

HEADQUARTERS
UNITED STATES EUROPEAN COMMAND
UNIT 30400
APO AE 09131

DIRECTIVE
NUMBER 30-20

5 Jun 02

PERSONNEL

Quality of Life Executive Council

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1. **Summary.** This directive establishes the USEUCOM Quality of Life (QoL) Executive Council. The USEUCOM QoL Executive Council provides the framework for an integrated approach to identify QoL issues that cross component lines adversely impacting theater readiness.
 2. **Applicability.** This directive applies to EUCOM Component Commands, assigned and attached forces, as well as defense agencies that provide QoL support to the command.
 3. **Internal Control Systems.** This directive does not contain internal control provisions and is not subject to the requirements of the Internal Management Control Program. For HQ USEUCOM and subordinate joint activities, the applicable internal control directive is ED 50-8, Internal Management Control Program.
 4. **Suggested Improvements.** The proponent of this directive is ECJ1-Q. Recommendations for changes or corrections should be sent to HQ USEUCOM, ATTN: ECJ1-Q, Unit 30400, APO AE 09131.
 5. **References.**
 - a. ED 56-17, USEUCOM Planning, Programming and Budgeting System (PPBS) Participants.
 - b. ED 56-20, USEUCOM Joint Warfighting Capabilities Assessment/Joint Requirements, Oversight Council Assessment Process.
 - c. USEUCOM Quality of Life Bill of Rights (Appendix A).
 - d. DOD Social Compact.

6. **Policy.** The quality of life afforded U.S. service members, DoD civilians and their families in the EUCOM AOR impacts the readiness and retention of Theater forces. QoL programs aim to promote the development of organizational commitment and cohesiveness essential to combat effectiveness. Ensuring the provisions of the Quality of Life standards contained in the USEUCOM Bill of Rights (Appendix A) is a foremost USCINCEUR objective.

7. **Explanation of Terms.**

a. **The Executive Council** is the senior-level management board of the USEUCOM QoL programs. The Executive Council meets annually in conjunction with the Component Commanders Conference (CCC). The EUCOM Chief of Staff and Deputy Commander in Chief review Steering Committee recommendations prior to the Executive Council's review for approval. The Executive Council membership is as follows:

(1) USCINCEUR

(2) DCINCEUR

(3) CGUSAREUR

(4) COMUSAFE

(5) CINCUSNAVEUR

(6) COMMARFOREUR

(7) COMSOCEUR

(8) The USEUCOM Executive Council and its working body, the USEUCOM Steering Committee (see Para 7b), will:

(a) Use a process described in Para 8b to identify and prioritize Theater QoL issues.

(b) Influence resourcing decisions for QoL programs at Component, Service and Department level.

(c) Focus attention on critical strategic priorities.

(d) Identify and resolve common joint-service problems/needs.

(e) Communicate to Congress the unique QoL Program needs of service members and families in the EUCOM Theater.

(f) Communicate to all Components action taken, status and progress achieved to effect resolution of the issues raised to the Executive Council.

b. **The Steering Committee** is the working arm of the USEUCOM QoL Executive Council. The Steering Committee charter is to establish a QoL strategy to identify joint Component issues impacting Theater QoL and readiness and to develop and prioritize recommendations for solution for consideration by the QoL Executive Council. The Steering Committee membership is as follows:

(1) Voting Members:

- (a) HQ, USEUCOM:
Chief, Quality of Life Division, ECJ1 (Chairperson)
USEUCOM Senior Enlisted Advisor
- (b) HQ, USAREUR:
Assistant Deputy Chief of Staff for Personnel and Installation Management (ADCSPIM)
USAREUR Command Sergeant Major
- (c) HQ, USAFE:
Director of Personnel (DP)
USAFE Command Chief Master Sergeant
- (d) HQ, USNAVEUR:
Deputy Chief of Staff Manpower and Personnel (N1)
NAVEUR Fleet Master Chief
- (e) HQ, MARFOREUR:
Assistant Chief of Staff, G1
MARFOREUR Command Sergeant Major
- (f) HQ, SOCEUR:
Chief of Staff
Senior Enlisted Advisor
- (g) Component Senior Enlisted Advisors' (listed 1-6 above) Spouses

