



**14 OCTOBER 2010
Certified Current On 29 October 2014**

**CIVILIAN WINGMAN
ADVOCATE PROGRAM**

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OPR: OO-ALC/CS

Certified by: OO-ALC/CS
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Pages: 15

This instruction establishes organizational roles, responsibilities, and procedures for the Civilian Wingman Advocate Program. The program supports a vibrant, rounded Wingman focused workforce and culture within the OO-ALC. It describes the integration of efforts from leadership, agencies supporting wellness and safety, and the OO-ALC workforce itself. The goal is to create and foster a healthy workforce and culture that integrates and supports the four dimensions of wellness (physical, social, emotional and spiritual), as well as a shared sense of responsibility for one another in keeping with our Air Force tradition of being “a good wingman” in order to increase protective factors, engagement, and productivity in the workplace. Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with AFMAN 33-363, *Management of Records*, and disposed of in accordance with the Air Force Records Disposition Schedule (RDS) located at <https://www.my.af.mil/gcss-af61a/afrims/afrims/>. Refer recommended changes and questions about this publication to the Office of Primary Responsibility (OPR) using the AF Form 847, *Recommendation for Change of Publication*; route AF Form 847s from the field through Major Command (MAJCOM) publications/forms managers. The Privacy Act of 1974 applies to this instruction. This publication requires the collecting and maintaining of information protected by the Privacy Act of 1974.

1. INTRODUCTION

1.1. Program Objectives.

1.1.1. In keeping with the belief that people are our most important asset, the objective of the Wingman Advocate (WA) Program is to improve mission effectiveness/productivity through supporting the highest quality of life and level of functioning of individuals and work environments by: increasing resiliency through increasing protective factors (see Attachment 2); increasing dignity and respect for employees and leadership; attending to positive morale and quality of life activities; and being mindful of the need to attend to and balance the Four Dimensions of Wellness (Social, Spiritual, Physical, Emotional). The Wingman Advocate Program is to primarily focus on the needs of our federal civilian “wingmen”.

1.1.2. Provide a consultation and referral resource for supervisors and leadership to assist in improving the workplace environment with regard to protective factors, to coach leaders in relating to their employees and identifying their needs, especially those in crisis.

1.1.3. Provide information to Leadership. WAs are placed in the workplace to quickly identify and report both positive and negative trends/issues for leadership to quickly address. This firsthand knowledge and awareness is highly instrumental in creating a more protective environment, providing proactive interventions, and enhancing morale, quality of life, and employee engagement.

1.1.4. Provide a network of physically and socially embedded WAs throughout the Center who: are a familiar face and an approachable point of contact for proactive interpersonal assistance and referral; when necessary, provide rapid response in crisis prevention/intervention; provide non-clinical discussion with employees voluntarily requesting referral service related to difficulty with employment and/or personal issues. The primary purpose is immediate assistance and referral to appropriate helping resources, such as the Employee Assistance Program (EAP), Occupational Medicine, Equal Opportunity, community resources, etc.

1.1.5. Create a standardized program approach that establishes/defines the roles, responsibilities, and protocols for all levels of the OO-ALC workforce in the areas of creating a Wingman Environment, and in establishing referral support measures and procedures to address the workgroup or individuals in crisis, particularly in situations that involve risk or threat of suicide.

1.1.6. Develop and sustain a current and ongoing marketing strategy that keep people aware of available resources.

1.1.7. Maintain a database that will be used to gather data for statistical purposes, and identify/track trends to target specific needs and drive the focus.

1.2. Roles and Responsibilities of the WA Program.

1.2.1. Focuses on assisting leadership and employees by referral to appropriate resources and lending support where needed to increase awareness of workplace protective factors (see Attachment 2), resiliency, and a higher quality of life. WAs model appropriate behaviors and relational techniques for supervisors in dealing with their employees. WAs do not provide any form of clinical or legal or employment counseling, or counseling related to other organization’s programs or services, nor do they do any investigative work.

