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***Well Being Website:***

***[www.usarak.army.mil/wellbeing](http://www.usarak.army.mil/wellbeing)***



# *History*

- 1973 Transitioned from a Draft to an all Volunteer Army
- 1980's Change in military culture – Quality of Life Programs stovepipe
- 1984 Year of the Family and the Emergence of AFAP
- 1984 ODCSPER attempts to compile and track resources of programs
- 1987 DCSPER suspension of tracking effort
- 1990 DCSPER testifies to House Appropriations Committee – defining QOL in resource management terms. Conceded pay, allowances, benefits, medical, housing, & other important programs were not included or tracked as components of QOL. As programs have grown in use and popularity, difficulties in providing access or maintaining high standards of operation have been interpreted as an “erosion of benefits” by the Army
- Jan 00 Army War College study – “A Well-Being Framework for the U.S. Army”
- Jan 01 Well-Being Strategic Plan
- Aug 01 Well-Being Campaign Plan
- Jul 02 Well-Being Action Plan



# *Quality of Life*

Date of QOL inception: Early to mid 80's

“Quality of Life is defined in resource management terms as those programs that directly enhance the quality of life for our soldiers and their families and exist solely for that purpose.” 1990 testimony by DCSPER to House Appropriations Committee

## **What QOL didn't do:**

- No metrics to measure output of systems
- No holistic mechanism for budget decisions
- Lack of holistic view
- No R&D for objective force requirements
- Ad-hoc approach in servicing constituents
- Unable to reprioritize/reallocate funding & resources because of program metrics
- There is no single voice for QOL
- No USR for QOL
- Stovepipe funding
- Multiple owners of funding



# *Well-Being...*

## *Balanced Readiness*

**Execute the Mission – Take Care of People**



*... There are countless other examples where the demands for the profession and the demands of good parenting collide,” he said. “So we have to help. ‘Well-Being’ allows soldiers to focus on missions, training or operational readiness because we have put into place a system that looks after our families. That looks at the human dimension to readiness. Their sense of well being has a lot to do with their sense of readiness and the educational initiatives that we’re all about are key to our soldiers’ and their families’ sense of well being.” CSA*

*“The Army’s readiness is inextricably linked to the well-being of its people -- soldiers, civilians, retirees, and their families. The most significant investment in the Nation’s security is investing in them. We must provide adequate housing, schools, and medical and dental care with a quality and access comparable to society at large. Our support structures must provide soldiers and families the resources to be self-reliant both when the force is deployed and when it is at home station. . .*

**NOT “ Either / Or ” .....BOTH**

**How? Engender Self Reliance  
.....on the battlefield and  
at home.....**



# What is Well-Being?

**Encompasses and Expands  
on the Concept  
of “Quality of Life”**

## **Definition:**

The **personal** -- physical, material, mental, and spiritual -- **state** of Soldiers, retirees, veterans, civilians, and their families that contributes to their **preparedness to perform and support the Army’s mission.**

**A Condition** . . . . that results from . . . . **A System of Programs**

- Encompasses the entire Army Community
- Links individual needs with Army needs
- Acknowledges the entire breadth of individual aspirations
- Recognizes the effect of intangibles values, command climate, etc.
- Holistic Approach to Well-Being
- Integrates all associated programs
- Establishes goals, strategies and objectives
- Uses metrics to measure success
- Incorporates a marketing plan
- Synchronized with PPBES, QDR, etc.

**Well-Being : The Human Dimension of Army Transformation**



# *Army Well-Being Our Constituents*

## FAMILIES



U.S. ARMY  
**R**ESERVE

## SOLDIERS



## VETERANS



## CIVILIANS

## RETIREEES



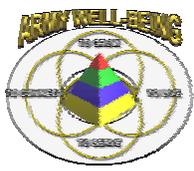
# *W-B Campaign Plan*

## *Mission Essential Tasks*

- G** **POLICY**: Establish DA level policy that implements Army Well-Being NLT Sep 03  
(AR 600-20 Change, WB O&O for IMA, DA PAM 600-WB, Single WB EXCOM/GOSC Week)
  
- G** **RESOURCE**: Complete actions that enable holistic decision-making across all Well-Being programs and resources NLT Sep 03  
(WB Enabler, G-1 Programming Process, WB in Army Budget Process)
  
- G** **DOCTRINE**: Complete Well-Being doctrine and begin update of Army doctrine NLT Sep 03.  
(WB Goal 5 “Intangibles”, Initiate Incorporation of WB Doctrine into Army Doctrine)
  
- G** **CONSTITUENT KEY LEADER**: Utilize Constituent Key Leaders to institutionalize WB NLT Jun 03.  
(Constituent Conferences, WB Value-Added Model to OSD)
  
- G** **GARRISON/COMMUNITY**: Develop WB implementation methodology that ensures understanding and buy-in at garrison/community levels across the Army NLT Sep 03.

