

THE ARMY FAMILY ACTION PLAN

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prepared by
COMMUNITY AND FAMILY POLICY DIVISION, HUMAN RESOURCES DEVELOPMENT DIRECTORATE
OFFICE OF THE DEPUTY CHIEF OF STAFF FOR PERSONNEL

UNITED STATES ARMY

THE CHIEF OF STAFF

8 January 1984

TO: Major Commands and Staff Agencies

The Army Family Action Plan implements the philosophy of the 1983 Army White Paper. It identifies for immediate resolution those issues which can best improve the relationship between the Army and its families.

This relationship has grown significantly through the Army Family Symposium and publication of the White Paper. The Family Action Plan is a blueprint for what remains to be done. How much we achieve depends on leadership and caring by our commanders.

A healthy family environment is a force multiplier. Soldiers can better face the uncertainties and dangers of service life when they know that their families' well-being is important to their leaders. The Army Family Action Plan bridges the gap between the Army Family and Army Readiness.

I am totally committed to this plan.

[Handwritten Signature]
JOHN A. WICKHAM, JR.
General, United States Army
Chief of Staff

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ARMY FAMILY ACTION PLAN

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SECTION I

BACKGROUND

A. The Army goals are designed to serve as the management tools for the planning and programming necessary to move the Army into the future in the most effective way. Since the Army is people, the Human Goal undergirds the other Army Goals and forms the foundation for realization of their full potential.

B. A crucial component of the Human Goal is the objective of fostering wholesome families and communities. Given this fact, the Army Family White Paper sets forth a formal statement of the basic philosophy which spells out the relationship between the Army and the Army family. This Family Action Plan is the logical consequence of the White Paper, since it seeks to actualize the White Paper's broad, philosophical concepts. The Plan provides a comprehensive way to direct our current and future efforts to forge excellence for families within available resources in concert with the other Army goals.

C. The plan is the result of an intensive effort of the Family Action Coordination Team (FACT) to provide an implementation strategy to get us to the 1990s. The FACT was a task force composed of military and civilian staff officers with expertise in family related issues at Headquarters, Department of the Army. This group provided the nucleus of a new division at HQDA which deals exclusively with family and community policy issues on a full time basis.

D. In preparing this plan, the FACT, in conjunction with other HQDA proponents, MACOM representatives, and family members researched, analyzed, and evaluated the issues raised at the Army Family Symposia of 1980, 1981, and 1982 as well as the Family Action Planning Conference conducted at Fort Belvoir in July 1983. In addressing these issues in light of the White Paper philosophy, it became evident in many cases issues were only symptoms, not root causes of the problems. It also became evident that all issues could not be addressed simultaneously. Some are highly resource dependent, others require statutory changes, while still others need to be studied further to determine what could or should be done. Those responses outlined in this Plan for implementation were selected by the DA Staff proponent and the FACT as having the highest payoffs in terms of the criteria outlined in Section III. Others, as indicated, still need to be studied to determine the specifics for implementation. Milestones have been set to ensure proponents report the results of their study and alternative responses where applicable. A special acknowledgement is given to the Army Family Action Council for their voluntary efforts in planning and conducting the three Family Symposia. Accolades are also due to the thousands of volunteers who continue to make Army family programs work.

E. The general thrust of the plan is to arrange programs and initiatives over time, working on those that are low cost/high payoff first, and then addressing those that are high cost/high payoff over the five years covered in the Army's Programming/Budgeting cycles and documented in the Program Objective Memorandum (POM). Exceptions are those resource dependent programs already costed in the POM. These were evaluated to ensure they contributed to the Human Goal objectives and were consistent with the philosophical guidelines of the White Paper.

SECTION II

BUILDING THE 1984 FAMILY ACTION PLAN

A. THE BASIS

1. The Army's relationship with the Army family has evolved slowly for more than two centuries. Until the Viet Nam conflict, the Army's philosophy toward the family could largely be summed up by the witticism, "If the Army wanted you to have a family, it would have issued you one." However, with the deployment of units to the Dominican Republic and to Viet Nam, the Army recognized a greater responsibility to Army families. This was partially evidenced by the creation of the Army Community Services (ACS) Program.

2. The Army realized family problems in the United States seriously influenced the performance of our soldiers in Viet Nam. ACS was the first of many Army responses to the needs of the Army family which have been implemented over the past two decades. The programs have been developed in response to needs that were perceived to exist in the field. However well intentioned they may be, these programs were developed in response to specific needs at specific times, and as such are not a product of comprehensive planning. The three Army family symposia served to highlight the fact on-going family programs lacked a focus or priority. These on-going programs failed to provide a basis for what could or should be done, based on a realistic cost benefit analysis and on where the Army needed to go.

3. In order to determine future direction, the Army's future vision as contained in its Human Goal must be examined. The Human Goal has an objective of fostering wholesome lives for Army families. This objective follows the realization that by providing for families, the Army is contributing to its ultimate goal, total readiness.

B. THE PHILOSOPHY

1. On 15 August the Army Chief of Staff amplified and specified a philosophy toward the family in the Army Family White Paper. The stated philosophy is:

A PARTNERSHIP EXISTS BETWEEN THE ARMY AND ARMY FAMILIES. THE ARMY'S UNIQUE MISSIONS, CONCEPT OF SERVICE AND LIFESTYLE OF ITS MEMBERS -- ALL AFFECT THE NATURE OF THIS PARTNERSHIP. TOWARDS THE GOAL OF BUILDING A STRONG PARTNERSHIP, THE ARMY REMAINS COMMITTED TO ASSURING ADEQUATE SUPPORT TO FAMILIES IN ORDER TO PROMOTE WELLNESS; TO DEVELOP A SENSE OF COMMUNITY; AND TO STRENGTHEN THE MUTUALLY REINFORCING BONDS BETWEEN THE ARMY AND ITS FAMILIES.

2. The three critical elements in this philosophy are partnership, wellness, and sense of community.

a. Partnership has to exist between the Army as an institution and the individuals who are part of it: soldiers, civilians, and family members.

Partnership is a cohesion of the Army and family members based on mutual understanding of the mission and commitment to each other. The purpose is to include the needs for independence and dependence existing between the family and the Army and to develop mutual interdependence between the two partners within a model where the Army serves as an institution rather than just a job or workplace. Partnership, therefore, is a reciprocal relationship, built on moral and ethical responsibilities and statutory and regulatory requirements.

b. Wellness highlights our concern for developing those strengths, skills, aptitudes, and attitudes which make for wholeness and health in body, mind, and spirit. In the past most of our plans, programs, and policies have focused on basic needs or were focused on correcting dysfunctions. Our concentration now and in the future is to capitalize on what is working well, by drawing on the characteristics of our many healthy families and transmitting these characteristics to those needing assistance.

c. Sense of Community is the center of the partnership with all members offered the challenge and opportunity to work together for the common good. When viewed in this light, it means each member of the Army community has a special responsibility to make it a better place in which to live and work and, thus, in concert move toward an Army of Excellence.

C. THE FAMILY ACTION PLAN.

1. This plan derives from the philosophy stated in the Army White Paper. It is the instrument which provides the means to make the transition from the present to the 1990s and beyond.
2. In structuring the plan, there are certain functions which impact upon and, in turn, are influenced by the plan. These include: policy, resources, training, structure, publicity, leadership, and anticipated demographic and cultural changes in the Army Family.
3. In implementing the plan, the focus must be on three distinct levels of influence: the unit/installation, the MACOM, and the Department of the Army.
4. In addition to the identification of resources for resolution of current issues, there is much which can be done by actions or changes being made in the areas of leadership philosophy, the training base, increased publicity, regulatory and policy changes, and congressional legislation. This has been noted in the required action portion of the individual issue sheets.

SECTION III

INITIAL ACTIONS

A. OVERVIEW

1. This section presents the list of issues initially selected for inclusion into the Army Family Action Plan. Issues were developed from recommendations made at symposia, in surveys, and reports. These potential issues were sent to Army Staff and Field Operating Agency proponents for their analysis, comments, and recommended action to be taken.

2. Sixty-five issues have been included in this plan. Each issue has been examined and commented on by the HQDA proponent. A detailed review at Appendix I reflects the variables considered during the staffing process of the included issues. Sixty of these issues were grouped into four major program themes of relocation, medical, family support and role identity, and education and youth. The remaining 5 issues comprise a separate category of initiatives required to implement, manage, and evaluate the action plan itself.

3. Within the four major program themes, the issues were further divided into four categories:

a. Issues which can be resolved with low cost/high payoff solutions in the near term, FY 84-85, with minor, if any, resource requirement.

b. Issues having solutions which are considered to be in the high cost/high payoff category represent long term efforts to obtain the desired outcomes. Most of these efforts are directly tied to the programming/budget process. (The indicated proponents currently have on-going efforts in these areas and will continue to develop the required resources through the Army program/budget process during FY 86-90).

c. Issues that appear to have low cost/high payoff solutions, but cannot be accomplished in the near term. Additional efforts are required or are being made for an in-depth analysis of these identified issues to determine the full scope of the problem, and the impact Army-wide (or DOD), before a final assessment can be made on total costs and on actions which could resolve the problem. (This section tasks the indicated proponents to conduct further inquiry into the issue in order to accumulate the necessary data to determine feasible solutions).

d. Issues presenting major additional long term dollar and manpower resource requests as a significant part of the solution. Based on known resource constraints, now and in the future, successful resolution of the problem, as currently proposed, is not considered feasible or will require long term efforts. (Indicated proponents must analyze the issue to determine the problem's extent and Army-wide or DOD impact. Proponents will then provide minimal cost alternatives based on the results of an in-depth analysis, and continue to support efforts to obtain legislative changes as appropriate).

B. CATEGORY I: The following issues can be resolved with low cost/high pay-off in the near term, FY 84-85, with little, if any, resource requirement. Actions will be taken in the near term by indicated proponent.

RELOCATION:

1. ISSUE: Family members require an effective Overseas Orientation Program with standardization of relocation information and distribution to relocating Army families in sufficient time. (OVERSEAS ORIENTATION PROGRAM) (DAAG-PS), (DAPE-CP)

Required Actions:

- A. DAAG will update and publish the Overseas Orientation Program pamphlets on a timely schedule to ensure that information is current and in line with DA policy, overseas command policy, and host nation laws and customs. Milestones will be submitted to DAPE-HRF NLT 31 Jan 84.
 - B. DAAG-PSC will coordinate with MILPERCEN to ensure Overseas Orientation Program information is provided to soldiers and family members prior to PCS NLT 31 Jan 84.
 - C. DAPE-CP will develop one page information sheets outlining application procedures for employment with each CONUS Army activity by 31 March 1984. Submit milestones to DAPE-HRF by 31 January 1984, including a plan for distribution to family members.
 - D. DAAG-PSC will coordinate with the DCSPER Family Liaison Office.
2. ISSUE: Servicemembers are paid actual value rather than replacement cost of property which is lost, damaged, or destroyed incident to their service. (CLAIMS PAYMENT PROCESS) (OTJAG)

Required Action: OTJAG will conduct staffing by 1 October 1984 in order to make reasonably priced supplemental household goods transit insurance coverage available to Army personnel world-wide. Milestones will be submitted to DAPE-HRF NLT 31 January 1984.

3. ISSUE: Is there a possibility of spouses signing for quarters without power of attorney? (SPOUSES SIGNING FOR

QUARTERS) (DAPE-HRC/DAEN/OTJAG)

Required Action:

- A. Examine ways spouses may sign for quarters by developing new procedures and publishing those procedures by 31 March 1984. DAPE-HRC lead and submit milestones to DAPE-HRF NLT 31 January 1984.
 - B. Query MACOMs, installations, and family groups for innovative ideas by 31 Jan 84. (DAPE-HRC lead)
 - C. Develop procedures to incorporate into HOMES module. Submit milestones to DAPE-HRF by 31 Jan 84. (DAEN lead)
 - D. Publish revised procedures in AR 210-50 by 31 Mar 84.
4. ISSUE: There is concern that government family housing is designed without benefit of military family member perspective. (DESIGN OF FAMILY QUARTERS) (DAEN)

Required Action:

- A. DAEN will change policy to include a requirement to invite participation on Family Housing Construction/Design Boards by 31 March 1984.
 - B. Submit to DAPE-HRF a plan, with milestones to develop and disseminate the above policy, by 31 January 1984.
5. ISSUE: Installations do not have standardized procedures for terminating Government quarters which make quarters contract cleaning a viable alternative for Army families. (QUARTERS TERMINATION) (DAPE-HRC))

Required Action: DAPE-HRC will:

- A. Develop Army procedures for quarters termination by 31 March 1984.
- B. Continue to assess test program using contract cleaners on Oahu, Hawaii.
- C. Publish changes to AR 210-50 by 30 June 1984.
- D. Milestones to accomplish the above will be submitted to DAPE-HRF by 31 January 1984.

MEDICAL:

6. ISSUE: Within CONUS, with the exception of dentally underserved installations, dental care for family members

is not available. (DENTAL SPACE A) (DASG)

Required Action: DASG will develop a strategy to gain congressional approval for space available dental care in CONUS. By 31 Jan 84, provide DAPE-HRF with a plan which will accomplish the above, including milestones.

FAMILY SUPPORT AND ROLE IDENTITY:

7. ISSUE: The Government quarters self-help program does not appear to provide significant dollar savings. Occupants complain that they are not reimbursed for major improvements to quarters. Some claim the program is under-utilized and that courses are outdated. The program is under GAO review.
(SELF HELP) (DAEN)

Required Action: By 1 May 1984 DAEN will:

- A. Examine total structure of self-help program Army-wide and determine what a basic self-help program should be Army-wide and what training is needed to support it.
 - B. Determine what can and cannot be done or reimbursed through self-help.
 - C. Establish procedures to ensure that every Army family knows the procedures and limitations of the self-help program.
 - D. Milestones to accomplish the above will be submitted to DAPE-HRF by 1 Feb 84.
8. ISSUE: Family housing adequacy standards need to be reviewed to ensure families have an acceptable living environment. (FAMILY HOUSING STANDARDS) (DAPE-HRC)

Required Action: DAPE-HRC will:

- A. Examine housing adequacy standards, review OSD standards, gain MACOM input, prepare recommended changes to standards, and staff with other services by 1 Mar 84.
- B. Assist DOD in revising DODIs by Jun 84.
- C. Publish change to AR 210-50, Chapter 3, within 60 days of change to DODI.
- D. Submit a plan to DAPE-HRF, including milestones, to accomplish the above by 31 Jan 84.

