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Army Regulation 600–29

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June 2001

Personnel—General

Fund-Raising Within the Department of the Army

Headquarters
Department of the Army
Washington, DC
20 March 1992

Unclassified

SUMMARY of CHANGE

AR 600-29
Fund-Raising Within the Department of the Army

This regulation--

- Updates general policy for administering all fund-raising activities within the Department of the Army.
- Specifically defines policy, procedures, and responsibilities pertaining to all aspects of fund-raising in support of the annual Combined Federal Campaign including which fund-raising practices are specifically prohibited and which are permitted per 5 CFR 950.
- Implements DOD Directive 5035.1 and DOD Instruction 5035.5.

Headquarters
Department of the Army
Washington, DC
20 March 1992

*Army Regulation 600–29

Effective 20 April 1992

Personnel—General

Fund-Raising Within the Department of the Army

By Order of the Secretary of the Army:

GORDON R. SULLIVAN
General, United States Army
Chief of Staff

Official:

MILTON H. HAMILTON
Administrative Assistant to the Secretary of the Army

History. This UPDATE printing publishes a revision of this publication. Because publication has been extensively revised, the changed portions have not been highlighted.

Summary. This regulation updates general policy for administering all fund-raising activities within the Department of the Army. It also specifically defines policy, procedures, and responsibilities pertaining to all aspects of fund-raising in support of the annual Combined Federal Campaign, including which fund-raising practices are specifically prohibited and which are permitted per guidance from the Office of Personnel Management and the Department of Defense. Also implements DOD Directive 5035.1 and DOD Instruction 5035.5.

Applicability. This regulation applies to the Active Army, the Army National Guard, and the U.S. Army Reserve.

Exceptions. The Administrative Assistant or higher authority has the authority to approve exceptions to this regulation that are consistent with controlling law and regulation. This authority is not delegable. The approval authority will coordinate all questions regarding the scope of authority to approve exceptions with HQDA, OTJAG, ATTN: DAJA-AL, WASH, DC 20310-2200.

Internal control systems. This regulation is not subject to the requirements of AR 11–2. It does not contain internal control provisions.

Supplementation. Supplementation of this regulation and establishment of command and local forms prohibited without prior approval from the Administrative Assistant to the Secretary of the Army, WASH, DC 20310-0105.

Interim changes. Interim changes to this regulation are not official unless they are authenticated by the Administrative Assistant to the Secretary of the Army. Users will destroy interim changes on their expiration dates unless sooner superseded or rescinded.

Suggested improvements. The proponent of this regulation is the Administrative Assistant to the Secretary of the Army. Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to: Director, Policy and Plans, Office of the Administrative Assistant to the Secretary of the Army (SAAA-PP), Room 3D746, Pentagon, WASH, DC 20310-0105.

Distribution. This publication has been distributed as required on DA Form 12-09-E, block 3597, intended for command level C, D, and E for the Active Army and D, and E for the Army National Guard, and the U.S. Army Reserve.

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*This regulation supersedes AR 600–29, 15 October 1978 and incorporates related guidance in DOD Instruction 5035.1, 28 August 1990 and DOD Directive 5035.5, 17 August 1990.

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Chapter 1
Introduction

1–1. Purpose

This regulation prescribes general policy for administering all fund-raising activities within the Department of the Army (DA). It also specifically defines policy, procedures, and responsibilities for fund-raising in support of the Combined Federal Campaign (CFC) and complies with guidance by the Department of Defense, the Office of Personnel Management, and Public Law.

1–2. References

Related publications are listed in appendix A.

1–3. Explanation of abbreviations and terms

Abbreviations and special terms used in this regulation are explained in the glossary.

1–4. Responsibilities

a. The organization, conduct, and administration of fund-raising for the CFC within the DA will be the responsibility of—

(1) The Administrative Assistant to the Secretary of the Army for the Army CFC in the National Capital Region.

