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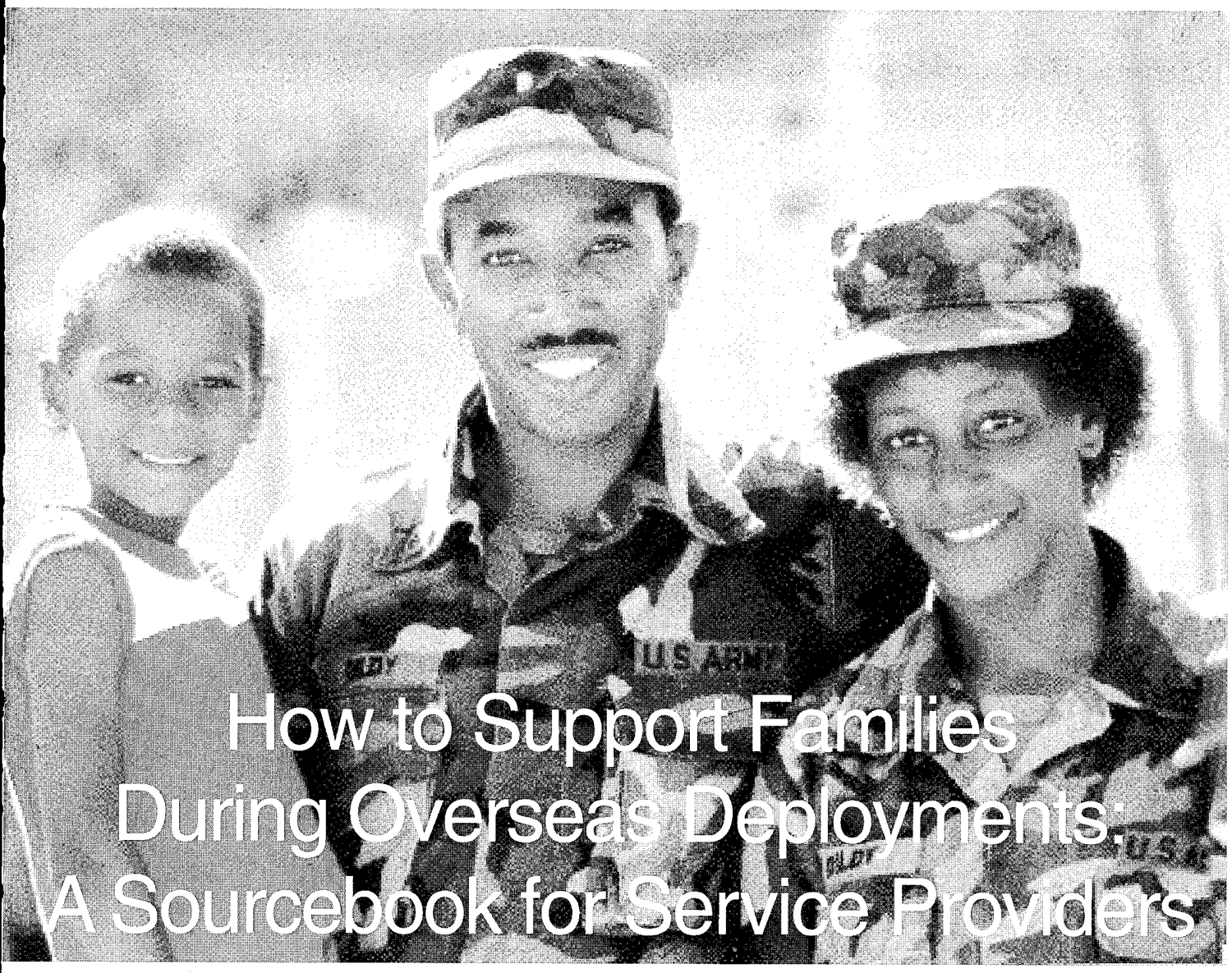

How to Support Families During Overseas Deployments: A Sourcebook for Service Providers

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13. ABSTRACT *(Maximum 200 words)*:

The purpose of this report is to review what is known about family support that can be applied to future Army deployments. The review is restricted to units of at least 150 service members that have deployed for at least a six month period since 1980.

The Army's current installation-level support system for the Active Component (AC) has been fairly stable since 1990. The support system for AC battalions is highly dependent upon volunteers and thus varies by the numbers, talents, and interests of those who participate in it. Reserve Component (RC) families are fairly similar to AC families in the problems they experience and they use friends and relatives to handle most difficulties they encounter. They are more likely to use local Army assets (e.g., CHAMPUS, Family Support Groups, and local Army units) than to use military installation-based services (probably because of the distances involved in visiting such services). All RC literature we located suggested that family dispersion made the delivery of family services difficult.

The report also contains suggestions on how to improve the operation of family support systems, particularly those at the battalion level and below.

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How to Support Families During Overseas Deployments: A Sourcebook for Service Providers

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FOREWORD

The U.S. Army Research Institute's (ARI's) Army Family Research Program (1986-1992) clearly showed how important good family adaptation to Army life was to the retention and performance of married soldiers. ARI did further research into the antecedents and consequences of good family adaptation of both soldiers and spouses during Operations Desert Shield and Desert Storm and Operation Restore Hope in Somalia, and with the soldiers of the 10th Mountain Division deployed to Haiti and the 28th rotation of the Multinational Force and Observers (MFO) in the Sinai.

The present report provides "lessons learned" from prior deployments of Active and Reserve Component (AC and RC) soldiers that can be used during future deployments to improve the working of family support systems for installations and for battalion- and company-size units.

Advanced (draft) copies of this report are being used by units deployed as peacekeepers in Bosnia as part of Operation Joint Endeavor.

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We would also like to thank the soldiers, spouses, and service providers who helped us with our family research by filling out our questionnaires, giving us interviews, and/or allowing us to observe their operations during Operations Desert Shield and Desert Storm, Operation Restore Hope, and the Multinational Force and Observers rotations 1, 7, 25, 26, and 28. We would also like to acknowledge the help we received from the National Guard Bureau and National Guard units that we interviewed during Operations Desert Shield and Desert Storm and "Caminos Fuertes" (Strong Roads) in Central America.

HOW TO SUPPORT FAMILIES DURING OVERSEAS DEPLOYMENTS: A SOURCEBOOK FOR SERVICE PROVIDERS

EXECUTIVE SUMMARY

Research Requirement:

The purpose of this report is to review what is known about family support that can be applied to overseas deployments. It was written as part of our family research in support of an Army experiment to test the feasibility and desirability of using Reserve Component (RC) soldiers as peacekeepers in the Sinai desert.

Procedure:

The research reviewed here is restricted to overseas deployments since 1980 that have involved at least 150 individuals and have lasted six months or longer. Most of the information comes from 46 military family support reports. Most of these were generated by military family researchers. Whenever possible, that information is supplemented by ARI interviews from Operations Desert Shield and Desert Storm (ODS/S), Operation Restore Hope, and visits to units that had deployed to the Multinational Force and Observers (MFO) in the Sinai or as part of six-month National Guard training missions to Central America.

One major source is a report generated by the U.S. Army War College entitled: Who Cares? We Do!! (U.S. Army War College, 1992). It relied heavily on the experiences of military spouses who worked in various parts of the family support system during Operation Just Cause, ODS/S, and many major peacetime deployments.

Findings:

The support system for families during deployments has evolved considerably over the last 200 years. The current system, which could be seen during our first MFO rotations to the Sinai in 1982, is built upon the notion that supporting Army families is not only the right thing to do but is also in the best interest of the Army.

The overall family support system is actually three interlocking support systems: installation services, unit services, and what the families do for themselves and for others. The goal of these systems is to prevent problems, quickly solve those problems that do arise, and to help families improve their ability to function in future deployments.

Data from ODS/S clearly show that families are able to meet the demands of daily living. However, they often experience emotional symptoms which tend to diminish as the deployment proceeds. Most spouses found it easy to reunite the family once the soldier returned. But about 20% of families were not "back to normal" seven months after ODS/S had ended. Marital satisfaction dropped for both soldiers and spouses but the number of divorces did not increase.

The technology for improving the family support system already exists in the form of training and resource materials. The biggest challenge that remains is how to evaluate the effectiveness of these materials and to deliver them in a timely fashion to the individuals who will operate the unit-based systems in future deployments. The main problem in delivering the materials is that many of these individuals will not be identified nor be motivated to receive the materials until after the deployment has begun.

Utilization of Findings:

This report brings together findings from AC and RC, Army and other services covering the last 15 years. Although its intended audience is practitioners at installation level and below, it contains facts and recommendations that should be useful to program mangers at all levels. This report is being used by various Army headquarters and volunteer and professional family support personnel as part of the U.S. Army peacekeeping deployment to Bosnia. The following commands and agencies also requested a total of 3,000 copies of the final report for distribution to the individuals and agencies they support: the DoD Quality of Life Office, U.S. Army Europe and 7th Army, National Guard Bureau, U.S. Army Community and Family Support Command, Army Forces Command, Army Family Liaison Office, and the U.S. Army Chaplains' Support Agency.

HOW TO SUPPORT FAMILIES DURING OVERSEAS DEPLOYMENTS: A SOURCEBOOK FOR SERVICE PROVIDERS

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HOW TO SUPPORT FAMILIES DURING OVERSEAS DEPLOYMENTS: A SOURCEBOOK FOR SERVICE PROVIDERS

INTRODUCTION

During the Revolutionary War, the families of our soldiers often functioned as support troops in exchange for pay in the form of half rations for wives and quarter rations for children. Since this early "partnership" between the Army and its families, the family support system has evolved considerably (Bell and Iadeluca, 1987).

In modern notions of partnership, the Army recognizes that it is not only the "right" thing to support families, but that it is also in the Army's best interest to be concerned about families. Family perceptions about the desirability of continuing in Army life and their attitudes about Army leaders have a demonstrable effect on soldier retention, morale, and some aspects of combat performance (Albano, 1994; Army Chief of Staff, 1983; Bell and Iadeluca, 1987; Bell, Schumm, Elig, Palmer-Johnson, and Tisak, 1993; Schumm, Bell, Knott, and Ender, 1995; Segal and Harris, 1993).

The changing relationship between the Army and its families has been matched by changes in Army family support systems. The "classic" Army post is designed to serve a single Army Division (i.e., about 14,000 to 16,000 soldiers in addition to their families). Family services have evolved to the extent that the typical post will provide family housing, medical care, counseling, childcare, budget counseling, financial planning, and a host of other services to the soldiers and to their family members who, on most posts, outnumber the soldiers. It is these installation-level services which most people equate with the phrase "**the family support system**."

However, there is a **second family support system** that operates closer to where the soldiers work and live. This is the unit-based system that operates in most instances at the battalion level (500 to 700 soldiers) and below, which consists of three parts: the unit leadership, the Family Support Group (FSG), and the unit Rear Detachment (RD). Each of these elements will be further described and defined shortly. The point here is that a second system exists that provides needed family services--particularly when the unit deploys (i.e., moves as a group to a new location to fulfill a specified task or mission).

The current family support system that operates during the deployment of a division (which in most cases would mean the entire post) or a smaller unit (typically a battalion or battalion-size task force) combines both the installation and battalion support systems.

Deployment of a unit or an entire post produces additional strains for the families involved. The families may need additional psychological or material resources because the soldier is absent (e.g., childcare, money, companionship, information about the Army or the mission the troops are being asked to fulfill). These family needs may be met through military actions and agencies or through the **third family support system**: the families' own interpersonal resources (e.g., friends and relatives).

The purpose of this report is to describe these changes in needs and resource utilization during deployments using available professional literature. Our primary interest is how these mechanisms work at installations and within small units (i.e., battalion and below). The primary audience for this report consists of those who operate (or train the operators of) family support systems at the small unit level.[1]

The research reviewed here is restricted to overseas deployments between 1980 and the present that involved at least 150 individuals and lasted six or more months. Most of the information comes from 46 military family support reports. Whenever possible, that information is supplemented by Army Research Institute (ARI) interviews from Operations Desert Shield and Desert Storm (ODS/S), Operation Restore Hope (ORH), and visits to units that had deployed to the MFO or as part of six month National Guard (NG) training missions to Central America called "Caminos Fuertes" (Strong Roads). We have also included a section of reports on how the families of reserve component (RC) personnel in the Army, Navy, and Marine Corps fared during ODS/S.

One of the best sources of information about both installation and unit-based family services during a deployment is the report generated by the U.S. Army War College (AWC) entitled: Who Cares? We Do!! (U.S. Army War College, 1992). The report is the result of a conference involving both paid Army staff and spouse volunteers who helped operate family support systems in units that were involved in Operation Just Cause, ODS/S, and many major peacetime deployments. The proceedings of that conference and other materials in the report are summarized in this paper to provide a concrete picture of the way these systems function.

Although we have assembled this information, we do not have all the answers. As the reader will see, we know more about the problems than we do about how to correct them. Even when we offer a potential solution, it has not been subjected to adequate evaluation. It is our hope that this report will spur all of us to do more to sort out what the family support system should be doing and how best to improve it.

Our research charter originally came from the then Army Chief of Staff, General Gordon R. Sullivan. We have recently examined the family support system that was operated for the soldiers and families of the 4-505 Parachute Infantry Regiment from Fort Bragg, North Carolina. The unit was deployed to the Sinai from January through July of 1995 for peacekeeping duty as part of the Multinational Force and Observers (MFO). This was a composite unit, made up of soldiers from both the Active (20%) and Reserve (80%) Components (AC and RC). It was a battalion-size task force which was brought together to test the effectiveness and consequences of having RC soldiers participating in future MFO rotations. This unit was unique and interesting since it was composed of soldiers from 33 states, including married soldiers whose spouses lived in 31 states. It gave us a chance to look at family support in both the AC and RC and to offer suggestions for how such a

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[1]Examples of the people we want to reach include: Company and battalion commanders, chaplains, mental health professionals, installation directors of Army Community Service programs, and the individuals who train Family Support Group leaders.

distributed support system might operate if the Army were to participate in any future peacekeeping missions drawing both AC and RC forces from a widely distributed area.

