

Module 1

Overview of the Military

TRAINING NOTES

What you need to say/do

1. Display **PowerPoint Slide 1-1: Module 1** (title slide).
2. Ask whether any of the participants have personal military experience. Ask participants to describe any dealings they have had with the military on support-related issues. Facilitate a brief discussion (5 – 10 minutes) on the positive and negative aspects of that experience. Use a flipchart to summarize their comments. Identify areas in which the workers had difficulty for which this course will either provide information to overcome the obstacle or explain the reason behind the military's action.
3. Tell participants to ask questions as they arise and to participate in the discussion if they have any input, experiences, etc.
4. Review the module's goals and objectives with participants.

What you need to know

1. This module will take approximately one hour to complete.
2. You may need to modify the length of this module based on the level of familiarity the participants have with the military and its organization.
3. Listed below are the equipment, handouts, and PowerPoint slides for the module.

Equipment/Supplies:

- Personal computer with PowerPoint program
- LCD projector and screen
- Flipchart stand with two pads of paper and/or whiteboard
- Markers (permanent, dry-erase, and wet erase)
- Trainer Guide
- Participant Guides (including Appendix with Handouts)

PowerPoint Slides:

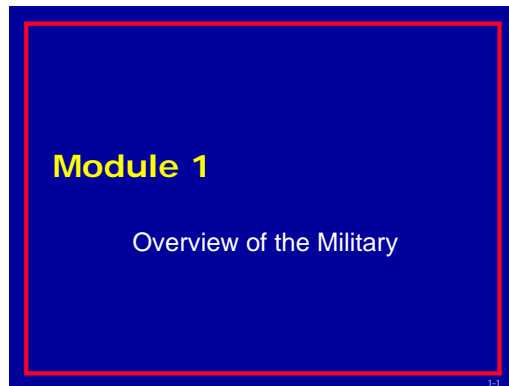
- 1-1: Overview of the Military
- 1-2: Organization of the Military
- 1-3: Where is Sgt. Smith?
- 1-4: Military Authority
- 1-5: When Member Fails to Respond
- 1-6: Practice Tips
- 1-7: Military Resources
- 1-8: Navigating the Web - An Example
- 1-9: Military Rules and Regulations
- 1-10: Summary

Handouts:

- 1-1: Military Acronyms
- 1-2: Military Rank and Pay Grade Chart
- 1-3: Military Websites
- 1-4: Review Exercise

MODULE 1: OVERVIEW OF THE MILITARY

Time: 1 hour



1.1 OVERVIEW OF THE MILITARY

1.1.1 Learning Goal

- Each participant will understand the basic organization of the United States Military.
- Each participant will become familiar with the rules and regulations that govern the enforcement of child support obligations within the military.

1.1.2 Learning Objectives

- Given a participative lecture and a discussion of the organization of the military and its various component branches, participants will explain the basic structure of the military, describe how it fits within our system of government, and identify the different branches of the military.
- Given a participative lecture, participants will identify who makes decisions over military personnel and places, and realize the limitations under which military decision-makers operate.
- Given a discussion, participants will identify the military resources available to assist in various aspects of child support enforcement.
- Given a participative lecture, participants will explain the various rules and regulations that govern the military in all aspects of child support enforcement.

TRAINING NOTES

What you need to say/do

1. Refer participants to **Handout 1-1** in the Appendix for a glossary of common military acronyms.
 2. Display **PowerPoint Slide 1-2: Organization of the Military**.
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What you need to know

1. The Department of Defense (DoD) is a large and complex organization. Participants are not expected to understand all of the agencies, activities, and units that fall under the DoD.
2. Each of the military departments is responsible for the training, recruitment, and control over its members. While this responsibility, or "ownership," may change depending on the location and duties of the member, each department and service retain responsibility over their members.

1.2 MILITARY ORGANIZATION AND THE SERVICE BRANCHES

Child support professionals use acronyms like IV-D, TANF, and UIFSA that are confusing to people who are not involved with child support and paternity. The military also uses acronyms which, although perfectly clear to the military member, cause blank stares by civilians. To help you understand military acronyms that are used in this Trainer Guide, please refer to **Handout 1-1** in the Appendix.