(2) Commanders of major Army commands and subordinate commands for the CFC in their area of responsibility. Commanders will cooperate with representatives of the Local Federal Coordinating Committee (LFCC), the Principal Combined Fund Organization (PCFO), and representatives of other Federal agencies as appropriate, in the arrangements for conduct of the CFC as necessary to meet the requirements of this regulation.

(3) Commanders of the Unified Commands (except Alaska, Hawaii, the Commonwealth of Puerto Rico, and the U.S. Virgin Islands) for campaigns within their area of responsibility per DOD Instruction 5035.5.

b. The organization, conduct, and administration of all other authorized fund-raising campaigns within the DA shall be the responsibility of the commanders of major Army commands and subordinate commands within their area of responsibility.

1–5. Authorized fund-raising activities

The following four types of fund-raising activities are authorized within the DA:

a. Fund-raising for the CFC. Fund-raising in support of voluntary health, welfare, and philanthropic organizations where members of the general public are the beneficiaries of the programs is authorized. The CFC and support of an emergency or disaster appeal for which specific prior approval has been granted by the Director of Personnel Management (OPM), are the only fund-raising, for the general public, which may be conducted by the Army. The CFC must be conducted per this regulation.

b. Fund-raising in support of the uniformed services. Fund-raising conducted by members of the uniformed services among their own members for organizational support or for the benefit of welfare funds for their members is authorized. The Army Emergency Relief (AER) campaign is the only such fund-raising which may be conducted by the Army. The AER must be conducted in accordance with AR 930–4 and the general provisions of this regulation.

c. Local fund-raising. Provided no on-the-job fund-raising is involved, the following fund-raising activities may be locally authorized:

(1) Fund-raising in support of installation Morale, Welfare and Recreation (MWR) activities as provided in AR 215–1, and conducted per the general provisions of this regulation.

(2) Occasional fund-raising in support of on-post private organizations as provided in AR 210–1, and conducted per the general provisions of this regulation.

(3) Other limited fund-raising activities to assist the unfortunate may be authorized by local commanders and heads of activities, provided such activities are consistent with the general provisions of this regulation. These fund-raising activities may include the use of "poppies" or other similar tokens by veterans' organizations, or the placement of collection boxes in public use areas of Federal buildings or installations for the voluntary donation of foods or goods for charitable causes.

d. Religious fund-raising. Fund-raising by religious organizations or their affiliates is authorized only in connection with religious services and must be conducted per AR 165–1.

1–6. Conflict avoidance

Fund-raising events and/or activities for organizations other than the CFC and AER will not be conducted during conflicting periods, nor will those events or activities in any way substantially interfere with the authorized annual CFC or AER fund drives.

1–7. Voluntary giving

True voluntary giving is fundamental to DA fund-raising activities. Actions that do not allow free choice or create the appearance that employees do not have free choice to give or not give is contrary to Army policy.

a. Each military and civilian member of the DA has the right to give or not give as the individual so chooses.

b. Each employee shall reserve the option of disclosing his or her contribution or keeping it confidential.

1–8. Preventing coercive activity

Any campaign practice that involves compulsion, coercion, or other action that is contrary to the concept of true voluntary giving is prohibited. These coercive activities include, but are not limited to—

a. Solicitation of employees by their commander, supervisor, or any individual in their supervisory chain of command.

b. Supervisory inquiries about whether an employee chose to contribute or not contribute or the amount contributed. The fact of participation or nonparticipation may not be entered into an individual's performance appraisal or evaluation report.

c. Developing and using lists of non-contributors.

d. Providing and using contributor lists for purposes other than the routine collection and administration of contributions.

e. The granting of special favors, privileges, or entitlements, such as special passes or leave privileges which are an inducement to contribute. Establishment of an express or implied requirement to give as a condition precedent to normal career progression, or to the granting of normal privileges and entitlements, violates both the letter and spirit of this regulation.

