

**Headquarters, United States Army Recruiting Command's
Army Family Team Building (AFTB) Correspondence Course**



**Level I
(9 modules)**

- 1.01 Military Terms, Acronyms, Customs and Courtesies**
- 1.02 The Chain of Command and the Chain of Concern**
- 1.03 Introduction to Military and Civilian Community Resources**
 - 1.03a Introduction to the Army Family Action Plan (AFAP)**
 - 1.03b Introduction to Operation READY (OP READY)**
- 1.04 Benefits, Entitlements, and Compensation**
- 1.05 Family and Military Expectations**
- 1.06 Impact of the Mission on Family Life**
- 1.07 Basic Problem Solving**

Introduction

The Army Family Team Building (AFTB) Program recognizes that leaders in the Army have a responsibility to establish a partnership between the Army and the Army Families. Numerous studies indicate that soldier performance, readiness and retention directly relate to family satisfaction with Army life. Lessons learned from Operation Just Cause and Desert Shield/Desert Storm also recognize that Active and Reserve Component families must be trained together to support each other during contingency operations. In support of this compelling responsibility and recognition, courses developed for AFTB educate the Army family (Active, Reserve Component, DA civilian employee, and family members) in a wide variety of knowledges, skills, and abilities fostering personal and family preparedness to enhance Army readiness.

The U.S. Army Recruiting Command believes in the Army Family Team Building concept, and has incorporated the training and philosophy into the every day business of the command. This correspondence course is a result of that commitment. The command recognized how difficult it is for many of our family members to attend AFTB training courses on military installations. We developed this correspondence course to bridge the gap between our families on or near military installations, and those in civilian communities all over the world.

If you were attending an AFTB class here on Ft. Knox, we would invite you to get something to drink, have a snack, get comfortable, and join us for an informative class. In your home, you can do much of the same things, so take the kids to the sitter, fix your favorite drink, settle into a comfortable chair and let's begin.

Now, let's begin with Military Terms, Acronyms, Customs and Courtesies.

AFTB Course 1.01 Military Terms, Acronyms, Customs, and Courtesies

Course description:

Introduces the basic and unique words used routinely in military life. Exercises reinforce the terms and meanings learned. Materials will include a glossary of military and Army acronyms and terms; a list of the official bugle calls, including their times and purposes; and a handout explaining the Army's most basic customs and courtesies.

Picture this: Your souse rushes into the house and says "Honey, I'm sorry I'm so late. I had a meeting with the 1SG and the CO after the GI party to talk about the FTX. I need a clean set of BDUs for out IG inspection and I also need my TA50 to take to the AO. No time for dinner, I'll have a MRE when I get out to the CP. Would you mind taking my Class A's to the QM laundry? I have to get back ASAP or they'll think I'm AWOL. Bye!"

Exercise: Identifying acronyms and terms

The following two exercises are only to familiarize you with some of the acronyms and term that you will encounter frequently. This is strictly for fun; it is not graded, or sent back to us. In the AFTB classroom course you would be given approximately 10 minutes to do the acronyms and another 10 minutes to do the terms. Find the number of the acronym letters on the left that matches a particular meaning and write that number on the line by the meaning. Do the same with the terms on the next page.

Have fun!

ACRONYMS

- | | | |
|-------------|-------|---|
| 1. AER | _____ | Defense Enrollment Eligibility Reporting System |
| 2. LES | _____ | Judge Advocate General (military lawyer) |
| 3. PCS | _____ | Child Development Services |
| 4. DEERS | _____ | Post Exchange |
| 5. NCO | _____ | Permanent Change of Station |
| 6. POA | _____ | Reserve Component |
| 7. FSG | _____ | Physical Training |
| 8. JAG | _____ | Civilian Health and Medical Program for the
Uniformed Services |
| 9. CQ | _____ | Army Emergency Relief |
| 10. CDS | _____ | Power of Attorney |
| 11. FM | _____ | Military Police |
| 12. BAQ | _____ | Army Community Service/Family Program Coordinator |
| 13. PX | _____ | Noncommissioned Officer |
| 14. MWR | _____ | Charge of Quarters (a duty required after duty hours) |
| 15. MP | _____ | Leave and Earnings Statement |
| 16. RC | _____ | Privately Owned Vehicles |
| 17. CHAMPUS | _____ | Morale, Welfare and Recreation (agency for community activities) |
| 18. PT | _____ | Basic Allowance for Quarters |
| 19. POV | _____ | Family Member |
| 20. ACS/FPC | _____ | Family Support Group |

Exercise: Identifying acronyms and terms

Here is the second exercise to familiarize you with the acronyms and terms that you will encounter frequently. Remember, this is strictly for fun. Find the number of the term on the left that matches a particular meaning and write that number on the line by the meaning.

Have fun!

TERMS

- | | | |
|----------------------------|-------|---|
| 1. SURE PAY/DIRECT DEPOSIT | _____ | Government housing for married soldiers |
| 2. ALLOTMENT | _____ | Recreation area in soldier lodging |
| 3. SUBSISTENCE | _____ | Official title of a soldier |
| 4. COMMISSARY | _____ | Pay designated to bank or individual |
| 5. JODY CALL | _____ | A job or assignment |
| 6. COLORS | _____ | Pay level of soldier/civilian (E-3, O1, GS-4) |
| 7. DAYROOM | _____ | Emergency call to be ready |
| 8. FORMATION | _____ | Gathering of soldiers in prescribed way |
| 9. SQUAD | _____ | Instructions to soldier (spoken or written) |
| 10. PLATOON | _____ | Several squads within a company |
| 11. RETREAT | _____ | Bugle/flag ceremony at the end of the day |
| 12. QUARTERS | _____ | Soldier/civilian's guaranteed check to bank |
| 13. CLEARING | _____ | Troop cadence for marching or running |
| 14. ALERT | _____ | Soldier/civilian sent on a mission w/o family |
| 15. DEPLOYMENT | _____ | National and unit/organization flags |
| 16. DETAIL | _____ | Grocery store for military |
| 17. BARRACKS | _____ | Obtaining official release from post |
| 18. ORDERS | _____ | Food allowance |
| 19. RANK | _____ | Place where a soldier lives |
| 20. GRADE | _____ | Smallest tactical unit in the Army |

ACRONYMS ANSWERS

1. AER	<u>4</u>	Defense Enrollment Eligibility Reporting System
2. LES	<u>8</u>	Judge Advocate General (military lawyer)
3. PCS	<u>10</u>	Child Development Services
4. DEERS	<u>13</u>	Post Exchange
5. NCO	<u>3</u>	Permanent Change of Station
6. POA	<u>16</u>	Reserve Component
7. FSG	<u>18</u>	Physical Training
8. JAG	<u>17</u>	Civilian Health and Medical Program for the Uniformed Services
9. CQ	<u>1</u>	Army Emergency Relief
10. CDS	<u>6</u>	Power of Attorney
11. FM	<u>15</u>	Military Police
12. BAQ	<u>20</u>	Army Community Service/Family Program Coordinator
13. PX	<u>5</u>	Noncommissioned Officer
14. MWR	<u>9</u>	Charge of Quarters (a duty required after duty hours)
15. MP	<u>2</u>	Leave and Earnings Statement
16. RC	<u>19</u>	Privately Owned Vehicles
17. CHAMPUS	<u>14</u>	Morale, Welfare and Recreation (agency for community activities)
18. PT	<u>12</u>	Basic Allowance for Quarters
19. POV	<u>11</u>	Family Member
20. ACS/FPC	<u>7</u>	Family Support Group

TERMS ANSWERS

1. SURE PAY/DIRECT DEPOSIT	<u>12</u>	Government housing for married soldiers
2. ALLOTMENT	<u>7</u>	Recreation area in soldier lodging
3. SUBSISTENCE	<u>19</u>	Official title of a soldier
4. COMMISSARY	<u>2</u>	Pay designated to bank or individual
5. JODY CALL	<u>16</u>	A job or assignment
6. COLORS	<u>20</u>	Pay level of soldier/civilian (E-3, O1, GS-4)
7. DAYROOM	<u>14</u>	Emergency call to be ready
8. FORMATION	<u>8</u>	Gathering of soldiers in prescribed way
9. SQUAD	<u>18</u>	Instructions to soldier (spoken or written)
10. PLATOON	<u>10</u>	Several squads within a company
11. RETREAT	<u>11</u>	Bugle/flag ceremony at the end of the day
12. QUARTERS	<u>1</u>	Soldier/civilian's guaranteed check to bank
13. CLEARING	<u>5</u>	Troop cadence for marching or running
14. ALERT	<u>15</u>	Soldier/civilian sent on a mission w/o family
15. DEPLOYMENT	<u>6</u>	National and unit/organization flags
16. DETAIL	<u>4</u>	Grocery store for military
17. BARRACKS	<u>13</u>	Obtaining official release from post
18. ORDERS	<u>3</u>	Food allowance
19. RANK	<u>17</u>	Place where a soldier lives

How did you do? Did you surprise yourself with either how many or how few you recognized? Which were easier, the Terms or the Acronyms? Now you can dazzle your family with all of the terms and acronyms you know. Why not give your spouse the test?

Next, let's take a look at some of the military's more common customs and courtesies.

Customs and Courtesies

The army is an organization rich in tradition. From the early camp followers to the diverse group of professionals and family members we have now, various customs and courtesies have helped influence our way of life.

Traditions in the army have evolved through the years. Many can be seen in the parades that we attend or in daily ceremonies such as the raising and lowering of the American flag.

- 1 *Reveille.* The installation's American flag is raised daily, usually at 6:00 a.m., while the bugle call "reveille" is played. Everyone should stand quietly during this ceremony.
- 2 *Retreat.* The American flag is lowered each day (usually at 1700 or 5:00 p.m., but the exact time may vary from post to post.), while the bugle call "retreat" is played and at some installations, a cannon is fired. Unit formations, often including promotion or award ceremonies, may be held in conjunction with retreat. However at some installations, only personnel actually lowering the flag are present. If you are within sight or sound of the bugle and/cannon, you should honor the flag by standing quietly and respectfully facing it. If you are in your car at the time of retreat, safely stop the car until the bugle call is finished. Military members in civilian clothes *must* get out of the car and stand at attention.
- 3 *Honors.* "Rendering honors" means to stand quietly and respectfully. When required, a salute is given by military persons in uniform. If you are in civilian clothing, you should place your right hand over your heart. Honors are given to the Nation, to certain individuals, and to the uniformed, often represented by a flag or song. When in doubt, follow the lead of the senior people present.
- 4 *Parades.* A military review (usually with an Army band) is normally conducted for the following occasions: change of command, retirement, graduation, and in honor of visiting dignitaries or for other special occasions. Special seating is by invitation only, but attendance by all is generally encouraged and is a nice way to show support.
- 5 *Change of command.* The change of command ceremony is a clear, legal, and symbolic passing of authority and responsibility from one commander to the next. The official orders are read while the unit guidon (or "colors") is passed from the outgoing commander to the incoming commander. The senior noncommissioned officer also participates in the passing of the colors. At the conclusion of the ceremony, the new commander normally goes to a reception in their honor. The outgoing commander usually does not attend the reception. (Note: It has become increasingly common for a change of responsibility ceremony to be conducted when the Command Sergeant Major or First Sergeant leave a unit.)

- 6 *Receiving lines.* At official functions ranging from a change of command to a unit social, you may be invited to greet the host, hostess, or guest of honor in a receiving line. Your name(s) will first be given to the Aide or Adjutant at the beginning of the line. From there, your name will be passed down the receiving line, but be sure to reintroduce yourself if there is a problem. A handshake and a simple, cordial greeting are all that are appropriate. Here are some points to keep in mind:
- Arrive on time; units, staff elements, and organizations sometimes go through the line together.
 - Do not shake the Aide/Adjutant's hand.
 - Receiving lines are for introductions and *not* for conversations.
 - No eating, drinking, or smoking in the receiving line. (A small table may be provided to hold food, drinks, and/or purses as you go through the line.)
 - Help keep the line moving.
 - When making introductions, be sensitive to hyphenated names and spouses with different names.
 - Except for receiving lines at the White house, diplomatic corps, and Air Force functions, the lady precedes the gentleman in line.
- 7 *Invitations.* Every invitation, from the most formal engraved invitation to the very casual phone invitation or flyer needs to include certain basic information:
- Type of event
 - Host's name
 - Day and date
 - Time
 - Location
 - How guests are to respond, (RSVP or regrets only)
 - Proper dress for the event
 - Map or directions to the event if necessary

The following is a sample of a formal invitation and an informal/flyer-style invitation. Take a look at these now.

SAMPLE INVITATIONS

Formal

Command Sergeant Major and Mrs. John Jones
 Request the pleasure of your company
 At a
 Farewell Dinner
 In honor of
 Colonel and Mrs. Albert Smith
 At seven o'clock
 Saturday, May 31, 2004
 123 Patton Drive
 Armytown, USA

RSVP:	Dress:
555-1234	Civilian Informal

NOTE: This type of invitation requires a response within 48 hours. Also, a thank-you note should be sent after attending.

Informal/Flyer

YOU ARE INVITED
TO
1/35 PICNIC

SATURDAY, 31 MAY
1400
PATTON PARK

PLEASE COME AND MEET NEWCOMERS
BRING _____ FOR 10 PEOPLE

REGRETS ONLY

POC: JANE SMITH
555-1234

NOTE: This is a very informal function. You only call Jane Smith if you are not attending. No thank-you note is required after attending.

- 8 *RSVP.* You may receive invitations that say “RSVP”, which means please respond whether or not you can attend. It is short for the French phrase, “Répondez s’il vous plaît” (respond if you please). You must respond to an RSVP with 48 hours, or by the date requested on the invitation.
- 9 *Regrets only.* When this is indicated on an invitation, you need only call in a reasonable amount of time if you CANNOT attend.
- 10 *Thank-you notes.* After attending a social function with an official host or hostess, a thank-you note should be written promptly. It is traditionally addressed to the hostess, with gracious remarks referring to the host as well as the efforts made to entertain you. In the event there is no “hostess”, the note is addressed to the host.

SAMPLE THANK-YOU NOTE

This is an example of a thank-you note written by the spouse of a lieutenant the day after they had had dinner at the home of the Company Commander. The dinner was four couples.

September 22, 2004

Dear Mrs. Baker,

Bob and I thank you and Captain Baker for having us over for dinner last night. We enjoyed all the dishes you prepared but especially the lasagna.

It was nice having the opportunity to meet the new spouses in the company and thank you for taking the time to bring us all together.

Sincerely,
Sandy Jennings

Please note the following things that Sandy did properly in her thank-you note:

- She used stationery and wrote the note and envelope by hand.
- She included Bob's (her husband) thanks in her note.
- She also mentioned their host (Captain Baker).
- She drew attention to some specific things she liked.
- Her tone of writing was sincere.
- She sent the note promptly after the dinner.

NOTE: YOU SHOULD NEVER ASSUME THAT YOUR CHILDREN ARE INVITED TO A FUNCTION. However, at "public" events, children should be well behaved.

- 11 *Your turn.* Try to return the favor of an invitation. If you are invited to someone's home, you should invited them to your – even if it's only for coffee, dessert, or a family cookout.
- 12 *Dining in.* A "dining in" is a traditional, formal dinner for military members only of an organizations or unit.
- 13 *Dining out.* A "dining out" is the same as a dining in with the exception that spouses, guests and significant others are often invited to attend.
- 14 *Teas.* A tea is the most formal activity held during the day. A tea usually takes place between 2:00 p.m. and 4:00 p.m. An appropriate church dress or suit is usually worn. It is an honor to be asked to "pour" the coffee or tea. A formal pouring schedule is used.

15 *Coffees.* A coffee is more informal or casual function and may be held at any time during the day or evening. Dresses, slacks or skirts and sweaters are acceptable attire.

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16 *Hail and farewells.* Hail and farewells are functions to welcome newcomers and to say good-bye to those who are leaving. They can range from office get-togethers to formal events. Spouses (and sometimes families) are often invited to attend.

17 *Awards.* The Army presents many levels of awards in recognition of service, achievement, or valor. The actual ceremony can vary from an office gathering to a unit function. The basic elements of this ceremony include the reading of the official and the presentation and/or pinning on of the award.

18 *Promotions.* The Army promotes individuals in recognition of their ability to perform at a higher level. The forum may vary, but the basic elements are the reading of the official promotion orders and the pinning on of the new rank. Family and friends are often invited to attend. Promotion parties are separate, nonofficial functions and are at the discretion of the individual being promoted.

19 *Retirement.* A retirement ceremony recognizes a person's years of service to his or her country and includes an official reading of the orders and presentation of certificates and awards. Attendance at a retirement ceremony is a thoughtful way to show your appreciation for the person retiring.

Suggested Dress Code

The following list gives general guidelines for suggested dress codes for both military personnel and civilians or family members for different functions. As per "The Army Wife Handbook" by Ann Crossley and Carol A. Keller:

If you have ever discovered too late that you wore the wrong clothes to a party, you know the importance of learning the meaning of the dress terms commonly used in Army social circles. For those of you who have found yourselves in this most embarrassing predicament, it may be some small consolation to know that you certainly aren't the first, nor will you be the last, to commit such a *faux pas*. Unless you know what dress terms mean, it's easy to make such a mistake. The first rule to remember is this: If you receive an invitation and are not certain of the dress requirement, never hesitate to ask the hostess for more specific information. The second rule is: If you discover that you've worn the wrong type of clothes to a function, laugh it off and enjoy the party.

FORMAL

Military Personnel

Army blue uniform/bow tie (men) or neck tab (women)

Army white uniform/bow tie (men) or neck tab (women)

Army blue mess or white mess with bow tie (men) or neck tab (women)

Army green uniform with white shirt and black bow tie (men) or neck tab (women) – enlisted personnel only

Civilians

For a ball or dance: White or black tie (men); long or short formal (women)

For a formal dinner: Tuxedo/bow tie (men); long dress, blouse and skirt, or evening slacks (women)

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INFORMAL

Military Personnel

Army green with four-in-hand tie (men) or black neck tab (women); when not in uniform, dark colored business suit preferred

Civilians

Business suit (men); "Dressy" dress or suit (women)

COAT AND TIE

Military Personnel and Civilians (men)

Business suit or sport coat with tie

Military Personnel and Civilians (women)

Simple dress, skirt and blouse, or pant suit

CASUAL

Military Personnel and Civilians (men)

Open neck shirt (no tie); slacks with sport coat or sweater

Military Personnel and Civilians (women)

Simple dress, skirt and blouse, or pant suit

VERY CASUAL

Corresponds with type of function (explained by initiation: barbecue, hayride, etc.)

Men

Slacks, jeans, shirt or sweater

Women

Slacks, jeans, blouse or sweater

NOTE: What is considered "casual" or "very casual" dress varies depending upon what part of the country you are in. When in doubt, check with your host or hostess.

Ladies Only

COFFEE

Dress suit, or skirt/slacks and blouse/sweater

BRUNCH

Dress, suit or dress slacks

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LUNCHEON

Dress, suit or dress slacks (not real dressy)

TEA

Dressy suit or dress

COCKTAIL PARTY

Short cocktail dress, dressy dress, or suit

RECEPTION

Morning - suit or tailored dress

Early to mid-afternoon – dressy dress or suit (usually not a long dress)

Evening (after 6:00 p.m.) – dressy dress or suit (can be long)

New Year's Day – dressy dress (usually, the later the hour, the more formal the dress)

GLOVES

If you wear gloves, you should remove them before eating, drinking, or smoking.

HATS

Worn during the day as desired, but seldom after retreat or 6:00 p.m.

Bugle Calls on Post

0550 First Call	1300 Fatigue call
0600 Reveille	1300 Drill call
0645 Assembly	1645 First call
0700 Mess call	1655 Assembly
0745 Sick call	1700 Retreat and "To the colors"
0800 Fatigue call	1704 Recall
0800 Drill call	1745 Mess call
1000 Church call on Sundays	2230 Tattoo
1200 Recall	2245 Call to quarters
1200 Mess call	2300 Taps
1245 Sick call	

Earlier we discussed the reveille and retreat ceremonies, which are accompanied by bugle calls. Bugle calls have been used in the United States Army since its beginning. Before modern communication systems, bugle calls were used both in the field and in garrison to tell soldiers what they should do at specific times, such as when to eat, sleep, wake up, and go to church.

Hold on to you bugle call information. It is part of our Army's history and something that not everyone has. You will be one of the very few family members who have the knowledge of exactly what these bugle calls means.

We have touched on customs and courtesies lightly. Remember that all of this is just another name for good manners. Many books and pamphlets are available if you would like additional information; some of these are especially written by and for family members.

Here is a comprehensive list of acronyms and terms for you to refer to any time you need:

Military and Army Acronyms, Abbreviations, and Terms

ACRONYMS AND ABBREVIATIONS

AAFES	Army and Air Force Exchange Service
ACAP	Army Career and Alumni Program
ACES	Army Continuing Education System
ACOE	Army Communities of Excellence
ACS/FPC	Army Community Service/Family Program Coordinator
AD	Active Duty
ADJ	Adjutant
ADSW	Active duty for special work
AER	Army Emergency Relief
AFAP	Army Family Action Plan
AFN	Armed Forces Network
AFRTS	Armed Forces Radio and Television Service
AFTB	Army Family Team Building
AG	Adjutant General
AGR	Active/Guard Reserve
AIT	Advanced Individual Training
AMC	Army Material Command
AMMO	Ammunition
ANCOC	Advanced Noncommissioned Officer Course
ANG	Air National Guard
AO	Area of operations/administrative officer
APC	Armored personnel carrier
APF	Appropriated funds
APFT	Army Physical Fitness Test
APO	Army post office
AR	Army Reserves/Army regulations/armor
ARADS	Army Recruiting and Accession Data System
ARC	American Red Cross
ARCOM	Army Reserve Command/Army Commendation Medal
ARNG	Army National Guard
ARPERCEN	Army Reserve Personnel Center

ASAP	As soon as possible
ASVAB	Armed Services Vocational Aptitude Battery
AT	Annual training
ATB	Across the board
ATC	Annual training conference
AUSA	Association of the United States Army
AWOL	Absent without leave
BAARC	Brigade after action review conference
BAQ	Basic allowance for quarters
BAS	Basic allowance for subsistence
BC	Battery commander
BCT	Basic combat training
BDE	Brigade
BDU	Battle dress uniform (jungle, desert, cold weather)
BI	Background investigation
BLT	Battalion leadership team
BN	Battalion
BNCOG	Basic Noncommissioned Officer Course
CAR	Chief of Army Reserve
CASCOM	Combined Arms Support Command
CDR	Commander
CDS	Child Development Services
CFSC	Community and Family Support Center
CG	Commanding General
CGSC	Command and General Staff College
CHAMPUS	Civilian Health and Medical Program for the Uniformed Services
CID	Criminal Investigation Division
CIHS	Currently in high school
CIMS	Command Integrated Management System
CINC	Commander in Chief
CLT	Company Leadership Team
CNGB	Chief National Guard Bureau
CO/Co	Commanding Officer/Company
COB	Close of Business
COI	Center of influence
COLA	Cost of living allowance
CONUS	Continental United States
CP	Command Post
CPO	Civilian Personnel Office
CPX	Command Post Exchange
CQ	Charge of quarters (duty required after duty hours)
CS/C OF S	Chief of Staff
CSA	Chief of Staff, Army

1.01.13

CY

Calendar Year

1.01.14

DA	Department of the Army
DDP	Delta Dental Plan
DDRP	Drug Demand Reduction Program
DECA	Defense Commissary Agency
DEERS	Defense Enrollment Eligibility Reporting System
DEH/DPW	Director of Engineering and Housing/Director of Public Works
DENTAC	United States Army Dental Activity
DEP	Delayed Entry Program
DEROS	Date or estimated return from overseas
DFAS	Defense Finance and Accounting System
DFR	Dropped from rolls
DI	Drill instructor
DO	Duty officer
DOB	Date of birth
DOD	Department of Defense
DOR	Date of rank
DPCA/	Director of Personnel and Community Activities/
DCA	Director of Community Affairs
DPP	Deferred payment plan
DSN	Defense Switched Network (current term for Autovon)
EANGUS	Enlisted Association of the National Guard of the United States
EDRE	Emergency Deployment Reaction Exercise
EE	Emergency essential
EER/OER	Enlisted/officer evaluation report
EFMP	Exceptional Family Member Program
EM	Enlisted member
EN	Enlisted
ENTAC	Entrance National Agency Check
ESGR	Employer support of the Guard and Reserve
EST	Enlistment screening test
ETP	Education tour program
ETS	Estimated time of separation
EWC	Enlisted wives club
FAC	Family assistance center
FAP	Family Advocacy Program
FCP	Family care plan
FDU	Full dress uniform
FLO	Family Liaison Office
FM	Family member/field manual
FMEAP	Family Member Employment Assistance Program