9. ISSUE: Examine family member representation at installation level.
(FAMILY MEMBER REPRESENTATIVES - INSTALLATION) (DAPE-HRF) (DAPE-CP)

Required Action:

- A. DAPE-HRF in coordination with DAPE-CP will: Define the need for family member representation by 1 Mar 84.
 - B. Determine what structures would provide needed representation at installations and provide safe forums for family voice within Army channels by 30 Jun 84.
 - C. Conduct pilot tests of viable concepts (FY 85).
 - D. Implement concepts Army-wide (FY 86).
 - E. DAPE-HRF in coordination with DAPE-CP will develop a plan, with milestones to accomplish the above, by 31 January 1984.
10. ISSUE: Benefits and entitlements of soldiers (active and reserve component) are numerous and in some ways complicated or unknown to the soldiers they were designed to aid. Soldiers and families need to be aware of the full range of benefits and entitlements due to them. (PUBLISH LIST OF BENEFITS) (SAPA)

Required Action: SAPA will coordinate list of benefits with the Army Finance Center (DACA-FAF-M) and develop ways to ensure soldiers and their families are provided information about benefits and entitlements which is understandable and timely. Ensure policies and procedures require routine dissemination of this information. Provide milestones to DAPE-HRF by 31 Jan 84.

11. ISSUE: Family members are entitled to credit for volunteer experience when applying for Federal jobs. Volunteer experience must be presented properly in the application form and accepted by Civilian Personnel Offices. (VOLUNTEER EXPERIENCE) (DAPE-CP/DAAG-PS)

Required Actions:

- A. PECC will provide "self-help" guidance to family members in preparing their applications for employment through News for Army Families Newsletter, Public Affairs channels, and workshops by 1 Jun 1984. Submit milestones to DAPE-HRF by 31 January 1984.
- B. PECC will issue guidance to Civilian Personnel Offices concerning crediting volunteer experience by 30 June

1984. Completed action Oct 1983.

- C. DAAG-PSC will develop guidance on the development of professional volunteer job descriptions to complement DAPE-CP guidance. Information will be provided ACS centers by 30 June 1984. Submit milestones to DAPE-HRF by 31 January 1984.

12. ISSUE: There are avenues through which volunteers can be effectively and legally reimbursed for expenses incurred during volunteer service. These have not been thoroughly explored and publicized.
(REMUNERATION FOR VOLUNTEER) (DAAG-PSC and DAPE-CP)

Required Actions: DAAG-PSC in coordination with DAPE-CP will:

- A. Examine alternative sources of funding (e.g., wives clubs, donations, special events) and recommend optional ways of raising money and publicizing procedures by 1 June 1984. Submit milestones to DAPE-HRF by 31 January 1984.
 - B. Revise AR 608-1 to outline guidance for use of Non-Appropriated Funds. (Action completed September 1983).
 - C. Publish information booklet by 31 March 1984. Submit milestones to DAPE-HRF by 31 January 1984.
 - D. Revise DA Pam 608-28, "Handbook on Volunteers in Army Community Services" by 30 June 1984. Submit milestones to DAPE-HRF by 31 January 1984.
13. ISSUE: Current Army regulations state that intern positions in oversea areas can be filled only by employees who have career or career-conditional status. Procedural changes can be made to permit non-status family members in oversea areas to compete for existing intern positions. (CAREER INTERN PROGRAM)
(DAPE-CPS/PECC-CMS)

Required Action: DAPE-CP will:

- A. Publish exception to current Army Regulation prohibiting consideration on non-status family members for foreign oversea intern positions. Completed action Sep 83.
- B. Staff policy change to permit non-status family members in overseas areas to compete for existing intern positions by March 1984.
- C. Revise AR 690-300, Chapter 301, Overseas Employment by 1 April 1984. Submit milestones to DAPE-HRF by 31 January 1984.

D. Publish policy change in AR 690-950-3 by Sep 1984.

14. ISSUE: Until recently, many family members employed by the Army encountered significant systemic obstacles to continuous Federal employment. As a result, their opportunities for career development and advancement were limited more than most other Army employees. (FAMILY MEMBER CAREER DEVELOPMENT) (DAPE-CP)

Required Action: DAPE-CP will: Provide a plan to DAPE-HRF, including milestones by 31 January 1984, which describes actions necessary to accomplish the following:

- A. Monitor implementation of Executive Order 12362, which authorizes non-competitive appointment to competitive positions after serving 24 months in oversea U.S. government positions. Ensure that family members are informed of Executive Order 12362 and any future changes (on-going).
 - B. Monitor and evaluate DOD change in Priority Placement Program for family members accompanying sponsor in CONUS (Implementation occurred 4th Quarter, FY 83).
 - C. Evaluate recent employment changes and determine other systemic problems (ongoing): Provide milestones to DAPE-HRF by 31 Jan 84.
15. ISSUE: Opportunities for employment, career development, and advancement in oversea areas are generally more limited for family members than for other Army employees. Knowledge of application procedures for OCONUS employment and updated information for Civilian Personnel Offices are required. (AVAILABILITY OF ARMY JOBS ESPECIALLY OCONUS) (DAPE-CPS/PECC-FSS)

Required Action: DAPE-CP will:

- A. Provide instruction for family members seeking employment OCONUS, including addresses of OCONUS CPOs (completed January 1983).
 - B. Review State Department employment model for possible application. Provide results to DAPE-HRF by 1 Mar 84.
16. ISSUE: Some family members cannot or do not wish to work a standard 40 hour work week. DA guidance encourages the use of part-time employees and commands now have the opportunity to expand the number of part-time

job opportunities and still get full utilization of their authorized end strength. HQDA is studying part-time employment. (JOB SHARING) (DAPE-CPS/CIVPERCEN)

Required Actions: DAPE-CP will:

- A. Complete study of Part-Time Employment (1st Qtr, FY 84).
 - B. Based on completed study, determine if further action is required (December 1983). Provide recommendations to DAPE-HRF by 31 Jan 84.
17. ISSUE: The Army family working spouse faces substantial hardship when the Army member is reassigned. The spouse must choose whether to quit his or her present job, find a comparable job, accept a lower paid/graded job or not work. (IMPACT ON SERVICEMEMBER'S ASSIGNMENT-EMPLOYMENT INFORMATION AND REFERRAL SERVICE) (MILPERCEN, DAPE-HRF, DAAG-PS, PECC)

Required Action:

- A. PECC and DAAG-PSC will develop a systematic, cost-effective approach for providing employment information and referral services to family members. Provide milestones to DAPE-HRF by 31 Jan 84.
- B. MILPERCEN will publish revised AR 614-100, 614-200 to instruct sponsor on ways to include spouse employment data on officer and enlisted preference statements. AR 612-10 also will be revised to include spouse employment data on DA Form 4787. Target date is 1 July 1984. Ensure that MILPERCEN staff, all soldiers, and family members are aware of the changes. Submit milestones to DAPE-HRF by 31 Jan 1984.
- C. DAPE-HRF will develop a capstone regulation or directive which addresses family employment issues and includes CPO, ACS, and MILPERCEN employment initiatives discussed in this plan. Provide milestones by 31 Jan 84.
- D. DAPE-HRF will monitor all spouse employment programs in coordination with the proponent organizations.
- E. DAPE-CP will review Fort Eustis efforts to address the Virginia Peninsula and determine applicability to other installations. Provide results to DAPE-HRF by 1 Mar 84.

18. ISSUE: The Army Family Action Plan represents a major philosophical change in the Army's relationship to families. This change needs to be reinforced in leader training and doctrine. (TRAINING FOR CHAIN OF COMMAND) (TRADOC/DAMO-TRI)

Required Actions:

- A. TRADOC will develop and implement leader training in support of the Army Family Action Plan which will focus on the Army's responsibility to and relationship with the family. (DAMO-TRI and DAPE-CP will monitor)
 - B. Provide a detailed plan with milestones for implementation by 31 January 1984.
19. ISSUE: Military family members do not currently receive training concerning Army lifestyle and community. However, with the married content of the Army increasing, the impact of family member adjustment into the Army community and the need for family member support are significant. (TRAINING FOR ARMY LIFE) (TRADOC/DAPE-ZAF/DAPE-CP)

Required Actions:

- A. TRADOC will determine training needs and review and evaluate on-going efforts by 31 Dec 84. (DAPE-ZAF will monitor).
 - B. TRADOC will submit milestones to DAPE-HRF by 31 Jan 84.
 - C. DAPE-CP will ensure that civilian training includes support of the Army Family Action Plan.
20. ISSUE: HQDA, MACOMs, and installations are unaware of Army policy concerning maintenance and use of home address mailing lists. Systems managers (e.g., DPCA, club Manager, ACS Officer) may use a mailing list to inform family members of official information of a general nature. A HQDA letter, subject: Use of Mailing List for Informing Military Family Members of Official Matters, dated 5 October 1983, has been forwarded to MACOMs. Privacy Act implications have been addressed, (PRIVACY ACT FOR BULK MAIL) (DAAG-AM)

EDUCATION AND YOUTH:

21. ISSUE: Often family members are not aware of the various educational financial aid programs available.
(FINANCIAL AID COUNSELING) (DAAG-ED)

Required Action:

- A. DAAG-ED will update DA Pamphlet 352-2 and develop publicity campaign by 1 April 1984. Provide milestones to DAPE-HRF by 31 January 1984.
- B. DAAG-ED will publicize ACES as a resource for Army family members to receive information and assistance for education financial aid programs and resources. Provide milestones to DAPE-HRF by 31 January 1984.
- C. DAAG-ED will develop procedures to improve communication between DODDs, ACES, and family members regarding responsibilities. Provide milestones to DAPE-HRF by 31 January 1984.
- D. DAAG-ED will further examine education and financial counseling available through DODD schools and provide report and recommended actions to DAPE-HRF. Complete by 1 March 1984.
22. ISSUE: Family members are concerned about their knowledge of availability and quality of DODDS programs for handicapped and gifted/talented school children.
(SPECIAL EDUCATION/GIFTED AND TALENTED) (DAAG-ED)

Required Actions:

DAAG-ED will request that DODDS review current programs for gifted and talented students of Army families and ensure that they receive programs and opportunities as extensive as those provided to handicapped students. Provide milestones to DAPE-HRF by 31 Jan 84.

23. ISSUE: Provide college age students of servicemembers stationed overseas space required transportation to and from college/universities, as currently authorized for college students of DA civilians. This will improve morale significantly and reduce the severe financial hardship on servicemembers stationed overseas. (STUDENT TRAVEL OCONUS)
(DAPE-HRC)

Required Action: College age students (up to age 23) of servicemembers stationed overseas are allowed space required round trip transportation once annually, between the servicemember's duty station and the college. The current appropriations bill has been enacted with authorization for funded student travel. DAPE-HRC will develop appropriate publicity campaign. Provide milestones to DAPE-HRF by 31 January 1984.

24. ISSUE: Many family member youth are not considered for part-time and summer employment. This is due to an insufficient number of jobs, lack of information on available part-time and summer employment opportunities and on the deadline for applying for those jobs. (YOUTH EMPLOYMENT-SUMMER AND PART-TIME EMPLOYMENT) (DAPE-CP/PECC-PE/PECC-FSS))

Required Action:

- A. DAPE-CP, once OPM has issued its Summer Employment Bulletin, will issue annual guidance requiring installations to follow the Federal merit placement procedures and to make maximum use of part-time and job sharing.
 - B. Use the results of the current HQDA study of Part-Time Employment to determine further action. Submit copies of recommendations to DAPE-HRF by 31 Jan 84. (DAPE-CPS, PECC-PE)
 - C. Require CPOs to provide timely information and announcements on youth and student employment opportunity to installation ACS centers. (PECC-FSS)
 - D. Ensure Education and Employment Centers (EERC) established in ACS provide information on part-time, summer employment, and volunteer opportunities for youth. Provide milestones to DAPE-HRF by 1 Jan 84. (DAAG-PSC)
25. ISSUE: Family members experience DODDS education to be of lesser quality than that provided by public school systems in the US. (HIGH QUALITY, STANDARD DODDS CURRICULUM) (DAAG-ED)

Required Action:

- A. DAAG-ED will publicize the results of the independent study findings that reflected higher test scores for DODDS students than equivalent public schools by 31 January 1984.

B. DAAG-ED will continue to express Army concerns about the quality of education provided by DODDS.

26. ISSUE: The need exists to develop a family support plan to be integrated into the New Manning System. (NEW MANNING SYSTEM FAMILY SUPPORT) (DAAG-PSC)

Required Action: DAAG-PS will develop a family support plan by 1 Oct 84. DAAG-PS will provide a milestone plan to DAPE-HRF by 31 Jan 84. Coordinate with the Family Liaison Office and ensure family member input.

27. ISSUE: Family Safety. Family safety is a subject that must be addressed by the Army Safety Center. (SAFETY) (DAPE-HRS)

Required Action: DAPE-HRS will submit to DAPE-HRF a milestone plan addressing family safety by 31 January 1983.

C. CATEGORY II: The following issues have solutions which are considered to be in the high cost/high payoff category. They represent long term efforts to obtain the desired outcomes. Most of these efforts are directly tied to the programming/budget process. The indicated proponents currently have on-going efforts in these areas and will continue to develop the required resources through the Army program/budget process during FY 86-90.

RELOCATION:

28. ISSUE: Family housing management techniques are not standardized and have not employed modern techniques through the use of automated systems where applicable. (Housing Operations Management System HOMES) (DAEN)

Required Action: DAEN will develop standardized family housing information procedures and provide an automated management tool to those installations where economic analysis indicates cost effectiveness. Begin deployment of HOMES Modules by 30 September 1984. Deployment will be complete by end of FY 1985. Provide milestones to DAPE-HRF by 31 January 1984.

