

A SUMMARY OF COUNSELING AND GUIDANCE SERVICES
AVAILABLE TO MEMBERS OF THE UNITED STATES
ARMY AND THEIR DEPENDENTS

by

SIDNEY RAE HINDS, JR.

B.S., United States Military Academy, 1950

A MASTER'S REPORT

submitted in partial fulfillment of the

requirements for the degree

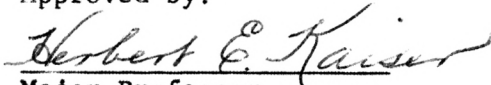
MASTER OF SCIENCE

College of Education

KANSAS STATE UNIVERSITY
Manhattan, Kansas

1968

Approved by:


Major Professor

ACKNOWLEDGEMENTS

The writer wishes to express his thanks to Dr. Herbert E. Kaiser for his valuable assistance and helpful suggestions during the preparation of this report.

Appreciation for making the references available and for critical appraisals is due the General and Special Staff at Ft. Riley, Kansas.

TABLE OF CONTENTS

CHAPTER	PAGE
I. INTRODUCTION	1
The Problem	1
Statement of the problem	1
Importance of the study	1
Definitions of Terms Used	2
Counseling and guidance services in the United	
States Army	2
Chain of command	2
Procedure	2
Resume	3
II. THE SERVICES	4
The Army Community Service	4
General	4
Eligibility for service	5
Services to be provided	5
Responsibilities	5
Role	6
Organization	6
Facilities	6
Funding	6
Functions of committees	7
Emergency programs	7
The American National Red Cross	8
General	8

Services	9
Special facet	10
The Chaplain's Corps	11
The Inspector General	12
The Staff Judge Advocate	15
The Army Medical Service	16
The Retired Activities Program	17
The Chain of Command	18
Miscellaneous Services	21
The United States Army Recruiting Command	21
The Adjutant General	21
An Admonition	22
IV. RELATIONSHIPS OF THESE AGENCIES TO EACH OTHER	23
V. CONCLUSIONS AND RECOMMENDATIONS	26
Conclusions	26
Recommendations	26
BIBLIOGRAPHY	27

CHAPTER I

INTRODUCTION

There are many counseling and guidance services available to United States Army officers and enlisted men and their dependents. These services have never been listed and explained in one document heretofore.

I. THE PROBLEM

Statement of the problem. It is the purpose of this study to provide to the reader simple, accurate, concise, but complete information on the description of counseling and guidance services available in the United States Army today.

Importance of the study. A composite of counseling and guidance information has never before been assembled in one document. Although this information is available in a myriad of publications, they are so widely scattered in the vast and formidable array of information printed, that even an "Old Soldier," much less a "Raw Recruit," would have difficulty in finding the desired information quickly. The Army has made several attempts to consolidate this information. An example of this is "The Army Personal Affairs Handbook."¹ Even a short perusal of this handbook will reveal that it is incomplete in some respects and too

¹"The Army Personal Affairs Handbook", Department of the Army Pamphlet 608-2 (Washington D.C., Government Printing Office, 1966).

detailed in others. This study will attempt to be both complete and sufficiently detailed to be of value to privates and generals alike. It is the writer's intention to submit this report in slightly different form to The Department of the Army for publication and dissemination.

II. DEFINITIONS OF TERMS USED

Counseling and guidance services in the United States Army.

There is no such official title as counseling and guidance services in the United States Army, even though many services fulfill that goal. There is not even a central facility or office with a similar title to act as a referral or coordinating agency for the entire spectrum of military and social activity. The term counseling and guidance means those individual services available to the serviceman and his dependents. Examples of these services are: The United States Army Recruiting Service, The Inspector General, The Adjutant General, Army Community Services, The Army Medical Corps, and The Staff Judge Advocate.

Chain of command. This term means the line relationship between persons in the military establishment. For example, a private's chain of command to the Commanding General of the unit to which he belongs is: Squad Leader, Platoon Leader, Company Commander, Battalion Commander, Brigade Commander, and finally Division Commander.

III. PROCEDURE

This is a historical report. Facts are classified, discussed, critiqued, and related to each other. First, each of the nonrelated

agencies or staff sections are listed, and their primary and secondary areas involving counseling and guidance are discussed. Second, these agencies are related to each other and areas of overlap are explored more fully. Third, and finally, conclusions are synthesized and interpreted from the study and recommendations are drawn from the conclusions.

IV. RESUME

The amount of literature written on counseling and guidance in the United States Army could easily be measured by boxcar-loads rather than volumes. There is a book, pamphlet, manual, regulation, circular, technical manual, digest, standard operating procedure, or bulletin written to tell the serviceman how, what, where, and when to do something. This material has many different shapes and thicknesses, places where it may be found, dates when it was published, and many different authors. Hardly any of these documents are cataloged or even put in any semblance of order by which a curious or needful serviceman could make efficient use. None of these documents are related to each other and few even make reference to another on the list. Most of these items, however, have an index which may or may not be complete and functional. There are a few publications which will be of great worth and will provide the backbone for this paper. The list includes current Army Regulations and functional manuals outlining specific responsibilities of each counseling and guidance agency. The next chapter will elaborate on the services available to every member of the United States Army and his dependents.

