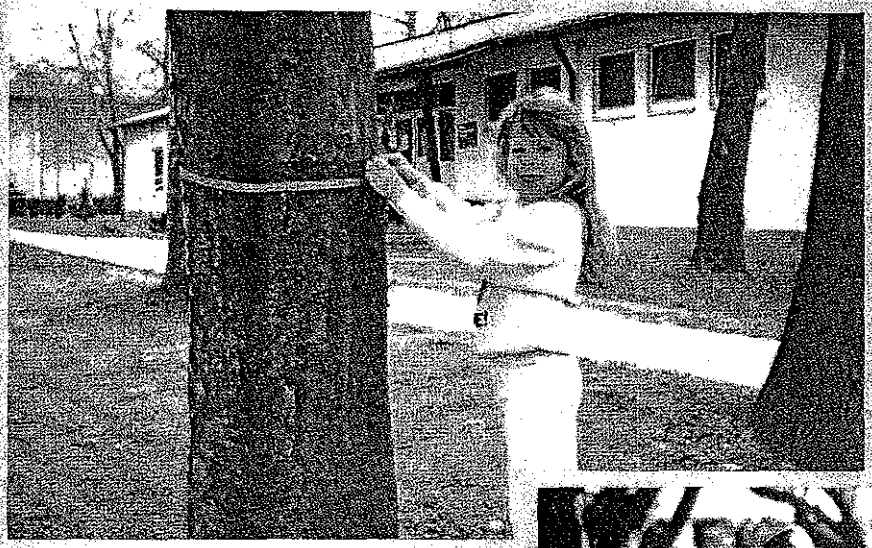
Leadership and Command on the Battlefield

Family Support







JUST CAUSE

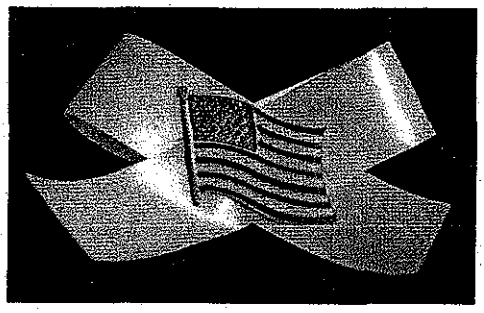
DESERT STORM

TRADOC Pamphlet 525-100-5 United States Army Training and Doctrine Command

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Leadership and Command on the Battlefield

Family Support



Department of the Army
Headquarters
United States Army Training and Doctrine Command
Fort Monroe, Virginia

1994

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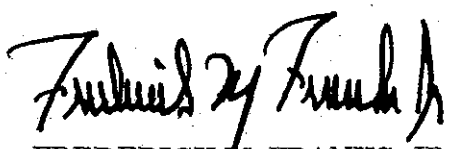
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Commander's Intent...

Capture how successful command teams at all levels used the concept of family support as a combat multiplier to enhance mission accomplishment during Operations JUST CAUSE and DESERT STORM.

Through the interview process, find out how commanders, staffs, and families determined the extent of unit need, allocated resources, and monitored the family support process through all phases of operations.

Synthesize findings from a wide variety of sources, publish them and distribute them to the field, primarily through the Pre-Command Courses and Army Family Team Building systems. Success rests on the ability to deliver a concise, readable, and useful pamphlet on family support that assists current and future commanders, family support and Army community leaders.



FREDERICK M. FRANKS, JR.
General, USA
Commanding

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Introduction

Family support was indeed gratifying to see—how Army spouses courageously responded, willing to take care of each other and themselves. This is what family support and Army family is all about. It lifts your spirits!

Mrs. Frederick M. Franks, Jr.

Our intent as a command team has always been to ensure there is a hand to help and a heart to care for soldiers and their families. That is the essence of Army family support today.

General Frederick M. Franks, Jr.

This pamphlet is written for the Army's future Family Support Group members and leaders in the hope that the trials, tribulations, and challenges met and overcome by past leaders will assist them. It represents a historical perspective of family support operations instituted by units, both active and reserve, and installations during Operations JUST CAUSE and DESERT STORM. The pamphlet presents various organizations that were designed, programs which were developed, and techniques that were established and incorporated by the military and civilian structure to assist the mobilizing and deploying force.

Family support programs are designed to support families. In so doing, they assist the military in providing the nation with an efficient and effective fighting force. The Army is focused on the total soldier and those factors that influence warfighting capability. One of the most important factors in a soldier's ability to fight is the understanding that the family is taken care of. Simply stated, overall Army readiness is directly affected by soldier family readiness.

Chapter 1

Predeployment

The mission of family support is support, communication, reassurance, information, problem solving, fun, enjoyment—all of that.



During Operations JUST CAUSE and DESERT STORM, the family support groups at small unit level were "*where the rubber met the road*" for the great majority of Army families. By definition, family support is the mutual reinforcement provided soldiers and civilians, employees and retirees, regardless of marital status, and family members—both immediate and extended.

GOALS AND MISSIONS

There is no single type of family support group. They might be large formally organized groups or small informal nets of people. Each is unique, deriving its personality and form from its membership. A division headquarters company family support group will differ greatly in composition from a family support group found in a cavalry troop. The needs of its members will differ as will its philosophy. All, however, involve people caring for people.

The goal of the family support group is the provision of support, outreach, and information to family members prior to and during periods of family separations.

One family support group leader expanded, *"The goals of our group were to maintain contact with the spouses, keep them updated as new information became available, and let them know there was a resource for them if they had trouble."*

Family support embodied information, networks, and an open channel of communication to help achieve answers to such questions as, ***"What am I entitled to?", "How do I get it?", "How do I solve this extraordinary problem?"*** as well as answers to such questions as, ***"What is going to happen to my spouse, my kids, me?", "Am I the only one who feels this way?", "How do I cope with this?"***

During JUST CAUSE and DESERT STORM, family support programs varied from mature family support organizations in some units to nonexistent programs in others. For example, Special Operations Forces, due to their mission and normal extended family separation schedules, had developed very good family support programs. Those programs had a core of family members who had

> "One of the good things about the Rangers was the family support groups were already in place. We were used to having to use the phone tree and call out information. We were used to getting information in meetings."

experienced long separations and the stresses associated with a spouse deploying on hazardous assignments. Similarly, most units deployed overseas maintained a strong family support structure due to long field times, close living conditions, and pressures associated with living in a foreign country. Those pressures were not felt uniformly across the Army—naturally.

