



2007



Army in Korea

Army Family Action Plan (AFAP) Conference



Conference Workbook

2007 ARMY IN KOREA AFAP CONFERENCE

This training workbook had been prepared to assist you in meeting your objectives as part of the facilitation team for the Army Family Action Plan conference.

Your work group is representative of the Total Army Family and can make a real difference in the quality of Army family life.

Work Group Goals: To identify and prioritize soldier and family issues for Army leadership in reshaping the Army for the 21st Century.

Work Group Objectives: Prioritize and develop three to brief out during the final "Report Out" session of the Conference.

During the "Report Out," delegates select the top five issues.

Each delegate will complete a survey assessing program effectiveness for MWR and ACS functions.

To assist you in meeting your work group objectives, the following pages are included:

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DEPARTMENT OF THE ARMY
HEADQUARTERS, EIGHTH UNITED STATES ARMY
UNIT #15236
APO AP 96205-0009

REPLY TO
ATTENTION OF:

EACG

23 March 2007

MEMORANDUM FOR AFAP Participants

SUBJECT: The 2007 Army in Korea Army Family Action Plan (AFAP) Conference

1. Welcome to the 2007 Army in Korea Army Family Action Plan (AFAP) Conference. Your participation at this conference is critical to the AFAP process. The AFAP is input from the people of the Army to the Army leadership. It's a process that lets you – the Soldiers, civilians, and family members say what's working and what isn't - AND what you think will fix it. It alerts commanders and Army leaders to areas of concern that need our attention and it gives us the opportunity to quickly put plans into place to work toward resolving the issues.
2. The AFAP is a process that works. Each AFAP success story originated as an idea that someone decided to pursue with almost 500 issues entered into the AFAP over its 24-year history. Some AFAP Success Stories:
 - Servicemembers' Group Life Insurance increased from \$50,000 to \$200,000.
 - Basic Allowance for Housing increased by 11% -- part of a plan to eliminate out-of-pocket housing costs by 2005.
 - Family Separation Allowance was increased from \$75 to \$100 per month.
 - Family Support Groups were institutionalized.
 - Programs like Army Family Team Building (AFTB) and Better Opportunities for Single Soldiers (BOSS) were born.
3. The conference agenda is quite robust and is filled with essential tasks. Therefore, we ask that you remain focused on evaluating, prioritizing, and reporting the top issues. A trained staff of highly qualified volunteers is available to answer any questions and guide you through the process.
4. As Commander, Eighth United States Army it is my pleasure to welcome you to the 2007 Army in Korea AFAP Conference. Thank you for taking time out of your busy schedule to attend this conference. Your participation will improve the standard of living within our community and will directly impact Korea and the Army family for years to come.

DAVID P. VALCOURT
Lieutenant General, USA
Commanding

2007 Army in Korea
Army Family Action Plan

AGENDA

Dragon Hill Lodge, Yongsan Korea
22 – 25 April 2007

Sunday, 22 April 2007

[FRTI's, Alternates, Program Managers and AFAP Staff]

1300-1500 Registration, Ice Breaker, and Overview of AFAP at the Dragon Hill Lodge, Mezzanine Level, Pagoda Room
1500-UTC Check-in at DHL

Monday, 23 April 2007 (TRAINING)

[FRTI's, Alternates, Program Managers and AFAP Staff Training]

0800-1000 Roles, Group Dynamics, Effective FRTI Teams: Naija Ballroom C
1000-1015 Break
1015-1130 Issue development
1130-1200 Break-out training
*Facilitator/Recorder
*Transcriber
*Issue Support
1200-1245 Lunch
1245-1530 Practice Work Groups
1530-1730 Set Up Group Rooms* and Free Time
1730-1830 FRTI Teams and Delegates Go to Group Rooms*
1900-2000 Conference Reception (All Participants and Invited Guests):
Mezzanine Bridge

[SME Training]

0800-0830 Check-in and Receive Packet: Mezzanine Bridge
0830-1030 AFAP Overview, Roles, Expectations: Naija Ballroom A

[Delegate Training/Overview]

1500-1600 Delegates check in and receive packets: Mezzanine Bridge
1600-1730 Roles, Overview of Week, Issue Development: Naija Ballroom B
1730-1830 FRTI's and Delegates Go to Group Rooms*
1900-2000 Conference Reception (All Participants and Invited Guests)

Tuesday, 24 April 2007 [All]

0800-0830 Continental Breakfast
 0830-0900 Opening Ceremony (Seated By 0825)
 0830-0845 AFAP Manager Opening Remarks/Introduction of BG Aycock
 0845-0855 BG Aycock's Remarks
 0855-0915 Break and Movement to Work Group Rooms*
 0915-0945 Observer Briefing
 0915-1200 Work Groups
 0945-1000 Break
 1200-1300 Lunch
 1245-1300 FRTI's and Staff Meeting Fountain View Room
 1300-1700 Work Groups
 1430-1445 Break
 1500 Second Issue Draft Due
 1600 Name of Spokesperson due to Office
 1630 Spokesperson Rehearsal
 1630-1700 Group Wrap-up
 1700 Delegates and SMEs Released for the Day
 1715 FRTI, Staff, and Program Manager Meeting Fountain View Room

Wednesday, 25 April 2007 [All]

0800-0830 Continental Breakfast
 0830-0930 Work Group Wrap-up
 0930-1015 Presentation of Certificates to Participants
 1015-1030 Break and Move to Naija Ballroom for Out Brief and Closing Ceremony
 1030-1035 AFAP Manager Remarks
 1035-1115 Out Brief
 1115-1140 Introduction of and Remarks by LTG Valcourt
 1140-1200 Conference Closing
 1200 Delegates and SMEs Released
 1230-1400 FRTI, Staff, and Program Managers Appreciation Luncheon and AAR at Sorabol House

Note:

*	Force Support & Entitlements	Medical, Dental & Family Services	Housing, Relocation, & Employment	Youth
Room	Naija Ballroom B	Naija Ballroom A	Naija Ballroom C	Fountain View Room

THE AFAP PROCESS

Background

The AFAP is a grass root process that identifies issues of concern to the America's Army family. It determines actions necessary to resolve the issues and assigns responsibility for the actions to the proper Army staff (ARSTAF) agency. The focus of the process is at three distinct levels: Installation, Major Army Command (MACOM), and the Department of the Army (DA).

