

CHAPTER 8

Personnel and Community Activities

This chapter includes aspects of people programs that include human resources management, education, community, and family support programs. The Army has entered into a partnership with its soldiers and families to make available programs and services needed. These are to provide a quality of life that is equal to that of their fellow Americans.

Personnel and community activities reach all components of the America's Army family. These activities cover a broad spectrum of programs and services. They extend from the management of civilian and military personnel to issues related to family programs. Child and youth services, child abuse or neglect and spouse abuse, exceptional family members, and relocation and transition assistance are often emotional and routinely demand command attention. The garrison commander appoints the nonappropriated fund (NAF) contracting officer and ensures NAF funds are properly used via the NAF contracting process. The dual funding, such as using appropriated and nonappropriated funds to support the three categories of morale, welfare, and recreation (MWR) activities, poses unique challenges. Title 10, United States Code, Section 2490a contains the fiduciary responsibility for NAFs. See AR 215-1 for the situations in which appropriated fund support can

be provided to nonappropriated fund instrumentalities (NAFIs).

The programs directly impact morale, organizational esprit, and personal development. It is critical that installation and garrison commanders provide effective leadership in guiding these programs. As the Army becomes a smaller force, it fosters even greater expectations for continued Quality of Life (QOL) programs. The focus on these programs will place commanders and their staffs in the forefront of all QOL issues.

CONTENTS	
CIVILIAN PERSONNEL MANAGEMENT	Page 8-1
MILITARY PERSONNEL MANAGEMENT	8-4
COMMUNITY AND FAMILY ACTIVITIES	8-5
COMMUNITY AND FAMILY PROGRAMS MANAGEMENT PRINCIPLES	8-5
MWR SUPPORT MOBILIZATION, CONTINGENCY, AND WARTIME OPERATIONS	8-7
ARMY COMMUNITY SERVICE (ACS)	8-8

CIVILIAN PERSONNEL MANAGEMENT

The goal of the National Performance Review (NPR) is to create a "government that works better and costs less." The Army fully supports the initiatives stemming from the NPR to build streamlined organizations that are characterized by greater decentralization, delegation of authority and empowerment of employees. Many of these initiatives will have long-term impacts on civilian personnel management practices in the future. Some basics will not change, however. The most important being that authority, responsibility, accountability for leading and caring for civilians are delegated through the chain of command to commanders, and in turn, to subordinate managers and supervisors. Civilian personnel offices' main purpose is to assist commanders and line management in acquiring, developing, and retaining a civilian work force of the right numbers and with the right skills to carry out the Army's various missions.

To understand civilian personnel management, it is helpful to understand the different types of employees and the rules that govern them.

APPROPRIATED FUND EMPLOYEES

Employees are paid from funds appropriated by Congress of the United States. The majority of these employees are US citizens who are governed by the federal civil service laws, government-wide policies and regulations issued by the Office of Personnel Management (OPM), policies established by the Office Secretary of Defense and the Department of the Army, and local labor agreements.

NONAPPROPRIATED FUND EMPLOYEES

The funds generated through the sale of goods and services pay NAF employees. AR 215-3 and local labor agreements contain policies and procedures for

administering the total personnel program for DA NAP employees. These policies maintain uniform and fair employment practices in keeping with the Army's traditional concept of being a good employer.

LOCAL NATIONALS

The Army also employs local nationals in overseas areas. Federal law, DOD policy, and the requirements of the applicable host-nation agreements or Status of Forces Agreements (SOFAS) form the framework of personnel management and administration of these employees. Within this framework, administration is to be consistent with host-nation practices. Generally a single set of policies and procedures apply to local national employees within each country, regardless of whether they are paid from NAF or appropriated funds.

COMMANDERS' RESPONSIBILITIES

Installation commanders are responsible for leading and caring for their civilian employees and are accountable through the chain of command. Commanders are also responsible for the effective implementation and evaluation of civilian personnel policies and programs within their organizations. They develop and effectively use subordinate supervisors, managers, and the CPO staff to establish and maintain a positive work environment.