1.2.2. Derives functional direction from the OO-ALC/CC. WAs are embedded in various units across the installation at the discretion of the OO-ALC/CC, and they operationally serve the Wing/Group/Functional offices to which they are assigned. The WA Program is a critical link in the development and/or enhancement of protective factors, morale, and quality of life issues concerning civilian employees. WAs must reinforce the civilian force understanding of the commander's wingman policies, goals, and objectives.

1.2.3. Responds to the needs of leadership for obtaining employee wingman assistance. When an assigned WA is not available, leadership as well as employees can access a Wingman Advocate 24 hours a day, 7 days a week, via telephone at 801-777-2255.

1.2.4. Scope and Limitations: WA's will be mindful of the mission, vision, and goals of the unit to which they are assigned; will serve as a conduit for resources and assisting with communication between employees and leadership within the organization; and will model and encourage effective relationships among employees and leaders.

1.2.5. Addresses quality of life concerns and monitors the morale, welfare, and protective factors of the work environment and civilian force. The WA Program provides support to all levels of leadership concerning the well-being of the work force and the individuals that comprise it. It is vital that WAs report to leadership on any significant employee issues/problems, such as, but not limited to, when there is a reasonable likelihood of a direct effect/impact on the workplace protective factors; the employee is in need of additional assistance and attention; or the employee has stated he/she is in crisis, including suicidal/homicidal; or an illegal activity has occurred or is threatened. Reporting and referral to applicable advisors over significant employee issues/problems should be made as quickly as possible, in accordance with established procedures for appropriate action in the given situation and to available leadership using the chain of command.

1.2.6. Assists leadership in administratively dealing with and reporting suicide related or significant emotional events and provides referrals for impacted employees.

2. PROGRAM INTEGRATION

2.1. Responsibilities for Managing the WA Program.

2.1.1. Center Commander: OO-ALC/CC supports efforts to maintain and foster a culture focused on the wingman concept, and a holistic focus predicated on dignity, respect, and accountability.

2.1.1.1. Culture. Wingman expectations will be communicated often, expected behaviors will be modeled, and unacceptable behaviors will be addressed. These actions demonstrate the commitment to the Wingman culture and workforce/individual holistic focus.

2.1.1.2. Policy. OO-ALC/CC will establish/endorse policies supporting the Wingman culture and quality of life for the workforce. Treating people with dignity, respect, and accountability are keys to the success of the program. These policies must receive support, enforcement, and reinforcement.

- 2.1.1.3. Communication. OO-ALC/CC will meet with the Wingman Advocate Program Manager on a quarterly basis (or as needed) to receive updates on trends and actions, discuss concerns, identify trends, and give direction.
- 2.1.2. Wing Commander/Director: Wing CCs and Functional Directors are responsible for publicizing and maintaining workplace protective factors in addition to supporting the Wingman Culture outlined above, by maintaining a holistic focus, abiding by the policies set forth, and encouraging a positive emotional environment predicated on dignity, respect, and accountability.
- 2.1.2.1. Establish a meeting with the WA Program Manager and assigned WAs once every two months (or as needed) to ensure clear and accurate communication flow, report trends and statistics, and give/receive direction to address Wingman issues as they arise.
- 2.1.2.2. Include WA input in weekly staff meeting, when appropriate, to report pertinent information and to endorse, support, and reinforce the importance of creating/maintaining a robust Wingman culture.
- 2.1.3. Group Commander/Director: These leaders are responsible for publicizing and maintaining workplace protective factors in addition to supporting the Wingman culture outlined above, by maintaining a holistic focus, abiding by the policies set forth, and encouraging a positive emotional environment predicated on dignity, respect, and accountability.
- 2.1.3.1. Establish monthly meetings (or as needed) with assigned WAs to ensure clear, accurate communication flow, give and gather information on trends, metrics, and hotspots, and identify individuals and work groups that deserve recognition for positive gains or for displaying exemplary Wingman behaviors and attitudes.
- 2.1.4. Squadron Commander/Director: These leaders are responsible for publicizing and maintaining workplace protective factors in addition to supporting the Wingman culture outlined above, by maintaining a holistic focus, abiding by the policies set forth, and encouraging a positive emotional environment predicated on dignity, respect, and accountability.
- 2.1.4.1. Provide WAs access to appropriate work areas for routine meet-and-greets, follow-up, and group wingman briefings.
- 2.1.4.2. Responsible for reporting death or significant emotional events of employees in accordance with established procedures; this includes obtaining guidance from the Trauma Stress Response (TSR) Team, of which the WAs are members, for delivering the information in the most sensitive and beneficial manner.
- 2.1.4.3. Meet every two weeks (or as needed) with assigned WAs to discuss hotspots, trends, and strategies in order to create a high quality of work life for the workplace and individuals therein. The main emphasis will be to enhance protective factors (see Attachment 2) and recognize exemplary Wingman behavior and attitudes.
- 2.1.4.4. Provide necessary support in the ongoing marketing of the WA Program.
- 2.1.5. Supervisor: All supervisors are responsible for publicizing and maintaining workplace protective factors in addition to supporting the Wingman culture outlined