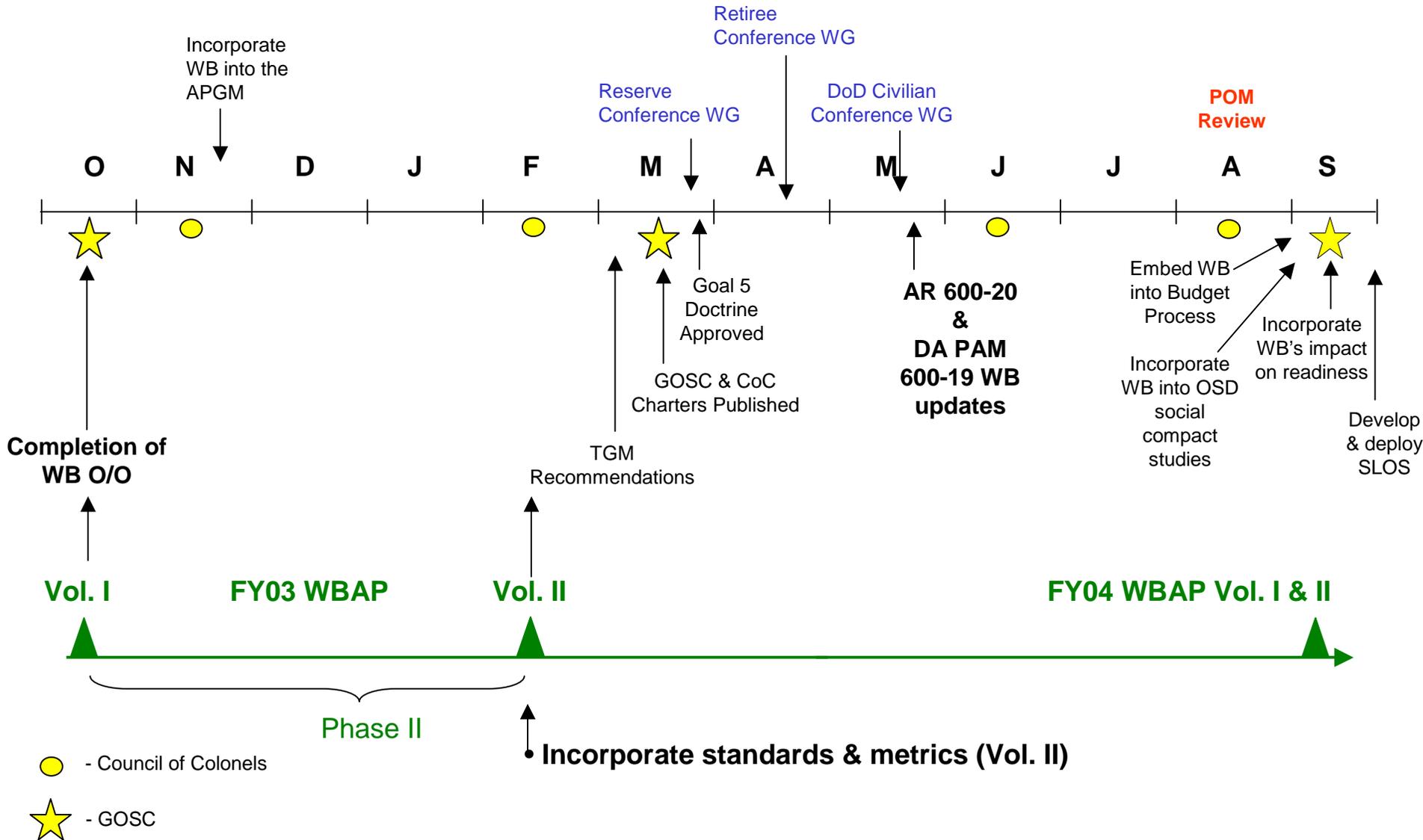
**as of 27 Jan 03**

(Chain of Cmd Buy-In, Communication Plan, Feedback to HQDA, PoD Standards)



# Well-Being Way Ahead

(from Oct 03 WB GOSC)





# Well-Being Process Integration

## Well-Being Strategic Goals . . .

Provide a competitive standard of living for all Soldiers, civilians, and their families (**to live**).

Provide a unique culture, sense of community, and a record of accomplishment that engenders intense pride and sense of belonging amongst Soldiers, civilians, and their families (**to connect**).

Provide an environment that allows Soldiers, civilians, and their families to enrich their personal life by achieving their individual aspirations (**to grow**).

