the Navy to pursue in future plans to support research on Navy family issues. Furthermore, logical sequential paths for conducting research are laid out and comments are provided on each topic to assist the Navy in the selection of particular research projects.

The development of the Roadmap for Navy Family Research in Chapter Three represents the completion of only the first two phases within an overall system for managing research. As depicted in Figure 4-1, a fully integrated research management system is comprised of seven major components:

- Goal Definition.
- Research Plan Development.
- Selection of Research Projects.
- Research Monitoring.
- Evaluation of Research Findings.
- Dissemination of Knowledge to Users.
- Utilization.

The Goal Definition component provides an explicit statement of program goals and objectives. The Plan Development and Project selection component provide a structure for relating research in a given area to programmatic goals. The Monitoring and Evaluation components build on research results. These components should provide procedures to facilitate:

- Coordination of projects and communication among related projects.
- Collation of early findings.
- Modification of research plans based on programmatic evaluation of research results.

A primary function of the Monitoring and Evaluation components is to determine the actual contribution of individual research activities toward the global programmatic goals.

The last components, Dissemination and Utilization focus on what knowledge should be disseminated, to whom, and how. To what extent

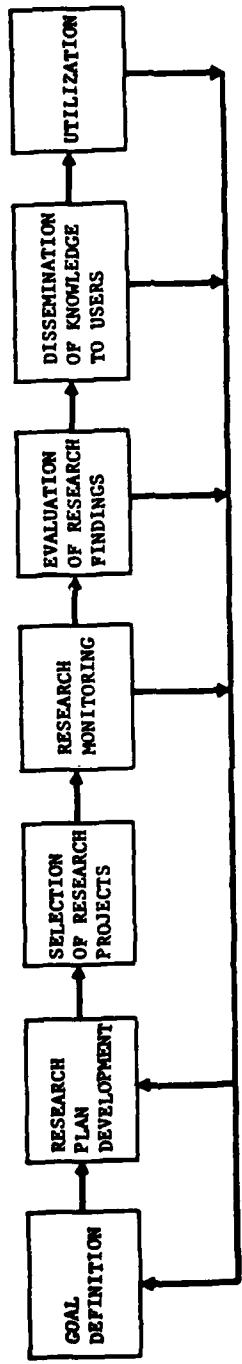


Figure 4-1. Research Management System

specific findings may be applied and transferred to new settings for utilization must be determined. Monitoring and evaluation systems must be established to determine to what extent diffusion and utilization are taking place.

In this chapter, we draw on both comments from the study participants and our own observations about the requirements of research management in order to develop suggested principles to guide the management of future Navy research activity in the family field. Section 4.1 reviews principles for the selection of research projects for funding. Section 4.2 contains principles related to the ongoing monitoring and evaluation process; and Section 4.3 presents comments on targeted dissemination and utilization. Finally Section 4.4 illustrates how the Research Roadmap as well as these principles might be utilized to develop a model research package.

#### 4.1 Selection of Research Projects: Principles for Priority Setting

As indicated earlier, the analysis of research needs in Chapter Three was not intended to establish rank order priorities among the areas listed. The setting of priorities for the funding of research is appropriately a function for internal Navy decisionmaking, dependent upon Navy judgments of both the sufficiency of existing information about any given area and the perceived importance of each area to Navy concerns.

Interviewees for this study identified a wide range of diverse research topics which were viewed as important, and interest in Navy family research was high among most participants. The amount of funding available for research is likely to be relatively small, however, by Federal research standards. Consequently, there is the danger that scarce resources will be spread thinly over a large number of competing research topics with little net impact on the field or the Navy's objectives for family programs. Given the limited amount of funds available to support Navy family research, the decision as to which specific research areas should be supported is critical.

Consequently, the Navy may wish to consider the following principles in establishing priorities:

##### 1. Concentration of Effort to Maximize Impact

The research activity areas identified in Chapter Three were carefully structured in a logic flow based on a set of three objectives for Navy family programs. It may be advisable for the Navy to concentrate its limited funding on a small number of research projects carefully selected to yield information critical to Navy family objectives.

##### 2. Criteria for Priority Setting

Two criteria are particularly relevant for setting priorities among arrays, phases, and research areas. The first is the perceived relative

importance to the Navy of the issues involved. Perceived importance is obviously a subjective matter, dependent upon the judgements of decision makers about: the relative priority of competing Navy objectives, the severity and prevalence of different family problems, and the prevailing political climate which determines the interest in and utility of research on different issues. The second criteria is the assessment of the state of existing knowledge. Within any given array which is of interest, the selection of a phase or research activity area is largely a function of the research managers assessment of the existing state of knowledge. Severe gaps in information in the early phases would indicate that research in later phases may be less productive. Judgments about the adequacy of existing knowledge may be based upon expert opinions as well as prior research.

### 3. Priority Setting Process

In establishing a process to set priorities, the Navy may wish to consider the use of a structured process which involves a small number of key consumers of research, as well as researchers. Key representatives from the participant categories utilized in the preparation of this plan could aid in setting priorities, and their participation in the process would greatly enhance the prospects that research will be supported and utilized.

Additionally, the Navy may wish to consider the use of a structured group meeting process as a way to build consensus. For example, the Nominal Group Technique might be employed to facilitate group decision-making. The criteria above could be quantified and aggregated. The desired outcome of this process could be the identification of a set of research areas which the participants believe should receive highest priority for funding.

### 4. Focus on Retention

If one theme could be singled out as given greatest priority by the study participants, it would clearly have to be retention (as well as attrition of skilled service members). Although the reasons given as to why retention should receive greatest attention in the research varied by respondent category, there was substantial consensus of opinion that the demonstration of a link between specific family issues and retention is important to the future shape and existence of family policies and programs in the Navy.

### 5. Attention to Cost Benefit Concerns

Another underlying theme presented by participants at varying levels in the Navy was the need for family research to include dollar and cents concerns. The accumulation of evidence of cost/benefit data was viewed as critical to influencing decisionmaking and accomplishing the three objectives of increasing awareness, improving services, and strengthening policies.

## 6. Emphasis on Behaviorally Oriented Research

Another theme emerging from the interviews was the perceived efficacy of research demonstrating effects on actual behavior of individuals as opposed to attitudes (e.g., actual re-enlistment behavior of service members as opposed to beliefs by spouses that re-enlistment would be affected). Behavioral measures were seen as more persuasive to personnel in command positions and more accurately reflective of individuals needs. This concern did not appear to reflect a perception that more basic research on understanding family phenomenon was not useful, but rather that previous studies had overemphasized attitudes and generated insufficient information about behavior. As might be expected, many respondents expressed a preference for action-oriented research, i.e., the testing and evaluation of actual family interventions, as being most persuasive and most beneficial to research "subjects".

### 4.2 Research Monitoring and Evaluation: the Coordination and Conduct of Sequential Research

The following principles are suggested to ensure that Navy research on families makes maximum use of prior research and all potentially available research resources in moving sequentially and efficiently toward Navy objectives.

#### 1. Use of the Generic Array as a Guide

The Generic Array is pivotal to the selection of research activities which are likely to make the greatest contribution to meeting Navy objectives. Information that is obtained from Phase I (family impact) and Phase II (impact on Navy mission) research activities will yield insights into the key factors which are most critical to improving Navy family life satisfaction and to improving retention, performance, recruitment and other Navy objectives. Based on these findings, it will be possible to make more informed judgments about the relative importance of research on deployment separation vs relocation vs housing vs information and referral, etc. Convergence Charts may be revised as more evidence accumulates to chart research paths which are likely to provide the greatest payoffs for the Navy and Navy families.

#### 2. Conduct of Sequential, Additive Research Projects

The Navy's organizational structure for the support of research includes several organizational units where research on families might be funded, depending on the subject matter (e.g., medicine, manpower, Marine Corp requirements) and the type of research (e.g., basic, exploratory, applied, evaluation, policy studies). This structure requires extra care and coordination to insure that separately sponsored research projects complement and build on each other so that maximum benefit from research is derived. The Convergence Charts incorporate basic, through very applied research areas into logical flows of research activity

to meet objectives. The charts visually depict how a particular area of more basic research may contribute knowledge to a particular area of applied research and so on, so that research projects can be efficiently planned to complement each other.

### 3. Incorporation of Literature Reviews

There is a particular need in military family research to insure that thorough literature reviews are incorporated into each major study initiated. Our interviews and literature search revealed that there is a growing, but as yet largely disorganized and unpublicized literature pertinent to military family issues. Many of the studies we reviewed failed to build on existing knowledge in designing and conducting new research. Theory building in the field is in its infancy. Furthermore, most of the participants interviewed were largely unfamiliar with the body of knowledge that does exist. If research is to be sequential and build on prior knowledge, it is important that existing studies be searched out, and critically reviewed so that theoretical models can be developed and scarce research resources can be used efficiently in planning original research.

### 4. Coordination Mechanisms for Research

For all of the reasons cited above, coordination of military family research efforts will be important to insure a high yield from limited research activities. Continuing efforts at coordination are needed not only within the Navy structure, but also with the other branches of the service and other Federal agencies concerned with family issues. Although the level of effort devoted to research on family issues appears to be small in the other service branches and the Navy has some unique family concerns; there is considerable potential for research in the Air Force, for example, to provide a critical understanding of issues which would greatly facilitate Navy research, and vice versa. We also identified several opportunities for coordination of Navy and civilian research requirements. For example, national incidence studies of child abuse, domestic violence, drug abuse, runaways, and divorce have not included statistical samples of military families, but easily could have according to officials in the responsible Federal agencies. Military locations might also serve as sites in Federal demonstrations and evaluations of innovative family programs. Coordination, both within the Navy and outside, involves both the planning of complementary military family research projects as well as the exploitation of opportunities to include military family variables in wider research projects on Navy objectives (e.g., recruitment or retention) or family objectives (e.g., prevention of child snatching or alcoholism).