above, by maintaining a holistic focus, abiding by the policies set forth, and encouraging a positive emotional environment predicated on dignity, respect, and accountability.

2.1.5.1. Consult and support WAs in creating, sustaining, and supporting a robust Wingman culture, and promote positive morale, and quality of work environment for the unit and the individuals therein. Supervisors provide WAs appropriate and available data as requested for defining workforce issues in accordance with (IAW) established procedures for describing and defining the workforce and its environment. Generally, this does not include labor relations information. Consultation with Labor and Employee Relations (OO-ALC/DPCE) is required prior to releasing this type of information to non-management officials/WAs.

2.1.5.2. Ensure personnel are provided the Wingman Advocate Awareness Briefing, preferably in small routine staff meetings. A Wingman Advocate should be present to support the briefing and to be introduced to employees. Ensure completion of the briefing is posted in the training scheduling system (TSS). New employees are briefed in orientation and TSS is updated accordingly. Ensure personnel are aware of resources available and are provided reasonable access to them as appropriate to the situation as workload permits.

2.1.5.3. Allow time for wingman training, including the four dimensions of wellness, and to attend to organizational/individual wellness events IAW established policies and procedures and mission requirements.

2.1.5.4. Develop relationships that enables employees to share their concerns or issues that might impact their work. Supervisors encountering employees who display behavior that may pose imminent threat to themselves or others must take immediate appropriate action under the circumstances, which may include calling 911; contacting a WA; referencing the OO-ALC Policy on Dealing with Distressed Civilian Employees, which covers responses to a multitude of situations and provides applicable contacts. See also Attachment 6 regarding transportation of employees in various situations, which references this and other related policies and provides the share point location for each.

2.1.6. Employees of OO-ALC: Strive to develop and maintain effective working relationships with their leadership and co-workers in their efforts to improve their wellness and safety, thereby enhancing and improving their personal and unit's productivity.

2.1.6.1. Are encouraged to be able to recognize and understand when they or their coworkers are in distress, and are also encouraged to seek assistance either directly or indirectly via a supervisor, WA, or other appropriate source even if the risk seems low.

2.1.6.2. Should be able to identify the WA as a point of contact for individuals in distress.

2.1.6.3. Are encouraged to support workplace efforts to promote productivity through positive changes in unit culture.

2.1.7. WA Program Manager:

2.1.7.1. Assumes oversight responsibility for the OO-ALC WA Program; provides supervision and ensures WAs are trained; consults with and advises OO-ALC/CC and leadership to provide statistics and apprise them of trends, morale and welfare of the work force, and implementation of Wingman Program strategies.

2.1.7.1.1. Coordinates with other organizations and agencies to ensure the WA program complements areas of responsibility that relate to or are parallel to the WA program, to ensure the other organizations and agencies are appropriately included as referral sources.

2.1.7.2. Informs the workforce about Wingman events, issues, and information via various forms of media such as flyers, articles in the Hilltop Times, etc.

2.1.7.3. Maintains and updates WA policies, offering uniformity and guidance to WAs, to establish/follow protocols for referring potentially suicidal individuals.

