



A unit soccer game at Camp Zama, Japan, fosters morale and cohesion.

they treat other soldiers in their units to the performance of routine inspections during guard duty. The Consideration of Others program fosters better understanding of Army values by allowing soldiers and leaders to focus on the concrete aspects of their organizational and training environment that directly illustrate Army values in action. A handbook that supports the Consideration of Others program is located on the internet at www.odcsper.army.mil.

The Community and Well Being

Just as the Army's diversity requires mechanisms that inculcate shared values among soldiers, the diversity of the Army family—its soldiers, civilians, veterans, and family members—requires facilities, programs, and activities that meet a broad range of needs. Army communities provide housing, health care, child care, shopping, recreation, religious support, and law enforcement for installations ranging in size from small outposts to major bases. By enhancing the well being of the Army family, these communities preserve organizational effectiveness, support

reenlistment, and are an important component of readiness.

Army communities provide a range of services that support a stable family environment and meet the needs of single soldiers as well. Fifty-five percent of the AC, approximately 263,000 soldiers, are married. Approximately 36,500 more are single parents. These soldiers are concerned with the security, happiness, and support of their loved ones. Knowing that the Army community effectively provides for these needs enhances morale and duty performance. Initiatives for the nearly 216,500 single soldiers foster camaraderie by providing facilities and programs that support positive, cohesion-building activities during soldiers' free time. For both married and single soldiers, community facilities, programs, and activities that enhance well being mitigate the turbulence that can accompany high OPTEMPO, frequent relocations, and separations.

There is a saying in the Army that goes, "We enlist soldiers, but we enlist families." Soldier well being is clearly a significant factor for reenlistment. For soldiers with families, well being is closely linked to the health and happiness of their family members. For single soldiers, the well being they experience for themselves and see in their married co-workers shapes their perception of whether the Army can meet their long-term goals. Sustaining the Army community and the well being it engenders is instrumental to retaining soldiers with the experience, skills, and leadership necessary in the 21st century Army.

Recognizing the importance of the well being of soldiers for current and future readiness, the Army leadership carefully monitors programs, trends, and indicators associated with it. The semiannual Sample Survey of Military

Personnel (SSMP) supports this oversight. The SSMP measures soldiers' levels of satisfaction with different aspects of their environment. Survey results thus contribute to the development of strategies for taking care of our people. These results consistently indicate that compensation, along with Army family and single soldier housing, are important elements of the well being of soldiers and their families. Since compensation and housing were discussed at length in Chapter 4, the following discussion will focus on other important contributors to the quality of life of soldiers and their families: healthcare; commissary and exchange privileges; family programs; and MWR programs are all important contributors to the well being of soldiers and their families.

Medical Care

The DoD completed implementation of the TRICARE program in the last of 13 TRICARE regions in June 1998. The TRICARE program offers three options for obtaining health care to beneficiaries formerly eligible under CHAMPUS: TRICARE Prime, Extra, or Standard. Active duty personnel are automatically enrolled in TRICARE Prime, continue to have their health care needs managed in military medical treatment facilities and pay nothing out of pocket for referrals to civilian providers. Based on the rank of their sponsor, the families of active duty enrollees pay co-payments of \$6 or \$12 for each outpatient visit to nonmilitary medical care facilities. The FY2001 budget request includes provisions to eliminate these co-payments for active duty families. The annual enrollment fee for retirees in TRICARE Prime is \$460 per family (or \$230 dollars for the retiree alone) in addition to copayments. TRICARE Extra or Standard benefits are the same as under the CHAMPUS program, with

the exception that TRICARE Extra offers cost shares for beneficiaries who use providers from the preferred provider network.

TRICARE Prime Remote was implemented October 1, 1999. It offers the TRICARE Prime benefit through managed care support contractors for active duty service members with duty assignments in remote locations. In four of the 13 TRICARE regions, TRICARE Prime Remote provides the remote benefit to active duty family members as well. The FY2001 budget request includes provisions for expanding the remote benefit to active duty families nation wide.

Medicare-eligible retirees are currently ineligible for TRICARE coverage, but DoD began a demonstration program in September 1998, to test inclusion (subvention) of dual-eligible beneficiaries. The 1997 Balanced Budget Act authorized the Health Care Financing Administration to reimburse DoD medical facilities for care, above their historical level of effort, provided to military Medicare-



Ensuring access to quality medical care for soldiers and their families is an important well being issue for the Army.

eligibles who participate in this demonstration program. Upon completion of the demonstration, which is scheduled to end December 31, 2000, DoD will evaluate the merits of implementing subvention.

