

REPORT ON THE ARMY'S FAMILY LIFE CENTERS

by

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CHAPTER I

Introduction

In March of 1980 the United States Army, under the direction of the Chief of Chaplains, began to implement specific criteria for the establishment of Family Life Centers within the Army. Family Life Centers have been functioning on various Army installations since the early 1970's. In most instances, the Family Life Centers were initiated based on local needs and were defined according to local policies. Consequently, no set definition or direction was given other than the proper utilization of specially trained personnel, namely Chaplains who held an Additional Skill Identifier (ASI) of 7K - Marriage and Family Ministries. The 7K ASI identifies Chaplains who have completed one year of post-graduate level clinical training focusing on the use of pastoral counseling to facilitate the solution of marital problems and the improvement of marriage and family relationships (Appendix A). With the increasing development of Centers, the Chief of Chaplains, Chaplain (Major General) Kermit D. Johnson, USA, signed into effect a new policy as a means of lending structure and organization to the developing Centers.

The policy is summarized as follows:

This policy sets forth criteria for establishment of Family Life Centers, management requirements, programs, and line of approval/coordination. Family Life Ministry is defined as a part of the chaplain's normal pastoral ministry, while Family Life Centers are defined as full-time family ministry centers with specially trained personnel.

(U.S. Army, 31 March 1981)

The present investigation examined the current procedures of the Family Life Centers of the Army in their implementation of the Army Chief of Chaplain's directive. The study was designed to provide U.S. Army leaders with accurate information as to the "state-of-the-art" of Family Life Centers. The findings reflect input from the 23 Family Life Centers based in the Continental United States. Findings of this study include demographic data, services/counseling activities, and trends chaplains see in military families. The research was done in coordination with the Office of the Chief of Chaplains, U.S.A., and supervised by the United States Army Chaplain Board, Myer Hall, Fort Monmouth, New Jersey and the investigator's graduate committee in the Department of Family and Child Development, Kansas State University, Manhattan, Kansas.

CHAPTER II

Review of The Literature

The appropriate beginning for a review of the literature on the phenomena of the military family appears to be with the interaction of the family with the military system. Following the literature review relating to the interaction of the two systems, the presentation of literature dealing with characteristics of military families will be considered. Realizing that many of the characteristics of military families are seen also in the non-military families (Marsh, 1970), the selected material will be centered on five traits of military families which appear to create the most recurring stress and anxiety in the military family. The areas to be considered are mobility, separations, reintegration, child adjustment and development, and retention in active service.

The Armed Forces of the United States is beginning to reflect statistically what Bennett and Associates (1974) stated was the profile of the military moving toward a "married man's army" (Bennett et al., 1974; Little, 1971). In 1952 only 36 percent of Army personnel were married (Bennett et al., 1974), with the marriage rate for en-

listed personnel as low as 29.7 percent (Department of Army, 1973). The military was more concerned with preparing a fighting force and had little concern for examining the military family because of its minority status. The old adage of the military, "if Uncle Sam wanted you to have a wife, he would have issued you one," was an accurate assessment of the military's view toward military families. "It is okay to have a wife and family but they are not to interfere with the sponsor's military mission" was the implied message that the military gave to the family.

Most of the studies that have been conducted in the area of families were centered around post World War II conditions (Boulding, 1950; Cuber, 1945; Daniels, 1947; Eliot, 1946; Kuhlén, 1951; Seplin, 1952). Those post World War II era studies did cite the importance and feasibility of conducting continuing scientific investigations with military families and these thoughts were generally recognized and accepted (Boulding, 1950; Eliot, 1946; Hill, 1949). By 1963 the number of Army personnel who were married rose to 43 percent, but even this increase in married personnel did not alert the military organization to begin indepth formal research into families.

The second wave of research subsequent to World War II was in the early 1970's. Again the focus of the research was after the fact and primarily directed toward the effects of another armed conflict - Viet Nam. The families of soldiers missing-in-action/prisoner-of-war received the bulk of the research (Branch, 1972; Borus, 1974; Hall, Malone, 1975; Dahl et al., 1976; Hunter, 1980), with some research exploring the soldier's reentry to civilian life (Borus, 1973, 1976; Duncan, 1969). By November 1975 more than half (57.2%) of all Army personnel were married (Woelfel, 1979). The table on page 6 shows the 1975 breakdown of married personnel (Woelfel, 1979).

With the new military elite of the careerists, officers in the grade of O-4 and above or enlisted grades of E-5 and above, by 1976 the proportion of married personnel increased: 93 percent of officers and 80 percent of career enlisted men in senior grades were married (McCubbin, 1976).

There is increasing indication that with the change in the number of married military, there has come also a change in attitude about family research. The military feels it is important to study the married soldiers who now compose the majority of our fighting force. Vice Admiral James D. Watkins, U. S. Navy, the Chief of the Bureau of Naval Personnel on September 1, 1977 when writing the

TABLE I
Percent Married in U.S. Army By Paygrade

Paygrade	Commissioned Officers	Warrant Officers	Enlisted
1	40.6	-	14.1
2	60.6	-	20.2
3	83.7	-	25.4
4	91.0	-	43.3
5	92.8	-	71.3
6	95.2	-	86.2
7	-	-	91.6
8	-	-	93.8
9	-	-	95.4
Total	81.2	.	

Source: Data obtained from MILPERCEN Master Tape File, November 1975. Data were not available for general officers or for warrant officers by paygrade.

foreword to the book Military Families (Hunter and Nice, 1978), commented on the need for solid data on military families and lamented the fact that, in the research and development budget for the Department of Defense, for every dollar allocated to hardware programs only one half of one cent goes to personnel research.

While the Armed Forces appears to be addressing the subject of families of service members in an ever increasing

manner, one must realize that the study of military families is in the embryonic stages. Along with the Army, the sister services, Air Force and Navy, are developing this research also. Some of their research is listed in Appendix D. There is a dearth of research on topics that are relevant to the military situation; much research is still comparing the non-military families to the military families.

Mobility

The movement of military personnel and their dependents is a recurring activity within the military system. Marsh (1970) in his study on family disruption during the moving process cited two items which were most frequently areas of disruption. The first was the problem of financial costs of relocation exceeding the amount of reimbursement the family received after arriving at their new duty station. Dealing with this financial hardship was found to be a cause of frequent stress for military families. Marsh further concluded that because the military family is highly mobile, the family economic security is undetermined.

The second area cited by Marsh was stress experienced

by the nuclear family during periods of separation. Separation was not only from the spouse, but there was also the feeling of being alienated from society and from the community (McKain, 1969, 1973). Bower (1967) contended that problems associated with relocation frequently contributed to the loneliness felt by the wife.

Another area affected by the frequent transfer characteristic of the military pertains to the children who must become accustomed to giving up old friends and attempting to establish new ones when each move occurs. They are faced also with the problem of changing from one school to another (Coates and Pellegrin, 1965). Paradoxical findings have been reported, however. Pepin (1966) in a study of three groups of high school students (a military mobile group, a non-military mobile group, and a non-mobile group) found no significant difference between the three groups with regard to the number of residential and school changes and the number of personal adjustment problems. A factor that may help explain the difference in findings is the suggestion that the child's adjustment to the uprooting is closely related to the parental attitudes towards the transfer (Gonzalez, 1970; Pederson and Sullivan, 1964).

The major problems, i.e. finances and separation, in

coping with the stresses of relocation are traceable, in a large part, to arbitrary procedures used by the military personnel assignments sections and to the U. S. Army regulations governing reimbursement for travel. In a recent article in the Army Times (October 19, 1981), an unofficial magazine dealing mainly with military matters, it was stated that recommendations are being made that reimbursement to military sponsors on a reassignment be increased significantly. The assignments branch of the Armed Service is attempting to alert personnel scheduled for permanent change of station three to six months prior to their scheduled departure. The Armed Service appears to be working to reduce the difficulties in the relocation and make the transition a smooth and enjoyable adventure.

Separation

The family-in-the-military-system and the Department of Defense are in constant competition for the service member's time. The soldier's responsibilities require separations ranging from an eight hour workday to a prolonged separation due to combat activities. These conditions can produce stress that is disruptive both to intrapersonal family relations and to the performance

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military duty. Each family's adjustment to the stressful situation of an absent parent, whether due to desertion, institutionalization, occupational commitments, or war-time mobilizations, is unique (Riennerth, 1976). The role changes that the wife encounters upon separations and the effects upon the children are two subjects that will be dealt with in this review. These two areas appear to have been the focus of the preponderance of the research on separation and the military (McCubbin, 1980; David, 1979; Riennerth, 1976; Fagan, 1967; Hill, 1949).

The classic study in this area was done by Hill (1949) on the crises of war separation and reunion. In his study of World War II families who experienced separation of the husband/spouse due to military service, Hill found that the degree of family adjustment could be measured by the effectiveness of the family's role organization. Effective adjustment is influenced by the ease with which the role of wife and mother is expanded to include her being the sole person to deal with family decisions, discipline of the children, money matters and most other tasks that the husband/father fulfilled when present. In Lindquest's (1952) study of 52 Air Force families, her findings indicated that the family's stability was endangered by the wife's fear of philandering, assump-

tion of matriarchal role, and/or reliance on relatives for emotional support and supportive functions. Studies by both MacIntosh (1968) and Belt and Sweney (1973) reinforce Hill's (1949) conclusion that the wife's perception of the husband's absence is a critical factor in determining her response to the separation. Belt and Sweney (1973) also suggested that separations for a military family may be a developmental task which is more difficult early in military life and become easier with practice. The military wives who are able to be more successful in making the transition appear to have developed a sense of autonomy and independence (Rienerth, 1976). The wife's inability to cope with the frustrations and pressures of separation does not exist just during the separation but is present before, during, and after. Benson and Van Vranken (1977) suggest that a program of assistance should be designed to meet the needs of the wife throughout the process. The Family Life Program could be an excellent support system for attempting to help the wife integrate the roles placed upon her. The word "wife" is used in this literature review, realizing, also, that the family may be composed of a female military member and civilian male member, who might experience similar pressures on the husband/father role. The military still remains largely a patriarchal institution.

The absence of the male military family member has positive and negative effects upon the children of the family. While studies on father absence have stressed the importance of (a) age of child during fathers absence, (b) the sex of the child, and (c) the length of father absence, their results are contradictory. The findings have often been confounded by availability of father substitutes, and by other environmental factors (Baker, Cove, Fagan, Fischer, and Janda, 1968; Hetherington, 1972; Lynn, 1974; Santrock, 1972; Trunnel, 1968; a,b). Many studies have dealt with the effect of separation on the sexual roles of the children (Hetherington, 1972; Stephens, 1961; Carlsmith, 1973; Douvan and Adelson, 1966). All reflect that when either parental figure is absent there is sexual confusion. Pederson and Sullivan (1964), in their study of the effects of father absence on military children, found that 59 percent of the children referred to a child guidance clinic for emotional disturbance had had some period of extended paternal absence during their first five years of development. The only positive effect of father absence noted in our review of the literature was in a study done by Carlsmith (1964) examining the effects of early father absence on scholastic aptitude. He found that early and long separation from the father resulted

in relatively greater verbal ability; later, brief separation appeared to produce greater mathematical ability (Carlsmith, 1964). David (1979) in his study on parent absence and the military family found that the greater the degree of emotional stability possessed by the parent present during the absence of the other parent, the greater the likelihood that the children would be well-adjusted. It was also noted that the less socially isolated the present parent is, the greater will be the social and emotional adjustment of the children. In summary regarding the absence of the father in the military family, one could say that such periodic separations tax the resourcefulness of the military and its findings (Frances and Gale, 1973).

