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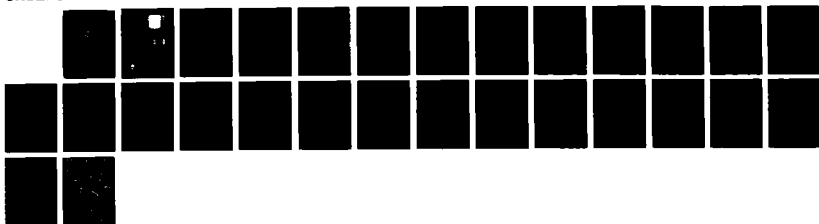
CIVILIAN CORPORATE FITNESS IN THE DEPARTMENT OF THE
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CIVILIAN CORPORATE FITNESS IN THE DEPARTMENT OF THE ARMY:
THE NEWEST DIMENSION OF CIVILIAN PERSONNEL MANAGEMENT

BY

LARRY E. SEGESMAN

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private industry and civilian governmental agencies. Programs in these more applicable arenas have succeeded grandly and failed miserably. This essay reviews some of this valuable experience, offers views about Army's posture at the advent of the Civilian Corporate Fitness Program, and advocates the program as an integral part of civilian personnel management; a view that is believed critical to its ultimate level of success.

USAWC MILITARY STUDIES PROGRAM PAPER

CIVILIAN CORPORATE FITNESS IN THE DEPARTMENT OF THE ARMY:
THE NEWEST DIMENSION OF CIVILIAN PERSONNEL MANAGEMENT

An Individual Essay

by

Larry E. Segesman

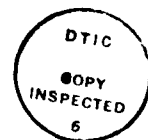
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ABSTRACT

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→ The establishment of effective civilian corporate fitness programs at installation and activity levels presents a considerable challenge to Army management. Programs that have significantly upgraded military health and fitness cannot be duplicated within the civilian workforce. Demographics, and differences in the personnel management systems of the military and civilian components require different approaches. In instituting civilian corporate fitness in the Department of the Army, we must not ignore lessons learned in private industry and civilian governmental agencies. Programs in these more applicable arenas have succeeded grandly and failed miserably. This essay reviews some of this valuable experience, offers views about Army's posture at the advent of the Civilian Corporate Fitness Program, and advocates the program as an integral part of civilian personnel management; a view that is believed critical to its ultimate level of success.

Civilian Corporate Fitness in the Department of the Army:

The Newest Dimension of Civilian Personnel Management

I

This essay postulates civilian corporate fitness as the newest dimension of DA civilian personnel management. It views corporate fitness as a concept of personnel preservation that is a logical evolutionary step forward in human resource management. But as is true with all new programs, the first steps are uncertain and subject to misdirection. The Army's program will be clearly no exception. As a unique institution, the Army faces a more complex corporate fitness challenge than nearly any other organization that comes to mind. Is there a more diverse, dispersed, and complex organization anywhere in the world? Department of the Army regulations and pamphlets setting forth corporate fitness directives and guidelines are important to whatever success is eventually achieved. But they are only prerequisites that offer no guarantees. In a giant bureaucracy the only proof that headquarters intent and commitment are understood at subordinate levels is in tangible implementation that can be observed and measured. Repeated communication and follow-up are typically necessary to insure compliance. Unless corporate fitness, to clearly and consistently include the civilian component, is kept at a high level of DA priority over the next ten years as a minimum, the Department's corporate fitness program, particularly as it pertains to civilians, will for the majority continue to be tomorrow's promise. This essay presents a hopeful but realistically cautious picture of what awaits civilian corporate fitness initiatives at the installation and activity levels.