Specific commander responsibilities include:

- Ensuring the availability of civilian personnel services necessary to recruit, compensate, develop, use, and retain an effective work force.
- Guaranteeing equality of opportunity in all organizations.
- Developing and maintaining a local civilian personnel program according to policies, programs, and legal and regulatory requirements.
- Fostering a positive labor-management relationship at the installation. This requires an understanding of the rights and responsibilities of management, employees, and labor organizations under the Federal Service Labor-Management Relations Statute.
- Providing leadership and guidance to supervisors to achieve the most effective use of civilians.
- Funding and paying all civilian/injury illness costs sustained as a result of federal government employment; reemploying employees who sustain disabling injuries or occupational diseases as a result of their employment.

SUPERVISORS RESPONSIBILITIES

Commanders delegate authority to supervisors for leading and managing subordinate civilian employees. The supervisor is responsible for-

- Managing work assignments and position structure.
- Selecting and assigning employees.
- Coordinating with the Civilian Personnel Officer and the installation labor counselor in regard to labor relations issues, and prior to implementing changes in the working conditions of civilian employees who are members of collective bargaining units.
- Evaluating employee performance.
- Training and developing employees.
- Using incentives.
- Maintaining management-employee communications.
- Administering constructive discipline.
- Maintaining a positive labor-management relations program.

CIVILIAN PERSONNEL OFFICERS' RESPONSIBILITIES

Civilian Personnel Officers and their staffs are responsible for providing commanders and line officials authoritative advice and services needed to carry out their leadership and personnel management responsibilities. The CPO, often structures as a separate office reporting directly to the commander, provides these services and supports to the commander, managers and employees in areas such as training and development; labor relations; position management and classification; recruitment and placement; performance management; pay; benefits and entitlements; discipline; incentive awards; work force reduction, and adverse actions. The CPO assists the commander to ensure that management actions affecting civilian employees support the Army's mission as well as the commanders' specific programs and objectives and likewise enhance the Army's reputation as a good and fair employer; ensures employee productivity supports EEO; and maintains effective community relations.

The CPO is the designee of the installation or activity commander responsible for administering the civilian personnel management program. As such, the CPO processes personnel actions; maintains hard copy and automated personnel records; prepares reports; provides

information services; provides interpretations on policies and guidance pertaining to civilian personnel management; and serves as the local administrator for the Army civilian career programs.

LABOR-MANAGEMENT RELATIONS

With the conclusion of the National Performance Review and the issuance of the Vice-President's report to the President in September 1993, the environment of labor-management relations has begun to shift from adversarial to collaborative. In focusing on principles private corporations use to achieve high-performance status, the report notes the necessity of empowering employees to get results. It was further recognized that in order to effectively empower employees, agencies and unions must work cooperatively. In response to the report, the President issued Executive Order (EO) 12871, Labor-Management Partnerships.

The intent of the EO 12871 is to stimulate a shift to a nonadversarial culture where both labor and management identify organizational problems and address common interests and goals as partners. Installations operating in partnership with exclusively recognized unions realize the existence of common objectives such as mission accomplishment, improved customer service, reduction of costs, and set out to devise joint solutions for problems in these areas.

To assist agencies in the culture change, the EO expands the scope of bargaining and requires labor-management partnership councils be established, where appropriate. Commanders are responsible for training employees, both labor and management, in methods of dispute resolution such as alternative dispute resolution techniques and interest-based bargaining approaches. Successful labor-management relations requires commanders to encourage empowerment of employees through their elected labor representatives and foster a positive labor-management relationship at the installation.

CIVILIAN TRAINING AND DEVELOPMENT

While the size of the civilian component continues to decrease, the need for civilian leader development and training is increasing. A need for a smaller multiskilled civilian work force is rapidly expanding. To meet these needs, many initiatives have been developed and implemented.