Senior Army leaders have a continuing interest in family support issues, particularly as they pertain to the needs of families of soldiers who are deployed for peacekeeping duty because of the continued need for large scale Army deployments. Therefore, this paper begins with the support systems that are present in battalion- or company-size units, specifically, the FSGs, RDs, and the support operations of the deployed unit. The second section examines the installation-level support mechanisms that were in place during three recent missions: the MFO, ODS/S and ORH in Somalia. The third section covers the nature of deployments: how they affect families, how the families cope and what the special problems of deployment are. The fourth section provides specific suggestions for how to improve family support during deployments. The final section is the "Conclusions" section. The report also contains three appendices. Appendix A, "Family support programs and source materials," provides practical advice for people who plan or operate some portion of the family support system. Appendix B, "Families that do not adapt well to deployments," provides some insights into the types of behaviors which are not helpful in dealing with deployments and how FSG leaders can better help families to cope. Appendix C, "Recent research on family support during deployments," provides sources for people in the military family research community.

THE FAMILY SUPPORT SYSTEM AT BATTALION LEVEL AND BELOW

The family support system which operates at the battalion level and below during deployments has three major parts: the Family Support Group (FSG), the unit's Rear Detachment (RD), and the support resources within the deployed unit itself. Each of these parts is described below.

Family Support Groups

The Family Support Group is an officially sanctioned voluntary association of Army family members who join together to provide social and emotional support to one another. It also "brokers" information during deployments. An Army regulation requires that every unit commander provide support for the families within the unit and that he/she organize an FSG to assist in this function.[2] Although spouse support has existed in a variety of forms, FSGs have historically been tied to specific Army units. During ODS/S, the National Guard found that it was often more convenient for the families to associate themselves with whatever FSG or equivalent group was meeting in their area. Thus, there are many regional FSGs in the National Guard.

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[2]For a list of Army Regulations and materials related to setting up family support systems at the Battalion level and below see Appendix A of this report: Family Support Programs and Source Materials. The materials in that appendix that most directly deal with the authority to perform the family support mission are: Department of the Army Pamphlet 608-47 (1993); Emper and Varcoe (1995); the U.S. Army Family Liaison Office (1995) resource booklet; and U.S. Army Regulation 600-20, Army Command Responsibility.

The literature generally identified two types of FSG group functions: those which serve families and those which sustain the group. The "**mission**" functions are: organizing social events, holding informational meetings, maintaining phone circles (trees), and publishing newsletters. The "**sustainment**" functions are: selecting the FSG leader, starting (re-energizing) an FSG, avoiding leader "burnout," recruiting and keeping volunteers, fund raising, and assigning roles within the FSGs.

Organizing social/informational events.[3]

The participants at the AWC conference (U.S. Army War College, 1992) agreed about how to hold successful FSG functions: make the meetings interesting, short, and predictable (e.g., hold them at the same location, time, and day). However, they disagreed about what to do about children. Some participants suggested having alternating meetings: one focused on children's activities and one for adults only.[4] Other participants thought that all meetings should be family-oriented (i.e., have activities that had something of interest to everyone).

FSG activities can be classified on the basis of the goals they are trying to accomplish. Some events or meetings are mainly social (to provide a diversion); some aim to increase participants' fund of information or coping skills; and some try to meet emotional needs. Although these purposes are listed as separate topics, a given FSG meeting may combine more than one of them (e.g., a potluck dinner followed by a briefing on what is going on in the deployed unit). Some FSG activities are appropriate for any time in the unit's life. Others are specifically designed to fit the deployment cycle: **sustainment** (when the soldiers are in garrison), **pre-deployment** (when the soldiers are about deploy), **deployment,** and **reunion** (when the soldiers come back).

General social events. Examples of social events which could be staged under all deployment conditions are food events and seasonal parties. Examples of events tied to food include: a potluck dinner that has a different food theme each month (e.g., Mexican, Chinese, or Southern cooking), a picnic, and compiling a unit cookbook. The FSG may want to hold recreational events (e.g., softball, skating, or bowling) or the members may prefer a formal

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[3]Most research (and many social function planners) focuses on the prototypical family: the male soldier and his wife. However, particularly during a dangerous deployment other family members will emerge: male spouses, parents, and girl/boyfriends. FSGs should be prepared for all of these family members and be thinking of activities that will make them feel welcome and needed. Likewise, FSG leaders should be sensitive to multi-cultural aspects of Army families. We all need to think about how our family support functions can support all unit family members. So if the FSG chooses to concentrate on, for example, having prayer breakfasts (U.S. Army War College, 1992), it needs to be thinking about the needs of those who do not choose to attend some types of functions.

[4]This type of meeting requires that the children be left at home or that the FSG provide supervised childcare or children's activities in a separate room so that the adults can go about their own activities without interruptions.

dinner, bingo, or a unit party. A number of possibilities revolve around seasonal parties (e.g., Halloween, Christmas, and Easter egg hunts for children).

Social events during the deployment. Most of the events discussed in the 1992 AWC report occurred during ODS/S. For example, FSGs met during the Christmas season to make decorations, sign personalized cards, or stuff donated stockings to send to the troops in Saudi Arabia. Some FSGs also sent birthday cookies to the soldiers during their birth months. Another popular event involves exchanging videotapes. FSGs staged carol-singing events, Thanksgiving dinners, and parties which they videotaped and sent to the troops. The unit chaplains in Saudi Arabia often videotaped the deployed soldiers and sent the tapes back to the FSGs. Individual spouses brought in tapes that their soldiers made to share with their own FSG. Other FSGs videotaped news events featuring their units and made copies available to FSG members. Members also shared with each other the news that they got via letters or phone calls.

FSG members in ODS/S and other deployments have been interested in seeing and hearing from the troops. For instance, a National Guard unit reported that they had a very successful meeting when they featured a slide show done by a returning chaplain. He had taken pictures of the unit and the camp they used while on a six-month road building mission to Central America (i.e., "Caminos Fuertes"). The unit also had great success with weekly Sunday afternoon conference calls between the unit and spouses who were willing to come to the local armory and to help with the FSG newsletter. Calls made by FSG leaders and volunteers to unit spouses who were celebrating wedding anniversaries or birthdays during this deployment were also well received.[5]

Social events for reunion or homecoming. The AWC report is also full of ideas for celebrating the homecoming of the ODS/S troops. Groups made signs, banners, and baked goods. FSGs decorated the unit areas and even made the beds for the single soldiers in the barracks. Some units had parties or picnics to welcome the troops home. Local merchants sometimes assisted with these events by donating food. Units also used the "welcome home" party to acknowledge the support they received from unit volunteers.

Informational meetings.

One ODS/S unit took a direct approach to getting information. Rather than attending a post briefing on what was happening to the unit in Saudi Arabia, they brought the briefer to their meeting and videotaped his talk for those who could not attend. Some FSGs invited one or more of the local Army agencies to talk about their deployment programs. A variation on this idea was to have a chaplain or mental health professional discuss what waiting spouses

[5]For more information on this award winning program call or write:
Mrs. Linda Crawford, 3596 Tanglewood Trail, Clemmons, NC 27012, (910) 766-8073.

were likely to encounter during a deployment or the reunion period.[6] Although the ODS/S spouses were especially receptive to meetings that focused on deployment, some FSGs have had meetings that focus on other topics (e.g., how to get a job, volunteer to help on post, or learn to cook).

The AWC report also discusses a special kind of informational meeting: one which deals with a crisis during the deployment. If a crisis occurs, the AWC conference participants urge FSG leaders to arrange for a meeting within twenty-four hours to answer questions and allow people to vent their feelings. The AWC report also suggests a follow-up meeting where professionals are present to deal with feelings and make other services available.

Maintaining phone circles (trees).

The two most common systems for rapid dispersement of family information during deployments are "phone trees" and "phone circles." A **phone tree** is a hierarchal system that requires people at one level (e.g., the company) to call people at the next level (e.g., the platoon) before individual families are contacted. A **phone circle** operates with fewer people who are required to call more individuals. For example, a battalion might have eight volunteers each of whom called up to 20 individuals in their circle. The advantage here is that although each volunteer calls more people there is no layering. If all eight volunteers have been called, all of the battalion will be called.

These phone trees/circles are normally active only during deployments. However, some units use them to "check in" with the families (at least quarterly) and to invite them to various unit functions. In either case, the phone calls may reveal family problems which can be solved within or outside of the unit (U.S. Army War College, 1992).

Phones can also be a great help in dispelling rumors by quickly countering erroneous information. The AWC report states that effective and accurate management is best accomplished if: (1) there is a single point of contact (POC) who is in charge of what information the phone tree will disseminate; (2) everyone knows in advance that the phone system will only transmit official (verified) information; and (3) the phone contact people are properly trained and agree not to gossip or spread rumors. Even with these precautions, the phone system can spread incorrect information. Official information tends to be censored (for security reasons) and therefore may lag well behind what is really happening and being transmitted from soldier to spouse via long distance phone calls (Bell, 1991).

The AWC report shows other limitations of running the phone tree/circle. Units in Germany found that families living on that country's inflated economy often did not have phones. The AWC report suggests that this difficulty can be overcome if soldiers or family members are willing to visit families without phones to keep them informed. The same

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[6]Small discussion groups are suggested, using the most experienced unit spouses as the "experts." The sessions seem to work best if the size of each group is kept under 10 or 12 individuals, and the social distance is not too great between the experienced spouse and the attendees.

solution may work for those families that disconnect their phones to save money while the soldier is deployed (or whose phones are disconnected because they have not been able to pay their bills). FSG volunteers also complain about the cost of making telephone calls from their homes. German telephones charge for local calls and even in the United States there is often a toll charge for calling from one off post area to another.

A second frequently mentioned issue in the AWC report was that families may leave the post area during deployments, often without notifying the FSG. The suggested solution was for the unit to identify as many of these "relocating" families as possible during the Preparation for Overseas Movement and to determine: (1) their new addresses and phone numbers, (2) if they want to be kept informed, and (3) their willingness to accept "collect calls" from the FSG representative if necessary.[7] Some units used conference calls for these distant families to help cut the burden on the callers and standardize the message that was being delivered.

Several alternative ways of handling telephone information were mentioned by the AWC spouses. One group used a phone bank located at the brigade headquarters which made calls to all brigade spouses. They passed along needed information and had a computer-assisted tracking system that allowed them to record any family problems encountered and track how they were being resolved. Another unit's approach to this system was putting the latest information about the deployment on its RD's answering machine, making it available on a 24-hour-a-day basis.

Publishing newsletters.

The feature of a newsletter that most interests family members is information about what is happening to the unit and when the soldiers will return. These articles are typically written by someone deployed and then mailed back to the RD or FSG for publication. Soldiers may also add other materials for publication (e.g., short notes to their families, poetry, etc.). Regulations authorize a newsletter to be produced and mailed at government expense.[8] During sustainment periods, the newsletter is often produced by the battalion staff and contains such news as births, awards, promotions, or relocations. It also may list other events, such as where and when the FSG will hold its next meeting.

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[7]The FSG volunteer can make the calls at no charge if they use government telephones. However, it is not always possible for the volunteer to do that if they live some distance from the post or need to use their home telephones so that can keep their own families going while helping out the FSG.

[8]For details see page 6 of Department of the Army Pamphlet 608-47 (1993). For a list of relevant Army Regulations see U.S. Army Family Liaison Office, 1995.

Some ODS/S era units hand-delivered copies of their newsletters and their **family support handbooks**[9] to all new spouses as a way of welcoming them to the unit. In Europe, the Non-combatant Evacuation Operations wardens (i.e., the officers who were responsible for helping families leave Europe if war broke out) often discovered family problems as they hand delivered the unit newsletters to the homes of families living off post (U.S. Army War College, 1992).

One of the biggest problems with newsletter delivery was (and continues to be) the lack of current addresses. The only solution to the address problem seems to be making frequent updates of rosters prior to deployment, and having the soldiers update their families' addresses during the deployment. A second problem mentioned was that because newsletters were delivered as bulk mail, the FSG leaders could not tell whether or not they were delivered.

Several other printed items were suggested by the AWC spouses as supplements to the monthly newsletter. A bulletin board in the battalion area, or in the Family Assistance Center, for displaying the unit newsletter, photos from the unit, and other items of interest would provide further means of information dissemination. Other printed materials were mailed with the newsletter or displayed on the bulletin board (e.g., flyers of upcoming events, and "news flashes" that described unit news or events that happened too late to get into the newsletter). During ODS/S local civilian and post newspapers often made regularly scheduled space available for reporting what was happening in the deployed unit and on the home front. Whether this same offer would be made during more routine deployments is not clear; however, FSG representatives can request such space.

Selecting FSG leaders.

An ODS/S survey in Europe looked at the leader selection process for the FSGs (Vaitkus and Johnson, 1991). Most (59%) leaders of battalion-level FSGs said that they assumed their position by virtue of their husbands' positions; 37% said that they volunteered; and only 5% said that they were elected. The story is essentially the same for those leading company-level FSGs (i.e., the percentages were 59%, 29%, and 12%, respectively). Although it is common to have the commander's spouse as the head of the FSG, AWC spouses agreed with what researchers have repeatedly shown: it is better to have someone who has the talent and desire to do the job than someone who feels forced to serve due to something beyond her/his control (i.e., spouse's rank). If the commander's spouse does not want to lead, she/he

[9]Several of the MFO rotations created their own unit orientation- and deployment-relevant handbooks for families to use during deployment. For a complete list of sources for writing or assembling such a handbook and handling other family support functions see appendix A: Family Support Programs and Source Materials. Other sources of information include: Army Family Liaison Office, 1995; Emper and Varcoe, 1995; and Winneke, 1991.

can serve a valuable role as an advisor, motivator, and troubleshooter.[10] In fact, research shows that FSGs are more successful if they are operated in a democratic rather than rank-driven fashion (Rosen, Teitelbaum, and Westhuis, 1993).

