



COMDTINST 5400.20A  
DEC 13 2004

COMMANDANT INSTRUCTION 5400.20A

Subj: OPERATING PROCEDURES FOR WORK-LIFE STAFFS

1. PURPOSE. This Instruction establishes policy and procedures for the operation of the Work-Life staffs assigned to Coast Guard Headquarters, the Headquarters Support Command, and the regional Integrated Support Commands (ISC's).
2. ACTION. Area and District commanders; commanders of Maintenance and logistics commands; commanding officers of Headquarters units; and Commander, Coast Guard Activities Europe shall ensure compliance with the provisions of this Instruction. Internet release authorized.
3. DIRECTIVE EFFECTED. Operating Procedures for Work-Life Staffs, COMDTINST 5400.20 is hereby cancelled.
4. DISCUSSION.
  - a. Coast Guard Work-Life staffs were created as a result of the 1992 Work-Life Study. Based on the recommendations of that study, these staffs establish the policy for, and subsequent delivery of products and services needed by our members and their families to balance the demands of work and family life. One of the primary goals of the Work-Life program is to deliver a consistent range of products and services from area to area so that our members and their families will be more comfortable and knowledgeable with the services available to them. In addition, for these staffs to be properly managed and evaluated, they must be operated in a uniform manner.

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NON-STANDARD DISTRIBUTION:

- b. Enclosure (1) to this Instruction contains general policy and procedures for the staffs, as well as guidance regarding their relationship to other Coast Guard elements. Where the term Program Manager is used it refers to that entity in Headquarters that has oversight of the specific function such as Individual and Family Support Programs, the Health Promotion Program and the Transition Assistance Program. In the absence of existing program oversight, the Chief, Office of Work-Life (G-WKW) shall be the point of contact.
5. ENVIRONMENTAL ASPECT AND IMPACT CONSIDERATIONS. Environmental considerations were examined in the development of this Instruction and have been determined to be not applicable.
6. FORMS/REPORTS. None

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Encl: (1) Operating Instructions for Work-Life Staffs

## **OPERATING PROCEDURES FOR WORK-LIFE STAFF**

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## Chapter I – Introduction

### 101 Function Statement

1. Mission: Establish and manage the regional infrastructure for delivering Work-Life services to Coast Guard employees and their families.
2. Functions: The primary function of the staff is to provide Work-Life information to Coast Guard employees, including direct and indirect referral and training. The GOAL is to get the RIGHT information to the RIGHT people at the RIGHT time. The staff members provide information and resources while ensuring that the customers receive the services that best meet their needs. Regional staff areas of responsibility are generally parallel to District boundaries. Under the general direction of the Integrated Support Command/Headquarters Support Command Commanding Officer and Executive Officer, and under the direct administrative supervision of the Work-Life Supervisor, the regional Work-Life staff shall:
  - a. Establish and maintain a standardized infrastructure for delivering Work-Life services throughout their assigned area of responsibility. Part of the focus is on the reduction of collateral duty tasking to the units.
  - b. Create and aggressively advertise a network of individuals and organizations both willing and able to provide support for our employees and their families. Where possible, include reservists and auxiliaries in that network.
  - c. Actively promote communications and marketing of the Work-Life philosophy and services, including providing information and support to the District Public Affairs staffs for the development of Work-Life articles.
  - d. Through individual interviews and general field contact, continually assess current and future Work-Life needs of Coast Guard employees and their families within the geographic Area of Responsibility (AOR).
  - e. Using the completed assessments per 2.d., evaluate the service delivery system and recommend, through the Headquarters Program Managers, changes to the delivery system that enhance customer service and improve system efficiency.
  - f. Critical incidents (e.g., hurricanes, earthquakes, floods, vessel/aircraft casualty, suicide, mobilization, etc.) can adversely impact the stability, mental health, and operational readiness of Coast Guard personnel and their families. Work-Life staffs are not crisis action teams. Their focus should be on managing the stress and post-stress associated with a critical incident, not managing the critical incident itself. They should develop and maintain contingency plans that outline their full range of capabilities (focusing on, but not limited to, their primary role of referral) and how they could expand those capabilities in times of emergency. Plans should address ability to extend “office hours” (up to 24 hours a day, 7 days a week) and shift “office” location to a specific unit or location to ensure a person with the ability to listen and assist is available when and where the need is greatest. When requested, provide debriefings at units experiencing a critical incident.

