Welcome to the Latest Edition of the Military Family Battle Book

A Collection of Helps
Compiled by the Spouses of
The United States Army War College
Class of 1998

Every year, the spouses of the Army War College students get together at Carlisle Barracks to plan and create a 'spouses' project. ' These annual projects are as diverse and distinct as each the individuals involved. This year, the 1998 Army War College Spouses' decided to compile a booklet meant to enhance the lives of those who follow us in the role of "Military Spouse."

This booklet is a collection of all the 'helps' we have collected over the years. While it is meant to be used in conjunction with "Choices and Challenges", It Takes A Team, and/or any one of a million different "How To" books you have in your possession, it may also stand on its' own as an organizing tool and a resource guide for many of the experiences you will have as a military spouse.

This book is in loose-leaf form in order to make it as user-friendly as possible. It is not complete; indeed, it never will be finished. But by adding and taking out materials as needed, it will be uniquely "you" and will fit your needs. Dividing and subdividing may become necessary!

Some of these resources are gender-specific. In recognition that there will always be spouses who are female as well as spouses that are male, we included all, regardless of gender. Feel free to adapt anything that suits your fancy. Anything considered outdated for your needs can easily be removed.

Please share this book and its' contents as you proceed in your role as a Military Spouse. It is meant to be shared throughout the 'spouses' network'!

Few of these ideas are original. They are tried and true resources that have been used by military spouses for years (after all, imitation is the purest form of flattery!) For this reason, we cannot to give credit where credit is due .. . and our deepest apologies to any we may have offended. Rather, a "thanks" and "good job", "Atta Boy!" and a great "Pat on the Back" to all who have contributed to this book, as well as those who have so graciously played an active and substantive role in the United States Army, that of the Military Spouse.

Best wishes and fond hopes to each of you!

From the United States War College Class of 1998 Spouses

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Rosters

In this section, place any rosters you need for reference:

Examples of rosters you may wish to have available:

- Family Support Group Roster(s)
- Unit Social Roster
- Command and Staff
- Coffee Group Roster

You may also want to check with Army Community Service (ACS) for a “Smart Book” or an Installation problem solving matrix to place in this section. It would show what organizations are responsible for handling specific types of problems and their phone numbers.

Info Notes

In this section, place information papers, 'flo notes', minutes, and other recordings from meetings and organizations. These notes usually are updated monthly or quarterly and information is time sensitive. Info notes generally can be removed and replaced by the most current information at regular intervals.

Examples of Info Notes you may wish to keep in this section include:

- Command and Staff notes
- Army Community Service (ACS) notes
- Youth Services Bulletin
- OWC/OSC/ESC/EWC
- Thrift Shop
- Club News

* Note: Again, these are <u>time sensitive</u> notes that are frequently updated. Information regarding the aforementioned clubs/organizations would go under a different section, such as "Clubs" or "Resources"

Calendars

In this section, place activity calendars you may need to refer to for planning. These calendars often change monthly or on a regular interval.

Examples of calendars you may wish to have (if available) :

- Unit training calendars from brigade, battalion or company (usually available from the unit S3)
- Army Community Service (ACS)
- Officers' Spouses Club(OSC or OWC) / Enlisted Spouses Club (ESC) Calendars
- Education Center Calendar
- Youth Services Calendar
- Directorate of Personnel and Community Activities (DPCA) Calendar
- Morale, Welfare and Recreation (MWR) Calendar

Helpful Hint: Create a long-range calendar for your unit spouses by month, listing planned activities for each month. Include specific dates if available. Regular monthly or quarterly events may be included under the appropriate month or listed at the end. Include things such as Volunteer Recognition Month for April, local school spring breaks, unit block leave, etc.

Newsletters

In this section, add you local newsletters from any organization(s).

Resources

In this section you will find basic information on military and community resources. Your local area may have curtailed services or may offer additional services based on need. Add additional information to this section about groups or agencies providing assistance to the military and their families in your particular location.

Additionally, a sample “Refrigerator Quick Reference Sheet” has been provided.

Computer Resources

See your Brigade/Battalion Signal Officer for assistance and procedures for establishing an e-mail address, computer training, and usage. You may have to see the installation Director of Information Management, who is part of the garrison commander's staff, for this information.

We have provided some World Wide Web sites for various activities that can be a great resource for you. These are just a start. Use your Internet search engines to find more.

The U.S. Army Homepage - http://www.army.mil/

Military Family Research - http://mfi.marywood.edu/www/Research/Current.html

Army Family Action Plan, Army Family Team Building, Army community Service, BOSS, Youth Services, MWR, and other community programs can be found at -

http://trol.redstone.army.mil/mwr/index.html

The Standard Installation Topic exchange Service (SITES). Look up where you are or are going - http://www.dmdc.osd.mil/sites/

Do you have TDY Per Diem, VHA, OHA, or COLA amount questions?
http://www.dtic.mil/perdiem/rateinfo.html

US Army War College - http://carlisle-www.army.mil/

IT TAKES A TEAM, A Resource for the Company Commander's Spouse/Representative -
http:/carlisle-www.army.mil/usawc/dclm/take/index.htm

U.S. Army Research Institute, *How to Support Families During Overseas Deployments: A Sourcebook for Service Providers, Research Report 1687 (*Click on "Recent Reports") -
http://www-ari.army.mil/

Army Family Liaison Office (FLO) Notes -

http://www.hqda.army.mil/acsimweb/family/family.htm

Want to take AFTB Level I online, then try - http://www.gordon.army.mil/roa/aftb/

Military Spouse Net - http://www.spousenet.com/

Want to know about boards, promotions, or branch news, then go to the U.S. Total Army Personnel command - http://www-perscom.army.mil/default.htm

Unit Web Site: http://www._____

Welcome to the Military Children and Youth Website: http://military-childrenandyouth.calib.com/index.htm

Welcome to Legal Services: http://www.jagcnet.army.mil/Legal

Department of Command, Leadership, and Management Publications (to include *It Takes a Team, Military Family Program Battlebook, A Guidebook for Training the Battalion Commander's Spouse, The Spouse's Guide To BSB And Garrison Commands*: http://www.carlisle.army.mil/usawc/dclm/newmfppage.htm#pubs

Sgt. Moms: The Internet Resource for Military Families: http://www.sgtmoms.com/data/modules/pbm/rendered/welcome_april_2002.asp

Military Brats on Line: http://www.lynxu.com/

Family Support Links: http://www.sgtmoms.com/user/lnk/lnk_user_display.asp?action=display_channel_objects&ChannelID=129695

The following Websites are not 'military' based, but may be invaluable to you when you need information!

iTools :Quick access to the best Internet tools, Search Tools: Find anything on the Web, Language Tools: Look up words or translate them, Research Tools: Find facts and theories about any subject, Financial Tools : Convert currency, Map Tools: See a map or get driving directions, Internet Tools: Use networking and web tools: http://www.itools.com/

Resources for Homeschoolers (A complete site of reference tools): http://home.att.net/~bandcparker/reference.html

"The Single Best Resource for Facts on the Web": http://www.refdesk.com/

"Maps, Driving Directions, Road Trip Planner, Yellow Pages": http://www.mapquest.com/main.adp

"Reverse Phone Directory, Reverse Address Directory, etc.": http://www.reversephonedirectory.com/

A RESOURCE GUIDE
TO COMMUNITY ASSISTANCE

INTRODUCTION

This guide is designed to inform leaders, soldiers, civilian employees, retired military, spouses and family members about typical installation services that may he available to them. It may also be used by service agency personnel to refer their clients to the appropriate activity or office for assistance.

The guide has two parts. The first part is an Index of Service Functions and the agency that provides the service. The second part is a Description of Agency Services plus the responsible office under the Standard Installation Organization.

How to Use This Guide.

If you want to know about a particular service, but do not know what agency might provide it, turn to the first section (Service Index) which indicates the responsible agency. Once you know the name of the agency you are 1ooking for, look up that agencies name in the second section (Description of Agency Services).

Eligibility for Services

The services listed are normally available to all active duty soldiers and their family members. Eligibility for services may vary by command and installation. Eligibility will also vary according to status, e.g. member, spouse and family member of the National Guardsman, Army Reservist, military retiree, and DOD civilian employee. Eligibility or authorization for a service should therefore be determined by contacting the agency that provides the service.

Accuracy of Information

While the information contained in this guide has been checked carefully for accuracy, there are several reasons why it may not be correct in a particular command or at a specific installation. First, there may be regulatory changes. Second, there may be unique differences depending on the command and status of person, e.g. the privileges for Department of the Army civilian employees in overseas areas or the PX privileges for active versus reserve duty military personnel. Third, there may be local command exceptions to policies concerning use of facilities. Fourth, the agencies and services may vary from post to post. Therefore, it is strongly recommended that persons seeking information or making a referral should check with the actual agency and responsible agency concerning specific services provided and authorization requirements.

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AGENCY DESCRIPTIONS

ALCOHOL AND DRUG ABUSE PREVENTION AND CONTROL (ADAPCP)

SERVICES:

1. Educates entire military community, including family members and DA civilians, the implications of alcohol and other drug abuse, and their personal roles in rehabilitation and prevention.
2. Rehabilitates and counsels for Alcohol and Drug Abuse Prevention and Control Program (ADAPCP) clients and others who seek assistance.
3. Coordinates with MEDDAC and the Provost Marshal on identification and enforcement aspects of the ADAPCP.
4. Provides command referral of individuals who may have a drug or alcohol problem. This is accomplished by requesting an ADAPCP evaluation of the individual.

RESPONSIBLE AGENCY: Director of Personnel and Community Activities (DPCA)

AMERICAN RED CROSS

SERVICES: Provides full time services as follows:

1. Counseling.
2. Information and referral on government benefits for service-members and their families.
3. Reporting Services:
   a. Emergency leave.
   b. Emergency situations at home.
   c. Compassionate reassignment, overseas deferment and hardship discharge.
   d. Health and welfare reports on service-members and their families.
4. Assistance with communications between the service-members and their family.
5. Emergency financial assistance.
6. Volunteer opportunities.
7. Discharge and review board counseling.
8. Health, safety, and lifestyle courses.
9. AIDS education.

Services can be given through offices on military installations worldwide as well as through American Red Cross Chapters in home communities.

RESPONSIBLE AGENCY: Family Support Division, DPCA

ARMY COMMUNITY SERVICE

SERVICES: Provides services to include but not limited to:

1. Casework, crisis and short-term counseling for personal, marital , and family problems.
2. Family nonsupport allegations.
3. Consumer advocacy (complaints).
4. Budget/debt counseling.
5. Welcoming and relocating services.
6. ACS bulletin.
7. Loan closet.
8. Coordination of emergency financial assistance through Army Emergency Relief. Army Emergency Relief gives financial assistance in the form of an interest free loan and/or grant. Also, acts as local agent for widows and orphans or regular Army personnel needing assistance from the Army Relief Society.
9. Maintenance of a roster of available baby sitters and other talent lists.
10. Maintenance of an information file on other military installations.
11. General information on:
    a. Human service agencies (military and civilian).
    b. Adoption.
    c. Foster care.
    d. Food stamps
    e. Schools and health-related facilities (exceptional family members)
12. Employment assistance
13. Tax assistance.
14. Emergency services.
15. Outreach
16. Help Center
    a. Operates an emergency help line which provides information and assistance by referring caller to the correct source of help.
    b. Provides central referral where incoming clients are interviewed to determine what service is needed. Next, the client is referred to the correct source of service. Referrals are made to on-post as well as off-post human service agencies.

c. Provides community orientation briefing to personnel.

RESPONSIBLE AGENCY: Family Support Division, DPCA

ARMY EMERGENCY RELIEF

SERVICES:

1. Provides emergency financial assistance in the form of an interest free loan and/or grant.
2. Offers information regarding AER educational assistance program.

HOW TO PROCESS THE AER LOAN APPLICATIONS:

1. Fill out AER application for assistance (DA Form 1103) in your orderly room and have your CO sign and make his recommendation.
2. Carry the application and pay voucher to the office of AER.
3. If you are requesting rent money to prevent eviction, you must have a written eviction notice from your landlord.
4. If you are requesting money to pay utilities, you should bring with you the utilities cut off notice.
5. If you are requesting money for funds stolen, the incident must have been entered on the MP Blotter.

EXAMPLES OF WHAT AER CAN HELP WITH:

1. Non-receipt of pay. (Pay is due but not received.)
2. Loss of funds. (Theft).
3. Medical, dental and hospital expenses.
4. Funeral expenses of dependents.
5. Expenses for required travel.
6. Rent (including initial deposit).
7. Food.

8. Utilities.
9. Essential POV repair.
10. Clothing
11. Disaster assistance.

RESPONSIBLE AGENCY: Family Support Division, DPCA

ARTS AND CRAFTS SHOP

SERVICES: Provides the following services:

1. The Arts and Crafts headquarters offers both leisure time and instructional. classes in the various art media including jewelry making, pottery, macramé, weaving, art, photography, and other local options.

2. The Woodworking Shop is equipped for building new or restoring old furniture or other wood projects.

RESPONSIBLE AGENCY: Community Recreation Division, DPCA

AUTO CRAFTS SHOP

SERVICES: Provides the following services:

1. Automotive craft services to include service bays, some including lifts, are available for use in maintenance, customizing, or building of cars, small trucks and motorcycles.
2. Automotive tools are available for on-the-premises use.
3. A mechanic is on duty during hours of operation to assure safety and to give pointers.
4. Classes in automotive repair are available, as scheduled.

RESPONSIBLE AGENCY: Community Recreation Division, DPCA

BAND

SERVICES: Provides musical performances as required for command ceremonies, parades, briefings, etc. In a community relations role, provides musical performances for events in the local community such as parades, school concerts, etc.

RESPONSIBLE AGENCY: Public Affairs Office or G1/AG.

BANK

SERVICES: Provides full banking services with safe deposit boxes sometimes available; participates in the JUMPS-Army composite check guarantee program. NOTE: Banks are private firms not connected with the Department of the Amy; the Amy does not control or endorse their services.

RESPONSIBLE AGENCY: Director of Resource Management

BILLETING OFFICE

SERVICES: Provides the following types of housing:

1. Guest House r Accommodations for soldiers and eligible civilians, with or without families, incident to incoming and outgoing PCS, are available in the Guest House. Unit sizes vary. A utility room is normally available equipped with washer and dryer.
2. TDY facility - Accommodations for military and civilian TDY visitors may be available on post, or in off-post contract motels/hotels. Certificates of non-availability of quarters will not be issued unless all accommodations on and off post are occupied. Reservations may be made through the billeting office.
3. Distinguished visitors quarters accommodations may be provided for distinguished visitors. Reservations may be made through the Billeting Office.
4. Family Housing - availability varies. Contact the Family Housing office for information and assistance.
5. Unaccompanied Personnel Housing Officer and enlisted housing is available and is assigned by the billeting office.

RESPONSIBLE AGENCY: Director or Engineering and Housing

BOWLING

SERVICES: Provides the following services:

1. Well maintained bowling lanes with state of the art equipment and modern furnishings.
2. League and tournament bowling.
3. League secretary services.
4. Bowling lessons.
5. Bowling related resale items.
6. Storage lockers.
7. Quality food and beverage service.

RESPONSIBLE AGENCY: Community Operations Division, DPCA

CASUALTY SECTION

SERVICES:

1. Arranges for a casualty assistance officer who provides escort to next-of-kin of a deceased soldier and helps settle the affairs of the deceased soldier.
2. Arranges for burial, grave, and funeral of active or retired soldiers who have died.
3. Processes next of kin notification.

RESPONSIBLE AGENCY: Military Personnel Division, DPCA

CHAMPUS OFFICE

SERVICES: Advises and assists eligible persons concerning CHAMPUS coverage and procedures.

NOTE: Generally CHAMPUS will share the cost of any medical procedure or type of medical care which is accepted as being part of good medical practice, other than ones excluded by law. Excluded services and procedures are many and varied. Do not assume a service or procedure is covered by CHAMPUS.

RESPONSIBLE AGENCY: Director of Health Services

CHAPLAIN

SERVICES: Provides the following services:

1. Services of worship for general Protestant, Catholic, Jewish and Protestant denominations.
2. Religious retreats.
3. Marriages.
4. Baptisms/circumcisions.
5. Funerals.
6. Other sacraments, rites and/or ordinances. Refer Protestants to ADMINCEN Protestant Pastor; Catholics to ADMINCEN Catholic Priest; and Jewish to the Post Chaplain when a Rabbi is not available.
7. Religious education.
8. Pastoral care in the form of counseling regarding administrative matters, confinement counseling, troop visitation, and hospital ministries.
9. Moral leadership training.
10. Re1igious groups and clubs (see separate entry).
11. Chaplain Family Life Center Programs.
12. Pastoral counseling in the form of interviews, guidance, counseling, and spiritual help.
13. Premarital, marital, family and child counseling.
14. Personality testing.
15. Communication skills workshops.
16. Spiritual values and enrichment workshops.
17. Family visitation.
18. Sacramental rites and/or ordinances, according to the denomination of the Chaplain.
19. Community life enrichment planning.
20. Premarital , marital , and family 1ife
21. Workshops.

RESPONSIBLE AGENCY: Installation Commander

CHILD DEVELOPMENT SERVICES (CDS)

SERVICES: Offers child care options with various types of service, locations, hours of operation and fee schedules that are responsive to the needs of military families living both on and off post.

1. Offers center-based full-day, part-day and hourly services within centralized installation facilities providing closely monitored, structured, group experiences relevant to the age and development of the child.
2. Offers certified home-based family child care programs within government quarters providing a family atmosphere with a limited number of children, flexible hours and the capability of addressing unique child care requirements.
3. Offers low cost alternative child care programs and support services both on and off post.

RESPONSIBLE AGENCY: Family Support Division, DPCA

CIVILIAN PERSONNEL OFFICE

SERVICES:

1. Provides a comprehensive civilian personnel program to support the missions of serviced commanders. Formulates and administers policies and procedures designed to improve civilian personnel management procedures.
2. Training and Development Division. Provides administration of civilian training plans and provides training programs and information. Administers tuition assistance for civilian personnel and the Upward Mobility Program.
3. Management Employee Relations Division. Provides employee relations program. Administers the Incentive Award (Suggestions) program.
4. Technical Services Office. Provides information on personnel regulations and policies. Administers employee benefits to include life insurance, health insurance, and retirement. Processes personnel actions.
5. Prepares informational material as necessary to keep employees fully informed and determines individual entitlement with respect to employee benefits programs such as health benefits, life insurance, retirement, travel and transportation, compensation for disability and death cases. Counsels employees or family members on these benefits.
6. Provides a program for pre-retirement counseling. Conducts personal welfare services.
7. Labor Relations Office. Serves as liaison with recognized labor unions. Provides information and advice to management personnel concerning labor relations and

negotiated agreements. Enforces labor regulations. Serves on the labor negotiation committee. Provides advice to management concerning grievances.

8. Position Management and Classification Division. Provides advice to management personnel concerning the establishment and maintenance of civilian positions. Assures compliance with regulations concerning classification and position management. Evaluates the effects of the classification and position management program on morale.
9. Recruitment and Placement Division. Administers all in-service placement, including mandatory actions under Office of Personnel Management, DOD, DA and Command programs, promotions, reassignments, details, and non-personal adverse actions (such as reduction-in-force) and out placement. Plans and develops local applicant evaluation systems and coordinates participation in candidate evaluation and its relation to consideration to selection.
10. Administers the DOD Stability of Civilian Employment Program including the. DOD Overseas Employment Program. Develops and administers all special employment programs (employment of the handicapped, Vietnam era veterans' program, and summer employment programs),.
11. Program Evaluation Branch. Conducts personnel management effectiveness surveys in all serviced activities; compiles and analyzes survey results. Provides results of evaluations to management officials with recommendations for improvement. Consults with supervisors and managers to develop specific plans for improvement. Provides reports on effectiveness of personnel management to commanders of serviced activities and the Civilian Personnel Office, CPO.

RESPONSIBLE AGENCY: Director of Personnel and Community Activities, DPCA

CLOTHING SALES STORE (MILITARY)

SERVICES:

1. Sells or issues official items of military clothing and equipment to active and retired personnel.
2. Provides a clothing mail order service to active Army, USAR personnel , and ROTC activities.
3. Makes health, appearance, initial, gratuitous clothing.

RESPONSIBLE AGENCY: Army and Air Force Exchange Service

CLUBS (INSTALLATION)

SERVICES: Provide the following services for officer, NCO, and enlisted personnel.

1. Quality food and beverages at affordable prices in a well decorated and maintained facility.
2. Popular entertainment, recreational, and social programs that meet customer desires.
3. Check cashing.
4. Facilities for banquets, parties, and other special functions, community service meetings and events, and command-sponsored and protocol affairs. NOTE: Clubs are rank restrictive in regard to officers, and normally for NCOs and enlisted personnel. Community clubs may be set up to serve more than one of these categories. With the exception of some NCO/enlisted facilities, clubs are membership organizations which usually require monthly dues. Membership in rank restrictive clubs will be according to a person's military or civilian grade.
5. Provides midday-open mess facilities.

RESPONSIBLE AGENCY: Community Operations Division, DPCA

CLUBS AND OTHER GROUPS

Activities that are designed for particular interests and/or recreation.

Toastmasters Clubs - Activities centered around learning and practicing public speaking and parliamentary procedure.

Boy Scout's - Affiliated with the Boy Scout's of America. Provides a complete scouting program for those aged 11-17 years.

Citizens Band Radio Club - Holds activities related to use of Citizens Band radios and sponsors recreational outings.
Membership is open to anyone who has applied for an FCC Class "D" license.

Theater - A group of persons interested in the theater. They operate a nonprofessional "production company" and stage several shows each year. Membership is open to anyone, but emphasis is placed on DOD family members.

Cub Scouts - Affiliated with the Boy Scouts of America. Provides developmental , recreational, and adventuresome activities for boys age 6through 10 years.

Explorer Scouts - Affiliated with the Boy Scouts of America. This group is for those age 18 and older. It stages developmental , recreational and adventuresome activities for its members. It is vocationally oriented.

Riding Clubs - A group which sponsors activities centered around horseback riding. This organization usually operates the horse stable on post. Membership is based on having a horse stabled on post. Stables are made available on a priority space available basis as follows: (1) Active duty military, (2) Retired military and (3) DOD civilians.

Girl Scouts - A group affiliated with the Girl Scouts of America which stages developmental, recreational, and adventuresome activities for its members. Persons age 5 through 18 years are eligible for membership.

Model Railroad Club - This group sponsors activities centered around model railroading.

Women's Golf Association - This group holds activities and competitions centered around golfing.

Rod and Gun Club - A club having numerous a activities but centered around shooting. Operates a rifle/pistol/shotgun range.

Weight Loss - Clubs centered on helping members lose weight.

Wives Clubs/Spouses' Clubs - Clubs for spouses of officers and NCO-EMs. Activities are community personal development oriented. Meetings are usually held monthly.

RESPONSIBLE AGENCY: Director of Personnel and Community Activities

COMMAND BULLETIN

SERVICES:

1. Publishes official command announcements weekly.
2. May publish unofficial announcements contributing to morale and espirit de corps that may be submitted for publication (AR 3-10-3).

RESPONSIBLE AGENCY: Public Affairs Office

COMMISSARY STORE

SERVICES: Provides high quality food and commissary products at the lowest possible prices. NOTE: Items are sold at cost, with only a 5% surcharge added. This surcharge is used primarily for commissary supplies, construction, remodeling and operating expenses. See the commissary office concerning questions and suggestions.

RESPONSIBLE AGENCY: Director of Logistics

DENTAL ACTIVITIES

SERVICES: Provides emergency and routine dental services. Care provided will depend on status of patient, e.g., active duty, family member, etc., and insurance coverage. Emergency care after duty hours is offered through the hospital.

RESPONSIBLE AGENCY: Director of Health Services

EDUCATION CENTER

SERVICES: Provides the following services:

1. Counseling Services
   a. In-service education benefits.
   b. Veterans' Education benefits.
   c. Career Planning.
   d. Education Transition Management.
2. Testing Services.
3. Army Learning Center.
4. Education Programs.
   a. Basic Skills.
   b. High School Completion.
   c. Associate Degree.
   d. Baccalaureate Degree.
   e. Graduate Degree.
   f. Amy Apprenticeship
   g. English-as-a-Second Language.
   h. Foreign Language Instruction.

5. Training Support Programs

   a. Headstart Languages.

   b. MOS Improvement Training.

RESPONSIBLE AGENCY: Director of Personnel and Community Activities

ENTERTAINMENT BRANCH

SERVICES:

1. Provides full-length theatrical productions, concerts and professional touring shows as available.
2. Sponsors nonprofessional theater groups that provide entertainment and offer interested people the opportunity to learn and participate in design, acting, directing and costuming
3. Offers private piano, guitar, organ, voice and other musical acts lessons. NOTE: A fully equipped facility has rehearsal rooms, a music library, and a complete line of musical instruments.

RESPONSIBLE AGENCY: Community Recreation Division, DPCA

EQUAL EMPLOYMENT OPPORTUNITY OFFICE

SERVICES:

1. Provides advice to the Commander and his staff with respect to the preparation of plans, procedures, regulations, reports, and other matters pertaining to higher headquarters EEO policy.
2. Prepares/ publishes the installation civilian personnel Affirmative Action Plan (AAP) and provides staff leadership and monitoring in the implementation of the plan.
3. Provides advice and guidance to civilian employees and management to informally resolve equal opportunity disputes.
4. Processes formal and informal discrimination complaints.
5. Monitors the grade and job series statistics for inequitable treatment of minority employees and women.
6. Provides management assistance in liaison with employee organizations, community leaders, and minority group and women's organizations.

RESPONSIBLE AGENCY: Garrison Commander

EQUAL OPPORTUNITY

SERVICES:

1. Provides advice to the commander and his staff with respect to the preparation of plans, procedures, regulations , reports, and other matters pertaining to headquarters equal opportunity policy.
2. Prepares/publishes the installation military personnel Affirmative Action Plan (AAP) and provides staff leadership and monitoring in the implementation of the plan.
3. Receives and conducts informal inquiries of discrimination/complaints.
4. Advises the commander on the equal opportunity aspects/ problems of the Housing Referral Office.
5. Monitors the unit equal opportunity education programs.
6. Monitors and advises the commander on the racial climate of the installation and community.
7. Initiates and maintains liaison with off-post organizations, institutions and civic clubs in connection with equal opportunity programs.
8. Provides equal opportunity training to unit discussion leaders, chain of command, etc.
9. Provides information on current subjects of interest, briefings, and seminars to the chain of command.

RESPONSIBLE AGENCY: Director of Personnel and Community Activities, DPCA

FEDERAL CREDIT UNION

SERVICES: Provides loans and services as follows:

1. LOANS:

- New vehicle
- Used vehicle
- Line of credit/overdraft protection
- Home equity
- Home Improvement
- Education
- Guaranteed student loans
- Share/Certificate loans
- Credit card
- Mortgages

2. SERVICES:

- Telephone teller/electronic teller service
- Savings rate hotline
- Direct deposit
- Automated teller machine
- Money market savings account
- Family member accounts
- Teller service
- Wire transfer
- Trust accounts
- Organization accounts
- Public unit accounts
- Life savings insurance
- Checking accounts
- Individual retirement accounts
- Money market certificate

NOTE: This is a private firm not connected with the Department of the Army. This listing is provided as information only and does not constitute an endorsement of this company or its services or products.

RESPONSIBLE AGENCY: Director of Resource Management

FILM LIBRARY - TRAINING AIDS SERVICES OFFICE (TASO)

SERVICES:

1. Provides users with consultation services pertaining to content of films, film strips and transparencies.
2. Trains personnel in effective use of equipment.
3. Maintains and loans Department of the Army motion pictures, transparencies, recordings, and some videotapes.

RESPONSIBLE AGENCY: Director of Plans, Training and Mobilization

FIRE PREVENTION AND PROTECTION DIVISION

SERVICES:

1. Responds to fire calls and takes action to extinguish fires and prevent ham to personnel.
2. Briefs personnel residing on post concerning fire prevention regulations, practices, and evacuation of buildings.
3. Inspects and maintains fire prevention and extinguishing equipment.
4. Reviews construction plans to assure buildings are fire safe.
5. Promotes fire safety on post.

RESPONSIBLE AGENCY**:** Director of Engineering and Housing

FORESTER - BUILDINGS AND GROUNDS DIVISION

SERVICES: Performs land and forest management services. Identifies trees which may be cut down and hauled away for use as firewood. A nominal fee may be charged.

RESPONSIBLE AGENCY: Director of Engineering and Housing

FOUR SEASONS STORE (AAFES)

SERVICES: Sells grocery items, convenience items and lawn and garden supplies.

RESPONSIBLE AGENCY: Amy and Air Force Exchange Service

GOLF COURSE

SERVICES: Provides the following services:

1. Well maintained golf course.
2. Aggressive junior and women's golf program.
3. Regular tournament schedule.
4. Golf related resale items.
5. Golf lessons.

6. Driving range.

7. Rental equipment (clubs, golf carts, pull carts).

8. Quality food and beverage service.

9. Shower facilities and locker rental.

RESPONSIBLE AGENCY: Community Operations Division, DPCA

GYMNASIUM

SERVICES: Provides athletic training programs including exercise and weight rooms, saunas and various sport-related courts.

RESPONSIBLE AGENCY: Community Recreation Division, DPCA

HOSPITAL/HEALTH CLINIC

SERVICES: Provides the following services:

1. Emergency, administrative and outpatient medical services are offered at the clinic or hospital. Medical treatment of family members received from off-post civilian doctors is usually paid by CHAMPUS. NOTE: Emergency medical care received by soldiers at a civilian medical facility will be paid by the Army upon verification.

2. Sick call for Active Duty personnel, retirees and their family members.

3. Treatment for needs other than acute illness requires an appointment. Appointments may be made by calling the appropriate clinic or a central appointment desk.

4. The main clinics are:

   a. Outpatient clinic

   b. Emergency room (Triage)

   c. Family Practice clinic

   d. Physical exams

   e. Pediatrics and Well Baby Clinic

f. Mental hygiene clinic

g. Optometry clinic

h. Veterinarian

i. Immunization clinic

5. The pharmacy will fill current prescriptions on a walk-in basis. Renewal of expired prescriptions must be obtained from a doctor or clinician before the prescription can be filled.

RESPONSIBLE AGENCY: Director of Health Services

HOUSEHOLD GOODS (INBOUND/OUTBOUND/QUALITY ASSURANCE)

SERVICES: Provides quality shipment of household goods and baggage arranged through contractors or through a "move it yourself" program.
NOTE: Newly arrived personnel have a direct responsibility to contact the Transportation Office immediately upon arrival and provide a point of contact (telephone number and address) for delivery of household goods/unaccompanied baggage. The Quality Assurance Section is available to make household goods inspections.

RESPONSIBLE AGENCY: Director of Logistics

HOUSING REFERRAL OFFICE

SERVICES: Provides the following services:

1. Assistance for military and eligible civilian personnel authorized government paid housing and allowances, entering into any off-post lease or agreement other than temporary overnight lodging.

2. Up-to-date information on the local housing situation, both rental and sales, and general information about local community services.

3. Counseling and guidance until suitable housing is located.

RESPONSIBLE AGENCY: Director of Engineering and Housing

IDENTIFICATION CARD SECTION

SERVICES: Issues and renews ID cards. NOTE: Issuance of ID cards sometimes requires extensive documentation, especially for family members. Documents such as birth certificates, marriage licenses, or divorce decrees may be required. Personnel needing ID cards are advised to call the ID section first, to assure they bring the needed documents and avoid a wasted trip.

RESPONSIBLE AGENCY: Military Personnel Division, DPCA or GI/AG

INFORMATION, TOUR AND TRAVEL (ITT)/LEISURE TRAVEL OFFICE

SERVICES: Provides the following services:

1. Commercial Tour and Travel Services.
   a. Scheduled airline tickets.
   b. Bus/rail tickets (includes Eurail and similar passes).
   c. Package tours.
   d. Hotel reservations.
   e. Off-site auto rentals.
   f. Travel insurance.
   g. Charter arrangements (bus/rail/air).

2. Recreational Information, Ticketing and Travel Services.
   a. Local/regional travel information and service.
   b. Leisure travel counseling.
   c. Local tours.
   d. Tickets to special events (sports, concerts, etc.)
   e. Tickets to regional and national attractions.
   f. Group travel assistance.
   g. Local lodging assistance.
   h. Commercial communications.

RESPONSIBLE AGENCY: Community Recreation Division

INSPECTOR GENERAL

SERVICES:

1. Provides the assistance of an Inspector. General to resolve matters of a personal or administrative nature, and to present complaints on any matter of community or any interest. In exercising this right, individuals will be free from restraint, coercion, discrimination, harassment or reprimand.
2. Conducts investigations when operational or administrative programs or systems fail to prevent, detect or correct statutory or regulatory violations, or when allegations and situations arise concerning violations of individual rights or other improprieties.
3. Conducts general, special and follow up inspections into all matters affecting mission performance of the community/command. Identifies, and recommends actions to correct management and program deficiencies, systemic problems and instances of non-compliance with applicable laws and regulations.

RESPONSIBLE AGENCY: Installation Commander

LIBRARY

SERVICES: Provides all or some of the following services:

1. Check out for books, records, cassettes, video, pictures and software.
2. Reference and readers' advisory assistance.
3. Personal computers and typewriters.
4. Current magazines and newspapers.
5. Children's materials.
6. Non-book materials such as pamphlet and picture files and war games.
7. Study carrels and/or study rooms.
8. Meeting rooms.
9. Microfilm/fiche readers and printers.
10. Coin operated copy machines.
11. Interlibrary loan to obtain materials not held in the library.
12. Online database searches.
13. Children's summer reading programs and story hours.
14. Reserve areas/materials for support of education program; Military Qualification Standards Basic Reading Titles; Contemporary Military Reading Program and other special interest areas as requested by local community.

15. Adult programming such as discussion groups; financial planning; joint programs as art showings; literacy programs; library orientation for education center students, etc.
16. Provide office collections located away from the library as financial planning for ACS, CDS, Safety office, arts and crafts centers etc.

RESPONSIBLE AGENCY: Community Recreation Division, DPCA

MARS STATION

SERVICES: Provides operation of Military Affiliated Radio system (MARS), a lower cost communication system for sending messages by means of short-wave transmitters.

RESPONSIBLE AGENCY: Director of Information Management

MAYORAL PROGRAM

SERVICES: Provides a linkage between the command and the residents.
NOTE: A mayor's meeting is held periodically to address ,issues surfaced by residents. Unresolved issues are carried forth to Installation Commander's Meetings. Housing area programs initiated by the mayors include Crime Watch and Helping Hands. This program identifies homes displaying a red hand on the window or door as a house where a child may find assistance if lost or in danger. Through the mayoral program, many housing areas have formed local councils to improve neighborhoods and foster a sense of community.

RESPONSIBLE AGENCY: Installation Commander

MENTAL HEALTH ACTIVITY (COMMUNITY)

SERVICES: Provides the following services:

1. Psychological evaluation and testing.
2. Individual Counseling, Marital Counseling, Parent Training, Family Training and Group Therapy.
3. Referral services to other helping agencies.
4. Emergency on call 24 hours at servicing military hospital/health clinic.

RESPONSIBLE, AGENCY: Director of Health Services

MILITARY POLICE

SERVICES: Provides for the enforcement of laws, orders and regulations; traffic control; civil disturbance control; preventing and investigating crime; apprehending absentees and deserters; physical security and correctional treatment of prisoners.

1. Law Enforcement. Receives, responds to and investigates complaints. Provides 24-hour MP patrol coverage of the installation. Directs all traffic operations, such as motor vehicle traffic regulation and accident investigation. Maintains the traffic offense points system and process drunk drivers. Conducts proactive antiterrorism programs such as awareness campaigns and response force training initiatives.
2. Military Police Investigations. Investigates crimes involving personnel subject to the Uniform Code of Military Justice or crimes affecting government property. Recovers stolen property; provides protective services; and drug suppression operations with USACIDC.
3. Physical Security and Crime Prevention. Conducts physical security inspections and surveys. Advises and assists commanders and staff members in formulating security plans and procedures. Develops and analyzes crime data to establish trend information and determine prevention strategies. Conducts crime prevention inspectors; classes; and campaigns.
4. Installation Detention Facility (IDF). Provides limited counseling, administrative services, and custodial supervision for pretrial prisoners, short-term post-trial prisoners, and post-trial prisoners awaiting transfer to a correctional facility. Not all installations will have an IDF.

RESPONSIBLE AGENCY: Provost Marshal

MUSEUM

SERVICES: Displays artifacts revealing the history and tradition of service branches, locally-oriented agencies or special interests.

RESPONSIBLE AGENCY: Director of Plans, Training and Mobilization or sponsoring agency.

NEWSPAPER (COMMUNITY)

SERVICES: Publishes information of interest to soldiers, civilian employees and Army families.
NOTE: News articles and information related to the installation, soldiers, civilian employees and their family members can be addressed to the editor.

RESPONSIBLE AGENCY: Public Affairs Office

OUTDOOR RECREATION CENTER

SERVICES: Provides the following services:

1. Bicycles, boats, tents, and a wide variety of camping equipment is available for check-out at a nominal fee. Items are rented on a first-come, first-served basis, or can be reserved in advance for special weekends or planned vacations.
2. Tourist and camping information and guides are available upon request.

RESPONSIBLE AGENCY: Community Recreation Division, DPCA

PACKAGE BEVERAGE STORE

SERVICES: Provides the following services:

1. Full line of distilled spirits, imported and domestic wine, wine coolers, malt beverages (including kegs) mixes and soft drinks.
2. Party supplies, including ice, chips, and other snack items.
3. Special orders.

RESPONSIBLE AGENCY: Community Operations Division, DPCA

PHARMACY

SERVICES:

1. Dispenses prescription and selected nonprescription drugs.
2. Provides walk-in service for current prescriptions however, if your prescription has run out, you must obtain a new prescription from your doctor or clinician. DEERS check is provided in the outpatient records section.

RESPONSIBLE AGENCY: Director of Health Services

PHOTO LAB.

SERVICES: Provides official photographs.
NOTE: Photographs may be portraits for personnel folders or official photographs which record awards, promotions, etc.

RESPONSIBLE AGENCY: Director of Plans, Training and Mobilization

POST EXCHANGE SYSTEM

SERVICES: Provides the following services:

1. PX Officer (Suggestions and Complaints)
2. PX Annex
3. Automotive Shop
4. Barber Shop
5. Beauty Shop
6. Flower Shop
7. Foodland
8. Four Seasons
9. Laundry & Dry Clean
10. Main Cafeteria
11. Optical Shop
12. Photo Shop
13. Post Theater
14. Tailor Shop

RESPONSIBLE AGENCY: Director of Personnel and Community Activities

POST OFFICE

SERVICES: Provides the following services:

1. Delivery of U.S. mail on installations.
   a. Official mail to Installations.
   b. Personal mail to Battalion level.
   c. Family quarters on Installations.

2. Postal Finance. Sale of envelopes, postcards, stamps, and money orders.

3. Mail pickup, collection of mail at selected locations and/or drop boxes.

4. Post Office boxes.

RESPONSIBLE AGENCY: Installation Commander

POST THEATER

SERVICES: Provides current motion pictures at the Post Theater
NOTE: Late shows may be shown on Fridays and Saturdays; matinees may be scheduled on weekends. Current features are usually printed in the Post newspaper.

RESPONSIBLE AGENCY: Amy and Air Force Exchange Service

PREVENTIVE MEDICINE SERVICE

SERVICES: Provides a comprehensive public health program similar to a program provided by a civilian public health department.

1. Communicable Disease Control Program: Diagnosis, treatment, and education (individual and group).
2. Community Health Nursing Services: Preventive health care services in home, office or via telephone; health education for individuals and groups; health promotion; liaison between civilian human resources and military medical treatment facility; health consultant to child development services programs; liaison between civilian/DoDDS schools and military
3. Environmental Health Services: Environmental and food services sanitation; pest and disease vector control; environmental quality control (water, air, waste, noise).

RESPONSIBLE AGENCY: Director of Health Services

PUBLIC AFFAIRS OFFICE

SERVICES:

1. Uses media relations, community relations and command information to "Tell the Amy Story" to the public and the soldiers, civilian employees and their family members.

2. Provides and coordinates input for the post newspaper.

3. Produces radio and television programs for airing on the installation closed-circuit system and on local community radio and TV stations.

4. Publishes the unofficial guide for newcomers.

5. Is the installation liaison with the local civic groups.

RESPONSIBLE AGENCY: Installation Commander

RECREATION CENTER (COMMUNITY)

SERVICES: Provides constructive, creative, educational and leisure oriented classes, events, programs, gatherings, etc. for individuals, families, and the total community.
NOTE: Meeting spaces and ancillary equipment are available for groups, organizations, and special interest club use. Self-directed as well as directed activities are available on a regular basis.

RESPONSIBLE AGENCY: Community Recreation Division, DPCA

RELIGIOUS GROUPS

SERVICES: Provides some or all of the following type religious groups:

Catholic:
Folk group. Children's choir. Adult choir. Men's and women's groups. Youth Group. Parish council .

Jewish:
Men's and women's groups. Lay reader groups.

Protestant:
Protestant Youth of the Chapel . Searcher's Session. Adult Choir. Men's Fellowship. Youth Bible Study. Adult Bible Study. Protestant Women

of the Chapel (PWOC). PWOC Bible Study. Ladies Charismatic Association.

Other denominational organizations to include Episcopal, Lutheran, Latter Day Saints and Seventh Day Adventist.

RESPONSIBLE AGENCY: Installation Staff Chaplain

RETIREMENT SERVICES BRANCH

SERVICES: Provides the following services:

1. Counsel and prepare military personnel for retirement (after 18 years active duty).

2. Establish an effective channel of communication between the Active Amy and retired Amy personnel .

3. Provide continuing orientation of all retired Amy personnel concerning the rights, benefits and privileges to which they, their family members and survivors may be entitled by virtue of their military service.

RESPONSIBLE AGENCY: Military Personnel Division or G1/AG

SAFETY OFFICE

SERVICES:

1. Provides safety services and instruction to resident commands.
2. Accepts complaints and suggestions concerning unsafe acts or situations and causes corrective action to be taken as required.

RESPONSIBLE AGENCY: Garrison Commander

SECURITY GUARDS/DOD POLICE

SERVICES:

1. Provides security.
2. Administers civilian identification cards.

RESPONSIBLE AGENCY: Director of Security

SELF-HELP OFFICE

SERVICES: Provides self-help training for personnel. Provides materials and tools to assist personnel residing on post to accomplish minor repairs and improvements in family and unaccompanied housing.

RESPONSIBLE AGENCY: Director of Engineering and Housing

SOCIAL AND PROFESSIONAL ORGANIZATIONS

Organizations may include the following and others as approved by the Installation Commander.

American Society of Military Comptrollers - A professional association of military comptrollers.

The Association of the US Army - An organization of military and civilian members that supports the legitimate role of the US Amy. NOTE: It publishes ARMY, a monthly magazine.

National Association for Uniformed Services - An organization of active duty and retired personnel .

Noncommissioned Officers' Association - An organization open to E4s and above.

The Retired Officers Association - an organization of retired military officers .

Veterans of Foreign Wars (VFW) - a group of veterans who provide service to the community.

RESPONSIBLE AGENCY: Director of Personnel and Community Activities

STAFF JUDGE ADVOCATE

SERVICES: Provide services as follows:

1. Legal Assistance Services.

   a. Domestic relations advice.

   b. Legal advice, counseling and drafting of wills and advice on routine trust and estate matters.

   c. Advice on adoptions and name changes.

   d. Nonsupport and indebtedness.

e. Taxes, state and federal.

f. Landlord-tenant relations.

g. Consumer affairs.

h. General advice concerning civil suits.

i. Soldiers' and Sailors; Civil Relief Act Counseling.

j. Powers of attorney.

k. Advice on miscellaneous legal matters.

2. Claims Division

a. Assists soldiers and other eligible claimants to file claims seeking compensation for qualifying personal or property damage.

b. Makes approval decision on certain claims and forwards other claims to higher headquarters for disposition.

3. Administrative Law Division

a. Provides advice on contract, labor and environmental law matters.

b. Provides legal advice on Standards of Conduct.

c. Provides legal advice concerning the exercise of command and personnel management.

d. Renders legal advice concerning the interpretation of laws regulation and other directives relating to the Army and its members.

e. Reviews for legal sufficiency proceedings of boards of officers and investigating officers, constitutions and by-laws of private organizations, proposed regulations and policies, reports of survey, bars to reenlistment, line of duty investigations, inter-service support agreements and related matters.

f. Examines for legal sufficiency all administrative discharges and other administrative actions taken by the command. Prepare opinions of the legality and advisability of contemplated command actions.

g. Provides legal review of unfavorable personnel actions.

h. Advises command concerning resolution of complaints under Article 138, UCMJ.

i. Reviews Congressional inquiries and provides legal advice concerning proposed responses.

j. Provides advice on requests under the Privacy Act and Freedom of Information Act.

k. Provides training on law of war and the Geneva Convention.

4. Criminal Law Division

   a. Provides general supervision of military justice within the command.

   b. Process court-martial cases.

   c. Advises commanders on military justice matters.

   d. Prepares required military justice reports.

RESPONSIBLE AGENCY: Installation Commander

SURVIVOR'S ASSISTANCE OFFICER

SERVICES: Provides escort and assistance to the spouses/families of deceased/retired soldier to assure the affairs of the deceased are properly settled.

RESPONSIBLE AGENCY: Military Personnel Division, DPCA or G1/AG

THRIFT SHOP

SERVICES: Sells used items, at reasonable cost, on consignment for military families.

RESPONSIBLE AGENCY: Director of Personnel and Community Activities,

TRANSPORTATION DIVISION

SERVICES: Provides the following services:

1. The Transportation Motor Pool lends military vehicles to military organizations for official use.

2. The Post Taxi (or shuttle) is available to transport military and civilian personnel on official intra-post trips.

3. Unit Movements. Plans and arranges all official unit transportation.

4. Personal Property. Plans and arranges all official shipments of the personal property of personnel. In addition, counseling is provided to inform the personnel regarding entitlements and to arrange shipment and storage of personal property.

5. The Commercial Travel Office makes reservations and sells airline tickets to personnel for official travel. They also sell airline tickets to individuals for unofficial personal travel . Additionally, they make rental car and hotel/motel reservations; they sell bus and rail tickets.

RESPONSIBLE AGENCY: Director of Logistics

UPWARD MOBILITY PROGRAM

SERVICES: Provides advisory program for GS-9 and below or Wage Board equivalents who enroll for the following services:

a. Career counseling/planning.
b. Tuition assistance.
c. On-duty classes.
d. Learning center.
e. Underutilized skill file

RESPONSIBLE AGENCY: Civilian Personnel Office

UTILITIES AND POLLUTION CONTROL DIVISION: SANITATION BRANCH

SERVICES: Provides for water pumping treatment and distribution system, sanitary sewage collection, treatment and disposal system, and refuse section. Operates water pollution control and abatement program.

RESPONSIBLE AGENCY: Director of Engineering and Housing

VETERINARY SERVICE

SERVICES:

1. Inspects food items arriving on post for both wholesomeness and quality assurance. NOTE: Off post activities may include inspection services for other military installations and the DOD subsistence procurement system.
2. Provides complete veterinary care for government owned animals and privately owned animals to include vaccinations, health certificates and the treatment of those diseases which pose a threat to human health.

3. Manages a rabies control program to include animal vaccinations, investigation of animal bite cases, the quarantine of biting animals and the kenneling of strays. NOTE: Strays are usually held for three working days in order for the owner to claim them.
4. Other preventive medicine activities as directed by the hospital commander.

RESPONSIBLE AGENCY: Director of Health Services

YOUTH ACTIVITIES

SERVICES:

1. Provides a comprehensive youth program (grades 1 through 12) that fosters social interaction, promotes personal growth, and develops educational and recreational skills. Provides a focus for youth as a recognized group to be served by the installation and offers diverse, flexible activities and recreational options that are responsive to the needs of families both on and off post.
2. Provides programmed activities to include:

   Community Activities: Festivals, parties, dances, advisory councils, carnivals, banquets, host nation activities (CONUS), volunteer programs, teen clubs, youth to youth sponsorship.

   Educational Activities: Instructional classes in bicycle safety, sports clinics, life survival skills, computer classes, special interest groups (e.g. coin collections) community service projects.

   Fitness & Sports Activities: Individual and team functional sports, life-long sports skills, gymnastics, swimming, aerobics, tennis, golf, nutrition and good health habits, sports injury prevention and coaching certification.

   Cultural Activities: Youth theater, music, crafts, dance, ballet classes, drama club, theatrical technical support, i.e. lighting, clownology.

   Outdoor Activities: Backpacking, volksmarching, cycling, nature classes, boating, fishing, white water rafting, sky diving.

   Competitive Activities: Tournaments, contests, emphasizing in-house low-level competitive community leagues where everyone plays. Maximum play time, i.e. 1/2 of each game/event.

   Family Activities: Planned to encourage participation by the whole family, i.e. hiking, picnics, camping, tours, family leisure recreation counseling.

Out of School Programs: Before and after school programs (supervised and unsupervised), school vacations/holiday activities, summer vacation activities.

National Youth Organizations: Such as Scouting, 4H, Junior Achievement.

RESPONSIBLE AGENCY: Family Support Division, DPCA

Refrigerator Quick Reference Sheet

This is a sample of an information sheet you may wish to provide to spouses in your unit to give them easy access to the numbers they will need. Change it to reflect the local resources and your unit information, then copy each sheet to ½ sheet (4.25x5.5) or smaller. Staple sheets together if more than one sheet is needed. You may also wish to copy it on colorful paper to make it easy to locate among the refrigerator art or give a refrigerator magnet with it when a spouse enters the unit.

Fort Gung-ho Area Military and Civilian Resources

Family Support Group Contacts
1) Leave blank for name & number of their contact person(s) .....
2)

Unit (specify unit name) phone number.....555-1234
Rear Detachment Commander 555-1235

Medical Treatment
Unit Doctors or medics if spouses and families are permitted to utilize them
(0900 - 1130 & 1300 - 1630 M-F)
LT Smith - 555- 1236 - .....Pager # 333-1234
CPT Jones - 555-1237 - ..... Pager # 333-1235
Hospital and/or Clinic (specify name(s))
(0730- 1630 M-F) Closed Sundays and Holidays
Advise Nurse - 555-2345
Ambulance (on or off post) 911
Family Member Same Day Appointments - 555-3456
Assigned physician_____
Specialty Clinic Appointments (OB, GYN, Pediatrics) - 555-4567/4568
Pharmacy - (0730 - 1700 M-F) - 555-4569
Tricare medical and administrative numbers if applicable ..... 1(800) 444-5555

Military Police
Emergency - 911
Non-emergency - 555-4560

Chaplain
CPT Brown (Unit Chaplain if applicable) .....555- 8901- pager 333 - 3477
Installation Chaplain's office - 555-9876

Child Development Center
(0600 - 01800 M - F) 555- 8765/5432

Ft. Gungho Drug, Alcohol and Mental Health Programs
(0730 - 1615 M-F) 555-6677/7788/8899

Legal Assistance Center/ Judge Advocate General (JAG)
(0830-1700 M-F) 555-1357

Army Community Service (ACS) (0730-1600 M-F)
Mobility and Deployment - 555-1111
Soldier and Family Readiness- 555-2222
Relocation Readiness- 555-3333
Financial Readiness - 555-4444
Employment Readiness - 555-5555

Youth Services
(1200-1700 M-F) -..... 555-2468 Hotline - 555-2467

Education Center
(0830-1715 M-Th, 0730-1615 Fri) 555-1122

American Red Cross
(0800-1630 M-F) 555-7777, After Hours - 555-6666

Post Exchange
(1000-2000 Tu-Fri, 1000-1900 Sat, 1100-1700 Sun) 555-8888/9999

Commissary
(1000-1800 Tu, Wed, Fri,& Sat, 100-1900 Th, 1100-1700 Sun, Closed Mon.) 555-2233/2234

Sports Programs and Facilities
Main Post Gym- 555-3344
Golf Course- 555-4455
Bowling Alley- 555-5566
Recreation Center- 555-6677
Swimming Pool- 555-7788
Outdoor Recreation - 555-1177

Hotlines - 24 Hours
Rape Crisis - 555-8899
Mental Health Crisis - 555-9900

Spouse Abuse Safe Shelter - 555-0011

Other Important Numbers

Family Resource Groups

Family Support Groups were an Army Family Action Plan initiative. They are a direct result from our Grenada (OPERATION URGENT FURY), Panama (OPERATION JUST CAUSE), and Southwest Asia (OPERATIONS DESERT SHIELD and DESERT STORM) experiences. Commanders of deploying units discovered that while their units were highly trained to fight, little if anything was done to train and prepare families to better cope with the stresses and unique problems that often arise during extended and often times unexpected deployment of their spouses. Some type of organization was needed within units to address this serious shortcoming in peacetime, so that in time of crisis, families would be better able to take care of themselves. The concept of the Family Readiness Group was born.

This section deals with all the 'ins and outs' of running and maintaining an efficient FRG.

Family Support Groups

SUPPORTING THE TOTAL ARMY FAMILY (SOLDIERS, FAMILY MEMBERS & CIVILIANS)

(This version is for both the military and family members.) We are here to talk about Family Support Groups. Family Support Groups are an integral part of the larger Army Family Support System. As a result of lessons learned from Desert Shield and Desert Storm as well as other recent deployments, the Army has made some major changes to the FSG program. DA Pam 608-47, dated August 1993, has these updates. One of the most important changes is the word "Family" in Family Support Groups. This means the Total Army Family, soldiers, both **SINGLE** and married, family members, civilians, in fact anyone associated with a unit. A lot of people have not gotten the word about these changes. Most FSGs operate at the company and battalion level, or equivalent, with guidance, oversight, and advice provided by brigade and division. FSGs would get too unwieldy if you tried to have a massive brigade or division FSG.

WHAT IS AN FSG?

An FSG is a company or battalion affiliated organization of officers, enlisted soldiers, civilians, and family members that uses volunteers to provide social and emotional support, outreach services and information to family members. The FSG helps and gives moral support to family members, soldiers, civilians, and military units during periods of normal military life and military crisis. In addition, the FSG takes care of soldiers' families while soldiers are deployed.

THE FSG IS THE COMMANDER'S PROGRAM. ITS DESIGN IS BASED ON THE COMMANDER'S OBJECTIVES.

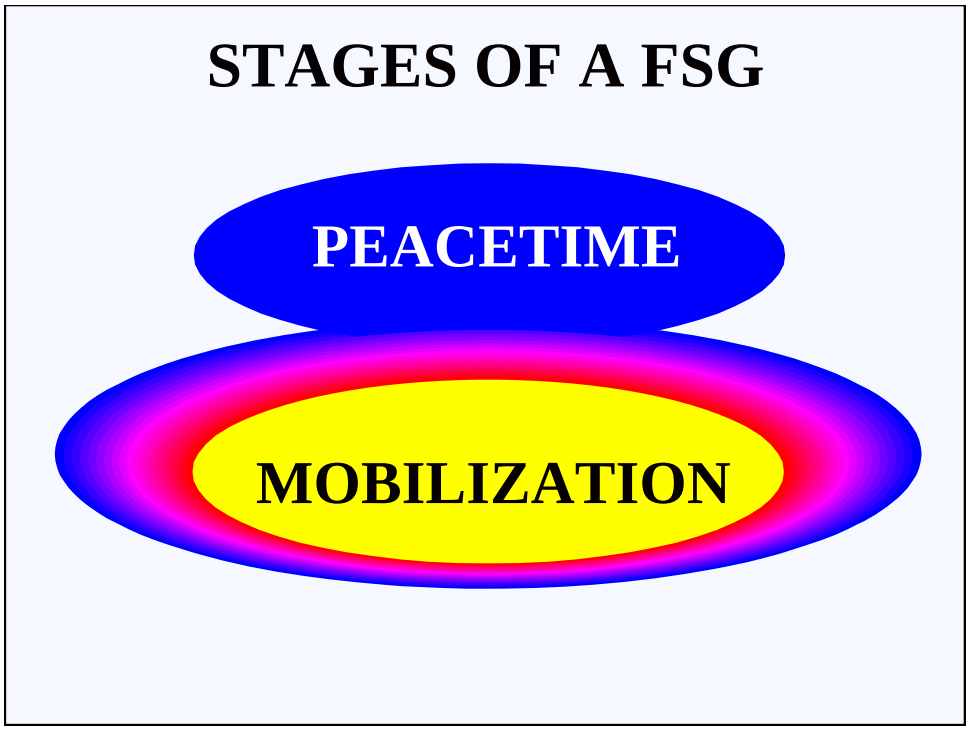
1. This is the book definition of Family Support Groups. Note the words “during periods of **normal** military life and military crisis.” In other words, FSGs have a sustaining and action level. The bottom line is that the FSG belongs to the Commander. The Commander is responsible and it is his/her program. The Commander decides the FSG’s objectives.

ROLE OF THE FSG

⇒ **HELP FAMILIES BECOME SELF-SUFFICIENT AND FEEL THAT THEY ARE AN INTEGRAL PART OF THE ARMY**
⇒ **REDUCE SOLDIER AND FAMILY STRESS**
⇒ **PROMOTE USE OF COMMUNITY RESOURCES**
⇒ **PROVIDE INFORMATION**

COMMANDERS: A WELL RUN FSG INCREASES LEVELS OF CONFIDENCE, COMMITMENT, AND THE SENSE OF WELL-BEING IN THE UNIT. IT MINIMIZES DISTRACTORS AND WILL CONSERVE YOUR RESOURCES. THE FSG INCREASES THE UNIT'S ATTENTION TO MISSION.

What does the FSG do? Here is the answer. Pay particular attention to the last paragraph. When we talk about resources, what is the one resource that Commanders, Command Sergeant Majors, and 1st Sergeants do not have enough of? You can ask their spouses and they will give you the answer in a heartbeat. TIME! Particularly at the company level, Commanders and 1st Sergeants will probably tell you that they spend 90% of their time on 10% of the people. A good FSG program can give some of that precious resource back to them. Read this paragraph again. These are the intangible benefits that a functioning FSG can give Commanders. IT HAS BEEN PROVEN THAT A GOOD FSG IMPROVES UNIT COHESIVENESS AND ABOVE ALL INCREASES READINESS!



This slide is used to emphasize that you must have a functioning FSG **BEFORE** deployment. You can have the greatest FSG in the Army on paper, but unless it is working continuously, at the sustaining level, you will find yourself on the back side of the curve trying to ramp up your FSG when you deploy and the odds are that you never will succeed. You wouldn't have a load-out plan and not practice it, would you? You would not think about ignoring your quarterly training schedule and say to yourself, "Our unit will train if and when something happens?" **SO WHY DO UNITS IGNORE THEIR FSGS UNTIL IT IS TOO LATE?**

Please note that when we talk about mobilization, we mean anytime soldiers are gone. This includes TDY. Ask yourselves, on the average, how many soldiers are TDY from your unit at any given time?

THINGS THE FSG IS NOT

- ⇒ **A FRIENDSHIP CLUB, OR ANY KIND OF CLUB**
- ⇒ **A UNION FOR FAMILY MEMBERS**
- ⇒ **A LOAN OR SOCIAL WELFARE AGENCY**
- ⇒ **A TAXI SERVICE**
- ⇒ **A PHILANTHROPIC OR ENTERTAINMENT GROUP**
- ⇒ **A RELIGIOUS ACTIVITY**
- ⇒ **A BABYSITTING SERVICE**
- ⇒ **AN ANSWERING SERVICE**

These are some of the things that the FSG definitely is not. Some of you may be surprised reading these, but at one time or another, this is what people have believed.

FSG STRUCTURE

This is a typical battalion FSG structure. Look familiar? For those in other commands, just fit the level that is appropriate into the blocks. Also please take note that the battalion commanders, or their designated military representatives when deployed, are the FSG leaders. It is their baby. We will discuss volunteer FSG leaders or representatives in a few minutes. Where does brigade and division fit in? They provide the big arrow guidance and oversight on where the subordinate FSGs are going and they insure that the FSGs are functioning as they should. They also provide the assurance that the FSG program is supported at all levels of the command. Volunteers at the higher levels can assist the battalion and company FSGs by providing advice and assistance. These volunteers are usually very experienced, seasoned spouses. They are an asset that can be of immeasurable benefit to you.

CONTACT LEVEL

- ⇒ **FIRST (AND MOST IMPORTANT) LEVEL OF FSG**
- ⇒ **SUPPORT CIRCLE CENTERED ON CONTACT PERSON**
- ⇒ **NO MORE THAN 10 PEOPLE IN CIRCLE**
- ⇒ **DISTRIBUTE IMPORTANT INFO**
- ⇒ **ID CONCERNS IN THEIR CIRCLE**
- ⇒ **ACT TO HAVE CONCERNS ADDRESSED AT APPROPRIATE LEVELS**

These volunteers are the heart and soul of your FSG program. They are the most direct conduit to the members of the FSG. Experience has shown that 10 people is the maximum that any contact person can handle without overloading themselves. If you have spouses that do not understand English very well, make sure that their contact person speaks a language that they understand.

COMPANY LEVEL

- ⇒ **CONSISTS OF CONTACT PEOPLE & COMPANY REP(S)**
- ⇒ **IMPLEMENTS FSG ACTIVITIES & COMMO SUPPORT NETWORK**
- ⇒ **COORDINATES COMPANY ACTIVITIES WITH BN FSG**
- ⇒ **FORMS COMPANY LEVEL LINK PARTICULARLY WITH FIRST SERGEANT**
- ⇒ **INITIATES SUPPORTIVE ACTIONS ID'D AS NEEDED BY SOLDIERS & FAMILIES AT THIS LEVEL**
- ⇒ **RELATES SOLDIER & FAMILY MEMBER CONCERNS TO BN REPS**

This is the company level organization. While we are on it, who is the best friend that the FSG can have in the Company? You got it - the 1st Sergeant.

BATTALION LEVEL

- ⇒ **CONSISTS OF BATTALION AND COMPANY REPS AND SHOULD MEET MONTHLY**
- ⇒ **PLAN, ACTIVATE, AND COORDINATE OVERALL FSG SUPPORT**
- ⇒ **SUPPORT FSG REPS AT COMPANY LEVEL**
- ⇒ **ADDRESS SOLDIER AND FAMILY MEMBER CONCERNS APPROPRIATE AT BATTALION LEVEL**
- ⇒ **FORM MILITARY LINKAGE AT BATTALION LEVEL**
- ⇒ **TRANSFER PERTINENT INFO TO COMPANY REPS**

This is the battalion or equivalent structure. They function as the battalion staff for the company FSGs. The battalion meeting is a formal meeting which will be addressed later. Now, how are these company or battalion FSG representatives or volunteer leaders chosen, or, how do you find someone crazy enough to do it? You need to find people who are not only willing, but also capable of doing the job. Some units have tried electing them, which usually doesn't work that well. It is not a popularity contest. A method that has worked is to have the company, or battalion commander for battalion FSG reps, ask for volunteers and select one. Which ever way you decide to do it, the final selection is up to the appropriate commander. In addition, the volunteer **SHOULD** be appointed in writing by the commander. A job description must be done for volunteers and some good examples are in 608-47. Commanders, when you sit down to do your OERs and NCOERs make sure you do one for your FSG representatives, only do them every six months. Just type them out on plain paper.

SUPPORT

⇒ **COMMANDER *MUST HAVE FULL KNOWLEDGE* OF WHAT THE FSG IS DOING - REPS MUST KEEP HIM/HER INFORMED**

⇒ **COMMANDER *MUST PROVIDE CLEAR-CUT SUPPORT AND ACTIVE BACKING* TO THE FSG FOR THEM TO BE SUCCESSFUL**

⇒ **INFORMATION MUST FLOW FREELY BETWEEN UNIT LEADERS AND FSG**

⇒ **UNIT CAN PROVIDE SUPPORT WITH ADMIN SUPPLIES, TRANSPORTATION, FACILITIES, AUDIO-VISUAL, COMPUTER, ETC, AS LONG AS IT DOES NOT IMPACT ON THE MISSION**

Commanders **MUST** know **EVERYTHING** that their FSG is doing - they are responsible for them. FSG reps, make sure you never blind-side your commanders. Commanders, you **MUST** insure that you support, to the fullest, your FSG. You must also inform your subordinates, junior leaders, and soldiers, that the FSG is very important to you. It will then become important to them. Support for your FSG must be top driven. What battalion commanders pay attention to, company commanders will pay attention to. Division and brigade commanders should also assist in this process. Bullet 3 is self explanatory. Your unit can provide all kinds of support! Just about anything, including vehicles (AR 58-1 and 600-25 govern vehicle usage) as long as it doesn't affect the mission. How many computers in your unit are used 24 hours a day? This is one area that will really help your FSG. By the way, FSG volunteers are considered employees of the U.S. Government under Title 5, Chapter 81, and Title 28, Chapter 171, of the U.S. Code, for work related injuries and tort claims. They are also under the Standards of Conduct when in the performance of their FSG duties. I have a question for you. As a FSG volunteer, someone

comes to you and tells you that there is child or spousal abuse in their home, what must you do? You have **NO OPTION**! You must report that information to the responsible commander. Remember, as a FSG volunteer, you are not only working for your commander, but also for the Army and you must abide by all applicable regulations. Another example of this is if you were using an official vehicle for FSG business and decided to stop at the PX to buy some personal items. While in the PX, someone runs a truck over the vehicle in the parking lot. Congratulations, you just bought that GOV. Make sure your volunteers understand their responsibilities.

MONEY

- ⇒ **MAKE SURE YOU HAVE APPROVAL TO OPERATE AN INFORMAL FUND**
- ⇒ **CANNOT EXCEED $1,000 IN NET WORTH**
- ⇒ **ANNUAL REPORT**
- ⇒ **FUND'S EXISTENCE**
- ⇒ **PURPOSE**
- ⇒ **FINANCIAL STATUS**
- ⇒ **IRREGULARITIES**
- ⇒ **ANNUAL AUDIT BY COMMANDER**
- ⇒ **ONE INDIVIDUAL RESPONSIBLE**
- ⇒ **FSG FUNDS ARE NOT UNIT FUNDS**

Let's talk about the one thing that FSGs never have enough of. An FSG operates under AR 215-1 and 210-1 as an informal fund. The $1,000 net means you can have $5,000 in the FSG fund, but if you have a 6 or 12 month spending plan (6 is best) that states you are going to subsidize the cost of the unit ball for each company and the cost is projected at $4,500, you are still legal. Just have a spending plan. By the way, the spending plan is not unchangeable. That is one reason it is called an informal fund. The annual audit is usually performed by the battalion commander and the report is sent to whomever authorizes an informal fund. Different MACOMs have various ways of doing this. The irregularities issue means - did someone take off to Paris with the funds? FSG funds should be centered on each company. Most BN FSGs will have combined company fund raisers because they have discovered that it helps bring the companies together and they make a lot more money. They then divide it equally among the companies, regardless of participation. After all, one company may be deployed. It all equals out

in the end. Just a word on fund raisers. Have some fund-raisers (like car washes) that your single soldiers can participate in. Find a volunteer who wants to be the FAO for the company FSG and appoint him/her. They must understand that they are responsible for the money. We have found that most FSGs use a common check book register and shoebox. Just keep all receipts. If you accumulate a large fund that is beyond the comfort level of your volunteer FAO, put it in the company safe. Remember, you cannot store money and classified in the same safe. Should you have a bank account? Not unless you like giving your money away. Most military banking facilities will treat you as a commercial customer and nickel and dime you with fees. If you really have that much money in your FSG fund, their are a lot of FSGs around the world that would like to know your secret. Commanders, **FSG FUNDS ARE NOT UNIT FUNDS** and you cannot use them as such. Unit funds are appropriated funds. Can the FSG donate money to the unit fund? Yes, but they can never be given back. How do you decide where to spend your funds? The best method is through battalion FSG meetings. Companies can spend their FSG funds as they see fit, though they should coordinate with the battalion commander in case there are other factors that need to be considered. One thing that is very important here, whatever you decide to do with the funds, everyone in the unit must be able to derive some benefit from it. A good litmus test is just to say "Is it available to everyone?" Examples are Company X decides to give all newly arriving families a little $1 plant. Can they do this? No! Can Company X give every newly arriving family and single soldier or civilian a little $1 plant? Yes, it is available to everyone. Can they give a door prize at a Company FSG meeting? Yes, for the same reason, it is available to all who attend. Can you give baby gifts or baby showers out of FSG funds? No you cannot! Not only is it good way to destroy the fabric of your FSG, but it is illegal. Remember, the rules changed and FSG funds are governed by the ARs now.