Clearly the future for civilian fitness programs in the Department of the Army is looking brighter. The basis for this optimism comes from solid evidence of the Department's interest in extending to DA civilians corporate fitness initiatives that have greatly heightened health awareness in the military component in recent years. In support of this assertion is the Department's recently published Health Promotion Implementation Plan which includes the civilian component. Impetus for the Plan came, at least in part, from successful pilot programs in the Pentagon and Headquarters, Army Material Command. It is also appropriate to include early installation and activity initiatives over the past several years that have offered a small but growing number of DA civilians the opportunity to participate in command-sponsored fitness activities. Some of these efforts can be attributed to Headquarters, Health Services Command which at its October 1985 Civilian Personnel Officers Seminar provided fifty civilian personnel officers comprehensive kits on how to start local fitness programs, and urged them to assume an advocate's role at their installations.¹ A recent decision to establish the Army Management Staff College promises to make a major impact on the careers of mid-level civilian careerists. This long-needed opportunity is intended to fill a void in the development of civilians of executive potential, and the program includes corporate fitness among the areas of emphasis. In this regard, the new Army Management Staff College promises to be an excellent vehicle to develop a strong base of civilian and military support for civilian corporate fitness. DA health promotion activities and new centers of excellence such as the Army Physical Fitness Research Institute Center, Soldier Physical Fitness School, the West Point program, US Army Research Institute of Environmental

Medicine, Surgeon General's Task Force on Fitness, and the ODCSPER, Health Promotion Program offer contributions that will in some degree directly and indirectly have a positive impact on the civilian component. There is also a growing corporate fitness network among public and private agencies. It was my privilege to attend the first Regional Conference on Public Health and Fitness Programs in September 1985 at the Los Alamos National Laboratory in Los Alamos, New Mexico. At this conference representatives from federal, state and private industry described successful, ongoing fitness programs and were candid in their discussion of the problems associated with their accomplishments. The Defense Department was well represented, and not surprisingly, military speakers described programs that were primarily designed for military. Colonel Frederick Drews from the Army War College's Army Physical Fitness Research Institute presented research findings which supported optimum fitness programs (a combination of anaerobic and aerobic training) to support combat requirements. The Navy representative discussed programs designed to increase fitness of personnel during sea duty. The Marine Corps speaker reported on an installation program at Quantico that was open to active duty military, dependents, retired military, and civilians. Representatives of civilian agencies reported on a wide variety of initiatives that varied greatly in their comprehensiveness and professionalism, but nearly all speakers keyed on the importance of careful planning, top management support, and effective marketing strategies. Finally, the strong endorsements given to fitness and health promotion by the Army Chief and Vice Chief of Staff provide a positive climate within which a civilian program can develop.

II

The answer as to why civilian fitness in the Army has trailed corporate counterparts, other federal agencies, and the impressive initiatives within the military component is a reflection of DA priorities and command focus. Also, to some extent, early interpretations and confusion over legal and regulatory issues pertaining to the use of duty time and appropriated funds to support civilian programs deterred progress. However, to look back at this point is to look in the wrong direction. The door is now open to this most important new personnel management program.

The placement of the corporate fitness program under the personnel management umbrella may lift a few eyebrows and even offend a good number of civilian personnelists. I am sure that for many, if not most commanders, managers, supervisors and civilian personnelists, corporate fitness for civilians is a program more fittingly thought of in connection with morale or recreation functions. It is to them a desirable program but not one that should be addressed in basic supervisory training, not one where commanders, and managers at all levels, share a responsibility for the quality of the program and the degree of employee participation, and not a program that should be included in the personnel management evaluation effort. This same attitude has prevailed within private corporations that were progressive enough to pioneer fitness programs but did not appreciate their full potential. The Hartford Insurance Group reoriented a fitness program in their company that had operated for six years with minimal employee participation. They increased employee enrollment by

over 400 percent in less than four years by bringing in a top notch professional manager, refocusing the program, and approaching it as a good business proposition. Nearly 40 percent (1500) of Hartford's employees are now participating. Where there were 50 employees using the company's fitness facility daily the number is now 500. Their Director of Employee Fitness believes that too many corporate fitness programs are looked at by management as merely amenities for employees which tends to limit their value to the company.² It can be safely assumed that many of our commanders and other key managers will view the civilian fitness program as an amenity rather than as an important and integral part of their personnel management program. As a hedge against this limiting perception, the Fitness Program Coordinator should report directly to the Director for Personnel and Community Activities (DPCA), or his counterpart in other command configurations, and not be subordinated within the recreation function.