CHAPTER II

THE SERVICES

I. THE ARMY COMMUNITY SERVICE

General. The objectives of the Army Community Service Program are to:

Establish a centrally located, responsive, and recognizable service to provide information, assistance, and guidance to members of the Army community in meeting personal and family problems beyond the scope of their own resources; reduce the manhours consumed by commanders, staff officers, and the individual soldier in seeking appropriate sources of assistance to resolve complex personal problems; and improve retention of military personnel by increasing career satisfaction.¹

The Army Community Service Program is relatively new. It was established in July of 1965 and since that time has proved to be a viable organization.

a. The concept of the Army Community Service includes--

- (1) Improved social functioning in the Army community
- (2) Prevention and reduction of disruptive influences
- (3) Achievement of maximum community stability
- (4) The principle of self-determination (self-help)
- (5) Recognition that the goal of services is not to remedy the total situation, but rather to help individuals to help themselves.

b. The Army Community Service provides an organization for bringing together all available resources for the relief of personal problems having an adverse effect upon performance, morale, and retention of skilled manpower. This activity normally will provide Army personnel a source of information and services of a personal nature beyond those which are furnished by the installation staff.

¹Army Regulation 608-1, "Personal Affairs, the Army Community Service Program", (Washington D.C. Government Printing Office, 1967), p. 1.

Eligibility for service.

a. The following categories of personnel are eligible for assistance:

- (1) Active duty and retired Army personnel and their dependents.
- (2) Members of the Army Reserve components on active duty for training and their dependents.
- (3) Department of the Army civilians overseas who are U.S. nationals, and their dependents, irrespective of their nationality.
- (4) Department of the Army civilians and their dependents in the United States where local civilian resources are not available. Determination for eligibility in this instance will be made by the local commander.
- (5) Widows, widowers, and other next of kin, regardless of dependency status, of Army personnel who were on active duty or retired at time of decease.
- (6) Active and retired members of the other uniformed services and their dependents are eligible for information and referral services when assistance resources of their own service are not available....

Services to be provided. Depending on local needs, Army Community Services may encompass information concerning financial assistance, availability of housing, transportation, relocation, medical and dental care, legal assistance, orientation of new arrivals, and a variety of other related matters, as well as assistance in finding resources for solution of more complex personal problems such as handicapped children.²

Responsibilities. "The Army Community Service is a command responsibility."³ This one phase is perhaps the most important key to the effectiveness of the total program. It means that the commander himself is responsible for the planning, establishment, organization, and operation of the Army Community Service. Authority may be delegated to a staff officer or other subordinate to see that the above listed areas are properly supervised but the responsibility may never be delegated to a lower echelon.

²Ibid., p. 2.

³Ibid., p. 3.

Role. The role of the Army Community Service is supportive, educational, and advisory in nature. The commander has the primary interest and responsibility in resolving personal problems of the soldier, and no service agency can assume this responsibility.

Organization. The organizational plan will depend upon local conditions and requirements of the installation. Army Community Service is a professionally based program. Army Social Work Officers, and Social Work Specialists will be assigned to Army Community Service when resources permit and when dependent population and complexity of social problems so warrant.

It is intended that the organizational plan include maximum use of operating committees composed of trained volunteer workers. Such planning will provide the installation commander with an effective pool of personnel without unduly increasing his military manning level.

Facilities. New construction for the Army Community Service is not authorized. Adequate facilities for the service to include space for volunteer activities and reception of families should be provided from already existing buildings.

Funding.

a. As a staff activity, appropriated funds may be used for the following:

- (1) Cost of maintenance and operation of Army Community Service facilities.
- (2) Military and civilian personnel costs.
- (3) Travel and transportation allowances . . . in direct support of the program.
- (4) Operating supplies and equipment required in day to day operations. . . .

b. Nonappropriated funds may be used to supplement appropriated funds in support of the Army Community Services program as authorized in Army Regulations relating to financial support of activities benefiting dependents of military and civilian personnel.

- (1) Nonappropriated military welfare funds may be expended from central post and major command welfare funds
- (2) Nonappropriated civilian welfare funds may be expended
- (3) . . . a nonappropriated sundry fund may be established for internal operation The source of income to the sundry fund will be from gifts and donations
- (4) Grants or loans to individuals for emergency welfare needs, are not authorized from nonappropriated welfare or sundry funds.