Reintegration

Reuben Hill (1949) in his classic study emphasized that the process of reunion involves the reestablishment of bonds of coherence in family unity. Primary in the reestablishment are the husband-wife relationship, the division of labor within the home, the reallocation of roles, the revitalization of the father-child relationship, and the stabilization of husband-wife, mother-

child, and father-child relationships. The research on families of returned prisoners of war has permitted the careful analysis in longitudinally collected data of relationships between criterion indices of families' adjustment. McCubbin and Dahl (1974a) isolated three factors which explained the dynamics of family reunions: (a) length of marriage, (b) the husband's plans for the future which he had thought about during captivity, and (c) the degree to which the family was prepared for the separation. The investigators (McCubbin and Dahl, 1974) concluded that for these families it appeared that a relationship strong enough to endure the stresses of separation, reunion, and reintegration was one that established early in the marriage. Many investigators (Brown, 1944; Cuber, 1945; Griffith, 1944; Hill, 1945) consistently indicated that reintegration into the family system is a major stress requiring an extensive effort on the part of the family as well as the returning service-man. Cuber (1945) went on to conclude that a returning service-man might recognize changes in himself resulting from the stresses of separation but he often was apt to forget that those who remained at home may have changed. His awareness of the growth of the children physically, intellectually, and emotionally are sometimes clouded

over with thoughts about how everything was before the separation. It has been suggested that one difficulty in reintegration has been the social effects of the Women's Liberation Movement (Worthington, 1977). The women's movement may encourage the wife's enjoyment of the acquired responsibilities and independence obtained as a result of the absent husband, with his return she could become resentful if she has to give up this position. The problematic situation created by separation and the subsequent reintegration back into the family must be dealt with appropriately and in a timely manner. An article written for the Navy Chaplains indicated that some returning soldiers' great faith and religious commitment sustained them both during separation and in coping with reintegration into family life (Westling, 1973).

Child Development and Adjustment

Many studies have emphasized that children growing up in the military are unique because of the positive aspects of life in the military system. Kenny (1967) in his study of American children living in a military community in Germany found that the military children were significantly higher in IQ and had better school adjust-

ment and less juvenile delinquency than the United States child population as a whole. He concluded that these differences are explained by the fact that the military is a "select community". There are several studies that take the opposite point of view, stressing the nonapplicability of the uniqueness phenomenon (Blockberger, 1970; Darnauer, 1970). The uniqueness was explained as the military adolescent's family's vulnerability to relocation. The opposite view suggested that parents and adolescents saw adjustment to adolescent life in the civilian community as having little difference than the adjustment of military adolescent life. Lyon and Oldaker (1967) pointed out the unique sense of security afforded the military child, such as the fact that each family has a working parent. The variety among the findings in the research would indicate that possibly the uniqueness in families does not lay in the occupation of the bread winner but in the successful integration within family systems of the child or children. This area needs further indepth research to substantiate this hypothesis.

Retention in The Military

Military census show that the majority of the mili-

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tary are married. The fact that the large portion of the military members now have family responsibilities suggests that efforts toward promotion and maintenance of family harmony among Army families should promote job satisfaction and high levels of job performance among the soldiers. Bennett et al. (1974) have suggested that family harmony is positively associated with a desire to remain in the Army. Family problems have been found to be related to both AWOL status and desertion from the military (Bell and Houston, 1976; Hartnagel, 1974). Dickieson (1968) contended that the retention rate in the Navy would rise significantly if we paid more attention to the manner in which the families of our soldiers are treated. The Air Force also found that pay was the most important factor linked to retention among married junior officers (Orthner, 1980). All branches of the service tend to agree with the Navy's personal approach to the problem of re-enlistment (Dickieson, 1968). With the erosion of the fringe benefits over the years, the policy makers need to examine further the increasing of the personal touch in dealing with their personnel. Hunter (1979) stated that to keep an effective fighting force which is capable of defending our nation in time of emergency, it would seem there are two options: either

return to the draft, or come up with the proper wage/benefit ratio which will convince the married military service person that he or she has a good thing going as part of the military organization.

Summary of The Literature

The research in the area of military families appears overshadowed by the abundance of the data collected on the non-military families (Burr, 1973; Hill and Rodgers, 1964; Straus, 1964, 1969; Bowerman, 1964). Beginning with the classic study of Hill (1949) the study of military families has been sporadic. McCubbin, Dahl, and Hunter (1976) listed three criticisms of the studies completed with military families in the military system. The first general criticism was that although the studies done set out to test specific hypothesis, many have started and ended in broad clinical observations, studies with untested, common-sense assumptions. Second, for most studies, researchers employed samples from available local populations. The sample was not necessarily representative of the general military population. Third, many of the studies were ex post facto and, therefore, dependent upon data collected retrospectively. Emphasis is being placed on accumulating a base of knowledge

to assist in developing further meaningful research. The emphasis upon the urgency for greater knowledge of the military family recognizes the fact that support of the military family is not the major mission of the Armed Forces. However, any mission which would tend to view the family as "invisible" people cannot realistically assess their impact on the military system. Vice Admiral James D. Watkins, U. S. Navy, Chief of the Bureau of Naval Personnel (September 1977) summarized the research on the military families with the following statement:

"While theory is certainly important in the development of a study, hard data must support the application of the results. The trade-offs, one system against the next, dollar for dollar are usually specific, and the decision factors are easily reviewed. However, such areas as family support, personnel selection and assignment procedures, specific pay and benefits - these are more difficult to quantify and assess."

Dr. Benjamin Schlesinger of the University of Toronto at the conference on Current Trends and Directions in Military Family Research in San Diego in September 1977 philosophically stated:

"I am an optimist about the family; I believe it will survive. Let us look and do some research on what allows thousands of military families to manage. What makes these families tick? Percentage-wise, there are more military families who manage despite the moving, and we can learn from those who are surviving and help those who are not. If there's peace in the family, there's peace in the world."

Dr. Schlesinger's philosophical statement is a contemporary reflection of Hill's conclusion to his 1949 study which said that what is needed is a policy designed to "help all families, not as a sentimental movement, but as a basic need for national stability and social order."

In conclusion, the researcher would underscore the emphasis that there needs to be more research into military families and their strengths and a method implemented to transmit the findings to the individuals who need the information most. The following investigation of the U. S. Army Family Life Program was intended to provide information concerning how that program could be a vehicle for this type of mission.

CHAPTER III

Methodology

A questionnaire was developed to collect data on the state-of-the-art of the Family Life Centers in the continental United States Army. The format of the questionnaire (Appendix E) was designed to gather information in three categories: (a) general description of facilities and staff, (b) data on activities conducted at the Centers (with a rank breakdown per activity), (c) data on trends of military families seen by the Family Life Chaplains. Because the material being gathered dealt with military personnel, the questionnaire was processed through military channels for approval. The instrument was designed in association with the investigator's graduate committee, Chaplain Richard Stenbakken at the U. S. Army Chaplain Board, and with Mr. McGuire at the Office of the Soldier Support Center. Letters from the office of the Chief of Chaplains are included in Appendix B. Contact with Mr. McGuire was by telephone. The Department of Army gives guidance for surveys of Army personnel in Army Regulation (AR) 600-46 dated 1 November 1978 to which reference was made. The questionnaire was sent to Headquarters, Depart-

ment of Army (HQ DA) in draft form and received final approval from the Office of the U. S. Army Soldier Support Center (Mr. McGuire), Alexandria, Virginia. The instrument made two intermediate stops with U. S. Army Chaplain Board (Chaplain Stenbakken), Fort Monmouth, New Jersey and the Office of the Chief of Chaplains (Chaplain John Scott), U. S. Army, Washington, D.C. The questionnaire was introduced to a majority of the Family Life Chaplains when they attended a seminar at Fort Leavenworth, Kansas sponsored by the Chaplain Board, May 1981. The remaining Chaplains received the questionnaire by mail.

The sample for this study included all known Family Life Centers on installations located in the continental United States. The Chaplain Board publishes a list of all Centers both stateside and overseas. Appendix C lists the Stateside Centers and the Chaplain who is the Director of each Center. Thirty (30) Centers were listed as being functional and operational. After contacting each Center by telephone, it was found that three installations - Fitzsimmons Army Hospital, Fort Lee and Fort Sheridan - had no Centers. The listing of these Centers was apparently anticipatory but at the time of this study they had not yet materialized. One Center refused to answer the questionnaire. Dropping these four Centers from the

total, the remaining twenty-six were canvassed for the data presented in the findings of this study. At the time of the completion of this study, three Centers still had not returned their questionnaires although indicated in telephone conversations that they intended to do so. Ten additional copies of the questionnaire were sent out during the course of the study to Centers who had mislaid the original questionnaire. The investigator followed up by telephone each Center in which there was delay in responding. The data reported in the following chapter is from twenty-three Centers who completed the questionnaire.

CHAPTER IV

Findings and Discussion

The objective of this study was to examine the Army Family Life Centers and to obtain data that could reflect the state-of-the-art in the Centers. Of the twenty-six existing Family Life Centers in the Army, 88% of the Centers responded to the call for information. The information gathered will be presented in three major categories: (a) general information data, (b) specific activities offered, (c) opinion of Chaplains on the future of military families.

General Information Data

As they are developed Centers are given the freedom to place a name upon the Center. Most Centers attempted to choose a name that reflected the services offered and to show the uniqueness of the Center. Over half of the Centers utilized the name Family Life Center plus the installation name. Some of the additional names used are listed below:

Help Center, Fort Benjamin Harrison, Indiana

Family Life Enrichment Center, Fort Bragg,
North Carolina

Life Enrichment and Family Life Center, Fort
Hamilton, New York

Chaplain Family Life/Outreach, Fort Carson,
Colorado

Family Life Ministry Center, Fort Knox, Ken-
tucky

All the Family Life Centers have Chaplains as Directors. The most common rank among the Chaplains in the Centers was Major (54.5%) with the Lieutenant Colonels accounting for 41 percent and Captains numbering 4.5 percent. Approximately twenty percent of the Centers had two Chaplains operating under the umbrella of the Center. Over 50 percent of the Family Life Chaplains in the Centers reported having some advanced academic work beyond seminary, although not necessarily in the family area. All Chaplains reported having worked in family areas under the heading of Clinical Pastoral Education.

In addition to the Family Life Chaplain, many Centers reported having one or more enlisted soldier assistants and some reported having civilian professionals, para-professionals, or volunteers. There were only 15 percent of the Centers reporting that they were operating with the Family Life Chaplain as the sole worker. Seventy-five percent of the Centers reported having at least one enlisted

assistant, and of that seventy-five percent, twenty percent reported having two enlisted assistants. No Warrant Officers were reported in any of the Centers. The percentage of time devoted by the Chaplain to the Center ranged from 10 to 100 percent. Twelve of the twenty-three Centers reported the Chaplain having his primary responsibility (over 80% of his time) with the Family Life Center. Approximately half of the Centers reported having one or more civilians on staff, either full-time or part-time. The majority of the civilians were in the category of part-time volunteers (Table II).