FORSCOM	Forces Command	
FOUO	For official use only	
		1.01.15
FPC	Family Program Coordinator (For Guard and Reserve)	
FRO	Family readiness officer	
FSA	Family separation allowance	
FSG	Family Support Group	
FTX	Field training exercise	
FY	Fiscal year	
FYI	For your information	
GC	Guidance Counselor	
GED	General Education Diploma	
GO	General Officer	
GOV	Government Owned Vehicle	
GS	General Schedule (Government Civilian Employee pay Grades)	
GSF	Grade senior female	
GSFA	Grade senior female alpha	
GSM	Grade senior male	
GSMA	Grade senior male alpha	
HCRT	Health care recruiting team	
HHC	Headquarters and Headquarters Company	
HOR	Home of record	
HQ	Headquarters	
HQDA	Headquarters, Department of the Army	
HS	Home station	
HSCP	High school and college program folder	
HSDG	High school diploma graduate	
HSL	High school list	
HSSR	High school senior	
IADT	Initial active duty training	
IDT	Inactive duty training	
IE	Initial entry	
IET	Initial entry training	
IG	Inspector General	
IMA	Individual Mobilization Augmentee	
INFO	For the information of	
ING	Inactive National Guard	
IO	Information officer	
I&R	Information and referral	
IRF	Immediate reaction force	
IRR	Individual Ready Reserves	
ITO	Information travel officer/invitational travel officer	
ITT	Information, tours, and travel	

IVC	Installation volunteer coordinator
JAG	Judge Advocate General
JR EN	Junior grade enlisted personnel
JR NCO	Junior grade noncommissioned officer
JUMPS	Joint Uniform Military Pay System
KIA	Killed in action
KISS	“Keep it simple stupid/sweetie”
KP	Kitchen Patrol
LES	Leave and earnings statement
LN	Local National
LOD	Line of duty
LPS	Limited production station
LPSC	Limited production station commander
LRL	Lead refinement list
LZ	Landing zone
MACOM	Major Army Command
MEDDAC	Medical department activity
MEPS	Military entrance processing station
METL	Mission essential task list
MFO	Multinational forces and observer
MI	Military intelligence
MIA	Missing in action
MOS	Military occupational specialty
MP	Military police
MRE	Meals ready to eat
MSO	Moral support officer
MUSARC	Major, U.S. Army Reserve Command
MUTA	Multi-unit training assembly
MWR	Morale, Welfare, and Recreation
NA	Not applicable
NAC	National agency check
NAF	Nonappropriated funds (generated locally)
NATO	North Atlantic Treaty Organization
NCO	Noncommissioned officer
NCOA	Noncommissioned Officers Association
NCOER	Noncommissioned officer evaluation report
NCOIC	Noncommissioned officer in charge
NCOWC	Noncommissioned officers’ wives club
NEO	Noncombatant evacuation operation
NG	National Guard
NGAUS	National Guard Association of the United States

1.01.16

NGB	National Guard Bureau	
NLT	No later than	
		1.01.17
NPS	Non-prior service	
O CLUB	Officers' club	
OBC/OAC	Officer Basic/Advanced Course	
OCAR	Office of the Chief, Army Reserve	
OCONUS	Outside Continental United States	
OCS	Officer Candidate School	
OD	Officer of the day	
OIC	Officer in charge	
OJT	On the job training	
OPS	On production station	
OPSC	On production station commander	
ORE	Operational readiness exercise	
OWC	Officers' wives club	
PAC	Personnel Administration Center	
PAO	Public affairs officer	
PCS	Permanent change of station	
PDQ	Pretty "darn" quick	
PERSCOM	Total Army Personnel Command	
PI	Physical inspection	
PLT	Platoon primary level training	
PM	Provost marshal (police chief)	
PMOS	Primary military occupational specialty	
PMS	Production management system	
POA	Power of attorney	
POC	Point of contact	
POE	Point of embarkation	
POI	Program of Instruction	
POV	Privately owned vehicle	
PPI	Personal presentation items	
PT	Physical training	
PX	Post exchange	
PZ	Primary zone	
QA	Quality assurance	
QM	Quartermaster	
QNE	Quality not enlisted	
QOL	Quality of life	
QTRS	Quarters (living area)	
RA	Regular Army	
RBMS	Recruiter Basic Management System	

RC	Reserve Component	
RD	Rear detachment	
		1.01.18
RDC	Rear detachment commander	
RDF	Rapid deployment force	
R&D	Research and development	
REA	Recruiter Expense Allowance	
REACT	Rapid Electronic Advertising Coupon Transmission	
RECSTA	Recruiting Station	
REG	Regulation	
REGT	Regiment	
R&R	Rest and recreation	
RFO	Request for orders	
RIF	Reduction in force	
RO	Roundout	
ROTC	Reserve Officer Training Corps	
RS	Recruiting Station	
RSID	Recruiting station identification designator	
SBP	Survivor Benefit Plan	
SC	Station commander	
SD	Staff duty	
SDAPP	Special duty assignment proficiency pay	
SDNCO	Staff duty noncommissioned officer	
SDO	Staff duty officer	
SFA	Soldier and family assistance program manager	
SES	Senior Executive Service (senior civilian employee grades)	
SGLI	Servicemen's Group Life Insurance	
SIDPERS	Standard Installation/Division Personnel Reporting System	
SITES	Standard installation topics exchange service	
SJA	Staff Judge Advocate	
SMI	Supplemental Medical Insurance	
SOCOM	Special Operations Command	
SOP	Standard operating procedure	
SQD	Squad, a unit within a platoon	
SQT	Skills qualification test	
SRB	Selective reenlistment bonus	
SSN	Social security number	
STARC	State Area Command	
SZ	Secondary zone	
TAG	The Adjutant General	
TAIR	Total Army involvement to recruiting	
TASC	Training and support center	
TCO	Test control officer	
TDY	Temporary duty	

TIG	Time in grade	
TLA	Temporary living allowance	1.01.19
TMP	Transportation motor pool	
TPU	Troop program unit	
TRADOC	Training and Doctrine Command	
TTAD	Temporary tour active duty	
TTE	Transitional training and evaluation	
USA	United States Army	
USAR	United States Army Reserve	
USARC	United States Army Reserve Command	
USAREC	United States Army Recruiting Command	
USARF	United States Army Reserve Forces (Schools)	
USO	United Service Organization	
UTA	Unit training assembly	
VA	Department of Veterans Affairs (formerly Veterans Administration)	
VHA	Variable housing allowance	
VIP	Very important person	
VOLAR	Volunteer Army	
WG	Wage grade	
WO	Warrant officer	
WOAC	Warrant Officer Advanced Course	
WOC	Warrant Officer Candidate Course	
WOFT	Warrant Officer Flight Training	
WOSC	Warrant Officer Senior Course	
XO	Executive officer	

TERMS

ACCOMPANIED TOUR	Tour of duty with family members
ACTIVE ARMY	On active duty
ADVANCED PAY	Payment before (duty performed) actually earned
ALERT	Emergency call to be ready
ALLOTMENT	Designated payment by soldier or civilian employee to bank or individual
ALLOWANCE	Pay and special compensation
APPLICANT	A person who has begun processing for enlistment into the Regular Army or the Army Reserve
ARMY COMMUNITY SERVICE	Provides family supports services on installation for active duty members And retirees, civilian employees, and their families; Reserve Component members see Family Program Coordinator
ARTICLE 15	Disciplinary action

BARRACKS/BILLETS	Place where soldiers live	
BED CHECK	An accounting for soldiers	1.01.20
BENEFITS	Medical, dental, commissary, PX, etc.	
CADRE	Leadership at training level	
CAISSON	Artillery vehicle	
CAREER DAY	A prescribed day in high school, college. Or vocational school to give students an opportunity to discuss employment and educational opportunities with military institutions and businesses	
CAREER PROGRAM	Grouping of civilian employee positions at grades G-11 and higher in the same career field; Army has 21 career programs	
CAT I-III A	Applicants scoring 50 or more on the ASVAB (considered a quality applicant)	
CHAIN OF COMMAND	Leadership structure	
CHAIN OF CONCERN	An informal self-help channel for family members and others involved with a unit or organization	
CHAPLAIN	Military minister, priest, rabbi or pastor	
CLASS As	Green slacks/skirt, light green shirt, tie or neck tab, and jacket	
CLASS Bs	Green slacks/skirt, light green shirt, and optional sweater without jacket	
CLEARING	Obtaining official release from post	
CODE OF CONDUCT	Rules by which a soldier must live	
COLORS	National and unit/organization flags	
COMMISSARY	Grocery store for the military	
COMBAT SERVICE STRIPES	Stripes for time served in combat	
CONTACT	A signed document specifying conditions, standards, and terms of enlistment into an Army program	
COURT MARTIAL	Trial system within the Army	
COURTESY SHIP	The admittance of an individual previously processed by a different MEPS into the Delayed Entry Program	
DAY ROOM	Recreation area in soldier lodging	
DEP LOSS	An enlistee separated from the DEP by official published orders	
DEPLOYMENT	Soldier or civilian employee sent on a mission without family members	
DETAIL	A job or assignment	
DETAILED RECRUITERS	A recruiter who is on his/her initial term of recruiting. This term is currently 4 years. The recruiter cannot request reassignment during this time	
DIRECT DEPOSIT/SURE PAY	Soldiers or civilian employee's guaranteed check to bank	
DINING IN	Formal social gathering for soldiers only	
DINING OUT	Formal social gathering with spouses	
DISCHARGE	Departure from active duty	
DOGTAGS	Identification tags worn by soldiers	
DRESS BLUES	Informal attire with four-in-hand tie/formal attire with bow tie	
DRESS MESS	Formal attire; short jacket equivalent to "white tie and tails"	
DUTY ASSIGNMENT	Job/place while on active duty	

ELOPER	An individual, not under contract, who departs the MEPS without authorization prior to completion of processing, or an individual who departs the station with permission, but fails to return to complete processing
ENLISTEE	An applicant who has taken the oath of enlistment into the DEP
ERRONEOUS ENLISTMENT	An enlistment that later proved to be invalid because the individual failed to meet the qualifications for enlistment and the disqualifications were not detected until after the individual came on active status
ESPRIT DE CORPS	Moral within unit or organization
FAMILY ADVOCACY	Program that assists with child and spouse abuse problems
FAMILY CARE PLAN	Written instructions for care of family members while sponsor is away from duty station (can include provisions for finances, wills, and guardianship)
FAMILY PROGRAM COORDINATOR	Provides family support services to Reserve Component members and families; active duty and civilian employees see Army Community Service
FAMILY SUPPORT GROUP	Organization of family members, volunteers, and soldier/civilian employees belonging to a unit/organization that together provide an avenue of mutual support and assistance and a network of communication among the family members, the chain of command, and community resources
FAMILY SYMPOSIUM	Brigade and USAREC conferences held to identify issues pertaining to the recruiting soldier and their family members, and to provide recommendations on enhancing the quality of life of USAREC personnel
FIELD DAY	Designated day for military displays
FIELD GRADE	Majors, lieutenant colonels, and colonels
FORMATION	Gathering of soldiers in a prescribed way
FRAUDULENT ENLISTMENT	Deliberate misrepresentation, omission, or concealment of facts by a recruiter, an applicant or both, which, if known at the time of enlistment would have resulted in rejection of the enlistee
FROCK	Assume next higher grade without pay
FRUIT SALAD	Ribbons and medals worn on uniform
FULL PRODUCTION RECRUITERS	Recruiters who have a full assigned mission
GARRISON	Post or community
GEAR	Equipment used by soldiers or civilian employees
GI BILL	Education entitlement
GI PARTY	Clean up duty
GRADE	Corresponds to pay level of soldier or civilian employee (e.g., E-3, O-1, or GS-4)
GREEN BERETS	Special forces

GUARD MEMBER	Military member of the Army of Air National Guard	
GUEST HOUSE	Temporary living quarters	1.01.22
GUIDON	Unit identification flag (“Flag that troops rallied ‘round.”)	
HARDSHIP TOUR	Unaccompanied tour of duty	
HASH MARKS	Stripes for enlisted members’ time in service	
HAZAEDOUS DUTY PAY	Extra pay for duty in hostile area	
HOUSING OFFICE	Where you check in for housing	
ID CARD	Identification card issued to legally recognized members of America’s Army family	
INSIGNIA	Indicated branch of soldiers	
JODY CALL	Troop cadence for marching and running	
JUMP MASTER	Person supervising paratroopers on a jump exercise	
JUMP PAY	Extra pay for jump status	
JUNGLE BOOTS	Special boots for tropical climates	
K-9	Dogs trained for military police service	
KLICK	Slang for kilometer	
LATE SHIP	Applicant who enlists after the scheduled reception station date	
LATRINE	Toilet	
LEAD	Information pertaining to a potential prospect for the Army	
LEAVE	Approved time away from duty	
LOCATION ALLOWANCE	Allowance received for PCS move	
LOGISTICS	Equipment and support needed for performance	
MANDATORY MOBILITY	Civilian employee position that requires an employee to relocate	
MEDIVAC	Medical evacuation	
MET TESTING	Mental testing administered to prospects in order to determine whether or not applicant is qualified for enlistment and what jobs (MOSs) applicant is qualified to choose	
MISSION	The purpose of a given job	
MISSION ACCOMPLISHMENT	Fulfilling minimum requirements of the mission	
MISSION BOX	Form depicting the assignment of the recruiting mission category (RA and USAR) from HQDA down to recruiters	
MOTOR POOL	Area where official vehicles are kept	
OBJECTIVE	The number of enlistments in all categories which the recruiter, station, company, and battalion must obtain during any given time	
OPTION DISPLAY SHEET	A one-page, two-copy document which helps the guidance counselor in designing an enlistment program based on aptitude and individual desires	

ORDERLY ROOM ORDERS	Company office Spoken or written instructions to soldier	1.01.23
OWNERSHIP	A recruiter's sense of responsibility for the applicant and his/her total processing treatment as an applicant	
PLANNING GUIDE	An essential recruiter management tool to plan daily and monthly activities	
PLATOON	Several squads within a company	
POLICE CALL	Clean up	
POST EXCHANGE	Army department store	
POWER OF ATTORNEY	Legal document permitting a person to act on behalf of another	
PROCESSING LIST	Provides a daily activity log for each recruiter through which the station commander can monitor prospects/applicants though the processing cycle	
PRODUCTION TEST	A test administered solely for the purpose of enlistment	
PROSPECT	An individual who has directly indicated interest in an enlistment or commission to a recruiter	
PROTOCOL	Customs and courtesies	
QUARTERS	Government housing for married soldiers	
RANK	Official title of soldier (also relative position within a military grade such as sergeant or captain)	
RECRUIT	A person distinguishable from a civilian by his uniform and a soldier by his gait	
RECRUITER CANDIDATE	An individual selected for assignment as a recruiter who has not completed the ARC	
REQUEST	Recruiter Quota System-Nationwide computer network accessed by the guidance counselor to put the applicant in an MOS needed by the Army and reserve the training for the applicant	
REGRETS ONLY	Respond only if not attending	
RESERVE COMPONENT	Army and Air National Guard and U.S. Army Reserve (and equivalent in other services)	
RESERVES	U.S. Army Reserves	
RETREAT	Bugle/flag ceremony at end of day	
RE-UP	Reenlist	
REVEILLE	Bugle/flag ceremony at beginning of day	
RINGER	An individual who attempts to process under a false name to qualify another individual for enlistment	
ROSTER	List of members	
RSVP	Reply whether or not you can attend	
RUFFLES AND FLOURISHES	Musical honors for general officers and equivalent ranking officials	

SALES CLOSING BOOK	Booklet used by recruiters to explain the education program, pay and allowance, computations, veterans benefits, and USAR enlistment benefits to prospective enlistees	
SEPERATION PAY	Pay for unaccompanied duty	1.01.24
SHIP	To transport an enlistee to a reception station. Often used by recruiters with reference to transporting prospects and applicants to MEPS	
SHORT TIMER	Person with short time left to serve on active duty	
SHORT TOUR	Unaccompanied tour	
SHORTFALL	The portion of an assigned recruiting objective that is not met	
SICK CALL	Specific block of time for medical attention	
SPACE A	Space available	
SPONSOR	Person who is salaried by the government	
SPORTS CLINIC	Instructional exhibitions in high school and local sports areas given by Army athletes. Programs are sponsored by the local recruiter	
SQUAD	Smallest tactical unit in the Army	
STRAIGHT SHIPPER	An individual who completes medical and mental processing to include HIV test results, enlists Regular Army, and ships to a reception station in a single day	
SUBSISTENCE	Food allowance	
SURE PAY/DIRECT DEPOSIT	Soldier's or civilian employee's guaranteed check to bank	
TAPS	Last call of the day	
TA50	Field gear	
UCMJ	Uniform Code of Military Justice	
UNIT REFERRAL	Information provided by a member of a troop unit program pertaining to an official prospect for USAR enlistment	
UNQUALIFIED APPLICANT	Input of inflated aptitude scores of other qualification data which is not valid	
VERIFICATION RETEST	A retest when there is reasonable evidence to indicate that the production test scores are suspicious	
VOLUNTEER	A person willing to offer him or herself freely to assist others	
WALK-IN	A potential enlistee who walks into a recruiting station without prior contact from a recruiter. Also refers to a person who arrives at the MEPS for processing without prior notification or being schooled for processing	
X-118	Office of Personnel Management Handbook X-118; contains qualification standards for all civilian employee jobs	
ZERO PRODUCTION RECRUITERS	Recruiters assigned to a battalion less than 30 days have no assigned objectives	
ZERO ROLLERS	A recruiter who fails to enlist anyone in a given month	

OFFICER GRADES

GA General of the Army (5 star)
 GEN General (4 star)
 LTG Lieutenant General (3 star)
 MG Major General (2 star)
 BG Brigadier General (1 star)
 COL Colonel
 LTC Lieutenant Colonel
 MAJ Major
 CPT Captain
 1LT First lieutenant
 2LT Second lieutenant

ENLISTED GRADES

SMA Sergeant Major of the Army
 CSM Command sergeant major
 SGM Sergeant major
 1SGT First sergeant
 MSG Master sergeant
 SFC Sergeant first class
 SSG Staff sergeant
 SGT Sergeant
 CPL/SPC Corporal/specialist
 PFC Private first class
 PV2 Private E-2
 PVT Private E-1

CW5, CW4, CW3, CW2
 W1

Chief Warrant Officer (also known as W5, W4, W3, W2)
 Warrant Officer (also known as WO1)

MILITARY STAFF POSITIONS

G1/S1 Personnel
 G2/S2 Intelligence
 G3/S3 Training/operations
 G4/S4 Supply/logistics
 G5/S5 Civil-military

NOTE: "G" staff is division level and higher and "S" staff is at the brigade and battalion levels. Military staff positions and grades and terms such as division, brigade, battalion and company will be covered in more detail in AFTB Course 1.02, "The Chain of Command and the Chain of Concern."

MILITARY BRANCHES

Army
 Navy
 Air Force
 Marine Corps
 Coast Guard

MAJOR ARMY COMMANDS

AMC U.S. Army Material Command

EUSA	Eight U.S. Army
FORSCOM	Forces Command
INSCOM	U.S. Army Intelligence and Security Command
MDW	U.S. Army Military District of Washington

1.01.26

MEDCOM	Medical Command
MTMC	Military Traffic Management Command
TRADOC	U.S. Army Training and Doctrine Command
USACE	U.S. Army Corps of Engineers
USACIDC	U.S. Army Criminal Investigation Command
USAISC	U.S. Army Information Systems Command
USAREUR	U.S. Army, Europe, and Seventh Army
USARPAC	U.S. Army Pacific
USARSO	U.S. Army South
USAOC	U.S. Army Special Operations Command
USAREC	U.S. Army Recruiting Command

MILITARY TIME

1:00 a.m.	0100	1:00 p.m.	1300
2:00 a.m.	0200	2:00 p.m.	1400
3:00 a.m.	0300	3:00 p.m.	1500
4:00 a.m.	0400	4:00 p.m.	1600
5:00 a.m.	0500	5:00 p.m.	1700
6:00 a.m.	0600	6:00 p.m.	1800
7:00 a.m.	0700	7:00 p.m.	1900
8:00 a.m.	0800	8:00 p.m.	2000
9:00 a.m.	0900	9:00 p.m.	2100
10:00 a.m.	1000	10:00 p.m.	2200
11:00 a.m.	1100	11:00 p.m.	2300
12:00 noon	1200	12:00 midnight	2400

This information completes Army Family Team Building Course 1.01, Military Terms, Acronyms, Customs and Courtesies. Please answer the following multiple choice and open ended questions about what you have just learned before going on to 1.02, The Chain of Command and the Chain of Concern.

QUESTIONS

Military Terms, Acronyms, Customs and Courtesies (AFTB 1.01)

Materials needed to take examination:

Subcourse (AFTB 1.01) information, an ink pen, and an AFTB exam response sheet (answer sheet).

If more space is needed for answers to the open ended questions, please attach an 8 ½ X 11 sheet of paper. You do not need to type your responses, but please so ensure that your handwriting is legible. There is only 1 correct answer for each item.

QUESTIONS 1-6 refers to the following scenario: Your spouse rushes into the house and says, “Honey, I’m sorry I’m so late. I had to PR with the Station Commander and it took a long time to refine my LRL for my phone power tomorrow. We also discussed the uniforms for the upcoming ATC. That reminds me, I need my PFU washed and my BDUs picked up from the cleaners ASAP. Thanks Dear.”

1. What does the acronym PR refer to?
 - a. Play racquetball
 - b. Plant roses
 - c. Performance review
 - d. Produce reports

2. Who is the station commander?
 - a. The First Sergeant
 - b. The Company Commander
 - c. The Immediate Supervisor
 - d. The highest ranking person in the office

3. What is a LRL?
 - a. Low ranking louse
 - b. Lead Resource List
 - c. Lead Refinement List
 - d. Lead Replacement List

4. What is an ATC?
 - a. All Training Conducted Seminar
 - b. Army Training Conference
 - c. Annual Teacher’s Course
 - d. Annual Training Conference

5. What is a PFU?
 - a. Potty Training Uniform

- b. Physical Fitness Uniform
- c. Practice Fitness Uniform
- d. Play Football Uniform

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6. What are BDUs?
- a. A type of plant
 - b. Battle Down Uniform
 - c. Brigade Detachment Uniform
 - d. Battle Dress Uniform

QUESTIONS 7-13 are based on the following scenario: You are given a form to fill out. This information is FOUO. The form asks for the Sponsor's name, address, SSN, HOR, duty assignment and grade. You have indicated the Sponsor is AD with an ETS date of 2005JUN03.

7. Who is the **sponsor**?
- a. Spouse of soldier
 - b. Soldier's next of kin
 - c. Soldier only
 - d. Person who is salaried by the government
8. What is a **grade**?
- a. Pay level of soldier
 - b. Class ranking of a soldier
 - c. Mass position on evaluation
 - d. Primary MOS of a soldier
9. A **HOR** is-
- a. Place of birth
 - b. Home of record
 - c. Duty address
 - d. Present address
10. The sponsor's **duty assignment** is-
- a. rank
 - b. job or place while on active duty
 - c. job description
 - d. MOS
11. **FOUO** indicates-
- a. information confidential
 - b. for official use only
 - c. to be entered in a computer system
 - d. obsolete and soon to be replaced

12. The sponsor's **ETS** is-
 - a. Estimated time of separation
 - b. date of birth
 - c. time in service
 - d. amount of leave a sponsor is entitled to

13. **AD** refers to-
 - a. active duty
 - b. Department of the Army
 - c. Adjutant
 - d. a particular deduction from a soldier's LES

14. This event is specific for greeting and introduction, not for conversation
 - a. coffee
 - b. tea
 - c. receiving line
 - d. change of command

15. A gathering for recognition of service, achievement or valor is:
 - a. coffee
 - b. promotion ceremony
 - c. award ceremony
 - d. retirement ceremony

16. A function to welcome newcomers and say goodbye to those who are leaving is:
 - a. retreat
 - b. change of command
 - c. hail and farewell
 - d. receiving line

17. Ceremony in which the passing of authority and responsibility from one Commander to the next occurs:
 - a. retirement
 - b. change of command

 - c. hail and farewell
 - d. reveille

18. TRUE or FALSE: When the flag is raised or lowered at any given time of the day it is the law that both military and civilian personnel stand at attention and either salute or place their right hand over their heart.
 - a. true

b. false

Open Ended Question:

19. Write a paragraph using as many terms and acronyms as you can in regard to some aspect of recruiter life. It can be fiction or non-fiction, amusing, wacky, sad or serious. Have fun!