Civilian leader development training provides confident, competent, innovative leaders. It is a three-stage common core training plan consisting of intern,

supervisory, and managerial training. The Civilian Leader Development Action Plan provides a blueprint and a strategy to prepare civilians for leadership assignments throughout the Army.

A recent career management initiative is the Army Civilian Training, Education, and Development System. This system blends progressive and sequential work assignments and formal training for Army's civilian employees as they progress from entry to senior level positions. It provides a structured approach to technical, professional, and leadership training, similar to that now used by the military.

CIVILIAN ILLNESS AND INJURY COMPENSATION (CIIC) PROGRAM

The Federal Employees' Compensation Act (FECA) was enacted in 1916 to provide monetary compensation, medical care and assistance, vocational rehabilitation and retention rights to Federal employees who sustain disabling injuries, including occupational diseases, as a result of their employment with the federal government. The Act also provides for the payment of funeral expenses and compensation benefits to qualified survivors of a federal employee who dies as the result of his or her employment. The Act is funded by the Employees' Compensation Fund (funds appropriated by Congress) and reimbursed by the various federal agencies through the annual chargeback system two years after employees are paid.

Headquarters, Department of the Army recognized the rising costs of injury compensation in 1988 and created the Civilian Resource Conservation Program (CRCP) to control it. To reverse escalating costs trends, goals were established to reduce costs by 2 percent per year during FY 89-93 in these areas: FECA chargeback costs, long-term disability rolls, lost time injury rate, and continuation of paydays. The CRCP has been extended through FY 96 with reduction goals of 5 percent based on FY 93 baseline experience. The Army requires installations to fund and pay all civilian injury/illness costs including tenant activities. The Assistant Secretary of the Army (Financial Management) allocated dollars based on FY 91 compensation bill payable in FY 93 plus the standard rate of inflation approved by OSD. Headquarters, DA will not consider unfinanced requirement requests for any portion of your CIIC payment. Funding shortfalls must be absorbed. The proper accounting codes for the payment are MDEP VINJ and EOR 12RB, and both should be used.

Beginning FY 94 the Civilian Personnel Management Services (CPMS), Department of Defense (DOD), will provide administrative services to Defense Components on FECA issues. Components will retain responsibility for claims management at the installation level. Advisory services will be available from 12 regional liaison offices. A uniform chargeback verification and tracking system will be available at each installation which will be accessible by the liaisons and CPMS headquarters. Guidance on which functions should be performed at the installation level are covered in a DOD Civilian Personnel Manual chapter on injury compensation.

CIVILIAN MOBILIZATION

Historically, civilians have played an important role in the conduct of US military operations. More recently, Army civilians have established themselves as an integral and vital part of America's Army team. With distinction, they perform critical duties in virtually every functional facet of combat support and combat service support, both at home and abroad. Based on these historical contributions of Army civilians, the rapidly advancing technology and highly sophisticated weapon systems, and the overall reduction of the Army size, it is anticipated that increased reliance will be placed on their skills and services. Army doctrine is evolving which will increase the reliance on civilians to provide the "tethered support" of military operations crossing the spectrum from home installation to deployed sites anywhere in the world. In addition civilians assigned to logistics support and certain other organizations will be involved in "split operations" as the modularity concept is built into units to make them more readily deployable and able to support operations of varying sizes. Serving beside deployed soldiers, Army civilians will provide the critical skills necessary to assure the availability of essential combat systems and weaponry; thereby maximizing the fighting capability of the combat soldier and the Army wartime mission success.

Plans for military readiness must also include full consideration and well-developed plans for civilian readiness.

MILITARY PERSONNEL MANAGEMENT

Military personnel managers support all TDA garrison soldiers and MTOE nondivisional soldiers. Normally, the corps and division G I/Adjutant General perform these functions for divisional soldiers on FORSCOM and OCONUS installations. These functions include officer and enlisted management, replacement operations, enlisted and officer promotions, evaluations, military awards

and decorations, and casualty management. Also included are military personnel and data base management, identification cards, retention, reassignment, enlisted and officer transfers and discharges, personnel inprocessing/out-processing, retiree interface, and postal operations. Operational procedures for military personnel management procedures are found in AR 600-8.