2.1.7.4. Ensures WAs assist leadership, when needed, in referring individuals in crisis, which may include arranging for transportation of actively suicidal employee to a local emergency room, and calling local authorities to do a wellness check when the employee is off base. Refer to Attachment 6 to determine the appropriate transportation for the situation.

2.1.7.4.1. Ensures WAs engage in appropriate referral action for the situations encountered.

2.1.7.5. Develops and implements OO-ALC WA plans and program strategies that enhance cultural and individual well being and resiliency; works at enhancing protective factors and decreasing risk factors; assists management in interpreting and implementing wingman directives; plans and conducts Wingman activities; establishes Wingman milestones; and provides data from metrics to track trends and apply change strategies.

2.1.7.6. Ensures all WAs document their activities in a central log in order to track demographic data to look for trends and provide statistics. Data collected and compiled by WAs will be maintained in a secure location. Only WAs and others with a need to know will have access to this log.

2.1.7.7. Ensures that all WAs clarify to all employees during the first and subsequent meetings the limitations of their service and the text of the confidentiality statement, IAW paragraph 3 and the statement at Attachment 3. WAs will not meet with employees who express concern about confidentiality; however, they may provide referral to the Employee Assistance Program.

2.1.7.8. Meets with each WA monthly to provide appropriate support, training, and guidance to ensure they are effective in the provision of timely and informed referrals and information to affected employees, supervisors, and leadership.

2.1.7.9. Reviews WA work plans, and monitors that all WAs follow the guidance in this Instruction and their scope of work; regularly reviews roles and limitations of WAs within the WA Program; and seeks feedback from leadership on WA performance and fidelity to the WA model, providing corrective action as needed.

2.1.7.10. Assists management where needed/requested in addressing crisis situations.

2.1.7.11. Designs an appropriate, proactive award to recognize exemplary Wingman actions by employees, to be implemented at the Center level (new or using existing awards and IAW applicable directives).

2.1.7.12. Serves as a member of the Integrated Delivery System (IDS) and attends the OO-ALC Community Action Information Board (CAIB).

2.1.8. WAs: Provide various services in support of the Wingman culture and holistic focus for the workforce.

2.1.8.1. Serve operationally as leadership's consultant on Wingman cultural issues, which may include coaching on interpersonal engagement or techniques to support and maintain workplace protective factors.

2.1.8.2. Apprise and advise leadership on wingman issues and support management requests to assist in addressing the associated effects of changes on employee morale.

2.1.8.3. Refer leadership and employees to various on and off base agencies and services.

2.1.8.4. Refer management to the Organizational Consulting Office (OCO), in OO-ALC/DPH, for arrangement of climate assessments and Q12 surveys, leadership coaching and development efforts. Consult with supervisors seeking assistance with difficult interpersonal situations and refer as applicable.

2.1.8.5. Make a concerted effort to meet every employee and supervisor in the assigned organization in order to model the ease with which the WAs can be approached and provide program or referral information. WAs do not provide any Mental Health or legal counseling.

2.1.8.6. Maintain the WA shared drive and activity log to provide accurate data for statistical and demographic purposes, and to provide a history of workload. This information will help WAs follow-up on previous actions, ensure employee issues are addressed using the correct resources, and document all actions accurately.

2.1.8.7. Refer management to OO-ALC/DP for reporting information following suicide-related events. WAs assist leadership when requested in referring employees in crisis which may include the arrangement of employee transportation (see Attachment 6) to a local emergency room or calling local authorities to do a wellness check.

2.1.8.8. Assist and support organizational climate assessments when requested, in consultation with leadership and OCO, to include mandatory follow-up and sustainment services to measure Organizational Wellness, which will provide targeted information and efforts.

2.1.8.9. Prepare and deliver oral presentations in the form of briefings, management consultations, and strategy sessions to secure cooperation, convey information, and promote protective factors in the workplace. WAs will seek out commander's calls and other venues to educate personnel about the roles and limitations of WAs.