3. Additional Resources:

- a. Reservists, Auxiliarists, Medical Clinics, other Work-Life staffs, and the Employee Assistance Program contractor are resources that should be considered when attempting to expand capability due to prolonged or unexpected stress-producing events. Critical Incident Stress Intervention Support (CRISIS) contingency plans should include this broad range of resources and their capabilities.
- b. Chaplains, Command Master Chiefs (CMC), Ombudsmen, and spouses' clubs have extensive formal and informal communication networks. The value of these resources and their networks cannot be overemphasized. Communications are basic to implementing effective Work-Life policies and programs. The Work-Life Supervisor shall ensure chaplains, CMC's, Ombudsmen, and spouses' clubs presidents are especially informed of Work-Life initiatives and have easy and routine access to all Work-Life staff members. These resources can both disseminate information and assist in identifying where employee and family needs are unattended.

## **Chapter II - Staff Organization**

### 200 Basic Organization

1. The Work Life Supervisor shall report directly to the Integrated Support Command/ Headquarters Support Command (ISC/HSC) CO/XO on sensitive Work-Life issues. All staff members shall be considered to be specialists in their areas of responsibility and should report directly to the Work-Life Supervisor for administrative matters. In the absence of the supervisor, the Work-Life Supervisor will ensure an appropriate civilian or military member within the ISC/Work-Life chain-of-command assumes the duties and responsibilities of the supervisor. Each staff member will have a basic understanding of all of the programs covered by the Work-Life staff. Due to the frequent unit visits that staff personnel will make, all staff members must be able to provide customers with basic information on all Work-Life programs. In addition, staff members will maintain open channels of communication with the appropriate Headquarters Program Managers.
2. To enhance their advocacy role and facilitate the sharing of information necessary to the success of this program, staff members must be physically co-located and financially supported as a composite group. Each Work-Life staff will be served by a 1-800 toll free line and also have either voice mail or an answering machine to ensure that Coast Guard employees and their family members attempting to reach the staff can leave a message. All telephone calls will be returned as soon as possible, preferably the same day. The Work-Life office will normally be open Monday - Friday for at least eight hours so that the staff is accessible to as many employees and family members as possible. All inquiries will be answered in a timely, professional manner.

3. In addition to providing information to individuals and units within their AOR, Work-Life staffs will be responsible for providing information to employees ordered into the staff's AOR. The information will be provided by sending the employee the most up-to-date regional and unit information using electronic web-based applications or paper copy documents. The information will be forwarded as soon as the staff is notified that the employee and their family member(s) are transferring into the AOR. The Work-Life staff shall maintain a close liaison with the appropriate Command Staff Advisor of the Civilian Personnel Office to ensure that the staff is provided copies of orders and notification of new civilian employees as soon as practical. Transition/Relocation Managers on the Work-Life staffs, through their access to the airport terminal in Direct Access, can assist in identifying incoming personnel.

#### 201 Headquarters Program Oversight

The Office of Work-Life (G-WKW) is responsible for comprehensive oversight of all Work-Life staff elements and the setting of Coast Guard policy and procedures. Additionally, G-WKW is responsible for the acquisition of new resources at the program level (such as additional billets and funding) and the distribution of resources within the Work-Life programs. Billets within the Work-Life program shall not be reprogrammed without the written approval of the Work-Life Office at Coast Guard Headquarters. Finally, with no Maintenance and Logistics Command Work-Life staff, the Headquarters Staff provides direct technical support and advice to program specials and maintains the central registry of special needs and family advocacy cases.