TABLE II

DISTRIBUTION OF STAFF PERSONNEL

Centers*	Chaplain	<u>Paid Full-Time**</u>			<u>Paid Part-Time</u>		<u>Volunteers</u>	
	Officer	Enlisted	Professional	Para-Professional	Pro	Para	Full-Time	Part-Time
1	1							
2	1							
3	1							
4	1							
5	1	1						
6	1	1						
7	1	1						
8	1	1						
9	1	1						
10	1	1						
11	1	2						
12	1		1					
13	2	1		1				2
14	1	2		1				7
15	1				2			1
16	2	1		1				2
17	2				2			
18	1	1				1		
19	1							4
20	1	1						7
21	1	2						1
22	1	1						3
23	1	2						47
TOTALS	26	19	1	3	4	1	0	74

* Center not listed by Name for anonymity

** Full-Time considered 40 hours/week

One Center indicated that its volunteer staff member had a M.A. in counseling. We do not have information about the preparation of the other volunteers. One of the four paid full-time personnel is in a Center where the Chaplain is only able to spend 20 percent of his time at the Center. The majority of the other paid personnel only spend between 20-50 percent of a working week (40 hour week considered full-time) at the Center. The volunteers work between 10-30 percent of the work week.

There appears to be a common factor among all Centers in relationship to their funding and logistical support. The Post Command Chaplain's Office and the Director of Personnel and Community Activities are the agencies providing the funds for the operation of the local Centers. One Center also reported substantial funding from the United Way. The establishment of a Center did not appear to have a relationship to the size of the population serviced by the Center. Two Centers reported a combined population of active duty and active duty dependents of over 100,000 individuals and both installations had only one Chaplain assigned for duty in the Family Life Center. Both Centers reported one full-time Chaplain and part-time assistance from civilians and one enlisted assistant each. Some Centers servicing less people have more staff.

Over half (15 of 23) reported that the Chaplain had more than the Center in his responsibilities. Many Chaplains stated that they had requirement to fulfill other military and religious denominational duties, which interfered with their ability to devote all their energies to the functioning of the Center. Although manner of listing varied, below are most of the other kinds of required duties:

- Bethel Series Instruction
- Coordinator of Church School
- Protestant and Catholic Pastoring
- Chapel Administration
- Hospital Visitations
- Director Religious Retreat Center
- Unit/Battalion/Brigade Chaplain
- Duty Chaplain
- New Chaplain Trainer
- Advisor to Men and Women of the Chapel Group
- Liaison to County Social Agencies
- Drug/Alcohol Consultant
- Youth Consultant
- Case Management Team for Child Abuse

The length of time the Center has been in existence ranges from 8 months to 111 months, with the average length being 48.1 months. Some Centers stated that the operation of the Center was not constant but tended to be curtailed when the Chaplain Director had a change of station, until the new Family Life Chaplain would arrive. The long term Centers appear to have coordinated change-overs which would lead to continuity. The Centers tended to operate a flexible weekly schedule ranging from 24 hours per week to 74 hours per week. The average work week was 46.7 hours in length. The Center that had a 74 hour work week was one of the Centers with over 100,000 active duty military and dependents of active duty military serviced by that Center. The theory of a large population serviced leading to long hours does not apply because some small populations also had long work weeks.

Activities

The data gathered in this section are based upon an estimated total serviceable population of approximately 700,000 individuals. This estimation includes active duty personnel and dependents of active duty personnel as reported by the twenty-three reporting Centers. The

retired population is not being incorporated in this data because of the inability to estimate the retired population in the service areas. The retired personnel who participated in the activities of the Family Life Centers only accounted for 5.2 percent of the total work load from all reporting Centers and amounted to less than one-half of one percent of the available population (.2%). Based upon the estimated population of 700,000 people eligible for service from 23 Centers, only 3.3 percent (23,019) of the personnel utilized the facilities. The remainder of this report is based upon this 3.3 percent which represents 23,019 participants that includes participants from all three rank groupings, junior enlisted, senior enlisted, and officers, but excludes retired participants. The total participant population includes the total number of individuals per each activity. This figure may reflect the same individual participating in two or more activities.

The data showed that women tended to participate slightly more than men. Fifty-one percent of the participants were women, 44.5 percent were men and 4.5 percent were children (Table III).

TABLE III

TOTAL CENTER PARTICIPANTS

N = 23,019

	<u>Men</u>	<u>Women</u>	<u>Children</u>
Total Number	10,258	11,722	1,039
Percentage	44.5	51	4.5

The number of subjects in each rank grouping reflected a numerical edge maintained by the women (Table IV).

TABLE IV

MEN-WOMEN BREAKDOWN BY RANK GROUPING

	<u>Men</u>		<u>Women</u>	
	<u>Number</u>	<u>Percent*</u>	<u>Number</u>	<u>Percent**</u>
E1 - E4	3,318	32.3	4,037	34.5
E5 - E9	4,466	43.5	5,189	44.2
Officer	2,474	21.2	2,496	21.3
	10,258	100	11,722	100

* Percent of all men participants

** Percent of all women participants

The majority of participants were in the E5 - E9 grouping (Table V). Forty-four percent of the women and nearly 43 percent of the men subjects were in that rank grouping (Table IV).

TABLE V

TOTAL PARTICIPATION BREAKDOWN BY RANK GROUPING

N = 23,019

	<u>NUMBER</u>	<u>PERCENT</u>
E1 - E4	7,527	32.7
E5 - E9	10,188	44.3
Officer	5,304	23.0

This trend holds true also with the children participants (51.3% were in E5 - E9 rank grouping) Table IX.

The activities in which the subjects participated are listed on page 34 in the order of descending number of participants (Table VI).

Subjects in the first ten categories represent approximately 85 percent of all the participant activity. The first two activities account for over 55 percent of the entire number of participants. After these two activities the percentage drops to 5.8 percent for Marriage Enrichment with others continuing downward with the final one being only .01 percent. Marriage Counseling statistics reflected earlier trends in that more women in all three rank groups participated in this activity. The Family Counseling category shows a change by having more men than women participants. Again,

TABLE VI

DISTRIBUTION OF PARTICIPANTS BY RANK BY ACTIVITIES

Activity	E1-E4		E5-E9		Officer		Total Participants	
	No.	%	No.	%	No.	%	No.	%
Marriage Counseling	2,089	27.8	2,950	28.9	1,503	28.3	6,542	28.4
Family Counseling	1,890	25.1	2,970	29.1	1,396	26.3	6,263	27.2
Marriage Enrichment	364	4.8	490	4.8	487	9.2	1,341	5.8
Premarriage	617	8.2	421	4.1	221	4.1	1,259	5.4
Parenting	370	4.9	305	2.9	372	7.0	1,047	4.5
Child Counseling	160	2.1	640	6.2	162	3.1	962	4.2
Couples Communication	380	5.0	279	2.7	121	2.2	780	3.4
Family Communication	333	4.4	233	2.2	154	2.9	720	3.1
Exercise/Weight Control	450	5.9	1	.01	10	.18	461	2.0
Stress Management	191	2.5	111	1.08	103	1.94	405	1.7
Human Sexuality	195	2.6	155	1.52	44	.82	394	1.6
Parent Effective Training	54	.7	189	1.85	115	1.16	358	1.5
Substance Abuse	34	.5	238	2.33	85	1.60	357	1.5
Financial	210	2.8	75	.73	55	1.03	340	1.4
Divorce	52	.7	126	1.23	67	1.26	245	1.06
Family Violence	29	.47	171	1.67	41	.77	241	1.00
Marriage Encounter	6	.07	118	1.15	98	1.84	222	.96
Teens	0	.00	125	1.22	92	1.73	217	.94
Family Systems	20	.26	80	.78	76	1.43	176	.76
Death	11	.14	127	1.24	21	.39	159	.69
Separation	36	.47	69	.67	14	.26	119	.50
Grief	4	.05	73	.71	22	.41	99	.43
Courtship	5	.06	80	.78	0	.00	85	.36
Dying	2	.02	79	.77	0	.00	81	.35
Family Planning	0	.00	40	.39	0	.00	40	.20
Remarriage	8	.10	8	.07	18	.33	34	.14
Adoption	6	.07	20	.19		.03	28	.12
Young Adults	0	.00	0	.00	20	.37	20	.08
Abortion	8	.10	4	.03	2	.03	14	.06
Retirement	1	.01	2	.01	3	.05	6	.03
Dating	2	.02	2	.01	0	.00	4	.01

the larger group of subjects in Family Counseling were in the E5 - E9 category.

A comparison was made by rank groups of participation in marital counseling and marital enrichment/education (marriage enrichment, couples communication, and marriage encounter). A chi square analysis (Table VII) revealed that officers were more inclined to use the enrichment resources. This may imply that the educational offerings are not as physically or psychologically accessible to the enlisted personnel. Or it may imply that the possible stigma of the predominate counseling emphasis of the Family Life Centers could be keeping away other officers who desire enrichment programs.

The children involved in the Centers were predominately in Family Counseling, Marriage Counseling, Teen Counseling, and Child Delinquency (Table VIII). The total number of children participating in the Center activities accounted for 4.5 percent of the total Center participants (Table III). The first four categories listed in Table VIII represent 73.3 percent of the total children involved. Again, the statistics reflect that the majority of children (51.3%) were in the E5 - E9 category. The number of male and female children involved in the Center activities were somewhat equal by rank grouping (Table IX).

TABLE VII

PARTICIPATION IN MARRIAGE COUNSELING COMPARED WITH
PARTICIPATION IN MARITAL ENRICHMENT/EDUCATION

		E1 - E4	E5 - E9	Officers	Total
OBSERVED DATA:	Marriage Counseling	2,089	2,950	1,503	6,543
	Marital Enrichment/ Education	750	887	706	2,343
	Total	2,839	3,837	2,209	8,885

		E1 - E4	E5 - E9	Officers
EXPECTED VALUES:	Marriage Counseling	2,090.3	2,825.2	1,626.5
	Marital Enrichment/ Education	748.7	1,011.8	582.5

		E1 - E4	E5 - E9	Officers
CELL VALUES, X ²	Marriage Counseling	0.00	5.28	10.15
	Marital Enrichment/ Education	0.00	17.56	21.60

TOTAL X² = 54.59 **

X²(2) = 5.991, p < .05

X²(2) = 9.210, p < .01

X²(2) = 13.815, p < .001

** p < .0001

TABLE VIII

CHILDREN INVOLVEMENT IN CENTER ACTIVITIESTotal Number and Percentage

	E1-E4		E5-E9		Officer		Total	
	No.	%	No.	%	No.	%	No.	%
Family Counseling	95	9.1	185	17.8	94	9.0	374	36.0
Marriage Counseling	10	.96	65	6.25	79	7.6	154	14.8
Teen Counseling	0	.00	70	6.7	75	7.2	145	13.9
Child Delinquency	12	1.15	77	7.4	0	.00	89	8.6
Child Abuse	22	2.1	31	2.9	10	.96	63	6.1
Child Development	10	.96	26	2.5	0	.00	36	3.4
Family Communication	8	.76	17	1.6	11	1.05	36	3.4
Child Handicaps	0	.00	25	2.4	6	.57	31	2.9
Family Systems	0	.00	15	1.4	10	.96	25	2.4
Marriage Enrichment	0	.00	0	.00	22	2.1	22	2.1
Young Adults	0	.00	0	.00	20	1.9	20	1.9
Family Violence	7	.67	10	.96	1	.09	18	1.8
Adoption	0	.00	12	1.15	0	.00	12	1.2
Stress Management	8	.76	0	.00	0	.00	8	.8
Grief	0	.00	0	.00	4	.38	4	.3
Human Sexuality	0	.00	0	.00	2	.19	2	.2
TOTAL	172		533		334		1039	

TABLE IX

CHILDREN PARTICIPANTS BY RANK GROUPING

	Male		Female		Total	
	Number	Percent	Number	Percent	Number	Percent
E1 - E4	78	7.6	94	9.0	172	16.5
E5 - E9	274	26.4	259	25.0	533	51.3
Officer	163	15.6	171	16.5	334	32.2

Chaplains Ideas on Military Families

The data accumulated from Section C of the questionnaire were utilized in formulating the results for this part of the research. The questionnaire addressed the Chaplains feelings and opinions about the continuing education that is underway for the Family Life Chaplains, the kind of preparation Chaplains would recommend for individuals entering Family Life Ministry and the trends that the Chaplains see arising for military families.