Installation AFAP Process

The AFAP process begins at the installation or community level. Installation AFAP coordinators direct the AFAP process. Each installation conducts an annual conference. Members of the community identify, develop, and priority issues. This step allows every member to make a contribution to the process. Many issues introduced at the Area AFAP conference are specific to the installation and may be resolved on the spot by the Area Commander through the proponent organization. Issues that can be resolved at the installation level are developed with required actions, published in the Area Action Plan, and assigned to the office that has responsibility for the issues. The Area Steering Committee will review the issues and monitor them until they are resolved. Issues beyond the scope of the Area Commander that require a higher level of authority will be forwarded to the MACOM, Eighth United States Army Korea, for resolution.

MACOM AFAP Process

The MACOM AFAP coordinator manages the MACOM AFAP program. The MACOM conducts a biennial conference to review issues forwarded by the installations. The MACOM conference will include representation of the tenant units. Issues that can be resolved at the MACOM level are developed with action plans, published in the MACOM AFAP, and assigned to the office that has responsibility for the issues. Issues beyond the scope of the MACOM that require a higher level of authority are forwarded to the DA for resolution.

DA AFAP Process

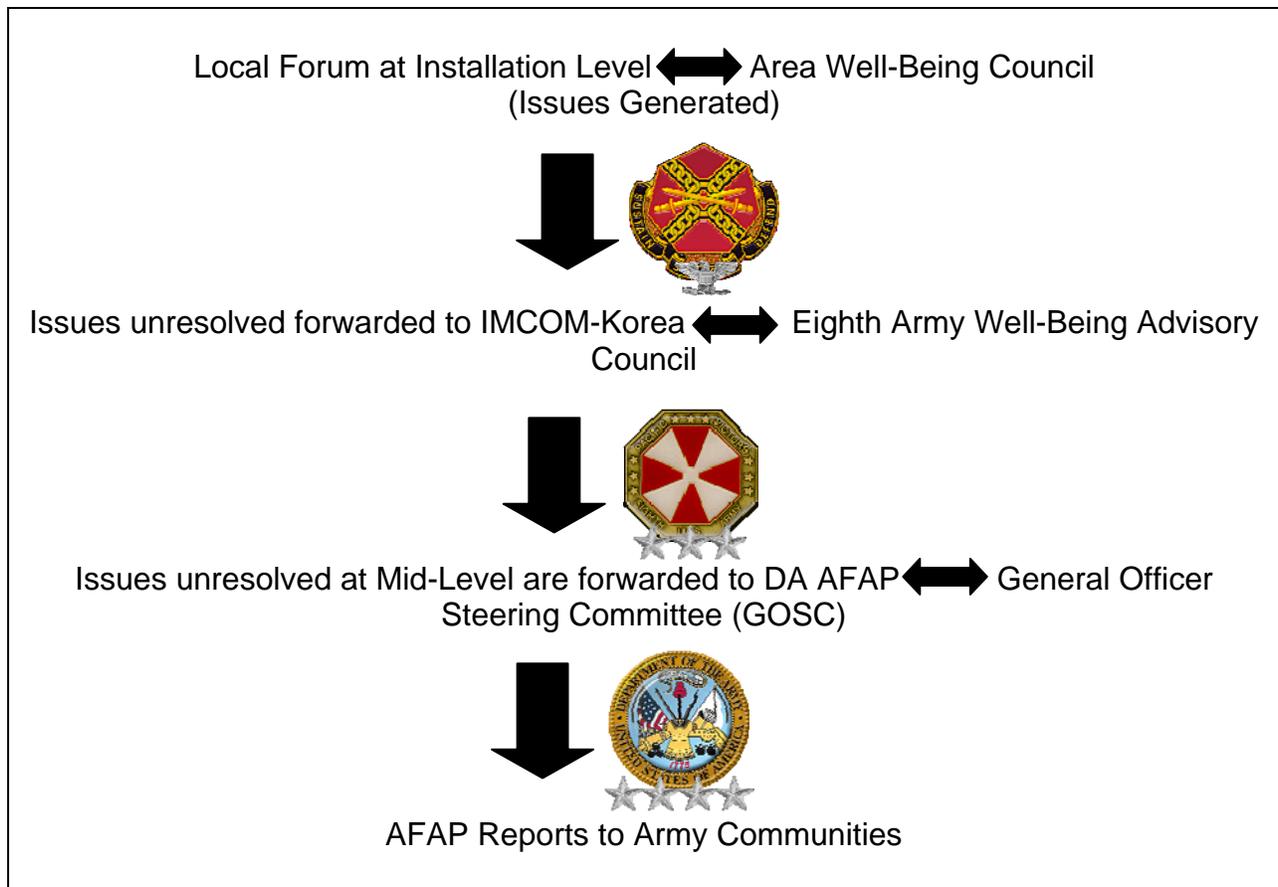
Issues requiring DA, Department of Defense (DOD) or Congressional action to be resolve are sent to the United States Army Community and Family Support Center (USACFSC) through the MACOM AFAP Coordinator. They are then presented at the DA AFAP Planning Conference.