Army Family Team Building (AFTB) Correspondence Course
Military Terms, Acronyms, Customs and Courtesies
AFTB Course 1.01
ANSWER SHEET

1. a. _____
b. _____
c. _____
d. _____

2. a. _____
b. _____
c. _____
d. _____

3. a. _____
b. _____
c. _____
d. _____

4. a. _____
b. _____
c. _____
d. _____

5. a. _____
b. _____
c. _____
d. _____

6. a. _____
b. _____
c. _____
d. _____

7. a. _____
b. _____
c. _____
d. _____

8. a. _____
b. _____
c. _____
d. _____

9. a. _____
b. _____
c. _____
d. _____

10. a. _____
b. _____
c. _____
d. _____

11. a. _____
b. _____
c. _____
d. _____

12. a. _____
b. _____
c. _____
d. _____

13. a. _____
b. _____
c. _____
d. _____

14. a. _____
b. _____
c. _____
d. _____

15. a. _____
b. _____
c. _____
d. _____

16. a. _____
b. _____
c. _____
d. _____

17. a. _____
b. _____
c. _____
d. _____

18. a. _____
b. _____

Army Family Team Building (AFTB) Correspondence Course
Military Terms, Acronyms, Customs and Courtesies
AFTB Course 1.01
ANSWER SHEET
Page 2

19.

AFTB Course 1.02
The Chain of Command and the Chain of Concern

Course Description:

Defines the military chain of command, emphasizing command structure, symbols, and the explanation of military grade and staff positions (including the civilian employee equivalents). Explains the intent of the chain of concern in providing assistance to the families within a unit or organization.

The purpose of this class is to familiarize you with the chain of command and the chain of concern. By the end of this course you should be able to:

1. List the five branches of the Department of Defense.
2. List the three parts of the organization of America's Army.
3. Identify the progression of Army staff structure, given an outline of Army command levels.
4. Match related Army grades, symbols and ranks.
5. Identify the progression of an installation's organization.
6. Choose four of the six components that define a Chain of Concern.
7. Define a Family Support Group, and identify an FSG's four missions.

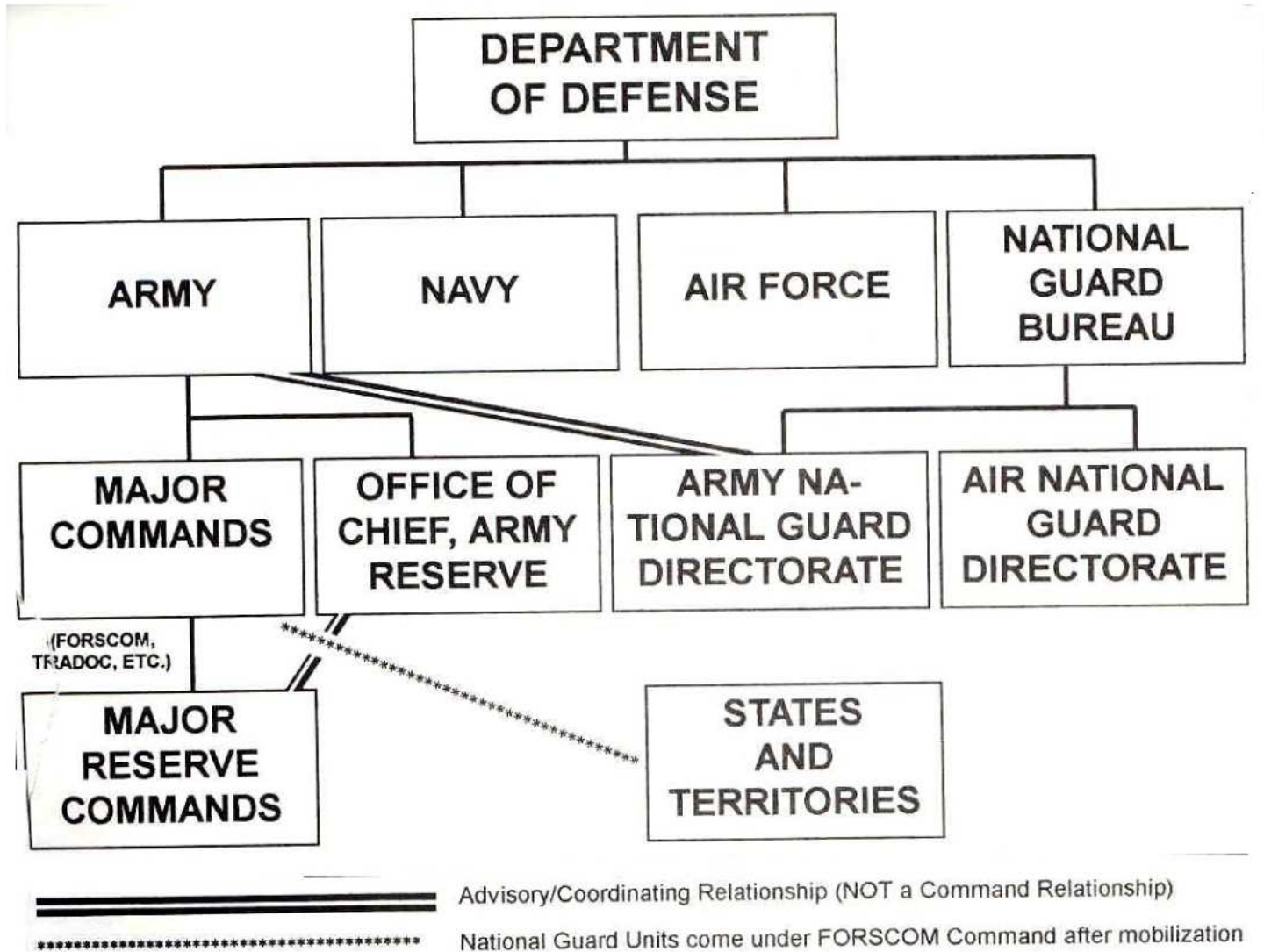
First let's look at America's Army as a whole.

America's Army is composed of the Active Component, which includes all active forces, civilian employees, and the Reserve Components, which are the Army National Guard and the U.S. Army Reserve. Note that all mobilized military members are considered Active Component soldiers.

Let's see how the Active and Reserve Components of America's Army fit into the big picture.



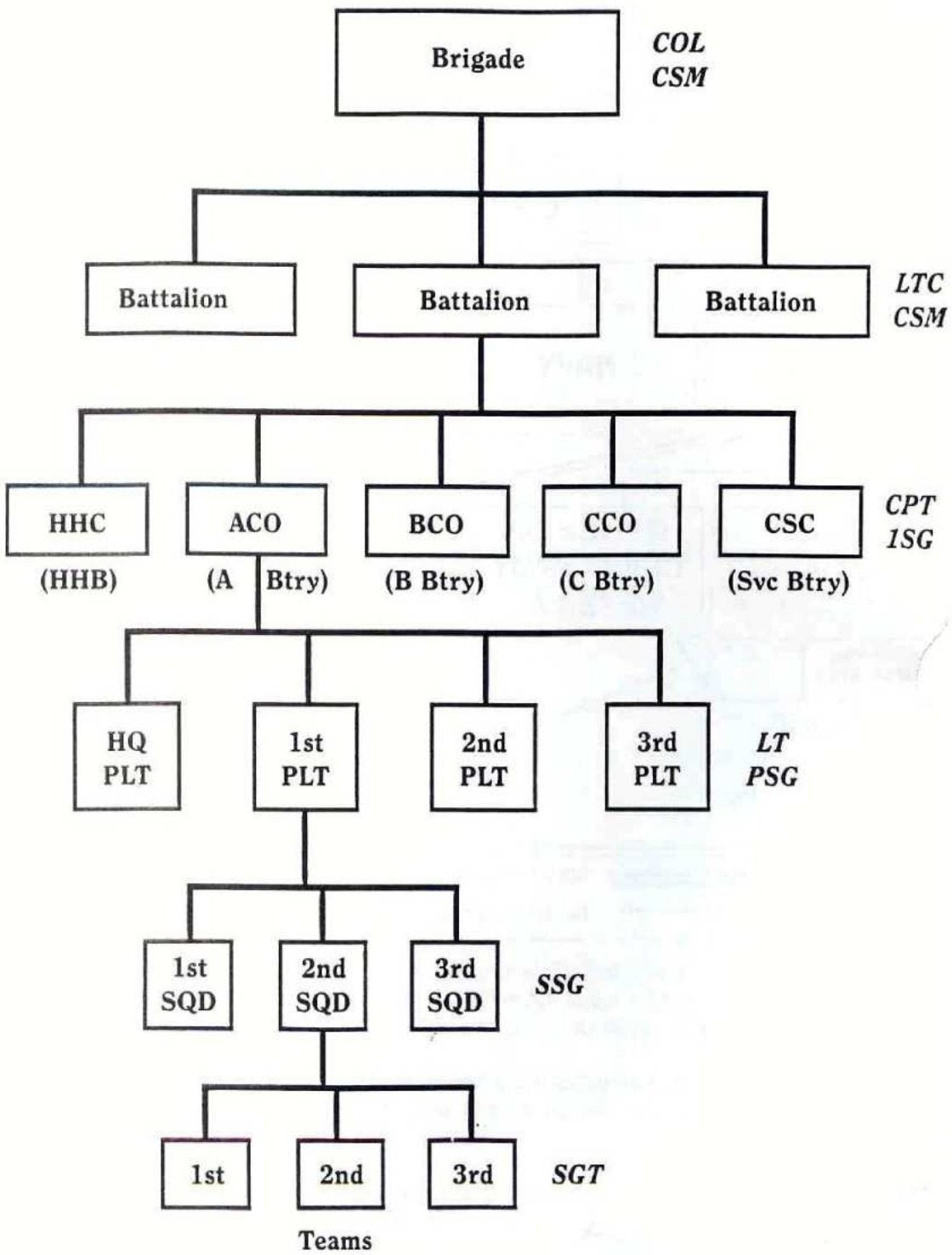
As you are looking at the chart, it is important to remember that America's Army is an organization consisting of both soldiers and civilian employees.



The chain of command provides the official framework on which America's Army is built, and consists of a number of organizations that the military refers to as units. The civilian equivalent of a unit is often referred to as an organization or activity.

As you can see from the chart on page 1.02.03, each unit or organization has a specific composition and person in charge – from the brigade commander, who is a colonel, down to the team or platoon leader, who is a sergeant.

In the chart on page 1.02.04, you can see the differences between a typical garrison unit and a recruiting battalion in regard to the chain of command. Where does you sponsor fall within the chart?



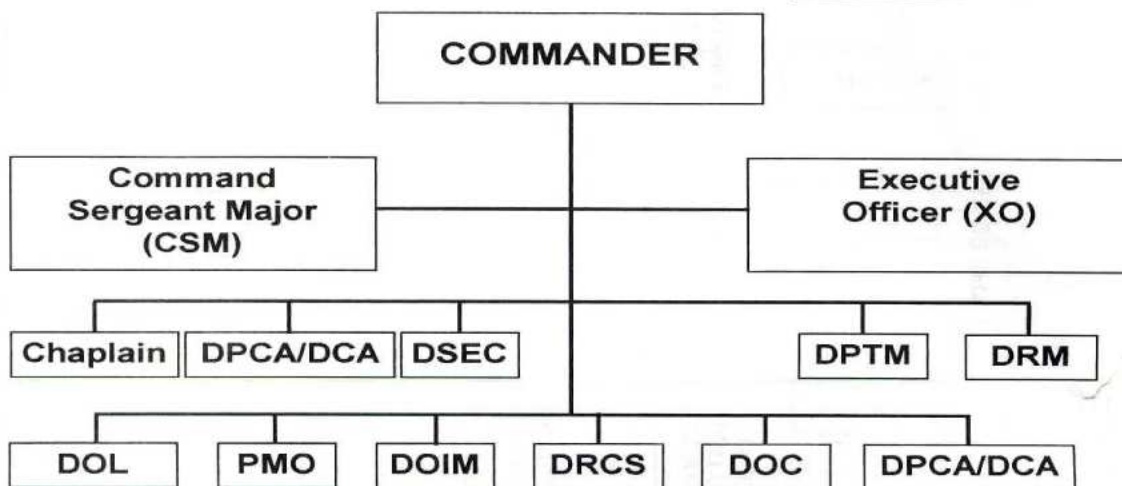
**USAREC COMMAND
AND COMPOSITION**

**US ARMY
COMMAND
AND COMPOSITION**

<u>Unit</u>	<u>Composed of</u>	<u>Commanded by</u>
Battalion	HQ 4-6 Companies	LTC (CSM)
Company	HQ 4-7 Stations	Captain (1SG)
Station	3-8 Recruiters	SSG or SFC

<u>Unit</u>	<u>Composed of</u>	<u>Commanded by</u>
Battalion	HQ 4-6 Companies	LTC (CSM)
Company (Battery/ Troop)	HQ 2 or more Platoons	Captain (1SG)
Platoon	2 or more Squads	Lieutenant (Platoon SGT)
Squad	7-11 Soldiers	Staff SGT

The charts on pages 1.02.04 (below) and 1.02.5 show battalion and company structure and the military and civilian grades and ranks of personnel making up these structures. Take a look at these now. Remember, variations can occur at any level of the Army unit/organization-for example, at an installation-level agency such as DPCA (Director of Personnel and Community Activities).



DPCA/DCA = Directorate of Personnel and Community Activities/Directorate of Community Affairs. DSEC = Directorate of Security. DPTM = Directorate of Plans, Training and Mobilization. DRM = Directorate of Resource Management. DOL = Directorate of Logistics. PMO = Provost Marshal's Office. DOIM = Directorate of Information Management. DRCS = Directorate of Reserve Component Support. DOC = Directorate of Contracting. DEH/DPW = Directorate of Engineering and Housing/Directorate of Public Works.

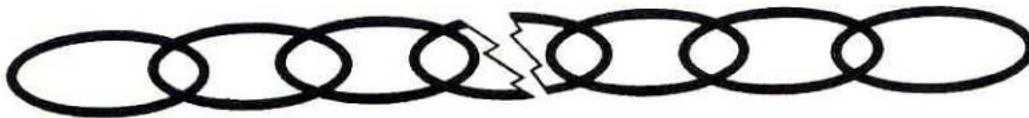
Now that we have discussed the chain of command, let's talk about the chain of concern. The chain of concern is the unofficial framework that provides family members with guidance, support, knowledge, information and assistance.

Chain of Concern: A Definition

A CHAIN OF CONCERN –

- Is an informal self-help channel for family members and others involved with a unit/organization
- Is usually structured along the lines of a chain of command...but not always. It may be different each place that you live.
- Consists of volunteer members.
- Is voluntarily implemented.
- Provides assistance to families
- Assists commanders in helping families.

A chain is only as strong as its weakest link.



Be a part of the chain of concern...Don't be a missing link!

As you can see, the chain of concern is an informal self-help channel for family members and others involved with a unit or organization. The chain of concern is used for passing on and receiving information from the command, families, and resources. Please note that these lines of communication go *both ways*. Family members need to be aware that the chain of concern is successful only when these lines of communication are in place.

The chain of concern is usually organized much like the chain of command, from the company through the brigade levels. The members of the chain of concern may often be the points of contact for family members and others associated with the unit or organization. However, they may also be other members of the group that have been designated by the commander or who have volunteered to be the person through whom the information for family members flows.

And, going hand-in-hand with a chain of command, let's take a look at the Family Support Group.

Family Support Group Definition (Department of the Army Pamphlet 608-47)

An organization of family members, volunteers, and soldiers or civilian employees belonging to a unit or

organization that together provide an avenue of mutual support and assistance and a network of communication among the family members, the chain of command, and community resources.

Each family support group will reflect the particular needs of the unit or organization and of the families who are members. A Special Forces unit at Fort Bragg would have a group with needs very different from a family support group at a training installation, a Guard or Reserve unit or organization, or a Recruiting Brigade. Despite the differences, however, family support groups, which are the Army's largest volunteer program, all have the same basic goal: to support soldiers, civilian employees, and their families.

Family Support Groups change and adapt as the people come and go to a particular unit or organization. There may be times when a particular FRG is very active in area beautification, the Toys for Tots Program, a Thanksgiving Food Drive, or Fund Raising. Then, if you were to take another look at the same group in 6 months, the focus of the group may be totally different. The one constant in Family Support is just that – support. People make up a team and all the successes and failures of any particular team is shared equally among the members. If needful spouses or families are falling between the cracks then the whole FRG suffers.

Take a look at the Mission Statement for a Family Support Group:

Family Support Group Mission

FAMILY SUPPORT GROUPS –

- Help families become more knowledgeable and independent
 - Promote more efficient use of community resources
 - Reduce soldier and family member stress
 - Increase attention to the mission
-

These objectives are extremely important in the grand scheme of the Army. Family Support Groups are the backbone of the chain of concern. Without them there is no information and therefore rumors get started and problems, concerns and even fears can run out of control.

This information completes Army Family Team Building Course 1.02, The Chain of Command and the Chain of Concern. Please answer the following multiple choice and open ended questions about what you have just learned before going on to 1.03, Introduction to Military and Civilian Community Resources.

QUESTIONS

The Chain of Command and the Chain of Concern (AFTB 1.02)

Materials needed to take examination:

Subcourse information (AFTB 1.02), an ink pen, and an AFTB exam response (answer) sheet. If more space is needed for answers to the open ended questions, please attach an 8 ½ X 11 sheet of paper. You do not need to type your responses, but please do ensure that your handwriting is legible. There is only 1 correct answer for each item.

1. The three components of the United States Army are:
 - a. soldiers, spouses, and civilian employees
 - b. soldiers, civilian, employees and recruiters
 - c. soldiers, recruiters, and National Guardsmen
 - d. active duty, national guard, and reserves

2. A captain's rank insignia consists of:
 - a. 2 gold bars running horizontally
 - b. 2 silver bars running horizontally
 - c. 2 gold bars running vertically
 - d. 2 silver bars running vertically

3. The correct order for the grades O-7 – O-10 (the rank of general) is:
 - a. Brigadier General, Major General, Lieutenant General, General
 - b. Major General, Brigadier General, Lieutenant General, General
 - c. General, Lieutenant General, Major General, Brigadier General
 - d. Lieutenant General, Major General, Brigadier General, General

4. Which rank insignia has a star in the center of three stripes and three rockers?
 - a. Master Sergeant
 - b. Lieutenant Colonel
 - c. Sergeant Major
 - d. Staff Sergeant

5. TRUE or FALSE: All soldiers grades E-5 through E-9 are sergeants.
 - a. true
 - b. false

6. What grade is a lieutenant colonel?
 - a. O4
 - b. E8
 - c. O7
 - d. O5

Open Ended Questions:

7. List the five branches of the Department of Defense.
8. Describe the difference in command structure between a regular garrison unit and a recruiting battalion.
9. List the 4 parts of the definition of the chain of command.
10. List the positions and people in your spouse's chain of command.
11. List four of the six components that define a chain of concern.
12. Define a Family Support Group in your own words.
13. Identify the four missions of a Family Support Group.

Army Family Team Building (AFTB) Correspondence Course
The Chain of Command and the Chain of Concern
AFTB Course 1.02
ANSWER SHEET

1. a. _____
b. _____
c. _____
d. _____

2. a. _____
b. _____
c. _____
d. _____

3. a. _____
b. _____
c. _____
d. _____

4. a. _____
b. _____
c. _____
d. _____

5. a. _____
b. _____

6. a. _____
b. _____
c. _____
d. _____

7.

8.

9.

10.

11.

12.

13.

AFTB Course 1.03

Introduction to Military and Civilian Community Resources

Course Description:

Provides an overview of the resources within both the military and civilian communities. Charts and lists included are the same as materials provided to soldiers and civilian employees during similar courses and can be used as a checklist during departures, deployments, and other important events.

On the following list are some of the military resources found in and around your nearest installations. Let's go over these:

- Director of Personnel and Community Activities (DPCA)
 - Army Community
 - Family Member Employment Assistance Program
 - Financial counseling/planning
 - Information and referral
 - Relocation assistance
 - Special interest classes (parenting)
 - Family advocacy (child and spouse abuse prevention)
 - Loan closet and food locker/assistance
 - Drug and Alcohol Programs (know by various names such as Community Counseling Center or Alcohol and Drug Abuse Prevention Control Program – ADAPCP)
 - Sports programs and facilities
 - Child care facilities
 - Youth activities and services
 - Civilian personnel office
- Family Program Coordinator (Reserve Components)
- Exceptional Family Member Program (EFMP)
- Chaplain's office
- Staff Judge Advocate (SJA)
- State Area Command (STARC)
- Major United States Army Reserve Command (MUSARC)
- Medical department activity (MEDDAC)
- School system (to include higher education)
- Libraries
- Army Continuing Education Services (ACES)
- Army Career and Alumni Program (ACAP)
- Army Emergency Relief
- Family support group leader

The following list are the Recruiting Resources in you community that you may want to make yourself aware of:

Family Assistance Committee - Volunteers from each Recruiting Company and Recruiting Station. They advise the Soldier and Family Assistance (SFA) Program Manager at the Battalion and plan for the annual Family Team Building Workshops. They serve as points of contact for the Soldier and Family Assistance (SFA) Program Manager.

Soldier and Family Assistance (SFA) Program Manager – A professional civilian position at each Recruiting Battalion who is familiar with the various Army Community Service/Family Support Programs, and with the various supporting social service providers and emergency organizations within the area covered by the boundaries of their Recruiting Battalion. The Soldier and Family Assistance (SFA) Program Manager also provides for orientations and workshops for the command, soldiers and family members.

The SFA also:

1. Works with the Recruiting Brigade SFA to maintain an active volunteer force to work with family support groups, gather information about resources in the local area and pass on information of training.
2. Maintains a referral system for human resource programs through a network of federal, state, local and private agencies.
3. Serves as Health Benefits Advisor (HBA) for military personnel and their families to obtain medical care information needed for treatment through the direct care medical program, TRICARE, CHAMPUS, the family member dental plan, and similar programs.
4. Accesses the CHAMPUS Ready Access Information System (CRAIS) and the CHAMPUS Detail Information System (CDIS) to obtain information for the soldiers/family members on covered procedures and stipulations.
5. Processes direct care claims for active duty soldiers.
6. Advises civilian providers and provider's claims/clerks/family members on covered on procedures and stipulations.

Recruiting Brigade Chaplains have a list of reserve chaplains in your area who may be utilized by any recruiter or family member depending on chaplain availability. The chaplains can help with issues pertaining to religious education, counseling, marriage and family counseling, and human relations issues.

To reach your Soldier and Family Assistance (SFA) Program Manager/Health Benefits Advisor: CALL 1 (800) 790-0963

- Listen to the message
- Push the number for your Brigade
- Push the number for your Battalion SFA or answering machine or call direct

Fill in the following for future reference:

SFA NAME:

OFFICE:

ADDRESS:

PHONE:

In addition, here are examples of civilian resources found in most communities:

- United Services Organization, Inc. (USO)
- Pastors/churches
- Professional counselors
- American Red Cross
- Veterans of Foreign Wars/American Legion/Disabled Veterans Association
- Medical facilities
- School system (Department of Education)
- Local employment offices (Federal, state, city, and county)
- Libraries
- Federal, state, city, county, and local human services agencies/support groups
 - Department of Veterans Affairs (formally Veterans Administration)
 - Department of Social Services
 - Public Health Department
 - United Way agencies
 - Alcoholics Anonymous
 - Young Men's Christian Association (YMCA)
 - Young Women's Christian Association (YWCA)
 - Cooperative Extension Service
 - Young Men's Hebrew Association/Young Women's Hebrew Association
 - Boys and Girls Club of America
 - Salvation Army
 - Legal Aid Center
 - Hotlines
 - Parents Anonymous
- Local Chamber of Commerce
- Marriage counselors
- Psychiatrists
- Psychologists
- Family therapists
- Guidance counselors
- Mental health centers

Now, let's consider a couple of situations that point out some of the problems experienced by military families and where one might go to seek help or guidance.

PROBLEM 1

Janice's husband, Bob, leaves for annual training/field exercises on Friday. Sunday evening the washing machine breaks down. Janice is at home with two small children and a sick baby. Monday morning the phone bill arrives...which Janice cannot afford. Worried because the washing machine has to be repaired, and scared and unsure of what to do, Janice calls the family support group leader. Sharon, the group leader, talks Janice through her problem. She tells Janice to use the yellow pages to find a repairman for

the washing machine and then to call the phone company about the bill. Janice calls several places to get an estimate of the cost to repair the machine and finds that the minimum cost for a house call will be \$40.00. She then calls the phone company's customer service representative and is able to work out a payment schedule within her budget. This enables her to both to pay the telephone bill and have her machine repaired.