Questions one and two of this section presented data that was largely individualized to the particular respondent. The questions were designed to gather data on pre-chaplaincy education and present education that the Director of the Centers felt important for workers in the Family Life Centers. Question one looked at the continuing education that was being conducted. Most Chaplains stated that little continuing education was being conducted but they would like to see an annual or semi-annual Army sponsored conference or seminar in the field of Family Life. Most Chaplains felt the training that was being conducted was not adequate for their needs and they wanted to see some training for the volunteer workers.

Question two showed that the Chaplains felt that a

theological seminary was a must for all Directors. Again the respondents reflected that the Army should sponsor an annual or semi-annual two week conference for updating materials and training modalities in Family Life. Most respondents saw the membership in professional organizations as an important part of continuing professional development.

Questions one and two indicated the Chaplains saw continuing professional education and training to be an essential part of their development but few felt they had the resources available to meet their needs.

The third question was completed by all the respondents. The answers appeared to show some trends and the remainder of this section will present those responses.

Many of the Chaplains related that they feel the number of military families will continue to increase. The Chaplains feel that the problems associated with families will also continue to increase. Many stated that education of the family on family matters will be the answer to the preventative needs. One Chaplain felt that "the lack of relational skills in many families could be addressed through an aggressive family education program". Along with the increase of military families the majority of the Chaplains stated that the dual career

family would increase due to economic necessity; and, therefore, the problem of role adjustment would have to be addressed with an increasing number of working spouses. From another perspective, the Chaplains saw a need to develop some programs for single parent families.

A trend among all Chaplains showed that with the increase of families, no matter what structural family arrangement, the problem of adequate housing must be dealt with. The feeling was that more housing had to be constructed by the military and/or the communities located near military installations should be encouraged to build housing for military families. One Chaplain emphasized this point by saying, "In a few years the barracks may be empty and more family housing will be required. The Army must provide housing for those who need it more, the young married soldier."

Many Chaplains stressed the necessity for a timely resolution to issues around the transition in the military. Areas that they felt needed further attention were permanent change of station, pay and allowances for moving costs, number and frequency of change of assignments, contrast between civilian and military pay and deployment. One Chaplain stated that he perceived there would be more "taking care" of military families. He was concerned

that there might be a glossing over of the basic issues just mentioned. Most of the Chaplains indicated that the mobility issues are a constant source of stress and frustration for military families.

Other problems Chaplains saw in military families which they felt may not be solely a military family problem, but also present in numbers of civilian families, were drug and alcohol use and abuse, plus spouse and child abuse and neglect. Chaplains tended to see these two problems as areas of crisis intervention and counseling toward prevention of further incidents. Chaplains indicated that they would like to be able to work more in the area of prevention in these areas and felt that this would decrease their after-the-fact involvement.

The overall impression that the Chaplains presented of the future of services for the military families appeared to be directed more toward what one Chaplain described as "proactive in nature as opposed to reactive." Another Chaplain saw little difference between military and civilian families so far as dynamics and stress were concerned. The feeling was that the military families experience the same difficulties as civilian families plus some other problems primarily military in nature, mainly mobility and separation. One Chaplain summarized

the future trends of the military family as "A lot more of the same."

Discussion

The investigator found that the assignment of military personnel to staff Family Life Centers appear to have little uniformity among the different Centers. The assignment of military enlisted personnel to Center staff appears to be as a duty that is in addition to their regular duties as Chaplain assistants. The combination of personnel at each Center possibly relies upon the availability of qualified personnel, in the case of the paid professional or paraprofessional, and of interested volunteers. The only consistency seen in the Centers is the position of Director; in each instance, the Director is a Chaplain. The study indicated that most of the Centers operated in excess of a forty hour work week. There was no indication that this longer work schedule was accommodated by staggered hours or rotation of duty assignments. Thus, it would seem that there may be an understaffing of the Centers for the amount of work load. The lack of availability of qualified personnel and/or the limited amount of funds to acquire paid personnel could account

for the lack of staff, if the assumption is correct that excess work hours reflects an understaffing. The assignment of military and civilian personnel would appear to be crucial to the functioning of the Center. Further studies would need to examine the qualifications needed to fill each position in the Family Life Centers, both military and civilian.

The findings of this study indicate that the mid-range and senior non-commissioned officers, E5 - E9, accounts for the largest number of consumers of services of the Centers. The location of the Family Life Centers may explain this fact. The Centers are all located on the military installation and the majority of the government quarters are occupied by the E5 - E9 group of soldiers. The availability of the Centers to the soldier may account for the number of participants. The mid-range and senior non-commissioned officer also has access to the military information channels and would be one of the first to receive the publicity about the Family Life Center. This may be a contributing factor to the larger number of this rank group participants. Further analysis needs to be made relating the percentage of participants by rank with the percentage of military personnel by rank and with the percentage of married military by rank. Such comparisons

could contribute to a better understanding of the higher percentage of E5 - E9 participants reported in this study.

The E5 - E9 group is predominately soldiers and their families that have served on active duty for eight to fourteen years. These soldiers are examining what the Army has to offer them not only at retirement but at present. The families have experienced at least one change of station, temporary duty away from home, or some other form of separation (Frances and Gale, 1973). The families incorporate the positive or negative experience during these separations into their decision to remain on active duty or pursue a civilian career. The Family Life Centers offer the families some positive support during these times of stress and could be an influence on the retention of the service member. The Family Life Center also addresses the problems incumbent to an organization whose personnel are of highly mobile nature and have frequent periods of separation. Research shows these characteristics are stressful and warrant assistance (Marsh, 1970; McCubbin, 1980; David, 1979). The Army policy makers are beginning to reflect an increased interest in retaining the non-commissioned officers by providing monetary assistance and development of programs for families. The monetary assistance can be seen in the October 1, 1981 pay in-

crease. This pay boost gave the E5 and E6 a 16.5 percent increase and the E7 through E9 a 17 percent increase as compared with 10 to 14 percent increases for lower rank enlisted personnel. The officers were given an across the board increase of 14.3 percent. This singling out of the E5 - E9 group of soldiers for a higher pay increase appears to have brought a much needed recognition for the career enlisted soldier (Hunter, 1978). The establishment of the Army Family Liaison Office at Headquarters Department of Army is underway and the "Family Life Line" has begun operation this year. The "Family Life Line" is a communication line to provide information and referral for family members worldwide. These are ways in which the Army attempts to help the military family.

The mid-careerist soldier with approximately ten to to twelve years service is experiencing many of the same mid-life crisis decisions as their civilian counterparts. An agency to deal with the experiences of the total person appears to be one of the reasons for establishment of the Family Life Centers. Many Army agencies are designed to treat certain aspects of the total person. The Community Mental Health Activities deal with psychological problems, the medical treatment clinics treat the physical problems, and the Chaplains handle the spiritual problems.

With the Family Life Centers under the Chaplains' umbrella the spiritual aspect of a person can be addressed plus, with their advanced academic training, Chaplains are able to work with the mild psychological problems and make a referral to medical personnel when appropriate. Furthermore, the growth oriented perspective of the Chaplain's program affords a natural arena in which to build enrichment and educational programs that sustain and enlarge the family's coping skills and well being. This concept of total person treatment can best be met through the Family Life Centers by active programs of education and developing support networks. These Centers should continue in as much as they are not duplicating the services offered by other Army agencies, rather they contribute better utilization of the existing programs through referral and consultation.

It was not clear from the data whether or not the Family Center programs are being built upon a continuing assessment of local needs. While it is important for the Director to have the flexibility to develop programs utilizing their particular strengths and interests, there is also a danger that this may result in the concentration of activity that ignores certain need areas. For example, if the Center does only marriage counseling then the other

needs of the community may go unmet. It is not necessary that the Center attempt to be an answer to all problems but it should be aware of new problems as they surface and help the community develop appropriate responses. The importance of a continuing needs assessment cannot be over emphasized for effective program planning in the Center. In the absence of indications of needs assessment data, we can refer back to program implications present in our review of the literature. In this we find several areas where developmental and supportive educational group programs would seem appropriate.

For example, in our review of the literature we reported Benson and VanVranken's (1977) suggestion that preventative programs of assistance be developed to support wives during their husband's absence. Such programs would be a natural activity for Family Life Centers but they do not appear to have been indicated in the present program of the Centers.

Numerous studies have underscored the negative effects of family isolation during the husbands absence and the importance of the confidence and well being of the mother or positive influence in children's development (Baker, Cove, Fagan, Fischer and Janda, 1968). Parent education groups for mothers during the father's duty away from the

family could be an effective approach to dealing with such situations.

Similarly the process of reunion involves a crucial process of reestablishing family roles and formulating new styles of family relationships (Hill, 1949; McCubbin and Dahl, 1974a). Family life education classes for the whole family focused on orientation for family reunion could be a helpful rites-of-passage experience into a new phase of family life. Such classes could help all family members recognize that developmental change could be expected to occur in each person during the absence of the father.

The stressful effects associated with mobility of the military family are associated with terminating and forming friendships and with tangible issues of finances and entry into new neighborhoods (Marsh, 1970). Special family life education classes oriented to the processes of changing military stations could not only help families develop skills and information for the task; but they could also be the means of families' developing friendships and support networks.

Although several Chaplains indicated they would like to work more in the area of prevention and enrichment, none indicated why they chose to spend the majority of their time in remedial counseling.

CHAPTER. V

Summary

This study has presented the state-of-the-art of Family Life Education in Family Life Centers in the continental United States Army. The data were gathered through the utilization of a questionnaire that was developed in coordination with the Office of the Chief of Chaplains, the Office of U. S. Army Soldier Support Center in Alexandria, Virginia, and the investigator's graduate committee. The questionnaire, which went to directors of all Family Life Centers, was distributed to the majority of the Army Family Life Chaplains when they attended a Family Life Seminar at Fort Leavenworth, Kansas. The Chaplains were given an explanation as to how to complete the forms and request was made to have them returned in a timely manner. The other Family Life Chaplains not in attendance at the Seminar received their copy of the questionnaire by mail. Twenty-six Centers were found to be functioning in the Army Family Life Chaplains Program. Completed returns were received from twenty-three of the twenty-six questionnaires. Chapter IV has presented the results of this study based upon the responses from those

twenty-three Centers.