The DA AFAP, following the DA AFAP Planning Conference, is coordinated and published biennially in the form of a circular. The goals of the conference are to provide information on the implementation of DA AFAP issues and identify and prioritize military leadership, soldier, and family issues that reflect total military family needs. The DA

AFAP plan, in the form of a circular, is coordinated and published biennially following the DA AFAP Planning Conference.

The AFAP General Officers Steering Committee (GOSC) meets semi-annually to review and determine the status of issues recommended for completion or deletion. The Vice Chief of Staff of the Army chairs the GOSC meeting. The voting members are representatives of the principal Army Staff Agencies. Non-voting members are representatives of MACOMs and specified military and DOD agencies. A general officer from the lead agency, or a civilian of equal rank, briefs the scheduled DA AFAP issues. The GOSC determines the issue status as active, completed, or deleted. It also provides lead agencies guidance and direction on the management of issues. Active issues are briefed twice per year at an in-progress review.

Feedback from the AFAP Planning Conference and issues already in the plan are provided in the DA AFAP after-conference report and the circular. Both publications are distributed Army-wide.



THE TOP 10 QUESTIONS

Q: What is the Army Family Action Plan (AFAP)?

A: The Army Family Action Plan is a grass root process that directs actions to enhance readiness and increase retention by improving the quality of life for soldiers and their families. It stands as evidence of the Army's commitment to America's Army and demonstrates official recognition and attention to Army quality of life issues.

Q: What is my role as a delegate?

A: You represent America's Army family, whether you are a soldier, retiree, family member, or civilian. As a member of America's Army family, you can present your ideas to make things better, as well as those ideas of the component group you represent (single soldier, sole parent, dual military, National Guard, Reserve, spouse, retiree, civilian, or youth). You will participate in your assigned work groups, with trained facilitators, to identify and prioritize issues for Army leadership that reflect America's Army family needs. Your perspective on each issue is valuable – make sure you “speak up” and get it on the table.

Q: If this is a “family” forum, why will single soldiers be here?

A: When the term “family” is used in the context of AFAP, it does not mean the traditional Mom, Dad, and kids. The AFAP “family” includes soldiers (single, dual military, sole parent, National Guard, Reserve), retirees, civilian employees, and family members (spouses, youth and surviving family members) as components of America's Army family.

Q: Why can't I choose the work group I want to be in?

A: Every effort is made to have an equal distribution of representatives from America's Army family (active and Reserve components, family members, retired, and DA civilians) in each work group. Your particular status provides for a unique and objective perspective on all issues in any work group.

Q: What should I do in the work group?

A: You will participate by evaluating and prioritizing issues, discussing implications and ramifications, validating that the issues meet the required criteria; and working with subject matter experts to clarify issues and define measurable objectives. You should search for solutions to issues that build on self-reliance and lobby for what is best for America's Army family.

Q: What happens to all the issues that are forwarded to the conference?

A: The appropriate work group reviews all the issues. The issues selected for presentation to the Army leadership (up to three per work group) are reported out the end of the conference. The remaining issues that are returned to the installation with the work group's disposition as to why the issue didn't make the group's top three. If the work group felt an issue met the criteria, but just wasn't one of their top three, the Installation's encouraged to resubmit the issues for the following year.

Q: What should I do during the conference?

A: Represent your family, friends, co-workers and neighbors. Participate and share your ideas – don't be afraid to contribute. Help keep the discussion on track.

Q: What should I do after the conference?

A: Return to your families, friends, co-workers, and neighbors and help explain the Army's message that the Army cares about soldiers and their families. Stay involved in every aspect of the AFAP and your community. You can fix a vast number of problems within the family arena by simply being involved. Encourage and support initiative and imagination to solve community and quality of life problems.

SPREAD THE AFAP WORD – GIVE EVERYONE AN OPPORTUNITY TO PARTICIPATE!

ROLES & RESPONSIBILITIES FACILITATOR

ROLE

- Manage the group process to achieve the goals.
- Serve as the neutral steward of the group.
- Direct the activity of the group.
- Stimulate group discussion.
- Help bring out the ideas of others, but do not evaluate ideas.
- Ensure concise and precise wording of proposed issues and recommended solutions.
- Focus energy of the group on a common task.
- Suggest alternative methods and procedures.
- Protect individuals and their ideas from attack.
- Encourage everyone to participate.
- Help group find win/win solutions.

TECHNIQUES

- Clearly define group participants' roles and get agreement on these roles at start of issue development phase.
- Ask helpful questions.
- Boomerang questions back to group members.
- Be positive; compliment the group on efforts.
- Support and keep Subject Matter Experts in their roles.
- Support and keep Recorders and Transcribers in their roles.
- Be flexible.
- Help the group understand the group process.

CAUTIONS

- Do not evaluate or contribute ideas.
- Listen at least twice as much as you speak.
- Be positive, not defensive.
- You are human; do not be afraid to make mistakes.

ROLES & RESPONSIBILITIES

RECORDER

As the recorder, you are capturing the group's basic ideas on paper in full view of the group. Be sure to use the speaker's words and record enough of what the speaker says to enable the group to remember what was said. The recorder creates the work group memory – where information and agreements are stored and retrieved as the group discusses goals, problems, ideas, or basic information. The charts are taped to the wall for all to see. The recorder is key in helping the group create a shared information base, maintaining focus, and building consensus.

Be sure to listen for key words; if you lag behind, ask the speaker to slow down or repeat so that you can catch up. Write clearly and make any corrections non-defensively. Abbreviate words whenever possible so as not to slow the group down.