(5) Voluntary contributions of gifts to Army Community Services may be accepted subject to the provisions of appropriate Army Regulations.⁴

Functions of committees.

a. General Service Committee may provide services to assist newly assigned personnel, provide temporary loan of household articles, perform essential office duties in direct support of Army Community Services operation, conduct orientation classes for newly arrived personnel, operate an informational orientation course directed primarily to junior officer and junior enlisted wives, maintain lists of adequate off post housing, and maintain listings of desired or available services.

b. Emergency service committees maintain volunteers available for call on a 24-hour basis to provide assistance to next of kin in casualty situations as required, provide temporary care of children, transportation, shopping assistance, and other services available to the mental well-being of families whose routine has been interrupted by unusual problems.

c. Intake service committees provide a centralized point from which requests for assistance are channeled to appropriate known resources. Members of this committee operate as a reception and referral service.

d. The handicapped service committee provides a centralized point for information and requests for assistance for handicapped individuals.

Emergency programs. An outstanding service that Army Community Services renders in the event an individual serviceman or an entire unit is ordered elsewhere on short notice is the putting into operation a

⁴Ibid., p. 3, 4.

contingency plan for taking care and assisting dependents in readjustment after their sponsor's sudden departure. This plan should include provisions for processing both individuals and large number of dependents and provide information and action to be taken by other supportive agencies. These would include provisional plans for the Red Cross, Army Emergency Relief, the Staff Judge Advocate, medical care, Armed Forces Exchange privileges, on and off post housing and guidance and assistance in resolving problems of indebtedness.⁵

Specialized programs. It is not the intent of the Department of the Army that treatment programs for individuals be provided by Army Community Service. Rather, the Army Community Service should assist families in locating appropriate resources . . . , so that appropriate service may be provided. The legal and ethical aspects of health and welfare programs require professional knowledge and experience which will insure maximum protection of the individual and of the activity concerned. Assumption of responsibility for providing guidance in specialized programs directed to the area of family relationships, or planning for handicapped family members, requires the service of personnel who are members of a professional discipline.⁶

II. THE AMERICAN NATIONAL RED CROSS

General. The American National Red Cross was established in 1881 and received its first congressional charter in 1900.

Two of the purposes of the organization relate to activities with the Armed Forces and as specified by the charter, are (1) to furnish volunteer aid to the sick and wounded of Armed Forces in time of war . . . and, (2) to act in matters of voluntary relief and in accord with the military authorities as a medium of communication between the people of the United States of America and their Armed Forces⁷

⁵Ibid., p. 4-6.

⁶Ibid., p. 8.

⁷American Red Cross Pamphlet 2015, "American Red Cross Services for the United States Armed Forces," (Washington, D.C., 1963), p. 3.

These purposes are not limited to the above and as times change, so does the Red Cross.

The current view of the Red Cross with the armed forces is that the organization supports and supplements without duplication those activities that affect the health, welfare, recreation and morale of service personnel and their families.⁸

Services. The specific services that the Red Cross makes available are peripheral areas to counseling services and are enumerated here.

a. Providing information on federal and state legislation, service allotment regulations, and insurance, civil relief, and other government benefits for servicemen in obtaining such benefits.

b. Assistance with communications between the serviceman and his family. Red Cross field directors and Services to Military Families in chapters offer communications assistance when the serviceman and his family are unable to communicate with each other direct or to obtain desired information through correspondence.⁹

c. Reports to commanding officers concerning the serviceman's home situation.

. . . the Red Cross obtains confidential information about home conditions, including personal and family matters to aid in making decisions affecting the morale and welfare of the serviceman and his family. The Red Cross does not serve as a recommending agency in any of the situations about which it may be asked to report.

d. Reports related to emergency leave. A Red Cross emergency leave report is provided on request of a commanding officer when serious illness, death, or other grave or urgent situations involves a serviceman's immediate family.

⁸Ibid., p. 3.

⁹Ibid., p. 5.

e. Assistance in emergency situations at home not requiring the serviceman's presence. The field director may help with rapid communications and give counseling service in serious situations that involve the serviceman's family but do not require the serviceman's presence at home for a solution. In one of these situations the field director may provide counseling in budgetary matters for the benefit of the serviceman's family."¹⁰

f. Other areas are:

(1) Reports related to compassionate reassignment, overseas deferment, and hardship discharge.

(2) Reports on the health and welfare of family members who are foreign nationals.

(3) Reports concerning absence without leave.

(4) Ex post facto reports for emergency leave.

(5) Reports in court-martial cases.

(6) Emergency financial assistance.

(7) Services to patients in military hospitals.¹¹

g. The last and most important are the consultation and guidance services available to the serviceman and his dependents.

In counseling, the field director endeavors to help the serviceman to identify and understand his problem and to arrive at a satisfactory solution. He does not seek to determine the serviceman's course of action but, instead, assists him to make his own decision and to carry full responsibility for solving his own problem.¹²

Special facet. A special facet of the expanded counseling service now deals with young women of the Women's Army Corps who are pregnant. Once the pregnancy is affirmed, the girl is discharged from the Army within a

¹⁰Ibid., pp. 6-7.

¹¹Ibid., pp. 9-10.

¹²Ibid., p. 4.

week, but before her discharge, she is required to present herself to the Red Cross representative who informs her of the civilian agencies who may be able to help her through her pregnancy. The Red Cross has the authority to coordinate interviews with these agencies and to render such monetary assistance as might be necessary to help to insure that the girl appears.