1–9. Official endorsements

DA officials may officially endorse only the CFC, other fund-raising specifically approved by the Director of OPM, the AER campaign, and local fund-raising on behalf of Army MWR nonappropriated fund instrumentalities. Endorsements may include support for the fund-raising effort by performing the usual activities associated with campaign kickoff at public appearances, or the use of name, title, and position to promote the fund-raising in memorandums, employee newsletters, or other routine communications. DA officials may not endorse other local fund-raising authorized under the provisions of AR 210–1 or AR 165–1 on behalf of particular private organizations. Endorsements must also be consistent with the conflict of interest provisions of AR 600–50.

1–10. Soliciting money on-the-job

Only the CFC and the AER campaign may solicit on-the-job for a monetary contribution or a pledge of a monetary contribution.

Chapter 2
The Combined Federal Campaign—Introduction

2–1. Background

CFC was developed in response to Federal employee wishes for a single campaign, to reduce administrative expenditure, to permit voluntary payroll withholding for contributions, and to better support local, national, and international health, welfare, and philanthropic organizations. The CFC, an annual on-the-job solicitation, is the only authorized method of fund-raising for recognized voluntary agencies. Normally the CFC is conducted in those locations which include a population of 300 or more Federal civilian and military personnel. This program has only one authorized fund-raising procedure: personal solicitation of each potential contributor.

2–2. Legal authority

Legal authority for the Federal Fund-Raising Program is Executive Order No. 12353 as amended by Executive Order No. 12404 and Public Law 100–202. The rules and regulations, which govern fund-raising within the Federal Government and provide the system for administering the CFC, were approved by the Director of OPM.

2–3. Scope of the campaign

The CFC is conducted Army-wide. In the 50 United States and the Commonwealth of Puerto Rico it is known as the CFC. It is known as the Department of Defense Combined Federal Campaign Overseas Area (DOD CFC–OA) at all overseas locations where Federal personnel are employed or stationed.

2–4. Authorized CFC agencies

Organizations participating in the CFC represent a majority of the nation's health and social welfare agencies working to help people in need of their specialties at home and around the world. Eligibility of national and local health and social welfare agencies for inclusion in the campaign is prescribed by Section 201, Part 950, title 5, Code of Federal Regulations (5 CFR 950.201) and 5 CFR 950.204.

a. On-base family support and youth activities programs authorized by the installation commander may be supported from CFC funds. Certification and application for support must be made by the commander to the LFCC. Early application is highly recommended. Specific criteria for application can be obtained from the LFCC. The Director of OPM will annually issue a timetable for conducting eligibility hearings and processing appeals.

b. At overseas locations, on-base family support and youth activities will receive a specified percentage of total funds collected. The installation commander will determine distribution of funds to eligible activities. These monies will be taken from undesignated funds and will be distributed quarterly by the PCFO.

Chapter 3
Combined Federal Campaign—Policy

3–1. Objective

Local, national, and international charitable, emergency relief, and philanthropic organizations depend on voluntary contributions to achieve their objectives. DA military and civilian personnel, as citizens and as members of the community, share the responsibility for supporting these activities as well as enjoying their benefits. Each military and civilian member of the Army will be given the opportunity, through on-the-job solicitation, to contribute voluntarily to recognized health, welfare, and philanthropic organizations under the policies and procedures in this regulation.

a. Each military and civilian member of the DA will be given the opportunity to decide whether to contribute or not contribute to the CFC.

b. Commanders at all echelons shall give strong support and leadership to the annual CFC fund-raising drive and ensure compliance with the spirit and intent of this regulation.

3–2. CFC solicitations

The only form of CFC solicitation authorized is a request for a monetary donation or pledge for which the donor receives no direct benefit for having made the contribution.

a. Solicitations of employees for the CFC will be conducted during duty hours. Methods of solicitation will permit true voluntary giving. An individual may not be solicited for multiple anonymous contributions for the purpose of representing that more than one gift was received. Multiple anonymous contributions from the same individual will be reported as one contribution.

b. Solicitations for CFC will begin on or after September 1 annually. Campaign dates will be established by the LFCC and may be extended by this committee, as local conditions require, per 5 CFR 950.102.