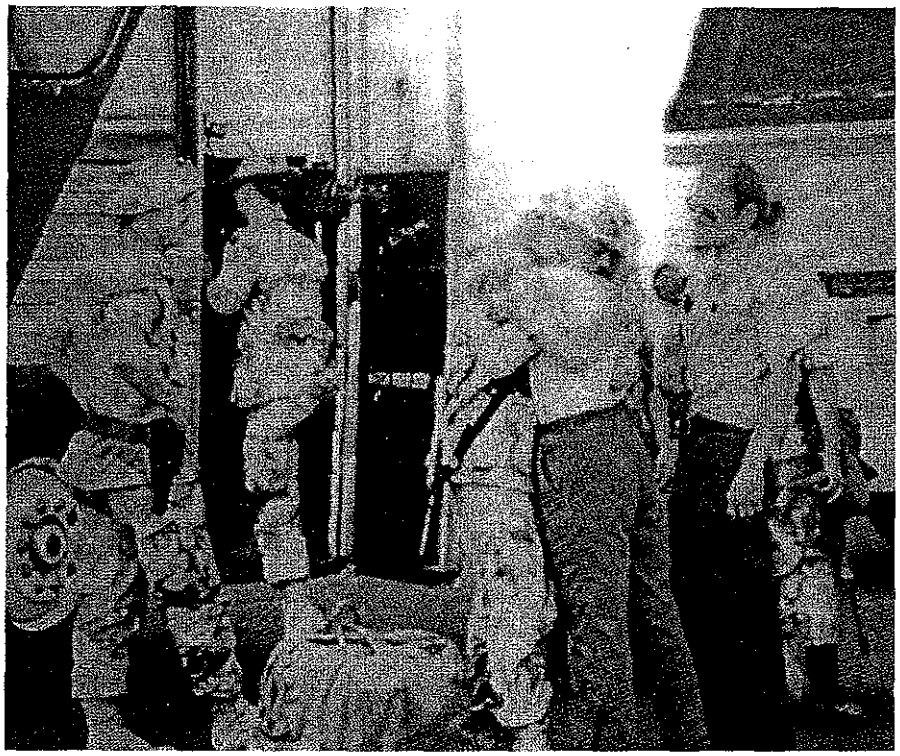
COMMAND RESPONSIBILITIES

Command responsibilities cover many areas. A good commander recognizes that family support is a combat multiplier and strives to nurture and optimize it. DA Pam 608-47, *A Guide to Establishing Family Support Groups,* describes the minimum responsibilities of commanders at all levels. Commanders are to ensure:

- Command emphasis to unit level,
- Soldier, civilian, retiree, and family awareness of *The Army Family Program,*
- Soldier, civilian, retiree, and family access to entitlements, family programs, and family services,
- Proper documenting and monitoring of personal affairs readiness of soldiers, and
- Inclusion of single soldiers in all quality of life programs and initiatives.

> The Family Support Group mission is a command responsibility. It was mine and that was one reason I made the establishment of a viable family support group one of the two most important goals for my battalion.

Rear detachments shared the responsibility of supporting families. Through the unit structure, they helped family support groups provide both the institutional and emotional support required by the family members. In unit standing operational procedures across the



Army, from company to corps, an annex is published on rear detachment operations. Some are very detailed in terms of mission, some are vague.

Units left back personnel to accomplish that mission, calling them Unit Contact Teams or Rear Detachments. Depending on location, the rear detachment was consolidated at battalion, brigade, division, post, or installation level.

> We had a rear detachment, people on the staff were here. They were fabulous. There was nothing that we asked for that we couldn't get. They would work with us; when we had meetings, they would sit in on those meetings so we were covered in all aspects.

Some commanders, facing the dilemma of choosing a rear detachment commander, chose to leave behind the less experienced or the less capable on the premise that they wanted to take only the best qualified to war. Those that placed experienced rear detachment commanders who could relate to families, staff, and conditions had the best experience from the beginning.

In the reserve component, in many instances the rear detachment commander was a retiree from the unit. That selection gave the commander a great deal of flexibility. The retiree knew the system, had contacts, and was known by most of the families.

> We had incredible support through the rear detachment and the people who stayed behind and worked for the rear detachment commander. They were courteous, they were pleasant, they were able.

A close working relationship between the family support group and the rear detachment ensured that support group members received the assistance they requested. The organization of rear detachments varied from area to area and from unit to unit, with one soldier at the Special Operations Forces A-Team level to 3000 soldiers at the installation level. Most reflected the philosophy of their commanders and the importance placed on family support. In cases where the commander felt strongly about family support, the rear detachment commander was selected with that in mind. As the war progressed, those commanders were rewarded with strong family support.

A good relationship between the family support group and the rear detachment proved critical. Each needed to understand the capabilities of the other and their role in the family support program. In some locations the rear detachments were invisible to the families as they were consolidated at post level and family assistance centers had been established. At many locations the rear detachments played a vital and visible role as they provided transportation, information, and other direct assistance to the unit's families.

As time progressed some family support groups and rear detachments established excellent rapport and working relationships. The trust was built while working together, solving the tough problems that faced them.

FORMING THE FAMILY SUPPORT GROUP

There were many things to consider in the formation of a family support group. Nearly all units had some form of social structure prior to the onset of the deployment. Various groups met for coffee and to socialize. The groups were normally segregated by rank and unit structure. Because of their nature they could not be transformed into family support groups but with some modifications they often served as a starting point. As one commander's spouse put it, *"Family support was put together to make life easier for people either in peace time or in war, meeting their needs and taking care of our own."*

Even though goals were similar, no two family support groups were organized or functioned exactly alike. Each family support group was unique as it was organized to meet the needs of its



members. Needs varied greatly from unit to unit because of differences in age and rank of members, the type unit, and the unit's location. Additionally, each family support group took on a flavor of its own based on the group and leader's personality.

During Operation JUST CAUSE, many of the units participating had little or no time to establish a family support group if one was not already in existence. In most cases, family support groups were in existence in Panama, but due to no notice implementation, some could not function as their members were housed in different areas. Travel and communication were extremely restricted. As a result, neighborhood support groups sprang up in the housing areas. As one battalion commander's spouse stated, *"We needed to make sure we had a well working family support group in the time of crisis."*

The selection procedures for the family support group leader differed by geographic area and component. In active units, generally the commander's spouse was the family support group leader. The reserve component family support group leaders were normally elected by the group and in many cases were the spouses of NCOs. In those units where the commander's spouse was not the leader, it proved beneficial to the group if he or she was involved and served in an advisory role. No matter what their role in the family support group, the commander's and command sergeant's major spouses formed a very valuable team and could use their experience to aid the family support group in problem solving and networking.

Obtaining basic information to be included in phone trees and added to the distribution lists for newsletters was a crucial task of the family support group. While the collection of accurate pertinent family personal information and its continual update is a command responsibility, the family support group usually assisted. That allowed the family support group leader the opportunity to talk with many spouses that normally did not attend group meetings.

Some information included strip maps to residences, information on exceptional family members, illnesses in the family, the remaining spouse's work number, and emergency phone numbers of neighbors, good friends, or close relatives.