#### 205 Duties in Smaller Staffs

The guidance contained in this manual is written as though the staff is a full nine-member staff with an emphasis on individual roles. Smaller staffs, together with other command elements, shall provide the same functions but may have different people filling specific roles. Care should be taken when combining duties and assigning collateral duties to the Work-Life staff since several programs, like Family Advocacy and Transitional Assistance, are mandated by congress and workload must be distributed to ensure these programs are properly supported. Compensation time should be provided to specialists that, due to mission priorities, work beyond their normal work schedule.

#### 210 Work-Life Supervisor

1. Basic Function: The Work-Life Supervisor is the primary representative for all Work-Life initiatives within the designated AOR. Working with unit commands, the Work-Life Supervisor will coordinate all issues addressed by the staff.
2. Duties, Responsibilities and Authority: Under the general direction and supervision of the ISC/HSC Commanding Officer or Executive Officer, the Work-Life Supervisor shall be responsible for:

- a. Management and administrative supervision of all personnel assigned to the Work-Life Staff, including conducting regular staff meetings.
- b. Ensuring compliance with all relevant Commandant Directives.
- c. Management and maintenance of the Work-Life staff budget.
- d. Providing guidance to the Ombudsman Coordinator and for assisting the Ombudsman Coordinator in providing training to unit Ombudsman.
- e. Designating a staff property custodian.
- f. Coordination of all field visits and seminars presented by the Work-Life staff.
- g. Following headquarters Program Manager guidance and policy.
- h. Participating in the interview process for new employees.
- i. Scheduling and conducting meetings with the District Command Master Chief (CMC), District Chaplain, District Legal Assistance Officer (LAO), Command Housing Officer, and other appropriate personnel regarding coordination of Work-Life issues and services.
- j. Keeping the ISC Commanding Officer and Executive Officer informed of all Work-Life issues.
- k. Maintaining an open channel of communication with commanding officers/executive officers in the AOR and Headquarters Program Managers and cooperate in site visits from the Headquarters Work-Life Staff.

#### 215 Administrative Support Personnel

1. Basic Function: To provide administrative support to the supervisor and staff elements within the Work-Life staff, help direct customer inquiries, and provide continuity of office functions when staff members are traveling.
2. Duties, Responsibilities and Authority: Under the general direction and supervision of the staff supervisor, the administrative assistant shall be responsible for:
  - a. Administrative and clerical support to all staff members, (conflicts in priorities to be resolved by the staff supervisor).
  - b. Basic use of computer software programs.
  - c. Referral of visitors or callers to the appropriate staff member.
  - d. Providing input for improved office effectiveness.
  - e. Maintaining non-confidential staff files, managing staff correspondence, travel orders, and handling both incoming and outgoing mail.
  - f. Providing other administrative support as directed by the supervisor (such as coordinating training conferences, procurement, website, etc.).

220 Transition/Relocation Program Manager (TRM)

1. Basic Function: To administer the Coast Guard's Transition/Relocation and Spouse Employment Assistance Program. This program is intended to assist active duty, recalled reservists, recently separated and retired personnel, civilian members, and family members during the relocation cycle. This cycle consists of five phases: Pre-Departure, Transition, Arrival, Reconnect and Stabilization. The goal of this service is to maximize a member's performance by minimizing the impact of each of these phases on the work and life environment. Major emphasis will be on initial needs assessments and planning prior to a move by providing information and referral to relocation services.
2. Duties, Responsibilities and Authority: Under the general direction and supervision of the Work-Life Supervisor, the TRM shall:
  - a. Manage and implement a comprehensive Transition Assistance Program (TAP), Relocation Assistance Program (RAP) and Spouse Employment Assistance Program (SEAP) providing a full range of services, benefits, programs, information, and assistance for relocating, transitioning, and retiring beneficiaries. Coordinate all appropriate on and off-base resources to provide a comprehensive, widely advertised and accessible program including Information, Referral and Follow-up, Education, Training and Counseling.
  - b. Recommend the Work-Life staff's RAP/TAP/SEAP goals, objectives, and procedures. Coordinate these programs with all appropriate installation resources, such as the Career Development Advisor (CDA), Education Services Office (ESO), Servicing Personnel Office (SPO), Civilian Personnel Office (CPO), Housing Referral Office (HRO), reservists, chaplains, auxiliarists, etc. Analyze and evaluate the effectiveness of program operations.
  - c. Perform RAP/TAP/SEAP needs assessments; data analysis; plan/coordinate/implement workshops, programs, and respond to identified needs; evaluate effectiveness of the workshops/services/programs provided; and report program progress to the Work-Life Supervisor and Headquarters Program Manager through established chains of command.
  - d. Initiate meetings with other appropriate command components to discuss the problems of the service population and their families, and formalize the results of these meetings through development of a resource network. Coordinate an effective outreach program for all commands within the AOR. Identify and train volunteers to support programs at commands within the assigned AOR
  - e. Update an automated resource information database on RAP/TAP/SEAP services/resources available within the assigned AOR, to include both State and Federal programs as needed. Establish a current network of services and trends in the relocation, transition and employment industries worldwide. Develop a comprehensive information resource library (computer, video, publications, etc.) covering the relocation, transition, and spouse employment programs offered by other resource providers (e.g., nonprofit service organizations, Educational