#### 4.3 Targeted Dissemination and Utilization

Many participants in this study stressed the importance of the dissemination and utilization of research results. They expressed

concern that research results were not adequately disseminated in appropriate formats to those in the Navy in greatest need of the information.

Utilization of research results is a traditional problem between the research and policymaking community, and was voiced in this study with particular regularity. Some steps the Navy may wish to take to help bridge this gap, include:

- Incorporation of dissemination plans into initial research designs.
- Inclusion of key Navy policymakers on advisory or review panels for major research efforts.
- Development of more effective techniques for presentation of research findings, including personal briefings of key officials, use of multi-media presentations, sponsorship of seminars and conferences around major research themes, and development of training modules based on major research findings.

#### 4.4 The Sequential Approach: A Model Research Package

This section provides an illustration of how the Convergence Charts and planning principles contained in this chapter might be utilized to guide the sponsorship of research. The research tasks described are not intended as recommendations, but simply as an illustration of how the concepts in this plan might be applied.

Figure 4-2 traces a high yield research path which might be developed utilizing the Convergence Chart logic, the information in Chapter Three, and the principles set out in Section 4.1 - 4.3.

The research path is constructed to meet the primary objective of increasing Navy awareness of the relationship between family issues and retention, (as suggested in Section 4.1). Additionally, the research sequence would generate information relevant to the Navy objectives of improving Navy-wide family support policies through the chain of command and increasing the level and quality of family support services, since the sequence is oriented toward actual interventions designed to improve retention. The numbered steps on the straight line path represent the minimum sequence of research activities needed to provide information for decisionmaking. The lettered steps illustrate how additional research tasks could be conducted simultaneously to enhance the primary research flow. The research activity areas cited generally received high priority from the study participants. Brief comments on those steps are presented below.

STEP 1 -- The proposed analysis of retention literature and construction of a causal model of family factors in retention



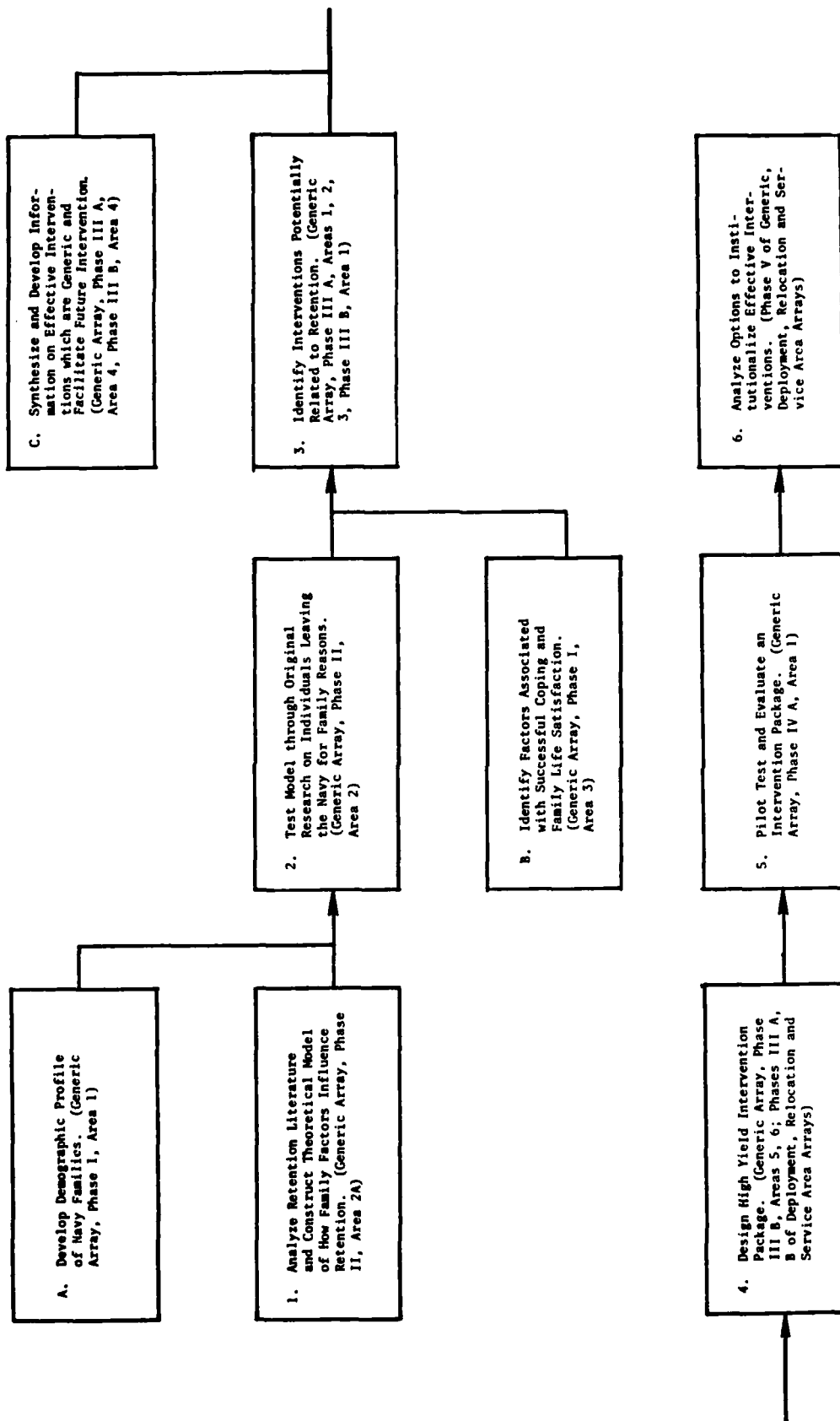


Figure 4-2. Model Research Package

provide the opportunity to capitalize and build on the existing knowledge base. Existing knowledge in this area has never been synthesized and disseminated. A product based on this step alone would make a substantial contribution to the field if dissemination was carefully planned.

- STEP 2 -- The review of existing knowledge indicates wide gaps in our understanding of the types of family concerns which influence actual reenlistment and attrition decisions for different groups within the Navy. Original research based on surveys or interviews would provide a needed opportunity to test and refine the model developed in Step 1. In accordance with Section 4.1 suggestions, the research should be based on actual decisions to leave the Navy, rather than simple attitudes or intentions.
- STEP 3 -- The research in Step 2 could be constructed so as to provide additional data on an array of potential family interventions which might reasonably be expected to influence service members to remain in the service. This information could be supplemented by original research, such as an analysis of commanding officer practices on ships with high versus low retention rates. Step 3 research will enable the generation of hypotheses about a set of very specific interventions which might be expected to influence retention. These interventions could then be reviewed for feasibility to select those most promising to test.
- STEP 4 -- The interventions from Step 3 might involve both policy modifications and service improvements in a variety of areas from deployment separation support to flexibility in transfer decisions to child care services. Research from Phase III A and B of the appropriate arrays would be conducted to design actual interventions which are capable of being tested and are most likely to be effective. Cooperation from Navy program and policy personnel will be needed in intervention design.
- STEP 5 -- The preceding steps help to make it possible to conduct informed action research with the best chance of success. This sequence moves fairly quickly to actual experimentation in the field (a priority for most respondents) while still taking the time needed to build the intelligence to experiment successfully. To have maximum utility, evaluation criteria should include a cost/benefit analysis, as well as family and retention impact measures. Also, to maximize the impact of the research, program and policy advisors should be kept closely involved.

STEP 6 -- Finally, depending on the outcomes of earlier steps, research may be desirable to identify feasible options and develop effective techniques of institutionalizing successful policies and services within the Navy.

STEP A -- The development and analysis of a demographic profile could assist in determining key subgroups within the Navy whose needs should be analyzed separately in assessing needs related to retention. The profile might also help in constructing a sample for Step 2 research and in identifying key variables to be included in the model to be tested.

STEP B -- Research to identify factors associated with successful coping and family life satisfaction is more basic research which could provide information that would be very helpful in conceptualizing interventions. By understanding the processes by which families cope successfully and the elements of Navy family life satisfaction, we may gain valuable insights into how to enhance those processes and elements for various Navy groups.

STEP C -- While research under Steps 2 and 3 was being conducted, it would be possible to help prepare for Step 4 by simultaneously conducting research on design interventions that are assumed to be critical or that would enhance any other family interventions. Two examples drawn from Chapter Three would be: research on mechanisms to communicate effectively with Navy families (a major problem cited frequently), and methods for building spouse commitment to the Navy and Navy life.

The management of a model package of research such as the one described above, requires considerable coordination among Navy research offices. It involves carrying out of a set of interrelated activities which must be systematically intergrated in order to ensure that individual steps all contribute to overall program goals.

In summary, the key feature of the research management system discussed in this chapter is its dynamic nature. An ongoing feedback mechanism is needed so that the research logic can be regularly revised as each step produces results. Results may indicate that some research activity areas currently on the Convergence Charts are not fruitful and should be dropped, that new ones should be entered, or that relative priorities and logical sequences should be altered. Also pertinent results from non-Navy research need to be considered in making these revisions. A research management system, which provides the capacity to continuously integrate research findings from various sources and revise Convergence Charts and research plans accordingly, would enhance the Navy's capability to ensure that family research becomes increasingly focused and moves progressively toward Navy objectives. This Research Roadmap represents a significant first step in that direction.