MEDICAL:

29. ISSUE: Family members experience long waits prior to treatment, including difficulty in reaching appointment desks and securing appointments. (MEDICAL STAFF SHORTAGES) (DASG)

- A. DASG will develop a programmed initiative as an ARSTAF PDIP for FY 86-90 POM prioritization process IAW the guidance contained in VOL II, Army Guidance, 14 September 1983. Milestones will depend upon the prioritization process for issues to be considered during the POM Cycle.
 - B. DASG will evaluate the issues raised at the 3d Family Symposium and provide milestones for those issues that should be included within the Family Action Plan by 31 January 1984.
 - C. DASG will provide publicity on efforts. Provide milestones to DAPE-HRF by 31 January 1984.
30. ISSUE: Insufficient and inadequate medical facilities. (AVAILABILITY OF FACILITIES) (DASG)

Required Actions:

- A. DASG will provide an update to DAPE-HRF by 31 January 1984.
 - B. DASG will provide publicity on efforts. Provide milestones to DAPE-HRF by 31 January 1984.
31. ISSUE: A need exists for an improved prevention and treatment program (Prevention Orientation) for family members in the areas of physical conditioning, weight control, smoking cessation, individual stress management, and reduction of alcohol and drug abuse. (PREVENTIVE ORIENTATION) (DASG)

Required Actions: Total fitness activities are an installation/command responsibility. This policy is in consonance with the DOD position on health promotion which will be published early in CY 1984. Medical facilities have the technical knowledge and medical expertise to assist with development of installation programs. A mechanism to offer this assistance has been provided by the appointment of Fitness Facilitators who are responsible for coordination on fitness matters between the community and the hospital. DASG will monitor the medical aspects of Army compliance with the DOD health promotion policy.

32. ISSUE: Family members want more family practitioners and family practice. (FAMILY PRACTICE) (DASG)

Required Action:

- A. DASG will evaluate the current outpatient medical care system in terms of the target audience it would benefit the most and in light of the current military medical authorization structure by 1 October 1984.
- B. DASG will study alternative models to deliver medical care to families.
- C. Provide milestones to DAPE-HRF by 31 Jan 84.

FAMILY SUPPORT AND ROLE IDENTITY:

33. ISSUE: Family quarters maintenance problems consist of workload backlogs, insufficient funding, and lack of supplies. (QUARTERS MAINTENANCE) (DAEN)

Required Action: DAEN will develop a plan to reduce backlogs. Plan will address procuring maintenance via contracting and methods to gain additional resources. Provide milestones to DAPE-HRF by 15 Feb 1984.

34. ISSUE: The majority of installation facilities used for child care programs are not safe or suitable. (CHILD DEVELOPMENT SERVICES FACILITIES DESIGN AND SAFETY) (DAAG-PS)

Required Action: DAAG-PS will develop a plan to capture necessary resources in the programming process during FY 86-90. Provide milestones to DAPE-HRF by 31 January 1984.

35. ISSUE: The quality of child care provided by the child development staffers at Army installation is adversely affected by staff recruitment, retention, and training problems. (CHILD DEVELOPMENT SERVICES QUALITY OF STAFF) (DAAG-PS and DAPE-CP)

Required Actions:

- A. DAAG-PS has defined care giver responsibilities and requirements in newly published AR 608-10.
- B. DAAG-PS will work with PECC-NAF to develop a plan to properly grade care giver positions.
- C. DAAG-PS will ensure all CDS personnel have established individual development plans which provide for continued training by 1 July 1984.

D. Provide milestones to accomplish the above to DAPE-HRF by 31 January 1984.

36. ISSUE: Facilities, quality of staff, and service availability for child development centers need a set of minimum standards to eliminate variations from installation to installation. (CDS STANDARDS OF CARE) (DAAG-PS)

Required Actions: DAAG-PS recently published AR 610-10 regarding minimum standards and will continue efforts to increase resources for facilities upgrade/construction in FY 86-90 programing process. Provide milestones to DAPE-HRF by 31 January 1984.

37. ISSUE: The Family Advocacy Program needs adequate fiscal and personnel resources for effective implementation Army-wide. (FAMILY ADVOCACY PROGRAM) (DAAG-PS)

Required Actions:

- A. DAAG-PS will program for recently identified Army-wide requirements in the FY 86-90 program.
- B. DAAG-PS will review the scope and impact of this problem to identify alternatives.
- C. Provide milestones to DAPE-HRF by 31 January 1984.
38. ISSUE: The alcohol and drug abuse program needs adequate funding and manpower to effectively serve the Army family member population. (ALCOHOL AND DRUG ABUSE) (DAPE-HRA)

Required Actions:

- A. DAPE-HRA will continue efforts to increase resources in the FY 86-90 programing process and determine the magnitude of the issue.
- B. Develop additional low cost alternatives by 1 April 1984 which capitalize on existing structures.
- C. Provide milestones to DAPE-HRF by 31 January 1984.

EDUCATION AND YOUTH:

39. ISSUE: The increasing number of exceptional family members in the Army has created problems in overseas areas for DODDS and the medical support facilities, and there is inadequate staff,

technicians, and equipment available for support. Social support structures such as respite care, advocacy, recreational, and cultural programs are also required. (EXCEPTIONAL FAMILY MEMBER PROGRAM) (DAPE-HRF and DAPE-CP)

Required Actions:

- A. HRD will develop a capstone regulation which will describe the responsibilities and limitations of the program. Develop milestones by 31 January 1984.
- B. HRD will provide policy guidance to continue efforts to increase resources in the budgeting process. Staff proponents will continue programs in progress.
- C. Provide milestones to DAPE-HRF by 31 Jan 84.
- D. CATEGORY III. The following issues appear to have low cost/high payoff solutions, but cannot be accomplished in the near term. Additional efforts are required for an in-depth analysis of these identified issues to determine the full scope of the problem and the impact Army-wide (or DOD), before a final assessment can be made on total costs and on actions which could resolve the problem. This section tasks the indicated proponents to conduct further inquiry into the issues in order to accumulate the necessary data to determine feasible solutions.

RELOCATION:

- 40. ISSUE: The current sponsorship program is not effective. It needs to be expanded to include all relocation and separation tours and add concepts such as rear detachment, out-sponsorship, and family member sponsorship. (SPONSORSHIP) (DAPE-HRF and DAPE-CP)

Required Action: DAPE-HRF, working with DAPE-CP, will research subject to determine needs and then develop milestones and specific recommendations for an effective sponsorship program by 31 Jan 84. (NOTE: Coordinate with the Family Liaison Office to ensure that this program is closely linked to the family member representative at installation, MACOM, and Headquarters DA (see Issue 9). Ensure that family members are also "recruited" to the sponsorship program).

MEDICAL:

- 41. ISSUE: Family members have recorded and reported experiences with CHAMPUS that indicate CHAMPUS reimbursement

is inadequate, updates to the schedule are not accomplished on a timely basis, and that they have a difficult time in finding civilian physicians who will accept CHAMPUS patients on assignment as participating providers. (CHAMPUS - REIMBURSEMENT SCHEDULE UPDATE/PHYSICIAN PARTICIPATION) (DASG)

Required Actions:

- A. DASG will continue to assist ASD(HA) in ongoing efforts and initiatives to improve the program including the OSD feasibility study.
- B. DASG will develop and complete policies which require exclusive provider lists (physicians who are willing to participate in program) by 30 Jun 84.
- C. DASG will review the issues provided by the Third Army Family Symposium for implementation potential and provide by 1 Jun 84 milestones for those issues that should be included within the plan. The decision not to include an issue will be coordinated with DAPE-HRF.
- D. No reports will be available until the feasibility study mentioned in paragraph A above is completed. Additionally, publicity initiatives must be conducted through the CHAMPUS PIO, the coordinating office for the projected changes to the Military Health Care Benefits structure.
- E. Provide milestones to accomplish the above to DAPE-HRF by 31 Jan 84.

FAMILY SUPPORT/ROLE IDENTITY:

- 42. ISSUE: Family members (on and off post) who do not have access to privately owned vehicles may not have an affordable mass transportation means to travel to on-post support facilities. (TRANSPORTATION TO POST FACILITIES) (DALO)

Required Action: DALO will further develop issue, analyze problem magnitude to determine Army-wide impact, and identify solutions and resource requirements by 31 Jan 84.

- 43. ISSUE: Unnecessary legal and regulatory restrictions requiring the use of powers of attorney to accomplish routine, service-related family tasks have constrained spouses in their role as responsible adult family members. (POWER OF ATTORNEY) (OTJAG)

Required Actions:

- A. OTJAG will conduct a review of policy and legal constraints which restrict non-military adult family members in performing routine service-related family tasks.
 - B. Provide DAPE-HRF with recommendations and possible changes by 1 Jul 84.
44. ISSUE: The need exists to include family members of Department of Army civilian employees in Army programs designed to address family member needs. (ASSURE TOTAL INTEGRATION OF FAMILY MEMBERS OF DA CIVILIANS INTO ARMY FAMILY PROGRAMS) (DAPE-CPR)

Required Action: DAPE-CPR will further develop this issue, identify the scope of the problem Army-wide, and determine necessary actions by 30 Sep 1984. Provide milestones to DAPE-HRF by 31 Jan 84.

45. ISSUE: Parental kidnapping typically involves a parent taking a child from the parent having custody, and taking the child to an overseas environment. The problem of enforcement of custody decrees or orders must be addressed exclusively by the civil court system. (PARENTAL KIDNAPPING) (OTJAG)

Required Actions:

- A. DAPE-HRF will research the extent of the problem by 1 July 1984. A plan to conduct this research will be completed by 31 January 1984.
 - B. DAJA will coordinate with HQDA proponent staffs to determine possible solutions by 1 July 1984.
46. ISSUE: Current Army plans to support families (Total Army) during mobilization (Army Mobilization and Operations Planning System (AMOPS)) do not provide detailed plans to support various levels of mobilization. (FAMILY SUPPORT-MOBILIZATION) (TRADOC, NGB, OCAR, DAPE-CP)

Required Action:

- A. Training and Doctrine Command will develop appropriate doctrine to address support of Army families during the various levels of mobilization to include selected deployment and protracted absences. This should include

standardized structures making maximum use of volunteers to continue the basics of this plan and make maximum use of existing programs during mobilization. Ensure coordination with FORSCOM, Family Liaison Office, HQDA, and other ARSTAF agencies with program responsibilities for families. Submit milestones for development to DAPE-HRF by 31 Jan 84. Complete development by 31 Jan 85.

- B. National Guard Bureau (NGB) and Office of Chief Army Reserve will establish policies and plans to support families which address the full impact of mobilization upon reserve component families and existing Army support structures. Coordinate with the Family Liaison Office to ensure family member input. Provide milestones for development to DAPE-HRF by 1 Mar 84.
- C. DAPE-CP will develop policies and plans to support families of those overseas civilians designated as emergency-essential. Policies and plans will address full impact of mobilization, including evacuation from overseas. Coordinate with Family Liaison Office to ensure family member input.

47. ISSUE: Insufficient opportunities exist for family members to participate in educational programs which support their educational goals and objectives. (CONTINUING EDUCATION FOR SPOUSES - GED (High School) and College) (DAAG-ED)

Required Action: DAAG-ED will further develop this issue and determine Army-wide needs. Provide DAPE-HRF a milestone plan by 31 Jan 84.

48. ISSUE: To provide English language instruction for family members whose native language is other than English. Funds are not currently available for this purpose. (ENGLISH-AS-A-SECOND LANGUAGE) (DAAG-ED)

Required Action: DAAG-ED will determine the extent of the problem and its impact and develop program to provide low-cost alternatives with maximum use of existing programs in the civilian sector. Complete by 1 Jun 84. Provide milestones to DAPE-HRF by 31 Jan 84.

49. ISSUE: The youth activities recreation program is not designed to provide the means to assist youth in overcoming the stress of frequent relocation, family separation, adjustment to new peer groups, and different cultures. (YOUTH ACTIVITIES PROGRAM) (DAAG-PS)

Required Actions: Near Term:

- (1) DAAG-PSY will determine whether current activities are meeting needs of youth. Provide milestones and plan to DAPE-HRF by 31 Jan 84.
- (2) DAAG-PSY will develop in coordination with ACS, guidance on use of volunteer counselors to augment the Youth Activity staff. Complete by 31 March 1984; provide milestones to DAPE-HRF by 31 Jan 84.

Long Term: DAAG-PSY will develop regulatory guidance for youth activities that defines a comprehensive, volunteer-based program in terms of the needs of Army youth. Complete draft Army regulation by 1 Oct 84. Provide milestones to DAPE-HRF by 31 Jan 84.

E. CATEGORY IV: The solutions offered to the following issues require major additional long term dollar and manpower resources. Proponents must analyze the issues to determine the problems' extent and Army-wide impact. Proponents will provide minimal cost alternatives based on in-depth analysis, and continue to support efforts to obtain legislative changes or increased funding.

RELOCATION:

50. ISSUE: Household Goods Weight Allowances - in many cases these allowances are inadequate to prevent out-of-pocket expenses by Army families during PCS. (WEIGHT ALLOWANCES) (DAPE-HRC)

Required Action: DAPE-HRC will develop a plan to obtain Congressional approval to increase HHG weight limitation above current limits by 31 Mar 84. Provide milestones to DAPE-HRF by 31 Jan 84.

51. ISSUE: House Hunting Compensation - Servicemembers are currently not authorized funded trip for purposes of locating housing if quarters are not available at next duty station. Action was deferred due to a trade-off strategy to gain approval of Temporary Lodging Allowance, increase of mileage allowance, and increase of weight allowance. (HOUSE HUNTING COMPENSATION) (DAPE-HRC)

Required Action: DAPE-HRC will reinitiate in FY 85.