The Department of Defense (DoD) is a Cabinet-level organization with a mission to provide military forces to deter war and to protect the security of our country. The DoD is America's oldest, largest, and busiest company. Its workforce and budget exceed that of the country's largest corporations, including Wal-Mart, Exxon, Ford Motor, and General Motors.

Three military departments report to the DoD: the Department of the Army (DA), the Department of the Navy (DN), and the Department of the Air Force (AF). Each of the military services -- Army, Navy, and Air Force -- reports to its respective military department. Another service, the Marine Corps, falls under the Department of the Navy. The United States Coast Guard falls under the control of the Department of Homeland Security.

The DoD employs 1.4 million people on active duty within the various services, and 1.2 million reserve and National Guard personnel. Once reservists are called to duty, they are answerable to DoD. In contrast, members of the National Guard are state employees. They do not become part of DoD until they are

TRAINING NOTES

What you need to say/do

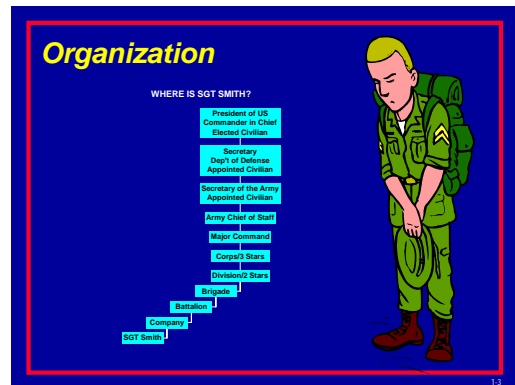
1. After providing the information on the top of page 1-7, ask participants to identify the location of any military facilities within the training state.
2. Provide an example of how the military is organized by explaining **PowerPoint Slide 1-3: Where is Sgt. Smith?** Beginning with the individual military member, work up to the Company/ Battalion/ Brigade/ Division/ Corps size units, to the Unified/Combatant Command, to the military head of the service, to the civilian Secretary of the military branch, to the Secretary of DoD, and ultimately to the President.

What you need to know

1. The military is located throughout the United States and the world. Military members are found on bases, ships, forts, stations, camps, and other facilities.
2. You should know the name and address of any military facilities within the state in which you are conducting the training.

Federally mobilized under Title 10, U.S. Code. Additionally, DoD employs 654,000 civilian employees. The DoD is found in over 6,000 locations throughout the world, in over 146 countries. There are over two million military retirees.

Each of the services is responsible for recruiting, training, and equipping its own forces, in addition to being responsible for the maintenance of good order and discipline of its members. Ownership of service members may "shift" when service members are on deployments, exercises, or operations, but these shifts are often temporary and usually have little effect on the child support case worker. The military is traditionally located at forts, bases, camps, and stations, which will be collectively referred to as installations. Members of the Navy and Marine Corps, and -- to a much lesser extent -- the Army, often perform duty away from their "home" base on ships afloat at sea around the world. Military installations are located in virtually every state and at locations all over the world. They range in size from small single buildings, to the Army's three million-acre White Sands Missile Range in New Mexico, and contain anywhere from a single employee, to tens of thousands of employees.



Each of the services is broken down into units, and at each level there is a commander in charge. The Army top military officer is called the Chief of Staff of the Army. The Navy senior military person is the Chief of Naval Operations. The Air Force top officer is the Chief of Staff of the Air Force. The Commandant of the Marine Corps heads the Marine Corps. The military head of each branch reports to the civilian Secretary of that branch, who is a presidential appointee. The civilian department Secretaries report to the civilian Secretary of the Department of Defense, who in turn reports to the President of the United States.