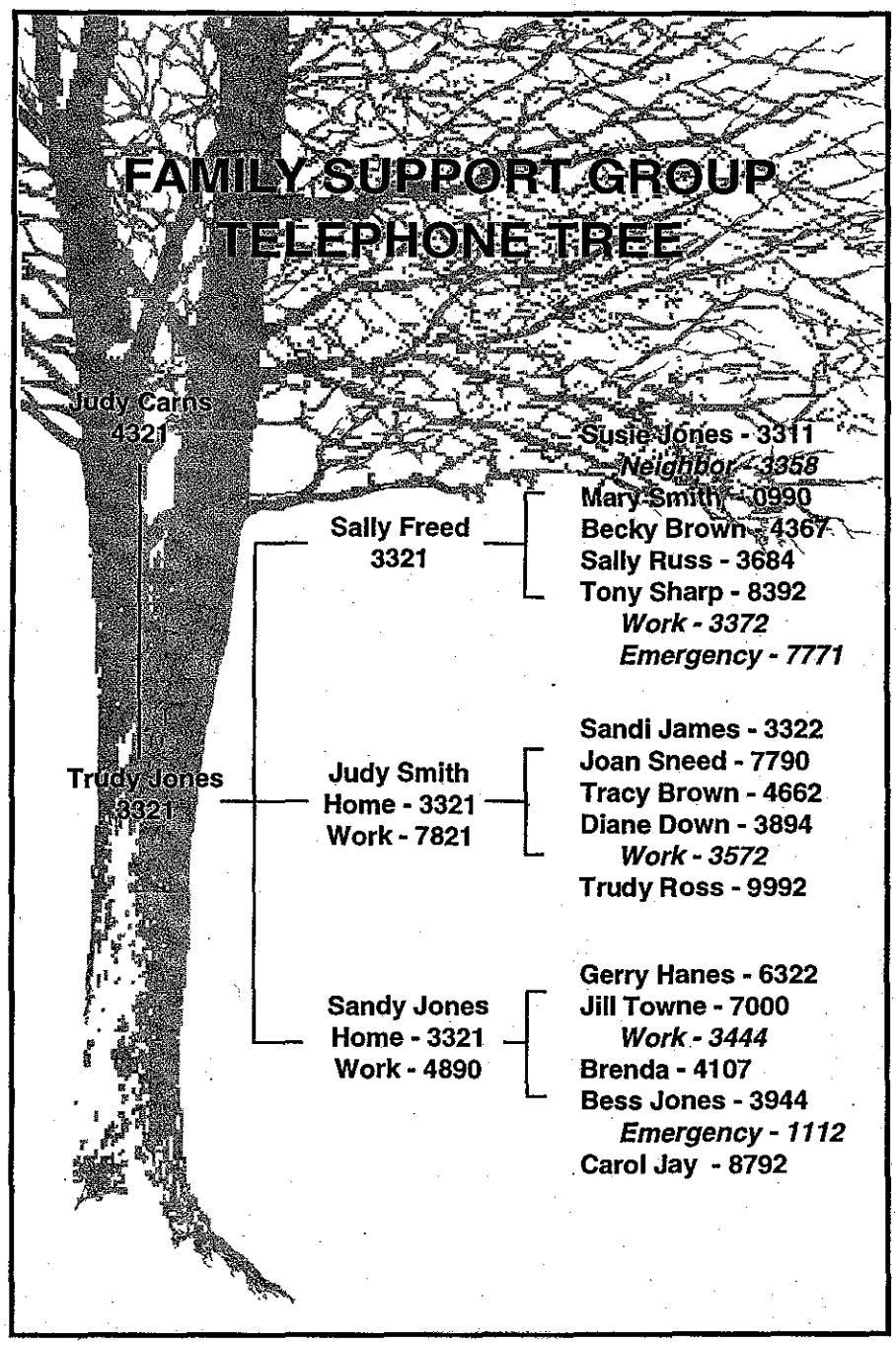
> "Before deployment, there were very high expectations regarding family members' ability to communicate with a deployed spouse and have access to information in general. For various reasons, reality fell far short of these expectations. Family support group leaders often bore the brunt of family members' frustrations."

Distributing information and maintaining contact with the members of the family support group was done primarily with the telephone tree. Telephone trees were designed to include everyone in the family support group. The family support group leader called the first level of names on the tree and those in turn called the next. There were many uses of the telephone tree but one of the most important was to maintain contact with all members of the group to check on their mental and emotional condition. The sanity level calls were intended to keep up morale. It was very important to have a procedure in place that let the leader know that all families on the tree had been called.

During Operation DESERT STORM, one area of difficulty for the family support group leader was contacting and integrating the individual ready reserve soldier and the filler families assigned to the unit.

> "Tell your people everything, no matter how petty it may seem. Be firm about squelching rumors, and be prepared when you call."

Another challenge was keeping up with family members who chose to return home for the greater part of the operation. In most cases, interviewees noted that new people were welcomed and absent spouses received regular phone calls and newsletters.


FAMILY SUPPORT GROUP
TELEPHONE TREE
Judy Carns
4321
Sally Freed
3321
Susie Jones - 3311
Neighbor - 3358
Mary Smith - 0990
Becky Brown - 4367
Sally Russ - 3684
Tony Sharp - 8392
Work - 3372
Emergency - 7771
Trudy Jones
3321
Judy Smith
Home - 3321
Work - 7821
Sandi James - 3322
Joan Sneed - 7790
Tracy Brown - 4662
Diane Down - 3894
Work - 3572
Trudy Ross - 9992
Sandy Jones
Home - 3321
Work - 4890
Gerry Hanes - 6322
Jill Towne - 7000
Work - 3444
Brenda - 4107
Bess Jones - 3944
Emergency - 1112
Carol Jay - 8792

FAMILY ASSISTANCE CENTERS

The Family Assistance Center (FAC) was a place where families could visit or call to obtain information or help with a problem. Operated and maintained at installation level, it was where the family support leader could send families to get assistance with most every type of problem which surfaced. Many family assistance centers were open 24 hours a day, seven days a week. They were manned by personnel representing most agencies on post.

Installation Army Community Service personnel had operational plans in place to activate the family assistance centers when the need arose. During Operation JUST CAUSE, the family assistance center at Fort Bragg became operational seven hours after H-Hour. The nature of the operation called for a telephone center backed up by on-call staff agencies. The center was established and telephones installed in less than two hours. The center rapidly became a clearinghouse for family aspects of Operation JUST CAUSE. There were a variety of challenging problems presented to the center for resolution and most issues were resolved by phone calls. During the operation the center handled over 3500 phone calls.

> As demonstrated by Operation JUST CAUSE, the time from alert to opening the FAC doors may be less than two hours. Unless there are trained personnel available there is no way the FAC can meet that time table or provide the assistance that may be required.

When the Arkansas National Guard was activated for Operation DESERT STORM, the Adjutant General approved a plan to increase the number of family assistance centers from 13 to 23 to cover each armory. The state recalled retired Guardsmen familiar with the unit, the Guard's procedures, and families to run them. Those individuals also served as de facto rear detachments for the activated units. By designating each armory as a family assistance center, the





Adjutant General ensured all families would be familiar with its location, allowed for continued community use of the facility, and provided day-to-day security for the building and military and personal property located there.

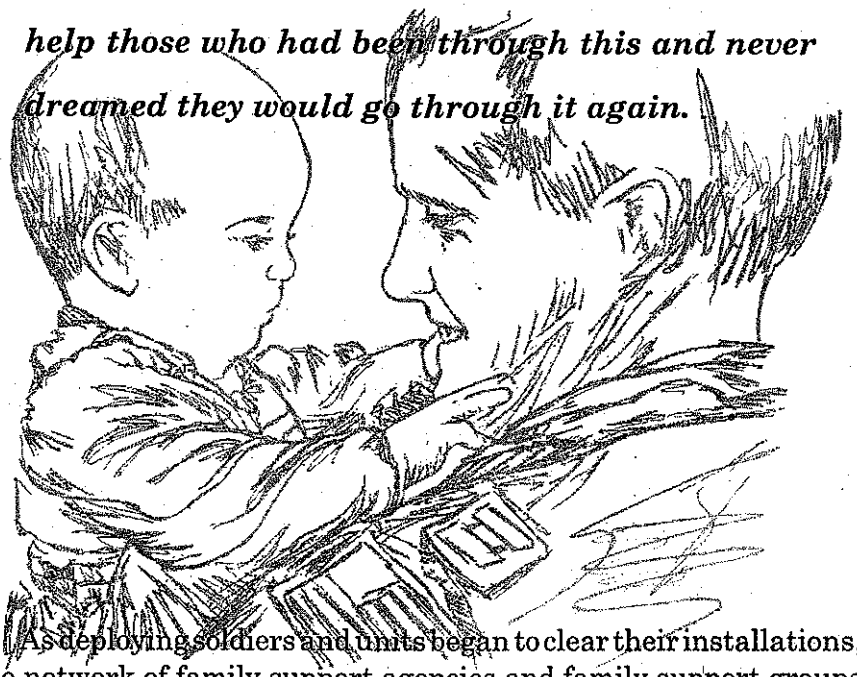
The family assistance center for VII Corps personnel in Stuttgart, Germany, was set up by spouses, quite literally. They renovated an old building, armed with sledgehammers, and with the assistance of their German partnership units brought in new carpet and plants.