FSG STANDARDIZATION

- ⇒ **STANDARDIZE TELEPHONE TREES - USE ORGANIZATIONAL CHART STYLE**
- ⇒ **INSURE TELEPHONE TREES COVER EVERYONE**
- ⇒ **EXERCISE TREE EVERY TWO WEEKS**
- ⇒ **PROVIDE FSG INPROCESSING FORM TO BE USED BY ALL INCOMING PERSONNEL**
- ⇒ **PUT FSG MATERIAL IN WELCOME PACKET**
- ⇒ **ENSURE ALL REPS AND CONTACT PERSONS ATTEND FSG LEADERSHIP TRAINING**

Keep your telephone trees readable. Include your single people living off post, because they can help in a wide variety of ways. You will have to use your own judgment as to how often to exercise your system. You know your unit best. The FSG Leadership Training Course is designed to get your FSG representatives up to speed in the least amount of time. It takes about 3 1/2 days, but is well worth it.

FSG STANDARDIZATION

- ⇒ **ENSURE ALL VOLUNTEERS ARE REGISTERED AND HAVE JOB DESCRIPTIONS**
- ⇒ **ENSURE THAT VOLUNTEERS SUBMIT THEIR TIME CARDS MONTHLY**
- ⇒ **RECORD ALL HOURS WORKED**
- ⇒ **CONTACT PERSONS GIVE TO UNIT REPS FOR TURN-IN**
- ⇒ **THANK YOUR VOLUNTEERS - WE COULD NOT EXIST WITHOUT THEM!!**

We already talked about job descriptions, but you also need to ensure that your volunteers are registered with your Installation Volunteer Coordinator. Why keep track of hours? There are several reasons. It not only helps your volunteers document what they have done for job experience purposes, but remember that the U.S. Government and most Fortune 500 companies consider volunteers as "employed" for job application purposes. Additionally, all MACOMs report their volunteer hours to the Community and Family Support Center, who puts a dollar figure on those hours. CFSC then goes to Congress and says: "We saved 80 million dollars last year with our volunteers, so can you give us 20 million for quality of life programs?" Those hours do count, please keep track of them. Recognize your volunteers and thank them as much as you can. We have a bad habit of feeding our volunteers a meal once a year and abusing them the rest of the year.

RESPONSIBILITIES

⇒ **AVOID GETTING PERSONALLY INVOLVED WITH PROBLEMS!**

⇒ **KNOW COMMUNITY RESOURCES!**

⇒ **GO TO ACS, ADAPCP, DCA, ETC., AND SEE WHAT RESOURCES EXIST THAT YOU CAN USE, AND USE THEM.**

⇒ **EDUCATE YOUR PEOPLE ON THE RESOURCES AVAILABLE TO THEM.**

⇒ **YOU ARE NOT THE EXPERT, THESE PEOPLE ARE.**

⇒ **COMMANDER: REWARD YOUR PEOPLE AND THOSE THAT HAVE HELPED YOU.**

⇒ **FSG REPS CAN BE GIVEN THE "COMMANDER'S AWARD FOR CIVILIAN SERVICE" AT THE END OF TOURS.**

⇒ **GIVE CERTIFICATES TO OTHER AGENCIES THAT HELP YOU (AAFES, DECA, DINING FACILITY, ETC.)**

FSG reps, do not take your supported peoples' problems as your own. I know that this easier said than done, but you have to try. Burdening yourself will only lead to burn out. Learn about your community resources. Visit and talk to them. You probably would be surprised as to the amount and quality available to you. As an example, Army Family Team Building is a great resource. AFTB can be considered the education arm of the FSG program. You are an information conduit; you are **NOT** the service provider! We've already discussed rewarding your volunteers and another example is presented here. You do know that you can get freebies from the Commissary and PX. All you have to do is ask, but remember to thank them. It makes it easier when you go back begging again.

COMMUNICATION

- ⇒ **IF THEY DON'T SEE IT OR HEAR IT, THEY WON'T KNOW ABOUT IT.**
- ⇒ **NEWSLETTERS**
- ⇒ **TELEMARKETING (USE CONTACT PEOPLE)**
- ⇒ **NOTHING BEATS FACE-TO-FACE**
- ⇒ **YOU ARE THE KEY - WHAT THEY HEAR YOU SAY, THEY SAY.**
- ⇒ **PERCEPTION**
- ⇒ **EDUCATION**
- ⇒ **UNDERSTANDING**

A good monthly FSG newsletter can enhance your FSG program. You can use official mail to distribute newsletters. You are generally limited to 16 pages for a company newsletter, however, if you combine everything into a battalion or brigade newsletter you can increase the page count. Some of the best brigade newsletters I've seen are up to 40 pages in length. There are usually columns by the brigade commander; chaplain; AAFES, DECA, and Medical consumer news; each battalion has a section that consists of what each company is doing, training, deployments, awards, PCSs, births, marriages, etc. You can put anything in it that provides information or contributes to morale - no ads. Have people contribute articles on anything they wish - trips they've taken, recipes, language training, training highlights, whatever. Some people do not like their name as a byline of an article, so have a column with a spurious byline, like the name of the unit mascot for them. When soldiers are deployed, send them copies. Some units have articles by deployed commanders and troops included in the newsletter to help keep everyone informed about what the unit is doing. They get these articles back through message traffic, couriers, mail, etc. Do

whatever it takes to ensure that the soldiers take the newsletters home. Use your contact people to get information out and to sell the program, that is what they are for. FSG reps, you need to circulate within the unit. Let people know who you are, particularly the soldiers. People are more apt to participate in the FSG if they can put a face to a name. The second part of this slide refers to Commanders, CSMs, 1SGs, and FSG reps. As an example of an incident that really happened, a battalion commander and CSM were talking about FSGs and one said to the other "This FSG crap is stupid and I don't think we should mess with it", and the other agreed. The only problem is that about 20 soldiers overheard this. Guess where that battalion's FSG program went? Whatever people in your unit perceive as your attitude towards the FSG program, they will most likely emulate. You must continually educate your soldiers and family members about the FSG and they will understand the benefit of the FSG to them.

WHAT WORKS

- ⇒ **PROFESSIONALISM!**
- ⇒ **MONTHLY FORMAL BATTALION FSG MEETINGS**
- ⇒ **CONSISTING OF BN CDR, CSM, COMPANY CDRS, 1SGS, BOSS REPS, BN AND COMPANY FSG REPS**
- ⇒ **KEEP TO SAME DAY, TIME, AND PLACE**
- ⇒ **FSG CAN COVER COST OF CHILD CARE FOR THESE MEETINGS**
- ⇒ **ESTABLISH SYSTEM THAT WILL ENSURE THAT APPROPRIATE FSG REP IS NOTIFIED NOT ONLY WHEN A SOLDIER ARRIVES BUT ALSO WHEN FAMILY ARRIVES**

The next few slides are some ideas that have worked successfully. FSG volunteers can help their FSGs succeed if they approach their responsibilities in a professional manner. Commanders, CSMs, 1SGs, never equate a paycheck with professionalism. Some of the most capable and professional people I have ever met are volunteers. The BN FSG meetings are held during the day at the BN HQ. The BN FSG rep runs the meeting with a written agenda that is approved by the BN CDR, who may have items to include. The purpose of these meetings is to plan and implement what the FSG is going to do. It keeps all companies on the same script. Also, decisions about support can be made quickly. "A Company, can you provide a vehicle for the BN FSG bake sale?" Make sure you publish minutes of these meetings and that they are **OPEN**. That is any family member can sit in on the meetings. If you start this, you will initially have a few that will come to see what you are up to. You will note that the BOSS reps are an integral part of the FSG. Once the single soldiers know they are included in the FSG, you can expect them to help. In some units, they provide all the hot-dogs, condiments, sodas, etc., for bake sales. Some units have also used this same system for quarterly brigade and division meetings, but they are directed more for information flow to brigade and division commanders.

WHAT WORKS

- ⇒ **WELCOME VISIT BY APPROPRIATE FSG REP**
- ⇒ **ALL NEW SOLDIERS BRIEFED ON FSG**
- ⇒ **ALL NEW SPOUSES BRIEFED ON FSG**
- ⇒ **USE VOLUNTEER FAMILY MEMBERS IN THE SPONSORSHIP PROGRAM**
- ⇒ **DO A NEWSLETTER THAT GOES TO EVERYONE**
- ⇒ **ENSURE THAT THE FSG IS NOTIFIED ABOUT DEPLOYED SOLDIERS BEFORE THEY DEPLOY**
- ⇒ **HOLD DEPLOYMENT BRIEFINGS WITH SPOUSES**
- ⇒ **HAVE AND USE A CHECKLIST**

The best system for briefing soldiers on the FSG is during in-processing. Some BNs have a monthly brief to new soldiers where the CDR, CSM, S-1, etc., brief the new arrivals on the unit. During these, the CDR finishes their brief, introduces the BN FSG rep, who gives a short briefing on the FSG covering what it does and what it has done. Spouse briefings can be monthly or as needed, but at least quarterly. The more successful ones have the BN CDR present a unit overview brief and then the BN FSG gives the FSG briefing. If you have spouses that are not comfortable with English, you should provide a bilingual briefing. There are a lot of great deployment checklists available, find one, fit it to your needs, and use it.

WHAT WORKS

- ⇒ **RANGE DAYS (PROVIDE FREE SOFT DRINKS AND SNACKS)**
- ⇒ **CIRCULATE IN THE UNIT - TALK TO THE UNIT MEMBERS - LET THEM KNOW WHO YOU ARE AND THAT YOU CARE**
- ⇒ **SUBSIDIZE RECREATION EXCURSION TRIPS**
- ⇒ **PROVIDE GUEST SPEAKERS ON SUBJECT AREAS OF INTEREST**
- ⇒ **SINGLE SOLDIERS' HOLIDAY BAGS AND ADOPT A SOLDIER/FAMILY PROGRAMS**

Range days can be used in many ways. How it works is when the unit goes to the range, the FSG provides baked goods, cold soda or hot coffee, dependent on weather, and one or two FSG reps take it out to the range about midmorning and hand it out to the soldiers. They also make sure that all trash from this is picked up. Take trash bags. One thing to emphasize is that FSG reps do not get anywhere near the firing line! Some places require a tactical vehicle, so one of the companies provides it with driver. The soda cooler, coffee pot, and boxes with baked goods are plastered with signs that say "From your Battalion Family Support Group." It is great advertising. This same idea has been used with motor stables, PT tests, barracks pride day, etc. Subsidizing day trips as unit events helps get people out of their houses and barracks, provide an opportunity for people to meet each other, and gives people a concrete example of what the FSG is doing for them. Remember that sustaining level of the FSG? Mix events up so that one month there is something that includes children and the next something of interest to adults. Never pay for the entire trip - you will get burned by people not showing up! Your community can provide a wide variety of guest speakers on many subjects that would interest your people, from financial planning to

relocation stress. Single soldier holiday bags are just small decorated bags with baked goods, fruit, freebie certificates from AAFES and DCA, and a card from the FSG; advertising again. The adopt-a-soldier and family program is slightly different from what you may have seen. Single soldiers are “adopted” by a family or families and some units have done funny certificates for this. That single soldier remains adopted until the family or families PCS or they PCS. In addition to the normal holiday meals and being invited to dinner occasionally, the single soldiers are included in other things that the families do. It is totally up to the sponsoring families to decide when and what to include their adoptee in. The single soldier’s part is to do things like watching pets, watering plants, whatever is needed if the family has gone away on leave. They also baby-sit children, when the couple want to get out by themselves, some only do this once though. So you can see it works both ways.

WHAT CAN I DO?

- ⇒ **PARTICIPATE IN AND SUPPORT THE PROCESS**
- ⇒ **ENCOURAGE AND SUPPORT YOUR SPOUSE TO BECOME AN ACTIVE VOLUNTEER**
- ⇒ **PARTICIPATE IN FUND RAISERS**
- ⇒ **BECOME PART OF YOUR UNIT AND MILITARY COMMUNITY**
- ⇒ ***BE YOURSELF AND HAVE FUN***

This slide is rather self-explanatory.

WHO CARES?

WE DO!

With the downsized Army, there will be more and longer deployments. You've trained, you've practiced, your unit is ready! What about the individual soldier's personal readiness? What about family readiness? An active FSG program helps complete unit readiness. Your FSGs can help your people feel that they are part of the unit and that someone actually cares about them. Your soldiers are your most valuable resource. If they do not feel that someone cares, then they won't. So all the training and effort is wasted. This is not just another post, not just another assignment; this is our neighborhood, our community. This is our home. Let's make it better for all. So, who cares? We do. We all do.

What is a Family Support Group?

A Family Support Group (FSG) is an organization of family members (both immediate and extended such as, mothers, fathers, aunts, uncles, etc. as specifically designated by the soldier), volunteers and soldiers as well as others interested in the welfare of the soldier (i.e., fiancees, retirees, etc.). The FSG provides an avenue of mutual support and assistance, and a network of communication among the family members, the chain of command, and community resources.

Family Support Group IS NOT:

- Baby-sitter Service
- Community Taxi Service
- Financial Institution Service
- Professional Counseling Service

Leaders have three important characteristics:
First, they care;
Second, they are going somewhere;
Third, they are able to persuade others to go with them

Family Support Group Purpose

What is the main purpose of a Family Support Group (FSG)? The primary purpose of any FSG is to encourage self-sufficiency among its members by providing information, referral assistance and mutual support. The FSG achieves family readiness by providing an atmosphere and an agenda of activities which builds cohesiveness among unit members.

Family Support Groups do not encourage or foster dependency, they encourage self-reliance!

Common goals for a FSG may include:

- Welcoming new families.
- Developing and providing copies of telephone trees to all FSG members within the restrictions of the Privacy Act.
- Assisting family members to focus and understand unit's mission.
- Providing social and emotional support.
- Sponsoring briefings throughout the deployment/mobilization/redeployment process.
- Providing information and referring families to appropriate agencies.
- Participating in development of planning for predeployment, deployment and reunion activities.

REMEMBER: <u>Resource</u> Your Families, <u>Not Rescue</u> Them!

"You cannot help men permanently by doing for them what they could and should do for themselves" Abraham Lincoln

Family Support Group
Roles and Responsibilities

Use existing FSG structure - DON'T REINVENT THE WHEEL

The Commander is ultimately responsible for establishing the FSG, however, a FSG must be owned by its members. Active/Reserve Component service members (Commander, Chaplain, Executive Officer [XO], Adjutant [S-1], First Sergeant [1SG], Sergeant Major [SGM]) should only serve in an advisory or resource capacity. This will facilitate the FSG being able to act on its own during deployment/mobilization.

Many roles exist within an FSG structure. The following may be used as guidelines:

a. FSG Leader: The leader can be any family member in the unit who the Commander has appointed and endorsed.

The FSG leader responsibilities may include:

- Becoming knowledgeable of unit mission, existing FSG operating procedures, structure, and community resources
- Organizing unit-level support group.
- Tracking and recording volunteer hours.
- Preparing telephone trees, keeping current
- Obtaining names, addresses and phone numbers, and e-mail addresses of all family members which may include extended family members and/or fiancees of single soldiers.
- Calling Key Contact Person to activate telephone tree.
- Attending and chairing Family Support Group meetings.
- Recruiting, training, and managing volunteers using community resources as needed.
- Writing and updating volunteer job descriptions.
- Ensuring communication is maintained among members.
- Coordinating with community resources to provide training for FSG members.
- Maintaining communication with Commander and/or unit Point of Contact (POC).
- Identifying family member concerns and relating them to unit leadership.
- Working in conjunction with unit leadership to minimize rumors and stress.
- Ensuring volunteers are recognized for their time and efforts.

b. Key Contact Person: Designated telephone contact volunteer.

The Key Contact Person responsibilities may include:

- Calling assigned FSG members.
- Maintaining up to date names, addresses and telephone number for assigned FSG members.
- Providing timely and accurate information to family members.
- Ensuring contact is maintained, especially during deployments.
- Providing information and referral assistance to family members needing assistance.
- Working in conjunction with unit leadership to minimize rumors and stress.
- Identifying assigned FSG members concerns and relate to FSG Leader.
- Attending FSG meetings.

c. Treasurer: Serve as the fund custodian for the Family Support Group.

The Treasurer's responsibilities may include:

- Keeping accurate records of FSG funds.
- Arranging for regular and change of custodian audits.
- Attending FSG meetings.
- Providing regular reports to the unit commander.
- Providing timely and accurate financial reports to the FSG leader.
- Establishing and maintaining a FSG checking account.

d. Family Support Group Member: Individual responsibilities are key to the success of the FSG and may include:

- Providing updated address and telephone number to FSG Leader/Key Contact Person.
- Fulfilling any accepted responsibilities.
- Staying informed.
- Attending and participating in FSG activities.
- Providing a communication link to other FSG members.

Additional volunteer roles may include: Newsletter Editor, Welcome/Hospitality, Childcare Coordinator, Special Events, Refreshments, Health and Welfare, and Publicity. Tailor volunteer roles and responsibilities to the needs of your unit.

e. Unit Commander responsibilities may include:

- Developing a family support plan.
- Establishing unit level FSG.
- Including family members in predeployment, deployment, mobilization and reunion activities.
- Publicly supporting FSG.

- Communicating regularly with FSG Leader.
- Appointing FSG Leader in writing.
- Ensuring regulations and standing operating procedures are available for reference.
- Ensuring FSG Leader is trained.
- Ensuring access to necessary equipment, facilities, and supplies during active and sustainment phase of a deployment/mobilization.
- Ensuring FSG activities are not contrary to Army interest.
- Reviewing FSG financial records.
- Ensuring FSG Leader and volunteers receive recognition for their contributions.

f. Rear Detachment Commander: Active component primary point of contact for family members who have questions or need support during the deployment/mobilization process.

The Rear Detachment Commander responsibilities may include:

- Providing a link (during deployment) between:
  - ⇒ FSG and the deployed unit.
  - ⇒ FSG and military resources.
- Upon deployment, becomes the POC for official actions.

h. Senior Spouse Advisor (SSA): The SSA may be the spouse of division, brigade, or battalion commander and the spouse of the command sergeant major. Spouses do not have rank. Spouses chain of *communication* generally follows the same chain of command established by the military (i.e., communication from company to battalion to brigade, etc.).

The Senior Spouse Advisor responsibilities may include:

- Providing communication network between the command, the FSG leader and families.
- Assisting FSG leader articulate and eliminate common problems through the chain of command.
- Promoting and supporting the training of volunteers at all levels of command.
- Serving in an "advisory" capacity.
- Participating and offering assistance as needed and upon request.
- Serving on FSG Steering Committee.

i. FSG Steering Committee/Executive Advisory Committee: This steering committee could be formed at brigade or battalion level. The committee helps the chairperson in keeping the FSG operating smoothly Membership may include, but are not limited to: Commander, Command Sergeant Major, Chaplain, Executive Officer, First Sergeant, and their spouses, FSG leaders and FSG representatives.

The responsibilities of this committee may include:

- Coordinating unit resources.

- Assessing unit FSG.
- Identifying issues and making recommendations.
- Providing guidance, information, and support.
- Providing link between unit and community.

NOTE: Military members are invited to participate, but should not hold key positions in the FSG. The FSG should be able to fully function during times of deployment**.**

Family Support Group
How to Get Started

GETTING STARTED. . .

As the newly appointed FSG Leader, you should discuss the following with the commander:

- Command policy and philosophy on FSG
- Frequency of meetings with commander
- Resources (i.e. access to alpha roster, use of government facilities, funds and reimbursable expenses, office space with desk and chair, access to copy machine, mailing/postage, telephone with on and off post lines, fax machine, supplies, access to computer/typewriter, access to e-mail, and transportation support)
- Expectations during active and sustaining levels (active is all phases of mobilization/deployment and sustaining is non-deployment/mobilization periods)

Plan the First Meeting

- **Assess potential FSG population**

1. Obtain and review alpha/alert rosters (available from unit adjutant, unit administrator, or family readiness liaison.
2. Develop and use survey sheet.
3. Obtain and maintain unit family information sheet.
4. Determine optimal meeting day, time, and location.

- **Identify resources required**

1. Child care (see Child Care section page 19)
2. Meeting location with seating to accommodate group (i.e. chapel, unit day room, local spouse club building/ center, unit class room, drill site, community center, school multi-purpose room, youth activity center, dining facility, etc.)
3. Refreshments
4. Set-up and clean-up
5. Transportation
6. Support staff for first meeting

- **Determine best method for marketing FSG meeting**

1. Personal contacts via telephone
2. Personalized invitations (mailed to family member)
3. Unit newsletters
4. Flyers (attach to Leave and Earning Statement {LES})
5. Installation/community newspaper
6. Radio/television public service announcement (this is a service).
7. Electronic marquees/bulletin boards
8. E-mail

- **Develop the meeting agenda. Agenda topics may include:**

1. Welcome and sign-in (table with name tags)
2. Introductions/icebreakers
3. Group norms

a. Confidentiality
b. Everyone is equal regardless of sponsors' rank
c. Respect ideas of others
d. Stay on track and avoid war stories

4. Mission of unit (brief description)
5. Purpose and role of FSG (brief description)
6. Complete or update family information sheet
7. Unit/FSG information (i.e., unit training schedule, upcoming events/inspections, hail and farewells, annual training etc.)
8. Ways to disseminate information

a. Telephone trees (notification system)
b. Newsletters

9. Plans for the future

a. Volunteer recruitment
b. Determine type of FSG (formal/informal)
c. Fund raising, if local policy permits (booths, fairs, car wash, bake sales, silent auctions, cookbooks, bingo etc.)
d. Activities (i.e. picnics, holiday parties, outings, guest speakers, i.e., mobilization training for families etc.)
e. Determine future meeting dates and time
f. Family member training (i.e. Army Family Team Building, Academies etc.)

10. Questions/answers
11. General discussion
12. Adjourn (social and refreshment time)

HELPFUL HINTS FOR FIRST MEETING:

- Start/End ON TIME
- STICK to the AGENDA
- AVOID Cliques
- AVOID MENTIONING AND USING RANK

Family Support Group Participation

Membership:

Family Support Group membership is open to unit family members (immediate and extended such as, mothers, fathers, aunts, uncles, etc.) as well as others interested in the welfare of soldiers (fiancés', retirees, etc.)

Encouraging Participation:

- Survey soldiers and family members to determine needs, interests and frequency of meetings. Check local resources to obtain sample survey forms.
- Offer practical activities.
- Communicate with newcomers soon after their arrival. Offer transportation to first meeting.
- Make meetings brief and enjoyable.
- Provide child care and/or children activities when possible.
- Do not feed rumors. Although it's not possible to eliminate rumors, they can be curtailed by providing accurate information.
- Present positive image and encourage full participation.
- Ensure FSG provides timely and accurate information and *is not* perceived as a rumor mill**.**

Family Support Group Funding

MONEY CAN BE ONE OF THE KNOTTIEST ISSUES YOU WILL CONFRONT.

Facts:

- Unit commander is ultimately responsible and should audit FSG books at least once a year and/or at change of custodian.
- There is a difference between Unit Funds which are managed by the military and the FSG Fund which is managed by the FSG. The military cannot dictate how FSG funds are spent.
- In many cases, the FSG fund is considered an informal fund (you can only have $1,000.00 in the fund at any time).

Exception: You can raise funds in excess of $1,000. to cover a specific event. The day after the event, there must be $1,000 or less in the FSG account. At some installations, the FSG must have the commanders approval to hold more than $1,000. Check with the Financial Management Division within the Directorate for Personnel and Community Activities or the Family Program Coordinator within the Reserve component.

NOTE: The role of the FSG account *is not* to loan money to individuals or groups**.**

Tips:

- If you have questions about handling of funds - ASK!!!!! (Commander, Unit POC, unit Family Liaison Officer or Family Program Coordinator)
- The FSG Treasurer is the custodian of funds and is liable for any loss or misuse.
- Develop a spending plan and guidelines for expenditures. Standardize procedures. Be consistent. Decide what mementos will be given and ensure all receive the same.
- Include FSG members in all spending decisions.
- Designate the amount of the FSG fund that leadership can spend without consulting the membership.
- Require more than one signature on checks, as check and balance.
- Set up a ledger to closely track receipts and expenditures.
- Consider opening non-interest bearing checking account - KEEP RECEIPTS!!
- Audit account when the custodian of the account changes. Uses of FSG Funds: Funds must benefit entire group, not individuals. Appropriate uses include, but are not limited to:
- Meeting refreshments.
- Deployment farewells.
- Welcome home activities.
- Childcare fees during FSG meetings.
- Official FSG long distance phone calls.
- Mileage incurred while on FSG business.
- Postage and operating supplies in support of FSG.
- Special activities designed to foster family involvement and prevent isolation.

- FSG Volunteer training.

Sources of Funds

- Appropriated Funds (APF)
- Nonappropriated Funds (NAF)
- Fund Raising
- Commercial Sponsorship
- Donations and gifts

The Installation Commander determines if APF and NAF are available for FSG support. The Commander delegates this responsibility to an organization on the installation. Contact your DPCA, DCA, FLO, ACS, Family Program Coordinator, or Family Support Liaison Officer for local policy. The NAF may be requested through your Unit Fund custodian.

The Commander may authorize either APF or NAF for training of official volunteers. Appropriated and nonappropriated funds can be used to cover enrollment, expenses, travel and per diem (meals and lodging). Local policy determines if volunteers may receive an advance of money before leaving their installation. Travel must exceed 50 miles in accordance with the travel regulation.

Normally fund raisers are locally approved. Contact DPCA/FMD, Family Support Liaison Officer or ACS to determine the process. *CAUTION: Gambling is illegal in many states and raffles are considered gambling. Check with local, state, and community policy before holding fund raisers.*

Commercial Sponsorship may be available to gain local business support for FSG events or activities. Competitive solicitation is usually handled by the Marketing Division of the DPCA. Consult with that office to determine requirements for commercial sponsorship. (Army regulations 210-1, 215-1 define and explain access and restrictions). Personal solicitation of local businesses is discouraged and, on some installations, is prohibited. REMINDER: The joint ethics policy states that the military is not eligible to solicit on or off duty.

If a donation is offered, you may or may not be able to accept it, check local policies.

NOTE: For more information on funds refer to DA PAM 608-47, Para 3-7, Page 7.

Family Support Group
Child Care

The provision of child care is one of the major factors in the success of your FSG. Research the local policy on funding of FSG child care. The Child Development Services (CDS) Coordinator or Family Program Coordinator should be your first stop after leaving the commander's office to explore child care options. Some child care options include, but are not limited to:

- Volunteer Child Care in Unit Setting (VCCUS)
  1. CDS will provide training for unit volunteers.
  2. Someone on site must be certified in CPR.
  3. Child care must be provided on site (with parents).
  4. Location should be evaluated for safety.

- Short Term Alternative Child Care (STACC).
  1. Provided by CDS.
  2. On site with parents.
  3. CDS charges for this service.
  4. Total paid staff required will depend on the number and ages of the children.

- Parent Co-Op

- Certified Baby-sitters (i.e. American Red Cross)

Check with CDS Coordinator for local policy and procedures

"If everyone is thinking alike, then someone isn't thinking"
General George S. Patton

Family Support Group
Activities

During the active phase (period of time when all or part of the unit is preparing for deployment/ mobilization), you will find increased participation in your FSG. During the sustainment phase (period of time when the soldier is at home station), the family members may have less need to interact with their FSG.

The following are suggested activities in support of the active and sustainment phases of an FSG.

Active:

- Family Information Sheets/Telephone Tree updates
- Predeployment/Deployment/Mobilization briefing participation
- Information updates
- Holiday parties
- "Hi Honey" videotape to send to soldiers
- Personal development workshops (i.e. Stress Management, Time Management, Coping with Separation, children's issues during deployment, children's workshops, etc.)
- Homecoming and reunion training
- Welcome activities
- Volunteer training and recognition
- Care package assembly

Sustainment:

- Adopt a local charity (i.e. orphanage, hospital, nursing home, shelter, school, etc.)
- Holiday parties
- Volksmarches and fun runs
- Marriage enrichment sessions
- Dining facility family night
- Coed sports activities
- Welcome activities
- Update Family Information Sheets and test telephone trees
- Volunteer training and recognition

"Nothing is interesting if you're not interested" Helen Macinness

Family Support Group
Tips for Avoiding Burnout

- Stop and take a breath.
- Evaluate what you are doing and set priorities.
- Take care of self and family first.
- Consider phone answering machine.
- Don’t try to be “all to all.”
- Mutual support goes both ways - ASK FOR HELP!!
- Look for your own support - Friends, family, church, ACS.
- Do not over extend yourself.
- Know your limits.
- Make sure you eat and sleep as regularly as possible.
- Stick to caring and let Army do its part in delivering specific services.
- Dysfunctional families will devour you - REFER TO PROFESSIONAL ORGANIZATIONS.
- Understand and stick to the role assigned to you.
- Learn resources for referring problems.
- Don't judge success by numbers.
- Don’t measure success in Thank You’s.
- Don’t compare your group to others - it’s not a competition.
- Seek advice from senior spouses - they’ve been where you are now.
- Learn ways to delegate.
- Leadership is a risk - don’t try to please everyone.
- DON’T REINVENT THE WHEEL - USE SYSTEMS IN PLACE!!!
- Don’t be afraid to try something new.
- BE YOURSELF!!!

POSITION TITLE: Unit Family Support Group Leader (*Representative)

SUPERVISOR: Appointed by and responsible to the unit Commander

DUTIES:

1. Advisor to the unit commander on FSG matters.
2. Manager of the unit FSG under guidance and objectives set by the unit commander.
3. Plans, activates, and coordinates overall FSG support.
4. Represents the unit at higher level command FSG meetings.
5. Support FSG representatives at the lower levels and addresses soldier and family member concerns to the appropriate command level.
6. Forms the military linkage at the command level and acts as liaison to the next higher command level.
7. Ensures the transfer of pertinent information to subordinate FSG representatives.
8. Delegates duties and job responsibilities of subordinate FSG representatives to accomplish the unit commander's FSG objectives..
9. Ensures that volunteer records (registration, hours and job descriptions) for the command are complete and that monthly time sheets for the command are provided to the Installation Volunteer Coordinator.

TIME REQUIRED: 10 to 25 hours per week.

QUALIFICATIONS: Must be a volunteer with excellent people and leadership skills.

Must have a thorough knowledge of the Army's Family Support Group program, the unit's structure, mission and procedures.

Must be familiar with all applicable regulations concerning fiscal, regulatory, and statutory responsibilities.

Must be familiar with the available command and/or installation resources.

Must have successfully completed the Command's FSG Leadership Training Course.

*(Representative is replacing Leader in the title. The commander of the unit is the FSG Leader.)

Family Support Group Survey

Please complete this survey as soon as possible. **DO NOT** put your name on this form. We would like to have your honest opinion. Circle your answers below or write them as appropriate:

1. Your unit information: Organization _____ Section _____

2. Are you: Active Duty Civilian Family Member

I am or sponsor is: Enlisted NCO Officer/Warrant Civilian

3. Are you (Circle all that apply): Geographically Single Married Dual Military Single

4. Does your spouse **ONLY** speak and understand a language other than English? Yes No

5. If unmarried, are you a single parent? Yes No

6. How many children do you have? 1 2 3 4+ NA

7. Where do you live? Economy Post Quarters Barracks

8. Do you know what a Family Support Group is? Yes No Unsure

9. Who does the FSG support? (Circle all that apply) Single Soldiers Married Soldiers Family Members Civilians Unsure

10. Do you know who your Company FSG representative(s) is(are)? Yes No Unsure

11. Do you know who your Battalion FSG representative(s) is(are)? Yes No Unsure

12. Do you feel that information/communication from your unit FSG is being distributed to you? Yes No Unsure

13. Do you distribute FSG information, flyers, newsletters to your family members? Yes No No Family Members

13a. If your answer to question 13 is No, please list the reason(s) you do not:

_____

_____

14. Do you believe your FSG responds to your concerns/desires? Yes No Unsure

15. Have you told your FSG about your concerns/desires? Yes No

16. Have you ever attended a unit FSG meeting? Yes No

16a. If your answer to question 16 is No, please list the reason(s) you have not:

_____

_____

17. Do you participate in any FSG functions and/or activities? Yes No

17a. If your answer to question 17 is No, please list the reason(s) you do not:

_____

_____

18. List three things you would like your FSG to do for you:

_____

_____

_____

19. Would you like to learn more about your unit FSG? Yes No

Thank you for your participation in this survey. Your feedback will assist in providing better FSG support.

FSG Notes

FIANCEES, GIRLFRIENDS, AND BOYFRIENDS

If the issue of their involvement arises in your group, you need to assist your group in deciding how they want to handle this situation. You may want to keep these things in mind.

- * Social events provide the chance to meet and become friendly. You can keep in touch outside of wives/spouses/FSG meetings.
- * OPSEC (Operation Security), the fiancee (etc.) has no right to training and mission information discussed at FSG meetings/coffees.
- * The other spouses in the group may feel some resentment.
- * Fiancees/girlfriends may come and go frequently.
- * The fiancee/girlfriend does not have-the privileges that come with the marriage certificate. They may not relate to PX, Commissary, hospital business or information discussed at coffees.
- * What you do for one should be done for all.
- * Family Support Group meetings are for families.
- * Spouses' coffees/socials normally are only for the unit spouse.

NEWSLETTERS

Newsletters are a great way to get information out, but how big can it be and how do we mail it? As per DA Pam 608-47, the following guidelines apply:

3-4 Family support group newsletters

A. Since the FSG newsletter is designed to reach all family members, its tangible and intangible importance cannot be overemphasized. The FSG newsletter represents one aspect of the FSG outreach program and communication system. Its purpose is to -

(1) Create a family camaraderie similar to that shared by the soldiers.

(2) Relay information from the command and FSG in an effort to reduce social isolation, and convey the command's concern for the soldier and family.

(3) Inform family members about installation, unit assistance programs, and local civilian agencies which may be available to families for both routine and emergency services.

(4) Bridge the communication gap between the military unit and family members, thus helping family members better understand not only what the unit is doing, but why.

(5) Inform the spouse of unit-sponsored and military activities.

(6) Provide the spouse an opportunity to realize that other are experiencing many of the same tensions and strains unique to life as part of the military community.

(7) Reflect the Army's concern for a soldier's family and its subsequent importance to his or her job performance.

(8) Institutionalize an important communication link and information source that is vital during a deployment.

B. Each unit should have a Memorandum of Instruction (MOI) or standing operating procedure (SOP) on the preparation, printing, and distribution of the FSG newsletters.

C. The following guidelines meet the requirements of AR 25-30, The Army Integrated Publishing and Printing Program.

(1) FSG newsletters may contain two types of information, official and unofficial. Official FSG information relates to command and mission essential information that the commander believes families should have to be better informed. This includes information about the Army, installation, unit, benefits, unit and FSG sponsored activities, and programs and services available. Unofficial information is non-mission related information such as fund raisers for private organizations, etc.

(2) FSG newsletters must be published in one color ink only and should be limited to a maximum of 16 printed pages. Frequency of publication is at the commander's discretion. In addition, the newsletter must state whether it contains official or unofficial information or both.

(3) Chapter 3 of DoD 4525.8-M, Jul 87, DoD Official Mail Manual, prohibits the use of appropriated funds to mail newsletters that contain unofficial information. It is recommended that non-appropriated funds (NAFs) or FSG generated funds be used when unofficial information is included.

What does this all mean. Well the FLO Notes from January 1995 helps clarify this:

WHAT INFORMATION CAN BE INCLUDED IN A FAMILY SUPPORT GROUP NEWSLETTER?

The Department of Defense sets the policy on the use of appropriated funds for mail in family support group newsletters. The 1993 DoD policy allows commanders to fund the mailing of a FSG newsletter if the content is considered official business. The U.S. Army Community and Family Support Center discovered that there is still some confusion in the field about what is official business. They met with representatives of the Judge Advocates Office, Information Systems for Command, Control, Communications and Computers to clarify the policy. On December 30, 1994, the policy clarification guidelines were sent by official message to all Major Command Chief of Staffs, installation and garrison commanders, DOIM, Directors of Personnel and Community Services, Staff Judge Advocates, the National Guard Bureau and the Chief of Army Reserves. The guidance is as follows:

(1) Commanders have the responsibility to determine the kinds of information their service members and families need. Commanders should apply the following guidelines in determining whether the content of a FSG newsletter is official:

A) To give information related to unit mission and combat readiness including family readiness such as information related to FSG activities in support of field exercises, mobilization, and deployments of active and reserve component units. Examples are:

1) Notifying family members as to changes in mailing addresses related to field exercises, deployments, re-deployment time frames and welcoming/reunion ceremonies.

2) Notifying family members as to changes in mailing addresses related to field exercises, deployments and re-deployments.

B) To give information which is educational in nature, designed to promote informed self-reliant service members and their families. Such as:

1) Chaplain sponsored programs and activities to include social functions that support field exercises, deployments and re-deployments.

2) Education and training program such as Army Family Team Building, Army Community Service and Family Advocacy.

C) To give information regarding service member and families which promotes unit cohesion and helps strengthen the ongoing esprit among family members within the unit such as command sponsored organizational day activities and memorial services.

(2) Commanders are reminded that strictly personal and social information and information concerning private organizations and commercial ventures is expressly prohibited. Information regarding fund raisers for private organizations is also prohibited. However, family support group fund raising information is allowed.

(3) Commanders are reminded that they are responsible for appropriated mailing costs of FSG newsletters to home addresses. The information in this message should reduce the confusion about what can and cannot be included in unit FSG newsletters. Questions regarding FSG newsletters should be directed to your local ACS or DPCA or Family Program Coordinator. The HQDA point of contact for information in this message is: U.S. Army Community and Family Support Center, CFSC-FST, ATTN: Ms. MacKinnon, 2461 Eisenhower Ave., Alexandria, VA 22331-0521; or call (703)325-9391; DSN 221-9391.

Insert
DA Pam 608-47

In order to complete this handbook, insert

Operation Ready

The Army Family Readiness Handbook.

In order to complete this handbook, insert

How to Support Families During Overseas Deployment:

A Sourcebook for Service Proveders. USARI Research Report 1687

LEGAL/ADMINISTRATIVE

The Staff Judge Advocate's Office advises you and your family about personal legal affairs, including wills, powers of attorney, adoptions, name changes, landlord and tenant relations, consumer affairs, marital rights and obligations, and other legal matters. In addition, notary public services are normally available. All assistance is free. However, some legal matters involve civilian court proceedings. Military attorneys generally may not represent you in court but can refer you to civilian attorneys or to civilian legal service agencies that may be able to represent you. You may ask a Legal Assistance Officer to read and advise you on any contract free of charge. Never sign a contract without completely reading and understanding it. Never accept verbal promises, which are not written into the contract. Do not make important, expensive purchases with out consulting with your spouse. Be prudent and cautious in spending money and especially in using a power of attorney.

It is important for you to have in your possession certain documents and family records. Should an emergency arise, you may need some or all of those documents. Some of the documents listed below may be used often, even when an emergency does not exist. Gather this information and these documents now and put them in a special container or a safe place so you and your spouse or someone outside of your household knows where they are.

In order for your family members to obtain identification cards and legal benefits while your spouse is deployed you must be able to supply the documents in **bold type**. If the original documents are unavailable, certified copies should be obtained. These documents should be located now. There may not be time to find them later.

1. **Do you have and are each family members identification cards (ID) cards up-to-date?**
2. When will each ID card expire?_____
3. Do you know how to replace the ID card in the event it is worn, damaged, lost or stolen?
4. **Do you have immunization records for each member of the family?**
5. Are your family members' immunizations up-to-date?
6. **Do you have an up-to-date will and know where it is kept?**
7. **Does your spouse have an up-to-date will and so you know where it is kept?**
8. **Do you have and know the location of your power of attorney?**
9. **General Power of Attorney:** Authorizes you to conduct all family business with would otherwise require your spouse's presence.
10. **Limited Power of Attorney:** Authorizes you to conduct only the matter specified in the document, which would otherwise require your spouse's presence.
11. **Medical Power of Attorney:** Authorizes a person other than yourself to authorize medical care for family members should you not be available (e.g. hospitalizations, etc.) This is excellent for anyone who regularly cares for your children.
12. **Do you have and know the location of each family member's certified birth certificate?**
13. **Do you have and know the location of your marriage certificate?**
14. **Do you have copies and know the location of any adoption papers, guardianship papers, divorce decrees, or court orders awarding custody of children or child support?**
15. **For illegitimate children, court orders declaring the biological parent, written admission of paternity, and related documents?**
16. **Statements from licensed doctors or medical officers for dependent children over 21 years of age whom are mentally or physically disabled.**
17. **Name and location of places where unmarried children over 21 but less than 23 years of age who are enrolled in a full-time course of instruction.**
18. **Death certificates of deceased members of the immediate family.**
19. **Do you have a recent photograph (fullface, light background, about two inches by two inches, showing the person's entire head for each family member 10 years old or older)?**
20. **Do you have and know the social security numbers for each family member?**
21. **Leave and Earnings statements from the last three months.**
22. Do you have copies of Federal and State tax records for the past six years?
23. Where are the insurance policies kept? (Car, life, home owner, personal property, etc.)

24. Where are your stocks, bonds, certificates of deposit, savings and credit union passbooks, notes receivable, and other evidence of income producing properties?
25. Do you know where the deeds and other title documents relating to real estate are?
26. Certificates of title and registration, warranties, and tax receipts for automobiles, boats, recreational vehicles, and other personal property.
27. Are all your important papers safeguarded?
28. If you are on the housing list, has the housing office been given telephone numbers where you can be reached during your spouse's absence?
29. Citizenship records if any family member born outside the United States.
30. Business agreements including partnership documents, agency contracts, sales contracts, royalties, residual agreements, and employment contracts.
31. Documents designating the sponsor or spouse as an executor or a trustee.
32. Documents relating to bankruptcy proceedings.
33. Military and other employment records.

WHEN MY SPOUSE IS DEPLOYED, I CAN..

1. Join company weekly at the dining facility for supper.
2. Participate in battalion potlucks.
3. Be sure to attend the monthly FSG steering committee meeting.
4. Attend company level get-togethers.
5. Help the children make banners at the company get-togethers for mom/dads.
6. Video tape company parties and get-togethers to send to your spouse.
7. Send video movies.
8. Bring a cassette at the company and battalion parties for any children to talk to mom/dad.
9. Help make coloring books appropriate for the battalion for the children to color and send.
10. Bring ingredients and help my company bake cookies to send.
11. Help make Christmas socks filled with sweets and necessities for each soldier
12. Help children in making seasonal and holiday ornaments to send to mom/dad
13. Send a small Christmas tree
14. Help raise money to buy a Santa suit to send so “Santa “ (alias 1SGT) can pass out the Christmas Socks
15. Help children make greeting cards
16. Participate in conipany/battalion newsletter to send
17. Send a boxful of small packages for my spouse to open, one a day for a week (or a month)
18. Tape my spouse’s favorite relaxation music and seasonal music
19. Write a daily or weekly diary of the crazy and cute things the kids said during one week
20. Make small teddy bears from camouflage material to send
21. Take pictures of the kids and me under the beautiful autumn trees, then tape to a leaf shaped paper and cover with clear contact paper for an “autumn tree “ ornament
22. Keep a journal of my thoughts and experiences to share at the appropriate time
23. Volunteer at ACS or Red Cross or wherever there are people in order to stay focused “outward” instead of focused “inward” (which causes a self-induced “pity party”)
24. Audio tape (cassette) our Saturday family breakfast so mom/dad can visualize the sounds
25. Bake favorite bread or cookies and send weekly
26. Send sayings, poems, and Scripture verses that are uplifling and encouraging
27. Force myself to take a weekly break from my children by trading children with a friend for a day or evening outing
28. Look within my company or battalion to see where I can help another
29. Remember that tears are cleansing and laughter brings joy to the heart
30. Remember the reasons I fell in love with my spouse and share often those reasons with the children
31. Build pride within my children of their mom/dad in serving our country
32. Send a new calendar of sports jokes
33. Share my spouse’s address with my children’s class at school so they, too, can send letters and cards
34. Write an honest-to-goodness letter in my own handwriting!
35. Take a hot bubble bath after the children are in bed and re-focus and put the proper perspective on the day
36. Ask extended family members to write letters and send cards

37. Concentrate on never saying “I can’t” but instead “**I’LL TRY”’** (and teach my children the same)
38. Make paper calendar chains and hang in children’s rooms to remove a link a day until mom/dad returns
39. Send an advent calendar
40. Join in chapel activities to remind me who is **Really** in charge
41. Be very carefuI of not “putting down” my spouse especially before the children
42. Daily remind myself that my spouse is doing the job for which he/she was trained
43. Buy myself a calendar that has an uplifting thought for each day
44. Try a new hobby
45. Tackle the project I’ve been pulling off for so long
46. Buy that special chocolate and put it away for emergencies
47. Help my children bake a birthday cake not only for mom/dad but also for a single soldier
48. Remember that my ATTITUDE DETERMINES AT WHAT ALTITUDE I FLY.
49. Have a few friends (with children) join my children and me for a relaxed evening of potluck, games, movies, etc. and have an old-fashioned slumber party.
50. Force myself to remember that every time ....
    - I change a nasty diaper
    - wipe a snotty nose
    - wake to a screaming child
    - scrub the nasty tub and shower
    - take out the garbage in the rain
    - scrub the mud off the carpet
    - wipe up the spilled juice from the freshly mopped floor
    - do the 15th load of laundry
    - get a telephone call from school
    - go to the car repair place one more time
    - cook macaroni and cheese again
    - walk up the stairs for the 10th time
    - go to the commissary, then carry 20 bags of groceries up 2 flights of steps
    - eat at Burger King for the 2nd time this week
    - and look out my window at the rain for the l8th day in a row .....

<u>THAT THIS, TOO, WILL PASS!!</u>

TDY / DEPLOYMENT CARE PACKAGE
& MORALE BOOSTING TIPS & IDEAS

- A tour of the home city by mail: postcards, souvenirs, etc....something everyday for a week!
- A valentine letter written entirely with candy message hearts glued to the paper.
- Valentines out of season
- Pictures from wedding or other special event
- Wild glow in the dark boxer shorts (my husbands favorite)
- Rice krispy treats in different shapes
- Home made cards with coupons for special activities when finally together again
- Things from special places we went together
- Tapes with favorite songs and a special personal message
- Telephone calling cards! That way No Excuses!!!
- Letters full of clichés (if you do this one, warn them that that's what it is)
- Write with stickers
- Favorite hometown products
- Candy, brownies, cookies
- Seasonal items
- A small collage frame with photos of family
- Pictures the kids drew (in fact...can wrap some presents in kid's drawings!)
- Mixed nuts
- Homemade snack mix (chex mix stuff)
- Maybe some videos, either home videos or actual movies
- Get posterboard and cut out sayings from magazines and pictures to make a funny poster (or romantic one)
- Favorite books and magazines
- Fudge, cookies, candy - cakes and muffins don't mail well!
- Music cd's or tapes
- Cards and stamps
- If you mail early enough send them blank Christmas cards so they can send their own out
- Toiletries - especially when they're on a ship, you never know what the ship's store will run out of and when!
- Small tabletop tree and seasonal decorations
- Video tapes of you and the kids
- Handmade cards from the kids
- Family pictures
- Warm socks, if they are in a cold area such as Bosnia!
- Sentimental memento - a dried rose you kept that he brought you

101 WAYS TO COPE WITH STRESS

1. Get up 15 minutes earlier
2. Prepare for the morning the night before
3. Avoid tight fitting clothes
4. Avoid relying on chemical aids
5. Set appointments ahead
6. Don't rely on your memory.. write it down
7. Practice preventive maintenance
8. Make duplicate keys
9. Say 'no' more often
10. Set priorities in your life
11. Avoid negative people
12. Use time wisely
13. Simplify meal times
14. Always make copies of important papers
15. Anticipate your needs
16. Repair anything that doesn't work properly
17. Ask for help with the jobs you dislike
18. Break large tasks into bite size portions
19. Look at problems as challenges
20. Look at challenges differently
21. Unclutter your life
22. Smile
23. Be prepared for rain
24. Tickle a baby
25. Pet a friendly dog/cat
26. Don't know all the answers
27. Look for the silver lining
28. Say something nice to someone
29. Teach a kid to fly a kite
30. Walk in the rain
31. Schedule play time into every day
32. Take a bubble bath
33. Be aware of the decisions you make
34. Believe in yourself
35. Stop saying negative things to yourself
36. Visualize yourself winning
37. Develop your sense of humor
38. Stop thinking tomorrow will be a better today
39. Have goals for yourself
40. Dance a jig
41. Say hello to a stranger
42. Ask a friend for a hug
43. Look up at the stars
44. Practice breathing slowly
45. Learn to whistle a tune
46. Read a poem
47. Listen to a symphony
48. Watch a ballet
49. Read a story curled up in bed
50. Do a brand new thing
51. Stop a bad habit
52. Buy yourself a flower
53. Take time to smell the flower
54. Find support from others
55. Ask someone to be your "vent-partner"
56. Do it today
57. Work at being cheerful and optimistic
58. Put safety first
59. Do everything in moderation
60. Pay attention to your appearance
61. Strive for excellence NOT perfection
62. Stretch your limits a little each day
63. Look at a work of art
64. Hum a jingle
65. Maintain your weight
66. Plant a tree a
67. Feed the birds
68. Practice grace under pressure
69. Stand up and stretch
70. Always have a plan "B"
71. Learn a new doodle
72. Memorize a joke
73. Be responsible for your feelings
74. Learn to meet your own needs
75. Become a better listener
76. Know your limitations and let others know them too
77. Tell someone to have a good day in pig latin
78. Throw a paper airplane
79. Exercise every day
80. Learn the words to a new song
81. Get to work early
82. Clean out one closet
83. Play patty cake with a toddler
84. Go on a picnic
85. Take a different route to work
86. Leave work early (with permission)
87. Put air freshener in your car
88. Watch a movie and eat popcorn
89. Write a note to a far away friend
90. Go to a ball game and scream
91. Cook a meal and eat it by candlelight
92. Recognize the importance of unconditional love
93. Remember that stress is an attitude
94. Keep a journal
95. Practice a monster smile
96. Remember you always have options
97. Have a support network of people, places and things
98. Quit trying to "fix" other people
99. Get enough sleep
100. Talk less and listen more
101. Freely praise other people
102. P.S. Relax, take each day at a time ... you have the rest of your life to live.

GAMES

SOCCER BOWL
Set up ten empty plastic bottles in a triangle on a level area. Each kid gets three tries to knock down as many as possible by kicking a beach ball at them from twenty feet away. If all the "pins" fall before his last turn, set them up again so he has a chance to add to his score. The kid with the highest score at the end of two rounds wins a prize.

BALLOON HEAD RACE
Organize players into pairs and hand each team a partially inflated balloon. When the game starts, teammates must race to a finish line carrying their balloon between their heads, no hands allowed.

PAPER AIRPLANE PERFORMANCE
Each kid receives a plain sheet of 8"x 10" white paper to create a paper airplane. When the models are ready, each kid in turn tries to fly his through a tunnel created from a triangle of cardboard set on a picnic table. Or, use a string to mark a landing zone.

BEACH BALL VOLLEY
Playing one-on-one or in teams, kids volley a beach ball over a makeshift net. The first team to reach the pre-set goal wins or until the other person/team gives out.

THE BIG SPILL
Fill each kid's plastic cup to the brim with water. One at a time with their cups in hand, players must jump into the turning rope and complete three consecutive jumps before jumping out. Once everyone has finished the task, players hold up their cups. The child with the most water left wins.

RUNNING WATER
Divide the players into two teams and fill one cup for each group. Holding her team's cup, the first kid jumps into the turning rope and skips at least three times. Then she must call in another teammate by singing this jingle: "Water in the cup, splashing all about. Jump in [teammate's name] and help me out'. After the second kid jumps in the first kid passes her the cup and then jumps out. The second kid calls in the next kid and so forth until all the teammates have had a chance to jump while holding the cup. Then it's the second team's turn. The team that ends with the most water in its cup, wins.

TORTOISE TANGO ON BICYCLES
Use chalk to draw two parallel 3' wide lanes spaced 10' apart on a paved surface. The length of the lanes will depend on the available area, but 50' makes a good distance. Mark starting and finishing lines in both lanes. Riders must travel down their assigned paths as <u>slowly</u> as possible, keeping their feet on the pedals at all times. The last one to cross the finish line wins.

TIGHTROPE BICYCLE RIDING
Bikers in this race must travel 50’ down a straight 3" wide chalk line, keeping both tires on the line at all times. For advanced bikers, draw one long, curvy line and use a stopwatch to time individual riders.

BICYCLE RODEO
Set up an obstacle course using soda bottles filled with sand. Use your imagination to create courses. Challenge your youngsters. Use three bottles set up in a distant triangle to recreate barrel races, set several bottles in a tow to recreate flags, etc. When the kids get good at the courses, start timing them.

EGG TOSS
Create teams of two each. Give each team an egg. Begin with the teams facing one another at a distance of five feet. Toss once. Step back one giant step. Toss again. Continue until only one team has an intact egg.

SLIME RACE
Divide available kids into teams. Each team forms a seated line and is given a 16 ounce bottle with no top. The first teammate fills the bottle from a bucket in front then lifts the bottle overhead while plugging the bottle with his/her thumb and passes it to the teammate behind him/her. The last teammate in line pours the liquid into a waiting bucket The team with the most liquid in the ending bucket wins. The liquid can be anything that the kids wouldn't want on them. (Egg yolks, pickle juice, etc.)

MYSTERY RUBBINGS
Give each kid a sheet of white paper and a crayon stub. Send them out with a time limit, to get three rubbings of outdoor objects. Gather everyone back together to try to guess the rubbings. The kid with the un-guessed rubbing wins. This also works for a rainy day indoor activity.

EASTER EGG HUNT
There is no reason not to get more mileage out of those plastic eggs. Fill them with tokens for local game rooms, hard candy, money, etc.

BOTTLE BALL
For each kid, you'll need an empty soda bottle and a 4' chalk circle. Arrange the players in a circle. Dodgers must keep one foot inside their circle while using their other foot to deflect the ball. The "kicker" stands at least 6' from the closest player and can aim at any bottle. Once he succeeds in knocking one over; he gets to change places with whoever was guarding that circle.

FOURSQUARE
Draw a 6' square on a paved surface. Then, divide the space into four smaller squares. Start with a child standing in each block. One child serves the ball by bouncing it in his square and tapping the airborne ball into another square. The kid in that space must tap the ball (after one bounce) into yet another kid's area, and so on, until someone lets the ball bounce twice or sends it out of the grid. A kid who ends the volley steps out, and the game resumes until all but one kid is eliminated.

SCAVENGER HUNT
You will want to let your neighbors in on this game; inviting their kids to play too will go a long, way toward enlisting their cooperation. Divide the kids up into equal groups. Give each group a list of items to find within the prescribed boundaries (leaving the boundaries means automatic disqualification!) The first group back with all of their items wins, OR the team with the most items at "times up" wins.

Sample Items:

toilet paper tube	white bread tie	yellow sponge
diaper pin	ziplock baggie	Phillips head screw
purple milk jug top	sunflower seed	green pencil
empty matchbook	paper clip	clothes pin
toothpaste cap	red crayon	Sunday comics
post-it note	pizza coupon	black pen cap

ROCK SCHOOL
This game is played on a stairway in order to use the steps as "grades". All the kids begin on the bottom step. One kid is the "teacher" and holds a rock in one closed hand or the other and asks a "student" which hand the rock is in. A correct guess allows die kid to advance one step. The winner is the kid who reaches the top step first.

RED ROVER
This is an outdoor game played in teams. The kids are divided into two equal teams. Each team lines up on opposite sides of a yard or field and holds hands. Each teammate takes turns calling a kid from the other team by saying: "Red Rover, Red Rover, let (kids name] come over". The kid who was called runs with all his might to break through between two kids on the other team. If he succeeds, he gets to select a player to take back to his team, if he fails he becomes a part of this team.

CARDS
Any of a number of generic card games. This activity is intended to fill empty slots at the last minute. Examples: War Go Fish Slap Jack

SQUIRT BOTTLE GAMES
Form two teams with one person as "it". Each team forms a semi-circle with "it" in the center holding a plastic bowl. Everyone else gets a squirt bottle filled with water. On "go", each team squirts water into its bowl. The team to fill their bowl first wins.

THROWING GAMES
Measure the distance that contestants throw: Colored or labeled Ping-Pong balls- two throws per person. Straws- two throws per person Paper Plates- two throws per person.

RELAYS

- Team members place their shoes in a pile. Then one at a time each teammate races to the shoes, puts his or her shoes on, and returns to the team.
- Each team has an empty 16-ounce bottle and squeezes water from the sponge into the bottle. Players return to the line and repeat until their team's bottle is filled.
- Each teammate races 10 yards to a piece of bubble gum, blows a bubble large enough to cover his or her nose when the bubble breaks, and returns to the line.

CENTIPEDE OBSTACLE COURSE

Teams line up, and players place their hands on the waist of the person in front of them. The centipede maneuvers through these obstacle; walk along a 2x4 beam, stomp on balloon "ants", step over a low fence , duck under a limbo rod or line and run back and forth between pylons.

SPRINTS

- Give kids EACH a two-foot piece of licorice. Tell them to put one end of the licorice in their mouth and race to see who can get all the licorice into their mouth without using their hands.
- Children race 10 yards and put four saltine crackers in their mouths. The first to chew and whistle wins.
- Contestants race 10 yards, pick up a squirt gun, and extinguish a candle on a table 5 feet away.
- Contestants race *under* tables and back.

WATER BALLOON RELAYS

- Balance balloons on tennis rackets; and race to a turn-around line and back.
- Have each team member race with a water balloon between his or her knees.
- Form pairs. Place a balloon between waists and race to a line and back.

BOARD GAMES

Any of a number of board games on hand can be played. This activity is intended to fill empty slots at the last minute.
Sample games include:

Parcheesi Monopoly Jr. Twenty Questions for Kids Bingo Trivial Pursuit Jr.

KEEP 'EM BUSY!

COUNTING THE MILES
On a piece of yam long enough to string from one side of the car to the other between the coat hooks, string 3 small colored beads, then a larger white bead. Do this five times. As you drive on your next road trip, allow the kids to move a bead to the other side of the line for each twenty-five miles you travel. Offer a treat from a hidden bag every time you reach a white bead.

KIDS COOLERS
Instead of having kids running in and out of the house all summer, try this! Obtain enough 16-20 ounce soda bottles for each kid. Fill the bottles with juice, Kool-Aid, etc., but leave room at the top for expansion. Freeze. Then, when the kids are off to the playground or pool, hand them a frozen drink that stays cool for hours.

SLIP N SLIDE
Using a big tarp, create a slip n slide area in the grass. Use the sprinkler, aimed at the tarp, to keep things wet. Keep the sprinkler inside the fence.

RENTAL MOVIE
Select a rental movie appropriate for the age group. Serve with microwave popcorn.

WATERMELON HUNT
This activity is run with the stipulation that the watermelon not be "butchered" on the picnic table.

FISHING
This activity is self explanatory.

SOFTBALL/KICKBALL
This activity is self explanatory. Equipment is in the garage. A regulation field is behind the housing area.

OUTBOUND LETTERS
Lay out blank computer paper along with markers, pens and pencils. Each child must write at least one letter to be mailed to someone outside the house. Provide envelopes and stamps.

BALLOON FIGHT/SQUIRT GUN FIGHT
This game really has no rules beyond "SAFETY FIRST"' and making certain each child is fairly armed for battle. Clean-up detail is a must following the balloon fight!

CRAFTS

CREATIVE T-SHIRTS
Each kid starts with a plain white T-shirt. Using potatoes, cut a design into the flat side of each half. Insert several sheets of newspaper or a sheet of cardboard inside a cotton T-shirt. Pour fabric paint into a pie pan. Dip the potato stamps into the paint and press design onto the shirt. Once the paint dries, follow the paint instructions to heat-set the design.

SOUVENIR SOLUTION
Purchase spiral-bound notebooks of large index cards for each child, along with a colored pen and a package of photo comer stickers. At each vacation destination, let each kid select the "perfect" postcard to commemorate the spot for him. Then they secure the postcard in their book and write a few sentences about the place.

KID QUILT
Each kid receives a square block of muslin the same size as everyone else's. The blocks are to be decorated in the same medium: fabric markers, fabric crayons, appliqué, etc. After each kid decorates his block and the design is set according to the medium used, the blocks are pieced together with fabric strips and machine quilted with a border.

CHRISTMAS CARDS
Yes, Christmas Cards! Get the kids together to think up a design and work out the particulars such as a group picture in Santa hats or Christmas season clothes. A nativity scene with the kids (wearing robes for Wisemen, with towels secured by ribbon or rope for headgear, and/or a little girl draped in blue cloth, holding a baby or doll .... or draped in white with 'wings' and halos) will be a keepsake for years.

FINGERPRINT PICTURES
Each kid selects a picture or photo. Stick with a large image, such as a magazine ad or a photocopy of a school portrait. Lay a sheet of tracing paper on the photo and take a minute to study the darker shaded areas, such as eyebrows, cheeks, jawbone, or hair. Recreate the facial features on the tracing paper by dipping a fingertip in Tempera paint and covering the shaded areas with a series of fingerprints. Start with shapes in the center of the photo and work outward. Back the finished artwork with a sheet of white paper.

BEAD DOLLS
Each kid is given the basic supplies of 3/4" bead, 4 smaller beads, felt and fabric scraps, a few pipe cleaners, embroidery floss and colored markers. Let them use their imagination to create a creature of their own.

PAPER PLATE FACE MASKS
Lay out paper plates, markers, crayons, glue, staplers, scissors, yarn and popsicle sticks. Let each kid use his imagination to create a mask of his choosing.

OLD SOCK HAND PUPPETS
Lay out old socks, scissors, large needles, thread, fabric scraps, yarn and buttons. Let each kid use his/her imagination to create a puppet of her choosing.

PANTRY PICTURES
Give each child a 10”x10”" square of cardboard. Lay out glue and an assortment of dried beans, spaghetti, macaroni and cereals. Let their imagination take over!

COLORING BOOKS
This one explains itself. Just make sure each kid has either his/her own book or own page and easy access to the crayons.

MOTHER NATURE CRAFT
The first part of this craft involves the activity of hiking in the woods to collect small natural items to use (Beware of poison ivy!). When you return from the hike, provide each child with a sturdy piece of 10”x10” cardboard and let them share several containers of school glue. Keep a hot glue gun handy for those hard to secure treasures but be certain everyone understands its for adult use only.

T-DYE T-SHIRTS
Everyone gets a plain white T-shirt. Dissolve the dye according to manufacturers instructions in the washing machine. Wet all the T-shirts (this activity is better achieved outside) then allow each kid to scrunch and smoosh his T-shirt at will. Secure the sections with rubber bands. Dump all the T-shirts into the washer and follow instructions for dying. Following final machine cycle, remove all T-shirts and remove rubber bands. Dump all the T-shirts back into the washing machine for another rinse cycle. Dry.

SAND CANDLES
Using sand and a large bowl, create a small mold. Don't make any tiny places as these will not remain stable when they become part of the candle. Melt wax, which can be bought in blocks at the craft store, in the top of a double boiler. Add crayon shavings for color. Place wick, which can also be purchased, into the mold and suspend by wrapping it around a pencil laid across the mold opening. Slowly pour in the wax up to the brim of the mold. Allow to cool completely. Gently remove from the mold. Trim wick.

SIDEWALK CHALK DRAWINGS
Everyone gets a piece of chalk and draws to their hearts content on the driveway . After everyone is finished, the driveway gets a scrubbing with the patio broom and dish liquid!

PROBLEMS TO PONDER

Family Support Training

- ☐ Time
- ☐ Location
- ☐ Childcare
- ☐ Meals/refreshments
- ☐ Transportation
- ☐ "Getting the word out" /invitations/publicity
- ☐ Getting speakers
- ☐ Unit rivalry
- ☐ Setting responsibility for arrangements
- ☐ Determining most valuable topics
- ☐ Identifying audiences
- ☐ Determining most effective level of presentation
- ☐ Helping those who need information get it
- ☐ Eliminating feelings of command pressure
- ☐ Promoting ACTIVE participation
- ☐ Needs assessment (unit's & participants)
- ☐ Meeting expectations/being on target
- ☐ Maintaining interest & building momentum
- ☐ Developing initiative at small unit level
- ☐ Establishing real support in the chain of command
- ☐ Establishing real support in the chain of concern
- ☐ After-action (chain of command & participant)
- ☐ Creativity
- ☐ Unit loyalty
- ☐ Recognition and thank you's
- ☐ Continuity of participants
- ☐ Building continuity into the program

MORALE BOOSTERS FOR TROOPS

- ☐ Welcome Home signs & Goodies
- ☐ Valentines
- ☐ Decorate Dayrooms
- ☐ Family Day Displays
- ☐ Organization Day
- ☐ Super Suppers
- ☐ Holiday parties
- ☐ Snapshots, movies of parades
- ☐ Video Tape reunions
- ☐ Hotline for families (MARS)
- ☐ Pre-Deployment briefings
- ☐ Right Arm Night
- ☐ Commander serving in Mess line
- ☐ Esprit Building
- ☐ Chain of concern trees
- ☐ New Baby Bundles
- ☐ Telephone Tree
- ☐ Secret Pals
- ☐ Welcome Wagon
- ☐ Easter & Christmas Parties
- ☐ Adopt a good works project
- ☐ Farewell gifts

PROPOSED TOPICS FOR FAMILY SUPPORT TRAINING

- ☐ stress management/ anger management
- ☐ resume writing/job skills
- ☐ interpersonal communications
- ☐ protocol update
- ☐ Post resources local/civilian resources
- ☐ community programs
- ☐ volunteerism & volunteer management
- ☐ color analysis/makeovers
- ☐ building unit cohesion/esprit
- ☐ Money making ventures rules and regulations
- ☐ entertaining
- ☐ Saving $$
- ☐ Myers-Briggs type inventory
- ☐ group process
- ☐ group development
- ☐ working in small groups
- ☐ time management
- ☐ budgeting ideas
- ☐ problem solving
- ☐ casualty office briefing
- ☐ moving tips
- ☐ tax tips
- ☐ continuing education opportunities
- ☐ setting up steering committees
- ☐ Trauma/grief resolution
- ☐ IG/JAG briefing
- ☐ overcoming stage fright/public speaking
- ☐ chaplain's briefing
- ☐ values clarification
- ☐ telephone techniques
- ☐ crisis intervention
- ☐ dealing with difficult people
- ☐ dealing/handling difficult situations
- ☐ conflict resolution techniques
- ☐ ideas for family time
- ☐ ideas for marriage enrichment
- ☐ medical programs briefings
- ☐ TRICARE, (CHAMPUS)
- ☐ ACS
- ☐ RED CROSS
- ☐ EFMP (Exceptional Family Member Program)
- ☐ "How to say thank you"
- ☐ dealing with children’s' stress
- ☐ Dealing with moving stress
- ☐ situational leadership
- ☐ party ideas
- ☐ coffee program ideas
- ☐ hospitality ideas
- ☐ sponsorship program
- ☐ morale boosting ideas
- ☐ craft ideas
- ☐ icebreaker ideas
- ☐ leadership skills
- ☐ breaking down stereotypes
- ☐ publicity ideas
- ☐ how-to-do after action reports
- ☐ needs assessments and setting goals
- ☐ "taking care of yourself"

COLLECTIVE IDEAS FOR BRAINSTORMING SESSIONS

- ☐ Hospitality
- ☐ Money $ Raisers
- ☐ Welcome packets
- ☐ Attic Auctions
- ☐ Children sponsorship
- ☐ Bake (food) Sales
- ☐ Welcome plant
- ☐ Raffles
- ☐ Welcome Tour
- ☐ Pie throwing
- ☐ Visits plans
- ☐ Craft sales/shows
- ☐ Newsletters
- ☐ Transportation
- ☐ Meals
- ☐ Unit picnic baskets
- ☐ New Baby bundles
- ☐ Index/data bio cards
- ☐ Group picture
- ☐ Coffee Programs
- ☐ Etiquette Q & A
- ☐ Commissary/PX
- ☐ Gripe Night
- ☐ 2 Truths - One lie
- ☐ Enrichment/Self help
- ☐ Mental Health Night
- ☐ Commander's/CSM/1SG Chat
- ☐ Cookie Exchange

PARTY PLANNER

- ☐ Luau
- ☐ Irish Wake for Birthdays
- ☐ Chili Cook Off
- ☐ Omelet Cook Off
- ☐ Silent Auction
- ☐ Theme Parties
- ☐ White Elephant Gift Exchange
- ☐ Ethnic Dinners
- ☐ Bingo
- ☐ Costume Party (e.g. Hobo night)
- ☐ Game night
- ☐ Potluck
- ☐ Volksmarch
- ☐ Secret Pal Party
- ☐ Guess Who Party
- ☐ Wine & Cheese Tasting
- ☐ Share a craft
- ☐ Show-N-Tell
- ☐ Make-up demos
- ☐ Wedding Album sharing
- ☐ Recipe swaps
- ☐ Couple's Coffees
- ☐ Book Swap

SAMPLE

FAMILY INFORMATION SHEET

FAMILY INFORMATION SHEET
(FB Reg 608-1-1)

PRIVACY ACT STATEMENT

AUTHORITY: TITLE 10 USC SECTION 3012. PRINCIPAL PURPOSE(S): To assist the Rear Detachment Commander, Community and Family Services, Financial Management and Emergency Assistance, and other personnel appointed to assist family members in the mission of providing care and assistance to family members of soldiers who are required to be away from their home station. ROUTINE USES: To obtain information that can be passed on the Rear Detachment Commander Community and Family Services, Financial Management and Emergency Assistance and other personnel appointed to assist family members during the absence of the soldier. MANDATORY OR VOLUNTARY DISCLOSURE AND EFFECT ON INDIVIDUAL NOT PROVIDING INFORMATION: Voluntary. Failure to provide the required information could result in a delay in the providing of needed assistance to the individual's family members.