TRAINING NOTES

What you need to say/do

1. Display **PowerPoint Slide 1-4: Military Authority**.
 2. When explaining pay grade and military rank, refer participants to **Handout 1-2: Military Rank and Pay Grade Chart**, located in the Appendix.
 3. Provide an example of how the rank in one service is not the equivalent in another service.
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What you need to know

1. Rank and authority are separate, but related, concepts. Rank is a designation given to personnel that represents, in part, their responsibility and authority within the military hierarchy. Rank structure among the services varies slightly, and can be a source of confusion.
2. The military pay structure, referred to as a pay grade, is consistent throughout the services.
3. A commander's authority is derived from law, regulation, and custom, or can be inherent as a function of command.

1.3 MILITARY AUTHORITY



The military's rank structure can be confusing to a caseworker, but an understanding of it is important for successfully dealing with military systems. The term "grade" refers to a military pay level. With each pay level, there is a corresponding rank. Generally, rank is broken down into two categories: officer and enlisted. Officers are in pay grades O-1 through O-10, with the "O" standing for officer. Enlisted personnel are pay grades E-1 through E-10, with the "E" standing for enlisted. Military officers are commissioned through a variety of sources and are appointed by the President of the United States. Enlisted members enter military service (or continue military service) through an enlistment, or contract. There are also Warrant Officers, who are officers by virtue of a warrant, and are higher ranking than enlisted members but subordinate to officers. Warrant Officers are in pay grades W-1 through W-5, with the "W" standing for warrant.

The military services have different names for different ranks, which can be a source of great confusion. For example, a Captain in the Navy is in the pay grade of O-6, while a Captain in the Army, Marine Corps, or the Air Force is in the pay grade of O-3. The point here is not memorization, but the importance of knowing the system with which you are dealing. A general rule is that the higher the rank, the more authority that person has, especially anyone who is in command.

TRAINING NOTES

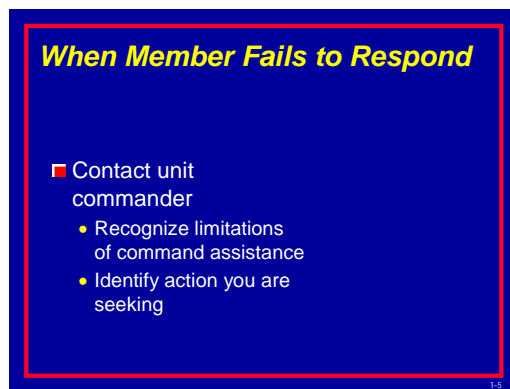
What you need to say/do

1. Continue to display **PowerPoint Slide 1-4: Military Authority**.
2. Compare the role of a garrison commander to that of a city manager, responsible for running the day-to-day operations of a military installation.
3. Tell the participants to first try to contact a service member directly.
4. Display **PowerPoint Slide 1-5: When Member Fails to Respond**.
5. If the member fails to respond to several communication attempts, instruct the participants to contact the "first line" military commander for assistance.
6. Explain that if no response is received to an inquiry or a request for assistance, they should move up the chain of command.

What you need to know

1. Members of the military are required to exhibit character traits and qualities that promote the prompt and efficient resolution of problems. The moral character required for entry and continued service in the military is high.
2. A military commander at the lowest level is usually the person to contact for assistance or information.

While every member of the military possesses the authority to accomplish some task or another, it is the military commander who is most often associated with possessing the authority to "make things happen." Every post, camp, fort, or station has a commander. He or she is the "city manager" for the installation, with authority to control what happens on the installation. This is important to understand, especially as it relates to other training modules on jurisdiction and service of process. A commander's authority is derived from law, regulation, and custom. It is the commander who has the responsibility to ensure that the personnel under his command comply with child support requirements established by statute, regulation, and policy.



When processing a child support case that involves a service member, it is always important to try first to contact the member directly. Let us assume, however, that you have made several attempts to contact a military NCP. If the member fails to respond to your inquiry, it may be appropriate to "go up the chain of command." First-line commanders are usually the best place to start. They can address most issues that will confront the child support caseworker. A first line commander who is non-responsive may necessitate contact with the next commander higher in the chain-of-command.

It is essential in dealing with military authority to understand that limitations exist. These limitations with regard to child support are discussed in later modules.

