

FSC Community Readiness Consultant Course



Student Note-Taker

Community Readiness Consultant Course Schedule

| | | |
|------------------|----------------|--|
| MONDAY | 7:30-7:45 AM | Meet and Greet |
| | 7:45-8:00 AM | Leadership Welcome |
| | 8:00-8:30 AM | Course Administration and Logistics |
| | 8:45-9:30 AM | Introductions |
| | 9:30-10:00 AM | Course Overview |
| | 10:00-11:30 AM | Why Are We Here? Transforming Community Readiness |
| | LUNCH | |
| | 12:30-1:30 PM | AEF Expectations for Community Readiness Through Personal Preparedness |
| | 1:30-4:30 PM | Building Community Readiness Through Personal Preparedness |
| TUESDAY | 7:30-7:45 AM | Course Administrative Announcements and Review |
| | 7:45-11:30 AM | Applying Results Management |
| | LUNCH | |
| | 12:30-4:30 PM | Applying Results Management |
| WEDNESDAY | 7:30-7:45 AM | Course Administrative Announcements and Review |
| | 7:45-11:30 AM | Individual Consultation |
| | LUNCH | |
| | 12:30-4:30 PM | Individual Consultation |
| THURSDAY | 7:30-7:45 AM | Course Administrative Announcements and Review |
| | 7:45-9:45 AM | Data for Community Results |
| | 9:45-11:30 AM | Leadership Consultation |
| | LUNCH | |
| | 12:30-4:30 PM | Leadership Consultation |
| FRIDAY | 7:30-7:45 AM | Course Administrative Announcements and Review |
| | 7:45-9:45 AM | Career Planning and Development |
| | 9:45-11:00 AM | Personal Action Planning and Review |
| | 11:00-11:30 AM | Course Evaluations and Critique |
| | 11:30-12:00 PM | Course Closing and Graduation |

NOTE: Class Dinner on Wednesday night (Guest House in Prattville, \$18.00)

History of Pathfinder Air Force Base

Pathfinder Air Force Base began as a WW II Army Air Corps base built on the land previously occupied by Fort Clatsop. Captains Meriweather Lewis and William Clark led the 31-member expedition from Camp Wood near St. Louis in 1804 to the Oregon coast in 1805. The expedition returned to St. Louis in 1806. The purpose of the expedition was to explore the lands west of the Mississippi and find the all water route to the Pacific Ocean. The main objective of the expedition was one of expanding commerce. The journey was made by keelboat, canoes, pirogues and walking.

The members of the Lewis and Clark Corps of Discovery constructed Fort Clatsop out of grand fir trees in the winter of 1805. The fort and the nearby town of Clatsop were named after the Clatsop Indians, the Chinookan people who lived in the immediate area and traded regularly with the expedition's soldiers and explorers. The Indians also rescued many of the members of the expedition during a violent winter storm in 1805. The expedition occupied the fort from Dec 7, 1805 until March 23, 1806. As with many similar frontier forts, life at Fort Clatsop was almost unbearably dull.



The fort consisted primarily of huts and a palisade and was about 50 fifty feet square. It had two long structures joined by palisade walls. There was a main gate on the front and a smaller one at the opposite side of the structure that provided access to a nearby spring. A fifty by twenty-foot parade ground sat in the middle of the fort. The huts were divided into rooms that were used for living quarters, an orderly room, and a smokehouse. It took three weeks for the expedition members to build the fort.

The base mascot is a grizzly bear named Kirk (short for Community Readiness Consultant) holding a salmon. The expedition members often turned to salmon as a mainstay of their diet and occasionally encountered the ferocity of a grizzly bear.

Note: Much of this history of Fort Clatsop comes from the excellent book on the Expedition titled Undaunted Courage: Meriweather Lewis, Thomas Jefferson, and the Opening of the American West by Stephen E. Ambrose, Simon & Schuster, 1996.

The heraldry of the Pathfinder Air Force Base patch is based on the rich history of the Lewis and Clark Corps of Discovery Expedition and the operational vision of the Air Force.



The base was named after the Lewis and Clark Expedition. Lewis and Clark were true pathfinders in opening the route to the Northwest and in paving the way for new commercial opportunities across the lands of the Louisiana Purchase. Hence the motto, “Pathfinders Lead the Way.” The number “1” accentuates the vision and reality of all the elements of the Air Force being “one force, one team, and one community.” It speaks of community readiness and unity in purpose. The compass in the center of the patch supports the reality of pathfinders setting the course, following an azimuth, clearly taking one’s bearings, and keeping on track, on course. The blue represents the Air Force colors and the gold represents the Corps of Discovery’s courage in the face of adversity and challenges. The stars on each side of “community” symbolize the strength of all the elements of the formal and informal community, on and off-base, and including leadership working together to foster personal preparedness, community readiness, and mission accomplishment.

The unit coin has a replica of the Jefferson Peace Medal on one side. The inscription on the peace medal is “Peace and Friendship.” President Jefferson had the Peace and Friendship Medal made in 1801. Captains Lewis and Clark carried the medals with them and gave them to many of the Indians they met along their journey as a symbol of a friendly and peaceful relationship. The passing of the medal was symbolic of the beginning of happy, peaceful relationships centered on trading and learning from each other’s culture.



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Construction on Pathfinder Airfield began in 1942 immediately after the start of World War II. The runway was completed and the airfield activated in 1943 as part of the Army Air Corps. The Army Air Corps established the 151st Aerial Support and Pursuit Squadron at Pathfinder Field that same year. Its primary mission was to provide close air support to the Pacific Fleet as well as maintain the protection of all coastal military airfield installations. With the creation of the Department of the Air Force, Pathfinder Airfield was re-designated as Pathfinder AFB in 1949 and became the 151st Airlift Group as part of the new Military Airlift Transport Service (MATS).

Its mission was to provide airlift support to all Air Force installations in Washington, Oregon, and California. Later, the mission was expanded to include long range logistical support for Korean War operations. In 1966, Pathfinder AFB was designated as the 151st Airlift Wing (first airlift wing on the West Coast), now a part of the new Military Airlift Command (MAC). Its mission was to provide non-stop short and long range logistical air support for air and ground operations throughout South East Asia. With the conversion to the Air Mobility Command (AMC) in 1992, Pathfinder AFB expanded its peacetime airlift mission to support contingency operations throughout the world with a degree of excellence that remains unmatched. This is graphically reflected by the 9 Presidential Unit Citations and 15 Air Force Outstanding Unit Awards it has received since it began flying operations in 1943.

Today, the current base mission is transport, airlift, and special operations. The 151st Airlift Wing is the host wing. There is also the 661st Special Operations Airlift Wing, the 348th ALS Airlift Squadron, and the Oregon Army National Guard Security Forces on base.

There are 3,200 active duty and 2,500 Reserve Air Force members at Pathfinder AFB. Fort Hooah, an Army post, is located adjacent to the Air Base. It is the home of the 12th Parachute Infantry Regiment (Separate), an active Army unit. The population of Clatsop is 40,000 including many Air Force and Army family members. Addition information about the base can be found in the detailed Pathfinder Air Force Base Description.

“PATHFINDERS LEAD THE WAY”

Note: Much of this history of Fort Clatsop comes from the excellent book on the Expedition titled Undaunted Courage: Meriweather Lewis, Thomas Jefferson, and the Opening of the American West by Stephen E. Ambrose, Simon & Schuster, 1996.

PATHFINDER AFB

Narrative Description

Locale and Weather:

Pathfinder AFB is located in Northwest Oregon near Clatsop, in an area with a relatively mild climate, with seasonal heavy rain and snow. Fort Hooah is a busy Army Post adjacent to Pathfinder AFB. The base is about 50 miles from the city of Carefree and is surrounded by bedroom communities.

Base Makeup:

The host wing is an AEF Fighter Wing. The new base commander is Brigadier General C.B. Pylot. He is a Desert Storm veteran who didn't receive much in the way of family support during his numerous deployments, and he thinks support should take a back seat to keeping the runways and hangers in top condition. However, Senior Enlisted Advisors champion our cause. They are definitely on our side.

A major hospital complex, the David Fine Medical Center, is a tenant unit.

Large BX, commissary, and MWR services are available. K-6 is located on base. There is an active CAIB.

Pathfinder has a full cadre of support services and activities. All are good except:

- 200 children are on the waiting list for the on-base Child Development Center
- Teen youth centers are inadequate
- There is a critical shortage of mental health providers at David Fine Medical Center

Base Personality: Pathfinder has a high ops tempo. It is under-manned in the maintenance career. 79% of first shirt billets are filled, but 10% of those are “undershirts.” 40% of the squadron commanders have less than 18 months on station.

Base personnel have changed patches three times in the past 24 months. However, there remains great attention to Air Force Core Values. The Wing rewards staying out of trouble, rapid deployment, and readiness.

There is a strong civilian labor union, Amalgamated International, on base. Grievances are up in the past six months.

Personnel: There is a major AFRC on base (2,500). 3,200 active duty personnel are assigned, 15,000 known retirees, and 6,400 active duty family members.

| Population | Total % of population | Of the total population, % married | Of the total population, % single parent with custody of children | Of the total population, % married families with children at home | Of the total population, % with working spouses |
|--------------------|-----------------------|------------------------------------|---|---|---|
| Officer (O4 up) | 8 | 89 | 1 | 67 | 49 |
| Officer (O1 to O3) | 12 | 54 | 2 | 53 | 60 |
| Enlisted (E7-E9) | 15 | 73 | 1.5 | 76 | 65 |
| Enlisted (E5-E6) | 27 | 82 | 1 | 74 | 76 |
| Enlisted (E1-E4) | 38 | 41 | 2 | 80 | 50 |

Housing: Only 30% of families are in on-base housing. The average wait for base housing runs 8-24 months. The average 2-bedroom apartment off-base rents for \$850 a month. The average 3-bedroom single family house off base sells at \$200,000. There is a 350-unit government leased housing complex in Clatsop, 10 miles from base. There is no public transportation from Clatsop to the Base.

Economics: Pathfinder AFB is in a high cost of living area. The informational technology is the largest employer in town. Medical/Health care is second largest, followed by lumber. Pathfinder AFB itself is the fourth largest employer. Additional significant industries are service, hospitality, seasonal agriculture, Pacific Rim import business, and export.