One of the major findings was that Family Life Centers are utilized by mid-range (E5 to E9) military personnel. Although thirty-one activities were listed as being available in different Centers, the predominate activities were marriage and family counseling. There was, trailing at considerable distance, a third area of activity reflecting a more developmental and preventative approach through family enrichment and education classes.

Another major finding was that the Family Life Centers staff personnel do not appear to be based upon a needs assessment but appears to be in a catch-as-catch-can basis (Table II). The Center's establishment may reflect a needs assessment of the serviced community but the staffing of personnel to operate the Centers reflects either a lack of command emphasis for the Family Life Program and/or a lack of quality personnel to man the Center. The manpower for the different Centers has no correlation with the serviced population; in some instances a Center servicing a large population is staffed by a smaller staff than another Center that services a small population.

An important, but unanswered, question is whether the present program activity in Family Life Centers reflects the needs of the military community or whether it primarily

reflects the interests and/or training of the Center directors. That is, further research needs to be done to ascertain whether the evidence of pathology or severe stress is more characteristic of military families than is growth potential and the desire for continuing education to assist families in building family strength. The high commitment of program time to family counseling in Family Life Centers would imply the former, the literature on building family strengths (Stinnett et al., 1980) would suggest the latter.

The Director of the Family Life Centers opinions' on up and coming trends in military families are highly varied but they do agree on several trends in family concerns. The majority of the Directors showed a high concern for the availability of adequate housing for the increase in married soldiers entering the service. Their responses indicated that forced separation due to nonavailability of housing would create a problem situation. An aggressive program with supporting funding to build new government quarters or arrange government leased housing for military families would possibly ease the workload of the Centers due to family separation because of a lack of housing. Another common cause of the Chaplain Directors was in the area of offering services to alternate family systems,

namely single parents. The services to this group of families need to be developed to meet the needs of the single parent. The problems associated with being a single parent, need to be stressed to attempt to provide quality services and curtail these unique problems.

The Family Life Chaplains presented a positive outlook toward being able to assist military families with the problems of military living. With adequate funding to hire qualified personnel and operate efficiently the Center then would be able to tackle family problems in each community with added vigor. As a proactive agency for family education and building support networks, Family Life Centers could help make the unique problems of military living to be developmental for the families. However, such an emphasis is not characteristic of programming in most of the Centers at present.

Recommendations

Based upon the data obtained and processed this investigator makes the following recommendations for improvement of the Family Life Centers in the U. S. Army Chaplains Program.

1. There is a need for further research in the

area of military families. This recommendation appears in line with other researchers (McCubbin, Dahl, Hunter, 1975) in the field. The establishment of scientific research in the field of military families is much needed to create a base for future program development and policy.

2. The Family Life Centers should develop a comprehensive system that would be psychologically and physically available to all ranks and all dependents.

3. There is a need for a separate occupational specialty to be known as Family Life Educator. This should be at both the officer and enlisted ranks. At present personnel serving in Family Life Centers are holding other specialties which at times create distractions from a centered focus in family life education.

It is important, however, that this specialty be for positions in programs conducted by the Chaplains office. The educational emphasis and confidence in confidentiality makes the Chaplains service the ideal area for family life programming to occur. Qualifications for this specialty should include professional preparation through family life education curricula.

4. The field of Family Life Education and Consulta-

tion in the military should be given the same level of priority as recruitment and Army mission. This recommendation coincides with one of the resolutions from the First Army Family Symposium, October 1980, which stated, "We believe the family is a positive, and integral part of the Army, therefore, funding and command support for families is vital to the concept of a Volunteer Army and should be given priority with recruitment and mission" (The Army Family, October 1980).

5. The Army needs to examine the area of adequate family housing. With the increase of married personnel in the Army the policy makers in the Army should reapportion funds from single soldier quarters to married soldier quarters to meet the increase.

6. Family Life Centers should implement a proactive, developmental education program of prevention, utilizing insights from family research and from a continuing needs assessment of the constituents. Such a program would emphasize family enrichment and skill training for family members in anticipating and coping with the different family living and human development tasks that accompany different phases of military life and different stages of the family life cycle. The

expressed views of the directors concerning future work with families suggested a "high level wellness" approach, while their present programming reflected an "illness" orientation.

7. The availability of family life educators who are in the Army military reserve should be investigated. Persons with professional expertise in family studies and family life education, many of whom may be associated with institutions of higher education, could provide helpful input as consultants and as program resource persons as part of their active duty assignment.

8. Further analysis needs to be made relating the percentage of participants by rank with the percentage of military personnel by rank and with the percentage of married military by rank. Such comparisons could contribute to a better understanding of the higher percentage of E5 - E9 participants reported in this study.

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APPENDICES

ILLEGIBLE DOCUMENT

**THE FOLLOWING
DOCUMENT(S) IS OF
POOR LEGIBILITY IN
THE ORIGINAL**

**THIS IS THE BEST
COPY AVAILABLE**

SUBJECT Family Life Centers	3. TYPE OF POLICY (CHECK ONE) <input checked="" type="checkbox"/> NEW <input type="checkbox"/> REVISED <input type="checkbox"/> RESTATEMENT <div style="text-align: right;">APPENDIX</div>	
ORIGINATING DIVISION Plans, Programs and Policies	4. POLICY NUMBER 14	5. DATE ESTABLISHED
DECIMAL FILE NUMBER		

BACKGROUND

Family Life Centers have been established on various Army installations since the early 1970s. Normally they were initiated based on local needs and were defined according to local criteria. Consequently, no set definition or direction was given other than authentic utilization of specially trained (AERB) personnel. With the increased need and development of Centers, the Chief of Chaplains determined that specific criteria should be established.

SYNOPSIS OF POLICY

This policy sets forth criteria for establishment of Family Life Centers, management requirements, programs, and lines of approval/coordination. Family Life Ministry is defined as a part of the chaplain's normal pastoral ministry, while Family Life Centers are defined as full-time family ministry centers with specially trained personnel. The complete policy statement is at Inclosure 1.

APPROVED STAFF DIRECTIVE ON WHICH BASED	10. SOURCE
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DISPOSITION

REFERENCES

DISTRIBUTION

DACH-ZA

DACH-ZB

DACH-ZX

Each Director - DACH (3)

US Army Chaplain Center & School

US Army Chaplain Board

MACOM Staff Chaplain
Central Files

KERMIT D. JOHNSON, CHAPLAIN (MAJOR GENERAL), USA
CHIEF OF CHAPLAINS

11. DATE

31 March 1980

FAMILY LIFE CENTERS

Chief of Chaplains' Policy

I. PURPOSE.

The purpose of this document is to establish the Chief of Chaplains' policies regarding Family Life Centers.

II. DEFINITIONS.

a. Family Life Ministry:

Family life ministry, as a part of the chaplain's total ministry, provides an environment of pastoral concern through which soldiers and their families are offered opportunities to nurture functional family relationships enhancing their quality of life.

Chaplains in all assignments provide this ministry. Installation chaplains are responsible for the over-all management and support of family life ministry.

b. Family Life Center:

A Family Life Center begins with and operates from a theological base and focuses on ministry to families with a particular emphasis on relationship issues. As a pastoral model focusing on reconciliation, problem prevention, family education and enrichment, it reaches out to the total community.

A Family Life Center is established and supported by authority of the local commander in cooperation with Office of the Chief of Chaplains' guidelines. It is managed by the installation chaplain and directed by a chaplain with specialized pastoral training and the protection of privileged communication. Family Life Center programs include training and supervision for chaplains, lay persons and chapel staff in developing relationship skills. While maintaining clear pastoral focus, the Family Life Center links to other helping persons and agencies through consultation, cooperation and referral. The Family Life Center will be operated in coordination with the total Parish Program.

c. Family Life Center Director:

A Family Life Center Chaplain Director is a chaplain who meets the criteria for ASI 7K and devotes full time to directing the ministry of the Family Life Center and training chaplains and other personnel in family ministry.

III. APPLICABILITY:

This policy applies to existing and proposed Family Life Centers.

IV. RESPONSIBILITIES:

a. Chief of Chaplains. The Chief of Chaplains provides policy guidance, establishes criteria, provides specialized training, assigns qualified chaplains, and certifies the need for Family Life Centers.

b. The Chaplain Board. The Chaplain Board, as the Chief of Chaplains Field Operating Agency, is responsible for coordinating family life programs, monitoring adherence to established criteria, evaluating program effectiveness, professional update and resources, and providing recommendations to the Chief of Chaplains for improving the Family Life Center program.

c. US Army Chaplain Center and School. The Chaplain School will develop training processes, supervision processes and technical support for all ASI/SSI accredited training conducted through a Family Life Center. All ASI/SSI producing training should be coordinated with DACH.

d. Major Command Chaplains. The Major Command Chaplain will assess the installation concept document and provide comments and recommendations to the Chief of Chaplains; monitor compliance with criteria and professional qualifications and utilization of the Family Life Center Chaplain; and assess the need for continuation of the Family Life Center.

e. The installation commander will assess the need for, approve the concept of (according to established criteria), and provide personnel, facilities, logistical and resource support to the Family Life Center. He will develop appropriate regulations or directives to support the program.

f. Staff Chaplain. The Staff Chaplain is the manager of family life ministries. As such, he will insure conformity to established criteria and policies.

V. CRITERIA FOR ESTABLISHING FAMILY LIFE CENTERS.

a. Basis for assessment (Justification and Rationale)

- (1) Population served
- (2) Family Ministry workload
- (3) Mission and mission-related factors
- (4) Isolation and/or other unique factors
- (5) Data from community assistance agencies:

Chaplains

JAG

IG

MP

ACS

Health Nurse

Drug/Alcohol Unit

Red Cross

Local Off-Post Agencies

Community Mental Health Activity

Hospital

Child Advocacy Board

DPCA

AER

Commanders/NCO

b. Minimum Support Level:

Recommended staffing (Tab B)
Equipment and supplies (Tab B)
Provide a specific building and/or space, based on local need.
Funds for the Family Life Center, based on local need.
Local regulation or directive of support, showing an identifiable activity managed by the post chaplain (A sample regulation is provided at Tab C).

c. Local Management System:

The local management system will provide:

Quality Control of the ministry provided.
Continued resource support.
Continued evaluation of need for the FLC.
Local policy and procedures of the FLC.
A clear chain of supervision/command.

d. Chaplain Support.

The staff chaplain will insure support for the program to include:

Peer Chaplain Support
Supervisory and MACOM Chaplain Support.
Office of the Chief of Chaplains' Certification in accordance with Chief of Chaplains' policy, as indicated by the above.
Local command support.