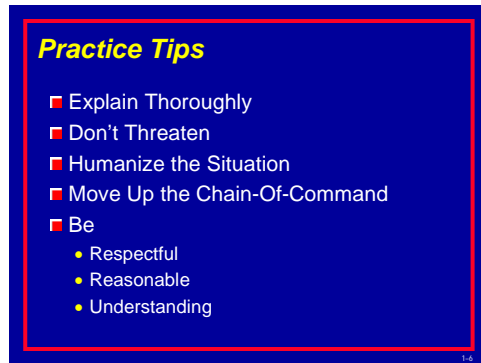
TRAINING NOTES

What you need to say/do

1. Ask participants to list some best practice tips they have learned based on their experiences with the military. Write them on the flipchart. Make sure the five bullets listed on pages 1-13 and 1-15 are discussed.
2. Explain that a military commander's authority is rarely so great so as to be able to accomplish everything requested of him. Explain that law, regulation, or policy may limit a commander. Often, the level of cooperation you will receive from a commander is dependent on the commander's personality.
3. Display **PowerPoint Slide 1-6: Practice Tips**.

What you need to know

1. Commanders do not always have the authority to accomplish everything that a caseworker may desire. Regulation, law, or policy may limit a commander's authority.
2. Always make your first attempt at resolution with the noncustodial parent/service member. Only after attempts at personal contact and resolution have failed should a caseworker seek the assistance of a service member's commander.



When it becomes necessary to involve a military commander in a child support matter, the following are some general practice tips.

- Explain exactly what it is that you are seeking and the authority under which you are acting. Military commanders have an obligation to provide for the health, morale, and welfare of their personnel. If the commander does not understand the "what, why, and how" of your request, he or she may be less likely to respond. Commanders will make their personnel do the right thing if it is within their authority. The better you explain, the greater the likelihood of a favorable response. Also, commanders have access to military lawyers who serve as their legal advisors. A commander who has all the pertinent facts can get an accurate answer from a legal advisor that will ensure maximum assistance.
- Don't threaten. A threat to the military will ring hollow and accomplish little. However, factual statements of actions that may occur, stated with tact and diplomacy, will serve to educate the military commander about potential consequences for one of his personnel. All military commanders are concerned about readiness, and a service member tied up in civil court proceedings can affect readiness.
- Humanize the situation. Members of the military are held to a higher standard than the civilian community. "Doing the right thing" is as important as doing what is legally required. The military understands this. Emphasize it if possible.
- Everyone in the military has a boss. Documented attempts at seeking information and/or assistance from a commander who is non-responsive will usually generate some movement from that commander's boss.
- Be respectful, reasonable, and understanding. The military is charged with the grave responsibility of defending our country against its enemies. Concerns about personnel security, operational security, and protecting the force are legitimate concerns of military members and commanders. Remember that a commander's hesitancy to release information or provide assistance may be due to overcaution or a regulatory prohibition such as the Privacy Act, but a well-explained rationale for the action that you request will often overcome this hurdle.

TRAINING NOTES

What you need to say/do

1. Display **PowerPoint Slide 1-7: Military Resources**.
2. Mention the resources on the slide.
3. Explain the operation of a military legal office at a military installation
4. Ask participants to describe any experience(s) with cooperative programs or presentations with their local installation legal office.

What you need to know

1. There are a variety of military resources for the child support caseworker.
2. Military installations usually have a legal office that performs a variety of functions, depending on the mission of the installation and the military units that are based there.
3. Larger installations have family life centers or family advocacy programs that provide information and programs to improve the quality of life for military families.
4. Larger installations also have identification card facilities that provide identification cards and information on the Defense Enrollment Eligibility Reporting System (DEERS).
5. The most efficient way to use the Internet for military information is to narrow the search to the lowest applicable level.