ROLE

- Capture basic ideas on paper in full view of the group.
- Use the words of the speaker.
- Record enough of the speaker's ideas to be understood.
- Remain neutral.
- Support facilitator.

TECHNIQUES

- Listen for key words.
- Try to capture basic ideas - the essence.
- If you lag behind, stop the group and ask individuals to repeat or slow down.
- Abbreviate words.
- Make corrections non-defensively.
- Print/write at least an inch and a half high.
- Vary colors; use colors to highlight; divide ideas, underline.
- Vary size of printing.
- Use outline form.
- Use stars, numbers, dots, etc.
- Number all sheets.

CAUTION

- Do not contribute own ideas.

ROLES & RESPONSIBILITIES TRANSCRIBER

Using a laptop computer, the transcriber takes notes of the work group proceedings. These notes capture the general discussion; they are not expected to be verbatim. The transcriber will provide a copy of the daily notes to work group members to help jog their memories and provide continuity of thought. The notes may be distributed at any time but, at a minimum, they should be given out the morning following the previous day's proceedings. A photocopier is available in the operations center.

The transcriber will also produce the work group's final product, using the data projector to allow the whole group to see the issue paper in progress (or disposition, speech, slide, etc.) on the screen as it is being composed and typed. This enables all members of the work group to participate in the development process.

Transcribers need to be comfortable with their equipment and with the slide and issue paper templates furnished by the work group coordinator. Don't hesitate to seek assistance from the conference staff - the ADP technician and work group coordinator are available for just that purpose.

During work group sessions, ask for additional information if you believe you haven't captured the whole picture. Although the recorder also takes notes, you may each notice something the other does not; the two roles each serve distinct purposes.

As you are typing issue papers or slides being developed by the work group, you should keep the issue development standards in mind, and, if you detect a deviation, you should alert the issue support person or facilitator to the problem. You may also ask the group for permission to comment in order to point out deviations from issue development standards; however, speaking out should be minimized.

Remembering to stick to the process and not contribute to content is important for transcribers as well as for all work group management team members. Finally, a practical and important reminder: secure the laptop, printer, and data projector when they are not in use.

ROLES & RESPONSIBILITIES ISSUE SUPPORT PERSON

Monitoring the group's development of the issues and ensuring that appropriate development standards are followed are your primary responsibilities. In doing this, you may need to guide the group in their construction of clear, concise issues and offer suggestions as to how to make the issues stronger. Your contributions should apply only to clarity, not content. Your help will also be needed in writing the dispositions for those issues not recommended for acceptance into the AFAP program. To that end, you will want to make notes as the work group discusses and decides upon each issue.

In assisting the group, be sure to:

- Check the AFAP Issue Update book to guard against duplicating an existing issue
- Ensure the issues follow the AFAP Issue Checklist
- Caution against creating a "mega" issue should that begin to happen
- Refer to your notes as necessary when the group is developing the issues to remind the group of their initial intent as the issues were discussed
- If the group is stuck, suggest wording to articulate their intent but avoid stepping over the line and developing the intent
- Be positive and encouraging

ROLES & RESPONSIBILITIES DELEGATE

ROLE

- Represents the FORSCOM Army family.
- Identify issues and recommends solutions.

TECHNIQUES

- Discuss implications and ramifications with group.
- Obtain information from Subject Matter Expert in the group.
- Keep the Subject Matter Expert neutral and non-defensive.
- Keep the Facilitator and Recorder neutral and out of the discussion of content.
- Ensure ideas are recorded accurately.
- Focus energy on the purpose of the work group.
- Respect and listen to other individuals.
- Stay objective; keep an open mind.
- Respect group norms.

CAUTIONS

- Be positive, not negative.
- Organize your thoughts and logically present your ideas without being defensive.
- Wait until the other person has finished speaking. Ask for clarification if needed.
- Let the Subject Matter Experts do their job. Do not assume their role.

ROLES & RESPONSIBILITIES SUBJECT MATTER EXPERT (SME)

SMEs are responsible for helping the group make informed decisions, advising the group, and assisting in development of the issues and recommendations. In this capacity, you are the "information expert" not a persuader. While you are expected to provide the group with the reference materials it needs and offer your knowledge about how to make recommendations, it is not your prerogative to tell the group that its issues are "silly", "being taken care of", or are simply "not issues". You're expected to be positive and open to ideas. Do not offer to work issues off-line; it will compromise the integrity of the process.

ROLE

- Advise the group.
- Help the work group make informed decisions.
- Assist work groups to describe issues and develop solutions.
- Provide knowledge about how to make recommendations to resolve issues.
- Suggest alternative courses of action.
- Support the group with what the group wants.
- Supply the appropriate reference materials for the work group (regulations, pamphlets, circulars, policy letters, etc.).

TECHNIQUES

- Support the group in the issue development process
- Remain neutral and don't lobby for an issue that benefits your program
- Be helpful
- Be positive and open to ideas
- Be part of the group process

CAUTIONS

- Don't try to run the show
- Don't let your ego become involved
- Don't be defensive

ROLES & RESPONSIBILITIES OBSERVER

As an observer, you should remain quiet and merely watch the proceedings. Staying in the background and not calling attention to yourself enables the group to work effectively without undue interference.

ROLE

- Observe proceedings.
- Remain neutral.
- Stay in the background.
- Remain an outsider.

TECHNIQUES

- Be unobtrusive
- Remain silent, even if the group is wrong and you know it
- Be aware of your body language and remain neutral

CAUTIONS

- Do not get involved with the group in any way
- Do not indicate approval or disapproval
- Do not discuss issues with the group

WORK GROUPS

PROCESS

The AFAP work group process includes:

- Delegates to work the issues.
- Facilitator to assist the group in keeping on task.
- Recorder to record the proceedings on paper.
- Subject Matter Experts to provide subject knowledge.
- Observers who will observe the work group process.