Services Offices, Retired Affairs Offices, Department of Veterans Affairs benefits counselors, etc.).

- f. Maintain the computerized Standard Installation Topic Electronic System (SITES) relocation database.
- g. Serve as the assigned AOR Coordinator for the Transition Assistance Program (TAP). This includes scheduling TAP seminars in coordination with the state employment commission representative; making facility arrangements to include an appropriate seminar room and any audiovisual equipment; maintaining a list of participants and publicizing TAP in local publications and daily bulletins, etc. At geographic locations where DOL cannot yet provide services, be responsible for coordinating delivery of the TAP workshop. Is also responsible for coordinating Coast Guard members' attendance at TAP seminars at other facilities within the assigned AOR.
- h. Be responsible for the development, implementation, and maintenance of the RAP/TAP/SEAP portions of the Work-Life management information system. Prepare required narrative and statistical reports on RAP/TAP/SEAP, research and develop new or improved program procedures, and recommend adoption (if advantageous).
- i. Develop and write appropriate materials for the RAP/TAP/SEAP/ programs. Suggest technical instructions and administrative materials governing program requirements, procedures, and funding. Serve as overall Coordinator for all relocation and transition assistance programs and services.
- j. Coordinate with appropriate Command components to facilitate the delivery of pre-separation interviews of individuals and their families. The purpose of this is to identify goals, plans, and needs, and to provide customers with sufficient information. The range of referral options includes career options; financial assistance; continuing education; assistance with community and transportation needs associated with relocation, etc.
- k. Coordinate with Work-Life staff members to ensure RAP/TAP/SEAP goals of providing total client service are most effectively and efficiently met.
- l. Identify, manage, coordinate and evaluate RAP/TAP/SEAP resources (e.g., funding, materials, and equipment). Serve as a resource advocate for the program; prepare annual budget input/reports.
- m. Assist commands within the assigned AOR with sponsor program training.
- n. Perform other duties as assigned by the Work-Life Supervisor.

## 225 Health Promotion Manager (HPM)

- 1. Basic Function: Coordinate the development and management of the regional Health Promotion (HP) Program designed to educate and encourage all Coast Guard beneficiaries to improve their health and well being through the voluntary adoption of healthy life-styles. The major elements of the Health Promotion Program are nutrition and weight control, physical fitness, tobacco cessation, prevention of alcohol

and substance abuse, stress management, and education aimed at the reduction of injury and disease.