1.4 MILITARY RESOURCES



In addition to the commander, there are other military resources that can assist a caseworker in his or her efforts. Many of the resources are service-specific, and others are available across the DoD. Possible resources include:

- Installation/command legal offices
- Family advocacy or family life centers
- Identification card facilities/Medical facilities
- Internet

1.4.1 Legal Offices

Virtually all military installations have legal staff assigned to them, which may consist of military lawyers, civilian lawyers employed by the military, or both. An installation legal office may be called an Office of the Staff Judge Advocate, a Legal Service Office, or commonly, the JAG Office (Judge Advocate General). The lawyers and legal support staff at an installation legal office primarily serve the commanders, their staff, and military members and their families. Therefore, the spouse of a service member can request assistance just as the member can.

The legal assistance office is usually where a military member will go to discuss questions about paternity and child support. Although the military lawyer will usually not represent the service member in a support proceeding (since most

TRAINING NOTES

What you need to say/do

1. Continue to display **PowerPoint Slide 1-7: Military Resources**.
2. Discuss the family life centers and family advocacy programs that are available in some locations. Inform the participants that these organizations may be a resource for disseminating information on child support obligations for military noncustodial parents and a resource for custodial parents to understand the benefits to which a military dependent is entitled.
3. Explain that larger installations have identification card facilities, and that military dependents must be enrolled in DEERS in order to be eligible for military benefits, including medical coverage under TRICARE (formerly known as CHAMPUS). Explain that enrollment in DEERS can be done through the mail, without any need to travel to a military installation.

What you need to know

military lawyers are not licensed to practice in the state in which their installation is located), he or she can provide the member with general information about child support laws. If the child support agency has an established relationship with the installation legal assistance office – through get-togethers or speakers programs -- it will result in improved communication and cooperation between both.

1.4.2 Family Life Centers

Larger installations will often have family life centers/family advocacy programs that are designed to improve the quality of life for military members and their families. These organizations can provide the child support enforcement agency with a valuable platform for informational programs and literature that can educate noncustodial parents about their legal and moral obligations concerning child support. Additionally, these programs may be able to provide assistance to custodial parents in understanding the wide variety of benefits to which a dependent child of a military member may be entitled.

1.4.3 Identification Card Facilities

Identification card facilities are located at all large installations. These facilities can provide valuable information on the documents required to obtain an identification card, as well as provide information on the Defense Enrollment Eligibility Reporting System (DEERS). Enrollment in DEERS is required prior to the issuance of an identification card, and is also tied to eligibility for medical care under the military health program called TRICARE (formerly known as CHAMPUS).

TRAINING NOTES

What you need to say/do

1. Continue to display **PowerPoint Slide 1-7: Military Resources**.
2. Ask participants to locate **Handout 1-3: Military Websites** in the Appendix. Explain the difference between official and unofficial websites.
3. Using **PowerPoint Slide 1-8**, demonstrate how to navigate the Air Force website to locate the Air Force Instruction on Paternity and Child Support.

What you need to know

1.4.4

Internet Sites

The military provides the greatest amount of information about itself on the Internet. Virtually every military address, phone number, acronym, regulation, and policy is available through the Internet. The greatest drawback, of course, is that there is so much information available it can become difficult to navigate and pinpoint the exact information that you are seeking. There are sites for the DoD and each of its component agencies, each of the military departments, each service, the reserve components, and most every installation, base, camp, station, or fort in the world.

A key to success in navigating the Internet as you search for the answers to your questions is to narrow your search to the lowest applicable level. This means you must determine if your issue is local (does Fort Bragg have a legal assistance office?) or service specific (what is the Air Force Instruction on paternity establishment?) or agency specific (to what DFAS address does one send a withholding order?). Most military Internet sites are user friendly, easily searched, and provide links to other sites.

Let's try to locate the Air Force instruction on child support and paternity.

On the Internet, go to www.af.mil/lib/. From there, click onto "Forms and Publications" under the "Reference" section; click on "Electronic Publications" under "Information Management Tools"; click on "HQ, United States Air Force"; click on "Series 36"



Personnel; click on "AFI 36-2906" to open the regulation.