World Situation: The Korean Peninsula is heating up again. In fact, all of Southeast Asia presents a military problem.

Community Issues: Pathfinder AFB personnel are most annoyed by congestion on commuting routes. They are concerned about immigrants in the school system and gangs off base, a reflection of the currently unstable ethnic climate in the area.

The Clatsop City Manager and Council is always highly supportive of Pathfinder AFB initiatives, but has budget problems because their jurisdiction is expanding as rapidly as the base's.

Higher Education: Grade Point University, a well-thought-of private institution, is in Carefree. It offers some courses on base.

Carefree Community College also provided courses leading to certificates or Associate degrees. There has been an effort to have some of these courses meet at Clatsop, but so far that has not worked out.

The FSC:

It is a new facility and well located, right across from the BX and Commissary. It has a conference room that will seat 20.

Technological resources include the Wing WAN, 2 cell phones for use by on-call personnel after hours, 4 Pentiums, 2 laptops with modems, and several 486s.

No Family Services are available because of being in a high cost area.

No contingency plans have been made.

Events of Note**During the Next Few Weeks:**

- Wing holiday party
- Week of the Military Family celebration
- Voluntary return of dependents from Korea (repatriation site)

The Wing Commander's change of command occurred the two weeks ago.

BASE AND COMMUNITY DETAILED DESCRIPTION

| | | | | | | | |
|--|--|------------------|------------|--------------------|------------|---------------------|------------|
| City of Clatsop, Oregon | | | | | | | |
| Population | 40,000 | | | | | | |
| Base Mission | <p>Transport/Airlift/Special Operations</p> <p>151 Airlift Wing (Host Wing) (will enter AEF cycle within 60 days)</p> <p>661 Special Operations Airlift Wing</p> <p>75% of Reserves to be activated in next 60 days</p> | | | | | | |
| Tenant Units | <p>Oregon Army National Guard Security Forces augmentees</p> <p>661 SOW (Special Operations Airlift Wing—Air Force Reserve Unit)</p> <p>348 ALS (Oregon Air National Guard (ORANG) Airlift Squadron—13 C-130's)</p> | | | | | | |
| <ul style="list-style-type: none"> • Active Duty • Active Duty Family Member • Civilian • Retiree Population Served • Reserves • Reserve Unit Family Members • Guard (Army Augmentees) | <p>3,200</p> <p>6,400</p> <p>600</p> <p>15,000</p> <p>2,500</p> <p>7,500 (living in a 5-state area)</p> <p>120</p> | | | | | | |
| <ul style="list-style-type: none"> • Single parents | 100 | | | | | | |
| <ul style="list-style-type: none"> • Dual military families | 240 | | | | | | |
| <ul style="list-style-type: none"> • Ages of Children | <table style="width: 100%; border: none;"> <tr> <td style="width: 80%;">0 – 5 yrs</td> <td style="text-align: right;">961</td> </tr> <tr> <td>6 – 12 yrs.</td> <td style="text-align: right;">842</td> </tr> <tr> <td>12 – 18 yrs.</td> <td style="text-align: right;">621</td> </tr> </table> | 0 – 5 yrs | 961 | 6 – 12 yrs. | 842 | 12 – 18 yrs. | 621 |
| 0 – 5 yrs | 961 | | | | | | |
| 6 – 12 yrs. | 842 | | | | | | |
| 12 – 18 yrs. | 621 | | | | | | |

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|--|---|
| Nearest Other Military Base | Fort Hooah adjacent to Pathfinder AFB (Active Duty Regular Army Post) 12 th Parachute Infantry Regiment (Separate) is the Active Army unit at Fort Hooah |
| Base Characteristics | Large BX and Commissary; full range of Services Squadron activities |
| | Very active Chapel programs for all denominations (e.g., Women of the Chapel provide a lunch in the Chapel meeting room in for all Heart Link programs). |
| | Family Support Center is located near the BX and Commissary and close to on-base single member dormitories. |
| | Active Spouse Clubs, Girl Scouts and Boy Scouts on base |
| | Paul Bunyan Elementary School (K-6), on base (contracted through Clatsop public school system) |
| | Childcare is limited for family day care and child development center (can't always meet the demands for regular and walk-in services) |
| Community Characteristics: | |
| <ul style="list-style-type: none"> Social/Cultural | Local community is somewhat supportive of military presence Nearest major metropolitan area is 63 miles away in Portland, OR Culturally diverse community |
| <ul style="list-style-type: none"> Economic | Unemployment rate 4.6% High cost of living Gradepoint University and Carefree Community College (CCC) 50 miles away in Carefree, OR Top 3 industries: Information Technology, Medical/Health, Lumber Most off-base housing is in Clatsop, Oregon that is 10 miles from the base |
| <ul style="list-style-type: none"> Legal/Political | World political climate requires high operations tempo; some anti-military sentiment; increased drug-related crime and gang related activities |
| <ul style="list-style-type: none"> Psychological | Rural/small town life Fog/rain; seasonal affective-disorders |

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|--|--|
| <ul style="list-style-type: none"> • Miscellaneous | Countryside of rolling hills, lots of vegetation and timber Ice storms and snow in the winter Frequent wind and rain Slightly inland from the coast |
| Motto | “Pathfinders Lead the Way” |
| Wing Commander | Brigadier General Justin A. Pylot Chairs CAIB |
| Reserve Wing Commander | Brigadier General (Sel) Ralph Light Year |
| Med Group Commander | Colonel (Dr.) Phil Potter |
| Mission Support Group Commander | Colonel M. S. Gee |
| Force Management Squadron Commander | Lt Col Michon Supp-Porter |
| IDS Chairperson | Chaplain (Maj) Solomon Dogoody |
| Wing Safety Officer | Lt Col Barney Orm |
| Health and Wellness Center (HAWC) Director | Maj Arnold S. Hart |
| Family Support Center Flight Chief | Ms. Glenda Goodheart |
| FSC CRCs | Mr. I. M. Reddy, Med Group Ms. Louisa Clark, MSG Mr. Larry Gogetter, OPS Ms. Charlotte Webb, MXG |
| FSC CRTs | Mr. Ed Beacon Ms. Mary Explorer |
| FSC Superintendent | SMSgt Al York |
| FSC Readiness NCO | TSgt Dave Rambo |
| FMS First Sergeant | MSgt Sonny Merriweather |

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|--|--|
| IDS Team Members: | Chapel—Chaplain (Maj) Solomon Dogoody, Executive Director |
| | HAWC Director--Maj Arnold S. Hart |
| | Family Advocacy Program Outreach Manager Ms Flora Findit |
| | Chief of Life Skills Center--Maj Jason DeSoto |
| | Public Affairs--Maj Mora Media |
| | Legal Office-- Capt Martin Justice |
| | FSC Flight Chief--Ms. Glenda Goodheart |
| | Family Member Support Flight Chief (SVS) Mr. Woody Rockinghorse |
| Professor of Aerospace Science (Grade Point University) GPU | Colonel L.D. Teecher |



Family Support in a Transforming Environment





The Journey Ahead

- Your Expedition this Week
- Family Matters Vision & Mission
- Family Matters Update
- Transformation





Air Force Family Matters

Vision:

Build strong, ready communities

Mission:

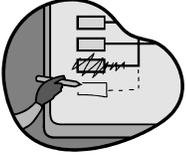
Work collaboratively to build stronger communities that promote self-sufficiency and enhance mission readiness, retention and adaptation to the AF way of life by providing total force members, their families, and leadership with measurable and effective services





Transformation

- DoD
 - Air Force
 - Personnel
 - Family Support






DoD Transformation

- The Department of Defense is transforming: Secretary Rumsfeld
- Change is everywhere and happening rapidly: General Eric Shinseki
- Let's look at some changes





Air Force Transformation



Secretary James G. Roche



General John P. Jumper

We must fundamentally transform our Combat and Support capabilities by leveraging information and process improvements across the Air Force enterprise to achieve significant operational efficiencies and drive down support costs





Air Expeditionary Forces

- Total Deployed 24,153
 - AD (current) 17,734
 - ANG (current) 3,702
 - AFRES (current) 2,717
 - Civilians (current) 139
- AD (since 9/11) 242,293
- ANG (since 9/11) 77,084
- AFRES (since 9/11) 33,636
- Civilians (since 9/11) 2,245




As of May 04



Air Expeditionary Forces

- Deployed for OIF
 - AD (current) 5,364
 - ANG (current) 687
 - AFRES (current) 265
 - Civilians (current) 13
 - TOTAL 6,455
- AD (since 9/11) 38,434
- ANG (since 9/11) 15,952
- AFRES (since 9/11) 6,711
- Civilians (since 9/11) 170
- TOTAL 61,267




As of May 04



Air Expeditionary Forces

- Air Expeditionary Forces
 - Airmen in buckets (cycle)1997: 80,000
 - % in buckets in 1997: 22%
 - Airmen in buckets 2003: 272,000
 - % in buckets in 2003: 76%
 - Next Major Rotation: Mar 04
- Snapshot
 - Unavailable to deploy: 35,612
 - 9.5% of Total Force: 375,062
 - Student status: 31,495
 - PCS status: 3,125
 - Confined/Patient status : 992




As of May 04



Not Your Father's Air Force

- World Wide Mobility
 - The Global War on Terrorism began the longest sustained surge of air mobility forces since Operation Vittles, the 1948-49 Berlin Airlift
 - During OIF, a 15-ship C-17 formation departed Aviano AB, IT to airdrop 945 soldiers and equipment into Iraq – the first combat airdrop of paratroopers by the C-17 and largest since the 1989 combat drop in Panama
 - During OIF, AMC's Mobile C2 units – Tanker Airlift Control Elements and Mission Support Teams deployed to 21 locations, handling more than 9,398 aircraft sorties with a total throughput of 332,317 passengers and 144,000 short tons of cargo





National Security Personnel System (NSPS)

- NSPS Highlights
 - Included in '04 National Defense Authorization Act (NDAA)
 - Most significant personnel changes in 50 yrs
 - Flexibility to manage based on DoD Mission
 - <http://www.cpms.osd.mil/nsps/>
- Benefits
 - Streamlined Classification
 - Expedited Hiring
 - Pay for Performance
 - Pay Banding
 - New Appeal and Labor System





DP Transformation

Deliver a leaner, more cost effective customer-focused personnel service to support the Air Expeditionary Force





Customer Service Transformation (CST)

- Most DP functional areas will be part of the CST
 - Military Personnel Flight (MPF) customer service provided through the vMPF, AFPC Contact Center, and base MPFs
 - Contact center has about 60 contractors covering 24/7
 - Within a couple of years there will be hundreds in the contact center
 - Personnel footprint will get smaller
 - Many prefer getting service from the web or over the phone—get service when it is convenient for you
 - High tech and high touch?