According to the AWC report, the characteristics of a good FSG leader include: good interpersonal skills, being approachable, not prone to gossip, ability to demonstrate true concern for families, and a willingness to work as a peer alongside everyone else. These skills will be essential if there are key individuals who volunteer to help the FSG but who do not get along with each other.

Starting (or Re-Energizing) FSGs.

Regardless of how one assumes the leadership position, she/he is quickly confronted with the question of what the FSG will look like and how it will function. It is generally agreed that the leader must understand what the commander wants. Beyond that, the AWC spouses are divided about how much change to introduce. Some say that stability is critical and therefore one should leave everything alone. Others urge the leader to "make it her/his own." Still others suggest leaving the structure and workings as they are for a time, seeing how they work before making any decisions about changes.

Those who hold the idea that change is necessary emphasize that leaders will have more fun, commitment, and success if they are doing what they believe in rather than being pale copies of their predecessors. They go on to suggest that if something does not work or is not really needed, drop it. When making changes, previous FSG leaders suggest to start small, be realistic, and learn what did or did not work in this unit before the change in leadership. During sustainment, low attendance at meetings is generally expected. Moreover, it becomes essential to form a plan **before** deployment outlining who will do what, when, and how. For example, what will be done if there is a death in the unit?

When assessing how the FSG was previously run, leaders stress keeping in mind what the group wants and is willing to support. Also, FSG leaders should get to know the families

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[10]A battalion commander's spouse has certain built-in advantages if she/he assumes the job of FSG leader. She/he has easy access to the commander, clout within the unit and division, years of experience with the military and deployments (and therefore the potential to offer valuable advice), and a good starting point for helping all of the companies. Furthermore, she/he sets an example for the other spouses by virtue of her/his position. If she/he is not involved in the FSG, many other spouses may feel that they do not need to help either. Therefore, if someone else is the battalion FSG leader, that individual will need help in obtaining the status needed to function effectively.

It is also important for the battalion commander's spouse (or other senior spouse) to realize that she/he must not attempt to shift roles, going from advisor to leader and back again. The group may sometimes choose to go against a senior spouse's advice. If that happens, she/he has to be prepared to live with that decision. It does not help the group if the senior spouse tries to force the group to go her/his way as if she/he were the group's leader.

to determine their needs. Other suggestions include: learning their names, learning who their children are, and letting others share in the planning, work, and rewards. A successful FSG (rather than an officers' wives club) includes involving enlisted spouses. Often, the key to this is participation by the Command Sergeant Major's (CSM's) spouse (U.S. Army War College, 1992). The spouses of other high ranking NCOs can also be very helpful. What is more important is making all spouses, regardless of the soldier's rank, feel welcome and a part of the group.

The FSG leader should also learn about the "community" outside the FSG to determine who can help with problems after duty hours, what service agencies exist and what their strengths are, and to whom families can go. The unit staff (e.g., the CSM, chaplain, and S-1) can help, but one must remember that they work for the commander and have many priorities that have nothing to do with family support issues.

Being the FSG leader is not a permanent job. The more the leader does for the unit, the less able the group will be to function when the leader leaves. The FSG will need a good "after-action report:" What works, what does not work and what resources are available (U.S. Army War College, 1992).

Avoiding leader "burnout."

ARI interviews with FSG leaders and family service providers during ODS/S suggested that some FSG leaders were having a difficult time meeting the family support demands they were encountering. This complaint was particularly strong at one installation in the United States which had only one RD for the entire post (Oliver and Bell, 1991).

Vaitkus and Johnson (1991) conducted their research in Europe. They found that almost half of the battalion- and company-level FSG leaders began their jobs with the FSG after the start of ODS/S. Most (85% of the battalion- and 61% of the company-level) FSG leaders reported that they worked more than five hours a week for the group. Furthermore, 76% and 46% of the battalion- and company-level leaders felt that FSG activities interfered "a fair amount" or "a lot" with their personal lives. Yet, only 15% and 18% of these ODS/S era leaders felt "frequently burned out" by FSG demands. The secret seemed to be that they felt that what they were doing was important. In fact, 80% and 90% of the battalion- and company-level leaders said that they at least "somewhat" enjoyed their role as FSG leader.

Specific suggestions on how to avoid burnout were offered by the AWC spouses and the leaders of FSGs at Fort Drum during ORH (Bell and Teitelbaum, 1993): Take care of yourself physically and mentally; eat, sleep, and exercise regularly. Spend time with your own family. If the pressure becomes too great, put the answering machine on, and leave the house. An alternative strategy may be to set limits on what one is willing to do for the unit and its families. One way to do that is not to try to solve problems that the Army should be solving: refer them to appropriate Army channels. Other suggestions include: referring serious family problems to Army agencies, delegating work within the FSG to those who can and will handle it, giving out the RD number or the number of their phone contact person rather than the leader's own number. This should lessen some of the phone burden and give

everyone more choice about what issues to get involved with. Appendix B describes the types of families that do not adjust well to deployments and what can be done about them.

The AWC report also recommended dealing promptly with trouble makers and those who spread rumors and dissension to prevent the situation from getting worse than it already is. The leader and FSG need to remember that no one is perfect and to forgive and forget quickly. Finally, the meetings should avoid being too serious. For instance, it may help reduce tension to start the FSG meeting with an ice-breaker such as determining who has the most unusual object in handbags or pockets.

Recruiting and keeping volunteers.

Previous FSG leaders suggested when recruiting people for the FSG: (1) limit the demands placed on an individual, remembering that they also have families, (2) use people to do what they like and are good at, (3) have a pro-family atmosphere, and (4) actively involve enlisted families. Once recruited, volunteers need clear role expectations. They may be written down in a job description along with other pertinent information about the job. Researchers report that despite Army efforts to make needed training and resource materials available, those involved in running FSGs (or at least a portion of them) have often been unable to avail themselves of these resources (Bell, D.B., Teitelbaum, J.M., and Schumm, W.R., in press).

Keeping volunteers and helping them to be productive requires that the leaders have "people skills." They must show their appreciation for the volunteers' efforts, particularly through public functions. They must be able to get along with a variety of personalities to get the work of the FSG accomplished. Leaders must also be able to size up what the volunteers can and cannot do. If a volunteer lacks people skills, use her/him on the unit newsletter rather than for telephone duty. Also, do not be afraid to dismiss volunteers if they spread rumors or otherwise hurt the overall support effort.

Volunteers may need to be trained on how to: conduct phone contacts, handle crisis calls on a 24-hour hotline, and find resources for the families. Having volunteers help with a local civilian hotline before the unit deploys can be helpful in accomplishing this end.

Fund raising.

AWC spouses talked a lot about how they spent the money that they raised: subsidizing the cost of outings, paying for respite childcare ("mother's day out"), decorations for parties, etc. They were less expansive about what they did to raise the funds. The most popular approaches mentioned were the sale of commemorative pins, hats, and t-shirts; bake sales; and car washes. Other suggestions included writing and selling a unit cookbook and raffling chances to predict the date the soldiers would return.

Structuring the FSGs.

It is difficult to describe exactly what an FSG looks like because in many important ways they are all different. Furthermore, the groups are constantly changing as a function of

turnover in leaders, people who are willing to help keep the FSG going, and other potential FSG members, and the needs of the unit. It is possible, however, to describe the types of FSGs that we have seen, and (where possible) comment upon how effective they were.[11] Remember that FSGs can also be combinations of these types.

The Chain of Concern Organization. This type of FSG exists primarily during deployments at company level or below. It may come into being shortly before or after the deployment begins or it may evolve out of (or be a part of) one of the other FSG structures. Its main function is to transmit information that it gathers from a reliable source such as the head of the battalion-level FSG. The most typical method of transmitting the information is via telephone to segments of the unit. It may expand its operations to cover: visits to the soldiers' families who are out of town, calls to "check on how family members are," and feedback to the leaders of the FSG and others on the presence of unmet family needs.

The Battalion Steering Committee. The head of the Battalion FSG, the Battalion Commander's spouse or other capable volunteer (usually some spouse of a senior officer or command sergeant major) acts as an interface for whatever is happening at the installation. For example, she/he attends the senior spouse council meetings and passes on relevant information to the company FSGs.

The Battalion FSG leader also chairs a committee which represents both the battalion and the companies or batteries within it. When the battalion is not deployed, the committee's main functions are to plan battalion social events and to discuss family support needs. It may also be augmented by leaders such as the battalion commander, CSM, battalion chaplain, and battalion S-1. The committee may act as the catalyst in preparing for deployments by recruiting volunteers, publishing a battalion newsletter, and keeping rosters up to date. During the sustainment period, these committees may be quite informal and quite social in nature.

During deployments, the steering committee may add new functions or strengthen existing ones. It may start publishing a newsletter, add a second monthly meeting which is open to all of the battalion's family members, and/or encourage the companies to have meetings. The committee may take responsibility for operating the phone circle/tree or assist the companies in getting the help they need to perform this function.

Some steering committees tend to be formally organized, each member having a title and a position of trust. Although no single steering committee would have all of these volunteers and thus positions, we have seen the following: chairman (or president), advisor, company representative(s), secretary, treasurer, baby layette coordinator, newsletter editor, child care coordinator, hospitality person, and head of the telephone contact committee.

Some steering committees have been able to add professional staff. For example, one FSG had two paid, full-time staff members who handled telephone contacts and social

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[11]For a more complete discussion of the types of FSGs that can exist and their functions see Headquarters, Department of the Army (1993).

invitations. Such help would obviously be welcomed by an over-stressed FSG leader. However, researchers have very little data on how this type of system is viewed by the FSG members.

The Regional Family Support Group. This FSG is organized around the needs of military families who live in the same geographical area. For example, an RC unit based in Arizona might refer to its family support system as being the FSGs in Phoenix, Tucson, and Fort Huachuca. The family members would be free to join any of these regional groups -- not just the one that was closest to them or the unit that their soldier served in. In fact, many families during ODS/S attended the closest FSG regardless of which service was sponsoring it.[12]

A non-volunteer FSG. Some units choose to operate without a FSG. Instead, the function is fulfilled by one or more professionals. For example, one National Guard unit during Caminos Feuetes used a task force of soldiers located at the state headquarters to staff a toll-free phone and a toll-free beeper that was operated 24 hours a day, seven days a week to assist families (Bell, Segal and Rice, 1995). One Fort Drum unit used the commander's civilian secretary during ORH to provide up to date information to family members during duty hours (Bell and Teitelbaum, 1993). The 1992 AWC report also mentions having units covered by staff officers from a higher headquarters located in a different town. For example, the U.S. Army Reserve has also had success handing family matters for up to 130 individuals deployed to Europe to perform maintenance tasks for a six month period using a single POC and a toll-free telephone located at the U.S. Army Reserve Personnel Center in St. Louis, Missouri.[13]

Evaluation.

One of the main problems that has been identified is the difficulty in keeping FSGs going between deployments. For example, Peterson (1992) found that about 27% of spouses reported that their soldiers' units had FSGs in place prior to ODS/S; the figure climbed to

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[12]There was also a tendency to have neighborhood FSGs on active duty posts where a large percent of the post was deployed. It is not clear whether the "neighborhood" members also interacted with their units' FSG. Some FSGs "adopted" family members from a unit that did not have an active FSG. This tendency was greatly increased if the family being adopted was known to the FSG prior to the deployment and was willing to volunteer to help keep the FSG going.

[13]Professionalization of FSGs is not a panacea. A volunteer who is a general's wife may be able to get more done than an entire team of devoted Army staff. Likewise, many of the qualities that are associated with successful operations (e.g., people skills, knowledge of the Army system, and willingness to work beyond normal duty hours) depend more on the personalities of the staff than whether they are paid or volunteer.

about 62% during ODS/S and then fell to about 27% after ODS/S ended.[14] This rise and fall in the popularity of FSGs (along with a constant turnover of personnel) means that the Army is continually recruiting and training FSG volunteers. It also shows that there is more of a felt need for a unit FSG during a deployment than when the unit is in garrison or on routine assignments of short duration. However, to be most effective in supporting families during a deployment, it is extremely important for the unit's family to know and trust one another. This trust level is best build by having face to face contact prior to the deployment.

Training and resource materials are available; however, it is hard to get people to volunteer to be trained prior to the unit being deployed. Attempting to train a leader once the deployment is imminent (or in progress) is also quite difficult since the leader will have many competing demands. Other recurring difficulties are a lack of volunteers to operate the FSG and a lack of attendance at FSG meetings, particularly when the soldiers are not deployed.

Another serious difficulty is the lack of a clear definition of what the FSG should try to accomplish. There are few hard and fast rules. Can a strictly social organization be converted into a service organization? Can a group that attracts mostly officers' wives be made rank inclusive?

The Rear Detachment

When an Army unit deploys, there are always some soldiers who are left behind in the unit area. They are not deployed because they are needed to perform unit functions until the deployed soldiers return, they are unable to deploy (e.g., they have a temporary physical disability), or they are prohibited from deploying (e.g., they are being discharged from the Army). The name that has been given to the group of individuals who are left behind is the "Rear Detachment" (RD) and the individual who is in charge of this group is known as the "Rear Detachment Commander" or RDC.

Functions.