3–3. Prohibited CFC fund-raising activities

Solicitations for which the contributor or donor receives something of value, such as the direct or implied exchange of goods or services, in return for his or her contribution are prohibited. Whereas these methods of fund-raising may or may not be appropriate for AER and on-post MWR activities, they are not permitted in support of the CFC. Unauthorized solicitation activities include, but are not limited to—

a. Raffles, lotteries, or any such technique that requires an individual to buy an opportunity or chance to win a service or something of value.

b. Bake sales, carnivals, carwashes, admission to athletic games, events, or entertainment activities, and so on. These prohibitions do not bar kickoffs, victory events, awards ceremonies, and other non-solicitation activities which are held to publicize or promote support for the campaign.

3–4. Voluntary giving

The principles of true voluntary giving will be practiced in conduct of the CFC. Actions that do not allow free choice or create the appearance that employees do not have free choice to give will not be permitted. Each military and civilian member of the DA has the following rights:

a. To give or not give as the individual chooses.

b. To disclose any contribution or make it confidential.

c. To make contributions in the form of cash, check, or payroll withholding.

d. To select or designate which agency, agencies, or federation(s) will receive his or her contributions. Undesignated contributions will become part of the undesignated funds pool and be distributed according to a formula approved by the Director of OPM and publicized prior to the campaign.

3–5. Prohibited campaign activities

Any practice that involves compulsion, coercion, or other action that is contrary to the concept of true voluntary giving is prohibited. These prohibited actions include, but are not limited to—

a. Solicitation of employees by their commander, supervisor, or any individual in their supervisory chain of command. Commanders and heads of organizations are permitted and encouraged to show support by performing the usual activities associated with the campaign kickoff or by endorsing the campaign through memorandums, employee newsletters, or other routine communications with employees.

b. Supervisory inquiries about whether an employee chose to contribute or not contribute or the amount contributed.

c. Setting 100 percent participation goals. This restriction should not be confused with the objective of achieving 100 percent solicitation of all employees. Each member of the DA will be given the opportunity to contribute.

d. Establishing personal dollar goals and quotas. "Fair-Share Giving Guides," when furnished in CFC campaign materials, are not individual assessments, quotas, or goals and will not be so represented or interpreted.

e. Developing and using lists of non-contributors.

f. Providing and using contributor lists for purposes other than the routine collection and forwarding of contributions and allotments.

g. The granting of special favors, privileges, or entitlements, such as special passes or leave privileges, which are inducements to contribute. Establishment of an express or implied requirement to contribute as a condition precedent to normal career progression, or to the granting of normal privileges and entitlements, violates both the letter and spirit of this regulation. These restrictions do not apply to the presentation of awards, special recognition, or rewards such as letters of commendation for exceptional performance in organization or administration of a campaign.

h. Harassment through continued discussions, meetings, orientations, "counseling," or other methods to cause an individual to change his or her decision to give or not give. This does not prohibit a keyworker from following-up on a solicitation when the individual solicited had, during the initial contact, not indicated a decision, preferred to delay the decision until a later time, or was otherwise undecided. Once the decision to give or not give has been made, no further contacts for the purpose of obtaining a contribution are permitted by the keyworker, unless requested by the individual solicited.

i. Telling or leading an individual to believe, either directly or indirectly, that he or she is the only one, or one of a small number of persons, preventing the achievement of an organizational goal, whether it be a participation goal or a monetary goal.

Chapter 4
Campaign Organization

4–1. Campaign support

Commanders shall support the local CFC fund drive by ensuring that the following steps are taken:

a. Coordination with the local PCFO, which is the federated group or combination of groups, or a voluntary agency selected by the LFCC to administer the local campaign.

b. Provide personnel to support the campaign. Because the campaign is official business, sufficient duty time will be allowed campaign workers to conduct campaign duties.

c. Essential preliminary planning and activation of an effective campaign organization. Preliminary planning includes—

(1) Briefing senior leadership, emphasizing that the campaign is a social and civic responsibility as well as official Army business.