Tuesday evening, Sharon calls to check on Janice. Janice is excited to report that she was able to solve the problem on her own. With great pride she writes to her husband about her experience and closes the letter with her newfound self-confidence of being able to handle any problem that arises.

The problem that we just discussed was resolved with the help of another spouse. Now, let's look at another problem and see if you can come up with the best solution.

PROBLEM 2

Jim's wife has deployed. Soon after, Jim discovers his last electric bill is so large that if he pays it, there won't be enough money left to buy groceries for the rest of the month. He calls his friend to ask for advice.

Consider possible solutions to this problem. Present the problem to your spouse and one or two of your friends and see if the answers they come up with differ from yours. Do they suggest using the same resources that you thought of? Is their solution realistic and helpful? Do you think "Jim" would be successful attempting to implement the solution? And most important – did you come up with the community resources that would allow you to successfully solve this problem?

The following is a checklist that will help you be better prepared to handle problems such as the ones we just discussed. It includes the same list of documents sponsors provide their units or organizations, and covers all the information necessary to function in today's society. Going over the list with your sponsor will make you both aware of how important having organized your personal affairs is for hassle-free daily living – and for peace of mind in case of deployment.

Family Checklist

These are things that family members should check on and know about before the sponsor deploys. The Army Community Service (ACS)/Family Program Coordinator (FPC) recommends the following:

MEDICAL

- ✓ Are immunizations for each member of the family up to date?
- ✓ Where are the health and dental records for each member of the family?
- ✓ Who is contacted if medical assistance is needed?
- ✓ Who has medical power of attorney?

FINANCE

- ✓ Will there be money immediately available on a continuing basis during the sponsor's absence?
- ✓ Is there an allotment to be sent to the family bank, or has the sponsor signed for Sure-pay/Direct Deposit?

- ✓ Will the allotment of Sure-pay/Direct Deposit provide for all the necessities to maintain a household?
- ✓ If moving away from the post during the deployment, is there money for this move?
- ✓ What types of accounts does the family have with what banks?
- ✓ Does the family have a safety deposit box? If so, where are the box and key located?
- ✓ Are all credit card numbers written down and in a safe place? What are the companies' numbers and addresses in case of loss or theft?
- ✓ Is the spouse prepared to take complete control of the bank accounts? Does the spouse know not to write a check unless certain there are sufficient funds available?
- ✓ What payment must be made when and to whom (account number, address, and phone number) for:
 - Mortgage/rent
 - Telephone
 - Water and sewage
 - Electricity
 - Trash
 - Insurance
 - Taxes
 - Gas (home heating)
 - Credit cards
 - Other debts (auto payment, furniture, etc.)
- ✓ Who is contacted regarding allotment or Sure-pay/Direct Deposit Problems?
 - For Army Component members, the military pay section/civilian personnel office/finance office at the nearest Army installation or the Army Community Assistance.
 - For Reserve component members, the family assistance center (FAC) or unit rear detachment/family support group for referral.

TRANSPORTATION/AUTOMOBILE

- ✓ Is the spouse familiar with the responsibilities for the automobile?
- ✓ What is the name and address of the company holding the lien?
- ✓ Where is the vehicle's title? Is the registration or a copy in the vehicle?
- ✓ Is the vehicle insurance in the car with the registration or a copy of the registration?
- ✓ Is the spouse insured to drive the vehicle?
- ✓ When is the renewal date for the license plates and safety inspection?
- ✓ Does the spouse have a valid drivers' license and when does it expire?
- ✓ Is a duplicate set of keys available? Where?
- ✓ Is the spouse able to make emergency repairs on the car if the situation arises (overheating, flat tire, dead battery, etc.)?
- ✓ If the spouse doesn't have a vehicle or is not licensed to drive, what transportation arrangements have been made?
- ✓ Who can be called for emergency transportation?

HOUSING

- ✓ Does the spouse know where and how to use the following:
 - The electrical control box (fuse/circuit box) to include replacing the fuses when required?

- The water control valve for shutting off the water in case of an emergency (broken or leaking pipe)?
- The gas control valve for shutting off gas in case of an emergency (leaking pipes or a fire)?
- The name and telephone number of someone to call in case repairs are needed?
- ✓ Does the family have a duplicate set of house keys?

LEGAL ADMINISTRATIVE

- ✓ Are the family members' identification cards up-to-date?
- ✓ Where and how are the cards replaced if one disappears?
- ✓ Does the spouse have power of attorney to take necessary action on important family matters in the sponsor's absence or any special situation expected to arise?
- ✓ Where is the power of attorney kept?
- ✓ Does the family have a copy of everyone's birth certificate?
- ✓ Does the spouse have a copy of his/her marriage certificate?
- ✓ Are there copies of any adoption papers, divorce decrees, or court order awarding custody of children? If so, where are they kept?
- ✓ Does the spouse have copies of Federal and state tax records?
- ✓ Where are the insurance policies kept?
- ✓ Does the family know where the stocks, bonds, or securities are kept?
- ✓ Does the spouse know where any deeds of land the family owns are?
- ✓ Are all important papers safeguarded?
- ✓ Do both the sponsor and the spouse have up to date wills? Where are the kept?
- ✓ If the family is on a housing list, has the housing office been given telephone numbers where the spouse can be reached during the sponsor's absence?
- ✓ Checklist of important documents that should be available"
 - Current identification cards for spouse and children
 - Marriage certificate
 - Divorce decree
 - Automobile tag/registration
 - Wills/burial pan
 - Powers of attorney
 - Insurance policies (auto, life, home, etc.)
 - Adoption papers
 - Letters of naturalization
 - Passports
 - Immunization records
 - Family support handbook

The families of deployed sponsors should always know emergency telephone numbers for the ambulance, police, fire department, poison control center, family practice clinic or doctor, and unit rear detachment commander or family assistance center. They should also know the particular unit/organization the sponsor is in. (Use the space provided on the next page to record this information for ready reference.)

SPONSOR'S DUTY ADDRESS:**EXAMPLE:**

SGT Henry E. Carson
 2nd BN 69th Armor
 A Co.
 Ft. Custer, KS

The list that follows was compiled by Captain Christopher Patterson, Installation Judge Advocate. It is an excellent idea to know where all the things on this list are, even if your spouse "never deploys". Check it over and consider gathering all this information into one file or spot in your house.

LEGAL TIPS: CREATING A MILITARY FAMILY CHECKLIST

By Captain Christopher Patterson, Installation Judge Advocate

It is important for sponsors to have in their possession certain documents and family records. Should an emergency arise, you may need some or all of those documents. Some of the documents listed below may be used often, even when an emergency does not exist.

Gather this information and these documents now and put them in a special container or a safe place so you and your spouse or someone outside of your household knows where they are. Use the checklist below to identify the documents or information you need to have in your possession.

In order for you dependent family members to obtain identification cards and legal benefits upon your deployment, you must provide to your unit/organization the documents indicated by an asterisk (*). If original documents are unavailable, certified copies should be obtained. The documents should be located now and kept available at all times. There may not be time to find them later.

1. *Marriage certificate.
2. *A recent photograph (full face, light background, about 1 x1 ½ " including all of the person's head) for each dependent family members 10 years of age or older.
3. *Birth certificates for all family members.
4. *Adoption or legal guardianship documents.
5. *Court orders awarding legal custody of any children.
6. *For illegitimate children, court orders declaring the natural parent, written admissions of paternity, and related documents.
7. *Statements from licensed doctors or medical officers for dependent children over 21 years of age who are mentally or physically disabled.
8. Name and location of places where unmarried children over 21 but under 23 years of age are enrolled in a full-time course of instruction.
9. Death certificates of deceased members of the immediate family.
10. Shot records for all family members
11. Armed forces identification cards for all dependent family members over age 10.
12. Citizenship records for the sponsor and family if anyone was born outside the United States.
13. With respect to the parents of the sponsor and spouse, full legal names, places of birth, and location of marriage records.

14. Chronological list of places of residence (including dates).
15. Names and addresses of schools the sponsor attended, with dates of attendance and graduation dates.
16. *A list of social security numbers for the sponsor and the sponsor's spouse, children and other dependent family members.
17. The sponsor's and spouse's wills.
18. All power of attorney.
19. A list of all credit card accounts, account numbers, and addresses.
20. A Leave and Earnings Statement (LES), DA Form 3686-1, from within the past year.
21. Copies of Federal and state income tax records for the past 6 years.
22. For insurance policies, a list of companies, policy numbers, types of insurance, addresses, and phone numbers.
23. List of names, addresses and account numbers of your savings and loan associations, banks, trust or holding accounts, safe deposit boxes, and institutions holding certificates of deposit.
24. Names and addresses of fraternal organizations, with list of benefits receivable from membership.
25. Deeds and other title documents relating to real estate, including mortgagees, deeds of trust, abstracts of title, title insurance policies, and notes payable.
26. Certificates of title and registration, warranties, and tax receipts for automobiles, boats, recreational vehicles, and other personal property.
27. Stocks, bonds, certificates of deposit, savings and credit union passbooks, notes receivable, and other evidence of income-producing property.
28. Business agreements including partnership documents, agency contracts, sales contracts, royalties, and residual agreements, and employment contracts.
29. Evidence of beneficial interests in business and joint ventures.
30. Documents designating the sponsor or spouse as an executor or trustee.
31. Documents relating to bankruptcy proceedings.
32. Military and other employment records.
33. Divorce and annulment decrees from prior marriages of the sponsor and spouse, together with documents to receive alimony and child support.
34. Address of the sponsor's registrar of voters (after deployment you will want to arrange or absentee ballots to be sent to your military/home address).
35. Names and addresses of important people who are not listed elsewhere (family members, attorney, business associates, etc.).
36. Consider recording specific instructions regarding the place and manner of burial. If not in your will, such instructions should be left with your family.

To familiar you with some more of the services available at military installations and in the surrounding communities, the following chart lists some possible problems and the installation and civilian agencies where you might be able to receive assistance.

Community Resources Matrix

<u>Problem</u>	<u>Installation Agency</u>	<u>Civilian Agency</u>
Need for marital counseling	Chaplain or community mental Health service	Pastor or professional counselor
Financial counseling	Army Community Service (ACS), Family Program Coordinator (FPC), or Staff Judge Advocate (SJA)	Lawyer, local college, or legal aid center, credit counselor
Drug or alcohol abuse	Community Counseling Center, Alcohol and Drug Abuse Prevention Control Program (ADAPCP)	Alcoholics Anonymous or local counseling center
Legal assistance	SJA	Lawyer or legal aid Center
Mental health	Community mental health service or hospital	Professional counselor or agency
Need for spiritual guidance	Chapel	Church, temple or mosque
Death and illness notification	Red Cross, casualty assistant officer, Chaplain	Red Cross or pastor
Family abuse	ACS, community mental health service, hospital, or chaplain	Parents Anonymous, Department of Social Services, minister or community safe house
Stress Management	Civilian personnel office or ACS Community Counseling Center	Local college or hospital
Crisis management	Hospital or chaplain	Public Health Department or Department of Social Services

This information completes Army Family Team Building Course 1.03, Introduction to Military and Civilian Community Resources. Please answer the following multiple choice and open ended questions about what you have just learned before going on to 1.03a, Introduction to the Army Family Action Planning Program (AFAP).

QUESTIONS

Introduction to Military and Civilian Community Resources (AFTB 1.03)

Materials needed to take examination:

Subcourse (1.03) information, an ink pen, and an AFTB exam response (answer) sheet. If more space is needed for answers to the open ended questions, please attach an 8 ½ X 11 sheet of paper. You do not need to type your responses, but please do ensure that your handwriting is legible. There is only 1 correct answer for each item.

1. The three components of the United States Army are:
 - a. Soldiers, spouses and civilian employees
 - b. Soldiers, civilian employees and recruiters
 - c. Soldiers, recruiters and National Guardsmen
 - d. Active duty, National Guard and Reserves

2. If you need financial assistance and are not located on or near a military installation, who can you get in contact with for help in processing an Army Emergency Relief (AER) application?
 - a. American Red Cross
 - b. Navy Marine Corp Relief Society
 - c. Air Force Aid Society
 - d. All of the above

3. TRUE or FALSE: If your spouse is away there is no way you can get AER help.
 - a. true
 - b. false

4. The form you will need to get the help you need is:
 - a. Power of Attorney
 - b. Military ID Card
 - c. Substantiating documents
 - d. All of the above

5. TRUE or FALSE: Each Recruiting Battalion has access to their own chaplain through their Brigade.
 - a. true
 - b. false

6. TRUE or FALSE: Family members needing assistance with finding a medical provider may call their battalion Soldier and Family Assistance (SFA) Program Manager who is also a trained health benefits advisor.
 - a. true
 - b. false
7. The Battalion SFA is responsible for which Army Community Service Program:
 - a. Health Benefits Advising and Relocation Assistance Program
 - b. Exceptional Family Member Program
 - c. Army Family Team Building Program
 - d. Family Advocacy Program
 - e. All of the above
8. TRUE or FALSE: Battalion Soldier and Family Assistance (SFA) Program Managers have a toll-free number (1-800-790-0963) available 24 hours a day.
 - a. true
 - b. false
9. TRUE or FALSE: Recruiters requiring non-emergency medical care must go through their battalion Soldier and Family Assistance (SFA) Program Manager to obtain a medical control number.
 - a. True
 - b. False

Open Ended Questions:

10. Referring back to the problems discussed in the text, here is a copy of problem 2. Read and consider Jim's problem and answer questions a – f that follow in two or more paragraphs.

Jim's wife has deployed. Soon after, Jim discovers his last electric bill is so large that if he pays it, there won't be enough money left to buy groceries for the rest of the month. He calls his friend to ask for advice.

- a. Consider possible solutions to this problem.
- b. Present the problem to your spouse and one or two of your friends and see if the answers they come up with differ from yours.
- c. Do they suggest using the same resources that you thought of?
- d. Is their solution realistic and helpful?
- e. Do you think that "Jim" would be successful attempting to implement the solution?
- f. And most important – did you come up with the community resources that would allow you to successfully solve this problem?

11. To get a list of military and civic organizations in your area you can call your local _____?
12. There is an Army Family Support office number, 1-800-833-6622 available 7:00 a.m. to 4:30 p.m. EST. You may call this number to get information on Army Quality of Life issues. List at least five questions that you would ask in regard to: Family Support, Single soldier parent questions, Reserve component family member questions, and/or Army finance system questions?
13. What is a Family Support Coordinator/Health Benefits Advisor?
14. List the name, address and phone number of your SFA/HBA.
15. What is the (800) number for the Soldier and Family Assistance (SFA) Program Manager Information?

Army Family Team Building (AFTB) Correspondence Course
Introduction to Military and Civilian Community Resources
AFTB Course 1.03
ANSWER SHEET

1. a. _____
b. _____
c. _____
d. _____

2. a. _____
b. _____
c. _____
d. _____

3. a. _____
b. _____

4. a. _____
b. _____
c. _____
d. _____

5. a. _____
b. _____

6. a. _____
b. _____

7. a. _____
b. _____
c. _____
d. _____
e. _____

8. a. _____
b. _____

9. a. _____
b. _____

10. a. _____
b. _____
c. _____
d. _____
e. _____
f. _____

11.

12.

13.

14.

15.

AFTB Course 1.03a

Introduction to the Army Family Action Planning Program (AFAP)

Course Description:

Provides an overview of the Army Family Action Planning process

It is Army Family Team Building Program's hope that once you complete this portion of the correspondence course you will have a real working knowledge of what the Army Family Action Plan (AFAP) is, how it works, how key people in the process can be reached and what you can do, if you so desire, to get involved in the continuing effort to improve Army quality of life issues.

The following information, (given as a handout in the AFTB classroom course), is a general overview of AFAP. It includes:

- The history and evolution of the AFAP process
- How the plan works from the inception of an idea through the planned implementation of whatever recommendation there is to fix the issue in question.
- Leadership information
- Examples of AFAP issues and their resolutions.
- And information on how you can get involved including important addresses, telephone numbers, and e-mail addresses.

The Army Family Action Plan (AFAP)

EVOLUTION AND OVERVIEW

In the late seventies, Army spouses began taking the initiative to upgrade and improve the standard of living for their families and Army communities. Initially the effort consisted of informal self-help groups. The groups addressed quality of life concerns through installation chains of command – they offered ideas to fix problems, and often put their own volunteer effort toward supporting services authorized by commanders in response to the concerns that had been raised. These community-minded spouses and their commitment to a good standard of living within the Army formed the genesis of the Army Family Action Plan (AFAP).

As the spouses' efforts continued and their successes increased, the process began to undergo a metamorphosis into a more structured effort. In the early eighties, three symposia were held to examine Army quality of life issues. The symposia were spearheaded by spouses and sponsored by the Army Officers Wives Club of the Washington DC Area and the Association of the U.S. Army (AUSA). They included Army-wide family member representation. Of significant importance in the evolution of the AFAP is the fact that the spouses sought and received Department of Army (DA) participation.

As the DA representatives reported and worked the issues through their chains of command, Army leadership recognized the spouses' issue identification process as an excellent means of acquiring reliable feedback from the field relating to soldier and family quality of life perceptions. By "listening" to what soldiers and family had to say about life in the Army,

leadership could pinpoint issues and areas that needed improvement. By bringing about these improvements, leadership could increase the standard of living for soldiers and families, making the Army attractive as a long-term career way of life.

The AFAP was formally adopted with the advent of the first Headquarters (HQ) DA planning conference held at Fort Belvoir in July of 1983, and the first publication of The Army Family Action Plan in January 1984. It was at this time that the Community and Family Support Center (CFSC) was created and given the mission to continue and institutionalize the grass roots quality of life identification and feedback process begun by Army spouses.

Quality of life improvements initiated through the AFAP have repeatedly validated the process. In addition to the numerous improvements initiated and worked at local levels – more than 4,000 per year, issues raised to the HQDA level have necessitated changes in Federal law, DA and Office of the Secretary of Defense (OSD) policy and operational directives. The Army staff has been successful in bringing about many of the changes needed to resolve these complex issues, and the results have been a continuing process of positive change for the Army and in many instances, for sister services as well.

HOW THE PROCESS WORKS

The AFAP in action is an excellent example of the modern, self-sufficient Army soldier and family. It is a democratic system – a program for the people, by the people. The improvements brought about through the AFAP are totally dependent on the participation of individuals who are concerned about the quality of life within their community, their unit, and within the Army as a whole.

As a grassroots program, the AFAP encompasses and is available to everyone associated with the Army. When we refer to “the Army family,” we are speaking of the global Army family – Active and Reserve Component soldiers, retirees, civilians who work for the Army and the family members of all those groups. These are the individuals who make the AFAP work, who serve as delegates or as volunteers to help plan and run the symposia.

The AFAP process of improvement begins at the local level, where an annual symposium is held to examine issues of concern that delegates believe need to be fixed. The delegates develop the issues through workgroup discussion. They lay out the problem and recommend a solution. The top issues, as prioritized by the delegates, are briefed to leadership. The issues that can be worked at that level are incorporated into the local Army Family Action Plan and are subsequently assigned to the appropriate directorate to be worked toward resolution.

If an issue adopted by the delegates is applicable outside of the bounds of the local community, it is forwarded to the major Army command (MACOM) and incorporated into the MACOM AFAP conference. Here again, if the issue is MACOM-specific, it becomes part of the MACOM action plan and is worked at that level. If the issue has Army-wide applicability, however, it is forwarded to Community and Family Support Center (CFSC), where the AFAP staff

consolidates all issues from the field and prepares them to be reviewed by delegates at the HQDA AFAP Conference.

The HQDA Conference is held every other year in the Washington DC metropolitan area. Delegate attendees represent every MACOM and every component of the global Army family. The demographic breakout included married and single soldiers, dual military parents and single parents, retirees, civilians who work for the Army, family members and youth. The delegates, approximately 130 to 135, are assigned to ten workgroups, where they examine the issues that have been forwarded from the field to determine which issues they consider the most important to the welfare of the Army family. Each workgroup must prioritize their issues, and select no more than three that they recommend be incorporated in the Army Family Action Plan. All issues recommended for the Plan are briefed to the Vice Chief of Staff, U.S. Army (VCSA) on the final day of the conference and are submitted to the Chief of Staff, U.S. Army (CSA) for approval.

Once adopted, the issues are assigned to the appropriated Army staff office to be worked toward resolution. At this level, issues may be resolved by changing existing programs and services or establishing new ones, by changing or establishing Army or OSD policy, or by changing or enacting legislation. The number of issues entering the Plan is limited to no more than 30 per year to allow the lead agency offices sufficient time to thoroughly work the issues toward resolution.

As might be expected – changes to Army and OSD regulatory guidance and policy and to Federal law require time to accomplish. Some issues prove more difficult to resolve than others do. On the average, issues at the HQDA level take 2 ½ years to complete, but the investment in effort and time has paid off in a big way across the board for the Army family. Resolved issues have been instrumental in increasing pay and benefits, access to medical treatment, excellent child care and youth programs, improved educational opportunities, volunteer support, financial training, relocation and employment assistance, and establishing such mainstays as family support groups and family preparedness training for deployment situations.

Until 1996, the HQDA AFAP Conference took place annually. The Army decided to move the conference to a biennial basis, beginning March of 1997, to accommodate diminishing resources, a smaller workforce, and increasing mission requirements. Local symposia, however, remain on an annual schedule. During the “off-year”, or the year when HQDA doesn’t have a conference, issues continue to be sent from the field to CFSC.

The issues are reviewed by the AFAP staff and other key Army staff representatives, and critical issues are forwarded to the CSA with the recommendation that they be entered into the Plan. Through this means, the AFAP has adjusted to a changing environment, while continuing to maintain full support for the Army family.

LEADERSHIP INVOLVEMENT AND FEEDBACK

The communication loop, that AFAP creates between the Army family and leadership serves several important purposes. It gives soldiers and families a voice – they can take an active role in maintaining a good standard of living for everyone involved with the Army. It gives leadership a tool to gauge quality of life needs and the Army-life satisfaction index. Leadership relies on the AFAP for this purpose. Attractive benefits and a satisfactory standard of living enhance the Army's corporate image and help attract and retain top-notch soldiers and families. The regular, ongoing feedback through AFAP gives leadership the necessary information to know what's working and what needs improving.

Twice a year, the AFAP General Officer Steering Committee (GOSC) is convened. The GOSC is a body of key Army staff and Department of Defense (DOD) principals who review AFAP issues to determine their status. During the period when issues are being worked, the status is "Active". If a lead agency working an issue believes the issue is resolved, it recommends that the issue status be declared "Completed". The issue is briefed at the GOSC meeting and is discussed by the GOSC membership and MACOM commanders or their representatives. If all parties agree that the issue has been resolved, the Vice Chief of Staff, Army (VCSA), who chairs the GOSC, declares the issue Completed. If, however, there is not consensus that the issue is, in fact, resolved, the lead agency is directed to continue working the issue, and the Active status is maintained. There is also an "Unattainable" status. This status is recommended in instances when the cost of implementing an issue is too great, the political climate won't support the issue, or for some reason, the issue cannot be successfully resolved.

Feedback to the field to let the Army family know the status and progress of issues completes the communication loop. Information regarding the history, policy, and procedures of the AFAP is contained in Department of Army Circular 608-x-x-x, The Army Family Action Plan. The circular, which is published every other year, also contains a description of all issues that have entered the plan.

In addition to the circular, an issue update is published twice a year, following each GOSC meeting. An after-action report, usually in the form of a tri-fold brochure, is provided to MACOMs and local levels following each HQDA Conferences. A brochure to give updates and new issue information is also provided in the years between HQDA Conferences. Issue updates, brochures and other AFAP information are available through you local AFAP coordinator or from the AFAP office at HQDA (see phone number and address at end of this text). Issue information and updates can also be accessed on the worldwide web under the CFSC homepage (see address at end of test).

The AFAP stands as evidence of the Army's commitment to soldiers and families. It helps support the partnership that exists between the Army and Army family. The Army's missions, concept of service, and the lifestyle of its members all affect the nature of the partnership. A basic tenet of the Army's philosophy is that soldiers and their families should be able to enjoy a standard of living that is at least equal to that enjoyed by the society they are pledged to defend.

The AFAP, with its grassroots input and leadership resolve helps achieve and sustain that standard of living.

EXAMPLES OF AFAP ISSUES

To get an idea of what AFAP has done for the Army family, let's take a look at some of the benefits available today as a result of the process.

