*What follows is the School for Family and MWR section of Annex M from the FY24 IMCOM Annual Command Guidance (ACG). The compete ACG is available here:* [*https://armyeitaas.sharepoint-mil.us/sites/IMCOM-HQ-G357/SitePages/AnnualCommandGuidance\_Home.aspx*](https://armyeitaas.sharepoint-mil.us/sites/IMCOM-HQ-G357/SitePages/AnnualCommandGuidance_Home.aspx)

**3. School for Family and MWR (SFMWR):**

The Major General Robert M. Joyce School for Family and MWR (SFMWR) is an Army (TRADOC) accredited school that develops and sustains the Family and MWR workforce through functionally-specific training, career planning, performance support, and a robust service culture program in order to enable garrisons to provide quality of life programs and services that support the readiness of Soldiers and Families. The SFMWR supports the MWR Master Training Plan with a competency-based, progressive and sequential approach to Family and MWR training for a range of audiences from front-door staff to senior leaders. The SFMWR catalogue includes more than 50 courses, to include instructor-led classroom courses in residential, virtual and mobile training team formats; e-learning (on demand online training); blended-learning courses; and performance support tools such as social learning, job aids and a robust Professional Development Program (PDP). Below is a list of the tasks/functions of the SFMWR and detailed guidance.

The mission of the SFMWR is to develop and sustain the Family and MWR workforce through functionally specific training, career planning, performance support and a robust service culture program in order to enable garrisons to provide quality of life programs and services that support the readiness of Soldiers and Families. The SFMWR is made up of three branches: Core Training, Service Culture, and Learning Solutions.

**a. HQ IMCOM G-7:**

(1) Maintain an MWR Master Training Plan tied to employee competencies.

(2) Develop and conduct job specific non managerial, managerial, executive and senior commander training to satisfy identified and validated needs in multiple modalities, including synchronous residential, mobile and virtual instructor-led courses, and asynchronous online eLearning courses.

(3) Evaluate and adopt alternative performance support training delivery mechanisms consistent with training cost and effectiveness objectives and standards.

(4) Conduct on site or regional training and support programs to meet short term or immediate needs.

(5) Provide ongoing performance support including references, job aids, and professional development support through a web-based Learning Management System (LMS) and live virtual training platform. Ensure continued innovation for in-house development of online instruction and expanded used of new technology in learning execution to include.

(6) Provide an automated Professional Development Plan (PDP), a performance management and career planning tool, which can also generate individual development plans (IDPs).

(7) Award Continuing Education Units (CEU) for Army MWR Training activities that meet standards set by the International Accreditors for Continuing Education and Training (IACET) and maintains a data base capable of documenting the award of CEU to each awardees.

(8) Maintain records capable of documenting student participation in courses for which college credit may be offered for those courses recommended for such credit by the American Council on Education (ACE).

(9) Conduct performance support related studies: front-end analysis or training needs assessments; training requirements; evaluation plans and standards; and performance assessments.

(10) Conduct the full range of Nonappropriated fund (NAF) resource functions including NAF Personnel Management and Enterprise Manning Document (EMD) analysis and tracking; Manpower studies and utilization analysis; and development and execution of NAF budget.

**b. Family and MWR Required Foundation Courses**: SFMWR provides three courses that provide the foundational knowledge necessary to prepare ready and resilient Family and MWR team members.

(1) Task/Function: Deliver three foundational Family and MWR courses: (a) Family and MWR Orientation (for all employees within the first 30 days of employment); (b) Operation Excellence Customer Service (for all employees within the first 90 days of employment); and (c) Family and MWR Basic Management Course (for Program Managers, Division Chiefs and DFMWRs within the first six months of employment).

(2) Purpose: To provide the Family and MWR workforce a solid foundation for their future development and career progression IAW AR 215-1/AR 215-3, and the MWR Master Training Plan. Each course is targeted to support Family and MWR employees early in their careers. Completion of these courses is required for enrollment in Family and MWR functional and advanced training.

(3) Location: Courses available at <https://www.imcomacademy.com/ima/>

(4) Timeline: Continuous, available on demand.

(5) POC: Mr. Jason C. Bell, [jason.c.bell10.naf@army.mil](mailto:jason.c.bell10.naf@army.mil), 210-466-0674, Dr. Kathleen Carroll, [kathleen.d.carroll.naf@army.mil](mailto:kathleen.d.carroll.naf@army.mil), 210-466-1015, or Mrs. Lisa A. Addison, [lisa.a.addison2.naf@army.mil](mailto:lisa.a.addison2.naf@army.mil), 210-466-1011.

**c. Family and MWR Functional and Advanced Courses**: A ready and resilient Family and MWR workforce must be proficient in the functional competencies of their jobs. Leaders and managers must also be adept in leadership competencies. The SFMWR offers a broad scope of professional development and progressive and sequential training to build these competencies.

(1) Task/Function: To provide the Family and MWR workforce a progressive and sequential curriculum that helps build the skills required to operate comprehensive and complex programs. This curriculum includes the following:

(a) ***Skill, Technical, and Professional Family and MWR Training****:* A diverse range of online courses to build functional competencies. Courses include *Commercial Sponsorship (*Initial Certification & Refresher*)*, *Marketing Plans*, *Applied Financial Planning*, *NAF Basic Contracting*, *NAF Contracting Officer Representatives*, *Family and MWR Budgeting*, and a suite of CYS courses (*CYMS*, *Accountability/Supervision*, *Emergency Action Plan*, *Space Census*, and *Reducing the Risk of Child Abuse*.)