2. Duties, Responsibilities and Authority: Under the general direction and supervision of the Work-Life Supervisor, the HPM shall:
  - a. Plan, develop and administer a local HP program for all Coast Guard beneficiaries within the assigned AOR.
  - b. Help unit commanders establish a local HP program by providing commands with individual health promotion consultations, and assist Unit Health Promotion Coordinators (UHPCs) in implementing unit programs.
  - c. Liaison with community, Public Health Service, CG Clinics, and Department of Defense program managers within the assigned AOR in the areas of health promotion, wellness, and health education.
  - d. Provide Coast Guard beneficiaries with information of local, community-based health programs; including workshops, health fairs, seminars, assessment programs, etc., for all elements of the HP Program.
  - e. Serve as the Coast Guard representative for any local HP programs, panels, or committees.
  - f. Provide and discuss health risk appraisals for use by Coast Guard beneficiaries.
  - g. Prepare, procure and distribute educational and promotional material on health related issues.
  - h. Establish and maintain a regional library of publications and audiovisual tapes on all elements of the HP Program.
  - i. Help Coast Guard clinics support HP programs and preventive medicine initiatives for Coast Guard beneficiaries.
  - j. When designated, prepare statements of work and act as the Contracting Officer's Technical Representative (COTR) for regional Health Promotion (HP) program contracts.
  - k. Attend semi-annual health related training sponsored by G-WKW-1, including the annual Health Promotion Manager's Workshop.
  - l. Administer Personal Wellness Profiles and conduct fitness assessments for CG employees, members, and family members within the assigned AOR.
  - m. Provide cholesterol and blood pressure screenings.
  - n. Educate CG members and beneficiaries concerning weight management by providing nutritional analysis, body composition analysis and menu planning assistance as needed.
  - o. Conduct and/or arrange health promotion seminars in the assigned AOR including, but not limited to, the areas of drug and alcohol prevention, stress management and tobacco cessation.

- p. Annually coordinate a Health Promotion Coordinator (HPC) Course within the assigned AOR and/or serve as an instructor for HPC courses in other regions.
- q. Provide guidance to UHPCs on developing and maintaining unit Health Promotions Programs.
- r. Perform other duties as assigned by the Work-Life supervisor.

230 Employee Assistance Program Coordinator (EAPC)

1. Basic Function: The Employee Assistance Program Coordinator (EAPC) will act as the primary field COTR for all employee assistance issues within the assigned AOR. The EAPC will monitor and assess the current contract to ensure services are provided to all beneficiaries.
2. Duties, Responsibilities and Authority: Under the general direction and supervision of the Work-Life Supervisor, and the technical supervision of the Coast Guard Headquarters Employee Assistance Program Manager, the EAPC shall:
  - a. Identify and advertise complementary services available in local communities, particularly no cost programs and Federal subsidy programs.
  - b. Coordinate referral services with other programs supported by the Work-Life staff.
  - c. Conduct regular visits to field units to provide EAP awareness and prevention training and to promote the Employee Assistance Program as well as recruit, train, coordinate, and maintain functioning Critical Incidence Stress Management (CISM) and Victim Support Program (VSP) teams.
  - d. Distribute EAP literature and training aids (videos tapes, pamphlets, etc.) to all applicable units, acting as the primary contact for regional distribution of educational materials provided by the contractor.
  - e. In conjunction with visits to field units, provide information, awareness, and prevention training in support of other Work-Life programs as directed by the Work-Life Supervisor. Provide consultation services to commands as needed.
  - f. Utilize and maintain an accurate, current database on personal and life skill resources within the assigned AOR, particularly those available through other Armed Services and Federal agencies.
  - g. Maintain appropriate records and statistical data as defined by the Work-Life Supervisor and Headquarters Program Manager.
  - h. Prepare necessary reports to Coast Guard Headquarters to evaluate program effectiveness.
  - i. Through education, training, and research; keep current on issues related to primary program areas including CISM, suicide prevention, workplace violence, sexual assault, victim-witness assistance, and traumatic stress. Provide support and assistance to victims and units experiencing a traumatic event. Perform all

duties in accordance with Reporting and Responding to Rape and Sexual Assault Allegations, COMDTINST 1750.7 (series)

- j. Promote and work cooperatively with other Work-Life staff members on programs and issues which overlap functional areas.
- k. Conduct needs assessment and measurements of effectiveness for Employee Assistance Programs within the assigned AOR.
- l. Maintain liaison with Federal, State and local agencies concerning employee assistance issues.
- m. Report all FAS/FRS cases to the appropriate Work-Life staff members.
- n. Perform other duties as assigned by the Work-Life Supervisor.