Examples of unit functions performed by the RD include securing the unit and personal property that is not being sent to the deployment site, administering the personnel and pay functions for the soldiers, communicating with the deployed unit, and assisting families of the deployed soldiers. Rear detachment activities that support families include: providing family briefings, resolving Army issues (e.g., pay and personnel difficulties), and helping the FSGs. Activities that support FSGs include: coordinating activities with the FSG, furnishing unit rosters and keeping them up to date, producing and delivering unit newsletters, and providing direct services to distressed family members (e.g., some RDs mowed lawns and fixed cars although we do not recommend that these be considered usual functions of RDs).

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[14]Although the differences within these AC percentages parallel the differences within RC percentages discussed in footnote 33, page 26 of this report, they show that RC families are less likely than AC families to participate in FSGs.

RDs can also assume FSG functions if there is no FSG or if the FSG does not choose to assume these responsibilities. Some RDs have 1-800 numbers for families to use to contact RD personnel for information, advice, service referrals and to send urgent messages to the deployed soldier. Having such a toll-free number (and a sympathetic and helpful person answering it) seems to be particularly effective for families that are dispersed (e.g., the soldier has not relocated them yet to the current duty station, they "went home" or because the soldiers come from a variety of towns--the case for most RC units).

Structure.

ARI's research has involved primarily active duty installations that deployed most of their units. We typically found a full colonel operating the RD at the installation level, with subordinate elements of the division represented by an individual who was two ranks junior. There were some notable exceptions to this pattern. One ODS/S division chose to combine all of its RDs into a single command that was headed by a major. Also, several battalion-level RDs were headed by CSMs.

When the unit being deployed is battalion-size or below, there is even greater variation in characteristics of the RDC. Some units choose a particular individual (e.g., the commander's secretary or a specific NCO). Other units have chosen to get the support from outside the unit. For example, one ODS/S unit was serviced by a non-deploying unit at the same installation. Six medical units were served by phone via a single captain located some distance away. As noted above, the Maine National Guard unit used soldiers from the State Headquarters which was co-located in the same town as the deploying unit.

Evaluation.

The workload needs to be reasonable. ODS/S showed us that you cannot sustain family support functions for an entire division with a single RD and RDC. The post that tried this found that it overloaded the FSGs, and it was subsequently abandoned. The AWC spouses also described the same problem when a single action officer tried to act as the RDC by phone for six Army Reserve medical units that had deployed during ODS/S. The RDC was too busy to deal adequately with family needs. A similar problem may arise with National Guard State Family Program Coordinators if the resources given to them do not match the potential demands of having a large number of soldiers deployed from a given state.

The RDC needs to be skilled, knowledgeable, and motivated. Commanders often focus on picking the RDC based on his/her rank or prior military experience. However, spouses and FSG leaders are more likely to say that the best RDCs are those who know the Army and the family program, are skilled in handling people, and who feel "called" to perform the RDC role. RDCs who resent being left behind and who show this resentment are not as likely to be seen as effective. ARI interviews show that often the RDCs are not specifically trained for their family support functions and are selected because of particular skills in some non-family part of the RDC's job (e.g., handling the physical assets of the unit) or because they were unable to deploy due to a physical problem or personnel requirement.

The problem of getting a trained RDC is further complicated by the fact that the decision regarding who to use is often made at the last minute.

Vaitkus and Johnson (1991) asked battalion- and company-level FSG leaders in Europe to rate three aspects of the RDCs with whom they worked. Most FSG leaders felt that the RDCs they worked with were: (1) well qualified, (2) maintained a positive working relationship with them, and (3) were helpful.[15] Spouses in the 1991 U.S. Army Eurpoe (USAREUR) survey who were married to soldiers who had deployed to Saudi Arabia during ODS/S were less positive (than the FSG leaders) in their judgements of the performance of RDCs (HQ, USAREUR, 1991).[16]

The AWC spouses (1992) felt that the best way to ensure that the right person, someone knowledgeable and caring, was chosen was to make family support a recognized personnel position which they called the "Family Support Liaison/RDC."[17] This is a similar position to that which exists in other English speaking armies. The benefits can be considerable, including having a trained and respected specialist handling family issues at the unit level. The main drawback of the "Family Support Liaison/RDC" seems to be the "cost" of creating a new class of individuals who would not deploy.[18]

The RD staff should be known to the families. Solving problems requires that family members trust the individual with whom they work. This requirement is easier to meet if the

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[15]The findings from the survey are as follows:
1. RDC qualifications. 50% of battalion (and 50% of company) level FSGs rated the RDC they worked with as very "well qualified." 90% of battalion level and 77% of company level FSG leaders rated the RDC they worked with as at least somewhat "well qualified."
2. Working Relationships. 70% of battalion (and 52% of company) level FSG leaders rated their working relationships with their RDCs as "excellent." 90% of battalion (and 78% of company level) FSG leaders rate the working relationship as at least "good."
3. Agencies that were helpful to the FSG leader. 90% of both battalion and company level FSG leaders rated the RDC as "always" or "sometimes helpful."

[16]The following percent agreed that their RDC: emphasized the importance of FSGs (52%), provided adequate information to families (46%), made families feel comfortable coming for help (45%) and were good at controlling rumors (36%).

The fact that spouses, in general, were less positive than the FSG leaders is not surprising. Officers' spouses (which is what most FSG leaders were) tend to be more positive than spouses, in general, about all aspects of Army life. Furthermore, FSG leaders are more likely to appreciate how difficult providing family support can be and are thus more sympathetic about what the RD is and is not able to accomplish.

[17]For a description of what this individual would do, see U.S. Army War College, 1992, p. 96.

[18]A typical division-size post has 150 company-size units. If each company has an RDC, that means up to 150 otherwise qualified soldiers are not available for deployment.

individual had a relationship with the unit (i.e., the battalion and its companies or batteries) prior to deployment and if the role of the RD staff and RDC is clear. Normally the FSG calls the unit's family members, but it can be done by the RD. In one deployment where the RD did this, there were unexpected consequences. The deployed soldiers misinterpreted the purpose of a male soldier phoning their wives at home. The upset resulted in this contact being stopped. Apparently, the unit did not spend enough time explaining to the soldier how family support would be accomplished and thus the trust level was not there. Other units that have explained their procedures more thoroughly have not experienced this problem. In fact, periodic calling of family members by the RD personnel has generally been found to be beneficial.

The RDC and FSG roles must be clear. ARI has seen much variation in how these two groups divide up the work. In some cases the FSG carries most of the load and in others it is carried by the RD. This division of labor can be a point of contention unless it is clearly stated who will perform which tasks. For example, prior to deployment, emergency data cards are updated. It is important to know who will transfer that current information to personnel rosters. Various arrangements can work, if the parties are willing, and the division of labor is clear.

The Deployed Unit

Recent research has more to contribute to our understanding of the role of the unit in family support, since relatively little has been written about this subject (see Appendix C). The unit commander is responsible, by Army regulation, for providing many aspects of family support such as: establishing the FSG, selecting who will staff the RD, ensuring that family care plans remain current, and briefing families just prior to deployment. Unit leader policies on emergency leave, morale (free) telephone calls, and the amount of "family time" that is granted just prior to the deployment can all affect family morale. They are responsible for getting important messages through to the deployed soldiers, squelching rumors, and arranging for communication media for the soldiers.[19]

Communication between soldiers and their spouses back home has been a chronic problem that has been studied repeatedly since World War II (Ender, 1995). Schumm, et al. (1995), found during ORH that communication difficulties had a direct impact on adaptation to the stresses of a deployment and that adaptation was, in turn, related to a number of important Army concerns: family adaptation to the Army, spouse support for peacekeeping missions, and spouses' estimation of the soldiers' willingness to remain in service. Schumm also reported that spouse perceptions of leader support for families had a beneficial effect on both deployment distress and most of the outcomes listed above.[20]

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[19]More will be said about what deployed units do for families in a forthcoming report on the 28th MFO rotation.

[20]Unfortunately, not all leaders are seen as supportive of families. During ODS/S, HQ, USAREUR (1991) found that the spouses of deployed soldiers said that leaders were: not generally supportive of families (38%), not giving adequate family time just prior to the deployment (52%), and not good about getting needed information to the families (44%).

Unit commanders and their staff can do a great deal to assist both the FSG and the RD in meeting family needs during deployments. For example, they can make communications mechanisms available to soldiers. They can help keep family information on rosters current. If the RD or FSG has difficulty reaching soldier' spouses, the soldier's unit leader should contact the soldier to obtain the new information.

THE FAMILY SUPPORT SYSTEM AT INSTALLATION LEVEL

The purpose of this section is to describe how the Army's family support system at the installation level (mostly Army posts) works during installation-wide and battalion-level deployments. The information comes from three recent deployments: (1) the first MFO rotation (1982), (2) ODS/S (1990-1991), and (3) ORH (1992).

Early MFO Rotations[21]

Structure.

Family support during the first rotation of MFO peacekeepers deploying to the Sinai included a pre-deployment briefing (held in the brigade's chapel), with an individual from each of the on-post service agencies describing services and indicating willingness to help. All MFO families were enrolled in the family medical care program ahead of the existing waiting list.

The second battalion of MFO peacekeepers to deploy to the Sinai from Fort Bragg effected a change in the way the post provided services. The post had six months advance notice of this deployment. During that time, certain "key wives" in the unit established a steering committee to discuss and coordinate family support activities and services (Lewis, 1984). The activities they engaged in reflect what FSGs typically do today.

The battalion's FSG and RD made an effort to reduce the complexity of the Army helping system by recruiting a single representative from each of the 12 most relevant offices and agencies on post. These 12 persons agreed to be the first POC for MFO wives within that agency and to meet periodically with the FSG and RD to plan and coordinate services.

[21]For additional information on family support during MFO rotations, see part A of Appendix C.

These representatives were called the Family Assistance Staff.[22] Although some providers resisted it, the unit spouses felt that the coordination group worked quite effectively (Lewis, 1984).

Evaluation.

All 141 spouses in the first MFO rotation were given an information package describing Army services that were available to them during the deployment. Services used were tracked by weekly reports of agency contact with unit families. These records indicated that the most used agency was finance (10%). It was the finance agency's impression that these contacts would have been made even if the deployment had not taken place. The second most frequently used agency was the Judge Advocate's office, contacted by 5% of the families. The most common problem presented was families trying to deal with lack of civilian acceptance of military Powers of Attorney. The remaining family agencies [Army Community Service (ACS), American Red Cross, school, military police, and the Inspector General's office] had even less contact (Van Vranken, et al., 1984).

Operations Desert Shield and Desert Storm (ODS/S)

Post-wide agency use was much higher during ODS/S. This is not surprising given that ODS/S was a war and that much larger numbers of soldiers in multiple units were involved. Helms and Greene (1992) found that 35% of spouses reported they had some type of "problem" during ODS/S. The most commonly reported difficulty was an emotional problem (e.g., loneliness, fear, or worry) which they typically discussed with a friend or relative. Half of the spouses with problems (17% of all spouses) brought them to the attention of the Army. Most of these problems tended to be financial in nature. Therefore, it is not surprising that Helms and Greene reported that Army service providers were most

[22]The twelve agencies that made up the Family Assistance Staff were representatives from: (1) the Adjutant General's office; (2) the finance office; (3) G-1 (personnel); (4) the Deputy for Personnel and Community Affairs (DPCA); (5) Army Community Service; (6) Organizational Effectiveness; (7) the chaplain's office; (8) the Staff Judge Advocate; (9) the Public Affairs office; (10) the housing office; (11) the Army hospital; and (12) the division mental health clinic. During ODS/S, many of these same agencies sent representatives to a single location to form what was called the Family Assistance Center (FAC). The FAC often operated on a 24-hours a day, seven days a week basis. The USAREUR Inspector General's office suggested that this manning was excessive given the number of clients seen and suggested that the centers maintain a 24-hour phone link but not provide services around the clock (Bell, 1991). Some spouses insisted the centers be open continuously and offered to provide manning support themselves. Although these volunteers did accomplish their mission at some locations, the effect on soldiers and their families is unknown. We do know that the paid staff experienced "burnout" trying to provide family services during this period (Helms and Greene, 1992).

likely to report that the most frequent family problems during ODS/S were financial.[23] This difference in what problems spouses experience and what they bring to the Army is tied up to spouses' preference (when possible) for informal support.

Helms and Greene (1992) also asked service providers to estimate which month during ODS/S families were most likely to request given types of services. Their data show that the more mechanical aspects of the deployment (e.g., getting one's affairs in order) peaked during the early months whereas emotional needs (e.g., medical and emotional problems of spouses and children) peaked during the time of the air wars preceding the first ground assault (Bell, 1991). The differences in levels of demands for services and types of services over time can be used by installations in planning for service delivery during deployments.

Local community.

ODS/S saw a vast outpouring of public support which has not been matched during the last 45 years. Installations were showered with food, clothes, and toys for needy service members' families. Merchants and professionals offered free or discounted merchandise, services, and advice. Some churches and other organizations adopted individual wives or families and provided them with food, transportation, money, or even a "birthing coach" when needed. Community support was also high in Germany.

Merchants and other local citizens showed their support of ODS/S by donating flags, yellow ribbons, and other decorations so the post could show support for the soldiers. Merchants and citizens hung these same materials on their homes and businesses; they showed up for homecoming ceremonies and often donated food to ensure successful functions. Churches and Veterans of Foreign Wars (VFW) clubs offered free meeting space to help FSGs or other Army organizations, sometimes even providing refreshments and childcare. Civilian newspapers and television stations provided advertising space for local events and fund raisers. One television station went to Saudi Arabia for a week and donated the film of the unit to the FSG (U.S. Army War College, 1992).