Fort Stewart, Georgia, and many other active duty installations, boasted a "one stop" family assistance center which housed representatives from all pertinent agencies on post. Operating seven days a week, 24 hours a day, spouses could go in or call to seek assistance or information.

Chapter 2

Deployment

The mission was to try to help the ones who were young, who had never been through this, and to help those who had been through this and never dreamed they would go through it again.



As deploying soldiers and units began to clear their installations, the network of family support agencies and family support groups began to emerge. Pressure was placed on both family assistance centers and family support groups as families expected the Army to live up to the old adage, *"The Army takes care of its own."* Commanders advertised the family support groups during deployment briefings, and the family assistance center and family support group phone numbers were extensively published throughout the appropriate military communities.

MAINTAINING CONTACT

Once units departed and the family support group had time to become operational, the family support leaders devised several methods of keeping track of the status of families requiring attention through personal contact and the telephone. Some family support groups developed buddy systems where each member had a buddy to contact on a regular basis. If problems surfaced the buddy would notify someone in the group's chain. Others maintained contact by rings of concern which was an expanded buddy system where more than two families were involved.

Family support group leaders had many avenues and agencies available to them. A call to the rear detachment, family assistance center, or Army Community Service eased many situations.

> "Family support meant providing information and helping families. I think the family support group is an information headquarters. Family support is helping one another and staying on top of each others' problems."

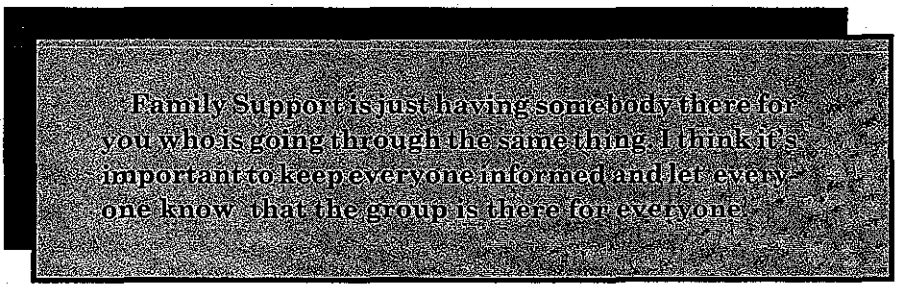
RESOURCES

Family support group resources varied greatly by component and geographic area. The active component usually fared the best. In overseas areas, some family support group leaders were able to use the departed commander's office, and in some instances inherited the secretary. Operating out of the headquarters, phones, FAX, computers, copy machines and free mailing were readily available. The resources available stateside for individual unit family support groups were not, in most cases, as plentiful as in the overseas environment. Family assistance centers had office space, work areas, and office equipment available for the family support group. The expense of mailing newsletters and other information to family members was paid by the Army. Reserve component family support

groups had the least resources available to them. The reserve component family support groups had to furnish most of their own resources. That meant that in many cases the family support group leader shouldered the financial burden.

INFORMATION DISSEMINATION

One of the most important missions of the family support group was to disseminate information. Current, accurate and timely information eased much of the stress that accompanied the deployments.



Family support groups used three primary methods to disseminate information—newsletters, telephone trees, and meetings. The telephone tree was the quickest, but had the disadvantage of built in distortion as the information passed through layers of callers. Meetings were a good way to pass information to larger groups with all receiving the same information at the same time, but notifying and getting members together posed a problem. The newsletter, the least personal means, was a method used to inform support group members of general information on a regular basis. A brigade commander's spouse reported, *"My husband would send back an information letter that would describe the activities the unit was involved in. It was written in layman's terms, and we stapled this to the LES at the end of each month so when they picked up the LES they also got an information letter."*

Newsletters were one of the main vehicles used by family support groups to get information to the families, relatives and friends of unit members. The letters were published at various levels—company, battalion, brigade, or post, depending on the

location and unit circumstances. Some newsletters were published on a regular schedule, some as needed by the group. The letters provided the family support group leader a way to pass out information concerning planned activities, a way to squelch rumors, or as a means to discuss other subjects of common interest.

Some reserve component units, however, had difficulties in publishing, copying, and mailing their newsletters. A major part of the difficulty was due to the fact many reserve centers were closed. Family support groups had to scrounge to find alternate facilities and resources. Those problems were magnified by the fact that reserve component family support groups, unlike their active component counterparts, often did not have the financial support to pay the expense of copying and mailing newsletters. That problem also surfaced in Europe in units which had family members relocated to the United States. The expense of mailing newsletters to those family members had to be carried by the family support group.

Telephone trees proved useful in the passage of information and as a group "check up". The essential ingredients for a successful telephone tree were possession of accurate phone numbers and members willing to make the necessary calls. During mobilization briefings and processing for overseas movement, family support group leaders tried to talk to each family member about participating in the telephone tree.

> "Leaders need to know all the support groups on and off post. You can't handle all the problems by yourself. The family support groups have to be the referral system. We don't have experts in any field except maybe caring."

Family support group meetings were a good way to pass information to family members, as well as an opportunity for family members to ask questions, voice concerns and make personal contact with each other. A number of factors contributed to successful

meetings—a formal agenda, pertinent information, interesting guest speakers. It was important to make the meetings as convenient as possible, and offering child care was always welcome.

There were a number of methods used to find baby-sitters for meetings. One unit found a sister unit and made arrangements to exchange sitter responsibility. Another unit contacted local Girl and Boy Scout troops for assistance. That arrangement also benefited the scouts as they would get credit for community service and merit badges.

MORALE

Rumor control was one of the biggest nightmares faced by the family support group leaders. The "Bedouin Bell" system coupled with CNN provided a fresh source of information and questions that fueled rumors. The most scary rumor situation was casualty notification. Calls placed from the desert by soldiers talking to their spouses telling them that Jim got hurt had a good chance of getting to Jim's loved ones before official notification. Many FSG leaders agreed that their biggest challenge was dealing with the rumors.

To help control the spread of rumors, most family support group leaders continually told their groups, *"Unless you hear it from me or the unit representative do not believe it until I have a chance to verify the facts for you."*

In many ways the rumor mill reached its peak as units began to return. Families of returning soldiers were told repeatedly to verify the information of the return of their family member with the family

> I think the worst thing that happened to us was when AT&T installed telephone lines out in the desert and information was seconds away. It was unreal. I thought CNN was bad, but CNN was a snail compared to the phone calls.