3. CONFIDENTIALITY AND PRIVACY

3.1. Privacy: WAs talking with personnel do not have any confidentiality privileges. The WA program is not a medical program and does not have associated protections. WAs will NOT provide any form of clinical counseling or legal, investigative, or other guidance that should be obtained from a certified professional or from other organizations or entities. Employees will be provided the Wingman Advocate Awareness Briefing, which includes notice of and instruction about the non-confidentiality of the program as noted in Attachment 3.

3.2. WAs will inform personnel at all meetings that the WA program is neither counseling nor therapy, and they will verbally re-iterate the substance of the non-confidentiality statement. The statement (see Attachment 3) will be prominently posted on a sign in the WA offices and on WA business cards. When in the office, WAs will direct employees attention to the sign during verbal re-iteration, and outside of the office their attention should be directed to the card.

3.3. WAs will have access to a report from the Training Scheduling System (TSS) to verify employees requesting assistance have completed the Wingman Advocate Awareness Briefing. In the event an employee has not had the briefing, WAs will be required to give the briefing at that time, and forward information to document it in their training records. The Wingman Advocate Awareness Briefing may be accessed at the following link: <https://cs.eis.afmc.af.mil/sites/TeamOOALC/Commander%27s%20Action%20Group/Wingman%20Advocate/Forms/AllItems.aspx>

4. PRESCRIBED AND ADOPTED FORMS

4.1. Adopted Forms.

AF Form 847, Recommendation for Change of Publication

4.2. Prescribed Forms.

There are no prescribed forms in this publication.

ANDREW E. BUSCH, Major General, USAF
Commander

Attachment 1

GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION

References

AFMAN33-363, Management of Records, 1 Mar 08

Abbreviations and Acronyms

ADAPT— Alcohol and Drug Abuse Prevention and Treatment

ADR— Alternate Dispute Resolution

AFRC— Airmen and Family Readiness Center

ASIST— Applied Suicide Intervention Skills Training

CAIB— Community Action Information Board

CHPS— Civilian Health Program

CISM— Critical Incident Stress Management

EAP— Employee Assistance Program

EO— Equal Opportunity

FSS— Force Support Squadron

FST— Frontline Supervisor Training

HAWC— Health and Wellness Center

HRA— Health Risk Assessment

IDS— Integrated Delivery System

OCO— Organization Consulting Office

OMS— Occupational Medical Services

OO—ALC - Ogden Air Logistics Center

OPR— Office of Primary Responsibility

MFLC— Military Family Life Counselor

SARC— Sexual Assault Response Coordinator

SF— Security Forces

SPP— Suicide Prevention Program

TSS— Training Scheduling System

TSR— Traumatic Stress Response Team

WA— Wingman Advocate

WASA— Wellness and Safety Agencies

Attachment 2

WORKPLACE PROTECTIVE FACTORS (AID IN PREVENTING SUICIDE)

A healthy and highly functional workplace implements program strategies to build employee resilience. This is done by making everyone mindful of the following Protective Factors:

- Proactive encouragement and use of wellness opportunities/resources
- Implementation of program strategies to build employee resilience
- Build strong connections to workgroup, workplace, and community support
- Increase knowledge of and access to a variety of available resources, including those for mental health issues, family maltreatment, and substance abuse
- Recognize and respond to warning signs of distress, depression, and substance abuse
- Encourage and support others in seeking help
- Cultivate a sense of pride and ownership in one's work
- Create/sustain a culture that discourages suicide and supports self preservation
- Recognize and support effective leadership and ethical practices
- Practice and encourage effective people skills and communication
- Build supportive team and individual relations
- Promote problem solving, conflict resolution, and nonviolent/non-punitive handling of disputes

Since positive resistance to suicide is not permanent, programs that support and maintain protection against suicide should be ongoing.

Attachment 3**WINGMAN ADVOCATE SERVICES STATEMENT**

The following statement is to be prominently posted in Wingman Advocate Offices and on business cards for the purpose of referring employees seeking assistance to the information at the onset of a visit. This is in addition to ensuring the employee has received the Wingman Advocate Awareness Briefing on this information which will be tracked through TSS.