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[23]Some of these financial problems are outside of the spouse's control. A few soldiers experienced delays in receiving their pay or they received the wrong amount. The record of what is being deposited (the "leave and earning statements") may be sent to the soldier or kept in the unit. Also, some couples had trouble operating the system that the Army strongly suggests: direct deposit of pay into a joint checking account.

ORH spouses reported fewer financial problems. The percent of officer spouses reporting problems during ORH was 2% (versus 10% during ODS/S) and 16% (versus 31% during ODS/S) for the spouses of enlisted soldiers (Bell and Teitelbaum, 1993).

Spouses of soldiers deployed to ODS/S expressed a high level of satisfaction with the support that soldiers received from the American public, the recognition given to deployed soldiers, and the reception soldiers received when they returned.[24]

Operation Restore Hope in Somalia

During ORH, spouses found installation-level services (i.e., local command briefings and the installation radio/TV station) to be a more important source of information about what the soldier and unit were doing than was true during ODS/S. Three factors seemed to account for these differences: (1) there was less national news coverage of ORH, (2) most of ORH's participants were from a single installation, and (3) that installation, Fort Drum, New York, made a special effort to keep spouses informed (Bell and Teitelbaum, 1993; Bell, et al., in press; Kerner-Hoeg, Baker, Lomvardias, and Towne, 1993).

Spouses of soldiers deployed to ORH were more likely than spouses of soldiers deployed to ODS/S to see Army Community Service, Army Chaplains, Army Social Workers, and the Family Assistance Centers as being helpful to "deployed" families. ORH spouses found these agents/agencies to be helpful or very helpful 84% to 92% of the time. Among the services provided were a senior spouse council to coordinate the work of the battalion FSG leaders, periodic command briefings in the post theater for spouses, and preparation of FAX messages for transmission to the soldiers in the field.

Both the spouses of deployed and non-deployed soldiers during ORH found the public to be much less supportive of the soldiers than during ODS/S. According to Segal, Segal, and Eyre (1992), it is the nature of peacekeeping that the public does not notice the activity as long as it is doing what it's supposed to do. Perhaps the installation(s) from which the soldiers deploy should make special efforts to get the mass media to cover the peacekeeping missions at least with stories in the local media. This would help to provide recognition of the soldiers/ contributions and alert the local community to the need to support the family members left behind.

THE NATURE OF DEPLOYMENT

Research has also clearly shown that there is a third family support system: the strengths and assets of the family itself. This section will focus on that system. Specifically, we will cover: (1) how deployments affect families, (2) how different kinds of families cope with the deployment, and (3) the special issues of reunion.

How Deployments Affect Families

Families are always affected by deployments; both soldiers and their spouses worry about each other and experience loneliness. Financial strains are also common, since the

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[24]The percent of spouses saying they were satisfied or very satisfied with these three aspects of public support was: 93%, 75% and 90%. The comparable figures for ORH were: 62%, 38%, and 59% (Bell and Teitelbaum, 1993).

soldier usually has additional expenses that are not part of the normal budget-- such as insect repellent and other personal use items, storage of household goods, long distance telephone bills,[25] and relocating the family to be closer to relatives. The deployed soldier's spouse is also strained by the addition of new roles that the soldier usually assumes (e.g., repairing cars and shoveling snow) and the fact that some life events, such as giving birth to a child, are more difficult to cope with when a partner is away from home. These strains are magnified when the deployment starts rapidly and lacks a specific start or return date. Other stressors include serving with a new unit in a remote place with no telephones and under dangerous conditions.

"Cross leveling" (i.e., the shifting of personnel within and across units to even out their resources) is not only a hardship on the soldier,[26] but also creates a corresponding hardship for the spouse. The spouse may have more difficulty getting the needed emotional support and information if she/he does not know the other unit family members. Another source of stress is that large deployments inevitably result in rumors and the emotionally wrenching experience of not having the opportunity to say goodbye (or the equally distressing experience of saying it many times).[27]

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[25]One of the consequences of modern technology has been the growing expectation among soldiers and their families that they can call home from anywhere in the world, even the battlefield. Although the telephone is a very satisfying means of communication, it is also very expensive. Every post that ARI visited during ODS/S had stories of some soldier with an unpaid telephone bill of a thousand dollars (Bell, 1991). These "same" stories were also told during: Operation Just Cause (Ender, 1995), ORH (Bell and Teitelbaum, 1993), and Operation Restore Democracy in Haiti.

Telephone bills can be reduced if the families know in advance what calling plans are available, when the soldier can receive calls, what the time differences are between the family's location and the deployment site, and what the costs are likely to be. It also helps if the families know how and when to use alternative means of communication (e.g., audio and video tapes, letters, FAXs, and government telephones).

Units and installations can help by providing soldiers and their families precise information about the costs of telephone options (e.g., calling cards, calling plans, time and place to call, and the availability of free [morale] calls).

[26]One of the best predictors of soldier adaptation to the stresses of deployment was having a confidant with whom he/she could discuss what was happening to his/her family (Bell, et al., 1993). The probability that such a confidant would be present is reduced when units are cross leveled.

[27]For more details see Bell and Teitelbaum, 1993; HQ, USAREUR, 1991; Peterson, 1992.

How Families Cope

The deployment literature shows that certain actions help to reduce or buffer the stress of family separation.[28] For example, it is helpful to have planned financially for deployment by increasing savings accounts and discussing the management of family finances before the deployment starts. It also helps if the family has been living in the same community for a while so that family members have established friendships and know where to locate needed services. Once the deployment is announced, the soldier and the spouse can still do some planning and getting things in order. An important part of the preparation is to adopt a positive attitude; that is, research shows that families that remain positive and optimistic about the separation cope better than families that dwell on the negative.

Bell (1991) provides a summary of actions which military and civilian literature suggests spouses can take to reduce the stresses of deployments:

- Develop individual and family goals. Use them to develop/maintain family routines.
- Accept the lack of control over deployment events.
- Concentrate on what you can control: today, yourself, your family, your job, etc.
- Become or remain active: get a job, volunteer, or take up a hobby.
- Seek relevant information about the mission, the Army, and helping agencies.
- Seek social support from friends, relatives, Family Support Groups (FSGs), and the families of other deployed soldiers.
- Communicate with the soldier, and open channels of communication within your own family.
- Check out rumors, and don't believe everything you hear.

The family literature is clear on whether or not Army families can cope with deployments: **They can**. A USAREUR study during the height of ODS/S showed no difference between "deployed" and "non-deployed" spouses in their ability to cope with the demands of daily life. Eighty-five percent of both groups said that they were able to meet the family, work, and social demands that they faced (HQ, USAREUR, 1991). Furthermore, few USAREUR FSG leaders reported seeing spouses who had "serious adjustment problems" (Vaitkus and Johnson, 1991; Martin, Vaitkus, Mikolajek, & Johnson, 1993).

The fact that families can cope does not mean that they do not experience distress or that the distress is equally distributed. Stress-related symptoms such as headaches, weight change, insomnia, and menstrual irregularity are experienced even during peacetime deployments (Wood, Scarville, & Gravino, 1995). Spouses of soldiers deployed to the Persian Gulf were found to be twice as likely as spouses of non-deployed soldiers to

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[28]For a review of what is known about family separation see: Bell, 1991; Hill, 1949; Military Family Resource Center, 1984; Schumm, Bell, and Tran, 1994; and Appendix B of this report.

experience stress the majority of the time during ODS/S.[29] Stress symptoms such as these usually diminish as the deployment continues. If they do not, professional help is probably indicated for those few spouses who continue to experience problems. Spouses with the most emotional and material resources are the ones who usually do best during a deployment. These spouses are likely to be older, officers' wives, and spouses with good financial and social supports (Bell, 1991).

If we are going to fully understand how families cope, we need to look at two additional groups that are seldom included in research: (1) **families that move** away from the post area during the deployment and (2) **RC families** who generally do not live near a military installation.

Families that move.

The most extensive examination of families' relocation during a major deployment was done by Peterson (1992). He found that 23% of spouses of deployed ODS/S soldiers moved away from the post/area where they had lived. Those who move are more likely to be married to junior enlisted soldiers.[30] In general, these spouses do not have close ties to the community (e.g., a paid job or school-age children). The stated reasons for moving mostly involve getting more social support and/or bettering their financial condition.[31]

The majority of those who relocated achieved their objectives (e.g., being near relatives). However, they were not as well adjusted to the deployment as those who stayed near the post, nor did they avail themselves of needed Army information and support. It is not clear from the Peterson's (1992) research how many of these differences were due to the characteristics of those who moved (e.g., they were young) and how many were due to the move itself.

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[29]Over 40% of the spouses of deployed soldiers said that they felt sad, lonely, and had trouble sleeping four or more days out of the week. Over 25% of these spouses of deployed soldiers experienced these symptoms on a daily basis. Approximately 25% of these spouses reported that they frequently had trouble keeping their minds on what they were doing, felt that everything was an effort, and that they couldn't "shake the blues." The levels of reported symptoms were even higher among the spouses of lower ranking deployed soldiers and those who reported that they were not successful in dealing with family, work, and social responsibilities (HQ, USAREUR, 1991).

[30]Peterson (1992) found that during ODS/S, 44% of the spouses of junior enlisted soldiers had moved compared to 14% of the spouses of other ranks.

[31]According to Peterson (1992) the most frequent reasons given for relocating were: getting closer to friends and relatives (93%), concerns about personal safety/security (69%), financial problems (55%), child care (52%), better job opportunities elsewhere (49%), and concern about lack of support from the Army community (45%).

The fact that "movers" tend to be young and to have more problems has been reported in other deployments and by other researchers (Bell, 1991; Bell and Teitelbaum, 1993; Bell, et al., in press; HQ, USAREUR, 1991; Van Vranken, Jellen, Knudson, Marlowe, and Segal, 1984). In fact, spouses of junior enlisted personnel are harder to reach with installation-level family support programs even when they are not in a deployment (Bell and Teitelbaum, 1993).

Reserve Component Families.

The literature on how RC families adapt to the stresses of military deployments is extremely limited. There were six major studies during ODS/S: four in the Army, one in the Navy, and one in the Marine Corps. As a part of our current study of MFO rotation 28 (Bell, Segal, and Rice, 1995), ARI also conducted limited interviews with service providers who were associated with two battalion-size groups of National Guard engineers who undertook six-month road building training exercises in central America (Bell et al., 1995). The methodology and central findings of each of these studies is reviewed here.

Army Studies. The 1991/1992 Survey of Total Army Military Personnel (STAMP), a military survey, included soldiers from the AC and RC. Of specific interest here were the over 4,000 National Guard soldiers in the sample, particularly the over 500 NG soldiers in STAMP who deployed to ODS/S (Elig, 1993a&b).

The most frequent problem among National Guard enlisted soldiers in Elig's (1993b) study was that they were worried about their families. Other problems that affected at least 20% of the families were: problems communicating with the soldier, problems getting household items or cars repaired, and children's behavior problems. Elig also reported that most families were worried about their soldier and the war.

Most soldiers had a "confidant" in the unit with whom they could discuss their problems. Bell, et al., 1993 (using this same database) found that having a confidant helped the soldiers to cope with the stresses of the deployment. Soldier morale dropped during ODS/S and had not yet returned to pre-war levels at the time of the survey. Elig also noted that units were more likely to have had an active FSG (80%) during ODS/S than after the war was over (44%). Overall, he found that most (52%) RC NG families of soldiers deployed to ODS/S managed well or very well during the deployment.

Griffith and Perry (1993) conducted soldier surveys just before (Feb.-April, 1990) and just after (July-Sept., 1991) ODS/S with over 3,000 U.S. Army Reserve (USAR) soldiers. They compared responses of those who did (and did not) deploy to ODS/S. Their most relevant major findings were: (1) Most families were supportive of their soldier's participation in ODS/S; (2) The extended absence had a negative impact on spouses' attitudes toward participation in the USAR; (3) Many junior enlisted felt that extended mobilization had been a problem for their families; and (4) Spouse attitudes toward the USAR were related to soldier willingness to remain in the USAR.

Rosenberg (1992; 1994) studied the families of 236 RC soldiers who were deployed (mostly to Saudi Arabia) during ODS/S. Although this is not a random sample, it does

provide some insights into how RC families cope with deployment stress. Like AC families (Bell and Teitelbaum, 1993; HQ, USAREUR, 1991), these families were more likely to report specific deployment stress than stressful life events.

RC families, like AC families, are more likely to turn to families and friends for support than to military or civilian agencies.[32] For example, they make use of FSGs, which are more like "friends" than a professional agency.[33] The RC families are unlikely to use installation-based social services. The only ones that Rosenberg's (1992) respondents did make use of were: Civilian Health and Medical Program of the Uniformed Service (CHAMPUS) (45%), Family Assistance Centers which were often located in local reserve centers (28%), and the American Red Cross (25%). Part of the problem here may be the distance involved: installation services were more than 100 miles away from 40% of the sample.

The RC families' pattern of adaptation to ODS/S was similar to AC families' (HQ, USAREUR, 1991). They coped well with their jobs and household tasks; however, their ratings of satisfaction with everyday life were lower than their ratings of coping. In other words, they coped but they did not necessarily like it (Bell, 1991).

We also interviewed personnel associated with family support for Caminos Fuertes. The main family "agency" in the North Carolina-based deployment was the unit's FSG. The main family agency for the Maine-based deployment was a five-person task force of soldiers that operated out of the state National Guard headquarters.

The main service for the first deployed unit was calls and letters to "waiting wives" on their birthdays and wedding anniversaries to make them feel better about the deployment. The main support service of the second unit's family support system was an 1-800 number that was staffed 24 hours a day, seven days a week to handle possible family emergencies. Both units felt that the most needed improvement was in their ability to help families that were not located in the "home state" of the deployed unit and its support system.