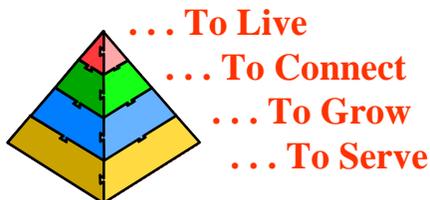
**. . . establish the compensation and incentives mix required for . . .**

**Performance  
Readiness  
Retention  
Recruiting**

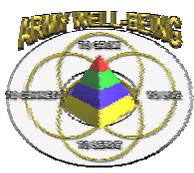
**. . . are achieved by integrating a myriad of diverse**

**Well-Being programs . . .**

- Command Programs
- Pay & Compensation
- Health Care
- Housing & Workplace Environment
- Education
- Family Programs
- Morale, Welfare, & Recreation



**RESOURCES + DELIVERY + FEEDBACK**



# ***USARAK W-B Program Strategy***

- **Establish and implement a Well-Being Management Structure focusing on the seven constituent groups; Soldiers (Active, Reserve, National Guard), Civilians, Retirees, Veterans, and Families**
- **Establish a management process to prioritize and assess 38 of 51 Well-Being functions that can be affected at installation/community level (13 functions are HQDA level)**
- **Implement a system of feedback mechanisms thru surveys, focus groups and DoD Interactive Customer Evaluation (ICE) system**
- **Implement a communications/MWR Marketing campaign thru media, advertisement, briefings and training**
- **Assist and monitor the Attrition Management counseling test conducted by the Retention Office**



# ***Community W-B Management Structure***

**Organize and institutionalize a management structure to develop and work well-being goals, objectives, and actions designed to maximize the well-being of Soldiers (AC, ARNG, USAR), Department of the Army Civilians, Retirees, Veterans, and Families through actions taken exclusively at installation and community level. At a minimum the well-being management structure:**

- Defines installation well-being responsibilities**
- Develops milestones**
- Directs installation data collection efforts**
- Establishes well-being goals**
- Integrates well-being initiatives, issues, functions and resources**
- Assesses impacts and results of decisions**

**... W-B Coordinator**



# ***Community W-B Management Structure***

- **USARAK Well-Being Steering Committee (WBSC)**
  - Parallels HQDA GOSC
  - Membership (key commanders and installation staff with Well-being Functional responsibility; others as appropriate)
  - Synchronizes efforts to provide a holistic view of well-being issues
  
- **Post Well-Being Action Council (WBAC)**
  - Parallels HQDA Council of Colonels
  - Principal staff deputies; proponents; others
  - Works well-being issues and develops recommendations for WBSC action



## ***Installation/Community Well-Being Objectives***

- **Develop a common understanding and appreciation of Army Well-Being and its application at community level**
- **Assess ability and commitment of the staff and service providers to refocus their programs toward well-being goals, objectives and standards**
- **Determine the methodology to evaluate the effective delivery/receipt of the functions that affect well-being at community level**
- **Develop an effective communications plan for USARAK**
- **Conduct analysis of well-being functions from the community perspective to determine those that truly affect well-being and those that do not – and the resource impacts of both outcomes**
- **Establish a management structure and process that allow leaders and service providers to make better decisions from a more holistic perspective**

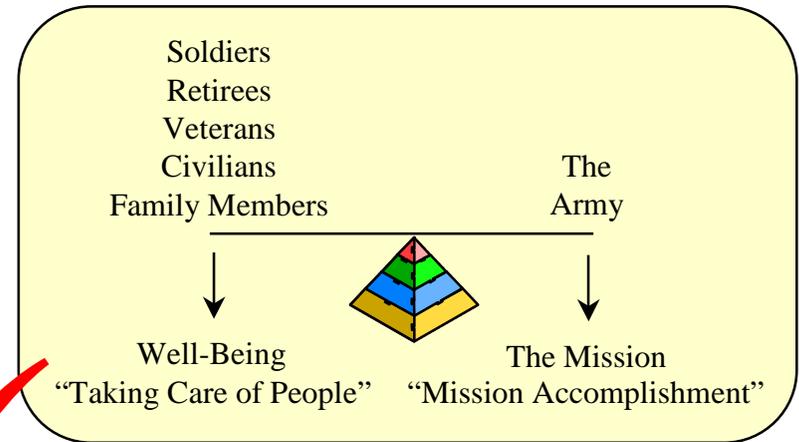


# Well-Being End-State

## Today's Challenge



**An Army culture in balance;** where the commitment expected of our people, and the Army's commitment to our people, are in balance.



“Pride in the Army, service to the Nation, camaraderie, and Army values continue to strongly influence the decisions . . . to make the Army a career. However, they see Army practices as being out of balance with Army beliefs.”

The Army Training and Leader Development Panel Officer Study Report to The Army



***Balanced perspective facilitates balance of the Army's commitment to its people with expectations of its people***