PURPOSE

The work group is not a forum for complaints. The purpose of the work group is to:

- Review the issues submitted from the field.
- Identify and prioritize issues important to the quality of life for America's Army family.
- Provide creative solutions that are low cost and high payoff.

WORK GROUP NORMS

Group norms are general guidelines for the individual and the group. The group as whole should agree on the norms at the beginning of the process. When group members are ignoring norms, the facilitator or other group members can refer the group back to the norms. This will help to keep the group moving forward in a positive manner. Post your list of work group norms in a visible place in your break-out room.

The following are some suggested norms. The group should be given the opportunity to add to the list.

- Focus on issues that impact the community or the entire Army, not isolated situations or personal problems.
- Be concise, specific about issues. Validate issues through facts and the impact on a broad group.
- Recommend realistic and attainable solutions.
- Start and stop on time.
- If you have a questions, ask; do not assume
- Participate - one person at a time.
- Be a good listener.
- Quiet people need a chance to talk.
- Respect people and their ideas.
- Be open minded and respectful of others; no personal attacks.
- CONFIDENTIALITY.
- Be healthy. If you have to smoke, go to a designated area.
- Treat everyone as an equal. Do not use military rank.
- No cell phones or pagers.
- Have fun!!

ISSUE DEVELOPMENT

An issue is a problem that affects the readiness of America's Army and/or the quality of life of America's Army family. At the AFAP conference, each work group is asked to prioritize and develop three issues to present before the conference at a session called the Report Out. In this context, issue development means identifying the most important issue or issues, and developing them into an enhanced format that will accurately communicate a title, scope, and recommendation. An issue paper and briefing slide will be prepared for each issue.

ISSUE CRITERIA

As issues are prioritized and developed, they must meet the following criteria.

- Issue contributes positively to the Army goal of readiness **and** retention of quality soldiers.
- Issue has community-wide impact requiring action that addresses the total Army family.
- Issue is within purview of Forces Command or Department of the Army to influence.
- Issue is judged **attainable** after weighing fiscal and manpower requirements against current available resources.
- Issue recommendation has measurable objectives with an identified end product.
- Issue does not duplicate an active AFAP issue or an issue that has been determined to be unattainable in the past three years.

WORKING THE ISSUES

STEP 1: Become familiar with the issue criteria.

STEP 2: Review the issues submitted from the field. The Subject Matter Experts are an excellent resource that should be used for the review and throughout the conference.

STEP 3: Review issues in the current AFAP issue Update Book that are similar to the new issues. The issue review is designed to clarify issues and to give the work group information on similar issues. It also prevents development of issues that duplicate active AFAP issues.

STEP 4: Determine the appropriate action for the issues. **Write the disposition of each issue, with an explanation, at the bottom of the issue paper.**

STEP 5: Prioritize issues. Determine which issue or issues are important enough to be included in the AFAP. Identify a minimum of three and a maximum of five issues. If there is a tie for the fifth issue, then conduct a second vote to determine which should be the fifth issue.

STEP 6: Review the results and discuss the group reaction. Issues must meet the issue criteria before issue papers are developed.

WRITING THE ISSUES

CONFERENCE ISSUE PAPER	
	Name of Work Group Issue Number Date (Day/Month/Year)
ISSUE: (Title of issue)	
SCOPE: (Clear and concise statement of the issue that defines the problem and explains why it is a problem.)	
CONFERENCE RECOMMENDATION: (Measurable objective with identified end product.)	

Issue Title

The issue title should clearly identify the issue, and can be no longer than 73 characters and spaces. The issues are tracked in a database, and the length of the field for the title is restricted.

The issue title should be as short as possible, simple and clear to anyone not familiar with the issue. The title is used to identify the issue, not give a detailed description.

Scope

The scope and the recommendation should be written using complete sentences. Ensure the scope and recommendation includes complete information so the issue will be understood by the people who are not familiar with the issue, as well as those who are responsible for resolving the issue.

The scope, written in paragraph form, is a clear and concise statement that summarizes the issue. It is the same as a problem statement. Keep the scope focused to one subject area. Remember, the scope states the problem, it does not offer solutions. The scope should answer two questions:

**What is the problem?
Why is it a problem?**

If the scope does not answer these questions, and is not understandable to someone who is not familiar with the issue, then you need to revise it.

Recommendation

The recommendation is the same as a solution. It should be the solution to the problem stated in the scope! Your work group's recommendation should be clear and concise. It should be very specific in terms of what needs to be done. When appropriate, you should include resources (people, money, facilities, etc.), policy or procedure (what people are allowed or required to do), and the desired result or end product.

You should not explain your recommendations. They already support the scope, so you don't need to tell why you are making the recommendation.

Four administrative notes about recommendations:

1. If you have more than one recommendation, they should be numbered. Identify no more than three recommendations per issue.
2. Don't duplicate a conference recommendation in an active AFAP issue.
3. Don't identify the lead agency or include a deadline (a suspense date). Each recommendation should start with a strong verb, and finish with an end product (desired result).
4. After you write the recommendations, think about what you have asked. If the recommendations are accomplished, will the problem you identified in the scope be solved?

The following are examples of issue end products:

- ✓ Legislation change
- ✓ New or revised regulation
- ✓ New or revised policy
- ✓ Improved program
- ✓ Improved service
- ✓ Construction program
- ✓ Information

Sentence structure for a recommendation:

ACTION WORD + DESIRED RESULT + CONDITIONS	
--------------------------------------------------	--

An action word is specific, not vague.