FSC Transformation

- Imperative for change:
 - Our traditional service delivery system is activity focused versus meeting validated community level needs
 - Traditional approaches may create dependency
 - System should encourage families to be active participants in their own lives and the life of community instead of being passive recipients
 - FSC reactive, passive service provider
 - FSCs are often constrained by high caseloads & crisis management





FSC Transformation

Requirements for successful FSC transformation:

- Build the art and science of prediction
- Move from activities-based services to community building activities
- Outcome-based management
- Engage more fully with technology
- Move to community based initiatives in close partnership with leadership
- Collaborative approach to community building
- Incentivise FSC staff





FSC Transformation

FSC Transformation Milestones:

- Operations move to AFPC completed in Oct 01
- Better deployment/use of Information Technology
 - AF Crossroads, FIRST, GI-Mail, AF One Source, "reach-back capability"
- CRC Delivery Model
 - SCPDs implemented April 04





FSC Transformation

What do we need from you?

- Deep local knowledge of your community
- Technological awareness
- Ability to think imaginatively and seek out diversity of thought
- Comfort with uncertainty and the art of the possible
- To be mentored and be a mentor








What do Customers Want from FSCs?

- More than a menu of programs from a center bound FSC staff
- Easy access to base-wide resources (reach back)
- Balance between professional and family lives
- Services that meet their needs and requirements and that focus on issues and concerns across the military and family life cycles




What do Commanders Want?

- An FSC that consults with them and understands their organization's uniqueness—provides services specific to the units immediate and long-term needs
- Services that involve outreach and are proactive, focused on personal and family readiness and individual/family development
- An FSC that helps support and maintain mission readiness by assisting individuals and families adapt to the demands of military life





Family Matters Update

- Accreditation
- AF Crossroads
- Air Force One Source
- FIRST
- FAMNET V
- SITES IV
- New Managers Course




Air Force Crossroads

Welcome to Air Force Crossroads - Microsoft Internet Explorer

Address: http://www.afcrossroads.com/home.dfm

AIR FORCE CROSSROADS
The Official Community Website of the United States Air Force

The Air Force believes that one of its most important attributes is a sense of community among its members and their families...The Air Force is redefining itself to both maintaining this sense of community and finding new and more efficient ways of providing it.

- Calendar of Events
- Casualty & Loss
- Communications Center
- DoD Installations
- Education
- Eldercare
- Employment / Volunteer
- Family Separations
- Financial Information
- Flex Market
- Info. Resource Center
- Leisure Activities
- Medical & Dental
- Parenting
- Related Websites
- Relocation
- Spouse Network
- Teens & Youth

Created and maintained by Human Resources Technologies, Inc.



New Manager's Qualification Course

- Questionnaires went to Flight Chiefs, Career Broadeners, MSS/CCs, MAJCOM Chiefs, Careers Program, Air Staff, and AFPC
- Data was gathered and analyzed
- AFPC, DPK, AU, training consultant, and Air Staff met to determine course content, objectives, and delivery options
- Course will be built over the next 12 months using experts from throughout the Air Force




On the Horizon

- Training
 - ✓ This course for CRC/Ts
 - ✓ Readiness Course twice a year at AU
 - FSC Managers Course
 - New Course being developed (Summer 05?)
 - ✓ Superintendent Training as needed
 - ✓ June 04
- Conferences
 - ✓ Readiness Conference (Dec 2003)
 - OSD Family Center Conference October 2004





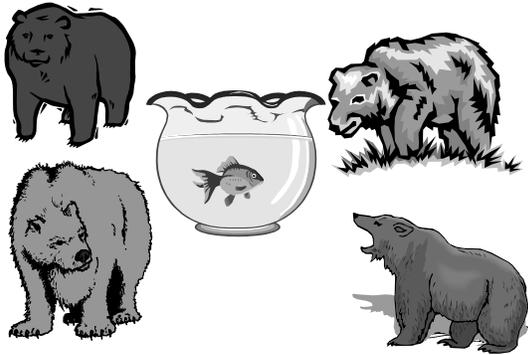

AFI 36-3009

- Includes the Transition and Relocation AFIs
 - Total rewrite
 - Supports our transformation and new service delivery model
 - Will release draft to the field
- Self-Inspection Check-List to follow





Your Thoughts and Questions



| | |
|---|---|
|  | FSC COMMUNITY READINESS CONSULTANT COURSE |
| AIR EXPEDITIONARY FORCE (AEF) | |
| UNCLASSIFIED |  |

| | |
|--|---|
|  | OBJECTIVE |
| <ul style="list-style-type: none">• Identify factors that necessitated the change to the AEF concept• Describe the objectives, attributes, and characteristics of the AEF concept | |
| |  |

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|--|---|
|  | OBJECTIVE |
| <ul style="list-style-type: none">• Describe the role and functions of Air and Space Expeditionary Forces in the AEF concept• Describe the impact of the AEF on communities, units, families, and individuals | |
| |  |



Why Is This Important?

“Let me be perfectly clear -- in our Air Force, every Airman is expeditionary, every Airman will know his/her place in the AEF system, and every Airman will be prepared to support the Combatant Commander, whether deployed, in CONUS via reachback, or employed at home station. If you are wearing the uniform of the United States Air Force, you are a part of the AEF

Gen John Jumper, CSAF Sight Picture, Jul 04





Why Is This Important?

- **AEF is how we fight tomorrow’s war and is the handrail that bridges us to the future**
- **Directly impacts the community, units, families, and individuals**





What is AEF?

- **The AEF is a group of capabilities within the Air Force designed to**
 - meet a specific theater’s requirements
 - provide total force packaging to include combat air forces, humanitarian relief capability, airlift and combat support units



Factors that Necessitated Change to the AEF Concept

- Tailored forces to meet theater Combatant Commander needs
- Range, speed, flexibility, and precision to meet the national security challenges of the 21st Century
- OPSTEMPO not evenly distributed across the force
- Downward trend in readiness indicators
- Lacked deployment rhythm
- Limited predictability and stability

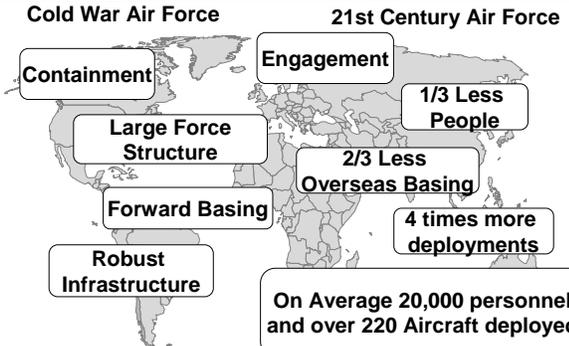


Objectives, Attributes and Characteristics of the AEF Concept

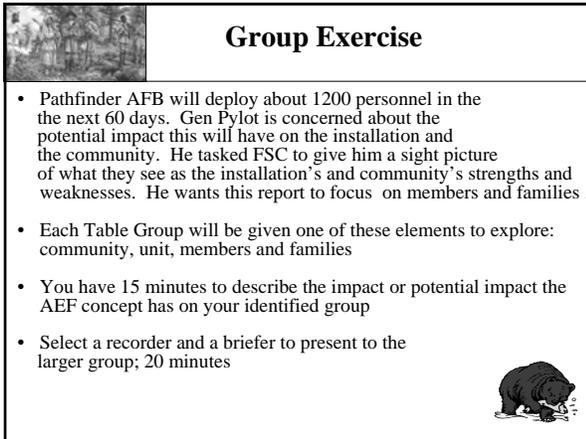
- Air Force's system for presenting forces to Combatant Commander
- Predictability and stability for our airmen during steady state
 - Personnel Tempo goal: 4-month deployment/"on-call" every 12 months
 - Scheduled in advance
- Better integration of the Total Force
- Provides Combatant Commander capabilities, not specific airframes



Objectives, Attributes and Characteristics of the AEF Concept



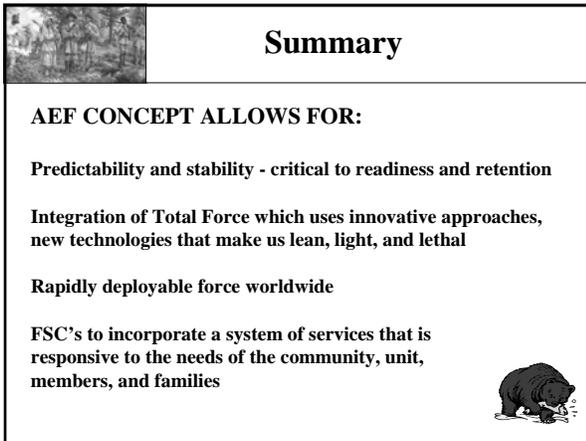
| Cold War Air Force | 21st Century Air Force |
|-----------------------|--|
| Containment | Engagement |
| Large Force Structure | 1/3 Less People |
| Forward Basing | 2/3 Less Overseas Basing |
| Robust Infrastructure | 4 times more deployments |
| | On Average 20,000 personnel and over 220 Aircraft deployed |



Group Exercise

- Pathfinder AFB will deploy about 1200 personnel in the next 60 days. Gen Pylot is concerned about the potential impact this will have on the installation and the community. He tasked FSC to give him a sight picture of what they see as the installation's and community's strengths and weaknesses. He wants this report to focus on members and families.
- Each Table Group will be given one of these elements to explore: community, unit, members and families
- You have 15 minutes to describe the impact or potential impact the AEF concept has on your identified group
- Select a recorder and a briefer to present to the larger group; 20 minutes





Summary

AEF CONCEPT ALLOWS FOR:

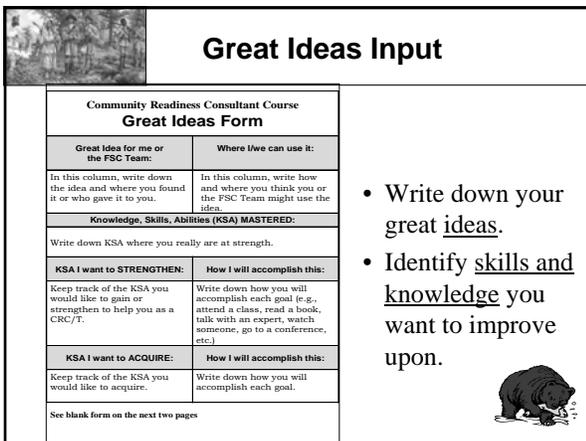
Predictability and stability - critical to readiness and retention

Integration of Total Force which uses innovative approaches, new technologies that make us lean, light, and lethal

Rapidly deployable force worldwide

FSC's to incorporate a system of services that is responsive to the needs of the community, unit, members, and families





Great Ideas Input

| Community Readiness Consultant Course Great Ideas Form | |
|--|--|
| Great Idea for me or the FSC Team: | Where I/we can use it: |
| In this column, write down the idea and where you found it or who gave it to you. | In this column, write how and where you think you or the FSC Team might use the idea. |
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| Write down KSA where you really are at strength. | |
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| Keep track of the KSA you would like to gain or strengthen to help you as a CRC/T. | Write down how you will accomplish each goal (e.g., attend a class, read a book, talk with an expert, watch someone, go to a conference, etc.) |
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- Write down your great ideas.
- Identify skills and knowledge you want to improve upon.



 FSC Community Readiness
Consultant Course

***Building
Community Readiness
Through
Personal Preparedness***



 Research Relating
to Community Readiness

“Resilient families are able to adapt and continue to function well during mobilizations and deployments, and they are able to successfully meet other challenges of military duty and family life.”

- Bell, D. B. & Schumm, W. R. (1999)

“Community linkages are needed to assist families with information and life skills as they strive to be self-reliant.”

- Drummet, A. R., Coleman, M., & Cable, S. (2003)





 Objectives

- Define “Community”
- Discuss CRC role in the AEF/community
- Describe Community Readiness Model (CRM) components
- Identify tools available to assist CRCs in building community readiness through personal preparedness



Why Is This Important?

- Understanding CRC role in AEF/ community will ease transformation process and increase credibility
- New FSC service delivery model increases a community's ability to meet challenges and supports community readiness and retention goals



Defining Community

Group Exercise 1

- Select a facilitator, recorder, and presenter
- In your group, define "Community" (**10 min**)
- Write or draw team definition on chart paper
- Be prepared to share your definition with class (**2 min**)



"A Community is..."

...the space in which citizens associate in their own individual and collective interests.

...formal and informal relationships and partnerships between people.

...a network of informal relationships between people connected by kinship, common interests or beliefs, geographical proximity, friendship, occupation or giving/receiving services.







Community Resiliency

What is community resiliency?

A community's ability to successfully adapt in the face of adversity and display collective competence despite exposure to severe stress

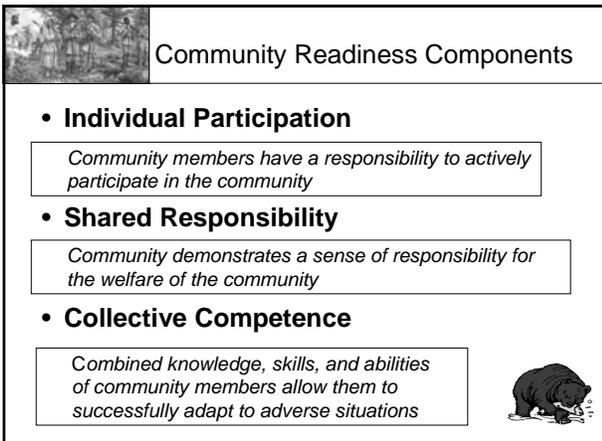




Community Readiness Equation

Community Readiness
=
Individual Participation
+
Shared Responsibility
+
Collective Competence





Community Readiness Components

- **Individual Participation**
Community members have a responsibility to actively participate in the community
- **Shared Responsibility**
Community demonstrates a sense of responsibility for the welfare of the community
- **Collective Competence**
Combined knowledge, skills, and abilities of community members allow them to successfully adapt to adverse situations

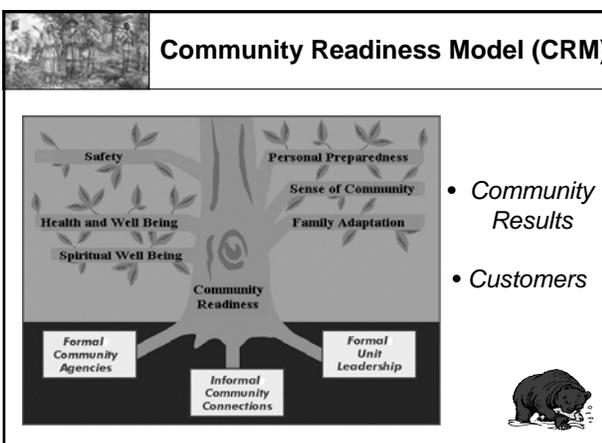




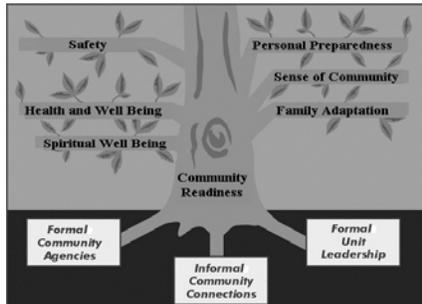
CRC Model Supports Readiness

 Family Support's CRC model mirrors the Community Readiness equation by incorporating the same three components in our new approach to service delivery!



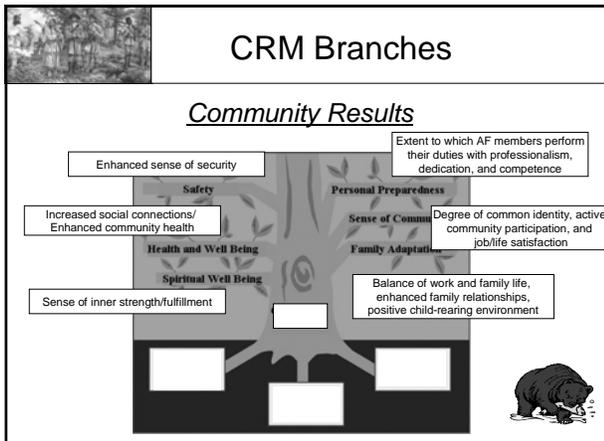


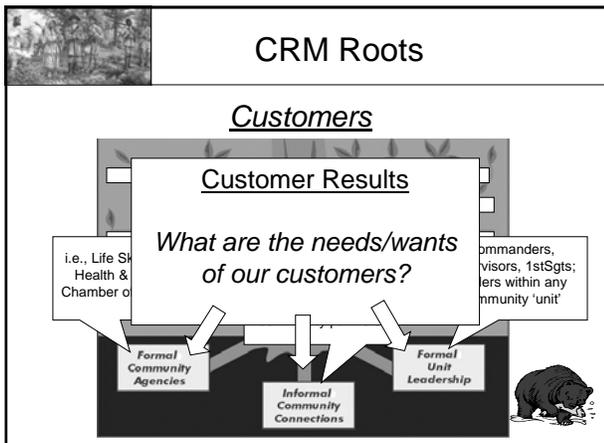
Community Readiness Model (CRM)



- *Community Results*
- *Customers*







Let's Practice CRM!

Group Exercise 2

- Facilitator will assign group scenario
- Select a leader, recorder, and presenter
- Review assigned scenario & follow exercise instructions -- be creative! **(20 min)**
- Record group findings on chart paper
- Present group findings to class **(5 min)**

Community Readiness Tools

- Community Action Information Board (CAIB) 
- Integrated Delivery System (IDS)
- AF Community Assessment
- Community Action Plan (CAP) 

Community Action Information Board (CAIB)

AFI 90-501

Purpose

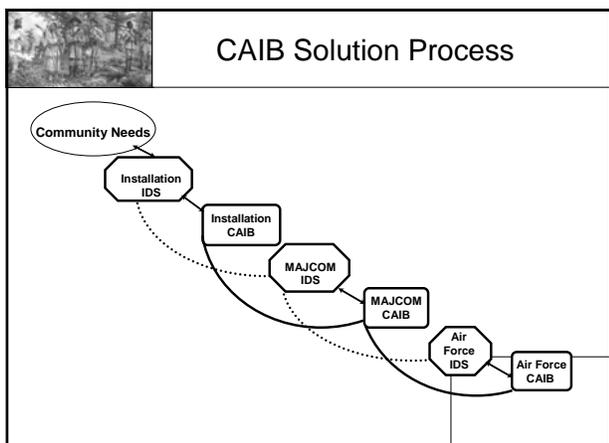
A cross-organizational forum for reviewing and resolving individual, family, and community issues that impact mission readiness and quality of life for Air Force members and their families.



Community Action Information Board (CAIB)

Installation CAIB

- Integrated Delivery System (IDS) 
 - Reviews AF Community Assessment
 - Develops/revises Community Action Plan
- Chairmanship and membership mirrored at all levels 



Community Action Plan (CAP)

- Developed by installation IDS; revised every two years or as needed
- Identifies individual, family, and community issues with proposed solutions
- Serves as an action guide for achieving community results!