Consider Servicemen's Group Life Insurance (SGLI), which, until the nineties, was capped at \$50,000. Many members of the Army community didn't believe that \$50,000 was adequate protection against loss of income, and in 1990, an AFAP issue was submitted asking that SGLI benefits be increased. In 1991, SGLI was increased to \$100,000 and in 1992, the Veterans Benefits Act gave soldiers the option to raise it to \$200,000 – a fourfold increase from the initial \$50,000.

All of us know the ins and outs of making a major move – deciding where we want to live and finding an affordable place that we like takes time. And while we're looking for a place to live, we need a place to stay, which is where an important benefit for Army families comes in, Temporary Lodging Expense (TLE). Issues entered the plan in 1986 and 1992 asking for an increase in TLE to allow more time to house hunt. Although it took 8 years to enact successful legislation, the Congress increased Temporary Lodging Expense from 4 to 10 days in 1994.

Another AFAP issue responded to the Army family's 1989 request to improve dental benefits. An expanded dental insurance plan that increased coverage for dental procedures and some orthodontic services was implemented in 1993.

An important step for Reservists was the Reserve Component family member I.D. card. Prior to the Department of Defense establishing a standardized I.D. card, there were a number of different cards – this created confusion, and in some cases, caused family members to be denied access to authorized benefits. The standardized I.D. card that Reserve family members carry, thanks to the AFAP process, puts problems like those in the past.

Another AFAP issue brought about legislation that granted Earned Income Tax Credit (EITC) to Service members living overseas. The EITC is an important tax break for young parents with very limited incomes. But prior to this AFAP issue and resultant legislation, soldiers and Department of Defense civilians who lived overseas for even 1 day more than half of the tax year were denied this tax reduction.

The AFAP was instrumental in the development of Family Support Group training and deployment preparation. DA Pam 608-47 (Guide to Establishing Family Support Groups) was written in 1987 as the direct result of an AFAP issue. Operation READY is a training package that consists of written material and videos that inform and prepare soldiers, families and installation staff to operate effectively during deployment situations. READY information is based on lessons learned from Desert Storm, and has proven to be very effective in helping families cope and be self-reliant when soldiers deploy and families separated.

These are a few examples of what can be accomplished through the AFAP process. There are many other AFAP success stories such as Army Family Team Building, and many successes are in the making as active issues are worked toward resolution and implementation. If you are interested in knowing more about AFAP issues, ask your local AFAP coordinator for a copy of the “AFAP Issue Update”. Remember that AFAP is a continuous process – status changes take place every six months, in the spring and fall. Consequently, if you are interested at any future point in getting up-to-date issue information; make sure that you refer to the latest “AFAP Issue Update” document.

HOW TO PARTICIPATE IN THE AFAP PROCESS

The AFAP is a powerful tool for the Army family, but its success is dependent upon the participation and input of its grassroots constituents. You, and many of your friends and acquaintances, are a member of that group.

How can you help? There are a variety of ways to be an AFAP supporter. The Planning and logistics associated with collecting issues, planning, publicizing, and executing a conference, prioritizing and developing issues, publishing an action plan, and tracking issues requires the combined efforts of many players. You can streamline your participation to fit your skills and interests. One of the most important contributions you can make to the program is to submit your own quality of life concerns through the issue process. It is also important to share information regarding the AFAP – when someone you know has a good idea for improving an aspect of Army life, or they express concern about something that needs fixing, tell them about AFAP, and let them be part of improving Army quality of life.

To get information, contact your battalion SFA. The SFA is your local AFAP coordinator. Your ideas and inquiries are also welcomed by the AFAP staff at HQCFSC.

Telephone: (703) 325-6121 or 2690

Address: Department of the Army
U.S. Army Community & Family Support Center
ATTN: CFSC-SFM
2461 Eisenhower Ave.
Alexandria, VA 22331-0521

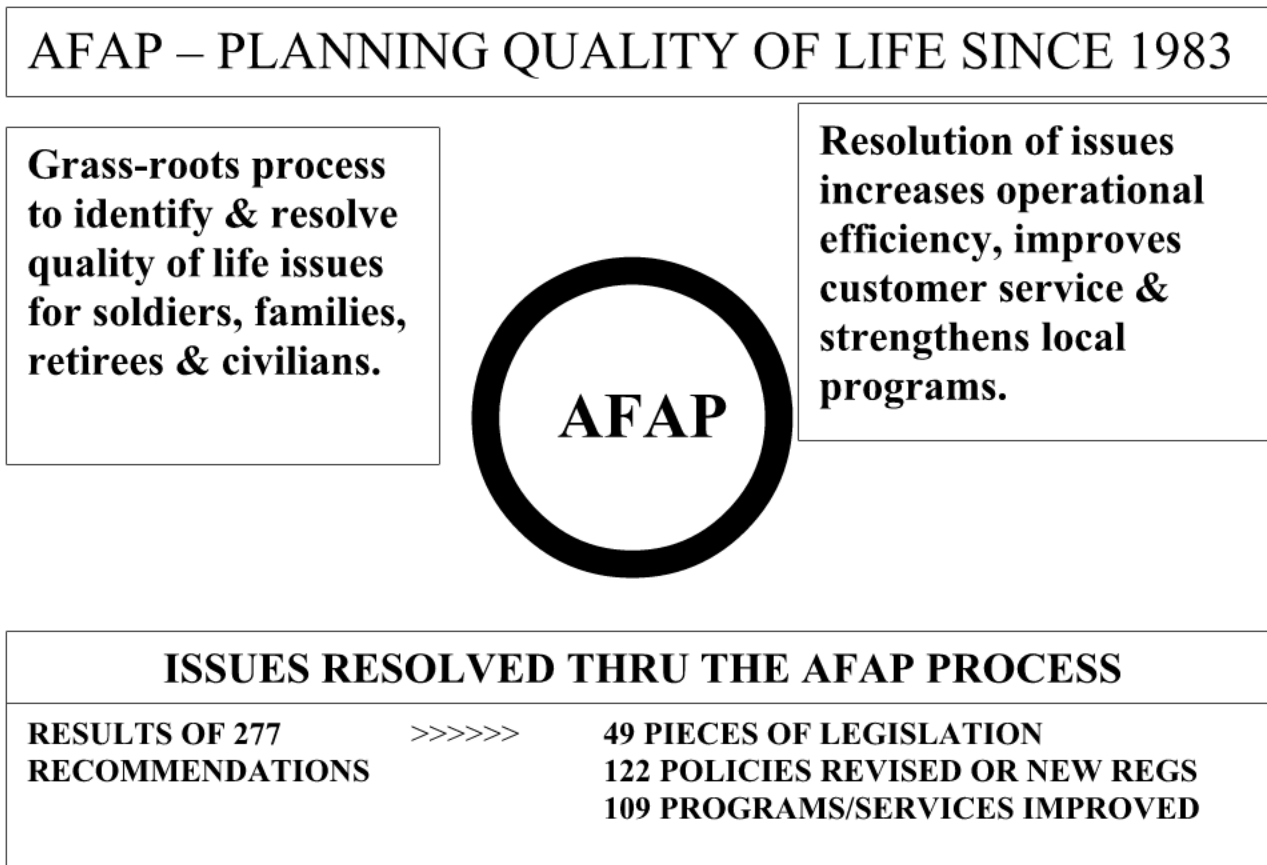
E-mail: Patricia.Brooks@cfsc.army.mil

The AFAP is a program that gives everyone in the Army an opportunity to influence their own quality of life and standard of living. This opportunity is available through forums where delegates submit issues, or problems that they feel need to be fixed. The issues might deal with concerns within the local community, or they might relate to problems that go beyond the local community and have Army-wide impact. In fact, many of the issues that have been resolved through the AFAP process go beyond the Army, and impact all branches of military service.

When you go through an Issue Update document, you will note that it contains not only issues that have been resolved (“Completed”), but also issues that are “Active” and currently in the process of being worked. Unattainable issues are also included, which is important, because delegates can raise them again further down the line, when the resource or political climate appears more conducive for successful completion.

AFAP is a continuous process – status changes take place every six months – in the spring and again in the fall. Consequently, if you are interested at any point in getting up-to date issue information, make sure that you refer to the latest “AFAP Issue Update” document (available through local AFAP Coordinators, at the HQDA AFAP Office, and on the worldwide web, Community Family Support Center Homepage).

If you needed to briefly summarize what AFAP is, and what it does for the Army, the chart that follows would be a good one to use.



The block on the left defines AFAP. The key word is “Grassroots”. That’s you – you, and all of your friends and acquaintances, who make the Army a way of life compose the Grassroots

constituency. It's up to you to fully utilize the AFAP to help maintain quality of life for soldiers and all the other members of the global Army family.

The block on the right describes what AFAP does for local Army communities. When problems or areas that need to be improved are identified by experts who also identify how to fix the problems, commander's listen. The experts we're referring to are you, the Army's grassroots constituency. It is through this ongoing grassroots effort that posts, camps, stations, and local communities throughout the Army maintain services and programs to meet the needs of the Army people.

The information contained at the bottom of the chart speaks to what AFAP does for the Army as whole. It addresses the fact that the Army's grassroots constituency has the power to influence changes in law and in high-level policy, as well as programs and services that have impact Army-wide.

REMEMBER! Those statistics are constantly changing and the numbers are going up! The results change every six months, following every AFAP General Officer Steering Committee (GOSC) meeting, when issues are reviewed for change of status. You can call the HQDA AFAP office to get the most up-to-date statistics. If the stats have changed from those on the chart you have, it should be a pretty good illustration of how the process works!

To date, the AFAP at HQDA level has been instrumental in changing almost 50 pieces of legislation, in either changing or instituting more than a hundred DOD and Army policies, and in improving well over a hundred programs and services – all of which have helped improve quality of life and forge a good standard of living for the Army family.

It's significant to note that these statistics from issues that go to the HQDA level represent only about 10 % of all AFAP issues. The majority of issues, approximately 4,000 per year, remain at local levels, where they institute a continuous process of improvement for Army communities world-wide.

When issues reach the HQDA level, they frequently require changes to Federal law and to Army and Office of the Secretary of Defense (OSD) regulatory guidance and policy.

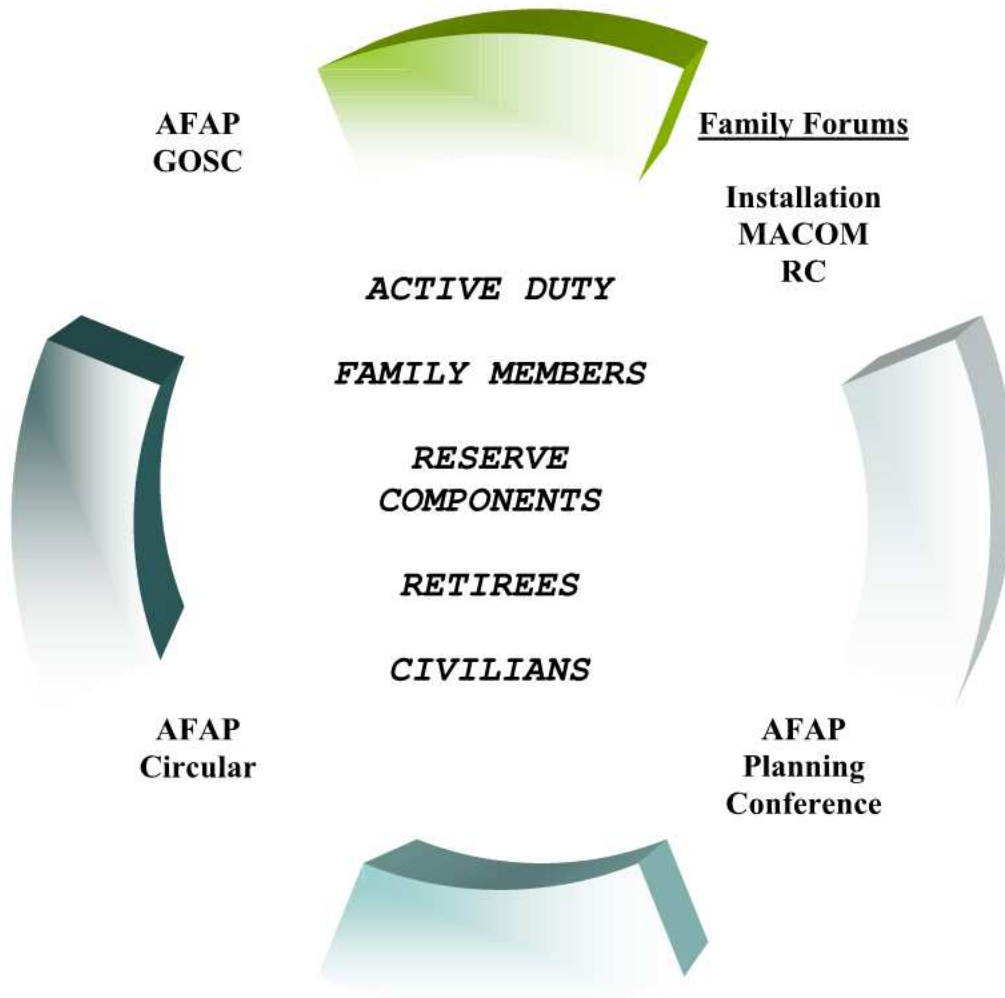
As might be expected, changes of this magnitude require a significant amount of time to accomplish. Some issues prove more difficult to resolve than others. On the average, issues at the HQDA level take 2 ½ years to complete, but the investment in effort and time has paid off in a big way across the board for the Army family.

Resolved issues have been instrumental in increasing pay and benefits, access to medical treatment, excellent child care and youth programs, improved educational opportunities, volunteer support, financial training, relocation and employment assistance, and establishing such mainstays as family support groups and Army Family Team Building.

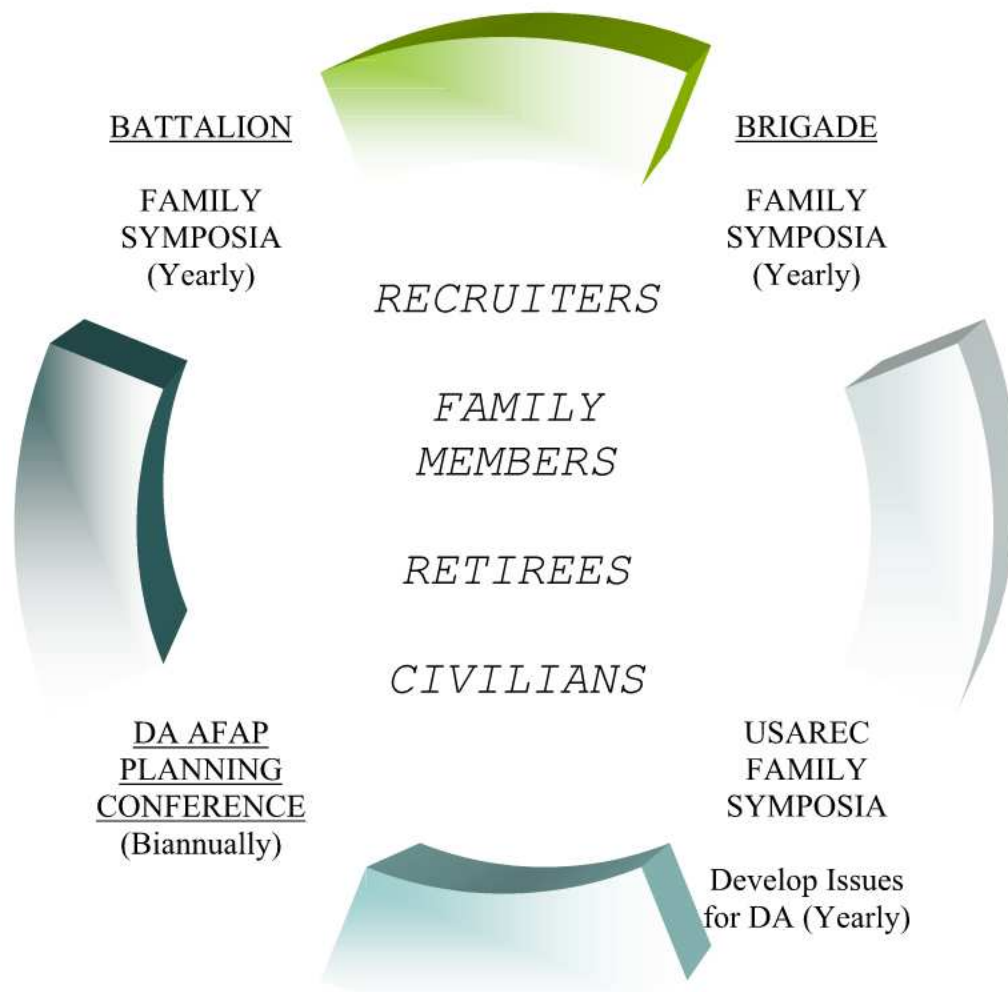
AFAP issues are assigned one of three status labels as they are tracked through the life-cycle process. When an issue first enters the Plan, it is referred to as “Active”. It remains active until it is either resolved (referred to as “Completed”), or until it is declared “Unattainable”. Issues are declared unattainable only when funding or manpower requirements can’t be met, the political climate isn’t supportive, or for some reason, the investment required to implement the issue isn’t considered prudent.

Next, please look at the “Army Family Action Planning Cycle” and let’s take a look at how the AFAP process works.

ARMY FAMILY ACTION PLANNING CYCLE



USAREC ARMY FAMILY ACTION PLANNING CYCLE



Within USAREC, the AFAP cycle begins at the battalions, where symposia are held to identify issues for Brigade. Brigades host symposia and submit their issues to USAREC. USAREC's issues end up at the DA AFAP Planning Conference.

First, look at the top-right of the charts. The AFAP cycle begins at local levels, where annual forums are held to examine issues to concern that delegates believe need to be fixed.

The issues that will be addressed in the forums are gathered in a variety of ways. At some locations there are “drop boxes” located at strategic points in the community at large. At other locations a “call” for issue recommendations is published in the local newspaper. Some forums ask the delegates in advance to canvass their area of the community to solicit issues.

During the forums, the delegates develop issues through workgroup discussion. They lay out the problem, and recommend a solution. The delegates decide which of the issues are the most important, and these top issues are briefed to the leadership at the conclusion of the forum.

As you have read, most of the issues raised through local forums are worked at that level, and result in many important improvements for the community.

However, if the scope of an issue goes beyond the local level, the issue is forwarded to the major Army command (MACOM), where it’s incorporated in the MACOM AFAP Conference.

Here again, if the issue is MACOM-specific, it becomes part of the MACOM action plan and is worked at that level.

If the issue has Army-wide applicability, however, it is forwarded to the AFAP office at the Community and Family Support Center, where the staff consolidates all issues from the field, and prepares them to be reviewed by delegates to the worldwide HQDA AFAP Conference held every other year. During the years that there is no conference (even years), the issues are reviewed by the AFAP staff and other Army staff office representatives – critical issues are prioritized and recommended to the Chief of Staff of the Army (CSA) for entry into the plan.

Next, take a look at the bottom-right of the charts. The HQDA Conference is held every other year in Washington DC metropolitan area. Delegates at the conference evaluate and prioritize the issues sent from the field. They may select no more than 30 issues to be considered for entry into the plan.

It is this prioritization process that lets leadership know what the Army Family considers its most important Quality of Life (QOL) concerns.

Okay, on to the bottom-left side of the charts! An official DA Circular, “The Army Family Action Plan”, is published every other year, and an “Issue Update” document is published yearly. Both publications contain AFAP history and policy, as well as the status of all issues in the plan at the time of the publication.

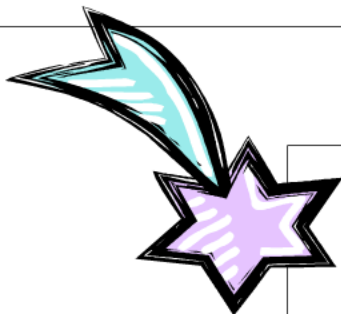
If you care interested in tracking a particular issue, or in reviewing the issues at large, you can access a complete listing on the AFAP section of the CFSC and Assistant Chief of Staff for Installations (ACSIM) home pages on the worldwide web. AFAP issue information on the homepage is updated every six months.

And, last but not least, check out the top-left of the charts. All active issues in the AFAP are reviewed by the Commander of the Community and Family Support Center twice a year to ensure that they are making satisfactory progress toward resolution and implementation.

Any issue that is recommended as “Completed” or “Unattainable” by the lead agency office, that has responsibility to work it, must be briefed to the AFAP GOSC and receive approval before the status is changed.

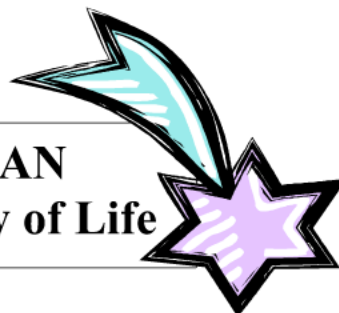
CHALLENGES AND OPPORTUNITY

- Smaller Army
- Fewer resources
- High OPTEMPO
- Commanders face difficult choices



- Voice of America’s Army
- Fresh, creative ideas
- Senior leadership review

ARMY FAMILY ACTION PLAN **Actively Planning for Army Quality of Life**



Because the annual forums, symposia, and conferences are a very visible part of the AFAP, there is frequently the misconception that AFAP is a once a year occurrence. As you have just seen, planning for Army quality of life is a year-round process.

While many issues have been resolved, we continue to face new roadblocks that impact, and sometimes threaten our standard of living.

A smaller Army, increased mission, sudden deployments that last for months at a time, increased contingency operations, an economy that makes dual incomes necessary, spouses needing to find new jobs when the family moves – all create challenges that can prove to be a hardship for soldiers and families.

To this day, in spite of the fact that the AFAP process has gained tremendous recognition, and has been assimilated into the Army as a formal management tool, the process requires the direction and insight of its grassroots constituency to function effectively. By acting as advisors and volunteers, putting forth ideas, sharing their experience, and working together with the rest of the global Army family, spouses continue to form the backbone of this process that monitors and plans Army quality of life.

The bottom line is that you truly are the voice of America's Army

The global Army family has a real need to continue a strong AFAP process. The AFAP gives Army communities a tool to help counter the problems and stresses of rapidly changing times, but it's success is dependent on its grassroots constituents – people like you and me.

There are a wide variety of ways to be an AFAP supporter. The planning and logistics associated with collecting issues, planning, publicizing, and executing a conference, prioritizing and developing issues, publishing an action plan, and tracking issues requires the combined efforts of many players. You can streamline your participation to fit your skills and interests.

One of the most important contributions you can make to the program is to submit you own quality of life concerns through the issue process. It is also important to share information regarding the AFAP – when someone you know has a good idea for improving an aspect of Army life, or they express concern about something that needs fixing, tell them about AFAP and let them be part of improving Army quality of life, too.

This information completes Army Family Team Building Course 1.03a, Introduction to the Army Family Action Plan. Please answer the following multiple choice and open ended questions about what you have just learned before going on to 1.03bm Introduction to Operation READY.

QUESTIONS

Introduction to AFAP (AFTB 1.03a)

Materials needed to take examination:

Subcourse (AFTB 1.03a) information, an ink pen, and an AFTB exam response (answer) sheet.

If more space is needed for answers to the open ended questions, please attach an 8 ½ X 11 sheet of paper. You do not need to type your responses, but please do ensure that your handwriting is legible. There is only 1 correct answer for each item.

LET'S BEGIN!!!