It is essential that Army planners at all levels fully integrate the identification, use and management of Army civilians into the mobilization and contingency planning process. AR 690-11 provides the basic guidance for the use and management of Army civilians in support of contingency operations.

EQUAL EMPLOYMENT OPPORTUNITY

Commanders and managers should develop and maintain appropriate emergency plans and procedures based on their unique local organizational and staffing arrangements which will facilitate the effective and efficient deployment of Army civilians in support of a variety of military contingency operations.

This civilian EEO program is separate from the Military Equal Opportunity Program. The EEO program is concerned with providing equal opportunities in employment issues for all Army civilians and job applicants. Major components of the program are development and implementation of affirmative employment programs, special emphasis programs, administrative processing of discrimination complaints, and providing EEO training to include prevention of sexual harassment training. The EEO officer reports directly to the commander and is the commander's principal advisor on all matters pertaining to civilian equal employment opportunity. The EEO officer also serves as the POC for management, the work force, community groups and other organizations and agencies. The EEO staff provides the following services for the commander: staff assistance and consultation, advice to managers, supervisors, employees, and job applicants.

To ensure that management officials are involved and committed to the Army EEO program, strong command support and clearly stated EEO policy are required for providing equal opportunity for a culturally diverse civilian work force. ARs 690-12 and 690-600 provide the guidelines for the Army's civilian EEO programs.

COMMUNITY AND FAMILY ACTIVITIES

TRANSITION ASSISTANCE

The Army Career and Alumni Program (ACAP) serves as the commander's primary agency for developing, coordinating and delivering transition employment services. It supports eligible soldiers, DA civilians, and their families. The ACAP consists of a transition assistance office (TAO) and a job assistance center. The TAO must be the first step in the transition process. TAO provides individual transition plans, integrates installation services, and provides TQM to the transition process. The job assistance center (JAC) is the contracted installation service provider delivering job search skills and access to a national and local job resource database, and career counseling. Through the services of ACAP, the Army shows that it does take care of its own. ACAP provides assistance to individuals leaving active duty as well as DA civilian employees who are also transitioning to the work force as private citizens. The ACS program provides these services on installations that do not have ACAP offices.

EQUAL OPPORTUNITY

The military EO and affirmative action program manager is the commander's principal assistant for the supervision of the installation EO program. The program consists of affirmative action plans, complaint processing, and training. The EO manager is normally a special staff officer reporting directly to the commander.

EDUCATION

The Army Continuing Education System (ACES) provides educational programs and services to support

the professional and personal development of soldiers, adult family members, and DA civilians. ACES programs help to improve the combat readiness of the America's Army by expanding soldier skills, knowledge, and aptitudes to produce confident, competent leaders. Education programs and services support the enlistment, retention, and transition of soldiers. ACES instills the organizational value of education within the Army. It promotes the professional and personal value of education to the individual soldier. Education centers provide support for all military, civilian, and family members through local community colleges and universities.

ALCOHOL AND DRUG ABUSE PROGRAM

The Alcohol and Drug Abuse Prevention and Control Program (ADAPCP) is a comprehensive command program. ADAPCP is to conserve manpower and to ensure individual readiness through preventing and controlling the abuse of alcohol and other drugs. The ADAPCP manager is usually a special staff officer reporting to the DPCA.

ADAPCP is responsible for all aspects of a drug-free workplace. The alcohol and drug control officer (ADCO) manages the DOD, DA, and Health and Human Services guidelines for biochemical testing. The ADCO, as the program manager, will provide comprehensive drug and alcohol program services. This covers identification and referral, prevention and education, treatment and rehabilitation, and biochemical testing.

