



DEPARTMENT OF THE AIR FORCE  
HEADQUARTERS UNITED STATES AIR FORCE  
WASHINGTON, DC

MAR 14 2003

MEMORANDUM FOR ALL MAJOR COMMAND DP AND MISSION SUPPORT  
SQUADRONS

FROM: HQ USAF/DPP  
1040 Air Force Pentagon  
Washington, DC 20330-1040

SUBJECT: Transformation of Family Support Centers

Over the past several months, the Family Matters and Civilian Personnel communities have been working in partnership to develop a new service delivery system and organization structure for Family Support Centers. This transformation initiative has two major features: (1) broadening the Work Life consulting role of FSC professionals by focusing on service to organizations rather than delivery of traditional programs, and (2) providing an alternative organization structure for large FSCs that provides more leadership levels within the Family Matters work force.

The attached guidance will be helpful in implementing the FSC Transformation. Questions may be referred through MAJCOM channels to Ms. Linda Smith, HQ USAF/DPPFF, DSN 227-0984 for Family Matters and Ms. Judy Mayrose, HQ USAF/DPPH, DSN 225-7382 for Civilian Personnel.

*Shirley C. Williams*  
SHIRLEY C. WILLIAMS  
Deputy Director  
Personnel Policy

Attachment:  
Implementation Guidance

cc:  
AF/DPPF  
AF/DPPH  
HQ AFPC/DPKCP

**HEADQUARTERS, UNITED STATES AIR FORCE  
FAMILY SUPPORT CENTER (FSC) TRANSFORMATION  
IMPLEMENTATION GUIDANCE**

**I. FSC Customer Service Delivery Transformation**

In an effort to provide better support to our Total Force members and their families in a transforming environment, the Air Force is retooling its family support service delivery system. The new model, known as the Work Life Consultant (WLC) Service Delivery Model, provides for more efficient and effective service delivery to Total Force Members and their families. The model eliminates stove-piped, menu-oriented program delivery model which attempts to fit community/family needs into pre-existing programs. Under the WLC model, FSC professionals will deliver service to total force members and their families across the spectrum of FSC activities, eliminating the current program delivery model.

The WLC model is a much more flexible tool to respond to changing and emerging needs of families/communities, and it requires that FSCs approach service delivery as a community member vice a stove-piped agency. The model also moves FSCs to an outcome-based family support system that will provide multi-skilled FSC staff members to build stronger, more vibrant communities through collaboration with unit leadership and other community agencies -- thus ensuring cost effective utilization of resources while meeting community needs through targeted outcome results and measures.

**II. Standard Core Personnel Documents (SCPDs)**

The SCPD Library developed four new SCPDs to implement the FSC transformation. The new SCPDs can be accessed at <http://www.afpc.randolph.af.mil/SCPD/default.htm>. The transformation SCPDs will be posted in a separate location under Family Support Center Transformation SCPDs. The following SCPDs will be posted:

GS-0101-09, Work/Life Specialist, SCPD# 9G689  
GS-0101-11, Work/Life Consultant, SCPD# 9G690  
GS-0101-12, Lead Work/Life Consultant, SCPD# 9G695  
GS-0101-12/13, Family Support Center Director, SCPD# 9G696/9G697

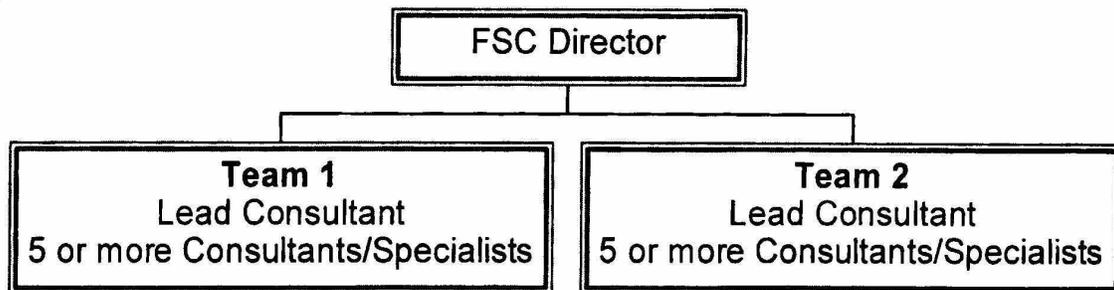
Six months from the date of this memo, the existing SCPDs for Family Support positions will be deleted from the SCPD Library (SPCD Numbers 9G342, 9G343, 9G344, and 9G345). By this time, you will need to have converted any positions on the old SCPDs to the new WLC model SCPDs or change to local numbers. FSCs and CPFs will be notified 1 month prior to the deletion of the old SCPDs.

**III. Organization Structure**

We realized in the course of this study that many FSCs had large staffs, i.e. 15 or more subordinates to the Director. In the program delivery model, a large staff did not impose a span of control problem for the Director. Some programs, like Transition and Relocation, had

program managers at the GS-11 level to oversee the work of program specialists at the GS-9 level and associated volunteers. In the WLC model, consultants at the GS-11 level provide service to assigned organizations, and specialists at the GS-9 level develop and administer standard and new programs along with providing individual counseling. With this change in service delivery, a new leadership structure for the large FSCs was warranted. The new structure is predicated on implementation of the WLC model.

Those FSCs with 15 or more subordinates to the Director (large FSC) may elect to reorganize into the following structure:



FSCs with fewer than 12 subordinates to the Director (standard size) will remain in a one-block organization.

FSCs in the gray area (12 to 15 subordinates to the Director) should consider the decision to restructure carefully. The subordinate team leaders are based on oversight of at least five specialists, GS-9 and above, working in the WLC model. If manpower projections indicate a reduction in authorized positions over the next few years, creation of team leaders now may cause adverse actions in the future when the team leaders are no longer supportable. For FSCs in the gray area, Mission Support Squadron Commanders should consult with the MAJCOM Family Matters Chief.

If the WLC model is not implemented, the team leader concept does not apply, and the FSC remains in the one-block organization structure.

#### **IV. Staffing New Positions**

Incumbents of FSC Director positions in large FSCs upgraded with implementation of the WLC model and the new organization structure may be promoted non-competitively based on accretion of duties. The GS-13 Director position is a clear successor to the GS-12 Director position and there are no other positions to which the new duties could logically be assigned.

All Lead Work/Life Consultant positions, GS-12, will be filled competitively through the Personnel Civilian Career Program. Vacant positions should be used to the greatest extent possible when establishing Leads to ensure the widest possible competition. However, in those

14 March 2003

instances where the position to be converted to a Lead is encumbered, the area of consideration may be limited to only those employees serving in the identical or similar positions at that location. Additionally, positions filled in this manner are exempt from the DoD Priority Placement Program since the addition of another person would result in someone being adversely affected by Reduction in Force. Organizations wishing to limit the area of consideration should include this request in the Remarks area of the Request for Personnel Action. The Career Program PALACE Team will develop the Ranking Plan in coordination with the Family Matters Policy Council.

**V. Obligation to Bargain**

Please ensure bargaining obligations are completed prior to implementing this reorganization of work for members represented by exclusive units.