The level of enrollment in TRICARE indicates the high priority military members place on the benefit of high quality medical care for themselves and their families. This benefit reassures deployed soldiers that their families will receive quality care. Thus far, the level of satisfaction with TRICARE is mixed. The Spring 1999 SSMP results show that less than half of the officers surveyed expressed satisfaction with TRICARE. Surveys targeted specifically for TRICARE beneficiaries show higher levels of satisfaction. To improve customer satisfaction, the standards for resolving claims were raised last year, and the Army Health Advisory Council was established to inform senior Army leaders of health care issues and develop ways to address those issues. The Army aggressively supports the TRICARE managed care program and managed care support contracts, and continues to work with the Office of the Assistant Secretary of Defense (Health Affairs) to tailor TRICARE to better suit service readiness and beneficiary health needs.

Active duty dependents receive dental coverage through the TRICARE Family Member Dental Plan (TFMDP) that covers a significant portion of dental procedures. Soldiers pay monthly premiums of \$8.53 for one family member and \$21.33 for more than one family member for coverage under this plan. As of February 1998, retirees and their family members began enrolling in the newly established TRICARE Retiree Dental Program (TRDP), with premiums ranging from \$9.41 to \$15.08 for single coverage and \$30.53 to \$48.02 for family coverage, based upon geographical region.

Commissaries and Exchanges

Commissaries and exchanges continue to be a highly valued benefit among soldiers, retirees, and their families. Among 56 aspects of military



Army wide surveys indicate that commissaries are a highly valued benefit for soldiers.

life included in a recent SSMP (Spring 1999), commissary and exchange privileges were among the factors with the highest levels of satisfaction (over 70 percent) for both enlisted soldiers and officers. Commissary privileges also held the highest level of satisfaction among officers (80 percent).

Commissaries and exchanges are important contributors to military well being. These facilities offer an economical alternative to shopping in commercial grocery and department stores. Additionally, revenues generated by exchange profits contribute to installation MWR programs. The presence of commissaries and exchanges reduces the uncertainty of frequent relocations, particularly for

soldiers and family members moving overseas for the first time. For many overseas, commissaries and exchanges offer the only practical access to American products.

Morale, Welfare, and Recreation Programs

Army MWR programs improve soldier readiness by promoting mental and physical fitness, increasing family wellness, and enhancing soldier and Army civilian well being. The programs offer a variety of recreational activities, including sports and fitness facilities, libraries, indoor and outdoor recreation centers, arts and crafts facilities, automotive skills facilities, and entertainment and leisure travel programs. Surveys indicate that most MWR programs are used by at least 30 percent of eligible soldiers. Some of the most popular programs, such as fitness centers and libraries, are used by more

than half of eligible soldiers. The quality and availability of recreation services were among the top ten aspects of military life for which soldiers expressed satisfaction in the SSMP.

Civilian MWR professionals support major deployments by providing a range of MWR services for deployed soldiers and Army civilians. For instance, 138 professionals have voluntarily served in Operation Joint Endeavor/Guard/Forge, promoting the well being of deployed personnel and providing recreation, social and other support services. At the end of FY1999, 38 MWR specialists were serving at nine sites in Bosnia and Kosovo, supporting soldiers with DoD and United Services Organization entertainment programs, recreation programs, and special events.

Army Family Programs

Army Family Programs provide support to help soldiers and their

families balance the demands of military life, provide a forum for addressing well being issues, and help families to handle the stress of deployments. By increasing self reliance and making support available from within our communities, Army Family Programs are a “force multiplier” that enhance readiness.

Army Child and Youth Services (CYS) programs support Army families by making quality, affordable services accessible to soldiers. CYS provides a variety of age-appropriate programs for eligible children and youth, ages 4 weeks to 18 years. Child Development Services provide child care options for parents of infants and young children. Army child care is employer-sponsored care; the Army matches child care fees paid by parents with appropriated fund support. Family Child Care homes help meet specialized care requirements. School-Age Services programs provide before and after school activities, such as computer labs, homework centers, and summer camps. Youth Services include middle school/teen open recreation programs that go beyond traditional sports and recreation to provide supervised, positive activities. Supplemental Programs and Services address needs across the entire age spectrum. All of these programs help balance the demands of the Army with the needs of Army families.