For example, use words like:

- ✓ Establish
- ✓ Change
- ✓ Review
- ✓ Amend
- ✓ Publish

Use words that are verifiable and avoid words such as:

- ✓ Maximize
- ✓ Minimize
- ✓ Best efforts

- ✓ Ensure
- ✓ Continue

Before the issue is completed, ensure all the applicable following questions have been answered:

Desired Result:

- What are we trying to change or achieve?
- What do we want to happen?
- What are we trying to do?
- What are we looking for?
- What will success look like?

Conditions (clarify or add constraints to the recommendation):

- How should we do this?
- Is there a best possible method?
- What are some alternative methods?
- What approach should we use?
- How many people are needed?
- Which people are needed?
- How much money will be required?
- How much time will it take to implement this method?
- Where will space be available?

ISSUE PAPER CHECKLIST

Title

1. Does the title tell the reader what the issue is about?
2. Does the title summarize the issue, not the recommendation? *Caution: Titles do not start with verbs.*
3. Is the title brief?

Scope

1. Is the scope written in paragraph form with an introductory sentence?
2. Does the paragraph describe, "What's the problem" and "why is it a problem?"
Caution: Don't abuse buzz words such as "readiness," "retention ", and "esprit."
Caution: Will someone outside your work group understand your issue?
3. Is the Scope detailed enough to validate the problem? Is it factually correct?
Caution: Avoid laborious descriptions, big words, and irrelevant details.
4. Does the Scope state one problem and not a multitude of related issues?
Caution: Did you prioritize issues rather than "lumping" them and writing a "mega" issue?

Recommendations

1. Are recommendations numbered?

2. Do recommendations start with a strong action verb?
3. Do all recommendations relate to the problem identified in the Scope?
4. Have delegates limited the number of recommendations? *Caution: Issues should have 3 or fewer recommendations*
5. Do the recommendations; identify a specific end product? *Caution: Identify what you want to have happened when this issue is resolved. Caution: You don't have to identify how to make it happen.*
6. Do recommendations meet issue criteria?
 - ✓ Contributes to readiness and retention.
 - ✓ Community wide impact.
 - ✓ Within the purview of FORSCOM or HQDA.
 - ✓ Attainable
 - ✓ Measurable end product.
 - ✓ Not a duplicate of an active AFAP issue or an issue that has been determined unattainable in the past three years.

EXAMPLE

ISSUE: Servicemen's Group Life Insurance (SGLI) Benefits

SCOPE: The generally accepted standard for life insurance to protect "loss of income" is 2.5 times annual salary. The current \$50,000 SGLI maximum does not meet this standard.

RECOMMENDATION:

Increase SGLI amount to \$150,000.

Introduce legislation in the 103rd Congress.

Issue 2 - Entitlements 1 29/10/93

The scope and recommendation should include information to ensure the issue will be understood by the lead agency that will work the issue. Write the issue recommendations clearly with measurable objectives that define an end product.

Keep the recommendations results-oriented. State them in terms of **the** end result, not in terms of activities to be performed. A result or end product is the outcome of activities.

“WELL WRITTEN” TITLES

If an issue is about a specific demographic group, include that group in the title:
 - “Tuition Assistance for Overseas Spouses”

- “Dislocation Allowance for Single Soldiers”
- “Unlimited Commissary Privileges for Reservists”

The title should relate to the end product. If an issue seeks improvements in a specific area, include that information in the title:

- “Financial Assistance for Family Member Education”
- “Program Standards for AFAP and AFTB”
- “Funded Respite Care for Exceptional Family Member Program Families”
- “Full Replacement Cost for Household Goods Shipment”

If an issue addresses a topic in a very broad category (i.e., TRICARE) make the title specific to the end product:

- “TRICARE Coverage for Prescribed Nutritional Supplements”
- “TRICARE Chiropractic Services”
- “TRICARE Personnel Training”

“WELL WRITTEN” ISSUE PAPERS

Issue: Child and Youth Services Online Payments

Scope: Online payments for Child and Youth Services are not available. Customers pay a monthly fee for ongoing services such as childcare, instructional programs, and camps. The current payment method is inconvenient to the customer because it is time consuming. Automated payments will benefit both the customer and Child and Youth Services.

Recommendation: Establish a secure customer-oriented online payment method for monthly fees.

Note: Good impact sentence in Scope.

Issue: Physical Education In DODEA

Scope: DoDEA does not have a standardized PE program. Lack of daily PE in DODEA primary and secondary schools fails to prepare students for maintaining lifelong fitness and health. Studies have shown the absence of daily exercise contributes to health problems such as obesity, diabetes, hypertension and negatively impacts students’ overall well-being. Adequate physical fitness among young people is a national priority.

Recommendations:

1. Provide 5 periods of vigorous exercise per week for students in DODEA schools.
2. Fund PE programs without impacting existing budgets for DODEA schools.
3. Implement standardized PE programs throughout DODEA schools.

Note: Excellent middle sentences (validating sentences) in Scope.

Issue: Availability of TRICARE-Authorized/Network Providers in Remote Areas

Scope: There is an inadequate number of TRICARE authorized and network health providers in remote areas. Providers choose not to participate or leave the TRICARE program because reimbursements are lower than usual and customary rates for medical services. As a result, military families incur out-of-pocket expenses or have difficulty accessing medical care.

Recommendation: Increase TRICARE reimbursements to competitive rates as an incentive to recruit and retain medical care providers in remote areas.

Note: Recommendation states that the end product is “competitive rates” – delegates do not need to say how to do it or what those rates will be.