(2) Non-voting Members:

- (a) Component Command QoL Action Officer.
- (b) HQ EUCOM Staff:
J1-Q - Chief, Base Operations and Policy Branch

J1-Q - Chief, Community, Family, and Education Branch

J4-EN - Chief, Infrastructure Branch

J5-S – Chief, Congressional Affairs Branch

(c) As necessary, Subject Matter Experts to advocate for specific issues.

c. **USEUCOM Quality of Life.** For the purposes of this directive, QoL is defined as the degree to which individual or family needs are satisfied by the services and support provided by Component command QoL programs. The USEUCOM QoL Program is a collective body of policies, programs and actions that deal with the living, duty, religious/spiritual needs, health and well-being, educational and recreational environments of the military community to foster commitment to service and personal readiness to fulfill military requirements. DoD has developed a Social Compact with troops and families. The Social Compact refocuses QoL goals to meet changing demographics of the force and a new world picture. A 20-year QoL Strategy was established that complements the transformation of the force. This directive categorizes QoL issues in the same categories the Social Compact uses. They are:

(1) Education.

(2) Work Life.

(3) Health Care.

(4) Family & Community Support.

(5) Housing.

d. **Joint Issue.** Issue(s) (policy change, resource/manpower shortfalls or legislative change) for consideration by the Executive Council will be categorized as follows:

(1) Unified Issue: An issue applicable to all components.

(2) CINC Advocacy: An issue not being adequately addressed by Services/DoD agencies.

(3) Standard EUCOM Policy: An issue, which due to proximity or unique overseas environmental conditions necessitates a common theater-wide policy or standard.

8. **USEUCOM QoL Action Plan.** The USEUCOM QoL Action Plan functions synchronously with the DoD budget cycle operating as shown at Appendix B and Appendix

a. **General.** The development of a common strategy to articulate joint service QoL issues to DoD Officials and congressional representatives is required to ensure that QoL standards in USEUCOM are consistent with the DoD Social Compact and remain on a pace with those available at CONUS bases and to American society at large. Recommendations are made with a view towards influencing DoD and service resource allocation and congressional appropriations.

b. The USEUCOM QoL Action Plan will:

(1) Foster an atmosphere conducive to mutual cooperation, assistance and exchange of ideas, procedures, information and methodology at all management levels when addressing QoL issues.

(2) Develop and implement a comprehensive publicity program, using appropriate media to communicate and increase awareness of QoL in Theater.

(3) Provide a process to, identify, resolve or elevate QoL resourcing shortfalls to DoD and/or Service Chiefs as appropriate.

c. QoL Action Plan Cycle (Appendix B)

(1) Component Level: Each component has an established system or mechanism to identify and prioritize QoL issues for higher headquarters solution. Each year component representatives will identify and raise issues that meet the joint definition provided in Para 7d, to the Steering Committee for action. Component issues must be approved by respective component Deputy Commanders prior to submission.

(2) Theater Level:

(a) The Steering Committee will meet twice a year. The committee will develop annual congressional, resource management and communication/marketing plans in support of the USEUCOM QoL issues, monitor the status of joint issues raised from the service components, validate and prioritizes issues for consideration by the Executive Council.

(b) The EUCOM COS and DCINC will review Steering Committee recommendations prior to the QoL Executive Council's review.

(c) The QoL Executive Council will meet annually in conjunction with the Component Commander's Conference. The purpose of the Executive Council meeting is to prioritize current issues impacting the well-being of Theater personnel and approve a CINCEUR QoL Strategy. Additionally, the USUECOM QoL Bill of Rights (Appendix A) will be reviewed, approved and signed at the Conference.