Notice of Wingman Advocate Services:

Wingman Advocates are available to provide interpersonal assistance and referral services, which may include consultation with supervisors and leadership, and non-clinical discussion with employees voluntarily requesting referral service related to difficulty with employment and/or personal issues. The primary purpose is immediate assistance and referral to appropriate helping resources, such as the Employee Assistance Program, Occupational Medicine, Equal Opportunity, community resources, etc. Employee participation is strictly voluntary.

Interaction between employees and Wingman Advocates is considered peer-to-peer, and **NO CONFIDENTIALITY** provisions apply. The Wingman Advocates are very sensitive to employee privacy, but may be required to report information involving family maltreatment, substance abuse, suicidal or homicidal thoughts, threats, improper or illegal activities, and risks to national security or the Department of Defense mission.

Wingman Advocates will NOT provide any form of clinical counseling or legal, investigative, employment or other guidance that should be obtained from a certified professional in these specific areas of expertise.

Attachment 4

PROGRAM COMPONENTS

A4.1. Holistic Focus. A key component of the Wingman Advocate (WA) Program is its holistic focus, defined by the four dimensions of wellness. The four dimensions include Physical, Emotional, Social and Spiritual. The holistic focus not only integrates all of the assets of the individual member but provides a framework for integrating all of the helping agencies in the community into a united and synergistic network.

A4.2. Wingman Concept. Our culture, mission, and core values compel us to take care of each other and be effective wingmen. The Air Force core values of Integrity First, Service Before Self, and Excellence in All We Do are at the heart of the Wingman philosophy. We accomplish our mission as a dedicated team of professionals committed to our core values and each other. Success rests with all personnel engaging one another in a way that fosters communication and connection. Therefore, we must all agree to Take Action, Get Involved, and Stay Alert.

A4.3. Air Force Suicide Prevention Program (SPP). The SPP emphasizes the importance of self-care and a shared sense of responsibility for the wellness of the force. SPP is a comprehensive education and training program providing knowledge about suicide risk and prevention, how and when to seek help, and how to identify and help others at risk. The WA Program attempts to make the culture more proactive by directly increasing protective factors in the workplace.

A4.4. Frontline Supervisor Training (FST). FST promotes the wellness of the force by instructing leadership on how to recognize signs of distress; how to understand suicide, family maltreatment, substance abuse, and sexual assault; and what actions to take to best support employees.

A4.5. Climate Assessments. Climate surveys are administered by the Organizational Consulting Office (OCO) and other agencies. Survey outcomes should be followed by an action plan, with support of the WA, to include follow up.

A4.6. Wellness Support Center (<http://AFMCwellness.com>). The Wellness Support Center is an online resource area to support employees in their pursuit of wellness. The site includes the Health Risk Assessment (HRA), tailored feedback, health information, wellness activity tracking, league and team competitions, and incentives for behavior change.

A4.7. Health Risk Appraisal (HRA). The HRA is a state of the art tool to help employees review their health risks and develop plans to address these risks. Employees receive personalized feedback based on their risk factors. Health information and links to resources are then provided based on the needs of the individual.

A4.8. Civilian Health Promotion Services (CHPS). These services are provided to AFMC-serviced civilian personnel through a partnership between AFMC and Federal Occupational Health. The services include a mix of screenings, education, and social marketing efforts designed to provide state of the art management of health and productivity.

A4.9. The Wingman Wellness Survey. This is utilized to measure key components of the four dimensions of wellness which are not measurable by other means.

A4.9.1. Events, Competitions and Challenges. Previously established organization-specific activities will be utilized to engage the Hill Air Force Base Community in wingman and wellness activities that improve morale and health (reference OO-ALC Organizational Events and Activities Policy and Guidance, 7 Aug 09).

A4.10. Health and Wellness Center (HAWC). This provides programs to help DOD employees and family members. The HAWC:

A4.10.1. Provides personnel with health education, stress management classes, the Nutrition 101 program, physical fitness, anger management, tobacco cessation classes, and additional programs.

A4.10.2. Ensures civilian employees have access to HAWC facilities and group classes.

A4.11. Equal Opportunity (EO). The Equal Opportunity staff provides training, conducts informal inquiries, coordinates complaint investigations and conducts mediation of workplace disputes in the civilian workforce regarding allegations of discrimination.