APPENDIX A  
INTERVIEW PARTICIPANT LIST

INTERVIEW PARTICIPANT LIST

Navy Family Research Plan Project

1. Navy Family Policy Personnel

<u>Name</u>	<u>Affiliation</u>
Major Charles Bellis	Family Programs Officer United States Marine Corp.
Lieutenant Commander Barbara Chandler	Resource Utilization Specialist Family Program, United States Navy
Rear Admiral D. M. Cooney	Chief of Information United States Navy
MCPON Thomas Crow	Master Chief Petty Officer United States Navy
Captain A. Tise Eyler	Deputy Director Human Resource Management Division United States Navy
Captain John Flight	Deputy Director Human Resource Management Division United States Navy
Rear Admiral S. D. Frost	Deputy Comptroller United States Navy
Captain Pauline Hardington	Deputy Director of Total Force Planning United States Navy
Rear Admiral James R. Hogg	Code: OP-13 Office of Chief of Naval Operations
Captain George W. Horsley	Head, Human Resource Management and Personnel Affairs Department Navy Military Personnel Command United States Navy
Rear Admiral C. H. Lowery	Assistant Chief for Health Care Program Bureau of Medicine and Surgery United States Navy
Rear Admiral Fran McKee	Director, Human Resource Management Division United States Navy

1. Navy Family Policy Personnel (Continued)

<u>Name</u>	<u>Affiliation</u>
Captain Peter Miller	Family Programs Office United States Marine Corp.
Dr. Ann O'Keefe	Head, Family Program United States Navy
Dr. Bernard D. Rostker	Director Selective Service System United States Government
Rear Admiral C. J. Seiberlich	Commander, Naval Military Personnel Command United States Navy
Ms. Mary Snavely-Dixon	Deputy Assistant Secretary of the Navy, Manpower United States Navy
Commander Hugh Sullivan	Head, Family Services Section Naval Military Personnel Command United States Navy
Rear Admiral Ross H. Trower	Chief of Chaplains United States Navy

INTERVIEW PARTICIPANT LIST

Navy Family Research Plan Project

2. Navy Operations Personnel

<u>Name</u>	<u>Affiliation</u>
Lieutenant Serge R. Doucette	Family Advocacy Program United States Navy
Captain J. C. Fraser, Jr.	Commander, Naval Construction Battalion, U.S. Atlantic Fleet United States Navy
Mr. W. T. Giles	Director of Housing Naval Weapons Station Charleston, South Carolina
YNCM John Herald	Enlisted Dispatcher Navy Military Personnel Command United States Navy
Rear Admiral Justin Langille, III	Commandant, Headquarters 11th Naval District, USN San Diego, California
Master Chief H. W. Lowry	Sixth Naval District Charleston, South Carolina
YNCM Larry B. Lytle	Enlisted Dispatcher Navy Military Personnel Command United States Navy
Commander John McGraw	Navy Accounting and Finance Center United States Navy
Ms. Sandra Mumford	Overseas Duty Support Program Naval Military Personnel Command United States Navy
Captain Jimmy Pappas	Commanding Officer Naval Station San Diego, California
Captain Richard Pohli	Commanding Officer Naval Support Activity Treasure Island, San Francisco, CA

2. Navy Operations Personnel (Continued)

<u>Name</u>	<u>Affiliation</u>
Rear Admiral James Scott	Commandant, 5th Naval District United States Navy Norfolk, Virginia
Captain Allen Shapero	Commanding Officer Naval Station, USN Pearl Harbor, Hawaii
Commander J. S. Showalter	Special Assistant and Surgeon General for Medico-Legal Affairs Bureau of Medicine and Surgery United States Navy
Captain Burl Troutman	Former Commanding Officer in the Persian Gulf United States Navy
Commander Robert Whitelatch	Junior Surface Warfare Dispatcher Naval Military Personnel Command United States Navy



INTERVIEW PARTICIPANT LIST

Navy Family Research Plan Project

3. Navy Family Practitioners

<u>Name</u>	<u>Affiliation</u>
Ms. Abbie Beller	Director of Program and Volunteer Development USO World Headquarters Washington, D. C.
Ms. Gladys Betak	Casework Director Navy Relief Headquarters Arlington, Virginia
Commander Richard Colley	Coordinator, Navy Assistance 11th Naval District Center United States Navy San Diego, California
Master Sergeant Thomas Craig	Information and Referral Worker Family Service Center United States Marine Corps Norfolk, Virginia
Ms. Eva Deen	Director, Personal Service Center Naval Construction Battalion Center United States Navy Port Hueneme, California
Ms. Dorothy Gandy	Ombudsman/Navy Wife Norfolk, Virginia
Captain Thomas Glancy, Jr.	Director, Naval Alcohol Rehabilitation Center United States Navy Norfolk, Virginia
Ms. Mary Hank	Ombudsman Norfolk, Virginia
Ms. Faye Holloway	Ombudsman/Navy Wife Norfolk, Virginia
Ms. Trink Howe	Ombudsman Coordinator Yokosuka, Japan

3. Navy Family Practitioners (Continued)

<u>Name</u>	<u>Affiliation</u>
Captain David Hunsicker	Chaplain, Family Service Center United States Navy Norfolk, Virginia
Lieutenant Commander Susan K. Jones	Family Practice Clinic United States Navy Jacksonville, Florida
Captain James Karlen	Director, Family Service Center United States Navy Norfolk, Virginia
Ms. Connie Laws	Planning Director, United Way Norfolk, Virginia
Mr. Jon Parry	Social Worker Family Service Center United States Navy Norfolk, Virginia
Lieutenant Collen Purcell	Family Service Center Coordinator United States Navy Long Beach, California
Ms. Marilyn M. Schaefer	Social Services Counsellor Naval Station San Diego, California
Mr. C. J. Woods	Director, Family Service Center Treasure Island San Francisco, California

INTERVIEW PARTICIPANT LIST

Navy Family Research Plan Project

4. Military Families Research Community

<u>Name</u>	<u>Affiliation</u>
Dr. Glenn Bryan	Director of Psychological Sciences Division, Office of Naval Research United States Navy
Dr. Kathleen Durning	Research Psychologist Navy Personnel Research and Development Center United States Navy San Diego, California
Dr. Alfred Fregley	Program Manager Life Sciences Directorate United States Air Force Andrews Air Force Base, Maryland
Ms. Becky Graham	Assistant, Manpower Research and Advisory Services Smithsonian Institute Washington, D. C.
Dr. Bonnie Hilton	Director of Consumer Affairs United Van Lines Kansas City, Missouri
Dr. Edna Jo Hunter	U.S. International University San Diego, California
Dr. Irving Lazar	Human Ecology Cornell University Ithaca, New York
Dr. Michael Letsky	Research and Development Studies Branch United States Navy
Mr. Merle K. Malehorn	Head, Research and Development Studies Branch United States Navy

4. Military Families Research Community (Continued)

<u>Name</u>	<u>Affiliation</u>
Dr. Stephen Nice	Research Psychologist Naval Health Research Center, USN San Diego, California
Dr. Dennis Orthner	Family Research Center University of North Carolina Greensboro, North Carolina
Dr. Mady Wechsler Segal	Assistant Professor of Sociology University of Maryland College Park, Maryland
Dr. H. Wallace Sinaiko	Program Director Manpower Research and Advisory Services Smithsonian Institute Washington, D. C.
Dr. Robert Smith	Director, Research and Development Plans Division United States Navy
Dr. Alice Ivey Snyder	Social Anthropologist Virginia Beach, Virginia
Major Edwin Van Vranken	Social Work Department Walter Reed Medical Center United States Army

INTERVIEW PARTICIPANT LIST  
Navy Family Research Plan Project

5. Family Constituency Groups

<u>Name</u>	<u>Affiliation</u>
Ms. Thomas Crow	Wife of Chief Petty Officer of United States Navy
Ms. Margaret Felt	Wife of Navy Officer
Ms. Linda Holloway	Navy Wives Club of America Washington, D. C.
Ms. Christine Lewis	USO Outreach Center Washington, D. C.
Ms. Karen Parkinson	Chair, Navy Family Advocates Association
Ms. Rosemary Purcell	Associate Editor Navy Times
Ms. Kathleen O'Beirne	Wife of Navy Officer

INTERVIEW PARTICIPANT LIST

Navy Family Research Plan Project

6. Federal and Other Agency Family Policy Staff

<u>Name</u>	<u>Affiliation</u>
Ms. Elizabeth Davis	Extension Program, Research Division United States Department of Agriculture
Mr. Harvey Dzodin	White House Conference on Families House Counsel Health, Education, and Welfare
Ms. Fran Eizenstat	White House Conference on Families Special Assistant to the Director Health, Education, and Welfare
Dr. Charles Gershenson	Children's Bureau, ACYF Health, Education, and Welfare
Mr. Kinsey Green	Executive Director American Home Economics Association
Dr. Edith Grotberg	Director of Research ACYF, Health, Education and Welfare
Mr. James Harrell	National Center on Child Abuse and Neglect, ACYF Health, Education, and Welfare
Mr. James C. Hill	Chief, Office of Planning and Evaluation National Institute of Child Health and Human Development Health, Education, and Welfare
Ms. Jane Hunsinger	Children's Bureau, ACYF Health, Education, and Welfare
Mr. Sidney Johnson	Family Impact Seminar Washington, D.C.
Ms. Ann Langley	Office of Domestic Violence, ACYF Health, Education, and Welfare
Mr. James Lawrence	National Institute of Alcoholism and Alcohol Health, Education, and Welfare

6. Federal and Other Agency Family Policy Staff (Continued)

<u>Name</u>	<u>Affiliation</u>
Ms. Janet Lloyd	Families Program State Department
Lieutenant Colonel Marchand	Director of U.S. Army Community Services Program
Ms. Laura Miller	Deputy Commissioner Administration of Children, Youth and Families Health, Education, and Welfare
Ms. Jeanne Neidemeyer Santos	Domestic Violence Office Law Enforcement Assistance Administration
Mr. Rowen Wakefield	Wakefield Washington Associates, Inc.
Mr. Gene Weschler	Rape Program Public Health Health, Education, and Welfare
Ms. June Zeitlin	Office of Domestic Violence, HDS Health, Education, and Welfare

APPENDIX B  
PRE-INTERVIEW PACKET





**Westinghouse  
Electric Corporation**

Westinghouse National  
Issues Center

Suite 1111  
2341 Jefferson Davis Highway,  
Arlington Virginia 22202  
703-979-0600

**November 21, 1979**

Dear

As you know from your telephone conversation with the Westinghouse project staff, the Office of Naval Research has awarded a contract to the Westinghouse Public Applied Systems Division to develop a roadmap or research plan to guide Navy planning for future research on family-related issues. We appreciate your expression of interest in assisting us in the identification of research needs, and we would like to formally invite you to participate in the research plan development effort. For your information we are enclosing a summary describing the project's objectives and primary activities.