(d) The CINCEUR QoL Conference will be held every two years (FY03, FY05, etc.) and will provide a joint environment for greater discussion of critical QoL issues impacting the overseas environment. Additionally, the conference will act as a forum for DoD and EUCOM interchange of Department-wide, Service and Component level “best” practices, programs and initiatives.

(3) DoD Level: At this level, CINCEUR QoL Strategy and resource requirements will be integrated into:

(a) CINC Integrated Priority List (IPL) and the DoD Programming, Planning and Budgeting System (PPBS).

(b) DoD QoL Executive Committee, DoD Instruction 5124.6.

(c) CINCEUR congressional testimony.

(d) Joint Requirements Oversight Council/Joint Warfare Capability Assessment (JROC/JWCA).

9. **Responsibilities/Procedures.**

a. **HQ USEUCOM**

(1) Acts as USCINCEUR single point of contact for the management and administration of the USEUCOM QoL Executive Committee.

(2) Chairs the semiannual EUCOM QoL Steering Committee meetings.

(3) Promotes and supports the interface of USEUCOM QoL staff with senior DoD leadership.

(4) Provides policy direction, supervision, oversight, control and executive management of all USEUCOM QoL initiatives for HQ USEUCOM staff and the integration of QoL concepts with the senior leadership of DoD and the Services.

(5) Plans and sponsors a biennial QoL Conference.

(6) Manages the annual QoL resource, communication and congressional strategies for the QoL Steering Committee.

(7) Develops USEUCOM data collection and reporting systems for QoL and performs review and analysis of component QoL program performance in Theater.

(8) Establishes agendas and timelines for the QoL Executive Council and QoL Steering Committee meetings.

(9) Establishes a process to ensure that recommendations of the QoL Executive Council are implemented.

(10) Writes and distributes minutes for QoL Steering Committee and QoL Executive Council meetings.

(11) Develops an annual report on QoL for the Theater.

b. USEUCOM Component Commands (USAREUR, USAFE, USNAVEUR, MARFOREUR and SOCEUR)

(1) Participate as required in QoL meetings addressed in this directive.

(2) Establish quantifiable QoL standers where feasible.

(3) Provide funding and monitor compliance within established QoL standards.

(4) Establish community-based feedback mechanisms to allow customer-based input to the QoL process.

(5) Select representatives to attend the biennial QoL Conference.

(6) Inform CINCEUR of potential and existing shortfalls, which detract from the ability to maintain the QoL program.

(7) Support USEUCOM command QoL data collection requirements.

(8) Appoint a component command QoL Action Officer.

(9) Submit QoL issue paper(s) (format at Appendix D), meeting the requirements of paragraph 7d (Joint Issue) for Steering Committee Consideration. All issue paper(s) require respective Deputy Commander approval and must be submitted in accordance with the timeline at Appendix C.

c. European QoL Defense Agencies (DeCA, AAFES, NEX, AFN, TRICARE, DoDDS)

(1) Develop a forward-looking Theater support plan and periodically update USEUCOM on support concepts and standards.

(2) Provide specific information on resource requirements and shortfalls in support of the CINC's QoL Strategy.

(3) Appoint adequate representation at the QoL Conferences.

(4) Submit QoL issue paper(s) (format at Appendix D), meeting the requirements of paragraph 7d (Joint Issue) for Steering Committee Consideration. All issue paper(s) require respective Deputy Agency Director/Commander approval and must be submitted in accordance with the timeline at Appendix C.

10. **Other.** TDY costs, including travel, housing and subsistence for attendees at required meetings, will be the responsibility of the parent command or organization.