A4.12. Occupational Medical Services (OMS). OMS provides support and referral on issues related to wellness, physical fitness, fitness for duty, productivity management, occupational health, suicide prevention, alcohol/drug abuse prevention, and issues related to medical care for civilian employees.

A4.13. Alternate Dispute Resolution (ADR). The ADR program provides mediation services for issues between management and employees likely to benefit from a mediator.

A4.14. Employee Assistance Program (EAP). The EAP provides short-term, solution-based, confidential counseling for various personal and interpersonal problems. It is available to all DOD employees and their family members residing in their primary household. Both on and off-base services are available.

A4.15. Military Family Life Consultant (MFLC). The MFLC provides short-term, solution-based, confidential counseling for various personal and interpersonal problems. It is available to all active duty members and their families.

A4.16. Organizational Consulting Office (OCO). To obtain excellence in all human performance areas by maximizing individual and unit effectiveness using innovative methods, organizational assessments, techniques, research, Executive Coaching, and interventions, in support of the ALC mission.

A4.16.1. **CheckMATE Q-12.** A program administered by the OCO. A recurring process that involves measuring employee engagement. It is an ongoing process that includes developing and monitoring impact plans, follow-up and feedback.

A4.17. YOU MATTER Campaign. This is a recurring campaign that provides information and referral sources on various themes, such as suicide, depression, engagement, resilience, protective factors, gratitude, etc. Posters will be used to convey to employees that they matter and their contributions are appreciated.

Attachment 5

CIVILIAN TRANSPORTATION

The following is for use when civilian medical care, is needed in addition to applicable referenced policies.

- a. Emergent illness or medical necessity: Call 911 for transportation and assistance.
- b. “Employees who express imminent risk of danger to themselves should be offered transportation to a local emergency room. If the employee refuses assistance, has a weapon, or has already taken some action to harm themselves, call 911. If the employee agrees to assistance, arrange transportation. Supervisors or other employees may provide transportation. At least two people must accompany employee. Refer to Dealing With Distressed Civilian Employee memo.” (See Reference 1)
- c. “If an employee makes significant threats to harm others or destroy government property, or has a weapon, call 911.” (See Reference 2)
- d. Work-related – Non-emergent medical need for illness, or injury, and there is no immediate threat or danger to self or others: Employee (if able), supervisor, or another employee may provide transportation.
- e. Inability to perform one or more essential functions for the current shift and medical evaluation is needed: Supervisor or another employee may provide transportation.
- f. Impairment suspected to be due to drugs or alcohol³ and applicable evaluation is needed: Follow procedures in the local policy prior to and for transport as applicable to the instant situation.
- g. Personal - Non-emergent illness or medical need, and there is no immediate threat or danger to self or others: Employee (if able), supervisor, another employee, or emergency contact may provide transportation. Those involved request approval of applicable leave appropriate to the situation and prior to transport.
- h. All statements by employees at work and involving thoughts of suicide, harm of others, or destruction of government property may be considered work-related during the initial response by agency personnel, management, and healthcare providers. If the employee is off base when such statements are received, agency personnel should contact local authorities to address the situation. Management may also contact the employee’s emergency contact.

References

¹Dealing with Distressed Civilian Employees (available at Hill Guidance Memorandum, DP share point site:

<https://cs.eis.afmc.af.mil/sites/Hill/Policy/DP%20Policies/Forms/Input%20View.aspx>)

²OO-ALC Workplace Violence Policy

³Civilian Drug and Alcohol Policy (2 and 3 available at Hill Guidance Memorandum share point site: (<https://cs.eis.afmc.af.mil/sites/Hill/Policy/OOALC%20Policies/Forms/Input%20View.aspx>)

Note: When another employee provides transportation on a voluntary basis, the time to transport other employees is not considered hours of work and mileage is not reimbursable. Except: an employee who is assigned driving duties, using a government owned vehicle (or using a POV when mileage is authorized). To the extent possible, a supervisor and WA will transport in situations b through d for medical care or evaluation.