TRAINING NOTES

What you need to say/do

1. Display **PowerPoint Slide 1-9: Military Rules and Regulations.**
2. Explain to participants that each of the services has its own regulatory schemes, which are usually an implementation of Federal law and DoD guidance.
3. Inform the participants that understanding the rules and regulations under which the military operates will enhance the effective processing of requests for assistance or information.
4. Tell participants that specific child support regulations will be referenced in subsequent modules

What you need to know

1. The military is a structured, rule-intensive organization. Federal statutes govern most of the military and its functions, which are implemented through a variety of regulations, directives, instructions, and policies.

DoD regulations are usually:

- Department of Defense Directives (DoDD)
- Department of Defense Instructions (DoDI)

2. Each of the services issues its own regulations, supplemented with very specific guidance governing operations and conduct. The regulations that govern support obligations, paternity, and other child and dependent support issues are:

ARMY: Army Regulation 608-99, Family Support, Child Custody, and Paternity

AIR FORCE: SECAF INST. 36-2906, Personal Financial Responsibility

MARINE CORPS: MC Order P5800.16A (LEGLADMIN), ch. 15 (Dependent Support and Paternity)

NAVY: Navy Military Personnel Manual (MILPERSMAN) art. 1754-030 (Support of Family Members), art. 5800-10 (Paternity Complaints).

1.5 MILITARY RULES AND REGULATIONS



The military is a rule-driven organization. Most of the regulations in the military are based on Federal statutory law. The military is not exempt from the requirements of Federal law, except where specifically authorized. Generally, the laws of individual states also apply to military personnel located in those states, just as they apply to all citizens of the state. It is important to note, however, that state laws may or may not apply on military installations, depending on whether the installation has exclusive Federal jurisdiction or concurrent jurisdiction. The importance of these distinctions will be discussed in the service of process module.

In addition to Federal laws of general applicability, the military promulgates its own rules, regulations, and policies that govern the conduct of its members. The DoD, as the military's parent organization, issues regulations that are applicable to all of the DoD, unless specifically exempted. Each of the military services -- Army, Navy, Air Force, and Marine Corps -- also issues regulations. In addition to service regulations, military units will often issue their own regulations, as will installation or garrison commanders. These local regulations are usually found on installation or unit web sites and may supplement existing service regulations, or may cover areas not addressed in other regulations or directives. Finally, each of the services supplements its regulations with policy memoranda that address very specific areas of administration or conduct not covered in other regulations or directives.

The regulations and rules governing military personnel and procedures in the areas of paternity establishment and child support are covered in specific modules of the Guide.

TRAINER NOTES

What you need to say/do:

1. Refer participants to **Handout 1-4: Review Exercise**, located in the Appendix. Tell them they have approximately three minutes to individually complete the exercise. Then facilitate a class discussion of the answers.
 2. To wrap up, display **PowerPoint Slide 1-10: Summary**. Review with participants the topics discussed in this module.
 3. Transition into the next module by outlining its major learning objectives.
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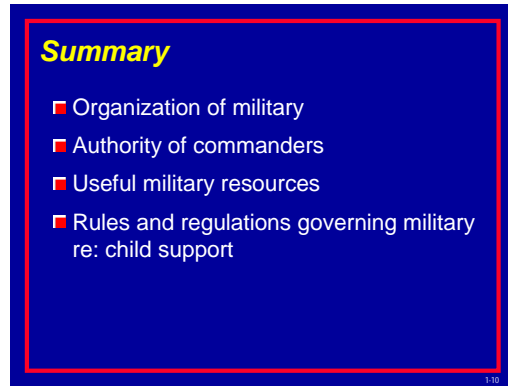
What you need to know:

1. The exercise will help you to assess whether the participants understood the military overview. Allow approximately 10 minutes for completion and review of the exercise.

1.6 REVIEW EXERCISE

Each participant will complete **Handout 1-4: Review Exercise**. After a few minutes, the class will collectively go over the answers.

1.7 SUMMARY



In this module we discussed:

- the organization of the military,
- the authority of commanders,
- military resources that can assist the child support worker, and
- rules and regulations that govern the military with regard to child support.

1.8 PREVIEW OF NEXT MODULE

In the next module we will:

- discuss Federal locate regulations that govern IV-D cases,
- identify local and national military locate resources, and
- identify state and Federal civilian locate resources for military cases.