1. What does the acronym AFAP stand for?
 - a. Army Family Action Plan
 - b. Army Family Action Program
 - c. Army Family Assistance Program
 - d. Army Family Administration Program

2. How often is it recommended that you check with HQDA for issue updates?
 - a. Every month
 - b. Every four months
 - c. Every six months
 - d. Every year

3. The most important facet of Army family life that AFAP deals with is:
 - a. Separation from your spouse
 - b. Quality of life
 - c. Medical benefits
 - d. Spousal employment opportunities

4. AFAP Delegates and/or volunteers may be:
 - a. Active duty soldiers
 - b. Retirees
 - c. Civilian employees
 - d. All of the above

5. AFAP issues may be resolved by:
 - a. Changing existing programs and services
 - b. Establishing new programs and services
 - c. Changing or establishing Army or OSD policy or legislation
 - d. All of the above

6. The correct order of Community and Family Support Center (CFSC),
 - a. Local, MACOM, HQDA, CFSC
 - b. Local, CFSC, HQDA, MACOM
 - c. Local, MACOM, CFSC, HQDA
 - d. None of the above

7. TRUE or FALSE: The AFAP was started by soldiers to benefit their spouses.
 - a. True
 - b. False

8. TRUE or FALSE: The AFAP delegates are volunteers.
 - a. True
 - b. False

9. TRUE or FALSE: The Army doesn't really support AFAP, they simply tolerate it.
 - a. True
 - b. False

10. TRUE or FALSE: The AFAP has initiated issues that have necessitated changes in Federal law.
 - a. True
 - b. False

11. TRUE or FALSE: The AFAP policy changes have been effective strictly within the structure of the Army.
 - a. True
 - b. False

12. On average, issues at the HQDA level take how long to complete?
 - a. One year
 - b. 18 months
 - c. 2 years
 - d. 2 ½ years

13. The correct names for the possible conditions of the status of any given issue is:
 - a. Initial, Active, Completed
 - b. Active, Completed, Unattainable
 - c. Active, Completed, Cancelled
 - d. Initial, Active, Cancelled

14. An issue is given "Unattainable" status when the following condition applies:
 - a. The cost of implementing the issue is too great
 - b. The political climate won't support the issue
 - c. For some reason the issue cannot be successfully resolved
 - d. All of the above

15. The Headquarters, United States Army Recruiting Command obtains AFAP issues by conducting it's Family Symposium:
- Bi-annually
 - Semi-annually
 - Annually
 - Whenever needed
16. Each Brigade is required to conduct a Family Symposium:
- Bi-annually
 - Semi-annually
 - Annually
 - Whenever needed
17. TRUE or FALSE: AFAP issues from the United States Army Recruiting Command must deal only with Recruiting issues.
- True
 - False

OPEN ENDED QUESTIONS

18. What is AFAP?
19. How can AFAP benefit you as a recruiting spouse?
20. Think of an issue pertaining to recruiting life that you feel should be presented as an AFAP issue. Describe the steps involved in presenting that idea and show how it would go through the AFAP process and be resolved.

**ARMY Family Team Building (AFTB) Correspondence Course
Introduction to the Army Family Action Planning Program
(AFAP)**

**AFTB Course 1.03a
ANSWER SHEET**

- | | | | | | |
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| 1. | a. _____
b. _____
c. _____
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b. _____
c. _____
d. _____ |
| 4. | a. _____
b. _____
c. _____
d. _____ | 5. | a. _____
b. _____
c. _____
d. _____ | 6. | a. _____
b. _____
c. _____
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| 7. | a. _____
b. _____ | 8. | a. _____
b. _____ | 9. | a. _____
b. _____ |
| 10. | a. _____
b. _____ | 11. | a. _____
b. _____ | 12. | a. _____
b. _____
c. _____
d. _____ |
| 13. | a. _____
b. _____
c. _____
d. _____ | 14. | a. _____
b. _____
c. _____
d. _____ | 15. | a. _____
b. _____
c. _____
d. _____ |
| 16. | a. _____
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c. _____
d. _____ | 17. | a. _____
b. _____ | | |
| 18. | | | | | |
| 19. | | | | | |
| 20. | | | | | |

AFTB Course 1.03b Introduction to Operation READY (OPREADY)

Course Description:

Provides an overview of Operation READY. Operation READY is a library of training resource materials. The READY materials are designed to serve as deployment mobilization training materials for Commanders, Army Community Service, Reserve Components Family Program staff, Family Support Groups, unit leaders, rear detachment personnel, soldiers, and family members.

It is Army Family Team Building Program's hope that once you complete this portion of the correspondence course, you will have a really working knowledge of what Operation READY is, how it works, who it is designed for and how it can help you and your family. AFTB wants you to increase your knowledge and awareness of resources available for soldiers and their families to:

- ❖ Prepare for a military separation
- ❖ Establish a Family Assistance Center
- ❖ Prepare for a homecoming and reunion after a military separation
- ❖ Support Family Support Group leaders
- ❖ Support children during a military separation
- ❖ Expand your knowledge about family support during a military separation

What does the term Operation READY really mean? READY is the acronym for "Resources for Education About Deployment and You". The key word here is RESOURCES. One of the key lessons learned from Desert Shield/Desert Storm was the resources were not readily available for our Army Community Service staff and Family Program Coordinators in the field. The availability of accurate information is essential in successfully supporting families. Operation READY material supports maintaining combat readiness by providing families with tools to prepare themselves for any family separation.

Look at the following information:

"What is Operation READY"?

- ❖ Library of training resource materials
- ❖ Mobilization/deployment training and reference for:
 - Commanders
 - ACS staff
 - RC staff
 - Soldiers and Family members
 - Volunteers
 - FSG leaders
 - Rear detachment

Operation READY is a library of mobilization/deployment training resource materials. The READY training materials are being used by the family support system. The family support system

is: family support groups, rear detachment personnel, and Family Assistance Centers. Targeted populations also include volunteers, military leaders, soldiers, and family members from both the active and reserve components.

Operation READY consists of The Army Family Readiness Handbook, Children Workbook, and four training sections called “modules”:

1. Pre-deployment Ongoing Readiness
2. Family Assistance Center
3. Family Support Group Advanced Training
4. Post-deployment Homecoming and Reunion

Each topic addressed in the READY training module is a stand-alone training unit designed to be conducted as a workshop.

Each section contains:

- ❖ Facilitator’s guideline
 - ❖ A workshop plan
 - ❖ Transparency masters
 - ❖ Handout masters
 - ❖ Brochure masters
 - ❖ Video discussion guide
- (There are five Operation READY training videos that are used in conjunction with the training materials.)

The following is on information sheets given as handouts in the AFTB classroom course. Each section or module is treated as a separate course, given as a workshop, usually by a chaplain or FSG advisor. The first is:

“Pre-deployment-Ongoing Readiness”

This module teaches soldiers and family members to recognize and deal with problems that may arise or persist because of the military mission and deployment.

The contents for this workshop are:

- ❖ Understanding and Planning for Military Separation
- ❖ Coping with Separation
- ❖ Financial Planning
- ❖ Resources
- ❖ Videos:
 - Ongoing Readiness and Financial Planning
 - Coping With Military Separations

The second section or module is:

“Family Support Group Advanced Training”

One of the key objectives in this module is to strengthen leadership and team building. There are five sections and one video available in the module:

- ❖ Leadership Skills
- ❖ Planning Presentations
- ❖ Problem Solving
- ❖ Newsletters
- ❖ Volunteer Recognition
- ❖ Video:
 - Another Family

The next module to look at is:

“Family Assistance Center”

This module trains personnel to set up and operate a Family Assistance Center (FAC) during a deployment. A FAC is not only the official information center, but also serves as a crisis referral service, provides legal, financial and CHAMPUS assistance, issues ID cards and DEERS cards, and is the focal point for family assistance and support personnel like the Provost Marshal, Public Affairs, and Housing. There is a video on the FAC that can be used with this module.

The contents for this workshop are:

- ❖ Active Component
- ❖ Reserve Component
- ❖ Video:
 - Family Assistance Center

The fourth and last module is”

“Post-deployment-Homecoming and Reunion”

There are four sections to this module. The goal of this module is to prepare soldiers and families for the challenges of reunion *before* returning to their loved ones. It deals with the joys and concern, expectations, and fantasies of returning home. Getting Back Together is the video that can be used with this module.

The contents for this workshop are:

- ❖ Soldiers
- ❖ Families
- ❖ Celebration Planning
- ❖ Communication Techniques
- ❖ Reunion Stress Management
- ❖ Video:
 - Getting Back Together

The next section of Operation READY that we will take a look at is “**The Children’s Workbook**”.

The Children’s Workbook is a series of activity books about military separations. They are designed to help parents help their children cope with separation. Children need to be included when parents talk about military separations.

The booklets were written with lots of help from children and teens who’ve been through military separations. It shows creative ways to stay in touch through:

- ❖ Family newspapers
- ❖ Book Reviews
- ❖ Journals
- ❖ Tapes
- ❖ Cartoons
- ❖ Photographs
- ❖ Food Care Packages

Each workbook addresses the needs of children at different ages. The workbooks are designed to be used in conjunction with the training modules. The workbooks available from Operation READY are:

- ❖ My Goodbye Book
 - Ages 3 – 5
- ❖ Good-byes Are Hard
 - Ages 6 – 8
- ❖ “I Can Do That!”
 - Ages 9 – 12
- ❖ Separations Happen
 - Ages 13, 14 & 15

The last part of Operation READY that you need to be made aware of is “**The Army Family Readiness Handbook**”.

The materials in The Army Family Readiness Handbook are based in part on those developed for the successful family support program of the 25th Infantry Division at Schofield Barracks. This section (or module) provides information for personnel who have responsibility for providing family support and assistance during deployments.

The handbook is organized into five chapters:

- ❖ Chapter 1 Command Leadership and Family Support
- ❖ Chapter 2 Starting a Family Support Group Program
- ❖ Chapter 3 Resources for Successful Family Support Groups
- ❖ Chapter 4 Coping With Separations
- ❖ Chapter 5 Managing Deployment and Homecoming

Also included in the handbook:

- ❖ Backgrounder: A Network of Support
- ❖ Final Readiness Review

- ❖ Selected Bibliography

The high percentage of announced deployments may tend to blind soldiers, families and chain of command to the real need for ongoing effective family support system. Operation READY helps America's Army to be strong, resilient and ready.

Even though this may seem unnecessary to you now, as a recruiter's spouse, there may come a time when your spouse returns to duty in his/her primary MOS and gets stationed at an installation where the threat of deployment is very real. In the event of such deployment you will find Operation READY extremely valuable and at least now you know it exists! You should be able to get a copy of Operation Ready information from your Brigade, and when and if you do get stationed with a deployable unit, you can get Operation READY from the Family Support Center or you chaplain.

Remember: **Resources for Educating About Deployment and You.** Deployments happen, but YOU are the most important person to keep your spouse and your family READY for them and making them a successful and positive experience. Keeping your spouse's mind on the mission and off any problems at home is vital to both the mission and your spouse's safety.

This information completes Army Family Team Building Course 1.03b, Introduction to Operation READY. Please answer the following multiple choice and open ended questions about what you have just learned before going on to 1.04, Benefits, Entitlements and Compensation.

QUESTIONS

Introduction to Operation READY (AFTB 1.03b)

Materials needed to take examination:

Subcourse (AFTB 1.03b) information, an ink pen, and an AFTB exam response (answer) sheet. If more space is needed for answers to the open ended questions, please attach an 8 ½ X 11 sheet of paper. You do not need to type your responses, but please do ensure that your handwriting is legible. There is only 1 correct answer for each item.

1. What does the acronym READY stand for?
 - a. Resources for Educating About Deployment and You
 - b. Relationship Encounters For Avoiding Divorce and You
 - c. Resources Encountered Among Dependents for You
 - d. Rally Energetic And Dangerous Youth

2. The primary goal of Operation READY is to:
 - a. Prepare family members for separation and deployment
 - b. Prepare soldiers for separation from family members
 - c. Prepare children for separation from service members during deployment
 - d. All of the Above

3. TRUE or FALSE: Maintaining combat readiness is not all a consideration of Operation READY.
 - a. True
 - b. False

4. TRUE or FALSE: Operation READY is more concerned with families being capable of taking care of themselves during deployment rather than knowing where to get “taken care of”.
 - a. True
 - b. False

5. The family support system during deployment and separation consists of:
 - a. The Family Assistance Center
 - b. Family support groups
 - c. Rear detachment personnel
 - d. All of the Above

6. TRUE or FALSE: Operation READY is concerned with active duty personnel and their families only.
 - a. True
 - b. False

7. Operation READY consists of:
 - a. Strictly pre-deployment information
 - b. Strictly post-deployment information
 - c. Both pre- and post-deployment information
 - d. Pre-,mid-, and post-deployment information

8. TRUE or FALSE: Operation READY is designed to work hand-in-hand with Family Support Groups and Family Assistance Centers.
 - a. True
 - b. False

9. Operation READY has workbooks for children for the following ages:
 - a. 3-5
 - b. 6-8
 - c. 9-12
 - d. 13-15
 - e. All of the above

10. TRUE or FALSE: Operation READY is important to all units and installations, regardless of whether there is a deployment imminent or not.
 - a. True
 - b. False

Open Ended Questions

11. Why is Operation READY important to all Army families?

12. How can Operation READY benefit you as a recruiting spouse?

Army Family Team Building (AFTB) Correspondence Course
Introduction to Operation READY (OPREADY)
AFTB Course 1.03b
ANSWER SHEET

- | | | | | | |
|-----|--|----|--|----|--|
| 1. | a. _____
b. _____
c. _____
d. _____ | 2. | a. _____
b. _____
c. _____
d. _____ | 3. | a. _____
b. _____ |
| 4. | a. _____
b. _____ | 5. | a. _____
b. _____
c. _____
d. _____ | 6. | a. _____
b. _____ |
| 7. | a. _____
b. _____
c. _____
d. _____ | 8. | a. _____
b. _____ | 9. | a. _____
b. _____
c. _____
d. _____
e. _____ |
| 10. | a. _____
b. _____ | | | | |
| 11. | | | | | |
| 12. | | | | | |

AFTB Course 1.04 Benefits, Entitlements and Compensation

Course Description:

Introduces the basic benefits and entitlements received by military and civilian personnel. Explanation of the Military Leave and Earnings Statement (LES) is provided.

It is Army Family Team Building Program's hope that once you complete this portion of the correspondence course you will be able to interpret information on your sponsor's Leave and Earnings Statement, and define the mission of AAFES and how it affects the local and USAREC communities.

Military benefits are extensive and comprehensive if you live on or near a military installation! Unfortunately, most USAREC families do not have easy access to the benefits "on post". These would include the Army Community Hospital with its emergency room, general practice and specific clinics; the commissary, the Post Exchange, the post specific Federal Credit Unions, the military library, Outdoor Recreation equipment rental and other Moral Welfare and Recreation services, the post Child Development Services programs including pre-school and day care services as well as hourly care childcare is available, and of course, AFTB classroom classes!

BUT! If you review your 1.03 information on Community Resources, you will see that you have most of these services available to you in your community and can find pretty much anything you need.

One of the most important resources available to you through the military that you can still use if you are away from a base is the AAFES catalog. The AAFES catalog has gear prices and selection and they will ship your order directly to your home. They have an (800) number available for ordering from the catalog and their shipping and handling costs are very reasonable. In some areas, AAFES actually sells cars! In most they sell both small and large appliances, clothing and shoes, knick-knacks and decorations, household goods and entertaining needs. Check out your AAFES catalog to see if what you need is in there!

The largest portion of this course is the explanation of how to read and interpret your sponsor's Leave and Earnings Statement. For this portion, please refer to the representations of the LES as a whole and the parts as they are explained on the following pages. The only "extra" entitlement that is not the representative LES is the Recruiter Expense Allowance (REA), which is reimbursement for allowable expenses having to do with recruiting and taking care of recruits, such as parking fees, applicant meals and snack.

This information completes Army Family Team Building Course 1.04, Benefits, Entitlements and Compensation. Please answer the following multiple choice and open ended questions about what you have just learned before going on to 1.05, Family and Military Expectations.

DEFENSE FINANCE AND ACCOUNTING SERVICE MILITARY LEAVE AND EARNINGS STATEMENT																		
ID	NAME (LAST, FIRST, MI)			SOC. SEC. NO.	GRADE	PAY DATE	YRS SVC	ETS	BRANCH	ADSN/DSSN	PERIOD COVERED							
ENTITLEMENTS				DEDUCTIONS				ALLOTMENTS				SUMMARY						
TYPE		AMOUNT		TYPE		AMOUNT		TYPE		AMOUNT								
A B C D E F G H I J K L M N O	10		11		12							+AMT FWD 13						
												+TOT ENT 14						
												-TOT DED 15						
												-TOT ALMT 16						
												-NET AMT 17						
												-CR FWD 18						
												-EOM PAY 19						
	TOTAL		20		21		22						DIEMS 23		RET PLAN 24			
	LEAVE		BF BAL 25	ERND 26	USED 27	CR BAL 28	ETS BAL 29	LV LOST 30	LV PAID 31	USE/LOSE 32	FED TAXES 33		WAGE PERIOD 34	WAGE YTD 35	M/S 36	EX 37	ADD'L TAX 38	
	FICA TAXES		WAGE PERIOD 39		SOC WAGE YTD 40		SOC TAX YTD 41		MED WAGE YTD 42		MED TAX YTD 43		STATE TAXES 44		ST 45	WAGE PERIOD 46	WAGE YTD 47	M/S 48
PAY DATA		BAQ TYPE 50		BAQ DEPN 51		VILA ZIP 52	RENT AMT 53	SHARE 54	STAT 55	JFTR 56	DEPN 57	2D JFTR 58	BAS TYPE 59		CHARITY YTD 60	INC 61	PACIDN 62	
Thrift Savings Plan (TSP)	BASE PAY RATE 63		BASE PAY CURRENT 64		SPEC PAY RATE 65		SPEC PAY CURRENT 66		INC PAY RATE 67		INC PAY CURRENT 68		BONUS PAY RATE 69		BONUS PAY CURRENT 70			
	CURRENTLY NOT USED 71				TSP YTD DEDUCTIONS 72		DEFERRED 73		EXEMPT 74		CURRENTLY NOT USED 75							
REMARKS		YTD ENTITLE 76					YTD DEDUCT 77					78						

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DEFENSE FINANCE AND ACCOUNTING SERVICE MILITARY LEAVE AND EARNINGS STATEMENT ID

Fields 1 - 9 contain the identification portion of the LES.

DEFENSE FINANCE AND ACCOUNTING SERVICE MILITARY LEAVE AND EARNINGS STATEMENT ID NAME (LAST, FIRST, MI) SOC. SEC. NO. GRADE PAY DATE YRS SVC ETS BRANCH ADSN/DSSN PERIOD COVERED 1 3 4 5 6 7 8 9 2

Field 1 **NAME**. The member's name in last, first, middle initial format.

Field 2 **SOC. SEC. NO.** The member's Social Security Number.

Field 3 **GRADE**. The member's current pay grade.

Field 4 **PAY DATE**. The date the member entered active duty for pay purposes in YYMMDD format. This is synonymous with the Pay Entry Base Date (PEBD).

Field 5 **YRS SVC**. In two digits, the actual years of creditable service.

Field 6 **ETS**. The Expiration Term of Service in YYMMDD format. This is synonymous with the Expiration of Active Obligated Service (EAOS).

Field 7 **BRANCH**. The branch of service, i.e., Navy, Army, Air Force. Field 8 **ADSN/DSSN**. The Disbursing Station Symbol Number used to identify each disbursing/finance office.

Field 9 **PERIOD COVERED**. This is the period covered by the individual LES. Normally it will be for one calendar month. If this is a separation LES, the separation date will appear in this field.

Fields 10 through 24 contain the entitlements, deductions, allotments, their respective totals, a mathematical summary portion, date initially entered military service, and retirement plan.

ENTITLEMENTS		DEDUCTIONS		ALLOTMENTS		SUMMARY							
TYPE	AMOUNT	TYPE	AMOUNT	TYPE	AMOUNT								
A B C D E F G H I J K L M N O	10		11		12	+ AMT FWD 13							
						+ TOT ENT 14							
						- TOT DED 15							
						- TOT ALMT 16							
						= NET AMT 17							
						- CR FWD 18							
						= EOM PAY 19							
						DIEMS 23							
						RET PLAN 24							
						TOTAL	20		21		22		

Field 10 **ENTITLEMENTS**. In columnar style the names of the entitlements and allowances being paid. Space is allocated for fifteen entitlements and/or allowances. If more than fifteen are present the overflow will be printed in the remarks block. Any retroactive entitlements and/or allowances will be added to like entitlements and/or allowances.

Field 11 **DEDUCTIONS**. The description of the deductions are listed in columnar style. This includes items such as taxes, SGLI, Mid-month pay and dependent dental plan. Space is allocated for fifteen deductions. If more than fifteen are present the overflow will be printed in the remarks block. Any retroactive deductions will be added to like deductions.

Field 12 **ALLOTMENTS**. In columnar style the type of the actual allotments being deducted. This includes discretionary and non-discretionary allotments for savings and/or checking accounts, insurance, bonds, etc. Space is allocated for fifteen allotments. If a member has more than one of the same type of allotment, the only differentiation may be that of the dollar amount.

Field 13 **+AMT FWD**. The amount of all unpaid pay and allowances due from the prior LES.

Field 14 + **TOT ENT**. The figure from Field 20 that is the total of all entitlements and/or allowances listed.

Field 15 -**TOT DED**. The figure from Field 21 that is the total of all deductions.

Field 16 -**TOT ALMT**. The figure from Field 22 that is the total of all allotments.

Field 17 = **NET AMT**. The dollar value of all unpaid pay and allowances, plus total entitlements and/or allowances, minus deductions and allotments due on the current LES.

Field 18 - **CR FWD**. The dollar value of all unpaid pay and allowances due to reflect on the next LES as the +AMT FWD.

Field 19 = **EOM PAY**. The actual amount of the payment to be paid to the member on End-of-Month payday.

Fields 20 - 22 **TOTAL**. The total amounts for the entitlements and/or allowances, deductions and allotments respectively.

Field 23 **DIEMS**. Date initially entered military service: This date is used SOLELY to indicate which retirement plan a member is under. For those members with a DIEMS date prior to September 8, 1980, they are under the FINAL PAY retirement plan. For those members with a DIEMS date of September 8, 1980 through July 31, 1986, they are under the HIGH-3 retirement plan. For those members with a DIEMS date of August 1, 1986 or later, they were initially under the REDUX retirement plan. This was changed by law in October 2000, when they were placed under the HIGH-3 plan, with the OPTION to return to the REDUX plan. In consideration of making this election, they become entitled to a \$30,000 Career Service Bonus.

The data in this block comes from PERSCOM. DFAS is not responsible for the accuracy of this data. If a member feels that the DIEMS date shown in this block is erroneous, they must see their local servicing Personnel Office for corrective action.

Field 24 **RET PLAN**. Type of retirement plan, i.e. Final Pay, High 3, REDUX; or CHOICE (CHOICE reflects members who have less than 15 years service and have not elected to go with REDUX or stay with their current retirement plan).

Fields 25 through 32 contain leave information

LEAVE	BF BAL	ERND	USED	CR BAL	ETS BAL	LV LOST	LV PAID	USELOSE
	25	26	27	28	29	30	31	32

Field 25 **BF BAL**. The brought forward leave balance. Balance may be at the beginning of the fiscal year, or when active duty began, or the day after the member was paid Lump Sum Leave (LSL).

Field 26 **ERND**. The cumulative amount of leave earned in the current fiscal year or current term of enlistment if the member reenlisted/extended since the beginning of the fiscal year. Normally increases by 2.5 days each month.

Field 27 **USED**. The cumulative amount of leave used in the current fiscal year or current term of enlistment if member reenlisted/extended since the beginning of the fiscal year.

Field 28 **CR BAL**. The current leave balance as of the end of the period covered by the LES.

Field 29 **ETS BAL**. The projected leave balance to the member's Expiration Term of Service (ETS).

Field 30 **LV LOST**. The number of days of leave that has been lost.

Field 31 **LV PAID**. The number of days of leave paid to date.

Field 32 **USE/LOSE**. The projected number of days of leave that will be lost if not taken in the current fiscal year on a monthly basis. The number of days of leave in this block will decrease with any leave usage.

Fields 33 through 38 contain Federal Tax withholding information.

FED TAXES	WAGE PERIOD	WAGE YTD	M/S	EX	ADD'L TAX	TAX YTD
	33	34	35	36	37	38

Field 33 **WAGE PERIOD**. The amount of money earned this LES period that is subject to Federal Income Tax Withholding (FITW).

Field 34 **WAGE YTD**. The money earned year-to-date that is subject to FITW.

Field 35 **M/S**. The marital status used to compute the FITW.

Field 36 **EX**. The number of exemptions used to compute the FITW.

Field 37 **ADD'L TAX**. The member specified additional dollar amount to be withheld in addition to the amount computed by the Marital Status and Exemptions.

Field 38 **TAX YTD**. The cumulative total of FITW withheld throughout the calendar year.

Fields 39 through 43 contain Federal Insurance Contributions Act (FICA) information

FICA TAXES	WAGE PERIOD	SOC WAGE YTD	SOC TAX YTD	MED WAGE YTD	MED TAX YTD
	39	40	41	42	43

Field 39 **WAGE PERIOD**. The amount of money earned this LES period that is subject to FICA.

Field 40 **SOC WAGE YTD**. The wages earned year-to-date that are subject to FICA.

Field 41 **SOC TAX YTD**. Cumulative total of FICA withheld throughout the calendar year.

Field 42 **MED WAGE YTD**. The wages earned year-to-date that are subject to Medicare.

Field 43 **MED TAX YTD**. Cumulative total of Medicare taxes paid year-to-date.

Fields 44 through 49 contain State Tax information.