52. ISSUE: Family Housing Availability at the end of FY 83 reflected a shortage of 15,729 adequate dwelling units worldwide for military personnel and their families. (AVAILABILITY OF FAMILY HOUSING) (DAEN)

Required Actions:

- A. DAEN will develop a milestone plan which outlines actions necessary to implement the Occupancy Assurance Program and effectively utilize the Leasing Program. Provide milestones to DAPE-HRF by 31 Mar 84.
 - B. Provide military construction as necessary. Include an analysis of housing needs and a strategy to obtain required resources. Provide milestones to DAPE-HRF by 30 Jun 84.
53. ISSUE: Reimbursement for Real Estate Expenses - Service-members must absorb all costs associated with buying/selling of a residence. Action was deferred due to trade-off strategy to gain approval of Temporary Lodging Expense Allowance, increase of mileage allowance, and increase in weight allowance. (REIMBURSEMENT FOR REAL ESTATE) (DAPE-HRC)

Required Action: DAPE-HRC will initiate in FY 85.

54. ISSUE: Capital Gains Protection - military families selling primary residence experience difficulty in reinvesting the capital gains realized. Currently, a service-member has four years to reinvest; DOD seeks re-evaluation of this period for military home owners. (CAPITAL GAINS PROTECTION) (DAPE-HRC)

Required Action: USAF has been assigned DOD lead in this action. Support, as requested, USAF and DOD efforts to secure passage of DOD 98-14.

MEDICAL:

55. ISSUE: Within CCNUS, with the exception of dentally underserved installations, dental care for family members is not available. (DENTAL CHAMPUS INSURANCE) (DASG)

Required Action

- A. DASG will develop a plan to provide additional dental services. This will include CHAMPUS, shared prepaid dental insurance, or other alternatives by 31 Mar 84. Congressional approval is implicit.
- B. DASG to provide interim publicity on efforts by 1 Jan 84 and quarterly thereafter. (This supplements the "space available" issue - issue #6)

C. Provide milestones to DAPE-HRF by 31 Jan 84.

FAMILY SUPPORT AND ROLE IDENTITY:

56. ISSUE: Training and unit mission time is being lost due to conflicting parental responsibilities and unit requirements. Additional adequate extended child care services are needed, both at installations and in family child care homes. Implementing a quarters-based system on each installation remains the primary means of providing affordable extended care. (CHILD DEVELOPMENT EXTENDED SERVICES) (DAAG-PS)

Required Action: To implement this system, supplemental funding for FCC directors is required. DAAG-PS will continue to develop PDIP to provide funding. DAPE-HRF will support quarters-based care as the primary means of providing extended care to service members. DAAG-PS will also continue to look for additional low-cost alternatives.

57. ISSUE: The need exists for a central coordinating point to identify and develop meaningful volunteer opportunities, train supervisors of volunteers, and provide for evaluation and documentation of individual/group volunteer activities. (VOLUNTEER BANKS) (DAAG-PS)

Required Action: In light of new volunteer requirements, determine low-cost innovative alternatives to accomplish the identified need by 31 Mar 84. Provide milestones to DAPE-HRF by 31 Jan 84.

58. ISSUE: An Army Consumer Affairs Program has been mandated by an Executive Order and DOD Directive. In addition, the increasing number of bad checks, AER and Red Cross loans, as well as other financially-related difficulties -- such as child and spouse abuse cases -- are indicative of the need for a new, proactive expanded educational approach to these problems which detract from unit readiness and cohesiveness. (CONSUMER AFFAIRS PROGRAM) (DAAG-PS)

Required Action: DAAG-PS determine the full extent of the problem and provide alternative, low-cost solutions. Consider implementation at the unit level, within the sponsorship/orientation program, within the training base, and use of volunteers as a minimum. Provide milestone plan to DAPE-HRF to accomplish the above NLT 31 Jan 84.

59. ISSUE: Facilitating adjustment of bi-cultural families to U.S. culture in order to preclude onset of family dysfunction and increase individual/unit readiness. (BI-CULTURAL FAMILY ADJUSTMENT) (DAAG-PS)

Required Action: Determine scope of problem, analyze alternatives, and recommend course of action. Provide milestone schedule to DAPE-HRF by 31 Jan 84.

60. ISSUE: Family members are concerned about the availability and quality of school lunch programs in overseas areas. (SCHOOL LUNCH PROGRAM-OCONUS) (DAAG-ED)

Required Action: Army received \$2.8M during FY 83 from DOD to support the improvement and expansion of this program. Army will continue to pursue additional funding for this program in FY 84 and beyond.

F. CATEGORY V: The following initiatives do not fall within any of the four areas (relocation, medical, family support and role identity, education and youth). Instead, these are initiatives required to implement, manage, and evaluate the Army Family Action Plan itself, to monitor trends in resources, and to develop and disseminate research.

MANAGEMENT/RESEARCH INITIATIVES

61. ISSUE: There is no established structure which will ensure implementation of the Army Family Action Plan. (INSURE FAMILY ACTION PLAN IMPLEMENTATION) (DAPE-HR)

Required Actions:

- A. DHRD will establish a Family and Community Policy Division (HRF) to coordinate and monitor all family actions. (Established 1 Dec 83)
- B. DAPE-HRL will institutionalize a standardized DCSPER structure at installation level. Coordinate with DAPE-HRF and develop proposed structures by 1 Jan 85. Milestones will be developed by DAPE-HRL by 31 Jan 84.

62. ISSUE: There is currently no structure to insure top level involvement in the Army Family Action Plan execution and future development. (GENERAL OFFICER STEERING COMMITTEE) (DAPE-HRF)

Required Actions:

- A. A General Officer/SES Steering Committee will be established to review ongoing actions and provide direction for future initiatives within the plan by 31 January 1984. (DAPE-HRF)
 - B. DHRD will convene an annual Family Action Planning Conference to provide input to the plan and identify additional issues facing the Army. The first conference will be held by 1 October 1984. DAPE-HRF will develop milestones by 31 Jan 84.
63. ISSUE: There is no organized approach to researching Army family issues and programs. Relationships to readiness and retention and strategies to build partnership, wellness, and sense of community are not known. The impact of the New Manning System on families is not known. (RESEARCH TOPICS)
(DAPE-HRF, ARI, WRAIR, ZBR)

Required Actions:

- A. Army Research Institute (ARI) and Walter Reed Army Institute of Research (WRAIR) will review the research plan discussed in Section VIII and provide comments to DAPE-HRF by 31 Jan 84.
- B. DAPE-HRF will revise research requirements based on comments received (1 Mar 84).
- C. ARI will review existing literature on Army/military families in light of revised research plan and provide consolidated review of literature to DAPE-HRF by 30 Jun 84.
- D. ARI and WRAIR will develop research initiatives to answer remaining research requirements provided by DAPE-HRF. Coordinate with DOD, CIVPERCEN (PECC-AD), and other services to avoid duplication of effort. Milestones will be developed and submitted to DAPE-HRF within 60 days of receipt.
- E. DAPE-HRF, ARI, and WRAIR will develop a plan to support experiments of opportunity. This plan will provide for quick reaction in the case of mobilization or deployment to assess effects on families and family needs.

F. DAPE-ZBR will ensure that family issues are researched as the New Manning System is implemented. Results will be provided DAPE-HRF on a quarterly basis.

64. ISSUE: There is no single specialty code or additional skill identifiers (ASI) for military personnel assigned to family management and community related programs/activities. (SPECIALTY CODE DEVELOPMENT) (TRADOC)

Required Actions:

- A. TRADOC will determine the need and feasibility of establishing specialty codes/additional skill identifiers within OPMS/EPMS by 1 Jun 84.
- B. If the need and feasibility is established, TRADOC will implement by 1 Oct 86.
- C. TRADOC will provide milestones to accomplish above actions by 31 January 1984.

65. ISSUE: There is no single point of contact or method of planning, programming, monitoring, and evaluating family program resources through the PPBES cycle. (RESOURCE TRENDS) (DAPE-ZXP)

Required Actions: DAPE-ZXP will:

- A. Develop a system to monitor family program resources throughout the PPBES cycle. Provide milestones to DAPE-HRF by 31 Jan 84.
- B. Develop and promulgate a standard classification for the Army family program that is consistent with Army Resource Management System (ARMS) by 31 Jan 84.
- C. Develop and implement a planning system against which we can measure our programmed, budgeted, and executed resources to determine adequacy, efficiency, and cost-effectiveness of the Army Family Program. Provide milestone plan to accomplish this by 31 Jan 84.
- D. Assess the amount of non-Army appropriated funds and the Army's NAF spent on Army families. Provide milestone plan to accomplish this by 31 Jan 84.

SECTION IV

RESPONSIBILITIES

A. A General Officer/Senior Executive Service (SES) Steering Committee will be established at HQDA. This committee will meet quarterly to review ongoing actions and approve the initiation of new actions and provide direction for future initiatives within the Army Family Action Plan. This committee will ensure that family programs and the Army's obligation to families within each program are clearly defined and that family needs are prioritized to assist in directing efforts and securing resources.

B. Department of the Army (HQDA) Functional Manager identified in Appendix III will be responsible for programming family initiatives within their areas of proponency. Each Functional Manager will review current programs to determine those initiatives and resources which are related to family programs.

C. Program Managers will coordinate and obtain staff assistance on family related program initiatives with the Community and Family Policy Division, Human Resources Development Directorate (HRDD), Office of the Deputy Chief of Staff for Personnel (ODCSPER). Program Managers will be responsible for their portion of program initiatives advocated by other staff agencies.

D. The Office of the Deputy Chief of Staff for Personnel, HQDA will maintain an oversight/stewardship role and report out on family action programs and initiatives. ODCSPER will also assist each Army Staff office in identifying and supporting new family program initiatives.

1. The Family Liaison Office, reporting directly to the DCSPER, will continue its role as independent advocate of Army families, liaison to individuals, families, and family advocacy groups. The Family Liaison Office will--

a. Assure continued communication between HQDA and family members and family advocacy groups.

b. Serve as the central focus outside of the Army for family programs.

c. Provide assistance and guidance to the field in establishing liaison programs and linking the Army and Army families.

d. Compare program trends to overall achievement of the "family and community" objective of the Human Goal.

e. Maintain an overview of policy, program, and resource trends, particularly system gaps and redundancies, in consultation with the Community and Family Policy Division and the Personnel Program Analysis Office.

f. Serve as a member "EX OFFICIO" on the General Officer Steering Committee to be established at HQDA.

g. Establish liaison with other Federal government agencies necessary for tracking programs that have impact on Army families.

2. Within ODCSPER, Director of Human Resources Development, The Community and Family Policy Division will be the focal point of Army family action policy. This division will be the central agency at HQDA to oversee and focus attention on the program efforts. The Community and Family Policy Division will--

a. Maintain centralized oversight and monitorship of family policy and program efforts.

b. Coordinate requirements for the General Officer Steering Committee and ensure that committee recommendations are considered.

c. Act as the single point of contact to link the centralized family programs together, and in coordination with the Family Liaison Office, align them with the Human Goal objectives.

d. Ensure that the objectives of the Human Goal are tied to the Army PPBES process by providing input on family issues in coordination with the Family Liaison Office to the Army Commanders Conference and to Volume I, Army Guidance.

e. Provide program and planning guidance on new family initiatives and coordinate the development of HQDA Program Development Increment Packages (PDIPs) with functional proponents, and DA directed PDIPs with major Army commands (MACOMS).

f. Schedule and present related PDIPs together for program hearings and functional panels during the program prioritization process.

g. Review MACOM Program Analysis and Resource Reviews (PARR) and commanders statements to identify family related programming efforts.

3. The Personnel Programs Analysis Office (DAPE-ZXP), in coordination with the Community and Family Policy Division, will--

a. Develop a detailed inventory of current programs and their resources.

b. Develop a standard classification system for Army family programs consistent with the Army resource management structure.

c. Monitor program resources throughout the PPBES cycle.

d. In coordination with the Family Liaison Office and the DHRD Community and Family Policy Division, measure programed, budgeted, and executed resources to determine adequacy, efficiency, and cost effectiveness.

e. Inventory, track, and assess the amount of non-Army appropriated funds and Army non-appropriated funds distributed annually to Army family programs and to Army service agencies that have Army family members in their population base.

f. In coordination with the Family Liaison Office and the DHRD Community and Family Policy Division, identify system gaps and/or redundancies.

E. Major Commanders will support family programs in the budget process. Guidance to MACOMs will be provided from the annual October Army Commanders Conference and from published Army guidance for programming, planning, and budgeting. MACOMs should use those documents as their basis for developing and programming efforts that focus on Army family action initiatives. MACOMs should use the PARR process to request resources in support of new initiatives and/or increased levels of support for their existing programs within the scope of annual Army guidance (Volumes I - IV), and Program Budget Guidance.

SECTION V

RESOURCES

A. PURPOSE: The purpose of this section is to provide a system for monitoring ongoing and new program trends in resources connected with Army family initiatives and placed within the Programing, Planning, Budgeting, Execution System (PPBES).

B. TIL TO HUMAN GOAL

1. The basic management tool for the planning and programing necessary for success of Army family programs is the Human Goal. The Human Goal is based on the fact that the Army's strength lies in its people and the realization of their full potential. One crucial component is the objective of fostering wholesome lives for our families and communities.

2. The achievement of this portion of the Human Goal requires that our efforts be closely aligned with the program/budget process from the development phase through the budget execution phase.

3. Current and future programing efforts to foster Army families of excellence must be prepared, packaged, and monitored in a manner which clearly defines family program initiatives in terms of their relationship to the Human Goal, their importance in relation to other programs, and their impact on other Army priority requirements.

C. OVERSIGHT

1. Recognizing that annual program requests in support of families cut across several functional areas and are integrated within other Army goal efforts, there must be a central staff point that examines them and monitors resources with a single overall goal of analyzing, tracking, and determining their combined impact.

2. The Community and Family Policy Division of HRDD will monitor all MACOM PARR Submissions. The ODCSPER Personnel Programs Analysis Office will monitor family-oriented resources across functional PDIP panels and throughout the PPBES system. The Personnel Program Analysis Office will keep the DCSPER, Community and Family Policy Division, and Family Liaison Office informed as to PDIP prioritizations. They will be the catalyst to insure DA staff proponents manage these PDIPS to maximize success of family programs in the POM process.