Issue: Family Readiness Group Deployment Assistant

Scope: The Army’s deployment posture has overwhelmed the resources of Rear Detachments and Family Readiness Group (FRG) leaders. Operating a FRG properly can be daunting for volunteers and unit leadership and requires full-time planning and support. Providing assistance to the FRG leader and Rear Detachment in operating the FRG will decrease volunteer stress and ensure the effective interface between family assistance and family support. The significance of a properly operated FRG allows deployed Soldiers to remain mission focused while sustaining their families’ well-being.

Recommendation: Authorize and fund a unit Family Readiness Group Deployment Assistant.

Note: Good middle (validating) sentences and Impact Sentence.

Issue: Reserve Component Dental Readiness

Scope: Up to one-third of mobilized Reserve Component (RC) Soldiers are non-deployable due to dental readiness. There is no Army policy to address factors (i.e. insurance status, individual economic factors, patient behavior, lack of compliance) that contribute to dental non-deployability. As a result, this increases required dental treatment at the mobilization site, overburdening already limited dental resources, and adversely affecting readiness.

Recommendation:

1. Develop an Army policy that addresses the factors that contribute to dental non-deployability.
2. Give RC Commanders adequate resources (i.e. funding, education, and manpower) to ensure compliance for dental deployability of RC Soldiers.

Note: Good use of statistics in the Scope – but, be sure your statistics are accurate. Impact sentence makes a convincing statement about the importance of this issue.

Issue: TRICARE Coverage for School Required Enrollment Physicals

Scope: TRICARE covers required school physicals for ages 5 thru 11, but does not cover physicals for preschool children and family members 12 and over. Required school enrollment physicals for family members may be available in the military treatment facility (MTF). However, families choosing to use civilian providers or who live in remote areas incur a fee for this service. These families incur the cost of the physicals for school age children, creating a financial disadvantage.

Recommendation: Provide TRICARE coverage for all school enrollment physicals from preschool through 12th grade.

Note: Issue follows all issue guideline. Recommendation does not say how to effect the change – it states the end product.

ISSUE FLOW

Issue after Installation-Level Conference

Issue: Time Limitation on Authorizations

Scope: Currently, if a Primary Care Manager puts a referral in for specialty care and the individual does not call TRICARE with an appointment date prior to the 28th day from the date of receiving the referral, TRICARE will automatically cancel the referral. Many times it takes 6-8 weeks to get an appointment with a specialty clinic.

Recommendation: Extend the current 28-day appointment policy to coincide with the 90 day authorization period.



Issue after MACOM-Level Conference

Issue: Time Limitation on TRICARE Referral Authorizations

Scope: Currently, if a Primary Care Manager puts a referral in for specialty care and care is unavailable within 28 days of the referral, TRICARE will automatically cancel the referral. Many times it takes 6-8 weeks to get an appointment with a specialty clinic. This policy requires patient to obtain additional referrals for same appointment requirement.

Recommendation: Extend the current TRICARE appointment referral policy from 28 days to 60 days.



Issue after HQDA Conference

Issue #570: Expiration of TRICARE Referral Authorizations

Scope: TRICARE automatically cancels the initial referral authorization when the beneficiary is unable to obtain an appointment with a specialty clinic or provider within the twenty-eight day standard. Automatic expiration requires service members and their families to completely restart the lengthy referral process, which includes obtaining another primary care appointment, another referral, another TRICARE authorization, and scheduling with the actual provider. Repeated consultations with a primary care provider are an inefficient use of limited primary care appointments slots. Inconvenient and unnecessary delays prove detrimental to beneficiary health.

Conference Recommendation: Eliminate the automatic expiration of the initial TRICARE referral authorization.

STEPS FOR ISSUE PRIORITIZATION

Brainstorm and list all issues on a chart paper, taping paper around the room, if necessary. Conduct multi-voting:

- Allow each delegate to vote for three issues they consider most important for the work group.
- Record votes on the chart paper next to the issue.
- The highest vote total is the most important issue.

TIPS FOR SUCCESS

- It really helps to use the SME! Don't be afraid to ask questions!
- Use the resources available to your work group. There will be delegates, SMEs, conference staff, equipment, and lots of information. Take advantage of what is available.
- Don't go solo – work as a team!
- People will be editing your work. They are trying to help and are making changes for a reason. Trust their guidance.

ARMY FAMILY ACTION PLAN
Issue Disposition Paper

Workgroup:

Issue Number:

Issue Title:

Subject Matter Expert (at the conference – not necessarily who wrote the info paper)

Name:

Office Symbol:

Phone:

Did the workgroup prioritize this issue as a critical issue?

Yes

No

Issue's New Title (If one of the Top 2 in your workgroup)

Were similar issues (same concern) submitted to this AFAP conference?

Yes

No

Identify issue number and title of similar issue:

Issue Number:

Title:

ISSUE CLARITY

Was the issue clearly written?

Yes

No

Did delegates understand this issue?

Yes

No

If not, what was the problem in fully understanding it?

DISPOSITION

Identify the primary reason(s) the work group did or did not prioritize this issue. Please be specific—these comments are returned to the submitting command.

a) If issue was prioritized by the work group, why was it selected (what is its impact)?

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b) If the issue was not prioritized by the work group, why was it not selected (be specific)?

FINAL ISSUE FORMATS AND SLIDES

The final issue formats and slides must agree with each other. The issue title should be identical for both the issue paper and the issue slide. The scope and recommendations should be expanded in the issue paper, but should be paraphrased in the issue slide.

Work groups are responsible for ensuring that the information papers and slides are correct in grammar, spelling and format. The Issue Support Person and several unbiased work group members should critique the issues and slides before turning in the final products.

REPORT OUT

Designate a spokesperson when group members are comfortable with each other. The spokesperson must be someone from the group, not the facilitator or recorder.