1. NAME (LAST, FIRST MI)	2. GRADE	3. SSN	4. DUTY PHONE
5. UNIT/ACTIVITY	6. HOME OF RECORD (HOR)		6a. HOR PHONE
7. LOCAL ADDRESS	7a. LOCAL PHONE	8. NEXT OF KIN (NOK)	
8a. RELATIONSHIP OF NOK	8b. ADDRESS OF NOK		8c. NOK PHONE

9. FAMILY MEMBERS (If more space is needed, enter on reverse of form):

NAME	RELATIONSHIP	AGE	GENDER
a.			
b.			
c.			
d.			
e.			

10. Are there any physical or mental conditions in your family that require special attention or assistance as a result of your absence? If so, state the problem and request assistance below

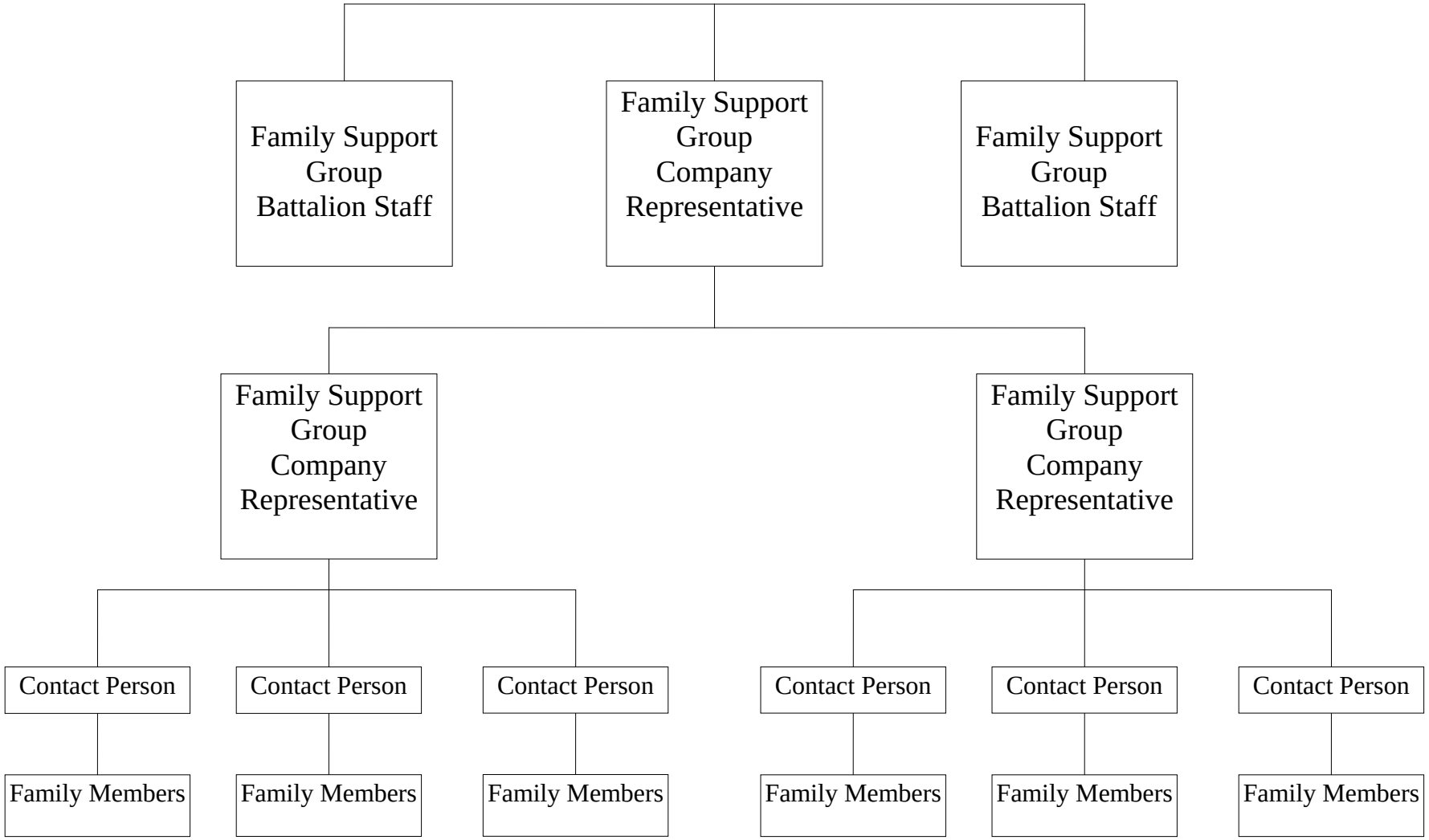
_____
_____
_____
_____
_____
_____

11. Does your spouse drive? (circle one) YES | NO 11 a. Will he/she have a car? YES NO

12. What pay options do you presently have in effect (i.e., check to bank, allotments, etc.)? _____
_____
_____
_____

13. Does your spouse have a power of attorney (POA)to act in your behalf? (circle one) YES NO (specific POA or general POA)	
14. Do you have a will? YES NO	15. Does your spouse speak English? YES NO
16. What languages besides English does your spouse speak? _____ 16a. Can he/she translate into English? YES NO	
17. Do you want your next of kin to receive a copy of this sheet? YES NO	
18. REMARKS (List any specific instructions that you would like the Assistance Officer to relay to your family members):	
19. SIGNATURE OF SOLDIER	19a. DATE

Sample Chain-of-Concern



DEPLOYMENT QUESTIONS

1. HOW LONG WILL THE DEPLOYMENT LAST?
2. DO I NEED A POWER OF ATTORNEY OR A WILL?
3. HOW WILL I PAY MY BILLS IF THE DEPLOYMENT LASTS OVER A PAY DAY? (CHECK TO BANK, JOINT CHECKING ACCOUNT, PAY PROBLEMS)
4. HOW DO I GET *A* NEW ID CARD IF MINE EXPIRES?
5. WILL THE CLINICS STILL BE OPENED?
6. HOW DO I GET MAIL TO MY SPOUSE?
7. WHAT UNIT IS MY SPOUSE IN?.
8. I DONT DRIVE, HOW DO. I GET TO POST, CONMESSARY, CLINIC, ETC.?
9. WHO IS IN MY CHAIN OF CONCERN?
10. WHAT IS THE FAMILY RESOURCE CENTER, & HOW DO I USE IT?
11. HOW DO I RECEIVE THE RED LINE MESSAGES?
12. WHO CAN I CALL FOR HELP?
13. HOW DO I STAY SAFE ON OR OFF POST?
14. WHO IS THE REAR DETACHMENT COMMANDER?
15. WILL THE SINGLE SOLDIERS' FAMILIES BE CONTACTED BY THE UNIT?
16. HOW WILL I BE NOTIFIED IF MY SPOUSE IS A CASUALTY?
17. CAN I TALK TO THE NEWS MEDIA?
18. I NEED EMERGENCY FUNDS, WHO CAN HELP ME?
19. I HAVE NO FOOD IN THE HOUSE & NO MONEY, WHAT CAN I DO?
20. AM I ENROLLED IN DEERS?

FAMILY SUPPORT GROUP INFORMATION SHEET

(PLEASE FILL IN THE APPLICABLE AREAS)

Sponsors Name _____Grade _____ Birthday _____

Spouse's Name _____Birthday _____Anniversary_____

Home Address _____Home Phone _____

Duty Address _____Duty Phone_____

Spouse's Place Of Employment_____Work Phone_____

DATE ARRIVED AT UNIT _____ DEROS_____

Children	Age	Birthdate

Please list any family members with special needs. _____

Do you have a driver's license? _____ Do you have transportation available if your spouse is away?_____

What foreign languages can you speak? _____

What language do you speak in your home?_____

Other than your spouse, who would you notify in an emergency?

Name_____ Relationship_____

Phone_____ Address _____

What is the best time to call you? _____
What are your special needs, interests?_____

What topics would you like to discuss or hear about at a Family Support group _____
_____

Could you help with any of the following? Driving _____ Baking _____
Activities_____ Telephoning_____ Baby-Sitting _____
Fund Raising _____ Newsletter _____ Planning _____

PRIVACY ACT STATEMENT

Authority, 10 USC Section 3010
Principal purpose. Information will be used to provide Support, outreach and information to family members
Routine uses. None Mandatory or Voluntary Disclosure Voluntary

These family information sheets can be used in a variety of ways. One thing to consider is color-coding the edges of the sheet. For example, if you have a family member who may be in need of special assistance (medical) when the military sponsor is gone, you might take a yellow highlighter and make a stripe on the right edge of the paper. A blue stripe might denote a language interpreter is necessary; a pink stripe might denote that the family lives apart from the sponsor. This makes it easy to identify any potential 'hotspots' during a deployment.

(Sample)

VOLUNTEER TELEPHONE REIMBURSEMENT FORM
FOR SUPPORT OF USA FAMILY PROGRAMS
(prepared by volunteer)

NAME: _____

ADDRESS: _____

COPY OF TELEPHONE BILL MUST BE ATTACHED FOR REIMBURSEMENT

PERSON CALLED: _____ DATE _____
SUBJECT /PURPOSE: _____
TELEPHONE NUMBER: _____ AMOUNT: _____

PERSON CALLED: _____ DATE _____
SUBJECT /PURPOSE: _____
TELEPHONE NUMBER: _____ AMOUNT: _____

PERSON CALLED: _____ DATE _____
SUBJECT /PURPOSE: _____
TELEPHONE NUMBER: _____ AMOUNT: _____

PERSON CALLED: _____ DATE _____
SUBJECT /PURPOSE: _____
TELEPHONE NUMBER: _____ AMOUNT: _____

PERSON CALLED: _____ DATE _____
SUBJECT /PURPOSE: _____
TELEPHONE NUMBER: _____ AMOUNT: _____

PERSON CALLED: _____ DATE _____
SUBJECT /PURPOSE: _____
TELEPHONE NUMBER: _____ AMOUNT: _____

TOTAL REIMBURSEMENT REQUESTED: $_____

_____
APPROVED BY (NAME, RANK, TITLE)

RECEIVED $ _____DATE: _____

_____
VOLUNTEER SIGNATURE

FSG/COFFEE Planning Checklist

DATE:_____ TIME: _____

LOCATION: _____

HOSTESS GROUP/PERSONS: _____

TYPE OF MEETING: PROGAM: _____

Speaker: _____

Speaker's Background: _____

Special Guests: _____

"Did I remember to ?"

1. **Advertise**: Dragon TV _____
Newsletter _____
"Call Out" _____

2. **Refreshments**: Who?: _____
What?: _____

3. **Raffle Gift?** WHO? _____ WHAT?_____

4. **Minutes to Hand out** : Copies Made? Yes No

5. **Information** Unit News
Upcoming Dates/Events (e.g. Briefings, Parties, next FSG mtg.)
Personal (Birthdays, Babies, Hails & Farewells)
_____
_____
_____
Company info _____
Battalion info _____
Brigade info _____
Division info _____
Post info_____

6. **$MONEY MATTERS$** Treasurer Report _____
Dues Collections_____

7. **Flyers and Discussion Ideas**

FSG QUARTERLY FINANCIAL STATEMENT
Months: to 19__

Compan	Month _____	Month _____	Month _____	Quarter
	Starting Balance	**Starting Balance**	**Starting Balance**	**Ending Balance**
Battalion				
HHC				
Alpha				
Brave				
Charlie				
Delta				

Signatures:

FSG President : _____

Treasurer: _____

(Sample)

Family Support Groups

PURPOSE: Provide an efficient system to keep the spouses informed about what the unit is doing, what agencies are available to help families, and provide a few social events to facilitate communication between spouses.

CONCEPT OF THE OPERATION: The FSG is the Commanders Program that enhances readiness by providing a caring and concerned environment for the families during both garrison and deployed operations. The BN FSG Council usually meets once a month and includes the FSG President, Sec., Treasurer, each company rep, the military advisor (usually the Adjutant) and anyone else that wants to come. The normal FSG program for garrison is one designed to maintain some minimum level of contact to facilitate gearing up to a Deployment FSG. Should the unit deploy the Deployment FSG will gear up to a full time operation for disseminating information to spouses and families on the real world deployment.

Benefits of a strong FSG: (Why a good FSG is a combat multiplier)

- Deployed soldiers worry less about the care and condition of their families.
- Spouses don't have to rely on their deployed spouses as much.
- Spouses are more independent for both when husbands work long hours and when they deploy.
- Spouses have other spouses to call rather than the chain of command or rear detachment.
- Spouses get correct information rather than relying on rumors.
- Pass on REDLINE MESSAGES.

What does a strong FSG look like?

1. Co. Cdrs, 1SGs, Rear Detachment NCO's, FSG Volunteer Reps and spouses are involved.
2. New spouses are welcomed within a week, added to the phone roster immediately.
3. Spouses are invited to the soldiers PDA newcomers in-brief.
4. Systematically phone rosters are updated monthly. (Who in the company is responsible for this?)
5. Phone rosters are properly distributed to all families, BN ADJ, and FSG President.
6. Phone rosters are tested at least quarterly.
7. Company FSG Council meetings are held whenever the council would like, usually monthly.
8. The company holds its' own fund raisers and events. Single soldier events are mixed in.
9. The company encourages support to battalion events both to attend and to work the event.
10. The articles and mailing labels for the BN FSG letter are submitted to the S1 monthly.
11. Events are well advertised, fun, and timed for maximum participation. Quality events.
12. Nametags are used at all events to ease the new people into the group.
13. The rear detachment NCO is at the company FSG meetings.
14. The job descriptions and training are given to the FSG Rep and Key Callers.
15. The Key Callers are recognized in some manner to make them feel special. (i.e. Key Caller Party)
16. The FSG sends 'care packages' to the soldiers (single ones too) when at JRTC, JOTC and NTC.

Other Considerations :

1. The BN FSG Council can vote to change anything and everything as long as they stay within the commander's guidance.
2. The FSG roster should be in database to make updating and label making efficient. The best database system has the family data (i.e., children's gender, ages, spouses' ability to drive, is English spoken as a second language, etc.) for party planning and deployment use.
3. Volunteers are treated correctly so they continue to volunteer. Their calls are returned promptly.
4. Since companies are the usual element to deploy most of the events should be company level to maximize the contact between company spouses. Smaller groups make for a more successful events.
5. The Battalion sponsors the Halloween Party due to the effort for the Spook House. Companies hold their own Easter and Christmas parties. This is will form a tighter group at the company level.
6. The BN FSG council discusses ways to raise money. Large events such as BN Fun Jumps and All American Week are BN FSG coordinated with the profits divided based on BN FSG agreement.
7. Who approves the release of REDLINE MESSAGES and what is the system to confirm everyone has gotten the message?
   (Ans: The Commander or First Sgt. releases REDLINE MESSAGES and the key callers must call the FSG Rep with the results of the calls. Redline messages should be passed word for word.)
8. Single soldiers next-of-kin should be in the FSG Database for newsletters and for when the unit deploys so the family can get the latest information. And single soldiers should be targeted during Christmas and Thanksgiving. (Adopt a soldier programs.) The commander has an air-tight system for his FSG rep to get the new spouses phone number as soon as the soldier signs in so the company FSG can call and welcome the new spouses.

06/03/97 fsgmasterplan.doc

Communication and Conflict Resolution

In this section, some very basic information about communication and conflict resolution is provided. Place any additional material you find helpful on the subject here and for more information, consider these references:

Coping with Difficult People by Robert M Bramson
Coping with Difficult People … In Business and in Life by Robert M. Bramson
If I'm in Charge HereWhy Is Everybody Laughing? By David Campbell

Communication and Conflict Resolution

Good communication is essential in all aspects of a healthy unit. Keeping an open line of communication with all the spouses in your unit shows that you care and that you want to keep them informed.

The spouses' communication channels closely parallel the military chain of command. You will receive information from your next senior spouse/representative and this is passed to the company level spouse/representatives to be disseminated to all the spouses in the unit. Being a reliable source of good information is important at all levels and builds trust and confidence within the family support group (FSG). Information must flow up and down the spouses chain, so be sure and keep your next senior spouse/representative informed about activities in your unit and problems which may affect the larger unit.

Communication can be accomplished through personal contact, written communication and group activities or meetings.

PERSONAL CONTACT

- sponsorship prior to arrival
- phone calls (social and telephone tree)
- home or hospital visits
- welcoming to or farewells from the unit
- cards or gifts

NOTE: If you decide to send cards for special occasions, make sure you do not leave anyone out as this can create bad feelings. You should also decide if you will give gifts for new babies, weddings, etc. It is best if the gifts are the same or similar for everyone and you are consistent. Take time to calculate the time and money involved in giving to everyone before you start a "tradition" to be sure you can continue it throughout command.

WRITTEN COMMUNICATION

- company/battalion newsletter
- telephone tree
- rosters
- formal welcome letters from the commander and spouse/representative
- unit activities calendar
- an information bulletin board
- welcome packets
- after action reports

It is important that new spouses feel welcome and connected to the unit from the beginning. Providing information helps them get settled and lets those who have been in the unit for a while know you want to keep them informed regardless of their level of participation.

GROUP MEETINGS OR ACTIVITIES

- spouse gatherings/coffees
- unit parties, picnics
- organizational days
- unit ball
- deployment briefings
- fund-raisers
- volunteer recognition ceremonies

These activities give unit members, spouses and families a chance to have fun and bond. Remember to balance activities to include single soldiers, couples and families with children.

Helpful Hints

- Carry emergency-type telephone numbers with you so you can have immediate access to them. For example, unit telephone tree, unit duty numbers and medical resource numbers.
- Ask people to keep you informed to help avoid surprises. When you are surprised, try to figure out a way to keep it from occurring again.
- You don't have to be a walking encyclopedia. You can always get back to someone with an answer to their question.
- If you can't attend every meeting that you normally would, send someone in your place, if appropriate, or ask another attendee ahead of time to get copies of information and provide you with other notes as needed.
- Don't feel like you must give out every bit of information you are given. Overloading people with papers to read or telling them laundry lists of information is not effective communication. Consolidate and pick and choose what you believe is most relevant to your group.
- It is extremely helpful to keep detailed records of major unit activities. It makes it much easier to organize succeeding events. Ask the chairperson of the event to write information on who, what, when, where, expenses, problems and frustrations and recommendation and make at least two copies, one for you and one for the next leader spouse/representative.

Management of Group Meetings

Good meetings do not just happen; they are planned. To have an effective meeting you need to prepare ahead of time, know how to manage the meeting and follow up with results. Whether you are leading a decorating committee, planning a unit function or helping to put together a major unit briefing, these guideline should be helpful.

Before a Meeting

- Set a purpose
- Plan the order of events and set time limits
- Write a specific agenda
- Let others know ahead of time if you will be asking them for information (i.e. treasurer)
- Invite experts to present important technical issues such as health care, legal matters, etc.
- Be early and be prepared

During the Meeting

- Begin and end on time
- Make introductory remarks - welcome, introductions, goals, etc.
- Ask for additions to the agenda
- Keep written records of discussion and action taken
- Handle distractions carefully - try to stay on task
- Assign tasks with deadlines
- Set next meeting date, time and agenda if necessary or possible

After the Meeting

- Reflect on positives and negatives and make changes appropriately
- Do follow-up work as necessary and be available to others for questions
- Encourage completion of tasks
- Address unfinished business
- Provide written record of meeting to participants or those absent if necessary
- Write after action report on major events

Conflict Resolution

As a leader's spouse/representative you may encounter situations where interpersonal conflict is present between yourself and another or among other spouses. Although unsettling, conflict is a probability wherever there is human interaction. There is a tendency to look at conflict as something to be avoided or ignored, but successful resolution can be productive and lead to closer personal relationships, increased understanding and a higher level of shared enthusiasm for group activities.

When conflict occurs, you have a five choice response model. You can **Avoid**, **Accommodate**, **Compete**, **Compromise** or **Collaborate**.

1. AVOID – Simply avoid the other person or the issue. **This works if the person is someone you don't associate with very often or the issue is not that important to you.** Maybe you know that the issue will be decided by someone else shortly or is a moot point due to other factors. For example, a wife may be upset at what your husband is asking her husband to do in the unit. You might use avoidance because you recognize it is not your place to address an issue like this. But is she still 'in your face'? You can validate her feelings by saying "You sound frustrated and I'm glad your husband has you to talk to. He may want to speak to his chain of command if he has concerns." Note that validating someone's feelings does not mean that you are directly addressing or fixing the problem!

2. ACCOMMODATE – "Keep the peace**." This is effective when the relationship is more important than the conflict**. For example, your husband's family is coming to the change of command and he wants to take them all out to dinner. You prefer to avoid the expense and fix dinner at home. You give in. Or, someone wants to bring food to the FRG meeting because you are starting earlier than usual. You don't want to start this as a routine practice in the group, but might say " Although we don't normally have snacks, tonight is an exception as we are starting earlier than usual. It might be a nice treat for a change." (Be sure and let them organize it!)

3. COMPETE - **In this instance a person uses force or authority to end the conflict**. "Because I'm the Mom, that's why!" is a common form of this method. This is especially effective in a crisis situation, such as a trauma in the unit. You may have a great lady in your company call with the idea to begin meals to the family. You say, " I can understand everyone's desire to help out as soon as possible. Your thoughtfulness is greatly appreciated, but we need to wait until we have further information from the commander or the chaplain in order to respond to the specific needs of the family. I'll call you as soon as we have more information." There won't be many times in an FRG where competing would be appropriate because you are dealing with volunteers. Saying, "Because I'm the commander's wife, that's why!" will create more conflict! However, sometimes this is the only stand to take. In this case, be unemotional and clear – "Joyce, your lack of support and your aggression are creating problems that we cannot cope with at this time. If you cannot be part of the team effort in a more positive way, we will have to refrain from inviting you to the planning meetings."

4. COMPROMISE – **This requires both sides to gain a little and lose a little**. For example, during an FRG meeting the group develops a great idea for the December FRG meeting – making a holiday centerpiece. They estimate the cost at $20.00/person. You realize that many people won't show due to that high cost, so the group decides to do a smaller design for about half the price. OR! You want the beach and your husband wants to visit his family. You extract a compromise: you agree to the visit with his family now and at Christmastime he'll take you to the beach.

5. COLLABORATE - **Both sides find creative solutions for a win-win situation**. This is more time consuming and not always possible to achieve, but is frequently desirable. For example, your group is planning welcome home activities for soldiers returning from a deployment. (Full potluck dinner for hungry troops vs. brownies and cupcakes for the troops who want to get home!) Two groups have great ideas, which they feel strongly about. You can suggest that everyone sit down and share their ideas and incorporate them into one great welcome home event. (Perhaps pre-wrapped cold-cut sandwiches and sodas in a lunch sack would work for both sides!)

Your ability to handle conflict has a direct impact on the group's confidence in your leadership skills. Even though it may be more comfortable for your personality or leadership style to adopt a "wait and see" attitude, it may not be what is best for the good of the group.

REMEMBER!

- Confrontation need not be ugly. It is simply problem solving!
- Conflict can often be avoided if clear, specific guidelines for behavior and/or performance standards are stated.
- By the same token, conflict may be resolved by establishing, and/or *re*defining guidelines.

CONFRONTING AN ANTAGONIST

Choosing to confront an antagonist in a group is frequently a balancing act. The reality is that the adversary plays an important role in the group process. Sometimes this person acts as a 'devil's advocate' and helps or forces the group to look for a better solution or idea. Perhaps this person is actually giving the group the opportunity to clarify its' position. From this perspective, you can learn to appreciate the 'thorn in your side', and even welcome their input.

When the antagonist becomes a liability to the group, it's time to take action. We all need to lament first; "Why me? Why now? How much longer will they be in this group? Then, objectively look at the situation.

Ask:

- Is this person fulfilling a role in our group that ends up making us all think and clarify, making ourselves more sure of ourselves in the end?
- Are we able to still function as a productive group and have a good feeling about being together?
- Can we collectively overlook the difficult person and still operate cohesively?

- Can we still like them/forgive them for being troublesome?

VS:

- Is the group fed up with the attitude/performance of this person?
- Are we all walking away shaking our heads and venting at home?
- Is there a lot of talk in the parking lot about the person's behavior?
- Is it affecting the cohesiveness of the group?
- Do people avoid or resent getting together if this person is present?
- Are there instances where feelings are being hurt, or gossip is being spread by or about the adversary?
- Is it affecting morale?
- Are they a detriment to the group?
- Are they a liability?
- Are they just plain nasty?
- Are they taking more energy from the group than they are putting into the group?

Evaluate carefully. Then consider your options. Many of us would prefer to adapt a "wait and see' attitude, trusting that the group process can/will redirect the problems and they will be resolved on their own accord. Group dynamics can be a wonderful thing! Members tend to monitor each others' behaviors and reactions, creating a code of conduct that is learned and reinforced. This can be the best option, especially when the group is still in the growing/forming stage. However, a word of caution is necessary.

> **The "peace" you achieve in adopting a "wait and see" attitude must be weighed against the perception and faith your group members have in you as a leader, along with the morale and productivity of the group**.

As the leader, your obligation includes maintaining a comfortable environment in which members are able to perform their roles unencumbered by constant discord, unmolested by other group members.

Is it time to confront? Most of us loath this part, and in fact have spent a lifetime avoiding confrontation. This has led to the misconception that confrontation is always aggressive, always ugly, and only to be used as a last resort. In fact, confronting an issue can be relatively easy, and extremely productive, but like most leadership skills needs to be learned and practiced.

We've all met the kind of person who can tell us that we are the lowest amoebae on earth, and we walk away saying 'thank you' and feeling wonderful. This is a skill that can be perfected! We've also met the confrontative type whom can hardly open their mouth without being resented - WE CAN AVOID THAT!

The True Face Off: Confronting

A confrontation is the direct expression of one's view (thoughts and feelings) of the conflict situation and an invitation for the other party to express her or his views of the conflict. Confrontation is simply a process of bringing an unacceptable behavior to someone's attention so the behavior can be changed.

Determine whether it's worth it to confront. Consider:

- **The relationship's nature**. The greater its importance, the more meaningful the confrontation. (Can you gain, lose, or maintain a friend through this? Do you care?)
- **The issues' nature**. The more significant the issues, the greater the potential benefit from confrontation. (Is this really important? Will it matter in ____ years?)
- **The ability of the other party to act on the issue**. If the anxiety level is high or motivation/ability to change is low, confrontation will likely fail. (Will confronting solve anything? Will it stress one of us out? Will the other person care enough to make a change? Is the other person able to act differently?)

There are specific guidelines that enhance your chance at success when confronting. These can be found in your notes. These guidelines include:

- Establishing contact and rapport
- Confronting when there is sufficient time to share views about the conflict.
- Confronting in a "neutral" place.
- Identifying the issue in question. Staying specific to the issue. Communicating openly and directly your perceptions of, and feelings about, the issues in the conflict.
- Focusing your concerns on the issues and the other party's behavior, not on the other party's character or personality.
- Comprehending as completely as possible the other person's views of, and feelings about, the conflict.
- Valuing disagreement. It gives an opportunity to work through that disagreement.
- Requesting and negotiating changes in behavior rather than demanding them.
- Inviting the other person to confront you about your behavior. Reciprocal confrontations can balance power in the situation and lead to higher quality conflict management efforts.

Don't preach to or interpret for the other person. Share your interpretations while inviting a collaborative approach to improving the situation.
Be timely!

This can require courage and tact, but it **need not be hurtful or ugly**. It is simply problem solving. If you waver over the need to confront, remember that **your intent is to improve group dynamics** – and once the confrontation is over, the group will be able to progress!

Tips for getting started are included in your handouts. Some of these tips include:

1. Starting that first sentence! This can be the hardest. Try saying:

   "There's a perception that you're unhappy with… (the way the group is run, the project we're doing) and I'm concerned that the group…(isn't fitting your needs, is being impacted in a negative way.)"

   Do we have some fence mending to do? I've noticed (that you take issue with many of my suggestions, that you don't seem to support me/group, etc.)"

   I've noticed that (in the group) you've appeared (identify the behavior) – i.e. bored, hostile, distracted, angry, disruptive) and I'm concerned about the impact on the group. Am I missing something or am I reading you right?"

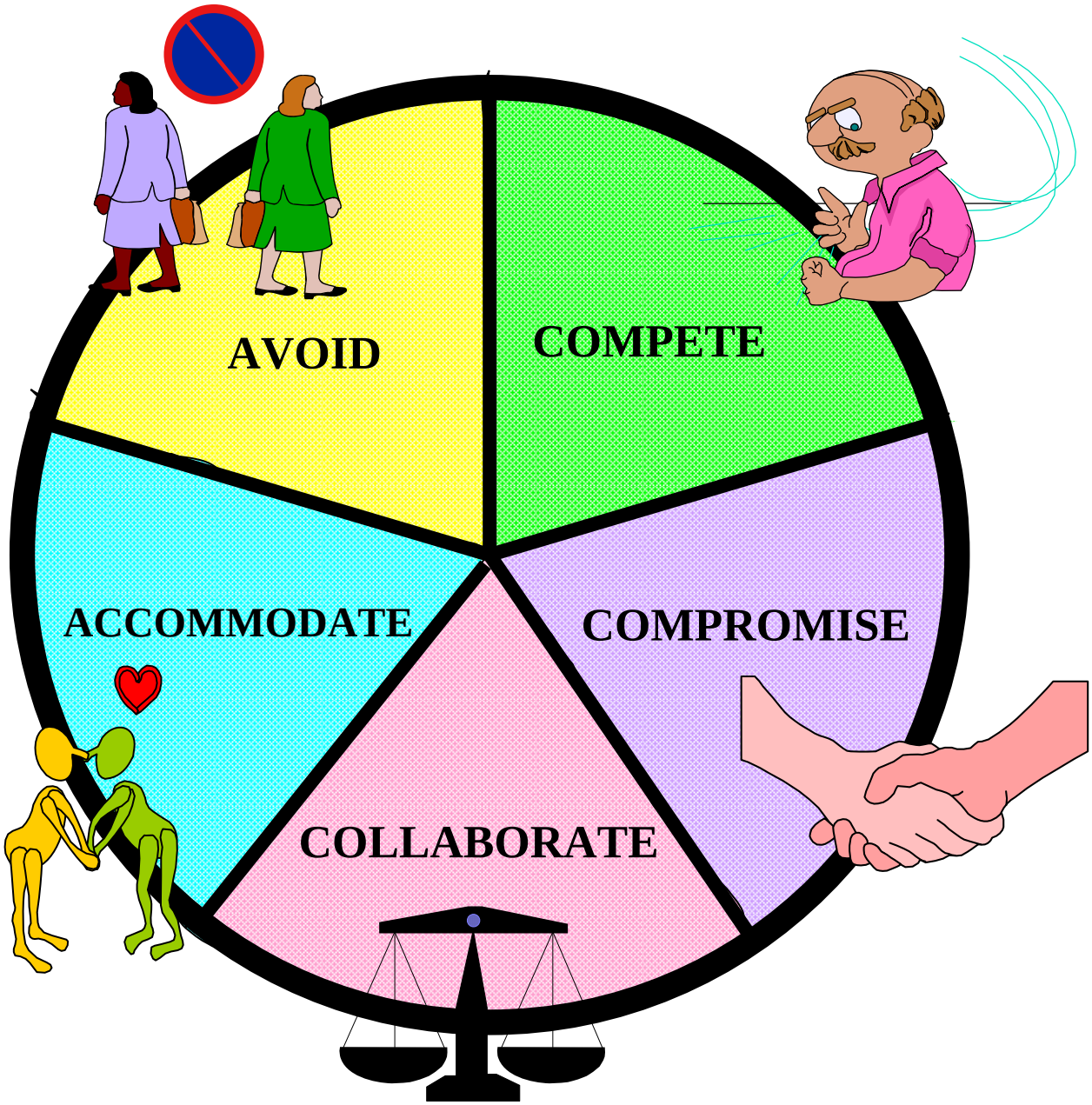
   I can tell that we disagree on this subject. I believe we can work together and find a solution in which we can both be winners – (when shall we discuss this? Or What do you see as a like solution?)"

2. Use personal statements or "I" messages. "I am concerned about", "I am confused by", "My worry is", "I am frustrated by" are all personal statements.
3. Use relationship statements. These are "I" messages about some aspect of the relationship. "I appreciate your consulting with me on . . ." is a relationship statement.
4. Understand and interpret. Use questions for clarifying and paraphrasing to check understanding before indicating
5. Provide and invite concrete feedback.

To **summarize**, confrontation involves:

- Describing behavior and one's reactions to that behavior.
- Clarifying and exploring issues in the conflict (substantive, relational, procedural).
- The nature and strength of the parties' interests, needs, and concerns.
- Disclosure of relevant feelings.

Again, dealing with conflict may not always be easy, but as a leader your obligation includes maintaining a comfortable environment in which members can perform their own roles without constant discord. Clarify the problems and work on one issue at a time – remember to focus on the problem(s) as opposed to the personality(ies).



FIVE CHOICE RESPONSE MODEL

When Dealing with Conflict ...

Weigh Your Options

TYPES OF CALLS AND SUGGESTED WAYS OF HANDLING THEM

INFORMATION CALLS: Keep your information current and accurate. Giving outdated information can create many problems. If the information the caller is looking for is riot available to you, then you should seek out this information. Maintain a notebook of all resources, announcements, and information relating to Army families. The military and civilian committees offer many services and you should be constantly gathering information concerning them.

SOCIAL CALLS: You should limit the length of this type call., Everyone needs someone to talk to occasionally. Loneliness is something all Army spouses face, and talking with someone helps. Be careful with these calls, as you have other obligations that require your time.

PROBLEM CALLS: Record all pertinent information on the worksheet. Ensure that you follow up on all calls, even if it is to check that everything is all right.

CRISIS CALLS: The handling of this type call can be a delicate situation. What determines a crisis? Since we are not trained as counselors, we have to rely on our sound judgment. How do you recognize if the crisis is genuine? This can be determined by listening and answering questions. Don't give a quick answer, but think about it first. If you are in doubt about what to do, don't hesitate to contact someone in your command for assistance. Do not try to handle a situation that you are not sure of. Four guidelines to help deal with such calls –

1. Give them alternatives to choose from
2. Help them to help themselves
3. Be positive
4. Stay objective but responsive to their problems.

Your availability for calls from families within the command is important and required in order to have a successful Family Support Group. Remaining available will also ensure that you are a visible part of the command.

UNNECESSARY CALLS: If you think that a caller is talking just to gossip or seems to be passing on unfounded rumors, remind the caller that you are not interested in this type of call. State that if the rumor was true, you would have been notified through command channels.

CHRONIC CALLS: Chronic callers may often have underlying problems that Pay best be helped by referral to professionals. You should use tact and diplomacy with chronic callers.

To avoid burnout, recognize when you are overextending yourself and don't allow people to exploit you. Encourage those who will call for FSG business or information only during certain hours. Encourage the command to appoint others to assist you with the load. Identify and use helpful people within the command. Remain alert and consistent and try to accomplish everything in a professional manner. Realize that you are not all things to all people. Family Support Volunteers are not convenience baby-sitters, community taxi service, financial institutions or miracle workers.

SAMPLE

504 Family Support Group

NAME: _____
Last First

DATE OF BIRTH: _____ ANNIVERSARY _____

SPOUSE'S NAME: _____

CHILDREN: _____

HOME ADDRESS: _____

HOME PHONE: _____ WORK PHONE: _____

CONVERSATION NOTES: _____

THE TEN COMMANDMENTS
OF HOW TO GET ALONG WITH PEOPLE.

1. Keep skid chains on your tongue. Always say less than you think. Cultivate a low persuasive voice. How you say it often counts more than what you say.

2. Make promises sparingly and keep them faithfully, no matter what the cost.

3. Never let an opportunity pass to say d kind and encouraging word to or about somebody: Praise good work, regardless of who did it.

4. Be interested in others; their pursuits, their work, their homes and their families. Make merry with those who rejoice; with those who weep, mourn. Let everyone you meet however humble, feel that you regard him/her as a person of importance.

5. Be cheerful -- Don’t burden or depress those around you by dwelling on your aches and pains and small disappointments. Remember, everyone is carrying some kind of burden.

6. Keep an open mind. Discuss but don't argue. It is a mark of a superior mind to be able to disagree without being disagreeable.

7. Let your virtues, if you have any, speak for themselves. Refuse to talk about the vices of others. Discourage gossip. It is a waste of time and can be destructive and hurtful.

8. Take into consideration the feelings of others. Wit and humor at the expense of another is never worth the pain that may be inflicted.

9. Pay no attention to ill-natured remarks about you. Remember, the person who carried the message may not be the most accurate reporter in the world. Simply live so that nobody will believe him/her. Disordered nerves and bad digestion are a common cause of back-biting.

10. Don't be anxious about the credit due you. Do your best and be patient. Forget about yourself and let others remember. Success is much sweeter that way.

OPERATION: HALLEY'S COMET

A **COLONEL** issued the following directive to his executive office:

"Tomorrow evening at approximately 2000 hours Halley's Comet will be visible to this area, an event which occurs only once every 75 years. Have the soldiers fall out in the battalion area in fatigues, and I will explain this rare phenomenon to them. In case of rain, we will not be able to see anything, so assemble the troops in the theater and I will show them films of it."

EXECUTIVE OFFICER to company commander:

"By order of the colonel, tomorrow at 2000 hours, Halley's Comet will appear above the battalion area. If it rains, fall the soldiers out in fatigues. Then march to the theater where the rare phenomenon will take place, something which occurs only once every 75 years."

COMPANY COMMANDER to lieutenant:

"By order of the colonel in fatigues at 2000 hours tomorrow evening, the phenomenal Halley's Comet will appear in the theater. In case of rain in the battalion area, the colonel will give another order, something which occurs once every 75 years.

LIEUTENANT to sergeant:

Tomorrow at 2000 hours, the colonel will appear in the theater with Halley's Comet, something which happens every 75 years. If it rains, the colonel will order the comet into the battalion area."

SERGEANT to squad:

"When it rains tomorrow at 2000 hours, the phenomenal 75-year old General Halley, accompanied by the colonel, will drive his Comet through the battalion area theater in fatigues."

Coping With Trauma

In this section, basic material regarding the difficult process of coping with trauma within your unit has been provided. This material is not universally applicable, nor is it comprehensive, as hundreds of books and articles have been written on this subject. Place any materials you have found helpful in this section and for additional information, consider the following reference:

Death And Dying by Dr. Elisabeth Kubler-Ross

Coping with Trauma

In the family life of a unit, death is a real possibility. Loss is a continuing reality to military families. Dealing with trauma requires special reflection. There are various types of trauma (divorce, miscarriages, death), and each one is difficult for the individuals involved. Realize that discomfort and awkwardness occur for all concerned. People who want to help may feel guilty because they haven't suffered this particular tragedy; value and belief systems may clash; or they simply may not know what to say or do.

In the event of the death of a service member, the military handles all the casualty assistance requirements. A survival assistance officer (SAO) will be assigned to assist the survivors with claiming benefits, insurance and other important matters. Though you have no official responsibility, you may want to be prepared to provide support if the chain of command requests your assistance.

You can take care of family support issues. Sometimes you need to inquire discreetly (close family friend, chaplain) about these items and not bother the grieving family. At other times you need to involve them in the decision making process. Some areas where assistance may be needed are:

1. Household-related:
    - Are bills due (rent, utilities, car payment)?
    - Will gifts of food be needed ?
    - Are there any dietary restrictions?
    - Are there pets needing care (boarding, walking)?
2. Children:
    - What are their ages?
    - Is baby-sitting assistance needed?
    - Are there any medical problems?

3. Family and Friends:
    - Do they want to see anyone or prefer to be left alone?
    - Are there friends nearby who can be contacted?
    - Does everyone speak and understand English?

4. Outside the Unit:
    - Does the spouse have an employer who needs to be contacted?
    - Are their other groups (employer, church, sports team, spouses'club) which the family may receive support from?
    - Are there appointments to be canceled?

5. Special arrangement for funerals:
    - Should people send flowers or donate money to a fund?
    - Does the family need help in preparing clothes for the service?
    - Is there a special request that the unit can fulfill?
    - Will children need care during the service?
    - Are there transportation or lodging needs for out of town family?
    - Will there be a gathering after the service? Do arrangements need to be made for a place or food, etc.?
    - Have arrangements been made for someone to house sit during the service? Always a good idea as houses may be targeted for burglary during the hours of the service which are normally printed in the newspaper.

How can people show they care:

- provide meals (use disposable containers if at all possible!)
- send a note, card, book or poem
- offer to do chores, run errands or meet any of the needs discussed above
- give a plant or flowers
- provide names of those who have similar losses
- attend any service which is open to them
- provide lawn care, wash car
- screen phone calls or make phone calls for the family
- call

If the family remains in the area, they will need continued support for weeks and months, so consider:

- calling periodically
- inviting the spouse to lunch or the family to dinner
- include them in activities such as a night at the movies, if appropriate
- encourage others to keep in touch

If the family leaves the area, the may need assistance with moving and may appreciate your continued support as they transition to a new life.

If the loss of a service member occurs in another company, battalion or brigade, do not hesitate to call the commander's spouse/rep to offer comfort, support and assistance as a representative of your unit.

When the loss involves a <u>child or spouse</u>, the shock to the unit can be overwhelming. Though the unit holds no official responsibility, sometimes memorial services are held to give members of the unit and their families the opportunity to express their grief and show support to the family. Communication with the grieving family is essential and the same support should be offered as has been described above. You may need to use the unit phone tree to keep unit families informed.

Dealing with <u>miscarriages</u> can be a delicate matter requiring sensitivity and sympathy. You should check with the family before coordinating any support as people respond to loss in different ways. If acceptable to the family, you may consider organizing a meal or going by for a visit. A phone call, personal note or card would be appropriate gestures. These circumstances do not require use of the telephone tree, but may be appropriate depending on the wishes of the family.

When you become aware of a separation or divorce it is important not to take sides in the situation. Offer support when possible, but do not offer advise. Smiles, hugs and kind gestures may be the only support you can extend. Do not discuss details with other spouses in the unit and try to help minimize gossip. This is a tremendous trauma to the family and there is little you can do.

Use your chaplain as a valuable resource during trauma in the unit. He brings unique spiritual resources to soldiers and their families facing loss and grief. He is a great coordinator of helping agencies on post, acts as a key member of your "crisis team", can assist with notification, conduct memorial or funeral services, serve as a point of contact between the unit and family and offer ongoing pastoral care and counseling.

Helpful Hints

- The extent of your involvement with the family depends on your personal relationship with them. Be supportive and sincere in your efforts. Being the commander's spouse doesn't mean you have to spend all your time with the family. If there are other closer friends who would like to be involved, offer support as needed.
- When there is a tragedy, you may feel as though you have to be doing something all the time. Often just being there and being a good listener is what the family needs.
- Do not forget to pace yourself and encourage others to contribute; otherwise, you may find yourself physically and mentally drained.

Frustrations

- Be aware that at times like these people may criticize you for doing the wrong thing or doing too much or too little. Remember, though some may not have experienced the loss, they are affected by it just the same. Let them vent their anger and grief and although it isn't easy, you should try to remain calm, considerate and caring to everyone.
- You may need to consider the possibility that the widow may want to continue participating in your group. Understand that this can be a delicate and highly charges situation for both you and the group.

Implications

You may see may benefits by being a caring spouse and helping in whatever way you can in a trauma situation. The unit as a family will grow as members see your concern for others in difficult situations.

GRIEVING

Grieving a major loss will normally be a long and difficult process. No one is expected to quickly feel better, or to make necessary readjustments within any specific time frame.

Normal grief involves weeping, anger, guilt, decreased level of psychological functioning.

The following pre-existing risk factors can complicate the grieving process:

- Multiple losses (physical and psychological
- Totally unexpected bereavement (sudden death)
- Pre-existing social problems (marital, family, etc.)
- Lack of social support
- Pre-morbid mental health status

Individuals with these risk factors may need more extensive 4 clinical intervention.

WHAT HELPERS MUST KEEP IN MIND:

USUALLY, IT IS BEST NOT TO STOP ANY TEARS. Your first impulse might be to get the person to stop crying and regain composure. Instead, get the person a tissue and allow time for a good cleansing cry. It is okay to cry (if you need to) with the person after hearing about her/his pain.

GIVING A HUG MAY HELP. Touching has long been part of comforting. Sometimes it is appropriate. Judge for yourself if holding someone's hand, patting someone on the back, or giving a hug fits the situation and your personal style. If touching does not fit your style, do not do it. It will feel unnatural.

LEARN TO RECOGNIZE AND LEARN YOUR OWN LIMITATIONS. We all have different tolerance for the events we encounter in life. Some issues might be particularly painful for you (possibly due to an unresolved loss of your own). Sometimes it is best to stay away from situations that are too emotionally charged to allow you to handle them effectively.

HOPELESSNESS or HELPLESSNESS. Some problems will not have simple and easy solutions. Be careful not to become overwhelmed.

CPT ROWE/432-6915
DIVISION MENTAL HEALTH SERVICE

Crisis Tips

Don't let families isolate themselves. They won't want to be a burden or bother.

Don't think someone else will do it. Chances are they're thinking the same thing.

Don't think you’re not qualified ... everyone is qualified to be a friend.

Don't avoid them because you're uncomfortable.. just express love and concern.

Don't try to solve their crisis. There may not be a solution. Just walk with them through their situation.

Get your spouses involved. Don't let them delegate these uncomfortable situations to you or others.

Do things for the children their parents can't do. Take them swimming, shopping, to the park... Don't forget the spouse; he or she will need a break too!

Don't over extend yourself There are plenty of people willing to help... let them!

Don't take total responsibility.. let others share the burdens and the blessings.

Activate the FSG... prepare meals, clean, baby-sit, visit, entertain, do what ever you can to help. This is where many people can express love.

Do what you can, not what you think is expected. We all have strengths and weaknesses. Know yours and focus on your strengths. Other's strengths will compensate your weaknesses.

Above all else -- Love Your People!

Army Family Team Building

Army Family Team Building

The AFTB Program is based on a highly successful Army-wide, sequential training program. It addresses military lifestyle, mission and volunteer leadership and is designed to prepare all members of the Total Force to better cope with the challenges of military life. The program was conceived and created by spouses for spouses. AFTB is an in-depth set of training courses ranging from Acronyms and Military customs to Leadership and Motivation Techniques. It is now taught to all military and DoD spouses who wish to attend the classes, all members of the U.S. Army Total Force, Active, Reserve, and National Guard, receive this training from Basic to the War College, and all Department of the Army Civilians. The AFTB web site can be found at http://trol.redstone.army.mil/mwr/aftb/index.html.

The AFTB program has three purposes:

1. To improve overall readiness of the force by teaching and promoting personal and family readiness through progressive and sequential education.

2. To assist the Total Force in adapting to a changing world (drawdown, reduced resources, increased deployments, OOTW, etc.).

3. To share the family support issues learned from deployments throughout the world.

Specialized courses are taught by volunteer trainers and instructors. These courses follow the same content regardless if you are in Camp Casey, Korea, the Pentagon, or SHAPE, Belgium.

AFTB prepares spouses with life skills so often only available through college courses. AFTB teaches not only the management and team techniques for becoming leaders, but also “how-tos” in adapting to change, developing presentations and many other valuable lessons for team cohesiveness.

AFTB is applicable to every military, DoD, and State Department spouse. AFTB is not just about standardizing family preparedness. It is about the new military life and how all of us can be ready for it.

Because AFTB was designed to build on **experience** within the military lifestyle rather than a sponsor’s rank, age, or education of the student, its courses are grouped according to the experiences needed to “survive” and be contributing members of the military community at different “stages” of military life. The courses are sequential (see numbering of courses in Contents), with scripted lesson plans designed to assure standardization throughout the Army family.

Level I was designed for those family members with little or no experience within the military community. As you look through the table of contents, you will notice such “survival” courses as

“Terms, Acronyms, Customs, and Courtesies,” “Chain of Command and Chain of Concern,” and “Benefits, Entitlements, and Compensations.” These courses provide family members with the basics of military life so that they can begin to make informed choices about their lives without “depending” on the system to take care of them.

Level II was designed for family members who are becoming involved in their communities and who are interested in acquiring or enhancing leadership and personal management skills. As you Look through this section, notice an entire group of “management” courses: “Leadership,” “Group Dynamics,” “Problem Solving.” There are also courses that build on the basic military information from Level I: “Benefits and Entitlements,” “Rank and Command Structure,” and “Networking with Community Resources.” All of these classes are helpful for the emerging leader involved with the Family Support Group as well.

Level III was designed for students interested in developing advanced leadership and problem-solving abilities. They may hold positions of leadership -- voluntarily or by virtue of their spouse’s position -- and be seeking enrichment tools. Level III courses build on those from Levels I and II: “Leadership Skills” and “Problem Solving Techniques for Leaders,” “Group Conflict Management,” and “Building a Cohesive Team.” They also focus on the “big picture” and unique leadership challenges for the “seasoned spouse”: “Politics and the Army” and “Leader Roles.”

COURSE DESCRIPTI0NS
Army Family Team Building
Level I

1.01 Military Terms, Acronyms, Customs, and Courtesies
Introduces the basic and unique words used routinely in military life. Team exercises reinforce the terms and meanings learned. Materials include a glossary of military and Army acronyms and terms; a list of the official bugle calls, including their times and purposes; and an explanation of the Army's most basic customs and courtesies.

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

1.03 Introduction to Military and Civilian Community Resources
Provides an overview of the resources available within both the military and civilian communities. This material can be used as a checklist during departures, deployments, and other important events.

1.03a Introduction to the Army Family Action Planning Program (AFAP)
Provides an overview of the Army Family Action Planning Process

1.03b Introduction to Operation READY (OP READY)
Provides an overview of Operation READY. Operation READY is a library of traning resource materials. The READY materials are designed to serve as deployment/mobilization training materials for Commanders, Army Community Service, Reserve Components Family Program staff, Family Support Groups, unit leaders, rear detachment personnel, soldiers, and family members.

1.04 Benefits, Entitlements, and Compensation
Introduces the basic benefits and entitlements received by military and civilian personnel.

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

1.06 Impact of the Mission on Family Life
Discusses the Army's missions and their impact upon soldiers, civilian employees, and their families.

1.07 Basic Problem Solving
Teaches the basic skills necessary to successfully solve problems.

COURSE DESCRIPTI0NS
Army Family Team Building
Level II

2.01.1 Enhancing Relationship Building
Includes concepts such as "building blocks" and "stumbling blocks" and teaches methods of maintaining successes and of meeting people.

2.01.2 Introduction to Effective Leadership
Provides instruction on leadership traits from the perspective of the group and the leader. Covers situations that normally arise and communication essential for effective leadership.

2.02.1 Volunteer Management / Marketing Volunteer Experience
Teaches methods of recruitment, training, retention, validation, and recognition of volunteer staff within a community program. Also provides guidance on how to use volunteer experience as a resource in seeking paid employment.

2.02.2 Management Skills: Communication
Provides instruction on the types, ways, and principles of effective communication. Examples will be studied and discussed.

2.02.3 Management Skills: Conflict Management
Focuses on the balance between conflict and cooperation by stressing the functions, the types, and the methods for managing conflict within groups.

2.02.4 Management Skills: Understanding Needs
Provides instruction on Maslow's Hierarchy of Needs (physiological, safety, socialization, self-esteem, and self-actualization) and how these needs affect the group.

2.02.5 Management Skills: Crisis and Coping
Provides instruction on developing the abilities needed to span from crisis to trauma. Discusses the steps of crisis intervention and highlights the unit / community ministry.

2.03.1 Adapting to Change
Teaches how to use change as a positive force within an individual's life.

2.03.2 Stress Management
Covers the definition, causes, symptoms, and effects of stress. Discusses methods of controlling, eliminating, and properly utilizing stress.

2.03.3 Intermediate Problem Solving
Teaches problem-solving techniques through practical exercises.

2.03.4 Time Management
Teaches personal and professional time management methods.
2.03.5 Meeting Management
Provides instruction on effective meeting management from the decision to conduct a meeting through the meeting itself. Also discusses the roles of the various participants.

2.04.1 Networking with Community Agencies
Discusses the importance of networking within the military and civilian communities.

2.04.2 Building a Resource Library
Discusses how to build a resource library within the organization or unit. Materials will be distributed to help start such libraries.

2.04.3 Family Support Groups
Covers how to establish, conduct, and maintain a family support group and also discusses the group's relationship with the parent organization or unit.

2.04.4 Military Grade and Command Structure
Provides a continuation of the Level I course, "The Chain of Command and the Chain of Concern."

2.04.5 Benefits, Entitlements, and Compensation
Covers the benefits, entitlements, and compensation for military and civilian service. Teaches the material using basic terms that are easy for family members to understand and use.

2.04.6 Traditions, Customs, Courtesies, and Protocol
Provides instruction on the traditions, customs, courtesies, and protocol of the military community.

COURSE DESCRIPTI0NS
Army Family Team Building
Level III

Level III courses offer training to enhance the professional growth and leadership development opportunities of family members, especially those who might assume leadership roles within the community and unit. Level III courses and suggested prerequisites follow. Time allotted for course delivery may vary. Question and answer periods are not included.

3.01.1 Listening Skills
Instruction develops personal communication and listening skills by focusing on listening behaviors. Practical exercise(s) are conducted and materials are distributed.

3.01.2 Building Self-Esteem
Students learn how to empower themselves and gain higher self worth. Students will also learn how to take care of themselves first so they can help others.

3.01.3 Personality Traits
Course instruction describes methods of determining various personality traits and how to use individual traits in an effective way. Materials are distributed.

3.02.1 Motivating Factors
Class provides instruction on various motivating factors that affect individuals. Exercises are based on Maslow’s Hierarchy of Needs.

3.02.2 Leadership Skills
Classroom instruction examines the characteristics necessary to become an effective leader. Students participate in practical exercises featuring case studies and a leadership survey. Students receive materials.

3.02.3 Building a Cohesive Team

From the instructions given in this class, students learn how to build cohesive teams by capitalizing on the uniqueness of each member. Exercises in class demonstrate the methods used to encourage members to work together. Students receive materials.

3.02.4 Leader Roles
Course instruction describes successful ways to fulfill leader roles. These include an advisor, coach, and mentor. The class completes exercises illustrating advising, coaching, and mentoring.

3.02.5 Group Conflict Management
Classroom instruction explores managing conflict within a group by focusing on the objective, the audience, four styles of conflict, resources, necessary preparations, and after-action procedures. Practical exercises are conducted and materials are distributed.

3.02.6 Problem Solving Techniques for Leaders
Classroom instruction focuses on personal application of lessons learned from past experiences (using the Experiential Learning Model). Class members also learn about group problem-solving options (for example, problem versus solution, vertical versus lateral thinking, brainstorming, group think, and so forth). The course includes practical exercises and materials are distributed.

3.03.1 How to Develop Presentations
In this class, students learn how to develop presentations. The class members participate in a practical exercise and receive handout materials.

3.03.2 How to Plan and Conduct a Workshop
Class members receive instruction on how to plan and conduct a successful workshop. Lesson content focuses on the objective, the five elements of methodology, available resources, necessary preparation, and after-action procedures. Materials are distributed.

3.04.1 Total Army
This course presents an overview of the organization of the Army. Classroom instruction focuses on the Army's relationship to the Total Force structure. Materials are distributed.

3.04.2 Political Issues and the Army
Class members receive instruction intended to heighten their awareness of the sensitivity of political issues and of their impact on the local community, as well as the military community. The course also addresses the role of the military in the process.

3.04.3 Effective Public/Media Relations
Course instruction explores successful techniques to use when dealing with the media or local agencies, particularly during a deployment or tour of duty in a foreign country. Materials are distributed.

Awards And Recognitions

In this section, a variety of information has been provided on awards and recognitions which may be presented to volunteers in your unit. Your unit probably has given awards in the past and information on these should be available from the S-1. Information regarding awards which are given from Division/Corps/Garrison/ASG/BSB level should be available from Army Community Service (ACS) or the installation volunteer coordinator. OR! the G-1 and S-1 offices. The fact that an award has not been given in the past in your unit should not stop you from pursuing them for your special volunteers.

Samples of some of our favorite **Recognitions** are included. These are frequently given as welcomes or farewells from the unit or used as a "thank you for a job well done". These poems and thoughts may be printed on a computer, written in calligraphy, framed, printed on colored/parchment paper, rolled up and tied with a ribbon or raffia ... use your imagination! Additionally**,** if these are used as awards for unit activities, you may be able to use supplies (such as Xerox machines and paper) from the unit.

INSTALLATION LEVEL

Recognition on the Installation level receives the greatest praise and appreciation by volunteers, perhaps because this is recognition by peers and the entire community.

All Installations with an Installation Volunteer Coordinator (IVC) and some Installations without IVCs recognized volunteers at this level. For Installations wanting to recognize their volunteers postwide, in an objective and equitable way, instituting a volunteer recognition board has been reported by many posts to work well. In 1985, Pirmasens Kaserne, Germany, formed the Pirmasens Volunteer Recognition Program Board. The Board is a private organization representing all volunteer agencies and has as its stated purpose: to build and enhance the volunteer program. The objectives of the Board are to recognize volunteers and publicize volunteer accomplishments and activities. The Board supplements the ongoing agencies' awards program; standardizes and codifies volunteer recognition criteria; and serves as the umbrella for the community-wide volunteer awards program. It evaluates, selects, and designates volunteers for awards and recognition. Volunteer of the Quarter, Year, Families of the Year, and Departing Volunteers are some of the programs -used. For more information on how this was operated and lessons learned, write to:

Community Volunteer Recognition'
c/o Commander, Military Community Board Pirmasens
ATTN: AERP-PS
APO New York 09189-0015

Installation volunteer recognition usually takes place during National-Volunteer Week which has been established by Volunteer, the National Center. The schedule for National Volunteer Week for the next two years is as follows:

9-15 April 1989

22-28 April 1990

Each year, the President of the United States makes a formal printed proclamation recognizing National Volunteer Week. Many Commanders, Governors, and Mayors issue proclamations too (see Appendixes D & E).

Recognition varies from Installation to Installation. Certificates and letters of appreciation signed by the Commanding General, pins, plaques, training sessions, luncheons, retreats, and receptions are widely used. Special drawings for donated gifts, discounts to volunteers at local PXs, lunch discounts at Officer and NCO Clubs, and free or discounted services provided by MWR Activities are other forms of recognition used by many posts. Also popular are pictorial displays, feature articles with pictorial support in local and post newspapers, and radio programs. The giving of "Special Volunteer" buttons or ribbons is also a favorite for everyone.

Some Installations combine their recognition with their civilian counterparts. For example: The Volunteer Action Center in Lawton ' Oklahoma, coordinates the Lawton-Fort Sill Volunteer of the Year Program and luncheon. To receive details on how this program works, contact:

Installation Volunteer Coordinator
HQ, USAFACFS
ATZR-P
Fort Sill, OK 73503-5100
Autovon 639-3001

Fort Hood, Texas, participates in the Annual Governors Award for Outstanding Volunteer Service. These awards are presented to individuals to emphasize the importance of volunteer service to the citizens of Texas, to reward individual achievement and to provide role models to others. The IVC at Fort Hood will be able to give you more information:

Commander
III Corps and Ft. Hood
ATTN: AFZF-PA-IVC
Fort Hood, TX 76544-5056
Autovon 737-8355/8657

Also participating in their. State's Governors Volunteer Award Program is Fort Lewis, WA. Contact the IVC for-more information:

I Corps and Ft. Lewis
ATTN: AFZH-PA-VOL COORD
Fort Lewis, WA. 98433-5000
Autovon 357-3171/2324

A call to the State capital or the Department of Volunteerism of your particular state may open up a whole world of awards available to military volunteers. During Volunteer Week another unique way of honoring volunteers deals with adding a Volunteer Fair. Berlin, Germany and Carlisle Barracks, PA. both conducted fairs. Volunteer organizations "Brag" about their volunteers and programs. This accomplishes two things: it honors volunteers who participate and validates the programs. For more information call:

Carlisle Barracks on Autovon 242-4357
or write:
Installation Volunteer Coordinator
US Army Berlin
ATTN: AEBA-GA-FSO, Berlin Brigade
APO NY 09742-0015

"Day Out" for all volunteers is offered during volunteer week at Ft. Ritchie, MD. A riverboat ride is provided. For details regarding funding and child care contact:

Commander
HQ, US Army Garrison and Ft. Ritchie

ATTN: ASNJ-P-CF-F-A
Fort Ritchie, MD 21719-5010
Autovon 277-5100/5034

At Fort Meade, MD., the Commanding General presents a volunteer service scroll to each volunteer agency listing participating volunteers. For more information on this beautiful scroll write (See Appendix F):

Volunteer Coordinator
ATTN: AFZI-PAF-FSD-ACS
Fort George Meade, MD, 20755-5078
Autovon 923-3946/3948

A Helping Hand Certificate and a specially designed medal are presented to the most outstanding volunteer at Fort Hood, Texas. For more information on the criteria for this award and how funding for the medal was achieved, contact (See Appendix G):

Commander

III Corps and Ft. Hood
ATTN: AFZF-PA-IVC
Fort Hood, TX 76544-5056
Autovon 737-8355/8657

Fort Eustis, VA and Fort Bragg, NC present plaques to each volunteer agency on behalf of the Commander to recognize all volunteers as part of volunteer week. For a description of the plaques, plus funding information, contact the IVC:

HQ XVIII Airborne Corps ATTN: AFZA-PA-FV Ft. Bragg, NC 28307-5000 Autovon 236-4175	or	Family Support Division ATTN: IVC, Bldg 661 Ft Eustis, VA 23604-5114 Autovon 560-3638

At Fort Bragg, NC, a Commander's Certificate of Achievement is presented to outstanding volunteers by the Commanding General at the volunteer reception. For additional information, write:

HQ XVIII Airborne and Ft. Bragg
ATTN: AFZA-PA-FV
Ft. Bragg, NC 28307-5000
Autovon 236-4175

Fort Benning, GA and Fort Myer, VA also use Certificates for Patriotic Civilian Service for their most outstanding volunteers. Write:

HQ, USAIC Volunteer Resource Center ATTN: ATZB-PA-FS-VC Ft. Benning, GA 31905-5223 AUTOVON 835-5602	or	IVC Army Community Service ATTN: ANPE-HR-ACS, Building 202 Ft. Myer, VA 22211 Autovon 222-3510

The "Buffalo" Certificate of Achievement is awarded to outstanding volunteers at Fort Ord, CA, by the 4th B, 17th Infantry, 7th Infantry Division (Light). Please note that this certificate is not only for achievement, but can also be awarded to a member of a Family Support Group. (See Appendix H)

To recognize their most outstanding volunteers, many installations use the "Volunteer of the Year" and "Volunteers of Merit" awards during Volunteer Week activities. A copy of the "Volunteer of the Year" guideline is included in The Installation Volunteer Coordinator Handbook, A Model for the Installation Volunteer Coordinator Program. This publication is available at:

ACS Division US Army Community and Family Support Center
HQ DA (DACF-FSA)
Alexandria, VA 22331-0521
Autovon 221-9390

In addition to certificates of appreciation, Volunteers of the Year and Volunteers of Merit receive special gifts including savings bonds, gift certificates, and merchandise.

Fort Lewis, Washington awards their Volunteers of Merit an additional Certificate for their nomination, a substantial savings bond donated by the Tacoma-Ft. Lewis-Olympia Chapter of the Association of the US Army ~AUSA), an overnight vacation for two to Victoria, Canada, donated by the Ft. Lewis Officers' Wives' Club, a plaque honoring their selection and the DA Patriotic Civilian Service Award (for civilians) and/or the DA Certificate of Achievement (for military members). The Volunteer of the Year receives a substantial savings bond donated by the Tacoma, Ft. Lewis -Olympia Chapter of AUSA, a gift certificate for a first class overnight accommodation at a local hotel donated by the Tacoma Rotary Club J8, a gift certificate for a local department store donated by the Madigan Army Medical Center OWC, a vacation get away trip donated by the Ft. Lewis OWC, the Commanders Award for Public Service, and is submitted for the FORSCOM Certificate of Appreciation for Volunteer Service. Designated parking places for a whole year at the PX and commissary are awarded to both Volunteers of Merit and the Volunteer of the Year. The Volunteer of the Year gives the Commanding General a mock check representing, at minimum wage level, the monetary value of the volunteers' contribution in time and service. This is the minimum amount of money that the installation will have saved if these positions had been manned by paid staff. Contact Ft. Lewis IVC for details:

I Corps and Ft. Lewis
ATTN: AFZH-PA-VOL COORD
Ft. Lewis, WA 98433-5000
Autovon 357-3171

Taegu, Korea's Volunteer of the Year receives a DA Certificate of Achievement, a letter of commendation, a plaque, and a gold (18K) volunteer pin. More information can be obtained by writing to:

Camp Henry, Taegu, Korea/CDR
20th Spt Gp
ATTN: IVC
APO San Francisco 96218-07177
Autovon 268-1101 EXT 3039

Fort Drum, New York nominates their Volunteer of the Year for the FORSCOM Certificate of Appreciation for Volunteer Service. For more information, write to:

Commander
HQ 10th MTN Div (L) and FT. Drum
ATTN: AFZS-PA-FSV
Ft. Drum, NY 13-602-5099
Autovon 341-6710

The Certificate of Appreciation for Patriotic Civilian Service and a bouquet of flowers are presented to the Volunteer of the Year by the Ft. Devens, MA Commanding General and his wife. More information can be obtained by writing:

IVC
Family Support Center
Box 20
Ft. Devens, MA 01433-5200
Autovon 256-2582/3379

Ideas for Volunteer Week activities have been presented in a paper: National Volunteer Week, 1987-Program Ideas. Copies can be ordered from:

Volunteer-The National Center
1111 N 19th St. Suite 500
Arlington, VA 22209
Phone: (703) 276-0542

Be sure to check with them for yearly updates!