Summary

- Define "Community"
- Discuss CRC role in the AEF/community
- Describe Community Readiness Model (CRM) components
- Identify tools available to assist CRCs in building community readiness through personal preparedness



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FSC Community Readiness Consultant Course

Applying Results Management



Lesson Objectives

- Describe the difference between a program-oriented design and a results-oriented design
- Discuss purpose of each step in the AF Community Readiness Model using the Results Management design process
- Describe how community and customer results drive development of activities
- Develop FSC activities from community and customer results



Applying Results Management

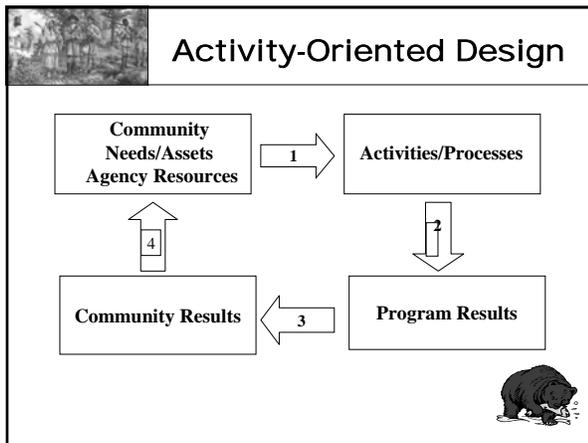
- Identify community partnerships and resources needed to achieve customer results and/or implement activities
- Describe relationship between community readiness, results management, and the installation's Community Action Plan (CAP)
- Describe the components of ROI and its impact on services in support of community readiness through personal preparedness
- Apply Results Management design process to a CAIB/IDS issue



Why is this important?

Each step in the Results Management Process is important in helping you develop an **action plan** for community readiness through personal preparedness.





Activity-Oriented Design

- Focus on creating programs based on assumptions
- Results are defined but not linked to community outcomes
- Desired outcomes rarely identified
- Primary attention on programs and measuring customer usage/satisfaction

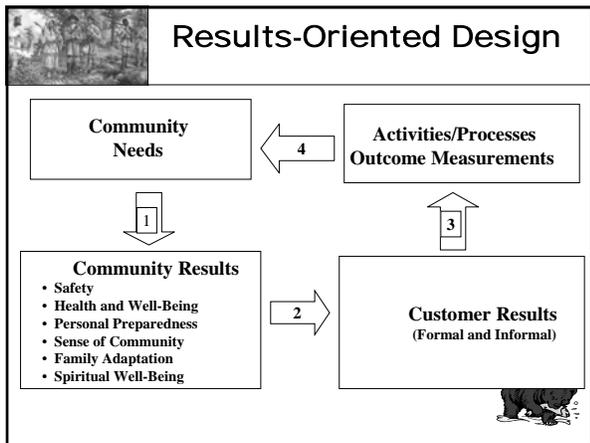


Results-Oriented Design

Decision management and resource allocation strategy based on anticipated results.

The Future: "Human service agencies in the AF will not be exempt from Performance-Based Initiatives (PBI) and its results-focused approach to planning and management"

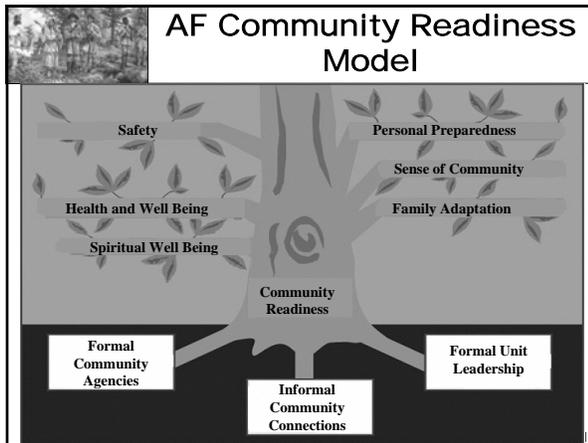




Results-Oriented Design

- Shift focus from “programs and staffing” to “results-designed activities”
- Ensure community needs are addressed through activities and services
- Involve whole community in identifying and responding to local needs
- Identify outcomes prior to allocating resources





Community Results Analysis

- What do we want the community to accomplish?

The Air Force established 6 Community Results:

- Safety – enhanced sense of security
- Health and Well-Being – increased social connections; enhanced community health
- Personal Preparedness – accomplish mission
- Sense of Community – Common identity
- Family Adaptation – balance of work & family
- Spiritual Well-Being – sense of inner fulfillment



Customer Results Analysis

- What do formal unit leadership, formal community agencies, and informal community connections need/want?




| | |
|---|------------------------------------|
|  | <h3>Customer Results Analysis</h3> |
| <ul style="list-style-type: none"> • Owned by people or groups that you serve • Strong evidence to support one of the six Community Result • Can impact the Community Result directly or indirectly through your allies or stakeholders • “Critical success variable” | |
|  | |

| | |
|---|------------------------------------|
|  | <h3>Customer Results Analysis</h3> |
| <ul style="list-style-type: none"> • Knowledge – what your customers and allies need to know • Attitudes – what they need to value/believe in order to do what is necessary • Behavior – what they need to be doing differently than today | |
|  | |

| | |
|--|------------------------------|
|  | <h3>Activities Analysis</h3> |
| <ul style="list-style-type: none"> • What activities will drive your Customer Results? <ul style="list-style-type: none"> ➤ Linked to community results either through direct services or allies indirectly ➤ Targeted to improve Knowledge, Attitudes or Behavior ➤ Able to be monitored | |
|  | |

 Community Partnerships

- What on/off-base partners (agency and staff) are needed to achieve customer results and/or implement the activities?



 Resources

- What additional resources are required to implement the activities in order to achieve customer results?



 Monitor and Evaluate

- How will activities and results be monitored and evaluated?



| | |
|---|--------------------|
|  | Achievement |
| <ul style="list-style-type: none">• Are the desired results achieved; how is it making a difference?  | |

| | |
|--|--------------------|
|  | Achievement |
| <ul style="list-style-type: none">• Offering appropriate services and activities• Getting results for customers• Making a difference in your community• Meeting needs  | |

| | |
|---|--------------------|
|  | Achievement |
| <ul style="list-style-type: none">• Owned by people in your community• You only indirectly impact these results through your customers or through systems you touch• Shared with results of other agencies and organizations  | |



Achievement

- Influenced by individual choices and behavior
- Tied to the consequences of effective services and activities
- Able to be measured

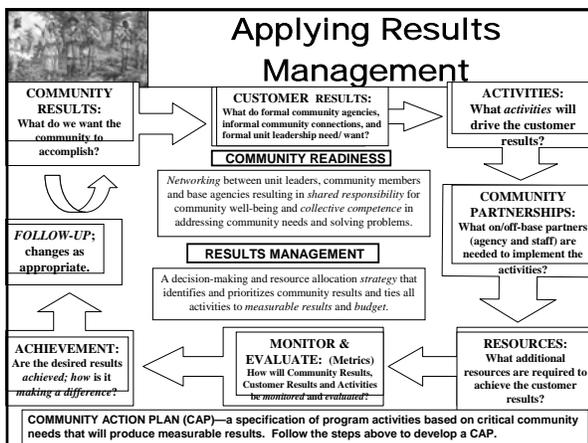




Follow-up

- Follow-up and make changes as appropriate





| | |
|---|--|
| | <h3 style="text-align: center;">Steps in Results Management Process</h3> |
| <p>COMMUNITY RESULTS: What do we want the community to accomplish?</p> | |
| <ul style="list-style-type: none"> • Sense of Community | |
|  | |

| | |
|--|--|
| | <h3 style="text-align: center;">Steps in Results Management Process</h3> |
| <p>CUSTOMER RESULTS: What do formal unit leadership, formal community agencies, and informal community connections need/want?</p> | |
| <p>Formal Unit Leadership</p> <ul style="list-style-type: none"> > Fully integrated team members to base/squadron | |
|  | |

| | |
|--|--|
| | <h3 style="text-align: center;">Steps in Results Management Process</h3> |
| <p>CUSTOMER RESULTS: What do formal unit leadership, formal community agencies, and informal community connections need/want?</p> | |
| <p>Formal Community Agencies</p> <ul style="list-style-type: none"> > Trained sponsors taking responsibility for new arrivals > Collaborative partnerships among formal/informal base agencies | |
| <p>Informal Community Connections</p> <ul style="list-style-type: none"> > Quick/easy access to people/resources > Individuals/Families feel welcomed as part of community | |
|  | |

| | |
|--|---|
|  | Steps in Results Management Process |
| | ACTIVITIES: What <i>activities</i> will drive leadership results? |
| Formal Unit Leadership > Leadership will ensure 100% of newly assigned personnel are provided a sponsor > Leadership will encourage attendance and allow time-off for sponsorship training > Leadership will support and promote monthly sponsorship incentive awards, i.e., Sponsor of the Month presented at Wing Standup; engage club to hang plaque announcing winners | |
|  | |

| | |
|---|---|
|  | Steps in Results Management Process |
| | ACTIVITIES: What <i>activities</i> will drive leadership results? |
| Formal Community Agencies > FSC will consult with Intro Monitors to develop an effective CBT for Orderly Room staff to ensure 100% compliance > FSC will collaborate with base Intro Monitors to ensure 100% of newly assigned sponsors are trained—at squadron's worksite or at FSC | |
|  | |

| | |
|---|---|
|  | Steps in Results Management Process |
| | ACTIVITIES: What <i>activities</i> will drive leadership results? |
| > Intro Monitors will coordinate with CRC monthly to analyze sponsorship data and provide feedback to formal agencies and leadership > CRC will collaborate with formal/informal community agencies to develop a Sponsorship CD/video to help facilitate member/family member connectedness > IDS agencies will facilitate Heart Link Spouse Orientation; administer a pre/posttest and a follow-up in 3 months | |
|  | |

Steps in Results Management Process

ACTIVITIES:
 What *activities* will drive leadership results?

Informal Community Connections

- New arrivals to Pathfinder AFB will complete a sponsorship questionnaire
- Partner with a “community” welcome service and spouse groups to welcome newcomers
- Partner with Airmen Council to sponsor a welcome package for 95% of first-term airmen to PAFB



Steps in Results Management Process

COMMUNITY PARTNERSHIPS:
 What on/off-base partners (agency and staff) are needed to implement the activities?

- PAFB Intro Monitors
- Airmen Council
- MPF Customer Service
- Community Welcome Service
- Dorm Managers and/or FTAC NCOIC
- Leadership buy-in/influence
- Members/Spouses buy-in/influence
- IDS Agencies/staff



Steps in Results Management Process

RESOURCES:
 What additional resources are required to achieve the program results?