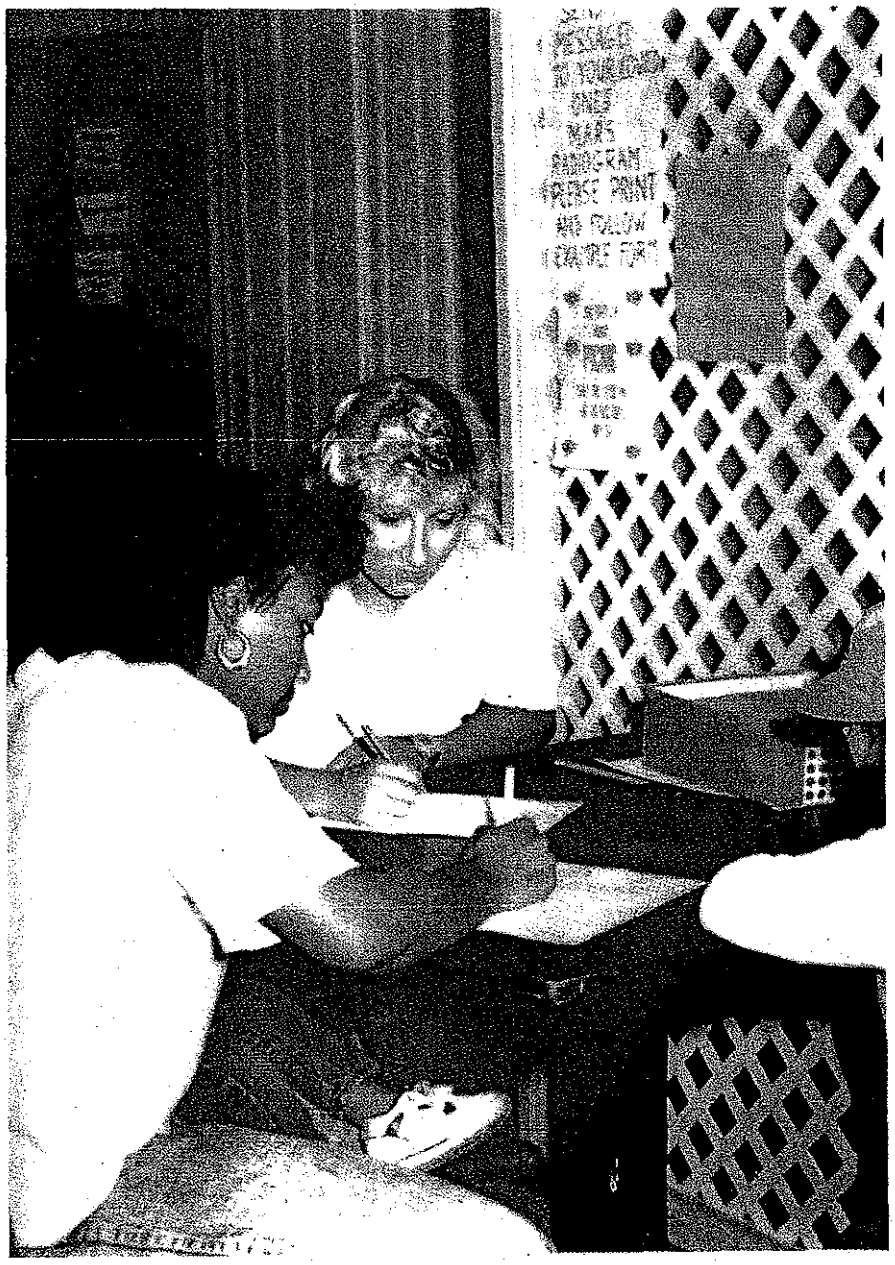
assistance center, which had the plane's manifest which could be used to confirm if a soldier was on a certain flight. Families would arrive to meet a plane that did not carry their loved one with the same story, *"I talked or received a letter saying he would be back at this time."*

For every call that contained a rumor, a call was being made containing valuable information. Many calls contained factual information from which valuable intelligence could be obtained. One stateside division rear detachment commander requested all calls from the desert be suspended for a period of time because of the combat information being discussed on the telephone. A case in point, at one family support meeting, this garrison commander, using information given by spouses, was able to fairly accurately derive the division's disposition and likely future operations. On playing a hunch, he called the division commander, and verified his suspicions. As a consequence incoming calls were terminated until the offensive phase was over.

One of the major morale builders during Operation DESERT STORM was the use of TV video tapes. That technology not only allowed people to hear one another but also let them see each other. The tapes were a major drawing card at family support group meetings. They raised morale and at the same time allowed for personal contact with the support group members.

Also significant in morale building was the use of FAX and E-mail. Many unit rear detachments and FACs allowed family members to use their equipment to send short messages to their spouses. That had a very positive impact, especially during the early part of the Gulf War as the mail was not getting through.

MARS, a relic from an earlier era, was used extensively and proved as valuable to family members as it had during earlier conflicts. Many family support groups found MARS a valuable tool in communicating with family members and in passing important messages. Even though the users had to use radio procedures, it allowed for "real time" personal contact.



> For our community of Hanau, telephone and MARS communications were our only reliable tools. The MARS capability allowed families and individual military members to communicate on a scheduled basis and was an invaluable tool in emergency situations. The MARS volunteer operators were so conscientious and caring that in one instance an operator gave me a "heads up" about a family member with a banking problem, who had just sent the message to her husband.

CASUALTY NOTIFICATION

The possibility of casualties weighed on all families involved in Operations JUST CAUSE and DESERT STORM. In DESERT STORM the threat of chemical warfare and the possibility of heavy casualties was especially fearful. For those in JUST CAUSE and posted overseas during DESERT STORM, terrorism was an additional, very real concern.

In preparation, and with forethought, casualty assistance centers were set up and formal notification teams were formed. Then the waiting began.

Very fortunately, the expectation of casualties did not turn into reality. The expectation, however, was instrumental in driving the preparations, which included increased attention to personal availability and communication, next-of-kin rosters, and unit cohesion. Family support group leaders were almost unanimously concerned that notification procedures and training be available to them.

> My biggest worry at the time was, what if there were a lot of casualties? How would we inform the spouses, who all live near each other, quickly and with sensitivity?

HOMECOMING

Returning soldiers were briefed on what they might expect to find when they returned home. In many cases, they were greeted by a spouse more independent than the one they left. All family members had grown in their abilities, all needed to know what behavioral changes they might expect from their soldier.

Planning the homecoming, whether it was for the homecoming of the soldier, or unit through larger ceremony, proved to be a challenge and something that could be used in a positive way to ease homecoming stress. The family support group leader coordinated with other post activities, organized people, and planned a variety of homecoming activities. One such project, no small undertaking, was to place yellow ribbons on every sign post and place banners on every overpass along the 80 miles of highway between where the soldiers landed and their installation.



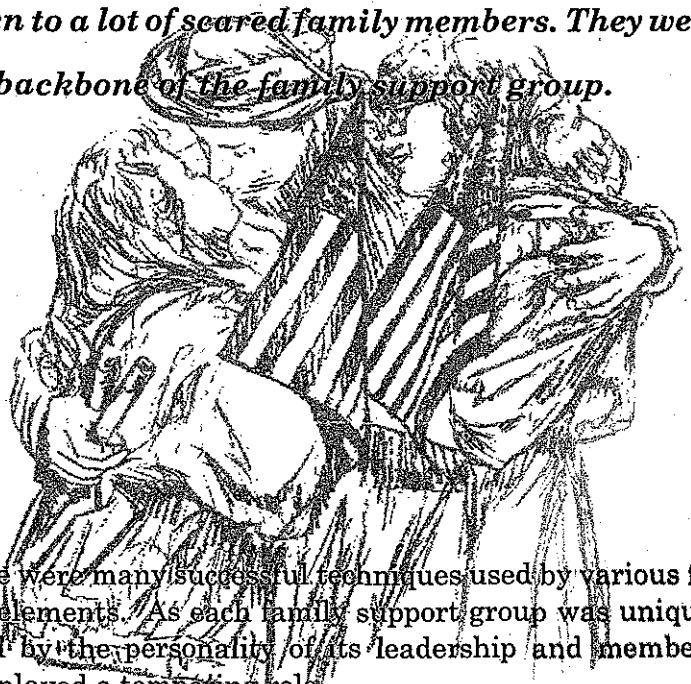
> Homecoming was the one point everyone came together on. We had a really good homecoming turnout. Everyone got together and we lined the street with yellow flowers when the buses came in. Homecoming was the best part!