### 235 Family Advocacy Specialist (FAS)

- 1. Basic Function: The primary function of the Family Advocacy Specialist (FAS) is to reduce and prevent family violence within the Coast Guard. The FAS accomplishes this through a case handling management system.
- 2. Duties, Responsibilities and Authority: Under the general direction and supervision of the Work-Life Supervisor, and the technical supervision of the Coast Guard Headquarters Family Advocacy Program Manager, the Family Advocacy Specialist (FAS) shall:
  - a. Initiate professional and timely reporting and intervention in family violence related matters.
  - b. Accurately manage cases of family violence and high risk special needs including referral and follow-up for all child abuse and neglect spouse abuse, parent abuse, sibling abuse, and elder abuse and neglect in compliance with relevant Congressional mandates, Federal and State laws, and Coast Guard policies and regulations.
  - c. Provide overseas screening services for unit commanders with respect to assignment of Coast Guard personnel to overseas duty locations.
  - d. Determine family needs of Coast Guard personnel within the assigned AOR to identify stress and other factors that might lead to family violence.
  - e. Provide input to measure the effectiveness of the Family Advocacy Program.
  - f. Prepare and provide presentations to unit personnel on issues, policies, approaches and services available within the Family Advocacy Program.
  - g. Develop and maintain an accurate information and referral system based on current military and civilian service agencies and practitioners.
  - h. Maintain appropriate records and statistical data.
  - i. Promote a cooperative environment with other Coast Guard Family Advocacy Specialists on cases that overlap geographic areas of responsibility.

- j. Perform all duties in accordance with Management of Family Advocacy and Special Needs Cases, COMDTINST 1754.12 (series).
- k. Perform other duties as assigned by the Work-Life Supervisor.

250 Family Resource Specialist (FRS)

1. Basic Function: The Family Resource Specialist (FRS) is responsible for providing information and referral services regarding dependent care options to beneficiaries, including the areas of child care, elder care, adoption reimbursement, scholarships, and special needs.
2. Duties, Responsibilities and Authority: Under the general direction and supervision of the Work-Life Supervisor, and the technical supervision of the appropriate Coast Guard Headquarters Program Manager, the FRS shall:
  - a. Provide positive marketing and awareness of the Family Child Care Program, the Elder Care Program, the Adoption Reimbursement Program, the Scholarship Program, Separation for Care of Newborns Children (CNC) Program, and the Coast Guard Special Needs Program.
  - b. For Child Development Services:
    - (1) Conduct initial and quadrennial Dependent Care Needs Assessments. Access and evaluate relevant resources in the assigned AOR. These include, but are not limited to, home-based care, au pair or nannies, center-based care, public or private schools, Head Start programs, DoD programs, Coast Guard programs, GSA programs, sick child care, night care, before or after school care, and tuition discount programs.
    - (2) Create and maintain a resource file with appropriate information about each program mentioned in 2.a. Provide employees with information about options available to them.
  - c. For Family Child Care:
    - (1) Identify individuals providing Family Child Care (FCC) in Coast Guard owned or leased housing and ensure all are certified.
    - (2) Maintain a database of certified child care and special needs facilities in the assigned AOR.
    - (3) Process applications of new FCC providers, initiate the background screening process, and maintain all records.
    - (4) Investigate complaints about providers and programs (other than child abuse or neglect which should be referred to appropriate authorities) and document all findings.
  - d. For Special Needs:
    - (1) Provide direct case management of all families enrolled in the assigned AOR.