- Funds
- Training facility
- Information Management Technology (e.g., MILPDS, web design assistance, CD/video, FIRST, etc.)
- Computers
- Agency staff/volunteers/spouses



Steps in Results Management Process

MONITOR AND EVALUATE: (Metrics)
How will activities/results be *monitored and evaluated*?

- Relocations Tracking System (e.g., newcomers questionnaire)
- Installation/Unit initiated incentive programs
- Orderly Rooms' Tracking System
- Spouse Forums comments and feedback
- Heart Link Spouse Orientation Evaluations
- AF Crossroads
- Numbers of spouses touched "before" and "after" they arrive on station/follow-up/feedback
- Formal Community Assessment
- FIRST



Steps in Results Management Process

ACHIEVEMENT:
Are the desired results being *achieved*; how is it *making a difference*?

- Members/family members expressing satisfaction with moving experience
- Increased number of members/family members participating in activities
- Customers know where and how to access resources
- Unit leadership's involvement with recognition activities



Steps in Results Management Process

Achievements, Cont'd:

- Increased dialogue with process owners
- Increased number of sponsors trained
- Increased sponsors' access to training opportunities
- Decreased number of newcomers arriving without a sponsor
- Increased connections to families

Yes!
 Sense of Community strengthened

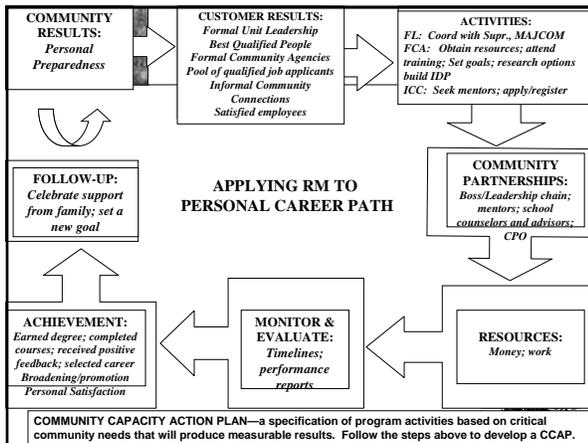


Steps in Results Management Process

Follow-up;
changes as appropriate

- Overall Community Result (Sense of Community) was achieved; however, noticed one unit consistently did not reach goal
 - Research indicated that increased satisfaction was a result of high leadership involvement and sponsors conducting all pieces of sponsorship. This unit was missing those crucial functions





Return On Investment (ROI)

Estimating your money's worth on a service or activity...

preferably, before

you actually spend the money



| | |
|---|-------------------------------------|
|  | <h2>Return On Investment (ROI)</h2> |
| <p><u>Performance Analysis</u></p> <ul style="list-style-type: none"> • Estimate the cost of the problem • Identify a solution or combination of solutions that will address the cause(s) of the problem • Estimate cost of the solution(s) and try to make sure it costs less than the problem <div style="text-align: right;"></div> | |

| | |
|---|-------------------------------------|
|  | <h2>Return On Investment (ROI)</h2> |
| <p><u>Communicating the Results</u></p> <ul style="list-style-type: none"> • Present all the information in as much detail as possible • Summarize parts of the information and provide the big picture • Key: communicating to the right people, at the right time, with the right information <div style="text-align: right;"></div> | |

| | |
|--|-------------------------|
|  | <h2>Group Exercise</h2> |
| <ul style="list-style-type: none"> • Each table group will be given a scenario based on formal and informal needs assessments data from Pathfinder AFB • Using the Results Management design template provided in your handouts, come up with some solutions to address the community's concerns. Please include an estimated cost and ROI • Each group will have 40 minutes to work through the process and 20 minutes to do the outbrief • Pick one person to summarize findings to the larger group (5 minutes per group) <div style="text-align: right;"></div> | |

Individual Exercise

- On your own, choose an FSC, CAIB/IDS example from Pathfinder AFB and work through the process using the flow chart. Spend about 40 minutes. You will turn in your IE and feedback will be provided.
- Discuss challenges/discoveries in your small groups for 10 minutes.
- We will ask each table to report to the larger group (15 minutes).



Summary

You have learned:

- RM is a logic-based, diagnostic model that helps agency staff manage results rather than activities
- Activities are useful only to the extent they are measurable and tied to results
- The steps in the AF Community Readiness Model are critical in building community readiness through personal preparedness
- The ROI should be considered when determining the value of a service or activity



Great Ideas Input

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FSC Community Readiness Consultant Course

Individual Consultation



Objectives

- Define the goals of an individual consultation
- Identify and discuss ethical standards of conduct within the professional relationship
- Identify and discuss knowledge, skills, and abilities in conducting consultations
- Describe the key steps of an individual consultation
- Using FIRST to conduct an individual consultation



Why is this important?

- Confidence
 - Competence
 - Credibility

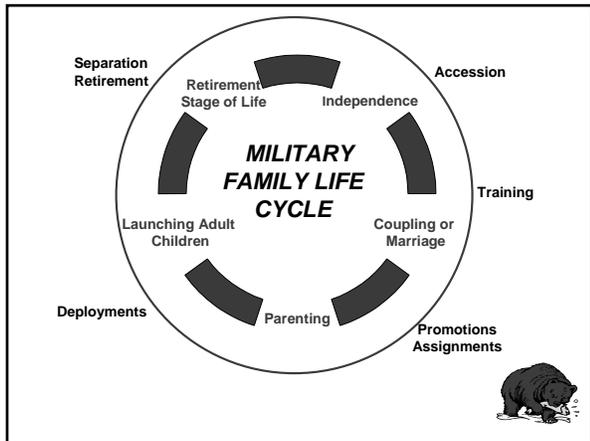


The Individual Customer



- Who are our customers?
- What does his/her customer profile look like?



Youth Trends -- Generations...

1946 1963 1977

Matures Boomers Xers Y

← Age

| | | | |
|---------------------------------------|-----------------------------------|--|---|
| Lifelong Job | Terrific Job | Terrific Life | Terrific Life & Job |
| My Employer | My Profession | Myself | My Team |
| A Week at Christmas When Plant Closes | Two Weeks Whenever I Can Get Them | As Many Weeks As I Want When I Want | Balance Work and Leisure... But Get Income |
| | | <ul style="list-style-type: none"> • Fill My Toolbox • Quick Feedback • Independence & Creativity | <ul style="list-style-type: none"> • Advanced Skills • Management Training • Job Security • Help in Dealing with Older Generation |

Sources: Rainmaker Thinking; Yankelevich Partners



Don't miss the significance of this shift
Remember, the ones who join the Air Force may be more motivated to serve than is the larger cohort



Goals of an Individual Consultation

- ✓ Address work/life issues faced by customers
- ✓ Provide customers with a comprehensive services strategy
- ✓ Ensure accountability for achieving customer results
- ✓ Positively impacts Community Readiness





The Process of Consultation

“**Consultation**”- a dynamic process of exchange/partnership involving a range of activities






The Process of Consultation

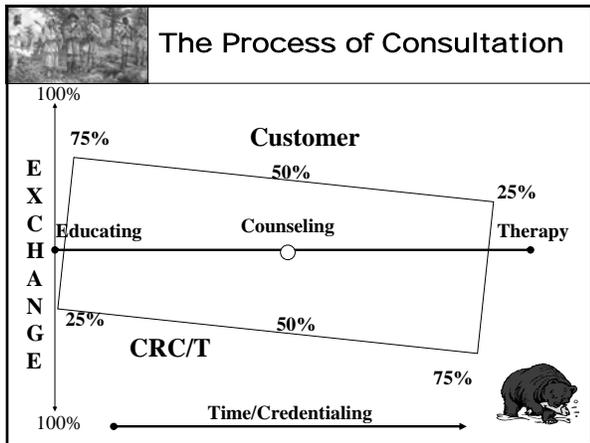
Customer

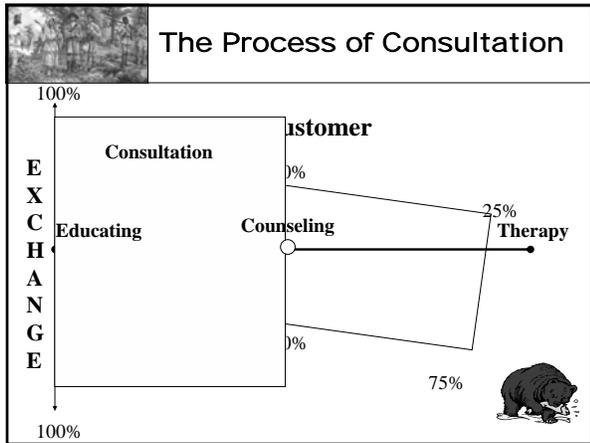
Educating Counseling Therapy

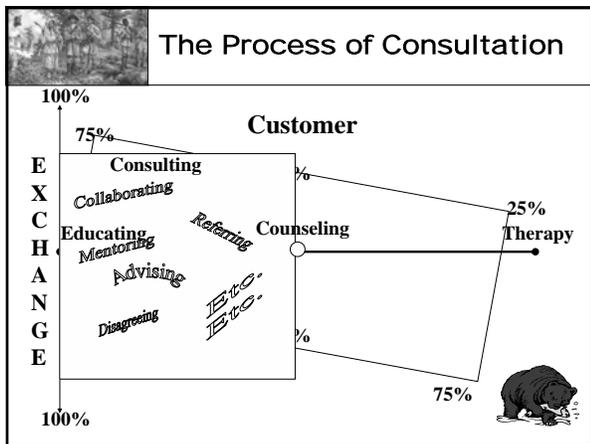


CRC/T









Ethical Considerations

- Customer Welfare
- Privacy vs Confidentiality
- Customer Rights
- Referral
- Emotional Objectivity



Self-Understanding

- Self-Awareness
- Self-Regulation
- Self-Motivation
- Social Competency
- Empathy



Consultation Skills

- Attending
 - Questioning
 - Encouraging
 - Confronting
 - Influencing



Consultation Skills

Attending

- ✓ Eye contact
- ✓ Tone of Voice
- ✓ Verbal Tracking
- ✓ Body Language




Consultation Skills

Questioning

Open Questions

Closed Questions





Consultation Skills

Encouraging

Non-Verbals

Verbals

Paraphrases & Summarizations

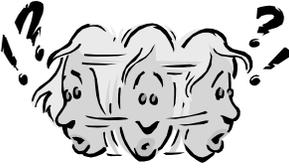




Consultation Skills

Confronting

- Discrepancy
- Incongruity
- Mixed messages
- Silence
- Resistance




Consultation Skills

Influencing

- Interpretation/reframing
- Logical consequences
- Self-disclosure
- Feedback




Steps to an Effective Individual Consultation



- Assess customer concerns and requirements
- Develop customer service plans
- Provide services
- Evaluate result of services (follow-up)



**Step One:
Assess Customer Concerns**

- Identify primary concern(s) and contributing factors
- Determine other issues that have not been stated/identified
- Make a preliminary determination of the type of services to be provided




**Step Two:
Develop Customer Service Plan**

- Discuss expectations, barriers and limitations
- Educate and explore options
- Set short & long-term goals
- Prepare customer service plan



**Step Three:
Provide Services**

- Basic information and education
- Short term support and referral
- Assist customer with preliminary service plan implementation




**Step Four:
Evaluate Results of Services**



- Conduct short/long-term follow ups
- Determine if additional assistance is required
- Adjust service plan as necessary



FIRST

**Family Integrated Results
Statistical Tracking**




FIRST

- We have been requesting an automated process for documenting customer contacts
- We have been asking for an automated system that would populate customer information fields
- We wanted a product that will sign individuals up for workshops
- We wanted an end to the dreaded quarterly reports
- We have been using the “the stubby pencil method” of gathering, storing, and reporting data for too long.