FOR THE COMMANDER IN CHIEF:

OFFICIAL:

DANIEL J. PETROSKY
Lieutenant General, USA
Chief of Staff

AVA N. WEBB-SHARPLESS
Lt Col, USAF
Adjutant General

APPENDIXES

A: USEUCOM QUALITY OF LIFE BILL OF RIGHTS

B: USEUCOM MODEL OF ISSUE PROCESS

C: USEUCOM TWO-YEAR QUALITY OF LIFE ACTION PLAN PROCESS

D: USEUCOM BACKGROUND PAPER FORMAT

DISTRIBUTION

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**APPENDIX A:
USEUCOM QUALITY OF LIFE BILL OF RIGHTS**

UNITED STATES EUROPEAN COMMAND QUALITY OF LIFE BILL OF RIGHTS

Preamble

To all those associated with the U.S. European Command, let it be known that the members of this command, Soldiers, Sailors, Airmen, Marines, Civilians, Reserve and Family Members, are fully and firmly dedicated to the principle of service to the nation over self. U.S. European Command recognizes their commitment, and is dedicated to all individuals having the opportunity to use their talents in meaningful contributions to our nation. The Command further recognizes that people are our nation's most valuable resource; they must be treated with respect and dignity, and allowed the fullest opportunity to grow, learn, prosper, worship, and advance the fundamental quality of their lives. To do so requires the opportunity to pursue individual interests, develop the fullest measure of their talents, confident that their health and welfare is secure.

Be it further known that the contributions of the members of this command, Soldiers, Sailors, Airmen, Marines, Civilians, Reserve and Family Members, are valued by a grateful command and a proud nation. Toward this end the following articles apply.

Article 1

Service, Civilian, and Family Members deserve a basic standard of living that is comparable to the society they are pledged to defend. Provision of this basic standard is an essential element of force readiness. Key elements within the standard are housing, medical care, education, compensation, community support, work environment, and retail services.

Article 2

Service, Civilian, and Family Members deserve an environment free from discrimination that values the strength of the diversity in American society. U.S. European Command will demonstrate respect for the individual, and the complementary strengths of racial, religious, national origin, and gender differences.

Article 3

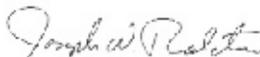
Service, Civilian and Family Members deserve safe workplaces and communities free from fear where security enhances their productivity and the overall quality of their lives. Military service by its very nature involves risks. Assessment and where possible, elimination of these risks is an integral responsibility of the command. Risk reduction is enhanced when all community members know that their safety is a crucial command priority.

Article 4

Service, Civilian and Family Members deserve opportunities for personal growth. Quality of life is only enhanced when the needs of the whole person are addressed. Personal development, physical wellness, spiritual growth, rigorous training, and professional development opportunities are essential elements that should be available to the entire community.

Article 5

Service, Civilian and Family Members deserve the opportunity to make meaningful contributions to the European command mission consistent with their abilities. Each must know that their sacrifices and labors are valued and make a difference. They must be provided the tools necessary to their tasks. Modern equipment, training, and operational facilities are essential. Genuinely concerned leaders are key.