We would like you to participate because we feel that you can make a valuable contribution to this effort. You were selected as a participant from a broad spectrum of interested and qualified individuals because of your unique viewpoint and perspective on the topics under consideration.

A Westinghouse research project staff member will be contacting you to arrange for an interview in which you will be assisting us in the identification of the key research needs relative to Navy families. The focus of the interview will be on the identification of the information needed to reach Navy family program objectives.

We are enclosing some preliminary materials to aid you in thinking about the areas that will be discussed during the interview. These materials include a set of Navy family objectives and sample interview questions. Whenever possible, we hope to talk with you in person. However, because of geographical distances, many of the interviews will have to be conducted over the telephone.

All participants will receive the summarized results of the interview process. In addition, some of you may be asked to participate in a priority setting session to be held early in 1980. This session will be among the final steps in the development of the Navy Families Research Plan.

Commander Richard Colley

-2-

November 21, 1979

We sincerely appreciate your willingness to assist us in this important task. If you have any questions or find that it will be impossible for you to participate, please contact Ms. Nancy Fischer of the Westinghouse project staff at (703) 979-0600. Otherwise, a member of the project staff will contact you shortly to confirm your participation and arrange a convenient time for an interview.

Thank you for your time and cooperation.

Sincerely,

A handwritten signature in black ink that reads "Gerald M. Croan". The signature is written in a cursive style with a prominent "G" and "C".

Gerald M. Croan  
Westinghouse Project Manager

For further information contact:

Dr. Robert Hayles Code 452 (703) 696-4503  
Mr. Gerald Croan (703) 979-0600  
Reference: Contract #N00014-79-C-0929

Enclosures

## PROJECT SUMMARY

### Development of a Roadmap for Navy Families Research

#### 1. Overview of the Research Project

The Navy Families Research Plan Project was funded in September 1979 by the Office of Naval Research to facilitate an effective Navy response to the growing concern about the impact of family life on the Navy's mission of readiness. The project, to be carried out by the Westinghouse Public Applied Systems Division in Arlington, Virginia, is designed to develop a research plan or "roadmap" which can serve as a guide to Navy supported research in the families area over the next several years.

The approach to be utilized over the course of this six month project will incorporate the following key features:

- It will be based upon the objectives of those offices within the Navy having significant responsibility for addressing Navy family issues.
- It will involve representatives of a broad range of groups necessary to implement the plan in the identification of key research needs.
- It will incorporate a targeted examination of the state-of-the-art of existing military and civilian family research pertinent to those needs.
- It will utilize a systematic technique for prioritizing research activities according to their potential contribution to overall Navy family objectives.

#### 2. Context of the Project

The need for a research plan grew out of recent concern within the Navy about family problems and their impact upon the Navy mission of readiness for battle. As the Navy has increasingly organized itself to respond to family issues, the need has grown for a systematic research plan to guide program and policy initiatives designed to meet Navy family needs.

Recent research and observation suggests that certain features of Navy life, coupled with emerging national trends in family patterns and attitudes may have a significant effect on the accomplishment of the Navy's military mission as well as the quality of life within the Navy. Key features of Navy life hypothesized to place exceptional stress on Navy families

include frequent cycles of separation and reunion, frequent relocations, social and cultural isolation on Naval bases, and the subservience of family needs to military requirements.

In an all-volunteer service, with growing numbers of married individuals and women, the Navy has become increasingly concerned about the possible impact of these stresses on the recruitment, retention, and morale of Navy personnel.

In response, the Navy has moved in at least three directions:

- The establishment in 1979 of a Family Program Office to plan comprehensively to support Navy families.
- The establishment and expansion of a Family Advocacy Program within the Bureau of Medicine and Surgery to respond to immediate family crises.
- Sponsorship and participation in research and conferences designed to increase understanding of Navy family problems and needs.

Carefully selected and targeted research is needed to guide policy and program choices by identifying priority problems, suggesting promising strategy options, and validating effective practices. Past research on military families has been extremely sparse and has not kept pace with Navy interest and activity. At a Navy Family Research Coordination Meeting in June 1979, 41 possible priority research areas were identified ranging from basic research on separation and coping to applied research on consumer needs and evaluation issues. This project is intended to utilize outside expertise to further this initial thinking and prepare a systematic plan for future research.

### 3. Project Design:

The process for developing the research plan or roadmap will involve six primary tasks to be carried out over a six month period.

#### 3.1 Design Review and Orientation

This phase involves an orientation to Navy family programming and literature, the preparation of project materials and instruments, and the identification of an optimal group of project participants to insure an informed and useful research program. Six categories of participants are anticipated: Navy policy personnel, Navy operations personnel, Navy family practitioners, the military families research community, Navy family constituency groups, and other Federal agency family program staff.

### 3.2 Specification of Navy Family Objectives

The objectives of the Family Program Office, the Family Advocacy Program, and the relevant Navy research offices will be documented with sufficient specificity so that these objectives can guide the formulation of research questions.

### 3.3 Identification of Research Needs

Interviews will be conducted with representatives of the six participant groups to identify perceived research needs. The Convergence Chart Technique will be utilized as an aid in arranging potential research activities into a logical structure for the determination of priorities within each objective area.

### 3.4 Assessment of Existing Research

A focused review of existing literature will be conducted based on the key research questions identified in Task 3. To facilitate quick assessments of the state of knowledge in particular areas, expert research consultants on military families will be utilized in summarizing literature and identifying knowledge gaps.

### 3.5 Prioritization of Research Needs

The information compiled will be forwarded to representatives from the six groups interviewed. The representatives will participate in a group priority-setting session designed to build informed consensus on the key research activities to be pursued.

### 3.6 Preparation of Final Products

During this task, the final roadmap will be constructed. Priority research activities for the next two years will be presented and discussed, including: The specific objective each research activity is designed to meet, the major information gaps to be addressed, the rationale for the priority, and the methodological considerations involved in the research.

In addition to the final research plan, a strategy paper will be prepared reviewing options for the establishment of a long-range research management and dissemination system for Navy families research.

## 4. Project Management

The project will be operated by the Public Applied Systems Division (PASD) of the Westinghouse Electric Corporation. PASD is a human resources and consulting group with two operating units: The Westinghouse National Issues Center and the Westinghouse Health Systems Division.

The project manager is Mr. Gerald M. Croan of the Families, Children, and Youth Office at the Westinghouse National Issues Center in Arlington, Virginia. Other members of the Research Plan Development Team include: Nancy Fischer, Ruth Katz, Jeanette Weaver, and Alexa Smith-Osbourne. The team members bring together extensive experience in governmental research planning processes and research management, as well as substantive expertise in family programs.

The staff team will be aided by a Research Advisory Panel comprised of experts in the field of military families research. The panel will be led by Dr. Edna Jo Hunter of the United States International University and previously with the Naval Health Research Center.

## Navy Family Research Plan

### Interview Guide

#### 1. Introduction

As part of the Westinghouse approach to developing a roadmap for Navy family research, interviews will be conducted with a broad range of individuals to identify research needs which are viewed as most important to meeting Navy family objectives. The purpose of the interview process is to identify the major barriers associated with the achievement of these objectives.

Three Navy family program objectives have been identified. For each objective, a series of questions will be asked to identify the kinds of knowledge needed in order to achieve the stated objective. It is recognized that there are many barriers, other than knowledge gaps, which may prevent the achievement of particular objectives. Lack of funding and other resource constraints are clearly examples of such barriers. However, for the purposes of these interviews, barriers are being limited to knowledge gaps which are potentially solvable through research. These barriers represent potential areas of research which may ultimately be incorporated into the Navy Families Research Plan.

#### 2. Questions Pertaining to Objective 1: To Improve the Navy's Awareness of the Importance of Family Issues to Fleet Readiness and the Navy's Mission

Step 1: The first question to be asked is the following:

- Is there sufficient knowledge about the impact of family issues on the Navy's mission?

Step 2: If the response to the first question is "yes," the following questions will be asked:

- Has this knowledge been adequately synthesized for Navy use?
- Has this knowledge been adequately disseminated to potential users?

Step 3: If the response to the first question is "no," the following questions will be asked:

- Is there sufficient knowledge about the impact of family issues on recruitment? on personnel performance? on retention?

- What are some of the other factors relating to the Navy's mission upon which family issues may impact?
- For each of the above factors, what are the specific kinds of information that need to be developed?

Step 4: The next question to be asked is:

- Is there sufficient knowledge about how to disseminate this information in a way that will improve the Navy's awareness?

Step 5: If the response is "no," the following questions will be asked:

- What are the barriers to disseminating this information in a way that will improve the Navy's awareness?
- What knowledge needs to be developed to overcome these barriers?

3. Questions Pertaining to Objective 2: To Increase the Level and Quality of Family Support Services to Navy Families

Step 1: The following list of Navy Family Service Needs represents the major concerns identified at the Navy Family Awareness Conference (Norfolk, Virginia, November 7-9, 1978).

NAVY FAMILY SERVICE NEEDS

Financial Planning	Day Care
Family Counseling	Child Abuse/Spouse Abuse
Family Enrichment	Rape Counseling
Legal Services	Relocation
Career Counseling	Alcoholism/Drug Abuse
Housing	Health Care
Emergency Services	Pre-Marriage Counseling

Select the three service needs which are considered to be the most important for the Navy to address through their family programs. Consider the following criteria for importance when making this selection:

- Severity (e.g., the impact which the unfulfilled need has on Navy families);
- Prevalence (e.g., a large number of Navy families would potentially benefit);
- The degree to which the service need is currently being addressed.