STATE TAXES	ST	WAGE PERIOD	WAGE YTD	M/S	EX	TAX YTD
	44	45	46	47	48	49

Field 44 **ST**. The two digit postal abbreviation for the state the member elected.

Field 45 **WAGE PERIOD**. The amount of money earned this LES period that is subject to State Income Tax Withholding (SITW).

Field 46 **WAGE YTD**. The money earned year-to-date that is subject to SITW.

Field 47 **M/S**. The marital status used to compute the SITW.

Field 48 **EX**. The number of exemptions used to compute the SITW.

Field 49 **TAX YTD**. The cumulative total of SITW withheld throughout the calendar year.

Fields 50 through 62 contain additional Pay Data.

PAY DATA	BAQ TYPE	BAQ DEPN	VHA ZIP	RENT AMT	SHARE	STAT	JFTR	DEPNS	2D JFTR	BAS TYPE	CHARITY YTD	TPC	PACIDN
	50	51	52	53	54	55	56	57	58	59	60	61	62

Field 50 **BAQ TYPE**. The type of Basic Allowance for Quarters being paid.

Field 51 **BAQ DEPN**. A code that indicates the type of dependent. A - Spouse C -Child D - Parent G - Grandfathered I -Member married to member/own right K - Ward of the court L - Parents in Law R - Own right S - Student (age 21-22) T - Handicapped child over age 21 W - Member married to member, child under 21

Field 52 **VHA ZIP**. The zip code used in the computation of Variable Housing Allowance (VHA) if entitlement exists.

Field 53 **RENT AMT**. The amount of rent paid for housing if applicable.

Field 54 **SHARE**. The number of people with which the member shares housing costs.

Field 55 **STAT**. The VHA status; i.e., accompanied or unaccompanied.

Field 56 **JFTR**. The Joint Federal Travel Regulation (JFTR) code based on the location of the member for Cost of Living Allowance (COLA) purposes.

Field 57 **DEPNS**. The number of dependents the member has for VHA purposes.

Field 58 **2D JFTR**. The JFTR code based on the location of the member's dependents for COLA purposes.

Field 59 **BAS TYPE**. An alpha code that indicates the type of Basic Allowance for Subsistence (BAS) the member is receiving, if applicable. This field will be blank for officers.

B - Separate Rations C - TDY/PCS/Proceed Time H - Rations-in-kind not available K - Rations under emergency conditions

Field 60 **CHARITY YTD**. The cumulative amount of charitable contributions for the calendar year.

Field 61 **TPC**. This field is not used by the active component of any branch of service.

Field 62 **PACIDN**. The activity Unit Identification Code (UIC). This field is currently used by Army only.

Fields 63 through 75 contain Thrift Savings Plan (TSP) information/data.

Thrift Savings Plan (TSP)	BASE PAY RATE	BASE PAY CURRENT	SPEC PAY RATE	SPEC PAY CURRENT	INC PAY RATE	INC PAY CURRENT	BONUS PAY RATE	BONUS PAY CURRENT
	63	64	65	66	67	68	69	70
	TSP YTD DEDUCTION		DEFERRED		EXEMPT			
	71	72	73	74	75			

Field 63 **BASE PAY RATE**. The percentage of base pay elected for TSP contributions.

Field 64 **BASE PAY CURRENT**. Reserved for future use.

Field 65 **SPECIAL PAY RATE**. The percentage of Specialty Pay elected for TSP contribution.

Field 66 **SPECIAL PAY CURRENT**. Reserved for future use.

Field 67 **INCENTIVE PAY RATE**. Percentage of Incentive Pay elected for TSP contribution.

Field 68 **INCENTIVE PAY CURRENT**. Reserved for future use.

Field 69 **BONUS PAY RATE**. The percentage of Bonus Pay elected towards TSP contribution.

Field 70 **BONUS PAY CURRENT**. Reserved for future use.

Field 71 Reserved for future use.

Field 72 **TSP YTD DEDUCTION (TSP YEAR TO DATE DEDUCTION)**: Dollar amount of TSP contributions deducted for the year.

Field 73 **DEFERRED**: Total dollar amount of TSP contributions that are deferred for tax purposes.

Field 74 **EXEMPT**: Dollar amount of TSP contributions that are reported as tax exempt to the Internal Revenue Service (IRS).

Field 75 Reserved for future use.

REMARKS	YTD ENTITLE _____	YTD DEDUCT _____
76	77	78

Field 76 **REMARKS**. This area is used to provide you with general notices from varying levels of command, as well as the literal explanation of starts, stops, and changes to pay items in the entries within the “ENTITLEMENTS”, “DEDUCTIONS”, and “ALLOTMENTS” fields.

Field 77 **YTD ENTITLE**. The cumulative total of all entitlements for the calendar year.

Field 78 **YTD DEDUCT**. The cumulative total of all deductions for the calendar year.

BASIC PAY—EFFECTIVE JANUARY 1, 2004¹

Pay Grade	Cumulative Years of Service														
	2 or less	Over 2	Over 3	Over 4	Over 6	Over 8	Over 10	Over 12	Over 14	Over 16	Over 18	Over 20	Over 22	Over 24	Over 26
O-10 ²	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	12524.70	12586.20	12847.80	13303.80
O-9	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	10954.50	11112.30	11340.30	11738.40
O-8	7751.10	8004.90	8173.20	8220.60	8430.30	8781.90	8863.50	9197.10	9292.80	9579.90	9995.70	10379.10	10635.30	10635.30	10635.30
O-7	6440.70	6739.80	6878.40	6988.50	7187.40	7384.20	7611.90	7839.00	8066.70	8281.90	8386.10	8386.10	8386.10	8386.10	8433.50
O-6	4773.60	5244.30	5588.40	5588.40	5609.70	5850.00	5882.10	5882.10	6216.30	6807.30	7154.10	7500.90	7698.30	7897.80	8285.40
O-5	3979.50	4482.90	4793.40	4851.60	5044.80	5161.20	5415.90	5602.80	5844.00	6213.60	6389.70	6563.40	6760.80	6760.80	6760.80
O-4	3433.50	3974.70	4239.90	4299.00	4545.30	4809.30	5137.80	5394.00	5571.60	5673.60	5733.00	5733.00	5733.00	5733.00	5733.00
O-3	3018.90	3422.40	3693.90	4027.20	4220.10	4431.60	4568.70	4794.30	4911.30	4911.30	4911.30	4911.30	4911.30	4911.30	4911.30
O-2	2608.20	2970.60	3421.50	3537.00	3609.90	3609.90	3609.90	3609.90	3609.90	3609.90	3609.90	3609.90	3609.90	3609.90	3609.90
O-1	2264.40	2356.50	2848.50	2848.50	2848.50	2848.50	2848.50	2848.50	2848.50	2848.50	2848.50	2848.50	2848.50	2848.50	2848.50
O-3E ³	0.00	0.00	0.00	4027.20	4220.10	4431.60	4568.70	4794.30	4984.20	5092.80	5241.30	5241.30	5241.30	5241.30	5241.30
O-2E ⁴	0.00	0.00	0.00	3537.00	3609.90	3724.80	3918.60	4068.60	4180.20	4180.20	4180.20	4180.20	4180.20	4180.20	4180.20
O-1E ⁴	0.00	0.00	0.00	2848.50	3042.30	3154.50	3269.40	3382.20	3537.00	3537.00	3537.00	3537.00	3537.00	3537.00	3537.00
W-5	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	5360.70	5544.30	5728.80	5914.20
W-4	3119.40	3355.80	3452.40	3547.20	3710.40	3871.50	4035.00	4194.30	4359.00	4617.30	4782.60	4944.30	5112.00	5277.00	5445.90
W-3	2848.80	2967.90	3089.40	3129.30	3257.10	3403.20	3595.80	3786.30	3988.80	4140.60	4291.80	4356.90	4424.10	4570.20	4716.30
W-2	2505.90	2649.00	2774.10	2865.30	2943.30	3157.80	3321.60	3443.40	3562.20	3643.80	3712.50	3843.00	3972.60	4103.70	4103.70
W-1	2212.80	2394.00	2515.20	2593.50	2802.30	2928.30	3039.90	3164.70	3247.20	3321.90	3443.70	3535.80	3535.80	3535.80	3535.80
E-9 ⁴	0.00	0.00	0.00	0.00	0.00	0.00	3769.20	3854.70	3962.40	4089.30	4216.50	4421.10	4594.20	4776.60	5054.70
E-8	0.00	0.00	0.00	0.00	0.00	3085.50	3222.00	3306.30	3407.70	3517.50	3715.50	3815.70	3986.40	4081.20	4314.30
E-7	2145.00	2341.20	2430.60	2549.70	2642.10	2801.40	2891.10	2980.20	3139.80	3219.60	3295.50	3341.70	3498.00	3599.10	3855.00
E-6	1855.50	2041.20	2131.20	2218.80	2310.00	2516.10	2596.20	2685.30	2763.30	2790.90	2809.80	2809.80	2809.80	2809.80	2809.80
E-5	1708.10	1813.50	1901.10	1991.10	2130.60	2250.90	2339.70	2367.90	2367.90	2367.90	2367.90	2367.90	2367.90	2367.90	2367.90
E-4	1558.20	1638.30	1726.80	1814.10	1891.50	NOTES: 1. While serving as JCS/Vice JCS, CNO, CMC, Army/Air Force CS, basic pay is \$14,634.20 (See note 2). 2. Basic pay for an O-7 to O-10 is limited by Level III of the Executive Schedule which is \$12,050.00. Basic pay for O-6 and below is limited by Level V of the Executive Schedule which is \$10,608.30. 3. Applicable to O-1 to O-3 with at least 4 years & 1 day of active duty or 1460 points as a warrant and/or enlisted member. See DoDFMR for more detailed explanation on who is eligible for this special basic pay rate. 4. For the MCPO of the Navy, CMSgt of the AF, Sergeant Major of the Army or Marine Corps, basic pay is \$6,000.00. Combat Zone Tax Exclusion for O-1 and above is based on this basic pay rate plus HFRIDP which is \$225.00.									
E-3	1407.00	1495.50	1585.50	1585.50	1585.50										
E-2	1337.70	1337.70	1337.70	1337.70	1337.70										
E-1	1193.40	1193.40	1193.40	1193.40	1193.40										
E-1 -4 mos +	1,104.00														

NOTE: The chart on the previous page serves only as a guide and WILL NOT be updated annually. For current information, please visit www.dfas.mil/ on the worldwide web.

QUESTIONS

Benefits, Entitlements and Compensation (AFTB 1.04)

Materials needed to take examination:

Subcourse (AFTB 1.04) information, an ink pen, and an AFTB exam response (answer) sheet. There is only 1 correct answer for each item.

1. What is Recruiter Expense Allowance?
 - a. Reimbursement for allowable expenses incurred as a direct result of recruiting such as parking fees, applicant meals and snacks.
 - b. Reimbursement for recruiter needs such as shaving kits and uniform cleaning
 - c. Reimbursement for mileage on your personal car.
 - d. Reimbursement for any and all monies spent during your 9-5 recruiting day.

2. What does LES stand for?
 - a. Luck in Emergency Situations
 - b. Leave and Earnings Schedule
 - c. Lost Earnings Statement
 - d. Leave and Earnings Statement

3. What block on the LES tells how long the sponsor has been in the Army?
 - a. SSN
 - b. ADSN/DSSN
 - c. YRS SVC
 - d. GRADE

4. What section on the LES tells what pay you are due in a given month?
 - a. Deductions
 - b. Allotments
 - c. Summary
 - d. Entitlements

5. What are allotments?
 - a. Allowances for special duty
 - b. Money that they sponsor denotes as paid to a specific organization directly from their paycheck
 - c. Amount of money deducted from the sponsor's paycheck for taxes, social security, Medicare, etc.
 - d. Advanced Debt Payments

6. What section shows how much you are paying in a particular month for taxes, social security, Medicare and SGLI?
 - a. Entitlements
 - b. Allotments
 - c. Summary
 - d. Deductions

7. What block of the LES states how much leave the sponsor has to use as normal leave?
 - a. BF BAL
 - b. ERND
 - c. ETS BAL
 - d. CR BAL

8. What blocks on the LES tell whether you are getting paid BAQ and whether that BAQ is for with or without dependents?
 - a. BAQ TYPE and BAQ DEPN
 - b. BAQ TYPE and RENT AMT
 - c. BAQ DEPN and DEPNS
 - d. BAQ TYPE and BAS TYPE

9. The LES block after STATE TAXES shoes the state code where:
 - a. The sponsor lived last
 - b. The sponsor has his/her Home of Record
 - c. The sponsor will go when they leave recruiting duty
 - d. The sponsor pays state taxes

10. TRUE or FALSE: You can only order from the AAFES catalog if you have a military unit address to have the merchandise sent to.
 - a. True
 - b. False

Army Family Team Building (AFTB) Correspondence Course
Benefits, Entitlements and Compensation
AFTB Course 1.04
ANSWER SHEET

1. a. _____
b. _____
c. _____
d. _____

2. a. _____
b. _____
c. _____
d. _____

3. a. _____
b. _____
c. _____
d. _____

4. a. _____
b. _____
c. _____
d. _____

5. a. _____
b. _____
c. _____
d. _____

6. a. _____
b. _____
c. _____
d. _____

7. a. _____
b. _____
c. _____
d. _____

8. a. _____
b. _____
c. _____
d. _____

9. a. _____
b. _____
c. _____
d. _____

10. a. _____
b. _____

AFTB Course 1.05 Family and Military Expectations

Course Descriptions:

Covers the expectations that soldiers, civilian employees, and their families have about the extent to which the military will “take care” of families. Also discusses what the military expects of soldiers, civilian employees, and their families regarding taking care of themselves and each other.

Expectations!! We all have an idea of what something may be like. Even before we started school we had seen movies and heard about school, and so we developed an idea or expectation about what it would be like. Generally, when the experience turns out equal to or better than our expectations we say, “AWESOME!” But, if the experience doesn’t meet our expectations, it is far from awesome. So, it is best if our expectations are correct in the first place – that way life is just easier. Consider the following:

Lucy and her husband, Ricky just received orders for Ricky to go to recruiting school. They are both very excited about the assignment until Lucy remembers Ethel telling her some horror stories about when Fred was a recruiter. Ethel described Fred working until midnight every night, including weekends; never being home for supper, and Ethel having to cut the grass. Lucy has also spoken to some other friends who had said recruiter duty was great. They would receive extra money, Ricky wouldn’t have to go to the field, he would be home every night for supper and he would have plenty of time for all of Little Ricky’s school activities during the day.

What do you think Lucy’s expectations of the new assignment will be? Some expectations are based on personal experience with other families who have “been there, done that, got the T-shirt”. Others are based on person background, expectations, and experiences.

Each of us develops expectations, both realistic and unrealistic, about things of which we have little first-hand knowledge. Here are some expectations about Army and USAREC life from other AFTB participants. Think about which are realistic and which are not:

- Provided good medical and dental care, or an affordable alternative
- Provide job security
- Provide a paycheck every pay period
- Improve standard of living
- Provide a safe work environment
- Provide safe, non-hazardous, adequate living quarters (housing)
- Provide excellent education opportunities for children

What Do You Expect The Military To Do For You?

Think about what you expect the military to do for you. List your expectations (be honest, list every little thing you expect from the military). Now, review your list. Let's determine what is realistic and what is unrealistic. For this we need an "acid test". We need to be able to weigh each of the expectations on your list against a reasonable standard for the Army.

A good way to start is to look at each of your expectations and ask yourself the following questions:

1. is this legal?
2. is there money for this?
3. how much time would be needed?
4. are there resources available to accomplish this?

For example, let's look at some of the expectations on the list from the AFTB participants. The third item on the list is "Provide a paycheck every pay period". Do you think this is realistic? How about our "acid test"? Does it meet our criteria for a realist expectation?

1. Sure! It is definitely legal.
2. Yup, there is enough money for this – although in the past couple of years there have been one or two scares about the defense budget, and congress had to put a continuing resolution into effect. The truth is no one's pay was interrupted and the Army finance system chugged along as usual.
3. The time needed isn't a factor in this one, as the finance staff is already in place and doing their job on a regular basis.
4. And lastly, there are indeed the resources to accomplish this expectation.

As is seen every month when hundreds of thousands of military and civilian employees get their paychecks, expecting the Army to "Provide a paycheck every pay period" is indeed realistic.

Now, how about putting your list of expectations to the "acid test"? If the answer to any of the four questions we have listed as our standard is no, then the expectation is probably not realistic. If your answer is, "I don't know", you may have to do some research. Make sure you include your expectations of the Recruiting Command as well as the Army in general. You may also want to discuss your expectations of USAREC and the Army with other spouses during your next Family Support Group meeting. Keep in mind that what may be an unrealistic expectation today may become a reality in the future.

What Do You Think The Military Expects From You?

Now, let's think about what you think the military expects of you. Again, here is a list of expectations from a recent AFTB class for your review and thoughts:

- Remain supportive and positive
- Be a upstanding citizen (good example for the civilian community)
- Be patriotic
- Be active and involved in my military community
- Be self-sufficient, able to take care of family matters successfully most of the time

List what you believe are the military and USAREC's expectations of you. Repeat the review process, and determine what is realistic and unrealistic.

You can keep your expectations realistic by increasing your knowledge of the Army and USAREC's mission. This mission can affect both the soldier or civilian employee and the family members. Your understanding of military customs, traditions and protocol will influence your expectations. Remember, for soldiers, the Army is a profession or a career.

You can continue to further your knowledge about the Army and USAREC by attending your family support group activities, military community events, official command functions, Army Family Team Building classes, and your battalion's Annual Training Conference.

On the next few pages, you will find four excellent "pictures" of Army life. "The Military Spouse", "Army Wedding Vows", "Prayer of the Army Spouse", and "Loving a Soldier". Hopefully you will enjoy them and parts of them will give you a chuckle, but think about the impact of the Army and USAREC mission as you read them as well.

This information completes Army Family Team Building Course 1.05, Family and Military Expectations. Please answer the following multiple choice and open ended questions about what you have just learned before going on to 1.06, The Impact of the Mission on Family Life.

The Military Spouse

The good Lord was creating a model for military spouses and was into His sixth day of overtime when an angel appeared. She said, “Lord, you seem to be having a lot of trouble with this one. What’s the matter with the standard model”?

The Lord replied, “Have you seen the specs on this order? She has to be completely independent, possess the qualities of both father and mother, be a perfect hostess to four or fifty with an hour’s notice, run on black coffee, handle every emergency imaginable without a manual, be able to carry on cheerfully, even if she’s pregnant and has the flu, and she must be willing to move 10 times in 17 years. And oh, yes, she must have six pairs of hands”.

The angel shook her head. “Six pairs of hands? No way”.

The Lord continued, “Don’t worry; we will make other military spouses to help her. And we will give her an unusually strong heart so it can swell with pride in her husband’s achievements, sustain the pain of separations, bear soundly when it’s over-worked and tired, and large enough to say, “I understand”, when she doesn’t and say “I love you, regardless”.

The angel circled the model of the military spouse, looked at it closely and signed, “It looks fine, but it’s too soft”.

“She might look soft”, replied the Lord, “but she has the strength of a lion. You would not believe what she can endure”.

Finally the angel bent over and ran a finger across the cheek of the Lord’s creation. “There’s a leak”, she announced. “Something is wrong with the construction. I am not surprised that it is cracked. You are trying to put too much into this model”.

The Lord appeared offended at the angel’s lack of confidence. “What you see is not a leak”, he said, “it’s a tear”.

“A tear? What’s it there for?” asked the angel.

The Lord replied, “It’s for the joy, sadness, pain, disappointment, loneliness, pride, and a dedication to all the values that she and her husband hold dear”.

“You are a genius!” exclaimed the angel.

The Lord looked puzzled and replied, “I didn’t put it there”.

Author Unknown

Except for the number of moves, The Military Spouse pertains equally to Active Component, Reserve Component, and civilian families, and these days, the male spouse and significant other are also in the picture. Dual military families and single parents add to the diversity.

Army Wedding Vows

Dear family and friends, we are gathered here today in the sight of God and the Department of the Army, to witness this exchange of vows, and see the love that these two dedicated, loving people have for one another.

"Wilt thou, _____, take _____ (who was once referred to as the "dependent"), as your family member, to dwell together in so far as the Department of the Army will permit?" "Wilt thou love her, comfort her, via the postal service or over the phone, make sure she knows where the commissary, PX, and church are, and what time she is scheduled to use the laundry room the day she arrives, wherever you are stationed?" "Wilt thou attempt to tell her more than 24 hours in advance that you will be leaving for two weeks, beginning the next morning?" This especially applies to the years you will live in a foreign country!

"Wilt thou _____, take this soldier as thy wedded husband, knowing that he is depending upon you to be the perfect (well almost) Army spouse, running the household as you see fit, and being nice to the commander's spouse?" Furthermore, you understand that your life with your husband (little that you may have together) will not be normal, that you may have to explain to your children, not once, but twice, and more often in the same day, that mothers do have husbands, and that children do have daddy's, and that the picture of the man on the refrigerator is not the milkman, but the same individual who tucks them in at 2200 hours, long after they are asleep. This soldier is their daddy, who loves them very, very much. "Wilt thou love, respect and wait for him, preparing his favorite cookies and pictures of yourself and the kids, so he can remember what you look like?" And last but not least, put on the outside of your door his "Welcome home" sign when he's due to arrive?"

"I, _____, Take thee _____, as my independent spouse, from 1900 to 2200 hours or as long as allowed by my Commanding Officer (subject to change without notice), for better or worse, earlier or later, near or far, and I promise to look at the letters you send me, maybe not when they get to me in the field, but before I turn the lights out. I will also send a letter, if time permits, and if not, to somehow, some way, make the time."

"I, _____, take thee, _____ as my live-in/live-out husband, realizing that your comings and goings and 0330 staff meetings are normal (although absurd to me) and part of your life as a soldier. I promise not to be shocked or taken by surprise when you inform me that, although we've just arrived at our new duty station, we will be leaving within the month. Yes, I'll have you as my husband as long as while you are away, my allotment comes through regularly, and that you leave me a current power of attorney and the checkbook at all times. I am a family member and proud of it, dependent upon myself and my resources. Although I miss you when you are away, I know I can handle whatever comes across my path."

"Now then, let no man or woman put asunder what God and the Department of the Army have brought together. The Army hereby issues you this lovely, dedicated, independent woman, knowing that she'll be an asset not only to your marriage, but also to the mission of the United States Army,

which is, as you all know, to remain in a state of "Readiness." By the authority vested in the Bible, elaborated in the regulation and subject to current directives concerning the aspects of marriage in the Army, you are now a Soldier with a Family Member. Best Wishes and good Luck."

Prayer of the Army Spouse

Dear God, I am proud to be wed to one
who defends freedom and peace.
My challenges are many and I pray for
your love and guidance to meet them.

Special to me are the symbols representing
my religion, country, community, and home.
I pray for the wisdom and grace to be true
to their meaning.

You are the symbol of my religious beliefs,
and the source of my strength. Because my life
is full of change, I cherish the solid and
constant spiritual foundation that you provide.
Help me, Lord, to be an example of your teachings.

My national flag represents freedom. Let me
never forget, or take for granted, the hope it shows
to the world. Bless those who have made sacrifices
for freedom. As I enter the gateway to a military
community, guide me to reach out to others and keep it
a wholesome place. May my charity be given without
thought to personal rewards.

My wedding ring represents eternity and
never-ending love. Let me celebrate all of the joys
of our togetherness and find comfort in them during
times of separation. I pray, also, we are spared the
ultimate sacrifice of duty to country.

My house is a symbol of our family and its unity.
It is the place where we share memories of the past
and build dreams of the future. Make willing my heart
and hands to do even the smallest tasks that will
make our house a better home.

Thank you, God, for daily being with us as we live
in the Army. Please grant us your continued blessings,
increased strength, and infinite guidance,
as we live to your honor and glory.

Author Unknown

Loving a Soldier

Loving a soldier is not always gay,
For with the price you have to pay
It's mostly loving, but not to hold,
It's being young and feeling old.

It's sending a letter with an upside down stamp
To a faraway lover in a faraway camp.
Being in love with merely your dreams
Bring thoughts of heaven when love's light gleams.

You wish it were possible for him to phone,
You want him to say, "I'm on my way home".
And when he comes in, the laughing together,
Unconscious of people, or time and of weather.

It's having him whisper his love for you,
It's whispering back that you love him too.
Then comes a kiss, a promise of love,
Knowing you're watched by God above.

Reluctantly, painfully, letting him go
While you're crying inside wanting him so.

Days go by, no mail for a spell,
You wait for a word that he is well.

And when the letter comes you shiver with joy
And act like a child with a new shining toy.
It's loving a soldier, the boy you adore,
And hating the world, yourself and war.