JOSEPH W. RAISTON
 General, USAF
 Commander in Chief


MONTCOMERY C. GREGG
 General, USA
 Commanding
 U.S. Army, Europe


GREGORY S. MARTIN
 General, USAF
 Commander
 U.S. Air Force, Europe


J.O. ELIAS
 Admiral, USN
 Commander in Chief
 U.S. Naval Forces, Europe


E.P. AYRES, JR.
 Lieutenant General, USAF
 Commanding
 Marine Forces, Europe

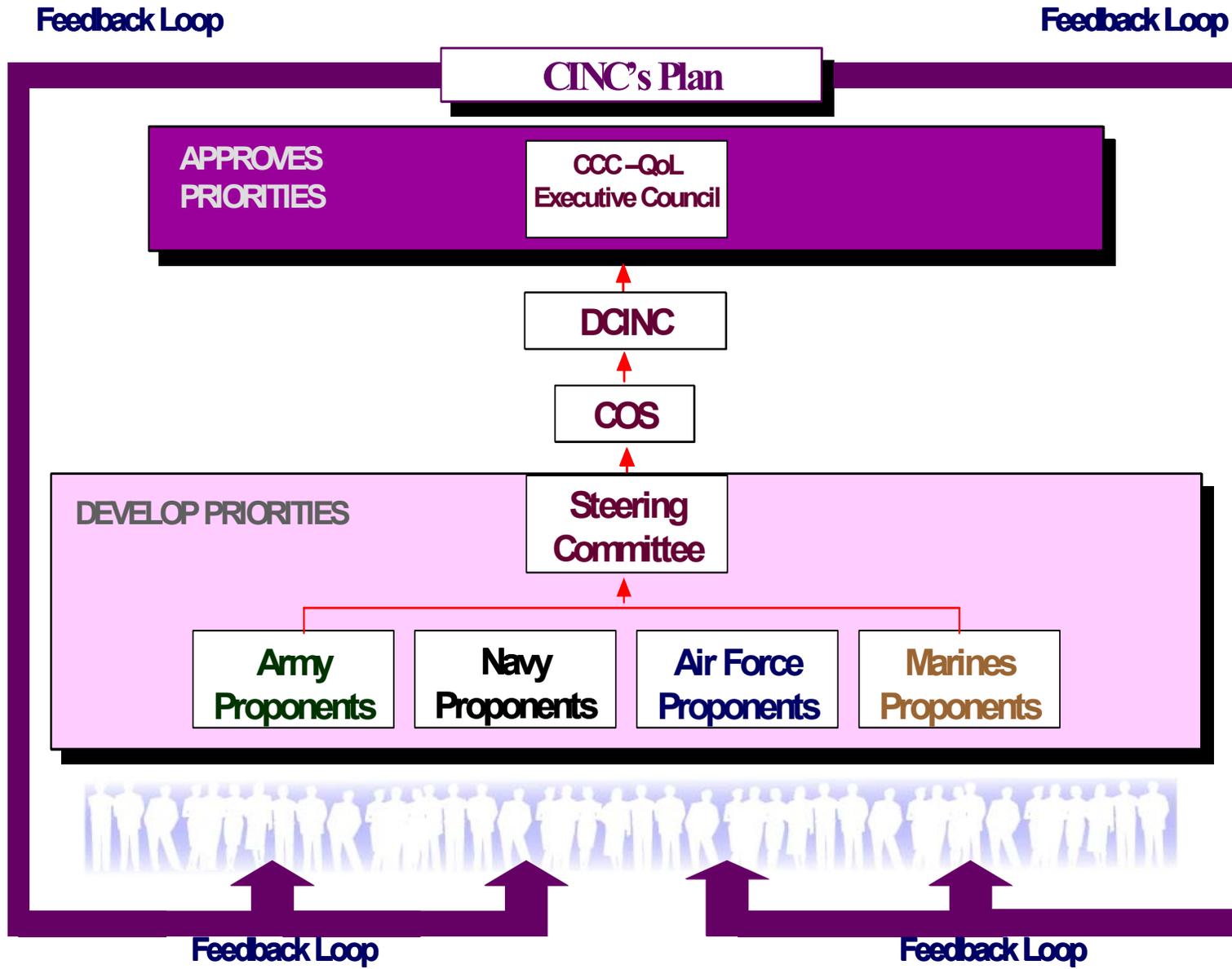

LESLIE L. FULLER
 Brigadier General, USA
 Commanding
 Special Operations, Europe

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**APPENDIX B:
USEUCOM MODEL OF ISSUE PROCESS**

EUCOM QoL ACTION PLAN PROCESS



APPENDIX B

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APPENDIX C:
USEUCOM TWO-YEAR QUALITY OF LIFE ACTION PLAN PROCESS

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**APPENDIX D:
USEUCOM BACKGROUND PAPER FORMAT**

APPENDIX D: EUCOM BACKGROUND PAPER FORMAT

OFFICE SYMBOL: _____
APPROVED BY: _____

GRADE, NAME, DSN xxx-xxxx
OFFICE, DATE

SUBJECT OF BACKGROUND PAPER (U)

1. **SUMMARY.** Fitness and Sports programs operate in accordance with DODI-XX, Service Reg XXX-X, Component Reg XXX-X. Component-X, MWRD operates and oversees a sports and fitness program to cover the interests and needs of 58 fitness facilities, 5 pools and all U.S. Forces personnel. Present Service standards reflect Component-X as being severely under funded in staffing, training, equipment, and programming capabilities.