D. Initial resource requirements provided by proponents are attached at Appendix II.

SECTION VI

EVALUATION

A. Program development, research, analysis, and evaluation are integrated into the implementation of the Army Family Action Plan. This evaluation system is designed to measure the success of the individual initiatives and the overall effect of the Family Action Plan on the Army. If evaluation shows that our programs are not effective or are cost prohibitive, our research plan will be focused to find alternative solutions.

B. INDIVIDUAL INITIATIVES --- Proponents for the issues listed have submitted goals, tasks, and milestones for proposed resolution of each issue. In Process Reviews (IPRs) will be held with proponents to measure progress. (SEE FIGURE A)

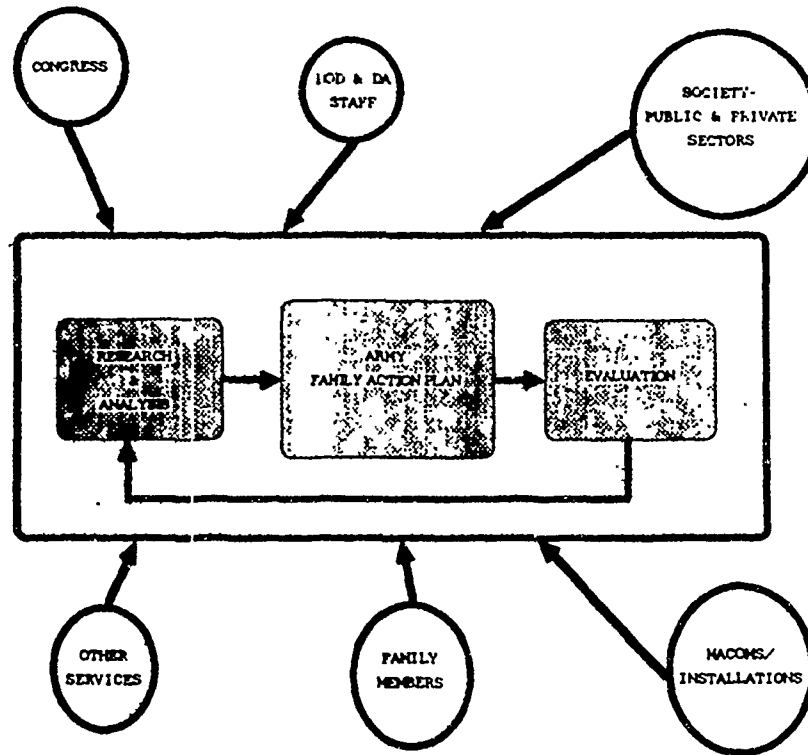


FIGURE A

C. ARMY-WIDE EFFECT: In addition to measuring the effect and success of each initiative, evaluation will measure the effect of the collective initiatives toward realizing the philosophy of the White Paper. It will also show whether family efforts are paying off in general by measuring retention and readiness rates. This evaluation will be conducted in the following way--

1. A special actions group consisting of participants from a variety of functional areas will meet during 2nd quarter FY 84 to determine how to measure partnership, wellness, sense of community, and factors related to readiness and retention. These may include such items as volunteer rates, participation in fitness programs, registration in the Exceptional Family Member Program, hospital admissions and appointment rates, CHAMPUS costs, family advocacy, and alcohol and drug abuse enrollments. They may also include the spontaneous development of measures related to individual family programs on installations. Measures of retention and readiness may include reenlistment and separation rates, AWOL, and disciplinary data. More subjective data can be traced using the Soldier Survey.

2. As members of the special actions group, the Army Research Institute (ARI) will provide technical advisory service to assist in developing and evaluating measures and outcomes.

3. The ARSTAF, Field Operating Agencies, and MACOMs will be tasked to propose objective measures from existing or easily tailored data sources for submission to the special actions group for consolidation and review.

4. The special actions group will report annually to the Action Planning Conference which will review the plan, discuss progress made, provide input, and identify additional issues and solutions. It will be attended by representatives from MACOMs, ARSTAF, and FOA's.

D. FUTURE TRENDS. Collected data will be examined to determine where changes or redirection is required. Data will be compared to future trends to allow for long range planning.

SECTION VII

INFORMATION

A. Coordinated public affairs initiatives will be vital to the success of the Army Family Action Plan. Such initiatives must be credible and consistent, and employ all available information channels.

B. The Community and Family Policy Division (DAPE-HRF) will be the primary point of contact as the central clearing house for all information initiatives formulated in support of the Family Action Plan. These activities include, but are not limited to:

1. Interface with ODCSPER Public Affairs Officer.
2. Interface with the Office of the Chief of Public Affairs.
3. Developing information campaigns to support specific themes encompassed by the Army Family Action Plan (such as Army Family Week) and coordinating these campaigns through the ODCSPER Public Affairs Officer and the Office of the Chief of Public Affairs.
4. Coordinating the use of public affairs channels to disseminate information. This includes print, electronic, and personal means encompassed by command information, public information, and community relations strategies. Examples of outlets include, but are not limited to:
 - a. AFNEWS Releases
 - b. "Commander's Call"
 - c. "Soldiers" Magazine
 - d. AFIS Radio/Television Spots
 - e. Soldiers' TV Magazine
 - f. "The Army Reports"
 - g. Releases to Civilian Newspapers
 - h. Interviews for Reporters
 - i. Marketing Articles for magazines
 - j. Providing information to soldier-oriented organizations and associations (ROA, AUSA, etc.)
 - k. Spot announcements
 - l. Coverage of newsworthy events by local media

- m. Speeches
- n. News Conference
- o. Army Personnel Letter

5. Monitoring the use and success of DA-disseminated information on family-related matters.

6. Serving as an advisor concerning content and appearance of the Family Liaison Office newsletter, "News for Army Families."

C. The Community and Family Policy Division will also serve as the primary point of contact for and principal staff advisor on dissemination of information concerning family initiatives through administrative channels. This will include:

1. Interface with the Family Liaison Office.

2. Replicating messages sent through Public Affairs channels in administrative channels, doubling coverage with supportive, consistent information. Examples of outlets include:

- a. Daily Bulletins
- b. TAGO Newsletter
- c. Message traffic

3. Establishing and monitoring the two-way flow of information among DA, MACOM, and installations.

4. In coordination with the Family Liaison Office, coordinating and dispatching briefing teams to disseminate information on family-related issues. Target audiences would include, family advocacy groups, organizations and associations which have strong military/family ties (Red Cross, AER, AUSA), Reserve Component Commanders, MACOMs, and others as necessary.

5. Encouraging MACOMs and Installations to develop and implement information programs specifically tailored to local needs.

6. Ensuring that details of successful and unsuccessful programs are disseminated for adoption or discontinuance, as applicable.

D. Additionally, the Family Action Coordination Team has identified a number of issues that are essentially information problems only. An information campaign can answer these and many similar issues by making factual information available. As examples:

1. Spouses have raised as an issue the lack of consistency in housing policy. What needs to be publicized is that the policy allows flexibility: i.e., each

installation commander must have some latitude when assigning quarters to meet the local conditions. Since this benefits persons living in government quarters, it should be publicized as an asset, not mythologized as a detriment.

2. Spouses have related as an issue the fact they cannot sign for government quarters in the absence of the sponsor. In actuality, they can do so with power of attorney or a notarized statement.

E. The Family Liaison Office will serve as intermediary and liaison with national and local family advocacy groups. As such, it serves as a vital link in the two-way flow of information from DA to advocacy groups, subject to provisions of AR 360-5. This office also is proponent for the quarterly newsletter, "News for Army Families", a valuable link of communication. It will be prepared with the guidance of the Community and Family Policy Division.

F. Another vital tool in information dissemination is the Army Family Life Communication Line. This service provides a 24-hour toll-free telephone line for family members of the Active Army, Reserve Components, and Department of the Army civilians. Its purpose is to let family members talk directly with the Department of the Army and to obtain information regarding programs that affect Army life.

G. All family-related materials which have overall Army policy implications developed by, or received from any source will be routed through the Family Liaison Office and the Community and Family Policy Division for coordination. This will not only ensure that the Army "speaks with one voice" regarding family-related issues, but also both these key elements in the family program will be able to keep fully up-to-date and current and will better be able to offer cogent guidance and recommendations both up and down the chain of command.

SECTION VIII

RESEARCH

A. **THE NEED:** In an ideal world, all the necessary demographic data gathering, analysis, and research would be accomplished before this effort was initiated. In the case of the Army family, however, current information is sketchy, fragmented, and has not been designed to demonstrate the relationship between the Army family or family programs and important issues such as retention and the readiness of the force. The research which does exist has not been organized in a way which will allow for budget defense or good planning and programming. Existing research lacks certain data about first termers, our civilian employees and their family members, National Guard, Reserve Component, and retired or widowed families.

B. **THE PLAN:** The goal of the research plan is to review, consolidate, and initiate Army family research to provide for effective planning and programming in support of the philosophy of the Chief of Staff White Paper, the Army Family Action Plan, and readiness.

C. **OBJECTIVES:**

1. Provide demographic data on Army families.
2. Describe relationships between retention and family factors.
3. Describe relationships between readiness and family factors.
4. Determine how to foster a sense of community and partnership.
5. Determine the best ways to promote family wellness.

D. **INFORMATION REQUIREMENTS.** Information requirements will continue to be developed and refined through discussion with various proponents of Army family programs. Information requirements will be revised through a review of future trends, family demographics, and research results. The major questions to be answered in support of each objective are identified and described in the following paragraphs:

1. **OBJECTIVE ONE: PROVIDE DEMOGRAPHIC AND RELATED DATA ON ARMY FAMILIES:**

a. Demographic data gathering and analysis is an important part of the family research plan. Demographics can aid users at all levels in making decisions about how resources and efforts can be most effectively targeted. Used alone or in conjunction with past data, they can provide present and/or future trends and an assessment of how certain groups of people (such as male, married, career, senior enlisted with family members) feel about various issues or attitudinal questions.

b. The Community and Family Policy division will design a data base called "The Family Master File." The file will consist of

consolidated data, correlations, percentages, and trends relating to family demographics.

2. OBJECTIVE TWO: DESCRIBE RELATIONSHIPS BETWEEN RETENTION AND FAMILY FACTORS: The relationship between families and retention is uncertain. Because the number of married soldiers has increased in recent years, it appears that family satisfaction affects the soldier's decision to stay in the Army. Questions to be answered include:

o Where are the Army's greatest retention problems? Where will they be in 1990?

o Why do soldiers and families say they would leave the Army? When and how is that decision made?

o What are the characteristics of soldiers in families that leave? Those that stay?

o What are family procedures and policies which are associated with high retention?

o What Army family services and programs, are most critical to retention?

o What is the range of family related policy changes and programs which would be most instrumental in improving retention?

3. OBJECTIVE THREE: DESCRIBE THE RELATIONSHIP BETWEEN READINESS AND FAMILY FACTORS:

a. In theory, well families should help to create well soldiers. Command and supervisory experiences reinforce the fact that family problems detract from a soldier's or employee's ability to perform either in terms of absenteeism (for counseling, to take family to the hospital, or court appearances) or distraction while on duty (thinking about family problems).

b. Although this relationship between family wellness and soldier performance is recognized, quantification of that relationship in order to know where to allocate resources and where to intervene is lacking.

c. Questions to be answered include:

o What family factors may be related to soldier and civilian performance, whether on the installation, in the field, or deployed?

o How do these factors show up in soldier performance?

o What are family needs during deployment?

o What are the family services, programs, and policies which contribute most to readiness? What is missing?

4. OBJECTIVE FOUR: DETERMINE HOW TO BETTER FOSTER PARTNERSHIP AND SENSE OF COMMUNITY. The terms partnership and sense of community are difficult to measure and quantify. What do these things "look like" on an Army installation? What should they look like? How can we make them happen? The following questions need to be answered.

- o What are the special needs and characteristics of military units and communities, reserve components, the civilian component, retirees, widows, widowers?

- o What are the command practices and policies that contribute to sense of community? Which ones inhibit?

- o What is the optimum family - unit - soldier tie and how is it achieved?

- o What is the impact of home basing and the New Manning System on the Army family?

- o What are the best approaches to building family commitment to the Army mission?

- o What Army family services and programs contribute the most to sense of community?

5. OBJECTIVE FIVE: DETERMINE WAYS TO PROMOTE FAMILY WELLNESS: The unique needs, stresses, and resources of Army families have been recognized in research. Many Army family programs are designed to resolve problems. The White Paper shifts the emphasis to one of wellness, which implies prevention and building of family strength. Thus, a challenge is definition. What is wellness and how do we get there? Specific questions to be answered include:

- o What are the stressors for Army families, how do Army families handle them?

- o What is the operational definition of wellness for the Army?

- o What are the special needs of the Army family?

- o What are the special needs and characteristics of the first term and young soldier's family, careerists, reserve components, civilian component, retirees, and widows?

- o What are some strategies from the private sector which could be adapted or adopted?

E. CONSOLIDATION OF EXISTING INFORMATION.

1. The Community and Family Policy Division is currently identifying existing data bases, surveys, studies, and research projects which may support the information described above. A consolidated report of existing information

will be prepared in coordination with ARI and WRAIR (See Issue 63). In the future, all family related research will be coordinated with the Community and Family Policy Division in order to avoid duplication and to ensure that MACOM Commanders are aware of all data sources which may assist in planning. DAPE-HRF will coordinate all research studies and analysis projects with DAPE-ZBR.