Step. 2: For each of the three needs selected, the following set of questions will be asked:

- Is there sufficient knowledge about the CAUSES and/or CONSEQUENCES of this need?
- Is there sufficient knowledge about effective techniques for IDENTIFYING families with this need?
- Is there sufficient knowledge about how to ATTRACT potential clients with this need to available services?
- Is there sufficient knowledge about known and tested INTERVENTION METHODS to address this need?
- Is there sufficient knowledge demonstrating that the services being delivered to address this need produce DESIRABLE RESULTS?

(These questions represent five different types of knowledge that are needed in order to achieve the stated objective.)

Step 3: For each question to which the response is "yes," the following two questions will be asked:

- Has this knowledge been adequately synthesized for Navy use?
- Has this knowledge been adequately disseminated to potential users?

Step 4: For each question to which the response is "no," the following question will be asked:

- What are the specific kinds of information that need to be developed?

Step 5: After these two questions have been answered, the following question will be asked:

- Are there any other information needs that may have been overlooked or that do not fit easily into the five types already described?

Step 6: If the response is "yes," the following question will be asked:

- What are these additional information needs?

4. Questions Pertaining to Objective 3: To Strengthen Navy-Wide Family Support Policies through the Chain of Command

Step 1: The first question to be asked is the following:

- Is there sufficient knowledge about the impact of existing Navy policies on the quality of Navy family life?

Step 2: If the response to the first question is "yes," the following questions will be asked:

- Has this knowledge been adequately synthesized for Navy use?
- Has this knowledge been adequately disseminated to potential users?

Step 3: If the response to the first question is "no," the following questions will be asked:

- Is there sufficient knowledge about the impact of deployment separation on the quality of Navy family life?
- Is there sufficient knowledge about the impact of relocation on the quality of Navy family life?
- What are some of the other policy-related issues that may impact on the quality of Navy family life?
- For each of these policy-related issues, what are the specific kinds of information that need to be developed?

Step 4: The next question to be asked is:

- Is there sufficient knowledge about how to strengthen Navy-wide family support policies through the chain of command?

Step 5: If the response is "no," the following questions will be asked:

- What are the barriers to strengthening family support policies through the chain of command?
- What knowledge needs to be developed to overcome these barriers?

APPENDIX C  
INTERVIEW GUIDE

-----  
Interviewee

-----  
OBJECTIVE 1

TO IMPROVE NAVY-WIDE FAMILY SUPPORT POLICIES THROUGH THE CHAIN OF COMMAND  
-----

The first set of questions we would like to ask you about pertain to the objective: TO IMPROVE NAVY-WIDE FAMILY SUPPORT POLICIES THROUGH THE CHAIN OF COMMAND. We will be interested in finding out:

- A) If existing information is sufficient.
- B) What specific additional information needs to be developed.
- C) Whether or not existing information needs to be pulled together and communicated more effectively to various individuals in the Navy.

-----  
Name of Interviewee

-----  
Date

-----  
Interviewer

[The First Question to be asked is the following:]

Q1.0 IS THERE ADDITIONAL INFORMATION THAT YOU WOULD LIKE TO HAVE OR THAT YOU BELIEVE THE NAVY NEEDS TO HAVE ABOUT HOW DEPLOYMENT SEPARATION AFFECTS THE QUALITY OF NAVY FAMILY LIFE?

----- YES

----- NO [Go to P.6, Q2.0]

[If "yes," an example of a PROBE for Policy and Operations Personnel is: "If you have responsibility for improving policy in this area, what information would you need to have?" And an example of a PROBE for research staff is: "What kind of research study is needed in this area?"]

1.1 IF YOU KNOW OF AN IMPORTANT BODY OF KNOWLEDGE ALREADY AVAILABLE IN THIS AREA, WHICH NEEDS TO BE PULLED TOGETHER AND DISSEMINATED, SO THAT THE NAVY CAN EFFECTIVELY USE IT, PLEASE DESCRIBE IT.

Q2.0 IS THERE ADDITIONAL INFORMATION THAT YOU WOULD LIKE TO HAVE OR THAT YOU BELIEVE THE NAVY NEEDS TO HAVE ABOUT HOW RELOCATION AFFECTS THE QUALITY OF NAVY FAMILY LIFE?

----- YES

----- NO [Go to P.9, Q3.0]

[If "yes," PROBE for types of knowledge needed about different aspects of relocation and how they affect different aspects of family life.]

-----  
Interviewee

- 2.1 IF YOU KNOW OF AN IMPORTANT BODY OF KNOWLEDGE ALREADY AVAILABLE IN THIS AREA WHICH NEEDS TO BE PULLED TOGETHER AND DISSEMINATED SO THAT THE NAVY CAN USE IT MORE EFFECTIVELY, PLEASE DESCRIBE IT.
- 2.2 WHO NEEDS THIS INFORMATION AND DOES NOT HAVE ACCESS TO IT NOW?  
[This refers to Q1.0] as well as Q2.0.]
- 2.3 WHAT WOULD BE THE MOST EFFECTIVE WAY TO COMMUNICATE THIS INFORMATION TO THOSE WHO NEED IT? [This refers to Q1.0 as well as Q2.0.]
- Q3.0 WHAT ARE SOME OTHER AREAS, BESIDES DEPLOYMENT AND RELOCATION, WHERE NAVY POLICIES MAY HAVE A SIGNIFICANT IMPACT ON THE QUALITY OF NAVY FAMILY LIFE? [E.G., salary and benefits, housing, communications and orientation.] WHAT KNOWLEDGE IS NEEDED ABOUT THESE ISSUES AND THEIR IMPACT ON FAMILIES?  
[Specify policy area identified when recording knowledge needed below]

You have identified several policy areas where we need to know more about how Navy policy affects family life. We would now like to explore with you the question of how any policy changes which may be needed in these areas could be implemented through the chain of command. What we would like to find out is whether or not additional information is needed about the best process for bringing about lasting improvements in Navy family policies and practices.

You talked about several areas where Navy policies might be strengthened (deployment, relocation, and \_\_\_\_\_). Could you select one of those areas for purposes of discussion here in looking at how changes in that area might be implemented? -----

(Area Selected)

Interviewee

Q4.0 WHAT ARE THE BARRIERS THAT MIGHT MAKE IT DIFFICULT TO IMPROVE NAVY-WIDE POLICIES AND PRACTICES IN THIS AREA THROUGH THE CHAIN OF COMMAND?

[Probe for barriers in both changing official policies at top levels AND in having policies more effectively implemented through the Chain of Command.]

Q5.0 WHAT DO WE NEED TO KNOW MORE ABOUT IN ORDER TO OVERCOME THESE BARRIERS? [Only ask this, if not answered by Q4.0]

[END OF OBJECTIVE 1]

---

Interviewee

---

OBJECTIVE 2

TO IMPROVE THE NAVY'S AWARENESS OF THE RELATIONSHIP OF  
FAMILY ISSUES TO FLEET READINESS AND THE NAVY'S MISSION

---

The next set of questions that we would like to ask pertain to the objective of HOW TO IMPROVE THE NAVY'S AWARENESS OF THE RELATIONSHIP OF FAMILY ISSUES TO FLEET READINESS AND THE NAVY'S MISSION. The first series of questions is aimed at determining what we need to know about how family issues may affect the Navy's ability to carry out its mission in areas such as recruitment, personnel performance, and retention.



-----  
Interviewee

Q1.0 IS THERE ADDITIONAL INFORMATION THAT YOU WOULD LIKE TO HAVE OR YOU BELIEVE THE NAVY NEEDS ABOUT HOW FAMILY CONSIDERATIONS AFFECT RE-ENLISTMENT DECISIONS AND THE NAVY'S ABILITY TO RETAIN QUALIFIED PERSONNEL?

----- YES

----- NO [Go to Q2.0]

[If "yes," probe for types of knowledge needed about different family considerations and how they may affect retention for different types of personnel.]

1.1 IF YOU KNOW OF AN IMPORTANT BODY OF KNOWLEDGE ALREADY AVAILABLE IN THIS AREA WHICH NEEDS TO BE PULLED TOGETHER AND DISSEMINATED SO THAT THE NAVY CAN USE IT MORE EFFECTIVELY, PLEASE DESCRIBE IT.

1.2 WHO NEEDS THIS INFORMATION AND DOES NOT HAVE ACCESS TO IT NOW?  
[This could be asked after Q2.0 and/or Q3.0 if you have time to ask all three questions.]

1.3 WHAT WOULD BE THE MOST EFFECTIVE WAY TO COMMUNICATE THIS INFORMATION. [This question can be asked in combination with Q2.0 and Q3.0, also.]

Q2.0 IS THERE ADDITIONAL INFORMATION THAT YOU WOULD LIKE TO HAVE OR THAT YOU BELIEVE THE NAVY NEEDS ABOUT HOW THE QUALITY OF NAVY FAMILY LIFE AFFECTS THE PERFORMANCE OF NAVY PERSONNEL ON THE JOB [e.g., the quality of their work, their dependability, etc.]

----- YES

----- NO [Go to Q3.0]

[If "yes," probe for types of knowledge needed about different aspects of family life and how they may affect different aspects of personnel performance.]



-----  
Interviewee

Q4.0 WHAT ARE SOME OF THE OTHER NAVY CONCERNS, BESIDES RECRUITMENT, PERFORMANCE, AND RETENTION, WHICH MAY BE AFFECTED BY FAMILY ISSUES? [What knowledge is needed about the affect of family issues in this area?]

TRANSITION NARRATIVE

We have just identified several areas where more information is needed about how family issues affect the Navy's mission. Assuming that some documentation of this relationship either exists or is developed in the future, we would now like to explore how the Navy's awareness of this relationship can be increased.

Do you think that there is additional knowledge that might help the Navy in understanding how best to go about increasing awareness among appropriate Navy and non-Navy personnel, or barriers that might prevent this?

Q5.0 WHAT BARRIERS MIGHT MAKE IT DIFFICULT TO COMMUNICATE THIS INFORMATION IN A WAY THAT WILL INCREASE THE NAVY'S AWARENESS OF THE RELATIONSHIP BETWEEN FAMILY ISSUES AND THE NAVY MISSION?