Enclosure (1) to COMDTINST 5400.20A

- (2) Provide information concerning policy, procedures and enrollment of the special needs program.
  - (3) Use all available resources to identify Coast Guard active duty members with special needs within the assigned AOR.
  - (4) Immediately report any suspicion of child and/or spouse abuse to the appropriate Coast Guard Work-Life FAS.
  - (5) Maintain a resource file of relevant reference material regarding educational, medical and psychological service/programs within the assigned AOR.
  - (6) Provide ongoing education, coordination, and open communication with unit commanders concerning identified families with special needs.
  - (7) Coordinate or provide ongoing training to Coast Guard personnel and unit commanders regarding family members with special needs.
  - (8) Complete all duties in strict compliance with Management of Family Advocacy and Special Needs Cases, COMDTINST 1754.12 (series).
  - (9) Coordinate special needs assignments with the appropriate Coast Guard Personnel Command Assignment Officer.
- e. For Adoption Reimbursement:
- (1) Answer inquiries concerning reimbursement of adoption expenses and forward all requests to Commandant (G-WKW-2) for processing.
  - (2) Provide information to members seeking assistance in locating resources for the adoption of a child.
- f. For Scholarship Programs:
- (1) Provide information regarding the Sobel Endowment Fund, CG Foundation, Zachary and Elizabeth Fisher Armed Services Award, the Navy League Scholarships, and other scholarship opportunities available to members of the Coast Guard and their family members.
- g. For Elder Care:
- (1) Provide referral, guidance, and support to employees with elder care needs.
  - (2) Maintain a list of care providers and reference material regarding educational, medical and psychological services/programs within the assigned AOR.
  - (3) Immediately report any suspicion of elder abuse to the appropriate Work-Life FAS.
- h. Perform other duties as assigned by the Work-Life Supervisor.

260 Interaction with other Staffs/Commands/Program Managers

1. Work-Life staffs will work directly for the ISC Commanding Officer or Executive Officers on sensitive Work-Life issues, but will interact and coordinate with all command elements concerning Work-Life issues as appropriate.
2. Integrated Support Commands will appoint an Ombudsman Coordinator who will work with and receive support from the Work-Life staffs. Both the Ombudsman Coordinator and the Work-Life staffs will frequently communicate with the unit Ombudsman in the assigned AOR to assess needs and to ensure a good flow of information.
3. Headquarters Family Advocacy and Special Needs Program managers will continue to provide direct technical supervision and policy direction to all FAS's and FRS's. All other Headquarters Work-Life Program Managers will continue to provide policy guidance to their specialists. Work-Life staff members will continually assess employees' local needs and propose changes in service delivery to the appropriate Coast Guard Headquarters Program Manager. Regional issues, not specifically addressed by Coast Guard Headquarters Program Managers, are the responsibility of the regional Work-Life staffs. Such issues may best be addressed using the experience and knowledge of the local Work-life staff, after consultation with the appropriate Coast Guard Headquarters Program Manager.

**Chapter III - Office Administration**

300 Budget

Requests for program funding adjustments shall be submitted to Commandant (G-WKW). Requests for training funds should be submitted in accordance with direction contained in Management of the Coast Guard's Training System instruction (COMDTINST 1550.9 (series)).

310 Training

Each Work-Life staff member is responsible for advising the Work-Life Supervisor on all necessary training to remain current in their specialty areas. Training needs shall be identified in accordance with direction contained in Management of the Coast Guard's Training System instruction (COMDTINST 1550.9 (series)). In addition, Work-Life staff members should liaison with local corporate and government Work-Life organizations in their assigned AOR and attend seminars and conferences on Work-Life issues as opportunities arise.

### 320 Field Visits and Field Training

Communicating with providers and beneficiaries of the Work-Life system is key to the success of the initiative. Therefore, the Work-Life Supervisor shall ensure that every unit in the assigned AOR is visited as often as possible, but at least once a year by one or more members of the Work-Life staff. Staff members making the visits should be prepared to address concerns in all of the Work-Life programs. The visits should be scheduled to include meetings with family members, as well as active duty, reserve, auxiliary, and civilian personnel. In addition, the Work-Life staff is responsible for providing training assistance to units within their assigned AOR. This assistance should include everything from on-site training sessions to preparing training and marketing materials for display by the unit or use by family member groups.