Referrals are made by the serviceman's commanding officer or by the Army Community Service. In addition, services may be requested directly to the Red Cross field office nearest the community in which the serviceman's family resides. In every military hospital there is a Red Cross office from which assistance may be rendered.

III. THE CHAPLAIN'S CORPS

The Chaplain's Corps provides the spiritual leadership to the serviceman and his dependents in the Protestant, Catholic, and Jewish faiths. A chaplain provides religious services, performs marriage ceremonies, christenings, and burials for both servicemen and their dependents. In addition to these duties, chaplains provide assistance to families and individuals who have troubles of any sort. Each chaplain must "make himself available to all members of the command for interviews, guidance, counseling, and spiritual help."¹³ He must also "provide spiritual support and help to the sick and their families by visitations,

¹³Army Regulation 165-20, "Duties of Chaplains, and Commanders Responsibilities," (Washington, D.C., 1966), p. 3.

counseling, appropriate religious ministrations and other appropriate assistance as a member of the healing team.¹⁴

The turbulence that army life creates in separations, loneliness, unfaithfulness, one-parent homes, disturbed children, excessive drinking, casualties in combat, are a part of life on every Army Post. The Chaplain can be a great source of strength and help in these areas.¹⁵

Army chaplains have often been subjects of derision to members of the armed services as evidenced in comic strips and barracks banter. During and since World War II, their true value has been realized by every serviceman. Their unquestioned bravery under every sort of combat condition and their inconspicuous compassion in peacetime with bereaved families and those in need of sincere spiritual guidance, have earned them the highest esteem of their fellowman. Their job is never-ending.

The Corps of Chaplains works in close coordination with the Inspector General, the Army Community Service, Commanders, the Army Medical Service, the Red Cross, and individual servicemen and their dependents. Their contacts may be generated as a result of cooperating with any of the above.

IV. THE INSPECTOR GENERAL

The Inspector General occupies a unique position in the service and performs manifold duties for the army community. His prime mission is to report directly to his commanding general on the status of morale,

¹⁴Ibid., p. 3.

¹⁵"Role of the Chaplain", Department of the Army Staff Briefing, (Washington, D.C., 1966), p. 1.

efficiency, and economy of the units which the general commands. He is a member of the general's "personal staff" and answers to no one but the Commanding General himself regardless of rank. His assessment of units the general commands is made by means of Annual General Inspections. A secondary duty is to listen to complaints and requests for assistance of all types from all officer and enlisted personnel of the command, from civilians, dependents, and any other person with a real or fancied injustice.

The processing of requests for assistance, advice or information is an important function of an inspector general's office in the resolution of personal problems that confront an individual.¹⁶

The Inspector General is required by regulation to receive all complaints brought to him, conduct a thorough inquiry to determine the veracity of the complaint, and after having made determination that the complaint is indeed valid, recommend to the appropriate office or commander what action should be taken.

An inspector general may decline to act upon a matter which he deems to be trivial in nature, or not properly acceptable as a complaint. In such cases he will inform the individual accordingly and advise him of other means of recourse.¹⁷

The Inspector General is not a commander, however his office receives such high respect that his recommendations are seldom disregarded. An Inspector General, though he may be a Major, Lieutenant Colonel, or Colonel, has roughly the power of a Major General by virtue of the responsibilities of his office and the closeness to his Commanding General.

¹⁶Army Regulation 20-1, "Inspector General Activities and Procedures," Headquarters, Department of the Army (Washington, D.C., 1966) p. 3-1.

¹⁷Ibid., p. 3-2.

One highly important feature of his position is the fact that he is not required to follow military channels in solving a complaint, nor is he bound by the rules of evidence as are Staff Judge Advocates or military investigators. He may use hearsay, anonymous letters, and telephone calls as bases for his decisions.

The Inspector General processes a wide range of complaints dealing with all facets of military and community life. He may delve into pay discrepancies, officer-enlisted relations, interpretation of Army Regulations, unlawful practices, questionable conduct, family problems, prejudice, and community relations, to name but a few. Inspectors General may not be exceedingly popular with their contemporaries, or with their commanding generals, since they are required to submit impartial and unbiased reports of facts.

Often complainants resort to the Inspector General as sort of a court of last resort or because they are not knowledgeable of the proper person or office from whom to seek help. In the latter case, the Inspector General hears the complaint, determines the basic facts, and refers the case to the proper agency. However, he is required to follow up on the case to assure the complainant has been satisfied.

Although Inspectors General are not counselors per se, much of their work involves active counseling techniques. If in the course of an inquiry, a witness divulges information that he or others are guilty of wrongdoing in some great or small degree, the Inspector General always (since he is charged with economy and efficiency within the command) advises the witness to correct or cease whatever he has been doing improperly. This same theme applies to all who come before him for whatever reason.

All other agencies or staff sections may refer problems to the Inspector General for solution.

V. THE STAFF JUDGE ADVOCATE

Army members of the Staff Judge Advocate's Corps are qualified lawyers. They render legal assistance to service members and their dependents.