Navy studies. Caliber Associates' (1993b) study of RC sailors who were deployed during ODS/S was conducted at two sites: St. Louis, MO and San Diego, CA. The St. Louis sample (sailors) is more relevant than the San Diego sample (medical personnel). The portion of the St. Louis work reported here came from focus group discussions of family support system operations. Apparently the St. Louis Center did not have any family support programs

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[32]Researchers who have reported this preference for friends and relatives over Army agencies include: Bell and Teitelbaum, 1993; Bell, Tiggle, and Scarville, 1991; HQ, USAREUR, 1991. RC families most frequently reach out for civilian friends (Rosenberg, 1994). Most friends that AC families reach out for are military (Bell and Teitelbaum, 1993).

[33]The percent of RC spouses in Rosenberg's study who said that they actively participated in FSGs increased from 11% prior to ODS/S to 59% during the war. Note that these figures are much lower than Elig (1993b) found RC soldiers reporting for their spouses during this same conflict. Also, it is much lower than the AC figures for ODS/S found on page 14.

prior to the deployment. Once the deployment started, a single NCO took on the family support mission as his own. Local families made some use of the Center, but the Reserve Center had problems supporting families that were geographically dispersed and far from the center. Spouses worried about the safety of their sailors and the sailors worried about the problems spouses were having taking care of children. RC sailors who had high paying civilian jobs often lost income when they were deployed.

Marine Corps Studies. Caliber's (1993a) study of RC Marines arose out of site visits to three Marine Corps bases in the United States. Written surveys were received from a non-random sample of 73 married Marines, and telephone interviews were completed with a non-random sample of 29 RC Marine Corps spouses. The researchers also interviewed leaders and family support service providers at these same locations.

The findings from this study were quite similar to those reported elsewhere for the AC (Bell et al., 1995). The Marine families that were least prepared for ODS/S and experienced the most stress during ODS/S were those who were young, newly married, and not experienced with deployments. The experiences that seemed to be causing the stress were: missing the absent family members, problems communicating, increased role demands (e.g., being a single parent), and news reports.

Having supportive leaders, good/timely information, and good family support services reduced stress. The services that families most wanted were: child care, legal and financial assistance, and chaplain/religious services. However, the majority of families did not report that they needed services. Families were more likely to turn to their extended family and friends than to agencies for help. Service provider interviews showed the family dispersion made serving the Marine Corps families difficult.

The effects of advance notice/distance to services. Most AC and RC service members had little advance notice of the ODS/S deployment. Those who had advance notice used it to handle financial, legal, family, and job-related matters. In fact, the degree to which families and military personnel had their personal/family affairs in order was largely a function of how much notice the service member received (Caliber Associates 1993a&b).

Distance to local Armory or mobilization sites was found to be related to attendance at family briefings, service use, and attitudes toward the deploying unit (Caliber Associates 1993a). Distance and lack of current addresses also affected the ability of both RC and AC facilities to provide family services during ODS/S (Bell et al., 1995; Caliber Associates, 1993a&b).

Reunion Issues

Family reunion following a long separation is not always a happy time. Research has shown special reunion difficulties for servicemen who were prisoners of war in Vietnam.[34]

[34]For a listing of the main studies of reunion difficulties among the families of returning Vietnam era prisoners of war see Schumm, et al. (1994), page 11.

The necessity of functioning as a single parent or head of the household forces the "non-deployed spouse" to assume new roles and allows independence which she/he is not always willing or able to give up to accommodate the expectations of the returning partner. Recent Army studies (discussed below) show that shorter, less traumatic separations may have similar detrimental effects on marriages.

The majority (59%) of ODS/S spouses found that adjustment during the first month or so was easy or very easy. The question of "current adjustments to reunion" (seven months after the soldiers returned) were considered as "easy/very easy" by 73% of the spouses. However, 9% of the spouses said that they were still having a difficult or very difficult time adjusting (Peterson, 1992). Adaptation to reunion was even easier for spouses during ORH (Bell, et al., in press). ORH was shorter, less dangerous (at least initially), and successful reunion techniques were emphasized (Bell, et al., in press).

Deployment to ODS/S may have had a long-term effect. That is, the level of "current marital satisfaction" (about seven months after ODS/S) was somewhat lower (76% satisfied/very satisfied) than the level reported just prior to the start of ODS/S (81% satisfied/very satisfied). Soldier data from a similar survey[35] also showed a drop in marital satisfaction. Likewise, many respondents said things were not yet back to normal for their children (25%), their soldiers (20%), or themselves (18%). Yet, contrary to popular opinion, ODS/S did not increase the divorce rate.[36]

Even where there are no long-term detrimental effects, reunion is still a period of adaptation and adjustment. Changes often will have occurred in each spouse, between the spouses, and in the children. Sometimes the long-term effects are positive for the individuals and for the relationship, but the process may be painful while the partners (and the children) are going through it.

Specific behavioral tasks spouses found to be "difficult" or "very difficult" included: handling family finances (26%), adjusting to new daily household routines (24%), disciplining/handling children (22%), and meeting the expectations of children (21%).

About a third of the spouses received reunion briefings (36%) and reunion materials (34%). About half of those who received the materials and/or briefings found them to be helpful (Peterson, 1992). There was no analysis showing the relationship between receiving reunion help and actual reunion adjustment.

HOW TO IMPROVE THE FAMILY SUPPORT SYSTEM

It is difficult, if not impossible, to specify what the ideal system would look like given the wide variations in deployments, existing systems, and family needs. However, we can

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[35]The Survey of Total Army Military Personnel (1991-1992).

[36]See: Durand, 1992; Teitelbaum, 1991; and Teitelbaum, 1992.

discuss several broad goals, and what the Army is doing to meet them. In the largest sense, the ideal system is one that prevents problems, helps families to react to the problems that do occur, and prepares them (and the system) to do better in the future.

Prevention

One of the best ways to assist families is to **prevent problems** from occurring in the first place. This principle is seen in many of the activities that the Army undertakes just prior to a deployment. Dual military couples and single parents are asked to see if their required child care plan is currently viable. Soldiers are given opportunities to make wills and draw up powers of attorney. Soldiers and families are given briefings and written materials. If possible, the soldier is also given time off just before the deployment to get his/her personal and family affairs in order and to spend time with his/her family.

Some units go further by holding exercises and alerts to encourage soldiers to get and keep their family plans in order. Others make good use of the FSGs and unit events to help families to network, learn coping skills, and to increase their knowledge of what the Army and its family help system is like. The Army Family Team-Building program (U.S. Army Community and Family Support Center, 1995), and similar local programs, also help families to be prepared for deployments.

Since many of the problems that families face are financial in nature, any effort that provides more financial resources to the soldier's families is a step in the right direction. Examples of these kinds of Army efforts include budget and check-writing classes, moving junior enlisted families onto posts, and low cost childcare programs.

Despite the Army's best efforts, too often the training and resources just do not reach the individuals who most need them when a deployment starts: the leaders of the FSG and RDs. This obstacle must be overcome. More people need to be trained so that someone is ready to assist families when the time comes. Additionally, more support needs to be provided to the volunteers (e.g., sample support handbooks, computer support, resource materials, and knowledgeable consultants) so that their time is better spent.

We need to evaluate the programs and materials that exist to provide even better tools to those who work at the small unit level. For example, Peterson's review of reunion materials (1992) showed that only a third of the spouses received them and only half of those who received them felt they were useful. More evaluation will be needed if better tools are to be designed.

We also need to re-think what we are doing. Should we be paying more attention to the spouses who "go home?" Do we really know what they need? Should we be doing more with the telephone and less with FSG meetings? Would greater use of 1-800 numbers help those who live outside the local calling area? Is time spent on sponsorship and outreach programs a better investment than deployment services once the troops have left? We also need to pay more attention to the families of soldiers who joined the deploying unit as individual "fillers" or as the result of being "cross attached" to a larger unit. Unless the unit's

FSG makes a special effort to reach out to these families, they may well get "lost." They don't have the historic ties to the unit and thus an easy access to the support that is available.

Assistance During the Deployment

During the deployment, families may have various needs which can be traced to the deployment or existing problems which are more acute because the soldier is absent. An unresolved pay problem can affect the morale of both the soldier and spouse. Rumors may be rampant. Families are more often motivated to learn about coping techniques when the deployment is imminent or in progress. Lessons in coping are taught by Army and civilian specialists, as well as by experienced spouses.

Families can also benefit from having more experienced and powerful **allies** in facing their problems. Who the ally is will be different for each family member in different situations, units, and deployments. The RD can serve this function for problems relating to the organization. The Army can promote social activities that not only help family members pass the time but also provide an opportunity for families to make friends and establish social networks. This is especially important because of the well-documented research finding that people prefer informal sources of support.

The help that is offered should be prompt, effective, and easy to get. It should also be coordinated with what others are doing since solving one problem (e.g., how to telephone the soldier) may create other problems (e.g., how to pay for it).

Doing Better in the Future

One of the goals of the helping system must be that the families are better able to cope with future deployments than they were during the current one. The families should be encouraged to form mutual support relationships (e.g., baby sitting clubs, car pools, and friendships) that allow them to handle what they can without Army help. We also need to teach families how to deal with the Army legal, medical and other support systems so that they can, when possible, solve their own problems.

The Army needs to encourage the local community (e.g., churches, VFW halls, and local service clubs) to reach out to the Army families that are having trouble managing while the soldier is away.

Having a better system or more informed families starts with a good exchange of information. Exchanges need to occur at all levels: spouses, FSG leaders, program managers, and researchers. For example, this publication and others by the Army War College (AWC) and the Center for Army Lessons Learned are all effective modes of communicating what is known. How to conduct family support operations might be a good topic for discussion in all Army leadership courses, senior spouse councils at local posts, or conventions of ACS directors. However, we still lack good models for such basic elements of the support program as how to write a unit family support manual, what should go in the unit newsletter, and what to tell a future RDC to do to support FSGs.

Of course, there is a need for more research into what works and what does not. Some of these ideas might come from the civilian sector (e.g., stress coping used by police spouses) or foreign military organizations (e.g., the professionalization of family support in the British Army).

CONCLUSIONS

The Army's family support system for deployments has evolved considerably during the last 200 years. The Army has moved from a system where the only families it supported were those who worked for the Army as "support troops" to the current system where care of all families is an accepted part of the Army mission. This change has come about because the Army recognizes that family support is not only the "right" thing to do, but is also in the Army's best interest.

The current support system consists of three parts: (1) the largely professional agencies (e.g., the chaplains, the ACS, family housing) that operate at the installation level, (2) the unit leadership and volunteer system that primarily operates at the battalion or company level, and (3) the families themselves. These three interdependent systems can be seen during the first MFO deployment in 1982 and in all of the major deployments ever since (e.g., ODS/S, ORH in Somalia, Operation Just Cause in Panama, and Operation Restore Democracy in Haiti). A less well understood system has also come into being for the RC during major deployments and training exercises.

A body of literature has developed since 1980 that describes what is demanded of families during deployments and what resources are available to help them to cope. Thus we know what the major stressors are, what families do to cope, and which elements of the Army's support systems are most used and found to be helpful. We also know which types of individuals and families are most likely to experience given stressors, seek help, and get their problems resolved. The main shortcoming of this literature is that it is uneven. We know more about large scale/dramatic deployments than we do about the more frequent and routine deployments of units and training exercises. We also know very little about RC deployments which are becoming fairly routine. Furthermore, we know more about what has been tried than we do about what works in given situations.

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Helms, R. F., II, & Greene, J. (1992). Army family support requirements: Operation Desert Shield and Operation Desert Storm (Vol. I). Research Triangle Park, NC: Research Triangle Institute.

Hill, R. (1949). Families under stress. New York: Harper & Row. (Reprinted Westport, CT: Greenwood Press, 1971.)

HQ, USAREUR (1991, May). USAREUR personnel opinion survey 1991: General findings report. Vol. 1 Family. (USAREUR Pamphlet 600-2). Paper presented at the U. S. Army Walter Reed Institute of Research Professional Seminar, Forest Glen, MD.

Kagan, R., & Schlosberg, S. (1988). Families in perpetual crises. New York, NY: W. W. Norton & Co., Inc.

Kerner-Hoeg, S., Baker, S., Lomvardias, C., & Towne, L. (1993). Operation Restore Hope. Survey of Army spouses at Fort Drum, New York: Survey methodology and data book. Fairfax, VA: Caliber Associates.

Lewis, C. S. (1984). A supportive network structure for waiting wives. (Unpublished manuscript). Washington, DC: Walter Reed Army Institute of Research.

Martin, J. A., Vaitkus, M. A., Mikolajek, L. M., & Johnson, M. D. (1993). Desert Storm Army families in Europe. Military Review, 73(4), 21-27.

Military Family Resource Center (1984). Review of military family research and literature annotated bibliography. Washington, DC: Office of the Assistant Secretary of Defense, Manpower, Planning, and Analysis.

Munson, C. E. (1982). An introduction to clinical social work supervision. Binghamton, NY: Hawrth Press, Inc.

Oliver, L. A., & Bell, S. A. (1991). Family support and services in the Army active component (Unpublished manuscript). Alexandria, VA: U.S. Army Research Institute for the Behavioral and Social Sciences.

Peterson, M. (1992). 1991 Survey of Army Families II: Final Summary (Unpublished manuscript). Alexandria, VA: U.S. Army Research Institute for the Behavioral and Social Sciences.

Rosen, L. N., Teitelbaum, J. M., & Westhuis, D. J. (1993). Stressor, stress mediators and emotional well-being among spouses of soldiers deployed to the Persian Gulf during Operations Desert Storm/Shield. Journal of Applied Social Psychology, 23(19), 1587-1593.

Rosenberg, F. R. (1992, April). Reserve family well-being survey. Paper presented at the Office of the Secretary of Defense family research in-progress review, The Pentagon, Washington, DC.