2. There are several major surveys, one time or periodic/continuing, which are or will become available to commanders and Army planners concerning families and significant issues affecting them:

a. The Morale, Welfare, Recreation (MWR) Survey will be administered in the field every two years at approximately 175 installations. Developed by the Adjutant General's Office (TAGO) and designed primarily for the active duty servicemember, the survey will provide family demographic information and data on child care and youth activities.

b. An Army Research Institute (ARI) exit survey is currently being conducted and results should be available by late January 1984. It is a one time survey that will provide data on why soldiers are leaving the Army. Family related data will be included.

c. The Department of Defense is conducting a comprehensive survey of military families in February 1985 with results scheduled to be available by July 1985. In conjunction with the survey, DOD is consolidating information from the US Bureau of Census and has contracted with Catholic University for a review of the literature on healthy families. Additionally, the Military Family Resource Center in Springfield, Virginia, has prepared an extensive review of existing literature on military families.

d. The Soldier Support Center conducts an Army-wide survey of soldiers twice a year. A number of topics are addressed. Demographics and data on family related issues such as child care and spouse employment have been collected.

e. The Deputy Chief of Staff for Personnel, Human Resources Directorate, Leadership Division will develop a survey to be administered in May 1984 which will also be an instrument by which family data may be collected.

f. The New Manning System has included family issues in its field evaluation. Data will provide insight into the effect of the New Manning System on families.

g. The Army Research Institute (ARI) is completing a survey of military families entitled, "Army Family Profile Strengths and Coping." This survey, which was conducted in USAREUR, will include demographic and attitudinal data about Army families in Europe, collected from both the military member and the spouse. A cross section of family related issues will be addressed. Results are now available.

h. ARI is presently forming a Family Studies Team to identify and review all Army family research. This team will also be investigating a replication of the Army Family Profile Survey within New Manning System Families.

i. The Chief of Chaplains has currently completed a study of Korean-American marriages and the effectiveness of current family support systems and programs. Results are now available.

j. The Walter Reed Army Institute of Research (WRAIR) conducts studies on the physical and mental health of soldiers and families. WRAIR is currently working on COHORT-New Manning System and a Sinai Study involving the 82nd Airborne and 101st Airborne Divisions. A cross section of family related issues was addressed and the results are now available. Other studies completed involved Drill Sergeants and Special Forces and their families.

k. WRAIR is presently forming a Family Studies Team to identify objectives and conduct research on Army families while their spouses are in Honduras.

F. CONDUCT REQUIRED RESEARCH. The identified information requirements cannot all be addressed in one research effort. The research institutes of the Army (Army Research Institute and Walter Reed Army Institute of Research) will review these requirements and assist in their further development, incorporate them into existing or currently proposed research as much as possible, and develop and conduct new research as required. In addition, studies will be conducted through the Army studies program as required.

G. MILESTONES. The research effort is long-term, open-ended, and will undoubtedly be subject to changes in response to dynamics within the Army or American society in general.

Preliminary milestones are--

1. Complete development of current information requirements with family proponents and research institutes (1 Mar 84).
2. Complete consolidation of existing information (31 Jul 84).
3. Establish milestones and assign responsibilities through a comprehensive research plan (31 Aug 84).

H. INFORMATION GATHERING PROCESSES OF HQDA

1. In consonance with the evaluation plan, the research effort must be open-ended and flexible enough to capture future trends and emerging family needs. These emerging needs will be identified through the information gathering processes such as the Family Life Communications Line, The Military Family Resource Center, and reviews of family related data. The HQDA staff and MACOMs will be routinely tasked to provide data on such subjects as readiness, health, volunteer rates, retention, and ongoing local programs. Finally, relationships with military family advocacy groups will be expanded to provide for ongoing identification of problem areas and issues.
2. State of the art programs in the civilian sector must be examined for possible applicability to the Army community. Part of the research effort must be devoted to exploring these civilian programs and establishing relationships with counterparts in the Department of Health and Human Services and other civilian agencies to continuously identify model programs and future trends.

I. ANALYSIS

Analysis is an important part of the research plan which will link research to implementation. The data collected from new and existing studies will be analyzed to develop possible alternatives or recommendations. The first tasks of analysis will be to determine what data are relevant to solving specific problems (for example, how to increase the number of ACS volunteers) and to categorize the source of the data. Was the data collected through regulations, reports, or interviews and are the data documented, and factual? Lastly, the data will be examined to determine trends, statistics, facts, relationships, projections, and conclusions relevant to the problem. Analysis will lead to the development of alternatives or recommendations from which decision-makers may choose pilot programs or make policy changes.

J. IMPLEMENTATION

1. The implementation of major future initiatives must recognize that because the family's participation in the Army community is voluntary, programs will have to be tailored to meet the needs and personality of individual units and installations. Therefore, although there will be programs and policies required by Department of the Army, there are those which will be optional. Individual initiatives arising from and solving needs peculiar to the installation or unit are encouraged.
2. Department of the Army will initiate and sponsor a number of pilot programs in the next few years. These will be programs based upon research, analysis, and successful civilian community efforts. They will be specifically designed to enhance partnership, wellness, and sense of community and may be implemented at unit or installation level. The success or failure of

each pilot program will be determined. If the program is successful, the decision as to whether the program should be optional or required will be made, along with an analysis of whether the program requires additional resources, can be done at no cost, or can actually save money.

SECTION IX

CRITERIA FOR FUTURE INITIATIVES

Future actions, programs, and initiatives to support the Army family will be judged through commitment and action such as expressed below:

A. The philosophy expressed in the words partnership, wellness, and sense of community represent a major and renewed commitment to the Army family. This commitment must be reinforced through programs and policies that are specifically designed to help the Army and its families make the transition from now to the 1990s. No longer are policy and program changes which cure the symptoms of past problems sufficient. The piecemeal approach described in the White Paper must be abandoned.

B. Army family programs are an inherent part of the Human Goal - "the building of wholesome families and communities." They are not just programs that are nice to do. They play a big part in creating and maintaining an Army of Excellence. This must be considered in resourcing requests.

C. Future family programs and program developments need to include a clear policy definition which states the Army's objectives (commitments) and provides program limits. These programs should be designed for specific target audiences and tied to specific desired outcomes (e.g., promote retention, provide incentive to reenlist, promote sense of community).

D. Army-funded programs are not the only way to realize partnership, wellness, and sense of community. Individual citizens and grass roots organizations are proving as effective and sometimes more effective in meeting human needs and in piloting innovative programs, than institutionalized programs. Therefore, in designing 1984 initiatives some program proponents were asked to look for low or minimal cost volunteer-intensive alternatives to expressed problems.

E. Partnership, wellness, and sense of community are best initiated and fostered at the unit level. It is that level where the soldier, the civilian, and families interact and identify with the Army. This is becoming even more of a fact with the New Manning System. We need policies and procedures that will help bond the unit and the family.

F. The Army philosophy on the use of volunteers has not kept pace with the changing Army. While the need for a better trained and educated volunteer is increasing, the demographic trends indicate a declining pool of traditional volunteers due largely to the increased number of employed spouses. We must more effectively and creatively recruit, train, and retain volunteers from both traditional and nontraditional sources. It is immediately evident, however, that for any effective increase in the numbers of our volunteers, we must progress beyond the current stilted view of the "candy striper" or the lending closet. Existing structures for volunteers should also be supplemented by volunteers who are officially recognized as connected to Army units.

These structures must also be examined to ensure that they provide a variety of professional volunteer opportunities and allow working spouses, employees, soldiers, teens, and the retired the chance to volunteer. Recognition of volunteer talents and capabilities by involving them in roles of increased responsibility would provide additional solutions to the multitude of problems encountered as the Army transitions into changing missions.

G. Inclusion of family members in the planning, developing, implementation, and evaluation stages of any future initiative is an inherent part of this type of partnership. In forging this kind of partnership, creativity will play a key role as it goes beyond the usual inclusion experienced by the Army as an institution in the past.

APPENDIX I

MATRIX

ISSUE: RELOCATION

ITEM (Issue #)	Philosophy		Cost		Time		AD Target		Geo Target		DA Target		Soldier Target		PDIP		Requirement		Utility		Feasibility			
	P	W	SC	Low	High	Short	Long	1st	Im	Car	CON	OCON	AD	Total	M	S	DA	MACOM	Statute	Reg	None	Low	High	
																								CON
Overseas Orientation Brfg (1)	X	X		X		X		X		X		X		X					X				X	
Claims Payment Processing (2)	X	X		X		X		X		X		X		X					X				X	
Spouse Sign for Quarters (3)	X	X		X		X		X		X		X		X					X				X	
Quarters Design (4)	X	X		X		X		X		X		X		X					X				X	
Quarters Termination (5)	X	X		X		X		X		X		X		X					X				X	
Homes (28)																								
Sponsorship (40)	X	X		X				X		X		X		X									X	
Weight Allowances (50)	X	X		X		X		X		X		X		X									X	
House Hunting Compensation (51)	X	X		X		X		X		X		X		X									X	
Availability of Family Housing (52)	X	X		X		X		X		X		X		X									X	
Reimbursement for Real Estate (53)	X	X		X		X		X		X		X		X									X	
Capital Gains Protection (54)	X	X		X		X		X		X		X		X									X	

*Soldier Target
S- Single
M- Married

Geo (Geographical) Target
CON- CONUS
OCON- OCONUS

AD (Active Duty) Target
1st Tm- 1st Term
Car- Careerist

Total Army-includes
Civilian & Reserve Component

Philosophy
W- Wellness
P- Partnership
SC- Sense of Community

ISSUE: MEDICAL

*

ITEM (Issues #)	Philosophy		Cost		Time		AD Target		Geo Target		DA Target		Soldier Target		PDIP		Requirement		Utility		Feasibility			
	P	M	Low	High	Short	Long	1st	Im	Car	CON	OCON	AD	Total	M	S	DA	MACOM	Statute	Reg	None	Low	High	Low	High
Dental Space A (6)	X		X		X		X		X		X		X	X			X		X		X		X	
Medical Staff Shortages(29)	X			X	X		X		X		X		X	X		X	X		X		X		X	
Availability of Facilities (30)	X			X	X		X		X		X		X	X		X	X		X		X		X	
Preventive Orientation (31)	X			X	X		X		X		X		X	X		X	X		X		X		X	
Family Practic (32)	X			X	X		X		X		X		X	X		X	X		X		X		X	
CHAMPUS(41)	X			X			X		X		X		X	X			X		X		X		X	
Dental CHAMP-US Insurance (55)	X			X			X		X		X		X	X			X		X		X		X	

* "M" denotes married
"S" denotes single

ISSUE: FAMILY SUPPORT/ROLE IDENTITY

ITEM (Issues #)	Philosophy		Cost			Time			AD Target			Geo Target		DA Target		Soldier Target		PDIP		Requirement		Utility		Feasibility		
	P	W	SC	Low	High	Short	Long	1st	Im	Car	CON	OCON	AD	AD	Total	M	S	DA	MACOM	Statute	Reg	None	Low	High	Low	High
Self-Help(7)	X			X		X				X	X					X					X				X	
Family Housing Standards (8)	X			X		X				X	X					X					X				X	
Family Member Representative at Installation (9)			X	X		X		X		X	X				X			X			X				X	
Publish List of Benefits (10)				X		X		X		X	X			X				X			X				X	
Volunteer Experience (11)			X	X		X		X		X	X				X			X			X				X	
Remuneration of Volunteers (12)			X	X		X		X		X	X				X			X			X				X	
Career Intern Program (13)	X					X		X		X	X				X			X			X				X	
Family Member Career Development (14)	X			X		X		X		X	X				X			X			X				X	
Availability of Jobs OCONUS (15)	X					X		X		X	X				X			X			X				X	
Job Sharing (16)	X			X		X		X		X	X				X			X			X				X	
Impact on SM Asgmt- Employment Info & Referral Svc (17)	X			X		X		X		X	X				X			X			X				X	
Training for Chain of Command (18)			X	X		X		X		X	X				X			X			X				X	

ISSUE: FAMILY SUPPORT/ROLE IDENTITY (continued)

ITEM (Issues #)	Philosophy		Cost		Time		AD Target		Geo Target		DA Target		Soldier Target		PDP		Requirement		Utility		Feasibility		
	P	W	Low	High	Short	Long	1st	Im	Car	CON	OCON	AD	Total	M	S	DA	MACOM	Statute	Reg	None	Low	High	Low
Integration of DAC Families (44)	X		X			X	X	X	X	X	X	X	X	X				X		X		X	
Child Development Services (56)	X			X		X	X	X	X	X	X	X	X	X		X		X		X		X	
Volunteer Banks (57)		X		X		X	X	X	X	X	X	X	X	X		X		X		X		X	
Consumer Affairs ((58)	X			X		X	X	X	X	X	X	X	X	X		X		X		X		X	
New Manning System (26)	X		X		X		X	X	X	X	X	X	X	X		X		X		X		X	
Insure Family Action Plan Implementation (61)	X		X		X		X	X	X	X	X	X	X	X		X		X		X		X	
GO Steering Committee (62)	X		X		X		X	X	X	X	X	X	X	X		X		X		X		X	
Family Research (63)	X			X		X	X	X	X	X	X	X	X	X		X		X		X		X	
Specialty Code (64)	X		X		X		X	X	X	X	X	X	X	X		X		X		X		X	
Monitoring Resources (65)	X		X		X		X	X	X	X	X	X	X	X		X		X		X		X	
Family Safety (27)	X		X		X		X	X	X	X	X	X	X	X		X		X		X		X	

ISSUE: FAMILY SUPPORT/ROLE IDENTITY (continued)

ITEM (Issues #)	Philosophy		Cost		Time		AD Target		Geo Target		DA Target		Soldier Target		POIP		Requirement		Utility		Feasibility		
	P	IM	SC	Low	High	Short	Long	1st	Im	Car	CON	OCON	AD	Total	M	S	DA	MACOM	Statute	Reg	None	Low	High
Training for Army Life (19)	X			X		X		X		X	X	X		X									X
Parental Kidnapping (45)				X		X	X	X		X	X		X	X									X
Privacy Act (bulk mail) (20)			X	X		X		X		X	X		X	X									X
Qtrs Maintenance (33)					X		X			X	X		X	X						X			X
Child Development Facilities (34)	X			X		X		X		X	X		X	X									X
Child Development Staff (35)	X			X		X		X		X	X		X	X									X
Standards of Care (36)	X			X		X		X		X	X		X	X									X
Family Advocacy Program (37)	X			X		X		X		X	X		X	X									X
Alcohol/Drug Abuse (38)	X			X		X		X		X	X		X	X									X
Transportation to post facilities (42)			X	X		X		X		X	X		X	X									X
Power of Attorney (43)			X	X		X		X		X	X		X	X									X
USAR & NG Mobilization Training (46)			X	X		X		X		X	X		X	X									X