III

At this early period in DA civilian corporate fitness how should we approach the issue of command and top management support? There comes to mind an excellent model in the Department's history dating back to the mid 60's when President Kennedy signed Executive Order 10988 which ushered in a new era of labor-management relations in the Federal government. Headquarters, Department of the Army met the challenge by sponsoring executive-level orientations and training programs. DA DCSPER's Office of Civilian Personnel sent a team of labor-relations experts to the field where they

conducted regional one-day orientations for high-level military and civilians. The orientations were followed some months later by three-day training programs designed to teach contract negotiations skills to management officials identified as members of negotiating teams. As a result of this highly successful initiative, DA managers held the upper hand, as a general rule, in early contract negotiations and labor relations interactions. One of the key teaching motivations was to illustrate what could be gained by a positive pro-active approach and what could be potentially lost by an improper perspective of this new challenge. A similar approach using one-day presentations to effectively introduce civilian corporate fitness to commanders and top managers would be the surest way to achieve the positive early growth in this program that it deserves.

Civilian corporate fitness will be, I suspect, a far easier program to sell top management than was the labor-management negotiations process, which as a matter of principle, many had a hard time accepting. However, it can be anticipated that a difficult marketing challenge is awaiting early efforts to sell this program. If one word describes the principle requirement in instituting and maintaining an effective civilian corporate fitness program the word is: marketing. And it is essential to recognize that the program must not only be sold to command and top management who control the critical resources and management side of policy initiation (the union will be covered later) but the workforce must also be convinced that participation is in their interests and worth their investment in time, effort, and commitment. Experience in private industry and other government agencies has shown that employees who could benefit most by fitness programs are the least likely to participate.

It will be necessary for DA to pattern civilian corporate fitness programs after those which have been successful in civilian governmental agencies and private industry. Herein lies another challenge to the Army's civilian fitness effort. The Army must again recognize that it isn't what it often says it is: a one-team organization. DA is basically a two-team civilian/military organization that works hard at teamwork. There are too many fundamental differences in the way military and civilians are managed by widely disparate career systems to ever become a single team. Civilian corporate fitness in Army must be approached with this reality clearly in focus. The excellent fitness achievements on the military-side of the Army have been the result in large measure of height and weight standards, the semi-annual Army Physical Fitness Test, and inclusion of the results in the Enlisted Evaluation Report and Officer Evaluation Report - powerful incentives to achieve corporate fitness standards. The civilian program will succeed or fail on the basis of positive promotion through command, top management, and supervisor leadership and support. Positive incentives and recognition will influence participation not the fear of missing a promotion or being released from the service.

A successful marketing program must be based on a realistic appraisal of the environment in which the product will compete for attention, resources, and support. In this regard, it is important to keep in full view the predisposition of our commanders. I would suspect that a survey of Army's commanders requesting their opinions on the Department's ten highest management priorities over the long term would find, at best, a very small minority listing health promotion in the civilian component as one of the

priorities. There is a good possibility that none would list it. However, I would wager that the same group when asked to identify the Department's most important resource to meet its present and long-term challenges would in the great majority select personnel, military and civilian, as that resource. There is a troublesome incongruity here if I am right, and I feel sure that I am. This is not intended as a criticism of our top military. Their institutional training with few exceptions predisposes them to think "green" when they think personnel. The relatively short tenure of commanders also argues against setting a high priority for resource allocation to support civilian corporate fitness. Programs that produce short-term, quantifiable results, will most probably receive quicker command attention and support. From the standpoint of selling management, this is the key marketing challenge at the installation and activity levels.