FIRST

- It is not a survey
- It is not a potential manpower cut
- It is not going to take your job
 - It is not a tool to chase data
 - It is not a clinical instrument
 - It is faithful to the CRM
- It is going to demonstrate results
- It is going to determine readiness and retention
- It is going to report ROI data





FIRST

- **Key uses**
 - Assessment
 - Documentation
 - Tracking
 - Data Extraction






FIRST Demonstration

- Two individuals will conduct a consultation using FIRST (45 minutes)
- Group discussion (15 minutes)





FIRST Exercise

- Individuals will work in 8 groups of 3***
- Each group will be assigned 3 different scenarios to consultations using FIRST
- Each group must assign a CRC, customer and observer /recorder
- Roles will be rotated with each scenario (approximately 50 minutes for each scenario)
- Each group will discuss each scenario before next scenario (10 minutes)





FIRST Exercise

- Group findings per scenario will be presented to class (20 minutes)

Personal
 Occupational
 Geographical





Summary

- ✓ The individual customer
- ✓ Goals of a consultation
- ✓ Ethical considerations
- ✓ Knowledge, skills and abilities
- ✓ Steps to an effective consultation
- ✓ FIRST
- ✓ Consultation practice





Great Ideas Input

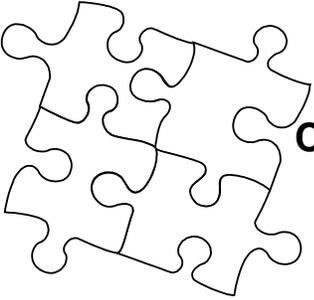
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| See blank form on the next two pages | |

➤ Write down your great ideas.

➤ Identify skills and knowledge you want to improve upon.



FSC Community Readiness Consultant Course



DATA FOR COMMUNITY RESULTS



Objectives 

- Explain the significance of Social Science in relation to data collection and interpretation
- Discuss available data sources that support community readiness through personal preparedness
- Identify data relevant to community readiness results
- Conduct research to identify additional information relating to community readiness
- Analyze data for strengths, deficits, and trends



Why Is This Important?

- Data collection and interpretation is an essential part of your work as a CRC
- Being proficient at this process will bring you greater credibility
- The results of this process can positively impact community readiness

 **Social Science**

- **Description of a Social Scientist**
 - Knowledge
 - Skills
 - Abilities
- **Relevance to Data Collection and Interpretation**



 **Types of Data**

- Data about process
- Data relating to impact

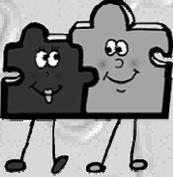
 **FSC Community Readiness Consultant Course**

*Brainstorm Session 1:
Identifying Data Sources*



Data Sources

- **Formal Sources**
- **Informal Sources**



*Brainstorm Session 2:
Formal vs. Informal Sources*

Data Source Example

- **Community Characteristics**
 - Demographical
 - Economical
 - Social/Cultural
 - Legal/Political
 - Psychological



**Review Pathfinder AFB
Characteristics**

Data Sources

Technological Data Sources



- FIRST
- MILPDS
- Discoverer
- Websites

What's the Difference?

- **Information Gathering**
 - Drawing out concerns to formulate a 'picture'
- **Data Collection**
 - Accumulating facts to test data reliability

Qualitative

Quantitative

An example...

Data
60 day deployments, 120 day deployments

Information
25 members of 151AW deployed between 60 -120 days last year

Statistic
mean (average) deployment equaled 90 days

Reviewing and Identifying Data

Questions to ask while reviewing data...



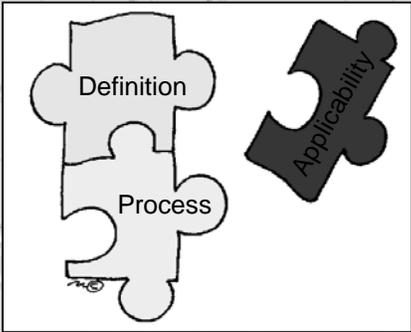
- Data collection goal?
- Participation/response rate?
- Change from previous years?
- Does data relate to/impact community readiness?

Using Data

- Gives an overall picture
- Provides facts and figures
 - Increases credibility
 - Helps define a course of action
- Provides a baseline for goal-setting

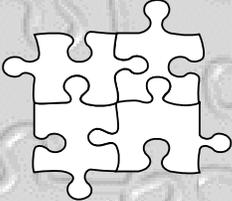


Research



Research

Data Applicability Criteria

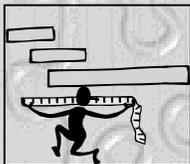


- Reliability
- Validity

 **Research**

MORE Applicability Criteria

- Standard Deviation
- Sampling



 **Data Review Demo**

Air Force Community Assessment

1. Review formal assessment results
2. Identify information that may indicate a community or readiness concern
3. Determine baseline for acceptable results
4. Identify community partners to assist
5. Outline possible actions to remedy or significantly improve the situation



 **Demo Instructions**



Data Review Exercise

Reviewing and Analyzing Data (15 min)

1. Read the formal assessment results provided
2. Identify significant information (positive & negative)
3. Target one area and determine a baseline for acceptable results (if possible)
4. Outline actions that could be taken to remedy or significantly improve the situation
5. Identify community partners
6. Be prepared to report your findings/recommendations to the class



Exercise Instructions

Blank area for writing exercise instructions.



Summary

- Explain the significance of social science in relation to data collection and interpretation
- Discuss available readiness through
- Identify data
- Conduct community
- Analyze
- **Monitor and Evaluate Results!**

NEVER Under Estimate the POWER OF DATA!





Great Ideas Input

| Community Readiness Consultant Course Great Ideas Form | |
|--|--|
| Great Idea for me or the FSC Team: | Where I/we can use it: |
| In this column, write down the idea and where you found it or who gave it to you. | In this column, write how and where you think you or the FSC Team might use the idea. |
| Knowledge, Skills, Abilities (KSA) MASTERED: | |
| Write down KSA where you really are at strength. | |
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- Write down your great ideas.
- Identify skills and knowledge you want to improve upon.



 FSC Community Readiness Consultant Course

Leadership Consultation



 Lesson Objectives

- Outline governing instructions that provide CRCs with a framework for leadership consultation
- Define the goal of leadership consultation
- Identify the CRC roles in leadership consultation
- Identify tools to conduct effective leadership outreach
- Discuss the six phases of leadership consultation
- Create a unit service plan to help leaders identify strengths and address concerns that impact readiness and retention



 Why is this Important?

- Gives ability to identify emerging strengths and concerns through direct access
- Seen as a key leadership resource
- Assist leaders in creating a stable environment and community by ensuring personal preparedness
- Adds credibility to your role



 **Governing Instructions**

**Department of Defense Instructions
DoDI 1342.22**

**Air Force Instructions
AFI 36-3009**

**Air Force Reserve Instructions
AFRCI 36-3001**



 **Goal of CRC in
Leadership Consultation**

The purpose of the unit service strategy approach is to create partnerships with unit leaders to identify strengths and address concerns that impact readiness and retention



 **Leadership Consultation**

Exercise #1

- In your table groups, discuss your current role with unit leadership (10 minutes)
- Choose a leader, recorder, and briefer to share with the larger group (10 minutes)



Roles of CRC in Leadership Consultation

To meet the needs of units, the CRC serves and works in a variety of roles including:

- Representative
- Consultant
- Partner
- Collaborator
- Facilitator
- Monitor
- Evaluator



The Process of Consultation

Tools of Effective Leadership Consultation

Exercise #2

- In your table groups, discuss the various tools you can use to prepare for your consultation with unit leadership (10 minutes)
- Choose a leader, recorder, and briefer to share with the larger group (10 minutes)





Six Phases of Leadership Consultation

- Engagement
- Assessment
- Planning
- Implementation
- Evaluation
- Sustainment





Six Phases of Leadership Consultation

Engagement: Establish relationship with unit

- Know before you go!
 - Assess your strengths
 - Unit demographics, strengths and concerns
- Attend Change of Command
- Scheduling time/place to meet with the Commander
- Establish collaborative working relationships
- Ethical considerations





Six Phases of Leadership Consultation

Assessment: Obtain information

- Observations of both commander and unit
- Unit strengths
- Unit concerns:
 - "What are your concerns?"
 - "What keeps you up at night?"
 - "So what?"
 - "Is this an issue?"
- Informal unit assessments
- Analyzing data





Six Phases of Leadership Consultation

Planning: Develop unit service plans with unit leadership and other key individuals/groups to define desired results and services

Step 1: Identify key issues of unit concern and prioritize the which ones are to be addressed

Step 2: Establish desired results for unit personnel and families

Step 3: Identify who needs to be involved to successfully achieve the desired results