VI. STEPS FOR ESTABLISHING FAMILY LIFE CENTERS.

a. Conduct a local needs assessment according to the criteria established by the Chief of Chaplains.

b. Assess the resources required and available for the proposed FLC.

c. Formally develop a concept document which would include:
Proposed ministries offered at the FLC,
Relationships with other helping agencies,
Local regulation or directive of support,
AERB status or process for assignment,
CTA/IDA issues,

d. Receive technical channel approval of the concept document by MACOM involved and OCCH.

e. Receive official command approval and support for the FLC concept and program.

f. Implementation of the FLC program.

VII. SUGGESTED PROGRAMS FOR FAMILY LIFE CENTERS.

The following list is intended to be descriptive of the type of activities which could be considered appropriate for a Family Life Center. The listing is only partial and does not limit the innovative responses to local needs.

a. PASTORAL COUNSELING AND EDUCATION (Examples):

- Family and marriage
- Divorce
- Pre-marriage
- Parenting
- Family violence
- Family systems
- Groups
- Substance abuse as related to family
- Death, dying and grief
- Child
 - Abuse
 - Development
 - Delinquency
 - Handicaps
- Teens
- Young Adults

b. ENRICHMENT (Examples):

- Marriage Encounter
- Marriage Enrichment
- Personal Effectiveness Training
- Retreats
- Couples Communication
- Family Communication
- Courtship & Dating
- Human Sexuality
- Grief

c. INSTRUCTION, TRAINING AND SUPERVISION May be Provided to the Following:

- Unit Chaplains
- Lay persons
- 71M
- Civilian students
- CPE team training
- Chapel staff

d. CONSULTATION AND REFERRAL

The Center should serve as a bridge builder to other helping agencies listed in para V a(2).

e. ADVISOR AND CONSULTANT TO THE COMMANDER

- Family issues
- Research on family ministry
- Resource development
 - Books
 - Tapes
 - Audio Visuals
 - Skills
- Retreats for families

VIII. CRITERIA FOR FAMILY LIFE CENTER DIRECTORS.

TITLE: ASI 7-K Marriage and Family Ministries

Classification Guidance:

For positions which require personnel possessing advanced pastoral skills in the marriage and family ministries, including related management skills.

Identifies chaplains who have completed one year of post-graduate level clinical training focusing on the use of pastoral counseling to facilitate the solution of marital problems and the improvement of marriage and family relationships. Additionally, chaplains assigned this ASI must have OERs reflecting satisfactory service during the utilization assignment. Application must be made through the supervisory chaplain not later than the end of the second year of the utilization or upon reassignment if less than two years.

IX. EVALUATION AND MONITORING

a. Chaplain Board. The Chaplain Board will:

- (1) Monitor programs to insure compliance with Chief of Chaplains' criteria and policy.
- (2) Make site visits to evaluate and provide professional assistance.
- (3) Provide educational update and resources for Family Life Center chaplains.
- (4) Convene a Family Life Steering Committee composed of representatives from DACH, Board, USACHCS, MACOMs, and others, as needed.
- (5) Recommend policy and program changes to the Chief of Chaplains.

b. MACOM Staff Chaplain. MACOM Staff Chaplain will:

- (1) Insure proper utilization of chaplains in validated (AERB) spaces.
- (2) Evaluate installation Family Life Center Programs.
- (3) Make recommendations to DACH.
- (4) Supervise installation Family Life Center Programs, in accordance with DACH guidelines.

c. Staff Chaplain. The staff chaplain will:

- (1) Assist in the development and evaluation of local support requirements.
- (2) Develop local criteria for assessing the Family Life Center program.
- (3) Supervise the local Family Life Center programs and functions.
- (4) Coordinate ASI/SSI producing training with the MACOMs, USACHCS and DACH.

. . .
Evaluation schedule still in preparation

Suggested Staffing and Equipment Guidelines for a Family Life Center

RECOMMENDED STAFFING

- 1 or 2 7K Chaplains
- 1 or 2 71M (E-5 or above)
- 1 GS 03 or above secretary/receptionist

The variables would depend on the size of the post and the availability of chaplains. Determination would be a local responsibility.

SUGGESTED EQUIPMENT (Refer to Chapter 4, CTA 50-909)

- A separate building of 3000 square feet with carpeting
- Desks and chairs for staff
- 10 or more folding tables
- Drapes with lining or plain drapes and black out shades
- Air conditioning
- One portable lectern (self contained speaker system.)
- 2 or 3 portable cassette recorders
- Coffee maker
- A music system (to act as a sound control screen)
- A complete kitchen (dishwasher, stove, refrigerator, ice maker)
- At least 50 stacking chairs
- 2 locking file cabinets - 4 drawer
- Video tape recorder system
- 10 3X6 ft book cases
- 2 literature racks
- Group room furnishings (easy chairs, etc.)

This list is not absolute, but a suggestion of what would be needed. Local needs might add to or delete from the listing.

WSMRR 165-1

5 February 1980

FOR THE COMMANDER:

OFFICIAL:

A. C. BOLE, JR.
Colonel, GS
Chief of Staff



GEORGE C. SUTTON
Chief, Administration Office

DISTRIBUTION:

C; E; F; J; M

60 - CH

1 - Cdr, TECOM, ATTN: DRSTE-SG-A

1 - Cdr, TECOM, ATTN: DRSTE-CH

APPENDIX

Advisory Council to the Chaplain Family Life Center

1. GENERAL. The Advisory Council will serve as advisor to the Family Life Chaplain. It will also function in any other manner which provides support and direction to the administrative and educational functions of the center in keeping with chaplain directives and army regulations.
2. MEMBERSHIP. The members of the Advisory Council will be:
 - a. The Staff Chaplain
 - b. The Chief of Staff or his representative
 - c. Commander, Troop Command
 - d. The Provost Marshal
 - e. The Director of Medical Activities
 - f. Community Mental Health
 - g. Community Health Nurse
 - h. Representatives from other organizations as deemed necessary.

DEPARTMENT OF THE ARMY
US ARMY WHITE SANDS MISSILE RANGE
White Sands Missile Range, New Mexico 88002

WSMR REGULATION
No. 165-1

5 February 1980

Religious Activities
CHAPLAIN FAMILY LIFE CENTER

1. PURPOSE. This regulation establishes the Family Life Center, US Army White Sands Missile Range, White Sands Missile Range, New Mexico; outlines responsibilities; and provides instruction for administration of the center.

2. SCOPE. Commanders/directors/chiefs of organizations will familiarize themselves with the Family Life Center Programs to render effective support in the provision of services to all command personnel.

3. POLICIES.

a. Family Life Center. The Chaplain Family Life Center at White Sands Missile Range (WSMR) will operate family life enrichment and related preventive and education programs with particular emphasis on relationship issues.

b. Family Life Programs. The Family Life Programs will be theologically oriented and will be spiritual and religious family programs promoted through the Army Chief of Chaplains Office.

c. Director. The director of the center will be the WSMR Staff Chaplain.

d. Family Life Chaplain. The Family Life Chaplain is a chaplain who has received the SSI Code of 566. This chaplain is normally assigned to a validated position.

e. Space Utilization. The center will utilize the chapel education wing for classes.

f. The center will be staffed as required.

4. OBJECTIVES.

a. The center will provide preventive education, enrichment programs, and pastoral care services.

b. The center will afford the WSMR personnel, their dependents, and Department of the Army civilians with opportunities, under pastoral care and concern, to enrich and nurture their marriage and family lives.

5. RESPONSIBILITIES.

a. The WSMR Commander will:

(1) Provide a facility or space for the Family Life Center.

(2) Provide personnel spaces in TDA.

(3) Publish local regulations or directive of support showing a separate and identifiable activity managed by the Staff Chaplain.

(4) Provide necessary resources to make the Family Life Center a functional activity. The resources are available through Chaplain Common Table of Allowances.

(5) Provide personnel, training, and program funding.

b. The WSMR Staff Chaplain will:

- (1) Be responsible for the administration and management of the center.
- (2) Assume responsibility for and establish the Family Life Center Program.
- (3) Approve programs offered and conducted by the center.
- (4) Provide a Family Life Chaplain.
- (5) Program for funds to accomplish the mission of the center.
- (6) Ensure accomplishment of directive requirements contained in this regulation.

c. The WSMR Family Life Chaplain will:

- (1) Conduct education classes and provide pastoral and marriage counseling.
- (2) Supervise the day-to-day operation of the center.
- (3) Provide the Staff Chaplain with data needed to fund and operate the center.

d. The directors/chiefs of organizations and unit commanders will support the center and ensure that members of their activities are freed for pastoral counseling when the need arises in the personal or family lives of their personnel.

6. PROCEDURES.

a. The Chaplain Family Life Center Program is designed to provide ongoing education and pastoral services for the enhancement of the quality of life of the personnel assigned or attached to or families living at this installation.

b. The center will provide for or have the following:

- (1) A program of ministry integrated with the Installation Chapel Program.
- (2) Professional interchange, consultation, and teaching in relation to persons representing other helping agencies.
- (3) An Advisory Council charged with the responsibility of consulting with and supporting the center's program (See Appendix).
- (4) Maintenance of administrative records/files and transactions in accordance with existing installation, TECOM, DARCOM, and DA regulations.

7. GENERAL CONCEPT FOR FAMILY LIFE MINISTRY.

a. Family life ministry, as a part of the chaplain's total ministry, provides an environment of pastoral concern through which soldiers and their families are offered opportunities to nurture functional relationships enhancing their quality of life.

b. Chaplains in all assignments provide this ministry. Installation chaplains are responsible for the overall management and support of family life ministry.

8. GENERAL CONCEPT FOR FAMILY LIFE CENTER.

a. A Family Life Center (FLC) begins with and operates from a theological base and focuses on ministry to families with a particular emphasis on relationship issues. As a pastoral model, focusing on reconciliation, problem prevention and family education and enrichment, it reaches out to the total community.

5 February 1980

WSMRR 165-1

b. An FLC is established and supported by the local commander in accordance with Office of Chief of Chaplain guidelines. It is managed by the Installation Chaplain and directed by chaplain with specialized pastoral training and the protection of privileged communications.

c. The chaplain is involved in responsible ministry to persons in need, participates with peers for opportunity of group pastoral care and interaction, and, while maintaining a clear pastoral focus, is in consultation with and in support of other helping agencies.

9. ADMINISTRATION. A council will be appointed to serve as a Board of Advisors to the center (See Appendix). Orders will be published by the Chief, Administration Office, Personnel Services, and Administration Directorate.

10. REFERENCE. Letter, HQDA (DAGI-DEP), 12 May 1975, subject: Revised Commissioned Office Skill Identification.

(STEWS-CH)



DEPARTMENT OF THE ARMY
OFFICE OF THE CHIEF OF CHAPLAINS
WASHINGTON, D.C. 20310

APPENDIX B

REPLY TO
ATTENTION OF DACH-PPZ-A

10 September 1980

Staff Sergeant William E. Sandburg
Social Work Division
US Army Retraining Brigade
Fort Riley, Kansas 66442

Dear Sergeant Sandburg:

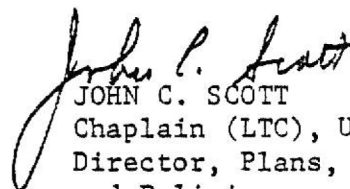
Thank you for your recent letter to the Chief of Chaplains concerning your graduate studies research project on family life.