And it's going to church to kneel and to pray,
And really meaning all the things that you say.
And though you know he's far away,
You love him more and more each day.

Loving a soldier is bitterness and tears.
It's loneliness, sadness and unfounded fear.
Loving a soldier is sometimes no fun,
But it's worth the price when the battle is won.

Author Unknown

QUESTIONS

Family and Military Expectations (AFTB 1.05)

Materials needed to take examination:

Subcourse (AFTB 1.05) information, an ink pen, and an AFTB exam response sheet (answer sheet).

If more space is needed for answers to the open ended questions, please attach an 8 ½ X 11 sheet of paper. You do not need to type your responses, but please so ensure that your handwriting is legible. There is only 1 correct answer for each item

1. The best definition for “expectations” would be:
 - a. The way you will make a particular situation turn out.
 - b. The way you plan or hope for a particular situation to turn out, that hope can be either realistic or unrealistic.
 - c. The way a particular situation does turn out
 - d. The way you plan or hope for a particular situation to turn out, but only if that hope is realistic.

For questions 2 – 10, look at the following list of expectations of what the Army “should” provide to the soldiers and their families. On your answer sheet, please mark “a” if you think that the expectation is realistic; “b” if the expectation is unrealistic. For example, if you think that number 2, “totally free medical and dental care for all family members” is realistic, mark “a” under number 2 on your answer sheet; if you think it is unrealistic, mark “b”.

The Army should provide:

2. Totally free medical and dental care for all family members.
3. Inexpensive childcare available 24 hours a day.
4. A well stocked library on every installation.
5. Provide safe, non-hazardous, adequate living quarters (housing).
6. Provide excellent educational opportunities for children.
7. Ensure that the sponsor is home for weekends and holidays.
8. A workplace free of sexual and racial harassment.
9. Job security.
10. Monetary incentives like lower cost of goods and services, tax free purchases and lower cost entertainment opportunities, and “freebies”.

Open Ended Questions

11. Please list between 5 and 10 of your expectations of the Army in general and/or recruiting duty.
12. Discuss at least 3 of your expectations with other family members in your recruiting battalion. Explain which are realistic and unrealistic and why.
13. Choose one of your expectations of recruiting duty before you started your recruiting assignment. Now that you have been in recruiting was it realistic or unrealistic? Explain.

Army Family Team Building (AFTB) Correspondence Course
Family and Military Expectations
AFTB Course 1.05
ANSWER SHEET

1. a. _____
b. _____
c. _____
d. _____

2. a. _____
b. _____

3. a. _____
b. _____

4. a. _____
b. _____

5. a. _____
b. _____

6. a. _____
b. _____

7. a. _____
b. _____

8. a. _____
b. _____

9. a. _____
b. _____

10. a. _____
b. _____

11.

12.

13.

AFTB Course 1.06 IMPACT OF THE MISSION ON FAMILY LIFE

Course Description:

Discuss the Army's missions and their impact upon soldiers, civilian employees, and their families.

To truly understand the impact the Army's mission has on family life, you must first understand how the missions impact on the functions of the Army.

The Army has legal standing and is addressed in the Constitution. As a legitimate instrument of national power, it is constituted to achieve certain ends and is assigned certain roles, functions and missions. These roles, functions and missions complement those of the other services (Air Force, Marine, Navy, and Coast Guard). Together the Services defend the nation, deter war, and project national power to achieve national objectives.

Army units, along with other military forces, have functions (specific responsibilities) and missions (tasks assigned to meet those functions) to perform in combat and other operations.

The functions of the Army are assigned by the President and the Secretary of Defense. They are very technical in language. However, to let you see how essential the Army is, let's look briefly at some of the primary functions of the Army:

1. To organize, train, and equip forces for the conduct of prompt and sustained combat operations on land.
2. To organize, train, and equip forces for appropriate air and missile defense and space control operations.
3. To organize, equip, and **provide Army forces**...for Joint amphibious airborne, and space operations and to provide for the training of such forces.
4. To organize, train, equip, and **provide forces** for the support and conduct of special operations.
5. To **provide** equipment, **forces**, procedures, and doctrine necessary for the effective prosecution of electronic warfare operations.
6. To **provide forces** for the occupation of territories abroad.
7. To develop doctrines and procedures...for organizing, equipping, training, and employing forces operating on land.
8. To organize, train, equip, and **provide forces**...to operate land lines of communication.
9. To **recruit**, organize, train, and equip interoperable forces for assignment to unified and specified commands.

As you can see from this brief look at Army Functions, the Army does a lot of important things in the overall defense of our great Nation and your soldier's mission is equally important in support of these functions.

Each of those missions such as field training exercises, alerts, mock deployment exercises, and most importantly, actual deployment, serves a very vital purpose, though you and I will probably never know how or why.

The USAREC Mission Statement:

- Recruit, with integrity, the highest quality individuals to meet the skill levels and structure of the regular Army and Army Reserve.
- Recruit for the special needs of the Army to include applicants for Officer Candidate School, Warrant Officer Flight Training, Technical Warrant Officers, Special Operations Forces, and the United States Military Academy (USMA) Preparatory School.

Because of all this, your life as a family member will be more tolerable if you have an idea of what the Army's functions and missions are (why things are done the way they are at each level) and how they can affect you, your spouse, and your family.

"If the Army had wanted you to have a spouse, they would have issued you one."

Although this quote is out of date, the military lifestyle remains unique and the mission – or purpose of the military – can still profoundly affect the family. And we must remember that families can have an impact on military's mission too, both positive and negative.

Recent research on Army families shows that over 85% of spouses enjoy the military lifestyle and encourage their husbands and wives to stay in the military. They enjoy it even though soldiers and civilian employees spend long hours planning, preparing, and training to defend our nation. This means that the soldier or civilian employee will often be away during "family time".

Take a minute to reflect on some experiences that resulted from a family member being away, or busy with the mission, during family time. How were you able to cope? What have you noticed about military family members who seem to take it all in stride? They all possess the following traits.

1. **Patriotic.** The Army family has a strong sense of patriotism and love of country, realizing that the welfare of the country and its citizens is the primary mission.
2. **Adaptable.** The Army family is adaptable. The challenges of mobility, uncertainty, and separation force families to adapt to new cultures, friends, and support systems, and to deal with both positive and negative emotions.
3. **Involved and community oriented.** The Army family gets involved in the community at all levels (neighborhood, unit, and city/installation), and they influence others to do likewise.

4. **Possess a keen sense of humor.** The Reader's Digest has a section called "Laughter is the Best Medicine", and Army families use humor to carry them through a wide range of emotions. It helps to find optimism in negative situations – sometimes the humor comes much later.
5. **Have realistic expectations.** What the Army will do for you has changed over the years - as has what the Army expects of family members. Fifty years ago, spouses did not get an allotment, and even longer ago that that, there was no life insurance for soldiers. Family members were expected to take in stride the hardships and challenges presented in military living.

Today, you are enjoying the best quality of life the American military has ever known. Some families think the Army "should" take care of their every need during family separations, but realistic Army families do not expect this. They realize that when the Army gears up for the defense mission, which is the very time the Army, is least able to "take care of families". The byword of the Army family is readiness. However, the Army does provide the resources to assist the family while fostering this independence. This way, the Army, soldiers, civilian employees and family members can achieve both personal and organizations readiness.

6. **Resourceful.** The Army family learns how to "make do", especially while involved in a permanent change of station move, serving a tour in a foreign country, or enduring the loneliness of family separation.
7. **A little "touched in the head".** The Army family says they have to be....why else would they love the military life??

The following was written by a USAREC spouse who assisted in the development of this correspondence course:

Being a Special Forces spouse is a very strengthening experience. I believe this is true in any situation of lengthy or frequent separation. I am passionate in my belief that the more prepared and "trained" and knowledgeable the spouse left behind is, the better the quality of life for everyone.

We must understand the mindset of our soldier. They must be allowed to do their job, to the best of their ability WITHOUT the nagging, whining, helpless spouse hanging on their shirt tails. They need to walk away and leave us behind, in order to concentrate and do their job safely and well.

In order to do this, we must educate ourselves on being self-sufficient or knowing ahead of time where our resources are. We must learn to believe in our abilities, learn to solve the inevitable problems, and be bold enough to continue on with life without the spouse. Take the kids on trips, do what you need to do. **DON'T PUT YOUR LIFE ON HOLD BECAUSE YOUR SPOUSE IS NOT AROUND!!!!!!!**

Take control of the lives you are responsible for (including your own). Be in charge and present yourself in that manner. Start watching home improvement segments on television; buy a good basic home repair manual to assist you when those problems crop up. If you can't fix it, at least you

will have some knowledge to back you up when the repairmen show up. Don't overlook the automobile and home repair articles in the newspaper. The internet is another good resource for just about anything. Get to know your neighbors; your various skills can be traded. The military can be a grand adventure if you allow it to be. But first, you have to LEARN and TRUST IN YOURSELF!!

Dee Gierlach

Please read the following paragraphs:

Be All You Can Be

Today's Army spouse has come a long way from the days when Martha joined George at Valley Forge, when Molly fired the cannon volleys at Fort Monmouth, and when women crossed the prairies to be with their Indian – fighting husbands on the western frontiers. She has changed, yes, but in some ways there remains a marked similarity between the Army spouse today and her sisters of yesteryear. Spirit, courage, vitality and a sense of dedication are terms that apply as much today in describing her as in days gone by.

Who is the Army spouse of today and what does she represent? She is a unique individual, a one-of-a-kind person, belonging to a sisterhood of women making a difference in their world. She is the young Korean bride studying English in order to feel more a part of her new country. She is the girl who smiles from behind the counter at the Post Exchange. She is a teacher, a lawyer, a real estate agent. The Army spouse today attends school in order to further her education. She spends hour's volunteering at the thrift shop. She may be an action officer at the Pentagon, a helicopter pilot at Fort Rucker, or a platoon leader in West Germany. She is the Scout Leader, the Sunday School teacher, the wives club president. She is the baker of vast quantities of cookies to take to the motor pool for troops returning from the field. She is the young mother at the commissary, with an infant in her car seat and a toddler in tow, dressed in BDUs just like Dad. She is independent, resourceful, and adaptable. The Army spouse of today is many things to many people and she continues to represent all that Ida True Terry first defined in her seal. She is part of the spirit of America and a special part of the Army family that encourages each person to "Be All That You Can Be".

The mission's impact on family life will change over a soldier's or civilian employee's career and will be greatly influenced by a number of factors, such as the type of mission and the mission's location and its relationship to higher headquarters missions.

As a soldier or civilian employee gains in rank and responsibility, the Army's total, global mission will have a greater effect on family life. As a result, you may be called upon to hold the family together because that mission requires another family member's full attention. Therefore, the quality of life for military families will depend upon individual families' resiliency throughout their soldier's or civilian employees' careers.

This information completes Army Family Team Building Course 1.06, Impact of the Mission on Family Life. Please answer the following multiple choice and open ended questions about what you have just learned before going on to 1.07, Basic Problem Solving.

QUESTIONS

Impact of the Mission on Family Life (AFTB 1.06)

Materials needed to take examination:

Subcourse (AFTB 1.06) information, an ink pen, and an AFTB exam response sheet (answer sheet).

If more space is needed for answers to the open ended questions, please attach an 8 ½ X 11 sheet of paper. You do not need to type your responses, but please so ensure that your handwriting is legible. There is only 1 correct answer for each item.

1. The USAREC Mission Statement includes recruiting for the following:
 - a. Officer Candidate School, Warrant Officer Flight Training, the United States Military Academy, and the Citadel.
 - b. Officer Candidate School, Warrant Officer Flight Training, Technical Warrant Officers, Special Operations Forces, and the United States Military Academy (USMA) Prep School.
 - c. Officer Candidate School, Air Force Academy, Technical Warrant Officers, Special Operations Forces, and the United States Military Academy.
 - d. The Coast Guard Academy, The Marine Corps, The United States Military Academy, and Special Operations Forces.

2. Which of the following is a correct list of the seven traits of an Army Family?
 - a. Patriotic, Employable, Possess a keen sense of humor, Have realistic expectations, Resourceful, and a little “touched in the head”.
 - b. Patriotic, Adaptable, Involved and community oriented, Possess keen sense of humor, Have realistic expectations, Resourceful, and A little “touched in the head”.
 - c. Patriotic, Adaptable, Involved and community oriented, Posses keen sense of humor, Be willing to lead a FSG, Resourceful, and A little “touched in the head”.
 - d. Adaptable, Involved and community oriented, Posses keen sense of humor, Have realistic expectations, Be willing to move every six months to a year, Resourceful, and A little “touched in the head”.

Open Ended Questions

3. What effect does change in your spouse’s career have on the mission and your family life?
4. What effect does your spouse’s change in rank have on the mission and your family life?
5. How does the USAREC mission affect your family life as it differs from life as a “regular soldier” in an installation/garrison position?

6. Please list the primary functions of the Army.
7. Describe positive results of the Army's mission on your family life.
8. What is your spouse's mission?
9. How does this mission affect your children (if applicable)?
10. Choose one of the Traits of an Army Family which you feel you possess. Briefly describe a situation in which it helped you deal with the way the Mission impacted you and your family.

Army Family Team Building (AFTB) Correspondence Course
Impact of the Mission on Family Life
AFTB Course 1.06
ANSWER SHEET

- | | | | |
|----|----------|----|----------|
| 1. | a. _____ | 2. | a. _____ |
| | b. _____ | | b. _____ |
| | c. _____ | | c. _____ |
| | d. _____ | | d. _____ |

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AFTB Course 1.07 Basic Problem Solving

Course Description:

Teaches the basic skills necessary to successfully solve problems.

This course has been designed to help you learn basic problem-solving and decision-making skills. As a member of a military family, you have had to solve tough problems or make hard decisions on your own. Some of these problems were unique to military life, and some were common to us all.

There are many ways of handling a problem. But *handling* a problem does not necessarily mean *solving* the problem. And making a decision does not necessarily mean making the best decision for you. In this course, you have been given a process which outlines specific steps which will help you develop effective skills for solving problems in ways that will benefit you most – or, at least, will help you organize your thoughts so you can take positive action.

Learning Objectives

By the time you complete this course, you should be able to do two things:

1. list the six steps of the problem-solving process
2. develop a potential solution to a problem using the “Six Step Problem-Solving Process”.

The Six Step of the Problem-Solving Process

1. Recognize and define the problem
2. Gather facts and make assumptions
3. Develop possible solutions
4. Analyze and compare the possible solutions
5. Select the best solution
6. Implement the solution

They look pretty simple, don't they? They are. However, they require work and commitment. The steps must be followed strictly if they are to be effective. It is also important to remember that “practice makes perfect”. The more you use the process, the easier it will become to use – and the better your results. So, while you might not see *miracles*, you will see *results*.

Application

Let's examine the Problem-Solving Process more carefully. First, let's find a problem. Two common elements – a car and you – are just what we need. Imagine your family is settling into your new quarters when you spouse must go TDY for three weeks and won't be able to be reached – even by phone – for at least two days. The responsibility to “set up housekeeping”, including buying groceries and supplies for your new home, get the pets to a vet, get the kids registered for school, etc. is, therefore, in your hands. The day after your spouse leaves, you can't get the car started. What should you do?

Now, let's apply the six step of the Problem-Solving Process to your situation.

Step 1: Recognize and define the problem.

The problem is that the car won't start. It is important to remain focused here. Yes, there are other things to be concerned about, other related problems such as the errands you must run, the other commitments you must keep, and the fact that your spouse cannot be reached, but many of those other concerns will be resolved if you get your car in working order again.

Step 2: Gather facts and make assumptions.

Don't panic. There could be a very simple explanation why the car won't start. What are some facts that you can gather at this time?

1. Is there gas in the car? (You can see that there is gas in the car.)
2. Is it in gear? (You can see that the car is in either drive or neutral.)
3. Is there a noise when you try to start the car, or is it just total silence? (Total silence)
4. Is anything else working in the car, the lights or the radio? (Nothing else works either.)

You might assume that your battery is dead. Unless you have experience in auto mechanics, this might be as far as you can go with Step 2. You can, therefore, assume that the car won't start unless you find some help.

Step 3: Develop possible solutions.

There may be many or only one solution to the problem. But, when considering possible solutions, try to stay focused on the problem itself, and then expand your thinking to include various actions which could contribute to finding a possible solution to your problem. Brainstorm, if necessary. Think of, or better yet, write down any possible solution that comes to mind – anything. Some possible solutions to this problem could be:

1. Phone the nearest auto repair shop and have a mechanic service the car as soon as possible.
2. Go to a neighbor's house and ask for a suggestion or a battery "jump".
3. Phone the local Automobile Association for the names and locations of reputable auto mechanics in the area.
4. Do nothing and wait for your spouse to phone home, then ask them what to do.
5. Try to repair the car yourself (this possible solution would depend largely on the information you gathered in Step 2).

Some of these suggestions probably won't be of much help to you. Now let's go on to Step 4.

Step 4: Analyze and compare the possible solutions.

So now you have a list of some very good – and some not so good- suggestions for solving your problem. If you have written them down, look at them carefully now. Some people create lists of "pros" and "cons" when trying to make decisions. In one column write all of the good things you can think of about that particular possible solution; in another write all of the bad things. Then compare the two lists. This is often a good way of "seeing" the situation more clearly. One drawback to making the "pros and cons" list is that this method can sometimes be time consuming.

Whether or not you make the “pros and cons” list, the most important thing to do in Step 4 is to “look at all the angles”. Think through each possible solution and thoughtfully consider as many options as you can. Ask yourself, “What does using option number one entail?”, “How much time will it take?”, “What will happen if I use option number three instead of number one?”

Whether you make a “pros and cons” list or not, time must be spent analyzing and comparing the possible solutions that you have come up with. After comparing all the possibilities, consider your intuition. Your intuition tells you what “feels right”. Try to identify a solution that is logical and likely to succeed.

Step 5: Select the best solution.

When you feel that you have gathered as much information as you can about your problem, developed some ideas about how to solve the problem, and compared your options, then you are ready to select the solution. Whatever your decision and whatever the outcome, you can always feel good about one thing: you will have made an *informed, well-examined* decision to act.

Step 6: Implement the solution.

Putting the solution into action is the only way to find out if it works. The solution that solves your problem to *your satisfaction* is the best one for you. The “best” solution is an individual choice, but when put into action it still might not solve the problem. If, indeed, your first decision does not turn out to be the best decision, you can always regroup, repeat steps two through six, and try, try again. Even if your first plan of action does not work out, you will be better prepared to implement a second plan of action.

We have presented a very basic problem. Realize that other problems may arise that are more serious and more complicated. Knowledge of the Six Steps of the Problem-Solving Process and practicing these steps when making small decisions can assist you in handling more difficult situations.

There are solutions in which you may require some assistance. On the following page you will find a list for resources which would be good to keep handy. Enter appropriate phone numbers and other important information on the sheet. The Important Information List is a reminder of the Six Steps of the Problem-Solving Process. Remember that old saying “practice makes perfect”. The best way to become good at something – a craft, a sport, or a skill such as problem-solving – is to practice it. The six steps we have outlined in this lesson are the blueprint for making an informed decision about a plan of action. Use it. It works.

Oh, and just one more thing to remember: If at first you don’t succeed....that makes you about average!
GOOD LUCK!

This information completes Army Family Team Building Course 1.07, Basic Problem Solving. Please answer the following multiple choice and open ended questions about what you have just learned.

WHEN IN DOUBT CALL:

EMERGENCY CONTACT PERSON:

FIRE:

POLICE:

AMBULANCE:

HOSPITAL:

POISON CONTROL:

DOCTOR:

PHARMACIST:

MAINTENANCE/REPAIRS

AUTO: _____

APPLIANCES: _____

OTHER: _____

FAMILY SERVICES COORDINATOR: 1 (800) 223-3735

The Six Steps of the Problem-Solving Process

- 1. Recognize and define the problem.**
- 2. Gather facts and make assumptions.**
- 3. Develop possible solutions.**
- 4. Analyze and compare the possible solutions.**
- 5. Select the best solution.**
- 6. Implement the solution.**

QUESTIONS

Basic Problem Solving (AFTB 1.07)

Materials needed to take examination:

Subcourse (AFTB 1.07) information, an ink pen, and an AFTB exam response sheet (answer sheet).

If more space is needed for answers to the open ended questions, please attach an 8 ½ X 11 sheet of paper. You do not need to type your responses, but please so ensure that your handwriting is legible. There is only 1 correct answer for each item.

The next six questions should be solved using the Basic Problem Solving Process discussed in the text. They are based on the following scenario:

Lucy and Ethel are neighbors whose Recruiter husbands, Ricky and Fred, is out of town. The girls are having a chat over coffee and Lucy's house one morning when the lights go out. Ethel suggests the problem might be a burned out fuse and wants to check the fuse box in the basement. Lucy says she doesn't know anything about changing a fuse. Ethel then suggests phoning an electrician. Lucy says electricians' services cost money and suggests that she and Ethel try to fix the problem themselves. Lucy decided to consult one of Ricky's books on electrical wiring. After several failed attempts to restore the electricity, Lucy gets the shock of her life – literally- but, alas, no electricity. In fact, Lucy has only made things worse.

1. **Identify** the problem we are trying to solve:
 - a. Lucy and Ethel could not finish their coffee
 - b. The electrician was too expensive
 - c. Lucy's house lost electricity
 - d. The book on electrical wiring was written by Tim Allen

2. How much **fact gathering** did Lucy do?
 - a. A lot
 - b. A reasonable amount
 - c. Consulting Ricky's book should have been enough
 - d. None, na-da, neicht, non, zip, bupkis.....

3. Which of these would you not recommend as a means of **obtaining a possible solution** to the problem?
 - a. Phone an electrician
 - b. Phone the local utilities company
 - c. Phone a reputable hardware store and speak to someone in the electrical department
 - d. Ignore the whole problem until Ricky gets home.

4. A great way to **analyze and compare** the possible solutions in order to make an informed decision is to:
 - a. Choose the quickest solution
 - b. Make a list of "pros and cons" for each of the possible solutions and discuss the list with someone you trust.
 - c. Choose the least expensive possible solution; it's only electricity!
 - d. Choose the most expensive serviceman, because if he charges a lot he must be good

- e. Make a list of the number of rooms in the house and multiply the number of family members
5. Considering the outcome of our story, the best solution for Lucy.....
- a. Did not exist
 - b. Would have been to have Ethel try to change the fuse
 - c. Was to go to spend the night at Ethel's house
 - d. Would have been to contact a reputable electrician
6. After her "adventure", Lucy followed the Problem-Solving Process and decided to try to solve her problem by having a reputable electrician investigate the problem and restore her electricity. Lucy felt confident she finally **implemented the best solution** for her because:
- a. She gathered information and was able to make an informed decision
 - b. Her electricity was restored
 - c. The solution solved her problem to her satisfaction
 - d. She did not have to experience another electrical shock

Open Ended Questions

7. List the six steps of the Basic Problem Solving Process.
8. Now we are going to turn the tables. You are going to write a paragraph describing a problem and how the problem is solved using the Problem-Solving Process. Whenever possible, mention the process step being used; for example: "In order to **gather more information** about vitamin supplements, he phoned his sister, who is a Registered Dietician". In your paragraph continue with the "Lucy and Ethel" storyline. Now Ricky and Fred have returned home from their out-of-town trip. They find.....
9. Please choose one of the Six Steps and describe why you feel it is the most important step in the Problem-Solving Process.
10. Please choose one of the Six Steps and describe why you feel it is the most difficult step for you.

Army Family Team Building (AFTB) Correspondence Course
Basic Problem Solving
AFTB Course 1.07
ANSWER SHEET

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|---|---|---|
| 1. a. _____
b. _____
c. _____
d. _____ | 2. a. _____
b. _____
c. _____
d. _____ | 3. a. _____
b. _____
c. _____
d. _____ |
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- | | | |
|---|---|---|
| 4. a. _____
b. _____
c. _____
d. _____
e. _____ | 5. a. _____
b. _____
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7. 1. _____
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Thank you for completing the United States Army Recruiting Command (USAREC) specific Level 1 Correspondence Course. In order to receive credit for your efforts, you must return your answer sheets to Headquarters USAREC.

Please mail your answer sheets to the following address:

HQ, United States Army Recruiting Command
ATTN: AFTB Program Manager
1307 Third Avenue
(RCPER-HR-SF)
Fort Knox, KY 40121-1716

You will receive a certificate of completion within 2 – 3 weeks of return of your answer sheets. Again, thank you for taking the time to complete the USAREC Level 1 Correspondence. By doing so, you are better prepared for your role as an USAREC family member.

Congratulations!