It is also important to note that the Army Health Promotion Program's "Installation Model" which sets forth DA guidelines for fitness programs, exhibits at numerous points that the authors had the military principally in mind.³ Again, my purpose is not to criticize, but only to suggest that on the subject of fitness, the civilian component faces real challenges in obtaining a full share of command attention and support. However, the positive view is the one to take. Civilians are specifically included in the "Model", and from this, total and equal inclusion should be inferred. As mentioned earlier, the door is open, and installation programs at various stages of development and scope at White Sands, Readiness Command, and Carlisle Barracks offer proof that some momentum at the installation level is developing. These three programs are mentioned

because of either first-hand observation or through the review of materials obtained from the September 1986 DA workshop on the Army Health Fitness Program. As I will mention below, based on informal input it is known that other installations have also begun to offer civilians various opportunities to participate in fitness activities. A reporting system is badly needed to evaluate DA-wide progress and assist in the eventual establishment of a working DA-wide civilian corporate fitness network.

IV

At the HSC Civilian Personnel Officers Seminar in 1985, it was apparent that many of the participants did not feel comfortable with the idea of accepting an advocate's role in establishing civilian fitness programs at their installations. This was anticipated. It was hoped, however, that some of the attendees would accept the challenge and create a positive interest over a cross section of the Army's major commands. Telephone calls from a number of personnel officers in the months that followed the conference indicated that on a small scale this was in fact happening. Furthermore, the Department's comprehensive health promotion program document was beginning to take shape according to action officers in the Pentagon. As my optimism about the future of this positive new personnel management program grew, I couldn't help but be reminded of how we DA civilian personnelist's had viewed a related issue, "employee sick leave", when I began my career in 1960. The DA DCSPER Annual Civilian Personnel Evaluation that year included a report on a DA-wide sick leave study. The report stated, "Younger employees use more sick leave than middle-aged

employees, and older employees use more than either of the other two groups. It does not seem reasonable that younger people who generally are healthier than middle-aged people, need more sick leave. It appears therefore, that the greater possibility of abuse exists with employees in the age groups (24-35). As employees become older (36-47) and possibly more responsible, there is a tendency for sick leave use to diminish. At about age 48 sick leave begins to rise and continues to increase as age increases."⁴ The focus was on employee abuse of sick leave, and there was literally an attitude of acceptance, almost expectation, that employees would begin to wear out in the last years of their career. We didn't worry about "legitimate" sick leave use. The three or four months off with a heart attack was not considered as part of the Department's sick leave problem. It was the short-term, Monday-Friday pattern, we had to somehow control through tighter supervision and personnel administration. I suspect that you will still find this mind set in some of our civilian personnel offices and among managers and supervisors, but that focus is diminishing and its days are numbered. There is too much information available today that persuades us to a different view. An example is the University of California study involving 7000 people who completed questionnaires about their health and personal habits. The study found that the healthiest people usually followed most or all of seven commonsense practices: They slept seven to eight hours a night, ate breakfast and rarely snacked between meals, maintained a reasonable weight, did not smoke, drank alcohol in moderation if at all, and often took part in some sort of physical activity. The authors concluded that the health of people who followed all seven good health practices, "was consistently about the same

as (that of people) 30 years younger who followed none of these practices⁵. This study has great significance to any organization about to begin a corporate fitness venture and for ongoing programs as well. Six of the seven commonsense practices used to evaluate personal and health habits had nothing to do with fitness facilities and equipment. They were based on information the participants used in establishing their lifestyles. Properly designed and equipped fitness facilities are essential to a complete corporate fitness program, but professional management that understands the importance of information subprograms to the overall program's success is more important.

V

The historical slowness of industry and government to attempt innovations in the field of health promotion has long been an enigma to me. Why did it take so long after major private and public employers assumed responsibilities for health insurance programs, sick absence benefits, workmen's compensation, disability retirement entitlements, and pre-retirement death benefits before the idea of preserving employee health caught on as a good business idea. Federal employees have had the opportunity to participate in a partially subsidized health insurance program since July 1960. American workers have had recourse to disability insurance under Social Security since 1956. The American lifestyle both on and off the job made such programs not only highly important to employees and their families, but also very expensive for employers. This is a phenomenon that would be interesting to research, but our efforts can be better spent making up for lost time rather than trying to explain why we lost it.