COMMUNITY AND FAMILY PROGRAMS MANAGEMENT PRINCIPLES

MANAGEMENT PRINCIPLES

The guiding management principles are to determine installation and patron needs, set priorities, and manage the operations and finances in a business-like manner. Program managers must develop strategies to increase efficiency. This involves optimizing benefits to soldiers, civilians, and their families from all operations and services provided while reducing costs, identifying operations which may be eliminated, consolidated or modified to best meet demand and fiscal requirements. Capital expenditure is based on a detailed long-range plan that will provide

the necessary construction to provide excellent facilities for the population of the installation. Nonappropriated fund (NAF) expenditures are based on NAF cash flow requirements, program needs, assessment of return on investment (ROI), and potential for NAF construction supporting the MWR program.

A series of initiatives developed by MACOMs and DA identified MWR and other CFS management tasks. The installation MWR fund operates within the parameters determined by the Army four-Star board of directors (BOD). The board provides strategic direction, and

reviews major policy issues. At the local level, managers must develop local strategies and a long-range plan for replacement of the physical plant. They also determine and prioritize installation program requirements in the annual review of the installation five-year MWR plan. They must-

- Operate from a profit and loss perspective.
- Generate earnings that are sufficient to fund the installation capital purchase and minor construction program.
- Make installation contributions to NAF major construction program.
- Set aside funds for long-term requirements.

MWR FIVE-YEAR PLAN

The development of community and MWR-related facilities, personnel and financial requirements, their prioritization, and funding is a demanding responsibility. The basis for the management and improvement of MWR and community programs is the five-year MWR plan. This plan integrates the MWR BOD strategies for facilities construction and maintenance.

The purpose of the plan is to -

- Provide a balanced program of MWR activities, programs, services, and facilities.
- Assure integration of MWR activities with the installation's overall community and family support program.
- Support and improve the living standards, morale, and physical and mental fitness of soldiers, families, and other eligible community personnel.
- Rank programs according to the significance of their contribution to readiness and retention.
- Identify and satisfy future MWR program needs, based on needs assessments and market analysis.

ONE FUND OR SINGLE NAFI CONCEPT

An installation MWR fund (IMWRF), frequently called the "one fund" or "single fund" is a NAFI established to receive, disburse, and program MWR NAFs. On most installations, a single NAFI performs these administrative functions; however, some exceptions include NAFIs such as Chaplain fund Billeting, Fischer House, USMA and Disciplinary Barracks NAFIs, which are administered and accounted for separately from the "one fund." IMWRF revenues are a result of income from resale activities and fees charged for various activities. The DPCA operates the "one fund NAFI and is

responsible for integrating APF and NAF programming, planning, and execution to support the MWR program. In this complex program, managers enter an entrepreneurial role. This requires them to focus on total cash management. Regulatory and fiscal guidance is in ARs 215-1 and 215-5.

MWR ACTIVITIES

The administration of MWR activities is especially challenging in the resource management area. They are resourced with both APFs and NAFs. NAFs are generated from the sale of products, services, and user fees paid by MWR patrons. They are also generated from external sources such as AAFES dividends, Army recreation machines, and contracts. These activities operate using a mixture of APF and NAF support the way local communities use fees and tax dollars. The overall MWR program consists of three DOD categories - mission sustaining, basic community support, and revenue-generating business activities - which are the basis for APF support authorized:

- Category A - Mission sustaining activities - fitness and athletic facilities, gymnasiums, libraries, unit activities, sports, and recreation centers funded with appropriated (or taxpayer) dollars.
- Category B - Community support activities - child development services, arts and crafts, auto crafts, outdoor recreation, information, ticketing, and registration, youth services and entertainment (music and theater), funded by a mixture of APFs (taxpayer) and NAFs.
- Category C - Revenue generating business activities - golf courses, clubs, bowling centers, Army recreation machines, Armed Forces recreation centers, and guest houses funded with NAF.