Supporting Deployment Readiness

Preparing soldiers and families for deployment is essential to force projection readiness. Operation READY (Resources for Educating About Deployment and You) has been instrumental in that preparation. The U.S. Army Community and Family Support Center conducts and supports Operation READY training for Army Community Service (ACS) staff, Family Readiness Group (FRG) leaders, and



Community services such as child care affect the well being of soldiers, and, hence, readiness.

rear detachment commanders. Operation READY materials familiarize soldiers, civilians, and family members with issues pertaining to all phases of a deployment. To enhance accessibility, the materials have been placed on the Internet and are being translated into German, Korean, and Spanish.

One of the innovative ways the Army harnesses the volunteer spirit of its members is through FRGs, which are voluntary organizations focused at the unit level. Composed of family members, soldiers, and civilians, FRGs organize activities designed to provide social and emotional support among those affiliated with the unit. They act as information clearing houses to disseminate official command information while simultaneously providing feedback to the chain of command on the state of the unit's families. When a unit deploys, its FRG becomes a mechanism for leveraging community support for the families of deployed soldiers. The FRG leadership works closely with the rear detachment commander. Trained by ACS personnel, FRG volunteers provide outreach, information, and referral services to help solve problems at the lowest possible level. Family Assistance Centers (FACs), operated by Army units and installations during major deployments, work closely with FRGs to provide additional assistance, information, and referral to soldiers and family members. Within the FAC are specially trained points of contact from key community agencies, such as the Red Cross, the Judge Advocate General, Finance corps and the ACS. FRGs and FACs support unit readiness, providing peace of mind for deployed soldiers as well as for their families.

The Army Family Teambuilding program (AFTB) is another program that enhances personal and family

preparedness for soldiers, civilians, and families. The AFTB's three tracks provide training on Army community resources tailored to specific audiences: soldiers, civilians serving in positions that might require deployment, and family members. It promotes self-reliance for people new to the Army by teaching them the "nuts and bolts" of Army life. This program also prepares those in leadership roles within FRGs and units to assist others with problems. Since 1994, more than 250,000 soldiers, family members, and Army civilians have attended AFTB classes taught by more than 3,500 volunteer trainers worldwide.

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The Army Family Action Plan (AFAP) is a feedback process that identifies and resolves issues of concern to soldiers (AC, RC, and retired), Army civilians, and family members. It is a commander's decision-making tool for a

continuous process of improvement. In its 16-year history, AFAP issues have led to 60 pieces of legislation, 126 policy changes, and more than 125 new or improved programs and services affecting all components of the Army as well as other Services.

Army Family Programs are an important resource for making the Army more than just the sum of its parts. By giving access to essential services and harnessing the spirit of volunteerism, these programs foster a spirit of sharing and caring that help make the Army a "family friendly" community.

Safety

The Army's emphasis on safety helps protect the force in Army operations and insures that Army communities are safe places to live and work. Protection of its people and prevention of accidental loss of resources is a top priority for the Army's leadership. During the past few years, the Army has dramatically improved its safety record.

Army safety activities protect the force and enhance warfighting capabilities through a systematic and progressive process of hazard identification and risk mitigation that is embedded in Army doctrine. Commanders use this risk management process to identify safety problems before they can degrade readiness or mission accomplishment. They then develop specific measures to address these problems. The Army integrates risk management into all its day-to-day processes, including CONOPS, training, maintenance, and supporting activities.

Safety offices on Army installations are directly linked to the command structure. Safety managers advise installation commanders and are responsible for the design, development, and execution of a safety program tailored to the unique mission functions

of the installation. Installation safety offices monitor safety trends identified by Department of the Army and MACOM safety offices.

Retired Soldiers

The Army community includes 685,000 retirees, 80,000 “gray area” reservists (soldiers who have completed their 20-year obligation for retirement but are not eligible for retired pay until age 60), and 200,000 surviving spouses. These soldiers and spouses are a valuable part of our community because they are a tangible reminder of the service of countless soldiers throughout our Nation’s history. Many retirees are active members of unit associations that participate in ceremonies commemorating past unit achievements, sponsor volunteer projects in local communities, and support recruiting efforts. For today’s soldiers, retirees are a compelling example of Army values and an important reminder of our duty to something larger than ourselves.

Major Army installations conduct Retiree Appreciation Days annually to bring retired soldiers and their families up-to-date information on the Army and on changes in retirement benefits, privileges, and entitlements. They foster camaraderie and are extremely popular with the retired community. Installation commanders determine their own agenda for these events, which may include preventive medicine health fairs and featured speakers from Department of the Army Headquarters or military associations. More than 35 Retiree Appreciation Days were conducted at installations around the Nation last year. Honoring the service of retired soldiers enriches the entire Army community, and can help today’s soldiers prepare for their own retirement.