In 1986, a National Volunteer Week After Action Report Summary was compiled by Kris Henn, a volunteer for the U.S. Army Community and Family Support Center, Alexandria, VA. This report is prepared annually and mailed to all IVC's and ACS Centers Army wide. This report contained

information on what was done during National Volunteer Week on Installations Army-wide. It's included here for those who might have missed it. (See Appendix I)

In addition to Volunteer Week some Installations such as Ft. Devens, MA., Presidio of San Francisco, CA., and Ft. Wainwright, AK., have "Army Family Week" recognition, which includes the Great American Family Award contest. The Great American Family Award includes several rewards and the Great American Family Certificate for selectees.

During this time Ft. Devens also recognizes other volunteers who have contributed to the quality of life of Army Families. Recognition consists of:

a. Youth Activities Volunteer, Ft. Devens Appreciation Certificate
b. Youth Activities Volunteer, Special Commander's Certificate
c. Community Life Program, Mayors Commander's Certificate
d. Community Life Program - Committee Members - Neighborhood Appreciation

For more information on all programs contact:

IVC
Family Support Division
Ft. Devens, MA 01433-5200
Autovon 256-2582/3379

IVC
HRDD
Presidio of San Francisco, CA 94129-5050
Autovon 586-2442

Commander
IVC
Bldg. 4061
Fort Wainwright, AK 999703-5100

In addition to Volunteer Week, Karlsruhe, Germany, is developing a program to recognzie volunteers in the fall; in particular, outstanding volunteers who are PCSing during this timeframe.

Recognizing volunteers at the installation level with different types of awards according to hours workked is a method that Fort Pol, LA, and Taegy, Korea, have developed.

Ft. Polk uses the following criteria and awards:

50 hours = Letter of Appreciation signed by DPCA

500 hours = Certificate of Commendation signed by the Garrison Commander

1000 hours = Community Service Award signed by Commanding General

Athletic team coaches receive 125 hours of volunteer service for each sport they coach. For example: for coaching one season of basketball (125 hours) = 250 hours of volunteer service for the year.

For more information ask for 5D & FP circular, Number 672-3 at the following address:

HQ, 5th Inf. Div. (M) & Ft. Polk
ATTN: AFZX-PA-IVC
Ft. Polk, LA 71459-5000
Autovon 863-4196

Taegu's community volunteer award program includes:

50 hours = Certificate of Appreciation and plain name tag

250 hours = 250 hour award and gold colored name tag = Eligibility for volunteer of the Quarter Award

500 hours = Elibibility for Volunteer fo the Year

Contact:

Commander
Camp Henry, Taegu, Korea/CDR
20 Support Group
ATTN: EANC-T-D/PA (IVC)
APO SF 96218-0177
Autovon 268-7615/7951

VOLUNTEER OF THE MONTH

Monthly recognition programs are conducted at Ft. Gordon, Ga., Panama, Ft. Rucker, Al., and Aberdeen Proving Ground, Md.

Ft. Gordon's criteria for the monthly award is ..."Any individual who is actively engaged in volunteer activities and has contributed a minimum of 16 hrs/mo. which benefits the Ft. Gordon community is eligible." When inquiring, ask for USASC & FG Reg 672-7:

HQ, US Army Signal Center and Fort Gordon
ATTN: ATZH-PAC
Ft. Gordon, GA 30905
Autovon 780-2820/3653

Panama has a Red Chip Award and a Letter of Recognition that are presented monthly at civilian and volunteer awards ceremonies. The Letter of Recognition given to the Volunteer of the Month is signed by the Commanding General.

IVC Program
US Army Southern Command
ATTN: SOGA-PCF-FV
Bldg. 519
APO Miami, FL 34004-5000
Autovon 312-87-5455/3119

Aberdeen Proving Ground recognizes approximately 25 volunteers per month in their Outstanding Volunteer Program. Each volunteer receives a message of congratulations and thanks from the Commanding General. The installation's electronic message board lists each volunteer in the nominating agency.
The Community newspaper, LIFELINE publishes an Aberdeen Proving Ground Honor Roll which tells each volunteer and their monthly hours.

IVC
Family Liaison Office
Bldg: 3502 ATTN: STEAP-PA-CF-F
Aberdeen Proving Ground, MD 21005
Autovon 298-5469

Ft. Rucker's Volunteer of the Month must be a volunteer who has greatly enhanced the environment at Ft. Rucker. The volunteer of the Month receives a certificate from the Commanding General, or his designated representative, at the same ceremony that the Soldier of the Month, etc., is recognized. The individual is also invited to the monthly AUSA Executive luncheon for further recognition. Contact:

HQ, US Army Aviation Center & Ft.Rucker
ATTN: ATZQ-PAC-FS
Ft. Rucker, AL 36362-5000

VOLUNTEER OF THE QUARTER

Volunteer of the Quarter programs are active at Worms, Germany, Ft. Benning, GA., and Taegu, Korea. Taegu's criteria includes:

Anyone who has contributed a minimum of 250 hours

The nomination goes to the IVC's office NLT the last working day of each quarter and the Volunteer of the Quarter is limited to one winner per quarter

Agencies or individuals may nominate up to 3 individuals per quarter

The Volunteer of the Quarter is automatically nominated for Volunteer of the Year and receives a Certificate of Appreciation, a Letter of Commendation, and a silver volunteer pin at the quarterly luncheon.

For more information on these programs contact:

IVC
Camp Henry, Taegu, Korea/CDR
20th Spt. Gp.ATTN: IVC
APO San Francisco 96218-0177
Autovon 268-7615/7951

HQ, USAIC
Volunteer Resource Center
ATTN: ATZB-PA-FS-VC
Ft. Benning, GA 31905-5223
Autovon 835-5602

IVC
Worms ACS Office
USMCA-Worms
APO New York 09058-0015

Some military branches on installations have developed Certificates to recognize their volunteers. The USA: Infantry Center, Ft. Benning, GA., awards a Certificate of Achievement. The Aviation Center at Ft. Rucker, AL., presents the Katherine right Award to spouses and family members who have given of their time to support the Army aviation community and/or the Aviation branch at Ft. Rucker. Contact:

HQ, USAIC
Volunteer Resource Center
ATTN: ATZB-PA-FS-VC
Ft. Benning, GA 31905-5223
Autovon 835-5602

or

IVC
USA Aviation Center & Fort Rucker
ATTN: ATZQ-PAC-FS IVC
Fort Rucker, AL 36362-5000
Autovon 558-2341/4201/4907/3128

Being recognized for outstanding volunteer service by a particular military branch, battalion, brigade, division, corps, is a highly regarded honor.

Field Artillery has established the Molly Pitcher Award which is presented to a person who has voluntarily contributed in a significant way to the betterment of the Field Artillery community. Spouses are primarily the recipients of this award which is recognized by the field artillery worldwide. For further information contact:

Artillery Association
Fort Sill, OK 73503
Autovon 639-6075
Commercial (405) 355-4677

The 108th Air Defense Artillery brigade headquartered in Kaiserslautern, West Germany, has created and established a special Commanders Award coin for outstanding volunteer service which is comparable to the Commanders Award coin presented to soldiers for outstanding performance. The coin is presented to a volunteer whose exceptional contributions have made a particularly noteworthy impact on the quality of life of the community and the command. If you wish to establish a similar award, more information may be obtained by contacting the following:

Commander
HQ, 108th ADA
APO New York 09227
Autovon 483-8642/7734

MAJOR COMMANDS (MACOMs)

Installations that wish to award volunteers who have provided exceptional service with recognition above the installation level, may nominate them for a MACOM award.
At present, FORSCOM offers the FORSCOM Certificate of Appreciation for Volunteer Service. Other MACOMs are in the process of developing awards for their volunteers who merit recognition at this level. It is hoped that all MACOMs will institute volunteer recognition at this level. Information on the FORSCOM award is in FORSCOM Supplement 1 to AR 608-1. A copy can be ordered by contacting:

Department of the Army
HQ, FORSCOM
Ft. McPherson, GA 30330-6000
Autovon 797-3339

During National Volunteer Week, Camp Zama and US Army, Japan (USARJ) hold a recognition ceremony for all volunteers in USARJ.
The USARJ commanding general presents every volunteer with a Department of the Army Certificate of Appreciation and a letter of appreciation. For more information contact:

Headquarters
17th Area Support Command
ATTN: AJGH-PA-CFIVE (Ms. Schnyder)
APO San Francisco 96343-0064

DEPARTMENT OF THE ARMY AWARDS

The Army has a hierarchy of honorary public service awards which are used to recognize private citizens, including foreign nationals, and non-career civilian employees who make contributions of benefit to the Army. The awards include medals and certificates and may be approved at various levels of command up to the Secretary of the Army. Information concerning these awards may be found in Chapter 10, C2, AR 672-20, 1 February 1984. The awards are as follows:

Certificate of Appreciation for Patriotic Civilian Service - Consists of a certificate and a lapel button. The award is given to recognize patriotic civilian service that contributes to the mission of an Army activity, command, or staff agency, or to the welfare of Army personnel. The Secretary of the Army or MACOM commander may make this award, or the authority may be delegated to subordinate commanders at the discretion of the MACOM commander. Nominations to be approved by the Secretary of the Army will be personally endorsed by major commanders and submitted to the Executive Secretary, Army Incentive Awards Board (see Appendix J).

Commanders Award for Public Service - Consists of a bronze medal and lapel pin. The certificate is DA Form 5231. This award is given to recognize service or achievements that contribute significantly to an Army activity, command, or staff agency. A nomination will normally cover a minimum period of 1 year of service. Approval authority is only command 06 and above, commanders exercising court martial authority, agency heads, and subordinate officials of GO rank or civilian equivalent (see Appendix K).

Outstanding Civilian Service Award - Consists of a bronze medal, rosette, and a citation certificate. The Secretary of the Army or MACOM commander may award this medal to private citizens when they make a substantial contribution that is of significance to the MACOM concerned (see Appendix L).

Decoration for Distinguished Civilian Service - Consists of a gold medal, rosette, and a citation certificate signed by the Secretary of the Army. The Secretary of the Army awards this medal to those who provide distinguished service that makes a substantial contribution to the accomplishment of the Army's mission (see Appendix M).

PRESIDENTIAL

The President's Volunteer Action Award is the most prestigious award ever presented for volunteer service. This award was created to honor those individuals and groups who make unique contributions through volunteer service and to focus public attention on outstanding and innovative volunteer efforts.

The President's Award is co-sponsored by VOLUNTEER-The National Center (a private non-profit organization), and ACTION, a federal volunteer agency.

A sterling silver medallion, provided by Avon Products, Inc., is presented to each recipient by the President at a special White House Ceremony. All finalists receive special citations for their exemplary volunteer contributions.

For more information, forms, and facts on deadlines, write:

VOLUNTEER
The National Center
1111 N. 19th St.
Suite 500 Arlington, VA 22209

DEPARTMENT OF THE ARMY
Headquarters, V Corps
Unit 29355
APO AE 09014

AETV-AGP 25 June 1996

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Delegation of Award Approval Authority for the Military Outstanding Volunteer Service Medal

1. References.

   a. Paragraph 2-16, AR 600-8-22, Military Awards.

   b. Commander, PERSCOM, TAPC-PDA, message DTG 131442 Jun 96, SAB.

2. On 7 May 1996, the Assistant Secretary of Defense approved delegation of award approval authority for the Military Outstanding Volunteer service Medal (MOVSM) to the same level as the approval authority for the Army Achievement Medal (AAM).

3. Effective immediately, commanders in the rank of Lieutenant Colonel (05) are delegated authority to approve awards of the MOVSM.

4. The MOVSM was established in January 1993 as a means of recognizing Active and Reserve Component soldiers who, after 31 December 1992, perform outstanding volunteer community service of a sustained, direct, and consequential nature. Reference " a" contains complete requirements and instructions for processing the MOVSM.

5. POC CW4 McElroy, C, AG Personnel Actions Division, DSN 370-5130/5132.

FOR THE COMMANDER:

MICHAEL D. LOCKE
LTC, AG
Deputy Adjutant General

DISTRIBUTION:
Commander, Task Force Victory, ATTN: ACofS, G1, APO AE 09096

DR. MARY E. WALKER AWARD

In the truest of United States Army ideals and American patriotism, Dr. Mary E. Walker is the only woman in United States history to receive the Medal of Honor. She became one of the first women physicians in the country in 1855. At the outbreak of war in 1861 Dr. Walker applied for a commission as an Army surgeon but was turned down because of her gender. She served in Washington as an unpaid volunteer in various camps and a hospital for Indiana troops. Meanwhile, she was instrumental in establishing an organization which aided needy women who came to Washington to visit wounded relatives. She served as a field surgeon on a volunteer basis, rendering assistance at tent hospitals in Virginia. She was finally appointed as an assistant surgeon and assigned to the 52d Ohio Regiment. With immense courage and bravery rarely matched, Dr. Walker demonstrated her firm belief in the American cause at the greatest personal risk. She consistently discounted personal injuries and great hardships to complete the mission. She was captured and a prisoner of war for four months before being freed in A prisoner exchange. Through, her actions, Dr. Mary E. Walker set the standards for helping to improve soldiers' quality of life for generations to come.

Medallion Wear Guidance

Wear Guidance For the Order of Saint Barbara Medal1ion

Army Blue or Army White Mess Uniform. The Order of Saint Barbara medallion will be worn with the ribbon around the neck-, outside the shirt collar and inside the coat collar. The medallion will hang at full length of the ribbon.

Army Blue, Army White or Army Green Uniform. The Order of Saint Barbara medallion will hang with the ribbon around the neck, outside the shirt collar and inside the coat collar. The medallion will hang over the four-in-hand necktie near the collar and above the top button of the coat or just under the bow tie near the collar and above the top button of the coat. Proper positioning may require pinning the ribbon together approximately three inches from the ends.

General Information. The medallion will be worn with the cannon side facing the chest, and the bust of Saint Barbara facing out and in view. The Order of Saint Barbara will be worn only at Air Defense Artillery functions such as Saint Barbara's Day celebrations, Artillery balls, or Artillery dining-ins and dining-outs. Commanders, 0-5 and above, may designate other occasions for wear as appropriate.

Wear Guidance for the Order of Saint Barbara Medallion for Civilians

Males. Men will wear the medallion around the neck with the ribbon over the shirt collar and inside the coat collar. Whether worn with a bow tie or four-in-hand tie, the medallion will hang at the full length of the ribbon. When the four-in-hand tie is worn, the medallion will hang over the tie.

Females. Ladies will wear the Order of Saint Barbara medallion around the neck with it hanging at the full length of the ribbon.

General Information. The Order of Saint Barbara medallion should be worn at Saint Barbara's Day celebrations, Air Defense Artillery balls, dining-ins and dining-outs, and to other formal occasions as the recipient deems appropriate. The medallion will be worn with the cannon side facing the chest and the bust of Saint Barbara facing out and in view.

Wear Guidance for the Order of Molly Pitcher Medallion

The Order of Molly Pitcher may be worn as the recipient deems appropriate. The medallion may hang from either a ribbon or a chain.

Care Kit

This kit was lovingly constructed for your use at any time.
Store it in a handy place for use at any time. In the kit please find ....

A PAPER CLIP

To help keep things together when they seem to be slipping out of control.

A RUBBER BAND

To remind you that there is always someone to offer a hug or to be close when you need it.

A TISSUE

To wipe away a tear - yours or somebody else's.

A CANDY KISS

To say "I love you" in a sweet way.

A SMALL SMOOTH STONE

To remind you that rough times help refine and polish us for smoother tomorrows.

AN ERASER

To erase any mistakes or misunderstandings that are troubling you.

A NOTE CARD

To send a long-overdue greeting to a friend or relative or to someone who is lonely.

A RECIPE

To make when you want to do something special for someone.

AN ADHESIVE BANDAGE

To remind you of healing, perhaps of hurt feelings - your own or someone else's.

A POEM

To share the beauty of words.

A SCRIPTURE VERSE

To share god's word of love.

101 WAYS TO GIVE RECOGNITION TO VOLUNTEERS

1. Smile
2. Put up a volunteer suggestion box
3. Treat to a soda
4. Reimburse assignment-related expenses
5. Ask for a report
6. Send a birthday card
7. Arrange for discounts
8. Give service Stripes
9. Maintain a coffee bar
10. Plan annual ceremonial occasions
11. Invite to staff meetings
12. Recognize personal needs and problems
13. Accommodate personal needs and problems
14. Be pleasant
15. Use in an emergency situation
16. Provide a baby sitter
17. Post Honor Roll in reception area
18. respect their wishes
19. Give informal teas
20. Keep challenging them
21. Send a Thanksgiving Day card to the volunteer's family
22. Provide a nursery
23. Say "Good Morning"
24. Greet by name
25. Provide good pre-service training
26. Help develop self-confidence
27. Award plaques to sponsoring groups
28. Take time to explain
29. Be verbal
30. Motivate agency VIP's to converse with them.
31. Hold rap sessions
32. Give additional responsibility
33. Afford participation in team planning
34. Respect sensitivities
35. Enable to grow on the job
36. Enable to grow out of the job
37. Send newsworthy information to the media
38. Have wine and cheese tasting parties
39. Ask client-patient to evaluate their work-service
40. Say "Good Afternoon"
41. Honor their preferences
42. Create pleasant surroundings
43. Welcome to staff coffee breaks
44. Enlist to train others
45. Have a public reception
46. Take time to talk
47. Defend against hostile or negative staff
48. Make good plans
49. Commend to supervisory staff
50. Send a Valentine
51. Make thorough pre-arrangements
52. Persuade "personnel" to equate volunteer experience with work experience
53. Admit to partnership with paid staff
54. Recommend to prospective employer
55. Provide scholarships to volunteer conferences or workshops
56. Offer advocacy roles
57. Utilize as consultants
58. Write them thank you notes
59. Invite participation in policy formulation
60. Surprise with coffee and cake
61. celebrate outstanding projects and achievements
62. Nominate for volunteer awards
63. Have a "Presidents Day" for new presidents of sponsoring groups
64. Carefully match volunteer with job
65. Praise them to their friends
66. Provide substantive in-service training
67. Provide useful tools in good working condition
68. Say "Good night"
69. Plan staff and volunteer social events
70. Be a *real* person
71. Rent billboard space for public laudation
72. Accept their individuality
73. Provide opportunities for conferences and evaluation
74. Identify age groups
75. Maintain meaningful file
76. Send impromptu fun cards
77. Plan occasional extravaganzas
78. Instigate client planned surprises
79. Utilize purchased newspaper space
80. Promote a "Volunteer-of-the-Month" program
81. Send letter of appreciation to employer
82. Plan a "Recognition Edition" of the agency newsletter
83. Color code name tags to indicate particular achievements (hours, years, unit, etc.)
84. Send commendatory letters to prominent public figures
85. Say "we missed you"
86. Praise the sponsoring group or club
87. Promote staff smiles
88. Facilitate personal maturation
89. Distinguish between groups and individuals in the group
90. Maintain safe working conditions
91. Adequately orient to job
92. Award special citations for extraordinary achievements
93. Fully indoctrinate regarding the agency
94. Send Christmas cards
95. Be familiar with the details of assignments
96. Conduct community-wide cooperative, inter-agency recognition events
97. Plan a theater party
98. Attend a sports event
99. Have a picnic
100. Say "Thank You"
101. Smile

VOLUNTEER RECOGNITION
A YEAR-ROUND RESPONSIBILITY

The following list provides lots of ideas at a glance for recognizing your volunteers year-round as well as during National volunteer Week. It is reprinted with permission from a recently revised handbook entitled From Here To There, published by the Volunteer Action Center of the United Way in Dayton, Ohio.

A volunteer's pay is recognition and the assurance that he/she is an equal partner of the agency or organization. Recognition, therefore, should be an integral part of the management process so that people feel valued and good about themselves and their organization.

WHEN TO RECOGNIZE VOLUNTEERS

1. At the time they sign up to volunteer:
   - Send letter of welcome
   - Issue I.D. card, name tags, uniform, etc.
   - Provide an orientation program
   - Provide a parking space, lunch, coffee and/or mileage reimbursement
   - Provide good job descriptions, training and supervision
   - Publish name of new volunteer in employee newsletter and/or volunteer newsletter

2. Daily or weekly:
   - Smile!
   - Informal thank-yous by staff and volunteer coordinator
   - Document their time for evaluation
   - On the job praise

3. Monthly:
   - Volunteer of the Month
   - Appropriate evaluations
   - Articles in newsletters

4. Annually:
   - Special events where awards are given, such as a dinner, luncheon, reception, coffee or dinner dance.
   - Certificates, plaques and other awards for time spent volunteering
   - Gift of photo of volunteer at work or receiving award
   - Volunteer Appreciation Day- use facilities free of charge
   - "Turn-about" lunch - staff serves volunteers
   - Holiday parties
   - Teenage pizza party

5. At the completion of a special project:
   - Say “thank you”
   - Send letter of thanks to volunteers and/or their boss or school or staff supervisor
   - Write article for newspaper or in-house publication about project.
   - Take out to lunch or for a coffee break
   - Promote to another job; give more responsibility

6. At meetings with staff or groups:
   - Tell about volunteer projects and individual accomplishments
   - Praise volunteers to others
   - Have a slide show or film showing volunteers at work
   - Invite volunteers to staff meetings
   - Provide volunteers with outside training programs

7. On their birthdays or holidays:
   - Send cards
   - Have an informal party

8. When they are sick:
   - Send a get-well card
   - Call at home

9. At the time they leave:
   - Send a letter of thanks
   - Give a certificate or resolution of appreciation
   - Send letter of appreciation to potential employers

10. During national Volunteer Week.
   - Be a part of the community recognition activities planned by local Volunteer center

HERE TO RECOGNIZE VOLUNTEERS

1. Volunteer office or lounge:
   - Have coffee available
   - Have pictures posted

2. Hallway entrance to building or cafeteria
   - Have a bulletin board with pictures
   - Display posters

3. On the job:
   - Thank-yous and smiles
   - Treat as an employee
   - Invite to staff meetings
4. At home:
   - Send a letter
   - Call

5. At school or business:
   - Send a letter

6. At church:
   - Announcements in bulletin
   - Encourage minister to talk about volunteering

7. At shopping centers:
   - Display banner or billboard

8. At main intersection:
   - Display banner or billboard

9. In all media:
   - Newspaper--feature articles about volunteer projects and/or individual volunteers
   - TV--commercial and cable
   - Radio--news and public service announcements
   - Slide shows and movies
   - In-house publications
   - Volunteer newsletters
   - Professional journals or magazines
   - TV documentary during National Volunteer Week

10. City Council or Commission meetings:
    - Proclamation
    - Mayor’s Award for Volunteer Service

RECOGNITION OF STAFF WHO WORK WITH VOLUNTEERS

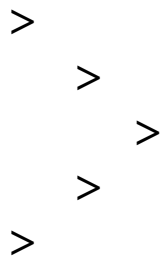
1. Thank staff members who are working cooperatively with volunteers
   - For special projects they worked on together
   - For using volunteer's skills creatively
   - For using lots of volunteers
   - For taking time to supervise and train volunteers
   - For showing their appreciation to volunteers

2. Send memo to department and supervisor recognizing their efforts

3. Award certificate to department who most effectively uses skills and talents of volunteers

4. Invite staff to volunteer recognition events

5. Remember, with today's budget cuts, some staff may feel "forced" to use volunteer assistance and feel negative toward them. Others may feel threatened for their jobs. Help staff to see the benefits of volunteer assistance. Staff may not have even thought of using volunteers and something new is always frightening. Use this "crisis" as an opportunity to explore new ways of doing things. Many of the most loyal supporters of volunteer programs were very skeptical of the idea at first.



THE TRUTH ABOUT GEESE

In the fall, when you see geese in a V formation, heading back south for the winter, yo might be interested to know why they fly that way. Scientists have learned that as each bird flaps its wings, it creates and uplift for the bird immediately following.

By flying in a V formation, the whole flock adds at least 71% flying range more than if each bird were on its own.

- Basic Truth #1: Those who share a common direction & sense of community can get where they are going more quickly & easily because they travel on the thrust of one anothers' effort.

Whenever a goose falls out of formation, it suddenly feels drag & air resistance from trying to do it alone. It quickly gets back into formation to take advantage of the lifting power of the bird immediately in front.

- Basic Truth #2: If we have as much sense as a goose, we will stay in formation with those who are headed the same as we are.
-

When the lead goose gets tired, it rotates back to the wind & another flies point.

- Basic Truth #3: It pays to take turns on hard jobs.
-

The geese honk from behind to encourage those up front to keep their speed.

- Basic Truth #4: We need to be careful of what we say when we honk from behind.
-

Finally, when a goose gets sick or is wounded by gunshot & falls out, two geese fall out of formation & follow it down to provide help & protection. They stay with it until it is either able to fly or is dead, then set out to catch up with their flock, flying on their own or with another group.

Basic Truth #5: If we have the sense of a goose, we will always stand by one another.

If the Army wanted you to have a wife, it would have issued you one.

ARMY WEDDING VOWS

Debbie Ann Stohlman

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

"Wilt thou, Robert, take Debbie (who was once referred to as the "dependent"), as your Family Member, to dwell together in so far as the Department of the Army will permit?

"Wilt thou love her, comfort her via the Postal Service or over the phone, make sure she knows where the commissary, PX., and church are and what time she is scheduled to use the laundry room the day she arrives, wherever you are stationed?

"Wilt thou attempt to tell her more than 24 hours in advance that you will be leaving for two weeks, beginning the next morning? This especially applies to the years you will live in a foreign country!"

"Wilt thou, Debbie, take this soldier as thy wedded husband, knowing that he is depending upon you to be the perfect (well, almost) Army Wife, running the household as you see fit and being nice to the Commander's wife? Further, you understand that your life with your husband (little that you may have together) will not be normal, that you may have to explain to your children, not once, but twice, and more often in the same day, that mothers do have husbands, that children do have daddies, and that the picture of the man on the refrigerator is not the milkman, but the same individual who tucks them in at 2200 hours, long after they are asleep. This soldier is their daddy, who loves them very, very much.

"Wilt thou love, respect and wait for him, preparing his favorite meals when he does come home, freezing them when he doesn't, send him all his favorite cookies and pictures of yourself and the kids, so he can remember what you look like? And last but not least, put on the outside of your door his "Welcome Home" sign when he's due to arrive?"

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

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

Now then, let no man or woman put asunder what God and the Department of the Army have brought together, only for them to soon say "Good-bye" to one another. Robert leaves for his duty assignment to Germany tomorrow. Debbie will be joining him whenever the approval arrives. The Army hereby issues you this lovely, dedicated, independent woman, knowing that shell be an asset not only to your marriage, but also to the Mission of the United States Army, which is, as you all know to remain in a state of "Readiness" By the authority vested in the Bible, elaborated in the regulations and subject to current directives concerning the aspect of marriage in the Army, you are now a Soldier with Family Member. Best Wishes and Good Luck.

Debbie Ann Stohlman, an Army Wife, lives in Wiesbaden, Germany

QUIET DEDICATION

History may not reflect
the contribution you have made,
but you will be remembered
in a very special way.

You may not change the world,
but the generous things you do
mean so very much -
you give a piece of you.

The lives that you have touched
the kindness you have shown
you’ve been a friend to others
some you haven't even known

You don't have a spotlight
you work behind the scenes
content in your endeavors
you know what helping means

Your time you've given freely
to lend a helping hand
to what must be done
to assist your fellow man

Your selfless dedication
without the glory or the praise
you're the one who volunteers
the one who saves the day.

Written By:
Robin L. Jones

What is an Army Wife?

What is an Army wife .... An Army wife is mostly girl .... though there are times, when her husband is away and she is mowing the lawn, that she begins to suspect she is also BOY ....

She usually come in three sizes: petite, plump - and pregnant. During the early years of her marriage it is often hard to determine which size is her normal one ....
she has babies all over the world; and she measures time in terms of places, as other women do in years. "It was at Leavenworth that we all had the mumps. ..." "In Tokyo, Don was promoted ..."

At least one of her babies is born, or one transfer is accomplished while she is alone - causing her to suspect a secret pact between her husband and the Army, which provides for a man to be overseas or on temporary duty at these times....

An Army wife is international. She may be an Iowa farm girl, a French mademoiselle, a Japanese doll, and ex-Army nurse. When discussing their Army problems, they speak the same language ....

She can be a great actress. Watching her children's heartbreak at transfer time, she gives and Academy Award performance: "Arizona is going to be such fun! I hear they have Indian reservations .... and tarantulas .... and RATTLESNAKES ..." But her heart is breaking with theirs, and she wonders if this Army life is worth the sacrifice...

One day later, en route to the new assignment and filed with a spirit of adventure, she knows it is. That is, if the baby hasn't come down with a virus, or the twins with the measles ....

An ideal Army wife has the patience of an angel, the flexibility of putty, the wisdom of a scholar - and the stamina of a horse. If she dislikes money, it help ...

She loves to gripe. (Why shouldn't the commissary bag my groceries like the supermarkets?") ... She lets off steam, then goes back to bagging them again.

She is sentimental, carrying her memories with her in an old footlocker. She often cries at parades, without knowing why .... She is a dreamer: "We'll never move again!"; an optimist: "The next place will be better!"; a realist: "Oh, well, al long as we're together." ....

You might say she is a bigamist - sharing her husband with a demanding other entity called "Duty". When "Duty" calls, she becomes the NO. 2 wife - and until she accepts this fact her life can be miserable ....

She is many persons. She is the tired traveler coming down the gangplank with a smile on her lips, love in her eyes, and a new baby in her arms; and she is the general's wife smiling in a reception line until her cheeks ache; the foreign bride in a strange American world. She is, above all, a woman who married a soldier who offered her the permanency of a gypsy, the miseries of loneliness, the frustrations of conformity - and the security of love.

Sitting among her packing boxes, with children squabbling nearby, she is sometimes willing to chuck it all - until she hears the firm step and cheerful voice of that lug who gave her all this. And then she is happy to be ..... HIS Army wife.

Sisterhood

by Debbie Guisti

I am an Army wife - a member of the sisterhood of women
who had had the courage
to watch their men march into battle,
and the strength to survive until their return.
Our sorority knows no rank
For we earn our membership with a marriage license,
Traveling over miles or over nations
To begin a new life with our soldier husbands.

Within days we turn a barren, echoing building into a home,
And though our quarters are inevitably white walled and un-papered,
We decorate with the treasures of our travels, for we shop the markets of the globe.

Using hammer and nail, we tack our pictures to the wall
and our roots to the floor as firmly as if we had lived there for a lifetime.
We hold a family together by the bootstraps and raise the best of 'brats',
Instilling into them the motto, "Home is Togetherness",
Whether motel, or guest house, apartment or duplex.

As Army wives, we soon realize
That the only good in "Good-bye" is the "Hello again".
For as salesmen for freedom, our husbands are often on the road,
Leaving us behind for a week, a month, an assignment.
During the separation we guard the home front,
Existing 'til the homecoming.

Unlike our civilian counterparts, we measure time,
Not by age, but by tours ~
Married at Knox, a baby born at Bliss, a promotion in Missouri ...
We plant trees and never see them grow tall,
Work on projects completed long after our departure,
And enhance our community for the betterment
of those who come after us.
We leave a part of ourselves at every stop.

Through experience we have learned to pack a suitcase, a car, or hold baggage,
And live indefinitely from the contents within;
and though our fingers are sore from the patches we have sewn
and the silver we have shined,
Our hand are always ready to help those around us.

Women of peace, we pray for a world in harmony,
for the flag that leads our men into battle
Will also blanket them in death.
Yet we are an optimistic group,
Thinking of the good and forgetting the bad,
Cherishing yesterday while anticipating tomorrow.

Never rich by monetary standards, our hears are overflowing
With a wealth of experiences common only to those
United by the special tradition of military life.
We pass on this legacy to every Army bride,
Welcoming her with outstretched arms,
With love and friendship, from one sister to another,
Sharing in the bounty of our unique,
Fulfilling Army way of life.

Silent Support

When I depart, will they know of my life,
The life, that is, of the Military Wife?
Will they know I'm proud of what I have done,
Of what I have see and where I have gone?
Will the know that I chose, I volunteered,
To stand beside the one I hold dear?

My country asked me to give and to serve
In silent support ... and without reserve.
Like the eagle above I spread my wings;
Protected my home, and all that it means.
I stayed behind with a fear that was deep,
And my private prayer ... 'the peace, please keep."

The lyre of life is the music I play,
In harmony I've guided each day.
I balanced by family, my friends... myself,
Tried to be faithful, and tried to give help.
I quietly watched my family grow
The years have gone by ... and what does it show?

Our work together will never be done.
I'll always be there ... our battles are one.
And where does hope find a home that is safe,
A home where duty has beauty and grace?
The answer's clear when I look at my life,
It's found in the heart of each Military Wife.

Susan Allen

Prayer of the Army Wife

Dear God, I am proud to be wed to one
who defends freedom and peace. My challenges
are many and I pray for your love and guidance
to meet them. Special to me are the symbols
representing my religion, country, community and
home. I pray for the wisdom and grace to be true
to their meanings. You are the symbol of my religious
beliefs and the source of my strength. Because my
life is full of change, I cherish the solid and constant
spiritual foundation that you provide
Help me Lord, to be an example of your teachings.

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

My wedding ring represent eternity and never-ending love.
Let me celebrate all of the joys of our togetherness and
find comfort in them during times of separation. I pray
also that we are spared the ultimate sacrifice of
duty to country. My house is a symbol of our family and
its unity. It is the place where we share memories of the
past and build dreams of the future. Make willing my heart
and hands to do even the smallest tasks that will make
our house a better home.

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

RECIPE FOR A GOOD MILITARY WIFE

(Taken from the Canadian Army Staff College OWC recipe book of 1965-66. Original contribution by B. Papajohn)

INGREDIENTS:

4 Cups intelligence
1 ½ Cups talent
2 Cups ability
1 pint comprehension
2 Tbs. good attitude
1 Cup tact
2 Cups (non-beaten) patience
4 Cups generosity
1 ¾ Cups (sifted) initiative
1 ½ Cups equilibrium
1 Cup assertiveness
1 Cup sense of humor

Ensure all ingredients are brought to room temperature before mixing. Mix together intelligence, talent, and comprehension.

Next, mix in ability, and good attitude….Just to the point of being homogeneous.

Gradually add in equilibrium and generosity.

Beat patience until a soft mixture.

Mix together all ingredients, generously sprinkling with good humor. Bake in an oven of determination until golden.

Temper and cover with good sense.

When serving, pour over a sauce of assertiveness.

MOM'S AN ARMY

When Dad's away, Mom's the Commanding Officer.

When Dad's home, Mom's the Executive Officer, coordinating and execution actions for the Command Team.

Keeping track of the kids, she's the S-1.

Collecting the neighborhood news and relaying it to Dad, she's the S-2.

Making plans for family and training the kids, she's the S-3.

Stacking food and supplies for the family, she's the S-4.

She answers all the family correspondence and makes appointments for Dad: that makes her the Adjutant.

Worrying about the family budget makes her the Comptroller.

Paying the bills and accounting to Dad for the paychecks makes her the Finance and Accounting Officer.

Looking for a new place to live when we move, she's like the billeting Officer.

Assigning us chores to do, getting us fed, bathed and put to bed; she's our First Sergeant.

Serving the food and doing the dishes, she's on KP

Carrying small children, she's an Ammunition Handler.

Driving the family to all our appointments, she's a duty driver.

Looking like a queen when she goes out with Dad, she's a soldier's lady.

Doing all things well all the time, she's a true "BIG GUNNER'!

GOSH! MOM'S A WHOLE DARN ARMY!

I AM COURAGE

And I pass to you the flame of undaunted resolve
I have stood with you through every age.
I have held you firmly as you sent your husbands,
sons, brothers, and fathers to war.
I have been there with you as you bid them farewell,
then turn to walk alone.

I have helped you let go of bikes without training wheels,
follow when you long to remain, and set your face like flint
to dress the wound, speak the truth, and face the press.

I pass to you the memory of those who have gone before you,
lest you ever forget their spunk, nerve, and unflinching valor.

I have lifted your chin, steadied your hand, pushed
back your tears, and braced your buckling knees.

I am the courage of the military wife.

I AM TRADITION

And I pass to you the flame of established order.
I am kept alive in the symbols of hope, ceremonies of honor,
and noble legends told by those whose paths you now walk.

You have risen to your feet, bowed your head, lifted your glass,
and covered your heart in my name.

I am the unwritten form, the oral expression,
etiquette, ceremony, and rules of decorum.

I am tradition and in my name your have made
"command performances", entertained, endured
the boring speaker, and fought the wind for your skirt!

I am hats off, or hats in the air, a moment of silence,
an arch of swords, taps, and red poppies an Memorial Day.

I am the traditions of a military wife.

Written for Bloom Where You're Planted
By Penny Hunt, November 1989

I AM FAITHFULNESS

And I pass to you the flame steadfast devotion.
I have kept you from being weary in well doing,
Honored your vows and zealously defended your loyalty
To cause, country, God and mate.

In little and much I have made your handshake a promise,
And made you worthy of the faith and trust others have in you.

I have dulled the blade of desire and helped you turn away
When surely it would have been easier to cave in.

I am the glow of the candle left burning in the window.
I have watched and waited, suffered long, worn a yellow ribbon,
And patiently listened for familiar footsteps in the hall.
I am the faithfulness of a military wife.

I AM ADVENTURE

And I pass to you the flame of bold undertaking.
I have challenged and stretched you.
I have taken you to the limits of mental, emotional,
And physical endurance.
Yesterday, I kept you from looking back when you sailed
From country and home, or crossed deserts in covered wagons.
Today, I turn your face and heart toward the unknown
as you board planes bound half 'round the world.

I am the remarkable experiences. of life.
The breeding ground of stories told to grandchildren.
I am the joy, thrill, and games of life.

I introduce you to new characters, cuisines, and critters.
I make you laugh when you feel like crying, and cry
when you should be laughing!
I am joyeau de cicre, the desire to know yourself better,
and the urge to climb higher!

I am the adventure of being a military wife.

Salute To Military Wife

Who said, "Variety's the spice of life"?
No doubt ‘twas first uttered by a Military Wife....
For the poor girl never knows just where she's at
For her, home is wherever he parks his hat.

She moves every two years, to a new set of quarters.
During which time she bears sons and daughters.
She packs up to move to the plains of Nebraska
The Orders are changed - She winds up in Alaska.
Her house may be fine - no room for expansion.
A hut, or a tent, or it may be a mansion.
She un-crates the furniture, come snow or come rains
And lays the linoleum between labor pains.
She wrangles saw horses to build all the beds,
Makes curtains of target cloth last used for spreads.
And during each move - now isn't it strange?
The kiddies invariably catch measles or mange.

He insists on economy - checks every stub,
Yet her house must be run like a hotel or club.
Because she is hostess both early and late,
For guests in all numbers from. eighty to eight.
The first of each month there is plenty of cash -
For turkey and steaks - but the last week it's hash.

She juggles the budget for new tropical worsted
Though the seams on her outfits are shiny and bursted
She gets the new uniform payments arranged,
But his blouse is outdated - regulations have chanced.
One year she has servants and a nursemaid maybe,
But while she is doing housework, she has a new baby.

That there'll be a bank balance, she has no assurance -
It all goes for club dues, the PX and insurance.
At the age of retirement, he's still hale and hearty,
Fit as a fiddle, the life of the party.

She's tired and haggard - cranky and nervous
And nearly a wreck from his thirty years‘ service
But even then, when all's said and done
She really thinks that military life’s fun.

She has loved every minute - and why, good grief.
She'd have been bored stiff with a lawyer or chief.
But there's a fancy medal - All Army men wear it -
It's their wives should have it -

THE LEGION OF MERIT

By Leone Hart **Koster**

A TRUE MILITARY WIFE IS SOMEONE WHO...

- Can put 8 rooms of furniture into a 5 room apartment.
- Has 20 pairs of drapes and none of them fit the living room windows.
- Can emerge sane from one motel room after spending two week over Christmas with four kids who all have the chicken pox.
- Can, in one weeks' time, pick up a house full of furniture, pile four kids, two dogs, a cat, three hamsters, a bird and six suitcases into a station wagon, drive all the way cross country and still greet her husband with a smile. (From desperation I would think).
- Doesn't even blink when she gets to Germany and finds out that her household goods are in Japan.
- Has all of her kids in different states (she gets extra points for different countries).
- Answers you in Spanish, when you speak to her in German.
- Pulls out her ID card when she goes into Superfoods.
- Finds something faintly wrong when she sees the same doctor in the hospital twice in a row.
- Knows where and what Fairbanks, Alaska is……..and fears it!

The Rose

No one knows how long
the legend has been observed
One red rose ... handed from
military wife to military wife
and from friend to friend
And always with love
and deep appreciation
for a welcome, a thank you
or merely a reminder
that we all strive for the
same goal ...
a peaceful world.

THE MILITARY WIFE

The good Lord was creating a model for military wives and was into his sixth day of overtime when an angel appeared, She said, "Lord, you seem to be having a lot of trouble with this one. What's wrong with the standard model?"

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

The angel shook her head, "Six pairs of hands? No way."

The Lord continued, "Don't worry, we will make other military wives to help her. And we will give her an unusually strong heart so it can be lent to others, swell with pride in her husband's achievements, withstand the pain of separations, beat soundly when it is over worked and tired, and be large enough to say "I understand", when she doesn't, and "I love you, regardless."

"Lord," said the angel, "Go to bed and get some rest. You can finish this tomorrow."

"I can't stop now," said the Lord. I am so close to creating something unique. Already this model heals herself when she is sick, can put up six unexpected guests for the weekend, wave goodbye from a pier, a runway or a depot and understand why it's important that he leaves."

The angel circled the model of the military wife, looked at it closely and sighed, "it looks fine, but it's too soft"

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

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

The Lord appeared offended at the angel's lack of confidence. 'What you see is not a leak," he said. "It's a tear."

"A tear? What is it there for?" asked the angel.

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

"You are a genius!" exclaimed the angel.

The Lord looked puzzled and replied, "I didn't put it there."

Author unknown

TODAY

TODAY is here. I will begin with a smile and resolve to be agreeable. I will not criticize. I refuse to waste the valuable time God has given me.

TODAY has one thing in which I know I am equal with others - TIME. All of us draw the same salary in seconds, minutes and hours.

TODAY I will not waste time because the minutes I wasted yesterday are lost as a vanished thought.

TODAY I refuse to spend time worrying about what might happen. I am going to spend my time making things happen.,

TODAY I am determined to study to improve myself for tomorrow I may be needed and I must not be found lacking.

TODAY I begin by doing and not waste my time. In one week I will be miles beyond the person I am today.

TODAY I will not imagine what I would do if things were different. They are not different. I will make a success with what material I have.

TODAY I will stop saying “If I find time” or If I had time” for I never will “find time" for anything. If I want time I must make it.

TODAY I will act toward other people as though this will be my last day on earth. I will not wait for tomorrow for tomorrow may never come.

TEN COMMANDMENTS FOR MILITARY WIVES

I. Thou shalt not write in ink in thy address book.

II. Thou shalt not covet choice assignments of other branches of service.

III. Love thy neighbor (T'is easier if thou buyest a house on a corner.)

IV. Honor thy Commissary and Exchange as long as they both shall live.

V. Thou shalt not ridicule a local politician, for mighty senators from local politicians grow.

VI. Thou shall look for the best in every assignment, even though the best may be "Most childhood diseases in one year" or "Record snow in one month's time".

VII. Thou shall remember all thy friends from all thy assignments with Greetings at Christmas, for thou never knowest when thou may wish to spendeth a night with them while en oute to a new post/base.

VIII. Be kind and gentle to retired, white-haired Exchange and Commissary customers, because thou too will be a retiree someday.

IX. Thou shalt not curse thy husband when he's on TDY on Moving Day.

X. Thou must never arrive at a new post/base and constantly brag about how everything was much better at they last post/base.

Taken from the booklet "Behind every good man....”

A Wish For Summer

by John M Riley

I would like to thank the members of the OWC for allowing me the opportunity to exercise my literary skills and share some thoughts in this forum for the past year. I would also like to thank you for taking the time to be a member of this organization which has such honorable purposes and supports those of us in uniform. I hope your summer schedules will afford you the opportunity to enjoy time with family and friends. On that note, I'll leave you with an appropriate little work...

They say you only live once,
And while I suppose that adage is true,
I'm fortunate to be married,
and share my spouse's life too!

And look at that child
out playing in the yard
who comes just above my knee,
each day we spend with that little one
makes our lives as good as three!

And then I count the times I've spent
with dear family and friends;
And l realize that my life is entwined
in a list that has no end.

As we journey through this world,
we have but one life to live,
and it is enriched, or so I'm told,
by the love and friendship we give.

So here’s to those who give of themselves,
sharing each victory and defeat
since life is not about what you get on your own
but things you share with those that you meet.

JMR

Old or Up

We can grow old ~ or we can grow up ~
the choice is ours to make;
It’s all in our approach to life,
the attitude we take.

If we go forth on lagging feet
To meet each busy day,
The time becomes a burden
And we soon grow old and gray.

But if we meet each trying task
As challenging our powers,
The calendar will only mark
A year of happy hours.

The young in heart and young in mind
Keep growing, I am told,
But they’re so busy growing up
They’ve no time to grow old.

I AM AN

ARMY BRAT

My hometown is nowhere, my friends are everywhere.
I grew up with the knowledge that home is where the heart is and the family…
with no dependence on the dwelling.

Mobility is my way of life. Some would wonder about my roots,
yet they are as deep and strong and mighty as the oak.
I sink them quickly, absorbing all an area offers and hopefully,
giving enrichment in return.

Travel has taught me to be open.
Shaking hands with the universe,
I find brotherhood in all men.

Farewells are never easy. Yet, even in sorrow comes strength
and ability to face tomorrow with anticipation...
and if when I leave one place, I feel that half my world is left behind,
I also know that the other half is still waiting to be met.

Friendships are formed in hours and kept for decades.
I will never grow up with someone,
but I will mature with many.
Be it inevitable that paths part,
there is constant hope that they will meet again.

Love of country, respect and pride fill my being when Old glory
passes in review. As I stand to honor the flag,
so also do I stand in honor of all soldiers,
and, most especially, to the parents whose life created mine.

Because of this, I have shared in the rich heritage of Army life.

Anonymous

WHAT IS AN ARMY BRAT?

An Army Brat comes in two sexes, boy and girl. Sometimes they come in pairs or more; and usually are found traveling in family packs, for Army Brats belong to a breed noted for its productiveness.

An Army Brat can be a source of delight or despair. He is the acrobat who breaks his arm on the packing boxes the day his parents move; she is the puffy invalid who convalesces from mumps on the back seat of the station wagon without ever feeling sorry for herself.

He is the toughest kid in the new neighborhood until he has proven himself; she is the shy miss timidly explaining her Japanese robe to the neighbors. He is the boy who, when his teacher announces, "Our geography lesson will be about Germany," raises his hand to inform, "I was born there."

An Army Brat sometimes looks frail, but he is made of stern stuff. His life is plagued by a shot needle, and he gets immunizations for diseases other kids never heard of. By the time he starts school, he has often traveled more miles than many people do in a lifetime. He accepts change in stride, because he knows that home is where Mommy and Daddy are, and at long as Daddy is with the family, he is content. Places change, friends depart, but the Army Brat grows up securely, knowing that God and family remain constant.

Early in his life the Army Brat learns that soldiers don’t cry. So when Daddy is shipped overseas, the brat is the carefree ragamuffin who bravely tries to take over as head of the house. She is the tender little lady who creeps into her mother's bed to comfort, "A year isn't so long, Mom my, "--then stubbornly refuses to sleep in her own room when Daddy returns.

At retreat you can spot an Army Brat because he is the five year old who solemnly places the left hand over his right chest as the flag comes down. On Memorial Day, she is the Brownie who plants a flag on a military grave with personal knowledge of a family friend who never came back.

Brats are found all over the world playing with children of other lands. Language is no barrier, childhood is their bond**.** They are often arrayed in odd bits of Army clothing or mother's high heels. He is the general with the stripe on his sleeve; she is the angel of mercy sticking pins in her doll.

To create an Army Brat, heaven combined the courage of a soldier, the love of a mother and faith of a child. To this the brat has added the humor of a puppy, the gentleness of a breeze and the cussedness of a dropkick.

In life's low moments when Daddy comes home exhausted the field and Mommy`s back is breaking from unpacking boxes, who is the dirty faced angel who sets the example with a grin?

The Army Brat--God Bless them all!!

VOLUNTEER

Many will be shocked to find,
When the day of judgment nears,
That there's a special place in heaven
Set aside for volunteers,
Furnished with big recliners,
Satin couches and foot stools,
Where there are no committee chairman,
No yard sales or rest area coffee to serve,
No library duty or bulletin assembly,
There will be nothing to print and staple,
Not one thing to fold and mail,
Telephone lists will be outlawed.
But a finger snap will bring
cool drinks and gourmet dinners
and rare treats fit for a king.
You ask, "Who'll serve these privileged few
And work for all they're worth?"
Why, all those who reaped the benefits,
And not once volunteered on earth.

A young woman, a lover of flowers, had set out a rare vine at the base of a stone wall. Though it grew vigorously, the woman noticed that it did not bloom, despite the good care lavished on it day after day. One morning, as the young lady stood disappointedly before it, her invalid neighbor, whose back yard adjoined her own, called her over and said, “You can’t imagine how much I have enjoyed the blooms of that vine you planted.”

The owner looked, and on the other side of the wall, she saw a mass of blooms. The vine had crept through the crevices and had flowered where the neighbor could enjoy the beauty.

There is a lesson for everyone here. Often we cannot see the fruits of our labors and think they’re been lost. But in service to others, somewhere, all our efforts bear their fruit - and some hearts receive their blessing and joy.

-Author unknown-

THANK YOU

T = is for the TIME you’ve given

H = is for the HELP you lend without applause

A = is for the Pleasant, ATTITUDE you gave

N = is for the NICE way you treat one and all

K = is for the KINSHIP you have shared with us

Y = is just for YOU-when you're needed-you are there!

0 = is for OUTSTANDING- every job you did

U = is for UNDENIABLY- we could NOT have done it without you.

VOLUNTEERS

There are some in this world who great
riches possess.
And yet they must search and seek
happiness.
We call them the “haves.”

There are some in this world who seek
only gold.
They think this will make all life's joys unfold.
They are the "have-nots."

There are some in this world who but sigh
and cry.
They can't figure out why life's passing
them by.
We call them the "worriers."

But then there are those who know
without a doubt
That happiness comes from within
not without.
We call them the "volunteers."

by Dr. Gertrude L. Gordon
Southfield,MI

If I Had my Life to Live Over

I'd dare to make more mistakes next time,
I'd relax, I would limber up,
I would be sillier than I have been this trip.

I would take fewer things seriously.
I would take more chances.
I would take more trips.

I would climb more mountains, swim more rivers,.
I would eat more ice cream and less beans.
I would perhaps have more actual troubles,
I'd have fewer imaginary ones.

You see, I'm one of these people who lives sensibly and sanely
hour after hour, day after day.
Oh, I've had my moments! and if
I had it to do over again,
I'd rather have more of them.
In fact, I'd try to have nothing else.
Just moments, one after another instead of living
so many years ahead of each day.
I've been one of those persons who never goes anywhere without a thermometer,
a hot water bottle, a raincoat, a parachute.
If I had it to do over again,
I would travel lighter than I have.

If I had my life to live over, I would start
Barefoot in the spring
and stay that way later in the Fall.
I would go to more dances.
I would ride more merry-go-rounds.
I would pick more daisies.

Friendship defies age
and ignores distance.
It weathers the hard times
and shares the good.
Together we have found this.
Our friendship has provided
acceptance and understanding
in a world that pushes people apart.
But I will always remain
with the memories
of the times we have shared
knowing how fortunate I am
to be able to call you my friend.
C. Yrun

Friendship

Occasionally, one makes a friend,
With whom the bonds will never end.
A friend who shares the joy and sadness,
The hopes and fears,
Sometimes sheer madness
Of bonding a marriage, and child rearing,
Shared things that make friends more endearing!
Though sustained only by Christmas card and letter,
This friendship continues to grow and get better.
Often separated by time and distance
A friendship renewed in just an instant
What kind of friendship so survives?
It's the friendship that blossoms
between Army Wives.

The Lesson

After a while, you learn the subtle difference
between holding a hand and chaining a soul,
And you learn that love doesn't mean leaning and
company doesn't mean security.
And you begin to learn that kisses aren't
promises, and you begin to accept your defeats
with your head up and your eyes open, with the
grace of an adult, not the grief of a child.
And you learn to build all your roads on today
because tomorrow's ground is too uncertain for plans.
After a while you learn that even sunshine burns
if you get too much.
So plant your garden and decorate your own soul,
instead of waiting for someone to bring you flowers.
And you learn that you really can endure ...
that you really are
strong, and you really do have worth.

Author Unknown.

DEPARTMENT OF THE ARMY
HQ, 7TH RANGER TRAINING BATTALION
FT. BLISS, TEXAS 79916

Orders: 92-0803

Jimmy-Joe-Bob Doe Infant first class 123-45-6789

You have been tendered an appointment in the Ranger Family in the grade of infant first class, 8 lbs, 03 ounces. You are ordered to active duty in the grade of rank as shown on the date you sign in for temporary duty.

ASSIGNED TO: John and Jenny Doe
100 Road Dr.
WSMR, NM 88002

REPORTING DATE: DOB

TEMPORARY DUTY AT: William Beaumont Army Medical Center,
Ft. Bliss, Texas 79916

REPORTING DATE: DOB

PERIOD OF TEMPORARY DUTY: *List dates in Hospital*

PURPOSE OF TEMPORARY DUTY: To complete in-processing into the world and prepare for follow on Ranger assignment.

BASIC BRANCH: Hooah baby!!

Additional Instructions: a) Travel with parents is authorized. b) Assignment to family quarters is for strength accountability only. c) Accession year 1992. Regular baby distribution plan. d) Service obligation of 18 years incurred.

FOR THE COMMANDER

BARRY E. WILLEY
LTC, IN
Commanding

6-43 Air Defense Artillery (Patriot)

Ansbach, Germany

Honorary Certificate

To Those Who Shall Bear Witness, Greetings
Be It Known That

Jimmy-Joe-Bob Doe

Was born on_____ and is hereby made welcome. Thus having been born under the stars and stripes in Ansbach, Germany. This fortunate citizen is further bested with the ancient and honorable title of

BABY AIR DEFENDER

And is hereby accorded the congratulations of this command, Headquarters, 6th battalion, 43rd Air Defense Artillery

_____

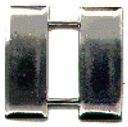
Marvin K. McNamara, Commanding

Chain of Command

Things You Don’t Want to Lose in Command

1. Your mind - it’s a terrible thing to waste!
2. Your sense of humor - it can be a great survival tool
3. Your sense of self - you aren’t an extension of your spouse; you have a life too!
4. Your assertiveness training skills - if you don’t have any of these, you may want to think about acquiring some; “You are a person, you have a right to say no”.

Components of a Career

A	**1**	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**9**	**10**	**11**	**12**	**13**	**14**	**15**	**16**	**17**	**18**	**19**	**20**	**21**	**22**	**23**	**24**	**25**
B																										
C	O B C	TROOPS			OAC CO CMD	C A S^3		CO GRADE BRANCH QUAL REQUIREMENTS					C G S C	XO/S3 TROOPS		FIELD GRADE BRANCH QUAL REQUIREMENTS			BN LEVEL CMD FIELD GRADE BRANCH QUAL REQUIREMENTS				S S C	BDE LEVEL CMD UTILIZATION	

Row A: Years in Service

Row B: Estimated Rank

Row C: Jobs usually assigned during this time

NONCOMMISSIONED OFFICER EDUCATION SYSTEM (NCOES)

Components of NCOs

USAMC
Focus: Leadership, Human Resources
Admin & Training Operation
Taught: Ft Bliss, TX
T'ng Capacity: 600+ AC, 20 Sister SVC , 14 Intl
Required for promotion to SGM

ANCOC
Focus: Common Leadership Training
MOS - Specific Tasks
Taught: Proponent Schools
TNG Capacity: 8500
Required for promotion to SFC

BNCOC
Focus: Common Leadership Training
MOS - Specific Tasks
Taught: CA - Regional NCO Academy
CS/CSS - Proponent Schools
TNG Capacity: 17,750
Required for promotion to SSG

PLDC
Focus: 4 Wks Non-MOS Specific
Taught: CONUS & OCONUS
TNG Capacity: 30,000
Required for promotion to SGT

Functional Courses

COMMAND SERGEANTS MAJOR COURSE
One week course for CSM (D)

First Sergeant Course
A 5 week course required for NCOs assigned as 1SGs for the first time

Battle Staff NCO Course
Optional 6 week course for soldiers assigned to a staff position within a tactical unit

Drill Sergeants Course
Require 9 week course for soldiers selected to be drill sergeants

Creed Of The Noncommissioned Officer

No one is more professional than I. I am a Noncommissioned Officer, a leader of soldiers. As a Noncommissioned Officer, I realize that I am a member of a time honored corps, which is known as "The Backbone of the Army."

I am proud of the Corps of Noncommissioned Officers and will at all times conduct myself so as to bring credit upon the Corps, the Military Service and my country regardless of the situation in which I find myself. I will not use my grade or position to attain pleasure, profit, or personal safety.

Competence is my watch-word. My two basic responsibilities will always be uppermost in my mind -- accomplishment of my mission and the welfare of my soldiers. I will strive to remain tactically and technically proficient. I am aware of my role as a Noncommissioned Officer. I will fulfill my responsibilities inherent in that role. All soldiers are entitled to outstanding leadership; I will provide that leadership. I know my soldiers and I will always place their needs above my own. I will communicate consistently with my soldiers and never leave them uninformed. I will be fair and impartial when recommending both rewards a punishment.

Officers of my unit will have maximum time to accomplish their duties; they will not have to accomplish mine. I will earn their respect and confidence as well as that of my soldiers. I will be loyal to those with whom I serve; seniors, peers and subordinates alike. I will exercise initiative by taking appropriate action in the absence of orders. I will not compromise my integrity, nor my moral courage. I will not forget, nor will I allow my comrades to forget that we are professionals, Noncommissioned Officers, leaders!

TYPICAL INSTALLATION/AREA SUPPORT GROUP/BASE SUPPORT BATTALION ORGANIZATION

DPCA/DCA: Directorate of Personnel and Community Activities/Directorate of Community Affairs

DSEC: Directorate of Security

DPTM: Directorate of Plans, Training, and Mobilization

DRM: Directorate or Resource Management

DOL: Directorate of Logistics

PMO: Provost Marshal's Office

DOIM: Directorate of Information Management

DRCS: Directorate of Reserve Component Support

DOC: Directorate of Contracting

DEH/PPW: Directorate of Engineering and Housing/Directorate of Public Works

*Note: Base Support Battalions are subordinate to Area support Groups. Check with your installation to get an organizational chart for your book.

Ranks and Insignias of the United States Army

Insignia	Abbr.	Grade	Rank	You Call Him/Her
(gold)	2LT	O-1	Second Lieutenant	Lieutenant (Name)*
(silver)	1LT	O-2	First Lieutenant	Lieutenant (Name)
(silver)	CPT	O-3	Captain	Captain Name
(gold)	MAJ	O-4	Major	Major Name
(silver)	LTC	O-5	Lieutenant Colonel	Colonel Name
	COL	O-6	Colonel	Colonel Name
	BG	O-7	Brigadier General	General Name
	MG	O-8	Major General	General Name

* When you are asking to speak to a person, you should give the entire rank (2nd LT Name, or LTC Name); when you are conversing with them, you use the abbreviated form of address (Lieutenant or Colonel)

Insignia	Abbr.	Grade	Rank	You Call Him/Her
	LTG	**O-9**	**Lieutenant General**	**General**
	GEN	**O-10**	**General**	**General**
	GA	**O-11**	**General of the Army ***	**General**

**Omar N. Bradley, last General of the Army, died in 1981. The rank has not been used since.*

Insignia	Abbr.	Grade	Rank	You Call Him/Her
	WO1	**W-1**	**Warrant Officer**	**Mr./Mrs. Name**
	CW2	**W-2**	**Chief Warrant Officer**	**Mr./Mrs. Name OR Chief Name**
	CW3	**W-3**	**Chief Warrant Officer**	**Mr./Mrs. Name OR Chief Name**
	CW4 MWR	**W-4**	**Chief or Master Warrant Officer**	**Mr./Mrs. Name OR Chief Name**
	CW5	**W-5**	**Chief Warrant Officer**	**Mr./Mrs. Name OR Chief Name**

Insignia	Abbr.	Grade	Rank	You Call Him/Her
No Insignia	E-1	PV-1	Private	Private Name
	E-2	PV-2	Private	Private Name
	E-3	PFC	Private Fist Class	Private Fist Class Name
	E-4	SPC	Specialist	Specialist Name
	E-4	CPL	Corporal	Corporal Name
	E-5	SG1	Sergeant	Sergeant Name
	E-6	SSG	Staff Sergeant	Staff Sergeant Name
	E-7	SFC	Sergeant First Class	Sergeant First Class Name
	E-8	MSG	Master Sergeant	Master Sergeant Name

Insignia	Abbr.	Grade	Rank	You Call Him/Her
	E-8	1SG	First Sergeant	First Sergeant Name
	E-9	SGM	Sergeant Major	Sergeant Major Name
	E-9	CSM	Command Sergeant Major	Command Sergeant Major Name
	E-9	SMA	Sergeant Major of the Army	Sergeant Major Name

Health Care

In this section you should include the following information:

- Name and location of the medical clinic and/or hospital clinic available to the post. A map with written directions is also recommended.
- List of the medical services available along with their phone number and operating hours.
- Central Appointment phone number
- Patient Affairs Office phone number. If overseas, phone numbers of the Patient Liaison Office and Hospital Interpreters.
- Tri-Care information and phone numbers.

Clubs/Organizations

In this section, place information on clubs and organizations which are available in your area. Examples of clubs you may wish to include are:

- Boy Scouts
- Girl Scouts
- Officers' Wives or Spouses Club (OWC/OSC)
- Enlisted Wives or Spouses Club (EWC/ESC)
- Protestant Women of the Chapel (PWOC)
- Catholic Women of the Chapel (CWOC)
- Youth of the Chapel

Fundraising

The military regulations concerning fundraising are:

- AR 215-1
- AR 215-2
- Local DECA and AAFES Pams

In this section you may also choose to add:

- Bake Sales Checklists
- Fundraising Advertisement Information
- Fundraising Ideals
- Local Business Contact Information

Bake Sale Checklist

(Sample)

- ☐ Permission Letter from Garrison
- ☐ Cash box with $75.00 in change
- ☐ Hot Dogs (140) * [80]
- ☐ Cut buns (140) *[80]
- ☐ Condiments (mustard, ketchup, relish)
- ☐ Chili * [Double]
- ☐ Sauerkraut (Optional)
- ☐ Cheese (American - shredded)*[Double]
- ☐ Onions (chopped)
- ☐ *Baked Potatoes (50)
- ☐ *Sour cream (4)
- ☐ *Butter (1 lb.)
- ☐ *Chives
- ☐ *Broccoli & Cheese mix
- ☐ *Bacon Bits (2)
- ☐ Sodas [FIVE CASES (1 Coke, 1 Diet Coke, 1 Orange, 1 Clear, 1 Coke & Diet Coke mixed)]
- ☐ Ice (from mess hall)
- ☐ Cooler - 1 large & 1 regular * (1 large & 2 regular)
- ☐ Tables (2)
- ☐ Table Clothes (2)
- ☐ Crock Pots (4)
- ☐ Posters (7)
- ☐ Box with:
  - ☐ Heavy duty extension cord (2)
  - ☐ Saran wrap
  - ☐ Baggies
  - ☐ Ribbon
  - ☐ Scissors
  - ☐ Labels
  - ☐ WATERPROOF markers
  - ☐ Large trash bags
  - ☐ Scotch tape
  - ☐ *Serving utensils (1 large spoon (2*), tongs (3), knife)
  - ☐ Plastic spoons and forks
- ☐ Plates (at least 1 pack of 150) Heavy Duty
- ☐ Napkins (two large packs)
- ☐ Baskets and Trays for display
- ☐ AAFES bags for customers
- ☐ Floor Fan
- ☐ Sweat Towels

*For Baked Potatoes use the second number

IDEAS FOR FUND RAISERS

Check local regulations before planning fundraising events. The first step is to call either JAG or the Directorate-of Personnel and Community Activities (DPCA). -Do not take this lightly!

Some local merchants gladly donate items for fund raisers!

Carnivals:

game booths (basketball throw and dunk tank)
food booths

Fun Run/Volksmarches:

entry fee sponsorship of $$$ per mile food booths along the way or at the end prizes (solicit donations)

Car Washes (donations are best)

Dog Washes

Surprise Packs:

package boxes of donated items (baked goods, gum, soda, candy, toothpaste, razors, etc.)
have auction
sell raffle tickets; pick winner out in field

Bake Sales:

company areas, PX
pick specific days of week; repeat day after pay day
at special training sites
meal time or evenings
donation only

Baked Goods' Bags:

gather together at someone's house (bake cookies, make candy)
put in plastic bags
auction off in field
ask for donations

Booths:

food (taco, hot dog, popcorn, cotton candy, nachos, sandwiches)
take advantage of post celebrations (July 4th)
at sporting events
bazaars

Auctions:

Services (vardwork, meals, housework, baby-sitting, car wash)
White elephant
Concealed package
Boxed meals
Silent (have items; put list by item; sign list with offer)
Pie throw
Commander's parking space
Commander for the day
Days off or passes for soldiers are illegal

Raffles:

Keep tickets cheap
Give buyers bargain with ticket sales ($ i/each, 3 for $2)
Dinners (with baby-sitting)
Packages at hotels (solicit
Quilt
Trips
At kid's function: raffle popular kid's item
Outdoor adventures
Basket with baby item

Flea Markets:

Thrift Shop (unit c6nsigment)
Local swap meet
Donated item
Yard sales and garage sales
Sell table space

Dirty Deeds:

Decide on item or service to sell (i.e., Commander shines boots)
Set a goal ($ or #)
Get celebrity to do something crazy if you reach your goal
Get celebrity to do services (auction or raffle off)

Fines:

Missing buttons on uniforms
Not wearing unit pin
Not having unit coin

Games:

Gambling (Reno night)
Bingo
Road rally or scavenger hunt (entry fee; prize for winners)

Unit Store (homemade items on-consignment)

Recycling

Piggy Bank (in company area for spare change)

Talent Show

Wrap Gifts at Christmas (wrapping and mailing)

Unit Cookbook

AETV-WG-AJ-F **SAMPLE** 22 April 1996

MEMORANDUM FOR FAMILY SUPPORT GROUPS WITHIN THE 235th BASE SUPPORT BATTALION

SUBJECT: IDEAS FOR FUND-RAISERS

1. The following is a list of possible fund-raisers that have successfully been carried out in our BSB over the past year:

a. Bake Sales
b. Hotdog/Bratwurst/Chili Sales
c. Sub-sandwich sales and delivery (during the Super-Bowl)
d. Cake Auctions (work best after work hours at the hanger/ HQ building , etc...)
e. Car washes
f. Dances/dinners
g. Bus trips (buses can be rented through MWR, POC _____)
h. Raffles or Opportunities (Check with SJA)
i. "People auctions" for services such as cleaning/auto maintenance/etc.
j. Fashion shows
k. Craft instruction classes
l. Craft sales
m. Bagging at the Shoppette/PX
n. Baked Potato Sale
o. Dinner Auctions (a big hit with the single soldiers ... can even do a complete "dinner for 2" or "romantic picnic lunch") -- should not containers alcoholic beverages. (Or dinner for 6 or 8 at the Commander's house - husband waits on guests with white towel over arm, wife cooks, or vice versa)
p. Bingos
q. "Designer" /Custom items for your unit/squadron (T-shirts, pens etc.)
r. Special services -- (pet sitting, etc.)
s. Cook Books/Calendars
t. Group outings, i.e. Terrace Playhouse

2. The possibilities of fund raising activities are endless, but depend on demand, as well as the time of year. During annual leave periods; especially during spring/summer vacations and the Christmas season, pet sitting, house watching, plant watering services can make extra $s for your FSG, During these periods, a percentage of your "customers" may not be participating.