For some Individual Ready Reserve soldiers, homecoming was not accompanied by the sound of bands, mass formations, greetings by governors or other dignitaries. Nor were there news people, the local press and TV, taking interviews or photos for the evening news. Their homecoming was a much quieter affair. They were met, much as they left, at the airport, bus stop, or train station, without fanfare but with their families and friends.

Chapter 3

Successful Techniques

The people that made our group so strong were the NCO wives. They were rock solid-full of confidence. Calm people that really took the time to listen to a lot of scared family members. They were the backbone of the family support group.



There were many successful techniques used by various family support elements. As each family support group was unique and governed by the personality of its leadership and membership, location played a tempering role.

Family support groups employed many techniques to face the trials, meet the challenges, and overcome the many tribulations they encountered. The following is a sampling of some of the successes across a wide range of concerns.

INITIAL FORMATION AND LEADERSHIP

In many instances the formation of the family support group, considering the timeframe and circumstances, was itself a major accomplishment. In some cases there was a skeletal organization to build upon, in others there was nothing. The new organizations worked quickly to organize family orientations and briefings and gather the required family information before deployment.

In forming family support groups, leaders began with the smallest organization possible where members felt a sense of loyalty. In most units that was at the platoon, company, battery, through battalion level. In many cases, battalion was the largest unit in which the family support groups were organized and could maintain an active and integrated role. Family support structures at the brigade and higher tended to serve as information dissemination centers and support structures for family support leaders.

Family support leaders were selected by many methods. Some were selected by position, some elected, some volunteered, some were appointed. The one characteristic common to nearly all was talent, dedication, and concern for the families of their units.

Family support group leaders, by virtue of their positions, faced stresses and pressures that most family members did not. In addition to being alone and facing the same everyday problems as other family members, they were available 24 hours a day to everyone else. Some of the methods leaders used to reduce the stress and keep it to a minimum were exercise, talking to a close confidant, building in quiet time, or having a day with other family support group leaders for shopping or lunch.

Leaders were subject to "burn out". It took a herculean effort to be there for up to hundreds of family members, day in and day out.



COMMAND SUPPORT

Forming a family support structure from scratch and in many cases within a short time frame proved much easier when the commander was actively engaged, acknowledging responsibility by personal interest, involvement, and caring. By attending the meetings, the commander was specific in explaining his goals and expectations for the family support group and what his role would be in maintaining contact with the rear detachment. His availability to personally answer questions gave credibility to the group.

Command support was vital to the process of gathering necessary information. The preparation for overseas movement process proved an opportune time to get most of the information required by the family support groups. In addition, many units required their soldiers bring their spouses to the unit for briefings. Some commanders gave time off in the afternoon to those who brought the spouse for a morning briefing; some had briefings for spouses and had the soldiers attend if their spouses did not. Some commanders sat in as the family support group leader interviewed the soldier and his spouse together.

> We wanted to have the soldiers and their families involved together during the POM. The togetherness aspect was prioritized. Some units made it mandatory that the husband and wife, and in some cases the children, be involved in the process.

Office space, telephones, facilities to publish and print newsletters, and space for informal get togethers and meetings was vital to family support groups. Command assistance in procuring those items was indispensable.

During JUST CAUSE and DESERT STORM, family support groups encouraged social activities to routinely bring the group together. That helped to foster group identity. The groups used a

variety of events to encourage group bonding, such as having potluck dinners in the dayroom, unit carnivals, picnics, and holiday parties. The families of single soldiers and their significant others were involved in unit activities and were included on all the information distribution lists.

> "One thing that we started that worked well was an 'adopt a single soldier' program. We put names in a hat and the spouses picked out a name and they corresponded with that single soldier, so he didn't feel left out. He had someone to let him know what was going on. It was real popular. The single guys appreciated that."



EDUCATION AND TRAINING

Almost without exception, interviewees favored training programs for all participating in family support. The support of the family was truly a team effort. Many felt strongly that combined training of the whole team—the family support group, rear detachment, and the family assistance center personnel—would make the overall goal of supporting the family easier to meet.

Some sort of regularized training would allow family support members to get to know each other, establish a working rapport, and gain an understanding of the others' responsibilities and capabilities.

> Using training time to exercise the family support group is important. You get to practice everything while the unit is gone. Whether they are at NTC, Kuwait, Somalia, or wherever, you are going to have the same problems.

COMMUNICATION

Newsletters enabled families to maintain ties with their family support group. Newsletter distribution lists included families, relatives, and friends as designated by the service member prior to departure. They contained valuable information on unit activities, family functions, and many other useful topics which kept everyone updated and informed.

Maintaining telephone logs provided the family support leader a history of calls and a quick reference of problems and concerns of group members. In many cases, patterns of behavior or concerns of family members could be identified and many problems averted through proactive activities. Follow-up calls were made routinely.

During DESERT STORM, the 1-800 number opened up information channels that had not been previously available. Agencies from DOD level to individuals had access. One dedicated family support group leader, with a reserve unit in Texas, had her own 1-800 number so her dispersed families could call and not worry about their long distance bills. Those lines were in use 24 hours a day, enabling thousands of calls to be received, information furnished, and a myriad of questions answered.

Many units found it was advantageous to set up a family support day room, or family assistance centers adjacent to the mail room or on other well-beaten path that served as a drawing factor as family members checking their mail would likely stop by for a moment. Placing notices or news items on bulletin boards in mailrooms almost guaranteed a family member would see it within a couple of days.

> The mail room became our unit's village green. It was the most effective venue for posting notices and passing information. The spouses used it as a forum to talk informally to one another, even women who refused phone tree messages and participation avidly read the posted news. The mail clerks would look for mail stacking up and notify the group leaders of any potential problem. Banners were posted for people to sign and forward to the desert. The mail room was definitely our most effective tool for communicating with resident family members and trying to keep a finger on everyone's welfare.

The exchange of videos was a great draw and morale builder. The viewing of tapes at family support meetings brought smiles and laughter. The group's ability to see one another enabled them to confirm that their loved ones were all okay.



OTHER PROVIDERS AND SPECIAL EVENTS

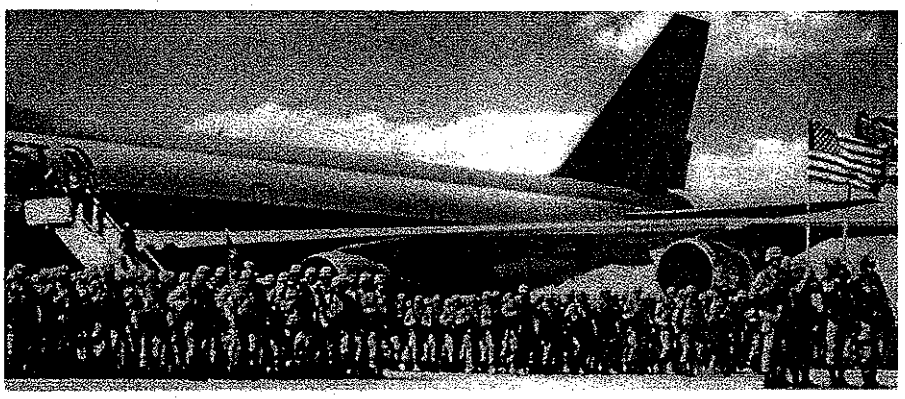
There were other sources of family support within the local communities. Most local churches formed groups or had activities for families of deployed soldiers. Many local businesses sponsored parties or gave gifts for Christmas packages or other supplies for parties or other social events. *"A retiree group from Bell Telephone put on a Christmas party for our families that you would not have believed,"* reported a family support group leader from Atlanta, Georgia.