I am forwarding your letter with inclosures to the US Army Chaplain Board (a Field Operating Agency of this office) for reply. The point of contact at the Board is Chaplain (Major) Richard Stenbakken. I am certain you will be hearing from him in the near future. Should you desire to do so you may contact him directly:

Chaplain (Major) Richard O. Stenbakken
US Army Chaplain Board
Fort Monmouth, New Jersey 07703
Autovon: 992-2401

Thank you again for your interest and sharing information with us.

Sincerely,


JOHN C. SCOTT
Chaplain (LTC), USA
Director, Plans, Programs
and Policies



DEPARTMENT OF THE ARMY
U. S. ARMY CHAPLAIN BOARD
Myer Hall
FORT MONMOUTH, NEW JERSEY 07703

CHTCB

16 September 1980

Staff Sergeant William E. Sandburg
Social Work Division
US Army Retraining Brigade
Fort Riley, Kansas 66442

Dear Sergeant Sandberg:

Congratulations on your academic achievement! It must be a good feeling to be drawing this close to the completion of your MS.

Family Life Education is, indeed, an area of interest and ministry for chaplains. In fact we all do that to some degree, in an informal way. There are some who devote full time to family ministry in the growing number of Family Life Centers. I am enclosing a copy of the Chief of Chaplains policy statement on Family Life Centers and the most current roster of who is where in the FLCs.

There has not been a broad range study of the FLCs, although we are on the verge of drawing up such a study. Your work would be most welcome should you decide to follow your proposal. I will be willing to cooperate with your efforts in any way possible.

As set up now, the FLCs do a wide range of tasks. There are a wide variety of enrichment and educational opportunities opened to a post ranging from Couples Communication courses to Marriage Preparation courses, PET, STEP and a host of others. There are locally devised programs on stress management, family violence and personal growth groups. These are educational and preventive in nature.

Another aspect of the Centers is in family counseling. Nearly all of the directors are qualified and trained family counselors. Many are clinical members of the American Association for Marriage and Family Therapists.

CHTCB

16 September 1980

Staff Sergeant William E. Sandburg

These educational, preventive and therapeutic programs are not designed to be in competition with other helping agencies, but are to serve as an extension of ministry. In fact there is strong emphasis given to cooperative work with other helping professionals such as you and the people you work with.

Feel free to call or write as your plans develop.

Sincerely,



R. O. STENBAKKEN

CH (MAJ), USA

Marriage and Family Life

P.S. Autocon 992-2401

FAMILY LIFE CENTERSIN OPERATION

1981

<u>Location</u>	<u>Chaplain</u>
Fort Bragg	K. Clements
Fort Benning	B. Berger
Fort Bliss	A. Ellsworth
Fort Carson	B. Manning
Fort Campbell	C. Love
Fort Devins	J. Stock
Fort Dix	E. Mouchette
Fort Eustis	J. Juhan
Fort Gordon	O. Smith
Fort Hamilton	W. Brander
Fort Benjamin Harrison	L. Buckner
Fort Hood	M. Wells
Fort Jackson	B. Bundick
Fort Knox	C. Pedder
Fort Leavenworth	R. Adams
Fort Leonardwood	B. Sharpe
Fort Lewis	J. Reed
Fort Meade	H. Rausch
Fort Monmouth	S. Peterson
Fort Ord	D. Cavin
Fort Polk	R. Jamison
Fort Riley	J. Swedlund
Fort Rucker	G. Hattle
Fort Sam Houston	C. Harding
Fort Sill	J. Mize
Fort Stewart	D. Barnett
White Sands Missile Range	C. Thompson

REFERENCE MATERIAL AVAILABLE FROM THE
ARMY, AIR FORCE AND NAVY

Army

- Hunter, E. J., Dulk, D. D., Williams, J. W. The Literature on Military Families, 1980: An Annotated Bibliography. United States Air Force Academy, 1 August 1980.
- Hunter, E. J. and Nice, D. S. (ed.), Children of Military Families A part and yet apart. United States Government Printing Office, Washington, D. C., 1978.
- Hunter, E. J. and Nice, D. S., ed. Military Families Adaptation to Change. New York: Praeger, 1978.
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Air Force

- Department of the Air Force. Final Report of the working group on the family and retention. Washington, D. C., December, 1979.
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- Orthner, Dennis K. Families in Blue: A Study of Married and Single Parent Families in the U. S. Air Force. Family Research and Analysis, Inc., U. S. Air Force, 1980.
- Orthner, Dennis K., Bowen, Gary L. Families in Blue: Implications of A Study of Married and Single Parent Families in the U. S. Air Force. Family Research and Analysis, Inc., Department of the Air Force, 1980.

NAVY FAMILY SUPPORT PROGRAM (OP-152):
Bibliography of Available Materials
(MARCH 1981)

The Navy Family Support Program Branch was established within The Office of the Chief of Naval Operations in January, 1979, to "improve the Navy's awareness of and access to reliable and useful information, resources and services that support and enrich the lives of Navy families and single service members."

In addition to establishing a network of Navy Family Service Centers, the Navy Family Support Program Branch (OP-152) has been responsible for the development of over 25 diverse resource materials to assist the overall Navy efforts on behalf of personnel and their families.

All the materials listed in this Bibliography are available from:

Navy Family Support Program Branch
Office of the CNO (OP-152)
Department of the Navy
Washington, D.C. 20350

1. ADDRESS OF REAR ADMIRAL FRAN MCKEE, USN, Before the Tidewater Ombudsman Assembly. Norfolk, Virginia. 4 December 1980. Rear Admiral Fran McKee, Director, Human Resource Management Division (OP-15) in the Office of the Chief of Naval Operations, gave this speech to an audience of Ombudsmen and Navy leaders. In her up-date on the development and current status of the Ombudsman program, she addressed specific areas such as staffing, responsibilities, supporting legislation, and financial remuneration.
2. A DEMOGRAPHIC PROFILE OF U.S. NAVY PERSONNEL AND FAMILIES. August 1980. This report presents the results of a study done by Dr. Dennis Orthner and Dr. Rosemary Nelson of Family Research and Analysis, Inc., and includes new findings concerning marriage, the percentage of single parents, and the incidence of dual-career marriages. Based on a 1½ random sample, the report provides invaluable new data on some of the new and changing models of the "Navy family."
3. ALCOHOL AWARENESS. April 1981. This training program, developed by Fran Weed, is designed to acquaint family service personnel with the needs and realities of the alcohol abuser. Based on the realization that many persons carry damaging misconceptions about the alcoholic, these two learning modules (one designed for three hours and the other for six) effectively sensitize staff to the problems, potentials, and stresses associated with alcoholism and alcohol abuse.

4. "All Hands" Navy Rights and Benefits. August/September 1980. (Reprint: NAVPERS 15885-D.). Produced through the Navy's Chief of Information (CHINFO), this special issue of "All Hands" is a valuable document which goes into specific detail of the many rights and benefits to which military personnel and their families are entitled.

5. BACKGROUND: Navy Family Support Program. January, 1981. Formerly the "Fact Sheet" (see p. A-7), this is a one page summarization of the history and mission of the Family Support Program. Valuable information on retired affairs is also included.

6. "COMING HOME - AGAIN." (A Play for Living). 1981. Written for the Navy by Virginia Coigney of the Family Service Association of America, this drama is about the special challenges - and problems - of Navy life caused by separation and deployment. Designed to be produced by amateur groups at Navy bases and followed by audience discussion, the Play is accompanied by a discussion guide for facilitators to help the audience analyze their own feelings and share their experiences.

7. "COMING HOME - AGAIN." An Evaluation. April 1981. The Navy's drama, "Coming Home - Again," created by Virginia Coigney of Family Service Association of America, has sparked much enthusiasm among the Navy audiences to whom it has been shown. This brief report summarizes the reaction of five such audiences, located in different parts of the country and of diverse composition.

8. CONSUMER EDUCATION RESOURCE NETWORK: A report of completed and ongoing efforts. September 1980. Under contract to the Navy Family Support Program, Inter America Research Association's Consumer Education Resource Network project identified and collected information about materials and organizations available to assist consumer education efforts within the Navy. This report summarizes the efforts undertaken on behalf of the Navy Family Support Program and outlines a framework for a continued working relationship between Inter America's CERN project and the Navy's Family Support Program.

9. DEVELOPMENTAL CASE STUDIES OF THE NAVY FAMILY SERVICE CENTERS. Norfolk and San Diego. September 1980. This report by Dr. Nancy Fess is a comprehensive study of the different patterns of development of the two "pilot" Family Service Centers in San Diego and Norfolk. This nonevaluative documentation of the two experiences will provide important insights to other FSC planners.

10. "DIRECTORY OF FEDERAL GOVERNMENT FAMILY-RELATED PROGRAMS." (Available June, 1981.) Developed by Wakefield Washington

Associates under joint sponsorship from the Navy and the Department of Health and Human Services, this report constitutes a comprehensive descriptive listing of family-related federal programs. Categorized by major agency, individual programs are listed and classified according to their scope and function.

*Note: An abbreviated version of the Directory is also available in three issues of the The American Family: Oct-Nov 1980; Dec-Jan 1981; Feb-March 1981. (Copies of these issues are available at no cost from OP-152).

11. EXCEPTIONAL CHILDREN: A Guidance Paper. December 1980. Navy families with exceptional children often experience difficulty obtaining quality education and other services for their children. This situation is aggravated by the problems associated with frequent relocation and separation caused by routine deployment. A guidance paper on special education and an accompanying parent handbook have been prepared by Resource Consultants, Inc., to assist staff of Navy Family Service Centers to serve as both supports to and advocates for these families.

12. FINAL REPORT OF THE NAVY-WIDE FAMILY AWARENESS CONFERENCE held in Norfolk, Virginia. 7-9 November, 1979. This comprehensive document details the conference proceedings of the first Navy-wide Family Awareness Conference. The results of nine workshops are presented in detail, as well as texts and summaries of major addresses and evaluations. The recommendations made by participants are highlighted. This is one of the Navy Family Support Program's basic resource documents.

13. GUIDANCE PAPER ON THE SPONSOR PROGRAM. December 1980. This Guidance Paper on the Sponsor Program, prepared by Resource Consultants, Inc., includes information on how to make the program work and how to choose a sponsor. Comprehensive, action-oriented checklists are provided on the pre-arrival, arrival, and post-arrival stages of the program. The appendices include evaluation forms, resources, and a description of the innovative program operated by the Navy Family Service Center in Port Hueneme.

14. GUIDE FOR PLANNING AND OPERATING NAVY FAMILY SERVICE CENTERS (Working Draft). July 1980. This is the basic, comprehensive "to do" guide for those involved in developing and implementing a Navy Family Service Center. The 20 chapters and 7 appendices include a wealth of information on all aspects of Navy Family Service Centers.

15. GUIDE TO THE OMBUDSMAN PROGRAM. March 1981. Written by Harriet (Trink) Howe, a Navy wife and mother of many years and an active leader in the Navy's Ombudsman program from its earliest days, this guide offers a full range of information on the Navy

Ombudsman Program history, functions, Ombudsman counsels, training, etc. Illustrative success stories are also included.