Rosenberg, F. R. (1994). Spouses of Reservists and National Guardsmen: A survey of the effects of Desert Shield/Storm. In D. R. Segal (Ed.) Peace Operations: Workshop proceedings (ARI Research Report 1670). Alexandria, VA: U.S. Army Research Institute for the Behavioral and Social Sciences. (AD A292 116)

Schumm, W., Bell, D. B., & Tran, G. (1994). Family adaptation to the demands of Army life: A review of findings (ARI Research Report 1658). Alexandria, VA: U.S. Army Research Institute for the Behavioral and Social Sciences. (AD A285 952)

Schumm, W. R., Bell, D. B., Knott, B., & Ender, M. G. (1995, March). The desert fax: Calling home from Somalia. Paper presented at the Eastern Sociological Society Meeting, Philadelphia, PA.

Segal, M. W., & Harris, J. J. (1993). What we know about Army families (ARI Special Report 21). Alexandria, VA: U.S. Army Research Institute for the Behavioral and Social Sciences. (AD A271 989)

Segal, D. R., Segal, M. W., & Eyre, D. P. (1992). The social construction of peacekeeping in America, Sociological Form, 7(1), 121-136.

Taft, J. J. (1986). Task-centered approach. In Anne Minahan (Ed.) Encyclopedia of Social Work. Washington, DC: National Association Of Social Workers.

Teitelbaum, J. M. (1991, October). Unit level spouse support and generic family assistance at major army supports during Operation Desert Shield/Storm. Paper presented at the Biennial International Conference of the Inter-University Seminar on Armed Forces and Society, Baltimore, MD.

Teitelbaum, J. M. (1992, April). ODS and Post-ODS divorce and child behavioral problems. Paper presented at the Office of the Secretary of Defense family research in-progress review Pentagon, Washington, DC.

U.S. Army War College (1992). Who cares? We do!! Experiences in family support, U. S. Army War College Class of 1992 spouses and students. Carlisle Barracks, PA: Author.

U.S. Army Community and Family Support Center (1995). Army family team building. Alexandria, VA: Author.

U.S. Army Family Liaison Office (1995). Some things you might want to know... A resource booklet for Army family members (Unpublished manuscript). Washington, DC: Author.

Vaitkus, M., & Johnson, M. (1991, May). USAREUR family support research: Operation Desert Storm. Paper presented at the U.S. Army Walter Reed Institute of Research Professional Seminar, Forest Glen, MD.

Van Vranken, E. W., Jellen, L. K., Knudson, K. H. M., Marlowe, D. H., & Segal, M. W. (1984). The impact of deployment separation on Army families (Report NP-84-6). Washington, D.C.: Walter Reed Army Institute of Research.

Winneke, M. S. (Ed.) (1991). The yellow ribbon. Fort Leavenworth, KS: Center for Army Lessons Learned, U.S. Army Combined Arms Command.

Wood, S., Scarville, J., & Gravino, K. S. (1995). Waiting wives: Separation and reunion. Armed Forces and Society, Winter 21(2), 217-236.

APPENDIX A
Family Support Programs and Source Materials

The following is a list of programs and source materials that can be used in designing a unit based program of support for the families of deployed soldiers. All items are available from their publishers and/or:

DoD Military Family Resource Center (MFRC)
4015 Wilson Blvd, Suite 903
Arlington, VA 22203
703-696-5806
FAX: 703-696-1703
DSN: 426-5806

All of the materials listed here should be helpful to those support families. Inclusion on the list does not constitute an endorsement of the product nor does the fact that a given document is not included mean that it is not to be used.

Catalogs for Commercially Produced Family Support Pamphlets

Channing L. Bete Co., Inc. (1995). 1995 Catalog of Scriptographic Publications. South Deerfield, MA: Author.

The Bureau for at Risk Youth (1995). Military Family Resources. Huntington, NY: Author.

Commercially Produced Family Support Pamphlets

Channing L. Bete Co., Inc. (1985). About Deployment. South Deerfield, MA: Author.

Channing L. Bete Co., Inc. (1991). About Family Support Groups. South Deerfield, MA: Author.

Channing L. Bete Co., Inc. (1995). Deployment Days. South Deerfield, MA: Author.

Channing L. Bete Co., Inc. (1995). Make the Most of Family Support Groups. South Deerfield, MA: Author.

Channing L. Bete Co., Inc. (1995). Meeting the Challenges of Deployment. South Deerfield, MA: Author.

Channing L. Bete Co., Inc. (1992). Let's Talk About Deployment. South Deerfield, MA: Author.

Channing L. Bete Co., Inc. (1995). Protect Your Family with a Family Care Plan. South Deerfield, MA: Author.

Channing L. Bete Co., Inc. (1985). Until Daddy Comes Home Again. South Deerfield, MA: Author.

Channing L. Bete Co., Inc. (1985). Until Your Parent Comes Home Again. South Deerfield, MA: Author.

Comerci, G. W., Glaser, M.E., & Embry, D. D. (1990). Someone in my family went to Somalia: For children 4-8 years old and the adults who love them. Tucson, AZ: Heartsprings, Inc.

Comerci, G. W., Glaser, M.E., & Embry, D. D. (1990). Someone in my family went to Somalia: For young people and the adults who love them. Tucson, AZ: Heartsprings, Inc.

Corder, B., & Haizlip, T. (no date). A Coloring Book: Feelings About War. Child Psychiatry Training program of Dorothea Dix Hospital.

Embry, D. D. (1993). They're coming home story workbook: For children 4-8 years and the adults who love them. Tucson, AZ: Heartsprings, Inc.

Embry, D. D. (1991). They're coming home: For children 4-8 years and the adults who love them. Tucson, AZ: Project Me, Inc.

Embry, D. D. (1993). Someone in my family just got deployed story workbook: For children 4-8 years and the adults who love them. Tucson, AZ: Heartsprings, Inc.

Embry, D. D., & Ernst, S. L (1991). They're coming home: For spouses and significant others. Tucson, AZ: Project Me, Inc.

Embry, D. D., & Rubenstein, A. (1991). They're coming home: A guide for parents of infants and toddlers. Tucson, AZ: Project Me, Inc.

Perez, J., & Embry, D. D. (1991). I'm coming home: For military personnel returning from deployment. Tucson, AZ: Project Me, Inc.

Rubenstein, A., & Embry, D. D. (1991). They're coming home: For children 4-8 years and the adults who love them. Tucson, AZ: Project Me, Inc.

Rubenstein, A., & Embry, D. D. (1991). They're coming home: For family, friends and community. Tucson, AZ: Project Me, Inc.

Sample Family Support Manuals Generated by Battalions

Headquarters, 4th Battalion, 505 Parachute Infantry Regiment, 82nd Airborne Division (November, 1994). Family Support Handbook. Fort Bragg, NC: Author.

Headquarters, 3d Battalion (Patriot) 43d Air Defense Artillery (March, 1994). 43d Air Defense Artillery Rear Detachment/Family Support Operations "Those Who stayed Home. Fort Bliss, TX: Author.

Headquarters, 1st Battalion, 327th Infantry Regiment, 101st Airborne Division (Air Assault) (June, 1993). Family Support Handbook: Sinai. Fort Campbell, KY: Author.

Family Support Manuals Generated by Commercial Organizations

Educational Publication, Inc. (1993). What's Next? A guide to Family Readiness for the National Guard. Elkins, PA: Author.

Educational Publication, Inc. (1993). What's Next? A guide to Family Readiness for the U. S. Army. Elkins, PA: Author.

Family Support Materials Generated by Military Sources

Amin, D. G., Jellen, L. Mervens, E., & Lee, R. L. (1988). Minimizing the impact of deployment separation on military children: Stages, current preventative efforts, and system recommendations. Military Medicine, 153, (9), 441-446.

Army Family Liaison Office (1995). Some things you might want to know... A resource booklet for Army family members. (Unpublished manuscript). Washington, DC: Author.

Baker, J. (1990). "The Long Goodbye." Military Lifestyle, 22, 20-22, 24-28, 30, 40,62.

British Defense Ministry (1994). Notes for Families of Soldiers Deployed to UN Operations.

Dorn, R. M., Snyder, A. I., & Lexier, L. J. (1980, October). Navy Marriage: Separations and reunions. Paper presented at the "Challenge of helping Others-Part 1," Symposium for the U.S. Navy Family Ombudsmen, Norfolk, VA.

Emper, N. H., Jr., & Varcoe, K. P. (1995). Army Community Service: An ACS Directors' list of resource materials. Alexandria, VA: U.S. Army Community and Family Support Center.

Headquarters, Department of the Army (January, 1984). Family Assistance Handbook for Mobilization (Department of the Army Pamphlet 360-525). Washington, DC: Author.

Headquarters, Department of the Air Force (October, 1985). Family Separations: Air Force Family Matters (Department of the Air Force Pamphlet 30-36). Washington, DC: Author.

Headquarters, First Army (August, 1990). Military Installations Providing Family Services in the First U.S. Army Area. (First U.S. Army pamphlet 360-1). Fort Meade, MD: Author.

Maine National Guard (1994). Families of Guard Booklet: Maine National Guard Family Program. Augusta, ME: Author.

Office of the Assistant Secretary of Defense for Force Management & Personnel (September, 1990). Ordered to Active Duty. What Now? A Guide for Reserve Component Families. Washington, DC: Author.

Office of Family Policy, Support, and Service, Department of Defense (1995). The good ideas handbook: A guide to unique Family Center Program throughout DoD. Arlington, VA: Author.

Schumm, W. Bell, D. B., & Tran, G. (1994). Family adaptation to the demands of Army life: A review of findings (ARI Research Report 1658). Alexandria, VA: U. S. Army Research Institute for the Behavioral and Social Sciences. (AD A285 952)

Second United States Army (October, 1990). Family Readiness Handbook. Fort Gillem, GA: Author.

Segal, M. W., & Harris, J. J. (1993). What we know about Army families (Special Report 21). Alexandria, VA: U.S. Army Research Institute for the Behavioral and Social Sciences.

Sommers, Y. M., Strzelecki, C., Pinto, C., Kline, A., & Rooney, M. (1990). Roses and Thorns: A Handbook for Marine Corps Enlisted Wives. Quantico, VA: The Marine Corps Association.

U. S. Army War College (1992). Who cares? We do!! Experiences in family support, U. S. Army War College Class of 1992 spouses and students. Carlisle Barracks, PA: Author.

Winneke, M. S. (Ed.). (1991). The Yellow Ribbon (Army Lessons from the home front Desert Shield-Desert Storm). (Special Bulletin 91-2). Ft Levenworth, KS: Center for Army Lessons Learned (CALL), U. S. Army Combined Arms Command (CAC).

Sample Family Programs and Activities

Blaisure, K.R., & Arnold-Mann, J. (1992). Return and reunion: A psychoeducational program aboard U. S. Navy ships. Family Relations, 41 (2), 178-185.

Department of the Army, Office of the Chief of chaplains. (1990). Reunion: Training Resources for the Unit Ministry Team. Washington, DC: Author.

Griffiths, G. C., & Fairchild, L. S. (1991). The Human Response to Operation Desert Shield/Storm. Fort Bragg, NC: U. S. Army Medical Department Activity.

Headquarters, 4th Battalion, 505 Parachute Infantry Regiment, 82nd Airborne Division (No date). Family Support Group Program. Fort Bragg, NC: Author.

O'Beirne, K. (1983). Key wives' recipe for success: Marine wives at Cherry Point, North Carolina. Family, 11(1), 38-46.

U.S. Army Community and Family Support Center (1995). Army Family Team Building-Family Member Training: Level I- Introduction. Alexandria, VA: Author.

U.S. Army Community and Family Support Center (1995). Army Family Team Building-Family Member Training: Level II- Intermediate. Alexandria, VA: Author.

U.S. Army Community and Family Support Center (1995). Army Family Team Building-Family Member Training: Level III- Advanced. Alexandria, VA: Author.

Program Evaluation

Caliber Associates. (1992). A study of the effectiveness of family assistance programs in the Air Force during Operation Desert Shield/Storm: Follow-up with single parents and dual military couples. Fairfax, VA: Author.

Deployment Support Programs Working Group. (1987). Navy Family Service Centers' Deployment Support Programs- A summary of Principles, Promising Practices, Materials, and Resources For FSCs Supporting Operating Units. Washington DC: Navy Family Support Program Division.

O'Keefe, A. (1989). Military Family Support: An International Overview (Unpublished manuscript). Washington DC: Author.

Appendix B
Families That Do Not Adapt Well to Deployments

With all families, it is important to encourage successful coping and discourage increased dependency. Unit family support efforts need to focus on mutual support with the goal of building life strengths and life skills. The group and group leaders need to set reasonable expectations of what the group can and cannot do for itself and each other. Group leaders need to work closely with the RDC and community agencies. It is important to have these relationships established before a crisis brings everyone together. Active FSG outreach needs to take place with families facing critical life events (e.g., being new to the community, illness, and pregnancy).

There may be a few demanding unit members' spouses who drain the leader's time and patience. FSG leaders must watch out for families that demand more services from the FSG than it is prepared to give (e.g., childcare, loans, transportation, and endless emotional support). There is little guidance on how to separate these types of families from those who need an ordinary amount of help and assistance. Furthermore, there is little written about how to be equitable in the services that are provided.

Experience has shown that there are two "types" of families that do particularly poorly during deployments: the "multiple (or chronic) problem" family and the "overly dependent family." The reasons for their inability to cope are different and so are the actions which the FSG must take.

The Chronic/Multiple Problem Family.