These activities provide a broad scope of self-education and skill development, physical fitness, and leisure-time activities that appeal to all segments of the military community. The necessary interrelationship between installation and neighboring civilian communities has improved over the years, allowing us to realize that some of these services are more efficiently provided in cooperation and coordination with civilian communities. This is especially important when assessing an installation's needs and developing the five-year plan. In this regard, the military and civilian communities can complement each other.

YOUTH SERVICES (YS)

YS provides leisure and social recreation services, youth fitness and sport, and youth development services in three program areas:

- Leisure and social recreation.
- Physical fitness and sports.
- Youth leadership and development.

The Leisure and Social Recreation program provides a wide variety of developmental activities which promote social interaction, personal growth, and teach lifelong leisure and coping skills. Components of this program include before and after school programs, summer day camps, dances, cultural activities, the arts crafts and music, dance lessons, and performances), as well as family and community activities (Easter Egg Hunts, fourth of July carnival, "Breakfast with Santa").

The Physical Fitness and Sports program provides challenging opportunities for youth of all ages to participate in a variety of team and individual sports such as T-ball, softball, basketball, and football. The program philosophy emphasizes fun, learning the fundamentals of games and sportsmanship, maximum participation and physical conditioning for all youth, rather than "winning at all costs." For those youth more interested in individual sports, personal physical fitness and outdoor adventure, there are programs to meet those needs as well.

The leadership and development program emphasizes social responsibility, community involvement, and intellectual stimulation. Program components include youth-to-youth sponsorship, teen and preteen advisory groups, community service projects career explorations, job skills training, teen centers, satellite outreach services, individual development plans, and support groups.

CHILD DEVELOPMENT SERVICES (CDS)

Army Child Development Services programs provide developmental child care for children ages 4

weeks to 12 years using three comprehensive systems:

- Child Development Centers (CDCs).
- Family Child Care (FCC) homes.
- Supplemental Program and Services (SPS).

Child care is available to reduce the conflict between parental responsibilities and unit mission requirements.

CDC programs offer full-day, part-day, and hourly care in a centralized setting for military and civilian families assigned to the installation. Most centers are open 60 to 75 hours per week, 10 to 20 hours longer than civilian operations. The operating hours in Army CDCs are determined by the installation commander and are generally based on patron surveys, documented use, and center feasibility studies. Center sizes usually range in capacity from 60 children to as much as 300 at any one time. CDC programs are required to seek national accreditation through an impartial body, using standardized program guidance materials.

The Family Child Care (FCC) system offers care provided by military spouses operating as independent contractors who reside in government owned or leased quarters. FCC is a cost effective, flexible child care delivery system which provides full-day, part-day, specialized services such as extended hour or sick child care. In addition to increasing the availability of care, the FCC program is a major source of family member employment.

SPS offers additional child care options to increase child care capabilities both on and off-post. Major SPS programs include short-term alternative child care hourly care for organized group functions; SPS homes operated off-post by Army providers and licensed by the state; school-age and latch key programs located in schools, youth centers or chapels; and SPS resource and referral which centrally register children and places them in on-post programs, refers parents to off-post care options, and maintains the waiting list for patrons needing CDS care.

MWR SUPPORT MOBILIZATION, CONTINGENCY, AND WARTIME OPERATIONS

MWR activities are necessary for reducing combat stress. This is done by temporarily diverting the soldiers' focus from their combat situation. Emphasis on MWR programs during contingency operations will vary with the tactical situation. The program adapts to suit the situation. The soldier must have some

degree of certainty that family members left behind in safe havens are receiving necessary services.

Commanders will ensure successful and continuing recreation programs by providing MWR staffing and logistical support. Each unit is responsible for procuring,

assembling, and shipping its own athletic and recreation kits. It is also responsible for operating athletic activities, recreation programs, unit lounges, and AAFES Imprest Fund Activities.