(2) Selection of a campaign chairperson and a vice chairperson. The commander also ensures that a campaign administrator and, if required, a campaign executive committee are designated. Depending upon the size of the command, installation, or activity, the campaign executive committee may consist of a communications chairperson, a logistical chairperson, a finance chairperson, a training chairperson, and others.

4–2. Campaign duties

Clear assignment of duties for administration, general publicity, kickoff rallies, indoctrination meetings, and person-to-person solicitation is necessary for effective campaign conduct, supervision follow-up, and progress reporting at each echelon of the campaign organization. Depending on the size of the organization few or many individuals may share these duties.

4–3. The campaign chairperson

The campaign chairperson is usually the command, installation, or activity commander. His or her personal involvement is essential to the success of the campaign. The commander may select a vice chairperson to perform some of these duties. The chairperson duties include—

a. Approving the command, installation, or activity goal.

b. Encouraging senior leadership, by example, to support and endorse the campaign. Campaigns are successful in direct proportion to the involvement of the commander and senior leaders.

c. Appearing at the campaign kickoff or start-of-campaign rally and other campaign events to demonstrate personal support.

d. Endorsing the campaign by writing a letter or memorandum to all employees urging them to familiarize themselves with the participating voluntary agencies, their programs, and asking employee support for the CFC.

e. Regularly reviewing campaign progress so adjustments in strategy, if required, can be implemented.

f. Participating in a victory or recognition ceremony to conclude the campaign in a positive manner and build support for future campaigns.

4–4. The campaign vice chairperson

The campaign vice chairperson is selected by the commander and is usually a senior staff member. The vice chairperson assists the commander and works directly with the campaign administrator.

4–5. The campaign administrator

The campaign administrator, sometimes called the campaign manager, is the individual most familiar with the fundamentals and policies of the CFC. The campaign administrator assumes the leadership duties for the campaign, bringing together the necessary resources to carry out the campaign. Duties typically include—

a. Developing objectives, themes, strategies, schedules, and so on, in conjunction with the PCFO and the campaign executive committee.

b. Activation of all levels of the command, installation, or activity campaign organization.

c. Conducting senior leadership in-progress or status briefings.

d. Organizing a kickoff or start-of-campaign rally for campaign workers at the command, installation, or activity level prior to the start of the solicitation period.

e. Starting the campaign on time and remaining on schedule.

f. Administering the campaign records. The campaign requires the development and maintenance of certain records and rosters for financial accountability and campaign reporting purposes. Records should be maintained until the final audit is complete. Use of CFC records for any purpose other than campaign administration and funds accountability is strictly prohibited.

g. Identifying and resolving campaign difficulties.

h. Reporting to the campaign chairperson and the PCFO or local CFC headquarters in-progress status and final results of the campaign as required.

i. Analyzing and evaluating all aspects of the campaign to determine areas where the campaign was successful and why. Also, areas that could be improved should be identified. This analysis will provide a knowledgeable base and planning tool for next year's campaign administrator.

4–6. The communications chairperson

The communications chairperson develops promotional strategy and provides motivation for giving by educating employees and by running a command, installation, or activity-wide communications program. Duties may include—

a. Utilization of all command and public information channels available to inform employees about the campaign and the programs of participating voluntary agencies. These may include, but are not limited to, bulletin board posters, house organs, campaign films, and so on.

b. Planning for and designing special command, installation, or activity-wide promotion materials as necessary.

c. Assisting in planning the kickoff or start-of-campaign rallies and other special events.

d. Planning and coordinating keyworker visits to participating CFC voluntary agencies.

e. Assisting in planning a victory or end-of-campaign recognition ceremony.

f. Publicizing or reporting campaign progress to the employees.

4–7. The logistical chairperson

The logistical chairperson provides support to the executive committee. Typical duties include—

a. Distributing campaign supplies and materials.

b. Providing for any equipment needed by executive committee members.

c. Assisting with logistics for campaign events.

d. Arranging for courier or transportation services in support of the campaign.