ISSUE: EDUCATION/YOUTH

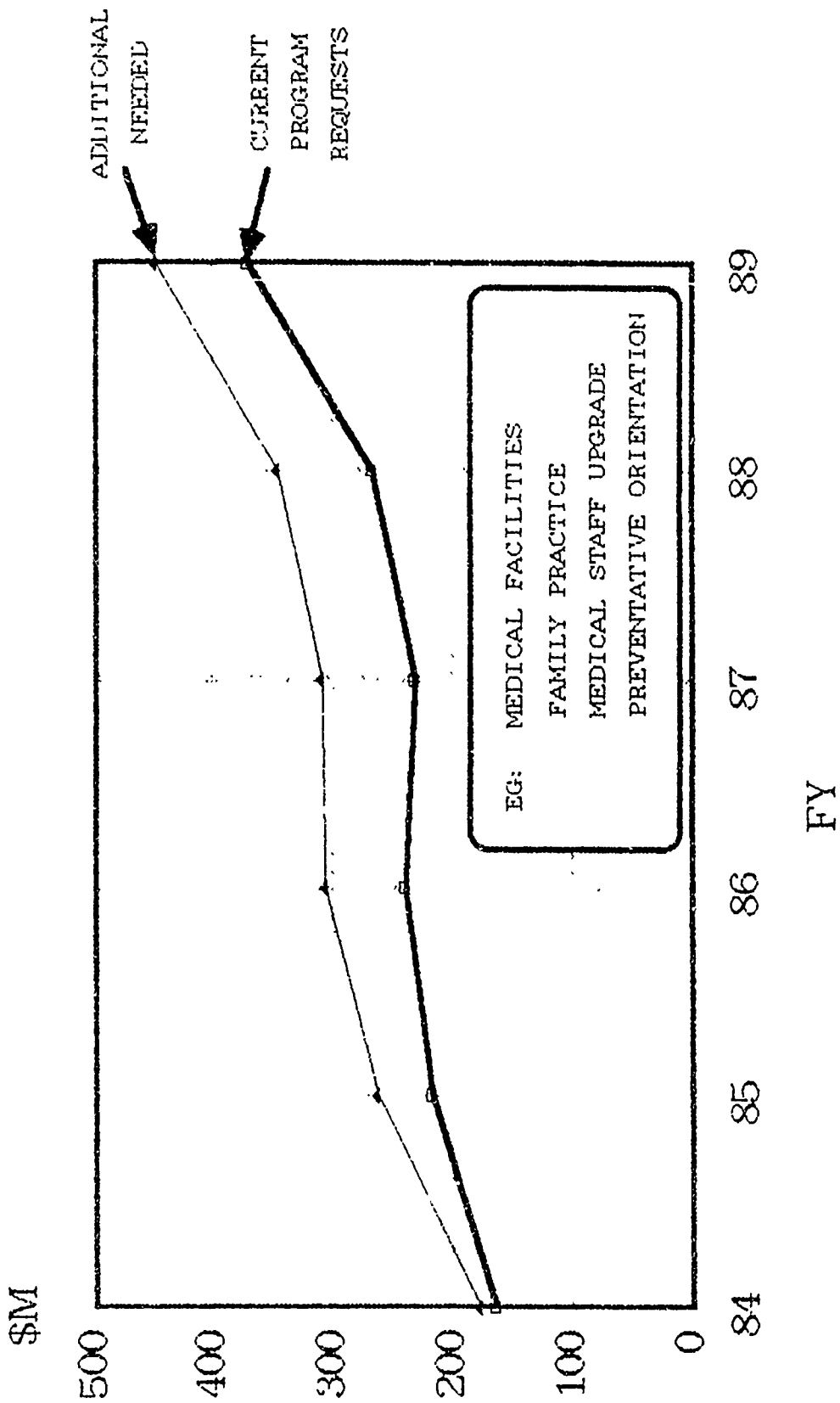
JIM (Issues #)	Philosophy		Cost		Time		AD Target		Geo Target		DA Target		Soldier Target		Requirement		Feasibility		
	P	SC	Low	High	Short	Long	1st	im	Car	CON	OCON	AD	Total	M	S	Statute	Reg	High	Low
Financial Aid & Counseling (21)	X		X		X				X	X		X	X	X		X		X	
Gifted & Talented (22)	X		X		X				X	X		X	X	X		X		X	
Student Travel OCONUS (23)		X		X		X				X	X			X		X		X	
Youth Employment (24)	X		X		X				X	X		X	X	X		X		X	
DODDS Curriculum (25)		X	X		X				X	X		X	X	X		X		X	
Exceptional Family Member Program (39)	X			X	X			X	X	X		X	X	X		X		X	
Education of Spouse (GED/College) (47)	X			Y		X		X	X	X		X	X	X		X		X	
English as 2d Language (48)		X	X			X		X	X	X		X	X	X		X		X	
Youth Activities (49)	X		X			X		X	X	X		X	X	X		X		X	
Bi-cultural Family Adjustment (59)	X			X		X		X	X	X		X	X	X		X		X	

ISSUE: EDUCATION/YOUTH (continued)

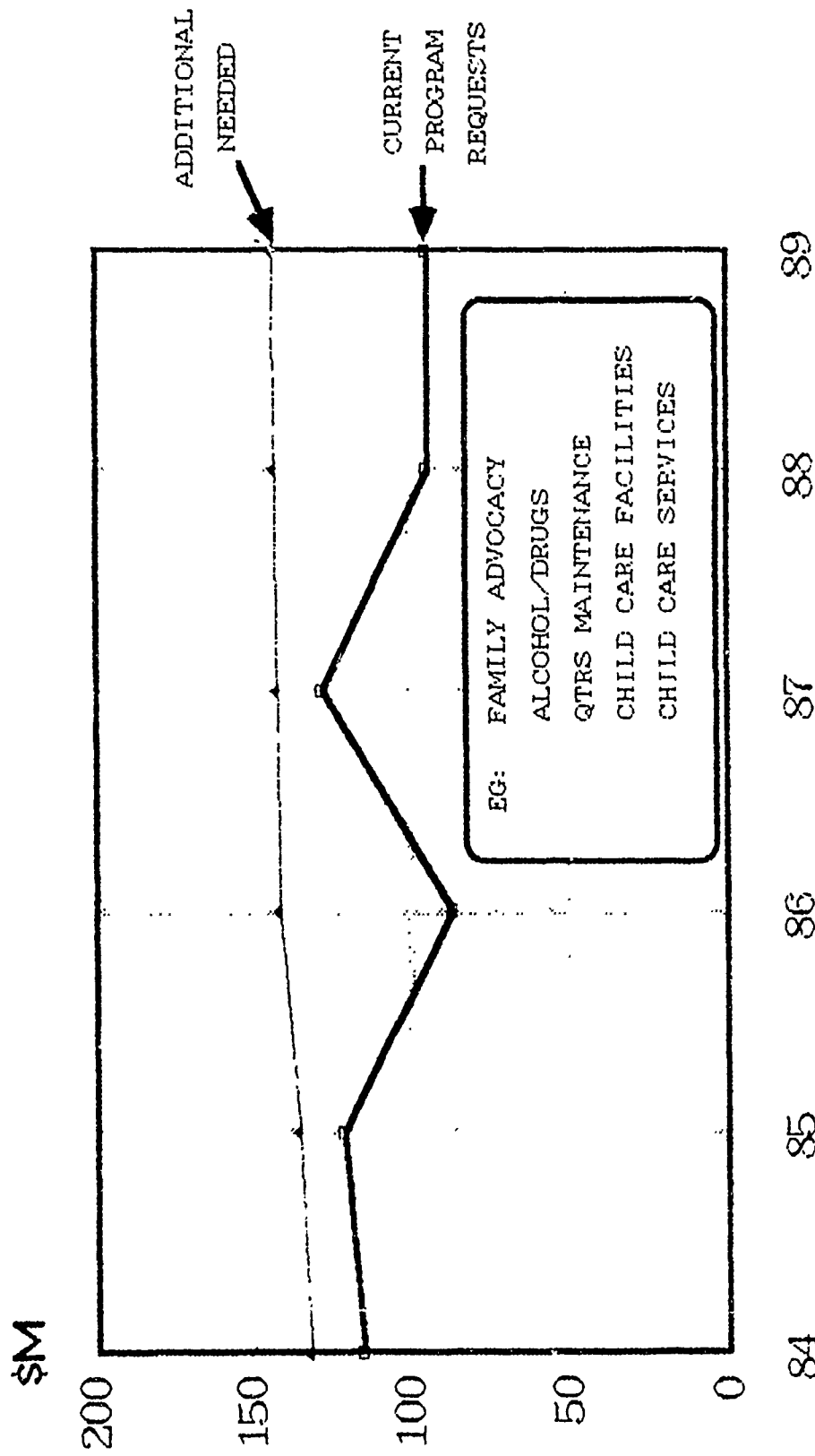
ITEM (Issues #)	Philosophy		Cost		Time			AD Target			Geo Target			DA Target		Soldier Target		PDJP		Requirement		Utility		Feasibility		
	P	TM	SC	Low	High	Short	Long	1st	2nd	3rd	CON	OCON	AD	DA	Total	M	S	DA	MACOM	Statute	Reg	None	Low	High	Low	High
School Lunch Program (60)	X				X						X				X											X