[Probe as to who needs to be informed and how.]

Q6.0 WHAT KNOWLEDGE NEEDS TO BE DEVELOPED TO OVERCOME THESE BARRIERS?

[Do not asked, if answered in Q5.0.]

[END OF OBJECTIVE 2]

-----  
Interviewee  
-----

-----  
OBJECTIVE 3  
TO INCREASE THE LEVEL AND QUALITY  
OF FAMILY SUPPORT SERVICES TO NAVY FAMILIES  
-----

The next set of questions that we would like to ask pertain to the objective of HOW TO INCREASE THE LEVEL AND QUALITY OF FAMILY SUPPORT SERVICES TO NAVY FAMILIES. [Before beginning the questions, make sure that the participant has selected three service needs from the comprehensive list of service needs which was mailed prior to the interview. This selection process should occur before the actual interview. If there are any questions, remind the participant that the three service needs selected should be ones he or she considers to be the most important for the Navy to address through their family programs.] Criteria for importance include:

- Severity (e.g., the impact which the unfulfilled need has on Navy families);
- Prevalence (e.g., a large number of Navy families would potentially benefit);
- The degree to which the service need is currently being addressed (e.g., the extent to which the need is present but is not adequately addressed).

-----  
Interviewee

OBJECTIVE 3 QUESTION  
FOR  
POLICY AND OPERATIONS PERSONNEL\*

[Record Top 3 Needs in Priority Order]

1. -----
2. -----
3. -----

[From the top three select the one with which the interviewee is most familiar and asterisk (\*) the need that is to be discussed.]

FOR THE SERVICE NEED AREA THAT YOU SELECTED, ARE THERE ANY RESEARCH OR DEMONSTRATION EFFORTS THAT YOU WOULD SEE AS BEING PARTICULARLY VALUABLE TO THE NAVY?

\*[For other groups turn to next page.]

(Record top 3 needs in priority order)

1. -----
2. -----
3. -----

[From the top three select the one with which the interviewee is most familiar and asterisk (\*) the need that is to be discussed.]

We will ask you a series of questions specific to the selected service need. When we have completed the questions on the specific service need, we will then ask some general questions about the full range of services needed by Navy families.



Interviewee

Q7.0 IS THERE ANYTHING ELSE WE NEED TO KNOW ABOUT THIS SERVICE THAT WE HAVE NOT YET TALKED ABOUT?

----- YES

----- NO

Q8.0 IS THERE AN IMPORTANT BODY OF KNOWLEDGE ABOUT THIS SERVICE WHICH IS ALREADY AVAILABLE IN EITHER THE MILITARY OR CIVILIAN SECTOR WHICH NEEDS TO BE PULLED TOGETHER AND DISSEMINATED SO THAT THE NAVY CAN USE IT MORE EFFECTIVELY?

----- YES

----- NO OR DON'T KNOW

8.1 DESCRIBE THE EXISTING KNOWLEDGE THAT NEEDS TO BE SYNTHESIZED FOR NAVY USE.

8.2 WHO NEEDS THIS INFORMATION WHO DOES NOT HAVE ACCESS TO IT NOW?

8.3 WHAT WOULD BE THE MOST EFFECTIVE WAY TO COMMUNICATE THIS INFORMATION TO THOSE WHO NEED IT?

TRANSITION NARRATIVE

The first question in this series dealt with the specific service that you selected. The next several questions will discuss the whole range of services needed by Navy families.

Q9.0 IS THERE SPECIFIC ADDITIONAL INFORMATION NEEDED ABOUT THE RANGE OF SERVICES AVAILABLE IN BOTH THE CIVILIAN AND MILITARY SECTORS THAT MIGHT BE AVAILABLE TO ADDRESS NAVY FAMILY NEEDS?

----- YES

----- NO [Go to Q10.0.]

9.1 IF YOU KNOW OF IMPORTANT INFORMATION ALREADY AVAILABLE ABOUT THESE SERVICES WHICH NEEDS TO BE PULLED TOGETHER AND DISSEMINATED SO THAT THE NAVY CAN USE IT MORE EFFECTIVELY, PLEASE DESCRIBE IT.

-----  
Interviewee

9.2 WHO NEEDS THIS INFORMATION AND DOES NOT HAVE ACCESS TO IT NOW?

9.3 WHAT WOULD BE THE MOST EFFECTIVE WAY TO COMMUNICATE THIS INFORMATION TO THOSE WHO NEED IT?

Q10.0 ARE THERE SPECIFIC KINDS OF INFORMATION THAT NEED TO BE DEVELOPED ABOUT HOW TO COORDINATE EXISTING CIVILIAN AND MILITARY SERVICE IN ORDER TO MAXIMIZE UTILIZATION OF ALL AVAILABLE RESOURCES?

----- YES

----- NO OR DON'T KNOW  
[Go to Q11.0]

10.1 IF YOU KNOW OF AN IMPORTANT BODY OF KNOWLEDGE ALREADY AVAILABLE IN THIS AREA WHICH NEEDS TO BE PULLED TOGETHER AND DISSEMINATED SO THAT THE NAVY CAN USE IT MORE EFFECTIVELY, PLEASE DESCRIBE IT.

10.2 WHO NEEDS THIS INFORMATION AND DOES NOT HAVE ACCESS TO IT NOW?

10.3 WHAT WOULD BE THE MOST EFFECTIVE WAY TO COMMUNICATE THIS INFORMATION TO THOSE WHO NEED IT?

Q11.0 ARE THERE SPECIFIC KINDS OF INFORMATION THAT NEED TO BE DEVELOPED ABOUT THE RANGE OF POTENTIAL FUNDING MECHANISMS AVAILABLE TO SUPPORT NAVY FAMILY NEEDS?

----- YES

----- NO OR DON'T KNOW

11.1 IF YOU KNOW OF AN IMPORTANT BODY OF KNOWLEDGE ALREADY AVAILABLE IN THIS AREA WHICH NEEDS TO BE PULLED TOGETHER AND DISSEMINATED SO THAT THE NAVY CAN USE IT MORE EFFECTIVELY, PLEASE DESCRIBE IT.



-----  
Interviewee

- 11.2 WHO NEEDS THIS INFORMATION AND DOES NOT HAVE ACCESS TO IT  
NOW?
- 11.3 WHAT WOULD BE THE MOST EFFECTIVE WAY TO COMMUNICATE THIS  
INFORMATION TO THOSE WHO NEED IT?

[END OF OBJECTIVE 3]

APPENDIX D  
FAMILY SERVICE NEEDS  
CATEGORIES AND DESCRIPTIONS

Navy Family Service Needs  
Categories and Descriptions

- Information and Referral Services

To strengthen and improve the communication mechanisms available to Navy families which facilitate the efficient use of Navy and civilian resources and services (e.g., Ombudsman concept, Dependents Assistance Boards, Information and Referral Agencies, Action Lines, Armed Forces Radio and Television Service, Navy publications).

- Deployment and Separation

To improve Navy/family relationships and policy with reference to families of deployed units and overseas transfer assignments through more sensitive review and selection procedures, improved communications, orientations, counseling, etc. (e.g., services and orientation to isolated areas, separation, differences in marital status, family emergencies, leave time, mail service, suitability screening, sponsor program, Status of Forces Agreements (SOFA)).

- Adult Education/English as 2nd language

To provide education services to certain groups such as foreign born wives.

- Family Enrichment

To strengthen and support the basic spiritual and human needs of Navy family members through professional guidance and religious programs (e.g., chaplain counseling, High Scope/parent education, special needs' family support, religious services).

- Child Care

To expand and improve the setting and personnel involved with the care of young children (5 years and younger) with emphasis on meeting the children's basic developmental and educational needs through quality home and community based child care services (e.g., parents cooperatives or family day care, teacher training, child care center planning and administration, infant care, special needs screening.)

- Children/Youth Programs

To increase the awareness of and assistance to the needs and problems of children and youth (ages 6-18) within the family and community systems (e.g., recreational programs, youth counseling and education, tutoring programs, after-school care).

- Career Counseling

To professionally guide and assist Navy family spouses in planning for and adapting to various career change cycles (and conflicts?) and to provide services and information relevant to continuing education, employment and job training opportunities (e.g., Retired Personnel Services).

- Housing and Housing Referral Services

To improve the conditions and management of, as well as the communications related to, both military and civilian on and off-base housing areas and policies (e.g., Housing Referral, DOD housing policy, referral and description practices, quarters maintenance, temporary quarters).

- Financial Counseling and Assistance (Money Management)

To support Navy family members to improve their skills in allocating and managing both financial and material personal resources (e.g., consumerism, home and time management, inflation, major purchases, economic security).

- Navy Exchange/Commissary

To improve and expand the variety of and quality of services and programs available to Navy family members in the marketplace. (e.g., personal goods, food, recreation and entertainment, resale and rental programs, banking services.)

- CHAMPUS

To improve the Navy Family's access to and satisfaction with the supplementary medical care programs offered by Champus. (e.g., information about cost of, type and quality of services).

- DODDS/Public Schools

To provide the highest possible quality education for Navy family dependents in both military and civilian schools through increased parental involvement, efficient resource management, etc. (e.g., Special education programs, athletic and extra curricular programs, staff continuing education).

- Legal Services

To provide Professional assistance and/or advice in legal matters which involve or affect Navy family life (e.g., contracts, claims, court martial and criminal proceedings, domestic relations matters, landlord/tenant relations, real estate, estate planning and settlement, tax codes and regulations).

- Medical/Dental Care

To improve and expand the quality and range of medical and dental preventive and treatment services available to Navy families through better educational programs, staff development and facility management, etc. (e.g., Consumer Health Councils, Bu Med, Naval Hospital services and facilities, dental clinics, staff continuing education, Family Practice Policy.)