Personnelists, not just exercise physiologists and other fitness professionals need to approach the subject of employee health with a new perspective that reflects current research and understanding. As members of the management team who share a responsibility to achieve efficient and cost-effective government operations, personnelists must be cognizant of the fact that the greatest portion of our national expenditure for health goes for the caring of the major causes of premature, and therefore preventable, death and/or disability in the United States. Personnelists clearly have a role in educating the workforce through the administration of manager and supervisor training and employee orientations. The appropriate involvement and leadership of health promotion professionals is assumed, but this is a personnel management program and personnelists need to be involved. A word of concern in this regard: The DA Health Promotion Program Implementation Plan does not include representation from the Civilian Personnel Office on the installation Health Promotion Council. This is in my judgement an oversight, but one easily corrected since the Council does include the DPCA. There are so many issues that could, and should, come before the Council where a civilian personnelist's insights and expertise would provide a valuable contribution. A request for inclusion on the Council by the Civilian Personnel Officer will be, I believe, quickly approved in the great majority of instances.

As an illustration of the point just made, a contemporary personnel management matter of great concern within both the private and public sectors is the alarming cost and trend of Workmen's Compensation benefits. A decision by the President to establish cost reduction goals of 3 percent

per annum between the years 1984 through 1988 underscores the seriousness of the problem. Representatives from CONUS major commands have been called to the Pentagon to participate in meetings to develop and review initiatives to achieve the Presidential goals. The focus has been on reducing accidents, eliminating fraudulent claims, and improving administrative aspects of the claims process.

No one doubts that there are fraudulent claims submitted under the Workmen's Compensation program. There are other cases that begin with legitimate claims which are in fact not properly monitored, permitting benefits to be paid after injuries and illnesses have been successfully treated or recovery has occurred. Set aside fraudulent and poorly administered cases, and most of the Workmen's Compensation bill stubbornly remains.

Corporate fitness programs have a direct relevance, not as a panacea by any means, but as one answer that offers potential contravention to some aspects of the Workmen's Compensation problem. One specific type of compensation claim that appears to be a primary candidate for reduction through fitness education and exercise is the lower back injury. The Department's Safety Center at Fort Rucker reports 35,662 compensation claims were filed during fiscal years 1985 and 1986. Approximately 21 percent of these claims were for lower back injuries! It can be safely assumed that a major contributing cause to this particular injury is the poor physical condition of many of the employees injured. The Department of the Army's modern day legions are filled with military and civilian personnel who spend a majority of their time in sedentary work situations which only occasionally, but at

considerable risk, involve lifting. These same individuals are also at risk performing duties at home and through their participation in afterwork and weekend sports activities. In the case of civilians these injuries never appear on the Workmen's Compensation reports, but do account for an unknown, but probably significant amount of sick leave. There is no other program that potentially offers greater protection against lower back disability than does a corporate fitness program. A professionally managed corporate fitness program might well contribute more to the achievement of the Presidential cost reduction goals than any other pro-active management program. The immediate benefits however would accrue to the organization and its members. It would be interesting and I believe very convincing to compare the costs of lower back compensation claims to the estimated costs of establishing and managing corporate fitness programs at installations reporting a high frequency of this particular claim.

Personnelists can look to their own day-to-day challenges in finding reasons to advocate and support corporate fitness initiatives. Staffing specialists should take special note of the conclusions by TENNECO following a short-term study of their corporate fitness program. The brief period of the program's existence discouraged an absolute conclusion as to the program's success in lowering the health care costs of the employees who participated, (who as a group did in fact experience better health and less lost time) because many of them were exercisers before enrolling in the program. However, the following conclusion was reached, "therefore, one of the arguments favoring the establishment of an exercise facility can be that it will attract and retain individuals who are more likely to have

positive work and health behaviors and the benefits can be realized immediately."⁶ TENNECO's experience is supported by Sentry Insurance Corporation which views its program as a "tool for the recruitment and retention of top-quality employees..."⁷ The tremendous expansion in recent years of the health club industry supports a thesis that today, and probably even more in the future, employees and prospective employees, will look for corporate fitness programs in the organizations they work for or are considering applying to for employment. The corporate fitness program is potentially among the most important employee benefits in today's personnel benefit package. We need to know this across the Army's civilian personnel administration community, and work to establish programs that will make us competitive in this important area of employment benefits.