Military personnel and their dependents frequently need legal advice and assistance. Personal legal difficulties may contribute to a state of low morale and inefficiency, and may result in problems requiring disciplinary action. Prompt assistance in resolving these difficulties is an effective preventive measure. Accordingly, it is the policy of the Department of the Army to provide legal assistance to all members of the Army and their dependents to the extent that personnel and facilities permit.¹⁸

The Staff Judge Advocate is charged with conducting basic legal training of the unit to which he is assigned, the making of wills and powers of attorney, giving legal advice on contracts and other legal documents, and in giving official interpretations of Army Regulations. Members of the Corps are not allowed to represent service members in civil courts, even though they may be licensed to practice in that state. They do, however, defend and prosecute military members in courts martial. One of their most important functions is protection of the military community from sharp dealings by some unscrupulous local civilians. They do this by explaining active preventive measures in formal military classes, bulletins and, in many cases, by personal contact.

¹⁸Army Regulation 608-50, "Personal Affairs, Legal Assistance," Headquarters, Department of the Army, (Washington, D.C., 1965), p. 1.

VI. THE ARMY MEDICAL SERVICE

The Army Medical Service provides standard medical care throughout the world for servicemen and their dependents. "The mission of the Army Medical Service is to maintain the health of the Army and conserve its fighting strength."¹⁹ There are two special areas of this service that are of significant interest. The first is the Neuropsychiatric Service and the other is the newly instituted Family Planning service.

Much of the effort of the Psychiatric Section on every military installation is to provide psychiatric treatment to dependents. This service consists of diagnosis and evaluation by a psychiatrist, follow-up at scheduled intervals or when necessary, and assistance provided by skilled social workers when needed.

. . . the time spent with dependents and retired personnel will not be so excessive as to jeopardize the preventive and therapeutic program for active duty personnel. Essentially psychiatric evaluation and treatment for dependents and retired personnel will be on a facility and personnel availability basis.²⁰

The newly instituted Family Planning Service includes instruction in pre-parenthood teaching, handling of retarded children and counseling by an Army Health Nurse in child care. The Family Planning Service always has a doctor at its head who directs the activities of his subordinates in this field. Newly included in the Army's pharmaceutical inventory are contraceptive devices of all kinds. Family Planning Services are offered on an individual basis as well as formalized in the classroom.

¹⁹Army Regulation 40-1, "Composition, Mission, and Functions of the Army Medical Service," (Washington, D.C., 1965), p. 2.

²⁰Army Regulation 40-216, "Medical Service, Neuropsychiatry," (Washington, D.C., 1959), p. 11.

Contact is made by direct request to the hospital, referral by the Army Community Service or by a serviceman's commanding officer.

VII. THE RETIRED ACTIVITIES PROGRAM

An additional fringe benefit that is afforded ex-servicemen is the Retired Activities Program. Heretofore many of the varied skills accumulated during a fruitful army career went to waste because of the lack of guidance. To alleviate this misuse of labor potential, the United States Army, with the assistance of the United States Department of Labor, formed this program.

"The objectives of the Retired Activities Program are--

- a. To counsel and prepare military personnel for retirement and a second career.
- b. . . .
- c. To provide continuing orientation of all Army personnel in matters concerning the rights, benefits, and privileges to which they, their dependents, and survivors may be entitled by virtue of their military service.

Major Commanders will designate a central office within their headquarters to--" (1) Administer the pre-retirement counseling of military personnel. . . ."21

An outline of the cooperative employment assistance program follows:

- a. A cooperative program for employment assistance has been established between the bureau of Employment Security, Department of Labor, through its United States Employment Service and the affiliated State Agencies and the Department of Defense. Employment service representatives are prepared to provide employment orientation,

²¹Army Regulation 608-25, "Personal Affairs, Retired Activities Program, Headquarters, Department of the Army, (Washington, D.C., 1964). p. 1.

counseling, testing, and placement assistance to military personnel retiring from the Army and desiring to develop plans for a second career.

b. The employment assistance program is designed in two phases. Phase I will be a comprehensive briefing conducted at Armed Forces installations by employment service personnel and will include information regarding labor market conditions, transferability of military skills to civilian occupations, and employment services available to retiring military personnel. . . . Phase II of the program will provide direct employment assistance, such as individual counseling, testing, and placement assistance. This phase will be conducted on an individual basis between prospective retiree and the United States Employment Service.

Industrial and educational recruiting of military personnel by private industry will not be permitted during the preretirement counseling.²²

VIII. THE CHAIN OF COMMAND

Although the chain of command is not a service, staff, or agency its role in counseling and guidance is not to be denied, for no one is closer to a serviceman's problem than his immediate superior.

When you need help. If you have a personal problem, don't let it get you down. There are plenty of people who can help you. Usually you can get good advice from your immediate superior or your commanding officer. If neither of them can suggest a solution, they are likely to recommend that you take your problem to the personnel officer, the legal assistance officer, the personal affairs officer, the Red Cross representative, or the chaplain.²³

Being sensitive to a subordinate's moods and having the acumen and ability to bring it to light is not only a leader's duty as a senior non-commissioned officer or officer, but also as a man.