3. Make an estimate of the demand before planning your next fund raising project. Food sales do much better the closer they are to military paydays. Sale of more costly items do better if the consumer has the opportunity to place a deposit on the item and pay the balance in 2-4 weeks. Plus this enables you to make only the amount of items that you will be selling.

AFTER ACTION REPORTS

We found that it is extremely beneficial to keep detailed records of major unit activities and functions. You then have a solid foundation for any succeeding events. These reports also will be an excellent source of in-depth information for the battalion commander's spouse following in your footsteps.

Suggested topics should include:

1. Name of the affair, date, location, time.
2. What were your responsibilities?
3. Who were the members of your committee? How were they selected?
4. Were there other individuals who were helpful to your committee? Make a list of their names, addresses, and phone numbers (if pertinent).
5. How did you prepare to do your job? What resources were necessary?
6. What expenses did you have and for what?
7. List the stumbling blocks and pitfalls you wish you had avoided. What would you advise the next person in your role?
8. Pinpoint your single biggest frustration. How could you have overcome it?
9. What changes would you like to see in the running of your job next time? Others' jobs?
10. What went especially well? Why?
11. If you had it to do over again, would you accept this job? Why or why not?
12. Are there any other comments or additional information you'd like to mention?

Entering & Leaving a Unit

In this section, place everything to do with coming in and going out .... to include moving checklists, questions to ask, information to pass along, etc. We've included a few to get you started.

Moving Information:
http://www.sgtmoms.com/user/bkl/bkl_user_display.asp?action=display_channel_objects&channelID=129719

COMING INTO THE BATTALION

You never get a second chance to make a first impression.

We wanted to make the best first impression we could as we joined the battalion. We knew that others would form opinions about us quickly and with little information. We also realized that the initial perception people had of us would have a marked impact on our entry into the unit. So we made an extra effort to try to influence the attitudes of others in a positive way.

We began thinking about our command team role early and making preparations for our arrival. We planned ahead as much as we could. We felt that once we were in the battalion demands upon our time and energy would be extensive and relentless. We believed we would benefit from organizing in advance because there would not be as many opportunities later!

HOW TO APPROACH IT

We found the following guidelines very effective in getting us off to a favorable start. In the period leading up to command, you might want to:

- Talk, talk, talk with your spouse/representative.
- Attend the Pre-Command Course at Ft. Leavenworth.
- Consider possible benefits of accompanying your spouse to his/her branch pre-command school.
- Formulate your individual and command team goals.
- Decide methods for achieving your objectives.
- Seek out information and insights from written materials and other people. Be curious and go after answers to any of your questions.
- Get in shape. You will feel better about yourself and be physically fit for meeting the upcoming challenges.
- Estimate and budget for the expenses you may encounter during command.
- Discuss the responsibilities and commitments you intend to take on with your children, parents, in-laws, and friends. Assist others in knowing about and understanding, if possible, the changes that may occur in your lifestyle.

BEFORE COMMAND BEGINS

- Maximize the opportunities at pre-command schools. Brainstorm ideas or concerns with others.
- Check your branch school PX and gift store. It may be a good place to pick up small presents, posters for your spouse's office or the unit, branch slogans, and other paraphernalia.
- Give yourself time to settle into your new home and attend to family matters. Familiarize yourself with the military and civilian communities; learn about programs, facilities, and resources; get to know neighbors.
- Make the most of occasions to meet and talk with the outgoing commander's spouse or command team. He/she may provide useful information to you. If not, graciously pose your questions and request guidance.
- Begin a journal or scrapbook.
- Review your wardrobe (and your spouse's)? Be ready to attend a large number of varying social functions.
- Prepare to entertain large numbers of people. Think about what you may need and want.
- Mull over your individual and/or command team gift philosophy. For instance, you may want presents for weddings, babies, farewells, welcomes, thank yous, etc. Standardize and buy ahead. Caution: Do not forget anyone and continue the tradition you establish.
- Take dance lessons; brush up on your speaking skills; collect recipes for group gatherings; get ready for your first round of in-home entertaining.
- Know what your role will be at the change of command and reception. Reacquaint yourself with military protocol. Be sensitive to the outgoing command team’s wishes and arrangements; after all it is their ceremony.
- Mention tactfully any special requests for the change of command or reception (i.e., having someone videotape the ceremony or having your guest book at the reception).
- Have your guest fist ready. Try to have complete, legible, up-to-date addresses. Be prompt in meeting the due date. (Military spouse's responsibility, but ....)

AS COMMAND BEGINS

- Send thank you notes promptly. Recipients may include the outgoing command team, your spouse's new boss and his/her spouse, particularly helpful individuals from higher headquarters, your new unit (for your flowers and change of command ceremony and reception), and any other appropriate people you wish to recognize.

- Get a unit roster and a spouse's roster as quickly as possible. Make a point to learn and use first names. Carry a pocket notebook to jot down names and information as you continue to meet others. This will help you remember!

- Agree on how your spouse and you wish to be addressed. Avoid confusion by informing others. Accept that some people may not comply with your request.

- Take the lead in socializing. Think about how you may want to open your home to others.

- Meet soon with other key spouses. That probably would mean the Command Sergeant Major's (CSM) spouse and the Battalion Executive Officer's (XO) spouse. Begin to get to know each other and to discuss "business." Do not hesitate to see the next higher headquarters commander's spouse, also.

- Know what to expect at your first spouses' gathering. Is it purely social? Will there be business that needs attention? Who will be attending? Determine your role and be prepared.

- Consider doing a needs questionnaire with the spouses'. It will show your desire for input and allows everyone to "own" the direction of the group.

- Forge a strong working relationship with the unit S-1 and chaplain. Potentially they are excellent resource people concerning unit personal and family matters.

- Keep notes and files on EVERYTHNG. Consider after action reports (see Sample) for major projects. All details and information may be invaluable to the next commander's spouse and a useful reference for yourself.

- Schedule a regular, weekly time you can sit and talk with your spouse about unit activities, his/her calendar and yours, battalion family member issues, and other unit information.

- Use name tags at initial functions.

HELPFUL HINTS

BEFORE COMMAND BEGINS

- Be open-minded, flexible, and keep a healthy perspective.
- Avoid contact with the unit unless initiated by the current command team.
- Be aware that arrangements for planning or paying for a change of command and reception vary greatly. The local custom or protocol may not be what you would like or expected. Be gracious. Your turn will come!
- Decide your course of action if no one has contacted you about making plans for your welcome coffee. If you intend to organize a gathering, do whatever possible beforehand.
- Be as patient and as easy going as you can manage. The time before the change of command is hectic.
- Give thought to the stress and anxiety many in the unit my be feeling due to the change in leadership. Think over how you might want to respond to the situation.

AS COMMAND BEGINS

- Set the example. Model the behavior and values you hope others will emulate. Everyone WILL be watching.
- Consider carefully what you advocate. Others may well identify your position with power and influence. What you say could carry considerable weight because of your role. Be cautious about expressing your personal causes and private beliefs.
- Try to be yourself. Sincerity is crucial.
- Think twice about immediate, overwhelming changes. Even though you may be eager to get moving, hold off for a bit. Watch, listen, and learn.
- Attend every unit event at this point. Give people the opportunity to see that you are interested, that you care about knowing others, and that the unit matters to you and you will be supporting it.
- Try very hard not to be monopolized by a few people. Move in all circles.
- Show your interest in people! They may be tentative, shy, awkward, and even unwilling to approach you. Take the initiative! Introduce yourself, start conversations, and ask endless questions.

- Recognize that there is truth in "it's lonely at the top." Seek support from your military spouse. Develop friendships outside the unit. Network with peers. Share information, support, and concerns. Be there for each other.

- Take time for yourself although it may seem impossible. Allow yourself personal space if only for brief periods.

- Realize that the unit and its people will have expectations of you. You are the commander s spouse. You will be on center stage and in the spotlight. Once the command is underway, if you have chosen to be involved, have confidence in yourself and charge on!

- You may ask yourself, "What in the world have I gotten myself into? !? It all can seem a little mind-boggling in the beginning. Things will settle down, and you should feel more comfortable in your new role.

FRUSTRATIONS

Keep in mind, you are a newcomer. The spouses may welcome you with open arms and warmth -- or they may hold back and come around slowly. Do not take it personally. They may have lost a friend with the departure of the last battalion commander's spouse. Give them time to respond to the change and their sadness.

The individuals in the unit may be different from what you expected, imagined, or remembered from other group experiences. You may need to adjust your prospective.

You are no longer one of the gang, depressing though that realization may be. You may wonder why the unit spouses do not call you to go out to eat, to go shopping, or to a movie Think back to when you were a lieutenant's or captain's spouse -- did you run around with the battalion commander's spouse and spend most of your time with her? Probably not. This is no different. Don’t be discouraged. Accept that there will be some limitations that "come with the territory. " Turn to your peers outside the battalion for the deeper friendships and special closeness you may seek.

Your relationships with battalion spouses and peers should not be the same. Recognize the fine between friend and confidante. Choose your friends wisely in the battalion. Don't be perceived as having favorites. Spot the informal leaders in your group and draw upon their talents, ideas, and energies.

Sometimes you may need to act as a buffer between brigade or higher command levels and the battalion spouses. Decide which battles you will fight. Approach situations with fairness and concern for all.

Remember, you shadow your spouse. You may find the spouses blaming you for what happens at work. Try to be understanding, but also frank. Tell them that you are not part of the official side of the Army house. You are a spouse, too. Keep battalion and business issues and family and social issues separate.

Will everyone like you? Who knows? You may not please the entire group -- but do not see yourself as needing to win a popularity contest. Keep a sound perspective on who you are and where you are.

Don’t be surprised if people treat you in a stereotyped way, especially in the beginning. They may see only the position or the role and not you the person. Be patient and, hopefully, this will soon change.

You may encounter the "What's in it for me?" mindset of others. Take heart and do not feel as though you are somehow at fault for their attitudes and values. Hang in there, keep trying, and do not let others' self-centeredness get you down.

There are flaws and room for disappointments in the most carefully crafted plans. Try to prepare and to act wisely. Surprises will occur. Events may not unfold as we suggest. your circumstances give it your best effort and do not agonize over "what if.”

IMPLICATIONS

Battalion members may expect that you will arrive as a prepared and competent individual. Due to any number of factors, correct or not, people seem to identify a battalion commander's spouse with certain skills and aptitudes.

Do not bemoan this fact, but give yourself every chance to establish your credibility by thinking and planning ahead. Otherwise, you may face an uphill battle. People will be assessing you from the start. Show them your talents and strengths.

Coming into the battalion with your "act together" also will allow you to be more flexible and in a better position to be more adaptable. You can then face decisions and people with confidence. You will have a greater understanding of the options and opportunities before you.

Preparedness and readiness are key in giving the battalion and its people a calming sense of security. They will be looking for some measure of consistency. They will want to know where you stand, how you operate, and what you are like. If you are ready, these stressful and awkward issues and times should be manageable. And remember the change of command belongs to the outgoing commander and you will get your turn.

It is an advantage to know what you want your role to be -- you will then feel less pressure to "do it all" yourself. You can quickly demonstrate your willingness to work with others.

(Copied from: Choices and Challenges: A Guide for the Battalion Commander's Spouse)

LEAVING THE BATTALION

WHY IT'S IMPORTANT

The departure of a command couple is a major event in the fife of the unit. It is the end of your chapter in the continuing story of the battalion and the beginning of another. We found that this period encompassed strong emotions, much social activity, the meeting of final responsibilities, the expression of gratitude, and the difficult task of saying farewell. We think that with forethought and an abiding concern for others, this can be a positive and special time for all..

HOW TO APPROACH IT

We believe that you should consider giving at least as much effort and energy to leaving the battalion as you did to joining the unit and its people. In many regards, you may wish to invest even more of yourself. At this stage, as you read this segment of the book, we imagine you may readily agree.

Having now lived, worked, made friends, shared experiences, and been intertwined in the life of the battalion, you will undoubtedly have many ideas about how you want to leave. We offer the following recommendations because we have been down a similar road:

- Decide in advance as a couple and as an individual how you will leave the battalion. Plan the activities you will host.
- As early as you can and as makes sense, establish contact with the incoming commander's spouse. Begin to coordinate with him/her to smooth her/his way unit.
- Seriously think about how you want to spend your time immediately following the change of command.
- into the
- Discuss the change of command and reception with your spouse. Though both affairs are official military functions, offer your input.
- Lay the groundwork for moving if you will PCS.
- Watch for and prepare to handle heightened emotions.
- Contemplate your public and private "thank yous.
- A heart-to-heart talk with a friend who has already "been there" will help you to anticipate your feelings and understand they are normal.

PRACTICAL IDEAS

BEFORE THE CHANGE OF COMMAND

- In the early stages of communicating with the incoming commander's spouse, give him/her:
- Copies of the battalion officers' roster and the spouses' group roster.
- Any available group pictures. Let him/her begin putting faces to the names.
- Information about housing, the local military and civilian communities, the climate, schools, PX, medical support, the commissary, license. and car tag procedures, and any other items that might be of concern or interest.
- The opportunity to ask questions, which may require answers sooner rather than later.

When the incoming commander's spouse arrives:

- Personally and warmly welcome her/him.
- Offer your assistance with getting settled.
- Invite the new command team into your home. Consider organizing or giving a social function to introduce them to key people from the unit.
- Brief him/her on specifics of the unit (see Appendix T). Give him/her any after action reports, notes, historical material, or details at your disposal.
- Although the military spouses should be exchanging information, check to make sure the non-military spouse has no questions and understands plans for the change-of-command and reception.
- It is thoughtful if you can arrange to meet with her/him before the actual start of the ceremony. A small welcome gift is nice at this point. Spend a little time talking, absorb and enjoy the wonder of the day, and tell him/her to have a ball! Walk over to the ceremony grounds and enter together.

Give generously of-your time and attention to those in the battalion:

- Be open and respond to the approaching changes. Talk about nervousness over what's ahead, questions on people's minds, where you'll be going, a bit about the new command team.
- Throw your final round of parties.
- Give farewell gifts, mementos, or flowers.
- Write letters of appreciation or recommendation (you or your military spouse) for unit contributions and support.
- Though it may be "old hat" for some, go over the ins and outs of a change of command ceremony and the reception.

- Ensure that welcome, traditionally coordinated by the XO's spouse is being planned for the new commander's spouse. Quietly monitor the arrangements, if necessary.
- If the spouses are planning a farewell for you, in addition to a welcome for the new commander's spouse, talk over with the XO's spouse the division of responsibilities. It may be too much work for her/him to handle both. Get the 1SGs spouse or others involved.
- This will be a period of many unit activities and commitments. Be up front with the spouses. Tell them a few months ahead what they might expect as far as time and financial considerations (special parties, dinners, flowers, gifts, etc.).
- It may come in handy to carry and give out note cards with your new address. Or, you could send it later in your thank yous.

Don't overlook those outside the battalion:

- Have a special gathering for your spouse's boss with key battalion members. Publicly thank them.
- Write personal notes. to anyone in the community who showed you particular kindness, was an especially helpful advisor or mentor, or for whatever reason was "there" for you.
- Get together with sister battalion commanders and spouses for a last time. Show your gratitude for their friendship and team support.
- Schedule an outbrief with garrison/installation commander or complete an end of tour report survey/letter and give to the appropriate people. (See Sample) Remember you have a lot of valuable information; give it to people who are interested or could benefit.

FOLLOWING THE CHANGE OF COMMAND

- Understand the need to cut ties. Allow loyalties to begin to shift. Accept that the unit and you must move on.
- Don't attend the new commander's spouse's welcome.
- If staying in the area or joining the old unit's' higher headquarters, be kind and keep your distance. This may be impossible in all instances, but generally, try not to interfere or impede the changes that should be taking place.
- Send thank you notes for any farewell gifts, dinners, parties, get-togethers. If you received gifts, you may want to know who participated so that the appropriate people can be thanked.
- Have plans for the rest of the change of command day. Perhaps be very, very busy? Think about getting away.
- Talk about the command tour with your spouse and family. Discuss the pros and cons, what you learned, how you fared in reaching your goals, what was a surprise, and what were never-to-be-forgotten moments.

HELPFUL HINTS

Think about what you have learned and gained as a person from the command experience. Feel good about yourself and take pride in your contributions. It may literally be years before others truly understand or appreciate what you did for them or gave to the unit. Inwardly, at a minimum, feel satisfied and happy about your efforts.

When talking with your successor, honestly share both the ups and downs of your two years with her/him. Tell her/him about your accomplishments, super moments, and special times. But be open as well about the difficulties, sacrifices, and tough days.

If you are an active person realize that your daily pace may not be the same after the change of command. Suddenly, you may have a life of your own again. Find some activity or interest into which to channel your energies.

If, however, you're ready for a rest, take one. Be good to yourself for awhile, unwind, and just relax. This will give you energy to refocus and forge on.

Talk, talk, talk with your spouse. Leaving is much easier said than done. You may still think about, worry, wonder, and continually have the unit in your thoughts.. This is only natural. Let your spouse know how you feel; chances are he/she will be thinking many of the same thoughts!

Don't feel guilty if you're glad the command tour is over. There are lots of valid reasons why you could be ready to move on. There are probably as many reactions to leaving as there are people involved. Don't be drawn into comparisons with others.

Avoid making promises that you can't keep. If you say you'll write, follow through. If you explain you'd rather not discuss unit business once you've left, don't start in with the first phone call or letter. If you invite virtually everyone to drop by or stop in at your next duty station, be prepared to have company.

Be discreet. You may have many stories and tales to tell. Be respectful and considerate of others in deciding what to repeat.

Be willing to discuss what command time meant to you, what it was like, and what you learned. Don't miss opportunities to "Pool your ideas, programs, or resource materials with people who are interested or could benefit. You have a lot of valuable information, and you have been down a path still new to others. Throw your two cents worth into the pot!

FRUSTRATIONS

You may just be getting the hang of your role and, surprise, its time to call it quits. This can be irritating, unnerving, and sad all at the same time.

You may find that the spouses and people in the battalion show more emotion, interest, and friendship toward you at the end of your tour than at any other point. You may wish they had been that way sooner! Accept their attention and special kindnesses with gratitude and grace.

There can be a feeling of utter loneliness and absolute separation after the change of command. Everything is OVEB, the people are GONE, and you are ALONE. It has to be this way'! Others will think it is hard, too. The break needs to be made and life must go on.

Try not to be perturbed when the new commander's spouse does not follow the footsteps you left in the sand. "Change is good!" Remember that even when a program important to you, which you took great pains to get off the ground, is dropped. It really is his/her ball game now and you're not on the team anymore. This may make you miserable or angry, but that should be the end of it.

IMPLICATIONS

How you handle leaving the battalion sets the example. Some will be going through the experience for the first time and not know what to expect. Others will know or realize that they can look to you for their cues. Model and lead to the end. You can teach and support by what you say and do.

If you organize in advance for your departure, you should have time for "special touches." You will be glad you aren't rushed beyond belief and have the chance to show people how much, they mean to you. Particularly at this point, everyone appreciates your gratitude and individual attention.

If you choose not to brief your successor and do whatever possible to ease the transition, there probably will be a considerable cost to both her/him and the unit. He/ She will be forced to work in a vacuum and ever one will likely suffer the consequences. In our opinions, this is unfair and should be avoided.

If you think through leaving the battalion and can even find bright spots looming ahead, it should help you make a cleaner break. You will have a deeper understanding of your accomplishments. You will free yourself and your family to make plans for the future. You may discover a renewed interest in activities, people, and events outside the unit. You might actually look forward to having greater personal space and independence again.

(Copied from: Choices and A Guide for the Battalion Commander's Spouse)

CHECKLIST FOR
BRIEFING THE INCOMING CONMANDER'S SPOUSE

One of the most significant final contributions you will make to the unit is the information you pass on to your successor. You can play a critical role in assisting EVERYONE by paving the way for a smooth transition.

We think you can best accomplish this by familiarizing the incoming commander's spouse with virtually all aspects of unit and community life. We encourage you not to overlook or underestimate this important aspect of leaving the battalion. The final decision, of course, regarding what and how much to share is yours.

Possible subjects to discuss or items to make available are:

- ☐ Offer to give her/him any after action reports, notes you've made, historical materials, sample newsletters, meeting minutes, rosters, important names, addresses/phone numbers, or other written miscellaneous which might be helpt4l.
- ☐ Discuss the units' family support program.
- ☐ Talk about social activities of the past two years. This could include what you and/or your spouse have arranged, spouses' gatherings, unit functions, and any outside
- ☐ Obligations (community, higher headquarters, post)
- ☐ Tell her/him how you have interacted with the NCO/Enlisted spouses'.
- ☐ Describe community involvements or opportunities.
- ☐ Explain your relationship and how you worked with anyone from higher headquarters or sister battalions.
- ☐ Let her/him know about your experience when coming in new to the battalion.
- ☐ Detail money matters.
- ☐ Inform her/him of major rules or regulations she/he may find worthwhile.
- ☐ Be open about frustrations you faced and how you overcame them.
- ☐ Go over everything about your officer spouses' group
- ☐ Consider and decide what you will or will not say about specific individuals and/or "skeletons in the closet."

- * If you give a completely candid report he/she may be sensitive to issues and problems which might otherwise be invisible during her/his crucial first months that could lead to major mistakes in her/his approach.

- * He/She may prefer not to get this type of information. Everyone will begin with a clean slate and he/she is free to form her/his own impressions and assessments.

☐ Cue her/him on responsibilities or commitments she/he should be prepared to handle immediately or soon after the change of command.

☐ Advise her/him. on communication networks within the unit-how information is dispensed, publicity handled, possible means of establishing contact between her/him self and others.

☐ If asked, have recommendations on what you might suggest phasing out or definitely continuing. Why.

☐ Give her/him background on participation, interests, popular events,

☐ If there has been trauma or crisis in the unit, explain fully.

☐ Indicate any special roles or projects you took on. Why.

☐ Specify resources perhaps available within the unit and the community.

☐ Make her/him aware of key people who have supported you and the unit.

☐ Speak with her/him about any particular personal policies you and/or your spouse had in place (responding to RSVPs, dress, how you asked to be addressed, attendance, etc.).

☐ Be straightforward, if there is interest, about your individual goals or leadership philosophy.

☐ Ask for her/his questions. Show a willingness to honestly and frankly respond to her/him. Allow time, if feasible, for her/him to reflect and then meet with you again for follow-up.

Checklist of <u>Information</u> to be given to the Incoming <u>Battalion</u> Commander's Spouse

From the outgoing Battalion Commander's Spouse

- ☐ BN social roster
- ☐ BN wives roster
- ☐ BN FSGs contacts or Chain of Concern
- ☐ Bit, Family Assistance Handbook
- ☐ Info on:
  - a. BN parties
  - b. BN coffees
  - c. BN welcomes
  - d. BN farewells
  - e. BN gifts
  - f. BN obligations that pertain to the particulars of the present military community, such as community bazaars or fests, formals, etc.
- ☐ Data on info meetings and leaders' meetings
- ☐ Info for new company/battery leaders
- ☐ After - action reports such as:
  - a. Bake sales
  - b. BN Christmas
  - c. BN Formals
  - d. BN Valentine's dinner
  - e. Single Soldiers' Christmas dinner
  - f. Christmas stockings for soldiers in barracks
  - g. Newsletter info
- ☐ Bde, Division, BSB, ASG info
- ☐ List of supplies belonging to battalion and where items are stored

- ☐ SOP from all BN committees such as
  a. "Meals on wheels"
  b. Treasurer's report

- ☐ Role of CSMs spouse to include a "skeleton " of preparation involved in preparing 1SGTs spouses or reps

From each company/battery leader

- ☐ Roster and phone tree with POCs
- ☐ Brief outline of how company/battery FSG is organized and operates
- ☐ Any other company/battery info from the "Company/Battery Checklist" such as farewells, welcomes, social functions, etc.
- ☐ Copy of latest company/battery newsletter
- ☐ Short No of Commander's spouse, 1SGT's spouse (or designated reps) to include children, hobbies, interests, previous assignments, job, school, etc.

Checklist of Information to be Given to the Incoming Brigade Commander's Spouse

From each Battalion in the Brigade:

- ☐ Battalion Social Roster
- ☐ Company Commander, CSM and 1SG social info: name, address, wife, phone, expected date of change, etc.
- ☐ Brief outline of how your battalion FSG is organized and how it operates.
- ☐ Any other general battalion info you want to include: farewells, welcomes, gifts, showers, etc.
- ☐ Short biography: just what you would like for incoming commanders spouse to know about you... kids, interests, talents, pet peeves, etc.
- ☐ Family Support Group Handbook -
- ☐ Copy of your latest newsletter if you have one.
- ☐ Your replacement's info if you happen to already know.

From Outgoing Brigade' Commander's Spouse:

- ☐ HHC Social Roster
- ☐ HHC Spouses' Roster
- ☐ Command and Staff Roster
- ☐ Brigade Family Support Group info

☐ General Info:

a. Division Roster
b. Division Command and Staff Spouses' Roster
c. Luncheon Schedules
d. Info Exchange Schedules
e. Hails and Farewells

(1). BN COs and Spouses

(2). Gifts individual and group

(3). Social Events

f. BN obligations:

(1). Formals

(2). Particular events such as Vice Night, etc.

(3). Monthly obligations

☐ BSB or post or Division Info, such as Thrift Shop, etc.

a. Info exchange
b. AAFES/Commissary Council Meetings
c. CDC/YS Council Meetings
d. Volunteer Coordinator Council Meetings
e. Town Hall Schedule
f. Programs, SACs, and any other meetings concerning DoDDS
g. Command Spouse Roster from BSB
h. List of names and phone numbers of all agencies and directors of BSB
i. All info pertaining to particular area such as German/American Fests, Voksmarches, concerts, etc.

Flower Presentation:

We will now present a bouquet of flowers to the outgoing commander's wife, Karen Smith, and the incoming commander’s wife, Glenda Casey, on behalf of the 4th brigade. To Mrs. Smith we present a bouquet of red roses. Red is the color of the heart and reflects the loving concern that Karen has shown over the past 2 years. Karen's roses are in full bloom symbolizing the beauty and fulfillment of her time as the First Lady of the 4th brigade.

To Mrs. Casey we present a bouquet of yellow rose buds. Yellow is the color of the new beginning and symbolizes Glenda's arrival as the new First Lady of the 4th brigade. In time the rosebuds will bloom as will Glenda's relationship with the soldiers, and their families.

Narrator states the names of the NCOs handling the flowers (3ID NCO of the year). Presenting the flowers are SGT. Wallace, the 4th BDE NCO of the year and SPC Novak the 4th brigade soldier of the quarter

CHECKLIST FOR MOVING

OUTSIDE

- ☐ wash cob webs off gutter
- ☐ wash out trash can
- ☐ clean up grease in driveway
- ☐ clean off shelves in shed
- ☐ sort through tools
- ☐ drain lawn mower
- ☐ drain gas can
- ☐ clean grill
- ☐ clean eves and gutters
- ☐ cut and edge lawn
- ☐ trim bushes
- ☐ weed flower bed
- ☐ clean flower pots
- ☐ change porch light
- ☐ sweep out shed
- ☐ remove bicycle hooks
- ☐ drain garden hoses
- ☐ discard firewood
- ☐ gather up outside toys

HOUSEHOLD

- ☐ separate things for yard sale or good will
- ☐ return borrowed items
- ☐ take everything down from walls
- ☐ tape screws to back of wall hangings
- ☐ collect: batteries, perfume, matches, light bulbs, alcoholic beverages, loose change, and prescription medications
- ☐ empty vacuum cleaner bags after last vacuum
- ☐ launder all possible rugs
- ☐ prepare sewing machine and sewing items
- ☐ remove curtain rods and collect hooks
- ☐ discard expired medicines
- ☐ take pictures of valuables for insurance purposes
- ☐ empty or lock footlocker
- ☐ prepare stereo, TV and computer
- ☐ polish furniture well
- ☐ pull out address book, stationary, stamps, checks, calculator
- ☐ review what's in filing cabinet to take with you

FIRST NIGHT BOXES

- ☐ sheets, blankets, pads, pillows
- ☐ towels and bath mat
- ☐ toilet paper, soap
- ☐ shower curtain, hooks
- ☐ brown or plastic bags for trash
- ☐ small lamps with light bulbs for rooms with no overhead lighting
- ☐ kitchen linens: pot holders, towels, rags paper: napkins, towels, plates, cups and plastic cutlery
- ☐ 1-2 cans for heating canned food
- ☐ tea kettle
- ☐ food: coffee, cereal, snacks, etc.
- ☐ cooking utensils
- ☐ dish soap and other cleansers
- ☐ shelf paper and exacto knife
- ☐ sponge and bucket

KITCHEN

- ☐ service washer/dryer and drain hoses 2 days out
- ☐ clean refrigerator (inside and coils) and deodorize
- ☐ clean freezer
- ☐ clean small appliances: mixer, toaster, coffee maker, bread maker, etc.
- ☐ empty and wash canisters
- ☐ collect magnets and pot holders
- ☐ transfer food into Tupperware and label
- ☐ buy favorite staples that may not be available in new area
- ☐ tape spices
- ☐ give away food that cannot be shipped
- ☐ clean kitchen trash can and save brown bag for trash
- ☐ bleach kitchen linens
- ☐ sort coupons
- ☐ pull favorite recipes or cook book to take with you

CHILDREN'S ROOMS

- ☐ collect pieces of games and tape box
- ☐ collect little toys (Fischer-Price, etc.)
- ☐ tape puzzles
- ☐ sort crayons, paint, etc.
- ☐ clean bathtub toys in dishwasher
- ☐ wash play dishes
- ☐ wash diaper pail
- ☐ label boxes
- ☐ collect all CDs, tapes, videos and video games- number and keep list of titles

ERRANDS

- ☐ cancel cable 7 days prior
- ☐ cancel phone
- ☐ cancel newspaper
- ☐ change address with Post Office
- ☐ change address with businesses and subscriptions
- ☐ prepare car for trip
- ☐ collect medical, dental, school and short records
- ☐ return or pick up borrowed items

NO-NO'S FOR THE CAR

- ☐ chocolate anything
- ☐ crayons

A MUST FOR THE CAR

water bottles or thermos of water

IDEAS FOR THE TRAVEL TOY BAG

- ☐ colored pencils
- ☐ safety scissors
- ☐ all kinds of paper: writing, blank, graph, etc.
- ☐ books
- ☐ tape/CD player and earphones
- ☐ scotch tape
- ☐ water base markers
- ☐ travel games
- ☐ hidden picture, word search games
- ☐ activity books
- ☐ children's magazines
- ☐ glue sticks
- ☐ lacing cards
- ☐ playing cards
- ☐ paper dolls
- ☐ action figures
- ☐ favorite doll or stuffed animal
- ☐ small pillow
- ☐ "blankie"
- ☐ notebook with zippered plastic pouches; each pouch contains a variety of above toys, +/or small party-favor sized chalkboards, magnets and variety of metal and nonmetal items,
- ☐ metal 9x13 cake pan with metal lid; inside put coloring books, colored pencils, and magnets. Child uses the bottom of the cake pan as a ‘desk’; magnets stick to the cake pan, and pencils, etc. stay in place

END OF TOUR SURVEY-FAMILY MEMBER SIDE

1. PURPOSE: The Commander of Community and Family Support Center is conducting a survey of spouses to learn more about the experiences of Army families. The results will be used by Army policy-makers and program managers to improve family support policies and programs now and in the future.

2. DISCLOSURE: I consent to the use of my answers by the Community and Family Support Center to compile statistics of group data. I understand that my name or any other data from which I could be recognized will not be available to anyone other than the staff conducting the survey. I understand that I may not directly benefit as a result of participating in this study, and that I have the right to withdraw my consent to participate in the study at any time.

DATA

1. I am
   a) male
   b) female

2. I am the spouse of/or the
   a) Designated representative of a Brigade commander or higher
   b) Designated representative of a Battalion commander
   c) Brigade commander or higher
   d) Battalion commander
   e) Command Sergeant Major
   f) Company level commander or 1 SGT
   g) FSG leader of a Brigade or larger unit
   h) FSG leader of a Battalion unit

3. How long have you been in the position stated above?_____

4. The type of unit/facility I volunteer with and location? Choose <u>two</u>.
   a) Large military unit (over 500 soldiers)
   b) Small military unit (less than 500 soldiers)
   c) Large civilian unit
   d) Small civilian unit
   e) Mix of military and civilian (primarily military)
   f) Mix of military and civilian (primarily civilian)
   g) CONUS
   h) OCONUS

5. How are you currently employed?
   a) I am employed for pay outside my home
   b) I am employed for pay in my home
   c) I am not employed for pay

6. Do you have children? ___Yes ____No
   Age(s) of Child/children_____

7. How many hours do you devote to volunteering per week?_____
Is there too much pressure to volunteer? Yes ___No ___
What would you drop and why? Where and what kind of volunteer work do you do?

LOCAL COMMUNITY

8. Is the unit currently deployed (90 days or more) or been deployed in the last 6 months?
___Yes ___ No If so, how long is the current deployment? _____

9. Describe the activities and support provided, first for yourself and then for your Family Support Group, by assigning a number from 1-5. 1-low and 5-high.

	YOURSELF	FSG/DEPLOYMENT
Family Assistance Center	_____	_____
Child Development Services	_____	_____
Youth Development Services (SAS)	_____	_____
Legal assistance office	_____	_____
Rear detachment commander	_____	_____
Social work services	_____	_____
Chapel	_____	_____
Chaplains	_____	_____
Military Banking services	_____	_____
Military Postal services	_____	_____
Army Community Services	_____	_____
Outreach	_____	_____
Volunteer coordinator	_____	_____
Army Emergency Relief	_____	_____
Army Family Team Building	_____	_____
Military Air Command MAC flights	_____	_____
Post Recreation facilities	_____	_____
Post Youth activities programs	_____	_____
Vehicle registration office	_____	_____
Auto/Crafts shop	_____	_____
Housing/engineers (DPW)	_____	_____
Medical Patient liaison	_____	_____
Champus/Tricare advisors	_____	_____
American Red Cross	_____	_____
USO	_____	_____

10. Is there synchronization (calendar keeper/organizer) of Post Events/Activities at your location? How is it done?

11. What in particular did you find helpful from the post services/programs during
   a) Daily unit business

   b) Unit Deployment? Was a Post or Service Support Representative appointed to assist you?
      Would you have used them? How?

   c) Personal business

12. If I could change anything at my location the item/program/service I would change is and why:

13. The facility/program/service that I would like to see at other bases/installations and why:

14. The best thing about my military community is:

15. Explain how and why you rated youth service or youth activities in question #9:
   a) Excellent
   b) Good
   c) Fair
   d) Poor

   <u>Why ?</u>

16. List the type of school your child/children attend?

a) Elementary - Public
b) Elementary - Private
c) Middle School - Public
d) Middle School - Private
e) High School - Public
f) High School - Private
g) Home School
h) DoDDS
i) Other _____

17. How does the school:

	Excellent	Good	Fair	Poor
a) accommodate the military children?				
b) help during deployments?				
c) have sports teams?				
d) do they give a class ranking?				
e) special education?				
f) communicate with parents?				
g) communicate with unit/command?				
h) class registration and placement?				

18. Overall, how would you rate the school your child attends and why?

19. If there was anything you would change about your child's school, what would it be?

20. Have you found a spouse or family member issue that has impact or ramifications military-wide? Please describe and indicate if this issue requires policy, regulatory, or legal changes to our current system.

EDUCATION/TRAINING

21. Have you received any kind of training for the position you hold? ___ yes ____no
Is any training offered and is it relevant? List the training you have had and what kind of training you would like to see?

22. The most helpful thing from PCC (command team seminar) was:

The least helpful thing from PCC (command team seminar) was:

23. What additional classes/programs/workshops do you think should be offered at PCC (command team seminar)?

24. Is there any other school, course, seminar, workshop that was helpful in preparing you for your chosen role or your role with your spouse?

ADDITIONAL COMMENTS

25. If you said that an agency was not helpful at all (2 or below) in question 9, please give a specific reason and recommendation to solve this problem. If you would like to make any comments on the topics of this survey or any other Army topics of concern to you, please write them in the space below.

Protocol/Customs/ Courtesies

In this section, basic information on military protocol, customs and courtesies has been provided. This material is gleaned from reliable published sources, but it is possible that some customs may be different in your location due to commander's preference or national conventions. Place any additional material you find helpful on this subject in the section.

Also included is a multiple choice Protocol Quiz. This quiz if fun and informative for spouses and is frequently used at a "tacky coffee" (see entertainment section to make it more informal (and less threatening!)

Suggested Resources:

Service Etiquette by Oretha D. Swartz (5th Edition) (from the Naval Institue Press)

The Officer's Guide

Customs, Courtesies, and Niceties

Please use the following as outline information -- *not formal guidelines*. Good manners are the rules in the "Game of Life." They make people feel at ease with you, with themselves, and with the situation.

INVITATIONS for coffee, tea, luncheon, brunch, reception, cocktails, buffet/dinner should always include:

- Date (day of the week and date)
- Time (if formal, write out the time, for example, ten o'clock)
- Place: (where it will be held)
- Host/Hostess: (if husband/wife -- informal: Bob and Carol Smith
  formal: LTC and Mrs. Robert Smith
  if unit: 407th Forward Support Battalion

1. Always send out 10 - 14 days in advance
2. Use black ink
3. Emphasize to your spouse the importance of timely delivery of invitations if you send through distribution.

RSVP/REGRETS Respond promptly, with 24 hours, if at all possible. The host/hostess needs to know how many people will attend so he/she can shop accordingly, or add more guests if there is enough room. *(Tape the invitation to the phone you use the most if you cannot RSVP when you open it. You will not forget to RSVP later! Put the address and phone number as well as the time on your calendar)

1. Contact is imperative, whether yes, no, or unsure. If you are unsure, you will have to see if your "RSVP deadline" can be extended.
2. Only those named on the invitation should attend. No children or house guests should attend, nor should you ask if they might attend, unless specifically invited. (When you regret because of house guests, the host or hostess may extend the invitation to include them. YOU MAY NOT ASK!)
3. Do not respond in person at the commissary, etc., but use the phone number or address on the invitation. The host/hostess may forget if you tell him/her at the PX where it cannot be noted.
4. If there is no RSVP/REGRETS on the invitation, the host/hostess assumes you will attend.
5. "Regrets only" means call only if you cannot attend.
6. Accept with enthusiasm or regretfully decline -- no explanation or excuse is necessary.

COMING AND GOING Be on time or slightly late (10 minutes), but NEVER arrive early. Come as close to the hour as possible. Call ahead if you want to come early and help. Wait until the invitation time to ring the doorbell. If you have to be more than 10 minutes late, it is nice to call the host/hostess to let him/her know. Call earlier in the week/day. The few minutes prior to invitation time can be hectic for the host/hostess.

1. Traditionally, at official functions the senior ranking person leaves first. This is not always necessarily true today; check to find out what is acceptable. If in doubt, wait!
2. Do not leave immediately after dinner (wait at least 30 minutes for politeness sake).
3. Do not overstay a welcome.
4. Say 'goodnight' to senior person and the host/hostess.
5. When you say you are leaving, leave. Do not linger at the door.

THANK YOU'S A thank you can be a mailed note, phone call, or a thank you at the door, depending on the occasion. However, the host/hostess is always appreciative of a written note. Rule of thumb: *if you eat +/or drink at someone's home, or at their expense, write a note.*

1. Promptness is important, but it is never too late to thank anyone. Try to get in the habit of writing a thank you before you go to bed the same night. You will still be thankful then!
2. Address than you notes to the hostess only. Sign it from yourself, only. If you are writing as a couple, refer to the other person in the text of the note. Example: "John and I had such a great time ...." or "Jimmy-Joe-Bob joins me in thanking you ...." Never sign a note with your spouse's name, too.

RECIPROCITY

1. Repayment does not have to be 'in-kind'; it can be done "your way." A give and take situation is fair!
2. Your entertainment choice depends on your means. Paper plates, plastic cups, and tableware are fine to suit your own personal style.
3. Command performance occasions do not need repayment, such as New Years Day's Receptions, Hails and Farewells, and formal or group unit functions.

PARADES

1. Try to be on time!!
2. Dress appropriately -- no jeans, shorts, or cut-offs!
3. Children may attend if well behaved. One needs to take them from the area if they are misbehaving.
4. Protocol does not allow dogs, except for seeing-eye dogs.
5. Take your cue from your spouse or other military present.
6. Always stand six (6) paces before and after the flag passes, even if not announced. Also stand when the unit plays the National Anthem, Division, +/or Army song.

REVIEW & CHANGE OF COMMAND/RESPONSIBILITY CEREMONY This is an official function with a reception following.

1. Personal invitation -- RSVP as soon as possible for reserved seats
2. Stand for "Ruffles & Flourishes" (when General is present, the band plays it once for each star he/she has), "To the Colors" (National Anthem), and "Colors Pass in Review."
3. Children may attend if well behaved. One needs to take them away from the area if they are misbehaving. The unit/host generally does not invite children to receptions.

FLAG ETIQUETTE: RETREAT (Flag Down, PM) REVEILLE (Flag up -- AM)

1. If outside, stand at attention facing music with hand on heart.
2. If in car, stop, get out, and stand as above. (This custom varies at each post; if you see traffic stopping and soldiers at attention .... do it!) If there are children, remain in the car.

WHEN THE MUSIC PLAYS

1. It is customary to stand for the "National Anthem." Outside, put your hand on your heart.
2. It is also customary and respectful to stand for Foreign country Anthems, but do not salute foreign flags.

FORMAL RECEPTION WITH RECIEVING LINE

Who is in the receiving line? Honored guest(s), guest speaker, and host/hostess. It is usual to ask your rater to stand in the line. ASK THE PROTOCOL OFFICE for guidelines!

1. Place cigarettes, drinks, and gloves elsewhere while going through the line.
2. The woman precedes the man (Army, Navy, Marines, EXCEPT! At the White House)
3. The 1st person in the receiving line is the Aide/Adjutant -- do not shake his/her hand. The service member introduces spouse to the Aide.
4. The service member gives names to the Aide. Example: LT and Mrs. John Doe.
5. Speak briefly to those in line, then move on through the line.
6. Do shake hands firmly -- no 'limp fish' or 'bone crushers.'
7. You may correct a mispronounced name; speak clearly.
8. Do not leave until the "honored Guest" has left. Then thank the host/hostess if there is one.
9. Wear comfortable shoes.
10. Do not hesitate to ask about the dress.

FORMAL DINNER

1. On arrival, find your seats on seating chart.
2. Mingle with the other guests.
3. Visit with your host/hostess/special guest.
4. Never drink a toast to yourself. Ladies do not drink when the toast is "To the Ladies". Spouses do not drink when the toast is "To the Spouses".

RANK -- MILITARY SPOUSES HAVE NO RANK!

1. However, respect is often accorded to a more experience spouse or in respect to his/her service member's position.
2. Do not call senior spouses by first names unless they ask you to do so.
3. Acknowledge a new senior spouse's presence when he/she joins a group.

INTRODUCTIONS Introduce men to women; junior to senior (both rank and age)

Nice to know

1. Always check for a seating chart at formal dinners.
2. "Army brat" is a term of endearment.
3. Male officers in uniform DO NOT carry umbrellas.
4. Check with your spouse for flyers and information.
5. Cocktail parties generally last about 2 hours.
6. Stand of Dress depends on local customs and time of day --

    Morning -- skirt/blouse/sweater, simple dress OR Slacks, open shirt (no tie)
    Luncheons -- skirt/blouse, dress, suit OR slacks, tie, no jacket
    Tea or Reception -- dressier dress or suit, OR dress pants, sports coat
    Cocktail or Evening Affair -- dressier dress or evening suit, OR Men's suit
    Formal Ball -- evening gown (short or long) OR Tux

GUIDELINES FOR FORMAL TEAS AND COFFEES

Sometimes you may choose to become involved in different forms of entertaining. The following tips may help you.

Formal Teas: Formal Teas require the use of china, silver, and linen. Spouses/units usually hold these for a "Leading Lady's" welcome and farewell; Teas are not as popular when the leading spouse is a male. Silver service is placed at one end of the table and a punch bowl at the other end. At a very large Tea, they may use a silver service at each end of the table with a punch bowl (or two) at small separate tables. There is always someone to pour coffee and serve punch at a Tea. (The person pouring tea sits; the person pouring punch stands.)

Invitations: Send them at least 2 weeks prior to the date (3 weeks for a big event!)

Tea Receiving Lines: If an honored guest, the group presents him/her in a receiving line for the first half hour or so.

Reason for Protocol Pouring: The purpose is to give the honored and senior guests a chance to see more people. Sometimes coffee will be at one end of the table and tea at the other end. In this case, coffee 'outranks' tea. The senior person or most honored guest (if desired) would serve coffee.

Pouring: The person pouring tea always sits. He/she will reach for a cup and saucer, ask which beverage is preferred, pour the Coffee or Tea. After asking if the receiver wants cream and sugar (or lemon in the case of Tea), she/he will add whatever is requested. Now that sugar substitutes are so popular, they can be included on the Coffee or Tea tray in a small silver dish.

Dress: Pants, pant suits, and jeans are never appropriate for a Tea.

Children: Never bring children to Teas. If you cannot find a sitter, decline the invitation.

Candles: Do not place on the table unless they are lit. Do not use lit unless it is a very dark day or the curtains are drawn. In the evening when candles are used on a buffet table, there needs to be very little or no other light in the room.

CUSTOMS, COURTESIES, AND PROTOCOL

Why does the word "protocol" strike fear in the minds of even the most seasoned military spouses? It sends most of us running to our etiquette books. A wise military spouse learns the traditions and courtesies of military life. Over the next twenty years you will attend a variety of social functions, from the very casual to the very formal. Protocol is designed to let us know what to expect in a given situation. For most of us it is a combination of military traditions, etiquette and common sense. Knowing some of these guidelines will help you feel more comfortable in any given situation. When in doubt, ***take your cue from the battalion commander's spouse or next senior spouse.*** She may not always be right, but at least you will be in good company!

SOCIAL OBLIGATIONS

Entertaining is part of military life. Social gatherings in the military have been used to celebrate high points, boost morale, foster team spirit, or simply to get to know others in the same situation in which you have found yourself. It is one of the nicest traditions of our Army life. When you accept an invitation, you have a responsibility to return the hospitality. Special occasions such as Hail & Farewells, weddings and promotion parties are exceptions. It is not necessary to return a seated dinner for a seated dinner. Do what is comfortable for you, and keep your budget in mind.

If you are invited to dinner at the battalion commander's house, remember that they have been entertaining many more years than you have. Over their years in the military, they have developed a style that is comfortable for them. Do not be afraid that your "picnic in the backyard with the kids" will fall short. Your command team will be happy for the chance to get to know you better in any setting! It is not only common courtesy to return an invitation, it is your obligation.

INVITATIONS

In the course of your military life, you will receive many invitations. Keeping a few main points in mind will help you avoid misunderstandings and hurt feelings. At times you will find that an invitation will conflict with another obligation or interest. When it comes to deciding which function to attend, *your family comes first*. Hail and Farewells and spouses' coffees are usually held monthly and probably will be your next priority. These get-togethers are opportunities for you to get to know other people in the company or battalion. Friendships formed at these functions will unite you more closely with the other spouses, which is especially important should the unit deploy.

Here are some points to keep in mind when...

Responding to an invitation

- Answer yes or no within 24-48 hours after receiving an invitation. If you are having trouble giving a response within this time frame, call the hostess (or host) to regret and explain your situation. The hostess will then have the option to accept your response or extend your deadline. The decision is up to her.

- No excuse needs to be given for not being able to attend, except as noted above.

- "RSVP" means respond, if you please, and requires a yes or no response.

- "Regrets only" means call only if you are unable to attend.

- "To remind" is usually sent to a guest of honor after a telephonic confirmation of availability.

*****Do not wait for your host/hostess to call you to see if you received an invitation or to ask if you are coming!***

Saying "thank you"

- Almost every kindness, except the smallest gesture, requires some form of appreciation beyond the initial thanks.

- A small "hostess gift" is always appreciated when visiting someone's home. This does not have to be expensive. A batch of muffins, home-made cookies, jellies, a bottle of wine, or flowers are all appropriate. It sends the message that you appreciate the invitation.

- Thank you notes should be written within 48 hours of the social event or receipt of a gift. If sending a note slips your mind, even if it has been a couple of weeks, send it anyway! Do not think the host/hostess has forgotten. Even a late note of thanks is appreciated.

- Address your thank you note to the hostess, and mention the host in the body of the note

- Only the person who writes the note of thanks should sign it. No joint signatures!

- Specifically mention something special about the evening, dinner, gift, etc.

- A phone call of thanks (no answering machine messages!) is appropriate in lieu of written thanks.

- If you have any doubts or need help with writing thank you notes, check any etiquette book for assistance.

*****Your expression of appreciation and promptness are what really matter, not how well you follow the rules!***

SOCIAL FUNCTIONS

Brunch - This function is usually held around 11:00 AM and is a combination of breakfast and lunch. A simple dress, skirt and blouse, or nice pants outfit is appropriate.

Coffees - Unit coffees are usually held monthly and provide a wonderful opportunity to greet new arrivals, to farewell departees, to become acquainted with other spouses in the unit, and to find out what is happening in the unit and on post. Refreshments are served. They may be plain or fancy depending on the host/hostess. Try to attend and wear something casual.

Luncheons - Most Officers' and Civilians' Spouses' Clubs (OCSC) have a luncheon or similar activity each month. There may be a social hour before and a program after the luncheon. Reservations are almost always necessary. Membership in the organization is required; however, many clubs allow you to attend your first luncheon before you have to join. A nice dress or pants suit is appropriate.

Teas - A tea is usually held in the afternoon and is the most formal of daytime functions. It is traditionally given in honor of a person such as a departing or incoming commander's or senior NCO's spouse. Coffee, tea, punch, cookies, and/or finger sandwiches are served. Expect to go through a receiving line and to sign a guest book when you first arrive. Wear a nice (Sunday) dress or a dressy suit.

*****Unless you are pregnant, elderly, or ill, you should not sit down at a tea, even if your feet are killing you!***

Cocktail Parties - Cocktails are usually served from 5:00 p.m. or 6:00 p.m. until 7:00 p.m. or 8:00 p.m. They are usually about two hours long. Hors d'oeuvres or appetizers are served. Plan for dressy dress for women and coat and tie for men unless special dress is requested on invitation (Texas casual, Aloha, Beach).

Open House - This literally means the home is open to guests between set hours. Guests are free to arrive and depart between those hours. Check the invitation for dress.

Buffets - A buffet supper is a dinner party served buffet style. It is a convenient way to serve guests, especially a number of guests in a limited space. At a buffet supper, the plates, silverware, napkins, and platters of food are arranged on the dining room table or buffet table, and guests serve themselves. Guests then find a comfortable place to sit down in the living room or the den. This kind of entertaining can range from fancy to barbecue style. Check your invitation for the required dress. Remember to wait for instructions from your host/hostess before going through the buffet line. *The senior person present or the guest of honor is usually asked by the hostess to start the line.*

Many times you will be invited to someone's home for "heavy hors d'oeuvres" which is very similar to the buffet dinner. There is no need to eat before you go. At these functions, a variety of hors d'oeuvres will be served from dips, to meats on small rolls, to desserts. Again, dress should be indicated on your invitation and could range from casual to informal.

Seated Dinners - These dinners may range from the very casual family-style to the very formal with place cards and many courses. Coffee may be served with dessert at the table or later in another room (living room). Check your invitation for dress.

*****For any "dinner" invitation, it is important to arrive at the specified time on the invitation...NEVER EARLY!***

Promotion Party - A time honored tradition is the promotion party that is given by an officer or NCO or a group of people with similar dates of rank, shortly after being promoted. It does not have to be a fancy affair, but it provides a chance to invite friends and their spouses to share the good fortune.

Hail & Farewells (unit parties) -- Unit members and guests share the cost and planning of these get-togethers. They range from dinners at local restaurants, to picnics and barbecues, to treasure hunts. This is a time to welcome incoming members and farewell members who are leaving the unit. These get-togethers build unit spirit and camaraderie, and are successful only if everyone supports them and participates in them. Do not sit down as soon as you arrive. If possible, move around the room and mingle. It is a wonderful opportunity to get to know others in the unit.

Dining In - The Dining In is an old military tradition that has been passed down from the British. As the most formal of events, a Dining In allows officers and NCOs of a unit to celebrate unit successes and to enjoy its traditions and heritage. It is strictly an Officer/NCO affair. Spouses are not invited.

Dining Out - When spouses are invited to a Dining In, it becomes a Dining Out. This gives the spouses an opportunity to see all the "pomp and circumstance" that goes with the tradition. The spouses dress in formal gowns or tuxedos.

At a formal or Dining Out, you will stand for the posting and retiring of the colors (bringing in and taking out of the flags). You will also stand for the invocation and toasts. Stand and drink for all toasts except the toast "to the ladies." If you do not drink alcoholic beverages, you may toast with the beverage of your choice or simply lift your glass as a token. You may also stand if a standing ovation is given to the guest speaker.

Receptions - A reception is usually held in honor of a special guest or guests, or after a change of command. There may or may not be a receiving line. Guests should mingle and visit with other guests. Before departing be sure to thank the hostess and host and bid good-bye to the guest of honor.

Receiving lines -- You may find that you have to go through a receiving line at a tea, a reception, or a formal event such as a division ball. You may or may not be with your spouse.

Keep these few pointers in mind. Set your drink and/or cigarette aside before going through the line. As you approach the start of the line, the lady will precede the gentleman. The S-1 of the unit or an XO's spouse (in the case of a tea) will look to you to give them your name. Do not shake this person's hand. Simply state your name. This person will turn to the guest of honor and pass your name along. You will shake hands with the rest of the people in the receiving line. You can greet them, welcome them and wish them well in their new assignment. No long conversations are expected, even if you know the guest(s) of honor. Keep your remarks short.

At some formal events, your unit may be asked to go through the receiving line at one particular time. Try to arrive about 15 minutes ahead of time because no one can truly predict how fast the line will be moving. There will be times when you arrive at a function and find that your unit has already gone through the line. You should still go through the receiving line, and greet the guest(s) of honor.

Parades and Reviews - These special events can inspire patriotism and pride and are held for many reasons: changes of command, presentation of awards and medals, or retirement ceremonies. Certain traditions and courtesies should be observed during these ceremonies. You should always stand during the playing of the National Anthem and anthems of other countries represented. As troops pass in review, you will stand as our flag approaches and passes. Depending on your post's policy, you may be required to stand for the playing of other songs such as the division song and the Army song. *Take your cue from the senior spouses present;* they will be in the first row of seating.

A review is smaller than a parade. If the reviewing officer is a General Officer, you will stand at the beginning of the ceremony for the playing of "Ruffles and Flourishes" and/or the sounding of the accompanying gun salute.

Reveille and Retreat - If you are on post in the morning for Reveille or in the evening for Retreat (when the flag is being raised or lowered), stop, stand and face the flag or the sound of the music. Stand quietly until the music has stopped. If you are in your car, stop, get out and stand quietly until the music has stopped. If you have small children in the car, let common sense be your guide. You may salute the flag by placing your hand over your heart if you are outdoors. When inside, stand with your hands at your side. On Navy and Air Force bases you are only required to stop the car and remain seated.

OTHER MILITARY COURTESIES

Always be punctual for social functions. Do not come early. You may come early to a meeting if it is being held in a place other than someone's home. This will give you time to socialize before the meeting starts.

When entering or leaving an installation with a guarded gate at night, dim your headlights 50 feet before the gate so you will not temporarily blind the gate guard.

You should always address senior officers and their spouses as "LTC Smith" or "Mrs. Smith" until they ask you to do otherwise.

You are welcome to attend a change of command ceremony without a specific invitation. However, be aware that attending the reception may require an invitation. If you are unsure, check with your battalion commander's spouse or representative.

CHILDREN - IF children are included, it will be specified on the invitation. Otherwise, ***do not bring them.*** Children are welcome at parades and reviews as long as they are quiet and well behaved. If your little ones should start a commotion, it is always best to get them away from the ceremony or function. Listening to a child cry and fuss is much more disturbing than the distraction caused by your leaving. We all know how unpredictable children can be. By reacting quickly you will avoid irritated looks, and you will usually receive smiles of understanding and compassion.

© © © © ©

© *Know these things: Customs and courtesies -- cannot stress enough, especially RSVP and thank you.*

PROTOCOL QUIZ

____1. To be asked to pour at a Tea is a great honor. The spouse of the number one ranking officer should pour:
- a) Tea
- b) Coffee
- c) Punch
- d) Herself/Himself some Sherry

____2. How do you know when a change of command or parade is over?
- a) Everyone starts talking
- b) When the cannon fires 21 times
- c) When the reviewing officers have broken ranks
- d) When the troops run for the Mess Hall

____3. What is the way to salute the flag?
- a) Stand respectfully at attention, arms at your sides
- b) Stand and place your right hand over your right eyebrow
- c) Stand and place your right hand over your heart
- d) Give the Brownie or Cub Scout salute

____4. If you are at a parade and the flags go by:
- a) Clap
- b) Stand until they are 6 paces past
- c) Sit quietly

____5. If attending a parade, you should wear:
- a) Blue jeans with the flag sewn on the seat
- b) Shorts and halter top/T-shirt (sometimes it's a hot day)
- c) Nice daytime dress/nice slacks and a sports coat
- d) Formal evening gown/tuxedo

____6. When you receive an invitation to a social function, you should acknowledge it:
- a) Within 48 hours or receiving it
- b) Never, just go
- c) Two hours before the social function
- d) Never, stay home

____7. RSVP means:
- a) "Respondez s'il vous plait" -- French for "Please Reply"
- b) Read Soon, Very Personal
- c) Reserved for Vice President

____8. At a social function, pay your respects to:
a) The Chef
b) The Valet
c) Host and Hostess
d) Honored Guests
e) Your Commanding Officer and his Spouse

____9. You, or you and your spouse are invited out:
a) Bring your children. They are so cute
b) Get a sitter
c) Ask your neighbor to watch your children

____10. If invitation states 7:00 PM, arrive at:
a) 8:30 PM (She/he will understand)
b) 7:05 PM
c) 7:00 PM
d) 6:30 PM (He/she will be ready for you)

____11. If you have house guests and are invited to a social function:
a) Bring them without asking. The more the merrier!
b) Call the host/hostess and ask if it is all right if they are included
c) Leave them at home
d) Call and regret

____12. The invitation reads "Informal," you can wear:
a) Bermudas and "Keep Truckin'" T-shirt
b) Denim pant suit
c) Street length Sunday type dress/slacks and sports coat
d) Dressy blouse or sweater with skirt; Slacks and sports shirt

____13. The invitation says "Informal," your military spouse can wear:
a) His/her Blues
b) Coat and tie, Dressy church dress
c) Flip flops and cut offs
d) Army Greens

____14. When going through a receiving line:
a) Pause to talk at length with the Commander's spouse
b) Run through as fast as you can
c) Shake hands with the aide, then everyone briefly
d) Go before your spouse, greeting everyone briefly
e) Repeat your name, if it is lost in passing down the line

____15. During the dinner:
a) Eat before everyone. You are starving.
b) Don't eat until hostess eats or tells you to
c) Smoke during the meal
d) Only smoke if ashtray is offered

____16. Which is the most correct manner in which to respond to a formal invitation?
a) "I would like to RSVP to the invitation for ..."
b) "I am calling to let you know that ...."
c) "I am RSVPing to the invitation for ...."
d) "I am responding to the invitation for ..."
e) Any of the above are correct so long as you respond promptly

____17. Stay at a social function until:
a) Everyone else has gone
b) Dinner is over
c) Your feet hurt
d) You have said goodbye to the Commanding and his/her Spouse

____18. When leaving a unit party, say goodnight to:
a) Everybody, including the waiter
b) The ranking officer and his/her spouse
c) No one, just cut and run
d) Special guests

____19. You are invited to your Commanding Officer's New Year's Reception and have 1) a hangover, 2) no baby-sitter, or 3) wanted to watch the football games. Do you:
a) Stay home with ice pack
b) Swap with a neighbor
c) Go, smile, act brilliant
d) Take the baby

____20. After the Senior Officer has had you to dinner, do you:
a) Go out and spend a month's paycheck on shrimp and lobster and invite them to your home
b) Invite them to your home and entertain them within your means
c) Tell them to stop by for a drink
d) Reciprocate with coffee and dessert
e) Never, you don't want to be a brown-noser

____21. You write a Thank You note after:

a) A dinner party in someone's home
b) A luncheon in someone's home
c) Receiving a gift
d) The New Year's Reception at your Commanding Officer's home
e) Receiving a parking ticket

____22. What values do Military Courtesies have?

a) None, I'm getting out
b) None, I'm staying in
c) They provide you with a little insight into the customs and traditions of our Army, changing as it may be. Gloves may be outdated, but good manners never will be.
d) When your spouse returns to civilian life, it will help you with the social amenities of his/her new career; and good manners are not confined to one's occupation

____23. If an Army spouse wants to know the courtesies and customs of the service, he/she should:

a) Ask the neighbor across the hall
b) Consult the Club Manager
c) Ask more experienced spouses
d) Read reference books on etiquette

____24. To thank the hostess/host after a dinner, brunch, cocktail party, etc.:

a) Write a note telling how much you enjoyed the event
b) Do nothing; you said thanks at the door
c) Use her recipes at your next dinner party
d) Call and say thanks
e) Do nothing; you brought flowers and wine

____25. If you do not agree with your commander's spouse at a coffee, social function, etc.:

a) Chew him/her out in public; it will humble him/her
b) Talk to him/her in private
c) Tell the commander
d) Try to get others to agree with you; majority rules

____26. When addressing envelopes to a married woman;

a) Use her full name, i.e. Mrs. Quizella F. Protocolis
b) Use her married name, i.e. Mrs. Archibald T. Protocolis
c) Use Ms. Quizella Protocolis
d) Use no honorific at all, i.e. Quiz Protocolis

____27. Each battalion has a monthly coffee. Do you:
a) Never give one, it's a lot of work
b) Only give one if you have tons of silver, crystal and china
c) Take your turn and do it your own way with your own things
d) Ask a friend to co-host it you if are unwilling to do one alone

____28. At your monthly coffee which of the following should not occur:
a) Gossip
b) Negative attitude
c) Find fault with everything that is said or done month after month
d) Have a positive attitude
e) Enjoy yourself; they can be fun

____29. When there is a special guest at your coffee or BDE Spouses' Night Out:
a) Get him/her some punch, and introduce her/him around
b) Let him/her talk to the senior spouses
c) Introduce yourself with a piece of information about yourself
d) Tell him/her the troubles you're having with FSG

____30. When a gentleman is introduced to a seated lady:
a) She should rise and extend her right hand
b) She remains seated and extends her right hand
c) She remains seated and does not extend her right hand
d) She kisses his feet

____31. You are making introductions at a social function between the Battalion Commander's spouse, your mother, and other ladies and gentlemen. You:
a) Introduce your mother to the Battalion Cdr.'s spouse first
b) Introduce the Battalion Cdr.'s spouse to your Mother first
c) Let everyone introduce themselves
d) Let name tags suffice

____32. Rank has its privileges:
a) Because you get to sit at the head table
b) You are called Ma'am or Sir
c) Many obligations come with your spouse's rank
d) You aren't bothered by people talking to you

____33. Protocol means:
a) Being formal and stuffy
b) The order of precedence by rank
c) Good manners and common sense
d) Everyone operates by the same rules and feels comfortable

____34. After receiving an invitation, you should:
a) Call all your friends to see who's been invited
b) Wait to see if you can get a baby-sitter, before you respond
c) Buy a new outfit to wear
d) Tell your spouse you're sick of Army social functions
e) Call the hostess within 2 days

____35. It's important to reciprocate invitations because:
a) You don't want to appear cheap
b) You want to impress the boss
c) It is only good manners

____36. The purpose of all the social functions in the Army is:
a) Work hard -- Play hard
b) To provide entertainment for the senior spouses; they have nothing to do
c) To improve the economy of the local community
d) Enhance the camaraderie of the unit
e) To get you away from the house, the children and/or work

____37. When attending a change of command that is <u>unexpectedly</u> <u>moved</u> indoors, and the flag passes, you:
a) Stand and sing the Star Spangled Banner
b) Stand and put your hand over your heart
c) Stand with your arms at your side
d) Do whatever the senior military person does

____38. When attending a change of command that is indoors, and the flag passes, you:
a) Stand and sing the Star Spangled Banner
b) Stand and put your hand over your heart
c) Stand with your arms at your side
d) Do whatever the senior military person does

____39. Quizzes are good because:
a) No one knows all the answers!
b) No one will see my paper!
c) We can all learn
d) What you don't know CAN hurt you!

Answer Sheet
to Protocol Quiz

1. B
2. C
3. A,C
4. B
5. C
6. A
7. A
8. C,D,E
9. B,C
10. B,C
11. B,C,D
12. C,D
13. B,D
14. D,E
15. B,D
16. D
17. D
18. B,D
19. C
20. B,D
21. A,B,C,D
22. C,D
23. C,D
24. A,D
25. B
26. B,D
27. C,D
28. A,B,C
29. A,C
30. B,C
31. B,C
32. C
33. B,C,D
34. E
35. C
36. D
37. B,D *
38. C,D
39. A,B,C,D

*Outdoor ceremonies that are moved indoors remain “outdoor ceremonies” - therefore, outdoor ‘rules’ apply

(Sample flyer passed out through the military side of the house)

The Social Guide for the Uninformed, Uncultured, and Unenlightened

With the advent of the upcoming holiday season and the numerous associated social events, this guide has been produced to ensure one can glide through the season with the utmost enjoyment and confidence.

ALL EVENTS

IF THE COMMANDER IS GOING TO BE THERE, YOU SHOULD BE THERE!
(Staff rides, Hail and Farewells, briefings, meetings, etc.)

PARTIES AND SOCIAL EVENTS

COMMANDER DEPARTS FIRST
Before you depart; thank the host and hostess
Say good night to Commander (if you MUST leave before the Commander)

THE RSVP - always, always, always respond!

If you have ever had to plan a party beyond a 'fridge full of beer and a TV full of football you would know the importance of the RSVP. The date by the RSVP is not some arbitrary date put there because the host couldn't think of anything else to put on the invitation; it is the drop dead date for ordering the meals or renting the chairs) or asking someone else if, being too dumb to know how important social time with friends and coworkers can be, you decline to attend.

THANK YOU NOTES

Recommend a note within the week for dinner/parties/overnight stays. *Thank you notes are written and addressed to the hostess!*

CUSTOMS AND COURTESIES

HOW WELL DO I KNOW PROTOCOL?

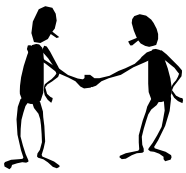
The subject of military traditions and social customs has been discussed in countless books that are available to the commander's spouse who wants to refresh his/her knowledge on this subject. As a commander's spouse, you set the tone for the unit and will need a clear working knowledge of military traditions and current social customs. You will be called upon to make personal decisions that are based on this information. Do your best to respond to questions, and do not hesitate to find out what is correct if you are uncertain. Above all, you should try to set an example so other spouses can learn from you.