MWR and A&R kit equipment tailored to unit needs are obtained and maintained locally. Installation MWR libraries will provide all deploying units a 30-day supply of book kits for leisure reading. Units are responsible for distribution and transportation.

Commanders of deployable units and installation commanders will jointly determine deployable civilian MWR personnel. This is based on the number of personnel available, local requirements after units deploy, and the needs of the deployable unit. Volunteers recruited by the US Army Community and Family Support Center (USACFSC) from the Army MWR community provide additional civilian personnel. Designated individuals will continue to perform installation, community, MACOM and Army MWR duties during peacetime.

Upon assignment, unit MWR coordinators will receive training by brigade recreation specialists. Local AAFES managers will furnish AIFA materials and training for coordinators and specialists.

Installations of deployed units will continue to offer basic MWR activities as long as possible during all levels of mobilization. Program restructure through reallocating resources, detailing personnel, and redirecting on-going programs may be necessary.

MACOMs may approve requests from installations to suspend user fees at any reasonable or appropriate point during contingency operations and mobilization. The installation sends a copy of any fee suspension to USACFSC to document future request for reimbursement. APFs are used to the fullest extent authorized as IMWRF must absorb NAF losses resulting from any loss of revenue. MACOMs have the flexibility to transfer NAF to help those installations experiencing negative cash flow.

ARMY COMMUNITY SERVICE (ACS)

ACS centers are the hub for social service programs designed to meet the needs of the Americans Army family. The ACS mission is to assist commanders in maintaining readiness of individuals, families, and communities within the America's Army family. They do this by developing, coordinating, and delivering services. These services promote self-reliance, resiliency, and stability during war and peace. ACS programs are increasingly prevention oriented, with an emphasis on working more closely with commanders. Federal law, executive order, and DOD policy mandate many of the programs provided by ACS. The following ACS programs exist at Army installations worldwide.

MOBILIZATION AND DEPLOYMENT ASSISTANCE

Soldiers must be assured that family members left behind are receiving support and assistance as needed. ACS is the commanders principal advisor on family support during mobilization. A major function of ACS is to assist commanders by providing programs and support activities. The support is to help America's Army family members successfully manage the challenges of mobilization and deployments. ACS provides predeployment briefings, services to waiting families, reunion assistance, sponsorship assistance, and crisis intervention. Support and training for unit family support

groups and establishment of family assistance centers are critical support elements of the ACS program.

INFORMATION, REFERRAL, AND FOLLOW-UP PROGRAM

This program links members of the America's Army family with appropriate military and civilian resources capable of addressing their needs. Information and referral includes answering questions, simple and complex referrals, and client and case advocacy. Examples of subject areas in the comprehensive information and referral database include social services, schools, child care, elder care, volunteerism, and community resources. In addition, the Leaders' Guide to Human Services is provided for unit leader's reference in referring soldiers.

RELOCATION ASSISTANCE PROGRAM (RAP)

RAP provides support, information, preparation, counseling, and education for managing the demands of the mobile military lifestyle. This program provides continued support throughout the assignment process. Essential program components include briefings, workshops, sponsorship, pre-and post-move counseling, and emergency services. All ACS centers provide automated relocation assistance information on all installations through the Standard Installation Topic Exchange Service, Welcome Packets,

Lending Closet, and counseling services. Objectives of ACS RAP are to provide a focal point for the coordination and provision of comprehensive relocation assistance to members of the Army family.

CONSUMER AFFAIRS AND FINANCIAL ASSISTANCE PROGRAM (CAFAP)

CAFAP helps members of the Army family achieve and maintain a sound financial posture, present financial difficulties, and become knowledgeable consumers. The program provides education and guidance on basic financial skills; budget development, credit, checkbook maintenance, debt liquidation and personal financial readiness. In addition, information and classes are provided on sound consumer practices, such as major purchases, life insurance, and investments.