The chronic/multiple problem family is typically well known to unit leaders and local social service agencies.[1] These families are hard to deal with because they have so many problems (e.g., debts, unemployment, mental illness, family member abuse, and so forth) and the problems feed on each other. The test for whether this is the type of family that you have is the reaction that you get from leaders and service providers when you mention the family. If they begin telling you how much trouble they have had even before the soldier deployed, then chances are its a multiple problem family. If this is the type of family you are dealing with, you must involve the unit leadership and family service agencies. The FSG can provide reasonable support but it cannot provide psychotherapy, economic resources, or settle family disputes. If the family requires that the soldier come back home to help them cope, that is a command decision.

The overly dependent family (or spouse).

The overly dependent family (or spouse) is one that is not prepared for the strains that are inherent in the military way of life. This family unit probably functions well as long as

[1]They are also known to the family helping profession (Kagan and Schlosberg, 1988; Munson, 1982; Taft, 1986).

the soldier is at home. However, when the soldier leaves, the spouse is unable to function alone. Rather than looking on the deployment as an opportunity for growth, this spouse looks for (or even demands that) some benign outside agent step in and do things for him/her. If FSG members fall into this pattern, FSG leaders will quickly find themselves running two households: their own and that of the dependent spouse. The soldier often cooperates in making his/her spouse dependent by robbing her/him of the needed tools to function: a car, drivers license, check book, and an opportunity to practice the skills of adult living. Sometimes this spouse is young and inexperienced.

This type of spouse often responds to information and encouragement, particularly from his/her peers. The couple may also respond to some problem-solving sessions, particularly prior to the deployment (e.g.," how will your family get food once you are deployed?"). This approach is particularly helpful if the family has never experienced a long deployment before. Enabling the spouse to connect with others who have experienced and coped with separations may provide enough help.

If patience, encouragement, and information does not produce results, the problem may well be that the spouse is unwilling rather than unable to cope on her/his own. If the FSG is providing lots of help, but the problem is not getting better, the FSG leader may need some additional help from the family professionals on what is the best next step. If the spouse responds to each suggestion with "yes, but" and then goes on to say why the FSG must do for the family what most families do for themselves, then the FSG needs help from the professional to keep the dependent family from falling into the trap of believing that because a problem is present the FSG (not the soldier and his/her family) must solve it. Again, if the family cannot solve its own problems, it becomes the problem of the professional family support agencies (e.g., get the family an emergency loan to return their hometown or counseling) or the Army command (e.g., send the soldier home).

APPENDIX C
Recent Research on Family Support During Deployment

The purpose of this collection is to provide a summary of what is known about family support during prolonged overseas military deployments. The list of publications that follows includes all of the reports that we encountered. It is divided into six sections. The first five covered published and unpublished reports. These sections are: (A) Peacekeeping, (B) Operation Desert Storm and Desert Shield, (C) Navy deployments, (D) Other deployments, and (E) Other related reports.

This list is provided as source materials for people who may be interested in specific aspects of deployment. Those resources actually used in the review also appear in the reference lists at the end of the report.

Section A:
Family Support during Peacekeeping Operations

Furukawa, T.P., & Teitelbaum, J.M., (1987). Human dimensions anatomy of a light infantry and its families. (Unpublished Manuscript). Washington DC: Dept. of Military Psychiatry, Walter Reed Army Institute of Research.

Lewis, C. S. (1984). A supportive structure for waiting wives. (Unpublished manuscript). Washington, DC: Department of Military Psychiatry, Walter Reed Army Institute of Research.

Rosen, L. N., & Moghadam, L. Z. (1988). Social support, family separation, & well-being among military wives. Behavioral Medicine, 14, 2, 64-70.

Rosen, L. N., & Moghadam, L. Z. (1989). Social supports among Army wives. In R. J. Schneider, & J. M. Teitelbaum, (Eds.) Research progress report to the Community and Family Support Center. Washington, DC: Department of Military Psychiatry, Walter Reed Army Institute of Research.

Rosen, L. N., & Moghadam, L. Z. (1990). Matching the Support to the stressor: Implications for the buffering hypothesis. Military Psychiatry, 2 (4), 193-204.

Segal, D. R., Furukawa, T. P., & Linde, J. C. (1990). Light infantry as peacekeepers in the Sinai. Armed Forces & Society, 16, 385-403

Segal, D. R., & Segal, M. W. (1993). Peacekeepers and their wives: American participation in the Multinational Force and Observers. Westport, CT: Greenwood Press.

Teitelbaum, J. M., Wood, S., & Gravino, K. (1989). Adjustment and adaptation of enlisted family members to separation during long term unit deployment. In R. J. Schneider, & J. M. Teitelbaum, (Eds.). Research progress report to the Community and Family Support Center. Washington, DC: Department of Military Psychiatry, Walter Reed Army Institute of Research.

Van Vranken, E.W., Jellen, L. K., Knudson, K. H. M., Marlowe, D. H., & Segal, M. W. (1984). The impact of deployment separation on Army families. (WRAIR Report NP-84-6). Washington, DC: Dept. of Military Psychiatry, Walter Reed Army Institute of Research.

Wood, S., & Gravino, K.S. (1987). "Waiting wives: suddenly we have so much to say" Communications with army husbands in the multinational force and observers in the Sinai. Paper presented at the International Meeting of the Inter University Seminar of Armed Forces and Society, Chicago, IL.

Wood, S. & Gravino, K. S. (1988). Separation and reunion among wives of Sinai soldiers. (Unpublished manuscript). Washington, DC: Department of Military Psychiatry, Walter Reed Army Institute of Research.

Wood, S., Scarville, J., & Gravino, K. S. (1995). Waiting wives: Separation and reunion. Armed Forces and Society, Winter 21(2), 217-236.

Section B:
Army Family Support During Operations Desert Storm and Desert Shield (ODS/S)

Bell, D. B. (1990). Family factors in Operation Desert Shield. (Unpublished manuscript). Alexandria, VA: U.S. Army Research Institute.

Bell, D. B. (1991). How deployment distress was reduced among families during Operations Desert Shield and Desert Storm. A paper presented at the 8th Users' Stress Workshop, San Antonio, TX, 24-27 September.

Bell, D. B. (November, 1991). The impact of Operations Desert Shield/Desert Storm on Army families: A summary of findings to date. Paper presented at the 53rd annual conference of the National Council on Family Relations, Denver, CO.

Bell, D. B., & Quigley, B. (1991, August). Family factors in Operations Desert Shield and Desert Storm. Paper presented at the Military Psychology Divisions Workshop, American Psychological Association Convention, San Francisco, CA.

Bell, D. B., Tiggle, R. B., & Scarville, J. (1991). Army Family Research Program: Selected preliminary findings on Army family support during Operation Desert Shield. (ARI Research Product 91-20). Alexandria, VA: U.S. Army Research Institute. (AD A242 754)

Caliber Associates (1993a). Study of impact of Operation Desert Shield/Storm (ODS/S) on Marine Corps families and effectiveness of family support programs in ameliorating impact: Volume II: Final Report (Contract Number: N00600-91-D-0364). Fairfax, VA: Author.

Caliber Associates (1993b). Study of impact of Operation Desert Shield/Storm (ODS/S) on Navy families and effectiveness of family support programs in ameliorating impact: Volume II: Final Report (Contract Number: N00600-91-D-0364). Fairfax, VA: Author.

Durand, D. B., Larson, C. L., & Rosenberg, F. R. (1991). Survey of Army thematic analysis of spouses' comments, Washington DC: Dept. of Military Psychiatry, Walter Reed Army Institute of Research.

Dyer, Edward L. (1993). 1ST battalion, 37th armor rear detachment operations and family support group activities during the gulf war. Carlisle Barracks: Army War College.

Elig, T. W. (1993a). 1991/1992 Surveys of Total Army Personnel(STAMP): ARNG officer responses (Unpublished manuscript). Alexandria, VA: U.S. Army Research Institute for the Behavioral and Social Sciences.

Elig, T. W. (1993b). 1991/1992 Surveys of Total Army Personnel(STAMP): ARNG soldiers responses (Unpublished manuscript). Alexandria, VA: U.S. Army Research Institute for the Behavioral and Social Sciences.

Griffith, J., & Perry, S. (1993, August). Examination of soldier perceptions of employer and family conflicts with USAR service, perceptions of quality of unit activities, and perceptions of individual and unit preparation for combat. Paper presented at the 101st annual convention of the American Psychological Association, Toronto, Canada.

Martin, J. A., Vaitkus, M. A., Johnson, M. D., & Mikolajek, L. M. (1991). Desert Storm: The well-being of Army families in Europe. (Unpublished manuscript). Washington, DC: Department of Military.

McGee, P. (1991, October). Impact of Operation Desert Shield/Storm on Reserve Component families. Presented at the Inter-University Seminar on the Armed Forces and Society convention, Baltimore, MD.

Oliver, L. W. (1991, October). Attitudes of mobilized Army personnel toward leadership, training, and family issues. Paper presented at the Military Testing Association Meeting, San Antonio, TX.

Oliver, L. W., Elig, T. W., & Harris, B. C. (1992). The 1991 survey of mobilized reserve soldiers: Retention, morale, and readiness. (ARI Research Report 1623). Alexandria, VA: U.S. Army Research Institute for the Behavioral and Social Sciences. (AD A255 201)

Perez, J. T. (1990). Operation homefront: for those left behind. (Unpublished manuscript). North Hollywood, CA: LifePLUS Foundation. (Also presented at the American Psychological Convention, San Francisco, CA, August, 1991).

Rosen, L. N. (1991, May). Human factors in Operation Desert Shield: The role of family factors. Paper presented at the Operation Desert Shield Task Force Meeting, Washington, DC.

Rosenberg, F. R. (1994). Spouses of Reservists and National Guardsmen: A survey of the effects if Desert Shield/Storm. In D. R. Segal (Ed.) Peace Operations: Workshop proceedings (ARI Research Report 1670). Alexandria, VA: U.S. Army Research Institute for the Behavioral and Social Sciences. (AD A292 116)

Schumm, W. R., Bell, D. B., & Tran, G., (1993). Family adaptation to the demands of Army life: A review of findings (ARI Research Report 1658). Alexandria, VA: U. S. Army Research Institute for the Behavioral and Social Sciences. (AD A285 952)

Teitelbaum, J. M. (Ed.) (1991). Family factors in Operation Desert Shield: Phase I Report. (Unpublished manuscript). Alexandria, VA: U.S. Community and Family Support Center.

Teitelbaum, J. M. (1992, April). ODS and Post-ODS divorce and child behavioral problems. Paper presented at the Office of the Secretary of Defense family research in-progress review Pentagon, Washington, DC.

Teitelbaum, J. M. (1991, October). Unit level spouse support and generic family assistance at major Army posts during Operation Desert Shield/Storm. Paper presented at the Inter-University Seminar on Armed Forces and Society Biennial International Conference. Baltimore, Maryland.

Teitelbaum, J. M., & Gifford, R. K. (1990). Deployment availability of soldiers for operation desert shield. Washington, DC: Dept. of Military Psychiatry, Walter Reed Army Institute of Research.

Thirteenth COSCOM (1990). Thirteenth COSCOM Family Care Survey. (Unpublished Manuscript). Ft Hood, TX: 13th COSCOM.

U. S. Army Reserve (1990, September). Desert Shield Special Edition. CARNOTES, VI(IV), 1-7.

USAREUR ODCSPER, (1991, May). USAREUR personnel opinion survey 1991: General findings report, Vol. 1 (Family) (USAREUR Pamphlet 600-2). Paper presented at the U.S. Army Walter Reed Institute of Research Professional Seminar, Forest Glen, MD.

U.S. Army War College Class of 1992 (1992). Who Cares? We Do!! Carlisle Barracks, PA: Department of Command, Leadership, and Management, U.S. Army War College.

Vaitkus, M., & Johnson, M. (1991, May). USAREUR Family Support Research: Operation Desert Storm. Paper presented at the U.S. Army Walter Reed Institute of Research Professional Seminar, Forest Glen, MD.

Westhuis, D. J., Rosen, L. H., & Teitelbaum, J. M. (1991, October). Army families in CONUS: the impact of Desert Shield and Storm. Presented at the Inter-University Seminar on the Armed Forces and Society convention, Baltimore, MD.

Winneke, M. S. (Ed.). (1991). The Yellow Ribbon (Army Lessons from the home front Desert Shield-Desert Storm). (Special Bulletin 91-2). Ft Levenworth, KS: Center for Army Lessons Learned (CALL), U. S. Army Combined Arms Command (CAC).

Section C:
U.S. Navy Experience with Family Support during Deployments

Archer, R. P., & Cauthorne, C. V. (1986). A final report on an investigation of deployment related factors on performance and psychosocial adjustment. (Tech. Rep.) Eastern Virginia Medical School, Department of Psychiatry.

Beck, A. (1980). Feelings of depression in navy wives prior to family separation. Presented at the Western Psychological Association Convention, Honolulu, HI.

Beckman, K., Marsella, A. J., & Finney, R.(1977). Depression in wives of nuclear submarine personnel. (Unpublished manuscript). University of Hawaii, Honolulu, HI.

Dorn, R. M., Snyder, A. I., & Leonard, J. (1980). Navy marriage: Separations and reunions. Norfolk Virginia: Community Health Center and Psychiatric Institute.

Heimbaugh, B. (1974). Navy wife of year discusses "long wait." Great Lakes Bulletin, 39, (37).

Nice, S. D. (1981). A longitudinal analysis of Navy family separation. (Report Number NPRDC TR 82-15). San Diego, California: Naval Research Center, Navy Personnel Research and Development Center.

Nice, S. D. (1978). The androgynous wife and the military child. In E.J. Hunter and D.S. Nice (Eds), Children of Military Families. A part yet apart. (pp 25 -37). Washington DC: U.S. Government Printing Office.

O'Beirne, K. (1976, September). Waiting wives. U.S Naval Proceedings, pp 29-37.

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