APPENDIX II
RESOURCES ROLL-UP

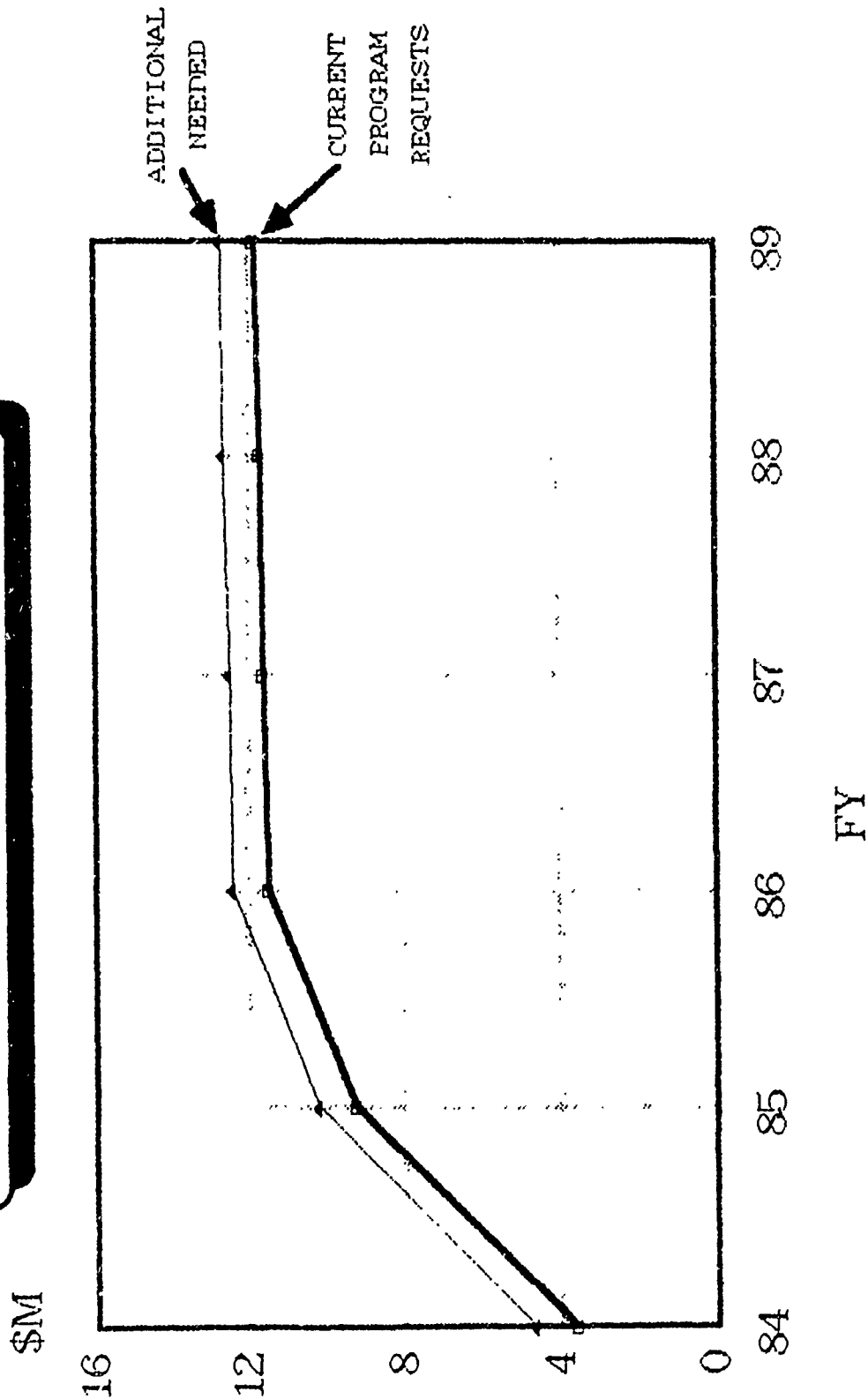
MEDICAL-APPROPRIATED FUNDS



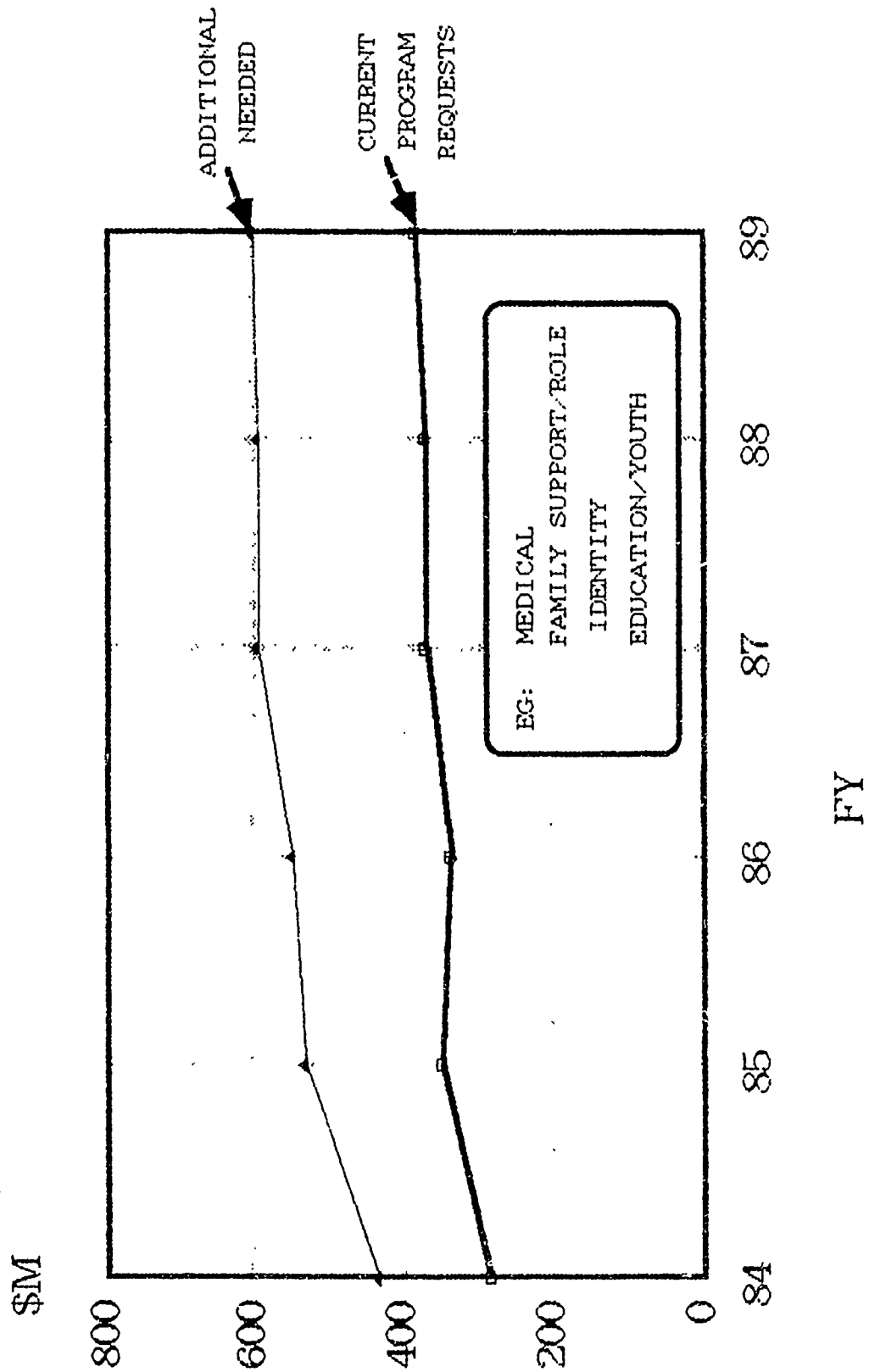
FAMILY SUPPORT/ROLE IDENTITY APPROPRIATED FUNDS



EDUCATION AND YOUTH APPROPRIATED FUNDS



TOTAL-APPROPRIATED FUNDS



APPENDIX III

CURRENT INITIATIVES BY FUNCTIONAL MANAGER

ODCSPER ACTIONS

ISSUE 1 OVERSEAS ORIENTATION PROGRAM (DAPE-CP)

ISSUE 3 SPOUSES SIGN FOR QUARTERS (DAPE-HRC)

ISSUE 5 QUARTERS TERMINATION (DAPE-HRC)

ISSUE 8 FAMILY HOUSING STANDARDS (DAPE-HRC)

ISSUE 9 FAMILY MEMBER REPRESENTATION (DAPE-HRF), (DAPE-CP)

ISSUE 11 VOLUNTEER EXPERIENCE (DAPE-CP)

ISSUE 12 REMUNERATION FOR VOLUNTEERS (DAPE-CP)

ISSUE 13 CAREER INTERN PROGRAM (DAPE-CPS) (PECC-CMS)

ISSUE 14 FAMILY MEMBER CAREER DEVELOPMENT (DAPE-CPS)

ISSUE 15 AVAILABILITY OF ARMY JOBS ESPECIALLY OCONUS (DAPE-CPS)
(PECC-FSS)

ISSUE 16 JOB SHARING (DAPE-CPS) (PECC)

ISSUE 17 IMPACT ON SERVICEMEMBER'S ASSIGNMENT, EMPLOYMENT
INFORMATION AND REFERRAL SERVICE (DAPE-HRF, DAPE-CP,
MILPERCEN)

ISSUE 19 TRAINING FOR ARMY LIFE (DAPE-ZAF) (DAPE-CP)

ISSUE 23 STUDENT TRAVEL OCONUS (DAPE-HRC)

ISSUE 24 YOUTH EMPLOYMENT (DAPE-CP) (PECC-PE) (PECC-FSS)

ISSUE 27 FAMILY SAFETY (DAPE-HRS)

ISSUE 35 CHILD DEVELOPMENT SERVICES QUALITY OF STAFF (DAPE-CP)

ISSUE 38 ALCOHOL AND DRUG ABUSE (DAPE-HRA)

ISSUE 39 EXCEPTIONAL FAMILY MEMBER PROGRAM (DAPE-HRF) (DAPE-CP)

ISSUE 40 SPONSORSHIP (DAPE-HRF) (DAPE-CP)

ISSUE 44 TOTAL INTEGRATION OF DA CIVILIAN FAMILY MEMBERS INTO
ARMY FAMILY PROGRAM (DAPE-CPR)

ISSUE 46 FAMILY SUPPORT - MOBILIZATION (DAPE-CP)

ISSUE 50 WEIGHT ALLOWANCES (DAPE-HRC)

ISSUE 51 HOUSE HUNTING COMPENSATION (DAPE-HRC)

ISSUE 53 REIMBURSEMENT FOR REAL ESTATE (DAPE-HRC)

ISSUE 54 CAPITAL GAINS PROTECTION (DAPE-HRC)

ISSUE 61 INSURE FAMILY ACTION PLAN IMPLEMENTATION (DAPE-HRR)

ISSUE 62 GENERAL OFFICER STEERING COMMITTEE (DAPE-HRF)

ISSUE 63 RESEARCH TOPICS (DAPE-HRF, ZBR)

ISSUE 65 RESOURCE TRENDS (DAPE-ZXP)

TAGO ACTIONS

ISSUE 1 OVERSEAS ORIENTATION PROGRAM (DAAG-PS)

ISSUE 11 VOLUNTEER EXPERIENCE (DAAG-PS)

ISSUE 12 REMUNERATION FOR VOLUNTEERS (DAAG-PS)

ISSUE 17 IMPACT ON SERVICEMEMBER'S ASSIGNMENT, EMPLOYMENT
INFORMATION AND REFERRAL SERVICE (DAAG-PS)

ISSUE 20 PRIVACY ACT FOR BULK MAIL (DAAG-AM)

ISSUE 21 FINANCIAL AID COUNSELING (DAAG-ED)

ISSUE 22 SPECIAL EDUCATION/GIFTED AND TALENTED (DAAG-ED)

ISSUE 25 HIGH QUALITY STANDARD DODDS CURRICULUM (DAAG-ED)

ISSUE 26 NEW MANNING SYSTEM FAMILY SUPPORT (DAAG-PSC)

ISSUE 34 CHILD DEVELOPMENT SERVICE FACILITIES (DAAG-PS)
DESIGN AND SAFETY

ISSUE 35 CHILD DEVELOPMENT SERVICES QUALITY OF STAFF (DAAG-PS)
ISSUE 36 CHILD DEVELOPMENT SERVICES STANDARDS OF CARE (DAAG-PS)
ISSUE 37 FAMILY ADVOCACY PROGRAM (DAAG-PS)
ISSUE 47 CONTINUING EDUCATION FOR SPOUSES (DAAG-ED)
ISSUE 48 ENGLISH AS A SECOND LANGUAGE (DAAG-ED)
ISSUE 49 YOUTH ACTIVITIES PROGRAM (DAAG-PS)
ISSUE 56 CHILD DEVELOPMENT EXTENDED SERVICES (DAAG-PS)
ISSUE 57 VOLUNTEER BANKS (DAAG-PS)
ISSUE 58 CONSUMER AFFAIRS PROGRAM (DAAG-PS)
ISSUE 59 BI-CULTURAL FAMILY ADJUSTMENT (DAAG-PS)
ISSUE 60 SCHOOL LUNCH PROGRAM (DAAG-ED)

OTSG ACTIONS

ISSUE 6 DENTAL SPACE AVAILABLE (DASG)
ISSUE 29 MEDICAL STAFF SHORTAGES (DASG)
ISSUE 30 AVAILABILITY OF FACILITIES (DASG)
ISSUE 31 PREVENTIVE ORIENTATION (DASG)
ISSUE 32 FAMILY PRACTICE (DASG)
ISSUE 41 CHAMPUS-REIMBURSEMENT SCHEDULE/PHYSICIAN PARTICIPATION
(DASG)
ISSUE 55 DENTAL CHAMPUS INSURANCE (DASG)

OCE ACTIONS

ISSUE 3 SPOUSES SIGN FOR QUARTERS (DAEN-ZCH)
ISSUE 4 DESIGN OF FAMILY QUARTERS (DAEN-ZCH)
ISSUE 7 SELF-HELP PROGRAM (DAEN-ZCH)

ISSUE 28 HOUSING OPERATIONS MANAGEMENT SYSTEM (HOMES)
(DAEN-ZCH)

ISSUE 33 QUARTERS MAINTENANCE (DAEN-ZCH)

ISSUE 52 AVAILABILITY OF FAMILY HOUSING (DAEN-ZCH)

OTJAG ACTIONS

ISSUE 2 CLAIMS PAYMENT PROCESS (OTJAG)

ISSUE 3 SPOUSES SIGN FOR QUARTERS (OTJAG)

ISSUE 43 POWER OF ATTORNEY (OTJAG)

ISSUE 45 PARENTAL KIDNAPPING (OTJAG)

OSA ACTIONS

ISSUE 10 PUBLISH LIST OF BENEFITS (SAPA)

ODCSOPS ACTIONS

ISSUE 18 TRAINING FOR CHAIN OF COMMAND (DAMO-TRI)

ODCSLOG ACTIONS

ISSUE 42 TRANSPORTATION TO POST FACILITIES (DALO-TSZ-X)

NGB ACTIONS

ISSUE 46 FAMILY SUPPORT DURING MOBILIZATION

OCAR ACTIONS

ISSUE 46 FAMILY SUPPORT DURING MOBILIZATION

WRAIR ACTIONS

ISSUE 63 RESEARCH TOPICS

ARI ACTIONS

ISSUE 63 RESEARCH TOPICS

TRADOC ACTIONS

ISSUE 18 TRAINING FOR CHAIN OF COMMAND

ISSUE 19 TRAINING FOR ARMY LIFE

ISSUE 46 FAMILY SUPPORT DURING MOBILIZATION

ISSUE 64 SPECIALTY CODE DEVELOPMENT

MILPERCEN ACTIONS

ISSUE 17 IMPACT ON SERVICEMEMBER'S ASSIGNMENT, EMPLOYMENT
INFORMATION AND REFERRAL SERVICE

APPENDIX IV

GLOSSARY OF ACRONYMS

ACES - Army Continuing Education System

ACS - Army Community Service

AER - Army Emergency Relief

AFAP - Army Family Advocacy Program

AFIS - Armed Forces Information Service

ARI - Army Research Institute

ARMS - Army Resource Management Structure

ARNEWS - Army News Service

ARSTAF - Army Staff

ARTEP - Army Readiness Training Exercise Program

AUSA - Association of the US Army

CDS - Child Development Services

CHAMPUS - Civilian Health and Medical Payments for United States

CIVPERCEN - Civilian Personnel Center

COB - Command Operating Budget

COHORT - Cohesion Operational Readiness Training

CONUS/OCONUS - Continental United States, Outside Continental United States

DAEN - Department of Army Engineers

DALG - Department of Army Logistics

DAMO - Department of Army Military Operations

DAPE-HRF - Community and Family Policy Division

DAPE-CPS - Civilian Personnel Staffing, Career Management Training Office

DAPE-HRA - Alcohol and Drug Policy Office (DHRD)
DAPE-HRC - Compensation and Entitlements (DHRD)
DAPE-HRS - Army Safety (HRDD)
DAPE-ZAF - ODCSPER Family Liaison Office
DAPE-ZXB - Manning Task Force
DAPE-ZXP - Personnel Programs Analysis Office
DHRD - Director of Human Resources Development
DPCA - Director of Personnel and Community Activities
DODDS - Department of Defense Dependent Schools
DODI - Department of Defense Instruction
EERC - Education Employment Resource Center
EFMP - Exceptional Family Member Program
EPMS - Enlisted Personnel Management System
FACT - Family Action Coordination Team
FAP - Family Action Plan
FLO - Family Liaison Office
FOA - Field Operating Agency
GOSC - General Officer Steering Committee
HOMES - Housing Operations Management System
HRDD - Human Resources Development Directorate
IPR - In Process Review
MACOM - Major Army Command
MILPERCEN - Military Personnel Center
MOS - Military Occupational Specialty
MWR - Morale, Welfare, and Recreation
NAF - Non-Appropriated Funds

NGB - National Guard Bureau
NG - National Guard
OCAR - Office of the Chief of Army Reserves
ODCSPER - Office of the Deputy Chief of Staff for Personnel
OPMS - Office Personnel Management System
OTJAG - Office of the Judge Advocate General
OTSG - Office of The Surgeon General
PAO - Public Affairs Office
PARR - Programs Analysis Resource Review
PBG - Program Budget Guidance
PCS - Permanent Change of Station
PDIP - Program Development Incremental Package
POM - Program Objective Memorandum
PPBES - Program, Planning, Budgeting, Execution System
RC - Reserve Components
ROA - Retired Officer's Association
SAPA - Secretary of the Army Public Affairs
SSC - Soldier Support Center
TAGC - The Adjutant General Office
TRADOC - Training and Doctrine Command
WRAIR - Walter Reed Army Institute of Research