FAMILY MEMBER EMPLOYMENT ASSISTANCE PROGRAM (FMEAP)

The primary purpose of the ACS FMEAP is to assist family members interested in employment by providing timely information on jobs available in the area and other supportive services necessary to minimize the employment problems associated with frequent moves. A major focus of the FMEAP is teaching effective job search skills, resume preparation, career goal setting and providing employment skill-building training to give Army family members the competitive edge needed to secure employment. In addition, FMEAP works with local employers to develop job resources for family members. While the ACAP primarily focuses on transitioning soldiers, FMEAP's principal customers are young spouses. However, the FMEAP also assists youth, active duty, retirees and others with various aspects of employment.

EXCEPTIONAL FAMILY MEMBER PROGRAM (EFMP)

The EFMP coordinates the installation's comprehensive and integrated network of agencies to assist Army family members with special social, medical, or educational needs. The program's database provides assignment managers with information on local resources to consider assignments or reassignments. Child/Family Fund activities publicize EFMP to identify eligible family members. Special activities such as day camps and adapted aquatics may be coordinated with Youth Services.

FAMILY ADVOCACY PROGRAM (FAP)

The ACS FAP addresses child abuse or neglect and spouse abuse. The program is designed to identify, prevent,

report, and treat soldiers and families involved in spouse and child abuse. FAP provides comprehensive services to help commanders end family violence and promote family wellness. ACS FM services include community education on identification and reporting procedures and prevention programs supporting good parenting family communications, and stress reduction. Foster care and respite care services are also coordinated through the ACS FAP. Prevention is emphasized by working with high risk families before and after the birth of a child.

PRE/POST MOBILIZATION SUPPORT

ACS provides training for Family Support Group Leaders. Predeployment briefings alert soldiers and family members to issues that need attention and sources of support while the soldier is away. As directed by the commander, ACS will operate the Family Assistance Center.

ARMY FAMILY TEAM BUILDING (AFTB) (Proposed Program)

The AFTB is to provide sequential and progressive training to all members of the America's Army on information and skills needed for individuals and families to function at optimum levels with the least amount of external support, during peacetime and deployment. Training classes will target three levels: those new to the Army, emerging leaders, and senior spouses. Course topics appropriate to each level have been developed. AFTB enhances Army readiness through training that encourages self-sufficiency and self-reliance resulting in personal and family readiness. Attendance by spouses and other family members at training classes is optional.

VOLUNTEERS

The installation volunteer coordinator helps program managers recruit, keep, and recognize volunteers for family support programs. This position is often not part of the ACS staff. It reports directly to the chief, family support division, or to the DPCA.

Volunteers represent a significant resource for ACS. They improve program planning provide a capacity to mobilize community support, expand the efforts of military and civilian staff, and extend family support services. The program includes a careful matching of interests to opportunities. It provides structuring of daily duties of each volunteer to ensure a sense of purpose and contribution.

FAMILY SUPPORT GROUP (FSG) PROGRAM

The FSG program helps the commanders and unit FSG leaders in the effective use and operation of a FSG.

The program provides resource information and training and advice concerning awards for the FSG volunteers. It highlights the contributions of the FSG's to the welfare of the families and the Army. The FSG program provides resources to FSG leaders allowing them to manage effectively the FSG. The FSG is a vital part of unit readiness and mission success.

**ARMY FAMILY ACTION PLAN
PROGRAM (AFAP)**

The AFAP is a management tool for commanders to promote positive change at installation, major Army command, and Headquarters, Department of the Army. Through an annual installation symposium, active duty

and reserve component soldiers, retirees, DA civilians, and family members identify and prioritize quality of life concerns to installation leadership. The AFAP process requires that issues are staffed and worked by installation staff elements and that progress or resolution is reported to installation leadership. The resolution of installation issues results in increased operational efficiency, improved customer service, and stronger local programs. The AFAP, as a Total Army Quality process, allows commanders to forward issues that require resolution at a higher level. Delegates at an annual DA AFAP conference elevate many of these issues to the Army Staff for resolution.