2. **BACKGROUND.** The shortfall figures were derived from the year 2000 Component-X Installation Rollup, the Service-X Facility Strategy Report and calculation of installation center field maintenance, equipment issue, transportation, and awards. The installation rollup requires \$8.5M to go from Red to Green in staffing, training and equipment. Operation of facilities costs \$3.9M for one year for the 58 fitness centers and 5 pools. Current resourcing is \$3.6M leaving \$0.3M unresourced. Unfunded annual operational costs are \$8.8M.

Service-X has directed that substandard fitness facilities should be renovated or replaced by 2014. Upfront OMA costs to open a new facility are \$1.1M, which includes Service-X standard operational equipment required to open a fitness facility. The cost to construct a new fitness facility is \$19.5M. In FY04, only one facility is scheduled for construction. From FY05-07, two new facilities are required each year and for FY08-09, the annual requirement is three.

3. **FUNDING.**

| Component-X QDPC/MWR Program Funding Details | | | | | | | |
|--|-------------|--------------|--------------|--------------|--------------|--------------|--------------|
| | FY04 | FY05 | FY06 | FY07 | FY08 | FY09 | Total |
| Requirements | 99.3 | 122.4 | 124.3 | 126.8 | 149.7 | 152.5 | 775.0 |
| Funding | 47.1 | 59.6 | 58.1 | 53.5 | 53.5 | 53.5 | 325.3 |
| Shortfall | | | | | | | |
| Sports Program | 29.4 | 46.9 | 48.9 | 52.0 | 73.3 | 75.8 | 326.3 |
| MWR Training | 0.4 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.4 |
| Outdoor Recreation | 5.0 | 3.1 | 3.2 | 4.8 | 5.4 | 5.5 | 27.0 |
| Libraries | 0.8 | 0.4 | 0.5 | 0.5 | 0.5 | 0.5 | 3.2 |
| Skills Development & Recreation | 15.9 | 12.1 | 13.3 | 15.5 | 16.7 | 16.9 | 90.4 |
| Construction Program | 0.1 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.1 |
| Marketing | 0.1 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.1 |
| Remote Sites | 0.5 | 0.3 | 0.3 | 0.5 | 0.3 | 0.3 | 2.3 |
| Total | 52.2 | 62.8 | 66.2 | 73.3 | 96.2 | 99.0 | 449.8 |
| Must Fund | 52.2 | 62.8 | 66.2 | 73.3 | 96.2 | 99.0 | 449.8 |

2 Encls

1. Prioritized List of Projects ()
2. Detailed Breakout of Costs ()

USEUCOM CINC PRIORITY ITEM (CPI) NUMBER - 00

(U) CPI Title: Service-X Sports Program

| (U) Quantitative Metrics: COMPONENT-X SPORTS AND FITNESS | | | | | | | |
|---|----------------|----------------|----------------|----------------|----------------|----------------|-------------------|
| FUNDING SHORTFALLS (\$ Millions) | FY04 | FY05 | FY06 | FY07 | FY08 | FY09 | TOTALS |
| COMPONENT-X | 29.4 | 46.9 | 48.9 | 52.0 | 73.3 | 75.8 | \$ 326.3 |
| COMPONENT-Y | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | \$ - |
| COMPONENT-Z | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | \$ - |
| COMPONENT-O | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | \$ - |
| TOTAL funding Shortfall | \$ 29.4 | \$ 46.9 | \$ 48.9 | \$ 52.0 | \$ 73.3 | \$ 75.8 | \$ 326.3 |
| MANPOWER SHORTFALLS | | | | | | | |
| | FY04 | FY05 | FY06 | FY07 | FY08 | FY09 | Total Mpwr |
| MILITARY Man-years | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

(U) CPI POC: NAME, COMPONENT, EMAIL ADDRESS, DSN #