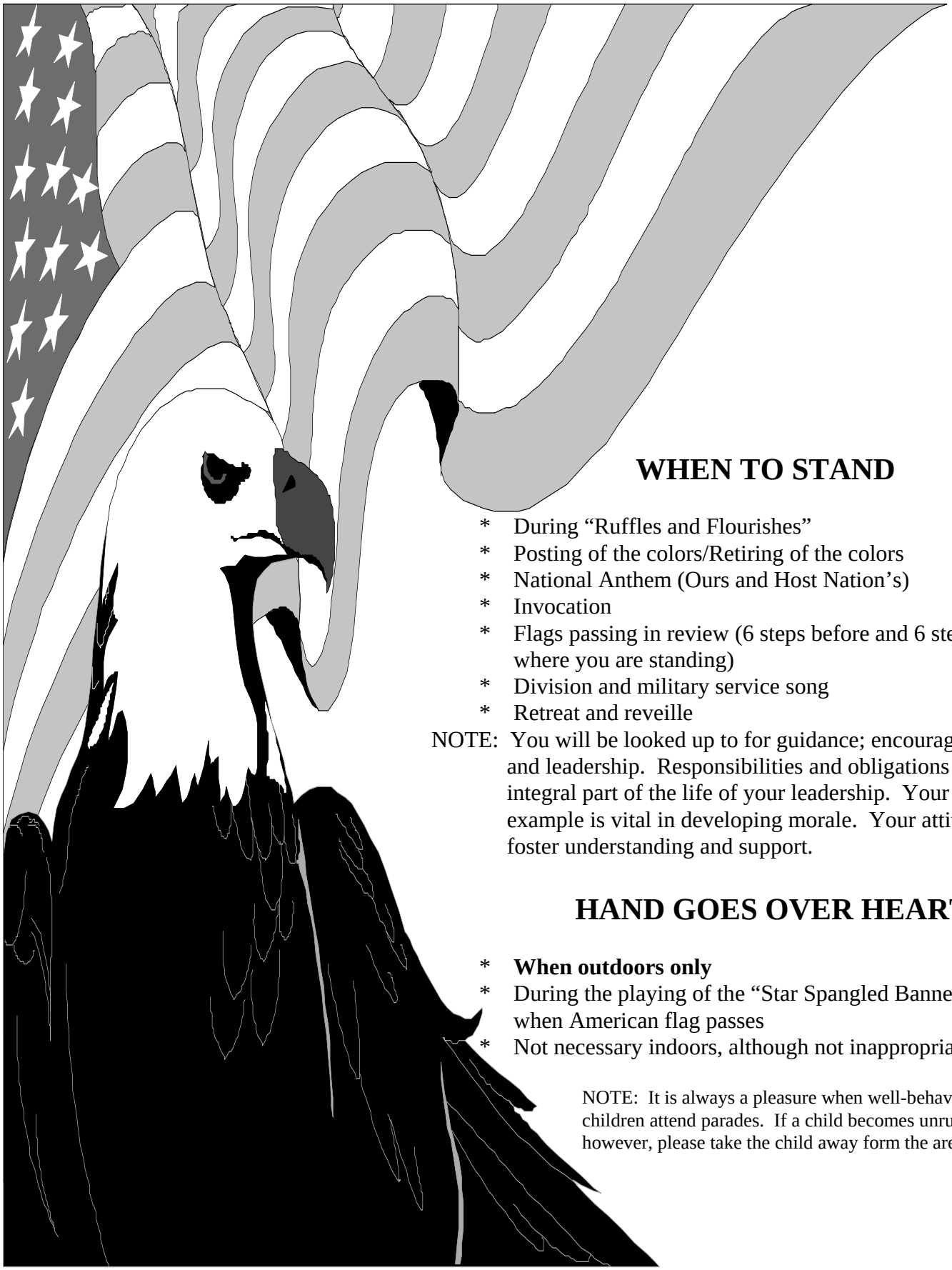
If a concern arises amount unit spouses regarding social courtesies, be careful to approach the situation tactfully. Frequently, mistakes are made through ignorance rather then by design. These matters can be handled in a friendly low-key way. In the interests of educating your spouses, you might want to invite a speaker. Make sure to keep it light ... possibly even during a "Tacky Coffee". Another option is a "question and answer" session with written questions if the spouses prefer; you may want to include guidelines on 'flag etiquette' and the like in an FSG newsletter shortly before changes of commands. Remember, some courtesies will need to be emphasized.

WHAT IS PROTOCOL/ETIQUETTE?

* Simply good manners
* Let commonsense and good taste prevail at all times. Knowing what to do will help you feel secure and comfortable.

NOTE: Sometimes it is far better to do the wrong thing graciously than the proper thing rudely.





WHEN TO STAND

* During “Ruffles and Flourishes”
* Posting of the colors/Retiring of the colors
* National Anthem (Ours and Host Nation’s)
* Invocation
* Flags passing in review (6 steps before and 6 steps past where you are standing)
* Division and military service song
* Retreat and reveille

NOTE: You will be looked up to for guidance; encouragement, and leadership. Responsibilities and obligations are an integral part of the life of your leadership. Your example is vital in developing morale. Your attitude can foster understanding and support.

HAND GOES OVER HEART

* **When outdoors only**
* During the playing of the “Star Spangled Banner” and when American flag passes
* Not necessary indoors, although not inappropriate

NOTE: It is always a pleasure when well-behaved children attend parades. If a child becomes unruly, however, please take the child away form the area.

RETREAT AND REVEILLE

* "Reveille" is the 6:00 A.M. bugle call marking the raising of the flag and the beginning of the workday.
* "Retreat" is usually sounded at 5:00 P.M. or when the flag is lowered to mark the official end of the workday.

NOTE: Stand facing the flag or music. Children should also stop playing and observe the custom of the ceremony.

NOTE: On an army installation you are obligated to stop your car, get out, and observe the ceremony.

INVITATIONS

* Are formal, informal, or casual. They may be extended by written note, in person, by telephone, or sent through distribution.
* Only the names of the people on the invitation are invited.
* No children, unless specified. *Do not ask if you may bring your children! If you cannot leave your child/children, then you send your regrets!*
* If you are invited to an occasion and have a house guest, you may explain to the hosts that this is the reason for declining the invitation. This allows the host/hostess the opportunity to invite your guest, if he/she desires. *Never ask if you may bring extra guests .... the host or hostess will do the inviting!*
* If you attend the dinner party and you recognize that you will have an allergic reaction to the type of food being served, be courteous to the host/hostess and explain. This ensures that the hostess (or host) is not embarrassed by the presumption that you do not like her (his) cooking!
* A "vegetarian" is often prepared to eat the other non-meat courses. Again, if the hostess/host is not familiar with your dietary choice, be courteous and explain. This ensures that the host/hostess does not second guess his/her cooking abilities!

Major and Mrs. John Doe
request the honor of
the company of
Captain and Mrs. Smith
at a reception
on Saturday, the fifth of June
at half past six o'clock
3 Garrison Lane

RSVP

123-4567 Informal

Invitation Sample
Written or Engraved -- 4" x 6" card, plain or engraved.

Note: Black ink or fountain pen should be used for formal and informal written invitations.

Request the pleasure of the company of

at

on

at o’clock

Invitation Sample
Purchased partially engraved -- the key phrases are already engraved; you fill in the blanks **with a black fountain pen!**

FOR

DATE

TIME

PLACE

Invitation Sample
Commercial Invitations -- key words are printed on when the invitation is purchased. The host/hostess simply fills in the information.

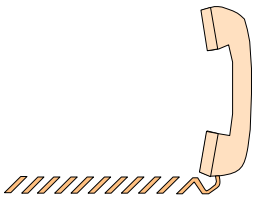
WORDING OF INVITATIONS

- Initials and abbreviations should be avoided. Exceptions: Mr., Mrs., Dr., RSVP, or Captain J. Paul Doe (if an initial is used in place of a first or middle name)
- Titles, ranks, and names are written in full. Example: Major, Colonel, etc. In the army, both first Lieutenant and Second Lieutenant are referred to as "Lieutenant".
- It is not considered incorrect to use "General" instead of Lieutenant General, etc. when addressing him/her.
- Dates and hours are spelled out on formal invitations with only the day and month capitalized. Ex: Thursday, the eighth of May

  "seven-thirty" is correct

  "half after seven" (also correct) is more formal

RSVP



- Indicated in left-hand corner of invitation.
- Indicates that a reply is mandatory; this is also thoughtful, allowing the host/hostess to plan for a specific number of guests.
- Answer with "yes" or "no"; if it is "no," a brief explanation (why you cannot attend) is acceptable, but not necessary. Do not ramble.
- Respond within 24 - 48 hours of receiving invitation and always by NLT (no later than) date.
- Call or write the RSVP; never respond in person.

  Written: Lieutenant and Mrs. John Doe accept the invitation of Colonel and Mrs. Smith

  (Use only the last name of the host/hostess)

REGRETS ONLY

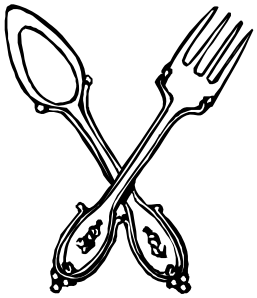
- Only those who **cannot** attend need reply.
- More challenging for the host/hostess. Host/Hostess will eliminate "regrets" from guest list in order to prepare. This is generally an easier way for everyone.
- Appropriate to regret at very last minute (if emergency).
- Left-hand bottom corner with name and telephone number.
- Formal invitation may not be and "RSVP" or "Regrets Only" on the invitation. You are expected to attend! Example: New Year's Day Reception.

DINNER NOTES

There are many types of dinner parties, ranging from very casual too formal. Always entertain in the way that makes you feel most comfortable. If you are invited to dinner, the following tips may prove helpful.

1. Seating Arrangement: At a large dinner, a table diagram, showing the seating arrangement, is usually placed near the entrance to the dining room. Seating should be arranged to stimulate conversation.
2. Escort Cards can be used at small dinner parties. The name of the male guest is written on the envelope with his dinner partner's name written on a card placed inside the envelope. Usually, these are placed on a table close to the entranceway so they can be picked up as the gentlemen arrive.
3. Seating: At dinnertime, the host leads the guests into the dining room by escorting the senior lady or wife of the guest of honor to the table. Others follow in pairs, as noted by escort cards or other method of designation dinner partners. The hostess enters last, escorted by the ranking gentleman (guest of honor). Normally, a gentleman seats the lady on his right. The gentleman assists his partner by sliding her chair away from the table, allowing her to enter her seat from the left (when departing, rise from the right -- Lower from the Left, Rise from the Right). He then adjusts the chair to her satisfaction. Gentlemen do not sit until all the ladies and senior male guests are seated.
4. Eating: At small dinners, before eating, it is polite to wait until the hostess has begun eating. At large banquets or buffets, it is appropriate to start eating when those around you have been served. If you are in doubt about what to do, take your cute from the host/hostess. Guests should engage their dinner partners and other close guests in light conversation during the meal. (A true gentleman never discusses money, religion, politics, or his sweetheart. A gentlewoman also refrains from the aforementioned topics.)

   According to the "Rule of 4", when the number of guests equals any multiple of four, and the number of women equals the number of men, the host and hostess cannot sit opposite each other without placing two men or two women together. To avoid this, the hostess is moved one seat to the left, and the guest of honor (or ranking male guest) is seated opposite the host.



ATTIRE

- A question often asked by men and women is what to wear to a specific function
- Invitations should have “attire” in the bottom right-hand corner
- Casual -- no tie; skirt or slacks for women
- Informal -- coat and tie, sports coat before 6 PM, suit after; dressy dress or long dress, dressy suit for women
- Semi-formal -- not really a category, but indicates business suit and dressy dress
- Formal -- evening dress uniform, dress mess. Civilians wear dinner jackets, long dress, or dressiest dress (short)

NOTE: Today, most women do not wear gloves, although some do. Should you be included in a receiving line, or expect to go through a receiving line, the option to wear gloves or not is yours. Gloves are not worn, however, while smoking, drinking, or eating.

RECEIVING LINE

- The receiving line need not be a frightening prospect. It is a case where tradition and practicality go hand in hand. A receiving line is an efficient and gracious way to allow the honored guest(s) to meet all guests personally.
- No food, drink, or cigarettes in line.
- Stand together in line.
- Spouse before military member, except at Air Force or White House functions.
- Military member gives names to adjutant (protocol officer, first person in line).
- You may repeat your name to the honored guest(s) in case it was passed down incorrectly.

INTRODUCTIONS

The three basic rules to introductions are:

* **Woman’s name first**. Men are introduced to women by stating the woman’s name first.
* **Older person’s name first**. When two people are of the same sex, the younger adult is introduced to the older adult by stating the older person’s name first.

* **Senior officer's name first**. Junior officers are introduced to senior officers by stating the senior officer's name first; the same for senior officer's spouse.
* It is gracious rather than presumptuous to introduce yourself to a senior officer or senior officer's spouse.
* I should never be reluctant to speak to a senior person. In like manner, neither should I monopolize the senior guest.
* If you are nervous about introducing someone, if you forgot names, politely ask for the person(s) to repeat their name. This is certainly not a reason to avoid conversation.
* Name tags are used for many occasions.
* Name tags are worn on the **right** side (the side with which you shake hands. This makes it easy for the person shaking hands to subtly look at your name.)
* Full Colonel's spouses and spouses of General officers are "Mrs. Doe" or coordinate with them.

FORMS OF ADDRESS

* If an invitation is extended to a married servicewoman because of official capacity, it should be addressed as follows:
    - Major Mary Jane Doe and Mr. Doe (Civilian husband)
    - Major Mary Jane Doe
Colonel John Paul Doe
    - Captain John Doe (senior first)
Lieutenant Jane Doe

* If the invitation is of a personal nature:
    - Captain John Doe (Two different last names)
Jane Deer
    - Retired -- Colonel (RET)
    - John Doe

* Although we are far more casual it is considered courteous to address a senior officer's spouse as 'Mr./Mrs. Doe.' If he/she desires that you call him/her by his/her first name, he/she will tell you. Do not take the liberty until then. If you are asked to use a first name, it is polite to do so.

* Divorced from husband -- Mrs. Jane Doe

POURING

- The pouring list is coordinated according to the military member's rank and the beverage:
  - Coffee is for the 'most honored pour-er'
  - Tea is second
  - Punch is third
    - ☞ NOTE: In England, Tea is the 'ranking' drink, with coffee being "second honors".

* Upon rare occasions a male spouse is invited to pour punch (usually when the wife is a LTC or above)

NOTE: German women and most host-country women are **not** generally asked to pour because the custom in the host nation is for servants to pour.

NOTE: The person pouring tea always sits. He/she will reach for a cup and saucer, ask which beverage is preferred, pour the Coffee or Tea and, after asking if the receiver wants cream and sugar (or lemon in the case of Tea), will add whatever is requested. Now that sugar substitutes are so popular, they can be included on the Coffee or Tea tray in a small silver dish.

TOASTING

- Toasting is an age-old custom and is an integral part of military occasions.
  - Mechanics of toasting:
  - Stand and participate in the toasting; it is respectful to do so. Those who choose to abstain from alcohol may drink water or raise the wine glass to their lips.
  - Never drink a toast to yourself; if seated, remain seated.
  - All toasting is initiated by the host, except dining-ins.

NOTE: At casual affairs, toasts may be presented by anyone.

ATTENDING A DINNER/FUNCTION

- Hostess gifts are not necessary, but always nice (* There may be a 'custom' or 'rule' in your area/unit -- ask!)
- A hostess gift can take the place of a "thank you", but include that in your card. **It is always nice to follow up with a "thank you"** note later.
- A "wine" gift may be used for the dinner -- do not feel slighted if it's not used. The beverage may be already planned for the meal.

LEAVING:

- It is considered polite to wait until the senior person or guest of honor leaves. (THERE ARE EXCEPTIONS TO THE RULE!)

THANK-YOU NOTES

- Within 2 - 3 days after the party, it is thoughtful to send a note of thanks or to phone your hostess (or host) to express your appreciation.

* Writing a thank you note is:

- Always appropriate
- Still in style
- Always welcome.
- Always addressed to the hostess. Example: Dear Mrs. Doe, or Dear Mary;

* Do not send a "thank you" for a "thank you".

* For a small occasion, a phone call will suffice, but it's never wrong to write.

RECIPROCATE

- Accepting an invitation incurs an obligation except holiday/New Year's reception.
- It is not only a reciprocation of kindness, but of courtesy.
- You can do something as simple as a barbecue or picnic, you could go out to eat – fit your comfort level. **Do not become hung up on style!**

NOTE: Reciprocating an invitation to a superior officer is never considered apple polishing (brown nosing). Rather, you are perceived as being refined and gracious.

IT IS TACKY TO .....

- Discuss OERs or EERs (your own or anyone else's!)
- Mention all the important people you know (name dropping)
- Refer to your spouse by rank
- Say "when we were LTs" (unless you were one!)

Proper protocol creates a mode of behavior and an atmosphere of friendliness that leads to respect and understanding while preventing chaos, mistrust, criticism, and discomfort.

Flag Etiquette

STANDARDS of RESPECT

The Flag Code, which formalizes and unifies the traditional ways in which we give respect to the flag, also contains specific instructions on how the flag is not to be used. They are:

- The flag should never be dipped to any person or thing. It is flown upside down only as a distress signal.
- The flag should not be used as a drapery, or for covering a speakers desk, draping a platform, or for any decoration in general. Bunting of blue, white and red stripes is available for these purposes. The blue stripe of the bunting should be on the top.
- The flag should never be used for any advertising purpose. It should not be embroidered, printed or otherwise impressed on such articles as cushions, handkerchiefs, napkins, boxes, or anything intended to be discarded after temporary use. Advertising signs should not be attached to the staff or halyard
- The flag should not be used as part of a costume or athletic uniform, except that a flag patch may be used on the uniform of military personnel, fireman, policeman and members of patriotic organizations.
- The flag should never have placed on it, or attached to it, any mark, insignia, letter, word, number, figure, or drawing of any kind.
- The flag should never be used as a receptacle for receiving, holding, carrying, or delivering anything.

When the flag is lowered, no part of it should touch the ground or any other object; it should be received by waiting hands and arms. To store the flag it should be folded neatly and ceremoniously.

The flag should be cleaned and mended when necessary
.
When a flag is so worn it is no longer fit to serve as a symbol of our country, it should be destroyed by burning in a dignified manner.

Note: Most American Legion Posts regularly conduct a dignified flag burning ceremony, often on Flag Day, June 14th. Contact your local American Legion Hall and inquire about the availability of this service.

Displaying the Flag Outdoors

When the flag is displayed from a staff projecting from a window, balcony, or a building, the union should be at the peak of the staff unless the flag is at half staff.

When it is displayed from the same flagpole with another flag - of a state, community, society or Scout unit - the flag of the United States must always be at the top except that the church pennant may be flown above the flag during church services for Navy personnel when conducted by a Naval chaplain on a ship at sea.

When the flag is displayed over a street, it should be hung vertically, with the union to the north or east. If the flag is suspended over a sidewalk, the flag's union should be farthest from the building.

When flown with flags of states, communities, or societies on separate flag poles which are of the same height and in a straight line, the flag of the United States is always placed in the position of honor - to its own right.
..The other flags may be smaller but none may be larger.
..No other flag ever should be placed above it.
..The flag of the United States is always the first flag raised and the last to be lowered.

When flown with the national banner of other countries, each flag must be displayed from a separate pole of the same height. Each flag should be the same size. They should be raised and lowered simultaneously. The flag of one nation may not be displayed above that of another nation.

Raising and Lowering the Flag

The flag should be raised briskly and lowered slowly and ceremoniously. Ordinarily it should be displayed only between sunrise and sunset. It should be illuminated if displayed at night.
The flag of the United States of America is saluted as it is hoisted and lowered. The salute is held until the flag is unsnapped from the halyard or through the last note of music, whichever is the longest.

Displaying the Flag Indoors

When on display, the flag is accorded the place of honor, always positioned to its own right. Place it to the right of the speaker or staging area or sanctuary. Other flags should be to the left.

The flag of the United States of America should be at the center and at the highest point of the group when a number of flags of states, localities, or societies are grouped for display.

When one flag is used with the flag of the United States of America and the staffs are crossed, the flag of the United States is placed on its own right with its staff in front of the other flag.

When displaying the flag against a wall, vertically or horizontally, the flag's union (stars) should be at the top, to the flag's own right, and to the observer's left.

Parading and Saluting the Flag

When carried in a procession, the flag should be to the right of the marchers. When other flags are carried, the flag of the United States may be centered in front of the others or carried to their right. When the flag passes in a procession, or when it is hoisted or lowered, all should face the flag and salute.

The Salute

To salute, all persons come to attention. Those in uniform give the appropriate formal salute. Citizens not in uniform salute by placing their right hand over the heart and men with head cover should remove it and hold it to left shoulder, hand over the heart. Members of organizations in formation salute upon command of the person in charge.

The Pledge of Allegiance and National Anthem

The pledge of allegiance should be rendered by standing at attention, facing the flag, and saluting.
When the national anthem is played or sung, citizens should stand at attention and salute at the first note and hold the salute through the last note. The salute is directed to the flag, if displayed, otherwise to the music.

The Flag in Mourning

To place the flag at half staff, hoist it to the peak for an instant and lower it to a position half way between the top and bottom of the staff. The flag is to be raised again to the peak for a moment before it is lowered. On Memorial Day the flag is displayed at half staff until noon and at full staff from noon to sunset.

The flag is to be flown at half staff in mourning for designated, principal government leaders and upon presidential or gubernatorial order.

When used to cover a casket, the flag should be placed with the union at the head and over the left shoulder. It should not be lowered into the grave.

Entertaining

This section is one of those that just keeps on growing! In here you can put guidelines inherent to your unit or organization, recipes, ideas, ... the list goes on! We gave you some of our favorites to get you started .... keep going!

Resources: There are so many good books and great resources. For holiday entertaining, go to the Internet, call up a Search Engine such as Yahoo!, and type in the holiday you have in mind. You'll get party ideas, games, decorations, crafts, songs, menu, and recipes ideas.

There is one book that stands out as a favorite. Try :

Creative Socials and Special Events by Wayne Rice and Mike Yaconelli Published by Zondervan Pub House
ISBN: 0310351316

While the book was actually written for entertaining church youth groups, everything can be adapted to your specific needs.

ENTERTAINING

When you hear the word *entertaining*, do you break out in a cold sweat? Do you have visions of crystal and china dancing in your head--and panic because you do not own any? If so, you are not alone! The thought of entertaining can be frightening to many of us, but it does not have to be. How you approach it can make all the difference!

Entertaining is a vital part of our military lifestyle. Because most of us are far from home and family, we turn to our military friends to fill that void. Entertaining can help foster friendships and feelings of family. Entertaining is done for a variety of reasons including celebrating a success, boosting morale during low points, saying hello and goodbye, building friendships and camaraderie, and most of all, for sharing and having fun. The most important thing to keep in mind about entertaining is to *be yourself*. Entertain in a way that reflects your own personality, lifestyle, and budget. Entertaining does not have to be about crystal and china!

As a company commander's spouse, who might you want to entertain? **Listed below are some people you may want to include:**

- The First Sergeant and spouse
- Company officers, NCOs and spouses
- Battalion Commander and spouse
- Other company commanders in the battalion
- Anyone who entertains you (to reciprocate)
- Spouses in the company
- Friends and neighbors

When entertaining, remember to have fun and once again, be yourself! Successful entertaining begins with the willingness to extend hospitality and to open your home to others. The expression "practice makes perfect" is truly relevant to entertaining; the more you do it, the easier it becomes.

Some helpful hints and practical ideas to keep in mind when entertaining are:

- Keep it simple.
- Use what you have on hand and are comfortable with--china, stoneware, paper.
- Keep your budget in mind; potlucks are fine.
- Keep appetizers simple. It is not necessary to have a lot of them.
- Serve dinner approximately an hour after the guests arrive.
- Use lap trays if you do not have enough room at the table.
- When using trays, serve everything on one plate; have utensils and napkins already on the trays.
- Borrow things you need (dishes, trays) from friends and neighbors or rent them from the OWC or your Officers' or Community Club.
- Try not to spend all your time in the kitchen; plan menus that allow you the freedom to be with your guests (salad, casserole, bread, and dessert).
- Stay relaxed and your guests will, too.
- Save the dishes for later (or have the guys do them!)
- Keep it simple! Keep it simple! Keep it simple!

Listed below are some ideas for entertaining:

- Seated dinners, buffets, picnics
- Heavy appetizers or desserts only
- Ice Cream Social, cook-outs
- Brunch, luncheons, potlucks
- "Guests Cook the Meal" Party (Preparation beforehand is necessary!)
- Game nights (Cards, Bunco, Bingo, Board games, Charades)

- Theme parties for holidays (Easter Egg Hunt, St. Patrick's Day, Halloween, Christmas Caroling)
- Other theme parties such as a Beach Party, 50's Party, Wedding party
- Craft nights or a "Bring an Unfinished Craft to Work On" Party
- "Paint a T-shirt" Party
- BYOT Party ("Bring Your Own Topping" to share--for baked potatoes, pizza, ice cream sundaes)
- "Come as You Were When Invited" Party
- "Come as You Were for Your Prom Night" Party
- "Tacky" Coffee or Party
- "Show and Tell" Party (Guests bring wedding albums, high-school yearbooks, or baby pictures.)
- Scavenger Hunt, Murder Mystery Party
- Toga Party!
- White Elephant Sale, Brown Bag Auction
- Chili Cook Off
- Wives' Dining In
- Country & Western Dances
- Video and popcorn night
- Wine tastings

Other good sources for entertaining ideas can be found at your local library or book store. The possibilities are endless! It is up to you--let your imagination run wild or be very traditional. People invited to your home will appreciate the effort you make, and who knows, you may get an invitation in return!

5th Engineer Battalion

Coffee Group Guide

1. Dues are $1.00 per month. This may be paid monthly or in advance, up to one year. The treasurer will collect the dues. The proceeds from the dues cover the cost of farewell gifts, so if you chose not the pay dues, that is ok, however; you will not receive a farewell gift when you leave. Dues for one year is the required amount for the cookbook. The Sassafras Cookbook, autographed by coffee group members, is the Farewell gift.
2. A monthly raffle is held to help cover the cost of 5th Engineer Castle Pins. The coffee hostess will donate the raffle gift. (Failure to wear pins can result in penalties of 25 cents.)
3. Baby Baskets are given to group members at coffees. Gifts may be brought and placed in the basket. The basket will be given and the gifts opened at home later. Names and gifts
4. Coffees will normally be held the second Tuesday of every month
5. Meals are such a help for new moms, families on moving-in day, and if someone in the family is sick. Please let me know if you can help prepare a meal.
6. I hope this helps to clarify procedures. Remember this is your group and we can always update or change to make it be what we want it to be. Please call me if you have any questions or suggestions.

Many thanks to:	Jeanne Martinez -	Treasurer, Pins and Cookbooks
	Bev O'Brien -	Postcripts

One final note. Please remember to respond to invitations. This helps the hostess in planning.

Kathy Krueger 329-6670

IDEAS FOR COFFEES

1. Interview a person in the community, e.g. commissary officer, facility engineer, legal officer about wills and benefits, child care services coordinator, ACS speaker.
2. Did you know this about our unit? (With a special guest such as the battalion commander.)
3. Book reviews.
4. How to care for plants.
5. Cooking demonstrations.
6. Wedding picture show (June)
7. Mystery auction.
8. Cookie swap.
9. Recipe tasting.
10. Speaker on selected topics, such as handwriting analysis or travel adventures.
11. Learn-a-craft time.

- A unit spouse may teach a special skill she enjoys such as bread-dough ornaments, flower arranging, etc.
- Christmas wreath making at a garden center.

12. Local guest speakers as available.
13. Workshops in areas such as leadership, communications, self assertiveness, stress management, etc.

<u>OTHER IDEAS FOR SPOUSE ACTIVITIES</u>

1. Local health spa (complimentary visit)
2. Tacky party-dress, serve tacky f ood, give a prize f or the tackiest.
3. Baby picture guessing contest.
4. Visit from a local florist.
5. Stained glass demonstration.
6. CPR demonstration or other medical related program..
7. Christmas decoration exchange.
8. Picture framing demonstration.
9. Rape prevention presentation.
10. Ice skating or roller skating.
11. Bowling.
12. Soup potluck.
13. White elephant auction.
14. Crazy hats - or wear a hat to depict a favorite song, movie, book, etc.

HAILS AND FAREWELLS:

Units usually hold some type of hail and farewell function on a regular basis, these are generally organized by the soldiers. Some suggestions follow:

1. Cocktail/dinner parties at home.
    - Wine and cheese tasting: guests bring their favorites.
    - Casual meals-hot dogs and chili; tacos.
    - Party rooms in apartment complexes (good idea for bachelor officers)
    - Potluck supper.
    - Progressive dinner.
    - Game night
2. Cocktail/dinner parties at post facilities
    - Picnic/cookout with games; food -brought by guests or catered by club; held at recreation sites such as rod and gun club. golf club, beach club, OWC clubhouse, baseball field.
    - Cocktail/dinner party at officers, Club.
3. Cocktail/dinner party in local restaurants or dinner theaters.
4. Novelty parties
    - Dessert auction.
    - Pool party with or without games.
    - Olympic Party-divide group by battalions, companies, etc. and have "Olympic Games", silly games-not requiring athletic skill
    - Hobo party.
    - Talent auction - auction talent or labor of members of the group.
    - Scavenger hunt.
    - Western party.
    - Square dance.
    - Super Bowl party.
    - Mint julep or Derby Day party.
    - Pig pickin.
    - Box supper social with auctioneer.
    - Happy hour at the club.
    - Election party.
    - "Gong Show.
    - Costume party with prizes.
    - Skating party.
    - Christmas caroling.
    - International night.

A formal dance with a receiving line should be considered annually. This is usually planned by the unit members with the spouses assisting with the decorations.

BATTALION

IDEAS IDEAS IDEAS IDEAS IDEAS IDEAS IDEAS IDEAS

HOSPITALITY
Visits, Plants
Rosters, Maps
Newsletters
Transportation
Food in Fridge
Basket of Fruit, Wine

COFFEE PROGRAMS
Share-a-craft
Speakers, Auctions
Make-up Demos
Wedding Album Share
Receipe Swaps
Couples Coffees
Etiquette Q &.A
Chaplain Q A
How tos?
Gripe Night
Book Swap
Theme Festival
Cookie, Gift Exchange

PARTY PLANNER
Tater (or spud) Pary
Irish Wake (birthday)
Ethnic Dinners, BYO
Gong Shows, Game Night
Road Rally
Picnic, Luau, Pig Pickin'
Sports (co-ed)
Toga
Blue Jean Brunch
Casino Night, Mafia Night
Talent Shows
Wild West
Sadie Hawkins
Crazy Hat
Valentine's Day Massacre
(Roaring Twenties)
Surprise Brown Bag Lunches
in the BN area
Potluck Anything
Hobo
Gone With the Wind
Treasure Hunt with Clues
Wine Tasting
Shipwreck
Tail-Gate

MONEY RAISERS
Attic Auctions
Bake Sales
Raffles
Sandwich Sales
Craft Sales
Snacks at Games
Services Auction

MORALE BOOSTERS FOR SOLDIERS
Welcome Home Baked Goods
Sew-ins
Valentines
Decorate Dayrooms
Family Day Displays
Day After IG Cookies
Family Picnics
Holiday Parties
Snapshots & Movies of Parades Training

ESPIRIT BUILDING PROJECTS
New Baby Bundles
Spouses' Telephone Tree
Swap-a-Sitter Service
Secret Pals
Gift Wraps for Soldiers
Welcome Wagon
Children's Easter Egg Hunt,
- Christmas Party
Adopt a local Charity, Orphanage, Nursing
Home, Shelter, School, Hospital
Newsletter
Newcomers Tour
Unit Cookbook
Bride's Basket
New Mommy Casserole
Miniature Unit or Branch Pins for Wives
Birthday Cakes
Christmas Stockings for Bachelors
Christmas Cookies to the Office

I WELCOME YOUR INPUT TO OUR GROUP!!!

1. What is your preference for coffee dates? (i.e., what day of the week _____)

2. Are you for or against having coffees while the military spouse is away?

3. Do you feel coffees should be done by 1 - 2 - 3 people or everyone contribute a dish?

4. Do you want to continue the opportunity gift? Yes or No

5. If yes, who should provide the gift -- the hostess or the person who won at the last coffee?

6. How do you feel about farewell gifts? Should we have one agreed upon gift or should each individual person be given the opportunity to choose a gift of her choice?

7. What about the price of these gifts? Should there be a price limit? What should the price be $10 - $15 - $20 - Greater than $20?

8. What about dues? Do you think dues (i.e. your farewell gift) should be paid when you enter the group or just prior to leaving?

9. What are the feelings on baby showers? How should we do them-separate or in combination with coffees? Should first babies be treated more special than subsequent children? Should we do one baby basket from the group with money or buy one big item? Should we do our own personal gift with names or anonymous? _____
_____
_____
_____
_____

10. Would you like to include the CSM and 1SG wives to all coffees, occasionally, or not at all?

11. Would you like the notes and other information sent to you via you husband if you were unable 'to attend a coffee?

12. Do you prefer coffees with a program or just social? If programs, what are your interests or ideas?

PLEASE FEEL FREE TO MENTION ANY OTHER IDEAS THAT COULD HELP OUR GROUP. I TRULY WANT YOUR THOUGHTS, IDEAS, AND SUGGESTIONS. I WANT THIS TO BE YOUR GROUP AND YOU TO BE HAPPY WITH IT! THANK YOU FOR YOUR TINE AND YOUR RESPONSES.

PLANNING CHECKLIST

(Checklist can be modified for almost any function)

INVITATIONS:

_____ Design, distribute (via Coffee group). Done 3 - 4 weeks before event.
_____ Prepare special guests' invitations and distribute.
_____ Ensure the RSVP numbers are Local, not Long Distance.
_____ Take reservations on pro-rata sheets.
_____ Make pro-rata sheets and give to sip-in committee.
_____ Contact the Club by the deadline with number of people attending.
_____ Turn in cash collected to cashier at Club after you collect bill from caterer's Office.
_____ Turn in pro-rata sheets to office at Club..

SIGN-IN AND NAMETAGS:

_____ Have name tags prepared for special guests and General officers' wives; have sufficient blank name tags available for all other guests. Be sure to bring pens.
_____ Arrange for cash box (from cashier) with $50.00 in change, if needed.
_____ Set up pro-rata sheets on table(s) in hallway.
_____ Have guests initial reservation and Club card number.
_____ Direct guests to the name tags and guest book.

MENU PLANNING AND CLUB ARRANGEMENTS:

_____ Reserve room at the Club.
_____ Meet with caterer to select menu.
_____ Coordinate with Club regarding your special requirements, i.e. tables for pro-rata sheets, name tags, guest book, gift, and their placement, podium and microphone, red carpet, your desired color scheme, etc.
_____ Coordinate entertainment.
_____ Coordinate decorations.
_____ Designate a table coordinator. She checks the table(s) before the function begins and makes certain the waitresses replenish food trays, refill coffee and tea pots when necessary, and remove soiled cups and saucers, punch cups, etc. from side tables frequently.

OTHER REMINDERS:

_____ Prepare a pouring schedule, if needed.
_____ Designate escorts.
_____ Have guest book ready when guests arrive.
_____ Corsage/floral arrangement.

Party Basics

PLANNING: 50% of your effort goes here

Format: Costumes? What foods? Dinner, vs. cocktails, vs. desserts. Formal? Theme?

Theme: How far do you carry the theme? Menu only? Invitations? Dress? Color?

Announcing: Mail? Creative flyer? Phone? Media? Distribution**?**

GUIDELINES: (25% of your effort)

- Purpose
- Needs of Group
- Locations
- Events for everyone to participate
- Safety precautions
- Name tags

BE PREPARED! (25% of your effort)

- Don't force participation - encourage it!
- Don't embarrass - no 'watersports party' with bathing suits
- Good taste
- Set up ahead of time
- Something for early arrivals to do
- Refreshments

Have Fun!

Planning a Big Event

You may be tasked, or you may decide, to host/hostess a big event. This would include a welcome or farewell for an incoming commanders spouse, Division or ASG event, etc. There are no hard and fast rules; however, some "lessons learned" may be helpful.

Generally, sharing tasks works the best. Tasks can be divided into four main areas:

- Invitations - to include handwritten invitations for senior +/or honored guests, flyers, and distribution.
- RSVPs and Reservations, Name tags: Working off of a list of invited guests, this person or group accepts the RSVPs and keeps track of names. If flyers were used for a large group, sort the names by unit. Check with each unit Cdr's Spouse right at the deadline time to ensure that everyone he/she was expecting is actually coming. Notify the Senior spouse as to any special guests that have not responded - he/she will call/handle those. Additionally, this person makes the name tags and place cards if needed.
- Food - arranges for the food (*THIS DOES NOT MEAN THIS GROUP PROVIDES ALL THE FOOD!) This may mean checking with a caterer or the O'Club, or planning how the food will be provided. This person also oversees the placement and serving of food. (*Hint - For Brigade level events such as a tea or reception, you may want to 'task' each BN for 3 finger foods or appetizers, +/or part of the drink. For BN level, task at the Company level, and so on.)
- Decorations: This person chooses the place and oversees the decorating. This may include ordering flowers. Themes are frequently used, especially for people leaving a unit. The theme and decorating can carry over to the name tags and food.

Responsibilities of the "Overseer":

- Ensure that each committee 'chair' understands whether they have complete authority, they answer to you on every detail, or something in-between. Be clear.
- Arranges for a corsage when necessary.
- Oversees all other committees, ensure that each one has all the support they need, and that each committee knows what the other committees are doing.
- Tasks out the above jobs. This can be done to whole groups (such as company or battalion) or to individuals.
- Helps with any committee that needs help!
- Coordinates communication between all groups.

THEME PARTIES

1. **Mash Party**: Dress as your favorite character. Set up a tent outside the front door that everyone has to walk through with cots, a still, etc. Invitation could look like a dogtag OR an official order (See sample). Play a game; prize is dinner for two and a movie (2 MREs and a training video!)

2. **Tacky Party**: Stick toilet paper on your shoe, ride there with a friend on the back of your bike. Wear robe and curlers. Hostess gift could be dead plant, box of chocolates with all the centers punched out and bites taken out, a used 'white elephant', or gift with the price displayed, etc. Have guests take a protocol quiz (and pass!) before they can eat! Serve chips in a bag with canned dip. Serve drinks in mason jars or jelly/mayonnaise jars. Invitations could be wrinkled lunch bag with directions to bring an appetizer, or could be a 'store-bought' invite for a different function (i.e. birthday party) with words crossed out. Other invitation ideas include writing on toilet paper, stuffed in toilet paper tubes, or written on a tin can or piece of newspaper.

3. **Ice Cream Social**: Ice breaker could be to make a banana split: peel a banana with your feet, carry whipped cream on your foot, carry peanuts between knees, pluck a cherry from ice water and place on top of creation. Everyone brings their favorite topping. OR! purchase a 10 foot gutter from a hardware store - build the world's largest sundae! Give spoons and bowls for guests to scoop their servings with.

4. **Hobo Party -** Invites are written on a can label or on a wrinkled paper bag. Serve food (chili?) out of tin cans.

5. **Halloween Party:** Have a pumpkin carving contest; dress to resemble a famous person.

6. **Gift exchange (or ornament, cookies, recipe)** Be sure to have an extra whatever so no one is empty-handed.

7. **Chinese Auction:** Everyone brings a white elephant (or pick your theme) placed in a brown grocery bag. BRING NICKELS! Have a small lunch bag for each white elephant. The lunch bag is placed on the floor; people toss nickels at the bag until the timer goes off. Last person to get a nickel in the bag wins the white elephant item!

8. **White Elephant Auction:** Similar to above. One person is designated 'auctioneer'. They are the only one to touch the bag containing the item. The auctioneer starts the bidding, encouraging people to raise their bids. Highest bidder wins. (*This can help replenish a coffee fund!)

9. **Pizza Party:** Order a pizza(s) for an unsuspecting couple (someone who is a good sport!) Show up with plates, napkins, drinks, cups, etc. Stay one hour.

10. **Theme Potluck:** Oriental, Mexican, Western, Italian. (Invitation could be written on folded origami, or shaped like a taco with each condiment (lettuce, tomato, etc.) having a different piece of information (time, date, etc.)

11. **Theater Party:** Eat dinner and go to a movie or rent a movie

12. **Game Night:** Everyone brings their favorite game. Have card tables set up in different rooms. Invitations can include a pair of die (dice!), or be a card from a game (check the Thrift Shop for old games) with the information written on it. (Games could include Cards, Bunco, Bingo, Board games, charades)

13. **Olympic Party:** Dress for your favorite event, or wear sweats indicating the colors of your favorite country. Have competitions - (such as the shot put where you toss a frozen ham, or the long jump where you jump backwards, etc.)

14. **Talent Auction:** Everyone comes up with a talent they have and it is auctioned off. This helps 'pad' the funds! (Example: A cake of any flavor from Lynn, patches sewn on from Sue, rotate tires from Mike, etc.)

15. **Company Feud:** Questions are prepared (BN S-1 can help) and presented to teams. (Similar to Family Feud!)

16. **Box Social:** Meals are prepared and placed in decorated boxes. People bid on the meals without seeing what is in the box! (Get a good auctioneer!)

17. **50's Party:** Dress as a bobby soxer (or as a nerd - bow tie, pants high, slide rule in pocket, taped glasses, etc.) Everyone brings baby pictures - play a guessing game.

18. **Super Bowl Party**: Build your own sub! (*Everyone can bring a lunch meat, if desired). Purchase a cake pan in the shape of a football helmet. soak un-flavored gelatin (Knox gelatin) packet in 1/4 cup cold water for 10 minutes. Add to coleslaw or potato salad and place in helmet mold. It will "gel" into shape in about 2 hours. Mix 1 pkg. Italian dressing (dry mix) with one block cream cheese and 2 TBS. milk. Color with food coloring to match the super bowl team's colors. Spread on sandwich bread; cut into triangles to resemble pennants. Use thinned cream cheese in a pastry tube to write the teams' names on the 'pennants'. Invitations can be made out of construction paper to resemble footballs, or pennants, etc. Invitation can have streamers of color-coordinated crepe paper attached.

19. **Macho Man Contest:** Give plenty of warning. Husband 'poses' for wife who takes his picture and has it blown up into a poster. Posters are hung and voted on -- the winning poster wins!

20. **Skating Party** (roller or ice)

21. **Christmas Caroling Party**: Coordinate with a cookie exchange - bring 6 dozen cookies, provide 2 to hostess to share with other guests, and the other 4 dozen are placed on a table. Hostess or helper divides the cookies equally; everyone takes home a plate. Serve hot chocolate, popcorn, baked apples, roast marshmallows, etc.

22. **Bowling Party**: Divide into groups or teams. Ask the bowling alley staff for an extra score sheet for each team. Play "Best Frame" bowling by having each team bowl regular games. As the game continues, each team selects the best balls rolled in each frame to enter into the extra score sheet. The team that has the highest group score wins!

23. **International Night:** Coordinate food, costumes, customs, etc. Invites could be on Japanese Origami, etc.

24. **Crazy Hat Party:** (Can be combined with favorite T-shirt or Sweatshirt Party) Have extra party hats labeled with "Party Pooper" for those who don't participate. (Consider having fake poop in a baggie attached to the hat.!)

25. **Wine and Cheese Tasting Party**

26. **Men's Potluck:** Men do the cooking, women do the judging!

27. **Beach Party:** Attach invites to leis (plastic from a party store)

28. **Shipwreck Party:** Wear what you would have on if you were marooned somewhere. Food could include hot dogs roasted on a stick, toasted marshmallows, pineapple chunks, etc.

29. **Come As You Are Party:** Call everyone at a designated time. People come with whatever they have on! Variation: Send an invitation ahead; wear whatever you were wearing when you received the invitation.

30. **Breakfast Club:** Meet at a grocery store, shop together, purchase food, show up and the designated house, and cook together!

31. **Suppressed Desire Party:** Everyone wears clothes to designated what they 'would like to have been' or 'would like to have done'.

32. **T-shirt Party:** Whatever message you choose!

33. **Make it, Bake it, Grow it, Sew it OR! Buy and lie:** Everyone contributes an item which is then auctioned off to the members of the group by a designated auctioneer.

34. **Cover Up Party:** Come as someone who has something to hide!

35. **New Year's Party:** Write invitation on a blower. Invitee must blow the blower to see the invitation!

36. **Dessert Party:** Invitation is written on a paper inserted into a Hershey Bar Wrapper. You can use this as a fund-raiser where everyone brings a dessert and auctions it off.

37. **Guests Cook the Meal Party** (Takes preplanning, but lots of fun!)

38. **Chili Cook Off**

39. **Video and Popcorn Night**

40. **Wear Your Favorite Song:** Guests dress as their favorite song! Have a contest to 'guess the guest'!

41. **Back to School Coffee:** Usually held in September. Invitations are made out of construction paper made to resemble chalkboards. Write on the black paper with a white correcting pen. The meal served is sub sandwiches, a boxed drink, an apple, a bag of chips, and a Twinkle or homemade cookies. The 'lunch' is presented in brown lunch bags. Contact your local school or mess hall to borrow plastic trays to eat on. Word searches, crossword puzzles, etc. are good ice breakers. Divide guests into teams; each team must sing a school song, recite a 'piece' (such as the Gettysburg Address or a poem), and create a school banner (provide paper, scissors, and glue). Prizes are awarded to the best team (gold stars!)

42. **Craft Night -** Bring an unfinished craft to work on. OR! Have someone teach a craft.

43. **BYOT Party** (Bring Your Own Topping)- for baked potatoes, pizza, ice cream sundaes, etc.

44. **Come as You Were for Your Prom Night**

45. **Treasure Hunts:** (clues lead to the party items)

    a) Great Pumpkin Hunt - Hide a huge pumpkin in the neighborhood. Give clues that take some 'figuring', i.e. a series of 7 math problems. The answers 'spell' a phone number. The person answering the phone (prearranged, of course!) gives a clue to the next place or clue. Another example: Have people go to a fast food restaurant and ask for a specific checker, then a specific menu (I want **1 coke and 3 straws**). The checker then gives you the next clue.

    b) Giant Easter Egg Hunt (see above)

    c) Submarine races (treasure is a toy sub kit – when found, the team must put the sub together, including decals!) Serve sub sandwiches, of course!

46. **Rallies:** Note on all Rallies: Give each person or team a sealed envelope with the final destination or a phone number included in case they get lost!

    a) **Crazy Car Rally**

    b) **Harley Rally -** dress as bikers - give each team a pumpkin for a 'Motor Head Buddy'. Each team is sent out with clues in their car to find the face pieces for their Motor Head Buddy - eyes, nose, mouth, sunglasses, hair, ears, etc.

    c) **Unit Car Rally** - Teams begin at the unit headquarters. Questions take you through post, stopping along the way to answer questions. Mileage and times are noted at the beginning and end. When the team arrives (with their completed worksheet) they are directed inside to dinner (you can wind up at someone's house or a restaurant) Points are given for each correct answer, for time and mileage. Anyone without the right mileage OR without the sealed envelope with directions is disqualified. (See sample car rally).

47. **Food Events:**

    a) Old Fashioned Box Lunch (bid for fund-raiser)

    b) Progressive Dinner (this also works for Potluck Progressive Dinners) - everyone starts at one house, then walk as a group to the next house, etc. For potluck style, people bring their donation to the appropriate house before arriving at the first house.

    c) **Chocolaholic Night -** Speaks for itself! Send invitation on candy bar wrapper.

    d) **Snack Search (a.k.a. "One Up":** Each team has a bag of <u>not</u> so great food such as canned milk, soup mix, baby food, etc. They must canvass the neighborhood and trade up, i.e. "Will you trade this for something better?" Have a time limit, AND! You can't return until you have something good enough to bring to the party!

48. Sports Events:

a) Tinman Triathlon (help each other)

i) ½ mile swim (using a plastic raft)
ii) mile run (backwards! Or with shoes on the wrong feet)
iii) bike ride (tricycles!)

b) **Mini Olympics**: Have a torch, everyone gets 'medals' (candy coins on ribbon) have crazy events, i.e. balloon toss, egg toss, etc.

49. **Seasonal Events:**

a) **Turkey Eve** (Wed before Thanksgiving): Have a turkey shoot (darts with suction) - have a sheet of Plexiglas in front of a paper turkey. Have consequences (for the other team) associated with turkey parts, such as gobbling like a turkey if you hit it in the neck, flapping and squawking for the wing, etc. . Also, decorate one team member as a turkey - have rolls of brown paper, scissors, crayons, glue, and a stapler.

b) **Luck of the Irish** - Send invite tucked into a foil-wrapped potato. Serve lots of 'green'.

c) **Shrove Tuesday**: Flip pancakes in fry pan, run from house and around the block. Race as teams.

50. **Theme Parties:**

a) **Apathy Party**: Yawn and act bored. No giggling, shining eyes, laughing, or other animation that might show that you care about anything. Punishment is a bag over the head for designated time. Dress as if you don't care, etc.

b) **Foot Party**: No shoes. Foot painting contest. Everyone gets to sign the bottom of everyone else's foot.

c) **Watermelon Party**: Relay race style. Team must race to end, cut a slice of watermelon, carry it back (on a tennis racket) to the next teammate who eats the piece, runs to the end and spits the seeds into a cup, cuts the next slice, etc. First one to fill the cup with seeds wins!

51. **Banana Party**: Dress in yellow +/or green. Everyone brings a pre-dressed banana; everyone judges the 'top banana'. Teams take a banana, perform surgery by peeling the banana, then cutting it into 4 equal sized pieces, then suturing the peel back together. Have a judge (head surgeon) that approves the sizes of the sliced bananas.

52. **Scavenger Hunts:**

a) **People Hunt**: Each team gets a Polaroid camera or camcorder. Have a list of people to collect: 'red-haired lady, motorcyclist, football player, someone cooking dinner, etc.

b) **Polaroid Moments**: Give out Polaroid cameras or camcorders to teams. The <u>team</u> must have their picture taken <u>with</u> various people, things, or in various places. Ideas include: Have your picture taken .... on a piece of heavy machinery; ... at a monument on post ... behind the counter of a pizza party, ... with a general officer ... in a boat .... in someone's bathtub. A time limit is set;

everyone gathers back with their ‘evidence’; the team completing the most tasks is declared the winner!

c) **Shopping Mall Derby**: Clues include: Find the store whose sign is missing a letter, which store has a mannequin dressed in brown, etc. Final clue is: Ask the manager at the store with Big Bird in the window for a tissue. This is a clue for the manager (or frequently his/her designee) to give the phone number of a particular house, where the person answering the phone will give the address of the person hosting the party.

d) **Shopscotch**: Each team is given $2.00 in an envelope and a list of items to buy (pocket sized Kleenex, paint card sample, noise maker, toy, snack, etc.). Don’t forget tax! Some items may be more reasonable in one store - the team needs to ‘bargain shop’ to make sure they are able to stay within their limit before purchasing anything!

53. **Wacky Dinners**: Guests must ‘order’ off the menu. Courses are served one at a time. You may keep utensils from course to course, but you not keep food from one course to the next, hoping to receive a utensil! Another idea is to serve Italian food and translate the food into real Italian. No one will know what they are asking for! (see sample Western Dinner)

Football Trivia (Name That Team)

1. Equine Rodeo Participants
2. 1/2 Bovine - 1/2 Man
3. 7 Squared
4. Embarrassed Sun Bathers
5. Midnight Snackers
6. Spotted Felines
7. Streakers
8. 6 - Shooters
9. Peter & Paul
10. $1.00 For Corn
11. Fish Arms For A Girls Toy
12. Mrs. Nixon Goes Wild
13. Uncles Spouse In Army
14. Six Rulers
15. I.O.U.'s
16. 10 Rules For Living
17. Ewe's Mate
18. Poe's Favorite Birds
19. Lubricators
20. Loaders
21. King Of The Beast
22. Protected Species
23. Ocean Fowl
24. Indian Leader
25. 747
26. Credit Card Users
27. Shoplifters
28. Type of Tiger
29. Henry's 1st Compact
30. Black Leopards

Football Trivia (Answers)

1. Broncos
2. Cowboys
3. 49er's
4. Redskins
5. Raiders
6. Jaguars
7. Bears (Bares)
8. Colts
9. Saints
10. Buccaneers (Buck an ear)
11. Dolphins (Doll - fins)
12. Patriots (Pat - riots)
13. Giants (GI -aunts)
14. Vikings (VI - Kings)
15. Bills
16. Cardinals
17. Rams
18. Ravens
19. Oilers
20. Packers
21. Lions
22. Eagles
23. Seahawks
24. Chiefs
25. Jets
26. Chargers
27. Steelers
28. Bengals
29. Falcons
30. Panthers

This is great for a Super Bowl Party! Fold back the answers and Xerox the clues. Have guests write the answers in. (Divide into teams for this; each team has to make a pennant, sing a fight song, etc. as well as solve the clues!)

DEPARTMENT OF THE ARMY
HQ, 4077 M*A*S*H*
Fort Devens, MA 01433

ORDERS 94-1 31 MARCH 94

KERSCHNER, Michael	LTC	123-45-6789	Unit unknown

You are assigned to temporary duty as indicated.

Temporary Duty at: Duffey's Officer Club Annex, 90 Walnut Street Fort Devens, MA 01433. .
Reporting date: 15 April 94
Period of temporary duty: 1900-???? Hrs 15 April 94
Purpose of temporary duty: To attend promotion party for MAJ(P) Dennis J. (Klinger) Duffey

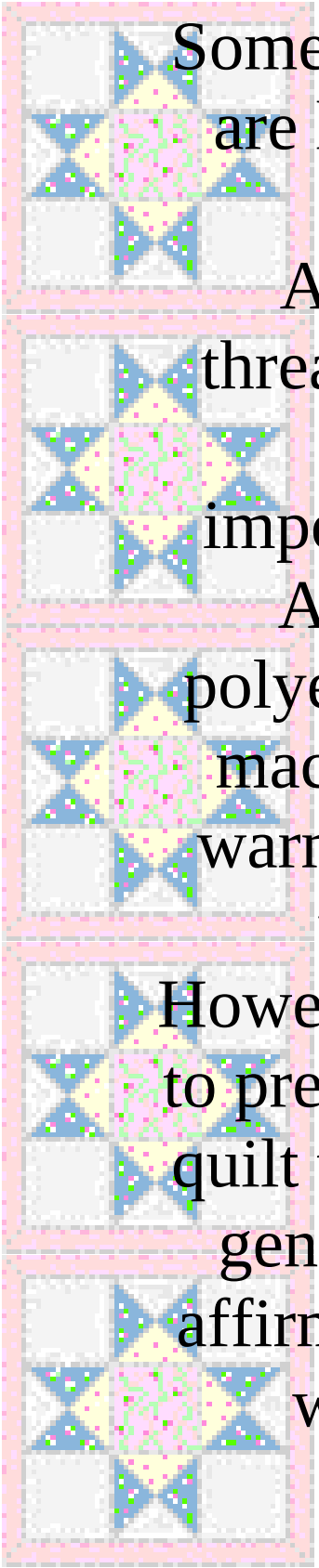
Additional instructions: (a) You are required to report to the 4077 M*A*S*H Officers Club Annex at 90 Walnut Street, Fort Devens MA. Grid coordinates for Infantry Personnel are ????????. (b) Approach control frequencies for those arriving by air are UHF 255.4 VHF 121.5 or FM 38.50. (c) Uniform will be, but not limited to, that deemed appropriate to represent your favorite M*A*S*H* character, Hot Lips, Fr Mulcahy, Hawkeye, etc. (d) You (and significant other, if applicable) are authorized to consume one drink at a time. Each drink will be limited to bar stock. Beer will be considered as one piece regardless of size or weight. (e) Food consumption will be only restricted by individual appetite, waist size, conscience, or AR 600-9. (f) Travel by government aircraft or privately owned vehicle is authorized, but not encouraged. All expenses incurred as a result of this travel will be at the soldier's expense. (g) Soldiers are advised that quality overnight accommodations are limited and often costly, therefore arrangements should be made prior to departure. (i) Security clearance is not required. (j) Individuals must meet dress standards outlined in (c) above and are responsible for arriving in satisfactory physical condition and able to pass the APFT. (k) If for any reason soldier chooses to decline these orders, i.e. tired blood, poor attitude, spouse won't let you attend, etc. it is requested you notify the POC listed below NLT 11 April 1994.

FOR ARMY USE:
Auth: DA orders 43-017 dated 11 March 1994
Acct Class: Free!
PMOS/SSI: ALL
Proj specialty: Aviators

FOR THE COMMANDER

DISTRIBUTION (POC)
1- EACH INDIVIDUAL
1- MAJ(P) Dennis J. Duffey (772-5577)

DENNIS J. DUFFEY
Chief Indian
Promotion Branch



Some Army traditions are like Grandma's quilt.

An old quilt is threadbare, not very warm, and impossible to clean.

A new quilt of polyester is practical, machine washable, warmer, and usually fits the bed.

However, we still want to preserve Grandma's quilt to remind us of a gentler time and to affirm our connection with the past.

Western Meal
Silly Supper
"Cheat Sheet"

(only the host/hostess see this one!)

A. Buffalo Chips	**slop**py joe
B. Varmint Mush	**co**le slaw
C. Chuckwagon Special	baked beans
D. Salty Brine	pickles
E. Logger's Wages	celery
F. Sarsparilla	root beer
G. Prospector's Brew	beer
H. Sissy Stuff	water
I. Mountain Peaks	ice cream
J. Snowballs	cauliflower
K. Berries on a Cloud	strawberry cake
L. Tumble Weeds	french fries
M. Sunberries	raisins
N. Goat's Givings	cheese
O. Cannon Balls	olives
P. Golden Nuggets	corn
Q. Cactus Needles	carrots
R. Hay Grabber	fork
S. Miner's Trowel	spoon
T. Pioneer Saw	knife
U. Cowboy Kerchief	napkin
V. Shimmering Lake	jello
W. Lumberjack Splinter	toothpick
X. Hardtack	cracker
Y. Buried Treasure	peanuts

Guests are presented with the 'menu' as they arrive and are directed to fill out the entire form (don't give them any clues!) Courses are served one at a time. Each item may only be ordered once! You may keep utensils from course to course, but you may not keep food from one course to the next, hoping to receive a utensil! Eat your serving with whatever 'trick' you can find! (Set up your kitchen ahead of time, labeling each item in order to expedite serving!) At the end of the night, everyone is invited into the kitchen to 'graze'!

Western Meal
Silly Supper Menu

A. Buffalo Chips
B. Varmint Mush
C. Chuckwagon Special
D. Salty Brine
E. Logger's Wages
F. Sarsparilla
G. Prospector's Brew
H. Sissy Stuff
I. Mountain Peaks
J. Snowballs
K. Berries on a Cloud
L. Tumble Weeds
M. Sunberries
N. Goat's Givings
O. Cannon Balls
P. Golden Nuggets
Q. Cactus Needles
R. Hay Grabber
S. Miner's Trowel
T. Pioneer Saw
U. Cowboy Kerchief
V. Shimmering Lake
W. Lumberjack Splinter
X. Hardtack
Y. Buried Treasure

Course #1

1. _____
2. _____
3. _____
4. _____
5. _____

Course #2

1. _____
2. _____
3. _____
4. _____
5. _____

Course #3

1. _____
2. _____
3. _____
4. _____
5. _____

Course #4

1. _____
2. _____
3. _____
4. _____
5. _____

Course #5

1. _____
2. _____
3. _____
4. _____
5. _____

TEAM NAME _____ BEGIN1NG MILAGE___

_____ ENDING MILAGE_____ DIST PIS _____

_____ TOTAL DISTANCE _____ TRIVIA PTS _____

SCORE _

407TH FSB HAIL AND FAREWELL ROAD RALLY

- From DISCOM parking lot, turn left on Ardennes. Ardennes is an area in the countries of _____, (1) _____, (1)_____. (1)
- This famous Confederate General was at Gettysburg with General Lee. Take a right on _____.(2) What famous cemetery did Gen. Lee own the land to ? _____. (2)
- Take a right on "Radar's" namesake, minus the "O" (character from M*A*S*H). Street name _____(2) Name the two commanders of the 407th M*A*S*H? _____ _____. (2)

UNSCRAMBLE THE WORDS

- Turn left on _____. SDEIHCWEG (2)
- Turn right on _____. (1) (RONPAC). Who lives at #30 on this street? _____(2)
  - Turn left on _____(2) LEPMNA. Who was the first Bn Cdr for the 407th FSB? _____ (1).
  - Veer left following _____((1) NUTH to Old Glory.
  - Turn right on _____(l) (PDRANOHL. On what date was the 82d designated the Army's first Airborne Division? (HINT: check plaque #2) _____(2)
  - Braxton's family likes this street. Turn right on _____ (1) Blvd. and be prepared for a five minute ride. On behalf of Mayor _____(2), Welcome to Fayetteville!
  - Turn right on the exit for 401. While doing this name the 4 Battalions of DISCOM: _____(1), _____(1), _____(1), _____(1)
  - Take a right on _____(1), BOKIS. While you're driving, name Ft Bragg's northern major drop zones: _____(1), _____(1), _____(1), _____(1)
  - Turn left on the road that has a church in its name, _____(1) Rd. What church is the oldest on Ft Bragg? (1)
  - Take a right on _____(1),RD, which is also a nearby town.
  - Turn right at the first place that you will find SING-TAO beer. Look for your racing official, who will record your distance and direct you to parking.

In case of emergency, lost, flat tire, no gas, or "find these clues ridiculous and this game demanding to my stature as a college graduate," open your emergency envelope for the address of our restaurant. Record your reason for opening the envelope here.

DIVISION "SPOUSES' NIGHT OUT" BINGO

THE FOLLOWING ARE EXAMPLES OF THE GAMES

1. Standard

B	I	N	G	O
X	X	X	X	X

2. Four Corners

B	I	N	G	O
X				X
X				X

3. Small Diamon

B	I	N	G	O
		X		
	X		X	
		X		

4. Diamond

B	I	N	G	O
	X		X	
X				X
	X		X	
		X		

5. Small Box

B	I	N	G	O
	X	X	X	
	X		X	
	X	X	X	

6. Small Boxes

B	I	N	G	O
X	X		X	X
X	X		X	X
X	X		X	X
X	X		X	X

7. Large X

B	I	N	G	O
X				X
	X		X	
		X		
	X		X	
X				X

8. Large Box

B	I	N	G	O
X	X	X	X	X
X				X
X				X
X				X
X	X	X	X	X

9. L

B	I	N	G	O
X				
X				
X				
X				
X	X	X	X	X

10. Small X

B	I	N	G	O
	X		X	
		X		
	X		X	

11. Z

B	I	N	G	O
X	X	X	X	X
			X	
		X		
	X			
X	X	X	X	X

12. Coverall

B	I	N	G	O
X	X	X	X	X
X	X	X	X	X
X	X	X	X	X
X	X	X	X	X
X	X	X	X	X

13. Worst Card: Everyone stands up. When a number on your card is called, sit down. The last player standing is the winner.

Ice Breakers

How Sweet It Is/ Toilet Tissue Roll
Pass around either a dish with wrapped candies or M&Ms in it OR a roll of toilet tissue and encourage everyone to take as much as they would like. Hostess should make sure everyone has a least one piece or section. For each piece of candy or toilet tissue section taken, the person must share something about themselves. They should start with their name, but this does not count as something shared.

Name Game
Tell something about yourself from each letter of your first name
Example - Sue S- shopping nut
U- uneasy around new people
E- expert in the teaching field

Truth Game
Have each person write down 3 things about themselves, 2 true, one not true. They tell the group the three things and then everyone decides which item they believe is untrue. You need not keep score, but if you wish a prize can be given to the person who is the best "lie detector"

Interviewing
Have the group divide into "twos". Each person interviews the other for 2-3 minutes getting as much information about their family, career, previous assignments, etc. as possible. At the end of the time limit, each person introduces the one they interviewed to the group and tells some of what they learned.

I Can't Believe I'm Doing This Game
Give everyone in the group a sheet with ten different tasks on it. They must complete the task and have the other person involved sign their name as verification. A prize may be given for most completed in time allotted.
Sample tasks -

Give Hugs to five people (get their names)
Untie someone's shoe, then re-tie it. (get their name)
Play "Ring Around the Rosy" with someone. Sing out loud. (get their name)
Make a silly face at someone (get their name)
Sing one verse of a favorite song or hymn to someone (get their name)
Give someone a quick backrub (get their name)
Show someone your very best chicken imitation (get their name)

Guess Your Character

As each person arrives, place a sticker on their back with the name of a person/character on it. They must try to guess who they are by asking only one "yes" or "no" question per person.
Sample - Dick Tracy, James Bond,
Jackie O., Bill Clinton.

Find Your Mate
Similar to Guess Your Character, except another person has a sticker on their back which is your mate. You try to find out who you belong with by asking one "yes" or "no" question per person.
Sample - Roy Rogers - Trigger, Beavis - Butthead, Anthony - Cleopatra, Tom Cruise - Nichole Kidman.

Dime Game
Each person is given a "necklace" which is a ribbon with a dime taped or hot glued to it. The object is to not use the word "no". If someone catches you saying "no" (entrapment is fine!) they get all the necklaces you have. The one with the most at the end of the evening/meeting wins!

Puzzle Game
Cut postcards, cereal boxes or even a real pumpkin into pieces like a puzzle. Each person is given a piece as they arrive and they must find the matching pieces. Matches can signify dinner partners, teams for other games, etc.

Cut the Cards
Cut a deck of cards in half with scissors and give one half to each person. Your match would be your partner for dinner, games, etc.

Bloom Where You Are Planted
Have each person share three things which they like about their present assignment. This is a good time filler while waiting for someone to arrive or food to be served. Variation: couples tell how they met.

Welcome Hand
Cut a hand shape out of paper and give one to each quest. Have the quest write the answer to one of five questions on each finger. For example,
1) birth month 2) favorite restaurant in town 3) number of children 4) favorite color 5) dream vacation. The idea is to mingle and discover others who "matched your fingers".

Break The Ice:
The first day of class is usually spent in part by getting acquainted and establishing goals. Icebreakers are techniques used at the first session to reduce tension and anxiety, and also to immediately involve the class in the course. Use an icebreaker because you want to, not as a time filler or because teaching guides say one should be used. Listed below are several examples of icebreakers.

Introduce Myself:
Participants introduce themselves and tell why they are there. Variations: Participants tell where they first heard about the class, how they became interested in the subject, their occupations, home towns, favorite television programs, or the best books they have read in the last year.

Introduce Another:
Divide the class into pairs. Each person talks about him/herself to the other, sometimes with specific instructions to share a certain piece of information. For example, "The one thing I am particularly proud of is..." After five minutes, the participants introduce the other person to the rest of the class.

Character Descriptions:
Have students write down one or two adjectives describing themselves. Put these on a stick-on badge. Have class members find someone with similar or opposite adjectives and talk for five minutes with the other person.

I've Done Something You Haven't Done:
Have each person introduce himself or herself and then state something they have done that they think no one else in the class has done. If someone else has also done it, the student must state something else until he/she finds something that no one else has done.

Find Someone:
Each person writes on a blank index card one to three statements, such as favorite color, interest, hobby, or vacations. Pass out cards so everyone gets someone else's card. Have that person find the person with their card and introduce himself or herself.

Famous Person:
People write a famous name on a piece of paper and pin it on someone else's back. Person tries to guess what name is pinned on his/her by asking others around the room yes or no questions. Variation: Use famous place instead of famous person.

My Name:
People introduce themselves and tell what they know about why they have their name (their mother wanted to name me after her great aunt Helen who once climbed Pike's Peak in high heels, etc.). It could be the first, middle or nickname.

How Do You Feel?
Ask the students to write down words or phrases that describe their feelings on the first day of class. List the responses on the blackboard. Then ask them to write down what they think you as the teacher are feeling this first day of class. List them on the blackboard in a second column and note the parallels. Briefly comment on your feelings and then discuss the joint student/teacher responsibilities for learning in the course.
These are just a few of the hundreds of icebreakers. Be creative and design your own variations. Don't be afraid to experiment and try different approaches, and above all, have fun and start that most important first day of class on the right foot!

Crossword Connection:
This activity includes visual symbols of connection and self-introductions. The teacher prints her name on the chalkboard leaving some space between each letter and tells the class something about herself. Then she picks a student who comes to the board, tells something about himself, and prints his name crossing hers as in a crossword puzzle. Students take turns telling something about themselves and adding their names. Volunteers copy the completed puzzle as a poster. To save time, the puzzle could be written on paper taped to the board and left up in first draft form.

Asking each student to write his name and one of the statements he made about himself on a sheet of paper can extend this activity. The teacher can collect and use the statements as the clues for a class-names crossword puzzle that can easily be made with crossword puzzle software.

Find Your Kind:
This activity requires a handout containing questions and places for signatures. Students answer the questions in ink to reduce answer changing later. When everyone is finished, students are instructed to find people who have the same answers on any question and to get their signatures under the answers they had in common.

Variation for mature students: One student stands up and says only his name. Other students introduce him by telling what they have learned about about him by checking for his name on their handout. (Use this with caution.)