An AFAP volunteer will meet with the spokespersons for no more than 10 minutes before the general assembly.

Each group report will be limited to 6-8 minutes. The top 2 issues that were developed by the work group will be briefed by a spokesperson selected by the group.

Work groups will sit together for report out. The SMEs who work with the group will be included.

TIPS FOR THE SPOKESPERSON

Introduction:

- Introduce yourself.
- State your work group. (A slide naming the work group will be shown on screen.)
- Present your skit.

Thank:

- Facilitator/recorder/transcribers/ISP/Admin Staff/SMEs by name. (They will stand.)
- Members of the group. (They will stand.)

Identifying Issues:

- Brief the issues in priority order with #1 first.
- Do not just read the slides – add interesting information and facts to support the issues. (You should have them written down.)

PRIORITIZE SERVICES

In your work group, you have two tasks to complete:

1. Prioritize issues and write conference recommendations for those issues
2. Select five services that are the most important to America's Army family.

Senior Army leadership is trying to keep their commitments to maintain soldier and family quality of life while complying with congress' directive to reduce the size of the Army. This is not an easy task. To accomplish it, Army leadership looks to many sources (research, surveys, focus groups, etc.) to obtain a feeling on what services are most important and what are less important to America's Army family.

What is a service? According to Webster's Dictionary, a *service* is:

- a. Contribution to the welfare of others.
- b. Useful labor that does not produce tangible commodity.
- c. A facility supplying some public demand.
- d. Used in serving or supplying.
- e. Intended for everyday use.
- f. Providing services from filling stations to universities.

Generally speaking, an entitlement, such as COLA, would not be considered a service.

To set the stage for issue development, the group will identify the five most valuable services installation provides. This will give the delegates a clear perspective from which to develop new issues. The group will explain why each of the identified services is considered most valuable. Set a time by which this list must be submitted. The five most valuable services will be briefed during the "Report Out".

Work groups should consider all programs and services provided by the Army when brainstorming and selecting their Five Most Valuable Services.

SOME ARMY SERVICES AND PROGRAMS

The following lists some of the services and programs provided by the Army for the global Army family. You are not limited to this list in your vote for the four most valuable.

- Alcohol and Drug Abuse Prevention and Control
- Army Career Alumni Program
- Army Community Service
- Army Emergency Relief
- Army Family Action Plan
- Army Family Team Building
- Arts and Crafts
- Automotive Crafts
- Better Opportunities for Single Soldiers

- Bowling Centers
- Child Development Services
- Civilian Personnel Services
- Commissary
- Community Life Programs
- Community Recreation Centers
- Department of Public Works
- DOD Schools
- Entertainment and Performing Arts
- Exceptional Family Member Program
- Family Advocacy Program
- Family Child Care
- Family Member Employment Assistance Program
- Family Support During Mobilization and Deployment
- Golf Courses
- Housing
- Information and Publications
- Information, Referral, and Follow-up
- Installation Environment
- Legal Services
- Leisure Travel and Tickets
- Libraries
- Medical and Dental Care
- Military Police Service
- New Parent Support Program
- Officer, Enlisted, and Community Clubs
- Outdoor Recreation
- Outreach to Junior Enlisted and Recruits
- Personal Safety and Crime Prevention
- Physical Fitness Center
- Post Exchange
- Post/installation Newspaper
- Post/installation Television
- Postal Services
- Recreation Centers
- Religious Activities
- Relocation Assistance
- Retirement Services
- School Liaison Officer
- School-age Services
- Swimming Pools
- Teen Discovery
- Teen Panel
- Theme Restaurants

- Transitional Compensation
- Unit Family Support Groups
- Unit Intramural and Post-level Sports
- Veterinary Service
- Victim Advocacy Program
- Volunteer Coordinator Program
- World Class Athlete Program
- Youth Services

PROCESS-CONTENT QUESTIONNAIRE

Instructions: Read each facilitator's statement below. Write a 'P' next to those that focus on process and a 'C' next to those that focus on content.

- _____ 1. I think we should spend 10 minutes brainstorming the possible options.
- _____ 2. My understanding is that we will receive the new machine next week.
- _____ 3. Dick, would you hold your comments until we get to the next item?
- _____ 4. I think we are moving too slowly. We're treading water in this meeting.
- _____ 5. I like this production scheduling idea a lot.
- _____ 6. Jean, will you check with the accounting department by Friday for those figures?
- _____ 7. Lets take the last 15 minutes to review our decisions and action plans.
- _____ 8. What are we doing now? Are we still brainstorming or are we evaluating ideas?
- _____ 9. Did you double-check these statistics with the shipping department?
- _____ 10. I suggest we make the changes in shipping procedures effective immediately.

CONFERENCE EVALUATION FOR DELEGATES

Work Group Name: _____

This evaluation form gives you the opportunity to improve future conferences. Please express your opinion using the following number system.

5=strongly 4=Agree 3=Neutral 2=Disagree 1=Strongly Disagree

Did you attend the pre-brief?	Yes	No
How much time did you spend preparing for today's conference?		
Packets given to me prior to the conference were informative.		
Facilitators focused effectively on work groups.		
Recorders wrote effectively on work group objectives.		
Each delegate had an opportunity to participate in discussion.		
Determining priority of issues was a strong plus.		
Subject Matter Expert's input was helpful.		
SMEs participated in discussion.		
The group reviewed and approved written issues.		

What changes do you recommend to improve future conferences or roles?

We extend our sincere thanks and gratitude to the Volunteers, Delegates, Facilitators, Recorders, Issue Support, Transcribers, Subject Matter Experts, and all those who have helped make the 2007 Army In Korea Army Family Action Plan Conference a great success!

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