- Substance Abuse/Alcohol Drug Abuse (if other specify)

To assist and educate Navy family members and individuals with problems related to the abuse of various substances through a variety of support programs focusing on prevention, intervention and treatment. (e.g., Alcohol, drugs, overeating, NASAP, CAAC, Rehabilitation Centers, AA related programs)

- Child/Spouse Abuse

To prevent, reduce and intervene in suspected and reported Navy family situations involving physical, emotional and/or mental abuse or neglect through the coordination and application of a variety of services and programs. (e.g., Family Advocacy Programs, Navy hospitals, emergency services, family counseling, SCAN.)

- Marital and Family Counseling

To strengthen and support Navy family members through preventive, educational and treatment programs which utilize and coordinate both Navy and local professional resources (e.g., pre-marital, marital and post-divorce counseling, family counseling, special needs and high risk family services, foreign-born spouse counseling, hotlines).

- Emergency Services

To support and assist Navy Families in all emergency situations by providing for basic human needs through coordinating a variety of specialized emergency programs. (e.g., Navy Relief Society, American Red Cross, Crisis referral/resources, fire and police services, emergency loan programs.)

- Rape/Sexual Assault

To provide medical and mental support services to Navy family members involved with suspected and reported instances of sexual assault or abuse. (e.g., Family Advocacy Program, legal assistance, educational and counseling programs).

- Relocation and Overseas Transfer

To support and service all Navy family members prior to, during and after being geographically relocated through a variety of programs and services. (e.g., Dislocation allowances, temporary quarters, household goods shipment, frequency of, school calendars, sponsor programs, hospitality and orientation services.)

APPENDIX E  
LIST OF RESEARCH AREAS

## GENERIC ARRAY

### PHASE I: UNDERSTANDING PROBLEMS OF NAVY FAMILIES

**AREA 1:** Develop demographic profile of Navy families including such variables as:

- marital status
- household patterns
- second jobs
- spouse careers
- dependents
- socioeconomic class
- housing
- benefits

- A. Construct profile.
- B. Conduct comparative analysis with other service branches and the civilian sector.
- C. Design ongoing information system.

**AREA 2:** Identify key problems and needs of Navy families in different population subgroups, defined by characteristics such as:

- age
- length of service
- single parent
- family size
- job types
- overseas
- dual career
- rank

- A. Conduct Navy-wide study.
- B. Design needs assessment guide for use at the base level.

**AREA 3:** Study factors associated with successful coping and family life satisfaction (e.g., job, family, and service characteristics).

**AREA 4:** Study family expectations about Navy life.

**AREA 5:** Study relationship between family commitment and career commitment and its effect on career advancement.

**AREA 6:** Identify and document impact of Navy policies which directly affect family patterns and relationships (e.g., financial incentives to marry early).



**PHASE II: UNDERSTANDING IMPACT OF FAMILY ISSUES ON THE NAVY MISSION**

**AREA 1:** Study family perceptions of the Navy and factors associated with positive perception.

**AREA 2:** Study importance of family concerns to retention at various career stages (by rank and skill area).

- A. Identify key factors associated with attrition.
- B. Identify characteristics of personnel who leave for family reasons.
- C. Identify costs associated with replacement of personnel.

**AREA 3:** Identify costs associated with dependents and family care.

**AREA 4:** Study relationship between family factors and performance.

- A. Develop measures of performance (e.g., promotions/demotions, unauthorized absences, health costs, etc.).
- B. Identify costs associated with performance factors.
- C. Identify family factors which affect performance.

**AREA 5:** Study relationship of family factors to recruitment.

- A. Determine how family concerns and expectations affect enlistment decisions.
- B. Identify pre-enlistment family variables predictive of poor adaptation.

**PHASE III A: DEVELOPING POLICIES AND PROCEDURES SUPPORTIVE OF FAMILIES**

**AREA 1:** Identify range of family-related policy changes which would be most instrumental in improving retention for different population sub-groups, defined by career stage, skill area, and family status.

**AREA 2:** Identify practices and procedures of commanding officers in handling family concerns which are associated with high morale, retention, and performance.

**AREA 3:** Study practices and attitudes of supervisors in handling family concerns and assess impacts on stress and performance.

**AREA 4:** Investigate and develop approaches to building commitment to Navy mission among spouses.

**AREA 5: Investigate and develop recruiting techniques which focus on family concerns.**

**PHASE III B: DEVELOPING FAMILY SUPPORT SERVICES**

**AREA 1: Identify those services which Navy personnel believe are most critical to retention for population sub-groups defined by career stage, skill type, and family status.**

**AREA 2: Assess the potential availability of services to Navy families.**

- A. Conduct Navy-wide study of types of services potentially available as compared to services utilized.
- B. Identify range of government and private funding streams which could be tapped.
- C. Develop resource assessment guide for use at base level.

**AREA 3: Analyze options for Navy utilization of civilian resources.**

- A. Analyze factors affecting usage of civilian services by Navy personnel.
- B. Analyze costs and benefits associated with use of civilian resources as compared to direct provision by the Navy (by service type).
- C. Develop cost-effective models for civilian resource utilization by the Navy.

**AREA 4: Identify effective strategies for communicating with Navy families in different population sub-groups defined by rank, age, length of service, and place of assignment.**

- A. Analyze communication and support networks utilized by families.
- B. Identify effective communication techniques for reaching each sub-group.
- C. Identify ways to motivate families to utilize support services.

**AREA 5: Analyze effective I & R and service delivery models, as well as Navy requirements, and develop models for I & R system components, including the following key considerations:**

- outreach
- intake
- referral
- direct service delivery
- prevention
- followup & monitoring
- range of services
- coordination of services
- staffing & training
- degree of standardization for Family Service centers

**AREA 6:** Study the effectiveness of the Ombudsman Program and design improvements or alternative advocacy mechanisms.

**PHASE IV A: PILOT TEST/EVALUATION OF INTERVENTIONS (SERVICE & POLICY)**

**AREA 1:** Field test intensive packages of services and policy changes specifically designed to meet reenlistment requirements (especially for critical personnel categories) and evaluate impact and cost/benefit.

**AREA 2:** Field test and evaluate planned variations of policy changes and services presumed related to improved performance.

**PHASE IV B: PILOT TEST/EVALUATION OF FAMILY RELATED POLICIES & PROCEDURES**

**AREA 1:** Field test and evaluate approaches to building spouse commitment to the Navy mission and Navy life.

**AREA 2:** Field test and evaluate recruitment campaign (advertising and counseling) aimed at and involving spouses.

**PHASE IV C: PILOT TEST/EVALUATION OF FAMILY SERVICES**

**AREA 1:** Evaluate impact of Family Service Centers on families served, morale, performance and retention, and assess cost/benefit.

**AREA 2:** Field test and evaluate cost effectiveness of various model components of an I & R system, especially:

- A. An aggressive outreach component.
- B. A computerized matching and tracking system for clients and services.

**AREA 3:** Evaluate impact of Ombudsman Program.

**PHASE V: INSTITUTIONALIZING FAMILY POLICIES AND SERVICES**

**AREA 1:** Analyze the level and type of responsibility for handling family problems at each point in the chain of command and assess the level of capability at the most critical points.

**AREA 2:** Study how good family practices can be institutionalized within the Navy at all levels in the chain of command.

- A. Analyze effective training models and Navy requirements and develop training programs to build sensitivity and competence in handling family issues.
- B. Analyze feasible options for building career incentives and accountability mechanisms for sound family practices.

**AREA 3:** Analyze options for career patterns within the Navy to meet the need for competent family service administrators and service providers.

**AREA 4:** Study implications of split lines of geographic responsibility in the Navy for the administration of family services and procedures.

## DEPLOYMENT ARRAY

### PHASE I: UNDERSTANDING IMPACT OF DEPLOYMENT SEPARATION ON NAVY FAMILIES

AREA 1: Study impact over time on different family members, for different population subgroups, defined by characteristics such as:

- rank
- nationality
- employment status of spouse
- length of service

AREA 2: Compare impact in Navy with other service branches and civilian sector.

AREA 3: Examine how families cope with deployment.

- A. Identify phases of the separation process.
- B. Study management of personal affairs (e.g., where dependents locate).
- C. Identify sources of support.
- D. Identify key factors which lead to successful coping.

AREA 4: Study wives' attitudes toward deployment.

AREA 5: Study impact on families of different deployment characteristics (e.g., length, frequency) and procedures (e.g., scheduling, family communications, post-deployment and in-port separations).

AREA 6: Develop measures for coping and quality of life.

### PHASE II: UNDERSTANDING IMPACT OF DEPLOYMENT SEPARATION ON THE NAVY MISSION

AREA 1: Determine extent to which separation from family during deployment is a factor in retention.

AREA 2: Examine impact on work productivity of in-port training as compared to deployed training.

### PHASE III A: DEVELOPING DEPLOYMENT POLICIES AND PROCEDURES SUPPORTIVE OF NAVY FAMILIES

AREA 1: Analyze feasibility of changing existing policies on patterns of deployment (e.g., length, frequency) and identify alternative policy options.

**AREA 2:** Analyze feasibility of changing existing policies and procedures during deployment (e.g., ship-family communications, pay differentials, use of emergency leave) and identify alternative policy options.

**AREA 3:** Analyze potential for taking special family considerations into account when making determinations concerning who is deployed and when.

**AREA 4:** Analyze feasibility of changing existing policies and procedures on pre- and post-deployment activities (e.g., time in yards, sea-refresher training, inspections) and identify alternative policy options.

**PHASE III B: DEVELOPING SUPPORT SERVICES RELATED TO DEPLOYMENT**

**AREA 1:** Identify effective ways to communicate with Navy families about deployment.

- A. Identify the types of individuals (e.g., service personnel, ombudsmen, CO's wives) most effective in communicating with different categories of Navy families (especially E1 - E4).
- B. Identify effective communicative techniques for reaching each category.
- C. Identify ways to motivate Navy families to utilize support services.

**AREA 2:** Identify specific information needs and special assistance required by different family members prior to, during, and after deployment.