VI

The Department of Army should anticipate labor union involvement in health promotion. A substantial majority of Army employees are assigned to organizations that have granted unions official recognition. Unions in these organizations have a statutory right to negotiate health promotion programs for employees they represent. Some unions may offer programs on their own. In a recent article in Corporate Commentary entitled, Federal Report: International Unions Tackle Health Promotion, the following statements provide a glimpse of highly probable union activity within the Army's civilian workforce: "A growing number of international labor unions are becoming involved in health-promotion programs for their members. In a recent survey of 25 international unions, representing more than 12 million

workers, 13 unions said some form of health promotion or wellness program is available to members. In some unions, more than one program is offered. In all, 48 programs, ranging from alcohol and drug abuse to weight control, were identified by the 13 responding unions. In addition 16 of the 25 unions surveyed reported that their locals provide such programs." "In some instances cost-sharing agreements between labor and management have been arranged." "In unions with more than one program, one may be run by the employer, while another may be run by the union, or through joint effort. Of 24 programs identified by the 13 unions 37.5 percent are run by the union with the cooperation of the employer, 25 percent are run by the union in cooperation with community organizations, 20.8 percent are run exclusively by the union, and 16.7 percent are run exclusively by management."⁸ Union involvement in Army's civilian corporate fitness efforts seems certain, and should be viewed in an open-minded way. There are interesting possibilities in obtaining union financial support ranging from the purchase of equipment to subsidization of union members who participate in fitness and health promotion activities where fees are involved. There is no question that union support of an installation civilian fitness program could effectively complement management efforts to obtain rank-and-file involvement, that segment of the workforce least likely to participate.

The union's perception of what is most critical in a fitness program may come as a surprise to management. For example, when stress reduction is considered as a program element, the union's opinion as to the cause of stress may come from areas of concern to labor organizations that management may or may not agree with or be prepared to resolve. Another Corpor-

ate Commentary article provides a good insight into what union perspective could entail: "A union approach is based on the belief that hazards of job stress are related to the structural conditions at the workplace and affecting all workers there, not merely the troubled worker. We do not seek to help workers manage their stress better or to adjust to the conditions that are potentially dangerous to their health. Rather when we speak about stress reduction we are really talking about stress prevention - creating healthy workplaces. This calls for collective solutions and requires collective forms."⁹ It is apparent in these statements that union proposals before installation Health Promotion Councils will very likely view fitness programs in the broader context of health promotion. The high potential for labor-management differences in corporate fitness perspective underscores the importance of CPO representation on the Health Promotion Council. This said, a cooperative labor-management effort would appear to offer the greatest potential benefit to employees and the organization.

VII

Health Promotion has become a major growth industry in the United States. It is worth reviewing some aspects of the phenomenon relative to corporate fitness programs in the Department of the Army. As a result of the corporate growth just cited, many of us live relatively, and apparently, conveniently, close to commercial fitness activities. This fact will be presented as an argument by some within Army when sharing and/or expanding existing fitness facilities to accommodate civilian employees is proposed. There are two relevant points which need to be addressed whenever this