TP Surprise:
Students will know you are full of fun with this one. The teacher welcomes students at the door while holding a large roll of toilet paper. She instructs students to take as many sheets as they need refusing to explain the purpose. Once class begins, students are instructed to write one interesting thing about themselves on each sheet. When students are finished, they introduce themselves by reading their TP.

Variation: Students write one thing they hope or expect to learn in the course this year on each sheet.

Take A Stand:
The purpose of this question is for students to get a feel about their peers' positions on various matters. Unless you make the survey aspect of the exercise clear, students may think it is ridiculous despite their enjoyment of the physical activity.

The teacher puts one long line of tape down the center of the room, pushing desks out of the way so that students can stand on either side of the tape. The teacher reads statement with "either-or" answers such as, "I prefer night or day," "Democrats or Republicans," "lizards or snakes." Statements can range from silly trivia to serious content.

After hearing each statement, students agreeing with the first response move to one side of the classroom and those agreeing with the second, to the other. Undecided or middle-of-the-roaders, straddle the line.

Birthday Lineup:
Students are instructed to line themselves up around the perimeter of the room according to their birth date. The challenge is to do it without speaking or writing.

Jigsaw Search:
Students especially enjoy the search aspect of this activity. The teacher prepares construction paper jigsaw puzzle shapes of several different colors. The shape may be symbolic of a topic being introduced. These are cut as a jig saw puzzle with the number of pieces matching the desired group size from two to four.

The teacher allows students to select one puzzle piece from a container as she welcomes them into the room. At the designated time, students search the room for peers who have puzzle pieces that fit theirs and then team up with those students to perform a task. Some interesting tasks might be introducing a partner, making a poster to define a concept, decorating puzzle pieces, and making a mobile. Having students print their names on both sides of their puzzle piece might facilitate name learning during the search activity. The names could be erased or crossed out if puzzle pieces were reused.

Note: If the number of puzzle pieces does not match the number of students in the room, some students will not have a complete group. Left over puzzle pieces can be placed on a table for students to check to see if their group will be short members. To avoid groups being short members you could use two-piece puzzles and participate with a student left out yourself.

Where Were You Born?
People arrange themselves according to the city or state they were born, arrange by distance farthest to closest from the meeting place

"Do You Know Me?"
Each person is given a nametag and an index card. The name tag has the name of another person in the group on it. Everyone is told to circulate, meet, mix and mingle to gather information, insights or stories about the person on their tag from group members. The opening line "Do you know me?" is used to help generate clues and conversation. The index card is to be used to write

down the information collected. At the end of a designated time - about 15 minutes, each participant introduces their "name tag" and its person to the group.

Logos:
Each person is given a blank nametag. Explain to the group that a specific logo or symbol recognizes corporations. (McDonalds arches, 3M, Apple Computer's Apple, etc.) They are given 2 minutes to draw their personal logo. This logo should reflect their personality, their interests, major or any thing they would like other people to know about them. Then give the group time to mingle and see what each other's logo looks like. When it looks like the entire group has mixed, instruct everybody with a similar logo to form a small group. You may be surprised at how many similarities there are in your group.

Ya Really Want To Know?
Participants are asked to give his/her middle name and tell how or why that particular name was chosen for them. The facilitator should begin the process and if appropriate, do it with a little bit of humor to encourage others to share.

Color Jacuzzi:
The object of this small group exercise is to get the group to quickly meet the other members. The facilitator calls out a color of the rainbow: - for example RED:

- **Red** typically is the stop/turn- off color - so each member of the group quickly tells what is the one thing (that they can disclose in public) that is really a turn off to them .
- **Orange**: is the motivation color - what motivates them
- **Yellow**: is the inspiration or creativity color - what was the best idea they've had
- **Green**: is the money color - what they plan to do for money, or the dumbest thing they ever did for money.
- **Blue**: is the sky's the limit color - what is your favorite fantasy about your future
- **Indigo**: is an odd, or different color - what is the most daring thing they ever did.
- **Purple**: is the color of royalty - if you were ruler of the universe for a day - what is the first thing you would do?

Halloween Bingo

... dislikes corn candy.	... saw the movie "Casper"	... loves gummi worms!	Refuses to go to a costume party!	... can howl like a wolf! (Prove it!)
... likes pumpkin pie!	... can cackle like a witch! (Prove it!)	... has gone Trick or Treating in the last 5 years.	... has made popcorn balls.	... has been on a hayride.
... likes scary movies.	... has dressed like a princess for Halloween.	Happy Halloween! Free Space	.... scares little children.	... has dressed like a soldier for Halloween.
... is wearing orange.	... can name male lead in "Interview with a Vampire" (name him)	... has relatives from Transylvania (KY or Europe)	... carved a pumpkin last Halloween.	... acts like they fly on a broom!
... can name the Broadway "Phantom of the Opera" (name him)	... played spooky music last Halloween	... is scared of spiders.	... likes to bite necks!	... has worn a Halloween costume in the last 3 years.

Find "someone who ....." for each square. Have them sign their name.
Each person can only sign once!

VISIBLE BUT INCONSPICUOUS

Xerox a copy of the following page for each invited guest.

Create an envelope for each invited guest. In each envelope, place:

- The item described (the item that is to be visible but inconspicuous (*The items are not bloody, or creepy, etc. Those are adjectives for Halloween - leave them off for non-theme parties!) *Label the inconspicuous item so the guests recognize what they are wearing!
- A list of all the items (the copy you made for the guest)
- A pencil

Place the following label on the front of the envelope:

YOU MUST DISPLAY THE ITEM IN THIS ENVELOPE ON YOUR PERSON IN A VISIBLE BUT INCONSPICUOUS MANNER. USE THE LIST AND PENCIL PROVIDED TO RECORD WHO HAS THE OTHER ITEMS IN THEIR POSSESSION. THE WINNER WILL BE THE PERSON WHO CORRECTLY LOCATES THE MOST ITEMS. EACH PERSON WILL HAVE ONLY ONE ITEM TO DISPLAY.

As each guest arrives, they are presented with an envelope, and the opportunity to place the item on themselves!

VISIBLE BUT INCONSPICUOUS

1. MUMMY MACARONI
2. SPOOKY SPAGHETTI NOODLE
3. LURKING LASAGNA NOODLE
4. GOBLIN GREEN TWIST PASTA
5. PUMPKIN ORANGE TWIST PASTA
6. RANCID RUBBER BAND
7. EVIL PENNY
8. WITCH'S STRAIGHT PIN
9. DEMON BALL POINT PEN
10. PETRIFIED MECHANICAL PENCIL
11. WICKED BOBBY PIN
12. COFFIN NAIL
13. VAMPIRE TOOTHPICK
14. SCARECROW SAFETY PIN
15. SCARY SCOTCH TAPE
16. PRINCE OF DARKNESS POSTAGE STAMP
17. GHOULISH GREEN THREAD
18. BLOODY BLUE RIBBON
19. NIGHTMARE NEEDLE
20. BEEZLEBUB BAR MAGNET
21. BARBARIC BARRETTE
22. SATANIC CANDY CIGARETTE
23. BAT BUTTON
24. GHOSTLY GOLD GIFT TIE
25. MOLDY MATCH
26. GRIM REAPER THUMB TACK
27. CREEPY Q-TIP
28. BLODDY SHOWER CURTAIN HOOK
29. ABRACADABRA SMALL CHAIN
30. PUTRID POCKET COMB

GUIDELINES FOR PLANNING FAREWELLS AND WELCOMES

82D AIRBORNE DIVISION

REVISED AUGUST 1996

1. GENERAL INFORMATION

This paper provides a guide for welcoming and farewelling commanders' spouses. Please note that the following are guidelines given only to establish a point of reference from which to proceed. *The preferences of the Honored Guest must always be considered.*

Normally in the 82d Airborne Division, a choice of a welcome Tea or Coffee is offered to the spouse of the Commanding General, the Assistant Division Commanders, Chief of Staff, Brigade Commanders and Battalion Commanders. The reason a Tea or Coffee is recommended as a Welcome is to allow the Guest of Honor to circulate. A farewell function need not always be a Tea of Coffee. It could be a Brunch, Luncheon, or Dinner based on the preference of the Guest of Honor.

Begin planning early. Three months before a projected departure/arrival is a good time to start planning. Often, an exact date for a change of command is not known very far in advance, but a projected time frame can generally be anticipated. Begin overall preparations early; plug in specifics as soon as they can be determined.

2. OFFICIAL HOSTESS

The official hostess for the function should be established as soon as possible. A recommended guideline follows:

Honored Guest	**Official Hostess**
Spouse of:	**Spouse of:**
Division Commander	Chief of Staff
Assistant Division Commander	Designated Unit Cdr.'s Spouse
Chief of Staff	Division Commander/Sr. Staff Officer
Brigade Commander	Brigade Executive Officer
Battalion Commander	Battalion Executive Officer
	(* See Annual Division Hostess Roster)

The official hostess should always check with the Honored Guest to determine the most convenient date for her. For Brigade events, the date should be cleared with the spouse of the Commanding General, if you wish to have the CG's spouse attend.

The Honored Guest should also be asked for the names of any special guests he/she would like invited.

3. PLANNING

The following checklist might be formed: Invitations, Club Contracts and Menu, Decorations, Name tags, Reservations, Pouring Schedule and Guest Book, Camera, Escorts and Entertainment/Program. (See attached Checklist)

When planning a Division level function, the designated hostess should always brief the spouse of the Commanding General.

The official hostess should request planning input from the persons most closely associated with the Honored Guest as outlined below:

a. Functions for the spouse of the Commanding General: The Chief of Staffs spouse should meet with the spouses of the Assistant Division Commanders, the spouses of the Commanders of all six Brigades, plus a representative from the Separate Battalions.
b. Functions for the spouses of the ADCs: The designated hostess should meet with her/his unit spouses for planning, then brief the spouses of the CG, CofS, and ADCs.
c. Functions for the spouse of a Brigade Commander: The Brigade Executive Officer's spouse should meet with the spouses of all Battalion Commanders in the Brigade. He/She should inform the division Chief of Staff s spouse of plans.
d. Functions for the spouse of a Battalion Commander: The Battalion Executive Officer's spouse should meet with the spouses of all Company-level commanders, and then brief the spouse of the Brigade Commander. In the absence of a Company Commander's spouse, any other officer's spouse in the Company may fill in. The XO's spouse should inform the Brigade Commander's spouse of plans. Separate battalions should inform the spouse of the appropriate ADC.

4. WHOM TO INVITE

a. To a function for the Spouse of the Commanding General:

Spouses of:

1. All officers in the Division.
2. All CSMs in the Division.
3. All General Officers on Post.
4. The commander of Pope AFB
5. The CSM of XVIII Airborne Corps/Fort Bragg/Division Staff and a representative from the Separate Battalions.

6. Optional. Selected civilians (for example: Mayor of Fayetteville, President of Chairman of the Military Affairs Committee of the Chamber of Commerce).
   In addition, personal friends and family of the Guest of Honor should be invited.

b. To a function for the spouse of an Assistant Division Commander:

1. All officers' spouses and CSM's spouses in the Command and Staff group.
2. Personal friends and family of the Guest of Honor.
3. *Optional*: All General Officers' spouses on Post.
4. *Optional*: Selected civilian spouses.

c. To a function for the spouse of the Chief of Staff

1. All officers' spouses and CSM's spouses' in the Command and Staff group.
2. All officers' spouses in the Division Headquarters.
3. Personal friends and family of the Guest of Honor

d. To a <u>Welcome</u> function for the spouse of a brigade commander:

Spouses of:

1. All officers in the Brigade.
2. All CSMs in the Brigade.
3. All Colonels (06) and General Officers in the Division, and the Division CSM.
4. The battalion commander of any supporting unit to the Brigade.

In addition, personal friends and families of the Guest of Honor.

e. To a <u>Farewell</u> function for the spouse of a brigade commander:

Spouses of:

1. All officers in the Brigade.
2. All CSMs in the Brigade.
3. *Optional.* The battalion commander of any supporting unit to the Brigade.
4. *Optional.* All Colonels (06) and General Officers in the Division, and the Division CSM.

In addition, personal friends and family of the Guest of Honor.

f. To a Welcome function for the spouse of a battalion commander:

Spouses of:

1. All officers in the Battalion.
2. The Brigade Commander.
3. All Battalion Commanders in the Brigade.
4. The Battalion CSM.
5. *Optional.* Other CSMs in the Brigade.
6. *Optional.* All First Sergeants in the Battalion.
7. *Optional.* General Officers in the Division and the Chief of Staff.

In addition, personal friends and family of the Guest of Honor.

g. To a Farewell function for the spouse of a battalion commander.

Spouses of:

1. All officers in the Battalion.
2. The Battalion CSM.
3. Optional - All Battalion Commanders in the Brigade.
4. Optional - The Brigade CSM.
5. Optional - All First Sergeants in the Battalion.
6. Optional - General Officers in the Division and the Chief of Staff.

In addition, personal friends and family of the Guest of Honor.

5. PAYMENT

All military and civilian guests, except for the Honored Guest, will pay their own way. The Honored Guest will pay for his/her family members who attend; other personal guests will pay their own way, or by the Honored Guest, at his/her discretion.

Payment can be made using a Club member's Esprit Card or by personal check mailed to the person taking RSVPs. Checks should be made payable to "Fort Bragg Officers' Club." Cash may be taken at the door if so decided in advance by the hosting unit.

6. INVITATIONS

Invitations to a large function in the 82d Airborne Division may be done in a number of ways. Some suggestions:

* Handwritten invitations should go to spouses of General Officers and civilian guests
* Flyers may be sent to all others on the guest list.

Handwritten/printed invitations should be written in the third person in black ink on single white cards. In the lower left hand comer, "RSVP" with the telephone number(s) and point(s) of contact should be indicated. Note the proper form for the name of the Honored Guest ("Mrs." plus her husband's name); this form should also be used when addressing the envelopes for the invitations (i.e., "Mrs. Edwin P. Hooah," not "Mrs. Jan Hooah"). **See attached Sample Invitation**

A limited number of invitations and envelopes for official Division functions are available through the spouse of the Division Chief of Staff. A current list of General Officers spouses and their addresses is available from the Corps Protocol Office.

Invitations should be sent approximately three weeks before the event. This provides ample time for the committees to accomplish their responsibilities**.**

Flyers and pro-rata sheets for Division invited guests may be distributed at a monthly Command and Staff Spouses meeting if there is sufficient time to allow Coffee groups to be notified and give their RSVPs. (See "RESERVATIONS")

7. CLUB CONTRACT AND MENU

As soon as a date has been set for a function to be held at the Officers' Club, contact the Club to reserve a room. (Note: You may reserve a room up to six months in advance.) If the function is to take place during a busy social season at the Club, you may need alternate dates from which to choose. Make an appointment with the Catering Office to discuss the menu and table set-ups. Set a date to pay the bill soon after the function.

Meet with the Catering Representative at the Club and make the following arrangements:

a. Confirm your request for a room -- room name, date and time.

b. Request the use of a red carpet and rope for a receiving fine. (Note: Did you know that the red carpet is used to honor those in the receiving line, i.e., the hostess and honored guests, and to provide a softer surface on which for them to stand?)

c. Request a podium, microphone and piano, if needed.

d. Select table linens to be used. This should be coordinated with the decorating committee. Carefully review the contract with the Club to be certain they know exactly what you want. (Note: Tablecloth overlays cost $ 1.00 each if you request them, but the Club will not charge you if they use them due to linen shortages in your color choices.)

e. Decide on the table arrangement. Request tables in -- the hallway for name tags and guest book, and perhaps a table near the podium for the gift. For a Coffee or Tea, request some small tables for depositing empty plates and cups and perhaps have a few chairs available for guests who tire.

f. Select a menu from the Club’s catering book, or provide your own recipes.

After the function, deliver the consolidated pro-rata sheets to the Catering Office and settle the bill. Keep in mind that you will pay for all food ordered, whether all guests attended or not. To avoid problems with payment, it is advised by the Club that your guests' club card numbers by checked for accuracy against the their master list *before* you settle the bill.

8. DECORATIONS

Use your own creative flair for decorating. Remember that we have a decoration's custodian who can loan you items used at previous functions.

The color scheme and table arrangements should be coordinated with the Club contract committee.

Make sure a few tables and chairs are available for guests who time. Side tables should be positioned throughout the room to provide a place for soiled cups and plates.

Simple piano background music is a nice touch. (*Optional*

9. NAMETAGS

Name tags should be used at all farewell and welcome functions. They should be made up in advance for the spouses of General Officers and civilian guests. Use a lady's or man's first name and last name on the name tag (i.e., "Anne Sicily"). Blank name tags should be available for all others attending. Check with the reservation's chairperson for the number needed and the list of those be done in advance. Coordinate with the decorating committee to determine color scheme and theme.

10. RESERVATIONS

Within the Division, each Coffee group leader takes reservations for those in his/her group and enters the names and Esprit card numbers on a pro-rata, sheet. Reservations and club card numbers may be taken at a Coffee or by telephone. The pro-rata sheets are then generally collected by two designated members of the reservation's committee (one on-post and one off-post).

Civilians and non-club members are asked to RSVP and send their payment in advance or they may be carried as guests of club members (ex. a Battalion CSM's spouse may give his/her payment to the Battalion Commander's spouse, who then lists the CSM's spouse as her guest). Other invited military spouses outside the Division respond by telephone to the designated person and provide a club card number. Their names and numbers are placed on pro-rata sheets. *Note: Members of the NCO Club may use their Esprit cards for Officers' Club functions.*

Write in pen only and print clearly on the pro-rata, sheets. There is no need to alphabetize the lists.

After the reservation deadline, the committee checks to see that all pro-rata sheets have been received. The final total of reservations and the pro-rata sheets are given to the club contract committee.

A list of General Officers' spouses and civilian guests should be given to both the nametag committee and the escort- committee.

11. ESCORTS

The escort committee provides an escort for each General Officers *"Se* and civilian guest. The escort greets his/her designated special guest and introduces herself as the escort. he/she would then check the guest's coat, give his/her a nametag, accompany his/her through the receiving line, offer refreshments and introduce his/her to people. Once the guest is engaged in conversation, the escort may leave, checking back occasionally.

12. GUEST BOOK, CORSAGE.) AND FLORAL CENTERPIECE

Purchase or make a guest book or ask the Honored Guest if he/she has one and if he/she would prefer that it be used. Someone should prepare the title page; this done in calligraphy is nice. Have a table near the entrance of the room for the guest book. Provide a nice pen for guests to use in signing the book. *A decorative quill pen is available, and if desired, this can be borrowed from the Chief of Staff's spouse.*

In addition to the corsage that is given to the Guest of Honor, any floral centerpiece that is used may also be given as a gift.

13. CAMERA

For these functions, it is recommended that a volunteer photographer be present to take photos for unit archives and the Guest of Honor's collection or scrapbook. Pictures should be taken throughout the event, but especially of the Guest of Honor, the table with the hostess committee, guests greeting those in the receiving fine, and any presentations.

For Division-level functions, a 35mm camera is available through the Chief of Staff's spouse or the Historian.

14. POURING

a. Being asked to pour is an honor in American society. Pouring at a Tea is an honor because it provides an opportunity to see and chat with a number of the guests as they ask you to pour for them. That's why the beverages are ranked: coffee, tea, punch, in that order. At the time this American tradition was established, coffee was the most popular drink; more guests would approach the lady pouring coffee than those serving tea or punch.

b. Normally, pouring should be done according to the husband's rank and date of rank, keeping in mind the rank ordering of beverages (see above).

c. A pouring list can be compiled by considering either all the guests who will attend (although the Guest of Honor is never asked to pour) or only those from the hosting group.

d. The pouring coordinator should ask ladies in advance if they would do the honor of pouring. Each pourer should be told her position, time to start and length of time to pour (this could be anywhere from 5 to 15 minutes, depending on how the list is done), and whom she will follow.

e. Put a small card inconspicuously at each pouring station with the schedule for that position. The pouring coordinator should be familiar with the schedule so that if a scheduled lady does not arrive, he/she can ask someone to pour a little longer or make a substitution. Be flexible!

f. A chair and cloth napkin should be provided for the coffee and tea servers, and a napkin for the punch server.

g. It is not necessary to have pourers available until the very end of the Tea. As guests depart and the crowd thins, it is fine to stop pouring (even if others are on the schedule). Leave the coffee, tea, and punch on the tables for the remaining guests to help themselves.

GUIDELINES FOR POURERS

a. For serving coffee and tea:

1. Sit at the table in front of the tea service. Place a napkin in your lap.
2. If you are serving both coffee and tea, ask which the guest prefers.
3. Pick up the cup and saucer before filling it.
4. Ask if the guest would like cream or sugar (for coffee) or milk, sugar or lemon (for tea). [Milk should be used for tea because the tannic acid in tea may cause cream to curdle.] Anything added is put in after pouring the coffee or tea. Sugar is put in before cream/milk or lemon. A lemon slice, if desired, is put in the cup, not on the saucer.
5. As a rule, the pourer does not stir the coffee or tea (unless only one or two spoons have been provided).
6. Hand the cup and saucer to the guest with the cup handle to the guest's right. Spoons and napkins are usually arranged for the guests to help themselves. In not, put a spoon on the saucer (if milk or sugar has been added) and hand it to the guest along with a napkin.
7. If no one else checks on the supply of coffee, tea, cream, cups, etc., the pourer should ask someone to see that they are replenished *before* they run out.

b. For serving punch:

1. Stand by the table next to the punch bowl
2. When someone approaches to be served, ladle the punch into a cup held over the punch bowl. Do not fill the cup so full that it is difficult to handle.
3. If the outside of the cup gets wet as you fill it, blot it with a napkin. (Ladles seldom pour without dripping!)
4. As you hand the cup and napkin to the guest, turn the cup so that the handle is in a position for his/her to easily take it from you.
5. If no one checks on the supply of punch and cups periodically, ask someone to see that they are replenished *before* they run out.

15. FAREWELL GIFTS

A gift need not be expensive to be a meaningful reminder of friendship and sincere appreciation. Recent examples include stained glass panes, a watercolor of the honoree's house, handmade items like quilts and wall hangings, and purchased items such as china vases.

Although the regulation does not apply specifically to spouses, common sense dictates that we comply with the sections of the Joint Ethics Regulation (JER) that regulate the standards of conduct for employees of the Executive Branch. The JER establishes a limit on the value of a gift to a departing superior. (As of this writing, that limit is $300.00.) *Note that this is the absolute maximum dollar amount that can be spent, at any level.* (Also note that contributions toward group gifts are limited to an *unsolicited* $10.00 or less per giver.) Consult with the Office of the Staff Judge Advocate for guidance, changes to the regulation, etc.

A final word about farewell gifts: *Due to close Department of the Army scrutiny of commanders regarding gift acceptance, any gift exceeding the set amount could result in dire consequences for the outgoing commander.* **As spouses we too will comply with the guidelines**.

In closing, please remember that this information paper should be used as a guideline only. Each social function is unique and will require commonsense adjustments. Additionally, the preferences of the Honored Guest must always be considered.

August, 1996
Fort Bragg, North Carolina

SAMPLE INVITATION

The Ladies of the Division Artillery
82nd Airborne Division
request the pleasure of your company
at a Farewell Reception
in honor of
Mrs. George a. Alltheway
on Wednesday, the sixteenth of October
at seven o'clock in the evening
Fort Bragg Officers' Club

RSVP
497-XXXX (Susan Trooper)
By the ninth of October

NO HOST

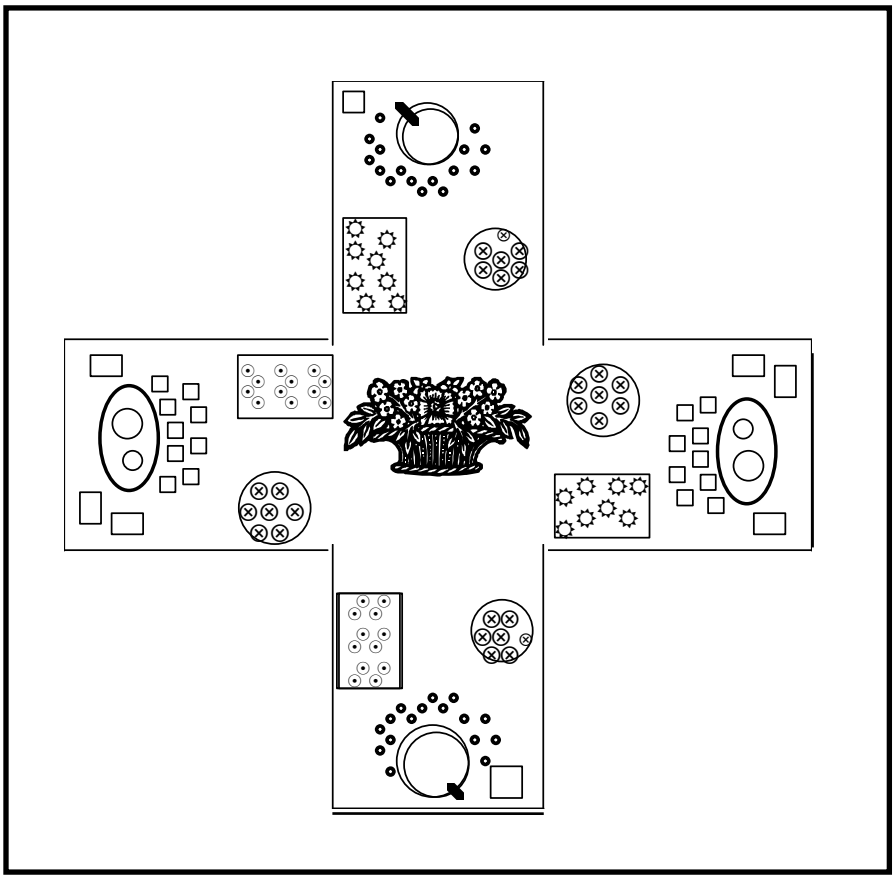
INSERT CARD FOR GUESTS WHO DO NOT HAVE EXPRIT CARDS

Please make check payable to:
Fort Bragg Officers' club
NLT (date at least two days before deadline)

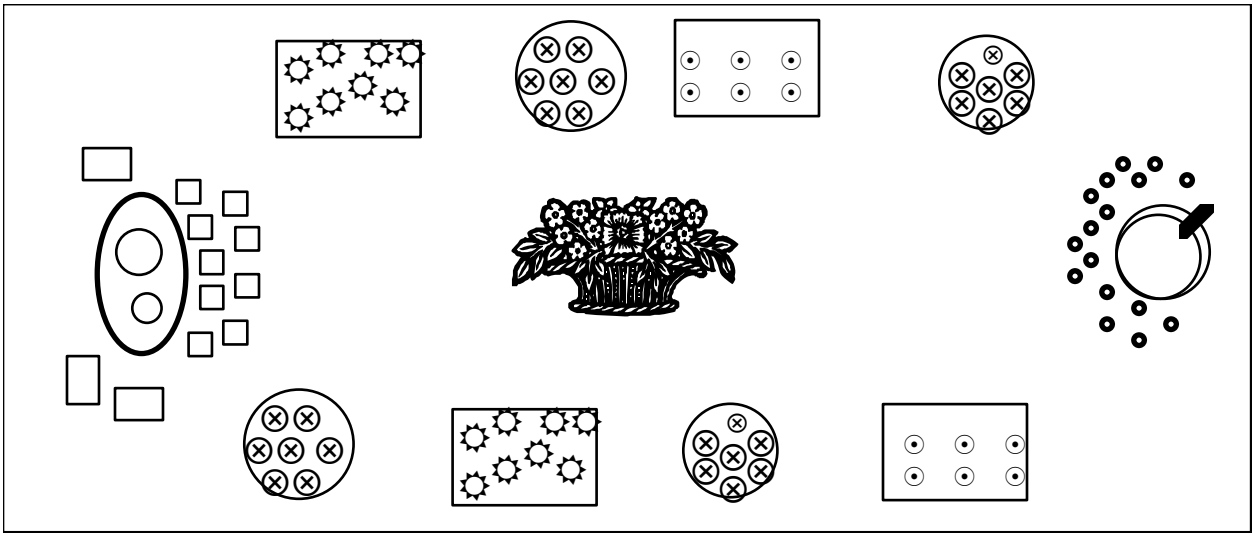
(Name and address of reservation chairperson)

Cost: $7.50

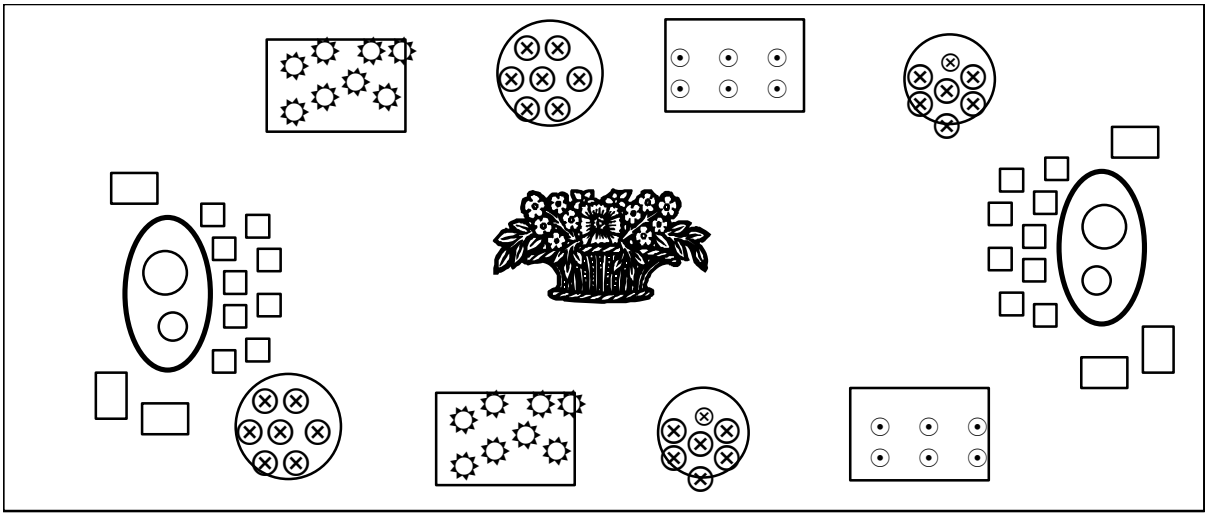
Suggestions for arranging a tea table. . . .



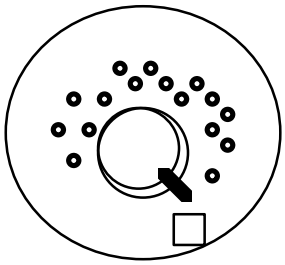
Large Reception with Two Punch Stations and Two Coffee and Tea Stations.

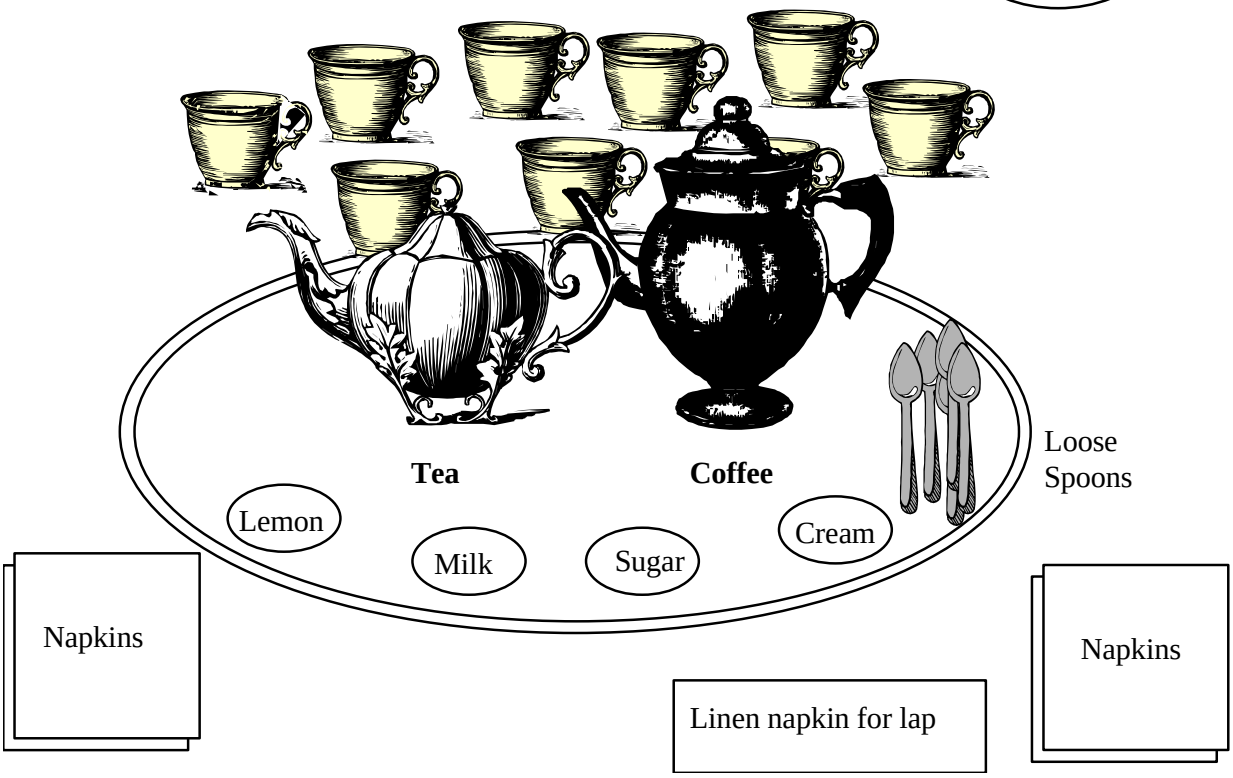


Coffee and Tea on One End of Table and Punch on the other.



Coffee and Tea at Both Ends or Table with Separate Punch Table.



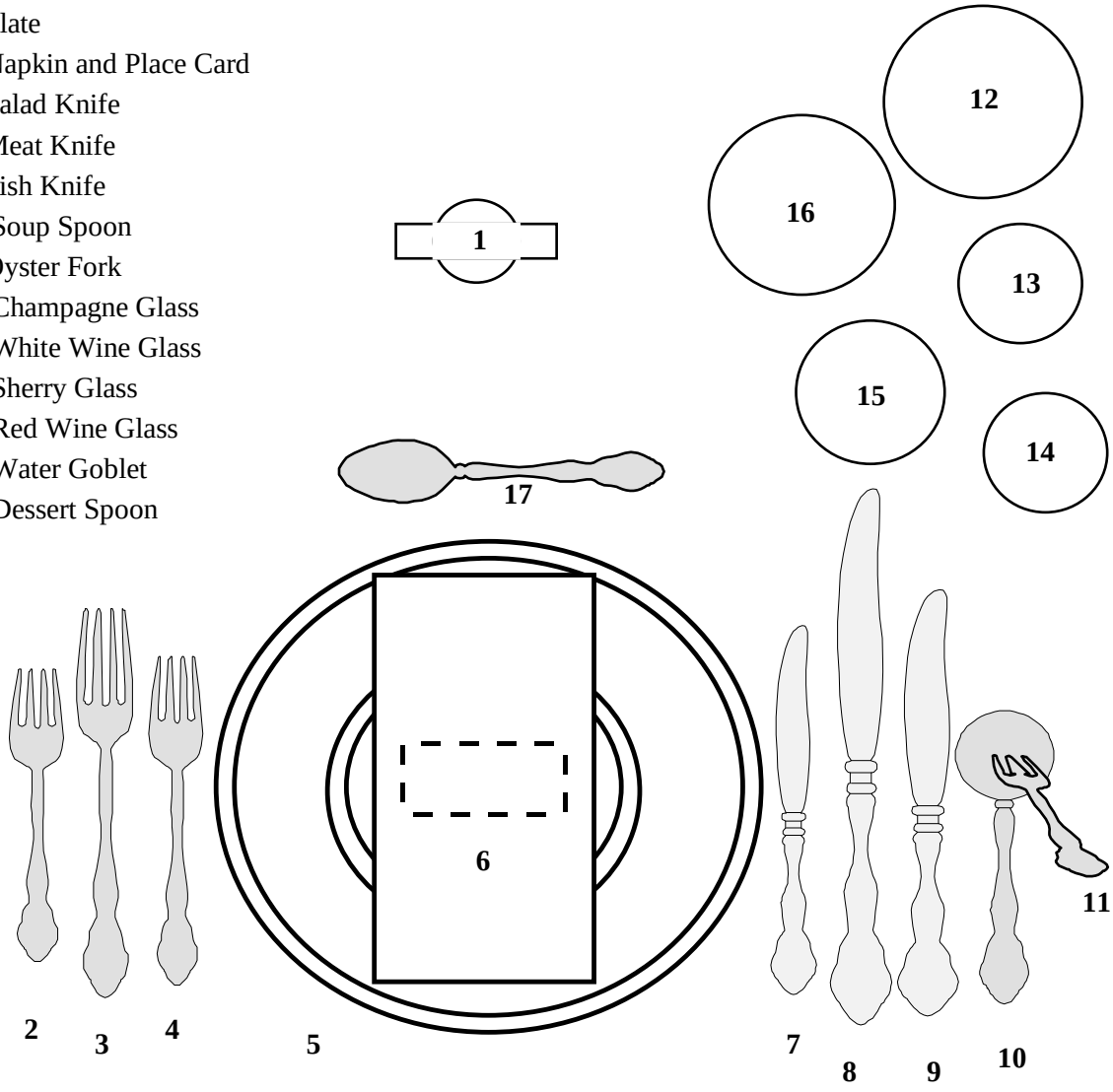


Proper Set-Up for Coffee and Tea Tray

APPENDIX 3

Diagram of the Table Setting

1. The Menu Card
2. Fish Fork
3. Meat Fork
4. Salad Fork
5. Plate
6. Napkin and Place Card
7. Salad Knife
8. Meat Knife
9. Fish Knife
10. Soup Spoon
11. Oyster Fork
12. Champagne Glass
13. White Wine Glass
14. Sherry Glass
15. Red Wine Glass
16. Water Goblet
17. Dessert Spoon



Note: Each glass is removed with the course it accompanies. The dessert wine glass, however, stays throughout the serving of the demitasse. The salad and fish knives may not be needed, and only two wines, sherry and champagne, may be served.

Ten Tips for Table Decorating

1. Use your imagination -- centerpieces don't always have to be traditional flowers and candles.

2. Make sure your guests can see over the centerpiece. You don't want them getting stiff necks from trying to see across the table.

3. If its a buffet you can use a taller, more elaborate centerpiece -- just make sure you leave enough room for all your serving platters and bowls. Plan out the day before by setting your table with the platters labeled with the food item that will be going in them, making sure you've got enough room for everything.

4. Use candles for an intimate glow -- light them just before you sit down. You aren't limited to candles; use oil. Lamps. etc., or mass candles for effect on a mirror.

5. Use different heights for your centerpiece (height adds interest) and/or use different candle heights.

6. Think about using quilts, throws, or pretty sheets or material as table coverings (even large leaves as place mats).

7. Don't put jars on the table -- pour salad dressings or condiments into a small bowl with a spoon or small pitcher. Presentation is everything!

8. Baskets can hold fruit, flowers, napkins, or silverware. Line them with fabric or napkins.

9. When planning centerpieces, think seasonal. A bowl of apples and a few colorful fall leaves can span the seasons by changing the leaves for sprigs of evergreens, or better yet, exchange the apples for pine cones!

10. Complete the mood you've set with music. Frank Sinatra with Italian, The Drifters for a beach theme, -- just remember to keep the volume low enough so your guests can hear each other. And most of all enjoy your evening!

From the Wine Cellars of Ernest & Julio Gallo

WITH	SUGGEST	TYPE/DESCRIPTION
Shellfish & Seafood	Chardonnay *Shar-doe-nay*	White/Very Dry
	Sauvignon Blanc *So' -bin' -yaun Blaun'*	White/Dry
	Chenin Blanc *Shen'-in Blaun*	White/Semi-Dry
	Gewuztraminer *Ge -vertz' -tram- me'-ner*	White/Semi-Dry
	Johannisberg Riesling *Yo-hahn'-nis'berg Reese'-ling*	White/Semi-Dry
	French Colombar *French Coll'-um-bar*	White/Semi-Dry
Chicken & Turkey	Chardonnay Sauvignon Blanc	White/Very Dry
	White Grenache *Wite Gren-ahsh*	Semi Dry
	White Zinfandel *Wite Zin'-fan-del*	Semi-Dry
Game Birds & Duck	Sauvignon Blanc	White/Dry
	White Grenache	Semi-Dry
	White Zinfandel	Semi-Dry
	Cabernet Sauvignon *Cab'-air-nay So'-vin' yaun*	Red/Dry
	Zinfandel	Red/Dry
	Hearty Burgandy	Red/Dry
Veal & Pork	Chardonnay	White/Very Dry
	Sauvignon Blanc	White/Very Dry
	White Grenache	Semi-Dry
	White Zinfandel	Semi-Dry
Lamb	Cabernet Sauvignon	Red/Dry
	Zinfandel	Red/Dry
	Hearty Burgundy	Red/Dry

TEXAS TORTILLA BAKE

Tortilla chips and commercial salsa, along with Spanish rice made from a commercial mix, will carry out the Southwestern theme of this Tex-Mex casserole.

Ingredients	FOR 8	FOR 16	FOR 24	FOR 32
Lean ground beef	1 1/2 lbs.	3 lbs.	4 1/2 lbs.	6 lbs.
Large onion(s) chopped	1	2	3	4
14 1/2-ounce can(s) Mexican-style stewed tomatoes	1	2	3	4
10 unce can(S) mild enchilada sauce	1	2	3	4
10 ounce loaf process cheese spread, sliced	1/2	1	1 1/2	2
Ground cumin	2 tsp.	4 tsp.	6 tsp.	8 tsp.
Salt	1/2 tsp.	1 tsp.	1 1/2 tsp.	2 tsp.
Pepper	1/2 tsp.	1 tsp.	1 1/2 tsp.	2 tsp.
Crushed tortilla chips	2 cups	4 cups	6 cups	8 cups
3 ounce package(s) cream cheese, softened	1	2	3	4
8 inch flour tortillas	8	16	24	32
4.5 ounce can(s) chopped green chiles	1	2	3	4
Shredded Monterey Jack cheese	1 Cup (8 oz)	2 cups (8 oz)	3 cups (12 oz)	4 cups (16 oz)

- **Brown** ground beef and onion in an large skillet or Dutch oven, stirring until meat crumbles. Drain. Stir in tomatoes and next 5 ingredients; cook over low heat stirring constantly, until cheese melts. Set aside.
- **Place** crushed tortilla chips in a greased 13 x 9 x 2 inch baking dish. Spoon two-thirds of beef mixture over tortilla chips.
- **Spread** cream cheese evenly on one side of flour tortillas, and sprinkle evenly with chiles. Fold in half, and arrange on beef mixture. Spoon remaining beef mixture on top, and cover.
- **Bake** at 350 degrees for 20 minutes. Uncover and sprinkle with Monterey Jack cheese. Bake 5 additional minutes to melt cheese, if desired.

Note: To serve 16, divide tortilla chips, beef mixture, and remaining ingredients into 2 (13 x 9 x 2 inch) baking dishes. To serve 24, divide into 3 baking dishes and bake in two ovens. To serve 32, divide into 4 baking dishes, and bake in two ovens.

Don't Sit Under the Apple Tree ...

DISCOM Sweetheart Ball - 1998

Apple Cake

2 cups flour
¼ teaspoon salt
2 teaspoons baking soda
2 teaspoons cinnamon
4 cups cooking apples, peeled and cubed
½ cup oil
2 eggs
2 teaspoons vanilla
2 cups white sugar
1 cup chapped walnuts

Place all ingredients in large bowl and mix with hands. Dough will be stiff. Bake at 35o in flat 9" by 13" pan for 45 minutes.

Frosting: Whip 3 tablespoon butter, 3 ozx. Philadelphia cream cheese, 1 ½ cups powdered sugar and ½ teaspoon vanilla. Frost while in the pan. Sprinkle grated walnuts on top. Makes 12 servings. May be frozen.

❖❖❖❖❖❖❖❖❖❖

... An apple a day keeps the doctor away!

Apple Muffin Mix

(to be packaged and used as a gift)

2 cups self-rising flour
½ cup sugar
¼ cup brown sugar
1 teaspoon cinnamon
¼ teaspoon nutmeg
1 cup chopped dried apple

In a large bowl, combine allt he ingredients. Place the mix into an airtight container (such as a ziploc baggie.) Set into a pretty gift bag, attach directions (following) with ribbon, and give away!

Apple Muffins

Makes 1 dozen muffins

1 package Apple Muffin Mix
¼ cup vegetable oil
¾ cup milk
1 egg

Preheat the overn 400 and grease 12 muffin tins. Place the Apple Muffin Mix in a large bowl, and add the egg, milk, and oil. Stir the ingredients until they are just blended. Do not movermix. Spoon the bater into greased muffin pans, filling ¾ full. Bake for 15 to 18 minutes, or until golden brown.

♦♦♦♦♦♦♦

Dried Apples

Slice apples approximately 1/8 inch thick.. Dip in a vinegar and salt bath (2 cups vinegar, 1 cup salt); lift out and allow to drain for a minute. Bake in 150 degree oven until dry - about 1 hour. (If the apples turn brown, the oven is too warm.) Use for crafting.

Selecting Apples

Choose apples that have a good color and feel firm. Store apples in the refrigerator to protect their crispness and tangy flavor. To keep pared apples from discoloring, springkle them with lemon juice or put them in water mixed with a little lemon juice.

Bubbly Apple Drink

Mix 1 bottle (7 ounces) lemon-lime carbonated beverage, chilled (about 1 cup), and ½ cup apple juice, chilled. Serve immediately in stemmed glasses and, if desired, garnish with thin lemon slices. 3 SERVINGS (ABOUT ½ CUP EACH)

Applesauce

4 medium cooking apples,each cut into fourths
½ cup water
½ cup packed brown sugar
¼ teaspoon ground cinnamon
$^{1}/_{8}$ teaspoon ground nutmeg

Heat apples and water to boiling over medium heat; reduce heat. Simmer uncovered stirring occasionally to break up apples, until tender, 5 to 10 minutes. Stir in remaining ingredients. Heat to boiling; boil and stir one minute. ABOUT 4 CUPS.

Apple Pancakes

Use your favorite pancake recipe or mix. Make enough batter for 12 - 18 pancakes. Grate 1 peeled and cored apple into the batter. Add 1 teaspoon vanilla. Cook as usual.

Apple Dip

8 OZ CREAM CHEESE
1 CUP BROWN SUGAR
1 TSP. VANILLA
¼ CUP SUGAR

Mix all together with a mixer.
Serve with raw apple wedges.
Keeps great in the fridge!

APPLE OVEN-BAKED DOUGHNUTS

3 C. FLOUR
3 ½ TSP. BAKING POWDER
1 TSP. SALT
1 TSP. NUTMEG
GRATED APPLES
1 CUP SUGAR
2/3 C. OIL
2 BEATEN EGGS
½ C. MILK
1 C. RAW

Topping: (Prepare while muffins bake)

½ C. MELTED BUTTER FOR DIPPING
½ C. SUGAR WITH 1 TSP. CINNAMON

Sift dry ingredients together. In a bowl, mix oil, eggs, milk, and apples together. Add dry ingredients and mix well. Bake in greased muffin pans at 35o for 20 to 25 minutes. Cool in pans. Dip in melted butter, then roll in pan of sugar mixture. (Use a Ziploc bag with sugar and cinnamon if you have a lot to do!

~ You are the apple of my eye! ~

Christmas Fun: Name that Tune

Each of these synonyms is a common Christmas song or saying.
How many can you translate?

1. Move hitherward the entire assembly of those who are loyal in their belief.
2. Listen, the celestial messengers produce harmonious sounds.
3. Nocturnal time-span of unbroken quietness.
4. An emotion excited by the acquisition or expectation of good given to terrestrial sphere.
5. Embellish the interior passageways.
6. Exalted heavenly beings to whom hearkened.
7. Twelve o'clock on a clement night witnessed its arrival.
8. The Christmas preceding all others.
9. Small municipality in Judea southeast of Jerusalem.
10. Diminutive masculine master of skin-covered percussionistic cylinders.
11. Omnipotent supreme being who elicits respite to ecstatic distinguished males.
12. Tranquillity upon the terrestrial sphere.
13. Obese personification fabricated of compressed mounds of minute crystals.
14. Expectation of arrival to populated area by mythical masculine perennial gift-giver.
15. Natal celebration devoid of color.
16. In awe of the nocturnal time span characterized by religiosity.
17. Geographic state of fantasy during the season of mother nature's dormancy.
18. The first person nominative plural of a triumvirate of far eastern heads of state.
19. Tintinnabulation of vacillating pendulums in inverted metallic, resonant cups.
20. In a distant location the existence of an improvised unit of newborn children's slumber furniture.
21. Proceed forth declaring upon a specific geological alpine formation.
22. Jovial Yuletide desired for the second person singular or plural by us.

Christmas Fun: Name that Tune

Answers

1. Oh Come All Ye Faithful.
2. Hark The Herald Angels Sing.
3. Silent Night.
4. Joy To The World.
5. Deck The Halls.
6. Hark The Herald Angels Sing.
7. It Came Upon A Midnight Clear.
8. The First Noel.
9. Oh Little Town Of Bethlehem.
10. Little Drummer Boy.
11. God Rest Ye Merry Gentlemen.
12. Peace On Earth.
13. Frosty The Snowman.
14. Here Comes Santa Claus.
15. White Christmas.
16. Oh Holy Night.
17. Winter Wonderland.
18. We Three Kings.
19. Jingle Bells.
20. Away In A Manger.
21. Go Tell It On A Mountain.
22. We Wish You A Merry Christmas.

Haunted House and Party Ideas

The Halloween Body Shop - Our Motto: "Parts Is Parts"
Here's the frightening guide to Halloween gore -- all using real foods.
Blindfold your victims as you escort them on this tactile tour of a "Taste of the Dark" (Halloween is much scarier when you can touch and hear, but cannot see), and guide them gently through a special passage to "The Haunted Body Shop" -- where the motto is "parts is parts."

THE HAUNTED BODY SHOP: BODY PARTS DIRECTORY

- Teenage Werewolf Hearts: Peeled, roasted chestnuts ("good to eat -- feel the ridges on your tongue")
- Bat's Toenails: Whole caraway or cumin seeds; "crush them in your teeth."
- Batwings: Smoked turkey wings (without the drumstick); beef jerky lightly soaked to soften.
- Bloody Nuns' Hearts: poached eggs in chunky salsa.
- Breaking Fingers: Wieners pierced with a thin breadstick; snap in half. (use a skewer to make a hole through the length of the wiener first).
- Burned Rats & Rattails: Long green anaheim chiles (fresh, with stem), charred until blackened.
- Coagulated Bat's Blood: chunky fruit puree with granola.
- Cockroach Carcasses: Rice crackers - the ones shaped like little logs.
- Dead Baby Brains: A bowl of overcooked, mushy cauliflower and eggplant, with large, round capers; can also be anyone's brains.
- Dead Baby Fat: Tofu, preferably silken soft but any variety will do.
- Dead Ears: Dried apricots, apples or pears.
- Dead Witch Veins: Cooked buccatini (hollow spaghetti), chilled.
- Decaying Flesh 1: dried phyllo dough sheets.
- Decaying Flesh 2: baked puff pastry.
- Decaying Flesh 3: mashed potatoes topped with flakes of the above.
- Decaying Flesh 4: Corn meal mush, or polenta, dried and in chunks.
- Decaying Flesh 5: Toasted dried seaweed sheets (Japanese nori); crush them.
- Dried Lizard Legs: fried La Choy Noodles.
- Dried Worm Exo-Skeletons: fried La Choy Noodles.
- Ectoplasm: Applesauce.
- Eyeballs 1: Popping: Cherry tomatoes set in gelatin (Jello) in an ice cube tray -- stick one in the victim's mouth and tell them to bite down.
- Eyeballs 2: Peeled grapes in a bowl; stick the victim's hand in.
- Eyeballs 3: Olives stuffed with cream cheese and a squid tentacle.
- Eyeballs 4: Fish eyeballs: martini pearl onions in a bowl of honey; raisins plumped in oil.
- Fresh Vomit: Chunky Salsa & Canned Corn, mixed.
- Missing Toe or Finger: Piece of carrot, cut to proper size, peeled and dried for 2 days.
- Pus Soup: Mayonnaise and green salsa.
- Rotted teeth: Unpopped (or partially popped) popcorn kernels; Cornnuts; pine nuts.
- Skeleton hair: Corn silks.
- Vampire's Earwax: Fudge.
- Worms: Spaghetti in a bowl; spiral-shaped rotini make good locust larvae; stick victim's hand in.
- Zombie hair: scraped, cooked spaghetti squash.

Feely Box - Recently you were up in an old attic and came across several strange boxes. You brought them home and set them on a table. What could be inside?? The only way into each box is a single dark hole -- just big enough to slip a hand through ... if you dare!

Locate several boxes such as large shoe boxes -- boot boxes are great -- laundry detergent cartons, copier-paper box, etc. Check at the office supply store. They frequently have sturdy boxes of various size to give away for free. The boxes should be large enough to permit a hole to be made on one end so that a hand can reach in and feel what is inside. Be sure you can still get into the top or back to add the "contents."

Add a different spooky item to each box. Carefully, line up the boxes on a table or stack them on the floor so the sides with the hand-holes are handy. Drape a black cloth over the top everything to conceal all but the front of the boxes. A few fake cobwebs, dust (cocoa or baby powder), and plastic spiders will add to the illusion.

As each brave guest reaches through a hand-hole to feel inside, be sure to mention what you think is in there...

And what is inside?

- eyeballs (peeled grapes or wet olives)
- intestines (wet cold spaghetti)
- liver (a half of a canned peach)
- skin (oil a piece of plastic cut from a storage bag)
- skin (an oiled, soft flour tortilla)
- fingers (hot dogs or cheese sticks)
- teeth (unpopped popcorn)
- hair (an old wig or saved silk from corn on the cob)
- brains (gelatin -- let it set-up in a bowl and then unmold onto a plate. You might want to lightly texture the rounded top.)
- brains (freeze and thaw a big piece of tofu- soybean curd- and round off the edges)
- hand (Fill a latex surgical glove with water, drape it over a bowl to give it some shape and freeze it. Just before the party, stick it in a tray of dirt, sand, or rice so your guests has to feel around in the dirt for the "buried hand".)
- bones (save chicken bones from the next roasted chicken you have. Scrub them well before using. Bleach in Clorox if you like)

Remember everything should be cold or slimy and as gross as possible. Use your imagination to come up with other possibilities -- warm soft gelatin, corn syrup (better have damp paper towels handy), a doll's head ...

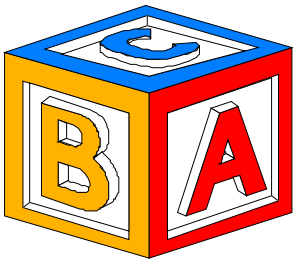
REMINDER

Not everyone is as brave as you are. If someone doesn't want to play this game, don't make a big deal of it. Just let them watch and laugh with the rest of you. Everyone is supposed to have fun!

And one final possibility. Set up the last box so that someone can hide behind it with his or her real, body-temperature hand hidden in the box. Then when a guest reaches a hand through the hole -- shake it... Ahhhhg!!!! If you do this to me have the telephone ready to dial 911! I feel faint just thinking about it. I think I'll just watch and laugh, if you don't mind.

NAME GAME

1. To the _____ goes the spoils.
2. A Christmas tune _____
3. An incurably cheerful optimist, Disney's Haley Mills _____
4. The night just before a special day _____
5. A Duck and a Trump _____
6. A long wooden spear _____
7. "Little _____ Flinders sat among the cinders".
8. Great _____!!!
9. Gibson and Torme _____
10. A coward, _____livered.
11. The Prince and the Dickens _____
12. A youth in training for knighthood, part of a book_____
13. She can't be de nephew, so she must be_____
14. An easy mark, victim for a gag or prank _____
15. _____Piper picked a peck.
16. To take away something by force or threat _____
17. A very small nail with a small head _____
18. A plant name, the winner's crown a wreath of _____
19. The eighth, Ford and Fonda _____
20. A strong wind _____
21. Three _____Goats Gruff.
22. A beam of light _____
23. Late Night host and Barbarian _____
24. To walk through water _____
25. Darin's bewitching wife _____



Answers to Name Game

A Game for Baby Showers

1. Victor
2. Carol
3. Pollyanna
4. Eve
5. Donald
6. Lance
7. Polly
8. Scott
9. Met
10. Lily
11. Charles
12. Paige/Page
13. Denise
14. Patsy
15. Peter
16. Rob
17. Brad
18. Laurel
19. Henry
20. Gail
21. Billy
22. Ray
23. Conan
24. Wade
25. Samantha

NAME GAME TOO

1. You're not just whistling _____
2. To lose a person's favor, fall from _____
3. Nickname for an English cop _____
4. The man Scarlet coveted; _____ Wilkes.
5. Tire changing tool_____
6. _____! Over and out.
7. Van Gogh and Barbarino _____
8. _____ the pig or brother of Orville.
9. _____the sea sick sea serpent.
10. Hur, Casey and Franklin _____
11. The earthly name of Superman _____
12. _____ in Wonderland or Chains.
13. Famous TV maid of 60's; eye color _____
14. Over hill, over _____
15. She said "whither thou goest, I will go." _____
16. Donald Duck's girl friend _____
17. Head of a college or university dept. _____
18. A thick stand of trees _____
19. _____ Walker, Texas Ranger.
20. A flower or a "girly girl" _____
21. A shaving accident _____
22. On Gilligan's Island, _____Howel III.
23. President _____Taylor.
24. X-Files agent or a hunted wild animal _____
25. Rigby or Roosevelt _____
26. Three virtues; _____Hope & Charity.
27. To toss it out,_____it.
28. A climbing vine _____
29. Beef, lamb or Irish _____
30. On Dr. Quinn Sully's first name _____

Tie Breaker: Name the Walton Children

NAME GAME TOO

(Answers to another Baby Shower Game)

1. Dixie
2. Grace
3. Bobby
4. Ashley
5. Jack
6. Roger
7. Vincent
8. Wilber
9. Cecil
10. Ben
11. Clark or Kent
12. Alice
13. Hazel
14. Dale
15. Ruth
16. Daisy
17. Dean
18. Forest
19. Cordell
20. Pansy
21. Nick
22. Thurston
23. Zachary
24. Fox
25. Eleanor
26. Faith
27. Chuck
28. Ivy
29. Stu
30. Byron

Tie Breaker: One point for each name:

John Boy
Mary Ellen
Jason
Ben
Erin
Jim Bob
Elizabeth

Gifts:

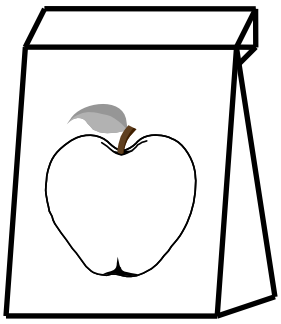
Some units are big into gift giving; others tend not to ever give gifts. No one is obligated to ever give or refrain from giving gifts. Like anything else, there may be some expectations .... ask your peers what the traditions are in your area!

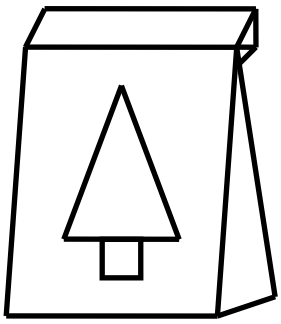
Gift giving is similar to entertaining in that you should have a rhyme or reason to who you give something to. People have a tendency to "compare' and look for signs of favoritism. Don't let this deter you! Rather be aware that this is a possibility.

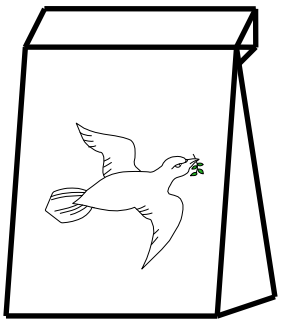
Sometimes it is fun to make your own gifts. It can be cost-prohibitive to purchase a gift for everyone. Some patterns are included for those of you looking for an easy but nice gift to give at Christmastime. All three of the gifts are reasonably priced and are made from readily accessible materials.

Some coffee groups have a **birthday basket** that is passed around at each coffee. Those with a birthday during the current month are invited to take one gift, purchased by the Commander's spouse. Gifts are small and inexpensive; like anything else, it's the thought that counts! They are frequently wrapped, either in birthday paper, tissue paper, or brown wrapping paper/brown lunch bag that is stamped with a unit crest, or some other significant stamp. Raffia may take the place of ribbon on the latter. (What to buy? One store had a sale on a set of 3 pewter frames. Each was wrapped individually and put in the basket. Someone found silver serving utensils at a discount store ... $2.00 each! Around holidays, mason jars may be filled with holiday-colored M&Ms ™. Magnets, notepads, poems, ... The ideas are limitness!)

Finally, gift bags are a wonderful gift. You may sew squares of fabric into rectangular pouches that can be used for wine bags. Paper lunch bags may have fabric shapes cut out that have been backed with fusible webbing and then ironed onto the bag. The top of the bag is folded down, hole punched, and tied with raffia for a country flourish!







Friendship Basket

This is our “Neighborhood Holiday Basket.”
Each week it is passed to the next neighbor in line.
A helpful schedule is included.
Enjoy the contents of the basket.
Then fill it up and pass it on.
You are limited only by your imagination
On what you put in the basket.
If you care not to participate,
Please pass it on immediately to the next person on the list.

Enjoy! Have Fun! Happy Holidays!
From all your neighbors on “The Hill” !!

The idea behind this is to create a basket with an individual in mind. Pass the basket to him/her with this note attached. You can do this in a neighborhood, club, coffee group, etc. Enclose a list of future recipients (the other people in the club or group) - include a phone number or address if appropriate. You may be surprised how many people can keep a secret! Basket ideas can be anything. Some ideas to consider (mix and match!):

- A ‘home entertainment center’ - a movie, or vouchers for movie rentals, popcorn, snacks, drinks, etc. Make your own snack mixes to be included.
- Pamper Me - soaps, lotions, body scrubs, a bottle of wine, candles, a book , a body sponge, bonbons, and bubble bath!
- Family Time! Jigsaw puzzle, birdseed ‘bell’, coupon for Dunkin’ Donuts, (or Mc D’s), candy, disposable camera, photo album, snacks, etc.
- Eclectic! A little of this, a little of that.
- Wine and Cheese
- Bread Basket - different breads, mixes, jams, jellies, tea, coffee, and hot chocolate
- Hooah! Basket - Army things from your area, unit, and or branch

One spouse started this 6 weeks before their outgoing change of command with “A” company - each company commander’s spouse eventually received a basket (5 companies). The Co. Cdr.’s spouses’ then collectively made a basket for the incoming BN Cdr.’s spouse; included were maps, a list of important telephone numbers, a list of baby-sitters, etc. as a “Welcome Basket”. The BN Cdr.’s spouse was given a little more time (a week wasn’t long enough!) with the direction to then pass it on through the MAJ’s spouses and then the staff spouses. It was a great transition idea.

Another time it was started on Thanksgiving weekend to the 6 neighbors ‘on the hill’. By Christmas, all the families had received the basket! Personalize this to fit your needs!

Ideas for Gifts

Giving gifts is left to the discretion of the giver, of course. The following are some ideas of what others have done to get you started. Again, consistency is important!

Baby Gifts:

- A personal note
- Christening Cap made from a handkerchief
- Baby cup
- Small T-shirt with unit name on it
- Cross-stitch baby block with crest
- Special unit birth certificate
- Silver spoon or charm
- Soft stuffed animal

Farewell Gift from Spouses Group

- Recipe box with recipes from each member of the group
- Print of local landmark (framed or unframed - everyone signs the back
- Bracelet with unit crest
- Apron with embroidered crest and/or name of spouses
- Napkin ring with unit crest
- Counted cross-stitch ornament
- Stained glass, “Plant pet”, or other decorations
- Crystal bell
- Hand painted wooden key holder
- Items that include the names of the spouses in the unit
- Glasses with crests on them
- Wooden serving tray decorated with needlework and covered with glass
- Battenburg Lace table runner embroidered with unit/division/corps crest (white and silver) on each end

Welcome Gifts

- Unit stickpin
- Plant
- Homemade bread or other goodies
- Special Unit Poem

- Apron with Unit Crest (purchase the unit patch and sew on a colored apron available from a craft store, OR have the unit crest professionally embroidered in white and silver on a white apron)

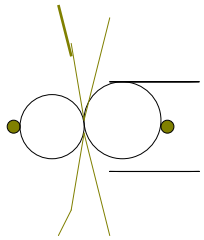
Gifts for an outgoing Commander's Spouse

- Quilt made from cross-stitched squares depicting scenes/events from the command time
- Chargers (engraved with unit crest/crests)
- Print (framed or unframed), signed on the back by the spouses
- Recipe box with recipes from the unit spouses
- Stained glass
- Crock or ginger jar from the area
- Crystal
- Items unique to the area (Tobacco jar from NC, crystal from Germany, etc.)
- Cross-stitched anything – napkins with crests, tablecloth with companies/battalion crest in the corners, bell pull with unit crests or flashes, etc.

Directions for Spider Ornament

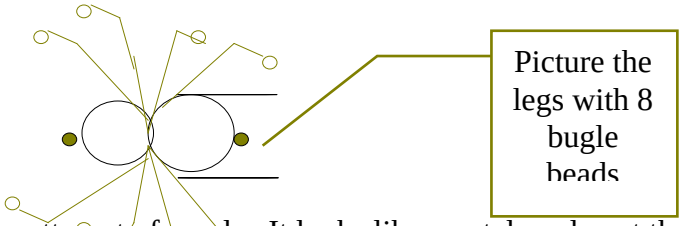
Small gauge wire - gold or copper
3 or 4 millimeter gold beads
64 clear, smoky or gold toned bugle beads (They look like teeny tiny straws)
12 ml pearl or faceted crystal bead
18 or 20 ml pearl or faceted crystal bead
Gold elastic thread

Cut an 8 inch length of wire. Thread onto a small gold bead, fold in half, and put both halves through the larger pearl. Repeat with another wire and the smaller pearl. (The left over lengths will be legs.) Wrap left over wires of one around the wires of the other … twist tight to pull the pearl beads together.



Slip 8 of the bugle beads onto each of four legs. Snip about ¼” from the end, and with tiny needle-nosed pliers twist a little foot (This keeps the beads from slipping off.) Snip another length of wire (8”) - fold in ½ and slip 8 straw beads on each side of the V shaped wire (the fold just lets you know where the middle is). Make little feet again.) Centering the fold, twist onto the established leg wires. Repeat with remaining leg(s). Curve the legs to desired effect. {I put the two shortest ones (usually the ones that I used to twist the others on with) to the front, and curve them upwards - the other 6 I curve down so the spider can ‘stand’}

Make a loop out of gold elastic thread. Attach elastic thread by twisting around the body.



This looks very pretty out of pearls. It looks like crystal made out the clear faceted beads. Some people prefer silver with the crystal look. You can get them by the bag at Crafts, Frames and Things. They don’t take long to make, and you’ll have great results. Xerox the legend onto parchment colored paper, cut with pinking shears, punch a hole, and connect with a piece of ribbon or elastic thread.

Try it! You’ll love the results.

The Legend of the Christmas Spider

Long ago in Germany, while a mother was busily cleaning the house in preparation for Christmas, the spiders that usually stayed in the living room corner fled to the attic to escape her broom. There, they could hear all the commotion below as the decorations were being made for the Christ Child's coming to bring gifts to the children. Frantic to see the decorated tree, the spiders crept downstairs - Oh, what a beautiful tree! In their excitement they scurried up the trunk and along all the branches to see its glittering beauty. But alas! When they finished climbing all through the tree, it was completely shrouded in their dusty gray webbing.

When the Christ Child came, He smiled as He saw the happy spiders; however, He knew how heart-broken the mother would be if she saw the tree covered in webs. So, He reached out and touched the webs, blessing them and turning them into silver and gold. The tree sparkled and shimmered more beautifully than before! Thus was born the custom of a spider ornament among all the other decorations with tinsel of gold and silver.