(b) ***Program Management Training:*** A series of instructor-led residential classroom, virtual classroom, or Mobile Training Team (MTT) courses, including: *NAF Financial Management*, *NAF Internal Controls*, *NAF Personnel Management*, *NAF Contracting Made Easy for Program Managers*, *Business Plan Development, Managing Workplace Conflict, MWR Programming and Special Events, Recreation and Business Program Management, CYS Program Managers, Coaching and Management for CYS Training Specialists,* and the *Advanced CYS Training Specialists* courses.

(c) ***Executive Training:***includes the *Executive Management for Family and MWR Division Chiefs* *and Directors of Family and MWR* capstone courses for Family and MWR leaders.

(2) Purpose: To provide the Family and MWR workforce a progressive and sequential training program to build the functional and leadership competencies of their jobs IAW AR 215-1/AR-215-3 and the MWR Master Training Plan.

(3) Location: Residential (JBSA-FSH), Virtual (Microsoft Teams), MTT (multiple garrisons), and online (<https://www.imcomacademy.com/ima/>).

(4) Timeline: Various (depends on course). See course catalog at <https://www.imcomacademy.com/ima/>

(5) POC: Mr. Jason C. Bell, [jason.c.bell10.naf@army.mil](mailto:jason.c.bell10.naf@army.mil), 210-466-0674, Dr. Kathleen Carroll, [kathleen.d.carroll.naf@army.mil](mailto:kathleen.d.carroll.naf@army.mil), 210-466-1015, or Mrs. Lisa A. Addison, [lisa.a.addison2.naf@army.mil](mailto:lisa.a.addison2.naf@army.mil), 210-466-1011.

**d. Professional Development Program (PDP)**: The PDP is an online tool providing the Family and MWR workforce with job-specific competencies, knowledge, skills, abilities and learning elements, giving leaners opportunities to increase job performance and proficiency.

(1) Task/Function: In accordance with IMCOM Regulation 350-1, all Family and MWR employees are required to use the PDP to generate their annual individual development plan (IDP). Exceptions are allowed for CYS, since they have IDPs that are centrally managed and tracked in CYMS, and ACS operations who use Army Career Tracker for IDPs.

(2) Purpose: To promote standardization across the Family and MWR enterprise with an automated IDP that addresses competencies, aligns knowledge, skills, and abilities and identifies training to improve competencies. It empowers each member of the workforce to plan for a successful career in Family and MWR. The PDP also assists supervisors in supporting the professional development of their staff by allowing them to see learning and development paths for all of their employees.

(3) Location: Online, available at <https://www.imcomacademy.com/ima/>

(4) Timeline: Continuous, available on demand.

(5) POC: Dr. Kathleen Carroll, [kathleen.d.carroll.naf@army.mil](mailto:kathleen.d.carroll.naf@army.mil), 210-466-1015.

**e. Service Culture Training on Garrisons:** The School’s Service Culture branch sustains an enterprise-wide Customer Service Program for Family and MWR in support of the IMCOM Service Culture Campaign by providing high quality training, coaching and performance support for a best-in-class service culture. Centrally-funded NAF Training Instructors are strategically placed across garrisons to support Directors of Family and MWR (DFMWRs) in implementing, monitoring and sustaining the enterprise program.

(1) Task/Function: To deliver the Operation Excellence (OPEX) curriculum to Family and MWR employees. OPEX is IMCOM's standardized customer service training program and a key component of building and sustaining a culture of service excellence. The training clearly communicates standards to ensure consistent customer service delivery across Army garrisons. OPEX demonstrates IMCOM’s commitment to delivering customer service with a sense of individual pride, professionalism, and in keeping with the spirit of Army Values and the IMCOM Principles of SERVICE. OPEX is delivered at multiple levels:

(a) *OPEX* initial training to all Family and MWR employees within their first 30-90 days of employment.

(b) *OPEX for Leaders* training to all Family and MWR managers and supervisors within their first year of employment.

(c) *Annual Customer Service Refresher* training to the Family and MWR workforce beginning the fiscal year after completing initial OPEX training.

(2) Purpose: To set the standard and foundation of success for outstanding customer service delivery. *OPEX* helps IMCOM professionals hone their skills in delivering outstanding customer service as promised in the *IMCOM Pledge to our Customers*. *OPEX for Leaders* supports leaders in delivering the promises of the *IMCOM Leadership Pledge*, focusing on key behaviors such as empowerment, recognition, and communication.

(3) Location: *OPEX* and *OPEX for Leaders* are taught onsite at garrisons. A variety of annual customer service refresher topics are available to meet the needs of learners and facilities, including: (a) short team-based workshops delivered directly at the facility level; (b) free self-paced online tutorials available through AKO/Skillport at <https://usarmy.skillport.com>; (c) "Hip-pocket" lesson plans written for leaders to deliver to frontline staff at meetings; (d) all-hands “town hall” frontline training events that meet Adult Learning methodology; and (e) leader workshops focused on how to sustain a service culture, delivered onsite at garrisons. Contact your local DFMWR for details and support.

(4) Timeline: Varies based off local training schedule.

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