Many local German communities offered assistance in many ways, from transportation, tours, parties, and even their homes for the families of the wounded that came from the United States to visit. The communities also offered babysitting and craft classes.

> We had Germans come in and volunteer. They were very, very supportive. They would invite family members into their homes. They were like guardians to some of the children in the community. It really worked out well.

On many posts some units or parts of units did not deploy. It helped alleviate many problems and increased unit cohesion to include all families in events. The families of soldiers who did not deploy were working long hours and they were a vital part of the team.

Planning and executing homecoming activities was the happy cumulation of the stressful separation of wartime deployment. In order to speed the clock the family support groups planned homecoming activities, and that helped keep people busy and occupied. The busier the families were, the faster time went. In addition to the preparation of yellow ribbons, parties and other homecoming events, most spouses attended reunion classes or briefings.



Summary

Excellence in Family Support

Excellence in the family support arena increased the Army's combat power and expedited the quick conclusion of JUST CAUSE and DESERT STORM. Army families demonstrated they were up to the task and met the challenges of the wartime separation with as decisive a victory as did their spouses in combat. The families had their support forces—the rear detachment, the family assistance center, and the family support group. The family support system developed the same practiced teamwork and used many of the same principles which produced the Army's victory.

Maintaining family and family support group readiness is vital to the Army during times of short notice deployments. The basic structure of the family support group and its associated communications networks need to be continually exercised and fully functional, family information updated, and new families consistently integrated into the group. The commander and the family support leader should plan activities during training rotations to exercise the structure and organization of the family support group and plan holiday activities to bring the families closer together during non-deployed periods.

> "I think we don't need other people to care about us so much, but we have a need inside of us to care about other people. I think family support is a good outlet for that."

The roles and missions of family support groups change little during periods of nondeployment. The basic mission to support the family is always at the forefront. But during nondeployment, the families are intact and the need to be involved with the support group is greatly diminished. It is during this period that family support groups need to review their roles and missions and make small adaptations where necessary. During deployment there is little need to advertise the family support structure nor is there difficulty in having families participate in family support activities. The challenge is how to maintain active participation during periods of nondeployment.

The bottom line is that family readiness is a combat multiplier. When soldiers can place their undivided attention on what they are doing and not have to worry about their families, the result is a combat ready Army.

Appendix A

Survey Questions

QUESTIONNAIRE FOR COMMANDERS DURING JUST CAUSE AND DESERT SHIELD/STORM

1. What was the status of your family support group when you took command (SOPs, by-laws, activities, participation)?

2. What guidance did you give the FSG Leader pertaining to those missions and goals you wanted the FSG to accomplish? Did you give the FSG any specific areas where you wanted them to concentrate their efforts?

3. Did you change or alter any of these missions or goals after notification of deployment?

4. What was the level of your participation with the FSG?

5. How did you choose the rear detachment commander and what guidelines did you give him with reference to the FSG?

6. What were the resources you made available to the FSG?

7. How often did you talk to the FSG leader and what problem areas or other information was passed?

8. What type military support was made available or promised to the FSG?

9. Knowing what you know now, if you could go back and do it again, how would you organize your FSG, what guidance would you give your FSG leader and rear detachment commander?

10. Looking into the future, would you recommend the rear detachment commander be a reserve IMA Officer, a designated staff person?

QUESTIONNAIRE FOR SPOUSES OF COMMANDERS DURING JUST CAUSE AND DESERT SHIELD/STORM

OPERATIONS OF FAMILY SUPPORT GROUPS PRIOR TO DEPLOYMENT

1. What method was used to select the leaders of the family support group?

2. How did the unit encourage support of the family support group and maintain its operations?

3. What methods were used to meet the funding and resourcing of the family support groups?

4. What were the missions and goals of the family support groups? Did they change when the unit deployed to JUST CAUSE or DESERT STORM?

5. Were you able to use training time, i.e., National Training Center rotations, field training exercises, or other periods of extended deployment to practice methods and procedures to be used when and if wartime deployment occurred?

6. Looking back over the unit's family support group experiences and lessons learned during deployment, and hindsight is 20/20, what do you wish you would have done prior to deployment which would have facilitated the transition?

UNIT'S DEPLOYMENT TO JUST CAUSE AND DESERT STORM

7. What relationship did the family support group have with the rear detachment commander? What could the command have done to improve this relationship, if necessary?

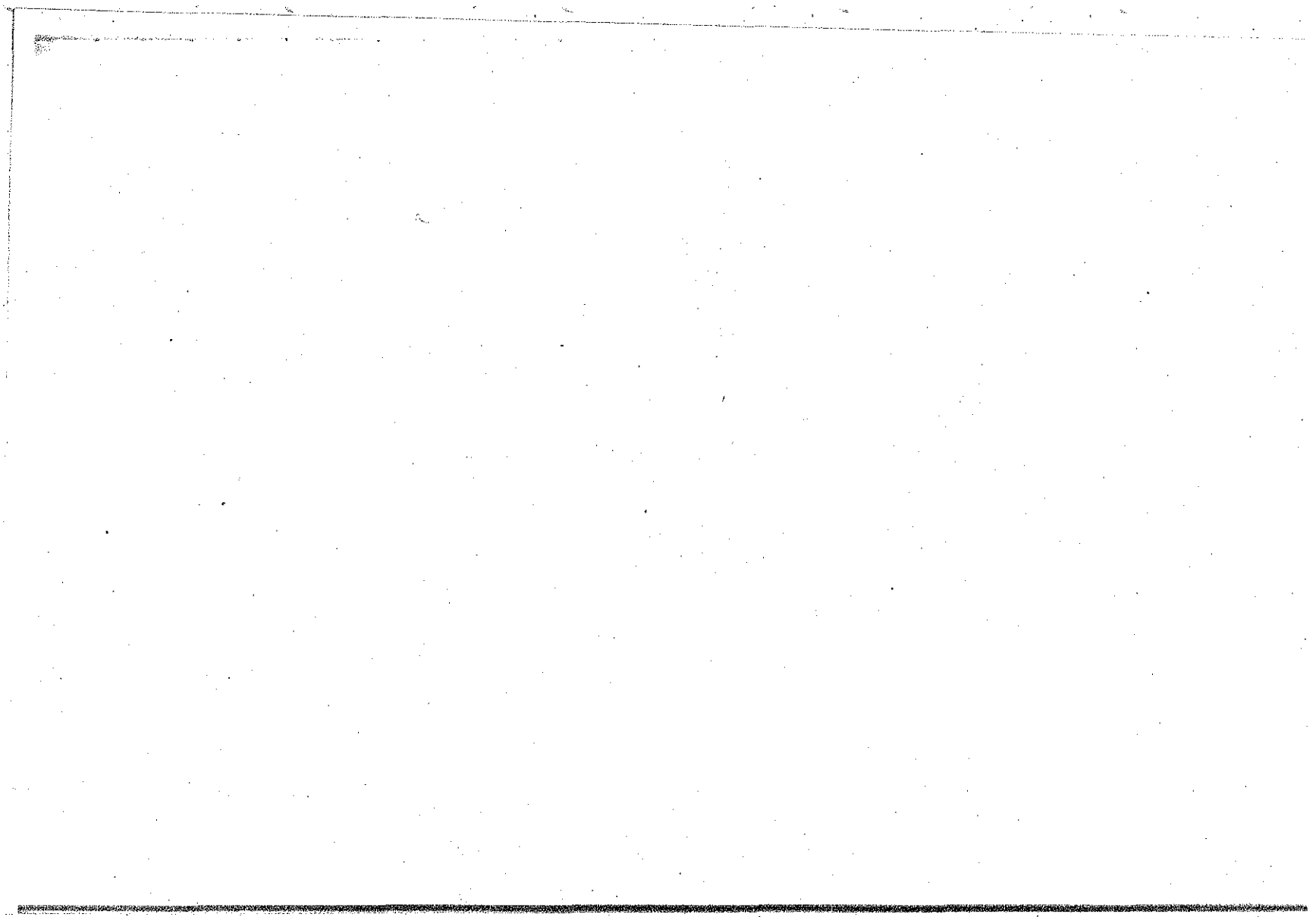
8. What methods were used to identify problems or potential problems facing the family support group?