issue is raised. First, not all of our employees can afford typical commercial membership fees, and many others who can afford the costs will convince themselves that there are higher spending priorities. Second, and more important to many of us, is the time factor involved in approaching any voluntary activity. Manageable time, time that we control, is something most of us believe we have only in small and precious quantities. Convenient access to a fitness facility is extremely important. Having an opportunity to participate in a program at work before the workday begins, at lunch time, or immediately after work can be the difference between sustained participation and dropping out. The large initial down payment required by most commercial programs is based on the experience that a large percentage of individuals quit during the first three to six months. A frequent reason for quitting is the "time factor". A practice of going home first after work, and then to the health club, proves to be the fundamental mistake for a majority of these people, according to some health club managers. Experience at TENNECO is again of great value to us in establishing installation programs within Army. They reported the following: "Research in the area of exercise adherence, although limited, suggests that there are generally two important periods in an exerciser's participation. The first is the initial screening and program development meeting which must be tailored to the individual. The second critical period is the first three to six months of participation. If both of these are successfully experienced the probability of long-term participation is enhanced. Most data has shown that employee fitness programs experience dropout rates between 30-70 percent within the transition period (the first three to six months). During our first year at TENNECO (1982) we experi-

enced an 11 percent dropout rate in the initial three months of our program, and maintained this dropout rate throughout the first year of operation. We attribute this success to our behavioral prescription program and the time we spend matching individuals with exercise regimens".¹⁰ I would add that it is significant that their fitness facility is within their corporate headquarters. TENNECO's story is a testimony to top level commitment and professional management.

Another argument for workplace fitness programs is the positive competition and recognition that can be achieved among activities and between groups that are very difficult to realize when employee participation is outside the organizational environment. In this regard, the installation corporate fitness program can contribute to team building and employee morale. It cannot be emphasized too strongly, however, that keeping competition healthy and positive requires thoughtful management. Competition may only be in the percentage of employees in the organization's various activities participating, or cumulative hours of healthy exercise. We are not talking about competitive sports activities for the great majority of employees. Such programs are more recreational than fitness oriented and frequently produce injuries. In the main, we want our recognition programs to award sustained participation in healthy activities, not provide trophies to organizations with the best athletes.

VIII

A final comment about marketing corporate fitness. It has to be done by professionals. Department of the Army in its Model plan describes the

essential qualifications needed in a program coordinator. Thanks to the trend in our country toward healthier lifestyles, our colleges and universities are turning out well-educated graduates who are looking for careers in this new profession. Recruiting qualified program coordinators should not pose a difficult problem. As a recruitment and retention incentive, an Army career program should be established to provide them with career mobility and developmental opportunities. In this regard the Army has much more to offer than the great majority of our government and private sector competitors. These new professionals, with command and top management support should become key members of the management team. They offer the critically important leadership and technical direction essential to the success of this promising new dimension of personnel management in the Department of the Army.

IX

In conclusion, if corporate fitness is to succeed in the Department's civilian component it will result from a recognition at all levels of command and management that it is a high priority personnel management program. It will be marketed as a key employment benefit. Commanders will be able to envision the program's positive impact over the long term and commit the appropriate resources for staff and facilities necessary to achieve success. Professionally trained program coordinators will provide the necessary leadership and technical direction, and will effectively utilize a growing network of professionals in public and private organizations as a valuable resource of corporate experience. DA will support the

recruitment and retention of program coordinators by establishment of a career program that will afford them Army-wide opportunities. Labor organizations will play a positive role in support of fitness goals that reflect the best interests of employees and the organization. Unions will be of special assistance in encouraging the participation of their members through union marketing efforts. Ultimately, civilian employees will recognize the advantages of participating, and will view the corporate fitness program as one of their principal employment benefits.

Utopian? Not at all. One only has to compare the employment conditions and benefits provided the typical corporate employee today to what his father and grandfather experienced. Corporate fitness, as a concept of human resource preservation, is not idealistic, it is quite realistic, and in time, a certainty. It is not a matter of if it will be a common condition of employment, it's a matter of when. The stature of corporate fitness will move beyond its current stage where a relatively small number of progressive employers offer professionally managed programs. There is no reason why the Department of the Army's Civilian Corporate Fitness Program cannot catch up and eventually become a leader.

ENDNOTES

1. The Federal Fit Kit, President's Council on Physical Fitness and Sports, 1985.
2. Laura Fisher, Top Ten Industrial Leaders, Corporate Fitness & Recreation (Dec/Jan 1987).
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