**AREA 3:** Examine potential transferability of stress reduction practices in the civilian sector to the Navy.

**AREA 4:** Design techniques for orienting families to the purposes and problems of deployment.

**PHASE IV A: PILOT TEST/EVALUATION OF DEPLOYMENT POLICIES AND PROCEDURES**

**AREA 1:** Through field tests or simulations, analyze impact of deployment policy changes on family stress, personnel performance and retention.

- A. Patterns of deployment.
- B. Policies and procedures during deployment.
- C. Pre- and post-deployment activities.
- D. Special considerations in deployment assignments.

**PHASE IV B: PILOT TEST/EVALUATION OF DEPLOYMENT SUPPORT SERVICES**

**AREA 1: Evaluate selected interventions designed to support Navy families during deployment separation.**

- A. Navy League deployment assistance.
- B. Peer modeling.
- C. Pre-deployment orientation & preparation programs.
- D. Ombudsman program.
- E. Surrogate fathers.
- F. Buddy systems (teaming experienced wives with new wives).

**PHASE V: INSTITUTIONALIZING DEPLOYMENT POLICIES AND SERVICES**

**AREA 1: Assess Navy command leadership's awareness of the impact of deployment on the family and develop strategies to strengthen awareness.**

**AREA 2: Assess options for institutionalizing pre-deployment briefing programs.**

## RELOCATION ARRAY

### PHASE I: UNDERSTANDING IMPACT OF RELOCATION ON NAVY FAMILIES

AREA 1: Study economical, psychological, and social impact on different family members, for different population sub-groups, defined by characteristics such as:

- rank
- employment status of spouse
- age of children
- marital status
- dual military career
- extent of family network
- extent of previous community involvement

AREA 2: Compare moving benefits/compensation to service members with those given to civilians in government and private industry.

AREA 3: Examine how families adjust to relocation:

- A. Identify phases of the adjustment process.
- B. Study management of personal affairs.
- C. Identify sources of support.
- D. Identify key factors which lead to successful adjustment.

AREA 4: Study wives willingness to move and their attitudes toward relocation.

AREA 5: Study how the impact of relocation on families varies with:

- frequency and timing of moves
- accompanied vs. unaccompanied tours
- level of compensation provided
- characteristics of the new community (e.g., housing availability, cost of living, attitudes toward military)

### PHASE II: UNDERSTANDING IMPACT OF RELOCATION ON THE NAVY MISSION

AREA 1: Determine extent to which performance and retention are affected by:

- frequency of moves
- level of relocation compensation
- geographical location
- other associated family problems



AREA 2: Study impact of Navy families on perceptions of America overseas.

PHASE III A: DEVELOPING RELOCATION POLICIES AND PROCEDURES SUPPORTIVE OF NAVY FAMILIES

- AREA 1: Analyze feasibility of changing existing policies on frequency of relocation, and identify alternative policy options.
- AREA 2: Analyze feasibility of changing existing policies and procedures on assigning non-accompanied overseas tours, and identify alternative policy options.
- AREA 3: Analyze potential for taking special family considerations (e.g., childrens' age, spouse's career and education, dual military career, extended family concerns) into account when making determinations about relocation.
- AREA 4: Analyze screening criteria for overseas assignments utilized by the Navy, other service branches, other government agencies and private industry, and identify criteria associated with successful tours of duty.
- AREA 5: Analyze options for improving the speed of transport and the regulation of carriers.

PHASE III B: DEVELOPING SUPPORT SERVICES RELATED TO RELOCATION

- AREA 1: Identify specific information and support needs of family members for different types of relocation (e.g., overseas, base vs economy).
- AREA 2: Compare the benefit and support systems for relocation offered in the civilian sector with those offered by the military, and assess potential adaptability.
- AREA 3: Design a model support system for preparing a family to move (both CONUS and overseas) and integrating them after the move, including such components as:
- job networking assistance for spouses
  - nationwide "house trading" network
  - training programs to prepare families for relocation
  - cultural education programs

**PHASE IV A: PILOT TEST/EVALUATION OF RELOCATION POLICIES AND PROCEDURES**

**AREA 1: Test selective changes in relocation policies and procedures, and evaluate impact on family stress, personnel performance and retention.**

- A. Frequency of relocation.
- B. Non-accompanied overseas tours.
- C. Special considerations in relocation assignments.
- D. Compensation/benefits packages.

**PHASE IV B: PILOT TEST/EVALUATION OF RELOCATION SUPPORT SERVICES**

**AREA 1: Evaluate the impact on family adaptation, retention and performance of selected interventions designed to support Navy families during relocation.**

- Cultural orientation/education programs
- Relocation counseling programs
- Sponsors programs

**PHASE V: INSTITUTIONALIZING RELOCATION POLICIES AND PROCEDURES**

**AREA 1: Assess options for institutionalizing orientation courses for all personnel assigned overseas.**

CHILD ABUSE/SPOUSE ABUSE

PHASE I: UNDERSTANDING IMPACT OF CHILD ABUSE/SPOUSE ABUSE ON NAVY FAMILIES

AREA 1: Determine Baseline Data

AREA 2: Investigate Factors Potentially Influencing Abuse

AREA 3: Investigate Help-Seeking Behaviors

PHASE III A: DEVELOPING CHILD ABUSE/SPOUSE ABUSE POLICIES AND PROCEDURES  
SUPPORTIVE OF NAVY FAMILIES

AREA 1: Investigate Influences on Reporting of Abuse

PHASE III B: DEVELOPING SUPPORT SERVICES RELATED TO CHILD ABUSE/SPOUSE  
ABUSE

AREA 1: Developing Training Programs

AREA 2: Assess Critical Factors in Intervention Delivery

AREA 3: Identify Optimal Periods for Intervention

PHASE IV B: PILOT TEST/EVALUATION OF CHILD ABUSE/SPOUSE ABUSE SUPPORT  
SERVICES

AREA 1: Evaluate Preventive Programs

AREA 2: Evaluate Intervention Programs

MEDICAL/DENTAL CARE

PHASE I: UNDERSTANDING IMPACT OF MEDICAL/DENTAL PROBLEMS ON NAVY FAMILIES

- AREA 1: Determine Need for Military Medical/Dental Services
- AREA 2: Investigate Factors Affecting Appropriate Utilization of Military Health Services
- AREA 3: Determine Impact of Mission-Related Factors on Family Health and Health Services
- AREA 4: Investigate Characteristics of Military Medical Personnel
- AREA 5: Study Impact of Champus-Related Policies on Navy Families

PHASE III A: DEVELOPING MEDICAL/DENTAL POLICIES AND PROCEDURES SUPPORTIVE OF NAVY FAMILIES

- AREA 1: Develop Improved Policies Concerning Champus Benefits

PHASE III B: DEVELOPING SUPPORT SERVICES RELATED TO MEDICAL/DENTAL SERVICES

- AREA 1: Design Model Interventions

PHASE IV A: PILOT TEST/EVALUATION OF MEDICAL/DENTAL POLICIES AND PROCEDURES

- AREA 1: Evaluate Medical Policies

PHASE IV B: PILOT TEST/EVALUATION OF MEDICAL/DENTAL SUPPORT SERVICES

- AREA 1: Evaluate Specific Medical Benefits and Services
- AREA 2: Evaluate Attitudes of Families and Medical Personnel

FINANCIAL COUNSELING

PHASE I: UNDERSTANDING IMPACT OF FINANCIAL PROBLEMS OF NAVY FAMILIES

AREA 1: Study Potential Indicators of Financial Stress/Problems Among Navy Families

AREA 2: Determine Need for Financial Counseling and Assistance Services

PHASE II: UNDERSTANDING IMPACT OF FINANCIAL PROBLEMS ON THE NAVY MISSION

AREA 1: Study Relationship Between Financial Problems and Retention and Performance

PHASE III B: DEVELOPING SUPPORT SERVICES RELATED TO FINANCIAL COUNSELING

AREA 1: Delivery of Financial Counseling

PHASE IV A: PILOT TEST/EVALUATION OF FINANCIAL POLICIES AND PROCEDURES

AREA 1: Evaluate Emergency Loan Procedure

PHASE IV B: PILOT TEST/EVALUATION OF FINANCIAL COUNSELING SUPPORT SERVICES

AREA 1: Evaluate Navy Pay/Salary-Related Programs

AREA 2: Evaluate Military Financial Counseling Programs

HOUSING

PHASE I: UNDERSTANDING IMPACT OF HOUSING PROBLEMS ON NAVY FAMILIES

AREA 1: Determine Need for Military Housing and Housing Referral

AREA 2: Examine Impact of Housing Alternatives on Families

PHASE II: UNDERSTANDING IMPACT OF HOUSING PROBLEMS ON NAVY MISSION

AREA 1: Study Impact of Availability of Housing on Retention

PHASE IV A: PILOT TEST/EVALUATION OF HOUSING POLICIES/PROCEDURES

AREA 1: Determine Extent to Which Current Policies Are Consonant with Family Needs and preferences

PHASE IV B: PILOT TEST/EVALUATION OF HOUSING SUPPORT SERVICES

AREA 1: Evaluate Costs and Feasibility of Upgrading Military Housing

AREA 2: Study Feasibility of Enhancing Support Services Within Military Housing

CHILD CARE

PHASE I: UNDERSTANDING IMPACT OF CHILD CARE PROBLEMS ON NAVY FAMILIES

AREA 1: Determine Need for Different Types of Child Care and Related Services

PHASE II: UNDERSTANDING IMPACT OF CHILD CARE PROBLEMS ON THE NAVY MISSION

AREA 1: Study Impact on Job Performance

PHASE III B: DEVELOPING SUPPORT SERVICES RELATED TO CHILD CARE

AREA 1: Determine The State-of-the-Art In Child Care

AREA 2: Determine Alternative Designs of Child Care Programs to Meet Needs of Navy Families

PHASE IV B: PILOT TEST/EVALUATION OF CHILD CARE SUPPORT SERVICES

AREA 1: Evaluate the Cost and Quality of Current and Demonstration Child Care Projects Under Military Auspices

APPENDIX F  
LIST OF REFERENCES



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