4–8. The training chairperson

The training chairperson works with the PCFO to acquire current campaign information for training of campaign workers. Duties include—

a. Developing the training program for all campaign workers to familiarize them with the policies of the CFC, the materials, and administrative details involved in the campaign. Training will specifically emphasize the correct methods for non-coercive solicitation and the appropriate methods for processing confidential contributions.

b. Developing training schedules for people, facilities, and equipment.

c. Selecting and training the instructors, and if needed, conducting the training sessions for campaign workers prior to the start of the campaign.

d. Encouraging subordinate elements within the command, installation, or activity to schedule information meetings or rallies so that every employee is thoroughly briefed on the objectives, benefits, and needs of the programs supported by the CFC.

4–9. The finance chairperson

The finance chairperson designs the reporting systems to assist in the financial assessment of the campaign. Duties typically include—

a. Conducting systems analysis, in conjunction with the local PCFO, campaign administrator, and the campaign executive committee, to determine all required reports and reporting procedures.

b. Establishing a command, installation, or activity central CFC receipt office for the purpose of collecting and forwarding confidential or anonymous contributions.

c. Arranging for tabulation of campaign information. Arrange for a weekly or regularly scheduled progress report from each subordinate element campaign coordinator.

d. Analyzing progress and providing feedback, on a regular basis, to the campaign administrator and the PCFO.

e. Preparing a final report that provides analysis of key measurements for the campaign administrator and as required by the PCFO. This final report also becomes a valuable tool for planning and goal setting in future campaigns.

4–10. The campaign coordinator

The campaign coordinator is the individual, at the subordinate element or organization level, who is appointed to administer and conduct the campaign. The duties of the coordinator are similar to that of the campaign administrator, except the area of obligation resides at the subordinate element or organization level. Depending on the size of the element or organization, one or more assistant coordinators may also be appointed, each managing three or more keyworkers. The coordinator's duties include, but are not limited to—

a. Developing a campaign schedule as a framework for organizing and scheduling events at the coordinator's level of the campaign.

b. Appointing keyworkers to solicit employees. One keyworker should be appointed for every 10 to 20 persons in the organization. Persons selected should be interested, able, and enthusiastic.

c. Working with the training chairperson to coordinate and schedule keyworker training or orientation sessions.

d. Assigning to each keyworker the area or employees to solicit.

e. Distributing campaign materials to the keyworkers.

f. Ensuring that The President's message, the commander's or chairperson's letter or memorandum, and other CFC informational literature are dispersed to every employee.

g. Assisting with logistics for special campaign meetings or events within the organization.

h. Monitoring results of keyworker solicitation and making in-progress reports to the finance chairman or other designated campaign official on a regular basis.

i. Verifying the accuracy of each keyworker's report and ensuring that all monies and pledges are deposited or forwarded to the appropriate reception point.

4–11. The campaign keyworker

The campaign keyworker is the individual who actually solicits the employees of his or her organization for contributions to the CFC. As the name implies, this individual is the key to the success or failure of the campaign. Duties include:

a. Attending scheduled training or orientation sessions and being familiar with all campaign procedures, materials, and literature. Specifically, the keyworker must know and understand the fundamentals of non-coercive solicitation and how to appropriately process confidential contributions.

b. Attending his or her organization's campaign kickoff.

c. Soliciting assigned employees, which includes giving each individual a pledge card, the brochure listing all participating voluntary agencies, and other CFC literature. This may be accomplished by personal one-on-one solicitation or by group solicitation.

d. Following up on the solicitation to get the potential contributor's decision to give or not give, if the decision is not given or indicated during the initial contact.

e. Collecting the pledge cards from contributors; delivering the monies or pledges to the organization campaign coordinator, designated individual, or reception point, and reporting results to the coordinator.

f. Answering questions potential contributors may have about the campaign.