²²Ibid., p. 2., 3.

²³Department of Defense Pamphlet, PA-6, "Your Personal Affairs," Armed Forces Information and Education, Department of Defense, (Washington, D.C., 1963), p. 17.

Theoretically, a private could seek assistance all the way from his squad leader up to the Commander in Chief, the President. Usually problems are solved by guidance given by the lowest eschelon of troop command able to effect action in the case. Often, a sergeant, his lieutenant, or the company commander does not have the capability of assisting in solving the more weighty problems which occur because of their lower rank and hesitancy in dealing with more senior officers outside the chain of command. However, each person in the chain has the prerogative of seeing the next higher person in the chain to pass the problem on. Too, the private may request audience with each link in the chain successively until he feels he has been satisfied. If this method is followed, each intermediate eschelon of command must be seen because "jumping channels" is considered one of the most foul of military practices.

Counseling and guidance as practiced in the U.S. Army are both directive and nondirective in nature. Often, simple commands or orders are all that are necessary to solve a problem or to give the needed advice to have it solved. An example of this would be a company commander saying to one of his subordinates, "Yes, you seem to have been shorted pay this month, go to building 490 at 1000 hours this morning to see Warrant Officer Woods, the personnel officer. He is expecting you and will be able to help you." The point of this example is that the private had not the least idea of what to do or who to see, but by making the problem known to his superior in the chain of command, he soon would receive assistance. The second point to be brought out is that the commander may not have known specifically what should be done, but knew who could solve this problem.

The commander is responsible for follow-up to see that satisfaction is gained.

Excerpts from this army leadership lecture touch on parts of the program:

One may be fully qualified in the methods of counseling and interviewing and have a fundamental knowledge of human nature, but unless there is a counseling program in the unit, the greatest possible assistance will not be rendered. The leader must familiarize himself with the various agencies capable of assisting him in helping his men with their problems. He must use his subordinates. These and other factors the leader must mold into a program that will insure that the men's problems are properly handled.²⁴

The lecture was summarized by these two points:

a. Many problems which the men bring to the leader or his subordinates will require more than one counseling interview. The normal heavy responsibilities of the leader tend to reduce the amount of time that he may spend in this manner. The leader should not be upset if he cannot give every man complete counseling service. Instead, he should attempt to arrive at solutions to specific problems so that the soldier may become better adjusted to situations confronting him. Often the solutions which can be handled will provide the individual sufficient freedom to overcome other problems he may have.

b. It will never be quite possible to solve all of the problems of every man under your command. However, the leader should make every effort to use all means available to arrive at a workable solution in each case. Above all, the men must be convinced that the leader has their personal problems on a high priority for consideration, and that hence his subordinates are available to assist them.²⁵

²⁴"The Leader as a Counselor," Advance Sheet 6137-1, The Staff Department, the Infantry School, Ft. Benning, Georgia, 1950., p. 10.

²⁵Ibid., p. 11.

IX. MISCELLANEOUS SERVICES

The United States Army Recruiting Command. This command in the United States alone is composed of thirty-eight recruiting mainstations and over one thousand substations. The U.S. Army Recruiter must be a competent and experienced soldier before he may be selected in the recruiting field. As a recruiter, he must be capable of acquainting the public with the Army's program.

He must seek out and counsel prospects and their families, contact educational activities, and work in close liaison with radio, television, and local newspapers. The Army Recruiter counsels young men and women to finish high school before enlisting. And when they enlist, he encourages them to continue their education through the educational program provided in the Army.²⁶

The Adjutant General. The Adjutant General is a subordinate staff section to the Assistant Chief of Staff G-1 (Personnel). He is charged chiefly with administration of personnel records, aptitude testing, personnel transfers, military orders, publications, personnel levies, and recommends to the commander the proper placement of incoming personnel. His role in counseling and guidance is that of insuring that pertinent Army publications are disseminated in a timely fashion and that this information is properly explained to every individual when the occasion arises. He may also screen records for suitable applicants for a specific job or field, and counsel those selected about the advantages or disadvantages of being in that field.

²⁶"The United States Army Recruiting Command," Unnumbered, Undated Pamphlet, Department of the Army, (Washington, D.C.) p. 9.

The Adjutant General assists the serviceman in preparing requests for deferment from overseas tours, compassionate transfers, dependency discharges and other requests which require special handling. Usually a referral is made by the serviceman's commanding officer.

X. AN ADMONITION

Although the services are primarily designed as helping services, there is no absolute guarantee that a client seeking solution to his problem will not jeopardize his previous position by asking for help. Even a lawyer, a chaplain or a doctor must weigh his own conscience against the privileged communication tenet of this client - counselee relationship. For example, a military psychiatrist is required to add to a patient's record the diagnosis and prognosis of all cases. These records become a permanent part of the serviceman's file and in some cases are reviewed by commanders and promotion boards. A continued history of mental instability would definitely effect assignments and promotion. The risk to be taken must be considered carefully by each individual serviceman.