When the Christ Child comes, may we too be blessed by Him so that our ordinary lives may also sparkle as gold and silver!

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When the Christ Child comes, may we too be blessed by Him so that our ordinary lives may also sparkle as gold and silver!

The Legend of the Christmas Spider

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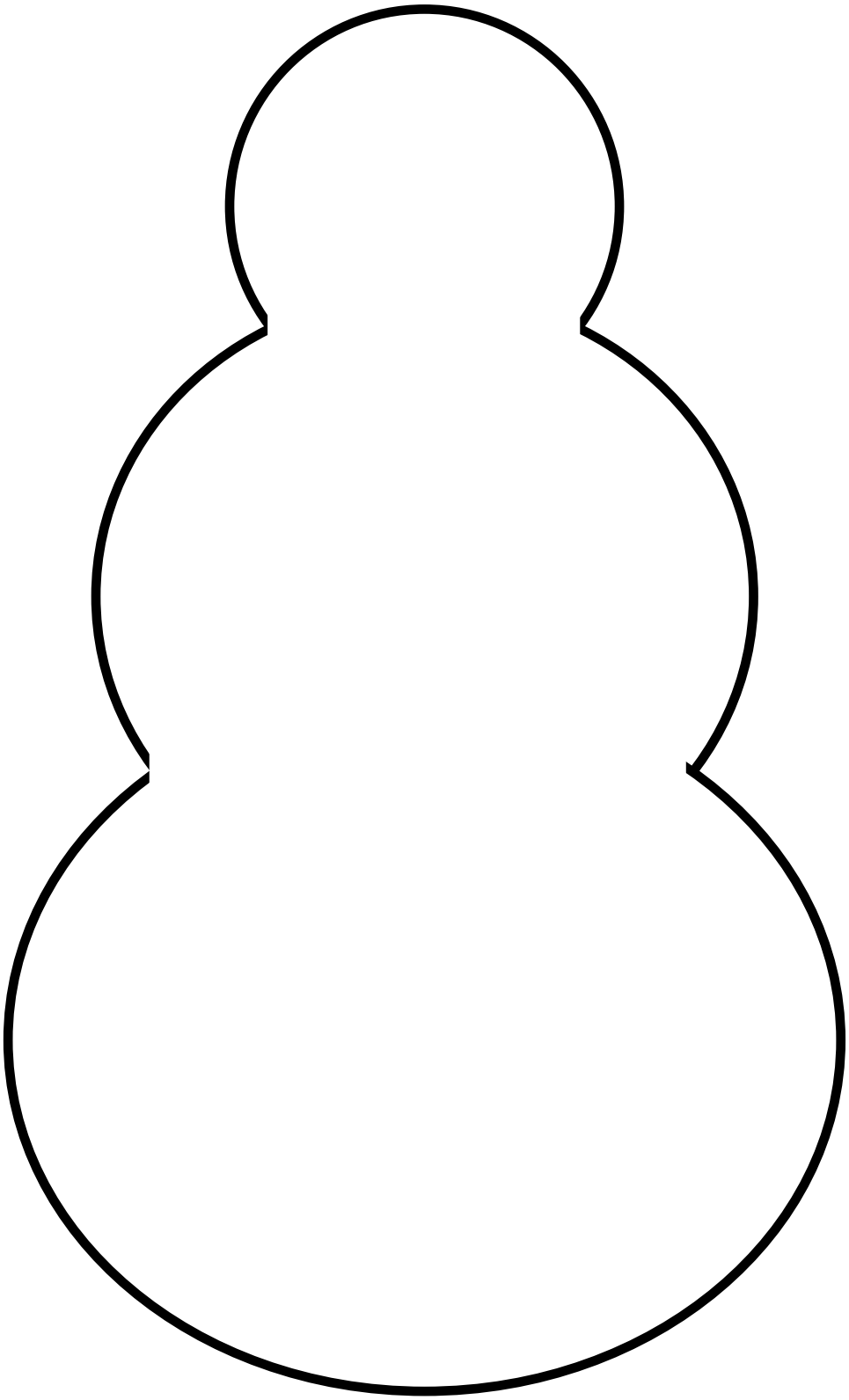
Snowman Pattern

Compliments of Barbara Ives

Materials: Warm and Natural, cut into snowman shape (pattern on adjoining page)
Felt, fuzzy felt, or knit ribbing rectangle, 6” x 4 ½ “
Fabric scrap, torn 1 ¼” x 12”
19 gauge craft wire
2 sticks with forked ends, approx. 4” - 6” long
3 Buttons
Black pearl cotton (strand) or black embroidery floss, 2 strands
Fiberfill stuffing
Toothpick, broken into approx. 1” piece, colored orange (magic marker)
Fine line black felt pen
3 strands raffia
7” piece of jute (natural string)

1. Starting at about “ear” level, blanket stitch with the floss around the snowman. Stitches should be about ½ inch apart and ¼ inch deep. Stop at the other “ear”, and stuff snowman. (He should be firm, but not round) Finish stitching top of head.
2. Hot glue the two short ends of the felt together, slightly overlapping to crate a cylinder. Fold up one end approximately $^{3}/_{8}$”, (making a hat brim) and slip over head. Hot glue in place with a dab of glue on the back of the head.
3. Buttons: Make the effect of having sewn the buttons on by tying a knot through the holes of the button (use your floss and a needle). Cut the loose ends of the floss about ½” long. Hot glue onto snowman.
4. Maneuver the sticks into place between blanket stitches on the sides of the snowman. Hot glue into place.
5. Make a tee-insy hole in the face to insert the toothpick (carrot nose). Hot glue.
6. Wrap the 19 gauge wire around a pencil 23 times, leaving 3” at each end uncurled. Lightly pull apart to make a ½ circle effect; wrap the two ends around the stick noses.
7. Tie the fabric strip around the neck to make a scarf.
8. With magic marker, make 2 dots for the eyes, and a smile of five dots.
9. Tie the piece of jute into a bow around the hat at the top of the hat
10. Tie the 3 strings of raffia into a big bow onto the wire.
11. Enjoy!



Acronyms and Terms

In this section, a large number of the more commonly used military acronyms and terms have been provided. You may have other references on the subject to add to this section and you may have acronyms or terms which are unique to your unit/ location which can be placed here.

MILITARY ACRONYMS, ABBREVIATIONS AND TERMS

ACRONYMS AND ABBREVIATIONS

A-ALPHA

AAFES	Army and Air Force Exchange Service
ACAP	Army Career and Alumni Program
ACES	Army Continuing Education System
ACS/FPC	Army Community Service/Family Program Coordinator
AD	Active duty
ADJ	Adjutant
AER	Army Emergency Relief
AFAP	Army Family Action Plan
AFTB	Army Family Team Building
AG	Adjutant General
APC	Armored Personnel Carrier
APF	Appropriated funds
APFT	Army Physical Fitness Test
APO	Army Post Office
AR	Armor/Army regulation
ASAP	As soon as possible
AUSA	Association of the United States Army
AV	Aviation
AWOL	Absent without leave

B-BRAVO

BAQ	Basic allowance for quarters
BAS	Basic allowance for subsistence
BC	Battery Commander
BCT	Basic Combat Training
BDE	Brigade
BDU	Battle dress uniform (jungle, desert, cold weather)
BN	Battalion
BNCOC	Basic Noncommissioned Officer Course

C-CHARLIE

CDR	Commander
CDS	Child Development Services
CG	Commanding General
CGSC	Command and General Staff College
CHAMPUS	Civilian Health and Medical Program for the Uniformed Services
CID	Criminal Investigation Division
CINC	Commander in Chief
CO/Co	Commanding Officer/Company
COB	Close of business
COLA	Cost of living allowance
CONUS	Continental United States
CPO	Civilian Personnel Office
CPX	Command Post Exercise
CQ	Charge of quarters (duty required after duty hours)
CS/C of S	Chief of Staff
CSA	Chief of Staff, Army
CY	Calendar year

D-DELTA

DA	Department of Army
DECA	Defense Commissary Agency
DEERS	Defense Enrollment Eligibility Reporting System
DEH	Director of Engineering and Housing
DPW	Director of Public Works
DENTAC	United States Army Dental Activity
DEROS	Date of estimated return from overseas
DFAS	Defense Finance and Accounting System
DI	Drill Instructor
DO	Duty Officer
DOB	Date of birth
DOD	Department of Defense
DOR	Date of rank
DPCA	Director of Personnel and Community Activities
DCA	Director of Community Affairs
DPP	Deferred Payment Plan
DSN	Defense Switched Network (current term for Autovon)

E-ECHO

EDRE	Emergency Deployment Reaction Exercise
EER/OER	Enlisted/Officer Evaluation Report
EFMP	Exceptional Family Member Program
EM	Enlisted Member
EN	Enlisted
ETS	Estimated time of separation
EWC	Enlisted Wives' Club

F-FOXTROT

FA	Field Artillery
FAC	Family Assistance Center
FCP	Family care plan
FDU	Full Dress Uniform
FLO	Family Liaison Office
FM	Family Member/Field Manual
FMEAP	Family Member Employment Assistance Program
FORSCOM	Forces Command
FRO	Family Readiness Officer
FSG	Family Support Group
FTX	Field Training Exercise
FY	Fiscal year
FYI	For your information

G-GOLF

GED	General Education Diploma
GO	General Officer
GS	General Schedule (Government civilian employee pay grades)

H-HOTEL

HHC	Headquarters and Headquarters Company
HOR	Home of record
HQ	Headquarters
HQDA	Headquarters, Department of the Army
HS	Home station

I-INDIA

IADT	Initial Active Duty Training
IET	Initial Entry Training
IG	Inspector General
IN	Infantry
INFO	For the information of
ITO	Information Travel Office/Invitational Travel Order
ITT	Information, Tours, and Travel
IVC	Installation Volunteer Coordinator

J-JULIET

JAG	Judge Advocate General
JR EN	Junior Grade Enlisted Personnel
JR NCO	Junior Grade Noncommissioned Officer
JUMPS	Joint Uniform Military Pay System

K-KILO

KP	Kitchen Patrol

L-LIMA

LEAVE	Vacation
LES	Leave and Earnings Statement

M-MIKE

MACOM	Major Army Command
MEDDAC	Medical Department Activity
METL	Mission Essential Task List
MI	Military Intelligence
MIA	Missing in action
MOS	Military Occupational Specialty
MP	Military Police
MRE	Meals Ready to Eat
MWR	Morale, Welfare, and Recreation

N-NOVEMBER

NA	Not applicable
NAF	Non-appropriated Funds (generally located)
NATO	North Atlantic Treaty Organization
NCO	Noncommissioned Officer
NCOA	Noncommissioned Officers Association
NCOER	Noncommissioned Officer Evaluation Report
NCOIC	Noncommissioned Officer in Charge
NCOWC	Noncommissioned Officers' Wives' Club
NEO	Noncombatant Evacuation Operation
NLT	Not later than

O-OSCAR

O CLUB	Officers' Club
OBC/OAC	Officer Basic/Advanced Course
OCONUS	Outside Continental United States
OCS	Officer Candidate School
OIC	Officer-in-Charge
OJT	On the job training
OWC	Officers' Wives' Club

P-PAPA

PAC	Personnel Administration Center
PAM	Pamphlet
PAO	Public Affairs Officer
PCS	Permanent Change of Station
PERSCOM	Total Army Personnel Command
PM	Provost Marshal (police chief)
POA	Power of Attorney
POC	Point of Contact
POI	Program of Instruction
POV	Privately owned vehicle
PT	Physical Training
PX	Post Exchange

Q-QUEBEC

QM	Quartermaster
QTRS	Quarters (living area)

R-ROMEO

RA	Regular Army
RD	Rear Detachment
RDC	Rear Detachment Commander
RDF	Rapid Deployment Force
R&D	Research and Development
REG	Regulation
REGT	Regiment
R&R	Rest and recreation
RFO	Request For Orders
RIF	Reduction in Force
RSVP	Reply whether or not you can attend

S-SIERRA

SBP	Survivor Benefit Plan
SD	Staff Duty
SDNCO	Staff Duty Noncommissioned Officer
SDO	Staff Duty Officer
SF	Special Forces
SGLI	Serviceman's Group Life Insurance
SJA	Staff Judge Advocate
SMI	Supplemental Medical Insurance
SOCOM	Special Operations Command
SOP	Standard Operating Procedure
SQD	Squad, a unit within a platoon
SQT	Skills Qualification Test
SRB	Selective Reenlistment Bonus
SSN	Social Security Number

T-TANGO

TAG	The Adjutant General
TASC	Training and Support Center
TDY	Temporary duty
TLA	Temporary living allowance
TMP	Transportation Motor Pool
TRADOC	Training and Doctrine Command

U-UNIFORM

UCMJ	Uniform Code of Military Justice
USO	United Service Organization

V-VICTOR

VA	Department of Veterans Affairs (formerly Veterans Administration)
VHA	Variable Housing Allowance

W-WHISKEY

WO	Warrant Officer

X-X-RAY

XO	Executive Officer

Y-YANKEE

Z-ZULU

TERMS

ACCOMPANIED TOUR	Tour of duty with family members
ACTIVE ARMY	On active duty
ADVANCED PAY	Payment before [duty performed] actually earned
ALERT	Emergency call to be ready
ALLOTMENT	Designated payment by soldier to bank or individual
ALLOWANCE	Pay and special compensation
ARMY COMMUNITY SERVICE	Provides family support services on installation for active duty members and their families
ARTICLE 15	Disciplinary action
BARRACKS/BILLETS	Place where a soldier lives
BED CHECK	An accounting for soldiers
BENEFITS	Medical, dental, commissary, etc.
CADRE	Leadership at training level
CAISSON	Artillery vehicle
CHAIN OF COMMAND	Leadership structure
CHAIN OF CONCERN	An informal self-help channel for family members
CHAPLAIN	Military minister, priest, rabbi, or pastor
CLASS As	Green slacks/skirt, light green shirt, tie or neck tab, and jacket
CLASS Bs	Green slacks/skirt, light green shirt, and optional sweater without jacket
CLEARING	Obtaining official release from post
CODE OF CONDUCT	Rules by which a soldier must live
COLORS	National and unit/organization flags
COMMISSARY	Grocery store for military
COURT-MARTIAL	Trial system within the Army
DAYROOM	Recreation area in soldier lodging
DEPLOYMENT	Soldier sent on a mission without family members
DETAIL	A job or assignment
DIRECT DEPOSIT	Soldier's guaranteed check to bank
DINING IN	Formal social gathering for soldiers only
DINING OUT	Formal social gathering with spouses
DISCHARGE	Departure from active duty
DITY MOVE	Self movement of household goods
DOGTAGS	Identification tags worn by soldiers
DRESS BLUES	Informal attire with four-in-hand tie/formal attire with bow tie
DRESS MESS	Formal attire; short jacket equivalent to "white tie and tails"
DUTY ASSIGNMENT	Job/place while on active duty
ESPRIT DE CORPS	Morale within unit or organization

FAMILY ADVOCACY	Program that assists with child and spouse abuse
FAMILY CARE PLAN	Written instructions for care of family members while sponsor is away from duty station (can include provisions for finances, wills, and guardianship)
FAMILY PROGRAM COORDINATOR	Provides family support services to active duty members and their families
FAMILY SUPPORT GROUP	Organization of family members, volunteers, and mutual support and assistance and a network of command, communication among the family members, the chain of command, and community resources
FIELD DAY	Designated day for military displays
FIELD GRADE	Majors, lieutenant colonels, and colonels
FORMATION	Gathering of soldiers in a prescribed way
FROCK	Assume next higher grade without pay
FRUIT SALAD	Ribbons and medals worn on uniform
GARRISON	Post or community
GEAR	Equipment used by soldiers
GI BILL	Education entitlement
GI PARTY	Clean up duty
GRADE	Corresponds to pay level of soldier (E-3, O-2, etc.)
GREEN BERETS	Special Forces
GUEST HOUSE	Temporary living quarters
GUIDON	Unit identification flag
HARDSHIP TOUR	Unaccompanied tour of duty
HASH MARKS	Stripes for enlisted members' time in service
HAZARDOUS DUTY PAY	Extra pay for duty in hostile area
HOUSING OFFICE	Where you check in for housing
ID CARD	Identification card issued to legally recognized soldiers and family members
INSIGNIA	Indicates branch of soldiers
JODY CALL	Troop cadence for marching or running
JUNGLE BOOTS	Special boots for tropical climates
K-9	Dogs trained for military police service
KLICK	Slang for kilometer
LATRINE	Toilet
LEAVE	Approved time away from duty
LOCATION ALLOWANCE	Allowance received for PCS move
LOGISTICS	Equipment and support needed for performance
MEDIVAC	Medical evacuation

MOTOR POOL	Area where official vehicles are kept
ORDERLY ROOM	Company office
ORDERS	Spoken or written instructions to soldier
PLATOON	Several squads within a company
POLICE CALL	Clean up
POST EXCHANGE	Army department store
POWER OF ATTORNEY	Legal document permitting a person to act on behalf of another
PROTOCOL	Customs and courtesies
QUARTERS	Government housing for married soldiers
RANK	Official title of soldier
REGRETS ONLY	Respond only if not attending
RETREAT	Bugle/flag ceremony at end of day
RE-UP	Reenlist
REVEILLE	Bugle call/ceremony at beginning of day
ROSTER	List of members
RUFFLES AND FLOURISHES	Musical honor for general officers and equivalent ranking officials
SEPARATION PAY	Pay for unaccompanied duty
SHORT TIMER	Person with short time left to serve on active duty
SHORT TOUR	Unaccompanied tour
SICK CALL	Specific block of time for medical attention
SPACE A	Space available
SPONSOR	Person who is salaried by the Government
SUBSISTENCE	Food allowance
SURE PAY	Soldier's guaranteed check to bank
TAPS	Last call of the day

MILITARY TIME

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

OFFICER GRADES

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

WARRANT OFFICER GRADES

CW5	Chief Warrant Officer Five
CW4	Chief Warrant Officer Four
CW3	Chief Warrant Officer Three
CW2	Chief Warrant Officer Two
WO1	Warrant Officer

ENLISTED GRADES

SMA	Sergeant Major of the Army
CSM	Command Sergeant Major
SGM	Sergeant Major
1SG	First Sergeant
MSG	Master Sergeant
SFC	Sergeant First Class
SSG	Staff Sergeant
SGT	Sergeant
CPL/SPC	Corporal/Specialist
PFC	Private First Class
PV2	Private E-2
PV1	Private E-1

MILITARY STAFF POSITIONS

G1/S1	Personnel
G2/S2	Intelligence
G3/S3	Training/Operation
G4/S4	Supply/Logistics

*NOTE: "G" staff is division level or higher, and "S" staff is at brigade and battalion levels.

Maps & Local Areas of Interest

In this section, place maps of your post and any city, town or local area maps. You will find these very helpful to have both for yourself and in assisting spouses. Also place here flyers, brochures, etc. for points of interest in your area. This may include historic sites, parks, amusement areas, shopping or outlet malls and information is generally available from you post Information, Ticketing and Registration (ITR) office.

Leadership

In this section, place the ‘extra’ papers from pre-command course, guidelines, etc. We’ve given you a few things to get you started.

Can I do it?
(a.k.a. 'Devil's Advocate)

Put it in practical terms. Face facts. Get real. The bottom line is ....
- My military spouse is a senior officer, THEREFORE! Automatically, I become 'something', such as

- - honorary president, or
- - honorary advisor

Do I know what I am doing? Do I understand the constitution, bylaws, expectations?

NO!!!! BUT!
I do understand ....

- ♍ integrity
- ♍ honesty
- ♍ fairness
- ♍ kindness
- ♍ unselfishness
- ♍ compassion

AND! I do know what happens when these attributes are missing. So, that helps in advising ....
Wow! What else do I know? What can I do?

I. **Be available** (Time determines this sometimes)
   A. Be a listener
      1. undivided attention
II. **Smile** - (Does wonders in breaking down barriers)
III. **Supportive** - "I do care"
   A. Sometimes just being there shows you care
   B. A willingness to work
IV. **Encourage** - A smile, a wink, a hug, 'attaboys", a note, a flower, a lunch date ...
   A. Continuous
V. **Promote Goodwill** -
   A. Not everyone thinks like me ...
      1. Your way is different than my way
      2. So you're right and I'm wrong (and vice versa)
   B. Simply, "We do it differently"
VI. **Express Appreciation -** thank you publicly, privately, by note, by mail, by flowers, by candy, lunch, etc.
VII. **Participate** - I can help, I can take a turn, I can volunteer (be a worker-bee!) without/without being in charge!
VIII. **Be Myself** - I'm happiest when I'm myself because that's where I'm most comfortable. When I'm happy, those around me are happy.

What are my Responsibilities?
Who Does What?

This is a touchy subject that is guaranteed to 'get someone's goat'! Of course, everyone knows that anything a spouse chooses to do is extra, and it should be appreciated. No one is required to do anything. However, if you choose to be an active part of the unit command team, it is helpful to have some understanding of what is needed. With this in mind, we are including a list of "responsibilities' that the various spouses *used* to be asked to do. Again, adapt this to fit the needs of you, your family, your unit, and this century!

Battalion Commander's Spouse*:* Lead, don't shove!

- Serves as a leader of the battalion spouses
- Helps and mentors other spouses to work effectively in their various assignments by providing the necessary information and guidance
- Keeps in contact with the sergeant major's spouse concerning all joint spouses activities, noncommissioned officers and enlisted spouses' activities and any projects for the troops
- Assists/Mentors Company Commanders' spouses in any way needed
- Works together with first sergeants' wives in welcoming and farewell functions for the sergeant major's wife
- Arranges for the monthly Coffee Group get-togethers and keeps a roster of hostesses/hosts (can be delegated)
- Reports all news and pertinent information to the Coffee Group
- Appoints secretary-treasurer, hospitality chairman, unit news representative as needed (possibly for OWC, Red Cross, thrift shop, commissary council)
- Checks the funds and records with the treasurer occasionally
- Makes sure that the new arrivals get the best possible start in the unit
- Attends monthly info meetings as needed (usually held at division, ASG, BSB, Corps, etc. level)
- Especially mentors and informs "one up, two down"! (This comes from the Army's guidance for the soldiers to look "Up one rank, down two ranks!")
- Acts as an advisor to the FSG (and insures information is passed on to the FSG Leader)
- Makes sure that any customs/courtesies etc. are consistent (for example, Meals on Wheels for new mothers, welcome/farewell gifts, etc.)
- Revives or maintains the spirit of personal commitment among the spouses in the unit. *Do not substitute "unit hospitality" for personal acts of warmth, kindness and welcome to the newcomer.*
- Encourages others to help you and to "learn from doing"
- Specifies the purpose of community agencies (ACS, Red Cross, Thrift Shop, etc.) Encourages active participation in the community activities as needed.
- Clarifies the role of the BN's role to the Brigade and Division Level functions
- Leaves 'non-joiners' be. So long as he/she is not outwardly hostile toward the unit or group, he/she will not be adversely affecting others.

- Fosters points of etiquette by reminding others of what they already know in a casual way to ensure that everyone is comfortable at events. *Your own rules and standards may not be wrong, but arrogance in enforcing them is!*
- Assists the Brigade XO's spouse in giving a welcome and farewell for outgoing Brigade Commander's spouse
- Fosters a working relationship with 'brother' or 'sister' commander's spouses!
- Remains loyal to those "up and down" the chain of concern!
- Makes changes when necessary *(*Don't hesitate to makes change, and encourage the spouses to suggest/accept changes.)*
- Informs and works with the BDE Cdr.'s spouse and outside unit supports such as ACS liaison, AFTB, etc.
- Works with field grade spouses and decide the role they will play
- Upon arrival, physically visits facilities, and takes time to see the area.
- Ensures proper transition with the in-coming BN Cdr's spouse, to include introductions (also see the list for items to be given to the incoming BN Cdr's spouse)

Note: *If the Battalion Commander's spouse is not available, the executive officer's spouse or next senior spouse may be asked to assume these duties*

Battalion Executive Officer's Spouse:

- Serves in spouses activities in the place of the battalion commander's spouse when he/she is not available
- Keeps an up-to-date roster of all officers' wives, including information on arrivals, departures, babies, etc. (This role comes to the XO's spouse because the XO is "in charge" of the Battalion Staff, to include the S-1 who has this info. This can be delegated to the S-1 spouse if he/she is willing)
- Assists the battalion commander's spouse when help is needed
- Asks what is expected of her/him if she/he is not told
- Show spirit of personal commitment to the other spouses in the unit and to the BN Cdr.'s spouse
- Serves as chairman of the farewell and welcome functions of the commander's spouse *(Arranges transportation and corsage for these events, too!)*
- Assists in change of command ceremonies as needed *Personally delivers corsages to both the incoming and outgoing Cdr.'s spouses if appropriate, usually paid for out of Battalion Spouses' Treasury Fund. (Check to see if this is customary in your unit)*
- Prepares for the arrival of the new commander's spouse and family (See Guidelines)
- Is always loyal to the BN Commander's spouse
- Attends all BN Changes of Command (when possible)
- Learn/observe all you can about being a Battalion Commander's Spouse - you may be next!
- Is an example of loyalty and adaptability during changes in command
- Believes only half of what he/she hears (be sure it's the right half!)

Extra things you may offer to do:

- Keep track of the monthly Coffee schedule and notify hosts/hostesses a month in advance. Make sure the host/hostess has a current copy of the names and addresses of all people invited to the Coffee; remind him/her to check the date with the BN Cdr.'s spouse and offer any other guidance necessary (Door prize?)
- Keep track of the 'Tragedy Soup' or "Meals on Wheels" program for the Coffee Group (not FSG). Decide how many meals are necessary for new moms, people with sick children/families, etc.
- Offer to make sure that the welcome/farewell gift is there for each person arriving/leaving the Coffee Group (**Sometimes the S-1's spouse is willing to do this)*
- "Check in" with the BN Cdr.'s Spouse every 2 weeks or so. You may be surprised what you learn!
- Keep a record of events and activities - have this available if needed, but definitely pass it on to the incoming BN Cdr.'s spouse - this could be invaluable to him/her!

Note: Remember! The Battalion Staff 'belongs' to the XO. You may choose to entertain and 'look out' for these people in particular.

Company Commander's Spouse*:*

- Serve as advisor/mentor to the company spouses and company FSG
- Be a team with the 1SGT's spouse
- Ensures an up-to-date roster of all company spouses (and sometimes children) is available, and that key callers are kept up-to-date **This may be delegated*
- Checks FSG funds and records with the treasurer occasionally
- Be clear about what your role is. If you choose <u>not</u> to take responsibility for something, let someone else do it.
- Reports all news and pertinent information to the spouses (**Give family members the info they need to be self-reliant rather than dependent on you, but at the same time, try to develop a sense of family within the organization)*
- Keep information flowing during deployments
- Makes sure that the new arrivals get the best possible start in the unit
- Participates in and supports all special projects for the troops done by the spouses
- Ensure all volunteers are recognized annually, if not quarterly
- Always RSVP within 24 hours
- Write a thank you note to the <u>hostess</u> (see Protocol) after being invited to someone's home
- Read <u>It Takes a Team A Resource for the Company Commander's Spouse/Representative</u>
- Informs the battalions spouse of all company spouses' activities.
- Attend all BN Changes of Command
- Is loyal to the BN Cdr.'s spouse
- Contact the incoming Company Cdr.'s Spouse before she arrives. Answer his/her questions. Create a notebook of reports, notes, materials, sample newsletters, rosters, etc. to pass on to the next Company Cdr.'s spouses
- Is an example of loyalty and adaptability during changes in command

Note: C*ompany coffees have been replaced by FSGs. for the most part*

Checklist for Company Leaders –
Commander's Spouse, 1SGT's Spouse, or Representatives

The Company Commander's/1SGT's Spouse has 4 main priorities:

I. To Transmit Information

A. Clear and correct

B. Timely

C. Ensures each spouse receives it

II. **Provide support for family members** (*This does not mean that you do for them, but rather have information and resources to help them to help themselves!)*

A. Rosters

1. Current
2. Each new spouse receives a company roster
3. Privacy statement on each roster)Ex: This information is private and confidential and should not be used for private or commercial enterprise. When updated or obsolete, copies should be destroyed. Do not give this information to unauthorized personnel.)
4. Give corrections. Additions. And deletions to proper person in battalion

B. For each new spouse

1. A call of visit from company leader or hospitality person
2. A current company roster
3. An offer for ride to next company or battalion function
4. An offer for meal from company on first night household good arrive (or contact 'meals on wheels' person
5. A welcome packet

C. Welcome Packets

1. Welcome letter from battalion commander's spouse
2. Welcome letter from command sergeant major's spouse
3. Welcome note from at least one of company leaders or hospitality chairperson or FSG coordinator
4. current company roster
5. Family Support Group contact list *chain of concern)
6. Battalion family support pamphlet
7. Family assistance handbook (if there is one)
8. ACS packet
9. Invitation to next company function

D. Others

1. New brides/grooms welcomed same way
2. Single parents who are soldiers need this information also

E. Farewells to spouses

1. Company gift (?)
2. Battalion gift
   a) If Enlisted, battalion plaque?
   b) If officer, gift is given at Hail and Farewell
      (1) If unable to attend Hail and Farewell, arrange to give gift at another time
3. Battalion Spouses coffee group gift
   a) Check with battalion treasurer to see if paid dues
   b) If so, give info to BN Cdr.'s spouse
   c) If dues are not paid, check with spouse to see if they wish to pay and receive farewell gift
   d) If the gift is not given at BN Coffee, make arrangements to give gift at another time.

F. Weddings

1. Company gift or card
2. Info to Battalion roster person
3. Welcome as new spouse in company

G. Babies

1. Company gift or card or flowers or visit
2. Meal organized for first night home or while Mom is in the hospital
3. Notify BN Cdr.'s spouse or CSM's spouse
4. Give correct info to Battalion roster person and company roster person

H. Deaths

1. Company sympathy card
2. Flowers if appropriate
3. Meals organized if appropriate
4. Offer for childcare
5. Offer for transportation
6. Notify BN Cdr.'s spouse of CSM's spouse
7. If soldier, BN procedures will take place also

I. Illness or Hospital stays

1. Company visit or call or card or flowers
2. Offer for childcare
3. Offer for transportation
4. Meals if appropriate
5. Notify BN Cdr.'s spouse and CSM's spouse

III. **Provide support for teammate**

A. Weekly conference with spouse (or if rep, with Co. Cdr. or 1SGT)

1. Changes in roster
2. Company Calendar concerning training
3. Which soldiers are TDY, in school, or away, etc.
   a) Soldier's spouse needs to be checked on regularly
   b) May need to make special arrangement for this spouse to receive information
4. Any other discussion concerning family members
5. Words of encouragement

B. Weekly conference with other company leaders - commander's spouse, 1SGT's spouse, FSG coordinators, or representatives

1. Review roster changes
2. Updates on babies, hospital stays, illnesses, etc.
3. Words of encouragement

C. Other Company Leaders

1. Share ideas and thoughts
2. Learn from each other
3. Encourage one another

IV. **To provide support for BN Cdr.'s spouse and CSM spouse or Rep.**

A. The Battalion commander's spouse and command Sergeant Major's spouse (or representatives) have as many responsibilities as you. However, they do not have the peers in the battalion as you do. Do not forget to invite them to your company functions, please. They need encouragement in the same way you do. They, too, are volunteers like you. It can get pretty lonely at the top!!

Prepared by Glenda Casey, 101st Airborne Division (Air Assault)

Sergeant Major's Spouse

- Serves as leading spouse for all noncommissioned officers and enlisted spouses in the battalion
- Is co-chairman with the battalion commander's spouse in joint battalion spouses' get-togethers
- Assists in welcoming first sergeants' spouses.
- Assists first sergeants' spouses in their duties if asked to do so
- Makes suggestions to the battalion commander's spouse on how to assist young spouses in the battalion and works together with him/her on these projects
- Go to information meeting
- Participate in/go to community activities
- Lead by example

Rate Yourself as an Advisor

1. Do you thoroughly understand the work of each person on the board?
2. Do you make it easy for others to talk to you?
3. Are you sympathetic to others' problems?
4. Do you compliment others when they do a good job?
5. Are you considered even-tempered?
6. Do you make every effort to prevent grievances from arising?
7. When complaints do arise, do you try to handle them honestly and objectively?
8. Are you cooperative with other community areas?
9. Do you always try to set a good example yourself?
10. Can you take constructive criticism?
11. Do you keep others posted on their progress/abreast of other pertinent happenings?
12. Do you keep your promises?
13. Do you avoid jumping to conclusions?
14. Do you give reasons for change, or lack of change when needed?
15. Do you avoid sarcasm?
16. If someone disagrees with you, can you usually argue the point without getting irritated?
17. Do you avoid a 'superior' attitude?
18. Can you make decisions promptly?
19. Do you avoid favoritism?
20. Can you accept change without getting upset?
21. Are you a self-starter?
22. Do you have self-confidence?

THOUGHTS FOR THE DAY

1. ANYONE can become angry - that is easy. But to be angry with the right person, to the right degree, at the right time, for the right purpose, and in the right way - that is not easy.
   (ARISTOTLE - The Nicomachean Ethics)

2. Shoot for the moon.....even if you miss you'll be among the stars.

3. A short course in Human Relations:
   The six most important words : "I admit I made a mistake."
   The five most important words : "You did a good job."
   The four most important words : "What is your opinion?"
   The three most important words : "If you please."
   The two most important words : "Thank you."
   The one most important word "WE"
   The *least* important word : "I"

4. Lots of people want to ride with you in the limo, but what you want is someone who will take the bus with you when the limo breaks down. (OPRAH WINFREY - Talk show host)

5. Watch your thoughts; they become words.
   Watch your words; they become actions.
   Watch your actions; they become habits.
   Watch your habits; they become character.
   Watch your character; it becomes your destiny. (FRANK OUTLAW)

6. If you have a penny and I have a penny and we exchange pennies, you still have one cent and I still have one cent. But if you have an idea and I have an idea and we exchange ideas, you now have two ideas and I now have two ideas.

7. ~If you think you are beaten, you are.
   ~If you think you dare not, you don't.
   ~If you like to win but think you can't it's almost certain that you won't.
   ~Life's battles don't always go to the stronger woman or man, but sooner or later those who win are those who think they can.

8. In his Creed for Optimists, Christian D. Larsen tells you how you can be somebody -
   - Be so strong that nothing can disturb your peace of mind.
   - Talk health, happiness, and prosperity to every person you meet.
   - Make all your friends feel there is something special in them.
   - Look at the sunny side of everything.
   - Think only of the best, work only for the best, and expect only the best.
   - Be as enthusiastic about the success of others as you are about your own.
   - Forget the mistakes of the past and press on to the greater achievements of the future.
   - Give everyone a smile.
   - Spend so much time improving yourself that you have no time left to criticize others.
   - Be too big for worry and too noble for anger

BLESSED IS THE LEADER WHO ...

Has not sought the high places, but has been
drafted into services because of her
ability and willingness to serve –
Knows where she is going, why she is going,
and how to get there –
Knows no discouragement, who presents
no alibis, show no disrespect and
frustration to her peers when things
seemingly don't go to please her –
Knows how to lead without being
dictatorial: true leaders are humble –
Seeks for the best for those she serves –
Leads for the good of the most concerned;
not for the gratification of her own
personal ideas –
Develops leaders while leading –
Marches with the group, interprets
correctly the sings on the pathway that
lead to success –
Considers leadership an opportunity for service –

Ten Commandments for Supervisors

1. Keep skid chains on your tongue; always say less than you think. Cultivate a low, persuasive voice. How you say it often counts for more than what you say.

2. Make promises sparingly and keep them faithfully, no matter what it costs you.

3. Never let an opportunity pass to say a kind and encouraging thing to or about somebody. Praise good work done, regardless of who did it. If criticism is merited, criticize helpfully, never spitefully.

4. Be interested in others; interested in their pursuits, their welfare, their homes and families. Make merry with those who rejoice, and mourn with those who weep, Let everyone you meet, however humble, feel that you regard him as a person of importance.

5. Be cheerful. Keep the corners of your mouth turned up, hide your pains, worries, and disappointments under a pleasant smile. Laugh at good stories and learn to tell them.

6. Preserve an open mind on all debatable questions. Discuss but don't argue. It is a mark of superior minds to disagree and yet be friendly.

7. Let your virtues, if you have any, speak for themselves, and refuse to talk of another's vices. Discourage gossip, and make it a rule to say nothing of another unless it is something good.

8. Be careful of others feelings. Wit and humor at the other fellow's expense are rarely worth the effort, and may hurt where least expected.

9. Pay no attention to ill-natured remarks about you. Simply live so nobody will believe them. Disordered nerves and poor digestion are common causes of backbiting.

10. Don't be too anxious about getting just dues. Do your work, be patient, keep your disposition sweet, forget self, and you will be respected and rewarded.

Colin Powell's Rules

Some “thoughts to live by” that the general has collected over the years:

1. It ain’t as bad as you think. It will look better in the morning.
2. Get mad, then get over it.
3. Avoid having your ego so close to your position that when your position falls your ego goes with it.
4. It can be done!
5. Be careful what you choose. You may get it.
6. Don’t let adverse facts stand in the way of a good decision.
7. You can’t make someone else’s choices. You shouldn’t let someone else make yours.
8. Check small things.
9. Share credit.
10. Remain calm. Be kind.
11. Have a vision.
12. Don’t take counsel of your fears or naysayers.
13. Perpetual optimism is a force multiplier.

CHOCOLATE, VANILLA, OR STRAWBERRY--
WHICH ARE YOU?

(Personality Styles Assessment)

This questionnaire consists of 26 statements. There are no right or wrong answers on the questionnaire. The right answers are your true opinions.

For each statement, please indicate in the answer blocks which of the three alternatives a, b, or c, is the <u>most</u> true or <u>most</u> important to you by circling a, b, or c, in the <u>most</u> column.

Then choose the <u>least</u> true or <u>least</u> important of the three alternatives and circle its letter in the <u>least</u> column.

For every statement, be sure you circle one alternative in each column. If "a" is circled under <u>most</u>, either "b" or "c" should be circled under <u>least</u>.

Do not skip any questions and do not debate too long over any one statement. Your first reaction is desired.

	MOST	LEAST
1. When I enter new situations, I let my actions be guided by: a) my own sense of what I want to do b) the direction of those who are responsible c) discussion with others	b c a	b c a
2. When faced with a decision, I consider: a) precedent and traditions b) the opinions of the people affected c) my own judgment	a b c	a b c
3. People see me as: a) a good team player b) a free spirit c) a dependable person	c a b	c a b
4. I feel most satisfied when: a) I am working on personal goals b) I do things according to standards c) I contribute to a project	b c a	b c a

	MOST	LEAST
5. I try to avoid: a) not being myself b) disappointing those in authority c) arguments with my friends	b c a	b c a
6. In my opinion, people need: a) guidelines and rules for conduct b) warm and supportive human relationships c) freedom to grow	a b c	a b c
7. Over time I have learned: a) no man is an island b) what cannot be cured must be endured c) you only pass this way once	b a c	b a c
8. I want to be treated: a) as a unique person b) as an equal c) with respect	c b a	c b a
9. I avoid: a) not meeting my responsibilities b) compromising my personality c) the loss of good friends	a c b	a c b
10. What the world needs is: a) more people who think independently b) more understanding among diverse people c) more people who respect and abide by the law	c b a	c b a
11. I am most happy when: a) I am free to choose what I want to do b) there are some clear guidelines for behavior and rewards for performance c) I share commitments with others	b c a	b c a
12. I am most responsible to _____ for my actions: a) family and friends b) higher authorities c) myself	b a c	b a c
	MOST	LEAST

13. In order to be a financial success one should : a) relax, money is not important b) work in cooperation with others c) learn how to out perform others	c b a	c b a
14. I believe: a) there is a time and place for everything b) promises to friends are debts to keep c) he who travels fastest travels alone	a b c	a b c
15. I want the value of my work to be known: a) soon after completion b) with the passage of time c) as I am doing it	b a c	b a c
16. A citizen should: a) cast his vote and then support the decision of the majority b) support only those policies with which he personally agrees c) support those who are in charge	c a b	c a b
17. I believe feelings and emotions: a) should be shared at one's discretion b) should be shared openly c) should be kept to oneself	c b a	c b a
18. The people I enjoy working with are: a) care free b) well organized c) friendly	b c a	b c a
19. I wouldn't want anyone to think I: a) had not been cooperative b) had no opinion of my own c) had not followed the rules	c a b	c a b
20. I believe in the saying: a) all work and no play makes Jack a dull boy b) united we stand, divided we fall c) there are no gains without pains	c b a	c b a

	MOST	LEAST
21. My work day goes best when I:		
a) have freedom of operation		
b) have a written plan to follow		
c) experience fellowship with good colleagues	b c a	b c a
22. If I suddenly received a large sum of money, I would:		
a) use most of it now for things I want		
b) invest most of it for the future		
c) spend half of it now and save the rest	b c a	b c a
23. I prefer to grow by:		
a) studying established truths		
b) interacting with others		
c) learning from personal experience	a b c	
a b c		
24. It is important that I:		
a) plan at least a year or two ahead		
b) live my life to the fullest now		
c) think about my life in the long range	c b a	c b a
25. I am known for:		
a) making my own decisions		
b) sharing with others		
c) upholding traditional values	c b a	c b a
26. I work best:		
a) with structure and organization		
b) as a member of a team		
c) as an independent agent	a b c	a b c

STEP 1. Add up the total circled for each column and put these totals in the boxes marked T, P, and I. Each section should equal 26.

MOST			LEAST		
T	P	I	T	P	I

STEP 2. SCORE = MOST minus LEAST plus 26

"T" Score = _____minus_____ plus 26 =_____
most least

"P" Score = _____minus_____ plus 26 =_____
most least

"I" Score = _____minus_____ plus 26 =_____
most least

TOTAL (Total should equal 78) _____

Discussion

Although each person is unique and must be treated according to his/her individual makeup, the following are general guidelines for meeting the personal needs and bringing out the best in job performance for each personality types:

Chocolate:

- Provide work rules and job descriptions with duties spelled out in priority order.
- Provide an organization chart showing reporting relationships; respect the chain of command
- Respect traditions and established ways; appeal to historical precedent
- Avoid changes when possible, if impossible, introduce changes slowly.
- Accentuate reason over emotion when handling problems
- Mind your manners and language; be courteous
- Establish a career plan with benchmarks for progress, rewards expected, and time frames
- Provide tangible rewards for good performance; preferably money
- Recognize good work with signs of status such as diplomas, uniforms, medals, and titles
- Reinforce company loyalty through service pins, awards banu4ss, and person appreciation
- Communicate the mission, goals, and objectives of the organization and provide an action plan
- Keep work areas organized, clean, and safe
- Be clear and logical when giving orders

Vanilla:

- Include in the decision-making process; use participative management
- Provide the opportunity for off the job social interaction – company picnics, recreation programs, and annual meetings
- Emphasize employee teamwork on the job through task forces, committee projects, quality circles, and other group involvement activities
- Have regular, well-run staff meetings; provide ample opportunity for sharing ideas
- Ask for his/her opinions, listen to what he/she says, and then demonstrated responsiveness
- Get to know him/her as a person – his/her off the job interests, family makeup, and personal goals
- Appeal to both logic and feelings when dealing with problems; emphasize joint approach and talk with him/her, not to him/her
- Use communication vehicles such as bulletin boards, newsletters, telephone hot-lines, and the open door policy to exchange information.
- Let his/her people skills shine in public relations, teaching, and mediation projects
- Provide growth opportunities through in-service training and staff development programs
- Keep human relations smooth; consider his/her feelings

Strawberry:

- Recognize his/her independence; don't supervise too closely
- Provide immediate reward for good performance; don't delay gratification
- Talk in terms of present; de-emphasize past and future
- Provide opportunity for personal growth through new experiences
- Keep things stimulating; keep things fun
- focus on meaningful personal experiences, satisfy in interpersonal relationships, and important social causes
- Provide individual job assignments and assign work by projects when possible
- Accentuate feelings over logic when handling problems
- Reward good performance with personal time off and personal fulfillment activities
- Keep things casual; minimize formality. Avoid rigid controls; allow for questions and creativity
- Treat as a separate individual; not as a member of a group or organization

IN A NUTSHELL .....

Chocolate: T = traditional

- likes direction in black and white
- time perspective is future
- give any and all information
- competes
- consistency
- rules
- lays
- obedient to higher authority
- basis for growth = organization

Vanilla: P = pacificist

- discussion
- doesn't like conflict
- collaborates
- neutral
- responsible to 1) peers, 2) colleagues, 3 self
- basis for growth = interaction group identity

Strawberry: I = independent

- identifies with himself
- cannot control what think, reason, and feel
- "I gotta be me" at all cost
- take it for granted
- responsible for self
- time perspective is NOW
- basis for growth = inner feeling

When faced
with a mountain,
I will not quit!
I will
keep on striving
until I climb over,
find a pass through,
tunnel underneath -
or simply stay
and turn the mountain
into a gold mine,
with God's help!

.

Battalion/Brigade

1. Make unit spouses feel like a team with esprit!

   a . Keep them "in the know"-- their newsletter.

   b. You transfer "Post" news in your letter.

   c. When you do something for post (Thrift Shop, etc.), do it with élan -- wear crests, aprons, etc.

2. Have them in your home! Potlucks fun, and everyone gives the party, andno one 'owes' anyone.

3. Parties with a theme -- great ice-breakers (see attached).

4. Do a "post" project together -- plant, paint, enhance, etc.

5. Keep it cheap -- always conscious of others' pocketbooks.

6. Coffees/luncheons: always a 'sideline' -- silent auction, raffle something, show and tell.

7. Let your company commanders' wives know what you'd like them to do -- never 'expect.'

8. Share responsibilities -- the more with small jobs, the better.

9. Remember -- you can't please everyone all of the time, and you'll almost always have one or two perpetual malcontents: just ignore them because you usually can never please them anyway.

10. Bachelor: if he/she is in a <u>command</u> position, he/she is beholden in some ways to the spouse who does his/her 'distaff work.' He/She can:

    a. Offer to pay the phone bills for out-of-area calls to spouses or families.
    b. Publicly appreciate him/her in front of the unit at social events.
    c. Frequent calls as to how the spouses are and if he/she can assist in any way.
    d. Pay for his/her lunch when he/she represents his unit.

11. 'Special' awards -- good deed, funny mishap, etc.

12. Hails and Farewells ~ an old Army tradition.

    a. All should attend.
    b. Welcome and farewell gifts nice (cheap).

13. Support unit soldier sports team -- just by attendance (wear unit T-shirts/sailor hats turned down with unit crest/all red shirts, etc.).

14. Know your CSM's spouse and insist your company commanders' spouses know First Sergeant's spouse and interact for unit activities (bake sale, Christmas party, Easter egg hunt, etc.).

15. Improvise your own phone list: (2/12th phone list) have most needed/ used numbers plus unit numbers. Be sure every spouse (Commander to PFC Jones) gets one (outline in unit colors).

16. Dare to be different -- use your imagination.

17. Be a member of the team yourself.
    a. Be friends with your peers and fellow Battalion Commanders.
    b. Don't vie/brag when you're together; your actions will speak for themselves.
    c. Usually the one who brags, etc., the most, has to -- because he/she doesn't/can't do much else.
    d. When invited to a civilian/military function -- go talk to a civilian; don't stand in a clump with other military as you are defeating the purpose-of the evening.

18. Be generous and quick with "Atta-boys "--people seem to be quick with criticism but are silent when all is well -- try to reverse that.

19. Don't be afraid to speak up -- if you think you have an idea to help improve something**,** say so tactfully; i.e., "These commanders' meetings are so helpful, and I think that if you added ..., it would enhance the program -- or "they are so helpful, but personally I feel ... wasn't needed as it's irrelevant /redundant."

20. Always call a senior wife "Mrs." until told otherwise. And if told otherwise, do it.

21. If you have someone who is painfully shy, always keep your antennae alert when he/she is about -- be sure he/she is included in a conversation, has a seat, etc.

22. If your group has been asked to do the 'icky' job, do it with a smash. Turn that turkey into a feast!!

23. The kiss of death: outdress your group. If you feel you have to be a cut above" in dress, manners, speech, etc., to maintain/perform you position, you aren't building a pedestal -- you’re digging a hole!

24. Make it fun! You will never be closer to a group than when a battalion commander’s spouse.
    If you're a Brigade level spouse, Headquarters is your bailiwick, but the battalions belong the battalion commander -- keep it that way. Don't butt in on their turf unless, of course, he/she has relinquished the job.

25. I once heard some wise words from GEN Weyand about wives:

    "When a wife falls all over me telling me how great her husband is and all he is doing, I think to myself that she knows him better than anyone else, and if she feels she has to push him -- then he must not be so much."!!!!

26. Don't use social occasions to pursue a problem: i.e., the engineer about your plumbing, doctor about your pains, etc. Very rude. "Atta-boys" are OK.

27. Keep your priorities straight. An organized. happy family says a thousand words. If you're to the fore of ACS, Red Cross, church, etc., yet your kids are the bane of the neighborhood and your yard is the pits -- you're batting 10 instead of 100!

28. Be sure and put out the red carpet for newcomers: someone bring them, special name tag, phone list.

29. Battalion parties are for your Battalion, and inviting the Brigade Commander' should be done on special occasions only.

30. The Brigade Exec spouse might like to "mother" Headquarters group, and it does free you for other endeavors.

31. Honor your company commanders' spouses in a special way periodically: picnic, cookies, notes. You need to do it for all -- can't play public favorites. Big time trouble!

32. At a Change of Command, it's always nice to give the Commander's spouse a flower (silk or otherwise). The "in" one as well as the "out" one.

33. At a Change of Command, the "old" bids farewell to friends there while the "new" goes to the Club or wherever to greet and meet.

Very poor taste for the "old" to attend reception for "new"-- even if they hide in a corner -- very poor and awkward for everyone.

Parties

(use your imagination)

Scavenger Hunt -- send them to spots on post (theater, unit, monument, etc.)

Treasure Hunt (clues to 3 bottles champagne)

Wear a Song

Silent Auction -- everyone can bring something: white elephant, plant, wine, a promise (wash car)

Progressive (best within walking distance)

Baby Pictures (6 months--4 years) (Get beforehand -- put on card – everyone gets paper and pen -- guess

Rules for being Human ~

1. You will receive a body. You may like it or hate it, but it will be yours for the entire period this time around.

2. You will learn lessons. You are enrolled in a full-time informal school called life. Each day in this school you will have the opportunity to learn lessons. You may like the lessons or think them irrelevant and stupid.

3. There are no mistakes, only lessons. Growth is a process of trial and error experimentation. The "failed" experiments are as much a part of the process as the experiment that ultimately "works."

4. A lesson is repeated until it is learned. A lesson will be presented to you in various forms until you have learned it. When you have learned it, you can then go on to the next lesson.

5. Learning lessons does not end. There is no part of life that does not contain its lessons. If you are alive, there are lessons to be learned.

6. "There" is no better than "here”. When your "there" has become a "here”, you will simply obtain another "there" that will, again, look better than “here”.

7. Others are merely mirrors of you. You cannot love or hate something about another person unless it reflects to you something you love or hate about yourself.

8. What you make of your life is up to you. You have all the tools and resources you need. What you do with them is up to you. The choice is yours.

9. The answers lie inside you. The answers to life's question lies inside you. All you need to do is look, listen, and trust.

10. You will forget all this.

All I Ever Needed to Know
I LEARNED IN KINDERGARTEN

1. Share everything.
2. Play fair.
3. Don't hit people.
4. Put things back where you found them.
5. Clean up your own mess.
6. Don't take things that aren't yours.
7. Say you're sorry when you hurt somebody.
8. Wash your hands before you eat.
9. Flush.
10. Warm cookies and cold milk are good for you.
11. Live a balanced life.
12. Take a nap every afternoon.
13. When you go out into the world, watch for traffic, hold hands and stick together.
14. Be aware of wonder.
15. Remember the little seed in the plastic cup. The roots, go down and the. plant goes up and nobody really knows how or why, but we are all like that.

Recommended Army Family Team Building Courses
for Advisors, Coaches, and Mentors

The following list assumes a basic understanding of military life and the military community. If you are unfamiliar with the military, just want a refresher, or want to see what our new spouses are being exposed to, take the first six Level I classes at a minimum and add in the Level II *Benefits and Entitlements* course (2.04.5).

If you don't have a personal library of military family-related regulations and papers, or if you're unsure where to turn in your own community for assistance to help you advise and mentor others, add in 2.04.1, *Networking with Community Agencies*, and 2.04.2, *Building a Resource and Personal Library*. If you're expected to "advise," and you're new to the military yourself, you might also consider 2.04.6, *Traditions, Customs, Courtesies, and Protocol.*

Coaching, Mentoring, and Advising (3.02.1) has been covered by the course you're taking today. We have pulled in materials from other courses where we felt it appropriate to your particular situation.

While all of Level II and most of Level III will eventually be of value to you, here are the courses we pulled from as well as others we feel most beneficial to senior spouses acting as coaches, mentors, and/or advisors.

Level II

All the Management Skills courses, 2.02.2 through 2.02.6: *Communication, Conflict Management, Understanding Needs, Crisis and Grieving, and Group Dynamics*.

If you have not taken it, 2.03.3, *Intermediate Problem Solving*, will be helpful before attempting the Level III course.

For yourself, 2.03.2, *Stress Management*, and 2.03.4, *Time Management*.

Level III

3.01.1, *Effective Communication*, and 3.01.2, *Listening Skills*

3.04.4, *Advanced Problem-Solving Techniques*

3.05.1, *Group Conflict Management*

To better understand *Leadership Skills*, you will want to take the Level II and III courses: 2.01.2 and 3.01.3. *Building a Cohesive Team* (3.04.3) is also useful.

- ♥ *If you are **the** senior spouse in a community, you could give a wonderful gift to the spouses who take on coaching, mentoring, and advising responsibilities by arranging a seminar of these classes in your community.*

*Note: Level III course numbers and content will be changing upon the release of the new Level III during FY98.

A Prayer for Those In Command

Heavenly Father,
I am in need of Your guidance so very, very much for the job
I have been commissioned to do.

Lead me, Lord,
so I can lead the men and women in my command properly and wisely.
I guess everyone wants most of all to be liked but I know that I need most of all
their respect and their obedience.

I know that sometimes they resent the ground' I walk on and the air I breathe and that at times
they feel I am most unfair and completely unreasonable.
For there are times, almost every day at first, when they feel ready to drop of
exhaustion, and I push them even harder;
and times when I seem to magnify and pick on the slightest weakness or disorder
and impose the severest penalty.

Father,
sometimes I want to get right out there and carry their load
and take the brunt of the punishment I prescribed.
But I know they have to learn to take it. Someday their very lives may depend on it.

But Lord,
make me a good leader ~ that I can push my soldiers without pushing them too far;
that I can maintain discipline without being unfair;
that I can instill the strict obedience of respect, rather than of hate-filled fear.

Help me
ever to respect each soldier as a valued human being,
remembering that Jesus cared enough for them to live and die for them.
And make it possible for each of my soldiers to see the spirit of Christ in me.

I ask one more thing, heavenly Father.
Watch over my soldiers!
Protect them! Keep them unharmed in spirit as well as in body.

And let me, Father,
regard the life of each one of these soldiers as highly as my own.

Amen

AFVD-JA-AL 14 March 1997

Information Paper

SUBJECT: Giving and Receiving Gifts

I. PURPOSE: To provide information on giving and receiving gifts IAW the Joint Ethics Regulation (JER)

II. DISCUSSION:

A. The Joint Ethics Regulation (DOD 5500.7-R), a punitive regulation, establishes guidelines for giving and receiving gifts.

B. Generally, the JER divides gifts into two categories; those given by subordinates, and those given by outside sources because of the recipient's official position.

1. Solders may not solicit gifts from subordinates or from outside sources. All gift contributions must be completely voluntary.

2. Cash may never be accepted as a gift.

3. Gifts given to spouses or dependents are considered to be gifts to the soldier. Example: A gift given to the departing spouse of a battalion commander by the battalion's organization of officers' spouses would be considered a gift to the battalion commander. However, **both the spouse and the commander may each receive $300.00 gifts**, *provided they are from separate organizations*.

C. On special infrequent occasions, such as marriage, birth of a child, PCS, or retirement, gifts of up to $300.00 may be accepted from **any one group** of subordinates. Contributions from individual subordinates toward the gift **cannot exceed $10.00**.

1. Although different groups may each give separate $300.00 gifts (e.g., officers give one and NCOs another), no individual may contribute to more than one gift.

2. Gifts from separate groups may compliment each other (e.g., officers give a set of lead-crystal glasses and NCOs gave a bottle of rare wine) but a single gift cannot be split into component parts in order to bypass the $300.00 limit (e.g., cannot have officers give a $300.00 print and NCOs give a $300.00 picture frame)

D. Gifts given by a prohibited source (any entity that interacts with the government), or a gift given because of official position may not exceed $20.00. Individuals may not accept more than $50.00 in gifts from any single source over one year. This means that a soldier cannot accept a gift from a private organization (e.g., 82d Association, Regimental Associations, NCOA, etc.) it if exceeds $20.00.

E. Soldiers or their spouses/dependents who have accepted a gift that exceeds the $300.00 or $20.00 limits must either return the gift or purchase the entire gift (at the fair market value rate (see section 'f' below) from the donor. Individuals may not

accept a $400.00 gift and then pay back $100.00 to bring it down to the $300.00 limit. Individuals cannot correct an improper acceptance by donating the gift to a charity.

F. Market value means the retail cost the soldier would incur to purchase the gift. A soldier who cannot ascertain the market value of a gift may estimate its market value by reference to the retail cost of similar items of like quality. The market value of a gift of a ticket entitling the holder to food, refreshments, entertainment, or any other benefit shall be the face value of the ticket.

CONCLUSION: The JER establishes strict guidelines for giving and receiving gifts. Individual or organization planning to purchase gifts should contact the OSJA Administrative Law Section at 2-0199 before collecting contributions to ensure that the JER is not violated.

COMMAND TEAM SEMINAR

STAFF JUDGE ADVOCATE BRIEFING

I. RESOURCES AVAILABLE AT THE SJA OFFICE

A. **Legal Assistance**:

1. Provides legal advice to soldiers, family members and retirees on personal legal problems, 3.g., divorce, support, immigration, consumer issues, taxes, indebtedness.
2. Prepares will, powers of attorney, living wills, other legal documents.

B. **Claims**:

Processes claims against government for damage to property such as shipments of household goods and on-post vandalism.

1. Must file DD Form 1840 within 70 days of delivery of household goods. Don't count on soldier, make it part of information disseminated by your welcoming committee or at newcomer's briefing. You then have 2 years to file the claim.
2. Need to substantiate that you had it, that it was lost or damaged, and the value/cost of repair.
3. Maximum allowances (dollar caps) for certain items, for example, quilts.
4. Not an insurance company; lower your expectations. (The cost reimbursed is **not** the original cost of the item - nor is it the cost to replace it with a new item - property depreciates quickly!)
5. Still may be a need for private insurance.

C. **Administrative Law:**

1. Provides guidance and advice to the command on contract law, environmental law, labor law, standards of conduct and ethics laws and regulation.
2. Indirect advice to private organizations

D. **Military Justice:**

Advises the command on criminal law issues to include magistrate court; monitors victim/witness assistance program; advises command on juvenile/family member misconduct.

E. **International Law:**

Overseas: the international law section serves as a liaison with local national police, courts, and other officials.

II. STANDARDS OF CONDUCT ISSUES

A. **References:**

1. Standards of Conduct for Employees of the Executive Branch 5 C.F.R. SS 2635, chapters 2,4, and 5.
2. DoD 5500, 7-R, Joint Ethics Regulations (JER), Chapter 2.
3. AR 672-5-1, Military Awards (All Ranks Personnel UPDATE), Chapter 7.

B. **General Principles:**

Public service is a public trust and employees shall not use public office for private gain. Employees must avoid conflicts between their official positions and private interests and avoid the appearance of as well as actual conflicts of interest.

C. **Gifts from Outside Sources:**

1. Rule**:** A soldier shall not solicit or accept a gift
   a) From a prohibited source (e.g., someone who has an interest in the performance of official Army missions); or
   b) Given because of the soldier's official position.
   c) Includes gifts given to a soldier's spouse, other family members.
2. Practical Approach. Three questions:
   a) Cheap and Tacky Rule. Is the item actually a gift. The term 'gift' includes almost anything of monetary value, but not these (**exceptions**):
      (1) Coffee, donuts and similar modest items of food and refreshments when offered other than as part of a meal;
      (2) Greeting cards and most plaques, certificates and trophies;
      (3) Opportunities and benefits available to public, all government employees, or all military.
   b) If the item is a gift, does an exception apply? Common **exceptions** a soldier (or spouse) may accept:
      (1) Unsolicited gifts with a market value of $20.00 or less per occasion, so long as the total value of all gifts received form a single source during a year does not exceed $50.00;
      (2) Gifts based on an outside relationship, such as a family relationship or personal friendship;
      (3) Discounts and similar benefits offered to groups in which membership is not related to Government employment and certain benefits offered by professional associations or by persons who are not prohibited sources;

(4) Legitimate awards that are part of a regular and established program of recognition for meritorious public service;

(5) Gifts resulting from the outside business activities of employees and their spouses;

(6) Free attendance (not travel or lodging) provided by the sponsor of a widely-attended gathering, speaking engagement, or other event where the agency has determined its interest in the event;

(7) Food, refreshments, and entertainment at certain social events extended by persons who are not prohibited sources, where no one is charged a fee to attend the event;

(8) Unsolicited gifts of free attendance for DoD employees (and spouses) at events sponsored by State or local governments or non-profit, tax exempt civic organizations, where the agency has determined its community relations interests in the event.

c) Would using the exception undermine government integrity? Even if a gift is covered by one of the exceptions, do not accept it if it will undermine Government integrity.

(1) Cannot use official position to solicit a gift or force someone to give a gift.

(2) Any gift is illegal if it is in exchange for an official action.

(3) Gifts may not be accepted so frequently that anyone would question whether influence is being bought.

3. Handling Improper Gifts. When you cannot accept a gift**:**

a) First and foremost, if possible refuse the offer.

b) Employee should pay the donor its market value; or

c) If the gift is a tangible item, employee may return gift.

d) Subject to approval perishable items may be donated to a charity, shared within the office, or destroyed.

D. **Gifts Between Employees**:

1. Rule: A soldier shall not:

a) Give a gift or solicit a contribution for a gift for an official superior (i.e., supervisor or those in supervisory chain); or

b) Accept a gift from a lower-paid employee, unless the donor and recipient are personal friends who are not in a superior-subordinate relationship.

2. Exceptions.

a) A gift may be given on an occasional basis, including traditional gift-giving occasions, such as birthdays and holidays.

(1) This includes minor contributions of food which will be consumed at the office, meals at someone's home (of a type and value customarily provided to personal friends), and customary gifts, such as a bottle of wine, brought when invited to another's home.

(2) This also includes infrequent gifts having a value of less than $10.00 on appropriate occasions, such as Christmas or birthdays. Such gifts may not become "routine."

b) A subordinate may give or donate toward a gift to a superior on special infrequent occasions, such as marriage, PCS, or retirement.

(1) Gifts on special infrequent occasions are limited to $300.00 in value per gift per donating group.

(a) Donating group is comprised of all contributors to that group gift.

(b) If one contributor contributes to two donating groups, then value of gifts from groups with a common contributor is aggregated as if from a single donating group -- $300.00 limit applies to total value.

(2) Employee cannot solicit more than $10.00 per person, per gift, from another employee for a group gift to the contributing employee's superior.

(3) Solicitations for gifts to a superior must be completely voluntary. Solicited individuals may decline to contribute.

(4) To avoid improper pressure, no one should keep a list of contributors, and preferably, the collection should be handled by someone junior in the organization.

E. **Foreign Gifts**

1. Gifts from foreign governments.

a) Can accept a "gift of minimal value" (i.e., one having a retail value in the United States not in excess of $225.00 per gift giving occasion.

b) Gifts valued above $225.00 can only be accepted on behalf of the U.S.

F. **Personal Commercial Solicitation:**

1. General Rule: DoD Employees shall not knowingly solicit or make solicited sales to DoD personnel who are junior in rank, grade, or position, **or** to the family members of such personnel, on or off duty.

2. Personal commercial solicitations by the **spouse or other household member of a DoD employee** to those junior in rank, grade, or position to the DoD employee, may give rise to the appearance that the DoD employee himself or herself is using his or

her public office for personal gain. The DoD employee will be counseled that such activity should be avoided where it may:

a) Cause actual or perceived partiality or unfairness;

b) Involve the actual or apparent use of rank or position for personal gain; or

c) Otherwise undermine discipline, morale, or authority.

NOTE: Tupperware Party, Pampered Chef Demonstration, or the like at a Coffee could be considered a conflict of interest

3. Exceptions: In the absence of coercion or intimidation, the following are not prohibited:

a) Sale or lease of non-commercial personal or real property;

b) Commercial sales solicited and made in retail establishment during off-duty employment; or

c) Sales made because a junior approaches the senior and request the sale to be made.

III. FAMILY SUPPORT GROUPS (FSG) - LEGAL ASPECTS

A. References:

DA Pam 609-47, a Guide to Establishing Family Support Groups

AR 608-1, Army community Service Program

AR 210-1, Private Organizations of DA Installations

AR 215-2, Management and Operation of Army MWR Programs and NAFIs

Local Rules and Regulations

B. Management of Family Support Group Funds

1. Most FSGs operate as informal or unofficial activities as long as net worth does not exceed $1,000.00.
2. If FSG is informal organization or fund, must still follow these rules:

a) One person responsible for fund custody, accounting, documentation.

b) Expenditures consistent with purpose and function of fund)see attached constitution and by-laws).

C. **Use of Government Resources and Authorized Support**

1. TEST:
   a) Subject to availability
   b) At commander's discretion
   c) Without detriment to military mission.

2. Use must be related to "official" purpose and within assigned duties, no personal use.

Types:

a) Government Facilities - office space, telephone, desks, computers, copiers, equipment, supplies.
b) Military vehicles - administrative not tactical vehicles, must have valid sate drivers license.
c) Official mail - for mission related purpose; not for fund-raising or private organization activities; can be used to disseminate newsletter.

D. **Fund Raising:**

1. Approved by appropriate local authority, e.g., installation commander or designee. Check local regulations.
2. Bingo and Monte Carlo nights may be authorized if they conform with state law or are played on installations under exclusive Federal jurisdiction. Overseas, international agreements apply. See paragraphs 3-30, 3-31, AR 215-2.
3. Self generated by or within the FSG, e.g., bake sales, car washes.
4. Raffles (a.k.a. Opportunities) - not permitted in states that prohibit them.

E. **Job Descriptions:**

Written job descriptions should be maintained for each volunteer, see appendix E, DA Pam 608-47. Include required use of vehicles.

F. **Liability:**

1. Qualified volunteers are covered by the Federal Tort Claims Act and workman's compensation if their activities are within scope of the job.
2. Also potential for personal liability, so volunteers should ensure that they have adequate liability insurance coverage.
3. Subject to local, state, Federal taxes if funds invested in interest bearing accounts.

G. **Compare and Contrast Private Organizations:**

1. Tighter controls on POs, e.g., audits, constitutions and by-laws, operating permits.
2. Established for reasons different than FSGs.

GIFTS COMPARED

Methodology	Gifts from Outside Sources	Gifts Between Employees
Prohibited (Punitive)	Yes if from prohibited source, or given because of official position.	Yes if from subordinate or solicited for superior.
A gift?	Non-gift - exemptions: 1. non-meal food/refreshments 2. cards, plaques 3. band loans 4. paid for by Government 5. paid market value	
Exceptions?	Examples: 1. $20/$50 rule 2. personal relationship 3. discounts/benefits 4. awards/degrees 5. outside bus, relations 6. widely attended event 7. social invitations 8. local gov't/civil event 9. scholarships/grants	Two Categories 1. occasional basis ($10 or less; food refreshments; hospitality; leave transfers). 2. special infrequent occasions (gift appropriate to occasion - maximum $300 from single donating group; $10 maximum on solicitation per person.
Limitations	1. no bribes 2. no gift solicitations 3. reasonable person test 4. no statutory violations	1. no coercion 2. common member in donating groups