Chapter 5
Authorized CFC Fund-Raising Techniques

5–1. Fund-raising practices

True voluntary giving is fundamental to DA fund-raising activities. All methods, techniques, and strategies used to enhance fund-raising will be practiced within the limits and the spirit of non-coercive, voluntary giving. This does not prohibit campaign practices established to provide a focus for team spirit, unity of purpose, and organizational pride. When those practices are applied with a non-coercive intent and manner, they can contribute materially to campaign success.

5–2. Dollar goals

Setting a dollar goal for the command, installation, or activity, while not required, can provide campaign direction and motivation as well as a measure of campaign progress. When related to

need and to basic human services, goals can help campaign workers and employees focus on what can be accomplished in terms of helping others. Goals, when set, should be challenging yet achievable. Goals should reflect the command, installation, or activity potential. Small goal increases do not serve to maintain existing CFC supported services, or provide for new services or programs.

a. By apportioning the goal equitably among subordinate activities in the command, installation, or activity, each group shares responsibility in the team effort and has a mark for gauging its accomplishment.

b. The good judgement of the commander will ensure that subordinates keep the campaign focus on their civic and social responsibility to help others, while goal attainment is only a method of measurement.

5–3. Publicity

The objective of publicity is to provide motivation for supporting the CFC by educating employees through a well-planned and well-executed communications program. Informed campaign workers, committed to making the campaign a success, are a residual benefit of the program.

a. Campaign promotional materials, such as the contributor brochure which lists participating voluntary agencies, video tapes, and films, will be developed locally under the direction of the LFCC and will be printed and supplied by the PCFO. Other promotional items that may be available include balloons, posters, counter cards, lapel pins, and miscellaneous materials. These items are usually provided, free of charge, by the PCFO. Generous use of promotional materials is encouraged to keep the CFC image present during the campaign period.

b. Special events are helpful in promoting support and understanding of the campaign. Examples of such events include campaign breakfasts, luncheons, public meetings, rallies, or other events that feature speeches, addresses, and appearances by senior command leaders and prominent members of the local community.

c. Preparation and public display of bar graphs, thermometers, and other types of charts showing in-progress status of the over-all campaign, as well as, campaign status for each subordinate activity of the command, installation, or activity is permitted. When used as a method to promote team spirit, build organizational pride, and help employees focus on the accomplishment of the campaign, these types of visual displays are not coercive, but are positive measures contributing to the success of the campaign.

d. Tours to voluntary agencies participating in the CFC can help campaign workers understand the necessity for a fund drive. The value of seeing what is accomplished by the monies collected is an effective way to personalize CFC-supported programs and to motivate campaign workers.

e. Publicizing examples of the work performed by voluntary agencies helps to humanize the campaign. However, promotion that emphasizes one voluntary agency or group of agencies over others is prohibited. All voluntary agencies and federations participating in the CFC will be promoted equally.

(1) It is prohibited to distribute to campaign workers or employees brochures or other promotional literature received from individual voluntary agencies or federations when the literature does not represent all of the agencies and federations participating in the CFC. These materials may, however, be made available or displayed in personnel offices, health facilities, and other areas where these types of literature are usually found. No special effort will be undertaken to display these materials when sufficient space or display facilities are not available.

(2) Involvement in CFC kickoff events or rallies by officials or members of participating voluntary organizations is permitted. However, it must be made clear to the speaker prior to his or her appearance, that remarks must reflect the good works of all CFC organizations, not just the speaker's own group. This does not prohibit a speaker from using examples of the services performed by the speaker's organization as being representative of the types of works supported by the CFC.