CHAPTER IV

RELATIONSHIPS OF THESE AGENCIES TO EACH OTHER

The key to a serviceman's use of the counseling and guidance services available to him is when he has a problem, he communicates it to someone other than his barracks mates. He may start at the bottom rung of the chain of command or he may seek assistance from the Chaplain, the Inspector General, the Army Community Service, or the Red Cross without the necessity of going through his immediate chain of command. However, in most cases the use of the chain of command is the quickest, the most readily available, and the most efficient. The serviceman's commander has more experience, may already know something about the problem, and has a wealth of contacts to which he may refer. In addition, the commander has a moral and invested responsibility for follow-up to see that the problem is solved.

Commanders at all echelons are vitally concerned about the physical and mental well being of their men, for it is upon these men that their ultimate success in battle depends. The Officers' Guide entreats leaders to "be extremely careful about your manner in dealing with soldiers; they are entitled to a respectful and patient hearing."¹ Though written in 1941, the same advice applies today. Only by patience can a commander find out the true meaning of a subordinate's problem, be able to make an analysis of it, and give some sound guidance on what to do to solve it.

¹The Officers' Guide, Military Service Publishing Company, (Harrisburg, Pennsylvania), 6th Edition, 1941.

In many cases, the commander must refer the soldier to another agency, but the moral responsibility to see that a solution is attained rests solely with the leader. The commander may contact all of the supporting agencies directly. He works in close coordination with the Chaplain, the Inspector General, the Red Cross, and Staff Judge Advocate and the Adjutant General.

The Commander and the Inspector General may become involved in all aspects of counseling except those involving technical legal problems or complex emotional problems requiring a specialist in that field.

The commander is the cornerstone to effective use of the counseling and guidance services available to the serviceman.

The Army Community Service is to dependents, as the commander is to his men. Although a commander may assist dependents in solving problems, he is sometimes not physically present to do so. Then the Army Community Service in its chief role as a referral service acts on the dependent's behalf. The Army Community Service, as the commander and the Inspector General, have direct access to all other agencies, and can assist in cutting red tape to effect rapid solutions. The Army Community Service, unlike a commander, has only a self-imposed moral responsibility to see that guidance is given and problems are solved.

The Army Medical Service (Psychiatric Section) treats only emotionally or mentally disturbed cases but not independently of the serviceman's commander, who must be informed of the general nature of the case and advised of the proper practical therapy to be administered by the commander to compliment the technical treatment in the case.

The Red Cross may receive referrals from a commanding officer, an

Inspector General or may be approached directly by the serviceman or service woman. The principal area of overlap is in family relations, which they share with the Army Medical Service, Chaplains, Inspector General and commanders. A complete portrayal of overlap is shown in Table I.

TABLE I
AREAS OF OVERLAP IN COUNSELING AND GUIDANCE
SERVICES IN THE U. S. ARMY

Services	Family Problems	Emergency Leave	Compassionate Transfer	Routine Information
Army Community Services	X	X		X
American Red Cross	X	X	X	X
Chaplain	X	X	X	X
Inspector General	X	X	X	
Staff Judge Advocate	X			X
Army Medical Service	X	X	X	X
Retired Activities Program				X
Chain of Command	X	X	X	X
U. S. Army Recruiter				X
Adjutant General		X	X	X

The Inspector General, having matters of "economy and efficiency" of the command charged to him, works closely with all of the above and may assist the other agencies in solving a particularly difficult facet of a problem.

The Chaplain is involved primarily in problems dealing with the spiritual side of life, though he may become instrumental in solving others with non-religious overtones.

The other agencies overlap only in minor areas as they perform specific functions which are non-related to any of the other services.

CHAPTER V

CONCLUSIONS AND RECOMMENDATIONS

Conclusions. The conclusions are:

That the United States Army does have many and varied counseling and guidance services available for its members and their dependents.

That these services are rendered by highly skilled and qualified persons.

That there is no central agency that coordinates the entire spectrum of these services.

That there is some overlap in the administration of these services.

That there is much written material available which explains the counseling services, but none of the written material is complete and readily available to every serviceman.

That there is a need for one publication that should be made available to all servicemen and their dependents. It should be of convenient size and contain all the essential elements of counseling and guidance services.

That there is some danger in jeopardizing one's previous position by seeking help.

Recommendations. The recommendations are:

That there be one person or agency on each army installation who acts as a coordinator for the entire spectrum of counseling and guidance services.

That areas of overlap be minimized.

That a serviceman gives careful consideration to the consequences when he seeks help.

That a counseling and guidance manual be published and disseminated servicewide.

BIBLIOGRAPHY

A. BOOKS

The Officer's Guide. Military Service Publishing Company, Harrisburg, Pennsylvania, 6th Edition, November, 1941.