16. MAKING A HOME IN THE NAVY: Ideas to Grow on. July 1980. This book is a compilation of effective ways and means by which Navy families have coped with the challenges of Navy life. Gathered from Navy family members worldwide and synthesized by former Navy wife of the year Kathleen O'Beirne of Dingle Associates, the detailed references and suggestions on moving, finances, separation, Navy services, children, education, etc., are a "goldmine" for people undertaking the unique experience of homemaking as a Navy family.

17. THE NAVY LEADER'S FAMILY MANUAL. July 1980. This manual, developed by Dingle Associates, is a summary of effective ideas, techniques and programs developed and/or used by family-oriented commanding officers and other Navy leadership concerned with Navy families. The ideas, techniques, and programs described have been gathered from a number of commanding officers and other Navy leaders throughout a variety of commands--surface, submarine, aviation, and shore units. These Navy people have volunteered their ideas to be used, adapted, and/or built upon by others.

18. OMBUDSMAN TRAINING: A NEEDS ASSESSMENT. December 1980 (14 pp). This report, written by Dr. Alice Ivey Snyder and Cleo Wright of Tidewater Research Associates, gives a brief description and background of the Navy's Ombudsman program and discusses training needs for Ombudsmen, as determined from information provided by a large number of Tidewater-area Ombudsmen, wives and Navy leadership. The report contains an excellent discussion on training topics, training methods, and the Ombudsmen's role in general. While this report was not funded by the Navy, the authors have given OP-152 permission to distribute it.

19. PRELIMINARY GUIDANCE FOR COMMANDING OFFICERS IN PLANNING, ESTABLISHING, AND IMPLEMENTING FAMILY SERVICE CENTERS. January 1980. This 12 page document, developed by Dr. David Smith, contains a checklist of planning steps and a succinct description of Family Service Center (FSC) functions. Originally issued to help the first six FSCs get underway, this package represents a useful, compact reference. It is also included as an appendix in the Guide for Planning and Operating Navy Family Service Centers.

20. PRESENTATION TO AMERICAN PSYCHOLOGICAL ASSOCIATION, Montreal September, 1980. This brief paper by Ensign Melanie C. Eyre of the Navy Family Support Program staff in Washington summarizes current initiatives, including the development of the Family Service Centers and the Navy's Family Advocacy efforts.

21. PROCEEDINGS OF THE NAVY FAMILY SERVICE CENTER PLANNING WORKSHOP: March 1980. This report is a chronicle of the interchange between representatives of the first Family Service Center sites and deals with the process of establishing FSCs. Included is discussion of a variety of approaches to this task, exploration of available resources and insights about workable plans and techniques.

22. QUALITY OF FAMILY LIFE IN THE MILITARY: Proceedings Report of a National Council on Family Relations Pre-Conference Workshop, held 21 October 1980. This comprehensive report covers the full range of family-related topics covered at the 1-day workshop (sponsored by the Navy Family Support Program) and coordinated by Dr. Dennis Orthner and Dr. Barbara Chandler of Family Research and Analysis, Inc.,) which preceded the annual NCFR conference held in Portland, Oregon in October, 1980. Remarks from representatives from all branches of the military service and many sectors of the civilian community are included. Articles and formal papers on family-related issues are also a part of this excellent resource.

23. RESOURCE MEMOS. Designed for wide dissemination from the Navy Family Support Program, these valuable memos contain information relevant to the development of local Navy and Marine Family Service Center efforts. Articles on community service organizations, resource management, and reviews of ongoing programs are examples of the wide range of topics that have appeared in these periodic memos since their beginning in September 1980.

24. ROADMAP FOR NAVY FAMILY RESEARCH. August 1980. Developed by the Westinghouse Public Applied Systems Division under a contract from the Office of Naval Research, the Roadmap, or plan, provides a systematic framework for building a knowledge base which is required to design and implement effective Navy family-related policies and programs. The Roadmap identifies 108 distinct research areas and a number of principles to be considered in the future planning, management and dissemination of Navy family-related research and services.

25. STATEMENT OF VICE ADMIRAL ROBERT B. BALDWIN TO WHITE HOUSE CONFERENCE ON FAMILIES, November 1979. Vice Admiral Baldwin was Chief of Naval Personnel at the time he made this presentation, which was a brief but comprehensive overview of Navy family concerns as viewed by Navy leadership. While expressing his concern with "all aspects of family life," VADM Baldwin emphasized the separations which are part of family life in the Navy, as well as the concerns of personnel, their work, and the Navy's retention problems.

26. UNDERWAY! How Three Commands are Providing Support Services to Navy Families. March 1980. This is a report by Jean Ebbert, a journalist and Navy wife of many years, on how the staff at three

naval bases (CBS Port Hueneme, CBS Gulfport, and NSA Treasure Island) developed their own Family Service Centers (FSCs) from local resources. The report provides a wealth of information, examples, and detailed descriptions of how specific components of these centers were established and how community resources were brought to bear on behalf of Navy families. This report is strong testimony to what can be done on the local level by people who care, who find out what local resources are available, and who use them creatively and effectively.

27. UP DATE. Navy Family Support Program Branch. March 1981. This briefing packet details salient points of the Navy Family Support Program. Dealing with the specifics of history, mission, Navy-wide personnel statistics, goals, and Family Service Center staffing, the "nuts and bolts" of the program are highlighted in an efficient, easy-to-read style.*

*OP-152 has on board a surplus of many of these materials. If you would like multiple copies of some of these publications, please let us know.

7 May 1981

Dear Sir:

Family Life Education is a fast developing field. It has the potential of assisting families with a variety of needs. The civilian Family Life programs are developing research into the state-of-the-art of such programs. I would like to coincide with their work and possibly exceed their endeavors. I have developed the attached questionnaire to get your input for furthering of the military Family Life Programs. Your participation in this research is very important because based on your response further innovative programs can be developed.

Your responses to the questionnaire will not be released to higher authorities but the accumulated responses of the Family Life Chaplains will be combined to reflect trends in the field of military family assistance.

This study is being supervised by Chaplain (Major) Richard O. Stenbakken, U. S. Army Chaplain Board, Fort Monmouth, New Jersey and by my graduate committee at Kansas State University, Department of Family and Child Development. Specific supervision is being conducted by Professor Carroll (Ken) Kennedy, a nationally recognized authority in Family Life Education and Consultation.

With my ten years of military experience as an enlisted person working in the MOS of 91G Behavioral Science Specialist, I see a vital need for Family Life Education in the military. The field of Family Life Education in the military is like a fresh breeze coming after a storm.

The results of the research will be cleared through the Command Chaplain's Office; Chaplain Stenbakken and each Family Life chaplain will receive copies. Your time spent in filling out this questionnaire can better the Family Life Programs and ultimately, the U. S. Army by helping other military members.

If you have any questions, feel free to contact me at my office at the following numbers: AUTOVON: 856-3729/6269/6250. A copy of this questionnaire should be maintained on file for future reference.

Your cooperation is greatly appreciated.

Sincerely,



WILLIAM E. SANDBURG
SSG, U. S. Army

**THIS BOOK
CONTAINS
NUMEROUS
PAGES THAT ARE
CUT OFF**

**THIS IS AS
RECEIVED FROM
THE CUSTOMER**

SURVEY OF U. S. ARMY FAMILY LIFE CENTERS

NOTE: This survey is desired to obtain a state-of-the-art picture of family life education in U. S. Army Family Life Centers. Since programs differ considerably, please adapt the questions where necessary so that your response can accurately reflect your center's activity. Fee free to make additional notes on the margin or back of questionnaire.

SECTION A

1. Center Name: _____

2. Name(s) and rank(s) of family life chaplains at your installation and where they received their family life training:

	NAME	RANK	SCHOOL
a. *	_____	_____	_____
b.	_____	_____	_____
c.	_____	_____	_____
d.	_____	_____	_____
e.	_____	_____	_____

* Chief Family Life Chaplain

3. How many staff members are in the family life center and what is the percentage of time each staff member spends with center activities:

MILITARY STAFF:	#	%
a. Officer(s)	_____	_____
b. Warrant Officer	_____	_____
c. Enlisted	_____	_____

CIVILIAN

d. Paid full-time professional	_____	_____
e. Paid full-time para-professional	_____	_____
f. Paid part-time professional	_____	_____
g. Paid part-time para-professional	_____	_____
h. Full-time volunteers	_____	_____
i. Part-time volunteers	_____	_____

4. What installation agency provides logistical and resource funds for center:

5. What is the total population that may utilize the family life program:

 military: _____
 dependent civilian: _____
 retired military: _____
retired military dependents: _____
 non-dependent civilians: _____

6. Does the family life chaplain(s) have other assigned duties, in addition to center? YES NO If yes, what are those duties.

7. How long has Family Life Center been in existence?

_____ Total months

8. How many hours per week is the Center in Operation?

9. List the person who completed this form plus AUTOVON number where he/she can be reached.

SECTION C

1. What type of continuing education is presently under way? Do you feel this education is adequate?
2. For chaplains in family life centers, what kind of preparation in family life education would you recommend:
 - a. as pre-chaplaincy preparation
 - b. as programs of continuing professional education.
3. What trends do you see arising for military families?

SECTION 8

Please check each of the following areas in which your center offered family life education programs during the calendar year 1980. For each area indicate by rank group (using the sponsors rank) the estimated number of different men (m), women (w), and children (c), (children under 18 years of age), who participated in that activity during the year.:

Activity/Counseling	Did not Offer	E1 - E4			E5 - E9			Officer/10C			Retired		
		M	W	C	M	W	C	M	W	C	M	W	C
Abortion													
Adoption													
Aging													
Child a. Abuse													
b. Development													
c. Delinquency													
d. Handicaps													
Couples Communication													
Courtship													
Dating													
Death													
Divorce													
Dying													
Exercise/Weight Control													
Family Communications													
Family Counseling													
Family Planning													
Family Systems													
Family Violence													
Financial													
Grief													
Handicapped Adults													
Human Sexuality													
Marriage Counseling													
Marriage Encounter													
Marriage Enrichment													
Parent Effective Training													
Parenting													
Premarriage													
Remarriage													
Retirement													
Separation													
Stress Management													
Substance Abuse as Related To Family													
Teens													
Vocational													
Young Adults													
Other													

REPORT ON THE ARMY'S FAMILY LIFE CENTERS

by

WILLIAM EUGENE SANDBURG

B.A., Kansas State College at Pittsburg, 1971

AN ABSTRACT OF A MASTER'S THESIS

submitted in partial fulfillment of the
requirements for the degree

MASTER OF SCIENCE

Department of Family and Child Development

KANSAS STATE UNIVERSITY
Manhattan, Kansas

1981

ABSTRACT

This is a study of the Family Life Centers in the Army located in the continental United States. Twenty-three of the twenty-six existing Family Life Centers were canvassed for the data. The information was obtained from the Chaplain Directors of the Centers. An overview of the Family Life Centers included data concerning the facilities and personnel, activities presented by the Center, and the expressed opinion of the Chaplains concerning the future of the military family. Three major findings reflect that staffing appears to be individualized to the installations needs, that the mid-range non-commissioned officer (E5 - E9) are the main participants in the Center programs, and that there is an emphasis on remedial rather than enrichment and educational activities. The study concludes with eight recommendations to the policy makers in the Army for the field of Family Life Education and Consultation in the military.