5–4. Awards

It is important to recognize the accomplishments of the campaign and thank those who ran the campaign. Recognizing these efforts provides a positive conclusion to the campaign. Presentation of awards to the command, installation, or activity or to elements within the command, as well as awards to individual campaign workers for outstanding service to the campaign are permitted within the following guidelines:

a. Awards to the command or elements of the command for achieving assigned goals, attaining specific categories of giving, or attaining specific levels of giving combined with achieving specific levels of participation will be created or initiated by the PCFO or the LFCC. The PCFO or the LFCC will establish criteria for these awards. No awards for these categories of recognition will be initiated by or created within the Army. This regulation, however, does not prohibit endorsement by higher headquarters of such awards.

b. Awards to individuals are permitted to recognize exceptional performance to the campaign. These awards include certificates of appreciation, certificates of achievement, and letters of appreciation or commendation.

c. Only awards created by the LFCC or the PCFO will be given to individuals for contributions keyed to percent of salary. These non-Army awards may be in the form of pins, certificates, or other types of honorary recognition. These awards will not be of more than nominal value. It is the commander's choice to endorse or present these types of awards.

d. Awards to Army organizations or campaign workers by individual voluntary agencies or federations for CFC accomplishments are prohibited.

Appendix A
References

Section I
Required Publications

There are no entries in this section.

Section II
Related Publications

A related publication is merely a source of additional information. The user does not have to read it to understand this publication.

AR 165–1
Chaplain Activities in the United States Army

AR 210–1
Private Organizations on Department of the Army Installations and Official Participation in Private Organizations

AR 215–1
Administration of Army Morale, Welfare, and Recreational Activities and Non-Appropriated Fund Instrumentalities

AR 600–20
Army Command Policy

AR 600–50
Standards of Conduct for Department of the Army Personnel

AR 930–4
Army Emergency Relief

5 CFR Part 950
Solicitation of Federal Civilian and Uniformed Services Personnel for Contributions to Private Voluntary Charitable Organizations

Public Law 100–202
Treasury, Postal Service, and General Government Appropriations Act of 1988

Section III
Prescribed Forms

There are no entries in this section.

Section IV
Referenced Forms

There are no entries in this section.

Glossary

Section I
Abbreviations

AER
Army Emergency Relief

CFC
Combined Federal Campaign

DA
Department of the Army

DOD
Department of Defense

LFCC
Local Federal Coordinating Committee

MWR
morale, welfare, and recreation

OA
Overseas Area

OPM
Office of Personnel Management

PCFO
Principal Combined Fund Organization

Section II
Terms

Combined Federal Campaign
The charitable fund-raising program established and administered by the Director of OPM pursuant to Executive Order No. 12353 as amended by Executive Order No. 12404.

Federations
A group or combination of voluntary agencies combined into a federation for CFC participation purposes. National federations consist of agencies, such as the United Way of America, the International Services Agencies, the American Red Cross. Local federations may consist of 15 or more local voluntary agencies.

Fund-raising
Any activity conducted for the purpose of collecting money, goods or other support for the benefit of others.

Local Federal Coordinating Committee
The group of Federal officials designated by the Director of OPM to conduct the CFC in a particular community. The head of the local Federation installation having the largest number of employees is tasked with organizing the LFCC and assuring that it carries out its responsibilities in accordance with 5 CFR 950.

On-the-job fund-raising
Fund-raising targeting Federal employees and members of the uniformed services at their places of employment or duty station during working hours.

Payroll withholding
A single allotment (or pledged contribution) that is apportioned into equal amounts for deduction each pay period during the year. Payroll withholdings are also called payroll deductions and payroll allotments. Payroll withholdings for AER may be designated for a period of 3 to 12 months. CFC payroll withholdings are for a term of one year, starting with the first pay period in January and ending with the last pay period in December.

Principal Combined Fund Organization
The federated group or combination of groups, or an individual voluntary agency selected by the LFCC to administer the local CFC under the direction and control of the LFCC and the Director of OPM.

Undesignated funds
Those CFC contributions which the contributor has not designated to be given to a specific voluntary agency or federated group. Undesignated funds are distributed according to a formula approved by the Director, OPM and publicized prior to the campaign.

Voluntary agency
An agency that is a private, non-profit, philanthropic, human health, or welfare organization which participates in the CFC.

Section III
Special Abbreviations and Terms

There are no entries in this section.

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