9. What interface did the unit's family support group have with the higher command's support group and installation agencies?

SUCCESSFUL TECHNIQUES AND PRACTICES

10. What organizational techniques or practices worked for you with your family support group during the deployment of the unit to JUST CAUSE or DESERT STORM?

11. Is there anything left out of this survey about family support group operations during the unit's wartime deployment that you wish to add?



Appendix B

Participant Acknowledgment

Individual	Unit Association
Mrs. Charles Absher (Aletta)	3rd AD
Mrs. Gary Allen (Sue)	AMEDD
Mrs. Daniel Allyn (Debbie)	75th Ranger Regiment
Mrs. Bonnie Averett	ACS, Ft Bragg
Mrs. Donald Aviles (Barbara)	75th MAC
Mrs. Betty Banner	ACS, Ft Riley
Mrs. Robert Barr (Toni)	89th ARCOM
Mr. Henry Berry	ACS, Ft Bragg
Mrs. Paul Blackwell (Janet)	3rd AD
Mrs. Ellen Bowman	ACS, Ft Bragg
Mrs. Morris Boyd (Maddie)	42d FA Bde
Mrs. Lucia Braxton	ACS, Ft Stewart
Mrs. Johnny Brooks (Chris)	7th ID
Mrs. John Brown (Elaine)	3rd AD
Mrs. Herbert Brown (Mary)	1st Cav Div
Mrs. Gary Bushover (Sandy)	1st ID
Mr. Bill Canelos	ACS, Ft Riley
Mrs. Roger Cates (Linda)	142d FA Bde
Mrs. Joseph Chesly, Jr. (Diane)	101st Abn Div

Mrs. John Coulter (Lisa)	82d Abn Div
Mrs. M. Thomas Davis (Nancy)	3rd AD
Mrs. Patti Davis	ACS, Ft Monroe
Dr. Vicki Dunn	HQ, 2d Army
Mr. Donald Fenter	ACS, Ft Sill
Mrs. Steven Ferrell (Cheryl)	3rd AD
Mrs. John Firth (Jean)	1st Cav Div
Mr. Walter Fischer	420th Eng Bde
Mrs. Roland Flores (Debra)	90th ARCOM
Mrs. Gregory Fontenot (Dana)	1st AD
Mrs. Kay Forman	ACS, Ft Riley
Mrs. Tommy Franks (Cathy)	1st Cav Div
Mrs. Frederick Franks, Jr. (Denise)	VII Corps
Mrs. Paul Funk (Danny)	3rd AD
Mrs. Stephen Garrett (Mary Lee)	1st COSCOM
Mrs. Jose Gonzales (Dinora)	24th Trans Bn
Mrs. Ronald Griffith (Hurdis)	1st AD
Mr. James Griffith	142d FA Bde RD
Mrs. Thelbert Hardin (Betty)	142d FA Bde
Mrs. John Hepler (Diane)	1st ID
Mrs. Alex Hill (Beverly)	3rd AD
Mrs. George Hillard III (Stephanie)	86th ARCOM
Mrs. Randolph House (Jeanie)	1st Cav Div
Mrs. Lu Wayne Irwin	ACS, Ft Sill
Mrs. Antony Jones (Nancy)	3rd AD
Mrs. Rosolyn Jones	ACS, Stuttgart
Mrs. Richard Kerin (Linda)	2d AD
Mrs. Patricia King	ACS, Ft Riley

Mr. Lee Kliewer	ACS, Ft Sill
Mrs. Mary Knowland	HQ, 5th Army
Mrs. Keith Kocker (Charley)	7th SFG
Mrs. Harold Lawson, Jr. (Jane)	3rd ID
Mrs. Thomas Lee (Roberta)	212th FA Bde
Mrs. Steven LoCascio (Susan)	3rd ID
Mrs. Janet MacKinnon	HQ, DA
Mrs. Lon Maggart (Ann)	1st ID
Mrs. Richard Mattingly (Terry)	82d Abn Div
Mrs. Barry McCaffrey (Jill)	24th ID
Mrs. Roger McCauley (Susanne)	VII Corps
Mr. John McCausland	HQ, TRADOC
Mrs. Michel Mouton (Nina)	7th SFG
Mrs. Mitchell Nay (Margie)	24th ID
Mrs. Andrew Nocks (Kim)	24th ID
Mrs. Daniel Noland III (Anne)	1st ID
Mrs. Kedric Pascal (Barbara)	142d FA Bde
Mrs. Janet Pierce	ACS, Ft Stewart
Ms Martie Pilvinski	HQ, 3rd Army
Mr. Grant Price	ACS, Ft Bragg
Mrs. Kenneth Quinlan, Jr. (Lynn)	101st Avn Bde
Mrs. Ronald Reicheldefer (Rosemary)	1st ID
Mrs. Timothy Reischl (Kathleen)	3rd AD
Mrs. Matthew Renner (Lori)	7th SFG
Mrs. Thomas Rhame (Lin)	1st ID
Mrs. Mark Ritter (Lou Anne)	75th Ranger Regiment
Mrs. Christopher Rizzo (Angie)	7th ID
Mrs. John Rocco (Mary)	89th ARCOM

Mrs. Jerry Rutherford (Betty)	2d AD
Mrs. Thomas Sabo (Lorie)	98th Div
Mrs. George Santana (Renee)	159th Avn Regiment
Mrs. Skip Sharp (Jo Anne)	1st Cav Div
Mr. Jim Simpson	HQ, USASOC
Mrs. Zannie Smith (Brenda)	82d Abn Div
Mrs. Pearl Speer	ACS, Ft Riley
Mrs. Michael Starry (Bonnie)	1st Cav Div
Mrs. Jacobus tenBroek (Kathy)	1st ID
Mrs. Franklin Thomas (Patricia)	24th ID
Mrs. Sharon Thompson	ACS, Ft Bragg
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Mrs. Richard Treharne (Sue)	3rd AD
Mrs. Tommy Vaden (Jeannette)	2d COSCOM
Mrs. Richard Vallario (Richard)	3rd AD
Mrs. Billy Wells (Kathy)	101st Abn Div
Mrs. R. Steven Whitcomb (Cathy)	1st AD
Mr. David White	75th MAC
Mr. Rick Wilkins	ACS, Ft Bragg
Mrs. Robert Wilson (Lynn)	1st ID
Mr. Milt Wofford	ACS, Ft Bragg
Mrs. Benny Wyrick (Susan)	7th SFG
Mrs. John Yeosock (Betta)	3rd Army
Mrs. Richard Young (Betsy)	3rd AD

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