Step 4: Specify services to be delivered and actions to achieve the desired results

Step 5: Specify the roles and responsibilities of the Unit Liaison and Commander in implementing the plan

Step 6: Form a written plan and schedule





Leadership Consultation

Exercise #3

- Individuals will work in 8 groups of 3
- Each group will be assigned a different scenario to apply the first three phases of leadership consultation: **engagement, assessment and service plan**
- Each group must assign a CRC, a unit leader and observer/recorder for role play portion (engagement and assessment)
- Roles will be rotated. The instructor will announce when it is time to change positions

(Break)

- Each table will come together to accomplish step three - service planning (90 minutes)





Six Phases of Leadership Consultation

Implementation: Coordinating the delivery of activities through the service plan

- Coordinate implementation of activities and responsibilities
- Assist in coordination of unit and other organization personnel
- Monitor plan activities with unit leadership





Six Phases of Leadership Consultation

Evaluation: Reflect whether the results have been achieved and the partners were successful in implementing the plan

- Define indicators for results
- Collect data
- Analyze data
- Communicate results





Six Phases of Leadership Consultation

**Sustainment and Follow-up:
“You are not a solo act – you are working in partnership in several respects”**

- Stay informed
- Coordinate with other CRC/CRT
- Stay connected with the unit
- Maintain your partnerships off/on base
- Nurture the development of new networks and partnerships





Leadership Consultation

Exercise #4

- Individuals will work in 8 groups of 3
- Using the same scenarios apply the second three phases of leadership consultation: **implementation, evaluation, and sustainment**
- Each group must assign a CRC, a unit leader and observer/recorder for role play portion
- Roles will be rotated. The instructors will announce when it is time to change positions
- Individuals will brief the class on your experiences
- 55 minutes to complete this exercise





Summary

What you have learned

- Looked at the importance of establishing work/life services in accomplishing the mission
- Identified the roles of the CRC/CRT in leadership
- Identified tools to conduct effective leadership consultation
- Discussed the six phases of leadership consultation
- Created a unit service plan to help leaders identify strengths and address concerns that impact readiness and retention





Great Ideas Input

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FSC Community Readiness Consultant Course

Career Planning and Development



Objectives

- Discuss impact of FSC transformation on career planning and development
- Identify individual career management responsibilities
- Determine personal and professional goals
- Complete the Career Planning and Development Inventory



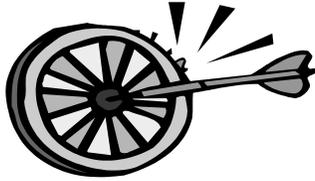
Why is this important?

- 
 • Personal and professional preparedness increases community readiness
- 
 • Personal strengths/limitations provide framework for individual career plan
- 

 • Awareness of one's knowledge, skills and abilities promotes professional marketability



Why is this important?




FSC Transformation

| FAMILY MATTERS CAREER PROGRAM <i>GS-101-11</i> | | | | | |
|---|-------|------|--------|------|---------|
| | AFFAM | AFPC | MAJCOM | BASE | RESERVE |
| PRE-TRANS | 0 | 0 | 1 | 274 | 17 |
| POST-TRANS | 0 | 0 | 1 | 274 | 17 |



FSC Transformation

| FAMILY MATTERS CAREER PROGRAM <i>GS-101-12</i> | | | | | |
|---|-------|------|--------|------|---------|
| | AFFAM | AFPC | MAJCOM | BASE | RESERVE |
| PRE-TRANS | 0 | 3 | 15 | 75 | 0 |
| POST-TRANS | 0 | 4 | 14 | 83 | 0 |



FSC Transformation

| FAMILY MATTERS CAREER PROGRAM <i>GS-101-13</i> | | | | | |
|---|-------|------|--------|------|---------|
| | AFFAM | AFPC | MAJCOM | BASE | RESERVE |
| PRE-TRANS | 1 | 1 | 7 | 2 | 0 |
| POST-TRANS | 0 | 2 | 8 | 14 | 0 |

GS-101-14: 2 Pre/2 Post


Current locations: AFFAM/AFPC

Career Planning and Development

So who's in charge of your career?



YOU ARE!

Managing your career is the key to success!



Steps to Success

1. Self-Assessment
2. Research
3. Decision-Making
4. Network & Contacts
5. Life/Work Planning



Self-Assessment

- ✓ Personality
- ✓ Values
- ✓ Knowledge
- ✓ Skills
- ✓ Abilities
- ✓ Interests



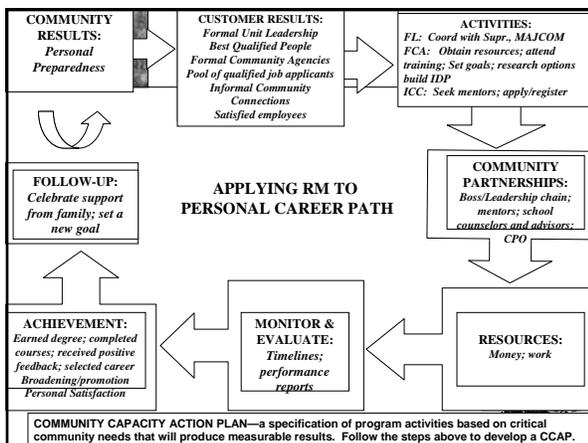


Research



- Information Search
- Information Interviews
- Job Shadowing
- Gaining Experience
- Career Trends





Decision-Making

- Determine where you are now

Personal and professional considerations
will influence and impact your career development!



Exercise 1: Personal and Professional Considerations

- Reference your Career Development Plan Worksheet and your Great Ideas Form
- Record the following:
 - Personal and family situations that currently affect your career development
 - Professional realities affecting career development
- Exercise time is 10 minutes



Decision-Making

Consider the "Four R's" when designing your career plan

Remain
Relocate
Resign
Retire





Decision-Making

REMAIN:

- In same occupational career field - Family Matters
- In same geographical location – different occupational career field

➤ Use of Self Nomination
<https://ww2.afpc.randolph.af.mil/resweb/>






Decision-Making

RELOCATE:

- To other Air Force installations but in same occupational career field - Family Matters
- To other Air Force installations but in different occupational career field

**Civilian Announcement Notification System (CANS)
<https://ww2.afpc.randolph.af.mil/dpcedify/cans>
 **Self Nomination
<https://ww2.afpc.randolph.af.mil/resweb/>

- To other federal agencies
<http://www.opm.gov>





Decision-Making

RESIGN:

- To public or private sector

RETIRE:

- Timing
- Finances
- Goals






Decision-Making

- Determine where you want to go.....
 - What are your desired *career objectives*?
 - What are your desired *personal objectives*?
 - What *results* do you want to achieve with your career?

Carpe Diem... "Seize the Day!"





Exercise 2: Career Goals

- Reference your Career Development Plan Worksheet and Great Ideas Form
- List 2 short- and 2 long-term goals (*10 minutes*)
- Share some or all of your goals with others at your table (*10 minutes*)





Networks & Contacts

- Mentors**
 - **Types of Actions:** guides, listens, advises, supports, develops, understands, encourages
 - **Types of Relationships:** supervisor, coach, peer, personal, guidance, cultural
- Sponsor/Resource Mentors**
 - usually in visible decision-making position
 - gives insight about power & rules of influence
 - may provide resources--opens doors
 - access to influential people
 - provides special training and work opportunities





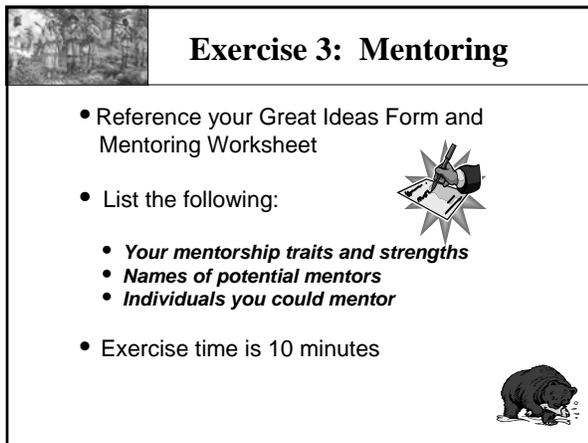

Mentoring

☐ Successful Mentors Have....

- *Desire to teach and help others grow*
- *Sound communication skills*
- *Caring, positive attitude*
- *Willingness to listen*
- *Knowledge of policy/procedures/processes*
- *Connectedness in networks that matter*
- *Willingness to let the relationship mature as appropriate*

Bottomline: INTEGRITY

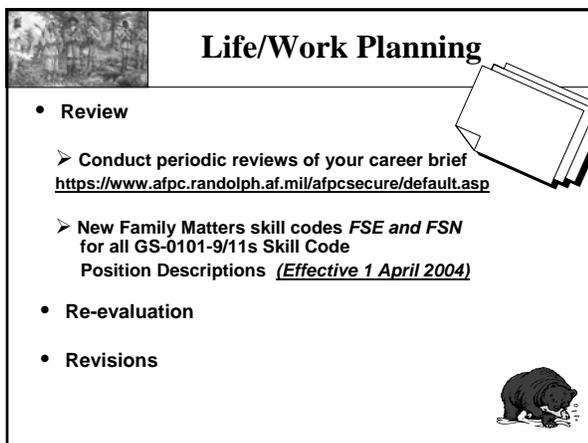


Exercise 3: Mentoring

- Reference your Great Ideas Form and Mentoring Worksheet
- List the following:
 - *Your mentorship traits and strengths*
 - *Names of potential mentors*
 - *Individuals you could mentor*
- Exercise time is 10 minutes



Life/Work Planning

- Review
 - Conduct periodic reviews of your career brief
<https://www.afpc.randolph.af.mil/afpcsecure/default.asp>
 - New Family Matters skill codes *FSE and FSN* for all GS-0101-9/11s Skill Code
Position Descriptions (*Effective 1 April 2004*)
- Re-evaluation
- Revisions




Career Planning and Development

Definition of Luck

“When Preparation and Opportunity Meet”



Summary

- ✓ Discussed impact of FSC transformation on career planning and development
- ✓ Identified individual career management responsibilities
- ✓ Determined personal and professional goals
- ✓ Completed the Career Planning and Development Inventory