B. ARMY REGULATIONS

Army Regulation 20-1, "Inspector General Activities and Procedures", Headquarters, Department of the Army, Washington, D.C., 27 May, 1966.

Army Regulation 40-1; "Composition, Mission, and Functions of the Army Medical Service", Headquarters, Department of the Army, Washington, D.C., 1 June, 1965.

Army Regulation 40-216, "Medical Service, Neuropsychiatry", Washington, D.C., 18 June, 1959.

Army Regulation 165-20, "Duties of Chaplains and Commanders' Responsibilities", Washington, D.C., 18 May, 1966.

Army Regulation 608-1, "Personal Affairs, The Army Community Service Program", Headquarters, Department of the Army, Washington, D.C., 6 July, 1965.

Army Regulation 608-25, "Personal Affairs, Retired Activities Program, Headquarters, Department of the Army, Washington, D.C., 13 May, 1964.

C. PAMPHLETS

American Red Cross Pamphlet 2015, "American Red Cross Services for the United States Armed Forces", Washington, D.C., July, 1963.

Department of Defense Pamphlet PA-6, "Your Personal Affairs", Armed Forces Information and Education, Department of Defense, Washington, D.C. 13 November, 1963.

D. SPEECHES

Department of the Army Staff Briefing on Army Community Services, "The Role of the Chaplain", Washington D.C., 30 November, 1966.

E. UNPUBLISHED MATERIALS

Advance Sheet 6137-1, "The Leader as a Counselor, the Staff Department, The Infantry School, Ft. Benning, Georgia, 15 May, 1950. (Mimeographed)

A SUMMARY OF COUNSELING AND GUIDANCE SERVICES
AVAILABLE TO MEMBERS OF THE UNITED STATES
ARMY AND THEIR DEPENDENTS

by

SIDNEY RAE HINDS, JR.

B.S., United States Military Academy, 1950

AN ABSTRACT OF A MASTER'S REPORT

submitted in partial fulfillment of the

requirements for the degree

MASTER OF SCIENCE

College of Education

KANSAS STATE UNIVERSITY
Manhattan, Kansas

1968

There are many guidance services available to members of the United States Army, which are not well known to even the most experienced soldier. A large number of publications describe the available services in detail, but no one publication summarizes all of these and provides a handy reference for a needy soldier.

The purpose of this study was to provide the reader simple, concise, but complete information on the description of guidance services available in the United States Army today. The writer's ultimate intention is to submit the contents of this report to the Department of the Army in slightly different form to be published and disseminated as deemed appropriate.

Data was gathered from the many Army publications concerning each service. The chief of each section or his representative was interviewed at Ft. Riley, Kansas, in the months of July through November of 1967. The publications were found in the Army Publications Library at Fort Riley. The services discussed were named and summarized as follows:

1. The Army Community Service was established in July of 1965 to fulfill an ever increasing need in the Army for a referral service to solve recurring social problems on an army post. Although the Army Community Service is to dependents as a commander is to his subordinates, the Army Community Service may be used by both officer or enlisted members. One of the aims of this service is improved social functioning in the army community. The Army Community Service encompasses information concerning financial assistance, availability of housing, transportation, relocation, medical and dental care, legal assistance, orientation of new arrivals, as well as assistance in finding resources for solution of

more complex personal problems such as training of handicapped children.

2. The American National Red Cross furnishes volunteer aid to the sick and wounded of Armed Forces in time of war and acts in matters of voluntary relief and in accord with the military authorities as a medium of communications between the people of the United States and their Armed Forces. The most important of their functions is the latter.

3. The Chaplain's Corps provides spiritual leadership for both servicemen and their dependents. Chaplains are involved in weddings, funerals, visitations to the sick and wounded, and in family counseling.

4. The Inspector General occupies a unique position in the service and performs manifold duties for the army community. He is to report to his commanding general on the status of morale, efficiency, and economy of the units which the general commands. Another requirement dictates that the Inspector General processes requests for assistance, advice or information in the resolution of personal problems that confront an individual which necessitates that he must be a counselor by nature of this latter requirement.

5. The Staff Judge Advocate is a qualified lawyer and is considered a special staff member of every post or unit. He provides legal assistance and advice to both members of the Army and their dependents.

6. The Army Medical Service provides routine medical care to servicemen and their dependents as well as psychiatric service and family counseling when related to psychiatric care.

7. The Chain of Command refers to each link of a serviceman's superiors. This chain is charged with the responsibility of leadership which includes directive and non-directive counseling of all subordinate echelons and individuals that comprise it.

8. The contribution of the United States Army Recruiting Command, The Retired Activities Program, and the Adjutant General to guidance activities were discussed in detail.

Conclusions drawn from this study were that the Army does have many guidance services rendered by highly skilled specialists, that the duties of the sections overlap, indicating a lack of central coordination for these efforts. There exists a need for a single document that outlines these helping services.

Recommendations included that one person or agency on each Army installation should act as a coordinator for the entire spectrum of guidance services, that the areas of overlap be minimized, and that a single manual be published and disseminated containing a brief of the available guidance services.